



**BIENNIUM BUDGET**  
**FY 2022 & FY 2023**

**CITY OF DOTHAN  
FISCAL YEAR 2022 & 2023 BUDGET  
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# City of Dothan **DOTHAN, ALABAMA**

August 31, 2021

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. For Fiscal Year 2022 and 2023, a Six-Year Capital Improvement Plan has been developed and included in the budget documents, showing capital items that have been funded.

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 2021 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 their target marginally increased.

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 are considered when developing the budget, especially as it relates to revenue projections for the next two years. Some of these factors include stability in the economy, enterprise fund revenue, federal and state potential funding, 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. The City has an informal Fund Balance Policy that recommends a minimum Unassigned Fund Balance of 8% to 17% of the subsequent year's budgeted expenditures and transfers for the General and Utility Funds. This amount will represent one to two months of expenditures.
2. *Maintain a Six-Year Capital Improvement Project Plan* – In the Fiscal Year 2022-2023 budget cycle, we continued with our six-year plan to coincide with our two-year budget cycle. For all funds, \$47,299,148 is proposed for capital projects in Fiscal Year 2022 and \$17,583,036 in Fiscal Year 2023. 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.

3. *Present By April 15th a Mid-Biennium Budget* – Each year, a Mid-Biennium Budget will be presented by April 15<sup>th</sup>. If funds are available, recommendations will be made to fund the conditional projects that were outlined in the Biennium Budget.
4. *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 fund balance or general obligation warrants.
5. *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.
6. *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 2022 is \$5,150,000 and for 2023 is \$4,550,000. The total amount for 2022 includes \$3,450,000 for the General Fund, \$850,000 for the Utility Fund and \$850,000 for the Solid Waste Fund. The total amount for 2023 includes \$2,850,000 for the General

Fund, \$850,000 for the Utility Fund and \$850,000 for the Solid Waste Fund. An additional \$600,000 was added in 2022 for the purchase of a ladder truck for the Fire Department. An additional \$650,000, for a total of \$1,150,000, was added in 2022 and 2023 for the purchase of additional police vehicles and the equipment for those vehicles. In previous years, the City was replacing 10 police vehicles each year. The increase in funding will allow for 25 vehicles to be replaced each year.

7. *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. In Fiscal Years 2020 and 2021, we increased the funding by an additional \$250,000. In Fiscal Years 2022 and 2023 an additional increase of \$250,000 was appropriated for a total of \$2,500,000 for resurfacing. 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.
8. *Maintain Building Maintenance Schedule* – The budget for 2022 and 2023 is \$800,000 to fund facility maintenance. 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 \$800,000 annually 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.

9. *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 2022, the budget includes funding for a Cost-of-Living Adjustment (COLA), performance increases, previously added positions, and positions recommended for funding in this budget cycle. In addition, in Fiscal Year 2022, funding is available for the 27 pay periods instead of the usual 26 that occur each fiscal year. I am recommending that a COLA for employees begin with the first pay date in October of each year, if warranted, based on the Consumer Price Index (CPI).
10. *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 2022, 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 \$10.9 million in Fiscal Year 2022 and \$10.1 million in Fiscal Year 2023. Below are the significant changes for the new budget:

- **Sales Tax** – To date, sales tax collections in Fiscal Year 2021 are 12.86% (\$8.12 million) above the Fiscal Year 2020 collections for the same period. The projected numbers for Fiscal Years 2022 and 2023 are \$9.05 million above the budgeted numbers in the Fiscal Year 2021 budget. This continues the practice of being conservative in our budget estimates.
- **Other Taxes** – Based on collections over the past two years, the budget estimates for this category have been increased by \$800,000 for both Fiscal Years 2022 and 2023. This revenue is from advalorem, franchise, and gasoline tax.
- **Interest Income** – Due to unfavorable interest rates on deposits, the City has been unable to generate as much revenue compared to prior years when interest rates were favorable. This has resulted in a decrease to our interest income by \$485,000 in both Fiscal Year 2022 and 2023. Along with our traditional money market accounts, funds have previously been invested in short-term and long-term certificates of deposit. We will continue to monitor the interest rate environment and take advantage of the best options for investment of city funds.
- **Utilization of Fund Balance** – For Fiscal Years 2022 and 2023, we are budgeting \$10 million and \$5 million from utilization of fund balance. These funds will allow us to complete numerous capital projects identified in the Capital Improvement Plan.
- **Transfer from Utility Fund** – While technically not a revenue to the General Fund, net income from electric 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 2022 and 2023 is \$20,656,471 and \$10,027,534, respectively.

## MAJOR EXPENDITURE CHANGES

As mentioned earlier, capital funding is included in the budget. Our focus for the capital budget includes: meeting infrastructure needs (transportation, utilities, and technology); meeting public safety needs; meeting quality of life needs (recreation and leisure); maintaining City facilities; redevelopment of downtown; maintaining healthy neighborhoods and affordable housing; economic development; and maintaining the financial health of the City. Capital funding in the amount of \$28,794,547 for Fiscal Year 2022 and \$10,709,536 for Fiscal Year 2023 is included for the General Fund. Of this amount, \$8,355,190 had previously been funded in the annual capital budget. The annually funded capital items include vehicle replacement, resurfacing, bridge replacement/maintenance, facility maintenance, and computer replacements. These funded capital items are included in the Six-Year Capital Improvement Plan which is included in this document beginning on page 118.

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

- **Personnel Cost** – Funding was included in the Fiscal Year 2022 and 2023 budget for a Cost-of-Living Adjustment (COLA) for employees, for the continuation of the pay for performance, previously added positions and positions being recommended for funding in this budget.
- **Downtown** – Funding for downtown infrastructure and beautification is included for the installation of underground utilities and streetscape in the 300 block of North Foster

Street, streetscape improvements on North Saint Andrews Street, streetscape improvements at North Oates Street and Powell Street (Phase 1), and downtown lighting improvements.

- **Economic Development** – In August 2020, the City Commission committed to provide four annual payments of \$50,000 to the Industrial Development Board to meet obligations with the Alabama Municipal Electric Authority (AMEA) to facilitate the GRI-APS project. The budget includes \$500,000 annually to fund this and other projects. In addition, funding for Brownfield remediation is included in the Fiscal Year 2022 and 2023 budget.
- **Neighborhoods** – During 2021, a Neighborhood Services Division was created in the Planning & Development Department to facilitate the enhancement of residential areas. To further these efforts, a Neighborhood Initiative Partnership Grant Program is being funded. This program will allow neighborhoods to improve entrance ways, lighting, and landscaping. In addition, personnel and equipment for a sidewalk crew is being funded. This crew will be dedicated to replacing and repairing damaged sidewalks.
- **Information Technology** – With technology changing rapidly, it is imperative that our computer infrastructure remain strong and secure. Funds to complete the implementation of the enterprise resource planning solution, update computers, network switches, cradle points, and enhance cyber security were included in the budget. In addition, a Fiber Crew was funded, along with the necessary equipment and training, to continue to expand and enhance fiber to city facilities.
- **Public Safety** – Additional funds were included in the Police Department budget for the replacement of 15 additional

police vehicles per year for a total of 25 per year, replacement of tasers, implementation of an Integrated Ballistic Identification System (IBIS), installation of additional radio consoles at the emergency communication center, maintenance of the radio system, and two canine units. The Fire Department's budget includes additional funding for replacement of a ladder truck, cardiac monitors, remote monitoring system for contaminated areas, equipment to detect and identify unknown substances and design Fire Station #3. In addition, ten police officers, an accounting technician and nine firefighter positions are recommended.

- **Public Works/Transportation** – Funding in the budget includes the design of Phase I of Flowers Chapel Road from Highway 84 West to Woodmere Drive, an increase in the annual resurfacing budget, traffic signal equipment upgrades, and bridge repair. In order to enhance the rights-of-way throughout the city, a right-of-way mowing crew, along with equipment, is included in the budget. In addition, funding for a city-wide storm drainage inventory and hydrological analysis is included in Fiscal Year 2022 and 2023.
- **Parks & Recreation** – Funding in the budget includes Phase II of Rip Hewes Stadium improvements, Water World improvements, Dixie Youth and Tennis Center lighting improvements, James Oates Park turf, Walton Park pool repairs, and replacement of the Westgate Softball Complex fencing.
- **Other Items Included in Fiscal Years 2022 and 2023** – Funding for facility repairs, ADA compliance, and annual fleet replacement were included in the budget. In order to facilitate necessary facility repairs throughout the city, a General Services Project Manager position is being recommended. Additional funds were added to the budget

for various operating costs in Administration, Finance, Personnel, Judicial, Public Works, Planning & Development, Leisure Services, Performing Arts, and General Services. Budgets for electric, water and sewer were also adjusted based on usage costs.

- **RSA Payments** – Our City's contribution rate for Tier I employees as of October 2021 will be reduced to 20.98% (.26%) of covered payroll. The Tier II rate (hired after January 1, 2013) will be increased to 21.45% (.97%). Beginning October 2022, the rate for Tier I employees will increase to 21.71% (.73%) and the rate for Tier II employees will increase to 22.09% (.64%). This net effect will result in an increase in the 2022 budget of approximately \$29,232. The Retirement Systems of Alabama provided the City of Dothan the information necessary to provide the Tier I benefit to those receiving Tier II benefits. The Commission adopted Resolution No. 2021-28 on February 16, 2021, to provide Tier II employees with Tier I retirement benefits to further aid in recruiting and retaining employees. In Fiscal Year 2021, annual RSA payments are estimated to be \$11.7 million for filled positions; for Fiscal Years 2022 and 2023, all qualified positions (filled and unfilled) are budgeted at \$13,774,250 and \$14,584,283, respectively.
- **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 \$4,667,015 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:

Visit Dothan	\$ 1,400,000
Chamber of Commerce-Economic Development	\$ 550,000
DDRA-Downtown Redevelopment	\$ 400,000
Dothan Houston County Library	\$ 876,000
Wiregrass Museum of Art	\$ 430,000
Friends of Fort Rucker	\$ 140,000
Wiregrass Transit Authority	\$ 109,000
Various Agencies	\$ 762,015

## UTILITY FUND

### REVENUE PROJECTIONS

- **Utility Revenues** – Electric sales revenues are projected to remain constant for both Fiscal Years 2022 and 2023. 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 \$7 million, excluding capital purchases. AMEA has committed \$971,600 for the construction of an electric source station and the City is anticipating additional funding from AMEA for the project.

Water revenues have been marginally increasing because of the annual 2.85% inflationary increase. The water revenue budget for Fiscal Year 2022 and 2023 was increased by \$2 million although there has been no significant increase in sales for a number of years. This represents our customers being more conscience of water conservation efforts. 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 \$3 million in Fiscal Year 2022 and 2023. This increase is the result of a 2.85% per 1000 gallon increase effective October 2020 and 2021 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 \$110,000 for both Fiscal Years 2022 and 2023.
- **Interest Earned** – Due to the decrease in interest rates, the budget estimate for this category has been decreased by \$900,000 for both Fiscal Years 2022 and 2023.
- **Utilization of Fund Balance** – For Fiscal Years 2022 and 2023, we are budgeting \$22,006,343 and \$4,815,727 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 \$17,589,601 for Fiscal Year 2022 and \$6,023,500 for Fiscal Year 2023 is included for the Utility Fund. Of this amount, \$3,340,000 had previously been funded in the annual capital budget. Some of these items previously funded include substation capital, PCB transformer change out program, tree

trimming, red water replacements, point repairs and rehabilitation for AOC, and vehicle replacements. These funded capital items are included in the Six-Year Capital Improvement Plan which is included in this document beginning on page 118.

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

- **Personnel Cost** - As previously stated, funding was included for a Cost-of-Living Adjustment (COLA) for employees, for the continuation of the pay for performance, previously added positions, and positions being recommended for funding in this budget.
- **Electrical System** – Funding for an emergency electric source station, conversion of underground utilities, replacement of direct buried secondary, vegetation management, substation improvements, transmission line switch replacements, PCB/Wildlife Protection Program, pad mounted transformer inspection services, cost-of-service study, and vehicle replacements are included in the Fiscal Year 2022 and 2023 budget.
- **Water System** – Funding for red water repairs (APRA Funds), an inspector for red water repairs, improvements to the water main on Hodgesville Road, Long Range Plan and Model Update, security improvements, well electrical equipment upgrades, chlorine cylinder scale replacements, bacteriological sampling points, and equipment are included in this budget.
- **Wastewater Collections & Treatment** – Funding for Basin B4-52 sewer repairs and rehabilitation (ARPA Funds), Beaver Creek/Old Little Choctawhatchee Trunk Line Rehab (ARPA Funds), aerial sewer crossing improvements, Cypress Creek Wastewater Treatment Plant Update,

influent pump rebuilds, effluent outfall structural improvements, ultraviolet bulbs for treatment, paving improvements at Little Choctawhatchee Treatment Plant, fuel tank replacements and covers, aerator equipment drive replacements, and SCADA mobile solutions for remote operations are included in this budget.

- **Debt Service** – Debt service payments for the Utility Fund are decreasing \$2,312 in Fiscal Year 2022 and \$1,267,164 in Fiscal Year 2023. As of September 30, 2021, the outstanding sewer debt will be \$74,157,304, which is 81.89% of the total outstanding debt of \$90,557,880.
- **Transfer To General Fund** – While technically not an expense to the Utility Fund, transfers from the Utility Fund to the General Fund for Fiscal Years 2022 and 2023 are \$20,656,471 and \$10,027,534, respectively.

## SOLID WASTE FUND

### REVENUE PROJECTIONS

- **Solid Waste Revenues** – In Fiscal Year 2020, a Solid Waste Fund was created to account for collections and disposal of garbage, trash, and recycling. The landfill reopened in August 2020, thus revenues for landfill tipping fees from the public in the amount of \$200,000 have been included in the Fiscal Year 2022 and 2023 budget and revenues from city operations of \$1.5 million in Fiscal Year 2022 and 2023 budget. Customer collection fees of \$4.3 million are included in both years. Total revenue of \$7,483,100 has been budgeted in both Fiscal Year 2022 and 2023.

- **Transfer from General Fund** – Although the Solid Waste Fund was established in Fiscal Year 2020 to operate as an enterprise fund, a transfer from the General Fund to the Solid Waste Fund is required to balance the fund for Fiscal Years 2022 and 2023 of \$3,336,022 and \$3,351,173, respectively.

### MAJOR EXPENDITURE CHANGES

As mentioned earlier, capital funding in the amount of \$915,000 and \$850,000 is included for the Solid Waste Fund for Fiscal Year 2022 and 2023, respectively. This includes annual vehicle replacement of \$850,000 each year and \$65,000 for the replacement of roll-off containers in Fiscal Year 2022.

- **Personnel Cost** - As previously stated, funding was included for a Cost-of-Living Adjustment (COLA) for employee and for the continuation of the pay for performance, previously in this budget.

### ITEMS NOT INCLUDED IN THE BUDGET

As discussed during the budget work session, we will discuss the most fiscally advantageous way to fund the Honeysuckle Roadway Improvements and the City Track and Field Facility if the Commission decides to move forward with the projects.

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 118. These items will be addressed during the Mid-Biennium Budget presented in April.

## CITY SCHOOLS

The Fiscal Years 2022 and 2023 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. Annual cash appropriations total \$3,738,286 which is undesignated and paid monthly. 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, uniforms, and printing of tobacco tax stamps. The School Fund debt was paid off in 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 \$512,218 and \$519,098, 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 \$1,776,553 for Fiscal Year 2022 and \$1,432,965 for Fiscal Year 2023. These budgeted funds reflect the General Fund debt only for principal and interest payments. The debt for the Wiregrass Public Safety Center, which is part of this General Fund debt, is \$1,089,374 for Fiscal Year 2022 and \$1,089,375 for Fiscal Year 2023. The City budgeted \$1,000,000 as revenue for Fiscal Years 2022 and

2023. 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 \$9,563,783 for Fiscal Year 2022 and \$8,296,619 for Fiscal Year 2023. The total debt service (general and utility) requirements for the City of Dothan are \$11,340,336 for Fiscal Year 2022 (\$2,313 decrease from FY 2021 original budget) and \$9,729,584 (\$1,610,752 decrease from FY 2022) for Fiscal Year 2023. These totals reflect general obligation bonded debt, notes payable, state revolving loans, accrued interest in the Utility Fund, and exchange expenses.

Based on my experience, I understand that Dothan, like other cities, needs to closely monitor the outstanding debt. The Constitutional Debt Limit, available for future debt, was \$175.7 million as of September 30, 2020. The outstanding debt as of September 30, 2021, will total \$90,557,880 (principal only). However, the majority of Dothan's outstanding debt which is sewer debt (\$74.2 million – 81.89%) is not even applicable to the limit. This total includes the \$14.2 million (15.74%) 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 \$11,150,929 and \$9,558,032 in Fiscal Years 2022 and 2023, respectively. After the principal payments are made on September 1, 2021, the outstanding balance at the end of this fiscal year will total \$90,557,880. Without any additional debt, the outstanding debt will decrease to \$81,577,726 as of the 2022 fiscal year-end and \$73,955,500 as of the 2023 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. An informal 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 has been 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% (\$24m - \$50m) of the subsequent year's budgeted expenditures and outgoing transfers. Fiscal Year 2021's estimated Fund Balance for the General Fund and Utility Fund, respectively, is \$20 million and \$23 million. Fiscal Year 2022's estimated Fund Balance for the General Fund and Utility Fund, respectively, is \$15 million and \$18 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 including the planned capital funding to this budget, additional appropriations throughout the year should be limited. By April 15<sup>th</sup> 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 2022 and 2023. 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 if necessary for those projects such as Honeysuckle Roadway Improvements and a City Track and Field Facility. 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 projections 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 2021, 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 2022 and 2023 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.

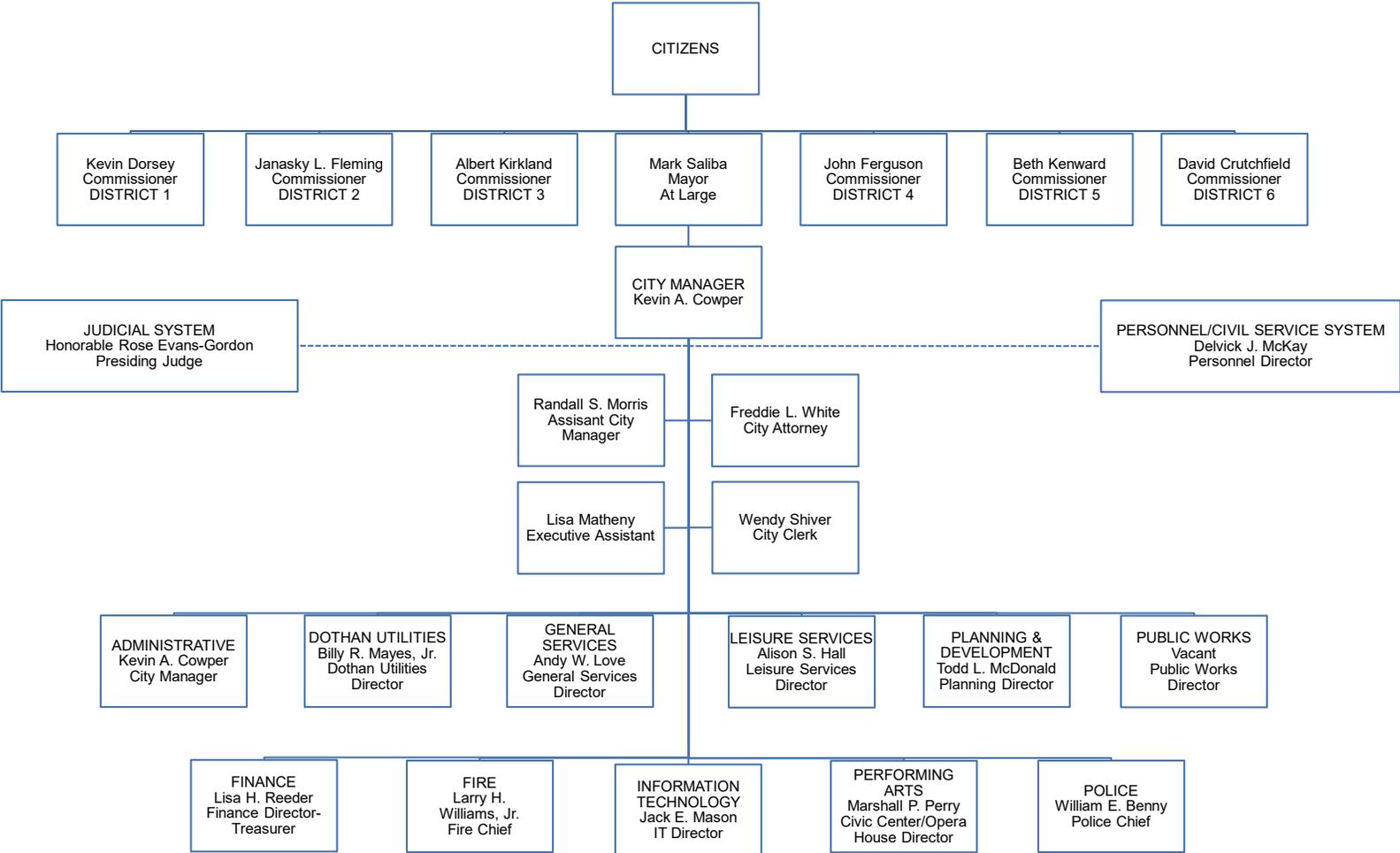
Respectfully Submitted,



Kevin A. Cowper, AICP, ICMA - CM  
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
- Downtown Improvement Program
- Economic Development Program
- Internal Auditing Program
- Legal Services Program
- Wiregrass Public Safety Center

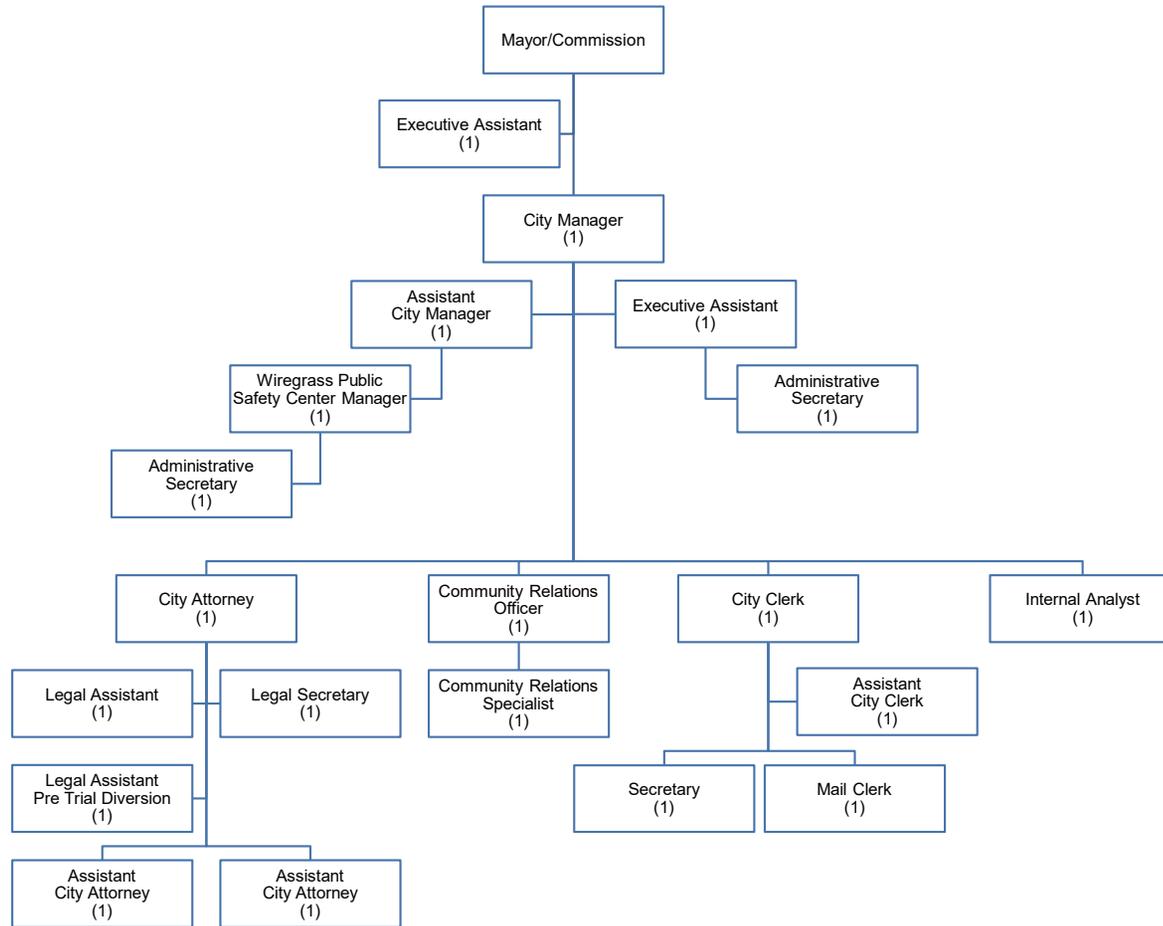


### **CITY CLERK**

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

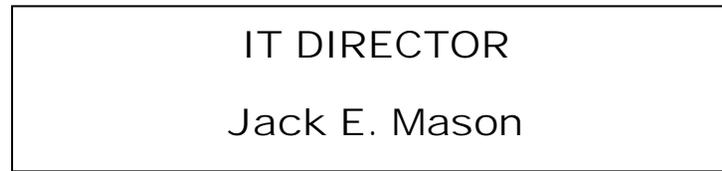
# ADMINISTRATIVE DEPARTMENT

## STAFFING ORGANIZATIONAL CHART



# INFORMATION TECHNOLOGY DEPARTMENT

## PROGRAM ORGANIZATIONAL CHART

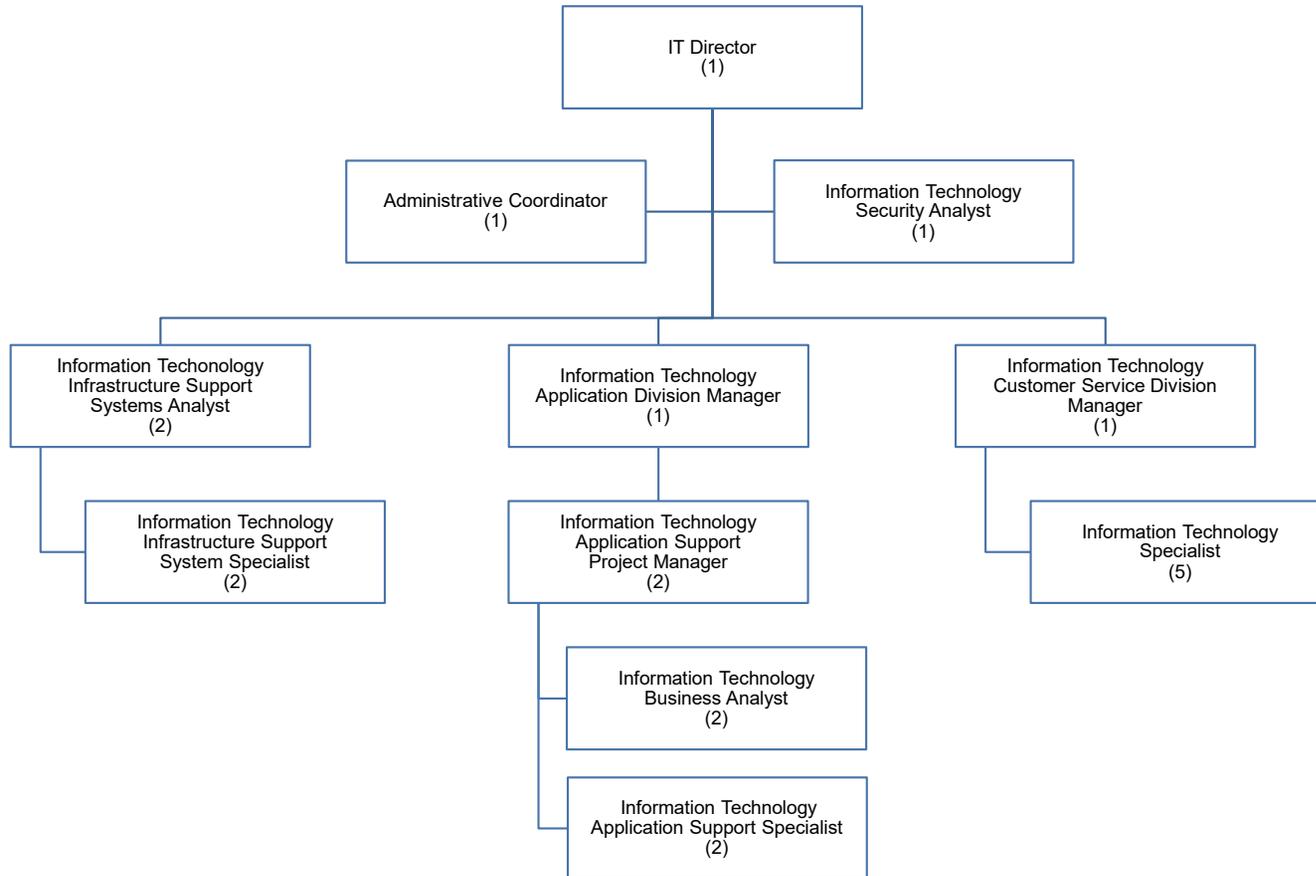


### **ADMINISTRATION & CITY-WIDE SUPPORT**

- iSeries Maintenance Program
- Server Infrastructure Program
- Communications Program
- Desktop & Mobile Data Terminal Support Program
- Wireless Network Access Program
- Disaster Recovery & Backup Program
- Network Infrastructure Program
- Fiber Network Operation & Control
- Access Control Operation & Security
- Data & Technology Security Program
- PC, Server & Cloud Applications Support Program
- Cloud Storage & Synchronization 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
- Annual Report 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

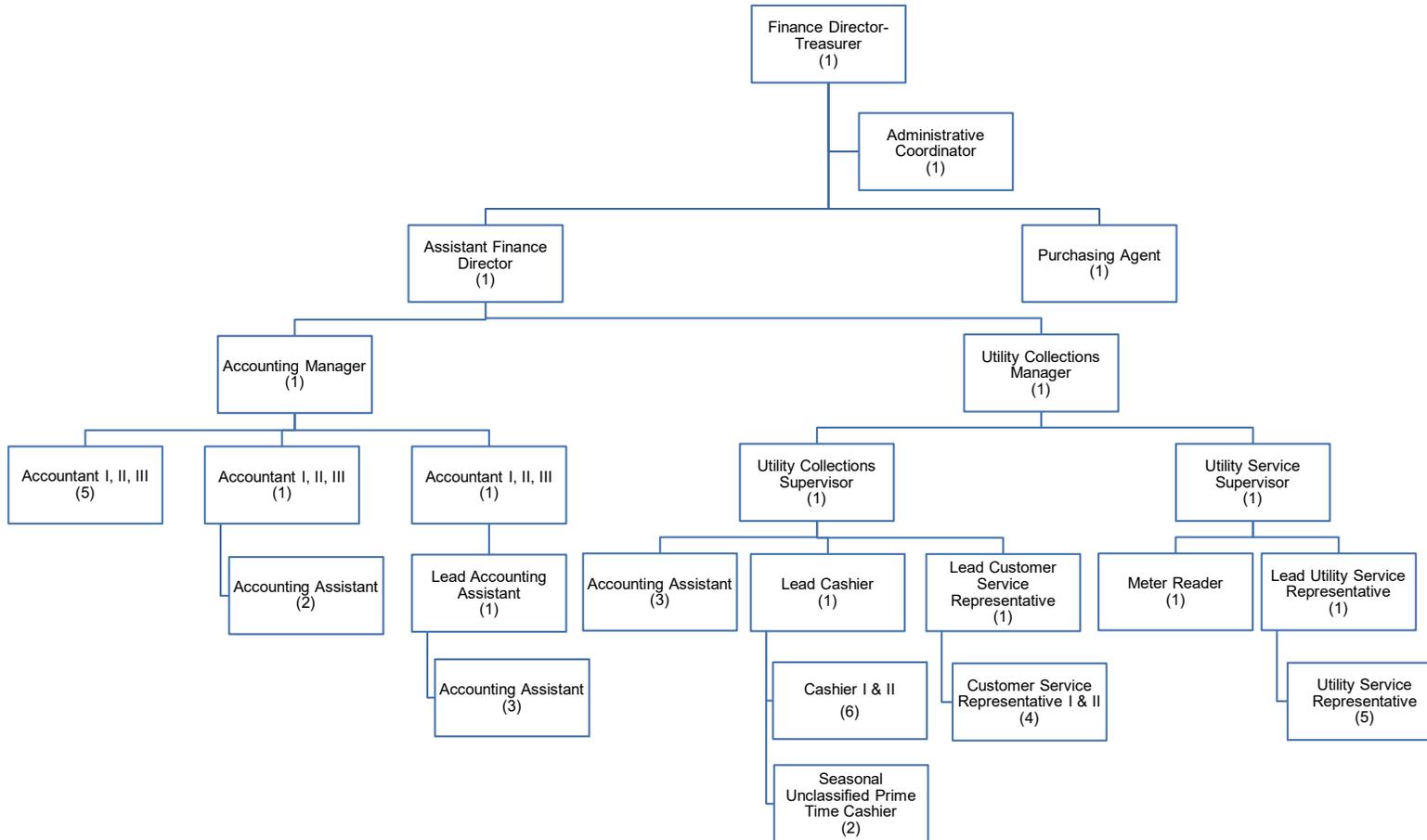


### **COMBINED UTILITIES**

- 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

## PROGRAM ORGANIZATIONAL CHART

PERSONNEL DIRECTOR

Delvick J. McKay

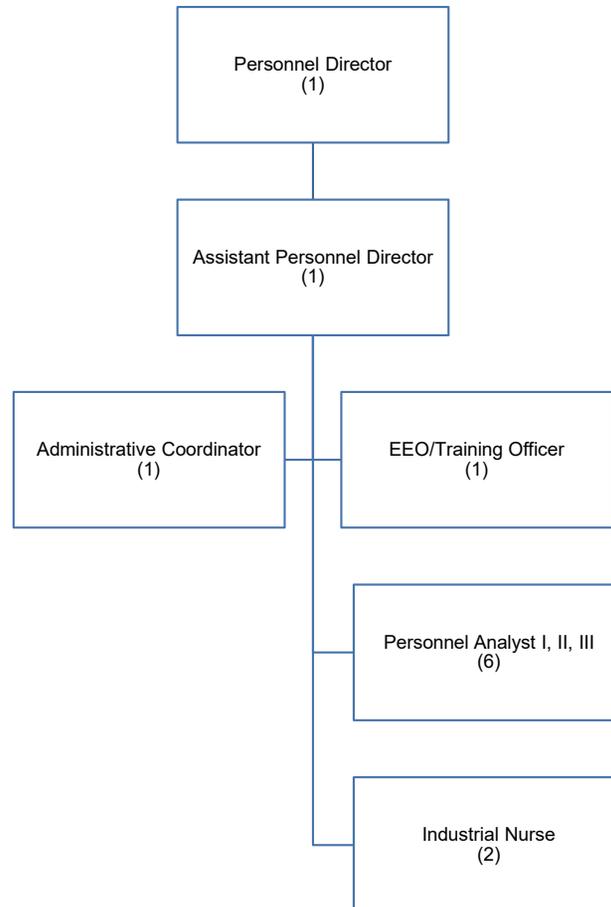


### **EEO/PROFESSIONAL DEVELOPMENT AND TRAINING**

- HR Compliance and Employee Selection Program
- Equal Opportunity and Diversity Program
- Training and Professional Development Program
- Investigations and Reporting Program
- Affirmative Action and Recruiting Program

# PERSONNEL DEPARTMENT

## STAFFING ORGANIZATIONAL CHART



# JUDICIAL DEPARTMENT

## PROGRAM ORGANIZATIONAL CHART

MUNICIPAL JUDGE

Rose Evans-Gordon

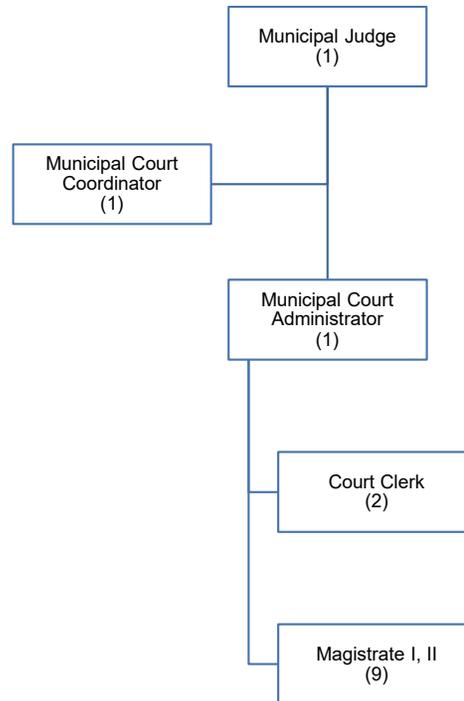


### **ADMINISTRATION**

- 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 CHIEF

William Benny



### **ADMINISTRATION**

- CALEA
- Payroll Processing
- Accounts Payable
- False Alarm Billing
- Community Speaking
- Polygraph Administration
- Grant Program



### **ADMINISTRATION**

- Crime Trends Monitoring
- Complaint Investigation
- Social Media Monitoring
- Adjunct Instructor Program
- Intelligence Group Program

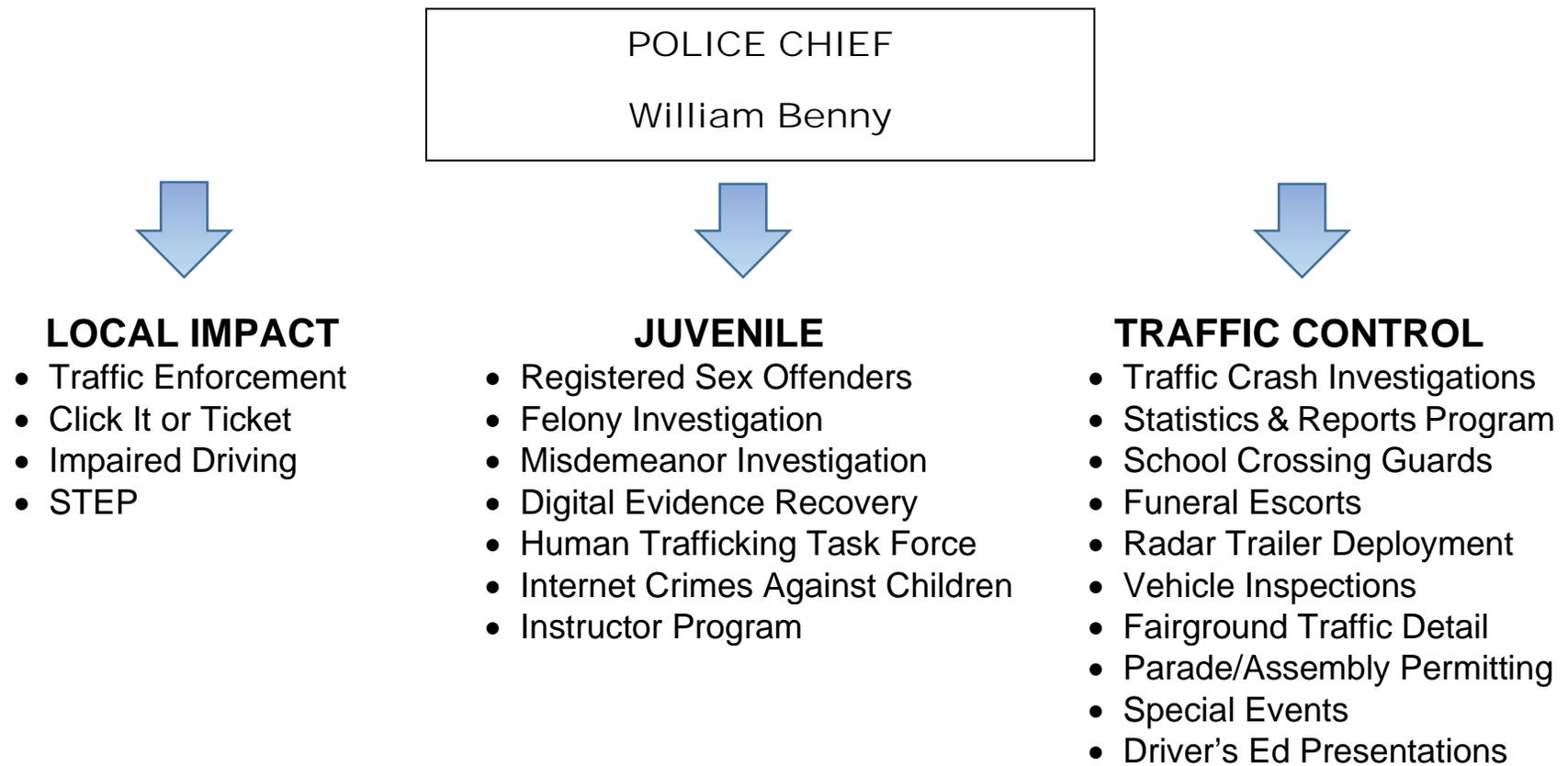


### **CRIMINAL INVESTIGATION**

- Felony Investigation
- Misdemeanor Investigation
- Evidence Processing
- Digital Evidence Recovery
- Task Force Programs
- Instructor Program
- Conduct Review Program
- Training Program

# POLICE DEPARTMENT (continued)

## PROGRAM ORGANIZATIONAL CHART



# POLICE DEPARTMENT (continued)

## PROGRAM ORGANIZATIONAL CHART

POLICE CHIEF

William Benny



### **COMMUNITY IMPACT**

- “Sectored” Patrols
- Dignitary Protection
- Special Event Security
- City Park Patrol Program
- Community Forum Program
- Neighborhood Watch Patrol



### **TECHNICAL SERVICES**

- Mobile Hardware Support
- Social Media Program
- Video Evidence Management
- Electronic Tracking Program
- Personnel Access Program
- Applicant Technical Support



### **TRAINING**

- Pre-Academy Training
- Aviation Support Program
- Firearms Training
- Uniform/Equip. Program
- New Hire Program
- Fleet Maintenance
- Bi-Annual Training Program
- Outside Agency Training

# POLICE DEPARTMENT (continued)

## PROGRAM ORGANIZATIONAL CHART

POLICE CHIEF

William Benny



### **PATROL**

- Medical Call Response
- Prisoner Transport
- Government/Dignitary Escort
- Special Event Security
- Honor Guard Program
- 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
- Citizen Observer Program
- Bridging the Gap Program
- Jr. Police Summer Program
- Rape Defense Training
- Coffee With a Cop Program
- Kid Escape Program

# POLICE DEPARTMENT (continued)

## PROGRAM ORGANIZATIONAL CHART

POLICE CHIEF

William Benny



### 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

POLICE CHIEF  
William Benny

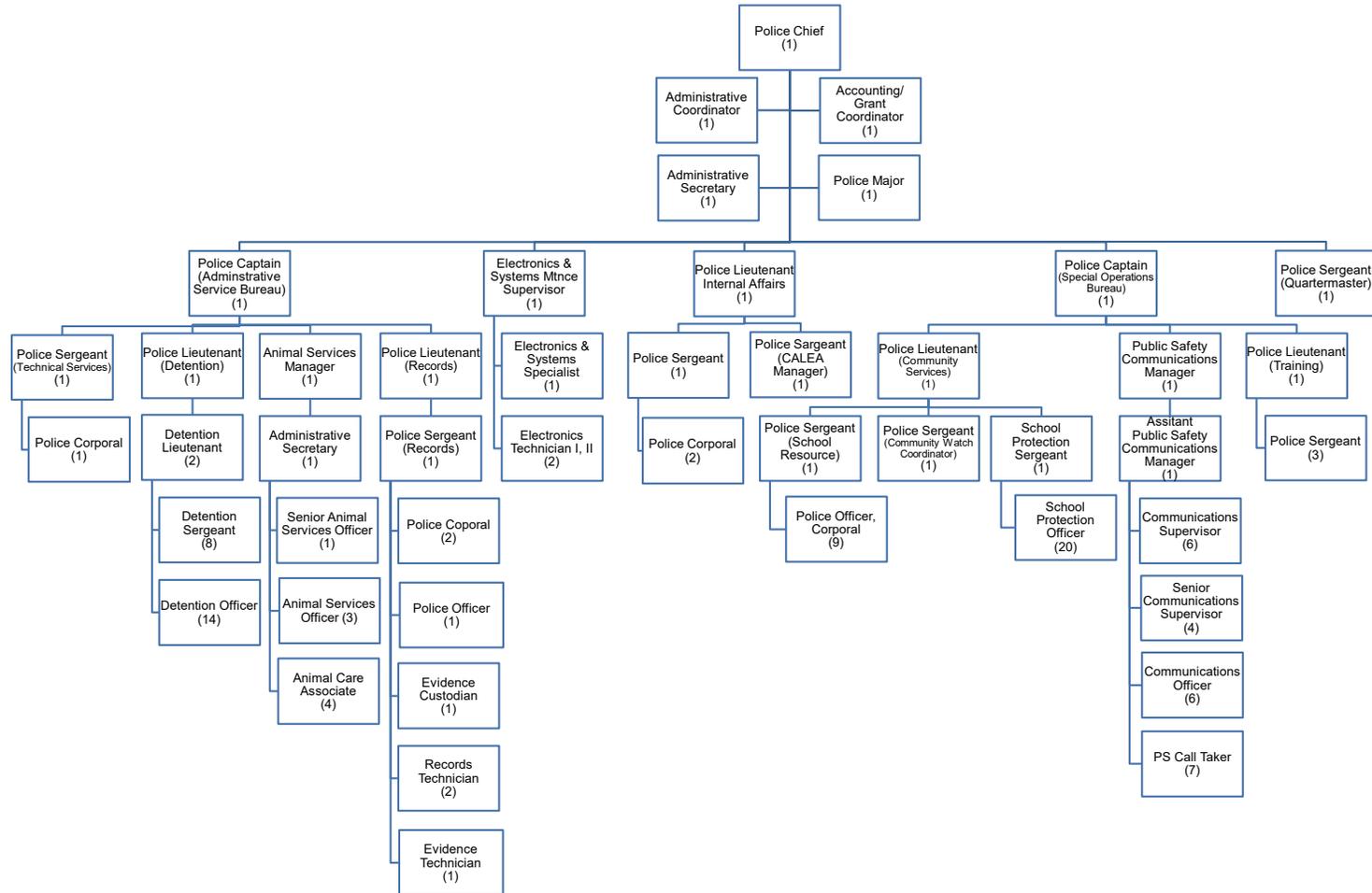


### **ANIMAL SERVICES**

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

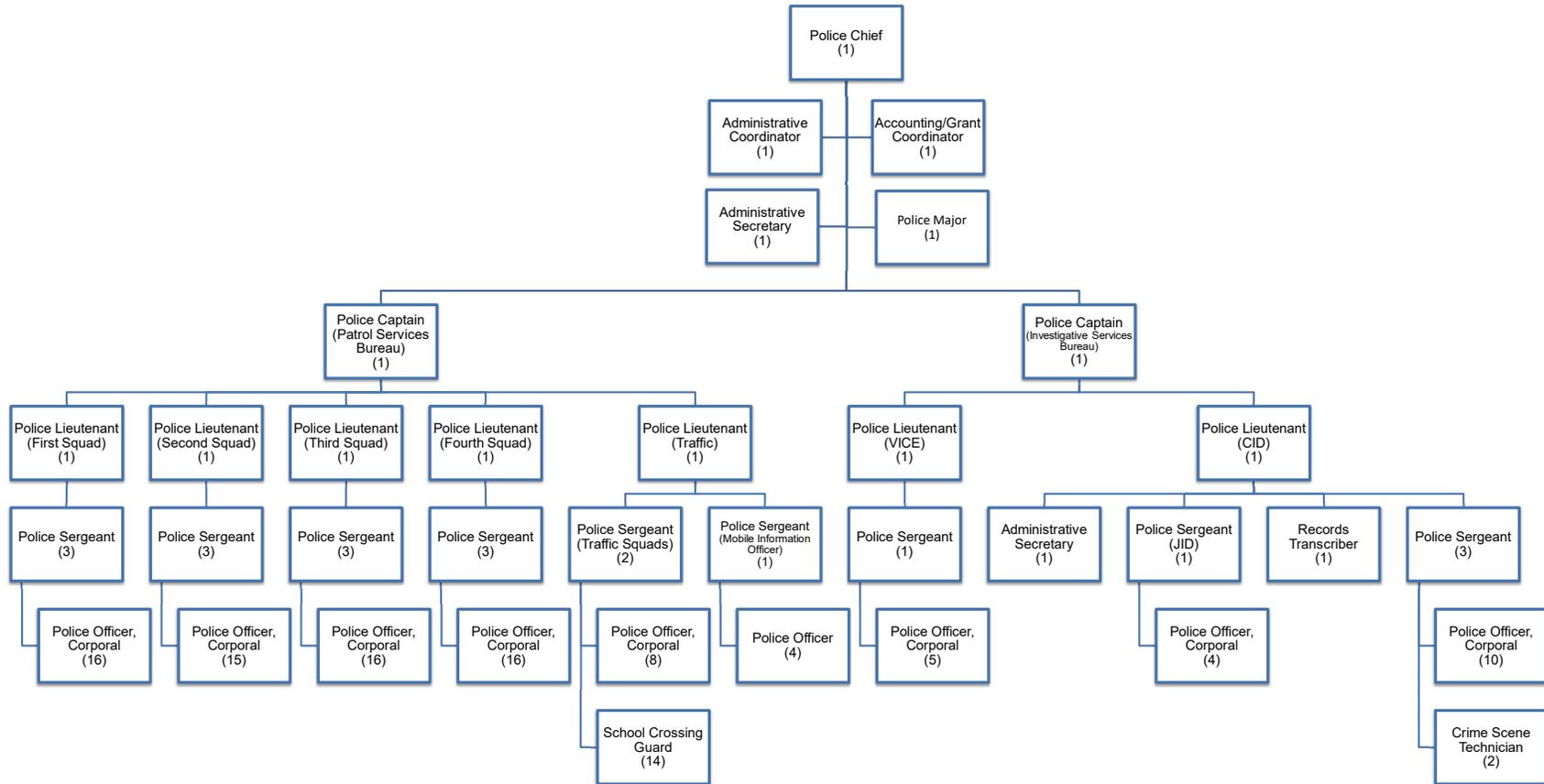
# POLICE DEPARTMENT

## 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

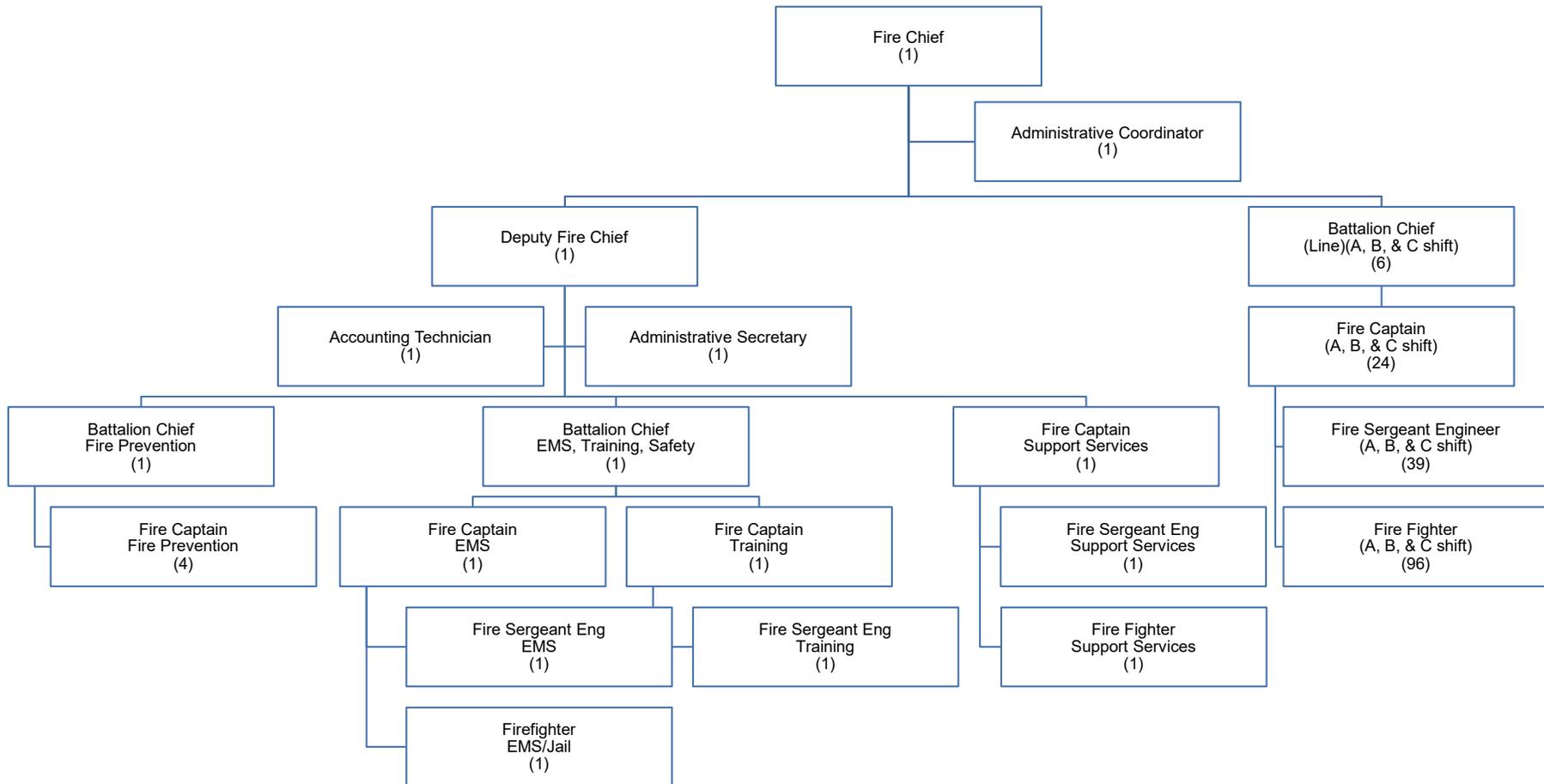


### PREVENTION

- 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

Vacant



### **ENGINEERING SERVICES**

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

# PUBLIC WORKS DEPARTMENT (continued)

## PROGRAM ORGANIZATIONAL CHART

PUBLIC WORKS DIRECTOR  
Vacant



### **TRAFFIC ENGINEERING**

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



### **STREET**

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

# PUBLIC WORKS DEPARTMENT (continued)

## PROGRAM ORGANIZATIONAL CHART

PUBLIC WORKS DIRECTOR  
Vacant



### LANDSCAPING

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

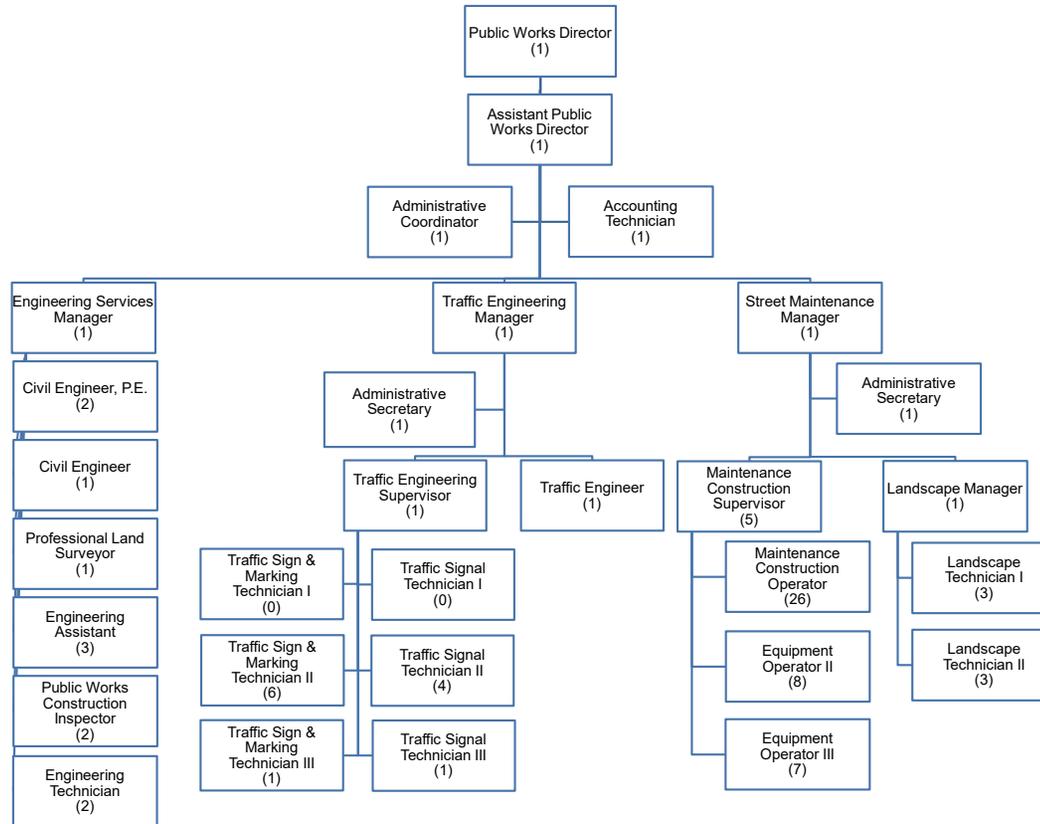


### ENVIRONMENTAL SERVICES

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

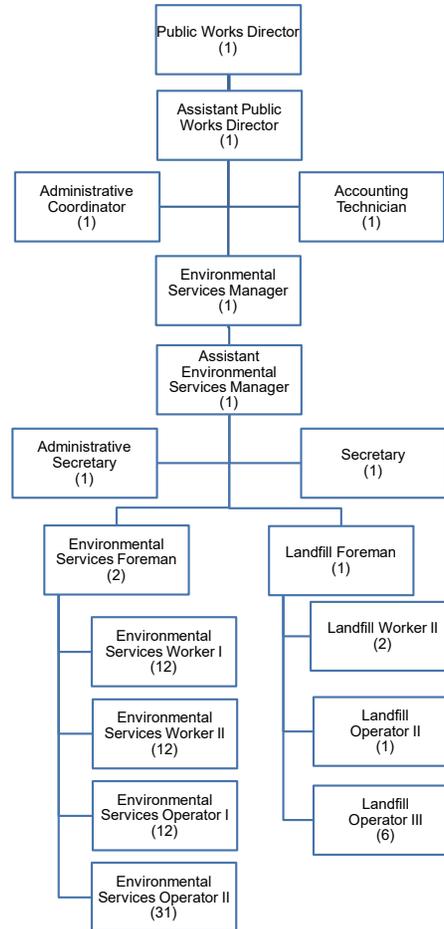
# PUBLIC WORKS DEPARTMENT

## STAFFING ORGANIZATIONAL CHART



# PUBLIC WORKS DEPARTMENT (continued)

## 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
- Neighborhood Enhancement Program
- Operations Program

# PLANNING & DEVELOPMENT DEPARTMENT (continued)

## PROGRAM ORGANIZATIONAL CHART

PLANNING DIRECTOR

Todd L. McDonald



### **LICENSE**

- Business License Operations Program
- Business License Enforcement Program
- Avenu Contract



### **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

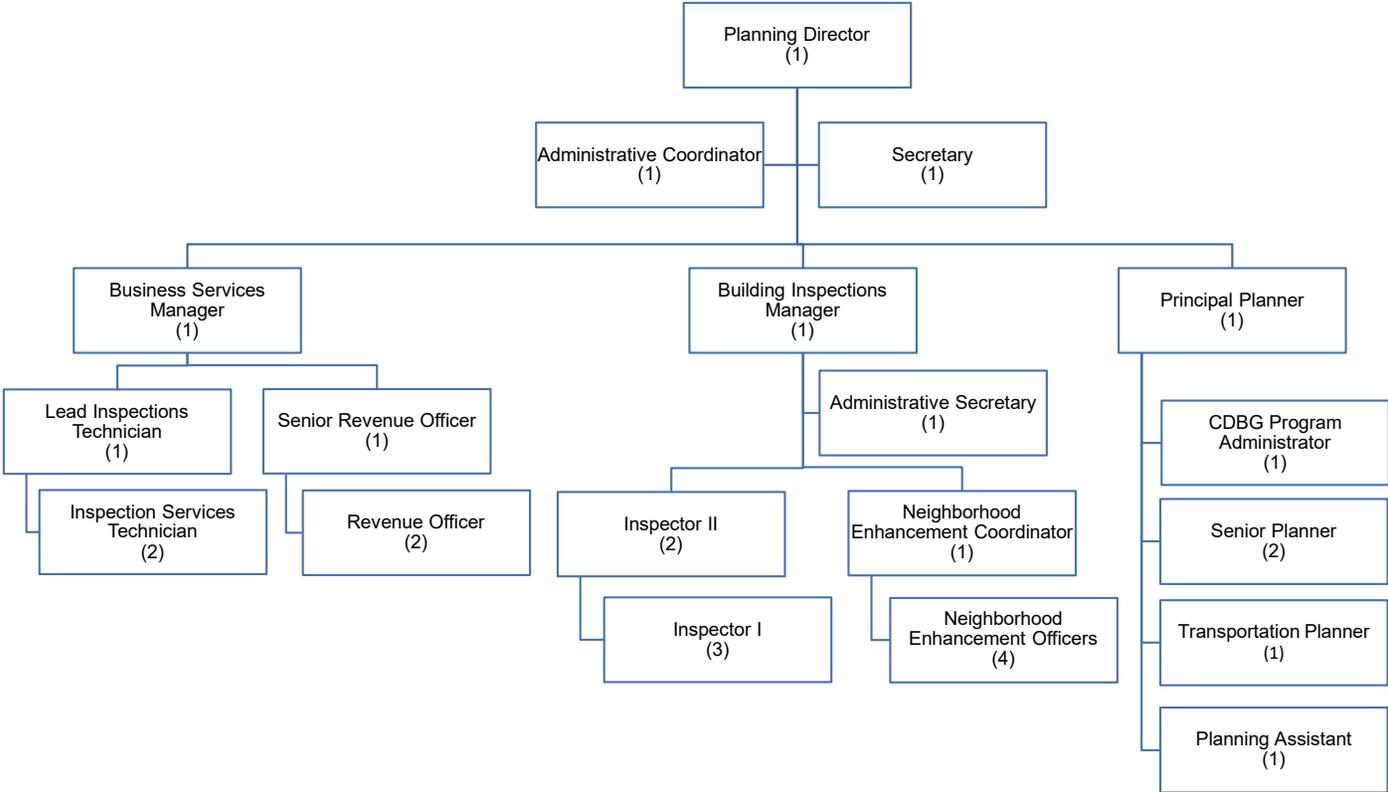


### **NEIGHBORHOOD ENHANCEMENT PROGRAM**

- CDBG Programs
- Structure Abatement
- Weed Abatement

# PLANNING & DEVELOPMENT DEPARTMENT

## STAFFING ORGANIZATIONAL CHART



# LEISURE SERVICES DEPARTMENT

## PROGRAM ORGANIZATIONAL CHART

LEISURE SERVICES DIRECTOR

Alison Hall



### **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 Programs
- Biking Program
- Tournament Operations
- Youth Fishing Program

# LEISURE SERVICES DEPARTMENT (continued)

## PROGRAM ORGANIZATIONAL CHART

LEISURE SERVICES DIRECTOR

Alison Hall



### **THERAPEUTICS**

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



### **AQUATICS**

- Public Swimming Program
- Lifeguard Training Program
- Water Safety Program
- Swim Lessons Program
- Water Aerobics Program
- Aquacise Program
- Swim Team Program
- Lap Swim Program
- Water World Operations



### **SENIOR CITIZENS**

- Transportation Program
- Meals Program
- Fitness/Exercise Program
- State Masters Games
- Computer Program
- Craft Program
- Woodworking Program
- Sewing Program
- Special Events Programs

# LEISURE SERVICES DEPARTMENT (continued)

## PROGRAM ORGANIZATIONAL CHART

LEISURE SERVICES DIRECTOR  
Alison Hall



### COMMUNITY

- After School Programs
- Summer Camp Programs
- Concession Program
- At-Risk Feeding Program
- Summer Feeding Program
- Special Events



### MAINTENANCE

- Playground Maint. Program
- Field Maintenance Program
- Trail Maintenance Program
- Tennis Court Maint. Program
- Pool Maintenance Program
- Facility/Grounds Maint. Program

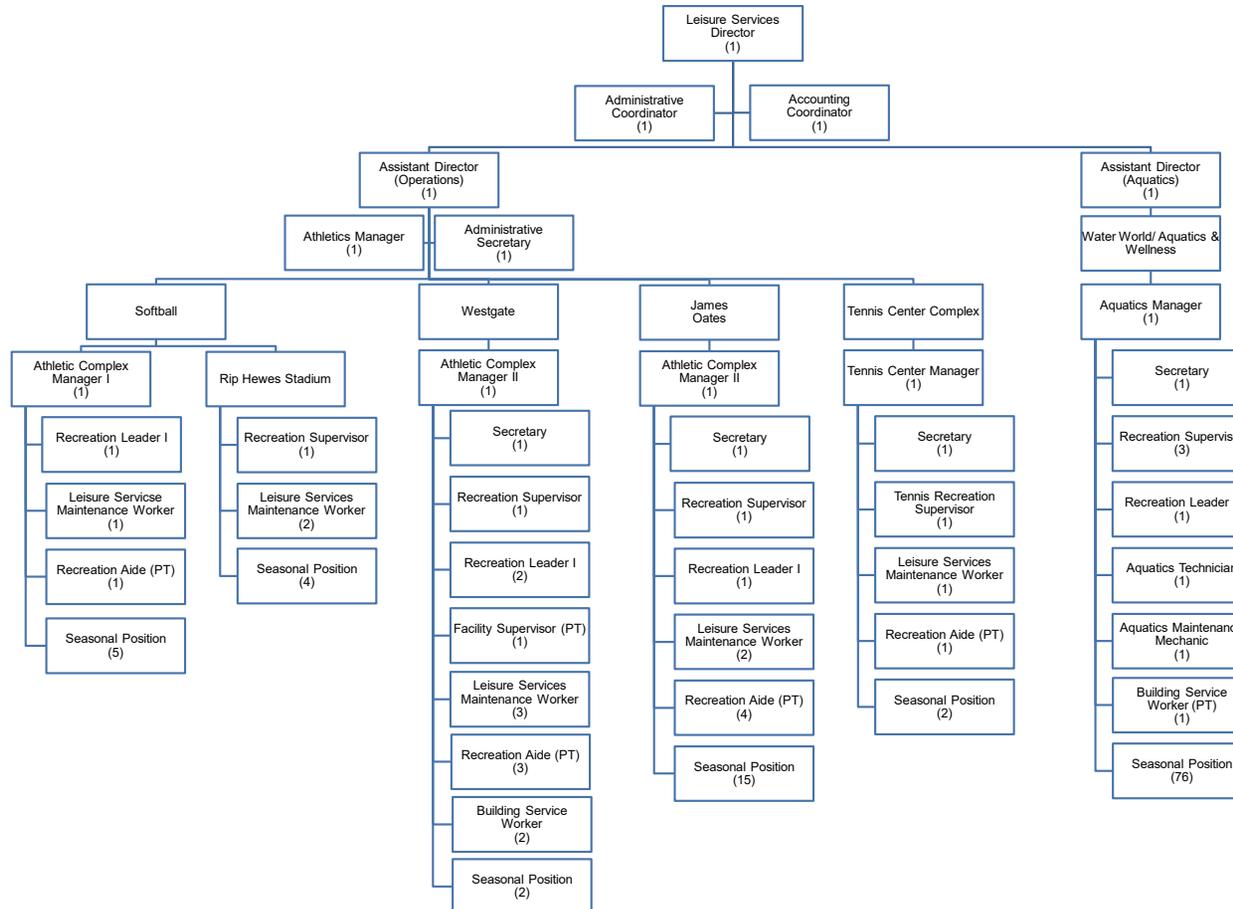


### TOURNAMENTS

- USTA Tennis Tournaments
- Downtown HOOPS Classic
- Swim Meets
- Travel Team Tournaments
- Karate Tournament
- Soccer Tournaments
- Alabama State Games
- State Archery Tournament

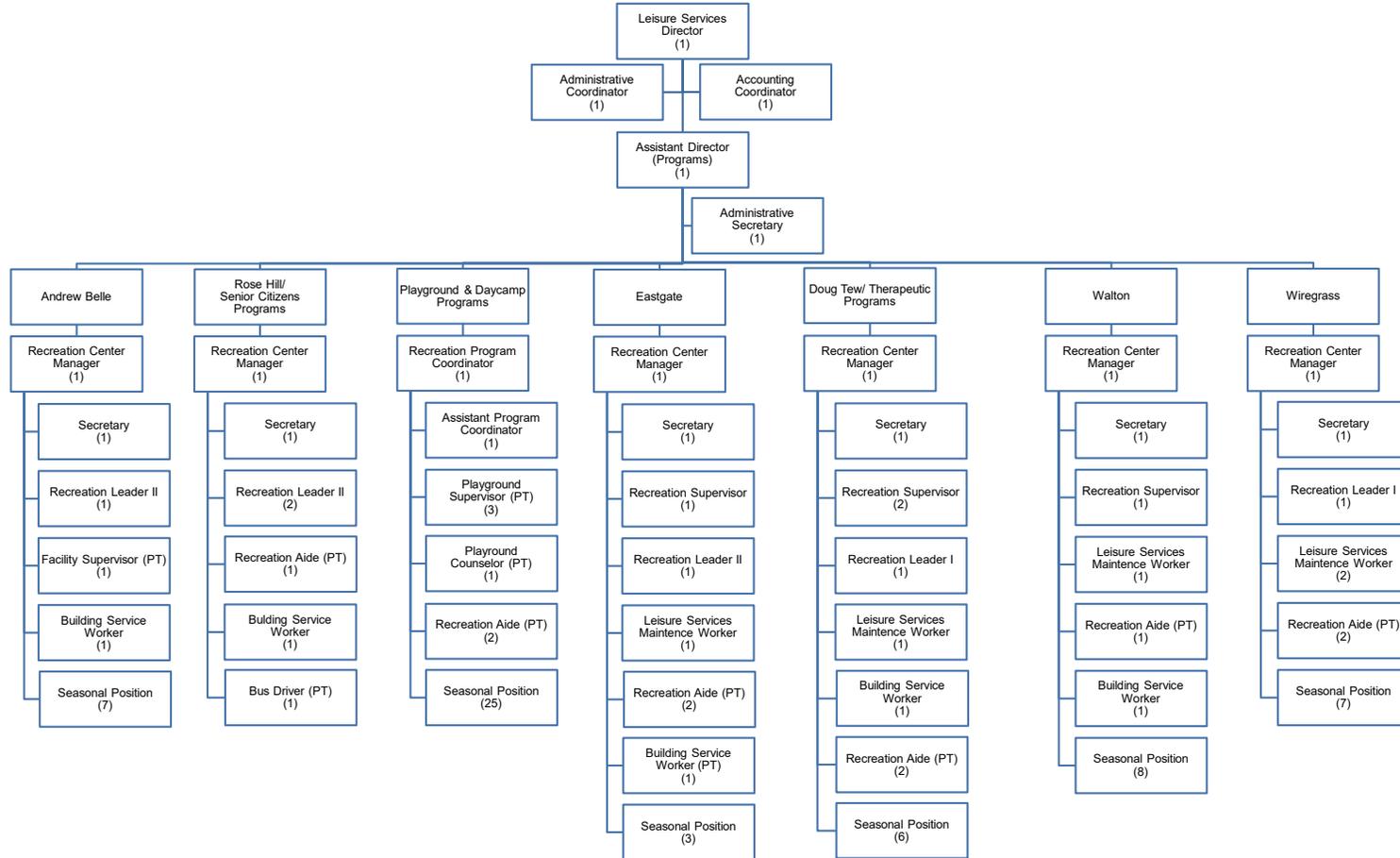
# LEISURE SERVICES DEPARTMENT

## STAFFING ORGANIZATIONAL CHART



# LEISURE SERVICES DEPARTMENT (continued)

## 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

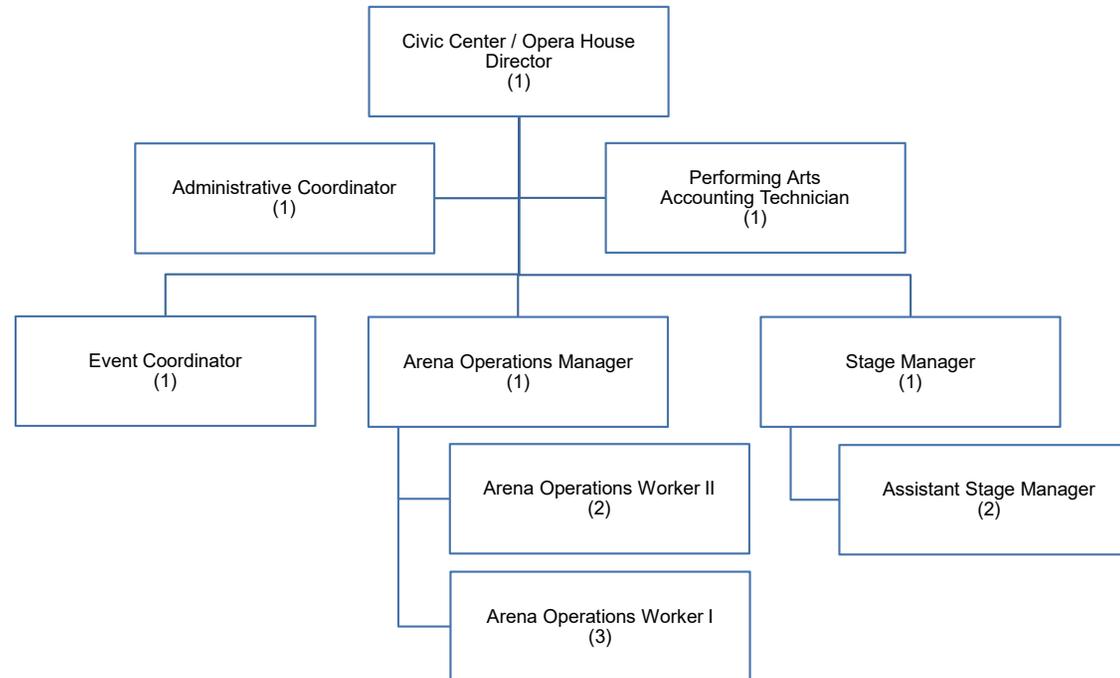


### **ROY DRIGGERS**

- 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

Andrew W. Love



### **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

Andrew W. Love



### **RISK MANAGEMENT/SAFETY**

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

# GENERAL SERVICES – INSURANCE DEPARTMENT

## PROGRAM ORGANIZATIONAL CHART

GENERAL SERVICES DIRECTOR

Andrew W. Love

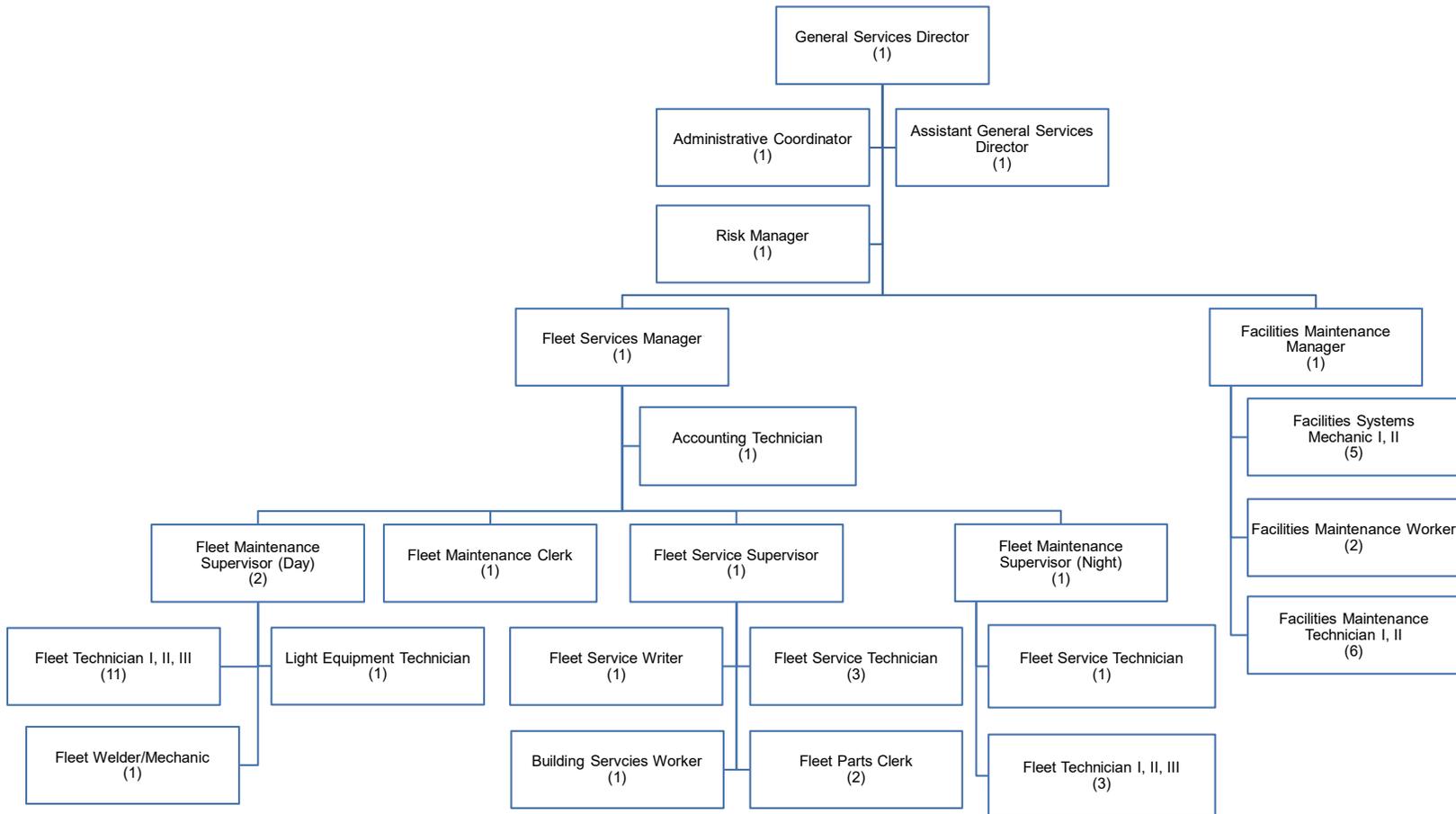


### **INSURANCE**

- 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.

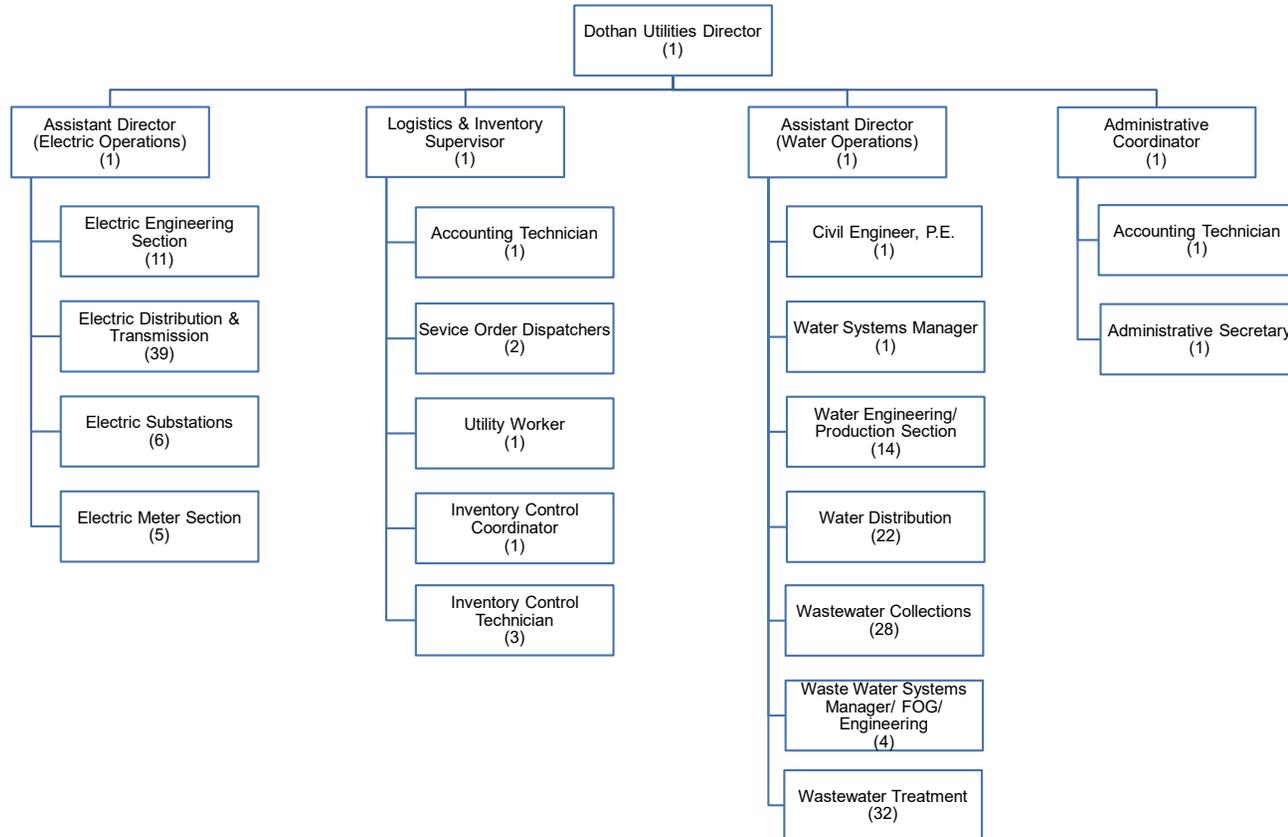


### **WASTEWATER TREATMENT**

- 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'S 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: STRATEGIC PLAN

## DOTHAN'S 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

## GOALS

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

## PRIORITIZED DIRECTIONS THRU 2023

Rip Hewes Stadium and Surrounding Area Construction

Enterprise Resource Planning Solution

Tier 2 to Tier 1 Conversion

Honeysuckle Road Phase I

Water World Updates

Field Lighting

Storm Drainage Phase I Analysis and Construction

Highway 84 West ATRIP Westbound

Flowers Chapel Widening

Girard Drainage Basin Phase I Construction

Emergency Electric Source Station

James Oates Park Turf



## **CITY OF DOTHAN: STRATEGIC PLAN**

# **PRIORITIZED DIRECTIONS THRU 2023 (Con't)**

Highway 84 West ATRIP Eastbound

Competition Track

Baywood Lift Station Elimination

Beaver Creek Truck Line Replacement

Citywide Storm Drainage Assessment

Honeysuckle Road Phase II

Girard Drainage Basin Phase II Construction

Underground Conversion of Electrical Connector

# CITY OF DOTHAN

## BUSINESS PLAN

This document explains projects that departments will undertake in fiscal years 2022 and 2023 to serve the City of Dothan. It is not all inclusive but provides performance measurements to determine successful completions.

*City of Dothan Departments*

FY 2022-2023

SUBMITTED BY THAD TAYLOR, INTERNAL ANALYST

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## **ADMINISTRATION - CITY MANAGER**

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

**Objective 1:** Build a transparent, high performing, customer service focused City organization

### ***Strategies:***

- Implement the high performing organization (HPO) concept to improve interdepartmental coordination and internal/external customer service.
- Align the City organization and individual departments with the strategic vision of the City Commission including employee teams built around priority themes.
- Enhance communication with the City Commission.
- Promote two-way communication with the school board, planning commission, Dothan Downtown Redevelopment Authority (DDRA) and other boards/commission.
- Ensure that departmental operating and capital budgets are aligned with the strategic vision of the City Commission.

### ***Performance Targets:***

- Hire Finance Director by December 2021.
- Hire Public Works Director by December 2021.
- Send key department heads to HPO training.
- Meet personally on an ongoing basis with the Mayor and City Commissioners, County Commission Chairman, Dothan City Schools, DDRA, Grow Dothan, Visit Dothan, Chamber of Commerce, and Wiregrass Foundation.
- Continue to enhance public communication and transparency for capital projects impacting the business community and neighborhoods.

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

### ***Strategies:***

- Create a neighborhood-based program to strategically redevelop blighted neighborhoods and systematically address neighborhood concerns.
- 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:**

- Conduct quarterly neighborhood clean-up events.
- Develop and implement a neighborhood matching grant program to enhance neighborhood appearance.
- Initiate pro-active neighborhood code enforcement activities.

**Objective 3: Improve Neighborhood relations and communication****Strategies:**

- Build a 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:**

- Continue implementation of a neighborhood based communication system to improve neighborhood relations and communication pertaining to planning, infrastructure and development issues beginning 2020.
- Continue program to register neighborhood associations beginning 2020.

**Objective 4: Revitalize older commercial corridors****Strategies:**

- Coordinate with ALDOT to improve the function and appearance of State and Federal Highways inside Ross Clark Circle.
- Make infrastructure improvements on commercial corridors consistent with redevelopment plans to improve roadway conditions, drainage, lighting, signage, sidewalks, landscaping and the like.
- Remove regulatory barriers to redevelopment.
- Utilize financial, environmental and/or regulatory incentives to facilitate redevelopment in target areas consistent with redevelopment plans.
- Coordinate with Grow Dothan and DDRA to identify and market available commercial properties for redevelopment.

**Performance Targets:**

- Create a commercial property database beginning 2022.
- Perform a market study to identify potential target business opportunities in 2022.

**Objective 5: Enhance Downtown as the center of the community****Strategies:**

- 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:**

- ❑ Upgrade streetscapes on Main Street, Foster Street and St. Andrews Street beginning 2022.

**Objective 6: Improve growth management****Strategies:**

- Enhance the quality and timing of new City infrastructure concurrent with growth.
- Strategically invest in new and improved infrastructure in target redevelopment areas.
- Continue to improve the development review and permitting process to ensure predicable and timely outcomes.

**Performance Targets:**

- ❑ Conduct quarterly meetings between planning, economic development and infrastructure related departments and agencies beginning 2022.

**Objective 7: Enhance the function and appearances of existing infrastructure and major transportation routes**

**Strategies:**

- Utilize the resurfacing and redwater programs 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 appearance of State Roads.

**Performance Targets:**

- ❑ Continue discussions with ALDOT regarding upgrades of State/Federal Roads in 2022.

**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: Vacant Lot Inventory**

**Strategies:**

- Communicate with state to identify number of lots available
- Prepare listing of lots
- Communicate with City Manager

**Performance Targets:**

- ❑ Communicate with state by December 2021
- ❑ Prepare list by January 2022
- ❑ Communicate with City Manager February 2022

**Objective 2: Pole Attachment Agreement**

**Strategies:**

- Select consultant to renegotiate agreements
- Communicate with consultant on recommendations
- Communicate with City Manager on recommendations

**Performance Targets:**

- Select consultant October 2021
- Timing of communication and progress will be determined by consultant

\*\*Dothan Utilities will be the lead on this and I will assist where needed

**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**

**Strategies:**

- Assist and support Dothan Utilities to ensure compliance

**Performance Targets:**

- Continue ADEM order on partial settlement until finalized

**Objective 2: Review Pretrial Diversion Program**

**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 December 2021

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

**Strategies:**

- Assist in revising and/or drafting new policies and procedures regarding the handling of overgrown lots, abandoned cars and other nuisance abatement issues at the City

**Performance Targets:**

- Estimated to be completed by November 2021

## ***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:*** Work with the Planning & Development Department to develop new district boundary lines as required pending the 2020 Census results

### ***Strategies:***

- Meet with the Planning & Development Department to set up necessary steps
- Work with the Planning & Development Department to conduct required public hearings
- Present recommendations and obtain City Commission approval

### ***Performance Targets:***

- Develop a proposed schedule in fourth quarter of 2021.
- Conduct public hearings in the first quarter of 2022.
- Present recommendations to the City Commission following public hearings.
- Enact redistricting ordinance.

***Objective 2:*** Work with the Information Technology Department and ERP Team to ensure successful implementation of new Document Management and Community Engagement Systems

### ***Strategies:***

- Review, evaluate, and discuss wants and needs.
- Identify opportunities for improvement in current processes and requirements for new systems.
- Implement and learn new systems.
- Train personnel.

### ***Performance Targets:***

- Attend weekly meetings to review and discuss ideas, requirements, and goals.
- Assist as needed with implementation needs.
- Attend training sessions.
- Train personnel on using new systems.

## ***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: Acquire funding for, develop specifications, purchase, train and implement new cardiac monitors***

***Strategies:***

- Work with City Management team to acquire funding for purchase of new cardiac monitors.
- Develop specifications and bid for purchase new monitors.
- Train all members and implement new monitors prior to February 2022.

***Performance Targets:***

- Obtain approval for funding in 2022-2023 budget by September 2021.
- Prepare specifications for bid no later than October 2021.
- Award bid and purchase selected cardiac monitors by December 1, 2021.
- Take delivery, train and implement selected product no later than February 15, 2022

***Objective 2: Evaluate current status of all Special Operations Programs (Hazardous Materials/Technical Rescue) and equipment with a plan forward to maintain/enhance current capabilities***

***Strategies:***

- Evaluate current team leader status to ensure both programs are equally led and managed.
- Secure funding, purchase and train members on new hazardous materials identification and monitoring equipment (Gemini unit and Gamma Rae system).
- Evaluate all technical rescue equipment and training programs.
- Develop any required replacement plans based upon finding of evaluation of all programs.
- Enhance opportunities to increase sustainment grant funding from ALEA / AMAS sources.

***Performance Targets:***

- Fire Chief and Deputy Chief to conduct meetings with team members and team leaders prior to November 1, 2021.

- ❑ Changes in team leadership/management (if any) will be effective January 1, 2022.
- ❑ Secure funding in budget cycle to purchase needed/outdated detection and monitoring equipment for hazardous materials response team.
- ❑ Evaluate all technical rescue equipment for maintenance/replacement needs by March 2022.
- ❑ Work with team leadership of both special operations teams to develop a comprehensive replacement plan before October 1, 2022.
- ❑ Conduct meetings each quarter with special operations team leaders and Dothan/Houston County EMA to explore opportunities and express needs for the teams.

**Objective 3: Secure funding, develop specification and purchase new ladder truck**

***Strategies:***

- Secure funding in budget preparation for purchase of new ladder.
- Work with apparatus committee to develop specifications for new aerial apparatus.
- Order, take delivery, and train members on operations of new apparatus and place in service.
- Work with general services to out-process reserve aerial apparatus.

***Performance Targets:***

- ❑ Secure funding for purchase in Fiscal 2022 budget by September 2021.
- ❑ Apparatus committee to prepare specifications for ladder truck prior to November 1, 2021.
- ❑ Select vendor/manufacturer for construction of ladder truck and place order by December 1, 2021.
- ❑ Take delivery of new apparatus in January 2023 (estimated construction time 400 days).
- ❑ Coordinate with General Services to dispose of outdated ladder through most appropriate means (ie. Gov deals).

**Objective 4: Develop and implement a program for updating our current Command and Control procedures with the inclusion of recent scientific developments and best practices**

***Strategies:***

- Select a working group of senior officers to develop and implement an updated Command and Control process that reflects current best practices and recent scientific breakthroughs.
- Develop and implement an on-going training program that will build upon current knowledge and skills for all DFD members.

- Develop an evaluation process that will ensure that Command and Control procedures are relevant and effective.

***Performance Targets:***

- ❑ Select and announce the Command and Control Working Group no later than October 31, 2021.
- ❑ Draft of the “DFD Command and Control Procedures” completed and presented to DFD Senior Staff for comment by March 1, 2022
- ❑ Final Draft of the “DFD Command and Control Procedures” presented to Fire Chief for approval by May 1, 2022.
- ❑ The “DFD Command and Control Procedures” published by May 31, 2022
- ❑ Initial training on the “DFD Command and Control Procedures” completed by December 31, 2022.

***Objective 5: Develop and Implement Strategy to effectively coordinate Dothan emergency operations through utilization of the new City of Dothan Operations Center***

***Strategies:***

- Develop plan to transfer operations from the current operations center located at the Fire Administration building to the City of Dothan Operations Center located at the Dothan Utilities Complex.
- Develop and implement a standard training plan for all city personnel who will be responsible for staffing the City of Dothan Operations Center
- Develop and implement a standard training program for all Elected Officials and Senior Leaders.

***Performance Targets:***

- ❑ Establish and implement an occupancy plan for the City of Dothan Operations Center to be fully equipped by October 1, 2021.
- ❑ Establish and implement a training plan to include federally required classes and exercises for all city personnel with responsibility for staffing the City of Dothan Operations Center. This plan will be implemented beginning October 2021 and completed by May 31, 2022.
- ❑ Plan and conduct a City of Dothan Operations Center exercise in accordance with FEMA and USDHS guidelines by May 31, 2022
- ❑ Plan and implement a City of Dothan Significant Event Exercise Program that follows the USDHS Homeland Security and Exercise Program to include threat/hazard identification and analysis as a regular component of the City of Dothan’s emergency management plan
- ❑ Plan and implement a training workshop for all Elected Officials and Senior Leaders. The plan will be complete by May 31, 2022 with the training conducted bi-annually or as deemed necessary by the City Manager and/or his delegated Emergency Manager.

**Objective 6: Continue to broaden and enhance interagency cooperation throughout the region****Strategies:**

- Provide leadership and subject matter expertise to other public safety agencies and community/region stakeholders in all areas of the emergency management cycle (preparedness, response, recovery, resilience)
- Encourage community wide participation in the EMA's preparedness efforts through active participation and support.
- Encourage the development and implementation of an on-going training plan for all community stakeholders with responsibility to support and/or staff Houston County EMA Emergency Operations Center.
- Encourage the scheduling and implementation of an annual Threat and Hazard Identification and Risk Assessment by community/regional stakeholders.
- Continue to support regional preparedness through the scheduling, planning, conduction, and evaluation of inter-agency exercises in accordance with the U.S. Department of Homeland Security Guidelines.
- Continue to support regional preparedness through the scheduling, planning, conduction, and evaluation of inter-agency training opportunities.

**Performance Targets:**

- ❑ Key members of DFD Staff to participate in quarterly Advisor Board meetings with Dothan/Houston County EMA and other stake holders.
- ❑ Schedule, plan, and execute key exercises of emergency service on a revolving timeline.
  - Airport Disaster Exercise
  - Farley Nuclear Exercise – Emergency Operations Center
  - Farley Nuclear Exercise – Forward Command and Radiation Monitoring
  - Hurricane Preparedness Exercises
  - Hospital Disaster Exercises

**Objective 7: Conduct a comprehensive review and analysis of programs/services provided through the Fire Prevention Division. Implement changes or improvements identified in the Division**

***Strategies:***

- Evaluate accuracy and completion rates of fire inspections to include plans review, certificates of occupancy, business license, complaint driven and annual target hazard inspections.
- Evaluate current fire investigations program, call schedules, continuing education and arson task force effectiveness.
- Analyze and enhance community risk reduction programs and opportunities to ensure we are addressing the hazards of our community.
- Implement any identified changes or enhancements within the division as identified through the assessments listed above.

***Performance Targets:***

- ❑ Evaluate current policies, procedures, and programs in all aspects of fire inspections during the first quarter of FY '22.
- ❑ Evaluate the fire investigations programs and procedures during the second quarter of FY '22 (ending March 31, 2022).
- ❑ Analyze all aspects and provide recommendations for improvements and enhancements to our Community Risk Reduction programs to be completed by June 30, 2022.
- ❑ Develop an implementation plan for any/all improvements or changes during the last quarter with an implementation date of January 1, 2023.

**Objective 8: Conduct a comprehensive review and analysis of programs/services provided through the Training, Safety and Emergency Medical Services Division. Implement changes or improvements identified in the Division**

***Strategies:***

- Evaluate all programs offered through the training division (fire and emergency medical services classes) to include inter-departmental and external certification.
- Review current training programs for entry level paramedics seeking ways to increase the number of paramedics in the Department.
- Analyze current EMS run data, treatment protocols, and efficacy of service delivery.
- Implement any identified changes or enhancements within the division as identified through the assessments listed above.

**Performance Targets:**

- ❑ Evaluate all programs offered through the training division with quarterly reports and meetings with the Deputy Chief for the FY '22 period.
- ❑ Provide current EMS run data, treatment protocols, and efficacy of service delivery reports to the Deputy each month.
- ❑ Implement any identified changes to training programs during the 2023 Training Summit, which begins in July 2022.
- ❑ Develop an implementation plan for any/all improvements or changes in EMS delivery / data collection during the last quarter with an implementation date of January 1, 2023.

**Objective 9: Secure funding, develop specification/architectural design, construct and occupy (staff) Fire Stations #10 and Station #13**

**Strategies:**

- Develop architectural design of Fire Station #10.
- Acquire pumper and staffing for Station #10.
- Construct and place Fire Station #10 in service.
- Contract architectural design of Fire Station #3.
- Construct Station #3 and relocate staff and pumper to new location.

**Performance Targets:**

- ❑ Work with Assistant City Manager to prepare RFQ after Commission Work Session on August 19, 2021.
- ❑ Select qualified architectural firm to work with staff in development of construction plans.
- ❑ Begin construction of Fire Station #10 by June 2022.
- ❑ Prepare specification and bid new pumper prior to June 2022
- ❑ Develop architectural plans for Fire Station #3 prior to January 2023
- ❑ Begin Construction of Fire Station #3 in June 2023.

## ***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: Implementation of City Facilities and Park Security Cameras***

***Strategies:***

- Ongoing deployment of cameras in city parks
- Develop centralized camera organization
- Hire and train dedicated camera IP Technician

***Performance Targets:***

- July 2022 – Have full time camera technician hired and trained.
- October 2022 – Completed centralized camera structure plan for new installs
- December 2022 – Completed 50% of new camera installs in all City Parks and Facilities.
- June 2022- Completed all pending new camera installs.
- October 2022 – Evaluate and establish needs for future camera installs, maintenance and repairs

### ***Objective 2: Implement Taser 7 Training Package***

***Strategies:***

- Purchase Tasers for all front line officers
- Taser Training for all department members
- Migrate to virtual reality training suite for mental health and de-escalation

***Performance Targets:***

- October 2021 – Completed order for new Tasers
- January 2022 – Completed roll out for front line officers
- June 2022 – All X26 Tasers off the street and returned. Evaluate Virtual Reality Training package.
- January 2023 – Evaluate Taser program.

**Objective 3: Development of Aggressive Recruiting Initiative for Police Officers**

***Strategies:***

- Coordinate with Personnel Department to actively recruit applicants
- Identify internal “recruiter/mentors” for applicants
- Train recruiters in a certified recruiting program

***Performance Targets:***

- ❑ March 2022 – Work with Personnel attend recruiting events
- ❑ June 2022 – Identify departmental recruiting team to complete outreach program with applicants.
- ❑ October 2022 – Recruiting officer training for Recruit Mentoring Program.
- ❑ May 2023 – Full implementation of Recruit Mentoring Program (RMP).
- ❑ December 2023 – Evaluate success of the Recruit Mentoring Program.

**Objective 4: Strategic Planning for new Animal Shelter**

***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:***

- ❑ July 2022 – Have a clear understanding of fund raising efforts
- ❑ September 2022 – Evaluate fund raising efforts goals for completion
- ❑ December 2022 – Assess funding and adjust strategies as necessary to achieve goal.
- ❑ March 2023 – Prepare for biannual budget cycle with projected deficiencies

**Objective 5: Establish an Officer Wellness Program**

***Strategies:***

- Establish an Officer Wellness policy in conjunction with G.O. 100-37 Physical Readiness
- Establish a Critical Incident Coordinator
- Certify more officers and dispatchers in peer support in accordance with AL Code 36-21-14
- Establish a Peer Support Team throughout the department

**Performance Targets:**

- ❑ January 2022 – Distribute new policy that encompasses the Officer Wellness initiative to the entire department.
- ❑ April 2022 – Have the Critical Incident Coordinator in place.
- ❑ September 2022 – Certify dispatchers in peer support.
- ❑ January 2023 – Certify full staff of officers in peer support.
- ❑ February 2023 – Have the new Peer Support Team available

**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: Compliance with EPA Administrative Order on Compliance**

**Strategies:**

- CMOM programs
- ADEM order

**Performance Targets:**

- ❑ Continue Preventative Maintenance Program (PMP) activities
- ❑ Continue Inter-jurisdictional Agreement Program activities.
- ❑ Continue ADEM Order on Partial Settlement to finalize.

**Objective 2: Sanitary Sewer Overflow (SSO) Abatement**

**Strategies:**

- Continue work on capital projects to reduce SSOs
- Continue efforts to determine and obtain funding approvals

**Performance Targets:**

- ❑ Continue 2020 CSSAP Repairs including RCC-TGIF/Hooters Project-Construction complete by August 31, 2022.
- ❑ Continue 2020 Omussee Trunk Project-Construction complete by June 30, 2022.
- ❑ Continue 2021 Indian Hills P/S Elimination Project-Construction complete by March 31, 2022.
- ❑ Baywood L/S Elimination Project-Construction to start by November 30, 2021.
- ❑ Project-B4-52 Sewer Basin Rehab Project-Construction to start by November 30, 2021.
- ❑ Beaver Creek Trunk Line Project-Construction to start by March 31, 2022.
- ❑ Project B3-74 Sewer Basin Rehab Project Engineering to start by September 30, 2022.

### **Objective 3: Red Water Program**

#### **Strategies:**

- Obtain Contract Services for Approximately \$2 Million

#### **Performance Targets:**

- ❑ Continue 2021 Project A: Burdeshaw, Alice, Lena, Bell Streets area plus Bonnie to Southwood area-Construction complete by January 30, 2022.
- ❑ Continue 2021 Project B: Hedstrom to Selma and Haven to Third service area-Construction complete by August 31, 2022.
- ❑ 2022 Project A and B design complete by January 30, 2022.

### **Objective 4: Maintain and Improve Water Systems**

#### **Strategies:**

- Update 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 2022 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:**

- ❑ Obtain professional services for Long Range Plan Update by January 15, 2022.
- ❑ 2022: Well & Tank security site improvements (fencing) at wells: S-1, 12, 14, 24, 26, 28, 29 and 32; and Tanks: 4, 6, and 10 by the end of calendar year 2022.
- ❑ Continue 2021: Well & Tank security site improvements with security camera installations at Tanks: 1, 2, 4 (Well 12), 9, 11, 12 (Well 32), 13 (Well 33) and 14; and Wells: S-1, S-3, S-4, S-5, 2, 4, 7, 9, 13, 16, 19, 22 and 27 by the end of calendar year 2022.
- ❑ 2022 Well Repairs at wells number 16, 25, 27 and 32 to be complete by September 30, 2022.
- ❑ 2022 Tank Inspections at 1, 2, 3 and 4 to be complete by September 30, 2022.

### **Objective 5: Maintain and Improve Wastewater Treatment Facilities**

#### ***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 Omussee Creek WWTP NPDES permit.
- Update the Cypress Wastewater Treatment Plant (WWTP) 201 Amendment Study.

#### ***Performance Targets:***

- ❑ Thermal Image major electrical components and establish baselines on annual basis at Little Choctawhatchee Wastewater Treatment Plant (WWTP) by September 30, 2022.
- ❑ Log and track equipment failures and compile list quarterly for all WWTPs in the 2022 calendar 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, 2022.
- ❑ Continue Renewal of Omussee WWTP permit expiring on 5/31/2022, application due 180 days prior to expiration.
- ❑ Obtain professional services to update the Cypress Wastewater Treatment Plant (WWTP) 201 Amendment Study by January 30, 2022.

### **Objective 6: Maintain and Improve Wastewater Collections System**

#### ***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 (Laver Hills and Young America) by September 30, 2022, 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, 2022.
- ❑ Inspect 10% of sewer system annually via CCTV, smoke testing, dye testing, or sonar inspections in Fiscal Year 2022 and develop a listing of needed repairs/corrections.
- ❑ Perform modified Level 2 manhole inspections (MACP) of 10% of total manholes annually in 2022 and develop a listing of needed repairs/corrections.
- ❑ Inspect sanitary sewer trunk lines in one (1) sewer basin by September 30, 2022.
- ❑ Continue to monitor Satellite System Flow Meters for peaks by September 30, 2022.

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

***Strategies:***

- Replace aging equipment to maintain system reliability.
- Improve existing electrical infrastructure.
- Utilize existing fiscal year 2022 budget funds.

***Performance Targets:***

- ❑ Perform maintenance on Flynn and East Burdeshaw Substations by end of calendar year 2022 from current funds.
- ❑ Update five-year plan for substations capital and maintenance needs by June 30, 2022.
- ❑ Write work orders for Osmose inspection pole change-outs by May 31, 2022.
- ❑ Continue electric system engineering study by McLean with completion in September 2025.
- ❑ Procure property on John D. Odom and complete design of 115kV emergency backup station for the City of Dothan by September 2022.

## ***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)***

***Strategies:***

- To provide credibility to the financial reporting of the City of Dothan.
- The Annual Report 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, 2022 and March 31, 2023.
- ❑ Submit application for the Certificate for Outstanding Achievement for PAFR by March 31, 2022 and March 31, 2023.
- ❑ Release Annual Report and PARF to the citizens by March 31, 2022 and 2023.

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

***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.
- ❑ Monitor Fund Balance and Cash Flow to determine most advantageous method of funding projects.

**Objective 3: Implementation of ERP Software – Financials, Purchasing, Asset Management, Utilities, and Customer Engagement Portal**

***Strategies:***

- Define job processes and procedures.
- Review best practices for governmental organizations to ensure processes and procedures are accurate and efficient
- Test, validate and accept results of software development to ensure a smooth transition from current software.

***Performance Targets:***

- Complete prework for Financials by October 1, 2021.
- Complete prework for Purchasing by February 1, 2022
- Complete prework for Asset Management by February 1, 2022
- Complete prework for Utilities and Advanced Metering by January 1, 2022.
- Complete prework for Utilities Customer Engagement Portal by March 1, 2022
- Go-live date for all applications on October 1, 2023.

**Objective 4: Review City of Dothan Code of Ordinances, Section 102, Utilities to update regulations related to Utility processes and general rules of operation**

***Strategies:***

- Review for recommended updates to the current operations due to changes with new software.
- Ensure industry best practices are implemented.

***Performance Targets:***

- Identify staff members to complete review and recommendations by November 2022.
- Submit initial draft with recommendations by April 2023.
- Discussion and final draft with Staff Report completed by August 2023
- Submission to City Commission by September 2023.

**Objective 5: Collaborate with Leisure Services to assist Senior Citizens and other citizens to ensure they receive all benefits they are eligible for related to Utility Service**

***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 senior citizen events.

***Performance Targets:***

- ❑ Participate at Diabetes Workshop annually beginning in October 2022 and provide citizen awareness of products available with Dothan Utility service.
- ❑ Obtain booth and participate in Older American’s Day event in May 2023.
- ❑ Coordinate with Leisure Services to visit senior citizen center annually beginning in August 2023.

***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: Renovate Rip Hewes Stadium**

***Strategies:***

- Oversee construction to renovate stadium facility to meet City standards and stay within budget.

***Performance Targets:***

- ❑ Start Construction (Phase 2). Jan 2022.
- ❑ Project Complete. Aug 2022.

**Objective 2: Renovate Water World**

***Strategies:***

- Discuss needs with various Departments that use/occupy buildings.
- Hire design firm and prepare bid documents.
- Oversee construction to renovate Water World facility to meet City standards and stay within budget.

**Performance Targets:**

- Develop RFP. March 2021. Complete.
- Contract with Design Firm. April 2021. Complete.
- Start Construction. Sep 2021.
- Project Complete. Mar 2022.
- Project Complete Aug 2022

**Objective 3: Design/Build Two (2) New Fire Stations**

**Strategies:**

- Work with Fire Department to develop request for proposal for design services.
- Hire design firm and prepare bid documents.
- Oversee construction to construct 1 or 2 new fire stations to meet City standards and stay within budget.

**Performance Targets:**

- Develop RFP. FY22.
- Contract with Design Firm. FY22.
- Start Construction. TBD
- Project Complete. TBD

**Objective 4: Renovate Doug Tew Recreation Center**

**Strategies:**

- Work with Leisure Services and other city departments to develop request for proposal for design services.
- Hire design firm and prepare bid documents.
- Oversee construction to renovate recreation facility to meet City standards and stay within budget.

**Performance Targets:**

- Develop RFP. March 2021. Complete.
- Contract with Architect. April 2021. Complete.
- Start Construction. Fall 2021.
- Project Complete. Spring 2022

**Objective 5: National Guard Armory – Future Use**

**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. Complete.
- ❑ Future performance targets based on information obtained above.  
Remediation complete. ADEM certified property for “NFA” – No further action.
- ❑ Complete Well Abandonment Plan for ADEM approval. May 2021
- ❑ Execute approved Well Abandonment Plan. TBD (1-2 years)

**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 Technology Infrastructure**

**Strategies:**

- Partner with Dothan Utilities and Public Works to develop and implement the proposed IT fiber optic crew with primary focus to install and maintain the city’s fiber optic network lines serving current and additional City facilities.
- Continue migrating existing city facilities from legacy fiber to the Fiber Ring
- Update city parks with fiber infrastructure to facilitate future tournament qualification requirements of streaming and wifi functionality
- Maintain and expand wired and wireless network coverage to support increasing mobile workforce
- Replace outdated phone system with cloud-based VOIP telephony system
- Continue partnership with city departments to assist with network, mobility, wireless, and cellular needs
- Research and implement efficient and secure communication solutions to provide long-term lower-cost of operation
- Research and evaluate migrating City cellular data devices from VPN to carrier Private Network technology for increased secure communications at a lower cost

**Performance Targets:**

- ❑ Partner with Dothan Utilities and Public Works to complete the implementation of the proposed IT Fiber crew by mid FY22.
- ❑ Work with the IT fiber crew, Dothan Utilities, and Public Works to complete Phase II of the Fiber Project implementation by end of 2023.
- ❑ Create detailed plan for fiber to city parks by mid FY22

- ❑ Work with stakeholders to develop Phase III fiber priorities by 3rd qtr 2023
- ❑ Research/test Secure communications with a private network pilot with cellular carriers by 1st quarter FY23
- ❑ Implement proactive intelligence into the city network beginning in FY23 as the older non-compatible switch technology is updated
- ❑ Document and map details of entire network by mid FY23
- ❑ Implement a new cloud-based VOIP phone system for the city by mid FY22

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

***Strategies:***

- Continue to keep hardware and software updated appropriately to accommodate the growing demands of city business
- Continually evaluate the available virtual server platforms and restructure to best fit the City’s needs.
- Ensure city systems are protected with secure backups and robust recovery
- Keep all server environments patched and secure to safeguard all City and User data

***Performance Targets:***

- ❑ Analyze current server platforms annually to ensure secure and updated platforms match the growing requirements and expectations of each of the department business needs.
- ❑ 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
- ❑ Perform annual DR test of cloud-based backup and disaster recovery system
- ❑ Expand automated alerting techniques for proactive monitoring of server systems, network infrastructure, database, and environments annually
- ❑ Relocate critical outage system servers to the new hardened City Operations Facility before end of FY22

**Objective 3: Implement cloud ERP application for city**

***Strategies:***

- Lead the implementation of best-practice industry standard processes in many departments to replace the City’s end-of-life enterprise software
- Work with teams of subject-matter-experts and key department leadership to implement replacement ERP best-practice ERP workstreams
- Provide departments with guidance to promote common enterprise software solutions to minimize integration risk and reduce costs
- Stay on-schedule for the 30 month implementation plan

**Performance Targets:**

- ❑ Go-live of Citizen Engagement by end of 2021
- ❑ Go-live of Parks and Rec "CivicRec" solution before 2<sup>nd</sup> quarter 2022
- ❑ Go-Live of City Clerk Document Management by end of 2021
- ❑ Go-live of Permits or Code Enforcement before end of 2021
- ❑ Define Personnel rules for HCM workstream by end of 2021
- ❑ Go-Live of all Community Development components in 4<sup>th</sup> quarter 2022
- ❑ Go-live of the Personnel Module HCM (such as time-keeping, payroll, benefits, performance mgmt., on-boarding, etc.) on Jan 1<sup>st</sup> 2023
- ❑ Go-live cut-over of Finance end of fiscal year FY23

**Objective 4: Maintain vigilant Cyber Security Program.**

**Strategies:**

- Continue to protect the city's data and computing resources by monitoring, maintaining, implementing advanced security equipment and systems
- Develop the new entry-level IT Security Analyst and partner with outside Cybersecurity specialists and organizations to continually evaluate the City's external and internal vulnerabilities
- Analysis and proactive monitoring for vulnerabilities in data access, storage, and network
- Dashboard style monitoring and proactive alerting systems
- Behavioral monitoring systems to identify potential threats
- Ongoing communications and cyber awareness training to City employees
- Develop and maintain security standards and practices for all new installs
- Develop and maintain an enhanced security posture for all City systems

**Performance Targets:**

- ❑ Analyze perimeter protection logs and use dashboards to establish baseline performance metrics by end of 2<sup>nd</sup> quarter FY23
- ❑ Develop and implement proactive AI alerting systems for automated identification and possible remediation by 3<sup>rd</sup> quarter FY 23
- ❑ Develop quarterly or semi-annual analysis or assessment report/criteria for city-wide systems for use to develop recommendations for remediation 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 all city user access by end of 2<sup>nd</sup> quarter FY22
- ❑ Implement mobile Oracle Field Services management by 4<sup>th</sup> quarter FY23
- ❑ Provide annual Cyber Security User training – 1<sup>st</sup> quarter FY22

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

***Strategies:***

- Deliver fast and accurate IT service to all city departments through single point of contact approach via a common help desk service platform
- Provide a high performance technical team to assist employees and departments with the needs of growing technology
- Provide IT availability through a single 24/7 contact phone number
- Implement smart network technology to maximize performance response time, application up-time, increased predictive diagnostics, and improve reliability
- Maintain and grow 24/7 automatic alerting of critical monitored systems
- Maintain active and productive partnerships with each Department to ensure optimized delivery of IT services
- Gather and analyze customer feedback on delivered IT services from all departments to ensure improved customer experience
- Maintain and secure customer hardware/software economically to meet the needs of the city and its departments

***Performance Targets:***

- ❑ Conduct a minimum of 1 annual customer survey, use results to build improved customer service delivery
- ❑ Develop and expand the IT op's center improving predictive and proactive threat monitoring as required by never-ending new security threats
- ❑ Implement smart network devices in all fiber huts to improve throughput and reliability by 2<sup>nd</sup> quarter FY23
- ❑ Continue IT Maintenance weekends to ensure security and performance patches are updated on all servers and endpoints 1 weekend each month
- ❑ Upgrade to high speed network connections into all major city buildings by end of 4<sup>th</sup> quarter FY23

**Objective 6: Improved Citizen engagement and Public Communications Technology**

***Strategies:***

- Utilize current mobile-responsive city website to make it easy for citizens to navigate and engage with city services.
- Integrate use of mobile-responsive city website with city App and Oracle cloud
- Implement city App for citizen ease-of-use with city services
- Implement new Oracle Citizen Engagement functionality

**Performance Targets:**

- Integrate current mobile-responsive website to new city app by 2<sup>nd</sup> qtr 2022
- Go-live with new Oracle Citizen Engagement module by end of 2021
- Develop & implement new City App with rollout of Oracle Citizen Engagement
- Integrate City App with the new CivicRec parks & rec software
- Roll out the smart bot functionality for Citizens with the Citizen Engagement

**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: Establish an Amnesty Date for Outstanding Warrants**

**Strategies:**

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

**Performance Targets:**

- Submit information packet regarding Amnesty Court to City Manager, January 1, 2022
- Post Notice of Amnesty Dates (February and March Dates in local newspaper, February 1, 2022
- Conduct Amnesty Day February and March 2022

**Objective 2: Document scanning for Municipal Court-Phase Two**

**Strategies:**

- Due to COVID, awaiting a date from Avenu Insights and Analytic to begin second phase of scanning

**Performance Targets:**

- Coordinate with Avenu Insights and Analytic the second phase of scanning

**Objective 3: Develop Strategic Plan for Emergency Situations**

**Strategies:**

- Implement policy for court proceedings, personnel and office management in preparation of any emergencies

**Performance Targets:**

- ❑ To be prepared for emergencies or pandemics, December 2021

**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: Perform significant upgrades to key Leisure Services Parks and Athletic facilities**

**Strategies:**

- Renovate and upgrade Rip Hewes Stadium facilities.
- Install artificial turf on 12 infields at James Oates Park.
- Install shade shelters over bleacher areas at James Oates Park.
- Replace aging sports field and tennis court lighting with LED lighting at Westgate Park, Westgate Softball Complex and Westgate Tennis Center.
- Replace and add playground equipment and other amenities at Kinney Park.
- Continue building single track (natural) additions to the Westgate Park Trail.
- Renovate Doug Tew Therapeutics Center for ADA compliance and ease of use.
- Make infrastructure improvements at Water World, including restroom, front entrance, and concession stand renovations, new office construction, Great White slide and tower refinishing, wave generation equipment replacement, and adding a second food service area and a chemical storage building.

**Performance Targets:**

- ❑ Phase 1 of Rip Hewes upgrades complete by January 1, 2022.
- ❑ Phase 2 of Rip Hewes upgrades plans to City Commission by September 30, 2021, with completion of Phase 2 by July 31, 2022.
- ❑ Design for James Oates artificial turf installation to City Commission by September 1, 2021, with construction completion by February 28, 2022.

- ❑ Design for James Oates shade shelters to City Commission by January 31, 2022, with construction completion by August 1, 2022.
- ❑ Phase 1 (Northcutt Football/Westgate Softball) of lighting replacement complete by January 31, 2022.
- ❑ Phase 2 of lighting replacement (Westgate Parking Lots/Water World/Westgate Tennis Center) design to City Commission by February 28, 2022, with project completion by August 31, 2022.
- ❑ Finalize desired Kinney Park amenities by January 31, 2022, with project completion by August 31, 2022.
- ❑ Completion of Phase 2 (Water World to Soccer Complex) of the Westgate Trail addition by January 31, 2022.
- ❑ Completion of Phase 3 (Soccer Complex to Kiwanis Park) of the Westgate Trail addition by March 31, 2022.
- ❑ Complete upgrades to Doug Tew Therapeutics Center, adding more accessible parking spaces, renovating the front entrances, converting the kitchen to a teaching kitchen, and updating the dressing room and bathhouse to make it ADA compliant by May 31, 2022.
- ❑ Complete infrastructure improvements for Water World by March 31, 2022.

**Objective 2: Continue to execute the Facility Maintenance Program for Major Repairs and Improvements**

**Strategies:**

- Develop a priority repair list for each recreation center, neighborhood park and athletic facility.
- Review budget and identify affordable projects.
  - Repair the Eastgate boardwalk.
  - HVAC replacement at various facilities.
  - Upgrade and replace Christmas lights and décor.
  - Kiwanis Park walking trail repair.
  - Resurfacing the tennis courts at Wiregrass Park.
  - Replace and upgrade water fountains throughout department.
  - Replace the filtration systems at Westgate Competition Pool and Doug Tew Pool.
  - Replace the gutters at Walton Park Pool.
- Establish schedule of repairs with General Services, Public Works, or outside sources.
- Establish a strategic repair and replacement plan for City-wide playgrounds.
- Establish a strategic repair and replacement plan for City-wide Park fencing (wood-rail & chain link)

**Performance Targets:**

- ❑ Compile a priority repair list of facilities by September 1, 2021 & 2022.
- ❑ Review budget by November 1, 2021 & 2022.

- ❑ Schedule repairs by January 2022 & 2023.
- ❑ Evaluate repairs and projects by August 2022 & 2023.

**Objective 3: Provide and maintain comprehensive and unique events and programs**

***Strategies:***

- Create new classes and programs for a variety of groups.
- Create new, unique special events.
- Maintain and improve existing programs.
- Maintain existing partnerships and develop new partnerships to assist in providing quality programs.

***Performance Targets:***

- ❑ Establish new programs for various facilities, to include:
  - Youth computer coding class.
  - Technology class for senior adults.
  - Pottery and ceramics studio classes.
- ❑ Establish new special events, to include:
  - Host a Senior Adult Prom.
  - Host a Citywide Drive Thru Halloween Event.
  - Sponsor two dog-related events, one in the fall and one in the spring.
  - Host Smores and Snores Campout at Eastgate.
  - Host a Robotic Competition.
  - Host a Comic-Con Spectacular.
  - Host Downtown Holiday Ice Rink.
- ❑ Maintain and improve existing programs, to include:
  - At-Risk feeding program.
  - Summer feeding program.
  - Special Olympics programs.
  - Summer Camps.
- ❑ Maintain existing partnerships and develop new partnerships, to include:
  - Partner with the Dothan City School system to provide Educational and Recreational Summer Camp (Camp Triumph).
  - Partner with No Kid Hungry Grant to provide 3,000 backpack meals during the holiday breaks to children 18 and under who attend Dothan City Schools and are eligible for the free/reduced lunch program.

**Objective 4: Promote tourism and provide economic impact and recreational opportunities by recruiting, bidding on and providing quality tournaments for all Dothan Leisure Services**

***Strategies:***

- Maintain relationships with successful tournament organizations and promoters 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:***

- ❑ Complete bids for Alabama Recreation and Parks Association State Events (Soccer & Archery) by June 30, 2022, and June 30, 2023.
- ❑ Host USTA State Mixed Doubles Tennis Tournament in September 2022 & 2023 and USTA Southern 65 & Over Tennis Tournament in November 2022 & 2023.
- ❑ Complete bids to host USTA Level 2 and Level 3 Junior Tennis Tournaments by June 1, 2022, and June 1, 2023.
- ❑ Host Chip George Classic Swim Meet in April of 2022 & 2023, Water World Classic Swim Meet in June of 2022 & 2023, ARPA District Swim Meet in July of 2022 & 2023 and Peanut Festival Swim Meet in November of 2022 & 2023.
- ❑ In conjunction with Visit Dothan and Dothan American League Youth Baseball Organization, host the 2022 Dixie Youth Division 2 (Coach Pitch) World Series at James Oates Park.
- ❑ Confirm tournament dates for TravelBall USA (travel baseball) and Alabama Fury Fastpitch (travel softball) as follows: 2022 dates by November 1, 2021, and 2023 dates by November 1, 2022.
- ❑ In conjunction with Visit Dothan, host 2022 and 2023 Chipola College National Jr. College Softball tournaments at James Oates Park.
- ❑ Seek additional tournament organizations (Men, Women, Boys & Girls) for varying sports (baseball, softball, basketball, volleyball, BMX, etc.) as follows: 2022 dates by December 1, 2021, and 2023 dates by December 1, 2022.

**Objective 5: Develop a comprehensive marketing plan and online presence****Strategies:**

- Hire a full-time public relations specialist for the department.
- Develop and publish a quarterly program guide.
- Transition from manual registration to online registration through Civic Rec.

**Performance Targets:**

- ❑ Personnel study of similar-sized parks and recreation department and their strategy to market their department.
- ❑ Establish quarterly program guide by January 2022.
- ❑ Establish online registration by April 2022.

**Objective 6: Develop a comprehensive marketing plan and online presence****Strategies:**

- Use the study completed by Aquatic Design group as a guide to design and install a lazy river for Water World.
- Replace remaining sports field and outdoor facility lighting with LED lighting at the Eastgate ballfields, Wiregrass Park, Walton Park, Doug Tew, and Westgate – Dixie Youth Fields.
- Dog Park at James Oates.
- Armory project master plan design.
- Replace Doug Tew pool with an Accessible Therapeutic Aquatic Facility.
- Replace current Wiregrass Park pool with an inclusive, neighborhood-friendly splashpad.

**Performance Targets:**

- ❑ Begin design for lazy river in January of 2023.
- ❑ Obtain lighting designs from Musco by January 31, 2023.
- ❑ Locate future site for a dog park at James Oates.
- ❑ Complete architectural design for a comprehensive master plan design by December 31, 2023.
- ❑ Replace Doug Tew Pool by December 31, 2023.
- ❑ Replace Wiregrass Park pool by December 31, 2023.

## ***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: Capital improvements to venues with goal of increasing our draw for Major Artists***

### ***Strategies:***

- Upgrade overhead lighting and sound systems in the Civic Center.
- Upgrade electricity in Civic Center.
- Install electric generator in Opera House as source of backup power.
- Repair Civic Center Arena and Concourse Floors.
- Upgrade sound system in the Opera House.
- Renovate restrooms in Opera House including electric and plumbing.
- Renovate dressing rooms in Civic Center and Opera House.
- Refurbish Opera House seating.
- Paint interior of the Opera House.
- Repair stonework and brick façade of the Opera House

### ***Performance Targets:***

- Bid out requests for upgrading overhead lighting and sound systems for Civic Center by January 1, 2022.
- Bid out request for upgrading electricity in Civic Center by January 1, 2022.
- Purchase generator for installation by January 1, 2022.
- Bid out request to repair Civic Center Arena and Concourse floors by June 30, 2022.
- Bid out request for upgrading sound systems by January 1, 2022.
- Bid out request for Opera House restrooms renovations by June 30, 2022.
- Bid out request for renovating Civic Center and Opera House dressing rooms by October 1, 2022.
- Bid out request for seating refurbishing in the Opera House by January 1, 2023.
- Bid out request for painting interior of the Opera House by January 1, 2023.
- Bid out request for repairing stonework and brick façade by January 1, 2023

**Objective 2: Review Policy 16 in the Following Areas:**

***Strategies:***

- Make necessary adjustments to the Civic Center & Opera House Rates & Services.
- To review rental, box office and staffing fees charged to promoters (for profit and Not for Profit) – currently working with Internal Auditor with new fee structure for future presentation to City Commission for adoption.
- To review the Policy and Guidelines for Requesting a Waiver of Expenses to use the Civic Center and Opera House - Prepare a draft document for City Manager review and eventual presentation to City Commission for adoption.

***Performance Targets:***

- ❑ Draft an updated and accurate Civic Center & Opera House Rates & Services packet by October 1, 2021. Legal review and commission approval projected by November 1, 2021.
- ❑ Create report of rental, box office and staffing fees charged for both profit and Not for Profit for comparison by October 1, 2021.
- ❑ Evaluate the Policy and Guidelines for requesting a Waiver of Expenses to use the Civic Center and Opera House by November 1, 2021.
- ❑ Include clear bag policy for both venues by October 1, 2021
- ❑ Notify all local Arts Groups by October 1, 2021 that currently use the facilities, so they have this new information and are prepared for the implementation of the new fee schedule targeted for November 1, 2021.

**Objective 3: Prepare a Revenue Projection Analysis for the Next Five Years for the Facilities**

***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, 2022
- ❑ Evaluate and compare cost/expenditures and revenue needs by October 1, 2022

- ❑ Compare cost of concessions with similar markets to make necessary adjustments to rates by October 1, 2022

**Objective 4: Marketing Items for Both Venues.**

***Strategies:***

- Replace Box Office Cashier position with Event Coordinator. This will position is designed to provide more oversight for execution of events and day of show activities.
- 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 updating of the branding to be completed by January 1<sup>st</sup> of every year.
- ❑ Updating of video/audio products to be completed by FY 2022-2023 with regular maintenance each year.
- ❑ Evaluation and comparison of print product to be completed by January 1, 2022.

**Objective 5: Restoring the event calendar to pre-COVID contracted number of days**

***Strategies:***

- Contact agencies and personal representatives of past shows and seek new dates with their artists.
- Work with local arts groups as to what dates on the calendar they will use to have specific dates we can target for national shows or events.
- Network with other industry professionals with similar size venues to identify names of artists and events that are touring or looking at southeastern dates. This would be done with an emphasis of shows or events that range from 500 to 3000 tickets per performance.
- Utilize social media and other electronic means to reach agents, artists, and their representatives for securing events for the facilities.

***Performance Targets:***

- ❑ The calendar annually had contracted over 260 days per year. The goal for 2022 will be 175+ contracted dates.
- ❑ The goal for 2023 will be 200+ contracted date.
- ❑ The goal for 2024 will be 250+ contracted dates.

## ***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.***

***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.

***Performance Targets:***

- ❑ Develop and publish internal schedule of benchmark job review and examine current salary structure against market demand and make recommendation for General Wage Increase by September for FY22 and FY23.
- ❑ Make recommendations on employee performance awards in March 2022 and 2023.

***Objective 2: Consistent Delivery of Comprehensive Benefit Package.***

***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.
  - Research and recommend group accident insurance policy to help to offset income replacement for employee on the job injuries

***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.
- ❑ Recommend group accident insurance policy by October 2021 to be effective January 2022
- ❑ Implement new Employee/Retiree/City premium pricing and deductibles in January 2022 and January 2023, if necessary.

### **Objective 3: Succession Planning Implementation.**

#### ***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 October 2021 and August 2022.
- ❑ Facilitate ongoing staffing requests, reclassifications, upgrades as approved in FY22 and FY23.

### **Objective 4: Leadership Development and Performance Management Training**

#### ***Strategies:***

- Initiate Leadership Development Program for City Employees "Learn...Love...Lead"
- Continue the in-house online training modules through the Mineral -"ThinkHR" platform for staff and employee development.
- Seek to adopt a more human-centered approach that recognizes the challenges of leadership and put the leaders at the center of professional development.
- Getting leaders ready for significant career transitions, identifying and help develop those with high potential and equipping leaders with skills and insight to move and develop their careers.
- Enable our leaders to be continuous leaders.

#### ***Performance Targets:***

- ❑ Ongoing Performance Management training for new supervisors as they are promoted and refresher training for supervisors on a quarterly basis in 2022 and 2023.
- ❑ August 2021 – "Generations in the Workforce" training by Kristin Scroggin.
- ❑ "Learn...Love...Lead" leadership development program, bi-monthly, 2-day course beginning September 2021 and subsequent months: November 2021, January 2022, March 2022, and May 2022.

- ❑ Annual online employment law training (anti-harassment/discrimination) training for supervisors completed by October 2022 and September 2023.
- ❑ Perform trend analysis and monitor utilization and effectiveness of Performance Management System in March 2022 and 2023.
- ❑ Develop performance awards and strategies in March 2022 and 2023.

<b><i>Objective 5: Implementation of Human Capital Management platform (Oracle ERP)</i></b>
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***Strategies:***

- Proactively assist the IT Department and the consultants to insure a successful implementation process.
- Assist departments, payroll clerks, and employees through the transition.
- Monitor and gather feedback for possible procedure changes as the implementation process unfolds.

***Performance Targets:***

- ❑ Analyze current procedures, adjust as needed for new ERP system, and provide quarterly updates beginning December 2021.
- ❑ Begin parallel transactions March 2022.
- ❑ Master the process of Oracle HCM, and Payroll process by September 2022.
- ❑ Preparation for Go Live date of January 1, 2023.

## ***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 Assessment Phase 2 (Planning Services Division)**

#### ***Strategies:***

- Develop general strategy for a defined area of redevelopment potential.
- Secure access agreements from property owners in the proposed grant area to justify grant proposal
- Develop grant proposal and submit to EPA on or before published deadline.
- If grant awarded, conduct Phase I Environmental Site Assessments (ESA's).
- Based on results from the Phase I ESA's, develop Quality Assurance Project Plan's (QAPP's) for EPA approval to conduct Phase II ESA's.
- Rank contaminated sites for cleanup priority and redevelopment potential.
- Determine further actions

#### ***Performance Targets:***

- Complete strategy and evaluation for grant success – July 2021
- Approach property owners for willingness to participate and execution of site access agreements – August 2021
- Develop Grant Proposal and submit to EPA - December 2021  
*Note: Grants are typically due in December and awarded in June*
- Complete Phase I Assessments – 3<sup>rd</sup> Quarter 2022
- Complete Phase II Assessments – 3<sup>rd</sup> Quarter 2023
- Rank properties for Cleanup action – 4<sup>th</sup> Quarter 2023
- Determine further actions – 4<sup>th</sup> Quarter 2023

### **Objective 2: Main St Road Diet Study (Planning Services Division)**

#### ***Strategies:***

- Add project to the FY 2022 MPO Unified Planning Work Program
- City Commission approves match.
- Select Consultant
- Develop RFP (Includes Purpose, Scope of Work, Estimated Budget & Draft Timeline and Deliverables)

- Negotiate Fee proposal & approve contract
- Finalize Project Timeline & Deliverables

**Performance Targets:**

- ❑ Add project to the FY 2022 MPO Unified Planning Work Program (to be adopted in August 2021) – August 2021
- ❑ City Commission to approves match – October 2021
- ❑ Select Consultant – November 2021
- ❑ Develop RFP (Includes Purpose, Scope of Work, Estimated Budget & Draft Timeline and Deliverables) – 1<sup>st</sup> Quarter of 2022
- ❑ Negotiate Fee proposal & Approve Contract – 1<sup>st</sup> Quarter of 2022
- ❑ Finalize Project Timeline & Deliverables – 2<sup>nd</sup> Quarter 2022
- Kick Off meeting – 2<sup>nd</sup> Quarter 2022
- Anticipated deliverables – 4<sup>th</sup> Quarter 2022

**Objective 3: Implement Oracle Community Development solution in conjunction with City-wide ERP project (All Divisions)**

**Strategies:**

- Focus Phase – Participate in project kickoff meeting, product familiarization training, and methodology training.
- Refine Phase – Work with Oracle to define and improve business processes and configure key data inputs and integrations. Activities will include product configuration, report development/training, integrations, and data conversion.
- Enable Phase - Migrating the configuration and integrations into production. Includes training and preparation to “go-live”.
- Operate Phase – Use of the solution with Oracle’s support for a limited time.

**Performance Targets:**

- ❑ Complete Focus Phase by August 6, 2021. **COMPLETE**
- ❑ Complete Refine Phase by August 31, 2022.
- ❑ Complete Enable Phase by September 30, 2022.
- ❑ Complete Operate Phase by December 10, 2022. (Operate Phase will begin in October 2022. Five weeks of post go-live support will be provided by Oracle.)

<b>Objective 4: Develop and Implement Regulations to Support the US 84 East Plan (Planning Services Division)</b>
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**Strategies:**

- Secure contract with Design Workshop
- Identify stakeholders
- Strategic kick-off meeting with consultant/stakeholders
- Obtain Master Outline Plan for each subdistrict
- Production of draft overlays through public process/charette
- Presentation to Planning Commission – public hearing
- Adoption by City Commission

**Performance Targets:**

- Approval of consultant contract by CC - COMPLETE
- Complete kick-off meeting – August 2021
- Master Outline Plan deliverable – August 2021
- Complete public process/charette – October 2021
- Production of overlay districts – November 2021
- PC public hearing – November 2021
- Adoption by CC – January 2022

<b>Objective 5: Develop Procedures Manual outlining code enforcement procedures/authorities by complaint type and identify available community resources</b>
--

**Strategies:**

- Identify enforcement processes, procedure and authorities for overgrown lots, substandard structures, inoperative motor vehicles, unauthorize dumping and zoning violations.
- Create a policy and procedures manual that identifies how staff of the Neighborhood Enhancement Division will enforce these codes.
- Identify community resources available to assist residents with complying with city code.

**Performance Targets:**

- Review existing enforcement processes, procedures and authorities for overgrown lots, substandard structures, inoperative vehicles, unauthorized dumping and zoning violations - October 1, 2021.
- Create a policy and procedures manual for the staff of the Neighborhood Enhancement Division that identifies how the staff is to enforce existing codes - Nov. 1, 2021.

- ❑ Establish a manual for the Neighborhood Enhancement Division of resources that are available to assist residents with complying with city codes - Jan. 1, 2022.
- ❑ Work with Legal Dept. to identify deficiencies in current codes and propose amendments - March 2022.
- ❑

**Objective 6: Affordable Housing Initiative**

**Strategies:**

- Identify target area
- Identify Real Estate Agent
- Acquire properties
- Create development concept and develop RFP to solicit interested developers
- Select developer
- Implement concept

**Performance Targets:**

- ❑ Confirm viability of previously identified target area - 3<sup>rd</sup> Quarter 2021.
- ❑ Identify a realtor who can assist the city to acquire properties - 1<sup>st</sup> Quarter 2022.
- ❑ Identify issues/obstacles to acquire properties – 1<sup>st</sup> Quarter 2022.
- ❑ Conduct environmental reviews and proceed with demolition after EAR clearance – 2<sup>nd</sup> Quarter 2022.
- ❑ Create development concept and develop RFP to solicit interested developers – 3<sup>rd</sup> Quarter 2022
- ❑ Select developer and implement concept – 1<sup>st</sup> Quarter 2023.

## ***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**

***Strategies:***

- Complete construction
- Final inspection and acceptance

***Performance Targets:***

- Complete construction December 2021
- Final inspection and acceptance February 2022

### **Objective 2: Construct Sidewalks Using City/CDBG Funds.**

***Strategies:***

- Coordinate with Bike/Pedestrian Plan
- Identify repairs needed in the Love Your Neighborhood clean-up program
- Use in-house engineers to design CDBG funded sidewalks
- Identify future CDBG projects and request funds
- Use in-house engineers and consultants to design City funded sidewalk projects
- Construct projects with available funds using contractor and/or city forces
- Continue to look at possible sidewalk location repair/replacement needs
- Implement a transition plan to address ADA compliance on existing sidewalks

***Performance Targets:***

- Continue to repair existing sidewalks issues identified from citizen complaints and areas identified for the Love Your Neighborhood program
- Complete construction of 2020 CDBG Haven Drive Sidewalk project October 2021
- Apply for 2022 CDBG Sidewalk Project March 2022
- Design Hedstrom Drive Sidewalk Extension and bid project August 2021 (City Funded)
- Complete construction of Hedstrom Drive Sidewalk Extension December 2021
- Design Daniel Circle Sidewalk and bid project December 2021 (City Funded)
- Complete construction of Daniel Circle Sidewalk April 2022
- Complete design for TAP East Main/Ross Clark Circle Sidewalk September 2021
- Bid TAP East Main/Ross Clark Circle Sidewalk October 2021
- Begin construction of TAP East Main/Ross Clark Circle Sidewalk January 2022

- ❑ Construct additional sidewalks at various locations as funding becomes available

**Objective 3: Hire Additional Concrete Crew for Sidewalk and Brick Paver Streetscape Improvements**

**Strategies:**

- Request 3-man concrete crew and equipment
- Advertise for employees
- Hire employees
- Train employees as needed and begin sidewalk work downtown
- 

**Performance Targets:**

- ❑ Request 1 Equipment Operator II and 2 Maintenance Construction Operators in the 2022 budget
- ❑ Advertise for employees November 2021
- ❑ Hire employees December 2021
- ❑ Train employees and begin sidewalk repair/replacement January 2022

**Objective 4: Hire Additional ROW Maintenance/Mowing Crew to Maintain State Right of Way**

**Strategies:**

- Request 5-man ROW mowing crew and equipment
- Advertise for employees
- Hire employees
- Train employees as needed and begin ROW maintenance

**Performance Targets:**

- ❑ Request 4 Maintenance Construction Operators in FY 2022 budget
- ❑ Request 1 Equipment Operator II in FY 2022 budget
- ❑ Advertise for employees November 2021
- ❑ Hire employees December 2021/January 2022
- ❑ Begin training employees upon hire
- ❑ Begin ROW maintenance activities February 2022

**Objective 5: Hire Additional Traffic Engineering Personnel**

**Strategies:**

- Request additional signal crew
- Request new TMC operator position
- Advertise for employees

- Hire employees
- Train employees as needed to support Traffic Engineering objectives

***Performance Targets:***

- Request 2 Traffic Signal Tech I's in FY 2022 budget
- Request 1 Traffic Engineering Tech, TMC Operator in FY 2022 budget
- If approved, advertise for 2 new signal techs in November 2021; hire in December 2021
- If approved, create new position, and advertise for new Traffic Engineering Tech, TMC Operator in December 2021, hire in January 2022
- Begin training employees upon hire to support Traffic Engineering Division objectives

**Objective 6: Manage and maintain Stormwater Management Plan**

***Strategies:***

- Determine additional staff work required to continue to maintain the Stormwater Management Program in the future
- Provide additional training as needed
- Complete a City-Wide Storm Drainage Inventory
- Complete a City-Wide Storm Drainage Hydrological Analysis
- Determine high priority areas and develop storm drainage projects in those areas based on Hydrological

***Performance Targets:***

- Submit Phase II Small Municipal Separate Storm and Sewer Systems (MS4) Annual Report to ADEM in May each year
- Involve other City departments in their responsibilities in the SWMPP
- Involve public in MS4 Program
- Complete BMPs training videos with other City departments
- Begin Phase I Storm Drainage Condition Assessment July 2021
- Complete Phase I Storm Drainage Condition Assessment Summer 2022
- Hire a consultant for Phase I Storm Drain Hydrological Analysis Spring 2022
- Begin Phase II Storm Drainage Condition Assessment Summer 2022
- Hire a consultant for Phase I project design and CE&I Fall/Winter 2022
- Complete Phase II Storm Drainage Condition Assessment Summer 2023
- Hire a consultant for Phase II Storm Drain Hydrological Analysis Spring 2023

**Objective 7: Girard Avenue drainage improvements****Strategies:**

- Work with consultant to bid and provide construction oversight
- Begin construction of Phase II
- Complete construction of Phase II
- Work with consultant to complete design and bid Phase III

**Performance Targets:**

- Bid Phase II August 2021
- Begin Phase II construction October 2021
- Complete Phase II construction June 2022
- Complete design and easement acquisition of Phase III April 2022

**Objective 8: ATRIP-II (Phase I) W. Main Street West Bound Lane Addition****Strategies:**

- Start construction
- Work with ALDOT to determine phasing and matching for remainder of West Main Widening project
- Complete construction and acceptance

**Performance Targets:**

- Start construction Phase I beginning August 2021
- Complete construction July 2022

**Objective 9: Flowers Chapel Road Widening****Strategies:**

- Hire a consultant to design Phase I (W. Main to Woodmere)
- Bid Phase I and hire consultant for CE&I Phase I
- Begin construction Phase I
- Hire a consultant to design Phase II (Woodmere to Woodburn)
- Bid Phase II and hire consultant for CE&I Phase II

**Performance Targets:**

- Hire a consultant for Phase I design October 2021
- Complete design and bid Phase I December 2021
- Begin construction February 2022 in conjunction with W. Main ATRIP II project
- Hire consultant for Phase II design May 2022
- Complete construction Phase I August 2022
- Complete design and bid Phase II October 2022

<b>Objective 10: Honeysuckle Road Project (Phase I)</b>
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**Strategies:**

- Work with consultants to complete design
- Work with consultants to acquire right-of-way
- Work with consultants to bid project
- Work with consultants to provide Construction Engineering and Inspection (CE&I)
- Start construction
- Complete construction

**Performance Targets:**

- Design scheduled to be completed December 2021
- Right-of-way to be acquired February 2022
- Begin utility relocation Spring 2022
- Complete construction of utilities Fall 2022
- Begin roadway construction Fall 2022
- Complete roadway construction Winter 2023

<b>Objective 11: Honeysuckle Road Project (Phase II)</b>
--

**Strategies:**

- Work with consultants on Wetlands Mitigation and FEMA Floodplain review
- Work with consultants to complete design
- Work with consultants to acquire right-of-way
- Work with consultants to bid project
- Work with consultants to provide Construction Engineering and Inspection (CE&I)
- Start construction
- Complete construction

**Performance Targets:**

- Complete Wetlands and Floodplain Review January 2022
- Design scheduled to be completed Spring 2022
- Right of Way to be acquired Spring 2022
- Begin roadway construction Summer 2022
- Complete roadway construction Winter 2023

<b>Objective 12: ATRIP-II (Phase II) W. Main Street East Bound Lane Addition</b>
--

**Strategies:**

- Apply for 2021 ATRIP II funding for an additional East bound lane from Bel Aire Drive to John D. Odom Road and John D. Odom Road Widening
- Hire a consultant for design if awarded ATRIP funding

- Bid project in an Alabama Department of Transportation (ALDOT) letting after completed design and approval from ALDOT
- Hire a consultant to perform CE&I
- Start construction
- Complete construction and acceptance

**Performance Targets:**

- Apply for ATRIP II funding October 2021
- Hire a consultant for design December 2021
- Design to be completed Fall/Winter 2022
- Start construction Phase II beginning in Summer 2023
- Complete construction Summer 2024

**Objective 13: Upgrade City’s infrastructure**

**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.
- Update striping at all signalized intersections that are local streets and are being upgraded to ATC cabinets. Continue normal sign/striping maintenance.
- Continue to develop new time of day signal timing plans for each signal system that has been upgraded to ATC controllers as a preliminary step towards running “responsive” signal operations.
- Upgrade downtown intersection street name signage with lighted street name signs.

**Performance Targets:**

- Upgrade three traffic signal cabinets and controllers each month. All new signal equipment has been purchased to complete city-wide upgrades. As of July 1, 2021, 70 of 123 signals had been upgraded leaving 53 for Traffic Engineering to upgrade. Current ALDOT projects are installing 18 new signal cabinets along Ross Clark Circle, W. Main Street and Montgomery Highway. Traffic Engineering’s short range goals for signal upgrades include upgrading signals on W. Main inside the Circle and S. Oates inside the Circle.
- 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.
- The proposed City fiber crew will continue to plan, design, and facilitate the installation of the fiber optic network throughout the City. Traffic

Engineering will continue to install fiber drops as needed to bring our traffic assets online.

- ❑ 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. Currently, 23 of our 39 traffic cameras have been integrated into ALDOT's network and are displayed on [www.algotraffic.com](http://www.algotraffic.com). The 16 cameras not shown are not allowed on ALDOT's network due to manufacture's origin. Traffic Engineering plans to replace those 16 cameras with ALDOT approved cameras and continue to add additional cameras as funding allows.
- ❑ Traffic Engineering will refresh striping at any newly upgraded signalized intersection of local streets. This striping work will be in addition to work that is performed to keep up with maintenance activities, striping city parks, modifying DCS striping and striping new roadway facilities as needed. Crews strive to perform normal sign maintenance for two of the fourteen zones each year. City-wide striping maintenance is divided into five zones. Within each zone, all streets are ranked from 1 to 3 with three having the worst striping. The goal is to restripe all streets within each zone that are rated as a 3 each year. The majority of striping takes place during the summer.
- ❑ Traffic Engineering will continue to collect new traffic count data to use in developing new timing plans. In 2021, new timing was developed and implemented for the US-231S and Cottonwood Highway systems. Timing development and implementation will continue for the other Ross Clark Circle Systems and major highways.
- ❑ Traffic Engineering has bid out and ordered the first of the illuminated street name signs to be installed downtown. The order was placed in May 2021 and delivery is expected by the end of July 2021. Installation will begin shortly after. Once 2022 funding is available, a second order for additional signs will be placed.

**Objective 14: Continue providing cost effective solid waste handling****Strategies:**

- Continue to update garbage and trash collection methods
- Continue to update recycling collection methods to provide for more efficient use of labor and time
- Pursue various avenues for funding to aid in the advancement of the City's recycling program
- Evaluate and adjust solid waste and recycling collection routes and daily schedules to allow for city expansion and the addition of new residences
- Continue to evaluate all fees associated with collection and disposal of solid waste to ensure Environmental Service's financial efficiency
- Evaluate landfill infrastructure to ensure efficient disposal processes
- Evaluate landfill Cell 6 life expectancy to determine when to begin construction of Cell 7

**Performance Targets:**

- ❑ Use data collected from RouteWare such as: total cart collection, collection times, tonnage, miles traveled, etc. to increase overall solid waste and recycling route efficiency
- ❑ Meet a threshold of 75% of all households participating in the curbside recycling program utilizing 95-gallon carts September 2022
- ❑ Maintain overtime hours at or below 75 hours per pay period. (Contingent on no unexpected event that may necessitate additional labor hours.)
- ❑ Continue to evaluate costs for both the landfill and collections division to collect and dispose of garbage and trash on a yearly basis based on actual tonnages collected and disposed of
- ❑ Collaborate with Street division to improve C&D landfill haul roads
- ❑ Continue to evaluate monthly tonnage and compaction reports to determine the life of Cell 6 and when to begin the process of Cell 7 expansion

**CITY OF DOTHAN  
SIX -YEAR CAPITAL IMPROVEMENT PLAN  
FISCAL YEARS 2022-2027**

**Recommended Funding**  
**Conditional Funding**

	2022	2023	2024	2025	2026	2027
<b>ADMINISTRATION</b>						
Economic Development	\$ 500,000	\$ 500,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
City Wide Special Projects	100,000	100,000	100,000	100,000	100,000	100,000
Downtown Special Projects			500,000	500,000	500,000	500,000
<b>Total Administration</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>
<b>INFORMATION TECHNOLOGY</b>						
Computer, Laptops, Tablets, Servers & Storage Upgrades	\$ 549,000	\$ 515,000	\$ 530,000	\$ 540,000	\$ 540,000	\$ 540,000
Mobile Data Terminals Police Department	125,000	125,000	125,000	125,000	125,000	125,000
Fiber Crew Equipment	225,000	-	-	-	-	-
Virtual Server Environment Migration	-	-	-	-	-	-
Phone System Replacement	400,000	-	-	-	-	-
Upgrade Outdated Network Switches	44,250	44,250	-	-	-	-
Fiber Huts (6) Technology Upgrade	144,046	144,046	-	-	-	-
Rip Hewes Stadium IT Infrastructure	40,000	-	-	-	-	-
Upgrade/Replace Main UPS	-	-	65,000	-	-	-
Upgrade/Replace Civic Center UPS	-	-	100,000	-	-	-
Enterprise Resource Planning Software - Dept.'s FN, PL, HR, PW, LS, DU, GS, ADM (implement & migrate)	3,135,134	-	-	-	-	-
Enterprise Resource Planning Software - Dept.'s FN, PL, HR, PW, LS, DU, GS, ADM (cloud hosted software)	-	-	1,050,000	1,050,000	1,050,000	1,050,000
<b>Total Information Technology</b>	<b>\$ 4,662,430</b>	<b>\$ 828,296</b>	<b>\$ 1,870,000</b>	<b>\$ 1,715,000</b>	<b>\$ 1,715,000</b>	<b>\$ 1,715,000</b>
<b>FINANCE</b>						
Utility Collection Drive-Thru Tubes	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
<b>Total Finance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>POLICE</b>						
Motorola Radio System Annual Contracts & Maintenance	\$ 515,190	\$ 515,190	\$ 515,190	\$ 515,190	\$ 515,190	\$ 515,190
Motorola Radio System - Battery & UPS Replacement, Tower Repairs, Etc.			50,000	80,000	80,000	80,000

	2022	2023	2024	2025	2026	2027
Tasers (219) & VR Training Headsets (8)	880,750	-	-	-	-	-
Radio Consoles for Communication Center	119,735	-	-	-	-	-
Animal Shelter Construction	4,300,000	-	-	-	-	-
Canine Units (2)	18,000	18,000	-	-	-	-
Avionics & Mission Upgrade (partnership w/Dale Co.)	-	1,330,732	-	-	-	-
Tactical Multipurpose Response/Rescue Vehicle	240,000	-	-	-	-	-
ShotSpotter Gun Detection	220,000	210,000	-	-	-	-
Integrated Ballistic Identification System (IBIS)	207,494	-	-	-	-	-
Motorola Radio Equipment Replacements	-	-	-	550,000	550,000	550,000
Security Servers Citywide for Camera Surveillance	-	-	40,000	40,000	40,000	40,000
PanoVu Cameras at Intersections	-	-	26,000	26,000	-	-
Security Cameras City-Wide (New & Replacement)	-	-	90,000	90,000	90,000	90,000
Outsource Camera Repairs & Installs	-	-	165,000	165,000	165,000	165,000
Weather Sirens	-	-	50,000	50,000	50,000	50,000
<b>Total Police</b>	<b>\$ 6,501,169</b>	<b>\$ 2,073,922</b>	<b>\$ 936,190</b>	<b>\$ 1,516,190</b>	<b>\$ 1,490,190</b>	<b>\$ 1,490,190</b>
<b>FIRE</b>						
Fire Station #10 and #3 Construction	\$ 5,500,000	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -
Fire Station #3 Relocation Design	550,000	-	-	-	-	-
Hazardous Materials Air Monitoring & Substance Identification Equipment	-	-	-	-	-	-
Cardiac Monitor Replacement	550,000	-	-	-	-	-
Gemini (Replace HazCat)	75,000	-	-	-	-	-
Gamma Rae Remote Monitoring System	100,000	-	-	-	-	-
Elevated Light Tower for HazMat Response Unit	-	10,000	-	-	-	-
Vehicle Extrication Equipment	-	-	300,000	-	300,000	-
Future Fire Station #11 Land Purchase	-	-	1,000,000	-	-	-
Future Fire Station #11 Design	-	-	-	500,000	-	-
Mobile Cascade System for Breathing Air	-	-	140,000	-	-	-
Cascade System Replacement at Station #1	-	-	-	75,000	-	-
Diesel Exhaust Elimination System	-	-	-	125,000	-	-
Hearing Protection & Bluetooth Communications for Apparatus	-	-	-	80,000	-	-
Self-Contained Breathing Apparatus Replacement	-	-	-	-	750,000	-
Fire Station #1 Construction	-	-	-	-	-	6,000,000
<b>Total Fire</b>	<b>\$ 6,775,000</b>	<b>\$ 5,510,000</b>	<b>\$ 1,440,000</b>	<b>\$ 780,000</b>	<b>\$ 1,050,000</b>	<b>\$ 6,000,000</b>

	2022	2023	2024	2025	2026	2027
<b>PUBLIC WORKS</b>						
<b>CITY STREET, TRAFFIC &amp; BRIDGE IMPROVEMENTS</b>						
Street Resurfacing	\$ 2,500,000	\$ 2,500,000	\$ 2,750,000	\$ 2,750,000	\$ 3,000,000	\$ 3,000,000
Westgate Parkway Resurfacing (W. Main to Montgomery Hwy.)	-	-	-	-	2,250,000	-
Sidewalk Projects	250,000	250,000	500,000	500,000	500,000	500,000
Traffic Signal Equipment Upgrades	500,000	500,000	500,000	500,000	500,000	500,000
Bridge Repair/Improvements	100,000	100,000	100,000	100,000	100,000	100,000
Honeysuckle Rd. Phase I - Water & SS Relocate	4,510,000	-	-	-	-	-
Honeysuckle Rd. Phase I - Gas Relocation	440,000	-	-	-	-	-
Honeysuckle Rd. Phase I - Construction (5-Lane)	-	5,310,000	-	-	-	-
Honeysuckle Rd. Phase I - CE&I (Utilities)	495,000	-	-	-	-	-
Honeysuckle Rd. Phase I - CE&I (Construction)	-	561,000	-	-	-	-
Honeysuckle Rd. Phase I - Sidewalk-Fortner to 52	-	300,000	-	-	-	-
Honeysuckle Rd. Phase I & II - Lighting	-	487,174	-	-	-	-
Honeysuckle Rd. Phase II - Construction	10,600,700	-	-	-	-	-
Honeysuckle Rd. Phase II - CE&I	1,980,000	-	-	-	-	-
Honeysuckle Rd. Phase II - WT, SS, LT Relocate	2,268,332	-	-	-	-	-
Flowers Chapel Rd. - Design (W. Main to Woodmere)	110,000	-	-	-	-	-
Flowers Chapel Rd. - Construction (W. Main to Woodmere)	1,700,000	-	-	-	-	-
Flowers Chapel Rd. - CE&I (W. Main to Woodmere)	140,000	-	-	-	-	-
Hwy 84 W. (John D. Odom Intersection Improvements) - Design (ATRIP II)	200,000	-	-	-	-	-
Hwy 84 W. (John D. Odom Intersection Improvements) - Construction (ATRIP II) (\$2 Million ATRIP II Funds)	-	325,000	-	-	-	-
Hwy 84 W. (John D. Odom Intersection Improvements) - CE&I (ATRIP II)	-	375,000	-	-	-	-
John D. Odom Widening (Publix Traffic Signal) - Design	200,000	-	-	-	-	-
John D. Odom Widening (Publix Traffic Signal) - Construction	-	2,875,000	-	-	-	-
John D. Odom Widening (Publix Traffic Signal) - CE&I	-	425,000	-	-	-	-
Hwy 84 W. Widening, East Bound Lane Addition - Design (ATRIP II)	200,000	-	-	-	-	-
Hwy 84 W. Widening, East Bound Lane Addition - Construction (\$2 Million ATRIP II Funds)	-	275,000	-	-	-	-
Hwy 84 W. Widening, East Bound Lane Addition - CE&I (ATRIP II)	-	325,000	-	-	-	-
Hwy 84 West Widening (John D. Odom to City Limits) ATRIP II (\$2 Million ATRIP II Funds)	-	-	-	-	750,000	10,750,000

	2022	2023	2024	2025	2026	2027
Flowers Chapel Widening Phase II - Design (Woodmere to Woodburn w/Roundabout)	300,000	-	-	-	-	-
Flowers Chapel Widening Phase II - Construction (Woodmere to Woodburn w/Roundabout)	-	5,100,000	-	-	-	-
Flowers Chapel Widening Phase II - CE&I (Woodmere to Woodburn w/Roundabout)	-	500,000	-	-	-	-
US 84 East Plan Implementation 2 Poplar Springs Branch Park	-	500,000	-	-	-	-
ROW Crew - Kubota UTV w/Sprayer Attachment	10,000	-	-	-	-	-
ROW Crew - Fuel Tank, Chemical Spraying, Generator, Etc.	55,000	-	-	-	-	-
ROW Crew - One Ton Crew Cab Truck	36,000	-	-	-	-	-
ROW Crew - 4 Wheel Drive, 100 HP Tractors (3)	195,000	-	-	-	-	-
ROW Crew - 15 Foot Batwing Mowers (3)	49,800	-	-	-	-	-
Sidewalk Crew - Mini Excavator w/Trailer	85,800	-	-	-	-	-
Sidewalk Crew - F150 Truck w/Extended Cab	25,000	-	-	-	-	-
Sidewalk Crew - F350 One Ton w/Dump Body	35,000	-	-	-	-	-
Traffic Signals Oates/Powell & Oates/Chickasaw	464,000	-	-	-	-	-
N. Oates/Powell Sidewalk Replacement - Phase I	50,000	-	-	-	-	-
Survey Equipment	78,830	-	-	-	-	-
Awning at Traffic Engineering Shop	20,000	-	-	-	-	-
Reel Trailer to Pull Wire	18,000	-	-	-	-	-
Street Sweeper	260,000	-	-	-	-	-
Sidewalk Replacement N. Oates & Powell	200,000	-	-	-	-	-
N. St. Andrews Street Sidewalk & Streetscaping	400,000	-	-	-	-	-
Flowers Chapel Road Phase III - Design (Woodburn to Brannon Stand)	-	-	-	265,000	-	-
Flowers Chapel Road Phase III - Construction (Woodburn to Brannon Stand)	-	-	-	-	4,000,000	-
Flowers Chapel Road Phase III - CE&I (Woodburn to Brannon Stand)	-	-	-	-	400,000	-
Brannon Stand Road Bridge Replacement	-	-	200,000	5,000,000	-	-
GPS Traffic Signal Preemption - Fire & EMS	-	-	200,000	-	-	-
Bucket Truck for Traffic	-	-	175,000	-	-	-
<b>Total City Street, Traffic &amp; Bridge Improvements</b>	<b>\$ 28,476,462</b>	<b>\$ 20,708,174</b>	<b>\$ 4,425,000</b>	<b>\$ 9,115,000</b>	<b>\$ 11,500,000</b>	<b>\$ 14,850,000</b>
<b>STORM DRAINAGE</b>						
Girard Avenue Drainage Basin	\$ -	\$ 1,200,000	\$ -	\$ 2,250,000	\$ -	\$ -
Citywide Storm Drainage Inventory/Condition Assessment	500,000	500,000	500,000	500,000	500,000	-
Citywide Storm Drainage Hydrological Analysis	500,000	500,000	500,000	500,000	500,000	500,000
Storm Drainage Improvement Projects	-	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000
<b>Total Storm Drainage</b>	<b>\$ 1,000,000</b>	<b>\$ 4,200,000</b>	<b>\$ 4,000,000</b>	<b>\$ 6,250,000</b>	<b>\$ 4,000,000</b>	<b>\$ 3,500,000</b>

	2022	2023	2024	2025	2026	2027
<b>PLANNING &amp; DEVELOPMENT</b>						
Wayfinding Signage Expansion - Phase 2 & 3	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Brownfield Remediation	100,000	100,000	100,000	100,000	100,000	100,000
Brownfield Remediation - Establish a Revolving Loan Fund	250,000	250,000	250,000	250,000	250,000	250,000
Housing Rehabilitation Projects	100,000	100,000	100,000	100,000	100,000	100,000
Affordable Housing Projects	200,000	200,000	200,000	200,000	200,000	200,000
Implementation Fund - Community Planning Projects	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Planning</b>	<b>\$ 750,000</b>	<b>\$ 750,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>
<b>LEISURE SERVICES</b>						
Water World (Concession Stand, Entrance, Employee Lounge, Great White Fiberglass, Wave Pool Repair)	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Water World (Lazy River)	-	-	500,000	8,000,000	-	-
Citywide - Playground Replacement	50,000	65,000	65,000	65,000	65,000	65,000
Citywide - Ballfield Light Repairs (Softball Complex 2021:Northcutt Football 2021)	100,000	100,000	-	500,000	500,000	500,000
Dixie Youth Complex Ballfield Lighting	500,000	-	-	-	-	-
Eastgate Ballfield Lights	-	-	500,000	-	-	-
James Oates Artificial Turf (Visit Dothan to Pay 1/2)	1,700,000	-	-	-	-	-
James Oates Shade Structures (Visit Dothan to Pay 1/2)	-	1,800,000	-	-	-	-
James Oates 10" High Mounds	37,068	-	-	-	-	-
Rip Hewes Stadium Renovations	6,000,000	-	-	-	-	-
Rip Hewes Stadium Cameras	42,000	-	-	-	-	-
Walton Park - Replace Pool Gutters	250,000	-	-	-	-	-
Westgate Softball Complex Fence Replacement	100,000	-	-	-	-	-
Wiregrass Multi-Use Fields	822,620	-	-	-	-	-
Westgate Saunas Replacement	50,000	-	-	-	-	-
Water Fountains	48,450	48,450	48,450	48,450	48,450	-
Armory Master Plan/Design	-	50,000	-	750,000	9,000,000	-
LED Lighting Conversion for Tennis Courts	-	200,000	-	-	-	-
Doug Tew Pottery & Ceramics Studio	-	24,600	-	-	-	-
Track & Field Design	-	750,000	-	-	-	-
Track & Field Construction	-	7,500,000	-	-	-	-
Batting Cages City-Wide	-	421,900	-	-	-	-
Replace Sand Filtration - Wiregrass & Doug Tew	-	-	150,000	-	-	-
Kiwanis Park Trail Repair	-	-	50,000	-	-	-
Wiregrass Tennis Courts Resurfacing	-	-	100,000	-	-	-
Additional Parking at James Oates	-	-	-	-	65,000	-
Wellness Pool Deck, Lobby/Competition Pool Deck Re-tile Floors	-	-	550,000	-	-	-

	2022	2023	2024	2025	2026	2027
Cover Dugouts at Softball Complex & Colby/Bottoms/Pittman	-	-	-	25,000	-	-
Dixie Youth Complex - Dugouts & Bathroom Renovations	-	-	30,000	-	-	-
Miracle Playground - Replace Shade Shelters	-	-	50,000	-	-	-
Land Purchase - Dog Park on West Side of Town	-	-	-	-	500,000	-
Pittman, Colby, Bottoms Fence Replacement	-	-	-	250,000	-	-
Miracle Playground Replacement	-	-	1,250,000	-	-	-
Doug Tew Swimming Pool Replacement	-	-	1,500,000	-	-	-
Walton Park - Tennis Court Repairs	-	-	-	-	50,000	-
Skate Park	-	-	-	1,000,000	-	-
James Oates Park - Activity Center	-	-	-	-	-	4,500,000
Rip Hewes Stadium - Tennis Courts/Build Pickle Ball Courts	-	-	-	-	-	240,000
Re-purpose Tennis Courts at Andrew Belle	-	-	-	-	-	25,000
<b>Total Leisure Services</b>	<b>\$ 11,700,138</b>	<b>\$ 10,959,950</b>	<b>\$ 4,793,450</b>	<b>\$ 10,638,450</b>	<b>\$ 10,228,450</b>	<b>\$ 5,330,000</b>
<b>PERFORMING ARTS</b>						
Civic Center Light & Sound Systems	\$ 645,000	\$ -	\$ -	\$ -	\$ -	\$ -
Civic Center Renovate Downstairs Dressing Rooms	250,000	250,000	-	-	-	-
Opera House Restroom Renovations	250,000	-	-	-	-	-
Civic Center Replace Sidewalks & Entrance Steps	-	250,000	-	-	-	-
Opera House Renovate Backstage Dressing Rooms	250,000	-	-	-	-	-
Opera House Electrical Generator	150,000	-	-	-	-	-
Opera House Repair Stonework & Brick Façade	-	200,000	-	-	-	-
Opera House Paint Interior	-	400,000	-	-	-	-
Civic Center Electrical Upgrades	50,000	-	-	-	-	-
Civic Center Projection Screens	30,000	-	-	-	-	-
Civic Center Arena Floor Repair	30,000	-	-	-	-	-
Civic Center Concourse Floor	30,000	-	-	-	-	-
Civic Center Replace/Repair/Reupholster Arena Seats	100,000	-	-	-	-	-
Opera House Refurbish Seating	-	65,000	-	-	-	-
Civic Center Aisle Lighting	25,000	-	-	-	-	-
Opera House Sound System Upgrade	50,000	-	-	-	-	-
Civic Center New Entrance on South Side Including Box Office & 20K Sq Ft Meeting Space	-	-	10,000,000	-	-	-
Civic Center Remove Acoustic Haystack Panels & Upgrade in Arena	-	-	-	500,000	-	-
Civic Center Replace Arena Ceiling With Skydeck Type Product & New Lighting	-	-	-	-	2,000,000	-
<b>Total Performing Arts</b>	<b>\$ 1,860,000</b>	<b>\$ 1,165,000</b>	<b>\$ 10,000,000</b>	<b>\$ 500,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>

	2022	2023	2024	2025	2026	2027
<b>GENERAL SERVICES</b>						
<b>CITY-WIDE VEHICLES &amp; FACILITY IMPROVEMENTS</b>						
Vehicle Replacement:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund (Includes Fire Ladder Truck in FY 22)	2,300,000	1,700,000	2,000,000	2,000,000	2,000,000	2,000,000
General Fund Police Vehicles & Equipment	1,150,000	1,150,000	1,300,000	1,300,000	1,300,000	1,300,000
Utility Fund \$850,000	-	-	-	-	-	-
Solid Waste Fund \$850,000	-	-	-	-	-	-
Facility Improvements	800,000	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
Vehicle for Project Manager	20,000	-	-	-	-	-
Vehicle for New Facilities Systems Mechanics	65,000	-	-	-	-	-
Vehicle for New Facilities Maintenance Technicians	40,000	-	-	-	-	-
City Shop Replacement	-	-	500,000	5,000,000	-	-
<b>Total General Services</b>	<b>\$ 4,625,000</b>	<b>\$ 3,900,000</b>	<b>\$ 4,850,000</b>	<b>\$ 9,350,000</b>	<b>\$ 4,350,000</b>	<b>\$ 4,350,000</b>
<b>ELECTRIC</b>						
Vehicle Replacement for Electric, Water & Wastewater	\$ 850,000	\$ 850,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Vegetation Management - Tree Trimming of Electric System	750,000	750,000	910,000	910,000	910,000	910,000
Substation Capital Improvements	500,000	500,000	500,000	500,000	500,000	500,000
PCB Program /Wildlife Protection/OT	300,000	300,000	300,000	300,000	300,000	300,000
Emergency Electric Source Station (AMEA Funds Available)	971,601	1,053,399	-	-	-	-
Transmission Line Switches - 6 Year Project FY 2022-2027	290,000	290,000	290,000	290,000	290,000	290,000
Downtown Lighting & Improvements	150,000	150,000	150,000	150,000	150,000	150,000
Convert To Underground in 300 Block of N. Foster St.	600,000	-	-	-	-	-
Streetscape Imp. Project - N. Oates & Powell Underground	1,000,000	-	-	-	-	-
Convert Overhead Electric Conductor to Underground	-	500,000	500,000	500,000	500,000	500,000
Replacement of Direct Buried Secondary and Existing Underground	250,000	250,000	250,000	250,000	250,000	250,000
Mobile Outage Management Solution	-	33,500	-	-	-	-
Software Solution for Pole Staking ERP Dependent	-	-	250,000	-	-	-
Michelin Power Transformer Replacements	-	-	200,000	200,000	-	-
<b>Total Electric</b>	<b>\$ 5,661,601</b>	<b>\$ 4,676,899</b>	<b>\$ 4,250,000</b>	<b>\$ 4,000,000</b>	<b>\$ 3,800,000</b>	<b>\$ 3,800,000</b>
<b>WATER</b>						
Red Water Repairs (ARPA FY22)	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Ross Clark Circle Water Main Improvements	-	4,000,000	-	-	-	-
12" Transmission Main on Hodgesville Rd	230,000	-	-	-	-	-
Red Water - F150 Truck Ext. Cab	23,000	-	-	-	-	-
Maint. Crew - F250 Truck for Distribution Sys. Maint Program	35,000	-	-	-	-	-

	2022	2023	2024	2025	2026	2027
Maint. Crew - F350 Crew Cab w/Service Body	45,000	-	-	-	-	-
Maint Crew - Backhoe	97,000	-	-	-	-	-
Generator at Lingo Road Well #35	-	150,000	-	-	-	-
Trailer Mounted Vacuum Excavator	-	65,000	-	-	-	-
Zero-Turn Mini Excavator with Trailer	-	85,000	-	-	-	-
12" Transmission Main Loop Kinsey Rd to 431	-	-	1,000,000	-	-	-
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	-	-	-
Dixie Lighting Project	-	-	50,000	-	-	-
Highway 52 East Tank Rehab	-	-	-	900,000	-	-
Honeysuckle Tank Rehab	-	-	-	-	900,000	-
Wallace Tank Rehab	-	-	-	-	-	900,000
Generators at Wicksburg Well #32 & Well #28	-	-	150,000	-	150,000	-
Long Range Planning Distribution and Well Projects	-	-	-	625,000	1,000,000	-
<b>Total Water</b>	<b>\$ 2,430,000</b>	<b>\$ 6,300,000</b>	<b>\$ 4,850,000</b>	<b>\$ 4,295,000</b>	<b>\$ 4,050,000</b>	<b>\$ 2,900,000</b>
<b>WASTEWATER COLLECTION</b>						
Basin B4-52 Sewer Repair and Rehab per AOC (ARPA)	\$ 2,850,000	\$ -	\$ -	\$ -	\$ -	\$ -
Beaver Creek Trunk Line (ARPA)	7,300,000	-	-	-	-	-
Basin B3-74 Sewer Repair & Rehab	-	4,000,000	-	-	-	-
Aerial Sewer Crossing Improvements	170,000	-	-	-	-	-
Sewer Lateral Launch Crawler	155,000	-	-	-	-	-
Remote Control Tamper	50,000	-	-	-	-	-
Point Repair & Rehab for AOC	100,000	100,000	100,000	100,000	100,000	100,000
Vehicle for Jr. Sewer Maint. Engineer	23,000	-	-	-	-	-
Lift Station Rehab Project	-	-	-	-	-	-
Sewer Rehabs (#1:B3-50, #2:B0-42, #3:B3-65, #4:Trunk)	-	-	4,000,000	4,000,000	8,000,000	4,000,000
Lift Station Generators - Two Per Year	-	-	100,000	100,000	100,000	-
<b>Total Wastewater Collection</b>	<b>\$ 10,648,000</b>	<b>\$ 4,100,000</b>	<b>\$ 4,200,000</b>	<b>\$ 4,200,000</b>	<b>\$ 8,200,000</b>	<b>\$ 4,100,000</b>
<b>WASTEWATER TREATMENT</b>						
SCADA Mobile Solutions for Remote Operatons	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Little Choctawhatchee WWTP Influent Screen Bypass	-	-	450,000	-	-	-
Little Choctawhatchee WWTP Influent Screen Refurb/Replace	-	-	700,000	-	-	-
Little Choctawhatchee WWTP UV Refurb/Replace	-	-	1,500,000	-	-	-
Cypress WWTP Upgrade	-	-	10,000,000	-	-	-
Little Choctawhatchee WWTP Screw Press Replacement	-	-	-	-	-	1,500,000

	2022	2023	2024	2025	2026	2027
Little Choctawhatchee WWTP Generator Replacement - Over 4 Years	-	-	-	-	-	800,000
<b>Total Wastewater Treatment</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 12,650,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,300,000</b>
<b>SOLID WASTE</b>						
Vehicle Replacements	\$ 850,000	\$ 850,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Roll Off Containers (4-40CY & 4-20CY)	65,000	-	-	-	-	-
Landfill Cell 7 Expansion	-	-	-	-	3,000,000	-
<b>Total Solid Waste</b>	<b>\$ 915,000</b>	<b>\$ 850,000</b>	<b>\$ 900,000</b>	<b>\$ 900,000</b>	<b>\$ 3,900,000</b>	<b>\$ 900,000</b>
<b>CAPITAL PROJECTS - TOTALS</b>	<b>\$ 86,654,800</b>	<b>\$ 66,622,241</b>	<b>\$ 60,664,640</b>	<b>\$ 54,709,640</b>	<b>\$ 57,733,640</b>	<b>\$ 52,685,190</b>

General Fund	\$ 66,950,199	\$ 50,695,342	\$ 33,814,640	\$ 41,314,640	\$ 37,783,640	\$ 38,685,190
Utility Fund	18,789,601	15,076,899	25,950,000	12,495,000	16,050,000	13,100,000
Solid Waste Fund	915,000	850,000	900,000	900,000	3,900,000	900,000
<b>Total Funding Requests FY 2022-2027</b>	<b>\$ 86,654,800</b>	<b>\$ 66,622,241</b>	<b>\$ 60,664,640</b>	<b>\$ 54,709,640</b>	<b>\$ 57,733,640</b>	<b>\$ 52,685,190</b>
General Fund Funded	\$ 28,794,547	\$ 10,709,536	\$ -	\$ -	\$ -	\$ -
Utility Fund Funded	17,589,601	6,023,500	-	-	-	-
Solid Waste Funded	915,000	850,000	-	-	-	-
<b>Total Funded in FY 22-23</b>	<b>47,299,148</b>	<b>17,583,036</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
General Fund Conditional Funding	\$ 31,740,652	\$ 38,670,806	\$ -	\$ -	\$ -	\$ -
Utility Fund Conditional Funding	1,000,000	9,053,399	-	-	-	-
Solid Waste Conditional Funding	-	-	-	-	-	-
<b>Total Conditional Funding</b>	<b>32,740,652</b>	<b>47,724,205</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Total General Fund Not Recommended to be Funded	\$ 6,415,000	\$ 1,315,000	\$ -	\$ -	\$ -	\$ -
Total Utility Fund Not Recommended to be Funded	200,000	-	-	-	-	-
Total Not Recommended to be Funded	\$ 6,615,000	\$ 1,315,000	\$ -	\$ -	\$ -	\$ -

<b>Recommended Funding</b>
<b>Conditional Funding</b>
<b>Not Recommended for Funding at this Time</b>

**CITY OF DOTHAN  
REVENUE PROJECTIONS - FY 2022 & FY 2023  
RECAP**

	<u>2022</u>	<u>2023</u>
General Fund	\$ 98,280,556	\$ 97,430,556
Civic Center Fund	1,063,500	1,063,500
School Fund (Special Revenue)	512,218	519,098
Utility Fund	131,499,918	124,309,000
Solid Waste Fund	<u>6,007,100</u>	<u>6,007,100</u>
Total	<u>\$ 237,363,292</u>	<u>\$ 229,329,254</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 2022 & FY 2023**  
**GENERAL FUND**

<u>SOURCE</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Taxes</b>						
Ad Valorem Tax	\$ 3,963,170	\$ 3,999,941	\$ 4,077,793	\$ 4,155,951	\$ 4,000,000	\$ 4,000,000
Motor Vehicle Tax	773,148	800,712	813,643	630,898	800,000	800,000
General Sales Tax	64,294,153	71,787,587	72,508,183	67,272,954	73,000,000	73,000,000
Automotive Sales Tax	2,481,668	2,583,569	2,711,852	2,636,975	2,300,000	2,300,000
Lodging Tax	3,127,058	4,017,771	2,791,000	2,742,897	3,150,000	3,150,000
Manufacturing/Machinery Sales Tax	197,477	156,702	255,842	218,385	175,000	175,000
Farm/Agriculture Sales Tax	86,460	79,234	83,802	67,880	70,000	70,000
Alcohol Tax	1,250,457	1,313,351	1,276,708	1,080,740	1,265,000	1,265,000
Cable TV Franchise Tax	898,079	907,319	921,815	938,883	900,000	900,000
Gas District Franchise Tax	<u>1,114,297</u>	<u>816,128</u>	<u>757,115</u>	<u>(18,880)</u>	<u>750,000</u>	<u>750,000</u>
 Total Taxes	 <u>\$ 78,185,967</u>	 <u>\$ 86,462,314</u>	 <u>\$ 86,197,753</u>	 <u>\$ 79,726,683</u>	 <u>\$ 86,410,000</u>	 <u>\$ 86,410,000</u>
 <b>Licenses and Permits</b>						
Privilege License	\$ 3,039,598	\$ 3,092,408	\$ 3,209,570	\$ 3,058,847	\$ 3,000,000	\$ 3,000,000
Insurance License	721,530	728,379	706,374	700,346	700,000	700,000
Building Permits	229,809	261,546	293,366	291,798	250,000	250,000
Gas Permits/Inspections	9,950	9,959	14,550	13,100	7,000	7,000
Heating & A/C Permits/Inspections	29,052	20,455	37,583	21,909	20,000	20,000
Electrical Permits/Inspections	47,062	45,935	64,280	52,175	45,000	45,000
Plumbing Permits/Inspections	34,709	31,498	45,265	35,136	34,000	34,000
Tree Cutting Permits	5,860	5,412	5,875	3,999	3,000	3,000
Taxi Driver Permits	325	290	160	85	500	500
Swimming Pool Permits	3,109	3,305	3851	5,517	2,000	2,000

**CITY OF DOTHAN**  
**REVENUE PROJECTIONS - FY 2022 & FY 2023**  
**GENERAL FUND**

<u>SOURCE</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Licenses and Permits (Cont'd)</b>						
Penalty	\$ 479	\$ 411	\$ 652	\$ 888	\$ 200	\$ 200
Plan/Permit/C.O. Copies	1,058	738	988	669	200	200
Penalties/Citations/Fees	<u>51,166</u>	<u>56,313</u>	<u>67,192</u>	<u>56,439</u>	<u>50,000</u>	<u>50,000</u>
 Total Licenses and Permits	 <u>\$ 4,173,707</u>	 <u>\$ 4,256,649</u>	 <u>\$ 4,449,706</u>	 <u>\$ 4,240,908</u>	 <u>\$ 4,111,900</u>	 <u>\$ 4,111,900</u>
<b>Intergovernmental Revenues</b>						
Proceeds from Grants	\$ 229,160	\$ (79,125)	\$ 3,576,523	\$ 52,313	\$ -	\$ -
FBI Violent Crime Task	42,991	105,336	35,048	14,491	-	-
Justice Grant - Bullet Vest	17,840	12,488	8,569	-	-	-
Bureau of Justice Grant	42,549	33,424	112,779	-	-	-
Public Housing Drug Grant (HUD)	175,000	175,000	175,000	-	175,000	175,000
Alabama Indust Access Road Grant	-	-	-	33,577	-	-
USTA Grant	4,000	3,000	-	-	-	-
ADECA - Recreational Trails	-	-	99,901	-	-	-
Community Development Funds	484,553	260,229	282,095	225,869	-	-
ALDOT-Trans Enhancement	-	90,571	-	-	-	-
U.S. Marshals Services	10,831	13,001	15,036	8,697	-	-
Wiregrass Foundation	1,338,719	1,000,000	1,000,000	500,000	1,000,000	1,000,000
MPO Grant - Planning Fund	129,219	137,863	161,731	59,725	-	-
MPO Grant - Construction	174,398	357,628	63,428	192,112	-	-
US Dept Homeland Security	86,574	41,080	5,739	119,538	-	-
US Dept of Transportation	76,819	323,581	-	-	-	-
Environmental Protection Agency	132,559	117,769	59,047	216,355	-	-

**CITY OF DOTHAN**  
**REVENUE PROJECTIONS - FY 2022 & FY 2023**  
**GENERAL FUND**

<u>SOURCE</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Intergovernmental Revenues (Cont'd)</b>						
Allocation-AL ABC Profits	\$ 19,492	\$ -	\$ 14,387	\$ -	\$ 20,000	\$ 20,000
Financial Institution Tax	279,916	477,140	837,908	692,135	125,000	125,000
7 Cent Gasoline Excise Tax	154,085	156,691	145,937	123,734	130,000	130,000
4 to 6 Cent Gasoline Excise Tax	89,496	90,964	84,573	71,729	80,000	80,000
Petroleum Inspection Fee	31,365	31,998	30,416	26,219	28,000	28,000
5 Cent Gasoline Tax	44,024	44,769	41,696	35,353	40,000	40,000
Alcoholic Beverage State Sales Tax	81,230	87,735	83,874	-	-	-
Alabama Trust Fund	557,272	588,785	632,232	665,593	500,000	500,000
IRP Vehicle Registration	58,020	46,976	46,143	34,524	50,000	50,000
Transportation Companies	-	1,188	1,380	740	1,000	1,000
Rebuild Alabama Act Gas	-	-	256,876	311,174	300,000	300,000
Local Impact	64,995	73,634	107,881	53,612	-	-
Summer/At Risk Food Program	340,226	321,707	1,135,563	1,518,493	-	-
Walden Gas & Excise Tax	542,184	605,478	524,231	405,638	500,000	500,000
Share Tax 18.87% - Domestic Corp	60,789	61,245	61,705	62,167	55,000	55,000
<b>Total Intergovernmental Revenues</b>	<b>\$ 5,268,306</b>	<b>\$ 5,180,155</b>	<b>\$ 9,599,698</b>	<b>\$ 5,423,788</b>	<b>\$ 3,004,000</b>	<b>\$ 3,004,000</b>
<b>General Government Revenues</b>						
Zoning Certification Fees	\$ 115	\$ 130	\$ 120	\$ 155	\$ 100	\$ 100
Planning/Zoning Application Fees	47,888	35,797	23,800	37,278	20,000	20,000
Sale of Maps/Publications	64	50	10	22	100	100
House Moving Permits	700	600	400	200	500	500
Demolition and Removal	9,549	20,194	-	9,707	17,000	17,000

**CITY OF DOTHAN**  
**REVENUE PROJECTIONS - FY 2022 & FY 2023**  
**GENERAL FUND**

<u>SOURCE</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>General Government Revenues (Cont'd)</b>						
Fire Dept Service Calls	\$ 599	\$ 750	\$ 998	\$ 950	\$ 500	\$ 500
False Burglar Alarm Fees	24,938	31,415	26,432	25,400	20,000	20,000
Burn Permits	260	750	840	180	100	100
Weed Abatement Liens	19,022	18,955	19,947	19,106	-	-
Solid Waste	4,376,204	4,417,555	-	-	-	-
Extra/Ord Storm Sew Ext	-	-	12,403	-	-	-
Installation/Repair Fees	770	824	3,351	1,125	-	-
Joint Paving/Infrastructure	-	-	37,763	66,180	-	-
ROW Maintenance	-	-	50,000	25,000	-	-
Auditorium Use Fees	29,378	35,087	42,316	10,343	35,000	35,000
Civic Center Use Fees	139,773	210,962	101,762	8,490	125,000	125,000
Rental Rec Facilities	124,817	127,955	69,650	96,112	90,000	90,000
Swimming Pool Fees	52,785	45,117	8,556	25,191	30,000	30,000
Other Income	40,307	42,231	13,605	18,569	35,000	35,000
Auditorium/Civic Center Concessions	40,146	43,843	23,186	-	40,000	40,000
Water World Admission Fees	534,658	347,675	138,269	771,434	750,000	750,000
Water World Raft Rental-Misc	31,255	23,980	9,344	54,831	50,000	50,000
Water World Resale Items	151,450	103,065	40,646	222,660	100,000	100,000
Softball Complex Fees	24,676	31,765	16,203	16,852	30,000	30,000
Softball Complex Concessions	26,307	42,308	1,543	-	50,000	50,000
Oates Softball Concessions	44,060	46,478	22,590	32,529	20,000	20,000
Dothan Kiwanis Club	4,000	4,000	4,000	4,000	4,000	4,000
SARCOA-AAA-1 & Tobacco Tax	20,748	22,036	28,594	23,299	20,000	20,000
Archery	1,447	1,678	405	455	2,500	2,500

**CITY OF DOTHAN  
REVENUE PROJECTIONS - FY 2022 & FY 2023  
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (ACTUAL)</u>	<u>FY 2020 (ACTUAL)</u>	<u>FY 2021 (YTD 07-31-21)</u>	<u>FY 2022 (BUDGET)</u>	<u>FY 2023 (BUDGET)</u>
<b>General Government Revenues (Cont'd)</b>						
Baseball	\$ 4,807	\$ 11,826	\$ 5,432	\$ 9,800	\$ 5,000	\$ 5,000
Basketball	8,435	8,019	8,171	5,297	3,500	3,500
Concessions	10,953	19,932	23,407	15,589	75,000	75,000
Crafts - Rose Hill	-	-	-	-	2,500	2,500
Day Camp - Instructional	168,245	149,761	77,062	84,380	90,000	90,000
Football - Cheerleading	2,254	2,205	180	3,113	4,000	4,000
Soccer	24,545	22,702	19,018	18,942	20,000	20,000
Swimming	14,734	20,270	15,682	13,794	9,000	9,000
Tennis	166,893	183,403	43,424	83,031	100,000	100,000
Therapeutics	-	2,430	1,495	1,560	1,500	1,500
Volleyball	1,040	1,043	147	-	1,000	1,000
Youth Softball	30,110	55,239	30,361	42,292	35,000	35,000
Track	500	500	-	-	500	500
Miscellaneous - Other Revenue	18,412	2,475	1,405	-	10,000	10,000
<b>Total Gen Government Revenues</b>	<b>\$ 6,196,844</b>	<b>\$ 6,135,005</b>	<b>\$ 922,517</b>	<b>\$ 1,747,866</b>	<b>\$ 1,796,800</b>	<b>\$ 1,796,800</b>
<b>Fines and Forfeitures</b>						
WPS Center Training Fees	\$ -	\$ -	\$ 5,981	\$ 14,670	\$ 10,000	\$ 10,000
WPS Center Training Rental Income	-	-	300	23,800	15,000	15,000
Dothan/State Drug Seizure Income	129,674	9,837	27,641	13,373	-	-
Federal Drug Seizures	24,227	216,425	28,024	-	-	-
Mun Court Judicial Admin Fund	42,149	63,010	51,929	53,800	50,000	50,000
Court Costs	59,836	63,591	52,552	51,255	50,000	50,000

**CITY OF DOTHAN**  
**REVENUE PROJECTIONS - FY 2022 & FY 2023**  
**GENERAL FUND**

<u>SOURCE</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Fines and Forfeitures (Cont'd)</b>						
Corrections Fund	\$ 141,526	\$ 151,389	\$ 123,688	\$ 120,856	\$ 150,000	\$ 150,000
Court Fines	586,863	604,446	486,726	572,252	600,000	600,000
Other Police Related Income	20,305	16,440	803	1,303	15,000	15,000
Housing - Federal Prisoners	-	-	-	-	-	-
Alarm Application Fees	8,775	8,520	7,150	6,100	10,000	10,000
Drug Deferred Prosecution	10,377	12,251	4,524	5,037	10,000	10,000
P.A.S.S. Academy	-	-	-	-	-	-
Inmate Welfare Commission	2,217	4,180	5,510	6,443	5,000	5,000
Sex Offender Registration	2,467	2,088	1,643	1,659	2,000	2,000
Pretrial Diversion Fees	279,656	294,160	193,055	167,383	250,000	250,000
Inmate Welfare	681	1,391	1,107	91	1,000	1,000
<b>Total Fines and Forfeitures</b>	<b>\$ 1,308,753</b>	<b>\$ 1,447,728</b>	<b>\$ 990,633</b>	<b>\$ 1,038,022</b>	<b>\$ 1,168,000</b>	<b>\$ 1,168,000</b>
<b>Miscellaneous Revenues</b>						
Funds Invested-Interest	\$ 349,598	\$ 369,961	\$ 205,110	\$ 24,518	\$ 100,000	\$ 100,000
Money Market-Interest	-	264,922	79,868	18,886	75,000	75,000
Demolition and Removal-Interest	3,018	2,442	2,169	-	4,000	4,000
Employee Medical Insurance-Interest	21,781	66,840	52,931	3,043	10,000	10,000
Workers Compensation-Interest	22,212	63,994	33,990	3,350	10,000	10,000
Self - Insured Interest	21,778	41,395	18,263	1,756	5,000	5,000
Equipment Rental	-	3,184	4,155	1,171	500	500
Post Office Building	61,856	62,355	74,228	68,042	61,856	61,856
Other Rentals	8,759	6,076	9,481	5,980	10,000	10,000

**CITY OF DOTHAN  
REVENUE PROJECTIONS - FY 2022 & FY 2023  
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (ACTUAL)</u>	<u>FY 2020 (ACTUAL)</u>	<u>FY 2021 (YTD 07-31-21)</u>	<u>FY 2022 (BUDGET)</u>	<u>FY 2023 (BUDGET)</u>
<b>Miscellaneous Revenues (Cont'd)</b>						
Contributions and Donations	\$ 173,559	\$ 62,480	\$ (15,141)	\$ 13,200	\$ 900,000	\$ 50,000
Police Department	-	-	750	350	-	-
Dothan Police Foundation	-	-	2,100	-	-	-
Research Fees	-	-	75	-	-	-
Photocopy Printing	75,648	86,227	92,043	74,840	65,000	65,000
Bad Check Collection Fee	870	660	512	540	500	500
Junk Sales	146,437	128,638	56,506	130,299	125,000	125,000
Sale of Confiscated Items	70,872	22,258	2,582	7,409	-	-
Emergency 911 Revenue	150,000	150,094	150,000	125,000	150,000	150,000
Cash Over or Short	(1,565)	(1,587)	683	(661)	-	-
Miscellaneous Income	43,711	66,884	51,139	56,107	50,000	50,000
Property Damage Recovery	8,430	17,084	26,088	3,914	10,000	10,000
Workers Compensation Recovery	-	2,793	-	-	-	-
Refunds-Accts Receivable	12,380	(12,239)	2,737	4,899	-	-
Land Sales	-	(24)	-	60	-	-
Landfill Use Fees	357	-	-	-	-	-
Landfill Garbage Cans	4,700	5,150	-	-	-	-
Recycling Revenue	89	35	40	44	-	-
Animal Control Fees	29,512	32,918	27,532	18,021	30,000	30,000
Animal Adoption Fees	2,225	4,303	8,074	4,541	5,000	5,000
Pilot Fees Housing Authority	10,176	14,824	16,324	-	12,000	12,000
Knox Box Sales	9,440	8,341	11,275	6,765	5,000	5,000
Telephone Commission-Jail	6,402	14,478	15,900	27,705	5,000	5,000
Disaster Relief - FEMA	(1,608)	3,466,617	300,168	(300,168)	-	-

**CITY OF DOTHAN  
REVENUE PROJECTIONS - FY 2022 & FY 2023  
GENERAL FUND**

<u>SOURCE</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (ACTUAL)</u>	<u>FY 2020 (ACTUAL)</u>	<u>FY 2021 (YTD 07-31-21)</u>	<u>FY 2022 (BUDGET)</u>	<u>FY 2023 (BUDGET)</u>
<b>Miscellaneous Revenues (Cont'd)</b>						
Subrogation Recovery/Ins	\$ 16,256	\$ 2,576	\$ -	\$ -	\$ -	\$ -
Overpayment Refund/Ins	446,915	312,267	2,871,829	-	100,000	100,000
ATM Surcharge	3,332	2,757	1,602	1,537	2,000	2,000
Convenience Fee/Credit Card	9,043	8,694	9,082	19,812	4,000	4,000
Purchasing Card Rebate	27,557	57,442	64,809	-	50,000	50,000
Bad Account Recoveries	186	-	200	15	-	-
<b>Total Miscellaneous Revenues</b>	<u>\$ 1,733,926</u>	<u>\$ 5,334,839</u>	<u>\$ 4,177,104</u>	<u>\$ 320,975</u>	<u>\$ 1,789,856</u>	<u>\$ 939,856</u>
<b>Total General Fund Revenues</b>	<u>\$ 96,867,503</u>	<u>\$ 108,816,690</u>	<u>\$ 106,337,411</u>	<u>\$ 92,498,242</u>	<u>\$ 98,280,556</u>	<u>\$ 97,430,556</u>

**CITY OF DOTHAN  
REVENUE PROJECTIONS - FY 2022 & FY 2023  
CIVIC CENTER FUND**

<u>SOURCE</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (ACTUAL)</u>	<u>FY 2020 (ACTUAL)</u>	<u>FY 2021 (YTD 07-31-21)</u>	<u>FY 2022 (BUDGET)</u>	<u>FY 2023 (BUDGET)</u>
<b>General Government Revenues</b>						
Concessions Sales	\$ 134,864	\$ 92,273	\$ 81,742	\$ 19,074	\$ 125,000	\$ 125,000
Facility Fee-Opera House	7,070	6,526	6,405	404	7,500	7,500
Ticket Sales-Opera House	137,096	141,936	169,640	7,159	100,000	100,000
Facility Fee-Civic Center	50,945	34,861	28,592	7,995	25,000	25,000
Ticket Sales-Civic Center	1,023,130	674,766	336,256	195,174	650,000	650,000
Rental - Arena	151,599	156,468	78,743	44,941	125,000	125,000
Rental - Other	31,849	24,904	18,742	4,746	15,000	15,000
Miscellaneous - Other Revenue	<u>19,649</u>	<u>16,200</u>	<u>10,989</u>	<u>1,753</u>	<u>10,000</u>	<u>10,000</u>
Total Gen Government Revenues	<u>\$ 1,556,202</u>	<u>\$ 1,147,934</u>	<u>\$ 731,109</u>	<u>\$ 281,246</u>	<u>\$ 1,057,500</u>	<u>\$ 1,057,500</u>
<b>Miscellaneous Revenues</b>						
Interest Earned	\$ 917	\$ 2,435	\$ 734	\$ 21	\$ 100	\$ 100
Contributions and Donations	31,585	25,435	40,150	5,070	-	-
Bad Check Collection Fee	-	-	30	-	-	-
Cash Over or Short	132	238	(246)	37	100	100
C/C Sales Tax Discounts	2,256	1,457	950	435	800	800
Convenience Fee/Credit Card	6,089	3,695	2,218	936	5,000	5,000
Bad Account Recoveries	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Miscellaneous Revenues	<u>\$ 40,979</u>	<u>\$ 33,260</u>	<u>\$ 43,836</u>	<u>\$ 6,499</u>	<u>\$ 6,000</u>	<u>\$ 6,000</u>
<b>Total Civic Center Fund</b>	<u><u>\$ 1,597,181</u></u>	<u><u>\$ 1,181,194</u></u>	<u><u>\$ 774,945</u></u>	<u><u>\$ 287,745</u></u>	<u><u>\$ 1,063,500</u></u>	<u><u>\$ 1,063,500</u></u>

**CITY OF DOTHAN**  
**REVENUE PROJECTIONS - FY 2022 & FY 2023**  
**SCHOOL FUND (SPECIAL REVENUE)**

<u>SOURCE</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Taxes</b>						
Tobacco Tax Stamps	\$ 218,700	\$ 221,400	\$ 230,850	\$ 172,800	\$ 200,000	\$ 200,000
Total Taxes	<u>\$ 218,700</u>	<u>\$ 221,400</u>	<u>\$ 230,850</u>	<u>\$ 172,800</u>	<u>\$ 200,000</u>	<u>\$ 200,000</u>
<b>Miscellaneous Revenues</b>						
Interest Earned	\$ 374	\$ 848	\$ 304	\$ 127	\$ -	\$ -
Bad Check Collection Fee	-	-	-	-	-	-
Miscellaneous Income	<u>-</u>	<u>-</u>	<u>74,779</u>	<u>79,361</u>	<u>312,218</u>	<u>319,098</u>
Total Miscellaneous Revenues	<u>\$ 374</u>	<u>\$ 848</u>	<u>\$ 75,083</u>	<u>\$ 79,488</u>	<u>\$ 312,218</u>	<u>\$ 319,098</u>
<b>Total School Fund</b>	<u><u>\$ 219,074</u></u>	<u><u>\$ 222,248</u></u>	<u><u>\$ 305,933</u></u>	<u><u>\$ 252,288</u></u>	<u><u>\$ 512,218</u></u>	<u><u>\$ 519,098</u></u>

**CITY OF DOTHAN  
REVENUE PROJECTIONS - FY 2022 & FY 2023  
DEBT SERVICE FUND**

<u>SOURCE</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (ACTUAL)</u>	<u>FY 2020 (ACTUAL)</u>	<u>FY 2021 (YTD 07-31-21)</u>	<u>FY 2022 (BUDGET)</u>	<u>FY 2023 (BUDGET)</u>
<b>Miscellaneous Revenues</b>						
Interest 2014 G/O Warrant Fd	\$ 3	\$ 405	\$ 230	\$ -	\$ -	\$ -
Total Miscellaneous Revenues	<u>\$ 3</u>	<u>\$ 405</u>	<u>\$ 230</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Total Debt Service Fund</b>	<u>\$ 3</u>	<u>\$ 405</u>	<u>\$ 230</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**CITY OF DOTHAN**  
**REVENUE PROJECTIONS - FY 2022 & FY 2023**  
**UTILITY FUND**

<u>SOURCE</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Electric Revenues</b>						
Elec Sales-General Customer	\$ 90,388,031	\$ 85,941,985	\$ 85,940,907	\$ 66,505,394	\$ 86,500,000	\$ 86,500,000
Elec Sales-City Used	3,681,208	3,355,595	3,352,927	2,719,756	3,500,000	3,500,000
Elec Connection Fees	574,999	565,576	471,534	401,722	300,000	300,000
Equipment Rental	681,138	695,772	732,334	688,092	500,000	500,000
Junk Sales	24,325	61,390	17,283	29,404	20,000	20,000
Prepay Service Fee	-	-	1,702	14,817	15,000	15,000
Installation/Repair Fees	10,085	20,772	89,742	7,973	15,000	15,000
AMEA Revenue	-	4,269,183	2,187,484	663,520	971,600	-
<b>Total Electric Revenues</b>	<b>\$ 95,359,786</b>	<b>\$ 94,910,273</b>	<b>\$ 92,793,913</b>	<b>\$ 71,030,678</b>	<b>\$ 91,821,600</b>	<b>\$ 90,850,000</b>
<b>Water Revenues</b>						
Water Sales-General Customer	\$ 9,778,878	\$ 10,456,271	\$ 11,468,533	\$ 9,060,012	\$ 11,000,000	\$ 11,000,000
Water Sales-City Used	16,155	15,726	16,130	10,511	10,000	10,000
Water Connection Fees	178,356	160,725	196,085	184,961	150,000	150,000
Equipment Rental	4,787	74	578	881	-	-
Junk Sales	580	9,370	7,233	25,564	5,000	5,000
Installation/Repair Fees	10,632	2,403	5,795	3,935	4,000	4,000
Water Sales-Town of Cowarts	4,756	4,891	5,031	4,312	4,500	4,500
Water Sales-Town of Kinsey	1,036	-	2,714	-	-	-
Water Sales-Town of Napier Field	68,642	74,586	81,897	60,803	50,000	50,000
Water Sales-Town of Taylor	13,483	2,097	3,349	19,394	-	-
Water Sales-Houston County	214	4,305	4,509	1,026	-	-
<b>Total Water Revenues</b>	<b>\$ 10,077,519</b>	<b>\$ 10,730,448</b>	<b>\$ 11,791,854</b>	<b>\$ 9,371,399</b>	<b>\$ 11,223,500</b>	<b>\$ 11,223,500</b>

**CITY OF DOTHAN**  
**REVENUE PROJECTIONS - FY 2022 & FY 2023**  
**UTILITY FUND**

<u>SOURCE</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Sewer Revenues</b>						
Sewer Service Fees	\$ 17,727,390	\$ 18,788,402	\$ 20,071,325	\$ 16,960,061	\$ 20,000,000	\$ 20,000,000
Sewer Connection Fees	16,970	21,830	12,354	12,472	10,000	10,000
Sewer Sales-City Used	178,591	144,109	124,742	124,162	125,000	125,000
Impact Fees	17,000	22,844	280,837	2,060	10,000	10,000
Junk Sales	35,233	17,698	-	38,463	5,000	5,000
Installation/Repair Fees	333	5,019	1,694	-	-	-
Equipment Rental	343	4,776	1,847	-	-	-
Sewer Fees-Town of Napier Field	109,177	114,186	124,778	104,625	100,000	100,000
Sewer Fees-Town of Taylor	173,904	152,508	171,308	148,955	150,000	150,000
Sewer Fees-Town of Kinsey	177,519	182,961	199,082	167,438	150,000	150,000
Sewer Fees-Midland City	251,811	289,748	272,699	242,702	250,000	250,000
Sewer Fees-Town of Cowarts	89,651	92,167	101,296	84,041	75,000	75,000
Sewer Fees-Houston County	60,467	88,025	59,792	54,574	50,000	50,000
Fats, Oils, & Grease - FOG	<u>108,861</u>	<u>114,450</u>	<u>119,854</u>	<u>102,914</u>	<u>110,000</u>	<u>110,000</u>
 Total Sewer Revenues	 <u>\$ 18,947,250</u>	 <u>\$ 20,038,723</u>	 <u>\$ 21,541,608</u>	 <u>\$ 18,042,467</u>	 <u>\$ 21,035,000</u>	 <u>\$ 21,035,000</u>
<b>Intergovernmental Revenues</b>						
Proceeds from Grants	<u>\$ -</u>	<u>\$ 1,730,919</u>	<u>\$ 3,557,579</u>	<u>\$ 6,463,974</u>	<u>\$ 6,219,318</u>	<u>\$ -</u>
 Total Intergovernmental Revenues	 <u>\$ -</u>	 <u>\$ 1,730,919</u>	 <u>\$ 3,557,579</u>	 <u>\$ 6,463,974</u>	 <u>\$ 6,219,318</u>	 <u>\$ -</u>
<b>Miscellaneous Revenues</b>						
Interest Refunding	\$ -	\$ 11,630	\$ -	\$ -	\$ -	\$ -

**CITY OF DOTHAN**  
**REVENUE PROJECTIONS - FY 2022 & FY 2023**  
**UTILITY FUND**

<u>SOURCE</u>	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Miscellaneous Revenues (Cont'd)</b>						
Photocopy Printing	\$ 210	\$ 949	\$ 510	\$ 373	\$ -	\$ -
Miscellaneous Income	25,756	22,039	32,797	28,852	5,000	5,000
Refunds-Accts Receivable	-	(3,862)	5,592	(5,021)	-	-
ATM Surcharge	2,102	1,988	760	(55)	100	100
Convenience Fee/Credit Card	<u>298,636</u>	<u>333,697</u>	<u>68,625</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Miscellaneous Revenues	<u>\$ 326,704</u>	<u>\$ 366,441</u>	<u>\$ 108,284</u>	<u>\$ 24,149</u>	<u>\$ 5,100</u>	<u>\$ 5,100</u>
<b>Combined Revenues</b>						
Delinquent Fees	\$ 949,348	\$ 916,472	\$ 931,858	\$ 718,708	\$ 950,000	\$ 950,000
Bad Check Collection Fees	20,825	18,780	23,850	22,850	20,000	20,000
Rereads/Meter Test Fees	1,360	1,245	720	490	400	400
Other Revenue	5,230	8,266	2,380	2,000	5,000	5,000
Disaster Relief - FEMA	-	936,101	-	-	-	-
Disaster - Mutual Aid	(1,169)	-	-	468,039	-	-
Property Damage Recovery	2,042	-	356,214	2,106	-	-
Interest from Utility Funds Invested	694,750	819,236	448,605	35,764	100,000	100,000
Bad Account Recoveries	2,230	-	-	-	5,000	5,000
Interest from Money Market	111,872	645,049	261,177	21,482	100,000	100,000
School Warrant Reimbursement	673,995	673,013	675,113	-	-	-
Bad Debt Collection Fees	<u>14,621</u>	<u>9,725</u>	<u>7,704</u>	<u>2,686</u>	<u>15,000</u>	<u>15,000</u>
Total Combined Revenues	<u>\$ 2,475,104</u>	<u>\$ 4,027,887</u>	<u>\$ 2,707,621</u>	<u>\$ 1,274,125</u>	<u>\$ 1,195,400</u>	<u>\$ 1,195,400</u>
<b>Total Utility Fund</b>	<u>\$ 127,186,363</u>	<u>\$ 131,804,691</u>	<u>\$ 132,500,859</u>	<u>\$ 106,206,792</u>	<u>\$ 131,499,918</u>	<u>\$ 124,309,000</u>

**CITY OF DOTHAN  
REVENUE PROJECTIONS - FY 2022 & FY 2023  
SOLID WASTE FUND**

<u>SOURCE</u>	<u>FY 2018 (ACTUAL)</u>	<u>FY 2019 (ACTUAL)</u>	<u>FY 2020 (ACTUAL)</u>	<u>FY 2021 (YTD 07-31-21)</u>	<u>FY 2022 (BUDGET)</u>	<u>FY 2023 (BUDGET)</u>
<b>Sewer Revenue</b>						
Solid Waste Pickup Charge	\$ -	\$ -	\$ 4,462,317	\$ 3,761,155	\$ 4,300,000	\$ 4,300,000
Landfill Use Fees	-	-	44,917	195,909	200,000	200,000
Landfill Use Fees - City Use	-	-	<u>247,582</u>	<u>1,200,344</u>	<u>1,500,000</u>	<u>1,500,000</u>
Solid Waste Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,754,816</u>	<u>\$ 5,157,408</u>	<u>\$ 6,000,000</u>	<u>\$ 6,000,000</u>
<b>Intergovernmental Revenues</b>						
Proceeds from Grants	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,476</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Intergovernmental Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 5,476</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Miscellaneous Revenues</b>						
Junk Sales - Collections	\$ -	\$ -	\$ -	\$ 8,644	\$ -	\$ -
Junk Sales - Landfill	-	-	-	55,321	-	-
Interest from Money Market	-	-	43,840	743	100	100
Miscellaneous Income	-	-	465	2,054	1,000	1,000
Garbage Cans	<u>-</u>	<u>-</u>	<u>9,950</u>	<u>9,255</u>	<u>6,000</u>	<u>6,000</u>
Total Miscellaneous Revenues	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 54,255</u>	<u>\$ 76,017</u>	<u>\$ 7,100</u>	<u>\$ 7,100</u>
<b>Total Solid Waste Fund</b>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 4,814,547</u></u>	<u><u>\$ 5,233,425</u></u>	<u><u>\$ 6,007,100</u></u>	<u><u>\$ 6,007,100</u></u>

**CITY OF DOTHAN**  
**BUDGET SUMMARY BY FUND - FY 2022 BUDGET**

	<u>GENERAL</u> <u>FUND</u>	<u>UTILITY</u> <u>FUND</u>	<u>SOLID WASTE</u> <u>FUND</u>	<u>CIVIC CENTER</u> <u>FUND</u>	<u>SCHOOL</u> <u>FUND</u>	<u>DEBT SERVICE</u> <u>FUND</u>	<u>TOTAL</u>
<b>Beginning Fund Balance (Estimated)</b>	\$ 30,000,000	\$ 45,000,000					
<b>Revenues</b>							
Current Revenues	\$ 98,280,556	\$ 131,499,918	\$ 6,007,100	\$ 1,063,500	\$ 512,218	\$ -	\$ 237,363,292
Accumulated Depreciation	-	12,995,000	1,476,000	-	-	-	14,471,000
Total Revenues	\$ 98,280,556	\$ 144,494,918	\$ 7,483,100	\$ 1,063,500	\$ 512,218	\$ -	\$ 251,834,292
Other Financing Sources (Transfers In)							
From General Fund	\$ -	\$ -	\$ 3,336,022	\$ -	\$ -	\$ 1,776,553	\$ 5,112,575
From Utility Fund	20,656,471	-	-	-	4,006,153	-	24,662,624
Total Other Financing Sources	\$ 20,656,471	\$ -	\$ 3,336,022	\$ -	\$ 4,006,153	\$ 1,776,553	\$ 29,775,199
Total Available Resources	\$ 118,937,027	\$ 144,494,918	\$ 10,819,122	\$ 1,063,500	\$ 4,518,371	\$ 1,776,553	\$ 281,609,491
<b>Expenditures</b>							
Operating							
Departmental & Insurance	\$ 90,362,890	\$ 114,685,253	\$ 9,904,122	\$ 1,063,500	\$ 780,085	\$ -	\$ 216,795,850
Outside Agency Support	4,667,015	-	-	-	3,738,286	-	8,405,301
Debt Service	-	9,563,783	-	-	-	1,776,553	11,340,336
Total Operating	\$ 95,029,905	\$ 124,249,036	\$ 9,904,122	\$ 1,063,500	\$ 4,518,371	\$ 1,776,553	\$ 236,541,487
Capital Outlay & Projects							
Departmental	\$ 28,794,547	\$ 17,589,601	\$ 915,000	\$ -	\$ -	\$ -	\$ 47,299,148
Total Capital Outlay & Projects	\$ 28,794,547	\$ 17,589,601	\$ 915,000	\$ -	\$ -	\$ -	\$ 47,299,148
Other Financing Uses (Transfers Out)							
From General Fund to Debt Service	\$ 1,776,553	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,776,553
From General Fund to Solid Waste Fund	3,336,022	-	-	-	-	-	3,336,022
From Utility Fund to General Fund	-	20,656,471	-	-	-	-	20,656,471
From Utility Fund to School Fund	-	4,006,153	-	-	-	-	4,006,153
Total Other Financing Uses	\$ 5,112,575	\$ 24,662,624	\$ -	\$ -	\$ -	\$ -	\$ 29,775,199
Total Expenditures & Uses (Transfers)	\$ 128,937,027	\$ 166,501,261	\$ 10,819,122	\$ 1,063,500	\$ 4,518,371	\$ 1,776,553	\$ 313,615,834
Ending Fund Balance (Estimated)	\$ 20,000,000	\$ 22,993,657					
Less Permanent Reserves 8%	(10,400,000)	(13,400,000)					
Unassigned Fund Balance (Estimated)	\$ 9,600,000	\$ 9,593,657					
% Available Above Minimum	7.45%	5.76%					

**CITY OF DOTHAN**  
**BUDGET SUMMARY BY FUND - FY 2023 BUDGET**

	<u>GENERAL</u> <u>FUND</u>	<u>UTILITY</u> <u>FUND</u>	<u>SOLID WASTE</u> <u>FUND</u>	<u>CIVIC CENTER</u> <u>FUND</u>	<u>SCHOOL</u> <u>FUND</u>	<u>DEBT SERVICE</u> <u>FUND</u>	<u>TOTAL</u>
<b>Beginning Fund Balance (Estimated)</b>	\$ 20,000,000	\$ 22,993,657					
<b>Revenues</b>							
Current Revenues	\$ 97,430,556	\$ 124,309,000	\$ 6,007,100	\$ 1,063,500	\$ 519,098	\$ -	\$ 229,329,254
Accumulated Depreciation	-	12,995,000	1,476,000	-	-	-	14,471,000
Total Revenues	\$ 97,430,556	\$ 137,304,000	\$ 7,483,100	\$ 1,063,500	\$ 519,098	\$ -	\$ 243,800,254
Other Financing Sources (Transfers In)							
From General Fund	\$ -	\$ -	\$ 3,351,173	\$ -	\$ -	\$ 1,432,965	\$ 4,784,138
From Utility Fund	10,027,534	-	-	-	4,015,870	-	14,043,404
Total Other Financing Sources	\$ 10,027,534	\$ -	\$ 3,351,173	\$ -	\$ 4,015,870	\$ 1,432,965	\$ 18,827,542
Total Available Resources	\$ 107,458,090	\$ 137,304,000	\$ 10,834,273	\$ 1,063,500	\$ 4,534,968	\$ 1,432,965	\$ 262,627,796
<b>Expenditures</b>							
Operating							
Departmental & Insurance	\$ 92,297,401	\$ 113,756,204	\$ 9,984,273	\$ 1,063,500	\$ 796,682	\$ -	\$ 217,898,060
Outside Agency Support	4,667,015	-	-	-	3,738,286	-	8,405,301
Debt Service	-	8,296,619	-	-	-	1,432,965	9,729,584
Total Operating	\$ 96,964,416	\$ 122,052,823	\$ 9,984,273	\$ 1,063,500	\$ 4,534,968	\$ 1,432,965	\$ 236,032,945
Capital Outlay & Projects							
Departmental	\$ 10,709,536	\$ 6,023,500	\$ 850,000	\$ -	\$ -	\$ -	\$ 17,583,036
Total Capital Outlay & Projects	\$ 10,709,536	\$ 6,023,500	\$ 850,000	\$ -	\$ -	\$ -	\$ 17,583,036
Other Financing Uses (Transfers Out)							
From General Fund to Debt Service	\$ 1,432,965	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,432,965
From General Fund to Solid Waste Fund	3,351,173	-	-	-	-	-	3,351,173
From Utility Fund to General Fund	-	10,027,534	-	-	-	-	10,027,534
From Utility Fund to School Fund	-	4,015,870	-	-	-	-	4,015,870
Total Other Financing Uses	\$ 4,784,138	\$ 14,043,404	\$ -	\$ -	\$ -	\$ -	\$ 18,827,542
Total Expenditures & Uses (Transfers)	\$ 112,458,090	\$ 142,119,727	\$ 10,834,273	\$ 1,063,500	\$ 4,534,968	\$ 1,432,965	\$ 272,443,523
Ending Fund Balance (Estimated)	\$ 15,000,000	\$ 18,177,930					
Less Permanent Reserves 8%	(10,400,000)	(13,400,000)					
Unassigned Fund Balance (Estimated)	\$ 4,600,000	\$ 4,777,930					
% Available Above Minimum	4.09%	3.36%					

**CITY OF DOTHAN  
FY 2022 & FY 2023  
GENERAL FUND**

	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Revenues</b>						
Taxes	\$ 78,185,967	\$ 86,462,314	\$ 86,197,753	\$ 79,726,683	\$ 86,410,000	\$ 86,410,000
Licenses and Permits	4,173,707	4,256,649	4,449,706	4,240,908	4,111,900	4,111,900
Intergovernmental Revenue	5,268,306	5,180,155	9,599,698	5,423,788	3,004,000	3,004,000
General Government Revenue	6,196,844	6,135,005	922,517	1,747,866	1,796,800	1,796,800
Fines and Forfeitures	1,308,753	1,447,728	990,633	1,038,022	1,168,000	1,168,000
Miscellaneous Revenue	1,733,926	5,334,839	4,177,104	320,975	1,789,856	939,856
Utilization of Fund Balance	-	-	-	-	10,000,000	5,000,000
<b>Total Revenues</b>	<u>\$ 96,867,503</u>	<u>\$ 108,816,690</u>	<u>\$ 106,337,411</u>	<u>\$ 92,498,242</u>	<u>\$ 108,280,556</u>	<u>\$ 102,430,556</u>
<b>Expenses</b>						
General Admin Department	\$ 3,094,056	\$ 4,011,699	\$ 3,690,358	\$ 3,375,966	\$ 4,674,807	\$ 4,714,677
Information Sys/Tech Department	4,771,735	5,186,539	5,300,741	4,226,700	9,636,210	6,249,625
Finance Department	1,173,947	1,242,358	1,338,309	1,104,964	1,559,632	1,596,648
Personnel Department	2,313,437	2,299,761	2,552,771	2,192,437	2,980,587	3,017,272
Judicial Department	1,151,322	1,199,219	1,210,578	1,062,094	1,426,167	1,471,549
Police Department	20,448,130	20,697,706	23,219,571	19,361,133	25,466,079	24,767,564
Fire Department	17,314,688	16,269,383	17,227,720	15,306,168	19,962,166	19,424,199
Public Works/Street Department	6,223,222	9,201,714	9,712,745	10,663,836	10,168,933	9,220,924
Public Works/Engineering Department	3,168,138	4,309,268	4,169,587	2,928,550	4,389,503	4,282,962
Public Works/Environmental Department	7,545,716	8,718,768	75,712	62,804	179,956	182,729
Planning and Development Department	2,761,248	2,736,530	2,786,679	2,484,296	2,999,069	3,066,299
Health and Welfare	3,631,996	4,143,067	3,586,707	3,417,381	4,267,015	4,267,015

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN  
FY 2022 & FY 2023  
GENERAL FUND**

	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Expenses (Cont'd)</b>						
Leisure Services Department	\$ 10,975,393	\$ 10,882,285	\$ 14,028,056	\$ 11,016,572	\$ 22,442,511	\$ 12,232,086
Performing Arts Department	1,484,559	1,351,667	1,252,444	865,986	1,415,045	1,435,315
General Services/Admin Department	465,107	489,160	403,135	410,294	670,284	687,203
General Services/Facility Department	1,784,908	1,650,711	1,943,337	1,436,812	2,691,060	2,695,675
General Services/Fleet Department	2,972,424	2,678,783	2,621,346	2,247,506	6,317,477	5,784,259
Insurance	<u>216,427</u>	<u>467,836</u>	<u>5,544,053</u>	<u>(4,553,309)</u>	<u>2,577,951</u>	<u>2,577,951</u>
 Total Expenses	 <u>\$ 91,496,453</u>	 <u>\$ 97,536,454</u>	 <u>\$ 100,663,849</u>	 <u>\$ 77,610,190</u>	 <u>\$ 123,824,452</u>	 <u>\$ 107,673,952</u>
<b>Transfers In (Out)</b>						
School Fund	\$ -	\$ (363,429)	\$ -	\$ -	\$ -	\$ -
Capital Improvement Fund	(500,000)	-	(326,031)	183	-	-
Debt Service Fund	(1,779,020)	(1,777,375)	(1,776,552)	(888,276)	(1,776,553)	(1,432,965)
Solid Waste Fund	-	-	(8,761,899)	(2,030,457)	(3,336,022)	(3,351,173)
Utility Fund	<u>726,789</u>	<u>1,147,485</u>	<u>14,144,860</u>	<u>9,045,250</u>	<u>20,656,471</u>	<u>10,027,534</u>
 Total Transfers	 <u>\$ (1,552,231)</u>	 <u>\$ (993,319)</u>	 <u>\$ 3,280,378</u>	 <u>\$ 6,126,700</u>	 <u>\$ 15,543,896</u>	 <u>\$ 5,243,396</u>
 <b>ENDING BALANCE</b>	 <u><u>\$ 3,818,819</u></u>	 <u><u>\$ 10,286,917</u></u>	 <u><u>\$ 8,953,940</u></u>	 <u><u>\$ 21,014,752</u></u>	 <u><u>\$ -</u></u>	 <u><u>\$ -</u></u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN  
FY 2022 & FY 2023  
CIVIC CENTER FUND**

	<b>FY 2018 (ACTUAL)</b>	<b>FY 2019 (ACTUAL)</b>	<b>FY 2020 (ACTUAL)</b>	<b>FY 2021 (YTD 07-31-21)</b>	<b>FY 2022 (BUDGET)</b>	<b>FY 2023 (BUDGET)</b>
<b>Revenues</b>						
General Government Revenues	\$ 1,556,202	\$ 1,147,934	\$ 731,109	\$ 281,246	\$ 1,057,500	\$ 1,057,500
Miscellaneous Revenues	40,979	33,260	43,836	6,499	6,000	6,000
Utilization of Fund Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Revenues</b>	<b><u>\$ 1,597,181</u></b>	<b><u>\$ 1,181,194</u></b>	<b><u>\$ 774,945</u></b>	<b><u>\$ 287,745</u></b>	<b><u>\$ 1,063,500</u></b>	<b><u>\$ 1,063,500</u></b>
<b>Expenses</b>						
Civic Center Shows	\$ 1,139,549	\$ 746,624	\$ 402,188	\$ 234,131	\$ 650,368	\$ 650,368
Concessions	94,779	63,880	62,387	23,592	92,000	92,000
Opera House	152,317	132,893	162,505	3,878	116,132	116,132
Vendor Sales	-	-	-	-	5,000	5,000
Bad Debt Expense	-	-	583	-	-	-
Use Fees-Civic Center	130,778	195,295	97,276	8,490	115,000	115,000
Use Fees-Concessions	40,146	43,843	23,186	-	40,000	40,000
Use Fees-Opera House	29,378	36,887	42,316	10,343	35,000	35,000
Use Fees-Vendors	<u>8,994</u>	<u>13,867</u>	<u>4,486</u>	<u>-</u>	<u>10,000</u>	<u>10,000</u>
<b>Total Expenses</b>	<b><u>\$ 1,595,941</u></b>	<b><u>\$ 1,233,289</u></b>	<b><u>\$ 794,927</u></b>	<b><u>\$ 280,434</u></b>	<b><u>\$ 1,063,500</u></b>	<b><u>\$ 1,063,500</u></b>
<b>Transfers In (Out)</b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>
<b>ENDING BALANCE</b>	<b><u>\$ 1,240</u></b>	<b><u>\$ (52,095)</u></b>	<b><u>\$ (19,982)</u></b>	<b><u>\$ 7,311</u></b>	<b><u>\$ -</u></b>	<b><u>\$ -</u></b>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN  
FY 2022 & FY 2023  
SCHOOL FUND (SPECIAL REVENUE)**

	<b>FY 2018 (ACTUAL)</b>	<b>FY 2019 (ACTUAL)</b>	<b>FY 2020 (ACTUAL)</b>	<b>FY 2021 (YTD 07-31-21)</b>	<b>FY 2022 (BUDGET)</b>	<b>FY 2023 (BUDGET)</b>
<b>Revenues</b>						
Taxes - Tobacco Stamps	\$ 218,700	\$ 221,400	\$ 230,850	\$ 172,800	\$ 200,000	\$ 200,000
Miscellaneous Revenue	374	848	75,083	79,488	312,218	319,098
Utilization of Fund Balance	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Revenues	<u>\$ 219,074</u>	<u>\$ 222,248</u>	<u>\$ 305,933</u>	<u>\$ 252,288</u>	<u>\$ 512,218</u>	<u>\$ 519,098</u>
<b>Expenses</b>						
City Schools	<u>\$ 3,994,050</u>	<u>\$ 4,382,104</u>	<u>\$ 4,141,112</u>	<u>\$ 3,492,132</u>	<u>\$ 4,518,371</u>	<u>\$ 4,534,968</u>
Total Expenses	<u>\$ 3,994,050</u>	<u>\$ 4,382,104</u>	<u>\$ 4,141,112</u>	<u>\$ 3,492,132</u>	<u>\$ 4,518,371</u>	<u>\$ 4,534,968</u>
<b>Transfers In (Out)</b>						
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utility Fund	<u>3,807,249</u>	<u>4,174,654</u>	<u>4,023,113</u>	<u>3,100,000</u>	<u>4,006,153</u>	<u>4,015,870</u>
Total Transfers	<u>\$ 3,807,249</u>	<u>\$ 4,174,654</u>	<u>\$ 4,023,113</u>	<u>\$ 3,100,000</u>	<u>\$ 4,006,153</u>	<u>\$ 4,015,870</u>
<b>ENDING BALANCE</b>	<u>\$ 32,273</u>	<u>\$ 14,798</u>	<u>\$ 187,934</u>	<u>\$ (139,844)</u>	<u>\$ -</u>	<u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN  
FY 2022 & FY 2023  
DEBT SERVICE**

	<u>FY 2018</u> <u>(ACTUAL)</u>	<u>FY 2019</u> <u>(ACTUAL)</u>	<u>FY 2020</u> <u>(ACTUAL)</u>	<u>FY 2021</u> <u>(YTD 07-31-21)</u>	<u>FY 2022</u> <u>(BUDGET)</u>	<u>FY 2023</u> <u>(BUDGET)</u>
<b>Revenues</b>						
Interest Income	\$ 3	\$ 405	\$ 230	\$ -	\$ -	\$ -
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>\$ 3</u>	<u>\$ 405</u>	<u>\$ 230</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
<b>Expenses</b>						
Debt Service	<u>\$ 4,139,169</u>	<u>\$ 3,086,525</u>	<u>\$ 3,096,502</u>	<u>\$ 888,276</u>	<u>\$ 1,776,553</u>	<u>\$ 1,432,965</u>
Total Expenses	<u>\$ 4,139,169</u>	<u>\$ 3,086,525</u>	<u>\$ 3,096,502</u>	<u>\$ 888,276</u>	<u>\$ 1,776,553</u>	<u>\$ 1,432,965</u>
<b>Transfers In (Out)</b>						
General Fund	\$ 1,779,020	\$ 1,777,375	\$ 1,776,552	\$ 888,276	\$ 1,776,553	\$ 1,432,965
Capital Imp Fund	-	-	-	-	-	-
Utility Fund	<u>2,360,147</u>	<u>1,308,745</u>	<u>1,319,720</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Transfers	<u>\$ 4,139,167</u>	<u>\$ 3,086,120</u>	<u>\$ 3,096,272</u>	<u>\$ 888,276</u>	<u>\$ 1,776,553</u>	<u>\$ 1,432,965</u>
<b>ENDING BALANCE</b>	<u><u>\$ 1</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN  
FY 2022 & FY 2023  
UTILITY FUND**

	<b><u>FY 2018</u></b> <b><u>(ACTUAL)</u></b>	<b><u>FY 2019</u></b> <b><u>(ACTUAL)</u></b>	<b><u>FY 2020</u></b> <b><u>(ACTUAL)</u></b>	<b><u>FY 2021</u></b> <b><u>(YTD 07-31-21)</u></b>	<b><u>FY 2022</u></b> <b><u>(BUDGET)</u></b>	<b><u>FY 2023</u></b> <b><u>(BUDGET)</u></b>
<b>Revenues</b>						
Electric Revenues	\$ 95,359,786	\$ 94,910,273	\$ 92,793,913	\$ 71,030,678	\$ 91,821,600	\$ 90,850,000
Water Revenues	10,077,519	10,730,448	11,791,854	9,371,399	11,223,500	11,223,500
Sewer Revenues	18,947,250	20,038,723	21,541,608	18,042,467	21,035,000	21,035,000
Intergovernment Revenues	-	1,730,919	3,557,579	6,463,974	6,219,318	-
Miscellaneous Revenues	326,704	366,441	108,284	24,149	5,100	5,100
Combined Revenues	2,475,104	4,027,887	2,707,621	1,274,125	1,195,400	1,195,400
Utilization of Fund Balance	-	-	-	-	22,006,343	4,815,727
Proceeds from Bond Sales	-	110,000	-	-	-	-
Bond Premium Amortization	-	-	-	-	-	-
Accumulated Depreciation	-	-	-	-	12,995,000	12,995,000
Gain/Loss on FA Disposals	(264,511)	(772,344)	(3,217,215)	(278,843)	-	-
<b>Total Revenues</b>	<b>\$ 126,921,852</b>	<b>\$ 131,142,347</b>	<b>\$ 129,283,644</b>	<b>\$ 105,927,949</b>	<b>\$ 166,501,261</b>	<b>\$ 142,119,727</b>
<b>Expenses</b>						
Debt Service	\$ 9,291,642	\$ 9,407,183	\$ 9,312,828	\$ 3,834,809	\$ 9,563,783	\$ 8,296,619
Dothan Utilities-Electric	79,669,423	79,417,625	71,530,556	60,150,669	88,149,553	87,024,505
Dothan Utilities-Water	8,075,717	8,708,766	11,290,509	7,753,149	10,510,300	10,286,138
Dothan Utilities-Wastewater Collection	9,254,455	10,272,145	10,716,727	8,793,375	14,444,123	3,978,014
Dothan Utilities-Wastewater Treatment	17,829,452	7,471,681	5,252,788	4,476,625	6,453,568	5,721,881
Finance-Utility Collections	1,532,271	1,920,148	1,912,993	1,790,621	2,448,041	2,482,041
Finance-Utility Services	858,948	899,997	912,161	600,150	789,269	807,125
Combined Utility Expense	6,652,206	6,857,053	7,357,285	7,045,755	9,480,000	9,480,000
<b>Total Expenses</b>	<b>\$ 133,164,114</b>	<b>\$ 124,954,598</b>	<b>\$ 118,285,847</b>	<b>\$ 94,445,153</b>	<b>\$ 141,838,637</b>	<b>\$ 128,076,323</b>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN  
FY 2022 & FY 2023  
UTILITY FUND**

	<b>FY 2018 <u>(ACTUAL)</u></b>	<b>FY 2019 <u>(ACTUAL)</u></b>	<b>FY 2020 <u>(ACTUAL)</u></b>	<b>FY 2021 <u>(YTD 07-31-21)</u></b>	<b>FY 2022 <u>(BUDGET)</u></b>	<b>FY 2023 <u>(BUDGET)</u></b>
<b>Transfers In (Out)</b>						
General Fund	\$ (726,789)	\$ (1,147,485)	\$ (14,144,860)	\$ (10,045,250)	\$ (20,656,471)	\$ (10,027,534)
Special Assessment Fund	391	-	-	-	-	-
Solid Waste Fund	-	-	(10,113)	13	-	-
Debt Service Fund	(2,360,147)	(1,308,745)	(1,319,720)	-	-	-
School Fund	<u>(3,807,249)</u>	<u>(3,811,225)</u>	<u>(4,023,113)</u>	<u>(3,100,000)</u>	<u>(4,006,153)</u>	<u>(4,015,870)</u>
 Total Transfers	 <u>(6,893,794)</u>	 <u>(6,267,455)</u>	 <u>(19,497,806)</u>	 <u>(13,145,237)</u>	 <u>(24,662,624)</u>	 <u>(14,043,404)</u>
 <b>ENDING BALANCE</b>	 <u>\$ (13,136,056)</u>	 <u>\$ (79,706)</u>	 <u>\$ (8,500,009)</u>	 <u>\$ (1,662,441)</u>	 <u>\$ -</u>	 <u>\$ -</u>

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN  
FY 2022 & FY 2023  
SOLID WASTE FUND**

	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>
	<b>(ACTUAL)</b>	<b>(ACTUAL)</b>	<b>(ACTUAL)</b>	<b>(YTD 07-31-21)</b>	<b>(BUDGET)</b>	<b>(BUDGET)</b>
<b>Revenues</b>						
Solid Waste Pickup Charge	\$ -	\$ -	\$ 4,462,317	\$ 3,761,155	\$ 4,300,000	\$ 4,300,000
Landfill Use Fees-General Customer	-	-	44,917	195,909	200,000	200,000
Landfill Use Fees-City Use	-	-	247,582	1,200,344	1,500,000	1,500,000
Intergovernment Revenues	-	-	5,476	-	-	-
Miscellaneous Revenues	-	-	54,255	76,017	7,100	7,100
Combined Revenues	\$ -	\$ -	\$ (1,852)	\$ -	\$ 1,476,000	\$ 1,476,000
<b>Total Revenues</b>	\$ -	\$ -	\$ 4,812,695	\$ 5,233,425	\$ 7,483,100	\$ 7,483,100
<b>Expenses</b>						
Public Works Collection	\$ -	\$ -	\$ 8,082,676	\$ 7,456,120	\$ 9,170,824	\$ 9,206,340
Public Works Landfill	-	-	6,299,054	1,321,388	1,648,298	1,627,933
Combined Solid Waste Exp	-	-	100,653	-	-	-
<b>Total Expenses</b>	\$ -	\$ -	\$ 14,482,383	\$ 8,777,508	\$ 10,819,122	\$ 10,834,273
<b>Transfers In (Out)</b>						
General Fund	\$ -	\$ -	\$ 8,761,899	\$ 2,030,457	\$ 3,336,022	\$ 3,351,173
Utility Fund	-	-	10,113	(13)	-	-
<b>Total Transfers</b>	\$ -	\$ -	\$ 8,772,012	\$ 2,030,444	\$ 3,336,022	\$ 3,351,173
<b>ENDING BALANCE</b>	\$ -	\$ -	\$ (897,676)	\$ (1,513,639)	\$ -	\$ -

NOTE: Encumbrances not included in actual expenses.

**CITY OF DOTHAN  
FY 2022 & FY 2023  
SCHOOL FUND (SPECIAL REVENUE)**

	<u>2022</u>	<u>2023</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		
Printing (Tobacco Stamps)	\$ 33,000	\$ 33,000
Uniforms	30,000	30,000
School Crossing Guards (SCO)	122,648	125,486
School Protection Officers (SPO)	<u>594,437</u>	<u>608,196</u>
Total Paid on Behalf of Schools - (In the City's Budget)	<u>\$ 780,085</u>	<u>\$ 796,682</u>
Total School Appropriation	\$ 4,518,371	\$ 4,534,968
Less Amount Reimbursed by Schools for SPOs	<u>(312,218)</u>	<u>(319,098)</u>
	<u>\$ 4,206,153</u>	<u>\$ 4,215,870</u>

**CITY OF DOTHAN**  
**FY 2022 & FY 2023**  
**TARGET OPERATING BUDGETS & PERSONAL SERVICES**  
**(BY DEPARTMENT)**

<u>DEPARTMENT</u>	<u>TARGET OPERATING BUDGET (TOB)</u>			<u>PERSONAL SERVICES*</u>		
	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
General Administrative Department	\$ 740,666	\$ 900,996	\$ 900,996	\$ 2,533,012	\$ 2,683,111	\$ 2,722,981
Information Sys/Tech Department	2,871,847	2,953,594	2,939,972	1,633,789	2,420,036	2,481,207
Finance/Accounting Department	148,201	165,501	165,501	1,205,006	1,394,131	1,431,147
Personnel Department	279,638	296,808	296,808	1,119,230	1,346,779	1,383,464
Judicial Department	172,410	196,710	211,710	1,132,675	1,228,507	1,258,889
Police Department	2,391,464	2,310,059	2,310,059	20,132,828	21,403,501	21,912,965
Fire Department	1,067,527	1,109,527	1,109,527	16,214,894	17,563,639	18,290,672
Public Works/Street Department	1,027,291	1,087,704	1,087,704	3,170,926	4,174,929	4,278,520
Public Works/Engineering Dept	494,411	615,911	544,411	3,203,271	3,153,462	3,235,251
Public Works/Environmental Dept	60,482	62,982	62,982	106,821	116,974	119,747
Planning and Development	279,705	297,305	297,305	2,215,863	2,601,764	2,668,994
Leisure Services Department	3,032,558	3,225,772	3,204,178	7,326,057	8,445,521	8,646,158
Performing Arts Department	429,610	429,567	429,567	903,864	981,984	1,002,254
General Services/Admin Department	28,700	29,700	29,700	513,191	640,584	657,503
General Services/Facility Department	468,166	583,122	583,122	1,410,777	1,010,838	1,035,453
General Services/Fleet Department	212,955	216,355	216,355	2,533,260	2,639,122	2,705,904
Dothan Utilities/Electric Department	3,199,121	3,883,203	3,611,203	6,968,215	7,677,249	7,862,302
Dothan Utilities/Water Department	2,766,264	3,422,164	3,066,164	3,122,129	3,532,076	3,616,914
Dothan Utilities/WWC Department	851,800	1,032,700	1,032,700	2,101,556	2,470,073	2,528,964
Dothan Utilities/WWT Department	2,463,559	3,852,559	3,112,559	2,502,617	2,544,359	2,602,672
Finance/Utility Collections Dept	767,012	1,092,039	1,092,039	1,313,834	1,356,002	1,390,002
Finance/Utility Services Dept	92,434	92,434	92,434	849,626	696,835	714,691
Public Works/Solid Waste Dept	<u>1,397,268</u>	<u>3,285,833</u>	<u>3,240,833</u>	<u>4,965,423</u>	<u>5,131,739</u>	<u>5,256,890</u>
<b>Total</b>	<b>\$ 25,243,089</b>	<b>\$ 31,142,545</b>	<b>\$ 29,637,829</b>	<b>\$ 87,178,864</b>	<b>\$ 95,213,215</b>	<b>\$ 97,803,544</b>

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

**CITY OF DOTHAN**  
**FY 2022 & 2023**  
**CAPITAL IMPROVEMENT PROJECTS**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
General Administration-City Wide Projects	\$ 100,000	\$ 100,000	\$ 100,000
Fleet Replacement	3,250,000	5,150,000	4,550,000
Economic Development	150,000	500,000	500,000
Voter Database Software	35,000	-	-
Computer Upgrades and Software	515,000	549,000	515,000
Enterprise Resource Planning Software	-	3,135,134	-
Fiber Crew Equipment	-	225,000	-
Mobile Friendly Website Upgrade	13,200	-	-
Microsoft SQL & Server License Growth	50,000	-	-
Security Monitoring & Threat Assessment System	20,000	-	-
Network Switch Upgrade	-	44,250	44,250
Fiber Hut Switch Upgrade	-	144,046	144,046
Rip Hewes Stadium IT Infrastructure	-	40,000	-
Mobile Data Terminals	125,000	125,000	125,000
Motorola Radio Contract	515,190	515,190	515,190
Tasers & Training Headsets	-	880,750	-
Radio Consoles for Communication Center	-	119,735	-
Canine Units	-	18,000	18,000
Integrated Ballistic Identification System (IBIS)	-	207,494	-
Fire Station Design	400,000	550,000	-
Target Solutions Performance Mgt (Cloud Software)	14,000	-	-
Cardiac Monitor Replacements	-	550,000	-
Gemini (Replace Hazcat)	-	75,000	-
Gamma Rae Remote Monitoring System	-	100,000	-
Elevated Light Tower	-	-	10,000

**CITY OF DOTHAN  
FY 2022 & 2023  
CAPITAL IMPROVEMENT PROJECTS**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Street Resurfacing	\$ 2,250,000	\$ 2,500,000	\$ 2,500,000
Sidewalks	250,000	250,000	250,000
Storm Drainage Inventory/Condition Assessment	400,000	500,000	500,000
Storm Drainage Hydrological Analysis	-	500,000	500,000
Bridge Repair/Improvements	100,000	100,000	100,000
Flowers Chapel Road Design (Main to Woodmere)	-	110,000	-
N. St. Andrews St. Sidewalk & Streetscaping	-	400,000	-
N. Oates & Powell St. Sidewalk Replacement	-	50,000	-
Right-of-Way Crew Equipment	-	345,800	-
Sidewalk Crew Equipment	-	145,800	-
Transparity Traffic Signal Management Software	6,300	-	-
Survey Equipment	-	78,830	-
Traffic Engineering Shop Awning	-	20,000	-
Reel Trailer	-	18,000	-
Traffic Signal Equipment Upgrades	500,000	500,000	500,000
Brownfield Remediation	100,000	100,000	100,000
Housing Rehabilitation Project	100,000	-	-
Wayfinding Signage Expansion - Phase 2 & 3	50,000	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 Improvements	-	2,000,000	-
Walton Park Pool Gutters	-	250,000	-
Playground Equipment	50,000	50,000	65,000

**CITY OF DOTHAN  
FY 2022 & 2023  
CAPITAL IMPROVEMENT PROJECTS**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
James Oates Artificial Turf	\$ -	\$ 1,700,000	\$ -
James Oates 10" Mounds	-	37,068	-
Rip Hewes Stadium Phase II	-	6,000,000	-
Rip Hewes Stadium Cameras	-	42,000	-
Westgate Softball Fence Replacement	-	100,000	-
Water Fountain Replacement-Parks	-	48,450	48,450
Dixie Youth Field Lighting Upgrade	-	500,000	-
Westgate Tennis Center Lighting Upgrade	-	-	200,000
Pottery and Ceramics Studio	-	-	24,600
Opera House Replace Stage Curtains	50,000	-	-
Facility Repairs	800,000	800,000	800,000
ADA Compliance	250,000	250,000	250,000
Vehicle for Facilities Project Manager	-	20,000	-
Tree Trimming	750,000	750,000	750,000
Recloser Replacements	200,000	-	-
SCADA Electric	10,000	-	-
Substation Capital	500,000	500,000	500,000
Substation Ground Grid Testing	60,000	-	-
PCB Transformer Change Out Program	240,000	300,000	300,000
Downtown Lighting & Improvements	150,000	150,000	150,000
Transmission Line Switch Replacement	-	290,000	290,000
Replacement of Direct Buried Secondary	-	250,000	250,000
Convert to Underground Utilities	-	600,000	500,000
Emergency Electric Source Station	-	971,601	-
Mobile Outage Management Solution	-	-	33,500

**CITY OF DOTHAN  
FY 2022 & 2023  
CAPITAL IMPROVEMENT PROJECTS**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
Red Water Project	\$ 1,600,000	\$ 2,000,000	\$ 2,000,000
SCADA Water	10,000	-	-
Hodgesville Road 12" Water Main Improvements	-	230,000	-
Lingo Road Well Generator #35	-	-	150,000
Point Repair & Rehab Materials for AOC	100,000	100,000	100,000
Vehicle for Red Water Inspector	-	23,000	-
Basin B4-52 Sewer Repair & Rehab per AOC	-	2,850,000	-
Beaver Creek Trunk Line	-	7,300,000	-
Aerial Sewer Crossing Improvements	-	170,000	-
Sewer Lateral Launch Crawler	-	155,000	-
Remote Control Tamper	-	50,000	-
SCADA Mobile Solutions for Remote Operations	-	50,000	-
Trailer Mounted Vacuum Excavator	-	-	65,000
Zero-Turn Mini Excavator w/Trailer	-	-	85,000
Roll Off Containers	-	65,000	-
	<u>\$ 13,883,690</u>	<u>\$ 47,299,148</u>	<u>\$ 17,583,036</u>

**CITY OF DOTHAN  
FY 2022 & 2023  
RECAP**

	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2023</u>
General, Utility and Solid Waste Funds - City Departments			
Personal Services	\$ 87,178,864	\$ 95,213,215	\$ 97,803,544
Target Operating Budget	25,243,089	31,142,545	29,637,829
Electric Energy Purchased for Resale	70,000,000	70,000,000	70,000,000
Depreciation	9,650,000	14,471,000	14,471,000
Capital Improvement Projects	13,883,690	47,299,148	17,583,036
Insurance			
Property Insurance - City Departments	151,664	210,554	210,554
Aggregate and Specific Insurance	425,000	600,000	600,000
Firefighters Disability & Cancer Insurance	-	30,000	30,000
Transitional Reinsurance-Affordable Care Act	7,000	7,000	7,000
City's Contribution to Retiree's Health/Medical Insurance	700,000	700,000	700,000
Employee Ins, Workers Compensation and Self Insured	2,440,024	2,577,951	2,577,951
Dothan Downtown Redevelopment Authority	400,000	400,000	400,000
Convention & Visitors Bureau	1,400,000	1,400,000	1,400,000
Chamber of Commerce	300,000	550,000	550,000
Dothan-Houston County Library	730,000	876,000	876,000
Friends of Fort Rucker	-	140,000	140,000
Wiregrass Museum of Art	293,750	430,000	430,000
Wiregrass Transit Authority	109,000	109,000	109,000
Agencies	851,100	762,015	762,015
Debt Service	11,342,649	11,340,336	9,729,584
Civic Center	1,063,500	1,063,500	1,063,500
School Fund	4,429,628	4,518,371	4,534,968
Street Paving	-	-	-
Total Operating and Capital Budget	<u>\$ 230,598,958</u>	<u>\$ 283,840,635</u>	<u>\$ 253,615,981</u>