

MINUTES
2019 STRATEGIC PLANNING MEETING
C. E. WEIR CENTER
CITY OF DOUGLAS, GEORGIA
SATURDAY, FEBRUARY 8, 2020

ATTENDANCE

City Officials: Mayor Tony L. Paulk, Mayor Pro Tem Cindy McNeill, Commissioners Edwin Taylor, Olivia Pearson, and Bob Moore. **Staff:** Charlie Davis, City Manager, Tammy Wilkerson, Human Resource Director, Stanley Merrit, Purchasing Agent, Mike Hudson Utility Director, Georgia Henderson, Community Development Director, Tommy Harrell, Finance Director, Terry Fesperman Vehicle Maintenance Director, Shane Edmisten, Police Chief, Casey Wright, Interim Fire Chief, Stevie Young, Parks, and Recreational Director, Sha’Nia Smith, Executive Assistant and Wynetta Bolder City Clerk were present

ABSENT

Commissioners Kentaiwon Durham and Mike Gowen were absent.

WELCOME AND INTRODUCTIONS

Mayor Paulk, along with City Manager Charlie Davis, welcomed everyone to the 2020 Strategic Planning Meeting.

FY’19 AUDIT REVIEW

Parker Borland of Hurst and Hurst C.P.A. presented the FY’ 19 Audit Review. Mr. Borland discussed the following:

Fund Balance-Governmental Funds:

Fund Balance is a useful indicator in determining the overall stability and historical trends of the City’s operations. The chart presented depicts a 5-year comparison of the City’s General Fund fund balance. The General Fund supports the City’s daily operations and is the most important fund balance in regards to meeting general public operations. The City of Douglas experienced decrease in the General Fund fund balance of \$784,663, as compared to an increase of \$170,286 from the previous year. The primary reason for this decrease in fund balance relates to budgeted transfers out to fund capital projects of \$1.525M. Results from “normal” operations would have otherwise increased \$739,639 to fund balance.

Revenue & Expenditures

- The statement of Revenues, Expenditures, and Changes in Fund Balance presented showed the net inflows and outflows for the period and outlined the reason for the overall change to fund balance. The City derives its revenues from a variety of sources.
 - Taxes include Local Option Sales Tax (LOST) \$1,817,173.
 - Property Taxes (Real and Personal) \$2,612,662
 - Insurance Premium \$830,713
 - Alcohol \$303,288

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Revenue & Expenditures-continued

- Hotel & Motel \$311,892
- Franchise Taxes \$268,073
- Excise Energy Taxes \$67,560
- Various taxes \$14,612

Expenditures-Governmental Funds

- The City experienced a year over year increase in overall governmental expenditures of \$447,459. The most significant changes include the 767,496 increase in Public Works for FY' 2019 and the decrease in Public Safety of \$529,949 for FY' 2019.

Business-Type Activities

- The City offers multiple utility services to its citizens. These business-type activities serve a dual purpose to provide the citizens with necessary services and supplement the City's operations with revenues more than expenditures.

Debt

- The City of Douglas utilizes its debt capacity to fund various capital assets purchases. As of June 30, 2019, the City had an outstanding balance of \$85,050 on loans for governmental activities and no outstanding balances on capital leases for the business-type activities. The City experienced total debt additions of \$85,050 for FY' 2019.

Other Obligations

- In addition to normal debt obligations, the City is also incurring future liabilities that are required to be reported in the financial statements presented on pages 25-27 of the CAFR.

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ESG REPORT

Kevin Davis, Project Manager, Tony Johnson, and Tony Hall, Assistant Project Manager

- Water and Wastewater compliance
- Water and Wastewater repairs and enhancements
- Public Works repairs and enhancements

WHAT'S NEXT

- Engineering has completed the major stormwater projects for Ethel Street canal and Fleetwood Circle drainage area.
- Sidewalk inventory has been completed, and areas of connectivity have been identified
- CDBG Project underway for Redwood Drive and Hollywood neighborhoods
- Using GIS to inventory all drainage inlets
- Canal reclamation already underway.

CODE ENFORCEMENT

Rodger Goddard, City Marshal

- Junk Cars
- Dilapidated Homes
- Blight Tax
- Occupational Tax
- Discussed possibility of switching to gross receipts to determine business license fees

POLICE DEPARTMENT

- Staffing Accomplishments
- Community Relations
- Social Media Highlights
- DPD Accomplishments
- Equipment Improvements
- Crimes 2018-2019 Comparison down 21%
- DPD 2020 Goals

DEPARTMENT HEAD GOALS

- Human Resources- Tammy Wilkerson
- Salary Survey
- Organizational Succession Plan
- Organizational Learning
- Internal Committees
- Revamp-Safety and Wellness Program

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COMMUNITY DEVELOPMENT-GEORGIA HENDERSON

Goals, tax credit, terminal pilot friendly, unused contract portion of the airport, Grants certification, Historic Preservation, funding for LED signs.

- Administration
- Airport
- Code Enforcement
- Grants
- Public Information

CITY CLERK/CUSTOMER SERVICE-WYNETTA BOLDER

- Customer Service Training
- Networking with schools for Teen Court and Youth Council
- Educate Public on Youth Programs
- Phone System for 311
- Customer Service Training

FINANCE-TOMMY HARRELL

- Successful FY20 Audit
- Update Financial Policy Manual to Include Purchasing Manual
- New Court Software Installed

FIRE DEPARTMENT- CASEY WRIGHT

- Department Goals
- Training Goals
- Fire Safety/Inspection Goals

PARKS AND RECREATION-STEVIE YOUNG

- Completion of Miracle League Field, swimming pool, and athletic complex.
- Completion of Greenway Trail to connect SGSC with athletic facilities at Municipal Park.
- Allocation of funds the next four (4) budget cycles for aging chillers at Central Square Complex.
- Replace all damaged gutters on buildings at Central Square Complex.
- Cameras at all neighborhood parks.

- Continue to work on aesthetics of neighborhood parks.

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PARKS AND RECREATION-STEVIE YOUNG-CONTINUED

- Improve online registration and rental experience for customers and constituents.
- Implement Douglas-Coffee County Community Park needs in phases.
- Improve customer service.

PURCHASING DEPARTMENT-STANLEY MERRITT

- Revise Purchase Manual
- Begin Succession Planning Training

UTILITIES-MIKE HUDSON
ELECTRIC

- Continue to upgrade traditional lighting to LED lighting.
- Start to implement the new 2020-2025 work plan that is being completed by Mclean Engineering. (We will allow \$300,000.00 in the FY' 21 budget to start on this.)
- Continue to provide the high service level to all customers during business hours as well as after-hours situations.
- We will be seeking to purchase a new digger truck. We will pass down the big digger truck to ESG for use at the Wastewater Plant and either trade in the small digger truck or sell on GOV deals.
- We will request one F-150 for the Utility tech use (\$26,000.00)Take cars home within Coffee County

GAS

- Continue to upgrade or remove galvanized services found in the distribution system.
- Continue to grow load in the agricultural areas as our allotment will allow.
- Continue to maintain our compliance efforts to ensure we remain violation-free in the PSC World.
- No major capital requests in the FY' 21 budget.

WATER/SEWER

- Continue to work closely with ESG to make sure our customers are receiving a high level of service.
- We will budget a basin shaft and gearbox rehab project at the WWTP.
- We will budget for investigation and repairs to the I & I problems in the sewer collections system.
- We will be doing some major rehab and replacement on some of the well facility sites.
- We want to move forward with the installation of the new elevated tank at Well #4.

- We need to acquire the property located on Victor Bray to proceed with possible upgrades at the WWTP.

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PUBLIC WORKS

- Continue to work closely with ESG to make sure our customers are receiving a high level of service.
- Continue to do two junk-free drop-offs per month.
- Continue to improve grass cutting schedules and street sweeper routes.
- We will budget for a significant stormwater project on Gordon & Raintree. (Pipes are metal and rotted away)

VEHICLE MAINTENANCE-TERRY FESPERMAN

- Install electric motors for roll-up doors.
- To complete the bar code scan system for the parts tracking (RTA) system.
- Replace canopy in front of the shop.
- Repair cracks in the front fascia of the city shop.
- Install gravel in the part of the shop parking lot that is currently dirt, in the area around the A/C system, and the dirt area around the oil/water separator manholes.
- Purchase a lathe for the shop.
- Purchase a new patrol vehicle for the shop as a loaner car.
- Build a knee wall in the wash-down station for the shop.
- Install a pressure wash system for the wash down bay.

COMMISSION AND DEPARTMENT HEADS-DISCUSSION

The following concerns were discussed:

- Inquiry request form (complaint form)
- Grievance policy and procedures
- Employees following protocol with personnel issues
- Elected Officials supporting Department Heads

Strategic Planning Meeting dismissed with no more topics presented.



Tony L. Paulk, Mayor