

# STRATEGIC PLAN

## 2015 → 2020 → 2030



Dothan, Alabama  
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Lyle Sumek Associates, Inc.  
9 Flagship Court  
Palm Coast, FL 32137

Phone: (386) 246-6250  
Fax: (386) 246-6252  
E-mail: [sumekassoc@gmail.com](mailto:sumekassoc@gmail.com)

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# **STRATEGIC PLANNING FOR THE CITY OF DOTHAN**

# Strategic Planning Model for the City of Dothan

Value-based principles that describe  
the preferred  
future in 15 years

**VISION**

Destination  
“You Have Arrived”

Strategic goals that focus outcome-base  
objectives and potential actions for 5  
years

**PLAN**

Map  
“The Right Route”

Focus for one year – a work program:  
policy agenda for Mayor and  
Commission, management agenda for  
staff; major projects

**EXECUTION**

Itinerary  
“The Right Direction”

Principles that define the responsibility  
of city government and frame the  
primary services – core service  
businesses

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define  
performance standards and  
expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **DOTHAN VISION 2030**

# ***Dothan Vision 2030***

**In 2030,**

**Dothan is the *MOST BEAUTIFUL,  
LIVABLE CITY* <sup>(1)</sup> in Alabama.**

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**Dothan is the *HUB OF THE  
WIREGRASS REGION* <sup>(2)</sup> with  
*CONVENIENT ACCESS AND MOBILITY.* <sup>(3)</sup>**

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**Dothan has a *VIBRANT 24 HOURS  
DOWNTOWN* <sup>(4)</sup> – the heart of the community  
and a *STRONG DIVERSE ECONOMY.* <sup>(5)</sup>**

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**Dothan is a *FAMILY FRIENDLY COMMUNITY* <sup>(6)</sup>  
with *EXCEPTIONAL LEISURE  
AMENITIES FOR ALL.* <sup>(7)</sup>**

# *Dothan Vision 2030*

## **PRINCIPLE 1 MOST BEAUTIFUL, LIVABLE CITY**

### **► Means**

1. Clean without junk, litter or visual clutter
2. Attractive, quality homes up to code
3. Attractive well designed and maintained: streetscapes, ROW, intersections
4. Beautiful gateways and entrances
5. Residents and property owners taking responsibility for maintaining and investing in their properties
6. Design and landscape standards reflected in the community
7. Attractive public areas with green and flowering color
8. Choice of quality and safe neighborhoods

## **PRINCIPLE 2 HUB OF THE WIREGRASS REGION**

### **► Means**

1. Regional center for jobs
2. Regional retail and restaurants center
3. Regional leisure, entertainment and cultural center
4. Regional medical and healthcare center
5. Regional education and training center
6. Partnering with other cities and communities for regional benefit
7. Recognized leader of the Wiregrass region

### **PRINCIPLE 3**

#### **CONVENIENT ACCESS AND MOBILITY**

##### **► Means**

1. Connection to Interstate 10 with interchange(s) serving Dothan
2. Multi-use trails and bikeways connecting the city
3. Quality, well-maintained city streets and sidewalks
4. Synchronized signals that facilitate traffic movement
5. Easy access of regional residents to Dothan
6. Outer loop developed and Ross Clark Circle improved moving traffic around the city
7. Public transportation options serving the residents needs

### **PRINCIPLE 4**

#### **VIBRANT 24 HOURS DOWNTOWN**

##### **► Means**

1. Center of government: City, County, and Federal
2. Outdoor green places for entertainment and community events bringing residents and guests together
3. Specialty and unique retail businesses
4. Choice of quality restaurants
5. Cultural and arts focal point, including performing arts center, children/family museum, mural art, etc.
6. State of the art library
7. Quality living choices: lofts, apartments and townhomes
8. Walkable and safe
9. Retail incubator successfully operating

## **PRINCIPLE 5**

### **STRONG DIVERSE ECONOMY**

#### **► Economic Drivers**

1. Medical college, healthcare services, and research and development
2. Aviation related businesses, including Industrial Park at Airport
3. Fort Rucker and military related businesses
4. Financial institutions
5. Higher education, technical training and community college
6. Retail and restaurants
7. Manufacturing
8. Agriculture and ag-related businesses

#### **► Means**

1. Entrepreneurial businesses and incubators
2. High paying new jobs
3. Workforce prepared for 21<sup>st</sup> Century jobs
4. Sustainable education system preparing individuals for jobs in technology age
5. Local businesses growing
6. Airport with expanded air service and additional industrial development

## **PRINCIPLE 6**

### **FAMILY FRIENDLY COMMUNITY**

#### **► Means**

1. Community for all family generations
2. Safe community with low crime
3. Affordable for families: housing, activities and amenities
4. Top-rated public education and schools
5. Children returning home to Dothan to raise their children
6. Reputation as a great place to retire
7. Strong faith based, community organizations and institutions

## **PRINCIPLE 7**

### **EXCEPTIONAL LEISURE AMENITIES FOR ALL**

#### **► Means**

1. Top quality regional, community and neighborhood parks
2. Ball fields for tournaments, travel teams, leagues and recreational leagues
3. Recreation programs for all generations
4. Performing art center with national, regional and community programs
5. Strong community events and festivals for residents and guests
6. Amenities supporting a healthy, fit lifestyle
7. Well maintained recreation centers with a variety of venues
8. Top quality tennis courts
9. Water World with a variety of attractions
10. Minor baseball team and stadium
11. Multi-purpose facility (outdoor/indoor) for a variety of programs and activities
12. Unique venues like dog park, skate park, etc.

# **DOTHAN CITY GOVERNMENT MISSION AND CORE BELIEFS**

# ***Dothan City Government Our Mission***

**The Mission of the Dothan City Government is to provide  
the *BEST MUNICIPAL SERVICES,* <sup>(A)</sup>  
in a  
*CUSTOMER FRIENDLY MANNER,* <sup>(B)</sup>  
and to be  
*FINANCIALLY SOUND* <sup>(C)</sup>  
while  
*INVESTING IN THE CITY'S FUTURE,* <sup>(D)</sup>  
and  
*ENGAGING OUR RESIDENTS.* <sup>(E)</sup>**

# *Dothan City Government*

## *Our Mission*

### **BELIEF A**

#### **BEST MUNICIPAL SERVICES**

##### **► Means**

1. Recognized as “Best Practices”
2. High level of customer satisfaction
3. Full range of municipal services provided by the City of Dothan
4. Model for other cities to follow
5. Meeting the needs of our citizens

### **BELIEF B**

#### **CUSTOMER FRIENDLY MANNER**

##### **► Means**

1. Continually evaluating and adjusting City services to respond to customer needs
2. Timely response to service calls
3. Customer oriented City facilities and office space
4. Evaluating customer satisfaction and looking for ways to improve the service
5. Equitable, fair and consistent treatment of customers
6. Solving the customer’s problems
7. Friendly, personal service in telephone etiquette

## **BELIEF C**

### **FINANCIALLY SOUND**

#### **► Means**

1. Services delivered in the most cost effective and efficient manner
2. Adequate revenues to support defined services and service levels
3. Reserves consistent with city policies
4. Leveraging city resources by partnering with others and grants
5. Responsible financial plan and budget
6. Prudent decision making by Mayor, City Commission, City Manager, and Department Managers

## **BELIEF D**

### **INVESTING IN THE CITY'S FUTURE**

#### **► Means**

1. Well maintained city facilities, equipment and infrastructure
2. Funding for capital and equipment replacement
3. Assuring future resources: water, transportation, wastewater and waste disposal
4. Planning for future growth and development
5. Developing and training future employees, managers and leaders

## **BELIEF E**

### **ENGAGING OUR RESIDENTS**

#### **► Means**

1. Well informed citizens about the city – vision, services, goals and finances
2. Citizens involved in the transparent governance process
3. Effective mechanism for gathering citizen input and feedback
4. Strong partnership between the city and community/neighborhood associations
5. Development of future community and civic leaders
6. Effective use of City Boards, Commissions, Taskforces, and Committees

# *Dothan City Government Core Beliefs*

## **WE TAKE:**

**P** roductive

**R** esponsible

**I** ntegrity

**D** edication

**E** xcellence

**IN SERVING YOU.**

# *Core Beliefs – Definition*

## **BELIEF**

### **PRODUCTIVE**

#### **► Means**

1. Using city resources in an efficient manner
2. Planning work activities
3. Doing the right job right the first time
4. Looking for better, more cost effective ways of doing the job
5. Giving 100% on every job and every day
6. Identifying and solving problems
7. Completing job tasks and responsibilities that produce results

## **BELIEF**

### **RESPONSIBLE**

#### **► Means**

1. Taking responsibility for your actions and decisions
2. Holding self and others accountable
3. Taking the initiative
4. Being open to new ideas and suggestions
5. Acting in a professional manner
6. Taking care of yourself, workspace and equipment
7. Acting in a safe manner

**BELIEF**  
**INTEGRITY**

► **Means**

1. Following through on promises and commitments
2. Being honest and trustworthy
3. Respecting and treating others in an equitable, friendly and fair manner
4. Having a positive attitude and outlook
5. Communicating in an open, direct manner
6. Acting in an ethical manner

**BELIEF**  
**DEDICATION**

► **Means**

1. Having a commitment to the public service
2. Being loyal to the City
3. Helping others to be successful and mentoring others
4. Giving 100% to your job
5. Having a strong work ethic
6. Representing the City in a positive manner

**BELIEF**  
**EXCELLENCE**

► **Means**

1. Always giving your best
2. Looking for new ideas
3. Applying the “Best Practices” in your field to Dothan
4. Evaluating the results and learning for next time
5. Providing accurate, complete data, analysis and reports
6. Defining and applying performance standards and expectations
7. Developing your knowledge, skill and competencies

**BELIEF**  
**SERVING**

► **Means**

1. Listening to and understanding your customer
2. Taking time to explain your decisions and actions especially when the answer is “No”
3. Providing friendly, personalized service
4. Seeking and learning from customer feedback
5. Responding to calls and communications in a timely manner
6. Being courteous and friendly at all times

# **CITY OF DOTHAN PLAN FOR 2015 – 2020**

# *City of Dothan Goals for 2020*

**Expand the Local Economy**

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**Maintain a Financially Sound City and a High Performance Team**

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**Make Dothan a More Livable City**

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**Plan for Dothan's Future**

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**Improve Mobility**

# Goal 1

## Expand the Local Economy

### OBJECTIVES

1. Attract major business employers with quality jobs to Dothan
2. Retain existing businesses and support their expansion
3. Expand medical service and education, and aviation businesses
4. Develop international business opportunities
5. Increase more quality, value added jobs
6. Achieve 5% or less unemployment
7. Grow small business opportunities

### MEANS TO RESIDENTS

1. Opportunities to work near home.
2. More job opportunities for residents and our children.
3. Opportunities to start and grow your business.
4. Preparation of 21<sup>st</sup> Century jobs.
5. Greater insulation from the downward trends of the national economy.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Working with Troy University, Wallace Community College and others to develop business opportunities and a trained workforce
2. Funding for city economic incentives
3. Tapping the potential of the Alabama College of Medicine and health related businesses
4. Attracting new businesses to Dothan
5. Working with economic development partners for industrial and business recruitment
6. Continue to improve public schools and educational programs

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Collaborating with City, Houston County, businesses, community, State of Alabama to present a united front for Dothan
2. Finalizing and closing the deal – a “real” project
3. Expanding Dothan as a regional retail center and growing the sales tax revenues
4. Business complaints about City ordinances, processes and enforcement
5. Reducing unemployment and underemployment through higher paying quality jobs and training
6. Impact of defense changes in deployment/structure, reductions and cutbacks on the Dothan economy

### **POLICY ACTIONS 2015**

- |   | <b>PRIORITY</b>   |               |
|---|---|---------------|
| 1. Chinese Business Investment                            | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority  |   |               |
| 2. Troy University: Agreement and Funding                 | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority  |   |               |
| 3. City Economic Development Policy and Tool Box, Funding | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority   |   |               |
| 4. Minor League Baseball Team and Ballpark                |   |               |

### **MANAGEMENT ACTIONS 2015**

- |   | <b>PRIORITY</b>   |               |
|---|---|---------------|
| 1. Business Friendly Audit and Recommendation | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority                                 |   |               |
| 2. Business Retention and Visitation Program  | <table border="1"><tr><td>Mod Priority</td></tr></table>  | Mod Priority  |
| Mod Priority                                  |   |               |

### **MANAGEMENT IN PROGRESS 2015**

1. Grow Dothan: Quarterly Meetings/Reports to City Commission
2. Hotel and Conference Center
3. Small Business Assistance Kit

### **ON THE HORIZON 2016 – 2020**

1. Airport Economic Opportunity Study
2. Industrial Park Report
3. ACOM Expansion: Response to Opportunities
4. Minor League Baseball Team and Ballpark
5. Old Commercial Areas Revitalization Ordinance and Process
6. Convention Center Feasibility Study
7. Small Business Assistance Kit: Development
8. City – School Strategy and Funding
9. Business License Process and Review
10. Spec Building: Development

## **Goal 2**

# **Maintain a Financially Sound City and a High Performance Team**

### **OBJECTIVES**

1. City services delivered in the most efficient, cost effective manner
2. Upgrade technology to reduce cost of service delivery
3. Upgrade City facilities, infrastructure, equipment and vehicles through a comprehensive approach
4. Adequate funding for future facilities and infrastructure: to build, to maintain, to operate and to replace
5. Adequate revenues for defined City core services, service levels, city programs, and facilities
6. Aligning the City organization: “We take PRIDE in Serving you”
7. Maintain adequate reserves consistent with City’s policies

### **MEANS TO RESIDENTS**

1. Value for your tax dollars.
2. City as responsible stewards of your tax dollars and fees.
3. Timely response to calls for service both emergency and non-emergency.
4. Customer friendly city services and facilities.
5. Reliable daily City services that you can count on.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Funding operations and maintenance of new facilities and infrastructure
2. Aging City facilities needing major maintenance, renovation and replacement
3. Complying with consent order addressing funding, rate structure and personnel for wastewater
4. Aging technology needing replacement and funding
5. Maturing City workforce and the development of the next generation of leaders, managers and employees
6. How to fill critical positions in a competitive marketplace
7. Who should pay for services and facilities and the degree of cost recovery

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Aging equipment and vehicles needing replacement
2. Communicating to the community: residents and businesses especially through social media
3. Uncertain retail impacts of sales tax revenues
4. Residents' lack of understanding City finances, services, value for taxes and fees
5. Actions by the Federal Government and the State of Alabama impacting City revenues, finances and services
6. Preparing youth for City employment

**POLICY ACTIONS 2015**

	<b>PRIORITY</b>
1. Fire Station Location Model	High Priority
2. Comprehensive City Facilities Plan (Short Term/Long Term)	High Priority
3. Comprehensive Solid Waste Management: Independent Review and Plan	High Priority
4. Outsourcing City Services: Evaluation Report	
5. Army National Guard Property Direction	

**MANAGEMENT ACTIONS 2015**

	<b>PRIORITY</b>
1. IT/Technology Master Plan	Top Priority
2. Citywide Social Media Policy	Top Priority
3. Corporate Communications Plan	High Priority

**MANAGEMENT IN PROGRESS 2015**

1. On Line Business License Renewal: Modification
2. Electronic Radio Transmitters on Electric Meters
3. Fire House Software
4. Employee Self Service Module
5. Fire Mobile Data Terminals: Implementation
6. IT Director: Hire
7. City Works: Implementation (Utilities)
8. Biennial Budget Process: Revision
9. Financial Transparency – Data Sharing
10. Police Body Cameras: Grant, Funding
11. Police Strategic Plan
12. Fire Strategic Plan
13. Performing Arts Webpage: Update
14. Employee Recognition Program: Development
15. Patrol Operations and Deployment Study: Final Report
16. Fees for Leisure Services and Facilities Use
17. Employee Sick Leave Bank Report (Personnel Bank)
18. Affordable Care Act: Impact Analysis, Cost Containment Employee Contribution and Coverage
19. City Pension: Review, Direction
20. CAD, Records Management and Jail Software: Funding

### **MAJOR PROJECTS 2015**

1. E-911 Center Project
2. ADA Compliance Projects
3. Fiber Optics Project for City Facilities
4. Traffic Shop Building Improvements

### **ON THE HORIZON 2016 – 2020**

1. Employee Health Clinic
2. Police/Fire Training Facility Plan and Funding
3. Incentives for Employee Education: Policy, Funding
4. New Recreation Facilities: Funding for Operations and Maintenance
5. CNG Vehicles Evaluation
6. DDRA Plan and Funding
7. Management Employee Succession Plan: Development
8. Phone System Replacement and Funding
9. Compensation Market Analysis and Plan: Funding
10. CATV Direction/City Channel
11. Waste Water/Electric Rates
12. Solid Waste Services Outsourcing/Privatization Study
13. Department Performance Review/Cost Reduction Plan
14. Fleet Evaluation Report and Direction
15. Civic Center Upgrade
16. Civic Center Replacement Study
17. Citizen Survey: Completion

# Goal 3

## Make Dothan a More Livable City

### OBJECTIVES

1. Continue as a safe City with low crime rate
2. Support for quality education
3. More attractive City: entrances, streetscapes, public spaces, trees
4. Expand recreation and leisure programs for all family members
5. Revitalize Downtown
6. Upgrade parks and facilities to respond to changing community needs

### MEANS TO RESIDENTS

1. Choices for your leisure time activities.
2. Quality public schools.
3. Convenient access to parks and ball fields.
4. Affordable family oriented activities.
5. More attractive City.
6. Livable homes for rent or ownership.
7. Feeling safe and secure.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Empty buildings and homes with property owners resistance to maintenance or upgrade
2. Attracting “top quality” entertainment and the community’s willingness to pay for the tickets
3. Funding for affordable housing for seniors
4. Aging parks and recreational facilities and funding for maintenance, upgrade and new
5. Continuing momentum in Downtown Dothan
6. Zoning and land use for affordable housing locations
7. Funding for ongoing operations and maintenance
8. Need for more reasons to go Downtown

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Perception and realities with public schools and educational programs, including resistance to raising taxes
2. Maintaining a safe community
3. Working with Downtown businesses and property owners
4. Need for assisted senior housing facility

### **POLICY ACTIONS 2015**

- |   | <b>PRIORITY</b>   |               |
|---|---|---------------|
| 1. James Oates Park                                 | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority  |   |               |
| 2. Solomon Park Upgrade                             | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority  |   |               |
| 3. Howell School Project                            | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority  |   |               |
| 4. Civic Center Marquee Replacement                 | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority                                       |   |               |
| 5. Downtown Gateway Improvement                     | <table border="1"><tr><td>Mod Priority</td></tr></table>  | Mod Priority  |
| Mod Priority  |   |               |
| 6. Leisure Master Plan: Update                      |   |               |
| 7. Opera House Renovation (Phase 3): ADA Compliance |   |               |

### **MANAGEMENT ACTIONS 2015**

- |                               | <b>PRIORITY</b>   |               |
|-------------------------------|---|---------------|
| 1. Proactive Code Enforcement | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority                 |   |               |

### **MANAGEMENT IN PROGRESS 2015**

1. Neighborhood Watch Expansion
2. Bike Patrol Expansion
3. Cultural Diversity Festival for 2015
4. Waiver of Expense Policy
5. Performing Arts Rates and Services
6. Celebrate Dothan Program
7. Wayfinding Signage (DDRA)

### **MAJOR PROJECTS 2015**

1. Andrew Belle Pool
2. Wellness Pool
3. Opera House Window/Door Replacement
4. Pittman Ballfield: Score Box, Restrooms, Concession Stand
5. Forever Wild Project: Phase 1 – Trails and Trailhead

### **ON THE HORIZON 2016 – 2020**

1. Schools: Strategy and Future Funding
2. Aquatic Center
3. Tri State Food Site Redevelopment
4. Football Stadium: Direction
5. Fixed Route Public Transportation Analysis and Plan
6. Eastgate Park House Renovation Plan
7. Opera House Façade Restoration
8. Rental Registration and Inspection: Evaluation
9. Downtown Major Attraction
10. Quiet Zone Plan
11. City Median/Streetscape Maintenance: Private Contract
12. Neighborhood Greenspace Master Plan
13. Gateway Signage Enhanced
14. Indoor Pool Improvements
15. Veterans Affairs Commission/Office
16. Water World Wave Pool Improvements

# Goal 4

## Plan for Dothan's Future

### OBJECTIVES

1. Up-to-date comprehensive, area and master plans guiding policies and decisions
2. City infrastructure, facilities and parks to support future growth
3. Infill developments adding value to the neighborhood and community
4. Private sector investing in Dothan's future
5. Business friendly development processes while protecting the community's interests
6. Citizens having an opportunity to participate in the development plans
7. Planned growth for east Dothan area and ACOM area

### MEANS TO RESIDENTS

1. Protection of property values
2. Predictable growth and development patterns
3. Reliable City services and facilities
4. Defined vision and plans guiding Dothan's future
5. More attractive City from our streetscapes to our neighborhoods
6. Reliable City services.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Complying with EPA administrative order for waste water system
2. Aging City infrastructure needing replacement, renovation and expansion
3. Funding for capital improvements
4. Creating public-private partnership to address affordable housing
5. Inadequate supply of affordable housing

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Funding for quality water to support future growth and development: infrastructure expansion
2. Personal property rights vs. community benefits
3. Complying with Fire Codes
4. Implementing development plans and standards
5. Differing views on development and degree of regulations

**POLICY ACTIONS 2015**

	<b>PRIORITY</b>
1. Fats – Oil – Grease (FOG) Ordinance	Top Priority
2. Public-Private Partnership for Affordable Housing	High Priority
3. Storm Water Management Program and Funding	Mod Priority
4. Downtown Master Plan: Update	
5. Sewer Service Extension: Projects, Funding	

**MANAGEMENT ACTIONS 2015**

	<b>PRIORITY</b>
1. EPA Compliance with Administrative Order of Consent	Top Priority
2. Subdivision Regulations/Complete Streets	Mod Priority
3. Zoning Ordinance: Revision	Mod Priority

**MANAGEMENT IN PROGRESS 2015**

1. Subdivision Standards Detail Booklet
2. Sewer Contract Agreement with Cities, Towns and other Users of City’s Sewer System
3. Park Street Electric Substation Relocation/Expansion
4. CDBG Consolidated Plan

**MAJOR PROJECTS 2015**

1. Tuscaloosa Deep Test Well
2. Lift Station Rehabilitation
3. Whatley 20” Water Transmission Line
4. Cornell WWTP/Westside Trunk Line
5. Fire Hydrants Replacement
6. Well Rehabilitation Projects
7. Omussee Sewer Treatment Plant: Upgrade Design

**ON THE HORIZON 2016 – 2020**

1. East Dothan Neighborhood Plan
2. City Entrance Beautification: Next Steps
3. ALDOT Median/Corridor Maintenance
4. Storm Water Management Program and Funding
5. Downtown Redevelopment: Project Review, Direction, Funding
6. Beautification Committee
7. Subdivision Regulations/Complete Streets
8. Annexation Strategy and Action Plan
9. Major Centerpiece for Downtown
10. Neighborhood Plans: Development

# Goal 5

## Improve Mobility

### OBJECTIVES

1. Improve traffic flow and reduce travel times
2. Better quality streets, highways and bridges
3. Better link to Interstate Highway System (I-10/I-85 Connector)
4. Improve intersections
5. Enhance alternative transportation modes including public transit
6. Connect neighborhoods and commercial areas through sidewalks and bike paths

### MEANS TO RESIDENTS

1. More predictable travel times.
2. Safer streets for pedestrians, bike riders and cars.
3. Choices of travel routes and modes of transportation.
4. More convenience – easy access to retail, restaurants, downtown.
5. Better quality roads to travel on.

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Traffic flow/congestion and road capacity
2. Need for I-10 Connector/North-South link to I – 10
3. Working with ALDOT
4. Backlog of City roads and sidewalk projects
5. Increasing connectivity through sidewalks and trails
6. Advocacy with ALDOT for long range transportation needs

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Uncertain Federal funding for transportation and highway projects
2. Local funding for City roads and sidewalks
3. Developing alternative transportation modes
4. Future need for outer loop
5. Increasing needs for public transportation
6. Speeding through neighborhoods

**POLICY ACTIONS 2015**

1. Roads to James Oates Park

**PRIORITY**

**MANAGEMENT ACTIONS 2015**

1. Fortner/Brannon Stand Intersection Improvements
2. 84 East Traffic Signal and Street Lights

**PRIORITY**

Top Priority

Top Priority

**MANAGEMENT IN PROGRESS 2015**

1. Intelligent Transportation System: Development
2. MPO Transportation Plan: Update

**MAJOR PROJECTS 2015**

1. Ross Clark Circle Phase 2
2. Flower Chapel Road
3. Chickasaw Street Resurfacing
4. South Park Street Resurfacing
5. Denton Bridge
6. Brookside Bridge Project

**ON THE HORIZON 2016 – 2020**

1. Ross Clark Circle: Phase 3/Phase 4
2. Honeysuckle Road Extension
3. I-10 Connector
4. Lake Street Extension to Circle
5. Railroad Crossings: Condition Assessment, Safety and Maintenance
6. Westgate Extension Study (Eastside Outer Loop)
7. Bike Link to ACOM Plan
8. Highway 52 East Widening/Upgrade: Design, Funding
9. Newton/Range Intersection Improvements

# **CITY OF DOTHAN ACTION AGENDA 2015**

# ***City of Dothan Policy Agenda 2015***

## **TOP PRIORITY**

**Chinese Business Investment**

**James Oates Park**

**Solomon Park Upgrade**

**Howell School Project**

**Troy University: Agreement and Funding**

**Fats-Oil-Grease (FOG) Ordinance**

## **HIGH PRIORITY**

**Fire Station Location Model**

**Comprehensive City Facilities Plan (Short Term/Long Term)**

**Civic Center Marquee Replacement**

**Comprehensive Solid Waste Management:  
Independent Review and Plan**

**Public-Private Partnership for Affordable Housing**

**City Economic Development Policy and Tool Box, Funding**

**MODERATE PRIORITY**  
**Downtown Gateway Improvement**  
**Storm Water Management Program and Funding**

# *City of Dothan*

## *Management Agenda 2015*

### **TOP PRIORITY**

**IT/Technology Master Plan**

**Citywide Social Media Policy**

**Fortner/Brannon Stand Intersection Improvements**

**84 East Traffic Signal and Street Lights**

**EPA Administrative Order of Consent: Compliance Actions**

### **HIGH PRIORITY**

**Corporate Communications Plan**

**Proactive Code Enforcement**

**Business Friendly Audit and Recommendation**

### **MODERATE PRIORITY**

**Business Retention and Visitation Program**

**Subdivision Regulations/Complete Streets**

**Zoning Ordinance: Revision**

# *City of Dothan*

## *Management in Progress 2015*

**Grow Dothan: Quarterly Meetings/Reports to City Commission**

**Hotel and Conference Center**

**Small Business Assistance Kit**

**On Line Business License Renewal: Modification**

**Electronic Radio Transmitters on Electric Meters**

**Fire House Software**

**Employee Self Service Module**

**Fire Mobile Data Terminals: Implementation**

**IT Director: Hire**

**City Works: Implementation (Utilities)**

**Biennial Budget Process: Revision**

**Financial Transparency – Data Sharing**

**Police Body Cameras: Grant, Funding**

**Police Strategic Plan**

**Fire Strategic Plan**

**Performing Arts Webpage: Update**

**Employee Recognition Program: Development**  
**Patrol Operations and Deployment Study: Final Report**  
**Fees for Leisure Services and Facilities Use**  
**Employee Sick Leave Bank Report (Personnel Bank)**  
**Affordable Care Act: Impact Analysis, Cost Containment Employee  
Contribution and Coverage**  
**City Pension: Review, Direction**  
**CAD, Records Management and Jail Software: Funding**  
**Neighborhood Watch Expansion**  
**Bike Patrol Expansion**  
**Cultural Diversity Festival for 2015**  
**Waiver of Expense Policy**  
**Performing Arts Rates and Services**  
**Celebrate Dothan Program**  
**Wayfinding Signage (DDRA)**  
**Subdivision Standards Detail Book**  
**Sewer Contract Agreement with Cities, Towns and other Users of  
City's Sewer System**  
**Park Street Electric Substation Relocation/Expansion**  
**CDBG Consolidated Plan**  
**Intelligent Transportation System: Development**  
**MPO Transportation Plan: Update**

# ***City of Dothan*** ***Major Projects 2015***

**E-911 Center Project**

**ADA Compliance Projects**

**Fiber Optics Project for City Facilities**

**Traffic Shop Building Improvements**

**Andrew Belle Pool**

**Wellness Pool**

**Opera House Window/Door Replacement**

**Pittman Ballfield: Score Box, Restrooms, Concession Stand**

**Forever Wild Project: Phase 1 – Trails and Trailhead**

**Tuscaloosa Deep Test Water Well**

**Lift Station Rehabilitation**

**Whatley 20" Water Transmission Line**

**Cornell WWTP/Westside Trunk Line**

**Fire Hydrants Replacement**

**Well Rehabilitation Projects**

**Omussee Sewer Treatment Plant: Upgrade Design**

**Ross Clark Circle Phase 2**

**Flower Chapel Road**

**Chickasaw Street Resurfacing**

**South Park Street Resurfacing**

**Denton Bridge (ATRIP)**

**Brookside Bridge Project (ATRIP)**