

STRATEGIC PLAN 2017 → 2022 → 2032



**Dothan, Alabama
January 2017**

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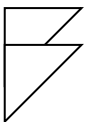


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Dothan Vision 2032

**In 2032,
Dothan is the *MOST BEAUTIFUL,
LIVABLE CITY* ⁽¹⁾ in Alabama.**

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

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

**Dothan is a *FAMILY FRIENDLY COMMUNITY* ⁽⁶⁾
with *EXCEPTIONAL LEISURE
AMENITIES FOR ALL,* ⁽⁷⁾ and
an *INCLUSIVE COMMUNITY FOR ALL.* ⁽⁸⁾**

PRINCIPLE 1

MOST BEAUTIFUL, LIVABLE CITY

► Means

1. Choice of quality and safe neighborhoods
2. Quality public schools with excellent facilities and education programs based upon neighborhood
3. Beautiful gateways and entrances
4. Clean without junk, litter or visual clutter
5. Attractive well designed and maintained: streetscapes, R.O.W., intersections
6. Residents and property owners taking responsibility for maintaining and investing in their properties
7. Attractive, quality homes up to code
8. Attractive public areas with green and flowering color

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, including technology training
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. Quality, well-maintained city streets and sidewalks
2. Multi-use trails and bikeways connecting the city
3. Synchronized signals that facilitate traffic movement
4. Easy access of regional residents to Dothan
5. Ross Clark Circle moving traffic around the city
6. Transportation options (public and private) serving the residents needs
7. Connection to Interstate 10 with interchange(s) serving Dothan

PRINCIPLE 4

VIBRANT 24 HOURS DOWNTOWN

► **Means**

1. Center of government: City, County, and Federal
2. Quality living choices: lofts, apartments and townhomes
3. Outdoor green places for entertainment and community events bringing residents and guests together
4. Specialty and unique retail businesses
5. Choice of quality restaurants
6. Walkable and safe
7. Replace Civic Center, including a Parking Deck
8. Boutique Hotel (max. 5 stories)
9. Buildings complying with City Code

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 21st 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. Recreation programs for all generations
2. Strong community events and festivals for residents and guests
3. Amphitheater
4. Track and field/top quality football stadium
5. Amenities supporting a healthy, fit lifestyle
6. Top quality regional, community and neighborhood parks
7. Well maintained recreation centers with a variety of venues
8. Multi-purpose facility (outdoor/indoor) for a variety of programs and activities

PRINCIPLE 8

INCLUSIVE COMMUNITY FOR ALL

► Means

1. Equitable City services
2. City workforce reflecting the community demographics
3. All residents engaged in City governance and policy development
4. City listening to and communicating with residents
5. Collaboration among the City and diverse cultural groups and institutions to identify and solve community issues and problems
6. Respect and celebrating for different culture's traditions, history

Dothan City Government Our Mission

**The Mission of the Dothan City Government
is to provide**

the *BEST MUNICIPAL SERVICES,*

in a

CUSTOMER FRIENDLY MANNER,

and to be

FINANCIALLY SOUND

while

INVESTING IN THE CITY'S FUTURE,

and

ENGAGING OUR RESIDENTS.

Dothan City Government Core Beliefs

WE TAKE:

P roductive

R esponsible

I ntegrity

D edication

E xcellence

IN SERVING YOU.

City of Dothan Goals 2022

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



Expand the Local Economy



Plan for Dothan's Future



Improve Mobility



Make Dothan a More Livable and Inclusive City

GOAL 1

MAINTAIN A FINANCIALLY SOUND CITY AND A HIGH PERFORMANCE TEAM

► **Objectives**

1. Deliver City services in the most efficient, cost effective manner with P.R.I.D.E.
2. Upgrade technology to reduce cost and improve service delivery
3. Upgrade City facilities, infrastructure, equipment and vehicles through a comprehensive approach
4. Provide adequate funding for future facilities and infrastructure: to build, to maintain, to operate and to replace
5. Maintain adequate reserves consistent with City's policies
6. Have a City workforce reflective of the community demographic – equal opportunity for all
7. Diversify City revenue sources

► **Short Term Challenges and Opportunities**

1. Funding operations and maintenance of new facilities and infrastructure
2. Communicating to the community: residents and businesses especially through social media
3. Aging City facilities needing major maintenance, renovation and replacement
4. Funding for retirement and other benefits
5. Maturing City workforce and the development of the next generation of leaders, managers and employees
6. Keeping technology and related infrastructure up to date
7. Actions by the Federal Government and the State of Alabama impacting City revenues, finances and services

► **Actions 2017**

PRIORITY

Policy Agenda

- | | |
|--|---------------|
| 1. Public Safety Training Facility | Top Priority |
| 2. IT/Technology Master Plan and Position | Top Priority |
| 3. Communications Plan and Position | Top Priority |
| 4. Pre-Trial Diversion Program | Top Priority |
| 5. Stormwater “Utility”: Direction | High Priority |
| 6. City Buildings Condition Assessment, Plan and Funding | Mod Priority |
| 7. Civic Center Replacement Study (Long Term) | Mod Priority |

Management Actions

- | | |
|--|---------------|
| 1. Landfill Permitting | Top Priority |
| 2. City Owned Properties Inventory and Direction | Top Priority |
| 3. Utility Code: Update | High Priority |
| 4. AS400/Cloud Options | High Priority |
| 5. Water Meter: Upgrades | High Priority |
| 6. Employee Retirements and Succession Planning | High Priority |
| 7. Finance and Revenue Plan: Update | High Priority |

Management in Progress

1. Police Body Cameras
2. SunGard Software Upgrade
3. RSA/Retirement: Report
4. City Works (IMS): Electric, Water: Funding
5. Greentree Building Replacement: Funding
6. ADA Compliance Plan: Intersection Evaluation
7. Fire Pumper Truck
8. Handheld Meter Reading System: Review
9. IT Replacement Back Up
10. On Site Medical Services
11. Smoke Alarm Installation Maintenance Program/Home Fire Safety Surveys: Implementation
12. Police Officer Training Corps Program with Dothan City Schools
13. AMI: Electric, Water
14. Dothan Mentoring Program: Development
15. Procurement Cards: Citywide Implementation
16. New Cardiac Monitors: Implementation, Grant Application

► **Actions 2017** (*Continued*)

PRIORITY

Major Projects

1. Commission Chamber Remodel
2. Civic Center
 - a. Dressing Rooms
 - b. Legal Offices
3. Fire Station 3: Design, Funding
4. Alfred Saliba Family Service Center Roof Replacement
5. City Complex New Fuel Distribution Lines/Fuel Tank Lining: Design Replacement
6. High Voltage Transmission Line: Tree Maintenance and Clean Up, Extended Contract

GOAL 2

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, education, and aviation businesses
4. Grow small and minority owned business opportunities
5. Prepare a workforce for 21st century job opportunities
6. Maintain active presence of Fort Rucker and the military
7. Develop international business opportunities
8. Increase community prosperity by increasing household income

► Short Term Challenges and Opportunities

1. Working with Troy University, Wallace Community College, Houston County Career Academy, Dothan Technology Center (High School) and others to develop business opportunities and a trained workforce
2. Business complaints about City ordinances, processes and enforcement
3. Capacity Assurance Program (sewer) impact on future development
4. Funding for city economic incentives
5. Working with economic development partners for industrial and business recruitment
6. Collaborating with City, Houston County, businesses, community, State of Alabama to present a united front for Dothan
7. Continuing to improve public schools, educational programs and perception
8. Attracting new businesses to Dothan

► **Actions 2017**

PRIORITY

Policy Agenda

1. Medical/Healthcare Business Development

High Priority

Management in Progress

1. Wallace Community College: \$100,000
2. Small Business Assistance Program Report: Chamber of Commerce
3. Business Retention and Visitation Quarterly Report: Chamber of Commerce
4. Grow Dothan Report: Chamber of Commerce

GOAL 3	PLAN FOR DOTHAN’S FUTURE
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- 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, ACOM area and South Dothan

- Short Term Challenges and Opportunities**
1. Complying with EPA administrative order for waste water system
 2. Funding for capital improvements
 3. Balancing development proposals and community expectations
 4. Aging City infrastructure needing replacement, renovation and expansion
 5. Funding for future growth and development
 6. Addressing historic preservation issues
 7. Personal property rights vs. community benefits

► Actions 2017	PRIORITY
<i>Policy Agenda</i>	
1. Howell School Development	High Priority
2. Porter Hardware Project	Mod Priority
3. Fats – Oils – Grease Appeal Process and Incentives	Mod Priority
<i>Management Agenda</i>	
1. EPA Compliance with Administrative Order	Top Priority
2. Sanitary Sewer Overflows Plan and Projects	Top Priority
3. Honeysuckle Road Corridor Study	Top Priority
4. EPA Brownfield Assessment Grant	High Priority

► **Actions 2017** (*Continued*)

Management in Progress

1. Electric System Facilities (Overhead) and Pole Attachments Inventory (Contract)

Major Projects

1. DU Operation Center Design: Funding
2. Well 25 Generator: Funding
3. Poly Phosphate Feeders Replacement: Funding
4. North Foster/Main Street Beautification Project: ALDOT Approval
5. Tank Repairs
 - a. Honeysuckle #10
 - b. Hodgeville #11
 - c. Wicksburg #12
 - d. Cherry Street #3
6. Omussee Sewer Treatment Plan
7. Sewer System Upgrade Project (5): Phases
 - a. Project (4): Under Construction
 - b. Project (2): Bid
8. DU Well SCADA Phase 1: Dependent on Fiber
9. Red Water Line Replacement Program
10. Folks Branch Drainage Way

GOAL 4	IMPROVE MOBILITY
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- Objectives**
1. Improve traffic flow and reduce travel times
 2. Better quality streets, highways and bridges
 3. Improve intersections
 4. Enhance alternative transportation modes including public transit
 5. Connect neighborhoods and commercial areas through sidewalks and bike paths
 6. Have adequate parking Downtown with appropriate signage

- Short Term Challenges and Opportunities**
1. Local funding for City roads and sidewalks
 2. Increasing traffic flow/congestion and road capacity
 3. Completing Ross Clark Circle improvements
 4. Advocacy with ALDOT for long range transportation needs
 5. Increasing connectivity through sidewalks and trails
 6. Uncertain Federal funding for transportation and highway projects
 7. Backlog of City roads and sidewalk projects
 8. Speeding through neighborhoods

- Actions 2017**
- | | |
|---|-----------------|
| | PRIORITY |
| <i>Policy Agenda</i> | |
| 1. Adaptive Traffic Signalization System/Advanced Traffic Controllers | High Priority |
| <i>Major Projects</i> | |
| 1. S. Park Avenue and Honeysuckle Road/Moore Road Roundabout <ol style="list-style-type: none"> a. NO INTEREST BY COUNTY b. Moore Road Roundabout: Design and ROW Acquisition | |
| 2. Brookside Bridge Project (ATRIP): ROW Acquisition | |
| 3. Ross Clark Circle: Phase 2, ALDOT | |
| 4. Highway 44 East Lighting Design | |
| 5. Lake Street Sidewalk: CDBG Design and Bid | |
| 6. Westgate Sidewalk: Under Construction | |

GOAL 5

MAKE DOTHAN A MORE LIVABLE AND INCLUSIVE CITY

► **Objectives**

1. More attractive City entrances, streetscapes, public spaces, trees
2. Revitalize Downtown
3. Develop strong partnership and working relationship with diverse cultures and religious institutions
4. Continue as a safe City with low crime rate
5. Support for quality education
6. Upgrade parks and facilities to respond to changing community needs
7. Strengthen community unity and pride

► **Short Term Challenges and Opportunities**

1. Empty buildings and homes with property owners resistance to maintenance or repair
2. Continuing momentum in Downtown Dothan with more reasons to go Downtown
3. Maintaining a safe community
4. Aging parks and recreational facilities, funding for maintenance, upgrades and new parks
5. Perception and realities with public schools and educational programs, including resistance to raising taxes
6. Public Understanding of the EPA administrative order
7. Differing perspectives and expectations on “livability” and “inclusiveness”

► **Actions 2017**

PRIORITY

Policy Agenda

1. Dothan Blueprint: Report and City Actions
2. Leisure Services Master Plan
3. Eastgate Park House Replacement
4. Minimum Property Maintenance Ordinance

Top Priority

Top Priority

High Priority

High Priority

Management in Progress

1. Performing Arts Rates and Services
2. FBI Report
3. Neighborhood Clean Up Days Program
4. Rip Hewes Stadium: Analysis, Initial Cost Estimates for Replacement or Renovation, Structural Engineering Analysis Funding
5. Community Policing Program Expansion: Grant Funding
6. Sponsorship and Naming Right Report: Options, Direction

Major Projects

1. Westgate Wellness Pool
2. Opera House Renovations: Finalize Plan and Funding
 - Sound and Lighting
 - ADA Access
 - Back Stage Dressing Rooms
 - Box Office
3. Civic center Marquee: Design, Bid Construction
4. Northcutt Baseball Scoreboard Funding
5. Northcutt Football Field 25 Second Clocks

City of Dothan Policy Agenda 2017 Targets for Action

TOP PRIORITY

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

HIGH PRIORITY

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

MODERATE PRIORITY

City Buildings Condition Assessment, Plan and Funding

Porter Hardware Project: Phase 1, Phase 2

Fats – Oils – Grease Appeal Process and Incentives

Civic Center Replacement Study (Long Term)

City of Dothan Management Agenda 2017 Targets for Action

TOP PRIORITY

Landfill Permitting

EPA Compliance with Administrative Order

Sanitary Sewer Overflows Plan and Projects

City Owned Properties Inventory and Direction

Honeysuckle Road Corridor Study

HIGH PRIORITY

Utility Code: Update

AS400/Cloud Options

Water Meter: Upgrades

EPA Brownfield Assessment Grant

Employee Retirements and Succession Planning

Finance and Revenue Plan: Update

City of Dothan

Management in Progress 2017

► Management in Progress 2017

1. Police Body Cameras
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City of Dothan

Major Projects 2017

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