

STRATEGIC PLAN 2019 → 2024 → 2034



**Dothan, Alabama
February 2019**



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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 2034

Dothan Vision 2034

**In 2034,
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⁾**

Dothan Vision 2034

PRINCIPLE 1

MOST BEAUTIFUL, LIVABLE CITY

► Means

1. Choice of quality and safe neighborhoods with well maintained City infrastructure
2. Top 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
9. Affordable, workforce housing choices
10. Underground utilities throughout the City

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 workforce training center, including technology training
6. Partnering with other cities and communities for regional benefit
7. Recognized leader of the Wiregrass region
8. Regional industrial park (s)
9. State destination for sports tournaments

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 completed and 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
8. Highway 84 West – 6 lanes
9. Safe pedestrian train crossings on major highways

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 and live music entertainment venues
6. Walkable and safe
7. Performing Arts Center
8. Hotel with Conference Center
9. Buildings complying with City Codes
10. Adequate parking, including possible parking deck

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 aviation based industrial development
7. Regional Industrial Park
8. Additional medical schools/specialty practices
9. Effective regional economic organization

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
8. Community supporting families

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. Major Amphitheater (private or public-private)
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
9. Sports fields for tournaments

PRINCIPLE 8

INCLUSIVE COMMUNITY FOR ALL

► Means

1. Equitable City services for all residents
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 for and celebration of different cultures traditions, history
7. Residents understanding City government: finances, services, programs and activities
8. City proactive communicating with the community

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*,^(A)
in a
CUSTOMER FRIENDLY MANNER,^(B)
and to be
FINANCIALLY SOUND ^(C)
while
INVESTING IN THE CITY'S FUTURE,^(D)
and
ENGAGING OUR RESIDENTS.^(E)**

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 2019 – 2024

City of Dothan Goals for 2024

Maintain a Financially Sound City and a High Performance Team



Expand the Local Economy



Plan for Dothan's Future



Make Dothan a More Livable and Inclusive City



Improve Mobility

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

VALUE 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. Communicating to the community: residents and businesses especially through social media
2. Maturing City workforce and the development of the next generation of leaders, managers and employees
3. Aging City facilities needing major maintenance, renovation and replacement and funding for projects
4. Uncertain retail impacts on sales tax revenues – Internet sales
5. Improving service delivery and processes to reduce costs of City government
6. Recruiting and retaining a top quality City workforce
7. Aging equipment and vehicles needing replacement, and funding
8. Keeping rates and fees current – willingness to make adjustments
9. Filling critical positions in a competitive marketplace

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding staffing, operations and maintenance of new facilities and infrastructure
2. Keeping technology and related infrastructure up to date
3. Funding for retirement and other benefits
4. Reduced Federal and State of Alabama funding for projects
5. Impact of mental health issues on public safety service and calls for service
6. Balancing debt financing and paying cash for projects
7. Developments in Houston County impacting City infrastructure and service demands

POLICY ACTIONS 2019

- | | |
|--|---------------|
| 1. Assistant City Manager | Top Priority |
| 2. Police Staffing Compensation and Benefits | Top Priority |
| 3. Animal Shelter and Services | Top Priority |
| 4. Customer Service Enhancements | High Priority |
| 5. City-Owned Property: Direction | High Priority |
| 6. School Property: Direction | High Priority |
| 7. Reserves for Infrastructure | |

MANAGEMENT ACTIONS 2019

- | | |
|---|---------------|
| 1. Landfill: Permitting and Construction | Top Priority |
| 2. Communications and Marketing Expansion | Top Priority |
| 3. IT Upgrade Plan Implementation | Top Priority |
| 4. AMI Implementation | High Priority |
| 5. National Guard Armory: Direction | High Priority |
| 6. Funding (Non-City) Agencies | |

MANAGEMENT IN PROGRESS 2019

1. FEMA: Reporting and Reimbursement (Hurricane Michael)
2. Procurement Cards: Implementation
3. City Mobile App: Development
4. ADA Compliance Plan: Intersections
5. Annual Finance and Revenue Plan: Update
6. RSA/Retirement Report (Annual)
7. Police Officer Training Corps Program with Dothan Schools
8. Police Workforce Diversification Plan: Implementation
9. Comprehensive Leadership Academy/Training Program for Administrative Support Employees
10. GASB 77: Implementation
11. EMT/EMS Recruitment/Licensing
12. Fire Personal Protective Equipment
13. EMT Program: Wallace Community College
14. Sworn Police Officer Retention Plan
15. Employee Health Clinic Application: Implementation
16. Police Data to off Site Storage System
17. FOG Ordinance: Enforcement
18. Electric: Vegetation Management Program (Tree Trimming)
19. Sponsorship and Naming Rights: Report and Direction
20. Strategic Plan: 2019 Update
21. Storage Records Inventory: Compilation
22. Archived Ordinances and Resolutions: Scanning
23. Community Risk Reduction Program: Implementation

MANAGEMENT IN PROGRESS 2019

24. Advance EMT and Paramedics Recruitment, Incentives and Hiring
25. Fire Leadership Command and Control Program: Implementation
26. Fire Comprehensive Recruitment Program: Development
27. Fire Prevention Grant
28. Fire Career Ladders: Revision
29. Wired/Wireless Network Hardware: Refresh
30. Microsoft SCCM Server (Security)
31. City Website: Redesign
32. Cloud Backup Solution: Transition
33. Mailbox: Transition (E-mail)
34. GPS Tracking of Vehicles: Fire and Solid Waste
35. Skype for Business and Microsoft
36. Automatic Alert for Network
37. Adobe Software: Update

MANAGEMENT IN PROGRESS 2019

38. Microsoft Azure: Integration
39. Evidentiary Data Solution for Police: Development
40. IBMi Platform – Cloud Backup: Implementation
41. Superion HTML User Interface: Implementation
42. Employee Self Serve Portal: Rollout
43. Utilities Time Clock: Implementation
44. Sound and Lighting Certifications for Production Staff (Performing Arts)
45. Salary Plan and Position Allocations: Review
46. Group Health Insurance Plan: Review
47. Performance Management Training and Leadership Development
48. Workers Compensation and Work Incentives: Incentives
49. Succession Planning and Job Progressions
50. Electronic Case Management System for Planning
51. CDBG Program 1015 Functions: Training

MAJOR PROJECTS 2019

1. Brookside Bridge Project (ALDOT)
2. Ross Clark Circle Phase 2: Utility Relocations
3. Highway 84 East Lighting
4. Denton Road Widening Project
5. Public Safety Training Facility
6. Emergency Operation Center at Dothan Utilities
7. Walton Park Pool Building: Roof and Fascia
8. Greentree Building Replacement
9. City Facilities Sprinklers System Inspection
10. Jail Improvements: Plumbing Replacement and Painting
11. Public Works Office: Renovation
12. City Complex Gutter Replacement
13. Eastgate Park Lodge

ON THE HORIZON 2020 – 2024

1. Elderly Assistance for Electric Bills
2. CATV Direction/City Channels
3. Animal Licenses Fee: Direction
4. Sewer Rates: Review and Direction
5. City AED Enhancements: Direction and Funding

ON THE HORIZON 2020 – 2024

6. City Complex Buildings – Gutter Replacement
7. Roy Driggers Municipal Building: Restrooms Renovation
8. Fire Stations
9. City Equipment and Vehicles Replacement Plan: Review and Funding
10. GIS Expansion: Direction and Funding
11. Utility Billing: Problems Report and Direction
12. Debt Reduction Policy: Report and Direction
13. Broadband Infrastructure: Direction and Funding
14. Park Maintenance/Upgrades: Funding
15. City Buildings Condition Assessment, Plan and Funding
16. Fire Staffing, Compensation and Benefits: Direction and Funding
17. Citywide Services, Staff and Compensation: Direction and Funding
18. Civic Center/Opera House Maintenance/Upgrade: Direction and Funding
19. Incentives for Employee Education Policy: Direction and Funding
20. Citizen Engagement: Electronic Services, Website, etc.
21. Municipal Court Renovation: Funding

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

VALUE 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 21st 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, Houston County Career Academy, Dothan Technology Center (High School) and others to develop business opportunities and a trained workforce
2. Continuing to improve public schools, educational programs and perception
3. Business complaints about City ordinances, processes and enforcement
4. Working with economic development partners for industrial and business recruitment
5. Lack of Interstate connection
6. Tapping the potential of the Alabama College of Medicine and health related businesses
7. Federal “Opportunity Zones” application to Dothan

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding for city economic incentives
2. Collaborating with City, Houston County, businesses, community, State of Alabama to present a united front for Dothan
3. Developing a workforce for current businesses and new businesses and city workforce
4. Attracting new businesses to Dothan
5. Working with CVB – funding and sport tourism
6. Capacity Assurance Program (sewer) impact on future development
7. Competition from other cities and regions
8. Land for industrial site with City infrastructure
9. Common economic growth goals: City, Chamber of Commerce, DDRA
10. Low unemployment rate and difficulty in finding quality employees

POLICY ACTIONS 2019

- 1. Technical/Trade School Development: High Priority
Advocacy
- 2. ACOM School Expansion
- 3. Hotel and Parking Garage: RFP
- 4. Airport Economic Development
- 5. Sports Tourism Strategy

MANAGEMENT ACTIONS 2019

- 1. Alcohol Ordinance Modification Top Priority

MANAGEMENT IN PROGRESS 2019

- 1. Wallace Community College (\$100,000) Donation
- 2. Chamber of Commerce Report
 - a. Small Business Assistance Program
 - b. Business Retention and Visitation
 - a. Grow Dothan

ON THE HORIZON 2020 – 2024

- 1. Business License Fees/Chapter 18: Revision
- 2. Medical/Healthcare Business Development
- 3. Business Recruitment: City Actions
- 4. Convention Center Feasibility Study
- 5. Heavy Manufacturing Business Development
- 6. Air Service 2nd Carrier
- 7. Major Corporation Attraction
- 8. Wiregrass Commons Mall: Future Direction

Goal 3

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, ACOM area, South Dothan, and Downtown

VALUE 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. Aging City infrastructure needing replacement, renovation and expansion
2. Creating public-private partnership to address affordable housing
3. Complying with EPA administrative order for waste water system
4. Who pays for utilities infrastructure – rate payers
5. Who gets sewer outside of the City
6. Developers resistance to development requirements and codes

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Funding for capital improvements
2. Funding for future growth and development
3. Personal property rights vs. community benefits
4. Addressing historic preservation issues
5. Developers desire for electronic interactions with the City
6. No zoning and building codes in Houston County
7. Difficulty in financing a home – 1st time home buyers
8. Shortage of buildable lots within the City

POLICY ACTIONS 2019

- 1. Sewer Projects: Funding
- 2. Abandoned/Vacant Building Strategy: Direction
- 3. Minimal Property Maintenance Standard/Enforcement
- 4. Utilities Undergrounding: Direction
- 5. Zoning Ordinance: Amendment

High Priority

MANAGEMENT ACTIONS 2019

- 1. City Entrance Beautification Plan/ROW Maintenance
- 2. Girard Basin Follow-Up
- 3. EPA Compliance with Administrative Order
- 4. Red Water Program/Projects: Implementation
- 5. Capacity Assurance Policy Review: Sewer
- 6. Sanitary Sewer Overflows, Plan and Projects
- 7. Little Choctawhatchee WWTP Paving
- 8. Howell School Development

Top Priority

Top Priority

High Priority

High Priority

High Priority

MANAGEMENT IN PROGRESS 2019

- 1. FOG Ordinance: Enforcement
- 2. Garden District Stormwater Project – Phase 1 (Girard Basin)
- 3. Downtown Business Development
- 4. BECEGS Survey
- 5. Phase II Environmental Assessments for:
 - a. Substation Sites
 - b. Rivers Property
 - c. Ivy League
- 6. Pad Mount Transformers: Inspection
- 7. Cityworks for Water Production
 - a. GIS
 - b. Asset Programming
- 8. Cityworks for Electric

MAJOR PROJECTS 2019

1. City Emergency Operations Facility
2. Fuel Tank Repairs (Annual Program)
3. Sewer System Upgrade Project
4. Red Water Line Replacement Program
 - a. Chateau Place
 - b. Westover Drive
 - c. Glenwood Street
 - d. Meharis Circle
5. Wastewater Collection System: Construction
 - a. Indian Hills Pump Station
 - b. Basin BO – 21 Sewer Basin Rehabilitation
6. Wastewater Collection System: Bid
 - a. Ross Clark Circle – Phase II Improvements (near TGI Friday's)
 - b. Woodburn Improvements
7. Wastewater Collection System: Design
 - a. CSSAP (Continuing Sewer Assessment Program): Priority
 - b. Baywood Lift Station: Elimination Project
8. Major Water Projects
 - a. Water System “As Built” Survey
 - b. Water Line Replacement: Madison Avenue/Northside Subdivision
9. Wells Rehabilitation
10. Dirt Storage Shed Replacement
11. Beverlye Road Tie-In and Omussee Road Replacement Project

MAJOR PROJECTS 2019

12. Little Choctawhatchee WWTP Sludge Storage Pad
13. Omussee WWTP Drying Bed Covers
14. Oil Filled Re-closures with Viper Re-closures
15. Troy Tank 14: Rehabilitation

ON THE HORIZON 2020 – 2024

1. Main Street Line Extension Plan
2. Cypress Wastewater Treatment Plant: Upgrades
3. Sewer Service Extension Policy and Projects: Direction
4. Highway 84 East Corridor Development Plan: Implementation
5. Comprehensive Housing Study/Affordable Housing: Direction and City Actions
6. Downtown Residential Development Strategy
7. Walkability Plan Downtown: Development
8. Rental Registration/Inspection Program: Direction
9. Overlay Zoning for Affordable Housing: Direction
10. Smart Growth Plan/Strategy: Report and Direction
11. Omussee Creek Treatment Plant
12. Short Term Rentals: Report and Direction
13. Solar Energy Development
14. Moody Hospital Re-Purpose/Re-Use
15. Residential Development in Downtown

Goal 4

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

VALUE 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 repair
2. Perception and realities with public schools and educational programs, including resistance to raising taxes
3. Continuing momentum in Downtown Dothan with more reasons to go Downtown
4. Increasing concerns about school safety
5. Maintaining a safe community
6. Aging parks and recreational facilities, funding for maintenance, upgrades and new parks
7. Having a community with “fun” experiences
8. Attracting “top quality” entertainment and the community’s willingness to pay for the tickets
9. Having our children staying/returning to Dothan to raise their families

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Public Understanding of the EPA administrative order
2. Differing perspectives and expectations on “livability” and “inclusiveness”
3. National events and residents’ perception of safety – major incidents, events, schools
4. Residents expectations of recreational amenities
5. Recognizing and celebrating community diversity and inclusiveness

POLICY ACTIONS 2019

- 1. Rip Hewes Football Stadium

Top Priority

- 2. Track Facility

Top Priority

- 3. Schools Strategy

High Priority

- 4. Community Beautification Program
- 5. Arts Initiative: Direction
- 6. Athletic Lighting Replacement Funding

MANAGEMENT ACTIONS 2019

- 1. Leisure Services Program Master Plan: Completion

High Priority

- 2. Recreation/Leisure Marketing (with Visit Dothan)
- 3. Fiber Ring Phase 2
- 4. Tennis Courts/Pickle Courts Resurfacing

MANAGEMENT IN PROGRESS 2019

- 1. Master Community Calendar for Events (Visit Dothan)
- 2. Sponsorships and Naming Rights for Leisure Services Facilities: Report
- 3. Forever Wild Trail Grant Application
- 4. Surveillance Cameras in Parks
- 5. Ticketing System for Credit Cards: Update (Performing Arts)
- 6. School Protection Officers: Hiring

MAJOR PROJECTS 2019

- 1. Water World Triple Flume Slide Replacement
- 2. Pool Repairs
- 3. Dothan Opera House: Chandelier and Lighting
- 4. Stair Rails – Civic Center and Opera House
- 5. Wayfinding Signage for Downtown
- 6. Walton Park Pool Building: Roof and Fascia Replacement
- 7. Westgate Biking/Walking Trails: Repairs/Paving
- 8. Greentree Warehouse: Replacement
- 9. Civic Center Arena Riser Seating with LED Lighting Strips: Update

ON THE HORIZON 2020 – 2024

1. Major Gateways Beautification: Direction
2. Cultural Arts Center Building: Direction
3. Opera House Façade Restoration: Direction and Funding
4. Eastgate Park Driveway
5. Rose Hill Center Parking Lot Resurfacing: Funding
6. Museum of Art Rear Roof Replacement: Funding
7. City Leisure Services Security Plan: Direction and Funding
8. Homeless: Problem Analysis, Report and Direction
9. Pittman Baseball Field: Direction
10. Civic Center Long Term Plan: Development
11. Recycling Program
12. Westgate Softball Complex Ballfields – Lighting/Wiring Replacement: Funding
13. Mental Health Issues: Assessment, Report, City role and Direction
14. Playground Equipment Replacement: Direction and Funding
15. Performing Arts Rates and Services: Direction
16. Dog Park Upgrade: Direction
17. Water World Improvements: Funding
18. Gym Floors Resurface: Funding

Goal 5

Improve Mobility

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. Increase use of available parking in Downtown with appropriate signage

VALUE 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. Local funding for City roads and sidewalks
2. Increasing traffic flow/congestion and road capacity
3. Advocacy with ALDOT for long range transportation needs
4. Lack of affordable, convenient air services
5. Backlog of City roads and sidewalk maintenance projects
6. Implementing ADA projects
7. Lack of Interstate
8. Modernization of traffic management/control system

**LONG TERM CHALLENGES
AND OPPORTUNITIES**

1. Prioritizing and funding pedestrian safety projects, Ross Clark Circle
2. Uncertain Federal funding for transportation and highway projects
3. Speeding through neighborhoods
4. Poorly designed neighborhoods with limited in/out access
5. Citizen desire “line of sight” walking to parking
6. Adjusting to change in mobility trends
7. City taking over maintenance of State roads (84 inside the Circle)
8. State road regulations

POLICY ACTIONS 2019

1. Honeysuckle Road Improvements
2. Adaptive Traffic Signals and Enforcement
3. Highway 84 West Expansion

Top Priority
Top Priority
High Priority

MANAGEMENT ACTIONS 2019

1. ADA Sidewalk: Direction

MAJOR PROJECTS 2019

1. Denton Road (5 Laning):
 - ROW
 - Construction
2. Ross Clark Circle Road Project: Phase 1
3. Brookside Bridge Project (ALDOT)
4. 2019 Street Resurfacing Project
 - a. Design
 - b. Construction
5. Ennis Road Vegetative Buffer
6. New Traffic Signal Cabinets and Controllers (30)
7. U.S. 84 East Lighting
8. Alexander Drive Sidewalk: Construction
9. South Park Avenue/Taylor Road Round-a-bout: Construction (with Houston County)
10. Traffic Signal Intersections Fiber Connections
11. Traffic Signals Battery Back-ups: Installations

ON THE HORIZON 2020 – 2024

1. Bike/Walking Trail Plan: Project Priority and Funding
2. Ross Clark Circle: Phase 3
3. Ross Clark Circle: Phase 4
4. Ross Clark Circle: Phase 5
5. John D. Odom Widening
6. Road Bond Package: Direction (Honeysuckle, etc.)
7. Public Transportation: Report and Direction
8. Interstate Connector: Advocacy

CITY OF DOTHAN ACTION AGENDA 2019

City of Dothan

Policy Agenda 2019

TOP PRIORITY

Assistant City Manager

Police Staffing Compensation and Benefits

Animal Shelter and Services

Rip Hewes Football Stadium

Track Facility

Honeysuckle Road Improvements

Adaptive Traffic Signals and Enforcement

HIGH PRIORITY

Customer Service Enhancements

City-Owned Property: Direction

Sewer Projects: Funding

School Property: Direction

Technical/Trade School Development: Advocacy

Schools Strategy

Highway 84 West Expansion

City of Dothan Management Agenda 2019

TOP PRIORITY

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

HIGH PRIORITY

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

City of Dothan

Management In Progress 2019

FEMA: Reporting and Reimbursement (Hurricane Michael)

Procurement Cards: Implementation

City Mobile App: Development

ADA Compliance Plan: Intersections

Annual Finance and Revenue Plan: Update

RSA/Retirement Report (Annual)

Police Officer Training Corps Program with Dothan Schools

Police Workforce Diversification Plan: Implementation

**Comprehensive Leadership Academy/Training Program for Administrative
Support Employees**

GASB 77: Implementation

EMT/EMS Recruitment/Licensing

Fire Personal Protective Equipment

EMT Program: Wallace Community College

Sworn Police Officer Retention Plan

Employee Health Clinic Application: Implementation

Police Data to off Site Storage System
FOG Ordinance: Enforcement
Electric: Vegetation Management Program (Tree Trimming)
Sponsorship and Naming Rights: Report and Direction
Strategic Plan: 2019 Update
Storage Records Inventory: Compilation
Archived Ordinances and Resolutions: Scanning
Community Risk Reduction Program: Implementation
Advance EMT and Paramedics Recruitment, Incentives and Hiring
Fire Leadership Command and Control Program: Implementation
Fire Comprehensive Recruitment Program: Development
Fire Prevention Grant
Fire Career Ladders: Revision
Wired/Wireless Network Hardware: Refresh
Microsoft SCCM Server (Security)
City Website: Redesign
Cloud Backup Solution: Transition
Mailbox: Transition (E-mail)
GPS Tracking of Vehicles: Fire and Solid Waste
Skype for Business and Microsoft

Automatic Alert for Network
Adobe Software: Update
Microsoft Azure: Integration
Evidentiary Data Solution for Police: Development
IBMi Platform – Cloud Backup: Implementation
Superior HTML User Interface: Implementation
Employee Self Serve Portal: Rollout
Utilities Time Clock: Implementation
Sound and Lighting Certifications for Production Staff (Performing Arts)
Salary Plan and Position Allocations: Review
Group Health Insurance Plan: Review
Performance Management Training and Leadership Development
Workers Compensation and Work Incentives: Incentives
Succession Planning and Job Progressions
Electronic Case Management System for Planning
CDBG Program 1015 Functions: Training
Wallace Community College (\$100,000) Donation
Chamber of Commerce Report
FOG Ordinance: Enforcement
Garden District Stormwater Project – Phase 1 (Girard Basin)

Downtown Business Development
BECEGS Survey
**Phase II Environmental Assessments for: Substation Sites,
Rivers Property, Ivy League**
Pad Mount Transformers: Inspection
Cityworks for Water Production
Cityworks for Electric
Master Community Calendar for Events (Visit Dothan)
Sponsorships and Naming Rights for Leisure Services Facilities: Report
Forever Wild Trail Grant Application
Surveillance Cameras in Parks
Ticketing System for Credit Cards: Update (Performing Arts)
School Protection Officers: Hiring

City of Dothan ***Major Projects 2019***

Brookside Bridge Project
Ross Clark Circle Phase 2: Utility Relocations
Highway 84 East Lighting
Denton Road Widening Project
Public Safety Training Facility
Emergency Operation Center at Dothan Utilities
Walton Park Pool Building: Roof and Fascia
Greentree Building Replacement
City Facilities Sprinklers System Inspection
Jail Improvements: Plumbing Replacement and Painting
Public Works Office: Renovation
City Complex Gutter Replacement
Eastgate Park Lodge
City Emergency Operations Facility
Fuel Tank Repairs

Sewer System Upgrade Project
Red Water Line Replacement Program
Wastewater Collection System: Construction
Wastewater Collection System: Bid
Wastewater Collection System: Design
Major Water Projects
Wells Rehabilitation
Dirt Storage Shed Replacement
Beverlye Road Tie-In and Omussee Road Replacement Project
Little Choctawhatchee WWTP Sludge Storage Pad
Omussee WWTP Drying Bed Covers
Oil Filled Re-closures with Viper Re-closures
Troy Tank 14: Rehabilitation
Water World Triple Flume Slide Replacement
Pool Repairs
Dothan Opera House: Chandelier and Lighting
Stair Rails – Civic Center and Opera House
Wayfinding Signage for Downtown
Walton Park Pool Building: Roof and Fascia Replacement
Westgate Biking/Walking Trails: Repairs/Paving

Greentree Warehouse: Replacement
Civic Center Arena Riser Seating with LED Lighting Strips: Update
Denton Road (5 Laning):
Ross Clark Circle Road Project: Phase 1
Brookside Bridge Project (ALDOT)
2019 Street Resurfacing Project
Ennis Road Vegetative Buffer
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