

STRATEGIC PLAN

2006 → 2011 → 2021

Dothan, Alabama
April 2006



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STRATEGIC PLANNING FOR THE CITY OF DOTHAN

Strategic Planning Model for the City of Dothan

VISION 2021

“Desired Destination for Dothan”

PLAN 2011

“Map to Dothan’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Dothan”

BELIEFS

“How Dothan Should Operate”

Strategic Planning Model for the City of Dothan

VISION 2021

**“What We Want to Become –
Our Preferred Future as Defined in Value-Based Principles.”**

PLAN 2006 - 2011

“Our Road Map for 5 Years – How to Realize Our Vision with Achievable Goals Defined Through: Objectives, Meaning to Our Citizens, Challenges and Opportunities, Actions 2006-2007, Major Projects 2006-2007 and Actions on the Horizon.”

EXECUTION 2006 - 2007

“Actions to Implement the Plan – A Work Program for Next Year with a “To Do” List for Mayor, City Council and Management – To be Completed with Accountability for the Results.”

MISSION

“Purposes of City Government – Determined in Service Businesses Defined in: Operating Elements, Business Successes, Challenges and Opportunities and Service Improvements 2006 - 2007.”

BELIEFS

“Our Core Beliefs Which are the Foundation for Our City Government – Creating a Corporate Culture of Action and Accountability, the Primary Value, As Defined in Performance Standards to Guide Behaviors and Actions.”

HOW WE CONDUCT OUR BUSINESS

DOTHAN VISION 2021

City of Dothan – Vision 2021

In 2021,

DOTHAN is the *MOST BEAUTIFUL,
LIVABLE CITY* ⁽¹⁾ in Southern Alabama.

DOTHAN is the *HEART 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⁾ insulated from
economic trends.

DOTHAN is a *FAMILY FRIENDLY COMMUNITY* ⁽⁶⁾
with *EXCEPTIONAL LEISURE
AMENITIES FOR ALL.* ⁽⁷⁾

Dothan Vision 2021

PRINCIPLE 1

MOST BEAUTIFUL, LIVABLE CITY

► Means

1. Clean Without Junk, Litter or Visual Clutter
2. Quality Homes Up to Code and Attractive
3. Attractive Well Designed and Maintained: Streetscapes, R.O.W., Intersections
4. Beautiful Gateways and Entrances
5. Residents and Property Owners Taking Responsibilities 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

PRINCIPLE 2

HEART OF THE WIREGRASS REGION

► Means

1. Job Center for the Region
2. Regional Retail and Restaurants Center
3. Regional Leisure, Entertainment and Cultural Center
4. Regional Medical and Healthcare Center
5. Partnering with Other Cities and Communities for Regional Benefit

PRINCIPLE 3

CONVENIENT ACCESS AND MOBILITY

► Means

1. Connection to Interstate 10
2. Multi Trails and Bikeways Connecting the City
3. Quality, Well Maintained City Streets
4. Synchronized Signals that Facilitate Traffic Movement
5. Easy Access of Regional Residents to Dothan
6. Circle Drive Moving Traffic Around City

PRINCIPLE 4
VIBRANT 24 HOURS
DOWNTOWN

► **Means**

1. Center of Government: City, County, and Federal
2. Outdoor Green Places for Entertainment 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 Choice: Lofts, Apartments and Townhomes

PRINCIPLE 5
STRONG DIVERSE
ECONOMY

► **Means**

1. Manufacturing
2. Medical and Healthcare Services
3. Retail and Restaurants
4. Aviation Related Businesses
5. Fort Rucker and Military Related Businesses
6. Entrepreneurial Businesses and Incubators
7. High Paying New Jobs
8. Workforce Prepared for 21st Century Jobs

PRINCIPLE 6
FAMILY FRIENDLY
COMMUNITY

► **Means**

1. Community for all Family Generations
2. Safe Community with Low Crime
3. Family Activities and Amenities that are Affordable
4. Quality Public Education and Schools
5. Children Returning Home to Dothan to Raise their Children
6. Reputation as a Great Place to Retire

PRINCIPLE 7
EXCEPTIONAL LEISURE
AMENITIES FOR ALL

► **Means**

1. Regional Community,
Neighborhood Parks
2. Baseball Stadium with Minor
League Team
3. Ball-Fields for Tournaments,
Leagues and Recreation
4. Recreation Programs for All
5. Performing Art Center with
National, Regional
Community Programs
6. Strong Community Events
and Festivals for Residents
and Guests

PLAN 2006 – 2011

Goals 2011

Plan for Dothan's Future

Create a High Performance City Team

Revitalize Downtown

Improve Mobility

Expand the Local Economy

Make Dothan a More Livable City

Goal 1

Plan for Dothan's Future

OBJECTIVES	MEANS TO CITIZENS	CHALLENGES AND OPPORTUNITIES
1. Up to Date Comprehensive, Area and Master Plans Guiding Policies and Decisions	1. Protection of Property Values	1. Developing a Planning Organization within the City
2. City Infrastructure, Facilities to Support Future Growth	2. Predictable Growth and Development Patterns	2. Turning Plans into Actions
3. Infill Developments Adding Value to the Neighborhood and Community	3. Reliable City Services and Facilities	3. Funding City Infrastructure
4. Private Sector Investing in Dothan's Future	4. Defined Vision and Plans Guiding Dothan's Future	4. Community Buy in to the Vision and Plans
5. Business Friendly Development Processes While Protecting the Community's Interests	5. More Attractive City from Our Streetscapes to Our Neighborhoods	
	6. Reliable City Services	

POLICY ACTIONS

2006 – 2007

- | | PRIORITY |
|--|-----------------|
| 1. Major Capital Projects and Funding (Including Option of a 1¢ Sales Tax) | Top Priority |
| 2. Long Range Water Supply Plan and Direction | Top Priority |
| 3. Leisure Services Master Plan: Development | High Priority |
| 4. Infill Development Guidelines | |
| 5. Subdivision Regulations Review and Revision | |

MANAGEMENT ACTIONS

2006 – 2007

- | | PRIORITY |
|--|-----------------|
| 1. “One Stop” Shop Development | Top Priority |
| 2. Beaver Creek Wastewater Treatment Plant and Basin III Study, Policy Direction and Funding | Top Priority |
| 3. Comprehensive Plan: Development | High Priority |
| 4. Citywide Beautification Plan Development | |

ON THE HORIZON

1. Homeownership Program Development and Funding
2. Rental Registration and Inspection Program
3. Ownership Occupied Housing Rehabilitation Program
4. Mobile Data Computing – Police and Funding
5. Citywide Crime Suppression Team Funding and Implementation
6. “No Tolerance for Illegal Drugs” Policy and Action

Goal 2

Create a High Performance City Team

OBJECTIVES	MEANS TO CITIZENS	CHALLENGES AND OPPORTUNITIES
1. City Services Delivered in the Most Efficient, Cost Effective Manner	1. Value for Your Tax Dollars	1. Willingness to Tax and Increase Fees
2. Professional Top Quality City Workforce with Competitive Compensation	2. City as Responsible Stewards of your Tax Dollars and Fees	2. Competitive Salaries and Benefits
3. Effective Use of Technology to Reduce Cost of Service Delivery	3. Timely Response to Calls for Service Both Emergency and Non Emergency	3. Recruiting and Selecting Quality Employees
4. Adequate Revenues for Defined City Services and Service Levels	4. Customer Friendly City Services and Facilities	4. Transforming the City to a “Service Business”
5. Aligning the City Organization: “We Take PRIDE in Serving You”	5. Reliable Daily City Services that You Can Count On	5. Funding Retirement Program

POLICY ACTIONS

2006 – 2007

- | | PRIORITY |
|--|-----------------|
| 1. Equipment Vehicle Replacement Program and Funding Source | Top Priority |
| 2. Major Capital Projects and Funding (including Option of 1¢ Sales Tax) | Top Priority |
| 3. Communications System Funding | Top Priority |
| 4. Equipment and Vehicle Replacement Program and Funding Source | Top Priority |
| 5. Civil Service Reform Evaluation, Direction and Actions | High Priority |
| 6. City Lobbying Program Development: State, Federal | High Priority |
| 7. Rate Review and Direction: Garbage, Sewer | |

ON THE HORIZON

1. Homeownership Program Development and Funding
2. Rental Registration and Inspection Program
3. Ownership Occupied Housing Rehabilitation Program
4. Mobile Data Computing – Police and Funding
5. Citywide Crime Suppression Team Funding and Implementation
6. “No Tolerance for Illegal Drugs” Policy and Action

MANAGEMENT ACTIONS

2006 – 2007

- | | PRIORITY |
|---|-----------------|
| 1. “Pride in Serving” Program | Top Priority |
| 2. Automated Garbage Collection Program: Implementation | Top Priority |
| 3. Compensation Study, Policy and Plan | High Priority |
| 4. EEO Office Creation | High Priority |
| 5. Performance Evaluation and Pay System | High Priority |
| 6. Departmental Accreditation Program: Fire, Police | |

Goal 3

Revitalize Downtown

OBJECTIVES	MEANS TO CITIZENS	CHALLENGES AND OPPORTUNITIES
1. More Retail Shops and Restaurants	1. Downtown – the Heart of the Community	1. Property Owners Not Investing in the Community
2. Opportunities to Live in or Around Downtown with Permanent Residents	2. Reasons to Go Downtown for Shopping and Entertainment	2. Changing the Image of Downtown
3. More Attractive Streetscapes, Buildings and Public Open Space	3. Attractive and Inviting Downtown Attracting Residents and Guests	3. Willingness of Private Sector to Invest
4. Realizing the Vision: “Vibrant 24/7 Hours Downtown – the Heart of the Community”	4. Opportunities to Live Downtown	4. Having a Viable Plan
5. Completion of Private Projects (4 in 2006 – 2007)	5. Community Pride in Downtown	

POLICY ACTIONS
2006 – 2007

PRIORITY

1. Downtown Master Plan Development Top Priority
2. Downtown Development Authority:
Recreation Goals and Action
3. Public-Private Funding Source for
Development (including Appraisal)

ON THE HORIZON

1. Federal Building Reuse
2. Downtown Overlay Zone Development
3. Downtown Library Evaluation, Direction and
Funding

Goal 4

Improve Mobility

OBJECTIVES

1. Improved Traffic Flow and Reducing Travel Times
2. Better Quality Streets and Highways
3. Street Capacity Greater Than Traffic Volume
4. Improve Access to the Region and Beyond
5. Link to Interstate Highway System

MEANS TO CITIZENS

1. More Predictable Travel Times
2. Safer Streets for Pedestrians, Bike Riders and Cars
3. Choices of Travel Routs and Modes of Transportation
4. More Convenience – Easy Access to Retail, Restaurants, Downtown
5. Better Quality Roads to Travel On

CHALLENGES AND OPPORTUNITIES

1. Relationship with Alabama D.O.T.
2. Determining Project Priority
3. City Revenues for Road Maintenance
4. Developing Realistic Transportation Plan
5. Uncertain Federal Funding

**POLICY ACTIONS
2006 – 2007**

1. Master Plan for Transportation Development
2. Major Intersections Improvements: Projects, Priority and Funding
3. Ross Clark Circle Project and Funding
4. I-10 Connector – Direction and Funding

PRIORITY

**MANAGEMENT ACTIONS
2006 – 2007**

1. Master Plan for Transportation Development

PRIORITY

High Priority

ON THE HORIZON

1. Traffic Circle Policy and Future Direction/Roundabout
2. Road Improvements: Securing Funding (from Gas Tax – Houston County)
3. Main Street Road Improvements and Funding
4. Sidewalks Evaluation, Plan and Funding
5. Air Service Enhancements and Strategy
6. Highway 231 (South) Improvements and Funding
7. Highway 84 (West) Improvements and Funding
8. Highway 231 (North) Improvements and Funding
9. Highway 52 (East) Improvements and Funding
10. Highway 53 (South) Improvements and Funding
11. Highway 84 (East) Improvements and Funding

Goal 5

Expand Local Economy

OBJECTIVES	MEANS TO CITIZENS	CHALLENGES AND OPPORTUNITIES
1. Attraction of (3 for 2006) Major Businesses Employers with Quality Jobs in Dothan	1. Opportunities to Work Near Home	1. Attracting Businesses Consistent with Vision and Goals
2. Diversifying the Economy Consistent with the Vision 2021	2. More Job Opportunities for Residents and Our Children	2. Quality of Available Workforce
3. Image: The Place to Do Business	3. Opportunities to Start and Grow your Business	3. Partnership with Educational Institutions (Public Schools to Colleges)
4. More Quality, Value Added Jobs	4. Preparation for 21 st Century Jobs	4. Developing Work Co-op Program
5. Retention and Expansion of Existing Businesses	5. Greater Insulation From the Downward Trends of the National Economy	

POLICY ACTIONS 2006

1. Partner and Participate With Chamber of Commerce in Economic Development

Goal 6

Make Dothan a More Livable City

OBJECTIVES	MEANS TO CITIZENS	CHALLENGES AND OPPORTUNITIES
1. More Attractive City: Entrances, Streetscapes, Public Spaces	1. Choices for Your Leisure Time	1. Irresponsible Property Owners
2. Improved Quality of the Existing Housing Stock	2. Quality Public Schools	2. Funding for Clean Up Activities
3. Upgrade Parks and Facilities	3. Convenient Access to Parks and Ball-Fields	3. No Consequences for Code Violations
4. Continue as a Safe City with Low Crime Rate	4. Affordable Family Oriented Activities	4. Visual Clutter and Abundance of Unattractive Signs
5. Support for Quality Education	5. More Attractive City	5. Growing and Changing Recreation Patterns and Expanding Opportunities
	6. Livable Homes for Rent or Ownership	
	7. Feeling Safe and Secure	

**POLICY ACTIONS
2006 – 2007**

1. Eastgate Park Development & Funding
2. Southwest Park Development
3. Tournament/Event Policy and Direction
4. Public Schools City Strategy: Performance Goals and Strategy, Funding

PRIORITY

High Priority

High Priority

**MANAGEMENT ACTIONS
2006 – 2007**

1. Clean Dothan Program and Enforcement
2. City Beautification Plan, Program and Funding

PRIORITY

Top Priority

ON THE HORIZON

1. Minimal Housing Standard Development
2. Rental Housing Registration and Inspection Program
3. Neighborhood Clean Up Program Development and Funding
4. Youth at Risk Evaluation, Strategy and Actions
5. Andrew Bell Recreation Center Evaluation and Direction
6. Wiregrass Park Improvements
7. Walton Park Expansion and Improvements
8. City Literacy Program Development
9. Civic Center Renovation
10. Farm Center Direction
11. Reforestation Program and Funding
12. Rip Hewes Football Stadium Project and Funding
13. The Miracle Field Development and Funding
14. Senior Center/Programs Study, Direction and Funding
15. Performing Arts Center Evaluation, Direction and Funding
16. Sign Ordinance Development

CITY OF DOTHAN OUR MISSION

City of Dothan

Our Mission

**The Mission of the City of Dothan
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)**

Our Mission

MISSION A

BEST MUNICIPAL SERVICES

► Means

1. Recognized as “Best Practices”
2. High Level of Customer Satisfaction
3. Full Range of Municipal Services
4. Model of Other Cities
5. Meeting the Needs of our Citizens

MISSION B

CUSTOMER FRIENDLY MANNER

► Means

1. Responding to Customer Needs
2. Timely Response to Service Calls
3. Customer Oriented Facilities and Office Space
4. Evaluating Customer Satisfaction
5. Equitable, Fair and Consistent Treatment
6. Solving the Customer’s Problems

MISSION 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
5. Responsible Plan and Budget
6. Prudent Decision Making by Mayor, City Commission, City Manager, and Department Managers

MISSION D
INVESTING IN THE CITY'S
FUTURE

► **Means**

1. Well Maintained City Facilities and Infrastructure
2. Funding for Capital and Equipment Replacement
3. Assuring Future Resources: Water
4. Planning for Future Growth and Development
5. Developing and Training Future Managers and Leaders

CITY OF DOTHAN OUR CORE BELIEFS

City of Dothan *Our 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

BELIEF

RESPONSIBLE

► Means

1. Taking Responsibility for Your Actions and Decision
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 Your Workspace, Equipment and Self

BELIEF

INTEGRITY

► Means

1. Following Through on Promises and Commitments
2. Being Honest and Trustworthy
3. Respecting and Treating Others in an Equitable 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, Mayor & City Commission, City Management
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

ACTION AGENDA 2006 - 2007

Policy Agenda 2006

TOP PRIORITY

Long Range Water Supply Plan and Direction

**Major Capital Projects and Funding
(Including Option of 1¢ Sales Tax)**

Downtown Master Plan Development

Communications System Replacement and Funding

Public Schools Strategy Performance

HIGH PRIORITY

Eastgate Park Development and Funding

Southwest Park Location, Acquisition and Funding

Civil Service Reform Evaluation, Direction and Actions

Leisure Services Master Plan: Development

City Lobbying Program Development: State, Federal

Management Agenda 2006

TOP PRIORITY

“One Stop” Shop for Development

**Beaver Creek Wastewater Treatment Plant and Basin III Study,
Policy Direction and Funding**

Compensation Study, Policy and Plan

“Pride in Serving” Program

Clean Dothan Program and Enforcement

HIGH PRIORITY

Comprehensive Plan: Development

Compensation Study, Policy and Plan

EEO Office Creation

Performance Evaluation and Pay System

Master Plan for Transportation Development

Major Projects 2006

Transmission Lines: Upgrade

**Street Resurfacing Program, Including Civic Center
Parking Lot, Northcutt Drive (Westgate Park)**

Westgate Parkway Widening Project

**Bridge Replacement: Haisten Drive, Bracewell Drive,
Englewood, Park Avenue**

**Intersection Improvements: John D. Odom and Murphy
Mill Road**

Murphy Mill Road Extension (with Property Owners)

Plum Road Paving (with Property Owners)

Water Wells (2) and Transmission Lines

Water Tank Refurbishments

**Sewer Collectors Replacement/Upgrade: Fairlane Park,
Bell Street**