

**CITY OF DAPHNE  
1705 MAIN STREET, DAPHNE, AL  
CITY COUNCIL WORK SESSION AGENDA  
October 12, 2020  
6:30pm**

**1. DISCUSS:**

- Baldwin Beach Express Expansion
- Committee Assignments
- Strategic Plan

**2. ANYTHING ELSE THAT IS DEEMED NECESSARY**

**3. ADJOURN**

**DRAFT BALDWIN COUNTY COMMISSION RESOLUTION ON BALDWIN BEACH  
EXPRESS EXPANSION**

**In support of Amendment 2 on the Baldwin County General Election Ballot November 3, 2020**

**WHEREAS:** A local, constitutional amendment proposing the expansion of the Baldwin Beach Express with a new roadway, the Baldwin Beach Express II, connecting Interstate 10 to Interstate 65 is on the Baldwin County General Election ballot on November 3, 2020; and

**WHEREAS:** Amendment 2 on the General Election ballot proposes the establishment of a toll authority to oversee this roadway extension, projected to cost \$200 million, to be fully paid for by users of the new roadway; and

**WHEREAS:** Development of the proposed new roadway will NOT require the closure of or limiting access to any current transportation routes or roadways, ensuring that only those visitors and citizens who wish to use the new road will pay for it; and

**WHEREAS:** Baldwin County has experienced rapid growth and development in five years' time, making the Baldwin Beach Express II critical infrastructure in order to establish a strong and ready foundation for the future economic security and prosperity of our citizens; and

**WHEREAS:** An additional roadway will secure a safe and efficient alternative evacuation route for Baldwin County residents and visitors during hurricane season and provide an additional route for public safety and health officers to assist the community in the advent of a natural disaster; and

**WHEREAS:** Baldwin County has long been a world class destination for visitors and beachgoers from throughout the country and promoting enhanced accessibility for visitors is vital for Baldwin County residents whose businesses thrive off tourist and visitor traffic; and

**WHEREAS:** The proposed additional roadway will provide additional economic opportunity for the citizens of Baldwin County by providing a new transportation artery adjacent to the Baldwin County Economic Development Megasite; and

**WHEREAS:** The proposed Baldwin Beach Express II will enhance the overall quality of life for the citizens of Baldwin County for generations to come;

**NOW, THEREFORE, BE IT RESOLVED,** that the Baldwin County Commission hereby strongly supports Amendment 2 and the proposed establishment of a toll authority to financially support and expeditiously construct the expansion of the Baldwin Beach Express II.

**DONE,** under the Seal of the County of Baldwin, at the County Seat in Bay Minette, Alabama, on this \_\_\_ of \_\_\_\_\_, 2020.

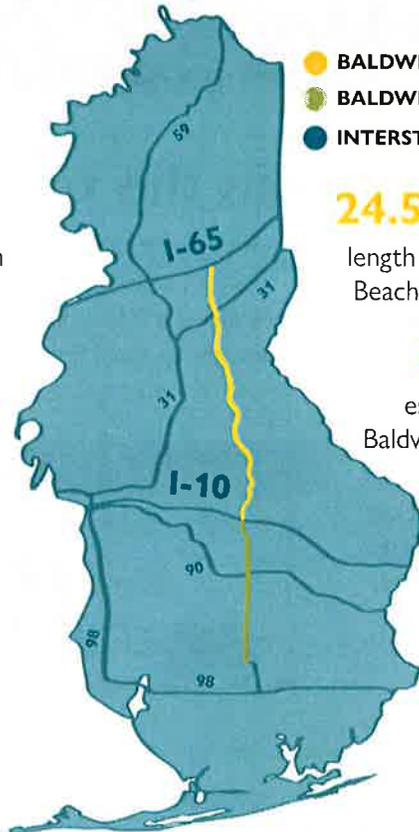


# VOTE YES ON AMENDMENT 2

NOVEMBER 3



**Amendment 2** will propose the creation of the *Baldwin Beach Express II (BBEII)*, extending the current Baldwin Beach Express to link I-10 and I-65. This amendment will establish a toll authority to oversee this new road, and Baldwin County voters will vote on this amendment at the upcoming General Election on November 3.



- BALDWIN BEACH EXPRESS II
- BALDWIN BEACH EXPRESS
- INTERSTATES & HIGHWAYS

**24.5 miles**

length of Baldwin Beach Express II

**\$200M**

estimated cost of Baldwin Beach Express II

**13.2 miles**

length of Baldwin Beach Express

**\$102M**

cost of Baldwin Beach Express

**Why is this necessary?** Baldwin County is growing rapidly and the BBEII is essential to maintain the necessary infrastructure to sustain this growth. We are planning today for a strong and safe continued quality of life.

## How will this be paid for?

A toll on the proposed roadway will fund this road. The toll will be 100% paid for by drivers who use the new route, which will be mostly tourists (think of it as a user fee).

## How does this impact Baldwin County?



Less traffic congestion on main roadways



An additional evacuation route during hurricane season



Better preparedness for the future



More jobs and economic development opportunities



Easier access to beaches to expand tourism economy



Improved infrastructure to anticipate future growth

### Connect with us

[www.Choose2Baldwin.com](http://www.Choose2Baldwin.com)

[info@Choose2Baldwin.com](mailto:info@Choose2Baldwin.com)

@Choose2Baldwin



# VOTE YES ON AMENDMENT 2

**1 vote**  
**Amendment 2**  
**November 3**

# Our future is here. We need to make smart decisions for Baldwin County today to ensure we plan for a better tomorrow.

## Let's talk about this toll...

### Why a toll?

Current funding does not provide enough revenue to build this route.

### Free alternative routes

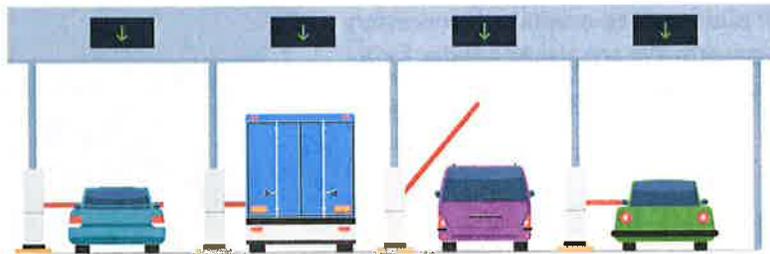
You do not have to take the Baldwin Beach Express II. There are many free alternative routes to avoid the toll.

### No tolls on other roads

This amendment will only allow the authority to establish a toll on the proposed Baldwin Beach Express II.

### Toll benefits

Toll routes offer passengers a quicker and more convenient option to reach their destination.



### Toll revenue

100% of the toll revenue will be used to build and maintain this specific road extension from I-10 to I-65, which will be paid for by drivers using the route.

## The future of Baldwin County is in our hands. Here's what you can do to help make the BBEII a reality:



### Vote

Vote "yes" on Amendment 2 on the November 3 ballot.



### Get involved

Join the Choose2Coalition, and share the benefits of the BBEII with your networks.



### Share with your network

Download resources available on our website to share with your network, and on your personal or business social media channels.

### Connect with us

[www.Choose2Baldwin.com](http://www.Choose2Baldwin.com)

[info@Choose2Baldwin.com](mailto:info@Choose2Baldwin.com)

  @Choose2Baldwin



**1 vote**  
**Amendment 2**  
**November 3**



## BALDWIN BEACH EXPRESS II FAQs

*Below is an overview of frequently asked questions (FAQs) on the Baldwin Beach Express II (BBEII) and upcoming November 3 election to help educate and inform local voters. This resource is divided into the following sub-categories:*

- Project Overview (p. 1)
- Project Impact (p. 2)
- Project Funding (p. 3)
- Tolls (p. 4)
- Coalition Overview (p. 5)
- Voting Resources (p. 5)

### PROJECT OVERVIEW

**If passed, what will Local Amendment 2 establish?** The BBEII would link Interstate 10 with Interstate 65 by extending the northern end of the Baldwin Beach Express. An amendment on the November 3 general election ballot would establish an authority to oversee this new road and implement a toll to fund the extension.

**Do I have to take this proposed BBEII toll route?** Drivers don't have to use the BBEII if they don't want to and they have the option to drive on other existing roadways that don't have tolls.

**Will tolls be added to other roads?** No. The proposed amendment will only allow the authority to establish a toll on the proposed BBEII portion that extends from I-10 to I-65.

**Who will be paying for the toll?** Only drivers using the proposed route will be required to pay the toll fee, which will primarily be tourists traveling to and from I-65. This will NOT come out of Baldwin County taxpayer dollars. (Think of it as a user fee).

**Why is building this road necessary?** Baldwin County is growing rapidly and the BBEII is essential to maintain the necessary infrastructure required to sustain this growth. We are planning today for a strong and safe continued quality of life for all of Baldwin County.

**Where will the new project be located?** The proposed BBEII would be located approximately five miles east of Highway 59 and extend the northern terminus of the existing Baldwin Beach Express from Loxley to Bay Minette to connect I-10 with I-65.

**Will my tax dollars be going toward this project?** No, this project will be paid for through a toll only by the users of the road.

## PROJECT IMPACT

**How will this project benefit Baldwin County and its residents?** This project will help bring a variety of benefits to our region, including:

- Infrastructure – Building the BBELL will help provide the necessary infrastructure to alleviate traffic congestion and meet the needs of future growth as we continue to move our region forward.
- Public safety – The BBELL will provide a necessary and easily accessible evacuation route during hurricane season, as well as declared states of emergency. This will be a faster and more viable option when safety is on the line.
- Tourism – The BBELL will provide easier access to beachgoers and benefit local businesses who rely on tourism dollars. Further, this expansion will split tourist traffic, decluttering our local roadways of undesirable congestion.
- Economic development – The BBELL will help attract additional business investment like we've seen with Foley Beach Express and Baldwin Beach Express. It will also open an entire new stretch of the county for further development and bring more jobs to the region.
- Quality of life – The BBELL will help improve quality of life for residents who want to call Baldwin County home for generations to come by planning for the future, protecting public safety, and promoting economic development and creating jobs.

**How will this impact my safety?** The BBELL will provide a much-needed evacuation route for locals and visitors to leave the area when hurricanes and tropical storms hit the Gulf Coast. It will also help healthcare workers and emergency responders by offering an additional route for them to ensure public safety for our families.

**Will this divert traffic and business away from Highway 59 in North Baldwin County?** This project will help alleviate congestion and split traffic more evenly across major highways. Foley residents had similar concerns before the Foley Beach Express was built, and today, downtown Foley businesses on Highway 59 have continued to thrive. Both the Foley and Baldwin Beach Express have also attracted further development with OWA, The Wharf, and Buc-ees. We anticipate the BBELL following a similar pattern.

**What is the difference between this project and the Mobile Bay Bridge project that failed last year?** The Mobile Bay Bridge project suggested a \$6 one-way toll without any free route alternatives on a highway heavily trafficked by daily commuters. On the other hand, the BBELL offers multiple free route alternatives to choose from and will notably be used by visitors, rather than locals. The BBELL

project does not close, toll or limit the use of any current road whereas the Mobile Bay Bridge would have eliminated alternative, free routes forcing citizens who depend on these roadways to pay a new toll. We firmly believe that there must be free alternatives for tolls to work.

**How is Amendment 2 different than the amendment on the 2016 ballot?** This amendment is completely different. The legislation clearly states multiple times that **only** this new stretch of road can be tolled (nowhere else) – unlike the 2016 amendment. Amendment 2 would create an authority to oversee only this roadway and project. We feel confident that Baldwin County voters will realize the numerous benefits this project will bring and get behind this effort since the amendment is very different than four years ago.

**Will this benefit South Baldwin County more than other areas?** From what we've seen in the past with the Foley Beach Express and Baldwin Beach Express, we expect the BBell to be a catalyst for business opportunities, jobs and economic development throughout every region of Baldwin County. It will provide improved transportation access and open an untapped area of the county for commercial and residential investment.

**What environmental measures have been taken?** Baldwin County has invested approximately \$3M to purchase and maintain a wetland mitigation bank (with approximately 590 credits). 418 of these credits are dedicated to the BBell, which is anticipated to save the project \$4-5M in mitigation costs. Additionally, Baldwin County has secured several environmental permits including U.S. Fish & Wildlife, U.S. Army Corps of Engineers and others (more details found in the Baldwin County Commission fact sheet).

**How will this impact the South Alabama Mega site?** The BBell would provide an Eastern entrance to the Mega Site that will make it more attractive for potential business opportunities and advance the long-term economic development of Baldwin County.

## PROJECT FUNDING

**How much will the new road cost compared to other major roadway projects in the state?**

Project cost for the proposed 24.5-mile roadway is estimated to be \$200M. By comparison, the Birmingham I-59/20 Bridge replacement project is estimated to cost more than \$700M. The Baldwin Beach Express I is 13.2 miles and construction costs totaled \$102M. The Outer Loop project in Montgomery that will connect I-65 to I-85 is expected to cost approximately \$500M.

**How much has Baldwin County invested in this project so far?** Baldwin County has invested approximately \$12M to date. This includes traffic studies, purchase and management of a wetland

mitigation bank, environmental permitting, and planning/preparation for the entire roadway, interchange at US 31, interchange at I-65, and approximately 10 miles of frontage roads.

**Have other routes been explored?** Yes. A feasibility study exploring other routes was completed and the proposed route was selected as the most viable route.

**When will the new BBell open?** The project has not begun due to lack of funding options. A schedule would be developed if a funding option is identified, as the passing of Amendment 2 would accomplish.

**Wasn't the gas tax supposed to pay for this?** The gas tax is projected to provide approximately \$2M for Baldwin County when fully implemented and will be used for maintaining current roads and bridges. Gas tax was last increased in 1992 and the rise in the cost of materials made the increase necessary.

## TOLLS

**Why do we need this toll?** Current funding does not provide enough revenue to build this route.

**What are the benefits of a toll?** When developed properly with free alternatives, toll routes offer passengers a quicker and more convenient option to reach their destination.

**Where will the toll revenue go?** 100% of revenue will be used to build and maintain this specific road extension from I-10 to I-65.

**How much will the toll be? Is there a cap on how high the toll can be?** If the toll authority is established, this and other criteria will be determined. The toll amount would ideally be set at a fair price point that provides an incentive to use the toll route as opposed to the toll-free routes that currently exist.

**Will the toll be required during weather evacuations?** Tolls may be temporarily suspended by the Baldwin County Commission during a countywide emergency or as necessary to promote public safety and to assist in the orderly evacuation of the county.

**What is a toll authority and what would they be responsible for?** A public body or corporation incorporated for the purpose of acquiring, designing, constructing, regulating, building, improving, equipping, operating, and maintaining a project. The authority will also be responsible for determining the toll amount.

**Who has jurisdiction over the toll authority?** The proposed authority would be made up of a minimum of three independent local directors appointed by the Baldwin County Commission.

**Will toll authority directors be paid?** Each director would serve without compensation but would be reimbursed for incurred expenses while carrying out their duties.

**Will there be any discounts for local residents?** Once the toll authority is established, this and other criteria will be established. The toll amount should be set at a price that provides an incentive to use the toll route as opposed to the toll free routes that currently exist.

## COALITION OVERVIEW

**Who is behind this initiative?** This initiative is led by the Choose2Coalition, a group of local leaders working together to support the anticipated growth of Baldwin County and make the BBElI a reality.

**What is the purpose of the Choose2Coalition?** The purpose of the coalition is to show unified support behind the BBElI, educate Baldwin County residents on the project's benefits, and encourage local voters to vote "yes" on Local Amendment 2.

**What is the makeup of the Choose2Coalition?** This growing coalition represents a broad range of more than 50 businesses, organizations and entities across all regions of Baldwin County.

## VOTING RESOURCES

**If passed, what will Local Amendment 2 establish?** The Baldwin Beach Express Extension would link Interstate 10 with Interstate 65 by extending the northern end of the Baldwin Beach Express. An amendment on the November 3 general election ballot would establish a toll authority to oversee this new road that is projected to cost \$200 million. To pay for this, a toll on the proposed roadway will fund the extension.

**When do I have the option to vote on this?** Registered Baldwin County voters can vote on the BBElI at the general election on November 3. Local Amendment 2 is specific to Baldwin County, and will only appear on Baldwin County ballots.

**Where will I find the BBElI on the ballot when I vote?** The BBElI will be Local Amendment 2 on this year's election ballot. [Click here](#) to view the sample ballot.

**Will I be able to vote absentee with COVID-19 safety concerns?** Yes, officials are working to ensure Baldwin County residents will have the option to vote either in-person or absentee depending on your comfort level.

## **MORE INFORMATION**

**Where can I learn more about the coalition and campaign?** To learn more, visit [www.choose2baldwin.com](http://www.choose2baldwin.com) or email [info@choose2baldwin.com](mailto:info@choose2baldwin.com) for additional information.

OFFICIAL BALLOT

GENERAL AND CONSTITUTIONAL AMENDMENT ELECTION  
BALDWIN COUNTY, ALABAMA  
NOVEMBER 3, 2020

INSTRUCTIONS TO THE VOTER  
TO VOTE YOU MUST BLACKEN THE OVAL  COMPLETELY!   
IF YOU SPOIL YOUR BALLOT, DO NOT ERASE, BUT ASK FOR A NEW BALLOT.

**STRAIGHT PARTY VOTING**

ALABAMA DEMOCRATIC PARTY

ALABAMA REPUBLICAN PARTY

write in

**FOR PRESIDENT AND VICE-PRESIDENT OF THE UNITED STATES**  
(Vote for One)

JOSEPH R. BIDEN  
KAMALA D. HARRIS  
Democrat

DONALD J. TRUMP  
MICHAEL R. PENCE  
Republican

JO JORGENSEN  
JEREMY "Spike" COHEN  
Independent

write in

**FOR UNITED STATES SENATOR**  
(Vote for One)

DOUG JONES  
Democrat

TOMMY TUBERVILLE  
Republican

write in

**FOR UNITED STATES REPRESENTATIVE,  
1ST CONGRESSIONAL DISTRICT**  
(Vote for One)

JAMES AVERHART  
Democrat

JERRY CARL  
Republican

write in

**FOR ASSOCIATE JUSTICE OF THE SUPREME COURT, PLACE NO. 1**  
(Vote for One)

GREG SHAW  
Republican

write in

**FOR ASSOCIATE JUSTICE OF THE SUPREME COURT, PLACE NO. 2**  
(Vote for One)

BRAD MENDHEIM  
Republican

write in

**FOR COURT OF CIVIL APPEALS JUDGE, PLACE NO. 1**  
(Vote for One)

WILLIAM C. "Bill" THOMPSON  
Republican

write in

**FOR COURT OF CIVIL APPEALS JUDGE, PLACE NO. 2**  
(Vote for One)

MATT FRIDY  
Republican

write in

**FOR COURT OF CRIMINAL APPEALS JUDGE, PLACE NO. 1**  
(Vote for One)

MARY WINDOM  
Republican

write in

**FOR COURT OF CRIMINAL APPEALS JUDGE, PLACE NO. 2**  
(Vote for One)

BETH KELLUM  
Republican

write in

**FOR PRESIDENT, PUBLIC SERVICE COMMISSION**  
(Vote for One)

LAURA CASEY  
Democrat

TWINKLE ANDRESS CAVANAUGH  
Republican

write in

**FOR MEMBER, STATE BOARD OF EDUCATION, DISTRICT NO. 1**  
(Vote for One)

TOM HOLMES  
Democrat

JACKIE ZEIGLER  
Republican

write in

**FOR CIRCUIT COURT JUDGE, 28TH JUDICIAL CIRCUIT, PLACE NO. 5**  
(Vote for One)

CARMEN BOSCH  
Republican

write in

**FOR DISTRICT COURT JUDGE, BALDWIN COUNTY, PLACE NO. 1**  
(Vote for One)

MICHELLE M. THOMASON  
Republican

write in

**FOR BALDWIN COUNTY REVENUE COMMISSIONER**  
(Vote for One)

TEDDY J. FAUST, JR.  
Republican

write in

**THIS OFFICE RUNS BY DISTRICT**

**FOR MEMBER, BALDWIN COUNTY BOARD OF EDUCATION, DISTRICT NO. 3**  
(Vote for One)

TONY MYRICK  
Republican

write in

**FOR MEMBER, BALDWIN COUNTY BOARD OF EDUCATION, DISTRICT NO. 5**  
(Vote for One)

ROBERT STUART, II  
Republican

write in

**FOR MEMBER, BALDWIN COUNTY BOARD OF EDUCATION, DISTRICT NO. 6**  
(Vote for One)

CECIL CHRISTENBERRY  
Republican

write in

**CONTINUE VOTING ON BACK**

"Shall the following Amendments to the Constitution of Alabama be adopted?"

**PROPOSED AMENDMENTS TO APPEAR ON THE BALLOT STATEWIDE**

**STATEWIDE AMENDMENT 1**

Proposing an amendment to the Constitution of Alabama of 1901, to amend Article VIII of the Constitution of Alabama of 1901, now appearing as Section 177 of the Official Recompilation of the Constitution of Alabama of 1901, as amended, to provide that only a citizen of the United States has the right to vote. (Proposed by Act 2019-330)

YES  
 NO

**STATEWIDE AMENDMENT 2**

Proposing an amendment to the Constitution of Alabama of 1901, to increase the membership of the Judicial Inquiry Commission and further provide for the appointment of the additional members; further provide for the membership of the Court of the Judiciary and further provide for the appointment of the additional members; further provide for the process of disqualifying an active judge; repeal provisions providing for the impeachment of Supreme Court Justices and appellate judges and the removal for cause of the judges of the district and circuit courts, judges of the probate courts, and judges of certain other courts by the Supreme Court; delete the authority of the Chief Justice of the Supreme Court to appoint an Administrative Director of Courts; provide the Supreme Court of Alabama with authority to appoint an Administrative Director of Courts; require the Legislature to establish procedures for the appointment of the Administrative Director of Courts; delete the requirement that a district court hold court in each incorporated municipality with a population of 1,000 or more where there is no municipal court; provide that the procedure for the filling of vacancies in the office of a judge may be changed by local constitutional amendment; delete certain language relating to the position of constable holding more than one state office; delete a provision providing for the temporary maintenance of the prior judicial system; repeal the office of circuit solicitor; and make certain nonsubstantive stylistic changes. (Proposed by Act 2019-187)

YES  
 NO

**STATEWIDE AMENDMENT 3**

Proposing an amendment to the Constitution of Alabama of 1901, to provide that a judge, other than a judge of probate, appointed to fill a vacancy would serve an initial term until the first Monday after the second Tuesday in January following the next general election after the judge has completed two years in office. (Proposed by Act 2019-346)

YES  
NO

**STATEWIDE AMENDMENT 4**

Proposing an amendment to the Constitution of Alabama of 1901, to authorize the Legislature to recompile the Alabama Constitution and submit it during the 2022 Regular Session, and provide a process for its ratification by the voters of this state. (Proposed by Act 2019-271)

YES  
 NO

**STATEWIDE AMENDMENT 5**

Relating to Franklin County, proposing an amendment to the Constitution of Alabama of 1901, to provide that a person is not liable for using deadly physical force in self-defense or in the defense of another person on the premises of a church under certain conditions. (Proposed by Act 2019-194)

YES  
 NO

**STATEWIDE AMENDMENT 6**

Relating to Lauderdale County, proposing an amendment to the Constitution of Alabama of 1901, to provide that a person is not liable for using deadly physical force in self-defense or in the defense of another person on the premises of a church under certain conditions. (Proposed by Act 2019-193)

YES  
 NO

**PROPOSED AMENDMENTS OF LOCAL APPLICATION TO APPEAR ON THE BALLOT IN ONLY THE COUNTY OF APPLICATION**

**BALDWIN COUNTY LOCAL AMENDMENT 1**

Relating to Baldwin County, proposing an amendment to the Constitution of Alabama of 1901, to allow the Judge of Probate of Baldwin County to exercise equity jurisdiction concurrent with that of the circuit court in cases originally filed in the Probate Court of Baldwin County if the Judge of Probate is a member of the Alabama State Bar. (Proposed by Act 2019-229)

YES  
 NO

**BALDWIN COUNTY LOCAL AMENDMENT 2**

Relating to Baldwin County, proposing an amendment to the Constitution of Alabama of 1901, as amended, to authorize the Legislature by local law to provide for the incorporation of a toll road and bridge authority as a public corporation in the county for the purposes of acquiring, designing, constructing, equipping, regulating, improving, operating, and maintaining a new toll road and bridge project in the county in order to extend the present northern terminus of the Baldwin Beach Express to U.S. Interstate Highway 65. (Proposed by Act 2019-300)

YES  
 NO



**BALDWIN COUNTY LOCAL AMENDMENT 3**

Relating to Baldwin County, proposing an amendment to the Constitution of Alabama of 1901, to define the Rosinton Landmark District within the county and to prohibit the annexation by local law of any property within the district into any municipality except under certain conditions. (Proposed by Act 2019-287)

YES  
 NO

**BALDWIN COUNTY LOCAL AMENDMENT 4**

Relating to Baldwin County, proposing an amendment to the Constitution of Alabama of 1901, to define the Barnwell Landmark District within the county and to prohibit the annexation by local law of any property within the district into any municipality except under certain conditions. (Proposed by Act 2020-98)

YES  
 NO

**END OF BALLOT**

# CITY OF DAPHNE STRATEGIC PLAN

Prepared by the  
Daphne City Council

Mr. Robin LeJeune - District 6  
& Council President

Ms. Tommie Conaway – District 1

Mr. Pat Rudicell – District 2

Mr. Joel Coleman District 3

Mr. Doug Goodlin – District 4

Mr. Ron Scott – District 5

Ms. Angie Phillips – District 7

SEPTEMBER 2020



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## SECTION 1 – VISION STATEMENT

*The City of Daphne is a vibrant community located along the Eastern Shore of Mobile Bay in Baldwin County, Alabama. The City has been recognized nationally for its high quality of life due to excellent public schools, access to technical and professional employment opportunities, diverse housing market, and numerous parks and natural areas. The City pledges to protect its 'small town feeling' through support of its culture, art, history and natural resources, while promoting smart and sustainable growth. Residents and businesses in Daphne are passionate about developing a thriving, prosperous, and sustainable community for all generations.*



## **SECTION 2 – Introduction**

Located on the northeastern shore of Mobile Bay and bordered by Interstate 10 and the rich farmlands of Baldwin County, the coastal City of Daphne is known for its high quality of life. Since the late 1990s, the City has been consistently one of Alabama’s fastest growing cities. According to the 2018 American Community Survey, the population of Daphne is 25,361, which indicates a 15% increase since the 2010 Census total population of 21,470. The City is currently the 20<sup>th</sup> most populous city in the State of Alabama. Daphne is located a short commute from Mobile – a port city experiencing fast economic growth in the aviation and ship-building sectors.

This document consists of six (6) high-level Strategic Priorities which serve the foundation of the strategic planning process. The Strategic Priorities include:

- A. Safe and Secure Community
- B. Well-managed Community
- C. Strong and Diverse Economy
- D. Robust Education Opportunities
- E. Thriving and Livable Community
- F. Improved Transportation and Infrastructure

The citizens and businesses support the Councils’ vision to become more than a bedroom community – a community with robust cultural experiences, exemplary education, parks, health care and economic opportunities. Overall, the City Council wants to protect the Daphne’s livability for everyone – whatever their economic status or age.

The Strategic Priorities were developed through collaboration between the City Council, mayor, staff, directors, consultants, and other community stakeholders. The City of Daphne aspires to enhance its waterfront identity, continue to prioritize public safety, and expand public parks and recreation facilities, develop community linkages through pedestrian facilities, and continue to improve transportation infrastructure. Implementation of this document’s six (6) Strategic Priorities will be the key to this document’s success.

## SECTION 3 – Strategic Priorities

### A. Safe and Secure Community

The City of Daphne has determined public safety of the citizens of Daphne is a priority. Through this commitment the City funds Fire and Police budgets annually to make sure each department has the resources to maximize public safety in the community. Through this initiative the City of Daphne would like to accomplish the following objectives:

- Maintain existing designation as one of the safest cities in Alabama In 2019, the City of Daphne was No. 6 on a list of safest cities in Alabama compiled by the National Council for Home Safety and Security. In 2020, Safewise, an independent review site, ranked Daphne the 11<sup>th</sup> Safest City in 2020. The City of Daphne will continue to report crime statistics to federal databases and will strive to continue to be ranked as one of Alabama’s safest communities.
- Reduce crime Although Daphne’s crime rates are ranked as the lowest in the State of Alabama, there is room for improvement. The City supports evidence-based policing methods to target areas with high crime rates. Other proven techniques should be used to reduce crime such as third-party policing—in which businesses or building owners partner with police to address high crime areas and types. It is proven an effective means to reduce crime when police officers identify specific problems, try to understand them, and make a tailored plan to solve them. Finally, focusing police resources on high-rate offenders is also an effective means to reduce crime.
- Decrease Fire Department response times During emergencies, the difference between life and death can come down to a matter of minutes. The Daphne Fire Department should always be evaluating and updating procedures to reduce response times during dispatch time, turnout time and travel time. Further, the Fire Department should implement updated technology when applicable and practical.
- Improve ISO (Insurance Service Office) rating ISO’s Public Protection Classification (PPC) program measures the effectiveness of municipal fire suppression efforts in communities and helps insurance companies determine premiums for property owners in those communities. There are three (3) main factors that go into ISO rating; Water supply, Fire alarm and communications system, and Fire Department personnel. The City of Daphne is committed to supporting all three of these elements to provide the lowest ISO rating possible for the citizens of Daphne.
- Encourage more training programs for Police and Fire Departments The effectiveness of a public safety services is only as good as the people performing the service. The City of Daphne is dedicated to its Public Safety professionals and will budget funds and encourage/incentivize all staff to attend the most up-to-date training.
- Enhance school safety through employment of School Resource Officers and Crossing Guards at each Daphne school The City of Daphne has worked closely with the Baldwin County Board of Education, Christ the King School, and Bayside Academy to implement school safety plans. The

City will continue to support resources dedicated to providing School Resource Officers and Crossing Guards at every school in the City of Daphne.

- Continue to use social media to inform citizens of Police and Fire Department activities and public notice In order to promote transparency and to make sure the citizens are aware of emergencies and events in the City of Daphne, the City will continue to allocate resources to promote the Police and Fire Department's social media presence.



## B. Well-managed Community

The City of Daphne continues to make government efficient while providing high quality services to its residents. Through this commitment, the city has identified the following objectives:

- Evaluate all aspects of city-provided services to encourage year over year improvement It is critical Daphne leaders conduct high level analysis of each city department to determine efficiency. This activity can be completed during the budgeting process and revisited throughout the year as a part of each department head's leadership responsibilities.
- Maintain the CAFR (Comprehensive Accounting and Financial Reporting) designation The Daphne City Council has determined it is in the best interest of the City to complete a Comprehensive Annual Financial Report (CAFR). The CAFR is a set of U.S. governmental financial statements comprising the financial report that complies with the accounting requirements promulgated by the Governmental Accounting Standards Board (GASB). A CAFR is compiled annually by the Finance Director and audited by an external auditing firm.
- Preserve the ratio of the total number of employees to the total population of Daphne at or less than the current ratio The City of Daphne needs to adapt efficiently and adeptly as the City grows. The ratio of employees to population should not increase. If an increase is detected, the City Council should do high level analysis of the respective department's growth to determine if it is warranted and/or if alternative means can accomplish the need for additional employees.
- Improve both internal and external communications pathways The Daphne City Council believes in open and transparent communication within the City of Daphne Departments along with external local, state, federal and private agencies. The City Council believes communication and strategic planning can build consensus and community involvement through the implementation of the City Council's vision.
- Maintain or improve current bond rating The City of Daphne has been committed to financial health. This is evident through the "AA" bond rating enjoyed by the City. The City's economic stability and framework is well-recognized throughout the financial sector.
- Complete the rewrite of Daphne's Comprehensive Plan and obtain community buy-in. The City of Daphne is a rapidly growing city. Vast areas of farmlands are being transformed into residential subdivisions, increasing the pressure on the City's school, utilities, and transportation infrastructure. It is critical the City of Daphne has a defined vision on how the City will grow that was developed with community input. This vision will provide the blueprint for capital expenditures to accommodate the increased pressure on the City's resources.

### C. Strong and Diverse Economy

- Continue support of the Industrial Development Board (IDB) in order to increase professional employment at the Daphne Innovation Science Complex (DISC) In 2017, the Daphne Industrial Board received a grant from the Economic Development Authority (EDA) to install water, sewer, and roads at the DISC. The grant funding was leveraged with local funds to create an epicenter for high-paying jobs. At this point the infrastructure has been installed and the IDB is actively marketing the site to provide high-paying jobs in Daphne.
- Foster and encourage partnerships with schools and local industries to identify training opportunities Economic Development professionals continue to underscore the importance of workforce development programs to Daphne City leaders. The City of Daphne will partner with local schools to make sure Daphne's workforce is trained for local employment opportunities, specifically in the ship building and aviation industries.
- Increase revenue from all major sources (sales and ad valorem taxes, business licenses, building permits, and lodging tax) It is a priority of City of Daphne leaders to increase revenue annually from each revenue stream. The increased revenue will allow the City to continue to provide high quality services to Daphne residents and businesses.
- Leverage local resources with federal, state, and private grant funding The City of Daphne will continue to identify and seek funding partnerships for all types of projects. Future sources of funds include grant programs available from the RESTORE Act and GOMESA administered by the State of Alabama. Other funding is available for parks, sidewalks, and waterfront planning.



#### **D. Robust Education Opportunities**

The City of Daphne and Baldwin County have developed a strong network of public and private award-winning schools. The City of Daphne understands the community is attractive to young families due to its high quality schools. As a result, the City is committed to accomplishing the following objectives to make sure the City's schools remain competitive:

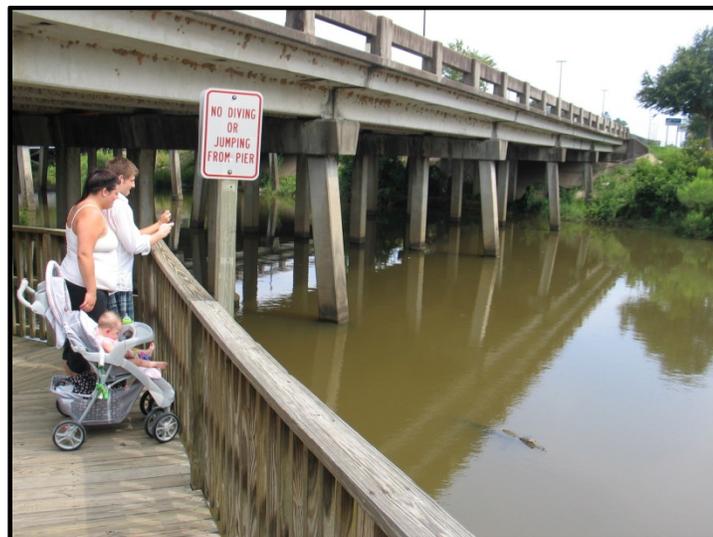
- Continue to work actively with local parent/teacher organizations, principals, teachers and other stakeholders to assess education needs (Education Advisory Committee) The Education Advisory Committee advises the City Council on the needs of the schools and has acted as a means for the schools and government to collaborate on projects. In order to continue the success of this committee, the Daphne City Council will continue to use the committee to improve the schools.
- Improve communication between the City of Daphne and local schools, the Baldwin County Board of Education, City of Daphne Education Advisory Committee, Daphne Planning Commission and the Eastern Shore Metropolitan Planning Organization The Daphne City Council is aware of the importance of relationships with all its education partners. Successful relationships are an integral component of successful community schools.
- Continue partnership with Supporting Educational Excellence in Daphne Schools (SEEDS)
- Continue to provide School Resource Officer Training and obtain donations for equipment/vehicles
- Continue to promote Summer Athletics Programs through Daphne High School Every summer the City of Daphne provides sports program for the area's students. These programs have been extremely successful as they promote teamwork and improve athletic skills for all areas in the community.
- Continue to provide in-kind services and donations of surplus property to the Daphne schools



## E. Thriving and Livable Community

The City of Daphne is a great place to live for all of its residents. It has numerous housing price points available and a combination of older established neighborhoods and new subdivisions. The City is committed to preserving this strong sense of community through the following objectives:

- Engage with neighborhoods to encourage community interaction
- Continue to build at least one mile of sidewalks per year throughout the City The City of Daphne has installed several miles of sidewalk throughout the City. It is priority of the City to continue this effort in order to increase pedestrian connections.
- Improve communications between local subdivision property owner associations (POA's), neighborhoods and the City Staff There are several larger subdivisions with homeowner associations. It is important the City interact with their leadership to address problems as they arise.
- Create a sense of community by supporting numerous events through road closings and permits to enable large crowds in Olde Towne Daphne, such as Mardi Gras parades and the Jubilee Festival
- Provide on-going support of all City volunteer committees and boards
- Provide on-going support of existing City sponsored community events, as well as future development of May Day and Bayfront Park and any other city-owned properties
- Develop a strategy to include and encourage areas in the planning jurisdiction (outside City limits) to feel a connection to the Daphne community Daphne's identity does not end at its City limits. There are many outlying communities, although they are not in the municipal boundary, are still considered Daphne as the school are in Daphne's feeder patterns. These areas need services as well.



## F. Improved Transportation and Infrastructure

Daphne's growth has caused some growing pains, such as increased traffic during rush hours. Backups have been addressed in recent years through the installation of timed traffic lights on State Highway 181 and US 98. Also, the installation of the diverging diamond at Interstate 10 and State Highway 181 should be completed by the end of 2020. The City of Daphne will continue to advocate for these improvements through the development of positive relationships with ALDOT representatives. Further, the City hopes to improve transportation by implementing the following objectives:

- Enhance connectivity from existing subdivisions Piece-meal development has taken place throughout Daphne – sometimes resulting in fragmented communities. As these areas expand, it is critical Daphne leaders look at high level linkages between communities to provide connectivity.
- Construct traffic circles where applicable
- Endeavor to improve infrastructure on major arterials (Hwy 98, Hwy 90, CR 13, CR 64, Hwy 181)
- Create more east west connectivity (Extend Johnson Road to Highway 181)
- Design and implement a citywide storm water plan
- Encourage and promote turning lanes
- Resurface at least 7 miles of existing roads per year
- Develop a city-wide traffic study to set a baseline on commute times



## Section 4 Implementation

The City of Daphne Council is committed to the six (6) Strategic Priorities outlined in this plan and will use them to guide decision making throughout the year. The City's Department leaders should use this document when preparing recommendations. Further, as the COVID-19 crisis of 2020 unfolds, it is clear that the Strategic Priorities in the plan could be amended. It is the responsibility of the City Clerk and the Council President to amend the document as needed in the future.

