

**Strategic Economic Development Plan
for
The City of Daphne, Alabama**

Prepared by:

**The Industrial Development Board
of the City of Daphne**

With Assistance from:

**The Baldwin County Economic Development Alliance
The Eastern Shore Chamber of Commerce**

Consultant

Dr. James R. Richburg

March 23, 2000

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Introduction

The Industrial Development Board of the City of Daphne hosted three strategic planning sessions on March 2, 9, and 16, 2000 to develop a Strategic Economic Development Plan for the City of Daphne with the assistance of the Baldwin County Economic Development Alliance and Eastern Shore Chamber of Commerce. The sessions were attended by elected officials, business and community leaders, and involved citizens. The planning process focused on developing a vision, guiding principles, and strategic goals based on a group analysis of strengths and weaknesses of the Daphne.

The product of the planning sessions is this Strategic Economic Development Plan that can provide the basis for city action to further the interests of the City of Daphne in securing its economic future.

Strengths and Weaknesses

The participants identified 68 strengths and 42 weaknesses. They are listed in Appendix A in the report. The strengths and weaknesses have been categorized as follows:

STRENGTHS

Geographical/Location Strengths

- Direct access to I-10 and easy access to I-65
- Access to four regional airports: Mobile, Pensacola, New Orleans, and Gulfport
- Moderate year round climate
- Located on the Eastern Shore of Mobile Bay
- Easy access to Gulf of Mexico beaches
- Natural beauty of the area

Infrastructure/Facilities

- New civic center
- Good water and sewer utilities
- New library
- Good municipal services and well maintained infrastructure
- Good medical facilities
- Financial stable city government

Quality of Life

- Good schools
- Abundant leisure activities: fishing, hunting, boating, parks
- Slower paced life style—small town atmosphere
- Civic clubs
- Strong churches and religious diversity
- Strong community spirit
- Family-oriented citizens
- Low crime rate

Civic

- City and citizens work as a team
- Community of active and interested citizens
- Strong volunteerism and volunteer leadership

Workforce

- Low unemployment
- Underemployment
- Educated workforce

Economic Development

- Organized citizen/city board for economic development
- Professional staff
- Professional City prospect recruitment literature and programs
- Established policies/practices for tax incentives to new and expanding businesses

WEAKNESSES

Transportation

- Limited public transportation
- Inadequate evacuation routes for hurricanes
- Roads may be at capacity—over burdened traffic arteries
- Lack of quality mass transportation

Workforce

- Availability of labor due to low unemployment and underemployment
- Limited workforce
- Limited vocational training

Schools

- No college or continuing education presence in the city
- Schools may be reaching capacity

Government

- Lack of home rule for the county government
- Inter-governmental communications

Economy

- Lack of balanced economy
- Over reliance on retail jobs
- 75% of population work outside of City
- Possible occupational tax in Mobile
- Lack of public industrial land/parks
- Anti-development/growth attitudes
- Dependence on sales tax
- Pockets of poverty
- Affordable housing
- Property values may be too high for business/industrial development

Civic

- Lack of community pride
- Lack of a sense of place (Where is the heart of Daphne?)
- Citizen apathy
- Mobile population

Daphne's Vision

The following vision statement was synthesized from the work of five groups during the March 9, 2000 work session and reviewed and accepted at the March 16, 2000 session.

Daphne's vision is to be a safe, healthy, caring and progressive city committed to a high quality of life, financial self-sufficiency, a spirit of civic cooperation, a strong sense of community, and a positive environment for educational, personal, cultural, religious, and business growth.

Guiding Principles for Economic Development City of Daphne, Alabama

Guiding principles establish the framework within which a community will pursue its vision. Guiding principles encompass values that represent the city and its plan for economic development.

Guiding Principles

- 1. Active city involvement in economic diversification.**
- 2. City commitment to environmentally sound economic development.**
- 3. City commitment to small town, family atmosphere, and high quality of life.**
- 4. City commitment to the construction and maintenance of adequate infrastructure.**
- 5. A well-trained and available workforce.**
- 6. Involvement of all segments of the community in maintaining and enhancing the natural beauty and environment of the area.**
- 7. An active citizenry that is involved in decision-making and participates in programs.**
- 8. Community commitment to good public education.**

Strategic Goals

The working group developed the following strategic goals. They are listed in order of priority:

- 1. Develop a business park(s) for business and light industrial activities.**
- 2. Attract new businesses and light industries to the City of Daphne.**
- 3. Develop small business incubator to promote new start-up and expanded businesses.**
- 4. Retain and expand existing businesses and industries.**
- 5. Seek agri-business opportunities as a means of helping to maintain the viability of farming and farm related businesses.**
- 6. Address growth corridor needs as related to transportation, utilities, drainage and other needs.**
- 7. Develop highways/roads to meet the area's needs: four-lane CR 27 to US 90; and improve CR 13.**
- 8. Promote the continuing education of Daphne citizens through post secondary education by encouraging the physical location of programs and facilities in Daphne.**
- 9. Support the construction of schools to meet growing population needs.**
- 10. Annex at least two miles East of CR 27.**
- 11. Support the revitalization and development of Old Towne Daphne.**
- 12. Extend, enlarge and improve the Baldwin Rural Transportation System (BRATS) routes to better serve the population of Daphne.**
- 13. Promote the recreational and cultural facilities, events and activities that enhance the family atmosphere of Daphne.**

Action Items and Tactics for Each Broad Goal

1. Develop a business park(s) for business and light industrial activities.

- Form business park site selection committee comprised of members of the Industrial Development Board, City Council, Utilities Board, Planning Commission, BCEDA and the Chamber to identify sites suitable for a 100 acre to 300 acre, Class A, business park for light industrial, distribution and information technology related companies.
- Explore business park site opportunities for property acquisition from the standpoint of private, public and public-private partnership ownership.
- When multiple sites are identified, seek funding from Alliance and City Council to hire reputable engineering firm to evaluate sites and recommend one site for acquisition and development.
- Explore funding options for the Park with assistance from City Grant Writing Consultant and City Financial Advisor/Bond Counsel.
- Explore possibility of public or public-private partnership to construct masonry or concrete tilt-up shell building in the business park.
- Once Committee Work is complete, Industrial Board to present findings and make recommendation to the City Council.

2. Attract new businesses and light industry to the City of Daphne.

- Industrial Development Board and Chamber educate the local community concerning the need for and benefits of attracting new businesses and light industries.
- Industrial Development Board to focus attraction efforts on light manufacturing, distribution, corporate headquarters, and information technology related companies.
- Industrial Development Board and Sales Team will Seek State Certified/Prepared City Status.

Action Items and Tactics for Each Broad Goal

3. Develop small business incubator to promote new start-up and expanded businesses.

- Industrial Development Board to work with BCEDA to support start-up, structure, and funding for County “Virtual” Incubator Network.
- Identify potential local Venture Capitalists and Entrepreneurs who would use and support the Virtual Incubator.
- Identify available buildings for Virtual Incubator use.
- Work with BCEDA to develop economic impact study of Daphne “Physical” Incubator Facility.
- Identify potential business park related buildings/sites for location of Physical Incubator.
- Identify funding programs and work with City Grant Consultant or SARPC to fund physical incubator construction.

4. Retain and expand existing businesses and industries.

- Industrial Development Board and Chamber to work with BCEDA to call on Existing Businesses and Industries to discover problems and opportunities.
- Recognize existing businesses and industries for the contribution they make to the local economy of the City of Daphne.

5. Address growth corridor needs as related to transportation, utilities, drainage and other needs.

- As part of the business park site selection committee charge, develop a comprehensive infrastructure plan in order to provide and maintain infrastructure to business parks and Highway 90 Corridor.

Action Items and Tactics for Each Broad Goal

- Recognize, promote and regulate Highway 90 Corridor between Infirmary Building and Malbis for future Corporate Headquarters/ Office Development area (similar to Greenville, South Carolina).

6. Seek agri-business opportunities as a means of helping to maintain the viability of farming and farm related businesses.

- Industrial Development Board to work with local farmers, BCEDA and County Extension Office to discover problems and opportunities for new crops and agribusiness in and outside the City limits.
- Industrial Board representative to attend State Agribusiness Council Conference each year to stay abreast of statewide issues and developments.

7. Develop roads to meet the area's needs: four lane CR 27 to US 98 and US 90; extend CR 27 to US 31 to connect to I-65; improve CR 13.

- As part of infrastructure plan, industrial development board to work with chamber, City Council, and County Commission to monitor, support, and promote the above highway and road building initiatives.

8. Promote the continuing education of Daphne citizens through post secondary education by encouraging the physical location of programs and facilities into the City of Daphne.

- Industrial Development Board, City Council, Chamber and BCEDA to encourage the expansion of current post -secondary programs of the University of Mobile and other relevant institutions.

Action Items and Tactics for Each Broad Goal

- Industrial Development Board, City Council, Chamber and BCEDA to begin a dialogue with administrators of local post-secondary institutions to discover concerns and opportunities for facility development in Daphne.
- Determine the extent of federal, state and local support and funding for facility development in Daphne.
- Industrial Development Board, Chamber and City Council provide support for County School to Career Initiatives, Regional Skills Consortia and Training.

9. Support the construction of schools to meet growing population needs.

- Industrial Development Board and Chamber will hold regular meetings with local school officials to discuss school construction planning and development and encourage the construction of new schools.

10. Annex at least two miles East of CR 27.

- Industrial Development Board and Chamber will work with City Council and Planning Commission to develop informational flyer and that can be used to promote annexation.

11. Support the revitalization and development of Old Towne Daphne.

- All interested organizations will work and support the Downtown Development Authority in its work to revitalize Old Town Daphne.

12. Extend, enlarge and improve the Baldwin Rural Transportation System (BRATS) routes to better serve the population of Daphne.

- Industrial Development Board, BCEDA, and Chamber will work with City Council to support the Public Transit Coalition's efforts to expand BRATS in order to develop a fixed route system.

Action Items and Tactics for Each Broad Goal

- City Council and BRATS to continue dialogue with Mobile Transit Authority concerning cooperation between Mobile and Baldwin County.

13. Promote the recreational and cultural facilities, events and activities that enhance the family atmosphere of Daphne.

- Industrial Development Board to support Chamber and all interested organizations in promoting facilities, events and activities in the City of Daphne.

Next Steps

1. Final Report is submitted to the Industrial Development Board.
2. Industrial Development Board reviews plan and establishes the priorities action items and tactics for the strategic goals.
3. Industrial Development Board presents revised plan to the City Council.
4. City Council reviews and adopts plan.
5. Plan details are finalized.
6. Plan is implemented.

Appendices

Strengths and Opportunities

1. Close to interstate
2. New civic center
3. Leisure activity
4. School system
5. Low employment
6. Adequate utilities available
7. Library
8. Proximity to interstate and Mobile (I-10 & I-65)
9. Good quality of life: good public schools, low crime
10. Maintained infrastructure
11. New public facilities
12. Opportunity for recreation growth
13. Availability of shopping – new Target, Home Depot
14. Medical facilities
15. Easy access to beaches
16. Close proximity to 4 regional airports (Pensacola, Mobile, Gulfport, and New Orleans)
17. Variety of home prices –room for growth
18. Land use ordinances
19. Natural beauty of area – trees, the bay
20. Slower paced lifestyle
21. Abundance of facilities to care for elderly
22. Highly educated workforce
23. Strong civic clubs
24. Many churches
25. Appearance – Clear Environment – Natural Resources
26. Interstate access
27. Quality of people
28. Low crime rate
29. Good municipal services
30. Variety of affordable houses
31. Excellent schools
32. Medical facilities
33. Medical community growth
34. Interest in doing a strategic plan
35. Library
36. Civic clubs
37. Churches
38. Financially stable city
39. A+ credit rating by Moody's
40. Community of interested and active citizens
41. Excellent parks and facilities
42. Service industry strong

43. Working as a team/community spirit
44. Sewer and water running at 1/3 capacity
45. Library system is good
46. Strong churches
47. Civic clubs
48. Geographic location
49. Quality of life – recreation
50. Climate
51. Infrastructure
52. Education – schools
53. Good volunteer base
54. Very low crime rate – Public safety
55. Religious diversity
56. Financially stable utilities
57. Affordable housing
58. Strong community spirit
59. Volunteer leadership
60. Board representation from volunteer citizens
61. Good school systems
62. Aesthetic appeal of city
63. Quality of life
64. Area attracts family oriented people
65. Good community facilities – Library, Civic Center, Recreation
66. Geographical location on Gulf Coast leading to major cities – Mobile and Pensacola
67. Large church community with diverse religions
68. Strong civic group representation

Weaknesses/Threats

1. Occupational tax from Mobile
2. No college level or continuing education facilities
3. Low unemployment
4. No strategic plan
5. Public transportation
6. Lack of evacuation route for weather
7. Public transportation
8. Workforce limited
9. Vocational training
10. Anti-development/growth attitude
11. Lack of land for industrial development
12. Lack of balanced economy
13. No industrial areas (public)
14. Lack of leadership on utility board
15. Entertainment opportunities for children/families
16. Growth is very fast
17. Schools are getting to a problem stage in terms of capacity
18. Capacity of infrastructure
19. Lack of available developable land
20. Lack of support for enticing industrial jobs
21. Lack of available labor
22. Lack of quality mass transport
23. Over burdening of traffic arteries
24. Lack of vocational training schools
25. Lack of community pride
26. Lack of home rule
27. Dependence on sales tax
28. Inter-governmental communications
29. Pockets of poverty
30. Rapid growth
31. High property values
32. Infrastructure capacity because of rapid growth
33. Apathy from disinterested citizen
34. True population
35. Anti-development attitude
36. Anti-growth attitude
37. Limited affordable housing
38. Limited availability of work force
39. Over-reliance on retail community
40. Lack of City industrial park
41. Lack of a balanced economy
42. 75% of population works out of city limits

Daphne Strategic Economic Development Planning Attendance
March 2nd, 9th, and 16th, 2000

NAME	ORGANIZATION
Allen Perdue	Baldwin County Commission
Anita Rigas	Library Board
Art Rigas	Utility Board
Ben Cruitt	Baldwin Press
Betty Hudguis	Resident
Bob Segur	Daphne Planning Committee
Brian Dekle	Industrial Development Board
Bud Scott	Industrial Development Board
Byron Krogen	Utility Board
Chip Martin	Daphne Fire Inspector
Darrellyn Bender	Eastern Shore Chamber
Dave Echols	Alabama Development Office
Debbie Crigler	OTDBMA
Ed Bellue	City G.I.S.
Franklin Lamb	Planning Commission
Fred Fassbender	Resident
Gayle Robinson	Library Board
Harold Miller	Industrial Development Board
Harry Brown	Mayor
Howard Holcomb	Thomas Medical Ctr. (Daphne)
J. P. Guinn	Union Planters
Jack Nichols	Industrial Development Board
Jim Currie	AmSouth Bank
John Coulter	Industrial Development Board
John Lake	City Council
John Montgomery	City Council
Ken Day	Planning Commission
Lance LaCour	BCEDA
Marshall Rogers	BCEDA
Mary Toulmin	League of Women Voters & Library
Mund Handson	Fire Chief
Neil Gustavson	City Council
Patrick Collins	City Council
Scott Hutchinson	McCrary & Williams
Sean Lylte	BCEDA
Stan Keel	Daphne Fire Board
Starke Irvine	BCEDA Chairman
Tom Fouts	Resident
Toni Fassbender	IDB - Daphne
Tony Whitehead	Gulf Coast News
Warren West	Planning Commission
Yancey Baldwin	Industrial Development Board

CITY OF DAPHNE, ALABAMA

GENERAL INFORMATION	
Community:	Daphne
County:	Baldwin
MSA:	Mobile/Baldwin
Incorporated:	Yes
Foreign Trade Zone:	No
Enterprise Zone:	No

LOCATION	
Area of State:	Southwest
Latitude:	30° 36' 00"
Longitude:	87° 54' 00"

DISTANCE IN MILES FROM	
Atlanta, GA:	300
Birmingham, AL:	240
Huntsville, AL:	300
Jacksonville, FL:	400
Memphis, TN:	360
Montgomery, AL:	160
Nashville, TN:	445
New Orleans, LA:	150
Tampa, FL:	490
Mobile, AL:	10

POPULATION AND INCOME	
Current Population of Daphne (2000):	16,581
1990 Census:	11,290
1980 Census:	4,194
Population within 30 Miles (2000):	517,279
Current Population of Baldwin County (2000):	140,415
Current Population of Mobile/Baldwin MSA (2000):	540,258
Per Capita Income of Daphne (2000):	\$33,985
Per Capita Income of Baldwin County (2000):	\$21,834
Average Household Income of Daphne (2000):	\$79,415
Median Household Income of Daphne (2000):	\$64,450
Number of Households in Daphne (2000):	6,827

CLIMATE:	
Mean Temperature:	67.3°
Annual Average Temperature:	67.4°
Average January Temperature:	51.4°
Average July Temperature:	81.8°
Average Annual Precipitation:	67 Inches
Growing Season:	292 Days

EDUCATION, 2001	
School System Name:	Baldwin County School System
Number of Schools:	45
Elementary:	27
Middle:	9
High School:	5
Vo-Tech:	2
Private/Parochial:	10
Core Class Size:	
K – 3:	18:1
4 – 6:	25:1
7 – 12:	29:1
# of Annual Graduates:	1,101
Spending Per Pupil:	\$5,417
Universities and Colleges	
University of South Alabama (Baldwin County Campus):	Fairhope
Faulkner State College:	Bay Minette, Fairhope, Gulf Shores
Columbia Southern Univ.:	Orange Beach
United States Sports Academy:	Daphne

GOVERNANCE		
Form of Government:	Mayor/City Council	
Zoning Ordinances?	Yes	
Subdivision Regulations?	Yes	
Planning Commission?	Yes	
Garbage Collection?	Yes	
Public Library:	Daphne Public Library	
# of Titles in Library:	36,700	
Fire Protection:		
# of Full-Time Personnel:	17	
# of Volunteers:	35	
Fire Insurance Rating:	4	
Fire Protection Outside City Limits?	Yes	
Law Enforcement:		
	City	County
# of Full-Time Personnel:	63	184
# of Patrol Cars:	34	51
Police Patrol for Industry Outside City Limits?	Yes	
Emergency Medical Service:		
Paramedic Service?	Yes	
911 or E911?	Yes	

FINANCIAL INSTITUTIONS	
# of Institutions	
# of Banks in City:	8
Total Deposits:	\$1,77,398,000

CITY OF DAPHNE, ALABAMA

TRANSPORTATION					
Highway					
Interstate	Miles	Federal	Miles	State	Miles
I-10	0	31	0	59	0
I-65	20	90	0	104	5
		98	0		
Rail service:			No		
Piggyback Service:			No		
Intermodal Service:			No		
Distance to Nearest Service:			20 Miles		
Name of Service:			CSX Transportation		
Waterway:			Tensaw River		
Distance To Waterway:			0 Miles		
Navigable:			Yes		
Channel Depth:			9 Feet		
Distance to River:			10 Miles		
Distance to Nearest Port:			10 Miles		
Port Name:			Port of Mobile		
Municipal Air Service:			Fairhope Municipal Airport		
Longest Runway Length:			6,600 Feet		
Surface Type:			Paved		
Lighted?			Yes		
Aircraft Tiedowns?			Yes		
Hangers?			Yes		
ILS?			No		
Repair Services?			Yes		
Commercial Air Service:			Mobile Regional Airport		
Distance to Service:			30 Miles		
Major Carriers:			Delta, Continental, Comair, Northwest, United Express, US Airways Express		
# of Daily Flights:			56		

UTILITIES	
Electricity:	Riviera Utilities
Natural Gas:	City of Daphne
Water:	City of Daphne
Source:	8 Deep Wells
Planned Facilities:	
– New 350 GPM Well	
Capacity:	5,500,000 GPD
Average Daily Consumption:	2,000,000 GPD
Peak Consumption:	4,500,000 GPD
Storage Capacity:	1,800,000 Gallons

UTILITIES	
Sewer/Sanitation:	City of Daphne
Sewage Treatment Type:	Aeration
Capacity:	4,670,000 GPD
Present Load (%):	43%
Planned Facilities:	Line Extensions
Storm Sewer Coverage?	Yes
Sewer Use Charge?	Yes
Solid Waste Disposal:	Sanitary Landfill
Telecommunications:	BellSouth
ISDN?	Yes
POP?	Yes
Fiberoptics?	Yes
Redundancy?	Yes
Mobile Service Available?	Yes

OTHER COMMUNICATION	
Post Office Classification:	First Class
Newspapers:	Daily Mobile/Baldwin Register Weekly Independent
Radio Stations:	
Local AM:	14
Local FM:	11
Television Stations:	4
Cable Services?	Yes
# of Channels:	45

COUNTY MEDICAL FACILITIES	
# of Hospitals:	3
# of Beds:	287
Hospice Facilities:	2
# of Beds:	142
Physicians:	313
Dentists:	57
Nearest Regional Medical Facility:	Fairhope: Thomas Hospital

COMMUNITY FACILITIES	
Hotels:	2
# of Rooms:	214
Motels:	3
# of Rooms:	178
Restaurants:	13
Auditorium:	1
Seating Capacity:	700
Churches and Synagogues:	
# Protestant:	24
# Catholic:	37
# Jewish Synagogues:	2 in the Metro Area

CITY OF DAPHNE, ALABAMA

COMMUNITY FACILITIES	
Movie Theaters:	1 (12 Screens)
Public Swimming Pools:	1
Amateur Theater:	0
Public Ball Fields:	3
Health Clubs:	4

RECREATION FACILITIES	
Nearest State Park?	Meaher State Park
Distance:	.5 Miles
Nearest Public Lake/River/Bay:	Mobile Bay
Distance:	Adjacent to city

COUNTY NATURAL RESOURCES	
Minerals Mined:	Sand & Gravel, Clay, Oil & Gas
Timber Types:	Slash Pine, Oak, Hickory, Gum & Cypress
Major Agricultural Products:	Sod, Nursery, Cotton, Pecans & Cattle

COUNTY LABOR ANALYSIS, 2000	
Civilian Labor Force:	71,317
Employment:	69,074
Unemployment:	2,243
Manufacturing Employment:	5,780
# of Manufacturing Companies:	125
Labor Force Participation:	
Male (%):	52%
Female (%):	48%
Minority (%):	15.6%

LARGEST EMPLOYERS IN DAPHNE	
Business	Employees
Mercy Medical	775
Wal Mart	400
Target	175
City of Daphne	160
Dillard's	120
Home Depot	120
Ruby Tuesdays	75
Home Relief Services	75
NFL Warehouse	65
Riviera Utilities	55

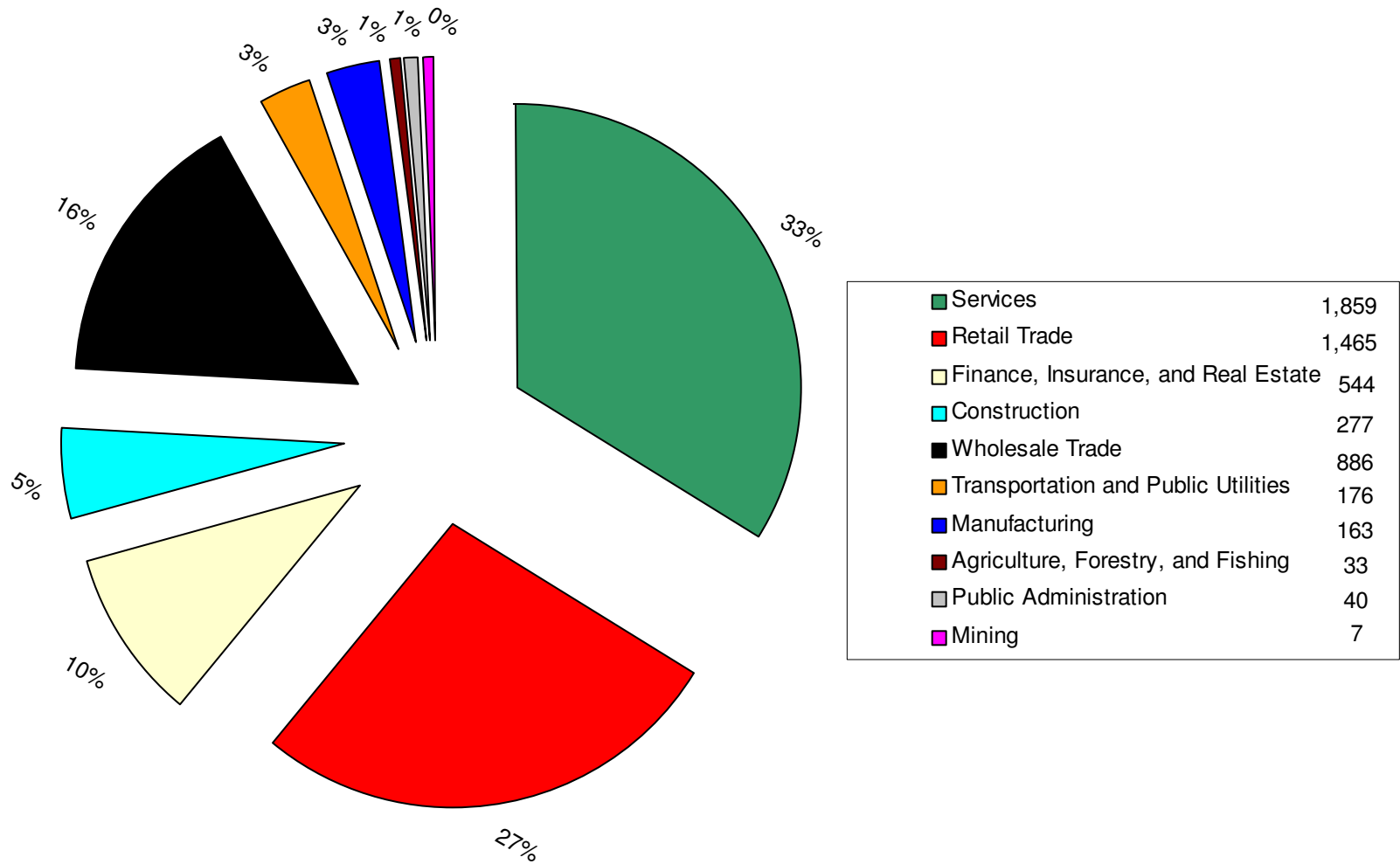
LARGEST EMPLOYERS IN BALDWIN COUNTY	
Business	Employees
Baldwin County Board of Education	2,858
Riviera Center Outlet Mall	1,200
Wal Mart Super Centers	1,200
Mercy Medical	775
Standard Furniture	740
Baldwin County Government	700
Thomas Hospital	650
Southern Aluminum Casting	604
B.F. Goodrich Aerospace	447
Packard Hughes Interconnect	265

TAX STRUCTURE	
Ad Valorem Rate Per \$1,000 of Value:	
City:	\$15.00
County:	\$21.00
State:	\$6.50
Ad Valorem Tax Portion for Schools:	
City:	\$0.00
County:	\$12.00
State:	\$3.00
Sales & Use Tax (General Rate):	
City:	2.5%
County:	2.0%
State:	4.0%
Sales & Use Tax Portion for Schools:	
City:	0%
County:	1.55%
State:	0%
Sales Tax on Machinery:	
City:	1%
County:	0.75%
State:	1.50%

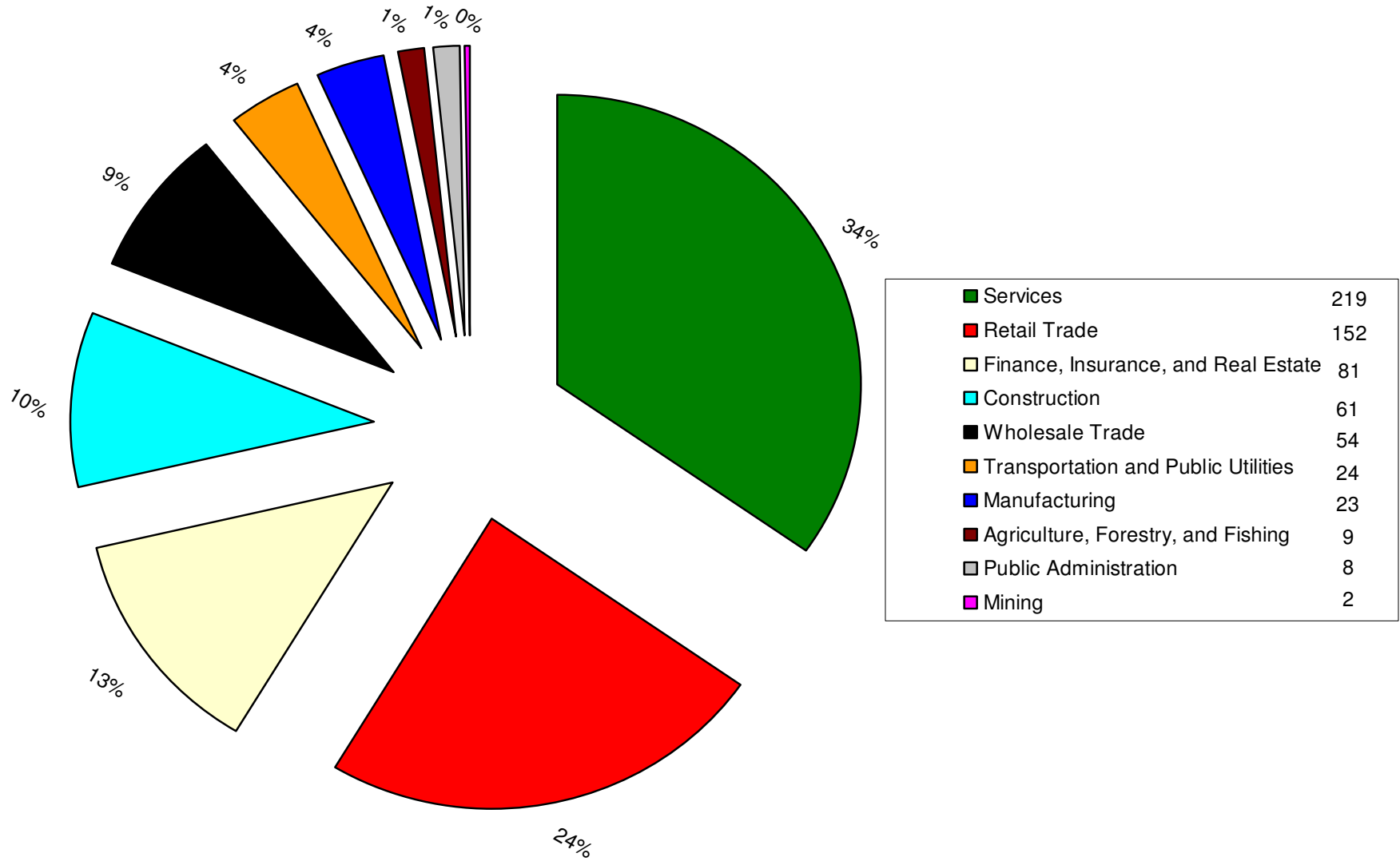
CONTACTS	
Mayor:	Harry Brown
Mailing Address:	P.O. Box 400 Daphne, AL 36526
Telephone:	334/621-9000
Local Contact:	Darrelyn Bender Eastern Shore Chamber
Mailing Address:	P.O. Drawer 310 Daphne, AL 36526
Telephone:	334-621-8222

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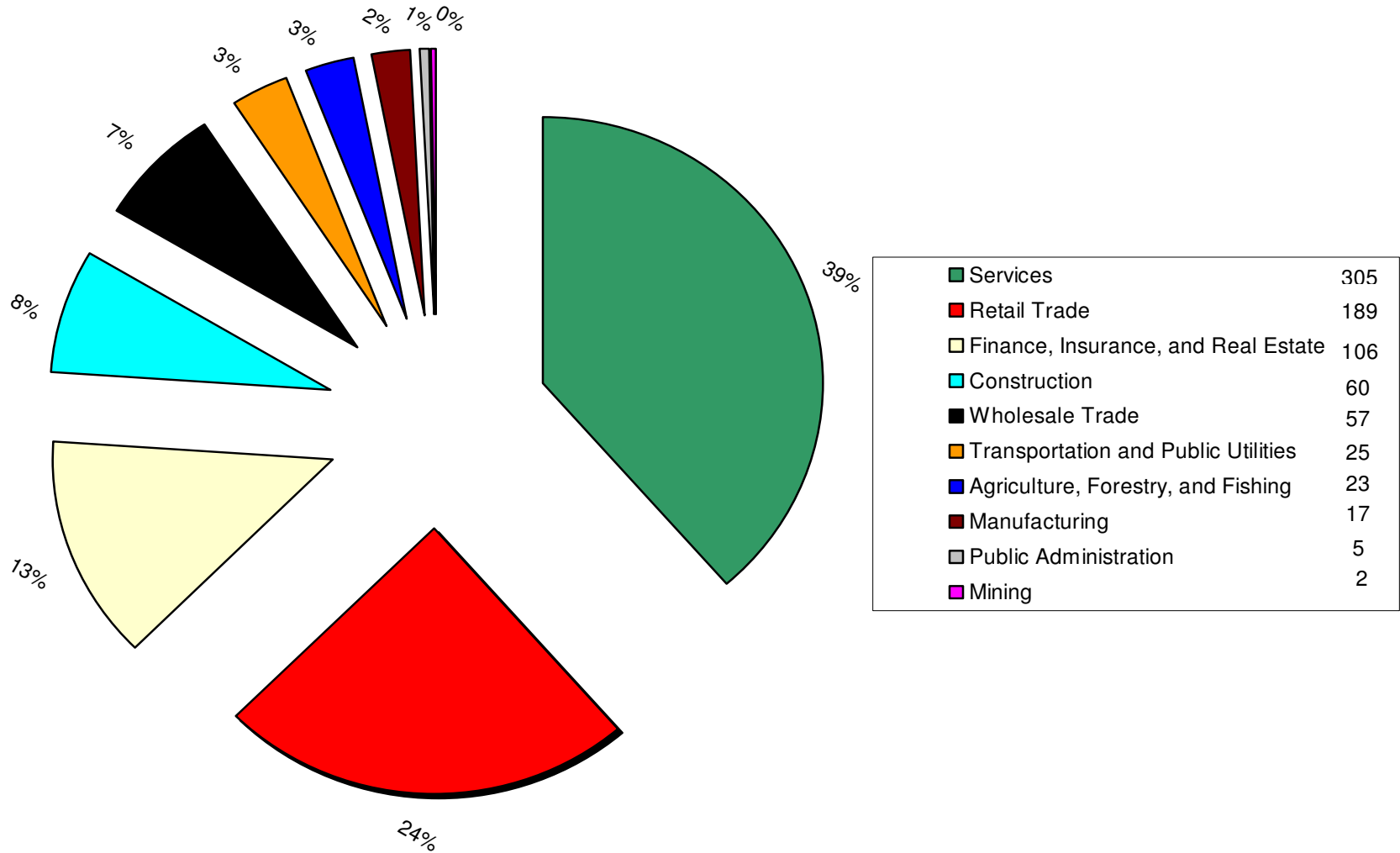
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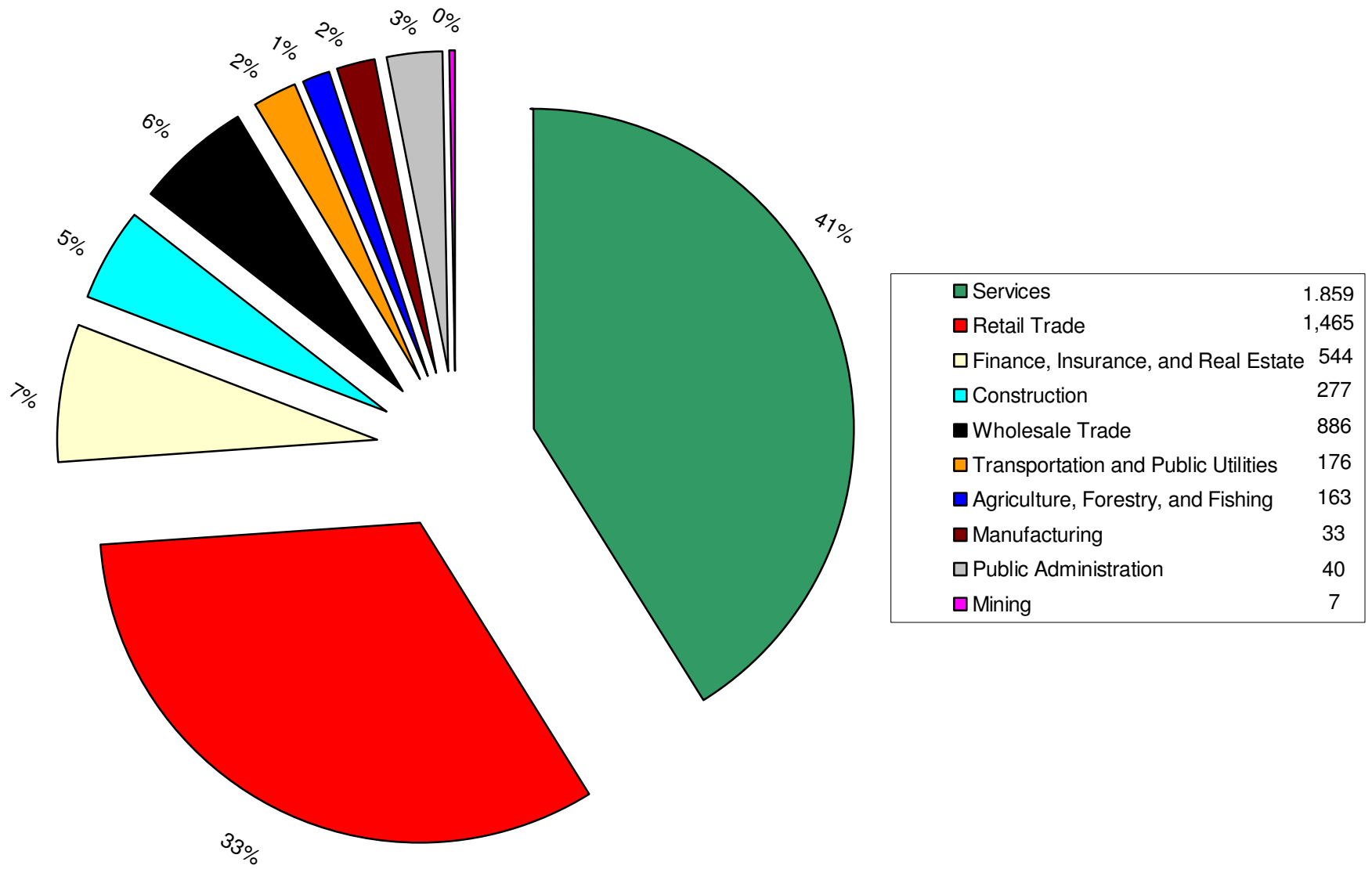
Daphne Businesses, Zip Code 36526, 1996



Daphne Businesses, Zip Code 36526, 2000



Daphne Employees, Zip Code Area 36526, 2000



DAPHNE'S ZIP CODE AREA 36526 MAP

