



STRATEGIC PLAN 2018

Embracing the Future ...

Adopted by the Arab City Council on September 17, 2018

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THE PLANNING PROCESS

*The Planning Process, quite simply,
Consists of three key components:*

TAKING STOCK – LOOKING AHEAD – MAKING PLANS

Taking stock, or *identifying the why*, is
Reviewing what we have, in order to
Make an *assessment of existing conditions*.

Looking ahead, or *identifying the who, what and when*, is the
Development of a consensus vision for the community,
And includes the four broad major goals as laid out in this report.

Making plans, or *identifying the how*, is the
Determination of those strategies and activities
That ultimately leads to the achievement of the goals.

A VISION FOR THE CITY OF ARAB

A group of citizens from a variety of interests, organizations and occupations, all gathered together at a sequence of strategic planning workshops to brainstorm, collaborate, and ultimately describe their desired community.

Their objectives are detailed in this report, and are strikingly similar to the mission statement on the following page. Together, the mission, goals and objectives describe a vision for the future of the City of Arab.

This group of citizens considered a selection of four broad major goals, and collectively were able to present ideas that could bring their vision to life. These four broad areas of attention are:

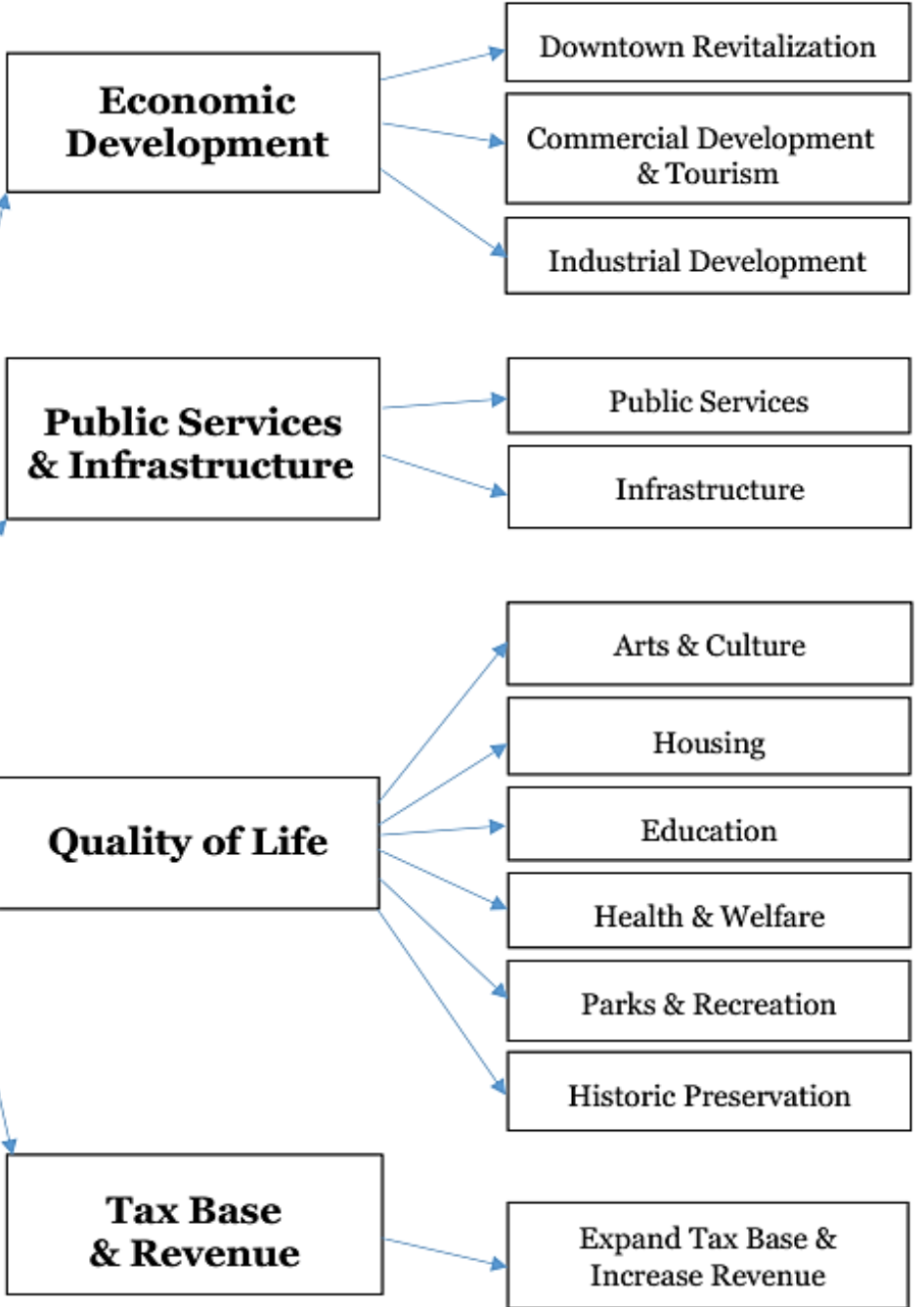
- Economic Development
- Public Services and Infrastructure
- Quality of Life, and
- Tax Base and Revenue.

The preservation and improvement of these areas of attention is the subject of the following selection of opportunities that all represent the recommended steps to be taken to achieve and protect this vision.



The City of Arab has a mission to foster and sustain a living environment that cultivates progressive awareness and the acceptance of diverse cultural differences, while maintaining a wholesome family atmosphere.

The mission also includes an improved quality of life through economic growth and development, continuously seeking ways to increase revenues, and the ongoing expansion of local Infrastructure.



Goal: Economic Development
Objective: Downtown Revitalization

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(a) <u>Chamber Partnership</u> . Work collectively with Chamber to promote themselves & community-wide events.	<ul style="list-style-type: none"> · Mayor & City Council · President - Chamber of Commerce · Executive Assistant to Mayor 	IMMEDIATELY
(b) <u>Public Parking & Directional Signs</u> . Add decorative Public Parking & directional signs (pointing to Chamber of Commerce /Welcome Center). Add Crosswalk signage.	<ul style="list-style-type: none"> · Director - Street Department · President – Chamber of Commerce · Chairman - Historic Preservation Commission (HPC) 	IMMEDIATELY
(c) <u>Themed marketing campaign</u> . Establish a theme for downtown that can be used in design and marketing.	<ul style="list-style-type: none"> · Downtown Merchants Association · Chairman - Historic Preservation Commission (HPC) 	4 th Qtr. 2018
(d) <u>Christmas in Downtown</u> . Implement a themed Christmas tree (varies from year to year) upon which residents purchase & display ornaments. A lighting ceremony will complement Christmas in the Park.	<ul style="list-style-type: none"> · Director - Parks & Recreation Department · Downtown Merchants Association · Citizens of Arab 	4 th Qtr. 2018
(e) <u>Incentives</u> . Provide incentives to downtown merchants to update store fronts. Provide creative incentives to attract new businesses.	<ul style="list-style-type: none"> · Mayor & City Council · Director – Economic Development 	4 th Qtr. 2018
(f) <u>Green space</u> . Create an open green space with a water feature. Consider targeting businesses for potential sponsorships.	<ul style="list-style-type: none"> · Mayor & City Council · Chairman - Beautification Board · Director - Parks & Recreation Department · Local businesses 	2 nd Qtr. 2019
(g) <u>Attract new businesses</u> . Target new businesses for recruitment, especially outdoor eateries, boutiques & specialty shops.	<ul style="list-style-type: none"> · Director - Economic Development · Mayor & City Council · President – Chamber of Commerce · Downtown Merchants Association · Citizens of Arab 	ONGOING

Goal: Economic Development
Objective: Downtown Revitalization (cont.)

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(h) <u>Funding</u> . Explore funding opportunities, including grants for beautification and the updating of store fronts.	<ul style="list-style-type: none"> · Mayor & City Council · Director – Economic Development 	ONGOING
(i) <u>Closing time</u> . Adjust closing times to make them more convenient for shoppers.	<ul style="list-style-type: none"> · Downtown Merchants Association 	ONGOING
(j) <u>Pursue Highway 69 Bypass</u> .	<ul style="list-style-type: none"> · Mayor & City Council · Director – Economic Development · Alabama State Representative Ainsworth · Alabama State Senator Scofield · Alabama Department of Transportation 	ONGOING

Goal: Economic Development
Objective: Commercial Development & Tourism

Opportunity	Champions	Timeframe
(a) <u>Revisit Alcohol Ordinance</u> . Make alcohol license application process easier, including lowering license application fees. Make it easier for businesses to be successful.	<ul style="list-style-type: none"> · Mayor & City Council · Alcohol License & Review Committee 	IMMEDIATELY
(b) <u>Landfill Hours of Operation</u> . Extend hours, particularly on Saturdays, to accommodate more people. Incorporate a monthly city-wide drop-off day for residents to take large items to landfill.	<ul style="list-style-type: none"> · Mayor & City Council · Director – Landfill Department 	4 th Qtr. 2018
(c) <u>“Buy Local” Campaign</u> . Develop a “Buy Local” education and marketing campaign that breaks down tax percentages & pinpoints how much stays local, how much is disbursed to the state and county, & how much goes to Arab City Schools & county schools.	<ul style="list-style-type: none"> · Executive Assistant to Mayor · President - Chamber of Commerce 	1 st Qtr. 2019
(d) <u>Beautification</u> . Provide Beautification Committee with resources to improve landscaping efforts along major thoroughfares, and any specific areas that need attention.	<ul style="list-style-type: none"> · Chairman - Beautification Board · Director - Parks & Recreation Department · Mayor & City Council 	ONGOING
(e) <u>Attract new businesses</u> . Target new businesses for recruitment, including outdoor eateries, boutiques, a Brewery & a Wine Cellar.	<ul style="list-style-type: none"> · Director – Economic Development · Mayor & City Council · President – Chamber of Commerce · Citizens of Arab 	ONGOING
(f) <u>Social Media Presence</u> . Enhance City’s social media presence to include better event awareness, new businesses & business expansions, economic growth & development, as well as contact information for our established local businesses (non-Chamber members).	<ul style="list-style-type: none"> · Executive Assistant to Mayor · President - Chamber of Commerce 	ONGOING

Goal: Economic Development
Objective: Industrial Development

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(a) <u>Website</u> . Improve City’s website by adding links to showcase real estate opportunities for potential industries and large-scale production manufacturers.	<ul style="list-style-type: none"> · Executive Assistant to Mayor · Director – Economic Development · City Technical Support 	IMMEDIATELY
(b) <u>Workforce development</u> . Implement an Apprenticeship Program for students and adults that offers hands-on training from local businesses, while also offering training scholarships and a contract program for loan forgiveness for career-related training.	<ul style="list-style-type: none"> · Director – Arab City Schools Career Tech Program · Director of Workforce Development – Snead State Community College · Superintendent – Arab City Schools · Director - Economic Development · Local business owners and industry leaders 	ONGOING

Goal: Public Services & Infrastructure
Objective: Public Services

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(a) <u>Funding for EMT Paramedics</u> . Continue to seek funding for the continued training and development of our local EMT Paramedics.	<ul style="list-style-type: none"> · Mayor & City Council · Chief – Fire Department 	IMMEDIATELY
(b) <u>Reconsider 24- or 48-hour Liquor License for events</u> . Reconsider Alcohol Ordinance, allowing event promoters to purchase a 24- or 48-hour liquor license for events held on city-owned property, i.e. weddings, concerts, Poke Salat and any future festivals, etc.	<ul style="list-style-type: none"> · Mayor & City Council · Alcoholic License Review Committee 	4 th Qtr. 2018
(c) <u>Police Communications and Funding</u> . Maintain current funding for Police Department, upgrading equipment, funding training, and adding personnel, as needed. Seek funding for an increase in wages for all police officers.	<ul style="list-style-type: none"> · Mayor & City Council · Chief - Police Department 	ONGOING
(d) <u>Fire Protection Funding</u> . Maintain current funding for Fire and Emergency Departments, upgrading equipment, funding training, and adding personnel, as needed. Seek funding for an increase in wages for all Fire Department personnel.	<ul style="list-style-type: none"> · Mayor & City Council · Chief - Fire Department 	ONGOING

Goal: Public Services & Infrastructure
Objective: Infrastructure

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(a) <u><i>Broadband and Wi-Fi</i></u> . Explore the potential of providing improved broadband and Wi-Fi opportunities, including the monitoring of the State Broadband Initiative.	<ul style="list-style-type: none"> · Mayor & City Council · Alabama State Senator Scofield · Local Communications companies 	IMMEDIATELY
(b) <u><i>Expand Sewer System</i></u> . Expand the sewer system to take advantage of economic development opportunities.	<ul style="list-style-type: none"> · Mayor & City Council · Chairman - Arab Sewer Board · General Manager – Arab Sewer Department 	IMMEDIATELY
(c) <u><i>Public Transportation</i></u> . Explore grants and funding opportunities for public transportation for seniors and lower income families, and or consider implementation of pay-to-ride programs.	<ul style="list-style-type: none"> · Mayor & City Council · Civic Organizations 	IMMEDIATELY
(d) <u><i>Drainage Improvement</i></u> . Review study performed in October 2010, and complete funding requirements necessary to continue improvements.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Street Department 	2 nd Qtr. 2019
(e) <u><i>Add street lighting along US Hwy 231</i></u> . Obtain funding and or assistance from ALDOT to install street lights and upgrade current lighting along US Hwy 231 North from the AL Hwy 69 overpass to Wal-Mart Supercenter.	<ul style="list-style-type: none"> · Mayor & City Council · North Region Engineer – Alabama Department of Transportation 	4 th Qtr. 2019
(f) <u><i>Improve sidewalk system</i></u> . Assess, upgrade and expand the City sidewalk system.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Street Department 	ONGOING
(g) <u><i>Street Maintenance</i></u> . Continue maintenance, upkeep and repair of city streets.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Street Department 	ONGOING

Goal: Quality of Life
Objective: Arts & Culture

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(a) <u>Create an Arab Arts Council.</u>	<ul style="list-style-type: none"> · Mayor & City Council · President - Chamber of Commerce · Citizens of Arab 	Less than 12 months
(b) <u>Consider using vacant City-owned building/warehouse as Art Gallery.</u> Art Council would also occupy the space, & would be responsible for funding of all utilities, upkeep and programs, with the possibility of future financial support from the City.	<ul style="list-style-type: none"> · Mayor & City Council · President - Chamber of Commerce · Citizens of Arab · Public & Private Sponsors 	Less than 12 months
(c) <u>Expand promotion of AMT.</u> The City of Arab, the Chamber of Commerce, & other city organizations shall work collectively to better promote Arab Musical Theatre.	<ul style="list-style-type: none"> · Executive Assistant to Mayor · Director – Arab Musical Theatre · President - Chamber of Commerce · Citizens of Arab 	Less than 12 months
(d) <u>Monthly Outdoor Concert.</u> Implement a free outdoor concert, funded by the City, to be held downtown each month, year-round or seasonal, and possibly at the gazebo. Various types and styles of music should be represented.	<ul style="list-style-type: none"> · Mayor & City Council · Downtown Merchants Association · Director - Parks & Recreation Department · President - Chamber of Commerce 	12-24 Months
(e) <u>New Downtown Festival.</u> Consider implementing a new annual festival in Downtown Arab, one that is focused on the arts, & call it “Main Street Arts Festival.” It would be organized and led by downtown merchants and Chamber of Commerce.	<ul style="list-style-type: none"> · Downtown Merchants Association · President - Chamber of Commerce · Director - Parks & Recreation Department · Public & Private Sponsors 	12-24 Months
(f) <u>Restore the Children’s Fishing Rodeo.</u> Explore possibilities of reestablishing the Children’s Fishing Rodeo at the Arab City Park Pond.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · President - Chamber of Commerce · Public & Private Sponsors 	12-24 Months
(g) <u>Entertainment District.</u> Create a Downtown Entertainment District.	<ul style="list-style-type: none"> · Mayor & City Council · Downtown Merchants Association · Chairman - Historic Preservation Commission · President - Chamber of Commerce · Citizens of Arab 	24+ Months

Goal: Quality of Life
Objective: Housing

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(a) <i>Housing opportunities for young people.</i> Provide diverse housing opportunities, especially for young people and families, including apartments, starter homes, condos, townhomes, etc.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Economic Development · Real Estate Brokers & Developers · Chairman - Planning Commission · President – Chamber of Commerce 	ONGOING
(b) <i>Housing opportunities for the elderly.</i> Provide the elderly with housing opportunities in fixed income and median-income levels, & offer options in handicapped-accessible choices & features.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Economic Development · Real Estate Brokers & Developers · Chairman - Planning Commission · President – Chamber of Commerce 	ONGOING
(c) <i>Enhance walkability.</i> Develop connections to area neighborhoods, parks and public facilities to promote a walkable community.	<ul style="list-style-type: none"> · Mayor & City Council · Chairman - Planning Commission · President – Chamber of Commerce 	ONGOING

Goal: Quality of Life
Objective: Education

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
<p>(a) <u><i>Relationship with Board of Education and City.</i></u> Implement a rotation schedule so that the Mayor and each of the 5 City Council members attend a monthly Board of Education meeting (a total of 2 meetings annually). The City’s designee should report current City projects and goals at the School Board meeting, while also identifying any School Board needs the City may be able to assist with.</p>	<ul style="list-style-type: none"> · Mayor & City Council · Members - Board of Education · Superintendent- Arab City Schools 	IMMEDIATELY
<p>(b) <u><i>Regional Training Center.</i></u> Partner with Snead State Community College to support and assist with the current proposal to build a Training Center in Arab.</p> <ul style="list-style-type: none"> • Land should be secured 2018-2019. 	<ul style="list-style-type: none"> · Mayor & City Council · Alabama State Senator Scofield · President - Snead State Community College · Chairman - Arab Industrial Development Board (IDB) 	Less than 12 months
<p>(c) <u><i>Special Education.</i></u> Collaborate with Arab Board of Education to increase services for diagnostic testing of dyslexia and autism in students, conditions which hinder many from having a successful educational experience. Encourage dialogue and supplementation.</p> <ul style="list-style-type: none"> • Schedule in-service training workshop featuring a licensed and certified expert to train teachers during upcoming school year. 	<ul style="list-style-type: none"> · Superintendent – Arab City Schools · Special Education Coordinator - Arab City Schools · State Department of Education 	4+ Years

Goal: Quality of Life
Objective: Health & Welfare

Opportunity	Champions	Timeframe
<p>(a) <u>Community-wide safety programs.</u> Coordinate informative speakers & presenters on a variety of topics, i.e. phone scams, internet fraud, personal defense, domestic violence, elderly abuse, property owners’ rights, pain and addiction, defensive driving, etc.</p> <ul style="list-style-type: none"> Find sponsors and seek participation from both public and private sectors. Hold quarterly sessions. 	<ul style="list-style-type: none"> Chiefs - Police & Fire Departments Director of Marketing – Marshall Medical Center North Director – Marshall County Health Department Director - Senior Center Other pertinent agencies 	<p>Less than 12 months</p>
<p>(b) <u>Health Care Support.</u> Develop better communication and collaboration between City leaders and the Marshall County Health Care Authority in order to identify and find resolutions to priority issues that involve the delivery of health care services throughout the community. Use this opportunity to communicate equipment needs for first responders, as well as mutual assistance and matching funds.</p> <ul style="list-style-type: none"> A designated representative from each should attend the other’s board meetings quarterly or bi-annually. 	<ul style="list-style-type: none"> Mayor & City Council Administrators & Board of Directors - Marshall Medical Center North Board of Directors - Marshall County Health Care Authority Chiefs – Police & Fire Departments 	<p>Less than 12 months</p>
<p>(c) <u>Daily calls to elderly.</u> Implement a program in which elderly and handicapped residents who live alone can enroll, and receive daily phone calls checking on them. Seek funding from non-profit and or volunteer-based programs.</p>	<ul style="list-style-type: none"> Mayor & City Council Director - Arab Senior Center Director – Retired & Senior Volunteer Program (RSVP) 	<p>Less than 12 months</p>
<p>(d) <u>Mental Health Satellite Office.</u> Local resources for mental health services are critically needed. Seek a satellite office and providers to serve the Arab area.</p> <ul style="list-style-type: none"> Have dialogue with Mountain Lakes Behavioral Health Care & State Mental Health. 	<ul style="list-style-type: none"> Mayor & City Council Board of Directors – ALL Marshall County Hospitals Commissioners - Alabama Department of Mental Health 	<p>12-24 Months</p>

** It was the consensus of this sub-committee to amend the 2012 Strategic Plan and separate “Education & Health Care” into two objectives, as they are very broad and unrelated. The two new objectives are now “Health & Welfare” and “Education.”*

Goal: Quality of Life
Objective: Parks & Recreation

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(a) <u><i>Alternative Revenue</i></u> . Increase recreational fees, including team fees, entry fees and parking fees for all sports venues. Increase rental fees for park pavilions and recreation center. Implement an on-line payment system for added efficiency.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department 	Less than 12 months
(b) <u><i>Improve City Park restrooms</i></u> . Improve public restroom facilities and conditions at Arab City Park.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department 	Less than 12 months
(c) <u><i>Erect entrance sign at Thompson-Eidson Park</i></u> . Add a park entrance sign and colorful landscaping at main entrance of Thompson-Eidson Park & Soccer Complex. <ul style="list-style-type: none"> • Enhance entrance at Arab City Park by adding colorful flowers and shrubs. 	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Chairman - Beautification Board · Public & Private Sponsors 	Less than 12 months
(d) <u><i>New Entrance for Arab Historic Village</i></u> . Designate and create an independent entrance from Arad Thompson Road, and add parking for Historic Village guests.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Director – Arab Historical Society · Public & Private Sponsors · Volunteers 	Less than 12 months
(e) <u><i>Marketing of Historic Village</i></u> . Develop a strong, professional marketing campaign to promote the Arab Historic Village; it should provide both in-city and out-of-town exposure, and attract tourism such as schools traveling for field trips from areas outside of Arab.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Director – Arab Historical Society · President - Chamber of Commerce · Public & Private Sponsors 	Less than 12 months
(f) <u><i>Historic Village Improvements</i></u> . Explore any improvements, maintenance or repairs that may be needed at the Arab Historic Village and implement them.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Director - Arab Historical Society · Chairman - Beautification Board 	Less than 12 months

Goal: Quality of Life
Objective: Parks & Recreation (cont.)

Opportunity	Champions	Timeframe
(g) <u>Traffic Speed Breakers</u> . Evaluate the need for traffic speed breakers along City Park Drive, and consider adding them to deter speeders and keep park visitors safe.	<ul style="list-style-type: none"> · Mayor & City Council · Chief - Police Department 	Less than 12 months
(h) <u>Design and create a "Teen Park"</u> . Collaborate with local teens to design a pocket park specifically for teenagers at Arab City Park. The community and students should participate during design and construction in order to develop a sense of pride and ownership of the park.	<ul style="list-style-type: none"> · Chairmen - Teen Park Committee · Director - Parks & Recreation Department · Public & Private Sponsors 	Less than 12 months
(i) <u>New Pavilion needed</u> . The small pavilion beside the playground at the City Park's Main Entrance needs major repair. Consider constructing a new pavilion to replace it.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Public & Private Sponsors 	Less than 12 months
(j) <u>Encourage increased utilization of Senior Center</u> . Encourage the use of the Arab Senior Center to host community events, meetings and functions that were formerly held at the Arab Community Center.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Director - Senior Center 	Less than 12 months
(k) <u>Establish handicapped-accessible park and playground</u> . All equipment and features should be designed for disabled children; the playground should either be an extension of an existing playground to inhibit a sense of inclusiveness, or built as an independent park on one of the current tennis court sites. Research the better option.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Public & Private Sponsors 	12-24 Months
(l) <u>Replace Equestrian Arena</u> . Consider replacing Equestrian Arena with two small flag football fields.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Public & Private Sponsors 	12-24 Months
(m) <u>Finalize plans for new facility to replace Community Center</u> . Consider the new location to be on disc-golf field. The facility should be designed as an athletic center, but also provide for a polling station and public storm shelter.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Public & Private Sponsors · City Administrators 	12-24 Months

Goal: Quality of Life
Objective: Parks & Recreation (pg. 3)

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(n) <u>Construction & Completion of new Athletic Center.</u> The first phase of the new facility should focus on basketball courts that could also be utilized for volleyball and archery, and possibly a gym.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Public & Private Sponsors · City Administrators 	24-48 Months
(o) <u>Update baseball & softball fields.</u> Consider major updates to baseball & softball fields with the possibility of adding a handicapped-accessible field. <ul style="list-style-type: none"> • Opportunities for hosting future regional and state athletic tournaments should be kept in mind for all future investments. 	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Public & Private Sponsors · City Administrators 	24-48 Months
(p) <u>Expansion of Athletic Center.</u> Consider expanding the newly-constructed Athletic Center to include an aquatic center and additional athletic areas.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Public & Private Sponsors · City Administrators 	24-48 Months
(q) <u>New Tennis Courts.</u> Implement new tennis courts and facilities.	<ul style="list-style-type: none"> · Mayor & City Council · Director - Parks & Recreation Department · Public & Private Sponsors · City Administrators 	4+ Years

Goal: Quality of Life
Objective: Historic Preservation

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(a) <u><i>Beautification of Downtown.</i></u> Collaborate and partner with downtown businesses to incorporate flowers and landscaping design along downtown streets and sidewalks.	<ul style="list-style-type: none"> · Chairman - Historic Preservation Commission (HPC) · Director - Parks & Recreation Department · Chairman - Beautification Board · Downtown Merchants Association 	Less than 12 months
(b) <u><i>Streamline Historic Preservation Guidelines.</i></u> Strive to make the current Historic Preservation guidelines and application more coherent. Re-evaluate the direction for the Historic District.	<ul style="list-style-type: none"> · Chairman - Historic Preservation Commission (HPC) 	Less than 12 months
(c) <u><i>Explore economic potential.</i></u> Continue exploring the economic potential of being a Historic District that benefits the City, business owners, property owners and citizens alike (i.e. grants, loans, property values, etc.).	<ul style="list-style-type: none"> · Director - Economic Development · Chairman - Historic Preservation Commission (HPC) · Downtown Merchants Association 	ONGOING
(d) <u><i>Pedestrian-friendly.</i></u> Continue efforts to make Downtown Arab more pedestrian friendly.	<ul style="list-style-type: none"> · Mayor & City Council · Chairman - Historic Preservation Commission (HPC) · Downtown Property Owners 	ONGOING

Goal: Tax Base & Infrastructure
Objective: Expand Tax Base & Increase Revenue

<i>Opportunity</i>	<i>Champions</i>	<i>Timeframe</i>
(a) <u><i>Enforcement of arrests and warrants.</i></u> Enforce the arrests and collection of outstanding and current warrants in the Court Department. Implement an on-line payment system for collection of fees and or fines to increase the flow of timely payments.	<ul style="list-style-type: none"> · Mayor & City Council · Chief – Police Department · Chief Magistrate – Court Department 	3 rd Qtr. 2019
(b) <u><i>Alternative Revenue.</i></u> Increase and invest in City-wide events such as festivals, art fairs, holiday celebration events, etc., while utilizing Corporate Sponsors to increase tourism.	<ul style="list-style-type: none"> · Mayor & City Council · Citizens of Arab 	3 rd Qtr. 2019
(c) <u><i>Commercial & Industrial Expansion.</i></u> Expand the tax base by recruiting new industries and businesses. Designate Northridge Property for multi-purpose uses, i.e. a combination of educational, retail, and potentially a satellite office location for Redstone Arsenal and NASA contractors.	<ul style="list-style-type: none"> · Director – Economic Development · Members – Arab Industrial Development Board · Mayor & City Council · Major Property Owners · Commercial Developers 	ONGOING
(d) <u><i>Annexation.</i></u> Use strategic annexation to expand the City’s tax base.	<ul style="list-style-type: none"> · Chairman - Annexation Committee · Mayor & City Council · Property Owners · Real Estate Developers 	ONGOING
(e) <u><i>Realign Revenues & Expenditures.</i></u> Execute a departmental evaluation and tightening of spending, requiring accountability for budget overages.	<ul style="list-style-type: none"> · Mayor & City Council · Budget Director · City Clerk 	ONGOING

STAKEHOLDERS

Members from a variety of organizations within the community
Were essential to the success of the 2018 Strategic Plan process.

The designated members to oversee the recommendations included:

Citizens of Arab ♦ Civic organizations ♦ Health Officials

Local Churches ♦ Parks & Recreation Department

Real Estate Brokers & Developers ♦ Arab City Schools

City Hall & Local Government ♦ Senior Citizens

Local business & industry leaders

Local Support & Public Participation

PARTICIPANTS IN THE PROCESS

Local Coordination

Mayor Bob Joslin

Summer Bixler, Executive Assistant to the Mayor

Local Participation

Chris Harper, Arab City Council

Eric Hayes – Director, Arab Parks & Recreation

Ed Ralston - Chief, Arab Police Department

Mike Allen, Arab City Council

Juanita Edmondson – Director, Arab Historic Village

Jake Hendon – Pastor, Desperation Church

Helen Stone – Director, Arab Street Department

Ted Hyatt - General Manager, Arab Water Works

Cindy Coker – Director, Arab Housing Authority

Daniel Bowling - Exclusive Agent, ALLSTATE Insurance

Chris Holmes – Owner, Deep South Mercantile

Dawn Spark – Owner, Dot’s Art & Gifts

Melissa Cook – Director, Arab Economic Development

Jason Fuller, Otelco

Ross Allen, Citizen of Arab

Mitch Copeland, Citizen of Arab

Kim Johnson - Planning Services Assistant, City of Arab

Hannah Matlock – Chairperson, Historic Preservation Commission

Dameon Pittenger - Building Inspector/Code Enforcer - Director, Landfill Department – City of Arab

Casey Clark, Marshall County Gas District

Judy Miller, Marshall County Legislative Office

Thomas Shelton – Agent, ALFA Insurance

Stacie Pace - Assistant Superintendent, Arab City Schools

Kathy Handle - Director, Arab Public Library

Scott Beard - Owner, Scott’s Urban Earth

Ricky Phillips – Chief, Arab Fire Department

Clay Leak – Owner, The Old Greenhouse

Greg Hinds – Owner, Southern Ink & Thread

Cynthia Cruise – Director, Arab Senior Center

Kelly Harper - Chief Magistrate, Arab Court Department

George Pollock - Arab Library Board

Wendell Mead – Arab Industrial Development Board

Patricia Henry – Chairperson, Arab Planning Commission

Dr. Dean Youngblood – Physician, Premier Family Care

Greg Stone – Manager, Gober Funeral Chapel

Scot Moore, Citizen of Arab

Chris Hemphill, Arab Library Board & Planning Commission

John Barnes - General Manager, Arab Sewer Department