

FEBRUARY 2014

the Mobile Area Chamber of Commerce business

VIEW





From the Chairman

Taking time to reflect on the year that was, oftentimes provides the clarity needed to set goals for the coming year. And this year's Mobile Area Chamber of Commerce annual report – which you'll find on the next 18 pages – does just that.

I would encourage you to take the time to read the report, look at the photographs and digest the interesting statistics included in it. And as you finish, pay special attention to the highlights of the Chamber's plan of action for 2014. In it, I hope you'll get a sense that this pro-business organization challenged itself by setting aggressive goals which will only happen if we remain true to our mission, and never lose sight of our long-range plan to continue growing Mobile's economy.

2013 was an amazing – and busy – year for Chamber staff and its volunteers. In April, as Airbus was breaking ground on its final assembly line, the economic development team was pounding the pavement recruiting supplier industries that would benefit our burgeoning aerospace industry. In August, the Chamber team submitted to the U.S. Chamber of Commerce a work product culminating

five years' efforts that ended with us being named among the top 1 percent of all Chambers in the nation. And because of your continued investment in this Chamber, and for the lean operating practices of its staff, we remain in a solid financial position.

I mentioned this in my annual meeting comments last year, but if you are not involved with this Chamber, you need to be. All it takes is one phone call, one face-to-face visit, one email or one social media post asking to volunteer. We will take the ball from there, and work with you to find the best fit for your personal and professional needs.

On behalf of the Chamber's President and CEO Bill Sisson, and your new Chairman of the Board Michael Chambers with Swift Biotechnology, thank you for supporting the Mobile Area Chamber of Commerce.

With best regards,

Mike Saxon
Alabama Power Co.
Mobile Area Chamber
Chairman of the Board

the Mobile Area Chamber of Commerce **business** VIEW

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Above are members of the Mobile Area Chamber's executive committee who attended the Airbus groundbreaking. They are (from left to right), Win Hallett (former Chamber president); Frank Lott (vice chair of governmental affairs), Heritage Homes; Travis Short (vice chair of workforce development), Horizon Shipbuilding; Steven Carey (vice chair military affairs), CertaPro Painters of Mobile and Baldwin Cos.; Daniel Dennis (vice chair of membership), Roberts Brothers Inc.; Michael Pierce (past board chair), Commonwealth National Bank; Tom Taul (vice chair community development), Merchants Transfer Co.; Kinley Bell (vice chair maritime affairs), Marine Rigging Inc.; Leigh Ward Breal (vice chair communications & marketing), Ward International Trucks; Brian Harold (vice chair economic development), APM Terminals Mobile Inc.; Mike Saxon (board chair), Alabama Power Co.; Keith Manwaring (vice chair small business), LifeSouth Community Blood Centers Inc.; Lance Covan (vice chair trade), Mitternacht Inc.; and Michael Chambers (president-elect and vice chair finance), Swift Biotechnology.

Economic Development

Serving as lead economic developer working with new and existing businesses

Partners for Growth

At the conclusion of year one, the Chamber is on target in job recruitment, annual wages and capital investment.



Partners for Growth III is a public-private partnership funded by performance contracts with the city of Mobile and Mobile County and by pledges from 162 area companies and organizations.

As the lead economic developer for the city and county, the Mobile Area Chamber measures its results against a set of five-year goals to recruit 4,000 jobs with average annual wages of \$40,000 and \$1.5 billion in capital investment.

The Chamber also takes the lead on economic development for the Washington County Economic Development Initiative.

Economic Development in Action

The Chamber continued to see a high level of interest in the area, and helped win projects, resulting in 300-plus jobs with an average salary of \$58,333 and capital investments totaling \$516.3 million.

No Headaches Here

Bayer CropScience announced a \$396 million investment at Evonik's south Mobile County plant. It is Bayer's largest single construction project, and will establish a herbicide production facility, with plans to market Mobile-made weed killer used by farmers for the 2016 growing season.

Expansion x2

BASF will expand operations to manufacture components for detergents also at Evonik. The project creates 22 jobs at Evonik and is an \$84.3 million capital investment. The new facility's start-up date is 2015.

Double Strength

The Alabama State Port Authority, in partnership with Alabama Steel Terminals, is developing a \$36 million steel coil handling facility. The project consists of a 372,600-square-foot warehouse, 50 permanent jobs with an annual payroll of \$2 million, and will double Mobile's steel export capability.

2013 By the Numbers

New Jobs Recruited: 302

Average Salary of Jobs Recruited: \$58,333

New Projects: 2

Expansions at Existing Companies: 3

Capital Investment of 2013 Projects: \$516.3 million

International Appointments Made to Help Local Companies Expand Foreign Sales: 178

Students attending Workforce Development Events: 10,869

Additional Investments

- Marine Well Containment Co. (MWCC) announced it will locate a shore base operation in Mobile. The facility consists of an 80,000-square-foot warehouse for a rapid response system in the event of an underwater well blowout in the Gulf of Mexico. MWCC was formed in 2010 by a partnership of major oil and gas companies, including ExxonMobil, Chevron, Shell and BP.
- Horizon Shipbuilding tripled its production capacity by acquiring new facilities, comprised of 22 acres and 3,000 feet of waterfront.
- American WeatherStar (AWS), a Mobile-based commercial and industrial roofing material supplier also expanded its facility. The new space allows AWS to make samples and host training sessions.



Horizon Shipbuilding expanded its facilities to accommodate new contracts. The 16-year-old Bayou La Batre company has more than 400 employees. Company President Travis Short is pictured above.

On Time

Perhaps the most anticipated timeline, Airbus announced its schedule through 2014 for hiring, equipment testing, purchases and site services for the 2015 planned opening. The company broke ground in April and by year's end visual markers outlined the footprint of its \$600 million facility. When complete, Mobile will be the third city in the U.S. and fifth in the world to manufacture large commercial aircraft.

Local Influence

In February, Airbus named Alabama-based Hoar Program Management (HPM) as program manager for its final assembly line. In this role, Hoar is responsible for all aspects of the design and construction of the facility.

A long list of Mobile and Alabama companies are heading up different aspects of the project, including Brasfield & Gorrie, Covenant Steel, Gulf States Engineering, Hargrove Engineers + Constructors, Hatch Mott MacDonald, Hosea Weaver & Sons, Southern Earth Sciences, Terracon, Thompson Engineering, Walcott Adams Verneuille Architects and Watermark Design Group.

A Piece of the Pie

Team Mobile, representatives of several organizations who assist with business recruitment, participated in the bi-annual Paris Air Show. The Chamber also sent two representatives to the Hamburg Aviation Forum in Germany.

Both were opportunities to meet with current and potential Airbus suppliers.

The Aerospace Alliance, consisting of economic development entities in Alabama, Florida, Mississippi and Louisiana, sponsored an event to showcase the Gulf Coast's I-10 aerospace corridor.

The Chamber, along with several partners, launched www.alabamaaerosupply.com, a website dedicated to the Mobile Bay region's aerospace assets and available sites and buildings.

Maritime Milestone

Before the close of 2013, Austal USA's employment exceeded 4,000. In a 12-month period the shipbuilder, Mobile's largest private employer, delivered three ships to the U.S. Navy. The company's military contracts add up to \$5.1 billion, including 12 Littoral Combat Ships and 10 Joint High Speed Vessels.



Business Retention & Expansion

With a focus on nurturing job creation in the aviation and maritime business sectors in 2013, the Chamber's business retention and expansion representative met with 60 local businesses seeking ways to assist them. A better understanding of the sectors' opportunities and challenges enables the Business Retention and Expansion committee to provide assistance that has a broader reach and impact.

Under this division are the Gulf Coast Technology Council, created to raise the visibility and support of the area's high-tech industry; and OffshoreAlabama.com, a partnership of more than 230 southwest Alabama offshore oil and gas producers, service providers, suppliers and associated companies.

Key to both committees was exhibiting Mobile's assets in regional, national and international arenas. The Chamber is also a mentor to local companies competing in Alabama Launchpad, a project of the Economic Development Partnership of Alabama. The program identifies new, innovative ventures seeking sound business advice, and critical start-up and development capital.

International Trade

The division continued to focus efforts on education, sales and marketing, and regional awareness in 2013.

During the year, there were a dozen workshops, seminars, market briefings and conferences that offered approximately 700 participants insight on growing international sales and breaking into new markets.

The Chamber hosted and participated in trade missions to Norway, Sweden, China, South Korea and Canada, where 178 business appointments were conducted. Early reported export sales reached more than \$26 million, supporting the creation of 480 jobs.

Delegations from Columbia, Africa and Thailand visited Mobile to discuss mutual trade interests and develop relationships.

Workforce Development

The Chamber fills a supportive role when it comes to workforce development and partners with a number of organizations, including the Bay Area Healthcare Coalition, Southwest Alabama Workforce Development Council, Mobile Area Education Foundation and Mobile Works.

In 2013, the Chamber continued to staff two regional healthcare initiatives for high school students: Summer Scrubs, an intensive one-week, on-site job shadowing internship; and the Health Occupations Career Fair, where students arrive at the scene of a mock accident and follow the patient's care. The two events included 869 area students.

Also, the Chamber continued to manage Worlds of Opportunity. The two-day, hands-on career expo drawing 10,000-plus eighth graders from the state's eight Region 9 counties is a project of the Southwest Alabama Workforce Development Council.

Raymond McCaffrey and Mac McCaffrey with Quality Valve met with the U.S. Foreign Commercial Service and potential foreign buyers in Shenyang, China, during one of the 2013 trade missions led by the Chamber.

Manufacturer of the Year

BAE Systems Southeast Shipyards Alabama was recognized as the Chamber's 2013 Manufacturer of the Year. The company was honored for its employee growth and current hiring trends, as well as its backlog of work through 2016.

Washington County Economic Development Initiative (EDI)

The Chamber, in its partnership with Washington County economic development efforts, staffs the Washington County EDI. This year, the organization rebranded itself with a new logo and website, and utilized resources at Auburn University to begin working on a strategic plan.

The organization also welcomed Huntsman Advanced Materials and the law firm of Turner, Onderdonk, Howell, Huggins, Kimbrough & Bradley.

Team Building Continues

The Washington County EDI and a number of state and local partners joined in an effort to capture future business opportunities in the chemical sector in Mobile and Washington counties. The first goal was to assess infrastructure as well as the inputs and outputs of each facility in McIntosh, Axis, Saraland and Theodore.

The study was completed in May and was overseen by a nationally recognized group of chemical industry consultants. The final report led to a comprehensive overview of available properties throughout the target areas, infrastructure and feed stocks, and will frame a more strategic approach to recruitment activities in the chemical sector.



This year's recipients of the annual Gulf Coast Technology Council (GCTC) scholarships were awarded a combined total of \$6,000. The winners attend local colleges and are pursuing technology-related careers. GCTC is a Mobile Area Chamber initiative. The group has collectively awarded \$40,000 in scholarships over the last seven years. The 2013 recipients are (seated, left to right) Ken Henderson, University of South Alabama; Hayley Vierling, Spring Hill College; Jacob Taylor, University of South Alabama; and Justin Wells, Bishop State. The two recipients not pictured are Breanea Loveless (Bishop State) and Ryan Wallace (University of South Alabama). Also pictured (standing, left to right) are: Julie Parden, Star Service; John Strope, Dogwood Productions and GCTC Scholarship Chairman; Chris Morton, MCG Business Solutions; Mobile County Commissioner Jerry Carl; and Sam St. John, Logical Computer Solutions.



In September, the Chamber hosted a business-to-business forum connecting more than 200 small- to medium-sized businesses with representatives from NASA Marshall Space Flight Center, NASA Shared Services Center, Stennis Space Center, Michoud Assembly Facility, the U.S. Army Corps of Engineers-Mobile District and more than 20 prime contractors and other agencies. NASA expects to return to Mobile to repeat the session in 18 months. Pictured (from left to right) are: Darrell Randle, Mobile Area Chamber; Lynn Garrison, Marshall Space Flight Center (MSFC); David Brock, MSFC; Earl Pendley, NASA; and Danette Richards, Mobile Area Chamber.

Small Business Development

Supporting small businesses with professional development and business counseling

Nurturing Small Businesses

While most are familiar with the Chamber's high-profile economic development efforts, it's important to recognize the organization's goals for small business development. Top 2013 initiatives were to stimulate job growth by increasing funding opportunities for start-up and emerging companies, continue outreach to minority-owned businesses and offer relevant programming and workshops.

Out-of-this-World Networking

In conjunction with the Marshall Space Flight Center in Huntsville, the Chamber presented a day-long business-to-business forum in Mobile. The event began with discussions on the process and procedures of doing business with NASA and other related entities, followed by face-to-face meetings with NASA representatives and purchasing agents of its prime contractors. More than 200 people attended the event.

Figuring it Out

A series of workshops and seminars featuring experts addressing the many facets of the Patient Protection and Affordable Care Act drew hundreds of attendees. The series began in 2012, continued in 2013, with at least one additional seminar scheduled for 2014.

Hot Topics

Additional subjects offering the business community professional development included several Constant Contact seminars teaching strategies and best practices for email marketing campaigns, social media, branding, disaster preparedness, legal issues, networking and more.

The Chamber partnered with the University of South Alabama's Small Business Development Center on workshops addressing surety bonding, small business certifications and an annual procurement matchmaker event.

Participation at these professional development events and the monthly executive roundtable discussions exceeded 2,000 in 2013.

A National Blue Ribbon

The Chamber's 2012 Small Business of the Year became a 2013 Blue Ribbon winner. Weinacker's Montessori School was recognized as one of the U.S. Chamber's 100 companies receiving the Blue Ribbon Small Business Award. Winners are selected based on business practices including strategy, employee development, community involvement and customer service.

Weinacker's is the second Mobile area-nominated business to earn this distinction since the program began in 2005.

2013 By the Numbers

Small Business-Focused Workshops and Seminars: 36

Professional Development Seminars Attendees: 2,069

Entrepreneurs Receiving Business Counseling and Advice: 250

Employees of Highlighted Small Businesses of the Month: 160

Value of Contracts Won with Help of the MBDA - Mobile: \$608,491,312

Profile on Small Business

Each month the Chamber highlights the small business of the month in its monthly magazine, *The Business View*. Winners in 2013 were:

- American WeatherStar
- Beaufort Engineering Services (BES Inc.)
- Cornerstone Investment Management & Consulting
- D&K Suit Discounters
- Dr. T. Malcolm Warren Family Dentistry
- Dueitt's Battery Supply
- Floor Trader Mobile
- Instrument Technical Services
- Koby Import Auto
- Parkway Animal Hospital
- Smart Work Ethics

SCORE Free Advice

SCORE small business advisors counseled more than 250 small business owners and/or budding entrepreneurs on a variety of business issues, including business plans, marketing, funding and growth.

The Mobile Chapter operates out of the Chamber and continues to look for new volunteers interested in helping small businesses grow.

Eagle Award Winners

BNI Business Resource Print & Ship Center and Hughes Plumbing & Utility Contractors were recognized for business operations, revenue and/or employee growth and community involvement.

BNI, in addition to its copy and shipping services, also provides marketing consulting and graphic design services. Hughes Plumbing is an industrial contractor doing business in Alabama and Mississippi.

Minority Business Advocate

The city of Mobile was named the Chamber's Minority Business Advocate for 2013. Key highlights that helped the city earn the annual award included its seven-year partnership with the MBDA business center, expanding and improving contracting opportunities for minority- and women-owned businesses as well as encouraging business ownership and development.

Mobile MBDA and Mobile Minority Enterprise Awards winners were:

- High Performance Minority Business of the Year: Nation View LLC
- Minority Manufacturer of the Year: ALM Tech Group
- Minority Construction Firm of the Year: Tri-County Contractors Inc.

MBDA Business Center – Mobile

The Minority Business Development Agency Business Center Mobile (MBDA) is a program of the U.S. Department of Commerce and is operated by the Chamber. The center's efforts were recently recognized with a national award for the most contracts and financial assistance provided to its clients. In its seven years of existence, the local office has helped more than 250 minority-owned companies secure contracts and financial assistance valued at \$1 billion and creating and/or maintaining more than 1,100 jobs.

The Mobile MBDA and the Chamber celebrated Minority Business Week with an annual awards luncheon. Keynote speaker Michael Baisden, a popular radio personality and author, credited the Chamber as the best he has ever seen, encouraging attendees to join and take advantage of the Chamber's numerous services. The event was attended by more than 300 people.



Joanie Stephen (far right) came up with the idea to start Smart Work Ethics after hearing how area employers were struggling with soft skills. Pictured with Stephen are Kristel Flood, Marcy McKee and Terri Kearns. Not pictured is Donna Weber.

Small Business of the Year

Safe Archives LLC was selected as the Chamber's 2013 Small Business of the Year. The storage facility was recognized for its revenue growth and advancements made to keep the company viable as the use of electronic records and digital storage increases.



More than 80 Mobile business leaders traveled to Hamburg, Germany, in April for a first-hand look at the Airbus Final Assembly plant and the suppliers and community growth it has generated. This was the first time the Chamber's Leaders Exchange traveled outside the U.S.

Community & Governmental Affairs

Advocating for business-friendly legislation

The Voice of Business

The Chamber adopted the online advocacy tool VoterVoice to enhance how the organization monitors and addresses business-impacting legislative issues. The program allows members to easily follow state and federal legislation on the Chamber's website, weigh in on issues and offer feedback directly to elected officials.

Legislative Involvement

The 2013 Alabama legislative session saw the introduction of 1,176 bills, with more than 130 of them signed into law. Guided by its 2013 Community Legislative Agenda and volunteer advocates, the Chamber closely followed and advocated for legislative actions with a direct impact on local business.

A number of items on the Chamber's legislative agenda passed during the 2013 Alabama Legislative session, including the People's Trust Act, requiring full repayment to the Alabama Trust Fund of the \$447 million previously "loaned" to the state's general budget.

Other legislative successes were the Aviation Business Improvement Act, leveling the playing field with surrounding states for the aircraft manufacturing industry and aircraft supplier companies; the Aviation Use Tax Exemption, clarifying the sales and use tax exemptions granted last year for aircraft

reconfiguration components; the Historic Tax Credit, a first step in encouraging restoration and renovation of historic properties; Gulf State Park, allowing the state to partner with a private developer to design and build a lodge and conference center in Gulf Shores; and funding for Murphy High School repairs, allowing bond issues up to \$15 million to repair the school damaged by the 2012 Christmas Day tornado.

Also, the Chamber was successful in turning back efforts by some Alabama legislators to repeal Alabama College and Career Ready Standards, leaving the standards defined in the Plan 2020 by the Alabama Department of Education intact.

On the National Front

In support of immigration reform, the Chamber signed a U.S. Chamber of Commerce letter to members of the U.S. Senate. The Mobile Area Chamber's board of directors adopted a formal position in 2006 outlining four critical elements: increased border security, reform and creation of workable temporary worker programs along with fixing flaws with the employer-sponsored green card system; a balanced and workable employment verification system; and a legalization program with tight criteria leading to eventual citizenship.

2013 By the Numbers

Legislative Bills
Monitored: 1,176

Political Networking
Forums and Events
Attended: 2,740

Build the Bridge
Facebook
Followers: 5,430

The Chamber also joined a coalition of Gulf Coast organizations to address the rise in National Flood Insurance Program (NFIP) rates. The coalition is requesting Congress create new legislation and/or amend the Biggert-Waters Flood Insurance Reform Act so communities can have a long-term, sustainable and viable NFIP with affordable rates.

Forum Alabama

A focus on state and federal issues drew 860 attendees to Forum Alabama events in 2013. Featured speakers were U.S. Sen. Richard Shelby in March, followed by Alabama Community College System Chancellor Dr. Mark Heinrich and Alabama State Superintendent of Education Dr. Tommy Bice in June, and Gov. Robert Bentley in August.

Build the Bridge

A coalition working to create community support for a new I-10 Mobile River Bridge and the widening of the I-10 Bayway recruited more than 50 municipalities, organizations and businesses to join forces and send letters of support to the Chamber.



Build the Bridge Coalition members also continue to speak to civic clubs and increase social media support through a well-received Facebook page. The Chamber-launched Facebook site landed nearly 5,000 followers in its first week.

The Alabama Department of Transportation is expected to hold local hearings in early 2014, and positive comments and support will help move the project closer to final design, engineering and construction.

Air Service

In August, the Chamber's Air Service Task Force learned the results of the Mobile Airport Authority's commissioned air service study to define and quantify the Gulf Coast air travel market.

One area needing improvement was access to Mobile Regional Airport. Since then task force members joined with the Chamber's Transportation Coalition to identify the most direct routes and recommend signage improvements.

Thanks to the work of engineers with the city of Mobile, Mobile County and the Alabama Department of Transportation, new directional signs are expected to be in place by mid-2014.



In March, the Chamber hosted Dr. Tommy Bice (second from right) and Dr. Mark Heinrich (second from left) during a Forum Alabama luncheon. Also pictured here is James Lowe, Bishop State Community College President (left) and Mike Saxon, Alabama Power and Chamber board chairman (right).

Ombudsman

In an effort to better understand the needs of the development community, the city of Mobile's regulatory staff met with the Chamber's permitting task force, comprised of local realtors, architects, contractors and engineers, to identify ways to enhance the overall development review process.

As a result, the task force offered a series of recommendations to the city aimed at improving the current process and spurring economic development opportunities. The city has since launched its ombudsman program to increase the pace, certainty and predictability of the development review process.

Rubbing Elbows

The Chamber hosts annual events giving members the opportunity to network with elected officials. A crowd of more than 900 came to the State of the City and County annual luncheon to hear city and county leaders discuss key accomplishments and plans for the coming year.

With competitive elections on the local, state and federal level this year, the annual political mixer Pork and Politics in the Park drew one of the largest crowds with nearly 500 attendees.

In addition, more than 150 Mobile Area Chamber members, business leaders, legislators and state officials attended a reception in Montgomery to thank the state Legislature for its work and promote the Chamber's 2013 legislative agenda. And in December, the Chamber held its annual Champagne and Oysters reception honoring new and re-elected officials, attended by 150 participants.

Stars & Stripes

More than 300 people attended the 26th annual Armed Forces Day luncheon in the aircraft pavilion at Battleship Memorial Park. The keynote speaker, U.S. Marine Corps Major Gen. Gary Cooper (Ret.), spoke to the value of a community that chooses to honor its active duty forces and veterans.

The Chamber presented awards to the outstanding JROTC cadets from the Mobile County Public School System's high schools. The Navy League, Air Force Association and Employer Support of Guard and Reserve presented outstanding service awards to active duty service members representing the Aviation Training Center, Sector Mobile, National Guard and Reservists. New this year was recognition of Spouse of the Year, Teacher of the Year and Above & Beyond Business awards.



The Chamber continued to assist the Mobile Bay Area Veterans Day Commission's annual luncheon and activities. The commission honored decorated U.S. Army Korean War veteran James McEachin as Patriot of the Year (left) and Maj. Mordecai "Mawk" Arnold (right), a U.S. Marine who served in three wars – World War II, the Korean War and the Vietnam War, as Veteran of the Year. Pictured at center is Col. Patrick Downing (Ret.).

Corporate Community Service Award

This year's Corporate Community Service Award winner is Airbus Americas Engineering. The list of 116 organizations where Airbus employees donate their time and effort includes the American Red Cross, Bay Area Food Bank, BEST Robotics and Mobile County Public Schools.

This award recognizes a company – either large and small – for its dedication to the community and is presented by the Junior League of Mobile and the Mobile Area Chamber.



The Mobile Area Chamber hosted a new leaders reception sponsored by State Farm Insurance-Makeda Nichols. Standing, from left to right, are City of Mobile Mayor Sandy Stimpson; Joe Leach, ABS Business Systems; Darrell Roberts, Wal-Tech Valve; Mark Hieronymus, Wilkins, Miller, Hieronymus LLC; Juergen Hellmich, iSAM North America; Keith Mosley, Keith Mosley Construction; Ben Smith, S and M Transportation; Glenn "Skip" Brown, Russell Butler Thompson & Houston; Jim Miller, Coastal HR; Vance McCown, Vance McCown Construction; Bill Sisson, Mobile Area Chamber; Bart Briggs, Safety Plus; Henry O'Connor, Trustmark National Bank; Gavin Bender, Bender Real Estate Group; and Michael Chambers, Swift Biotechnology. Sitting, from left to right, are Hugh Hyland, Sanders Hyland; Mobile County Commissioner Merceria Ludgood; Robin Luce, JubileeScape; Warren Hopper, BancorpSouth Insurance Services; Dirk Young, Hurricane Electronics; John Lakenan, Arkema; and Larry Dorsey, Dorsey & Dorsey Engineering.

Membership

Chamber members rank networking as their top benefit

Chamber Chase

The annual campaign gets its name from the volunteers who chase a goal to secure critical resources for the Chamber. This year's effort, led by Daniel Dennis with Roberts Brothers, brought in 76 new member businesses and exceeded the goal by raising more than \$1.56 million in member dues, sponsorships, advertising and donated goods and services.

In its 17th year, Chamber Chase was successful because of the volunteer participants representing 32 Chamber member companies.

Launching Small Businesses

One of the many ways the Chamber serves its members is through ribbon cutting and grand opening celebrations. Last year, the organization assisted and participated in 37 such events.

Top Cited Benefit

Networking remains the top Chamber benefit cited by members. The Chamber hosted 40 such events including Business After Hours, Networking @Noon, Membership 101, Women's Roundtable, Speed Networking and the annual golf tournament. More than 1,000 participants used these forums to build and reinforce business relationships.

Expo, Expo, Expo!

Alabama Department of Commerce Secretary Greg Canfield discussed current economic development initiatives at the expo luncheon that kicked off the annual business-to-business trade show. More than 220 exhibitors and 2,100 attendees participated in the event.

This year, the Chamber organized a special workshop to help exhibitors maximize their investment in booth space and participation.

Because You Matter

The fifth Member Appreciation Day took place in April. The annual event provides Chamber staff with an opportunity to recognize and appreciate its members, volunteers, board members and economic development investors.

Board of Advisors

Representing the organization's largest dues-paying members, the board of advisors meets with the Chamber's governing board of directors. This year, the group's membership totaled 250.

Connecting New Leaders

The Chamber continued to host new leaders from area companies and organizations, in an effort to connect them to the business community.

Ambassador of the Year

Millie Sue Hawk, owner of Welcome Friends, earned her second Ambassador of the Year award based on her participation and attendance at Chamber events. She previously won in 2009.



Ambassadors are a group of volunteers from member companies who assist the Chamber by visiting with members and attending various Chamber events.

This year's Ambassadors of the Month were: Trish Banker, Phil Domke, Peggy Folz, Kim Garrett, Millie Sue Hawk, Beth Hill, Kasie Irby, Lisa Kavanagh, Marcia Washam, Angela Williams and Kathy Williams.

2013 By the Numbers

Current Chamber Members: 2,121

People Employed by Chamber Members: 106,871

Ribbon Cuttings and Grand Openings Held at Member Companies: 37

Membership Networking Events: 41

Membership Networking Event Attendees: 3,100

Communications & Marketing

Telling the Chamber story and sharing the news of member businesses

Checking In

A recently completed benchmark survey measured the organization's effectiveness as well as perceptions of members and non-member business executives. Results show the Chamber is moving in the right direction as far as building awareness and support for the Chamber brand. A key area for marketing efforts in coming years is building awareness for our efforts to support small business.

Reporting Business News

When it comes to business news, the Chamber's monthly magazine, *The Business View*, rated as a credible and important source by both members and non-members, according to the recent survey.

Marketing the Message

In its second year, the Chamber's marketing campaign continued with the message "Believe in Mobile. Belong to the Chamber." The tagline was again promoted on area billboards, print ads and radio airwaves. Media partners include Lamar Advertising, *Lagniappe*, Mobile Airport Authority, *Steppin' Out*, Clear Channel radio stations, WNSP-FM and 92ZEW-FM.

Media Resource

The Chamber assisted local, regional and national reporters with dozens of stories covering business and economic growth, legislative issues, new company expansions and locations, unemployment rates and the Chamber's presidency transition.

Online Presence



Whether your audience is an economic development prospect, potential member or news media representative, there is no denying the importance of the Chamber's online presence. After sending a request for proposal for a complete web redesign, the project was awarded to the Mobile-based small business web design company WebJed. The new site is expected to launch by the end of first quarter 2014.

Making full use of the growing popularity of social media for news and events, the Chamber continued to reach its audiences through Facebook, Twitter, LinkedIn and YouTube. Efforts continue to grow, with 2013 logging a 52 percent increase over 2012.

Several electronic publications also delivered headlines to the business community in the form of *The Business View*, the Chamber's monthly magazine; *The Business View Weekly*, a weekly e-newsletter; and the bi-monthly Calendar of Events.



This cover photo by Tad Denson, MyShots.com, drew the most comments from members who admired the view of Mobile's working waterfront.

Retooling Guide to Mobile

The Chamber revamped its *Guide to Mobile* with input from a focus group of human resource professionals. This publication is provided to new members, newcomers and economic development prospects, and used as a recruiting tool for law firms, doctor's offices and other industry sectors.

Promoting Mobile

A core group of public relations professionals who regularly pitch stories and assist reporters locally, regionally, nationally and internationally continued to meet to share information and develop strategies to publicize Mobile.

Event Logistics

The Chamber's events management position moved to the communications and marketing department in an effort to provide better internal customer service and event promotions to the various departments.

Friendly Skies

The Chamber hosted two trips in 2013 as a service to its members – one to Prague and Budapest in the spring and a trip to Ireland in the fall.

Eighteen people attended the spring trip and 42 in the fall.

2013 By the Numbers

Circulation of *The Business View*: 22,100

Electronic subscribers to *The Business View Weekly*: 8,932

Unique hits on www.mobilechamber.com: 37,123

Facebook and Twitter Followers: 5,923

Finance & Operations

The Chamber is strong financially

5-Star Chamber

The Mobile Area Chamber was awarded five-star accreditation, the highest designation given. Every five years the Mobile Area Chamber submits its programming, procedures, volunteer involvement and staff performance to be evaluated by the U.S. Chamber of Commerce.

The latest ranking keeps us in the top 1 percent in the country, and continues our accreditation first awarded more than 40 years ago when the standard was created.



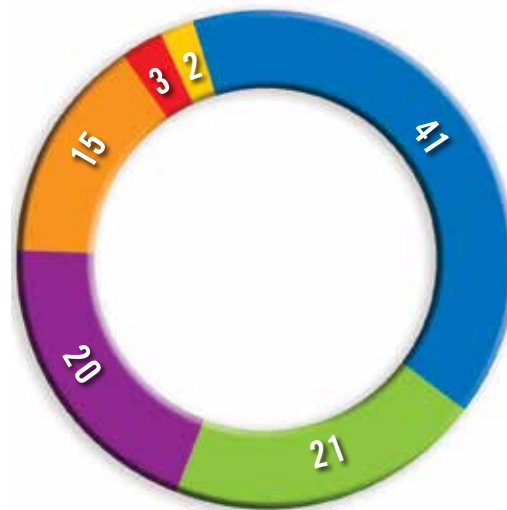
Fiscally Strong

The Mobile Area Chamber ended 2013 in a strong financial position. In addition to membership and board of advisor dues, the Chamber's revenue streams include performance contracts, Partners for Growth pledge investments, and Chamber Chase-recruited sponsorships and in-kind contributions.

The Chamber's finance staff manages the organization's human resources, operations, and the activities and finances of the Industrial Development Authority of Mobile County, Industrial Development Board of the City of Mobile, Industrial Park Board of Mobile County and the Mobile Area Chamber of Commerce Foundation.

Audits

The Chamber's finances, as well as the four boards the organization manages, are audited annually to ensure adherence to accounting standards.



Revenue

- Membership
- Service Grants & Contracts
- Partners for Growth Economic Development Fund
- Events, Programs, Sponsorships & Donations
- Publications
- Other

2013 By the Numbers

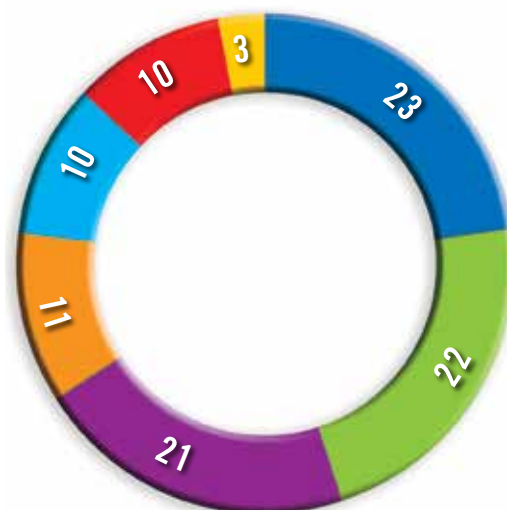
Mobile Area Chamber of Commerce
Established: 1836

Current Employees: 43

Years Accredited: 40
(since the U.S. Chamber of Commerce designation was first instituted)

Boards Managed by the Chamber: 4

Outside Meetings Held at the Chamber Building: 705



Expenses

- Economic Development
- Membership
- Administration & Finance
- Community & Governmental Affairs
- Small Business Development
- Communications & Marketing
- Workforce Development

Chamber News

Leadership Transition

After 22 years of leadership as Mobile Area Chamber president, Win Hallett retired. In his place, the volunteer selection committee recruited Bill Sisson, former executive director of the Mobile Airport Authority and Chamber vice president of economic development.



International Switch

Credited with steering the Chamber's now nationally recognized international trade program, Tony van Aken retired this summer. During his 16-year tenure, the Chamber conducted and participated in 55 missions to 38 countries – all designed to help local companies break into and expand sales in foreign markets. Christina Stimpson was promoted to replace van Aken, following three years as the manager of the division.



Staff Accolades

Austin Monk, the Chamber's director of economic development for Washington County, completed the Delta Leadership Institute, a year-long leadership development program for regional leaders that prepares them to collaborate and address the most pressing issues of the Delta region. He also led the Economic Development Association of Alabama Summer Conference committee.

Business Alabama named Monk as one of 11 "Movers and Shapers" in its October issue.



Giving Back

Chamber staff volunteered time and money to a variety of community projects in 2013. In April, staff joined the Great American Cleanup in partnership with Keep Mobile Beautiful and United Way of Southwest Alabama's annual Day of Caring service event. In October, staff provided a meal for the families staying at the Ronald McDonald House.

*This photo was used on the cover of the July issue of **The Business View**, which featured the many accomplishments of retired Chamber president Win Hallett and the goals of incoming Chamber President & CEO Bill Sisson.*

Delchamps Award

Abraham Mitchell and Arlene Mitchell were honored for their lives and work as recipients of the Alfred F. Delchamps Award, presented at the Chamber's annual meeting in January 2014. The award was established in 1990 to honor individuals who carried on the vision and principles of Alfred F. Delchamps Jr., who was a moving force in the community and the Mobile Area Chamber of Commerce.



Site Selection magazine named the Mobile Area Chamber as one of the nation's Top 12 U.S. Economic Development Groups of 2012 and the Airbus Final Assembly Facility as one of the Top 10 North American Deals of 2012.

In the Spotlight

The Mobile Area Chamber's efforts continue to earn accolades from various news and trade publications.



Business Facilities recognized the Mobile Area Chamber's economic development team with an Honorable Mention for both Economic Development Excellence for cities with populations between 200,000 and 500,000, and in the Economic Development Deal of the Year contest. In the magazine's annual Ranking Report, Mobile earned the top spot in Manufacturing Employment Leaders and No. 2 in Economic Growth Potential.

fDi named the Airbus project runner-up in the global Best Aerospace Projects Category and gave an Honorable Mention to Austal's \$5 million expansion and addition of 1,000 jobs in the global Best Expansions category.

NerdWallet Finance put Mobile on its Top 10 Cities on the Rise and recognized Mobile as one of its Cities with the Fastest Growing Incomes.

Forbes.com named Mobile the No. 1 mid-sized city for new manufacturing growth.

The Airbus investment in Mobile ranked No. 12 among *Trade Industry Development's* Corporate Investment and Community Impact awards.



2013 Executive Committee



R. Michael Saxon
Alabama Power Co.
Chairman of the Board



Kinley Bell
Marine Rigging Inc.
Maritime Affairs



Leigh Ward Breal
Ward International Trucks LLC
Communications & Marketing



Col. Steven D. Carey (Ret.)
CertaPro Painters Mobile and Baldwin Counties
Military Affairs



K.W. Michael Chambers
Swift Biotechnology LLC
Chairman-Elect/
Finance & Operations



W. Lance Covan
Mitternacht Inc.
Trade



Daniel A. Dennis IV
Roberts Brothers Inc.
Membership/Chamber Chase



Brian L. Harold
APM Terminals Mobile LLC
Economic Development



Michael Hicks Jr.
Hixardt Technologies Inc.
Technology



Frank J. Lott III
Heritage Homes of Mobile Inc.
Governmental Affairs



Keith J. Manwaring
LifeSouth Community Blood Centers Inc.
Small Business Development



James B. Newman
Helmsing Leach Herlong Newman & Rouse
Legal Counsel



Michael E. Pierce
Commonwealth National Bank
Immediate Past
Chairman of the Board



William B. Sisson
Mobile Area Chamber of Commerce
President and CEO



Travis R. Short
Horizon Shipbuilding Inc.
Workforce Development



Thomas M. Taul III
Merchants Transfer Co. Inc.
Community Development

In addition to the Executive Committee, serving on the 2013 Board of Directors were:

Uwe Arenz
Berg Spiral Pipe Corp.

Michael Banks
B & C Trucking LLC

Raymond L. Bell Jr.
Bell Law Firm PC

J. Kenny Crow Jr.
Crow Shields Bailey PC

Walter S. F. Dickerson
Diversified Emergency Management Assoc. LLC

Christian Dohr
ThyssenKrupp Steel USA LLC

Larry C. Dorsey
Dorsey & Dorsey Engineering Inc.

Harrietta Eaton
CorroMetrics Services Inc.

James M. Fine
Mobile Gas, a Semptra Co.

Victor Gaston
Alabama State House of Representatives

Perry A. Hand
Volkert Inc.

James M. Lyons
The SSI Group Inc.

W. Hunter Lyons Jr.
Gulf City Body & Trailer Works Inc.

Elliot B. Maisel
Gulf Distributing Holdings LLC

Richard T. McCreary
BAE Systems Southeast Shipyards Alabama

Loka Mistretta
Cintas Corp.

Carl C. Moore
University of South Alabama

Jacquitta Powell-Green
Northside Check Exchange Inc.

Marc Quenneville
Aker Solutions Inc.

Richard P. Salmi SJ
Spring Hill College

Gordon Smart
Star Aviation

Beth W. Stafford
Stafford & Associates Inc.

Michael Wallis
Outokumpu Stainless USA

Donna J. Watts
Belk

Mary G. White
Mobile Technical Institute/ MTI Business Solutions

Brian R. Willman
Regions Bank

Patrick J. Wilson
Mobile Bar Pilots Inc.

2014 Plan of Action Summary

Each year the Mobile Area Chamber staff devises a Plan of Action, a list of tactics to achieve the goals in our strategic plan. We are an organization working as a progressive advocate for business to promote the Mobile area's economic well-being. We accomplish this by retaining, expanding and recruiting businesses,

investment and jobs; creating an environment promoting business and community growth; providing value, services, opportunities and recognition for our members; and operating with excellence, innovation and efficiency.

Below is a summary of our 2014 Plan of Action.

Communications & Marketing

- Provide a constant, proactive and interactive communications program to Mobile Area Chamber members to encourage and maintain an interest in the Chamber and support of our efforts. *(Supports strategic goal - Value)*
- Improve the Mobile Area Chamber's image in the minds of the public and make them better aware of who we are and our mission. *(Supports strategic goal - Advocacy)*
- Promote the Chamber and the Mobile area via the Chamber's websites, electronic publications and social media outlets. *(Supports strategic goal - Advocacy)*
- Improve dialogue with media outlets and promote Chamber activities and issues more heavily in the local media. *(Supports strategic goal - Advocacy)*
- Assist the Economic Development Department with implementing the national marketing campaign. *(Supports strategic goal - Advocacy)*

Community and Governmental Affairs

- Develop and obtain passage of the 2014 Mobile Area Chamber of Commerce Community Legislative Agenda. *(Supports strategic goal - Advocacy)*
- Recognize and promote importance of transportation infrastructure to continuing business growth. *(Supports strategic goal - Advocacy)*

Watch the Chamber's
annual report video shown
at the Jan. 28 event at
[www.youtube.com/
mobilechamber](http://www.youtube.com/mobilechamber)

- Promote a local business-friendly political and legislative climate that encourages economic growth, is responsive to business needs and supportive of business success. *(Supports strategic goal - Advocacy)*
- Convene key groups and organizations to identify and work on vital community issues. *(Supports strategic goal - Advocacy)*
- Improve communication with the membership, elected officials and Chamber staff on key community issues. *(Supports strategic goal - Advocacy)*
- Implement the Leaders Exchange with a focus on workable solutions to regional and local issues. *(Supports strategic goal - Advocacy)*
- Encourage positive military and civilian relationships. *(Supports strategic goal - Value)*

Economic Development

- Aggressively market the Mobile region for business locations and expansions. Marketing activity is based on community strengths, unique strategic advantages and governed by community quality of life objectives to support the five-year Partners for Growth goal of creating an average of 800 new jobs per year. *(Supports strategic goal - Jobs)*
- Continue to staff and deliver economic development services for the Washington County Economic Development Initiative. *(Supports strategic goal - Advocacy)*
- Support, where appropriate, the development and improvement of the Mobile area's infrastructure (utilities, surface and air transportation) to make the community more attractive to potential investors and create a better business climate for existing businesses. *(Supports strategic goal - Advocacy)*
- Provide staff support and expertise to the Industrial Development Board (IDB), the Industrial Development Authority (IDA) and the Industrial Park Board (IPB). *(Supports strategic goal - Value)*
- Involve Chamber volunteer leadership, City and County elected leadership and local agency allies in current Plan of Action implementation, as well as long-term economic development planning and funding. *(Supports strategic goal - Value)*

2014 Plan of Action Summary

- Systematically generate, collect, organize, provide and publish information to support economic development activities that service our members' needs. *(Supports strategic goal - Value)*

- Manage and market the Mobile Commerce Park. *(Supports strategic goal - Value)*

- Further develop the Mobile region as a center for international trade and transportation, enhancing the foreign sales of area products and services and assisting in Mobile's emergence as a hub for international commerce. *(Supports strategic goal - Advocacy)*

- Improve Mobile's ability to respond to workforce needs. *(Supports strategic goal - Jobs)*

- Manage and support the activities of the Bay Area Healthcare Coalition. *(Supports strategic goal - Value)*

- Support economic development with workforce development resources as needed for manufacturing and other area business and industry. *(Supports strategic goal - Jobs)*

- Promote workforce development by partnering with the economic development department and other Chamber departments and divisions. *(Supports strategic goal - Jobs)*

- Represent the Chamber in workforce development efforts in the community with partners such as Southwest

Alabama Workforce Development Council, Mobile Area Education Foundation, Mobile Works, Mobile County Public School System, Drug Education Council, Justice Department's workforce initiatives, South Alabama Literacy Alliance Leadership Team, training providers and community colleges and universities in the region. *(Supports strategic goal - Value)*

Finance and Operations

- Provide and maintain financial control and related services. *(Supports strategic goal - Excellence)*
- Develop and maintain all records, forms and reports relating to human resource management. *(Supports strategic goal - Excellence)*
- Coordinate maintenance of the Chamber building, grounds, fixtures and equipment. *(Supports strategic goal - Excellence)*
- Enhance Chamber and Foundation operations through improvement of processes and procedures. *(Supports strategic goal - Excellence)*
- Continue to Enhance the Chamber's Information Technology assets. *(Supports strategic goal - Excellence)*

Membership

- Exceed budgeted goals for dues and non-dues income to support Chamber operations. *(Supports strategic goal - Value)*
- Provide innovative programs and services that our members desire and value. *(Supports strategic goal - Value)*

- Ensure awesome customer service to improve member retention and development. *(Supports strategic goal - Value)*

Small Business Development

- Market and provide technical assistance to area small businesses to help stimulate development and foster job creation. *(Supports strategic goal - Jobs)*
- Provide business assistance to minority-owned businesses and encourage their participation in all Chamber activities. *(Supports strategic goal - Value)*
- Coordinate task force activities of selected programs, products and services benefiting small businesses. *(Supports strategic goal - Value)*
- Create a system to share local funding sources with interested businesses. *(Supports strategic goal - Jobs)*
- Provide continuing education, training and business development opportunities for small businesses. *(Supports strategic goal - Value)*
- Serve as an advocate on issues of concern to the small business community. *(Supports strategic goal - Advocacy)*
- Facilitate assistance provided by other small business resources in the Mobile/Baldwin area. *(Supports strategic goal - Advocacy)*

How to Reach Your Chamber Staff

Administration

Bill Sisson, President and CEO: 251-431-8610
Shelly Mattingly, Executive Assistant: 251-431-8655
Bob Chappelle, Executive Vice President: 251-431-8644
Katrina Dewrell, Executive Coordinator: 251-431-8611
Jackie Davidson, Administrative Assistant: 251-431-8605

Communications and Marketing

Leigh Perry-Herndon, Vice President: 251-431-8645
Ashley Horn, Director of Digital Media & Design: 251-431-8623
Susan Rak-Blanchard, Director of Communications & Marketing: 251-431-8641
René Darden Eiland, *The Business View* Advertising Account Executive: 251-431-8635
Marion Warren, Event Coordinator: 251-431-8640
Carolyn Wilson, Comm & Marketing Assistant: 251-431-8606

Community and Governmental Affairs

Ginny Russell, Vice President: 251-431-8618
Julie Bordes, Director of Local Affairs: 251-431-8628
Patty Howell, Director of Regional Affairs: 251-431-8601
Carolyn Hunt, Community and Governmental Affairs Assistant: 251-431-8621

Economic Development

Troy Wayman, Vice President: 251-431-8650
Cesny Soffronoff, Coordinator: 251-431-8636

Divisions:

Business Development

Herman Tinsley, Senior Project Manager: 251-431-8657
Jana Stupavsky, Project Manager: 251-431-8616
Thomas Tyson, Project Manager: 251-431-8602
Austin Monk, Washington County Economic Developer: 251-847-2214
Emily McGrath, Project Coordinator: 251-431-8651

Business Retention and Expansion

Steve Russell, Director: 251-431-8654
Al Ruffin, Research: 251-431-8656

International Trade

Christina Stimpson, Director: 251-431-8651

Workforce Development

Bridget Wilson, Director: 251-431-8619

Finance and Operations

Joe Mareno, Chief Financial Officer: 251-431-8624
Matt Hariel, Director: 251-431-8625
LeMaris Alston, Technology Support Specialist: 251-431-8626
Chani Johnson, Finance Assistant: 251-431-8627
Donna Ikner, Finance Assistant: 251-431-8609
Hope Bush-Collins, Custodian: 251-431-8634
Grant Carrera, Security: 251-433-6951

Membership

Carolyn Golson, Vice President: 251-431-8622
Dawn Rencher, Member Relations: 251-431-8649
Rebecca Milam, Senior Account Executive: 251-431-8647
Tricia Bradley, Senior Account Executive: 251-431-8642
Kelly Navarro, Membership Assistant: 251-431-8638
Alison Unger, Member Services Representative: 251-431-8617
Odetta Stutts, Help Desk Receptionist: 251-433-6951

Small Business Development

Darrell Randle, Vice President: 251-431-8615
Danette Richards, Director: 251-431-8652
Brenda Rembert, Administrative Assistant: 251-431-8607



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Raising Mobile's High-Tech Profile

The University of South Alabama (USA) recently opened the only high-tech incubator — the Coastal Innovation Hub — between New Orleans and Jacksonville, Fla.

Its goal is to help technology start-ups — including those in biomedicine, information technology and cybersecurity — move their products to commercialization and expand outside of the incubator after three to seven years.

The Coastal Innovation Hub offers on-site consulting, professional networks, office space, wet and dry laboratories, conference rooms and other resources, including access to university libraries and student internships.

Under the direction of **Dr. Mark B. Weaver**, who also serves as executive director of USA's Melton Center of Entrepreneurship and Innovation, the 10,000-square-foot space has 28 units. Each unit is fully furnished, and tenants have use of conference, meeting and break rooms. Office services such as reception, photocopy and fax are also available.

Weaver says the incubator plays an important role in growing start-ups that could have a significant impact on coastal Alabama's economy.

For more information, visit www.coastalinnovationhub.org.



Attending the opening of the Coastal Innovation Hub were (from left to right): Dr. David Johnson, with University of South Alabama (USA); Mobile Mayor Sandy Stimpson; and Lynne Chronister with USA.



Standing, left to right: Stephen Schlautman, Mike Nix, Jake Defee, John Anderson; seated, left to right: Contina Woods and Holly Carter

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Big Names in Mobile for the Holidays

It's the type of publicity money can't buy: movie stars descending on Mobile to shoot blockbuster films. And in 2013, Mobile played host to two movies with A-list star power. "Tokarev" starring Nicolas Cage and Danny Glover, was filmed in the summer, and "The Prince," starring Bruce Willis, Jason Patric, John Cusack and Curtis "50 Cent" Jackson, was shot in December.

Filming of "The Prince," with a budget of more than \$15 million, was moved to Mobile after New Orleans could not accommodate it because of the number of films and shows currently in production there. According to the Mobile Film Office,

several acting classes are being offered in Mobile to meet the growing demand for movie extras.

An increased interest in filmmaking in Alabama can be tied to 2009, when former Gov. Bob Riley signed into law the Entertainment Industry Incentive Act, which the Mobile Area Chamber supported. It offers qualified production companies a 25 percent rebate of all state-certified expenditures and 35 percent of all payroll paid to Alabama residents for the state-certified production. Production expenditures for a project must equal or exceed at least \$500,000 but must not exceed \$20 million.

Construction Begins on Recycling Center in West Mobile



A rendering of the recycling center to be constructed in west Mobile.

A \$2.4 million recycling center for residents living in west Mobile is now under construction at the site of the former Albert P. Brewer Center off Hitt Road. The Mobile County Commission held a groundbreaking for the center, which will be open seven days a week and receive residential recyclables such as paper, glass and plastic.

Goodwill Easter Seals will operate and manage the program at its own expense and expects that it will be self-sustaining eventually. A nonprofit organization, Goodwill Easter Seals provides programs and services to help individuals and families overcome challenges due to disabilities or other barriers.

"These will be clean materials that can be recycled to minimize landfill use," said Mobile County Commissioner **Connie Hudson**, who applied for a Coastal Impact Assistance Project (CIAP) grant to fund it.

The 13,000-square-foot building will be insulated to minimize noise, and landscaping will block the view of operations from the roadway. The facility is expected to be operational later this year.

Ben M. Radcliff Contractor Inc. is the project builder and Driven Engineering Inc. is the architectural firm on the center. Both companies are Mobile Area Chamber members.

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JAMES K. PITCOCK, MD
P. VAN. CROCKER, MD
ALFRED M. NEUMANN, JR., MD
RONNIE E. SWAIN, JR., MD
J. MARK HARRISON, MD
KIMBERLY ELLIOTT, MD
MICHAEL LEE, MD
RICHARD L. PALESANO, MD
ANDREA McMURPHY, MD

Audiology

JENNIFER TAYLOR-GUY, AUD
SONYA KERR, AUD

Eye Physicians

JAMES M. HARRISON, JR., MD
CLAUDE M. WARREN, III, MD
ROLLINS L. TINDELL, JR., MD
CHARLES R. SALISBURY, MD
MATTHEW W. MOSTELLER, MD
CHARLES S. MOSTELLER, MD
RICHARD J. DUFFEY, MD
H. CHRISTOPHER SEMPLE, MD
ANDREW P. TERRY, MD
STUART F. BALL, MD
WILLIAM F. MURRAH, III, MD
MARK J. DOUGLAS, MD
CURTIS M. GRAF, JR., MD
BEN F. KING, OD
GREGORY R. JACKSON, OD
ROBERT E. EDGE, OD
VALERIE L. VICK, MD
JAY A. BROWN, MD
CHARLES F. JONES, M.D.
JEFFERY A. MORROW, O.D.
CHRIS WALTON, MD
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Tenaysha Carroll (left) and Nathaniel Patterson run Patterson Marketing Group, a business marketing firm in Mobile.

Patterson Marketing Group LLC

As a youngster growing up in Mobile, Nathaniel Patterson Jr., was always curious about entrepreneurship.

"I wanted to know the reason behind promotional strategies and tactics," the Williamson High School graduate said. "In addition, I was curious about the buying triggers of consumers."

That curiosity has become a career for Patterson, who founded the Patterson Group, a marketing, public relations and training firm, in Los Angeles in 1994, and later moved the business to the Tampa-St. Petersburg, Fla., area. He ultimately returned to Mobile, re-launching the company as Patterson Marketing Group in 2011. The firm, the Mobile Area Chamber's Small Business of the Month, provides services in branding and promotion, new business development, crisis management, communications and public relations, seminars and workshops, public speaking and publishing.

Patterson said his goal is to help small business owners and nonprofit directors avoid the pitfalls of entrepreneurship.

"I met a lot of entrepreneurs in southern California who were very skillful in their trade, yet they did not understand how to build relationships, influence and promote," he said. "It may sound corny but I wanted to help the small start-up companies and grassroots nonprofits. I wanted to empower them with knowledge that would enable them to match their limited budgets with effective strategies, allowing them to incrementally build revenue."

Patterson believes doing his homework on the market and clients, providing excellent service and relying on the Golden Rule — do unto others as you would have them do unto you — are what set his business apart.

He said the most common issues he sees small business owners having in the marketplace include a lack of knowledge of the market, a lack of creativity and a tendency to chase trends. A lack of adequate planning — or the lack of commitment to a business plan once it's developed — is also a common mistake.

"We exist in the information super age," he said. "Trends, strategies and opportunities are created and lost in weeks. But I think too many lose focus on what it is really about. For a business, it is about providing a product and/or service that can be profitably sold, client/consumer retained because of value created. Though perceptions are an important part of our work, there has to be substance."

Patterson's company is actively involved in the Chamber and the Minority Business Development Agency Business Center.

"As a businessman I understand the need to build positive relationships," Patterson said. "In my 20s I learned the advantage of being an active Chamber member, being on committees and boards. The people I met open doors for the advancement of my company."

Go to mobilechamber.com/award.asp to submit a Small Business of the Month application, or contact Danette Richards at 251-431-8652 or drichards@mobilechamber.com.



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Hand Arendall LLC



Hand Arendall LLC is located in the RSA Battle House Tower and employs more than 70 attorneys, making it one of the largest law firms in the state of Alabama. Other offices are in Birmingham, Fairhope and Athens.

Company officials: The firm is led by an executive committee including **Roger Bates**, managing lawyer; **Preston Bolt**, Mobile office managing lawyer; **Rip Britton**; **Windy Bitzer**; and **Buzzy Riis**.

Years in business: 72

Brief company description: With more than 70 lawyers, Hand Arendall is one of the largest law firms in the state of Alabama. The firm provides legal services in all areas of traditional civil practice. With offices in Mobile, Birmingham, Fairhope and Athens, Ala., Hand Arendall is uniquely situated among the Southeast's major law firms to provide legal direction to clients throughout Alabama, Mississippi and the Florida panhandle.

Why are you located in Mobile?

"The firm was founded in Mobile, has its largest office in Mobile, and many of our members are Mobile natives," said Bolt. "As a result, we have a strong commitment to the Mobile community. We are committed to working to build the community we were born and raised in."

Why do you support the Mobile Area Chamber of Commerce's Partners for Growth initiative?

"Our firm's continued success is dependent on the growth and success of the individual businesses within the community," said Bolt. "By working as a team, we can continue to encourage and build upon Mobile's growth for the benefit of everyone."

What do you see as Mobile's greatest potential? "The greatest potential for Mobile is to continue to work

as a team in the same way that led to the recent successes in attracting new industry to the area," said Bolt. "This is our greatest asset. We, as the business community, need to work together to recruit and welcome new businesses to the community, whether they are suppliers coming into the market as a result of the Airbus facility and other new industry, or existing businesses looking to expand their markets. We can all play a role in helping to welcome those new to the community, and helping to support their businesses as they work to get up and running. By working together to do this, we will continue to build a stronger economy and create more jobs for those in Mobile and throughout Alabama."

Length of continuous Chamber membership: 50 years

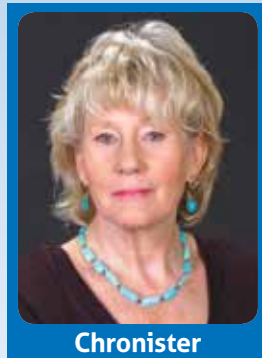


Partners for Growth (PFG) is the Mobile Area Chamber's long-term economic and community development program. For more information, contact **Katrina Dewrell**, the Chamber's investor relations coordinator, at 251-431-8611 or kdewrell@mobilechamber.com.

[2014 Board of Directors]

Lynne U. Chronister

Chronister is vice president for research and economic development at the University of South Alabama (USA). She has a bachelor's degree in experimental psychology from the University of Vermont, and a master's degree in public administration from USA. She previously served as assistant vice provost for research at the University of Washington, and she began her university research administration career at the USA. Chronister has served on numerous international and national task forces, boards and review committees and is listed in International Who's Who and the Who's Who in Executives and Business.



Chronister

Lynne Chronister was omitted by mistake from our listing of Board of Directors in the December/January issue.

Ambassadors of the Month

Since *The Business View* is a combined December/January issue, two ambassadors are featured here.



Williams

Photo by J. Tesney Photography

Kathy Williams

Though she just joined the ambassador program, Kathy Williams' hard work is already paying off. She was named the Mobile Area Chamber's Ambassador of the Month for November 2013. A professional recruiter for JW Legacy Group, an employment agency and consulting firm, Williams helps to fill professional, light industrial and clerical positions for area businesses.



Washam

Photo by J. Tesney Photography

Marcia Washam

Marcia Washam, a Realtor with Roberts Brothers Inc., was named the Mobile Area Chamber's Ambassador of the Month for October 2013. As a Realtor, she assists clients with buying and selling residential and commercial property. She also serves as vice president of corporate housing and sales for Interiors Now, where she helps clients find temporary housing accommodations as well as permanent residences for clients relocating to the area.

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¹ The grades used in the Leapfrog Hospital Safety Score™ program are derived from expert analysis of publicly available data using national evidence-based measures of patient safety. The Leapfrog Hospital Safety Score program grades hospitals on their overall performance in keeping patients safe from preventable harm and medical errors. For more information, visit www.hospitalsafetyscore.org.

² "You're probably wrong, but just guess where the safest hospital in Alabama is located," *al.com*, July 31, 2013

³ "Consumer Reports rates 41 Alabama hospitals on surgery outcomes. How does yours stack up?" *al.com*, August 30, 2013

⁴ Dr. Walker is a specialist in internal medicine and not a participating oncologist in MD Anderson Cancer Network.

James L. Walker, M.D., FACP⁴

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Business Spotlights of the Month

These winners were randomly selected at the October and November Business After Hours events.

Daten System Consulting



As technology advances, companies often need outside help for the IT programs and services to meet day-to-day needs. **Daten System Consulting**, located 1111 E. I-65 Service Rd. S., offers clients that consulting and staffing support. Pictured above, left to right, Plummer Mayblen, junior support analyst; Kayla Christie, administrative assistant; and Catina Short, technical development/principal consultant. Not pictured is Seeronie Edwardo, business solutions management/principal consultant who works in the Atlanta office. To learn more about Daten services, go to www.datensystemconsulting.com or call 251-380-8883.

Two Quick Taxes & Notary



In 2011, Shermica Porter opened **Two Quick Taxes & Notary** in Mobile. Porter and Tavoris Haywood assist clients with personal and business tax preparations, accounting and payroll consulting and notary service, as well as financial audits. The firm strives to provide accurate tax advice and services in a timely manner. For more information, call 251-338-9024.



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Not Pictured: **Bryan Neth**

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For information on Chamber events, visit events.mobilechamber.com.

12

COFFEE WITH THE CHAMBER

Start your day with the Chamber and enjoy a light breakfast and beverages while you network with other business professionals.

When & Where: 7:30 to 8:30 a.m. - Atlanta Bread Co., 3680 Dauphin St.

Contact: Kelly Navarro at 251-431-8638

or knavarro@mobilechamber.com

Reservations not needed.

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18

EXECUTIVE ROUNDTABLE **Members Only*

A monthly forum for Chamber member small business owners and managers.

When & Where: 8 to 9 a.m. - Mobile Area Chamber, 451 Government St.

Speaker: Page Stalcup, Wilkins Miller Hieronymus LLC

Topic: "How to safeguard your assets and prevent fraud through preparation and early detection"

Contact: Brenda Rembert at 251-431-8607

or brembert@mobilechamber.com

No charge, but seating is limited.

Sponsor:



19

WOMEN'S ROUNDTABLE **Members Only*

A bi-monthly forum for Chamber-member women business owners and managers.

When & Where: 8 to 9 a.m. - Mobile Area Chamber, 451 Government St.

Speaker: Dean Parker, Callis Communications

Topic: "Utilizing Cloud Technology for Your Business"

Contact: Kelly Navarro at 251-431-8638

or knavarro@mobilechamber.com

No charge, but seating limited. RSVP requested.

Sponsor:



19

GCTC LUNCH

A bi-monthly lunch hosted by the Gulf Coast Technology Council.

When & Where: 11:30 a.m. to 1 p.m. - Chamber's Tricentennial Room

Speaker: Brent Huffless, IT director for Austal USA

Topic: "Intellectual Property Loss"

Cost: \$20 for Chamber members/\$25 for potential members; includes lunch

Contact: Emily McGrath at 251-431-8651

or emcgrath@mobilechamber.com

Reservations required. Cancellations after Feb. 14 not reimbursed to cover lunch cost.

Sponsor:



27

BUSINESS AFTER HOURS

When & Where: 5:30 to 7 p.m. - Mobile Museum of Art, 4850 Museum Dr.

Cost: \$5 for members, \$10 potential members

Contact: Kelly Navarro at 251-431-8638

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Member News

WHO'S NEW

Bellingrath Gardens and Home named **Leigh Patton** special events and volunteer manager. Patton graduated from the University of South Alabama, where she earned a bachelor's degree in communications.



Archibald

★ **Smith, Dukes and Buckalew LLP** promoted **Melissa D. Archibald CPA** to assurance senior in its Mobile office. Archibald received a bachelor's degree in accounting from The University of Alabama and a master's degree in accounting from the University of South Alabama.

★ **Jeffery Grizzle** joined **Shuman Consulting Services** as a field adjuster and marketing representative in the Mobile office. Grizzle brings more than 20 years of experience in insurance claims and business development.



Porterfield

★ **JJPR**, a boutique public relations, marketing and events firm, named **Jessica Porterfield** creative director and production manager. Porterfield earned a bachelor's degree in communications from The University of Alabama.



Clarke

★ **Roberts Brothers Inc.** added new agents **Laura Clarke** and **Brett Twilley** to its Real Estate Center team and **David Payne** to the Roberts Brothers West office.



Twilley



Payne



Overmeyer

★ **Ascension Funerals & Cremations** welcomed **Robert M. Overmeyer Jr.** as the new managing funeral director at the Hillcrest Road location and **Tim Creamer** as the bookkeeper at the Saraland location. Overmeyer has more than 27 years of experience in the funeral service industry. Creamer earned a bachelor's degree in business management from the University of South Alabama.



Creamer

★ **Mobile Lumber & Millwork** promoted **Travis Henderson** to store manager of its sister store, Grand Bay Lumber. He is a recent graduate of Dale Carnegie Training.



Henderson



Carter



Arendall

★ **Regions Bank** named **Holly Carter** vice president of business banking. In addition, Regions added **John Arendall** as business development executive for the south Alabama/Florida Panhandle area and **Christian White** as a commercial banking executive for the south Alabama/Florida panhandle area.

★ **Kristin Dixon** of **American WeatherStar** was promoted to director of business development for all of its roof coatings, spray foam and single-ply roofing materials divisions. She worked previously as an account executive.



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Segarra

Reilly K. Ward joined Maynard, Cooper & Gale PC as an associate in its general litigation practice. Ward earned a bachelor's degree in politics from Washington and Lee University in Lexington, Va., and a law degree from The University of Alabama.

In other news, maritime attorneys Thomas S. Rue, David C. Hannan and J. Ben Segarra joined the firm. Rue and Hannan are shareholders in the firm's admiralty and maritime practice group. Both received law degrees from The University of Alabama. Segarra, an associate in the admiralty and maritime practice group, earned a law degree from the University of Virginia in Charlottesville, Va.



Dixon



Province



Wheeler



Chen

Wilkins Miller Hieronymus LLC accounting and advisory firm promoted Lyndsey Dixon, Scott Province and Micah Wheeler to managers, and Judy Chen to supervisor. Dixon graduated from The University of Alabama and earned a bachelor's degree in commerce and a business administration degree with a major in accounting and earned a master's degree in business administration from Auburn University Montgomery. Province earned a bachelor's degree in business administration with a major in accounting from the University of Southern Mississippi. Wheeler graduated from the University of South Alabama with a

bachelor's degree in business administration and a major in accounting. Chen earned a bachelor's degree in information and library sciences from Central China Normal University and a master's degree in accounting from the University of South Alabama.

First Protective insurance/investment agency hired Glynda S. Mathis as a marketing assistant for life insurance. Mathis has 37 years of experience in life insurance support.



Mathis

Chris Miller was promoted to executive director of the South Alabama Regional Planning Commission (SARPC). He earned a bachelor's degree in history from the University of Northern Colorado and a master's degree in public administration from the University of Colorado. He has more than 23 years of experience in local and regional government.



Miller

BUSINESS ENDEAVORS

Brothers Michael and Mark Nelson opened P2MG (Professional Project Management Group) at 61 St. Joseph St., Ste. 120. The Houston-based construction project management and architectural firm was started by Michael Nelson. Both brothers earned bachelor's degrees in civil engineering at Alabama A & M University in Huntsville.

The software company Eggplant Systems and Design opened a second office in Pensacola, Fla.

Mobile-based ASF Intermodal opened an office in Chicago, the firm's first Midwest location, to expand its capacity throughout the U.S. region. Company officials say it is the first of several Midwest terminals planned over the next 12 months. Currently ASF has more than 200 trucks on the road, working out of terminals in Mobile; Savannah, Ga.; Charleston, S.C.; Norfolk, Va.; Houston; Atlanta; and Memphis, Tenn.



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Community Bank opened a Springhill-area office at 111 W. I-65 Service Rd. N. The 13,000-square-foot, two-story headquarters building serves as the administrative hub for the bank's metro area activities. The phone number is 251-338-7707.



Misty and Heath McClure opened a **Chicken Salad Chick** franchise in the Hillwood Shopping Center at 2370 S. Hillcrest Rd. in Mobile. The Auburn-based restaurant offers 15 different versions of chicken salad, soups, sides and desserts. The phone number is 251-660-0501.



Mobile-based **Southern Earth Sciences** relocated its corporate office to 6352 Piccadilly Square Dr. The geotechnical consulting and materials testing company will continue to operate out of its Mobile Commerce Park location as well, with only the company's headquarters moving to its new west Mobile location. The phone number is 251-445-4354.

The **Mobile County Engineer's Office** implemented a plan to install one-directional white raised pavement markers to improve sight recognition and guidance along risky stretches of roadway. Based on 2009-12 crash data, the average crash reduction for all 10 roadways was lowered by 85.3 percent.

● WELL DONE



Turner

Alan H. Turner II, president and CEO of the **United Way of Southwest Alabama**, was elected to serve on United Way Worldwide's National Professional Council, a leadership body advising on issues of importance to United Way both nationally and in local communities.



Grand Hotel Marriott Resort, Golf Club & Spa was recognized in *Condé Nast Traveler's* spa and resort rankings. The Spa at the Grand tied with the spa at Caesar's Palace in Las Vegas at No. 28 in the Top 100 U.S. Resort Spas listing. The Grand Hotel ranked No. 15 in Resorts in the South.

Naman's Catering won Best Caterer, Best Poultry and Best Booth at the 36th annual Taste of Mobile culinary celebration and competition. Proceeds from the event went to Goodwill Easter Seals of the Gulf Coast.



Mobile-based **Hargrove Engineers + Constructors** ranked No. 1 in the state for job creation over the past 18 months according to *Inc.* Magazine. Its Hire Power Awards list recognizes private companies that are creating the most jobs. Hargrove was the only Alabama company to place in the national top 100 job creators for all industries (54th). Hargrove also placed second nationally in the engineering industry. The company added 226 employees.



American Contractors Insurance Group ranked **Hoar Construction** No. 1 for the lowest loss rates in Workers Compensation and General Liability claims for the 2013 policy year. Hoar Construction was selected from among 38 member companies.



The Roadway Safety Foundation and the Federal Highway Administration recognized the **Mobile County Public Works Engineering Department** for its efforts to decrease "run-off-the-road" crashes on 10 roadways with high rates of these types of crashes.

Local entrepreneur and **BrightStar Care** owner **Leon Maisel** recently received the company's Rookie of the Year Award for demonstrating first-year sales achievement including consistent excellent patient satisfaction scores. BrightStar Care, a national franchise with more than 250 locations in 38 states, provides medical and non-medical care to private clients within their homes, as well as supplemental care staff to corporate clients.

● COMMUNITY NEWS

USA Children's & Women's Hospital received an \$82,560 grant from Kohl's department store for its safe sleeping program for infants. KISS, Kohl's Infant Safe Sleep, educates caregivers on safe sleeping habits and provides free cribs for qualifying families. Funds are used to purchase educational materials for parents and caregivers.

Submission deadline for Member News is two months prior to publication. News releases should be one or two brief paragraphs. Photos must be professional headshots, labeled with the person's last name, and must be 300 dpi at full size and saved in an eps, tiff or jpg format. Send your information to news@mobilechamber.com.



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New Members

If you know a company interested in benefiting from Chamber membership, contact **Tricia Bradley** at 251-431-8642 or **Rebecca Milam** at 251-431-8647.
View the complete membership directory at www.mobilechamber.com.

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Mobile, AL 36695-4027
251-751-9939
Beauty Salon & Day Spa

Kloud 7 LLC

Celeste Chicas
7675 Cottage Hill Rd., Ste. C
Mobile, AL 36695-2843
251-206-6509
www.kloud7.com
Technology Business Solutions

McKemie Place

Shelli Bell
P.O. Box 9082
Mobile, AL 36691-0082
251-432-1122
www.mckemieplace.org
Non-profit Organization

Mobile Beacon Newspaper

Cleretta T. Blackmon
P.O. Box 1407
Mobile, AL 36633-1407
251-479-0629
Newspapers

Patterson Dental

Adam Chronister
26400 Pollard Rd.
Daphne, AL 36526-4273
251-621-2700
www.pattersondental.com
Dental Equipment - Supplies

PDQ

Chris Pfeiffer
116 S. University Blvd.
Mobile, AL 36608
251-202-0959
www.eatpdq.com
Restaurants

Plains All American Pipeline LP

Tommy Robinson
333 Clay, Ste. 1600
Houston, TX 77002
713-646-4196
www.paalp.com
Pipe Line Contractors

Roberts Brothers Inc. - Anna Luce

Anna McCown Luce
3601 Springhill Business Pk., Ste. 101
Mobile, AL 36608-1256
251-454-2782
www.annaluce.robertsbrothers.com
Real Estate

Roberts Brothers Inc. - Alesia Parker

Alesia Parker
6721 Grelot Rd., Ste. A
Mobile, AL 36609
251-689-4948
www.alesiaparker.com
Real Estate

The Rose Bud Flowers & Gifts LLC

Sheila Kirksey
470 N. Craft Hwy.
Chickasaw, AL 36611-1302
251-457-6040
www.rosebudflowers.com
Florists

Southeast Asian American Store Owners Association (SAASOA)

Bharat Patel
1956 S. University Blvd., Ste. J
Mobile, AL 36609
251-648-9220
www.saaso.org
Organizational Development

Saenger Theatre

Jay Hagerman
401 Civic Center Dr.
Mobile, AL 36602-2325
251-208-7261
www.saengermobile.com
Performance Venue

Sears Holdings Corp. d/b/a Sears Teleserv

Beth Medford
3412 Demetropolis Rd.
Mobile, AL 36693
251-602-6015
www.searsholdings.com
Retail

ServiceMaster Restoration by The Elliott Companies

Stacy Nelson
8320 Spanish Fort Blvd.
Spanish Fort, AL 36527
251-473-7766
www.SMDisasterRestoration.com
Water & Fire Restoration & Reconstruction

Shuman Consulting Services LP

Jeffery Grizzle
273 Azalea Rd., Bldg. 1, Ste. 103
Mobile, AL 36609-1970
251-607-6926
www.scslp.com
Adjusters

St. Jude Children's Research Hospital

Lauren Smith
5901-A Peachtree Dunwoody Rd., Ste. 255
Atlanta, GA 30328-6242
800-654-8563
www.stjude.org
Nonprofit Organization

Sugar Rush Donut Co.

Marcellus Bosarge
4701 Airport Blvd., Ste. 250
Mobile, AL 36608
251-767-2146
<https://www.facebook.com/pages/Sugar-Rush/203340193>
072291
Doughnuts

The UPS Store-Schillinger

Kyle Moffett
312-T Schillinger Rd. S.
Mobile, AL 36608
251-633-6245
www.theupsstorelocal.com/2491/BusinessService

Woodard Consulting Services

Michael Woodard
P.O. Box 180342
Mobile, AL 36618-0342
251-463-2791
www.wooconserv.com
Information Technology Consulting

DO YOU KNOW THE LATEST?*

READERSHIP

Lagniappe has 48,801 print readers each issue, and 95,226 print readers over 6 months, representing a readership gain of 22% over last year.

AGE OF READERS

Lagniappe's average reader is 46 years old, with 74.7% of our readers' aged 35 or older.

INCOME

Our readers have an average household income of \$75,451, more than \$17,000 above the market average of Mobile and Baldwin counties. 24.5% of Lagniappe households earn \$100,000 or more annually.

GENDER

56.1% of Lagniappe's readers are women, 43.9% are men.

AUTOMOTIVE

16.9% of our readers plan to buy a new vehicle in the next year, more than 5% over the market average. 23.5% plan on buying a used car in the next 12 months, over 7% more than the market average.

LAGNIAPPE READERS ALSO:

- Spend an average of \$141 per week on groceries
- Represent 88% of the micro-brew buyers in the area
- Are 44% more likely to purchase liquor and wine
- Spend over \$3,000 per year on home improvements
- Are 80% more likely to have a 401K plan
- Are 150% more likely to have an IRA
- Are 78% more likely to own stocks or stock options

EDUCATION

68.5% of Lagniappe's readers have some college education or above. 21.4% have college degrees and 13.2% have post-graduate degrees as well, nearly double the market average.

OCCUPATION

Lagniappe readers' occupations are 55.5% white collar, 28.1% blue collar.

HOME OWNERSHIP

73.8% of Lagniappe's readers own their own homes, and 24.7% rent their residence. Our readers' average home value is \$241,630, more than \$55,000 above market average.

DINING

Lagniappe's readers love restaurants. 96.5% went to a restaurant in the last month. 89.1% have been to a sit down restaurant in the last 30 days, and are 25% more likely than the average resident to eat at a fine dining restaurant.

CELL PHONES AND COMPUTERS

Lagniappe's readers are well connected. 95.9% own mobile phones, with 61.4% owning smart phones, nearly 15% over the average Mobile/Baldwin resident. 77.4% of our readers own home computers, 7% above the market average.

(*Scarborough Research, CSA, Release 2, Oct. 2011 - Sept. 2012)

believe in **mobile** belong to the **chamber**

connect ... succeed ... grow

At the Mobile Area Chamber of Commerce, our goal is simple – to help your business grow. Membership links you with resources and contacts for success during challenging times. Join us. Get involved in the Gulf Coast's most dynamic business community. Connect to our more than 2,200 members – network, ask questions, learn, share insights and form important business relationships. Believe in a strong future for Mobile. Belong to the Chamber – because it's good for business and good for Mobile.

