



“Growing Global, Investing Local”

A proposed five-year public-private initiative of the Mobile Area Chamber of Commerce, to grow and diversify Mobile’s economy.

2018-2022 Case for Support

Refined, endorsed, and approved for stakeholder consideration and feedback by:

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A Message from the Partners for Growth 2018-2022 Campaign Co-chairs

Dear Friend,

The Mobile Area Chamber of Commerce, through its five-year program Partners for Growth, is a catalyst for our efforts and approach to economic development, talent recruitment and maintaining our quality of life. Since 1985, this long-standing and highly effective public-private partnership has built a solid foundation of teamwork among key leaders in business, government and higher education with over \$45 million in financial support from public and private stakeholders.

As Co-chairs of the Partners for Growth (PFG) *“Growing Global, Investing Local”* 2018-2022 campaign, we are investing in this economic, workforce and community development initiative because we aspire for our region to fully realize its maximum potential. As business and civic leaders, we feel a distinct responsibility to assure that our area economy can provide for the wealth and well being of all of our citizens. PFG provides us with a thoughtful and thorough blueprint for assuring the best possible future for every person in Mobile.

Partners for Growth is about positioning the community to see, appreciate and strengthen the resources and amenities we collectively share with businesses, educators, employees and Mobilians so they are empowered to be equal partners in advancing our region. PFG’s \$11 million, five-year funding cycle offers targeted programs and staff to: **Ensure** shared prosperity, especially among small and minority businesses; **Increase** our capacity for desired economic growth through attention to workforce and infrastructure issues; **Enhance** our global presence by leveraging our success in key industries for continued job growth through strategic recruitment, expanded trade and foreign investment; **Create** high-paying jobs through existing business growth, expansion and entrepreneurial support and **Support** our workforce development partners to meet the current and future needs of Mobile’s continued job growth.

Our time is now. The plan to maximize how we perform in this unique time period is Partners for Growth *“Growing Global, Investing Local”* 2018-2022. As proud Board of Advisors of the Mobile Area Chamber of Commerce, we are stepping out in support of this plan and asking fellow business, civic, elected and citizen leaders to join us as we further position Mobile on the world stage. We have been given a unique set of prosperity opportunities and it is time for us to seize the future!

Thank you for your thoughtful consideration, and we look forward to seeing your name next to our companies’ as Partners for Growth investors.

Sincerely,



Brian Willman
Regions Bank



Mike Saxon
Alabama Power



Mark Nix
Infirmary Health
Systems



Elliot Maisel
Gulf Distributing Co.
of Mobile

30 Years of Economic Development Programming... Just the Beginning!!!

In 1985, the Mobile Chamber of Commerce launched a five-year initiative called “Tell the World” to establish a new approach to economic development and to market Mobile to prospective companies looking to expand or relocate. *Thirty-one years and seven subsequent multi-year initiatives later...*

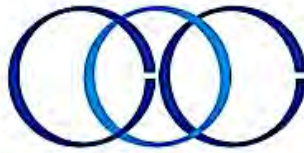
1990 Show Business Mobile
\$3.4 million



1994 Mobile in Motion
\$4.5 million



1985 Tell the World
\$3.2 million



MOBILE AREA
CHAMBER OF COMMERCE



1999 The Millennium Fund
\$4.5 million



2003 \$8.4 million
2007 \$10 million
2012 \$10.5 million

Partners for Growth is recognized as a best practice model for public-private economic development partnerships. Thanks to visionary and committed volunteer leaders, competent and driven professional staff and more than \$45 million in financial support from public and private stakeholders, Mobile is consistently listed among various “top places” rankings and **Mobile has transformed its economy and become the envy of other communities in Alabama, the Southeast, and the U.S.**

Mobile is added to the **Federal TechHire initiative** - a program focused on training potential workforce members in technical areas.



Ranked Mobile **No. 2 among the top 10 U.S. metros** with the highest economic growth potential.

Mobile is the **No. 5 most business-friendly city in Small American Cities** of the Future.



Mobile **No. 1 among Mid-Sized Cities for New Manufacturing Growth.**

Mobile is ranked **No. 5 nationwide** for a “living wage.”



Ranked Mobile **No. 10 among its Top 10 U.S. Cities on the Rise** and **No. 11 among Cities with the Fastest Growing Incomes.**

Mobile ranked **No. 19 among Top Southern Cities for Jobs.**



Named Mobile as **one of the nation’s top cities for a strong workforce** in its annual “Best Cities” issue.

The U.S. Department of Commerce has designated Mobile as **one of twelve “Manufacturing Communities” in the U.S.** as part of the Investing in Manufacturing Communities Partnership.



Mobile has established itself as a dynamic, globally relevant region with an economy driven by growth-oriented companies in industries fueled by knowledge and innovation. Our competitors for jobs and investment in these industries are equally dynamic regions such as Jacksonville, Charleston, Memphis, Savannah, and others in the U.S. and around the world. And competitive advantage (or disadvantage) is increasingly a function of talent, and fertile ecosystems of cluster industries that foster and support innovation and growth. The Partners for Growth (PFG) initiative represents a focused and intentional approach to enhancing Mobile’s most promising clusters within the context of proven strategies around new business attraction, workforce development, existing industry support, quality of place, and sustainability. It also integrates Mobile and Mobile County’s economic development agendas with shared interests of the broader Mobile region through collaboration and shared activities with strategic partners.

Recent Impacts

The Mobile Area Chamber of Commerce’s leadership in economic development has paid many dividends to community stakeholders for over three decades. In an effort to document the tangible economic impact of our current Partners for Growth Initiative (2013-2017), we commissioned an analysis of our project “wins” (*Companies we directly assisted in locating or expanding in Mobile.*) from January 2013 through December 2016. Highlights of that analysis, produced with IMPLAN – the most widely accepted economic modeling tool – are presented below:

Mobile & Mobile County New and Expanding Companies January 1, 2013 – December 31, 2016

Company	NAICs Code ¹	Jobs	Investment (\$millions)	Average Salary	Sector ²	Sector Defined
2013						
Alabama Steel Terminals	493	100	\$36.00	\$40,000	416	Warehousing and storage
BASF/Evonik	325998	22	\$84.30	\$60,000	172	Misc. chemical product mfg.
2014						
Rural Sourcing, Inc.	541511	100	\$.70	\$50,000	451	Custom computer programming services
AM/NS Calvert	331110	16	\$40.00	\$65,000	217	Iron and steel mills and ferroalloy mfg.
DuPont	325998	6	\$11.00	\$90,500	172	Misc. chemical product mfg.
Evonik Industries	325998	72	\$113.73	\$53,000	172	Misc. chemical product mfg.
Myer Marine	336611	40	\$2.60	\$42,000	363	Ship building and repair
2015						
AM/NS Calvert	331110	6	\$88.00	\$65,000	217	Iron and steel mills and ferroalloy mfg.
APM Terminals	488320	81	\$47.50	\$77,000	414	Support activities for transportation
Arkema	325	25	\$60.00	\$100,000	160	All other petrochemical mfg.
Blastech Mobile LLC	332812	76	\$4.50	\$42,000	252	Metal coating and non-precious engraving
Maas Aviation	33281	52	\$13.00	\$41,153	252	Metal coating, aircraft painting

Company	NAICS Code ¹	Jobs	Investment (\$millions)	Average Salary	Sector ²	Sector Defined
Prism Systems	541511	16	\$.65	\$70,000	451	Custom computer programming services
Star Aviation	336413	50	\$2.40	\$42,000	357	Aircraft mfg.
Tate and Lyle	424690	10	\$20.00	\$120,000	395	Wholesale trade
Technip ³	332996	0	\$23.0 (\$14.5)*	-	38	Support activities for oil and gas operations
Bayer Crop/Evonik	32532	25	\$200.00	\$75,000	172	Pesticide and other agricultural chemical mfg.
Hutchinson	336413	100	\$2.00	\$36,000	357	Other aircraft parts and auxiliary equipment mfg.
Fed Ex Ground	494	100	-	-	415	Couriers and messengers
Reel USA	333514	20	-	-	249	Machine shops
2016						
Broetje Automation	333514	2	-	-	249	Machine shops
Danby Products	423620	15	-	-	395	Wholesale trade
Walmart	493000	550	\$135.00	\$35,000	416	Warehousing and storage
Evonik Industries	325998	13	\$2.75	\$67,000	172	Misc. chemical product mfg.
Lenzing Fibers	325220	163	\$293.00	\$56,000	168	Artificial and synthetic fibers and filaments manufacturing
BASF	325100	2	\$23.50	\$120,000	160	All other petrochemical mfg.
Serda	312120	15	\$1.45	\$21,000	501	Full service restaurant used for "brewery".
Millard Maritime	488130	0	\$13.50*	-	414	Support activities for transportation
Canfor Southern Pine	423990	20	\$6.275	\$95,000	461	Management of companies and enterprises (U.S. HQs/wood products)
Threaded Fasteners	332812	8	\$1.592	\$50,000	252	Metal coating (galvanizing facility)
Total		1,705* (1,906)	\$1,226.45			

Source: Mobile Area Chamber of Commerce. IMPLAN®, MIG Inc. NAICS Definition File, 2012.

- Notes: * 1,705 reported jobs adjusted to include Technip and Millard Maritime investments = 1,906 direct jobs.
1. NAICS = North American Industry Classification System. Some NAICS codes and sectors adjusted to fit sector definitions.
 2. Sector = 536 possible industry groups defined as sectors in the Input/Output model.
 3. Technip investment for spool-base upgrades. Capital investment: construction and engineering wages (\$8.5 million), equipment (\$7.2 million), material to become part of realty (\$6.0 million), land (\$1.3 million). \$8.5 million of wages + \$6 million in property improvements = \$14.5 million allocated to sector 38. Equipment does not usually create a local impact, and land purchasing does not create multiplied impacts by itself. Land is considered a transfer in the National Income and Product Accounts used for I/O models.
 4. 2016 results are through December 31, 2016, i.e., a full year.
 5. Sector 108 = breweries does not yet exist in the Mobile County data. Used sector 501 "Full Service Restaurant" because Serda is a popular coffee shop with an extended menu.

Five-Year Strategies

- 1 Existing Business Retention and Expansion
- 2 New Business Development / Attraction
- 3 Workforce Development
- 4 Infrastructure and Business Climate Improvement

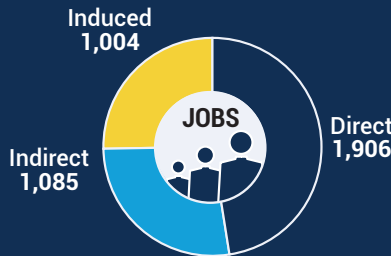
30 Attraction / Expansion Projects
\$1.23 Billion
New Capital Investment



NEW PERSONAL INCOME
\$226,717,191



TOTAL NEW JOBS 4,035

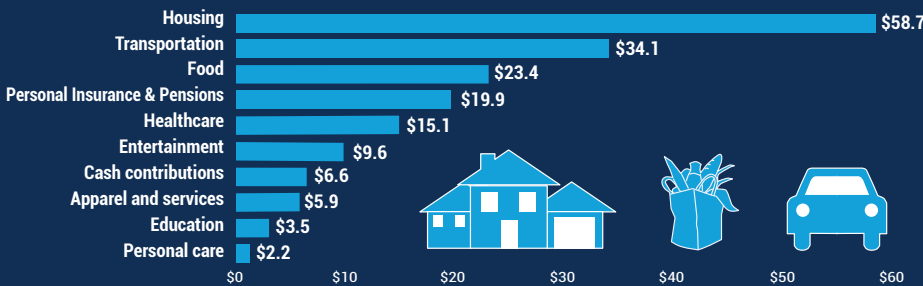


NEW BUSINESS OUTPUT
\$1,100,241,943

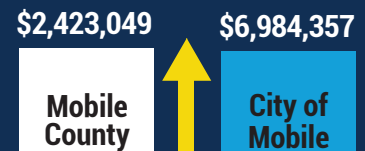


New Annual Savings Deposits \$12,037,428

ANNUAL CONSUMER SPENDING INCREASES IN MILLIONS



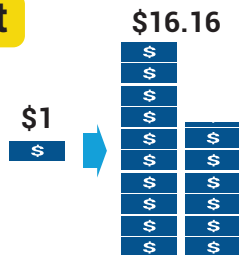
ANNUAL TAX REVENUES INCREASES:



Return On Investment

Private Sector

\$16.16 for every \$1 invested in PFG*



Public Sector

\$3.65 for every \$1 invested in the PFG**



* Based on -\$5,447,112 4 year investment from private sector and 8% avg. profit on \$1,100,241,943 in new annual output

** Based on \$2,577,509 4 year investment from public sector and new annual tax revenues of \$9,407,406

Analysis Source: Economic Strategy Center / IMPLAN Input / Output model for Mobile County

Partners for Growth 2018-2022

Partners for Growth “Growing Global, Investing Local” will sustain and build upon many of our current successful tools and techniques. It will also pursue bold, new strategies to build our economic development assets and to showcase those assets to global decision makers. The most notable of these will be new and innovative workforce development strategies (*including the new Advanced Manufacturing Training Facility*), highlighting the talent and strength of the companies and assets in Mobile, and a deliberate focus on supporting and connecting entrepreneurs in targeted industry clusters to position them for growth.

Partners for Growth (PFG) has played a key role in the growing vitality of our region. Through the **collaboration and support** of the business community and city and county government, we have provided significant financial and leadership resources for the initiatives our leaders have envisioned. We’ve attracted new businesses and new people to call Mobile home. PFG embodies the notion that a “rising tide lifts all boats.” We have seen the benefits of our cooperative and collaborative spirit, which has improved our region’s economy and quality of life.



*“BBVA Compass knows that a healthy and growing economy benefits businesses and consumers alike. Supporting the Chamber provides the resources for spearheading initiatives that individual companies don’t have the time or inclination to tackle, which benefits everybody.” - **Claire McCarron***

*“The Partners for Growth Initiative allows Ben M. Radcliff Contractors to be a part of and invest in the current and future economic development that will continue to move Mobile forward, both with economic success and a better quality of life.” - **Ben Radcliff, Jr.***



*“The Chamber and its leadership have played a significant role in attracting new business to Mobile. By partnering with the Chamber, Armbrecht Jackson can support the Chamber’s continued business development efforts.” - **Greg Bru***

*“It’s a no-brainer. It is a great return on investment for not only McDonalds, but the city as a whole and, of course, my grandchildren’s future.” – **Jim Barnes***



*“Norton Lilly International believes it is important for local businesses to invest in the future of our city, and we are proud to have supported the Partners for Growth initiative for many years. We see the proven track record of economic development success and improved quality of life, and are excited about the opportunities ahead of us. We believe that the future for the Mobile area looks bright, and Partners for Growth has and continues to play a key role.” – **H.W. Thurber, III***

PFG “*Growing Global, Investing Local*” is not merely a renewal of previous programs. Now more than ever, our initiatives provide opportunities that positively impact our people, prosperity and place with new and innovative actions that will take Mobile and the region to the next level of success. Thanks to the leadership of community visionaries and previous PFG programs, we will continue to deliver on many of our time-tested core programs that have proven successful. And we will complement them with several new and fresh initiatives that address the challenges and opportunities of today.

With recent and continuing investments and job growth in aerospace, shipbuilding/maritime, logistics, and technology, **Mobile has become a globally significant player** in those industries, and continues creating economic growth and prosperity for our local businesses and residents. **Achieving our full potential and effectively competing against other communities for jobs and investment will require continued and enhanced focus on economic development objectives, as well as development and execution of appropriate strategies.** With the current PFG “*Believe in the Future*” program expiring at the end of 2017, Chamber and Partners for Growth leaders have developed a successor multi-year initiative that addresses our most pressing needs and pursues our best opportunities for continued economic success.

As you will see in the following overview, the “*Growing Global, Investing Local*” initiative is designed to:

- ✓ **Ensure shared prosperity**, especially among small and minority businesses.
- ✓ **Increase our capacity for desired economic growth** through attention to workforce and infrastructure issues.
- ✓ **Enhance our global presence** by leveraging our success in key industries for continued job growth through strategic recruitment and expanded trade and foreign investment.
- ✓ **Create high-paying jobs** through strategic recruitment, expanded trade and foreign investment, existing business growth, and entrepreneurial support.
- ✓ **Support our workforce development partners** to meet the current and future needs of Mobile’s continued job growth.

Success in our community doesn’t just happen. We maintain one of the best environments in which to do business because we advocate for business. We’re creating more opportunities for people to realize their dreams. The Mobile area is making headlines because of our economy and our stories of business success — and because we actively target national and regional publications to tell our story. For over thirty years, PFG investors have capitalized on solid, thoughtful programs to grow our community’s wealth and prosperity. The 2018-2022 program continues this proven track record.

Partners for Growth “*Growing Global, Investing Local*” Five Pillars:

1. New Business Recruitment and Investment Attraction
2. Existing Industry Support, Innovation and Entrepreneurship
3. Workforce Attraction, Retention and Development
4. Diversity Business Development
5. Business Advocacy and Quality of Place

In the following pages, each program area is outlined and presented along with estimated allocations for the five-year program.



2018-2022 Program Overview: “Growing Global, Investing Local”

1. New Business Recruitment and Investment Attraction

Strategic Overview:

As PFG’s primary focus over the past three decades, these efforts have produced thousands of jobs and billions of dollars in capital investments. High profile projects such as Airbus and Austal, as well as lesser known wins have created new economic drivers and proven that Mobile can compete with communities around the world. We must continue to pursue jobs and investment in best-fit industries. In addition, we must elevate our capacity to put Mobile on more “short lists” of relocation and expansion projects and to win projects in the face of ever increasing competition. That capacity will include:

- ✓ Competent, professional **project management staff** to respond to leads and inquiries; gather and disseminate information and data; manage prospect visits, tours, and meetings; develop and sustain critical relationships with site selectors, state and local elected officials, and corporate executives.
- ✓ **Sales and marketing** resources: multi-media messaging to target audiences; travel; conference and trade show attendance; sponsorships.
- ✓ Access to **consultants and research** and data sources, as needed.
- ✓ **Committees** comprised of industry executives and subject matter experts **to help guide and direct PFG strategy and activity.**

Objectives:

- 1) Focus recruitment efforts on “**best fit**” and “**most desirable**” companies and industries by capitalizing on the region’s strengths and infrastructure.
- 2) **Leverage the Port of Mobile**, existing companies, industries, and global economic trends to increase global sales and exports for companies and attract new foreign investment to Mobile.
- 3) Pursue corporate and division headquarters of all sizes.
- 4.) Advocate for **Small Business** by supporting an annual “pro-business” legislative agenda.

Actions:

- Articulate Mobile’s **competitive advantages** to prospects in target business sectors.
- Expand **precision marketing strategies aimed at targeted industry clusters**, selected companies, real estate brokers and developers, and site location consultants.
- Develop **industry specific marketing materials and digital media** to promote the assets of targeted industry clusters.
- Participate in trade shows, targeted recruitment trips, and meetings with site location consultants to **generate new business opportunities**.
- **Annually explore new foreign markets** to further the reach of Mobile’s message around the world.
- **Coordinate requests for proposals and site visits** for prospects interested in relocating to Mobile in partnership with economic development partners.
- **Improve the effectiveness of the Public-Private partnership’s** marketing efforts by increasing capacity and technology utilization in the area of public relations, marketing, and communications.

Programming/Tactics:

1. Target Industry Recruitment and Foreign Direct Investment in:
 - a) Advanced Manufacturing
 - 1) Aerospace
 - 2) Maritime / Shipbuilding
 - 3) Chemical
 - b) Biomedical and Information Technology
 - c) Corporate Headquarters and Regional Offices
 - d) Energy
 - e) Logistics / Distribution
2. Aggressively promote the Port of Alabama to targeted users and leverage Mobile’s global logistics advantages for increased exports and foreign direct investments:
 - a) Opportunities in logistics and distribution due to substantial decreases in container shipping costs to / from Mobile
 - b) Geographical advantage for Panama Canal expansion, Caribbean, Mexico, South American trade
 - c) Benefits of the intermodal Container Transfer Facility
 - d) Alabama Renewal Act, providing tax incentives associated with use of the Port of Alabama

Projected Allocation: \$ 4 million

2. Existing Industry Support, Innovation, and Entrepreneurship

Strategic Overview:

Our greatest potential for job growth and wealth creation lies in the industries and companies already established and operating in Mobile. Intentional and focused support, plus assistance from our economic development team, partners, and programs can ensure that we keep businesses here and that they grow and profit here. These efforts will focus on helping our companies: access available federal, state, and local assistance and incentive programs; partner with local suppliers and vendors; and solve any impediments related to zoning, permitting, regulations, etc.

In the 21st century, community economic development also requires the appropriate focus on business start-ups to complement business attraction and expansion. Entrepreneurs need assistance and support to commercialize ideas, find partners, manage business functions, and find capital. While many start-ups may not succeed, some will flourish and prosper – creating jobs and investment, attracting more entrepreneurial energy and talent, and giving Mobile a culture and reputation for innovation and creativity. The outcomes and value tied to entrepreneurial strategies are admittedly longer term and more subjective in nature than those tied to business retention and expansion. However, they also have the potential to significantly enhance our community beyond traditional measures of economic growth. Successful communities must be able to develop, attract, and retain creative people and innovative ideas. They must not lose their best and brightest young people to other places deemed to be “cooler” or offer more opportunity for entrepreneurship. Mobile has assets and opportunities upon which PFG will work to capitalize during 2018-2022, by creating an economic development strategy around innovation and entrepreneurship.

Objectives:

- 1) **Identify growth opportunities** among existing industries and companies.
- 2) Maximize **awareness** of incentives and other available assistance, and increase utilization of all assistance programs.
- 3) **Support workforce needs** of local businesses.
- 4) Grow and accelerate Mobile’s entrepreneurial culture by **fostering the development of an Innovation Ecosystem** that nurtures and supports entrepreneurship; i.e., Mobile develops into a true start-up community.
- 5) Encourage further development of **Mobile’s Technology Corridor** along St. Louis Street in downtown Mobile.
- 6) Provide **support for entrepreneurship and innovation** in targeted industry clusters.
- 7) **Coordinate and collaborate our** innovation and entrepreneurial efforts with the University of South Alabama and its **Office of Commercialization and Industry Collaboration**.

Actions:

- Support the retention and expansion of **existing companies within our target industry clusters** by providing assistance with regulatory issues, incentives, workforce training, talent attraction, and site location.
- Leverage input from existing industries to develop strategic actions and initiatives to respond to the needs of **target industry clusters**.

- **Analyze** the information collected in aggregate while identifying and addressing at least one critical business issue each year. Actively collaborate with other stakeholders to resolve “Mobile-centric” issues that negatively impact the business climate.
- Identify supply chain needs within targeted industry clusters and develop a **recruitment strategy to attract suppliers to the area**.
- **Market our strengths and companies to target industry clusters** through mapping, marketing materials, microsites, and sharing success stories through a national media campaign.
- Encourage and enhance **networks** between existing and potential entrepreneurs.
- **Increase awareness of the Innovation PortAL Business Incubator** and resources available through aggressive marketing using a variety of media strategies. Use case studies to demonstrate the value of the entrepreneurial incubator and its effect on the neighborhood revitalization of the St. Louis Technology Corridor.
- Identify opportunities to connect companies in our targeted industry clusters with **access to capital to promote expansion**.

Programming/Tactics:

1. The Innovation PortAL business incubator will be built with funding already secured from EDA and private foundation grants. PFG will leverage this asset by managing and programming the incubator to optimize its value and impact to further Mobile’s economic development.
 - a) Establish selection criteria for potential clients of the incubator, including minority businesses, with ideas and companies related to core economic drivers.
 - b) Deliver appropriate programming to further tenant growth and development
 - c) Facilitate increased seed / angel funding for Mobile start-ups.
2. Encourage further development of a Technology Corridor around the incubator.
 - a) Facilitate a presence for higher education institutions.
 - b) Identify, attract, and support real estate developers and investors with track records in comparable districts in other cities.
3. Formal business visitation program with dedicated staff.
 - a) Conduct 1,000 calls (over 5 years) on existing businesses to identify job creation and expansion opportunities.
 - b) Utilization of customized software / data mining.
4. Produce and distribute a comprehensive resource guide to various incentives, tax abatements, etc., for business expansion. Customize for specific industries, if appropriate.
5. Enhance the “BRE” committee to mobilize the team, in the case of a business about to relocate or close.
6. Maintain programming for the “Gulf Coast Technology Council” (GCTC), Offshorealabama.com, International Trade and Innovation PortAL.
7. Encourage engagement of Mobile’s higher education institutions into the innovation ecosystem, to streamline efforts for business growth and attraction.

Projected Allocation: \$ 3 million

3. Workforce Attraction, Retention and Development

Strategic Overview:

With increasing frequency, workforce considerations are becoming the key determinant in corporate relocation and expansion decisions. Communities across the country are implementing aggressive efforts to improve K-12 schools, develop technical and skilled training resources, solve transportation challenges, and attract talent from other places. When deciding where to locate or expand operations, companies assess the workforce pipeline, as much as they do the current available pool of workers. Mobile must recognize workforce as a potentially “limiting factor” in its future growth and prosperity, and work accordingly to ensure that our human capital is a competitive asset in our quest to provide good jobs for our citizens. Success will require attention and effective work from a broad consortium of public, private, and non-profit agencies, institutions, and organizations. PFG and the Mobile Area Chamber of Commerce intend to continue its collaborations and partnerships with AIDT, Mobile Works, Alabama Career Center, SAWDC, University of South Alabama, Bishop State Community College, University of Mobile, the AIDT Aviation Training Center, and others to deliver effective workforce development solutions. ***An important distinction in our role and objective is to focus on the needs of employers. From this platform, PFG’s workforce strategy for 2018-2022 will strive to assert a higher level of leadership so that the community’s collective efforts are aligned with the City, County and educational institutions while advocating for the needs of our key industries,*** and that the many organizations and institutions involved in training and education are working effectively and complementary to each other to help fill the skills gap and create long term solutions. Moreover, PFG will aggressively support specific solutions and programs that directly impact our recruitment and retention / expansion efforts.

Objectives:

Expand the number of highly skilled employees in targeted industry clusters that are necessary for companies to grow locally and compete globally, while meeting their competitive needs. Also, we will further leverage our federal designations for the “TechHire” and “Investing in Manufacturing Communities” partnerships, to identify and secure additional grant dollars for community-wide partnerships.

Actions:

1. **Support the establishment of the Advanced Manufacturing Training Center** as a top priority and leverage the Chamber’s platform to support and advocate for its completion and optimization as a tool to attract new companies and create jobs in key industries.
2. Achieve **ACT** Work Ready Certification for Southwest Alabama.
3. Increase **public awareness** about the importance of workforce development for economic development, while promoting skilled trades and technical training as alternatives to 4-year college education.
4. Support companies in targeted industry clusters through **customized solutions** to address specific talent needs.
5. Leverage input from existing business and work with local partners to **address areas of skills gaps and talent recruitment needs.**
6. Use trade shows, career fairs, and industry-specific events to **attract highly skilled talent.**

7. **Promote the achievements of local businesses** that make a practice of building a world-class workforce by recognizing best practices in workplace flexibility, recruiting, retention and development.
8. Advocate for continued funding of Alabama’s Education Budget, including Alabama’s First Class Pre-K initiative.

Programming/Tactics:

1. **Manage** programming for the Youth Entrepreneur’s Academy (YEA)
(YEA is a program of the U.S. Chamber of Commerce.)
2. **Produce** media and support materials to help attract workforce development to the region.
3. Develop a **dashboard** to measure and track Mobile’s workforce development progress and competitive position relative to other communities.
4. Develop marketing materials and initiatives focused on **targeted industry clusters and specific career opportunities**.
5. Continue support of an Alabama budget appropriation for the University of South Alabama to continue to support a much-needed emergency medicine residency at USA Medical.
6. Produce and deliver an annual “**State of the Workforce**” mapping report and strategy, for the Mobile area, to better balance “supply and demand” for future workforce needs.
7. Continue programming for the “**Youth Engaged in Success**” (YES) initiative.
8. **Continue** the Chamber’s role with the “Bay Area Health Coalition” in:
 - a) Health Occupations Career Fair *(Focused on rising 10th graders.)*
 - b) Summer Scrubs Program *(Focused high school seniors.)*
9. Support the “Worlds of Opportunity” (WOO) Program *(For rising 8th graders.)*

Projected Allocation: \$ 1.5 million

4. Diversity Business Development

Strategic Overview:

All Chamber initiatives are designed to impact economic development with diversity and inclusion in mind. By providing opportunity and resources to minority, veteran, and women-owned businesses, we enhance our own economic development and vitality. Creating a culture of business diversity also allows for greater connections and increased opportunities. The Chamber understands that full potential is only realized when diversity and inclusion are the standard to strengthen and impact our community.

Over the years, the Chamber increased its efforts to assist the underutilized business community. Some of these successes included:

- ✓ In 2014, the Chamber’s first vice chair of minority business development was added to its governing board of directors.
- ✓ The Chamber and its partners offered minority businesses referrals, procurement matchmaker events, networking sessions and training workshops.

- ✓ Since 1998, the Chamber honored more than 200 minority-owned companies through awards and recognition programs, including: The annual Eagle Awards; The Rev. Wesley A. James Minority Business Advocate award; Small Business of the Month; Business Spotlight and more.
- ✓ From 2006 to 2016 the Chamber operated the Mobile Minority Business Development Agency (MBDA) Business Center (MBC) which helped assist minority-owned businesses in obtaining more than \$2 billion in contracts and financial assistance, which helped create or retain more than 1,111 jobs.

In 2015, the Chamber's Growth Alliance Task Force began nurturing local entrepreneurs and minority business enterprises. The task force encourages small and disadvantaged businesses to take advantage of existing resources such as: local business resource providers, funding sources, business networks, training sessions, affordable advertising and access to corporate decision-makers and mentors.

Objectives:

Grow the capacity and success of diverse firms through enhanced services and programming. The Mobile Area Chamber works daily to ensure that diversity and inclusion are an integral part of all aspects of the Chamber and PFG's initiatives.

Actions:

1. Continue to **implement diversity and inclusion** strategies within the framework of the Chamber.
2. Cultivate diverse leadership throughout Mobile by **providing resources** and opportunities to learn, get involved and prosper.
3. **Advocate** for economic inclusion and create supplier diversity education opportunities.
4. Continue research and **employ best practices** from leading Chamber diversity and inclusion programs.

Programming / Tactics:

1. Diversity Business Outreach and Assistance
 - a) **Add Chamber staff support** to lead diversity and inclusion initiatives.
 - b) Expand the structure, role and visibility of the **Growth Alliance Task Force**.
 - c) Create and deliver training, education, and mentoring **programs**.
 - d) Increase access to financing for diverse companies.
 - e) Continue research and employment **best practices** of Chamber diversity and inclusion programming.
 - f) Encourage diverse business and supplier participation as part of the economic development process.
 - g) Develop, maintain, and distribute an electronic directory of capable diverse businesses in the region.
 - h) Assist the City of Mobile and Mobile County in their diversity and inclusion initiatives.
 - i) **Facilitate** diversity-centered symposiums focused on addressing and recognizing innovative initiatives in Mobile.

- j) Research organizing a statewide diversity development consortium.
 - k) Utilize the Innovation PortAL business incubator to help create a **Minority Business Accelerator** (MBA) for the development of potential minority business enterprises.
2. Integrate diversity and inclusion **goals** into strategic planning for the Innovation PortAL business accelerator.
 3. The Chamber's Board of Directors and staff **will advocate for diversity and inclusion** in Chamber programming and in all committees, councils and task forces.

Projected Allocation: \$ 1 million

5. Business Advocacy and Quality of Place

Strategic Overview:

Partners for Growth supports and encourages work at all levels of government to stimulate job creation, seeks efficiencies in government and protect fundamental public services and infrastructure. With the growth Mobile has experienced in the past five years, it is necessary to ensure that our infrastructure can support it, along with development and expansion. PFG will partner with the Chamber, regional transportation advocacy boards, planning commission, and local/county government partners to assess the strengths and needs for infrastructure investments. We also will support local, regional and statewide initiatives/policies that can support Mobile's growing population, retention of workforce talent, and quality of life, without levying a disproportionate burden on any individual segment of Mobile's economy.

Objectives:

- 1) Develop and support local, regional and statewide policies that **encourage** a growing population while maintaining a high quality of life.
- 2) Provide consistent, strong, and **effective leadership** to accomplish key infrastructure improvements necessary for economic development.
- 3) **Encourage, support, and assist** specific projects and ideas that will improve Mobile's quality of place quotient for business growth and investment.
- 4) **Secure the needed infrastructure investment** to retain and grow the Mobile area business base.

Actions:

- **Support K-12 public education, community colleges, and higher education** as a conduit to community and quality of place development.
- Provide support to the Mobile Airport Authority for **expanded air service to new markets** critical to the health of existing business and for attracting new business.
- Promote business and talent retention by supporting **public policies that encourage a growing population and maintain a high quality of life.**

- Execute special initiatives that will sustain our renowned quality of life by encouraging **strategic investments in the areas of public education, transportation, water, sewer, energy, and other vital infrastructure.**

Programming / Tactics:

1. **Continue and amplify** efforts to secure funding to foster the completion of a new I-10 bridge over the Mobile River.
2. Support improved access to Mobile Regional Airport.
3. Further **engage** the business community in efforts to secure ever more competitive air service.
4. **Advocate for necessary investments in the Port**, especially the new Roll-on / Roll-off Automotive Terminal.
5. **Support** the Downtown Mobile Alliance to promote the city center as a vibrant environment for business, entertainment, and residential growth.
 - a) Promote tax incentives for businesses, developers, and homeowners to improve existing buildings and build on vacant land for improved occupancy.
 - b) Encourage development of class A office space.
6. **Renew** the proven Alabama Historic Tax Credit.
7. **Expand** the New Markets Development Tax Credit.
8. Create research-and-Development Tax Credits.
9. **Enact** the Small Business Investment Company Tax Credit.
10. Maintain Federal military contracts.
11. Strive to reduce overly burdensome regulations and streamline permitting processes.

Projected Allocation: \$ 1.5 million

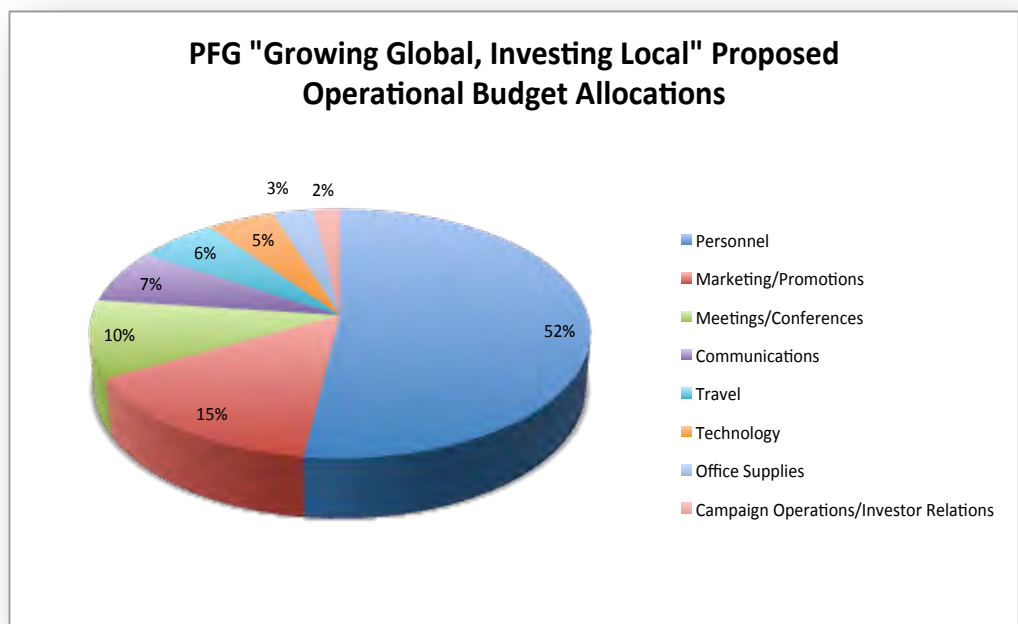
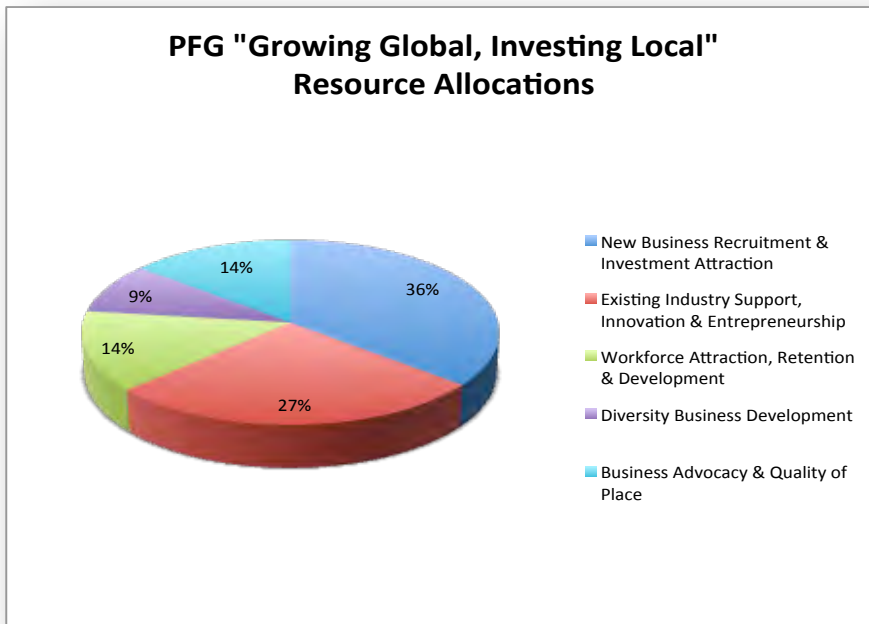
Goals and Metrics

The Partners for Growth “*Growing Global, Investing Local*” initiative will target and track key success metrics, to be achieved by 2022:

1. **Creation of 2,000* total direct new jobs** with an average salary of \$55,000
**2000 jobs adjusted to 2013 jobs by Input/Output model to account for present value of future jobs.*
***Indirect and induced jobs created by direct job creation are projected to add an additional 2,366 jobs to the direct job goal for a total of 4,379. These jobs will have salaries/wages below the average salary stated above.*
2. **Attract new and expansion capital investment of \$1.25 billion** to Mobile
3. 10% increase in **Mobile County Effective Buying Income**
4. 10% increase in **Mobile County Industrial and Commercial Tax Base**
5. The **GDP growth rate in the Mobile region** will exceed the State of Alabama and will be among the top quartile of competing regions

Total Five-Year Resource Allocation

1. New Business Recruitment and Investment Attraction:	\$4 Million
2. Existing Industry Support, Innovation, and Entrepreneurship:	\$3 Million
3. Workforce Attraction, Retention, and Development:	\$1.5 Million
4. Diversity Business Development:	\$1 Million
5. Business Advocacy and Quality of Place:	\$1.5 Million
Total:	\$11 Million



Five-Year Strategies

- 1 New Business Recruitment and Investment Attraction
- 2 Existing Industry Support, Innovation, and Entrepreneurship
- 3 Workforce Attraction, Retention, and Development
- 4 Diversity Business Development
- 5 Business Advocacy and Quality of Place

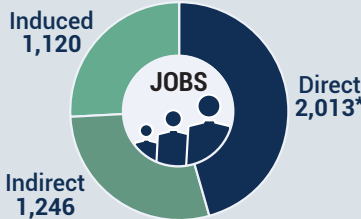
2,000 Direct Primary Jobs
\$1.25 Billion
New Capital Investment



NEW PERSONAL
INCOME
\$276,715,698



TOTAL
NEW JOBS 4,379



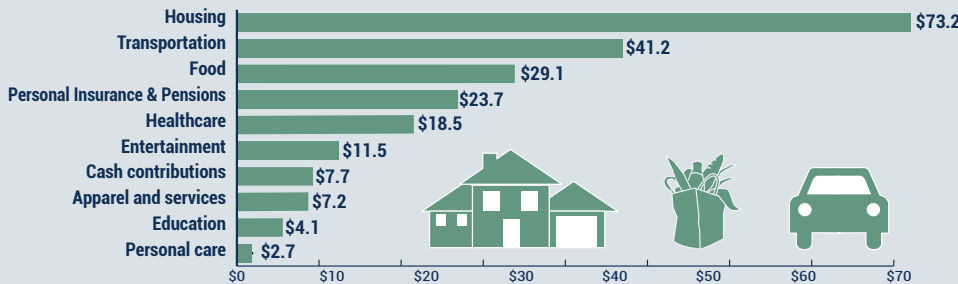
*2,000 job goal adjusted to 2,013 jobs by IMPLAN to account for present value of jobs created over 5 years

NEW
BUSINESS OUTPUT
\$1.2 Billion



New Annual Savings Deposits \$14,692,072

ANNUAL CONSUMER SPENDING INCREASES IN MILLIONS



ANNUAL TAX REVENUES INCREASES:

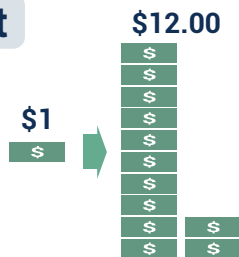
\$6,661,536 **↑** \$6,841,187

Mobile County City of Mobile

Return On Investment

Private Sector

\$12.00 for every \$1 invested in PFG*



Public Sector

\$4.53 for every \$1 invested in the PFG**



* Based on \$8 million 5-year investment from private sector and 8% avg. profit on \$1.2 billion in new annual output

** Based on \$3 million 5-year investment from public sector and new annual tax revenues of \$13,580,553

Analysis Source: Economic Strategy Center / IMPLAN Input / Output model for Mobile County

Complacency is Not an Option



"I don't think that it is any secret that, if you want to grow, you have to make wise and prudent investments. The Chamber has a strong track record of both recruiting and retaining viable businesses to the area. In addition, they have done an excellent job of engaging local businesses to create an environment that encourages and fosters growth. In our minds, we are blessed to have such a strong local advocate and Willis Towers Watson will continue to invest in the Partners for Growth initiative." – **Jason Gregory**

"As a local company founded in the area, the management and staff of ASF Logistics have a vested interest in the region's economic development, which will contribute to job growth and a superior quality of living." – **Steven Chard**



Few dispute that Mobile is now in a time of increasing statewide and global competition for new jobs and investment. That competition will be fierce, and there will be regions of the world that win — where standards of living will rise and jobs will be plentiful — and regions that lose. We believe that Partners for Growth *"Growing Global, Investing Local"* can and will continue to create opportunities and economic success through collaboration, leadership development, focus and diligently implementing the strategies outlined above.

Despite Mobile's recent growth and progress, we cannot afford to be complacent in our efforts to attract, grow, and create businesses and good jobs. As Mobile and Mobile County prosper, so does the region. That is the essence of the Chamber's aggressive initiative taking Mobile and Mobile County to the next level economically. Key allies in economic development recognize that the Chamber's collaborative approach is critical to future success. Working strategically with a well-funded plan, continued momentum will require even more diligence, especially as competition from other communities and regions will intensify.

Starting with the "Tell the World" campaign in 1985, Partners for Growth has played a key role in the growing vitality of our region. Through the collaboration and support of the business community and local and county government, we have provided significant financial and leadership resources for the initiatives our leaders have envisioned.



"It has been an honor to have been involved in the PFG campaign beginning with the 'Tell the World' campaign in the 1980's and we have been able to see the incredible value of our community pulling together to bring economic growth and job creation to the region. Running successive five-year campaigns consistently over an extended period of time has kept Mobile in the forefront of economic development, sharpened our skills and built camaraderie among participating businesses. As business owners and managers, we all like to see an investment pay dividends, and Partners for Growth does just that." - **Terry Harbin**

With our community poised for greater prosperity through global relevance, foreign investment and increasing opportunities for our own innovative and diverse entrepreneurs, implementing this plan will require support and participation from a broad array of stakeholders who care about Mobile and who will benefit from new and diversified economic growth. Partners for Growth is the community's next five-year economic and workforce development plan to continue Mobile's momentum. **If we want to build our workforce, grow our economy as we create jobs, and ensure that we retain our quality of place, we must be proactive in determining our future ... together!**