

# 2021 ANNUAL REPORT



Photo by Paul Devie - Airwind



MOBILE AREA  
CHAMBER OF COMMERCE

# FROM THE 2022 BOARD CHAIR

I am honored to have the opportunity to serve as chairman of the Mobile Area Chamber of Commerce in 2022. This is a pivotal time for the Chamber and our area.

The Gulf Coast is experiencing unprecedented growth, and Mobile sits at the epicenter. New leaders are emerging across the region to continue the efforts of so many strong advocates who have spawned the economic growth we are experiencing.

The Mobile Area Chamber has the unique opportunity to serve as the advocate for businesses large and small across the region.

The Chamber is currently penning a covenant with the community to serve as a true call to action to help local businesses benefit from the opportunities surfacing locally. By working hand in hand with the leadership of the city, county, development agencies and local community stakeholders, the Chamber can serve as the catalyst for continued growth of our economy, which raises the tide for all.

Under the leadership of our former chair and my good friend, Terry Harbin, 2021 was a banner year for business and industry. Terry deftly navigated the Chamber through a time of uncertainty when the pandemic set in.

Out of this, businesses have discovered new purpose and new ways to do business. The Chamber is called upon to be on the front end of this evolution with businesses in this new frontier.

I look forward to carrying the torch handed over by Terry and all those before him.

Matt White  
2022 Chair, Board of Directors  
Mobile Area Chamber of Commerce



Photo by Chad Riley

# STRATEGIC PLAN 2021-2023



The Mobile Area Chamber of Commerce has a strategic plan to guide its direction for years 2021-23. To develop it, the Chamber staff worked with members of the board of directors and a consultant to discuss key issues and create benchmarks to measure the organization's successes. Below is an overview of the strategy, vision and success indicators for each of our four areas of focus – jobs, advocacy, value and excellence.

## JOBS

RETAIN, EXPAND AND  
RECRUIT BUSINESSES,  
INVESTMENT AND JOBS  
IN THE MOBILE AREA

**VISION:** By year-end 2023, the Mobile area will have steadily increased jobs, business and capital investments in our community. The Chamber will lead business engagement in a more robust talent attraction program.

### Success Indicators

1. Expand business segments to increase investments
2. Locate two new headquarters to Mobile
3. Recruit a talented workforce from outside of Mobile
4. Develop new marketable industrial sites/parks

## ADVOCACY

CREATE AN ENVIRONMENT  
THAT PROMOTES BUSINESS  
AND COMMUNITY GROWTH

**VISION:** By year-end 2023, Mobile will have a stronger, more diversified business climate. Chamber-led efforts will have secured a more business-friendly environment and needed infrastructure improvements, balancing sustainable growth and ongoing development. Chamber programs and events will have encouraged diversity and fostered community growth.

### Success Indicators

1. Legislative accomplishments
2. Progress in realizing the I-10 Mobile River bridge
3. Support of airport relocation and port improvements

## VALUE

PROVIDE VALUE, SERVICES,  
OPPORTUNITIES AND  
RECOGNITION FOR  
OUR MEMBERS

**VISION:** By year-end 2023, the Chamber will be nationally recognized for consistently exceeding member expectations and delivering the value of membership.

### Success Indicators

1. Exceed 2,200 members and the national average in membership retention
2. Board of advisors engagement and growth
3. Member satisfaction and engagement
4. Develop an online DEI directory

## EXCELLENCE

OPERATE THE CHAMBER  
WITH EXCELLENCE,  
INNOVATION AND EFFICIENCY

**VISION:** By year-end 2023, the Chamber will be recognized as one of the nation's best through accreditation by the U.S. Chamber of Commerce. The Chamber will be an effective, credible and vital organization known for its high standards, ethical behavior and responsive service.

### Success Indicators

1. Five-star accreditation by the U.S. Chamber of Commerce
2. Certification by the Chamber of Commerce Association of Alabama
3. Healthy Chamber finances
4. Membership growth and retention



# JOBS



MOBILE AREA  
CHAMBER OF COMMERCE

## ANNUAL REPORT

The Chamber works to recruit jobs to the area and help existing industries in pursuit of workers. Chamber staff has made a new commitment to talent attraction and has started initiatives to make more strides in 2022.

Of the accomplishments made in 2021, the Chamber has announced 10 new projects to the area. There have been seven expansions and more than \$290 million in capital investments. More than 506 jobs have been created or will be created with annual salaries averaging \$50,657.

These numbers continue to grow each year as the Mobile area has developed its footprint of diverse industries and expanded the markets the Chamber has been recruiting.

A new focus on talent attraction and workforce development initiatives has paved the way for the Chamber to play a major role in helping draw professional candidates to jobs with area employers.

The Chamber's Partners for Growth campaign is made up of 140 investors to help the economic development team's commitment to adding more than 2,000 jobs with an average annual salary of \$55,000 and bring in \$1.25 billion in capital investment in the community. With the campaign ending this year, a new campaign with new goals is being developed with bigger plans for the next five-year campaign.

## 2021 ECONOMIC DEVELOPMENT HIGHLIGHTS

### AUSTAL USA

Announced construction of a new steel ship manufacturing line.

- \$109 million in capital investment

### CANFOR SOUTHERN PINE

Announced investment in new equipment at its Mobile sawmill.

- \$4.1 million in capital investment

### CHART

Announced new facility improvements and expansion, new employees at its Theodore site and new equipment to be purchased.

- \$2.5 million in capital investment / 94 jobs / \$49,000 average annual salary



Canfor Southern Pine





## COCA-COLA BOTTLING UNITED

Announced expansion plans at its Mobile facility and new warehousing system.

- \$48.4 million in capital investment / 15 jobs / \$43,000 average annual salary

## MTC LOGISTICS

Cut ribbon on its new cold storage facility.

## MYER MARINE SERVICES

Announced an expansion of its west Mobile facility.

- \$5.5 million in capital investment / 50 jobs / \$61,000 average annual salary

## RAY-MONT LOGISTICS

Announced Mobile for a high-tech logistics park.

- \$19 million in capital investment / 50 jobs / \$70,000 average annual salary

## REN SEAFOOD

Announced plans to build a seafood processing facility and distribution hub in Mobile.

- \$12.4 million in capital investment / 54 jobs / \$39,000 average annual salary







Ray-Mont Logistics

## SOUTH ALABAMA LOGISTICS PARK

Announced plans to build a 1,300-acre master-planned industrial park.

- \$109 million in capital investment / 50 jobs / \$70,000 average annual salary

## SSAB

Announced headquarters move to Mobile and new equipment to increase production capacity.

- \$69 million in capital investment / 31 jobs / \$93,000 average annual salary



SSAB



# ECONOMIC DEVELOPMENT NUMBERS

**140** PARTNERS  
FOR GROWTH  
INVESTORS



**10** PROJECT  
ANNOUNCEMENTS  
IN 2021

**\$290** MILLION CAPITAL INVESTMENT  
BY ANNOUNCED PROJECTS IN 2021

**\$50,657**

AVERAGE ANNUAL  
SALARY OF NEW JOBS



**506** NEW JOBS BY  
ANNOUNCED  
PROJECTS IN 2021



**20** TROY UNIVERSITY STUDENTS  
AND FACULTY VISITED  
MOBILE AS PART OF THE  
CHAMBER'S NEW TALENT  
ATTRACTION INITIATIVES



COMPANIES  
PARTICIPATED IN  
MOBILE MEETUP  
EVENT FOR YOUNG  
PROFESSIONALS

**6** INTERNATIONAL  
REPRESENTATIVE MEETINGS  
WITH E.D. DEPARTMENT

**100** ATTENDEES AT THE MOBILE  
MEETUP EVENT FOR YOUNG  
PROFESSIONALS







Harper Technologies



Mobile Bay Firewood



e-work Marketing & Advertising



Mosley Building Systems

## SMALL BUSINESS DEVELOPMENT NUMBERS



120

SMALL BUSINESS  
COUNSELING  
SESSIONS

40

GROWTH  
ALLIANCE  
TASK FORCE\*  
MEMBERS

*\*Growth Alliance Task Force promotes the growth of minority-owned businesses and provides entrepreneurial training, workshops and diversity forums.*

11

GROWTH  
ALLIANCE  
TASK FORCE  
MEETINGS

### SMALL BUSINESS OF THE MONTH

- Pittman Tractor Co.
- Mount Man of Mobile
- Mosley Building Systems
- FOY Superfoods
- Harper Technologies Inc.
- e-worc Marketing & Advertising
- McAleer's Office Furniture
- Mobile Bay Firewood
- Port City Industrial
- American WeatherStar

203

EMPLOYEES REPRESENTED IN  
SMALL BUSINESS OF THE MONTH  
MAGAZINE FEATURES

# PARTNERS FOR GROWTH CAMPAIGN YEAR IN REVIEW

## CAMPAIGN GOALS FOR 2018-2021

**\$1.25** BILLION IN  
CAPITAL  
INVESTMENT

**2,000** JOBS  
CREATED

**\$55,000** AVERAGE ANNUAL SALARY

## CAMPAIGN RESULTS As of Dec. 31, 2021

**\$2.064** BILLION IN  
CAPITAL  
INVESTMENT

**2,029** JOBS  
CREATED

**\$55,104** AVERAGE ANNUAL SALARY

### 2021 PROJECT DASHBOARD

As of Dec. 31, 2021

**35** FORMAL REQUESTS FOR  
INFORMATION SUBMITTED

**10**  
PROJECTS  
ANNOUNCED

**38**  
ACTIVE  
PROJECTS  
As of Dec. 31, 2021

Industries represented include chemical, aerospace,  
manufacturing, corporate headquarters and distribution.

### 2021 WINS

**2**  
NEW  
COMPANIES

**8**  
LOCAL  
EXPANSIONS

**\$290** MILLION  
CAPITAL  
INVESTMENT

**506** JOBS  
CREATED





# **PARTNERS FOR GROWTH V**

## **"LEADING TEAM MOBILE"**

**Partners**  
**FOR GROWTH**  
MOBILE AREA CHAMBER OF COMMERCE

**\$1.5**

**BILLION IN NEW  
CAPITAL INVESTMENT**

**2,500**

**NEW PRIMARY  
JOBS CREATED**

**\$62,500**

**AVERAGE  
ANNUAL WAGE**

# ADVOCACY



MOBILE AREA  
CHAMBER OF COMMERCE

## ANNUAL REPORT



The Chamber monitors legislative activity throughout the year for any bills or referendums that would have an impact – positive or negative – on local businesses. In addition, the Communications & Advocacy department staff works closely with local and state representatives to stay on top of activities by these government officials.

By creating the Chamber's 2021 Legislative Agenda, featuring legislative priorities and agenda items of concern for Chamber members, the Chamber followed the 2021 legislative session and paid close attention to those bills introduced that related to business. During the session, more than 1,000 bills were introduced and many were closely monitored. The agenda priorities that passed the session were six bills related to the preservation of historic Africatown, designating the Dauphin Island Sea Lab as the official Aquarium of Alabama, an economic development tax incentives bill, COVID-19 liability protection and the Historic Tax Credit.

The Communication and Advocacy department hosted several meetings and events featuring local and state officials, including several committees and task force meetings and the Chamber's Annual Meeting. In addition, 86 participants went on a Leaders Exchange trip to Charleston, South Carolina.

In 2021, the Community and Governmental Affairs department combined with the Communications and Marketing department and created a new Communications and Advocacy department, led by Vice President Nancy Hewston.

Adding to the work in government affairs, the department now oversees all communication from the Chamber to its members through its monthly magazine, the *Business View*, a weekly email, social media platforms and its website.

In 2021, the Communications team produced 10 magazines; an annual report; emailed more than 49 weekly emails of business and member news; sent 23 emails promoting Chamber events; and reached more than 9,000 followers on Facebook and 2,400 followers on Instagram.

## ADVOCACY BY THE NUMBERS

6

BILLS PASSED  
WITH  
CHAMBER  
SUPPORT

1,053



BILLS INTRODUCED  
DURING 2021  
LEGISLATIVE SESSIONS

648 IN THE HOUSE

405 IN THE SENATE

3

FORUM  
ALABAMA  
EVENTS

FEATURING  
GOVERNOR KAY IVEY,  
CONGRESSMAN CARL  
AND SENATOR TUBERVILLE

600

ATTENDED THE  
STATE OF THE  
CITY AND COUNTY  
BREAKFAST

86

ATTENDEES TRAVELED TO  
CHARLESTON, SOUTH CAROLINA,  
FOR THE 2021 LEADERS EXCHANGE



5

CHAMBER DIVERSITY,  
EQUITY AND INCLUSION  
COMMITTEE MEETINGS

3

ADVOCACY-LED  
COMMITTEES AND  
TASK FORCES

**HISTORIC TAX CREDIT**  
- 2020 ECONOMIC IMPACT -

- 64 PROJECTS 17 COUNTIES
- 93 FULL TIME JOBS CREATED
- 376 CONSTRUCTION JOBS
- 149 BUILDINGS REVITALIZED
- \$100M CREDITS AWARDED  
\$3M IN CREDITS CLAIMED
- \$3M INCREASE IN FAIR MARKET VALUE
- PRIVATE INVESTMENT
- \$425M FOR REHABILITATION
- \$520M TOTAL CAPITAL
- RESTORATIONS FOR MODERN DAY USE  
INCLUDE A TEXTILE MILL, FORMER RED CROSS, MILITARY BASE & HOSPITAL PLUS HISTORIC THEATERS, CAR DEALERSHIPS & SCHOOLS.

# SOCIAL MEDIA NUMBERS



**9,470**

FACEBOOK  
FOLLOWERS



**9,058**

TWITTER  
FOLLOWERS



**6,482**

LINKEDIN  
FOLLOWERS



**75**

YOU TUBE  
SUBSCRIBERS



**2,471**

INSTAGRAM  
FOLLOWERS

**213,624**

WEBSITE AVERAGE  
ANNUAL PAGE VIEWS



**82,214**

WEBSITE AVERAGE  
ANNUAL VISITORS



**22,000**

BUSINESS VIEW  
MAGAZINE  
CIRCULATION

**6,300**



BUSINESS VIEW WEEKLY  
EMAIL SUBSCRIBERS

*As of Dec. 31, 2021*



*Chamber Annual Meeting*



# VALUE



MOBILE AREA  
CHAMBER OF COMMERCE

## ANNUAL REPORT

The Chamber provides value to its members every day. Through 24 networking events and numerous volunteer activities, the Chamber's Membership department is working to connect members to other members and the community. The Chamber participated in 36 ribbon cuttings in 2021 and welcomed more than 180 new members with a commitment to help them grow.

In addition to membership, the Chamber's Small Business Development department offers business assistance to members through counseling and business resources. The Chamber hosted six professional development workshops, on topics ranging from financing and accessing capital to digital marketing. It held 12 executive roundtable meetings

for business executives on cybersecurity for a post-pandemic world and updates from the City of Mobile, the Port of Mobile, Austal USA, the Chamber and local school and college officials. Three award ceremonies were held, honoring business success and outstanding military personnel. At these ceremonies, eight member companies were recognized for their contributions to the area.

The Chamber's Membership department hosted 24 networking events, led a group of more than 60 professionals who volunteered to help the Chamber raise more than \$1.2 million in its total resource campaign, and welcomed more than 176 exhibitors to the much-anticipated Business Expo.

## MEMBERSHIP NUMBERS

**24** MEMBER NETWORKING  
EVENTS IN 2021

COFFEE WITH THE CHAMBER/  
NETWORKING AT NOON/BUSINESS  
AFTER HOURS/MEMBERSHIP 101

**11** OTHER SIGNATURE  
NETWORKING EVENTS

**600**

ANNUAL  
MEETING  
ATTENDEES



**176** BUSINESS EXPO  
EXHIBITORS

**1,500** BUSINESS EXPO  
ATTENDEES

**200** MEMBER  
APPRECIATION  
ATTENDEES

**600** STATE OF THE  
CITY AND COUNTY  
ATTENDEES

**200**



MILITARY  
APPRECIATION  
ATTENDEES



**36** RIBBON CUTTINGS ATTENDED BY  
THE MOBILE AREA CHAMBER

**3,456** ANNUAL ATTENDEES AT ALL  
CHAMBER NETWORKING EVENTS

**180**

GOLF CLASSIC  
PLAYERS



# CHAMBER CHASE NUMBERS

Volunteers drive Chamber Chase, the Mobile Area Chamber's total resource development campaign, by recruiting new members, securing sponsorships for Chamber events, selling ads in Chamber publications and obtaining needed goods and services.



**25**  
TEAMS

**36** MEMBER  
COMPANIES  
REPRESENTED

**63+** CAMPAIGN  
VOLUNTEERS

**\$1.2**  
MILLION  
RAISED



**14** CHAMBER CHASE  
TEAM MEETINGS

**301** MEMBERS SUPPORTED  
THE CHAMBER  
CHASE CAMPAIGN



# PROFESSIONAL DEVELOPMENT NUMBERS

**12** EXECUTIVE  
ROUNDTABLE  
MEETINGS

**7** SMALL BUSINESS  
COUNCIL  
MEETINGS

**6**



NUMBER OF  
PROFESSIONAL  
DEVELOPMENT  
WORKSHOPS



**270**

AVERAGE EXECUTIVE  
ROUNDTABLE MEETING  
ATTENDEES

**1**

MONEYFEST FUNDING  
AND CAPITAL SUMMIT



**100** *Money*  
**FEST**

ATTENDEES AT MONEYFEST  
FUNDING AND CAPITAL SUMMIT

**200**  
Google

WEBINAR PARTICIPANTS

**3**

GROW WITH GOOGLE WEBINARS ON  
DIGITAL MARKETING AND WEBSITE HELP



**3**

PREPARING FOR BUSINESS  
GROWTH WORKSHOPS  
FOCUSED ON PROCUREMENT  
OPPORTUNITIES AND  
GOVERNMENT CONTRACTS

**49**

PREPARING FOR  
BUSINESS GROWTH  
WORKSHOP ATTENDEES

**1,178**

TOTAL NUMBER OF ATTENDEES FOR CHAMBER  
PROFESSIONAL DEVELOPMENT WORKSHOPS



# AWARD WINNERS

## EAGLE AWARD *Green Magic Landscape LLC*



## EAGLE AWARD *Small's Mortuary and Cremation Services*



**REV. WESLEY A. JAMES MINORITY BUSINESS ADVOCATE** *Spire*



**SMALL BUSINESS OF THE YEAR** *Silver Ships Inc.*



**INNOVATOR OF THE YEAR** *MTC Logistics*



**MANUFACTURER OF THE YEAR** *Austal USA*





## OUTSTANDING ENTREPRENEUR

*Dr. Michael Chambers*



## GEN. GARY COOPER OUTSTANDING SERVICE AWARD

**WINNER** *U.S. Marine Corps Master Gunnery Sergeant Cynthia House (Ret.)*



## DELCHAMPS AWARD *Jimmy Lyons*



## AMBASSADOR OF THE YEAR

*Megan Murdock*







*Chamber staff join volunteers in working on community projects.*

## DEI STATEMENT

The Chamber is committed to being an inclusive organization. We strive to have an environment within our organization that fosters and encourages diversity, reflective of the makeup of our community. We believe diversity of thought enriches discussion, results in better judgment and enhances the growth and development of our organization and community as well.

To accomplish this, the Chamber commits to:

- Annually review the makeup of our board of directors with a special emphasis on diversity.
- Encourage diversity on our committees and task forces.
- Recruit and nurture new leadership roles for women and minorities in our organization.
- Work to attract more diversity in our membership.
- Ensure diversity is reflected in the makeup of our staff.
- Provide in-service training for staff on valuing diversity and sensitivity in the workplace.
- Ensure our purchasing procedures are open and available to all members.
- Encourage staff participation in minority affairs, events and activities.
- Support our members, customers and suppliers in their efforts to encourage diversity within their companies or organizations.



*The City of Mobile, Mobile City Council, Mobile Area Chamber and the Mobile Area Black Chamber celebrated Black Business Month.*



# EXCELLENCE



MOBILE AREA  
CHAMBER OF COMMERCE

## ANNUAL REPORT



The Mobile Area Chamber is a Five-Star Accredited chamber of commerce. Of the 6,936 chambers in the United States, only three percent have achieved five-star accreditation from the U.S. Chamber of Commerce. In business since 1836, the Mobile Area Chamber works as a progressive advocate for business needs to promote the Mobile area's economic well-being.

As part of the Chamber's mission and core values, the Chamber has implemented four areas of focus – jobs, advocacy, value and excellence.

Excellence is followed by the Chamber staff to operate with excellence, innovation and efficiency.

Chamber staff members not only work for the Chamber but are award-winning volunteers, professionals and contributors to the Mobile and Baldwin County communities.

## STAFF ACCOLADES



**Nancy Hewston**, the Chamber's vice president of Communications and Advocacy, graduated from Leadership Mobile.



**Ashley Horn APR** was awarded the Phillip R. Forrest Jr. Professional Achievement Award from the Public Relations Council of Alabama for professional accomplishments, career achievement and community service. In addition, Horn was awarded the North Star award from the Mobile Area Council Boy Scouts of America.

## MEMBERSHIP NUMBERS

**1,709**

NUMBER OF MOBILE  
AREA CHAMBER  
MEMBERS *As of Dec. 31, 2021*



**98,778**

NUMBER OF EMPLOYEES  
REPRESENTED BY  
CHAMBER-MEMBER  
COMPANIES

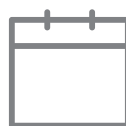
**55** ★ ★ ★ ★ ★

YEARS OF ACCREDITATION BY  
THE U.S. CHAMBER OF COMMERCE

**156**



POUNDS OF FOOD COLLECTED  
BY CHAMBER STAFF FOR  
FEEDING THE GULF COAST,  
PROVIDING 130 MEALS



**1836**

THE YEAR THE MOBILE AREA  
CHAMBER WAS ESTABLISHED

**15**

CHAMBER STAFF  
VOLUNTEERED WITH  
THE UNITED WAY  
DAY OF CARING

# FINANCIAL MANAGEMENT

6

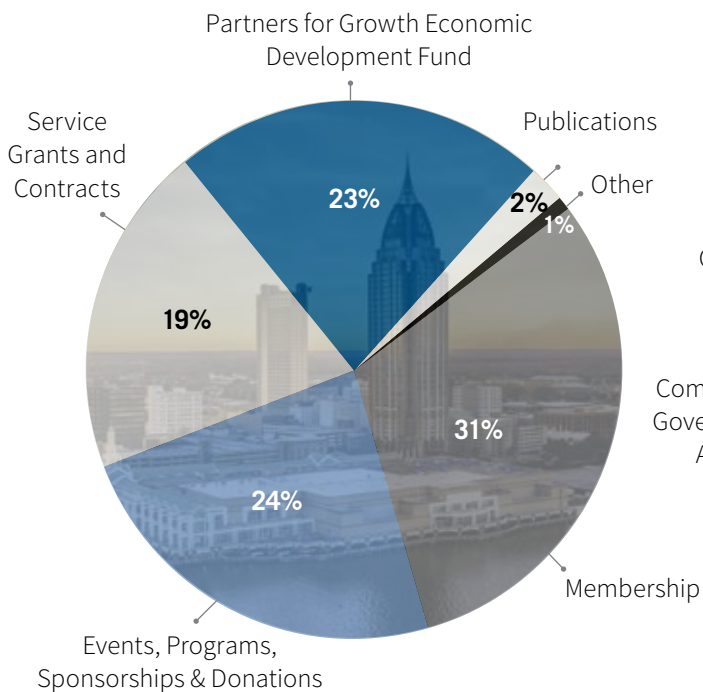
## BOARDS MANAGED BY THE MOBILE AREA CHAMBER



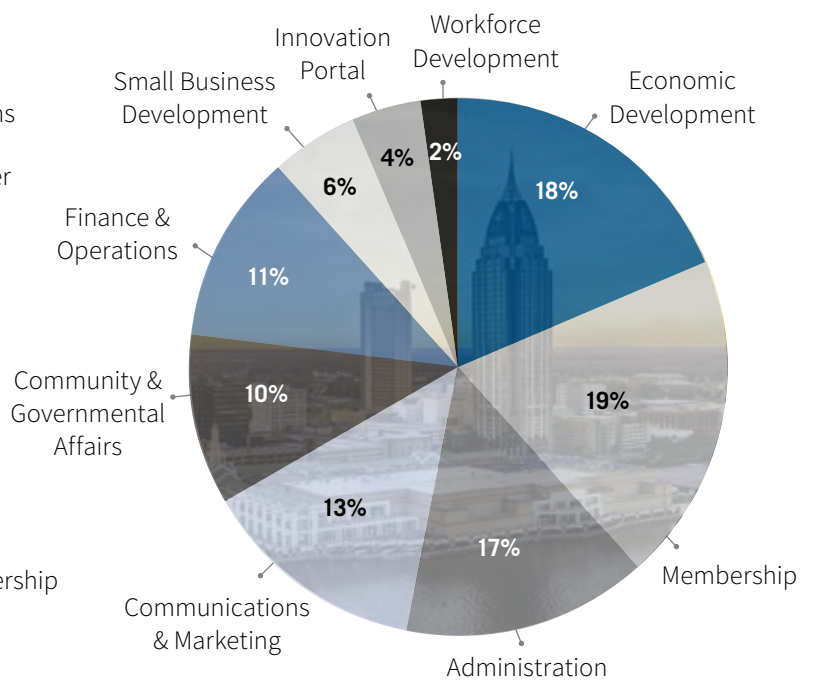
- Industrial Development Authority of Mobile County
- Industrial Development Board of the City of Mobile
- Industrial Park Board of Mobile County
- Mobile Area Chamber of Commerce Foundation
- Mobile Area Chamber of Commerce
- Innovation Portal

This breakdown below is a representation of the Chamber's revenue and expenses.

### 2021 REVENUE



### 2021 EXPENSES





# 2021 EXECUTIVE COMMITTEE



**Terry H. Harbin**  
Affordable Homes  
Gulf Coast LLC  
2021 Board Chair



**Celia Mann Baehr**  
Mobile Symphony  
Communications &  
Marketing



**Raymond Bell**  
Maynard Cooper & Gale PC  
Legal Counsel



**Jennie M. Campbell**  
The Stewart Lodges  
Talent Attraction



**Melissa Cross**  
McAlee's Office Furniture  
Membership/Chamber Chase



**Monica Garsed**  
Spire  
Community &  
Governmental Affairs



**Valerie D. W. James**  
VisionSpot Consulting  
Group LLC  
Diversity, Equity & Inclusion



**Patrick T. Murphy**  
Alabama Power Co.  
Economic Development



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



**Glenda Snodgrass**  
The Net Effect LLC  
Small Business  
Development



**Richard Stimpson**  
Leavell Investment  
Management Inc.  
Military Affairs



**Matt White**  
White-Spinner Realty Inc.  
Chair Elect/Finance

## ALSO SERVED ON THE 2021 BOARD OF DIRECTORS

Kevin Ball, *Ball HealthCare Services Inc.*

Brent Barkin, *Shoe Station Inc.*

Ty Bullard, *Joe Bullard Automotive Companies*

Philip G. Burton, *Burton Property Group*

W. Allen Carroll, *Wilkins Miller LLC*

Cindy Carter, *Walks and Wags Inc.*

Chris Curry, *Mobile Airport Authority*

W. Edward Dismukes Jr., *Wilson Dismukes Inc.*

John C. Driscoll, *Alabama State Port Authority*

RaShawn Figures, *Dortch, Figures & Sons Inc.*

Steven Franklin, *Airbus*

Thomas A. Hand, *Volkert Inc.*

Cliff Kennedy, *Frios Gourmet Pops*

Sidney King, *Commonwealth National Bank*

Carita F. Koen, *Green Magic Landscape LLC*

Kate C. Luce, *Mississippi Export Railroad Co.*

Patrick Lynch, *The Hiller Cos.*

John V. Marymont, *University of South Alabama*

Robert B. McGinley Jr., *McDowell Knight  
Roedder & Sledge LLC*

Gina McKellar, *Crow Shields Bailey PC*

Leland Moore Jr., *S & S Sprinkler Co. LLC*

Eliska Morgan, *Thompson Engineering Inc.*

Marcus Neto, *Blue Fish*

McCrary Otts, *Lyon Fry Cadden Insurance  
Agency Inc.*

Nathaniel Patterson, *A Culture of  
Excellence (ACE) LLC*

Enoch Smith, *Easy Heating & Cooling Inc.*

Elizabeth P. Stevens, *Downtown Mobile  
Alliance*

Mac Taul, *Merchants Transfer Co.*

Mary Taylor, *Better Day Consulting LLC*

Christian White, *Regions Bank*

Gia Wiggins, *Morale Resource*



# 2022 PLAN OF ACTION SUMMARY

## ANNUAL OBJECTIVES ADDRESSING FOUR STRATEGIC PLAN GOALS:

**JOBS** - Retain, expand and recruit businesses, investment and jobs in the Mobile area.

**ADVOCACY** - Create an environment that promotes business and community growth.

**VALUE** - Provide value, services, opportunities and recognition for members.

**EXCELLENCE** - Operate the Chamber with excellence, innovation and efficiency.

Each year the Mobile Area Chamber staff writes its Plan of Action, a list of tactics to achieve the goals of the Chamber's strategic plan, which covers the years 2021-2023. Below are each department's key goals for 2022.

## ADMINISTRATION

- Assist in the internal and external onboarding of the new President and CEO.  
(Supports strategic goal: Excellence)
- Lead a successful 2022 campaign to fund Partners for Growth V for the years' 2023 to 2027.  
(Supports strategic goal: Value)

## COMMUNICATIONS & ADVOCACY

- Execute multi-faceted communications strategy targeting audiences that include active members, potential members, key investors, elected officials and community stakeholders, while consistently building support for the Chamber's program of work.  
(Supports all four strategic goals: Jobs, Value, Advocacy, Excellence)
- Update, reposition and redevelop the Chamber's image by defining the Chamber brand, clarifying sub-brands and outlining programs of work.  
(Supports all four strategic goals: Jobs, Value, Advocacy, Excellence)
- Improve dialogue with media outlets and promote Chamber activities and issues more heavily in the local market.  
(Supports strategic goal: Advocacy)
- Assist the Economic Development department on its national marketing and talent attraction efforts.  
(Supports strategic goal: Jobs)
- Develop and obtain passage of the Mobile Area Chamber Community Legislative Agenda.  
(Supports strategic goal: Advocacy)
- Recognize and promote importance of transportation infrastructure to continued business growth.  
(Supports strategic goal: Advocacy)



- Promote a business-friendly, local, political and legislative climate that encourages economic growth, is responsive to business needs and is 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 Leaders Exchange with a focus on workable solutions to local and regional issues.  
(Supports strategic goal: Advocacy)
- Encourage positive military and civilian relationships.  
(Supports strategic goal: Advocacy)

## ECONOMIC DEVELOPMENT

- Market the Mobile area for business location and expansions; enhance Mobile's global competitiveness; advance the creation of quality jobs and economic growth, supporting the strategic goal of creating an average of 400 new direct jobs per year.  
(Supports strategic goals: Jobs and Advocacy)
- Proactively engage and support existing business sectors in the Mobile area for the purpose of retaining jobs and identifying expansion opportunities and related projects to create jobs.  
(Supports strategic goals: Jobs, Value and Advocacy)
- Provide staff support and expertise to the Industrial Development Board, the Industrial Development Authority and the Industrial Park Board.  
(Supports strategic goals: Jobs and Value)
- Involve Chamber volunteer leadership, elected leadership, local allies and Partners for Growth investors in current Plan of Action implementation, as well as long-term economic development planning and funding.  
(Supports strategic goals: Jobs and Value)
- Improve Mobile's ability to attract, retain and develop talent in the area.  
(Supports strategic goal: Jobs)

## FINANCE & 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

- Rebuild Membership Department by hiring, developing and retaining talent.  
(Supports strategic goals: Value and Excellence)
- Provide innovative programs and services that members desire and value.  
(Supports strategic goal: Value)
- Increase non-dues revenue to support Chamber operations.  
(Supports strategic goal: Value and Excellence)
- Increase net/profitability by redesigning account executive staffing and compensation plan.  
(Supports strategic goal: Excellence)
- Deliver excellent 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)
- Actively support the Chamber's policies and programs as they relate to Diversity, Equity and Inclusion.  
(Supports strategic goal: Advocacy)
- Provide business assistance to minority-owned businesses and encourage participation in all Chamber activities.  
(Supports strategic goal: Jobs)
- Coordinate task force activities of select 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)

# CHAMBER STAFF

451 Government St., Mobile AL 36602 | 251.433.6951 | [mobilechamber.com](http://mobilechamber.com)

## ADMINISTRATION

**Bob Chappelle**, *Chief Operating Officer*  
(Interim President and Chief Executive Officer)

**Mallory Tyson**, *Executive Assistant to the President and CEO*

**Jackie Davidson**, *Administrative Assistant*

**Laura O'Connor**, *Special Projects Manager*

## COMMUNICATIONS & ADVOCACY

**Nancy Hewston**, *Vice President*

**Denise Curtis**, *Director of Communications*

**Ashley Horn**, *Director of Marketing*

**Brooke McIngvale**, *Director of Meetings and Events*

**Chase Webster**, *Social Media Specialist*

**Carolyn Wilson**, *Administrative Assistant*

**René Eiland**, *Account Executive*

## ECONOMIC DEVELOPMENT

**David Rodgers**, *Vice President*

**Chris Mayfield**, *Director of Existing Industry*

**Abbey Huguley**, *Talent Development and Attraction Manager*

**Kayla Byrne**, *Business Attraction Manager*

**Jakayla Ford**, *Business Analyst*

**Jennifer Brinkman**, *Economic Development Coordinator*

## FINANCE & OPERATIONS

**Neil Christopher**, *Chief Financial Officer*

**Chani Rider**, *Director of Finance and Operations*

**Donna Ikner**, *Finance Assistant*

**Abby Turberville**, *Accounts Receivable/Billing Specialist*

**Hope Bush-Collins**, *Building Custodian*

**Grant Carrera**, *Security Guard*

## MEMBERSHIP

**Michael Galvin**, *Senior Vice President of Member Engagement*

**Andrea Cape**, *Senior Director of Membership*

**Molly Tillman**, *Director of Membership*

**Jackie Hecker**, *Senior Account Executive*

**Odetta Stutts**, *Director of First Impressions*

## SMALL BUSINESS DEVELOPMENT

**Darrell Randle**, *Vice President*

**Danette Richards**, *Director of Small Business Development*

**Brenda Rembert**, *Administrative Assistant*

