



# GATEWAY INITIATIVE

ONE VISION, ONE VOICE  
MOVING SOUTH BALDWIN FORWARD





# Start With...

South Baldwin County has a proud history and has long been known as the “Gateway to the Gulf.” From what was once a stretch of two lane road leading to a sleepy fishing village, south Baldwin County has grown to become the destination for more than 6 million visitors a year and those visitors leave behind an economic impact of \$4.2 billion and create thousands of jobs.

Sports Tourism in Foley, Gulf Shores and Orange Beach also brings thousands of visitors and millions in economic impact and job creation. Add the impact of the OWA entertainment project into the picture and we are now beginning to see real leveling off of the “shoulder seasons” that has stymied our year around growth for decades.

As everyone knows, with growth comes opportunity and the price of the opportunity is the challenges growth brings with it. This positive economic growth balanced with community well-being requires a long-term strategy and bold community leadership.

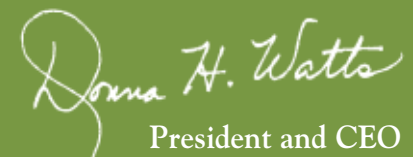
Members of our business community have spoken loud and clear as to their concerns for our future stability as a region. With an unemployment rate of 3.9% in the County, the challenge of having an adequate supply of workforce, housing that meets the needs of all sectors of the population,

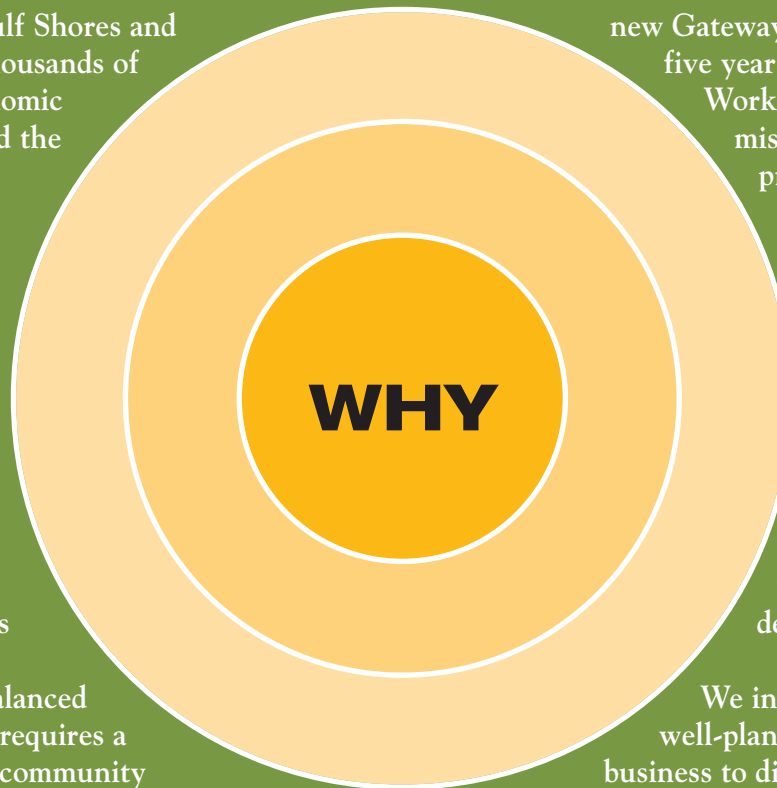
support for the small businesses that are the bedrock of the community and addressing the ever growing need for additional infrastructure, are the top priorities of the South Baldwin Chamber of Commerce.

On the following pages you will find the details of the “Gateway Initiative, One Voice, One Vision, Moving South Baldwin Forward”. We will begin implementation of the new Gateway Initiative in January 2018. The five year plan includes three Program of Work Initiatives; each with a specific mission, detailed objectives and projected outcomes.

Led by some of the top business minds of the region, this five-year initiative will create regional partnerships to collectively address and bring solutions to Baldwin County problems. This will not be an effort conducted in a silo, but will, by the end of five years, have a tremendous impact on the issues we all recognize must be dealt with for business to prosper.

We invite you to join with us to create a well-planned future for existing and new business to discover more opportunities and raise the quality of life for all our citizens by creating the best program the United States has to offer ... a good job!

  
President and CEO



Message from Campaign Chair

# Tommy Lee

Vulcan, Inc.

Positive economic growth and community well-being always requires long-term strategy combined with bold approaches and the leadership team to make it happen.

The Chamber has a long-standing record of community involvement, contributions to the business economy and helping improve the quality of life of the citizens of South Baldwin County. This new five-year plan **Gateway Initiative—One Vision, One Voice** is not a plan created by the Chamber board and staff. It is the plan of all the communities in South Baldwin because it is the culmination of a broad spectrum of one-on-one interviews throughout South Baldwin through which community leadership in both the private and public sectors provided individual input about the programming that is important to all of us.

Based on the input received, the leadership of the South Baldwin Chamber has chosen to focus on three specific initiatives: **(1) Business Driven Talent Development and Recruitment; (2) Community Betterment and Pro-Business Advocacy; and (3) Existing Business Growth and Retention.** We will be partnering and collaborating with other chambers in the region, the Baldwin County Economic Development Alliance and numerous other organizations of like-mind, all working jointly to bring solutions “to the table”.

I have been personally involved in the planning of this new five-year initiative. I fully believe in and am committed to both the process and the program of work and I am confident that you, along with the many public and private leaders who are already on board, will see the vital importance of investing time, talent and dollar resources together to make our South Baldwin area all it can and should be.





# Business-Driven Talent Development and Recruitment

## Mission

Establish a business-driven talent development program via collaboration with our community and educational partners to provide an educated and trained workforce fully prepared to fulfil the workforce needs of our business and industry; as well as establish a recruitment program to bring qualified and willing employees from across all industry segments to South Baldwin County.

## Reporting and Communications

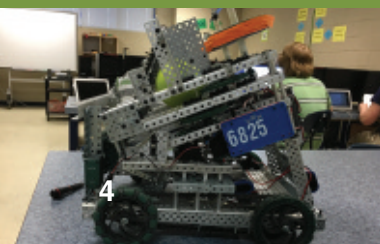
- Oversight by the Gateway Partnerships and Execution Committee
- Semi-annual investor and community partner update and results meeting beginning in 2018
  - Quarterly Gateway Initiative e-newsletter
  - Timely emails on announcements, successes and business spotlights
  - Designated Vice President of Investor Relations to communicate and respond to investor and community partner needs

## Objectives

- Establish a Business-Driven Talent Development & Recruitment Committee to define and execute a program of work and engage in collaborative efforts with community partners and schools -- beginning 1st quarter 2018 and ongoing
- Hire a Director of Talent Development and Recruitment with the required educational background and relevant expertise to lead this

*“The South Baldwin Chamber is the lead organization bringing together employers and educators to ensure WAS Design can successfully fulfill not only our workforce requirements, but the requirements of our local economy, which is the single strongest factor for our firm's success. The Chamber has opened our eyes to the possibilities inherent in collaborations and partnerships between education, workforce development and employers. Our progress and success is dependent on the leadership of the Chamber.”*

*— Chad Watkins, WAS Design*





critical and highest priority of our new 5-year program of work.

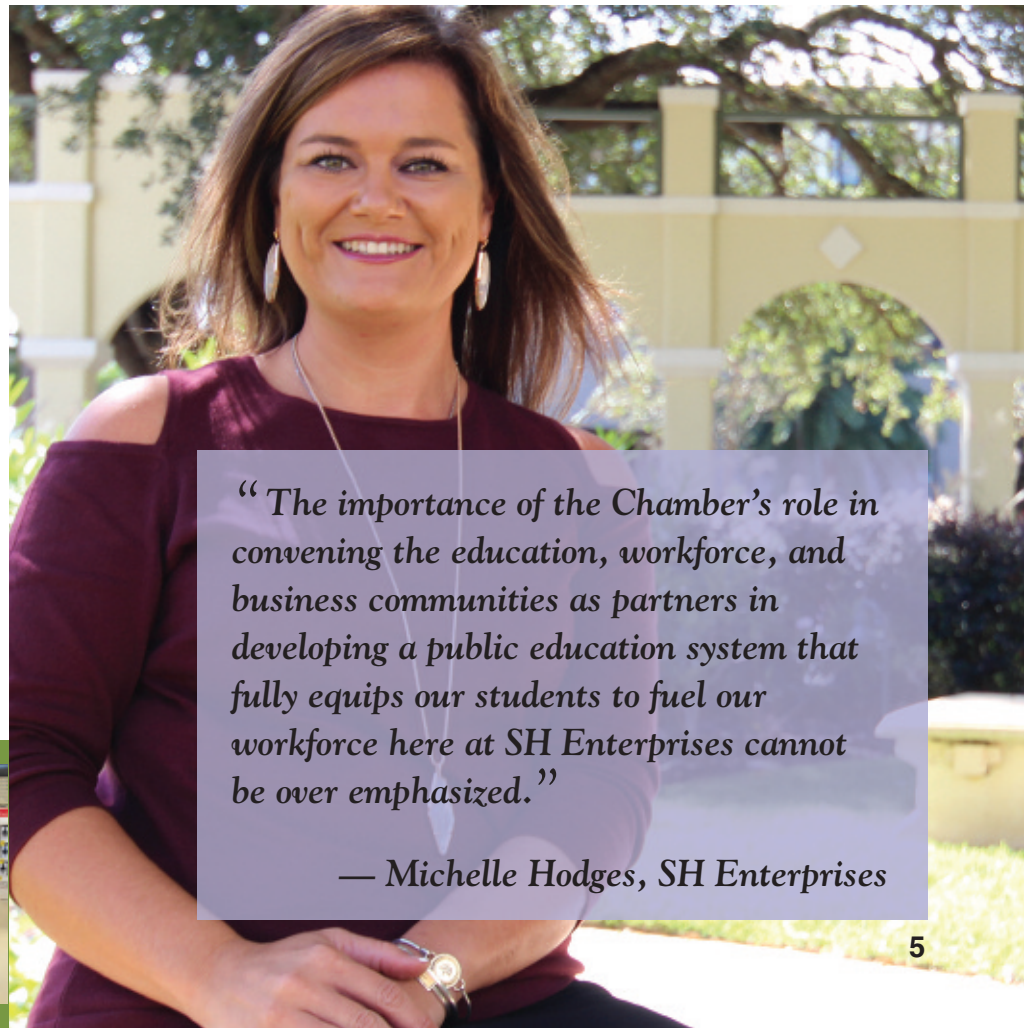
- Lead a workforce recruitment program to meet the growing needs of our existing business, tourism, industrial, professional and medical employers through the coordination of annual recruiting visits with local businesses to colleges and universities -- *beginning 4th quarter 2018 and ongoing*
- Align with the Southwest Alabama Workforce Development Council (SAWDC) and become a member of the Partners Council to establish the Chamber as the lead organization, working with community partners, for strategic workforce implementation -- *by 3rd quarter 2018 and ongoing*
- Collaborate with educational partners to better reach students not on a college career path to inform and educate on opportunities in technical and skilled work opportunities thereby connecting those students to actual jobs in the community
- Create and lead a strategy to identify, recruit and engage retirees to tap their vast experience by connecting them to local businesses to fulfil specific needs -- *beginning 1st quarter 2019 and ongoing*
- Lead the effort to connect displaced, underemployed individuals with available programs to retain those individuals in the workforce, improving the quality of life and meeting the employment needs of businesses -- *beginning 2nd quarter 2019*
- Implement and lead a program to gather crucial information on the skilled workforce needs of businesses in South Baldwin to align those needs with educational partners and recruitment initiative

## Outcomes

- Committee Co-Chairs and CEO to have new Director of Talent Development and Recruitment in place *by 3rd quarter 2018*
- Increase the number of high school students enrolled in career technical programs by 20% *in the next 5 years* resulting in better meeting the workforce needs of our employers
- Increase the number by 10% each year of local High School

Seniors, not seeking a college degree, in becoming “workforce ready” *over the next 5 years*

- Populate and manage an ongoing database, in collaboration with Existing Business Growth and Retention initiative, of existing business employment needs and skillsets. Align those needs with educational partners and the recruitment efforts
- Recruit a minimum of 30 new college graduates to South Baldwin and the region through college recruiting program annually
- Assist a minimum of 25 underemployed/displaced individuals to connect educational opportunities to improve their employment status annually
- Identify and place a minimum of 50 employable retirees into meaningful positions to meet the needs of local business *by end of 2019 and ongoing*
- By recruiting workers from other areas, identifying high school seniors ready to enter the workforce, providing a platform to assist retirees coming back into the workforce and retaining unemployed and displaced workers in the area, we will help meet the ever-growing demand of additional workforce and can reduce the workforce shortage by 20% *over the next 5 years.*



*“The importance of the Chamber’s role in convening the education, workforce, and business communities as partners in developing a public education system that fully equips our students to fuel our workforce here at SH Enterprises cannot be over emphasized.”*

*— Michelle Hodges, SH Enterprises*





# Community Betterment and Pro Business Advocacy

## Mission

Effectively serve as the leading “Voice of Business” in South Baldwin County by promoting an environment in which business can prosper and proactively support policies that encourage smart growth in our community.

## Reporting and Communications

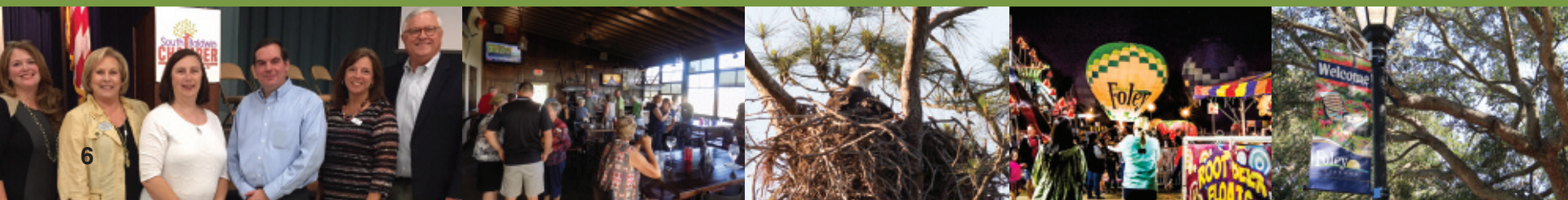
- Oversight by the Gateway Partnerships and Execution Committee
- Semi-annual investor and community partner update and results meeting -- beginning in 2018
- Quarterly Gateway Initiative e-newsletter
- Timely emails on announcements, successes and business spotlights
- Designated Vice President of Investor Relations to communicate and respond to investor and community partner needs

## Objectives

- Establish a Community Betterment and Pro Business Advocacy Committee to define and execute a program of work and engage in collaborative efforts with community partners -- beginning of 1st quarter 2018 and ongoing
- Hire a Director of Community Betterment and Pro Business Advocacy with the required educational background and relevant expertise to lead our new 5-year program of work.

*“Chambers of commerce are the voice of business in many communities throughout Alabama, and the most effective chambers make no apologies for fighting for the private sector, economic development and job creation. When you unify these voices of business, you create a collective shout that is heard at all levels of government. The Gateway Initiatives ensure businesses throughout our region are engaged and heard.”*

*— Scott Shamburger, The Highland Group*





- Collaborate with other advocacy organizations in the region to better engage our entire business community on the issues that affect their ability to “do business” in South Baldwin County
- Assist with the implementation and development of a Main Street program in Old Towne Foley for the purpose of growing and attracting new business to the Old Towne area
- Develop an entrepreneurial incubator program by 2019 that will assist people of all ages who have the dream of owning their own business, to help develop their ideas to actually launch a new business
- Purchase the “Muster” software to be used as a tool to effectively mobilize our membership as advocates for important issues and assist in developing our legislative agenda
- Participate in an annual Washington Fly-in and Montgomery visit by partnering with other regional organizations -- *beginning 2019 and ongoing*
- Conduct a minimum of two meetings a year with live Face Book discussions concerning upcoming legislation with “real-time analytics” on issues that could impact business in a positive or negative way -- *beginning October 2018 and January 2019 and ongoing*
- Lead the effort in partnership with other business organizations such as the Alabama Department of Transportation, the Baldwin County Commission, the municipalities, and the chambers of commerce to advocate for ongoing public-sector investment in transportation and infrastructure projects -- *beginning 3rd quarter 2018 and ongoing*
- Lead an effort in partnership with Baldwin County and our municipalities to develop an incentive program for developers that will encourage private investment to address the housing issue
- Continue our role as the flagship entity for leadership development by creating a pool of well-informed citizens and providing financial support to fill critical leadership roles in the community through Diplomats, Junior Ambassadors, Young Entrepreneur Academy (YEA!), Leader In Me and other volunteer opportunities -- *underway and ongoing*

## Outcomes

- Committee Co-Chairs and CEO to have new Director of Community Development and Pro Business Advocacy in place by *3rd quarter 2018*
- Over the next 5 years, engage 200 more business and community members who regularly participate in calls and visits to provide feedback concerning their businesses to elected officials resulting in a more business friendly environment
- Partner with the City of Foley to assist in the application process to successfully establish a Main Street program for Old Towne Foley; provide an office and administrative support for the new Main Street Director -- *beginning in 1st quarter 2018 and ongoing*
- Assist 15 entrepreneurs to launch a business through the new entrepreneurial incubator program -- *by May 2019 and ongoing*
- Through the use of the new Muster software and the broad input of our membership, establish a new legislative agenda -- *by January 2019 and ongoing*
- Attract 6 new developers over the next five years that will provide at least 5 new housing developments designed to serve multiple income levels in our region
- Convene a series of meetings over the next 24 months with ALDOT leadership, County Commission, leaders of interested municipalities and chambers of commerce to explore funding options for new roads and solutions to traffic congestion in Baldwin County



*“When the Chamber wins, we all win. I say that to point out with growth we all stand to prosper. A focus on attracting and retaining our best and brightest young professionals is vital to business...including the insurance industry. A talented, full of ambition and cutting edge workforce helps keep our community competitive in the marketplace. Our future is now... let's get moving.”*

*— Frances Holk-Jones, State Farm Insurance*





# Existing Business Growth and Retention

## Mission

The Chamber will, through the implementation of programs and services, provide the means and support that will encourage the growth and retention of our existing businesses.

## Reporting and Communications

- Oversight by the Gateway Partnerships and Execution Committee
- Semi-annual investor and community partner update and results meeting -- beginning in 2018
- Quarterly Gateway Initiative e-newsletter
- Timely emails on announcements, successes and business spotlights
- Designated Vice President of Investor Relations to communicate and respond to investor and community partner needs

## Objectives

- Establish an Existing Business Growth and Retention Committee to define and execute a program of work and engage in collaborative efforts with community partners -- beginning of 1st quarter 2018 and ongoing

*“I have been involved for many years in assisting existing businesses reach their full potential. The Chamber’s new Gateway Initiative will lead an effort to ensure our south Baldwin businesses have the support they need to be successful.”*

*— Bob Higgins,  
Chairman of the Coastal Resiliency Coalition*





- Re-align and add staff with the relevant expertise to lead new 5-year program of work -- *beginning of 1st Quarter 2018 and ongoing*
- Develop industry cluster teams that will be comprised of business leaders from existing businesses to assess their specific industry's needs and build programs to meet those needs -- *beginning 4th quarter of 2018 and ongoing*
- Host business related seminars and training that meet the identified needs of our businesses -- *beginning 2019 and ongoing*
- Work with Baldwin County Economic Development Alliance (BCEDA) to define strategy and roles so the Chamber will play a local role in the retention and growth of South Baldwin existing business -- *beginning 4th quarter 2018*
- Collaborate with Small Business Development Center (SBDC) to provide direct assistance to start up and small business -- *beginning the 3rd quarter of 2018 and ongoing*
- Partner with SBDC, to provide business development assistance to existing minority owned businesses to promote entrepreneurship -- *beginning 3rd quarter of 2018 and ongoing*
- Establish "Southern Hospitality" customer service training that will be available to train new employees throughout the year and prior to the spring break and summer seasons. This training will be mobile, flexible and free to businesses -- *beginning 2nd quarter of 2018 and ongoing*
- Research tourism industry best practices in order to provide information and education concerning employee retention and adding employee value to the workplace -- *beginning 1st quarter 2019 and ongoing*

## Outcomes

- Develop and execute a solid plan to address potential barriers to continued business growth
- Create 300 plus new jobs in Baldwin County over the next 5 years through expansion of non-tourism business
- Host 3 business related seminars and training annually to help grow and retain existing business
- Engage and provide services to 65 entrepreneurs and small business owners -- *beginning in 2018*
- Assist 25 enterprises each year through partnership with SBDC, Baldwin EDA and SBA -- *beginning in 2019*
- Train a minimum of 300 new employees through the "Southern Hospitality" customer service annually

*"The growth of existing business is crucial to our community. More jobs are created from those of us already vested here. Knowing the Chamber will focus on the needs of existing industry is important to Wolf Bay."*

— Charlene Haber,  
Wolf Bay Restaurants & Catering



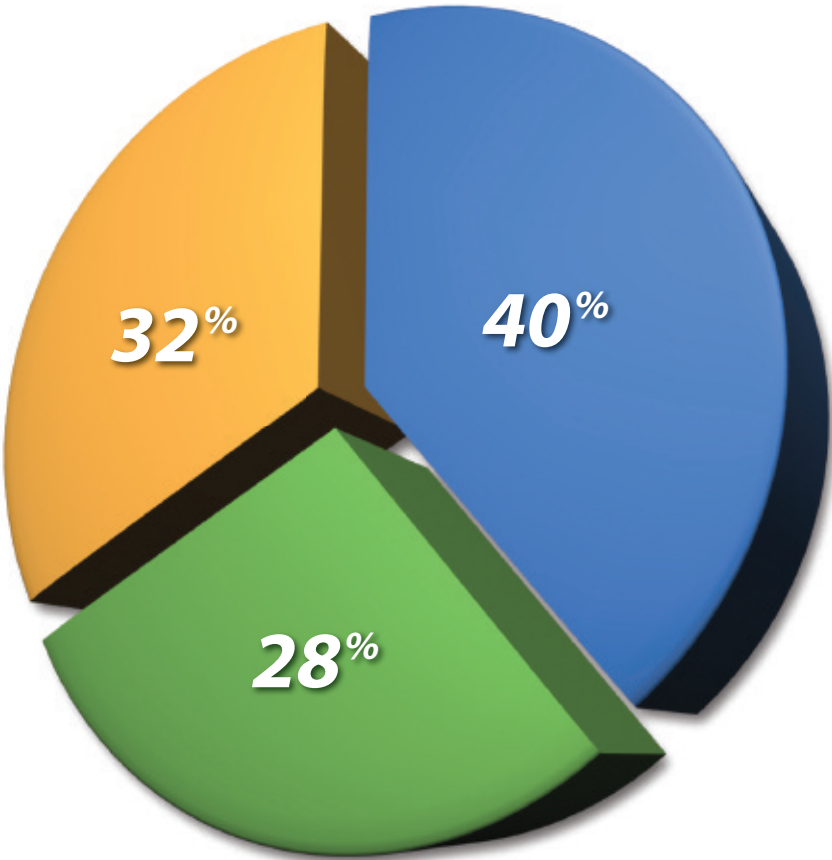


# The Investment: Our Goal

Annual Budget: \$250,000  
Five-Year Budget: \$1,250,000

How your investment dollars are spent:

- Business-Driven Talent Development and Recruitment 40%
- Community Betterment and Pro Business Advocacy 32%
- Existing Business Growth and Retention 28%





# Annual Investment Levels

Beginning in 2018, with the roll out of our new “Gateway Initiative” community and business development program of work, the Chamber will implement a new INVESTOR BENEFIT plan. This new plan delivers "bottom line" focused benefits for each of those investing in our initiatives, and creates the necessary resources to successfully implement our new program of work.

The Chamber will create a new position on staff, Vice President of Investor Relations, who will be responsible for actively managing our “Gateway Initiative” investor base to ensure timely communications on our initiative implementation progress and that those benefits promised are received by all investors. ***The Chamber's seven investor groups will receive the following benefits:***

## Chairman's Circle: \$20,000 +

- Membership in the Chairman's Advisory Circle
- Chamber membership dues included with your Gateway Initiative investment
- Quarterly meetings with CEO to ensure we are delivering your return on investment
- VIP invitation to investor only events and meetings
- Recognition on all Gateway Initiative materials
- Banner ad on the Gateway Initiative homepage
- Participation with Chamber board at annual planning meeting
- Direct access to senior staff of the Chamber on key issues impacting your business
- Introduction to community business leaders as needed and requested
- Networking opportunities with our other Gateway Initiative investors

## CEO Council: \$15,000 - \$19,999

- Membership in the Chairman's Advisory Circle
- Chamber membership dues included with your Gateway Initiative investment
- Quarterly meetings with CEO to ensure we are delivering your return on investment
- VIP invitation to investor only events and meetings
- Recognition on all Gateway Initiative materials
- Banner ad on the Gateway Initiative homepage
- Participation with Chamber board at annual planning meeting
- Direct access to senior staff of the Chamber on key issues impacting your business
- Networking opportunities with our other Gateway Initiative investors

## Leaders Forum: \$10,000 - \$14,999

- Membership in the Chairman's Advisory Circle
- 50% discount on Chamber membership dues included with your Gateway Initiative investment
- Quarterly meetings with CEO to ensure we are delivering your return on investment
- VIP invitation to investor only events and meetings
- Recognition on all Gateway Initiative materials
- Banner ad on the Gateway Initiative homepage
- Direct access to senior staff of the Chamber on key issues impacting your business
- Networking opportunities with our other Gateway Initiative investors

## Strategic Partner: \$7,500 - \$9,999

- Active engagement by VP of Investor Relations to ensure your return on investment
- Recognition on the Gateway Initiative website based on your investment level
- VIP invitations to investor only events and meetings
- 30% discount on Chamber membership dues included with your Gateway Initiative investment
- Direct access to senior staff of the Chamber on key issues impacting your business
- Networking opportunities with our other Gateway Initiative investors

## Growth Leader: \$5,000 - \$7,499

- Active engagement by VP of Investor Relations to ensure your return on investment
- Recognition on the Gateway Initiative website based on your investment level
- VIP invitations to investor only events and meetings
- 20% discount on Chamber membership dues included with your Gateway Initiative investment
- Networking opportunities with our other Gateway Initiative investors

## Investor Colleague: \$2,500 - \$4,999

- Active engagement by VP of Investor Relations to ensure your return on investment
- 10% discount on Chamber membership dues included with your Gateway Initiative investment
- Recognition on the Gateway Initiative website based on your investment level
- VIP invitations to investor only events
- Networking opportunities with our other Gateway Initiative investors

## Community Associate: \$1,500 - \$2,499

- Active engagement by VP of Investor Relations to ensure your return on investment
- Recognition on the Gateway Initiative website based on your investment level
- VIP invitations to investor only events
- Networking opportunities with our other Gateway Initiative investors



# A Record of Success

## Governmental Affairs and Advocacy

- Engaged nearly 100 members through multiple issue based conference calls to develop annual Legislative Agenda
- Partnered with GUMBO for an informational trip to Montgomery that included meetings with the Governor, Speaker of the House and Secretary of State that focused on issues affecting our region including, tourism, infrastructure and economic development
- Governmental Affairs & Advocacy Committee members are charged with monitoring city council and county commission agendas, as well as attending the meetings
- Taken an active role with the US Chamber in signing on to support or oppose issues that agree with our legislative agenda such as the Regulatory Accountability Act, the Review Act and the Global Intellectual Property Rights Act
- Joined with the National Association of Manufacturers, the Business Council of Alabama and other Chambers of Commerce in a joint letter to President Elect Trump to call for the reuniting of our Country
- **8 Leadership Series events throughout the year** featuring keynote speakers such as Mayor, Congressmen, State Senators, Governor, Business Council of Alabama, Attorney General and many others that provides our almost 1,000 members an opportunity to be well informed on the issues of government

## Leadership Development

- **Youth Leadership Development – for 20 years the Junior Ambassador Program has been engaging approximately 25 high school juniors annually** in a yearlong leadership development process which exposes the participants to community betterment opportunities, team building exercises, governmental affairs issues, current job opportunities in the community through tours, soft skills and interview job training
- The South Baldwin Chamber Diplomat program assists mid-level managers to become well connected in the community. Last year, 25 members were involved in many of the Chamber programs and events as well as specialized leadership training opportunities as one of the many perks of membership. This group has become a training ground for future members of the Board of Directors

## Education and Workforce Development

- Committee is working with State Career Center to expedite the application process and has put a Career Center person in the office one day a week to make the process easier and less intimidating for business and job seekers
- Hosted a job fair for the employees of the Baldwin County Board of Education to match them with summer job opportunities throughout South Baldwin County
- Through the South Baldwin Chamber Foundation, we have assisted in bringing *Leader In Me* to all of the seven schools, **impacting over 7,000 students** that feed into Foley High School
- Developed a Teacher/Student grant program which encourages teachers and students to collaborate in applying for a grant to provide specific programs or tools to the classrooms
- Since the Chamber Foundations inception 14 years ago, through STEM, Teacher Student Grants, Young Entrepreneur Academy, *Leader In Me* and after school programs, **the Chamber has provided over \$2,000,000 to our local schools**
- Partners in Education – the South Baldwin Chamber Foundation piloted a computer based program that enables businesses to sign up online, selecting from specific needs for individual schools
- Recognized an untapped resource and developed a process in which retirees who have the desire to reenter the workforce are provided the platform to connect to businesses who have the ability to utilize their strengths and talents as employees

## Community Betterment

- Through the successful management and implementation of the annual **Gulf Coast Hot Air Balloon Festival, Festival of Flavor and BBQ & Blues Cook-Off**, the Chamber enriches the community by allowing our citizens to engage in worthwhile volunteerism. In addition, South Baldwin and the region realizes an economic impact into the **\$10s of millions**

## Existing Business

- The South Baldwin Chamber administers 28 programs and events that are each uniquely designed to bring business together and allow business professionals to develop and grow relationships
- **6 Chamber Committees engage nearly 100 community leaders** that drive the most important initiatives that impact the businesses in South Baldwin





*Donna Watts,  
Chamber President and CEO*



*Tom DeBell, Immediate Past  
Chairman of the Board*



*Sue Alford,  
Chairman of the Board*



*Michelle Hodges,  
Board Chair Elect*

## *Message from your* **Chamber Leadership**

For many decades your Chamber has played an active role in enhancing the economic stability, business climate, and an ever-improving quality of life throughout South Baldwin.

Over the years, business leaders working through the Chamber's outreach have laid the foundation for the objectives and expected results contained in our new five-year plan.

Your Chamber leadership is committed and dedicated to lead the way towards creating communities that are consistently improving as an ideal place to live, work and raise a family...communities that have a vision for an even brighter future.

The last several months have been particularly exciting and challenging for the leadership of your Chamber.

Personal interviews have been conducted with 44 community and business leaders to assess how our South Baldwin County can solve key issues and continue to grow intelligently and prosperously. We have received outstanding input from those interviews, and we have used that information to develop a five-year comprehensive, performance-based strategy that contains clear and measureable goals.

We are unified as your Chamber leadership and encourage you to invest in our efforts to bring solutions to enhance the economic future and quality of life in our South Baldwin County communities. Embracing this plan will fuel our initiatives and help ensure our success.





*“ Our citizens’ quality of life depends in large measure on the growth and vitality of the business community both here in south Baldwin and the County as a whole. I believe that the South Baldwin Chamber Gateway Initiative will strengthen our community.”*

— Mayor John Koniar, City of Foley

*“ The South Baldwin Chamber continues to be a leader in developing opportunities for our community while enhancing our quality of life at the same time. By successfully achieving the goals and objectives of the Gateway Initiative, the Chamber will continue to open doors of possibility for businesses and families.”*

— Tucker Dorsey, Baldwin County Commission

## A partial list of businesses supporting our plan

Sue Alford, Homecare Companions  
 April Boone, Global Marketing Solutions  
 Jennie Campbell, Stewart Lodges at Steelwood  
 Tom DeBell, Riviera Utilities  
 Tucker Dorsey, Baldwin County Commission  
 Tommy Faust, Trustmark Bank  
 Matt Fetner, Bryant Bank  
 Aubury Fuller, Dixie Road Garage  
 Donna Givens, Baldwin EMC  
 Penny Groux, Perdido Beach Resort  
 Charlene Haber, Wolf Bay Lodge  
 Perry Hand, Volkert & Associates  
 Seth Hargett, Five Guys  
 Bob Higgins, Coastal Resiliency Coalition  
 Michelle Hodges, SH Enterprises  
 Frances Holk-Jones, Frances Holk Insurance Co., Inc./State Farm  
 Anthony Kaiser, Exit Realty

Mayor John Koniar, City of Foley  
 Lee Lawson, Baldwin EDA  
 Tommy Lee, Vulcan, Inc.  
 Herb Malone, Gulf Shores & Orange Beach Tourism  
 Glenn Manning, Manning Jewelry  
 Robert Mayes, Jr., Columbia Southern University  
 Sted McCollough, McCollough Architecture  
 Russ Moore, Foley High School  
 Keith Newton, South Baldwin Regional Medical Center  
 Bubba O’Gwin, BB&T Bank  
 Craig Saget, Ascend Performance Materials  
 Scott Shamburger, The Highland Group  
 Wayne Trawick, Trawick Builders  
 Chad Watkins, WAS Design  
 Drew Wenzel, Randall Caldwell, Deepti Asthana,  
 Caldwell, Wenzel and Asthana, PC



# Board of Directors

## **Chairman of the Board**

**Sue Alford**

*Homecare Companions*

## **Chair Elect**

**Michelle Hodges**

*SH Enterprises*

## **Treasurer**

**Charlene Haber**

*Wolf Bay Lodge Restaurants*

## **Immediate Past**

**Chairman of the Board**

**Tom DeBell**

*Riviera Utilities*

## **April Boone**

*Global Marketing Solutions*

## **Debra Brown**

*Tanger Outlets Center*

## **Rich Caldwell**

*Century 21 Meyer Real Estate*

## **Jennie Campbell**

*Stewart Lodges at Steelwood*

## **JaNay Dawson**

*Baldwin County Board of Education*

## **Donna Givens**

*Baldwin EMC*

## **Kristin Hellmich**

*OWA*

## **Bob Higgins**

*Coastal Resiliency Coalition*

## **Frances Holk-Jones**

*State Farm Insurance*

## **Renee James**

*Insurance Specialist*

## **Christi Koehle**

*MassMutual Insurance*

## **Tommy Lee**

*Vulcan, Inc.*

## **Herb Malone**

*Gulf Shores and Orange Beach  
Tourism*

## **Sted McCollough**

*McCollough Architecture*

## **Christina W. McInnis**

*Woerner Company*

## **Mark Morgan**

*Southern Chevrolet*

## **Keith Newton**

*South Baldwin Regional Medical  
Center*

## **Scott Shamburger**

*The Highland Group*

## **Clark Stewart**

*WHEP Radio Baldwin*

## **Chad Watkins**

*WAS Design - Landscape  
Architecture - Land Planning*

## **Drew Wenzel**

*Caldwell, Wenzel & Asthana*

# Professional Staff

## **Donna Watts**

*President and CEO*

## **Travis Valentine**

*Vice President of Investor Relations  
and Business Growth & Retention*

## **Gale Croft**

*Executive Director, South Baldwin  
Chamber Foundation*

## **Rachel Spear**

*Director of Events*

## **Kylee Raulerson**

*Events Assistant*

## **Tara Worth**

*Director of Finance and Development*

## **Jeanette Harris**

*Office Manager*

## **Natalie Burkle** (not pictured)

*Executive Assistant for the Foundation*







112 W. Laurel Avenue  
Foley, AL 36535

(251) 943-3291  
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