

BALDWIN COUNTY  
Economic Development Alliance

*LEADERSHIP ASSESSMENT REPORT*  
*March 24, 2005*

**TABLE OF CONTENTS**

	Page
Background .....	2
Assignment and Methodology .....	3
Leadership Conclusions and Key Findings .....	4
Observations .....	8
Recommendations .....	9
Appendix A Leadership Interviews .....	10
Appendix B Focus Groups .....	11
Appendix C Sampling of Leadership Comments ...	12
Appendix D Proposed Campaign Timetable .....	14
Appendix E Assessment Questionnaire .....	15
Appendix F Preliminary Case Document .....	16

## BACKGROUND

In 1994 the Baldwin County Economic Development Alliance was created to guide the marketing efforts of the county with the support of the public and private sector. This forward thinking consortium of business, industry and a number of municipalities looked to the Alliance as a harmonic balancer. After years of working individually the leaders recognized the value of a countywide marketing effort. At this time the growth rate was a low single digit number and the county and all the businesses in it realized that a controlled plan implemented with passion would easily replace the individual sales efforts going on across the county and present a united front for a community with unlimited opportunity

With 54 investors in 1994 and almost 100 in 2001, the leap of faith was over as the Alliance again and again has proven itself as a professional economic development organization clearly with the entire county's best interest in mind. Although the competition for jobs is at an all time high, few competing organizations can boast the exceptional quality of life found in Baldwin County. In serving the county as a safe harbor for new business and the expansion of existing business on the rise, the next five-year plan must encompass growth strategies germane to maintaining our county's special quality of life.

With demonstrated abilities, the professional staff, led by a diverse Board of Directors, continues to sell Baldwin County as the place to do business not only in the state, but the entire Southeast. This partnership among the group's investors, both public and private, combined with exceptional living conditions at a relatively low cost has our community the envy of many. The mission has become not how many new projects we can secure, but are they the right projects for our community and have we done all we can do to help our local businesses expand and prosper.

This daunting task of balancing our recruitment and retention activities is what BCEDA is all about. As the plan is developed and refined the goal was to include the advice and counsel from local chambers of commerce, many cities and the continued leadership of the county as well as many others from the private sector. The goal is maintain the quality of life for all residents of Baldwin County and at the same time grow the market for goods and services with quality, above average jobs.

Future marketing efforts, the recruitment of new business and industry and the retention and growth of our existing business are critically important and the core competencies of economic development 101. Our future course of action calls for an advanced plan.

In February of 2005, the Board of BCEDA engaged Funding Solutions Inc., an economic development-consulting firm, based in Austin, Texas, to help strengthen the County by developing a foolproof plan of action for the 2006-2010 time frame. The input gathered from leaders throughout the County was to help shape the plan and at a future time, support the plan with time, talent and financial resources. This new five-year private-public plan of action, when developed and carried out with passion and the total collaboration of all entities, will position Baldwin County for unprecedented success.

## ASSIGNMENT and METHODOLOGY

Funding Solutions undertook a scope of work with Baldwin County Economic Development Alliance to explore the options that might be possible for programming more congruent with the needs of an exploding county.

To accomplish this, Funding Solutions sought the input of key community leaders, representing all sectors of the regional economy regarding:

- Their understanding and appreciation of county wide economic development.  
Assessing the county's passion and support for the continued implementation of a cutting edge economic development program and the prosperity and economic impact associated with new jobs.

Funding Solutions was also asked to evaluate each interviewee's appreciation and understanding of the past program's benefits and listen carefully for opportunities to refine our next five-year countywide program. Additionally we were asked to test a preliminary case outlining specific initiatives for support. A thorough analysis was completed to determine the reaction to such an initiative and determine the organization's potential for funding from the private and public sectors.

The following report of Funding Solutions findings details specific information related to the interviews conducted and the professional opinion of Funding Solution's partners regarding the future direction of a new regional economic development initiative including:

- A possible campaign of \$3.00 millions dollars/\$600,000 a year for five years for BCEDA and its programs.
- The continued involvement of both the public and private sectors.
- Explore new opportunities for functional partnerships with local chambers of commerce, new private sector entities and all who might benefit from new jobs and the economic impact derived from those jobs.

With respect to developing strategies and positioning the BCEDA and its programs for ultimate success, Funding Solution's efforts were intended to:

- Investigate the size and structure of existing funding support for economic development and analyze the potential for new investment in a refined economic development program from a multitude of sectors to secure funding of \$3.0 million or more.
- Identify credible countywide leaders to provide leadership for the new initiative (2006-2010).
- Develop strategies that will ensure a successful funding effort that coincides with BCEDA's new action plan.

## LEADERSHIP CONCLUSIONS and KEY FINDINGS

The following key findings are based on input and dialog received from 65 interviews throughout the County including two focus groups. To ensure statistical reliability, a survey instrument, designed in concert with input from the BCEDA staff, was utilized in each interview. Interviewees exhibited candor and interest in all cases. The information from these meetings is definitely representative of the public and private sectors as well as chambers throughout Baldwin County.

While discussing the Baldwin County's future and a renewed focus on dealing with growth and new jobs, in every meeting the cost of the overall initiative was outlined including the existing level of support and what might be available from the public and the private sector in the way of new partnerships. The underlying strategy of these assessment calls was to seek input relative to a professional, cutting edge, County wide economic development initiative.

In every case a written call report was prepared recording their input so that with an anticipated return trip to the community in a campaign mode, our new plan will be built on their ideas and suggestions. The following is representative of the interviewee's view and consensus and summarizes our key findings and conclusions:

### **Question 1: What do you see as the greatest challenge to our quality of life and our ability to grow jobs and investment in Baldwin County?**

**Conclusion:** Without question the universal response was available workforce, affordable housing and our ability to keep pace with infrastructure improvements.

#### **Representative Input:**

*"...If our growth outpaces our infrastructure our quality of life will vanish--it is critical that we think of what is drawing people now"*

*"... The property values have appreciated so much people with average jobs can not afford to live where they work"*

*"...Somewhere in the new plan there has to be a grand vision where the collective entities responsible for growth are working off of a master plan that everyone feels is in the County's best interest"*

*"...I am shocked at the growth we have had and how well the County has absorbed it--my fear is that we are fast approaching the rate of saturation"*

*"...We tout the fact that our schools are above average--at what point have we overloaded the system?"*

*"...Most of our children can not return back to Baldwin County because of the lack of white collar jobs--unless you have a family business there are minimal opportunities"*

*"...Not everyone has signed on as one County, one mission--these people have the ability to hold us back from guaranteed success"*

## LEADERSHIP CONCLUSIONS and KEY FINDINGS

(Continued)

### Question 2: What is your understanding and appreciation of the successes and impact of the Baldwin County Economic Development Alliance?

**Conclusion:** The response was always positive that BCEDA has done a great job bringing all the interested parties together in the county. The trust factor is very high and the professional staff has the reputation of getting things done. There is an opportunity for the organization “to blow its own horn more often” as well as a need for a solid public relations campaign telling the uninformed what BCEDA’s role is in the County.

“...We have the highest confidence in Lance and his staff”

“...You know we are an investor and I am not sure what all the capabilities of the Alliance really are”

“...Good economic development organizations that are dependent on public/private support must share with their investors what is going on with the program, what is the return on the investment”?

“...The Alliance should get together more often, whether a town meeting type of thing that moves around the County or an economic development forum where we can follow their progress.

“...Not for profits are traditionally shy about publicizing their successes. Because of the competition for dollars, what we hear about the organization’s success is how we know they are accomplishing the mission we all bought into.

“...I am shocked to learn of the organization’s responsibility versus their budget--does your new plan call for more dollars and from whom.

### Question 3: What are the three most important assets of the Baldwin County area?

**Conclusion:** The following is a list of the three most important assets of Baldwin County area according to the respondents.

#### 1. Natural Resources

The Gulf, clean waterways  
Our location  
The climate  
The size of our County is made for growth

#### 2. The People

Exceptional work ethic  
Alabama residents overall are very trainable--look at the auto industry  
Pride in Baldwin County  
Spirit of Cooperation

#### 3. Low cost of living

Low property taxes  
Above average schools for less tuition dollars

# LEADERSHIP CONCLUSIONS and KEY FINDINGS

(Continued)

The following is a list of all responses:

- Good access to highways
- The quality of life
- Good leadership
- Two good airports
- Caring Community
- Recreational opportunities abound
- The beaches
- Education overall
- Great place to live or work
- Good healthcare
- Access to goods and services
- We have kept our great culture

**Question 4: In the development of a new five-year strategy for the Baldwin County Economic Development Alliance, please prioritize the following key programs.**

\_\_\_\_\_ Retention and expansion of Existing Businesses and Workforce Development

\_\_\_\_\_ Marketing and Recruitment of Business and Industry

\_\_\_\_\_ Development of Future Industrial/Office Sites and Buildings

\_\_\_\_\_ Transportation, Public Infrastructure and Smart Growth

**Conclusion:** Of the 65 people interviewed, they selected the following priority for BCEDA's new programs 49 times.

Transportation, Public Infrastructure and Smart Growth

Retention and expansion of existing industry.

Marketing and recruitment of business and industry.

Development of future industrial sites/Office Sites and Buildings

**Question 5: Identify other key programs that need to be considered in a new five-year strategy.**

**Conclusion:** Although there was caution urged on taking on too much, there are many things that need to be done where the Alliance needs to partner rather than lead but still make a priority.

## Lead

Workforce development  
Regional planning taskforce  
Programs for existing business

## Partner

Environmental issues  
Link between education and business  
Water and sewer issues  
Business Incubator  
Research Park

## LEADERSHIP CONCLUSIONS and KEY FINDINGS

(Continued)

### Question 6: Please identify five or six key individuals who must be involved to ensure success.

**Conclusion:** There may have been some individuals who were confused regarding the leadership of a possible campaign versus leading and partnering in the five-year plan moving forward. During our meetings there was much thought given to the right balance of old and new leadership as well as geographic leadership to ensure all areas are properly represented.

Hiram Templeton	Robert Hodgson	Chuck Stevens	Bubba Lee
Mayor Tim Russell	Marjorie Snook	Leonard Kaiser	County Commissioners
Robert Craft	Tom Mitchell	Rodney Pilot	Charlie Houser
Grant Brown	Dale Sieber	George Barber	Owen Bailey
Sheila Hodges	Jimmy Faulkner	Joe Bonner	Stark Irvine
Jim Roberts	Rance Reel	John Davis	Mort Swaim
Doug Warren	Tom Davis	Patti Hill	Greg Kennedy
Bill Siefert	Fred Tall	Terry Thompson	Bucky Jakins
Mike Dugger	Tillis Brett	Don Robinson	Anne Peterson
Jim Currie	Steve Solberg	All Mayors	Randy Wingard

Question 7: Do you believe a \$3.0 million dollar budget for economic development over five years is achievable?

**Conclusion:** Most people interviewed, after given the background of where we were financially in round 2 of the funding, felt very confident that with a broader base of support and county wide buy in, the goal was achievable.

When reviewing with the interviewees the number of current investors, it is evident there are sectors of the local economy that have benefited greatly from the Alliance's professional efforts but have not participated financially.

It was widely thought that if our existing investor base remained strong and the non-participative entities were to come on board, the \$600,000 annual budget could be secured. Many people were familiar with other development efforts locally and shared them to make sure we were aware of the "financial asks" already existing in the marketplace.

### Question 8: If a concise plan of action is developed and specific results measurement is in place, can we count on your financial support? If so, at what level?

**Conclusion:** Please see the recommendations page for the interviewee's potential financial participation and related comments in support of a new plan of action for Baldwin County Economic Development Alliance.

# OBSERVATIONS

## Positives:

- The Alliance's program of work has been successful
- Almost all public sector partners are pleased with the return on investment.
- There is a good feeling about the economy and growth to date
- Local companies are bursting at the seams to expand
- The Alliance is recognized as the group that helped bring the county together
- The county is a destination travel location
- Strong feeling for a need to guard our natural resources
- Education is regarded as above average and a key attraction to the County
- There are many CEO's here every week for rest, recreation and "down time" –convincing them to move their business here should be a plan of action

## Challenges:

- Changing the focus of BCEDA's program to accommodate more existing businesses
- Increasing the awareness of the organization as to what we do, roles and responsibilities
- Creating an Investor Relations program that informs the community of the Alliance's successes
- Realizing the benefits of BCEDA's program do not accrue equally across the County
- With the growth that has occurred there is a faction of the community focused on the "no growth" idea
- Defining Smart Growth and how the Alliance would go about it, was a very popular subject in our interviews
- Ensuring everyone that a "readjustment of focus" does not mean we are abandoning any existing sector or industry
- Pooling peoples ideas regarding a "Grand Vision" and where we go with it
- Attracting new sectors of the local economy to invest in the program

## RECOMMENDATIONS

The following recommendations represent the professional viewpoint of Funding Solutions, Inc. regarding, specifically how the Baldwin County Economic Development Alliance moves forward over the 2006-2010 time frame. Through the adoption of the following recommendations, Funding Solutions can help position the Alliance for unprecedented success not just by securing the funding from public and private sources, but substantively aiding the Alliance in implementing the most professional, community sensitive program possible.

- 1) Begin immediately, March 28<sup>th</sup> to prepare the plans and materials to raise at least \$3.0 million dollars over a five-year period to fund a refocused, professional, county wide economic development initiative.
- 2) Immediately form board action committees to accomplish essential campaign preparation and execution functions.
- 3) Develop a five-year action plan to include the following key initiatives:
  - Community Development -Transportation, Public Infrastructure and Smart Growth
  - Retention and Expansion of Existing Businesses (a specific focus on white collar jobs)
  - Marketing and Recruitment
  - Development of Future Industrial/Office Sites and Buildings
- 4) The following individuals are recommended to become Co-Chairs of the campaign phase.
  - Robert Craft
  - Mayor Tim Russell
  - Gigi Armbrrecht
  - Hiram Templeton
  - Sheila Hodges
  - Commissioner David Ed Bishop
- 5) Retain the services of a Public Relations firm to create awareness of the mission and benefits of BCEDA.
- 6) Work closely with Public Sector leaders (Mayors and County Commissioners) on an ongoing basis so they know exactly the return on their economic development investment.
- 7) Make it an action item for the Executive of the Alliance to meet with all the investors throughout the year, whether in a one on one setting or through town hall type meetings. The concept is to get in front of your supporters and they will never have to guess the status of your program.
- 8) The creation of a venture capital fund tied directly to the pursuit of research and development for bio-tech firms, aerospace firms and other high tech jobs of the future
- 9) Create an action plan for the establishment of one or more Research Parks throughout the County
- 10) Target sectors for growth and developing workforce related strategies to meet the needs of these emerging trends
- 11) Funding Solutions has a successful "track record" of assisting to both fund and implement economic development initiatives from coast to coast. We stand ready to provide our professional services to assist the Baldwin County Economic Development Alliance achieve its goals that will lead to continuing economic prosperity.

## Appendix A Leadership Interviews

1.	Gigi Armbrecht	BellSouth
2.	Owen Bailey	Thomas Hospital
3.	John H. Baker	Thompson Engineering
4.	Robbie Baker	Whitney Bank
5.	Darrellyn Bender	Eastern Shores Chamber of Commerce
6.	Honorable David Ed Bishop	Baldwin County Commission
7.	Grant Brown	Craft Farms
8.	Denise Browning	Hunter Ventures LLC
9.	Brad Caban	Airinc
10.	Captain Ken Carter	Home Port Marina
11.	Steve Commander	Volkert & Associates
12.	Robert Craft	Craft Farms
13.	James Currie	AmSouth Bank of Alabama
14.	John Davis	Mobile Gas Service Corporation
15.	Tom Davis	The Community Foundation of South Alabama
16.	Honorable Sonny Dobbins	City of Bay Minette
17.	Mike Dugger	Riviera Utilities – Foley
18.	Honorable G.W. Duke	City of Gulf Shores
19.	John Eads	North Baldwin Hospital
20.	Bob Gentle	City Council – Fairhope
21.	Andrew Grimstead	Gulf South Equity Advisors, LLC
22.	Van Halfacre	Goodrich Aerospace – Foley
23.	Patti Hill	Colonial Bank
24.	Leon Hill	First National Bank of Baldwin County
25.	Sheila Hodges	Meyer Real Estate
26.	Dave Horton	Riviera Utilities
27.	Mark Hughes	Budweiser Busch Distributing Company
28.	Starke Irvine	Irvine Co., Inc.
29.	Bucky Jakins	Baldwin EMC
30.	Leah Junkins	Colonial Bank
31.	David Johnson	Adams & Reese
32.	Robert Lee	Vulcan, Inc.
33.	Mark Lee	Airinc
34.	Bridget McDonald	North Baldwin County Chamber of Commerce
35.	Chris Miller	City of Bay Minette
36.	Tom Mitchell	Stuart Contracting Co.
37.	Honorable Charles Murphy	City of Robertsdale
38.	Wade Neth	South Trust Bank
39.	Jason Padgett	City of Bay Minette Utilities Board
40.	Lonnie Pardue	South Trust
41.	Steven Pennington	South Baldwin Regional Medical Center
42.	Art Rigas	Daphne Utilities
43.	Honorable Tim Russell	City of Foley
44.	Keith Schumacher	Quincy Compressor
45.	Robert Seaborn	First Gulf Bank
46.	Bruce Sims	Central Baldwin County Chamber of Commerce
47.	Kevin Sloan	Pro-Cell, LLC
48.	Honorable Fred Small	City of Daphne
49.	Steve Solberg	Marriott’s Grand Hotel
50.	David Sutley	Regions Bank
51.	Larry Taylor	Gulf Packaging , Inc.
52.	Hiram Templeton	Alabama Power Company
53.	Randy Wingard	Wingard Enterprises, Inc.
54.	Randy Wood	GulfTel Communications
55.	Dale Younce	Diversified Solutions and Services, Inc.

## Appendix B

# FOCUS GROUPS

### Focus Group 1

- |                       |                                 |
|-----------------------|---------------------------------|
| 1. Allan Cameron, Jr. | Cameron & Pebbles Realty        |
| 2. Ken Grimes         | City of Orange Beach            |
| 3. Jack Ehlenberg     | Daphne IDB                      |
| 4. Scott Hutchinson   | Hutchinson, Moore and Rauch     |
| 5. Jimmy Wilson       | Bay Wood Products               |
| 6. Rich Scott         | Quality Filters                 |
| 7. Chris Nelson       | Bon Secour Fisheries            |
| 8. Steve Walker       | Cylinder Repair Components      |
| 9. Jim Freeland       | Compass Bank                    |
| 10. Jeremy Milling    | White-Spinner Assoc             |
| 11. Joe Bullock       | Engineering Development Service |

### Focus Group 2

- |                |  |
|----------------|--|
| 1. Dale Younce | Diversified Solutions and Services, Inc. |
| 2. J.M. Lee    | Foley IDB                                |
| 3. Joe Steen   | Developer                                |

## Appendix C SAMPLING OF LEADERSHIP COMMENTS

Funding Solutions discussed the successful 11-year history of the Baldwin County Economic Development Alliance with over 65 interviewees. Following an overview of the most recent 5-year program, we utilized the Assessment Questionnaire to seek their input regarding the continuation of a high profile, hard-hitting, professional initiative completely in tune with the County's needs. After reviewing the potential plan, we then discussed the possibility of investment if such a program were to move forward.

A representative sample of comments by interviewees is as follows:

*"... we have been a part of this for at least ten years--we will consider an increase but I'd like to see new blood"*

*"... we feel the continuation of the Alliance's good work is a necessity--count us in"*

*"... every good community has one. We just happen to have a great one"*

*"... this go around I would like to feel more in the loop than the last go round"*

*"...I would like to see us stop chasing numbers and job goals and have Lance and the staff just work quality projects"*

*"...you know as I see it, the cities and the county are getting a lot with the Alliance as the sales and marketing arm—so they are almost an independent contractor for economic development"*

*"... we have talked about a lot of great leaders for the Alliance; make sure they represent different corners of the County"*

*"... I know of nothing but good things about Lance and his staff--I am surprised that they deliver a first class work product on roughly \$400,000 a year"*

*"... there are so many people benefiting from the Alliance's work I don't know how you could get to them all"*

*"... it's probably time we buffed things up a little bit--a lot has changed in the last five years"*

*"...I am not aware of a community that has more good things going--we should take advantage now of the momentum"*

*"... if businesses in our County want to expand we should go for it. It's cheaper, they are already here and if the environment is that good for expansion we will naturally be more attractive to outside investment"*

*"... tourism is a tremendous asset driven by quality of life and our natural beauty—let's not lose sight of that fact"*

*"...you could kick up the PR a notch--not enough people correlate quality growth with groups like yours asking for the order"*

*"...your biggest investors are the utilities and the banks. I am sure they will stay with you but where are the realtors, the builders and the land developers? These folks are making so much they can't count it. Remind them all this growth did not happen by itself"*

*"... I would love to see a Grand Vision. You know where the County is right now, where do we want the County to be, is there a map and if not who is in charge of the Grand Vision?"*

## SAMPLING OF LEADERSHIP COMMENTS

(Continued)

*"...Since the Alliance was formed the County has come together. As a result our batting average in Montgomery has gone way up"*

*"...We need to let the Governor know what is going on down here. From his seat it looks like we are automatic pilot and we're not"*

*"... We love what Bob Higgins is doing with existing businesses"*

*"...you know we have a strong group of chambers. I guess the idea is for them to improve the product and you guys get it sold"*

*"... an amazing statistic is the low crime rate. Couple that with a low cost of living and we are any marketers dream-- someone has to keep the dream from drifting into a nightmare"*

*"...people who used to work in Mobile and live here are now living and working here"*

*"...if we have the best infrastructure plans available it will be 7 years before they start to put them down. Who is working on this?"*

*"... try to get the car dealers behind you. They are in a volume game and in the last five years you and the county have turned up the volume. They should understand"*

*"...swing for the fence, get the people off of the bench who are not playing and post a budget number reflective of our success"*

*"...show me on paper where you have made a difference, and I am in. Your case needs to be compelling-- work toward transformational initiatives rather than transactional activities. Don't spend the next five years chasing numbers"*

*"...if Lance does not have the time to do the rubber chicken circuit, hire it done. The grass roots approach is effective-- you just have to make the commitment and get started"*

*"...merge the United Way campaigns if you really think the County is so together. That would show unity, not a division"*

*"...someone with money could make millions in the apartment game. If you started building today you could not meet the demand. The people in the service industry have to live somewhere"*

*"...the capitalization worth of the people coming to Baldwin County is extraordinary, there are great communities"*

## **Appendix D PROPOSED CAMPAIGN TIMETABLE**

**March 28, 2005 – April 28, 2005**

### **CAMPAIGN PREPARATION**

- Case development.
- Recruit and solicit leadership.
- Rate and rank prospects.
- Print Case Statement that leads to brochure.
- Establish Leadership Committees.

**April 28 – June 28, 2005**

### **LEADERSHIP PHASE**

- Solicit leadership.
- Build coalitions.

**June 28 – October 15, 2005**

### **GENERAL SOLICITATION**

- Broad based solicitation.
- Campaign kick-off event.
- Goal attainment.

**Appendix E**  
**ASSESSMENT QUESTIONNAIRE**

**BALDWIN COUNTY**  
**Economic Development Alliance**

**LEADERSHIP ASSESSMENT QUESTIONNAIRE**

1. What do you see as the greatest challenge to our quality of life and our ability to grow jobs and investment in Baldwin County?
  
2. What is your understanding and appreciation of the successes and impact of the Baldwin County Economic Development Alliance?
  
3. What are the three most important assets of the Baldwin County area?
  
4. In the development of a new five-year strategy for the Baldwin County Economic Development Alliance, please prioritize the following key programs.  
  
\_\_\_\_\_ Retention and Expansion of Existing Businesses and Workforce Development  
  
\_\_\_\_\_ Marketing and Recruitment of Business and Industry  
  
\_\_\_\_\_ Development of Future Industrial/Office Sites and Buildings  
  
\_\_\_\_\_ Transportation, Public Infrastructure and Smart Growth
  
5. Identify other key programs that need to be considered in a new five-year strategy.
  
6. Please identify five or six key individuals who must be involved to insure success.
  
7. Do you believe a \$3.0 + million dollar budget for economic development over five years is achievable?
  
8. If a concise plan of action is developed and specific results measurement is in place, can we count on your financial support? If so, at what level?

## Appendix F

### BALDWIN COUNTY CASE STATEMENT

2006-2010

#### Background and Track Record

- BCEDA has helped create over 5,500 jobs since its inception in 1994.
- Baldwin County rated as the 11<sup>th</sup> strongest micropolitan economy in the US and 4<sup>th</sup> in South.
- 2005 Current Campaign = 72% of jobs goals attained, 78% of capital investment goals attained, 100% of grants and training assistance goals attained and 100% of the number of projects.
  - Jobs: 2,900
  - Cap. Invest: \$157,000,000
  - Grants/Training: \$14,419,000
  - 123 projects
  - 1,087,000 sq. ft. of space leased/built/committed to be built
  - Tax Base Expansion: \$12,480,000
  - Underemployment dropped over 30%.
  - Baldwin has over 300 companies categorized as manufacturing now
  - Diversification of Economy has occurred. BCEDA's projects have ranged from Software Development to Distribution to Tourism Destination Projects.
  - Total of Over 9,000 jobs in all economic sectors created from 2001-2004.

#### Existing Business

- Existing Industry has expanded and flourished. Over 85 existing industries were interviewed identifying over 1,200 jobs to be filled over the next year. BCEDA has provided technical assistance to many existing businesses and helped and last year BCEDA worked on more existing industry project expansions (26) than new projects.
- Jobs website was developed and is highly used. 5 job fairs conducted.
- Coordinated and promoted Incumbent Worker Skills and Training Grants of over \$250,000.
- Coordinated three Existing Business and Industry Appreciation Events.
- Acted as catalyst for starting SHRM Chapter which has over 50 members.
- Administrated School to Career Program and procured over \$400,000 in grant funding.

## **BALDWIN COUNTY CASE STATEMENT**

**2006-2010**

- **Catalyzed the start-up of the Information Technology Academy, Pre-engineering Academy, Aviation/Aerospace Academy and Manufacturing Academy.**
- **Expanded Industrial Directory to include Technology Companies.**
- **Conducted Wage Survey and Underemployment Survey.**

### **Community Development**

- **Coordinated, provide technical assistance and supported development of Bay Minette Airport Commerce Park (110 acres), Daphne Commerce and Technology Center (226 acres), Barin Field ( 350 acres) Infrastructure and ice breaker project, and Robertsdale Industrial Park.**
- **Identified new Mega Site and begun diligence for Site Certification for Auto Assembly Plant and other mega projects.**
- **Led marketing and acquisition efforts fro Goodrich Aerospace Building.**
- **Approved funding and led efforts to develop Bay Minette Shell Building.**
- **Led efforts to Approve Amendment One Incentive Legislation to Improve County Competitiveness.**
- **Provided funding, support and technical assistance for the following economic development plans: Daphne, Elberta, Summerdale, and Bay Minette.**
- **Coordinated Smart Growth efforts and Regional Economic Development Cooperation with Envision Coastal Alabama.**
- **Partnered with other organizations such as Fannie Mae and Baldwin Association of Realtors to conduct Affordable Housing needs Assessment.**

### **Business Development**

- **Coordinated Marketing Efforts with ADO, Utilities, etc.**
- **Made 24 trips to visit with ADO in Montgomery, 8 trips to visit utilities.**
- **Conducted 3 Fam Tours, 20 Personal Fam Tours for Allies**
- **Attended 20 trade shows. Made 10 prospecting trips.**

## BALDWIN COUNTY CASE STATEMENT

2006-2010

- Conducted Aerospace Target Market Analysis and developed target market fact books for Aerospace Parts Manufacturing, Call Centers and Back Office Operations, Medical Product Manufacturing and Distribution, Tourism Destination Attractions and Software Development.
- Conducted numerous direct mail campaigns targeting specific target industry companies. Developed and sent newsletters to investors, site selection consultants, national real estate brokers and others.
- Developed tourism marketing campaign, which included billboard ads, TV commercials, poster and refrigerator magnet placements, and tracked results utilizing multiple websites.
- Led effort to establish foreign trade zones in Baldwin.
- Started Baldwin County Business Incubator and counseled over 150 start-up businesses.
- Grew revolving loan fund to \$250,000.
- Formed and Administrated Venture/Seed Capital Network consisting of over 40 investors.

### Programs and Budgets 2006-2010

The majority of private and public leaders interviewed recommended that the BCEDA raise \$3,000,000 million to be invested over five years in four strategic initiatives to begin the implementation of the BCEDA Strategy. These initiatives are:

	<u>Annual</u>	<u>Five-Year Total</u>
Business Development	\$325,000	\$1,625,000
Existing Business	\$200,000	\$1,000,000
Community Development	\$75,000	\$375,000
Total	\$600,000	\$3,000,000

## **BALDWIN COUNTY CASE STATEMENT**

**2006-2010**

The recommended investment strategies are designed to implement the BCEDA Strategy. They also will enhance the BCEDA fundamental competitiveness by focusing resources on “product development activities” to strengthen physical infrastructure while at the same time emphasizing business attraction and retention, and expansion of existing businesses.

- Commitment of funds to each designated area will be based on specific work programs and detailed cost estimates to be submitted to the Board and the investors.
- Initial work programs and work budgets are listed in the remainder of this outline. The investment campaign calls for funding in the amount of approximately \$600,000 a year for the next five years.
- Each year the BCEDA will undertake such refinements or changes to the Strategic Plan as may be warranted based on its internal evaluation of its Board as well as receiving input from the programs investors. BCEDA will also periodically inform its investors and other participants and partners, including the general public, in the implementation of the Strategy of its findings and recommendations.

The following pages outline the investment strategies for each of the four initiatives. It is the consensus of the Baldwin County leadership interviewed that these initiatives represent the defining aspects upon which the basic economic competitiveness of the Baldwin area will be determined in future years.

### **Goals:**

- Job Creation: - 1,500 jobs created earning over \$15.00 per hour.
  - 1,500 jobs created from primary economic sector existing businesses/jobs earning less than \$15.00 hour.
  - 2,000 jobs created from ancillary service/retail/tourism-destination hospitality jobs

# BALDWIN COUNTY CASE STATEMENT

2006-2010

- ❑ Capital Investment: \$250 million total
- ❑ Grants/Training Assistance: \$15 million
- ❑ Number of Projects: 200
- ❑ Existing Business Interviews: 300
- ❑ New Space Developed/Leased: 1,500,000 sq. ft.

## Objectives

Implement an Economic Development program balanced between new clusters that target better, higher paying jobs for the County, enhancing the area's tax base through a proactive recruitment effort, and new products that will assist existing businesses to expand, and new enterprises and Entrepreneurship to develop. This will ensure a strong local economy that is competitive on a regional and statewide scale by fostering and developing access to capital, technology, and a strong competent workforce.

## Recommendations:

### Business Development

- Conduct Locational Audit/Target Market Analysis/Jobs of the future (20 years out) analysis to target marketing efforts and align objectives.
- From Locational Audit/Target/JOF, develop white-collar job recruitment strategy.
- Attend 5 trade Shows/Year and State Trade Organization Meetings (AITA, AAMA etc.)
- Execute 3 site consultant/real estate trips each year.
- Conduct coordinated and targeted e-mail/direct mail campaign to target industries and companies.
- Subscribe to Specialized Websites that Drive Prospects to BCEDA for RFP Submittals.
- Continue Tourism Marketing Efforts to Tap Condo Owners/Business Travelers for Business Relocation.

## **BALDWIN COUNTY CASE STATEMENT**

**2006-2010**

- Hire International public relations/economic development firm to conduct national/international image/marketing campaign and place public relations pieces.
- Continue to build and enhance relationships with ADO, Utilities, Real Estate Brokers and Allies through Target visits and Fam Tours.
- Enhance research functions and support with additional staff to enhance response and quality of proposals, packages and websites.
- Continue Regional Marketing Efforts with Mobile Chamber of Commerce/ Mobile Airport Authority
- Provide Administrative Support to South Baldwin Technology Council.

**Total: \$1,625,000**

### **Existing Business**

- ❑ Conduct 300 existing business interviews, partnering with Chambers of Commerce.
- ❑ Continue to Provide Technical Assistance (Site Selection, Training, Incentives, Financing, Technology Integration, Exporting) to Existing Businesses for Retention and Expansion.
- ❑ Continue Support of Business Incubator and develop at least 30,000 sq. ft. of incubator space to be leased/built.
- ❑ Explore Idea of Combining Baldwin EMC Revolving Loan Funds with BCEDA Revolving Loan funds to enhance Loan Making Capabilities.
- ❑ Continue Support of Seed Venture Capital Network and Development of Regional Venture Capital Fund.
- ❑ Promote Enhanced Skills Training through grant opportunities/ existing business interaction.
- ❑ Market SBA Hubzone and Foreign Trade Zone to Enhance Government Procurement Opportunities and International Trade Opportunities.
- ❑ Continue Hosting Jobs Website, Job Fairs inside and outside of County for Workforce Recruitment.
- ❑ Provide technical assistance/leadership to Entry Level Workforce Recruitment/Retention Task Force and promote BEST Human Resources Practices.

## **BALDWIN COUNTY CASE STATEMENT**

**2006-2010**

- ❑ **Coordinate Existing Business and Industry Appreciation Events.**
- ❑ **Conduct Wage and Underemployment Surveys.**
- ❑ **Support and Provide Leadership for Workforce Investment Board Activities.**
- ❑ **Monitor and promote academy development and career planning development.**
- ❑ **Support and promote Aerospace career planning, development and workforce development to be developed by Mobile Airport Authority.**

**Total: \$1,000,000**

### **Community Development**

- ❑ **Continue to provide technical assistance to Cities with planning, design, development, and marketing of business parks and sites.**
- ❑ **Continue to provide technical assistance and support for identification, acquisition and development of public/private park sites for cities interested.**
- ❑ **Focus efforts to certify Mega Site in Bay Minette for Automotive Assembly Plant by Site Selection Consultant.**
- ❑ **Develop Research Park In County.**
- ❑ **Promote designation of Special Improvement Districts/Tax Increment Districts - i.e. Tax Increment District for Kaiser Building and site.**
- ❑ **Fund, develop, and market Bay Minette (50,000 sq. Ft.) Shell Building and other Shell Building Projects as they may arise.**
- ❑ **Develop Hangers at airport(s) as spec buildings for Aerospace Industries.**
- ❑ **Market Baldwin to Office Park developers to Develop Class A and B office buildings and parks.**
- ❑ **Provide marketing Support to Developers Planning to Construct Class A and B Office Space.**
- ❑ **Smart Growth: Collaborate with interested cities and Envision Coastal Alabama to promote Smart Growth Principles. Support Public Transportation Initiatives.**

## **BALDWIN COUNTY CASE STATEMENT**

**2006-2010**

- **Affordable Housing:** Partner with other interested organizations such as the South Baldwin Chamber Initiative on efforts to increase Affordable Housing opportunities; and Support Re-Constitution of Baldwin Housing Authority. Promote affordable housing resources to existing businesses.
- **Retail/Service Industry Support:** Provide Interested Cities with Service/Retail/ Industry Recruitment Support such as formation of Commercial Development Authorities, Incentives Development, Site Identification and Demographic Databases.
- **Competitiveness:** Support formation of a Regional Industrial Development Authority (Mobile, Baldwin and Washington Counties) as a mechanism to win Mega Projects that have regional economic impact. Explore forming countywide lobbying effort with Cities/County Commission for business infrastructure issues; and explore Idea of Regional Airport Consolidation into Baldwin County.

**Total: \$375,000**