



GATEWAY

INITIATIVE

ACCOUNTABILITY PLAN

**2023 Recap
with
2024 Goals**



SOUTH BALDWIN
CHAMBER OF COMMERCE



COASTAL ALABAMA
**BUSINESS
CHAMBER**

Accountability Plan

INTRODUCTION

Since the initiative has grown to include investors from the Coastal Alabama Business Chamber (the collaboration efforts that kicked-off in 2019), the Gateway Initiative has been guided by a set of strategic objectives called our [Accountability Plan](#).

These items derive from the original [Case Statement](#), which was developed by South Baldwin Chamber leadership with guidance from Funding Solutions in 2017.

The Accountability Plan is revised bi-annually by the internal team and then approved by the Oversight Council (four investor representatives from each chamber). Internally, every item is filed within a larger project plan, a spreadsheet we use to track every aspect of our work. This spreadsheet includes each variation of the Accountability Plan and links back, by number, to the original Case Statement.

Each item within the Accountability Plan is also connected to our [Evergreen List](#), so we are able to calculate how much of our efforts were put into each sub initiative and project and which members of the team were involved. Our team has reviewed the Plan and removed items that are 'complete' and updated items that may no longer be relevant (according to direct business investor feedback). We will complete this process again in December 2024.

As we approach the new year, we also approach a new five year campaign. We have accomplished many objectives in the last 5 years, and in this plan you will see new objectives for the new year.

Workforce Development & Recruitment

1. Facilitate leadership, customer service, and supervisory development training to 100 individuals, annually - **Completed (Doubled goal, training 205 employees) and ongoing for 2024**
2. Be the lead agency in coordinating efforts with Gulf Shores & Orange Beach Tourism, Coastal Alabama Community College, Gulf Regional Early Childhood Services, Auburn Technical Assistance Center, University of South Alabama, Columbia Southern, and the South Baldwin Regional Workforce Development Authority on the development of the workforce development campus - **Completed and ongoing for 2024**
3. Regular meetings and advocacy efforts with/for regional training and workforce partners (i.e., ATN, SAWDC, CACC, AIDT, SBLC) - **Completed and ongoing for 2024**
4. Explore the timeline and work plan for revamping the Gateway Career Connection platform for recruiting, hiring, and job-sharing for local businesses and workforce - 1st Quarter, 2023
5. Co-host job/career fairs in collaboration with Baldwin County School Board of Education and Career Centers - **One job fair at Foley High School completed. It was decided by both south Baldwin County chambers the we would not participate in the county-wide job fair because of unusually high vendor fees. (It was still promoted through Gateway.) Focus during 2023 and ongoing into 2024 is Gateway to Great Careers Industry Tours.**
6. In order to promote local job opportunities for Baldwin County's youth, support and participate in SAWDC Worlds of Opportunity (WOO; and senior event) and other similar events (in GS/OB), including promotion of work-to-learn opportunities - **SAWDC Worlds of Opportunity did not take place in 2023. Gateway served as a guest speaker at several community events and high school classrooms. Gateway also created a speakers bureau within the business community for the local high schools to reach out to when needed. Ongoing for 2024**
7. Continued partnership with educational institutions and local business leaders to create and promote apprenticeship credentialing opportunities - **Program omitted because Gateway is no longer a sponsor with the Alabama Office of Apprenticeship. Gateway still partners with these facilities to help promoted the apprentice opportunities into 2024.**
8. Continue to foster relationships with local educational institutions and employers in order to influence curriculum opportunities that align with local business needs (including regular meetings with career coaches and guidance counselors and promoting career tech opportunities to students and parents and other caregivers) - **Completed and ongoing for 2024**

Business Engagement & Incubation

9. Continue to provide engagement services and solutions or provide referral services to startup entrepreneurs or existing businesses - **Completed and ongoing for 2024**

10. Partner with the South Baldwin Regional Workforce Development Authority to create the BIZ (Business Innovation Zone) - **Completed and ongoing for 2024. the SBRWDA was awarded \$5 million appropriation for Congressman Jerry Carl for this project. Waiting to receive the funding in 2024.**

Business-Driven Needs Assessment + Solutioning

11. Facilitate meetings with industry cluster consortiums to better understand the local workforce and educational needs as well as increase advocacy efforts on a variety of other regional topics - **Completed and ongoing for 2024. Gateway partners with the Alabama Restaurant and Hospitality Association, local educational organizations, and the Baldwin County Legislative Delegation twice a year to bring hospitality and tourism businesses together for this objective.**

12. Conduct a 2023 hospitality and tourism industry salary survey to better report current industry wage and benefit trends in our region and report results prior to the commencement of spring break. - **Completed. This survey is done every other year and the next one will be surveyed and created in 2025**

Pro-Business Advocacy

13. Participate in local, regional, and state-wide Advisory Committees in order to advocate for South Baldwin businesses - **Completed. Gateway team member served on two statewide committees. Ongoing for 2024**

14. Play a lead role in facilitating local communication and info-sharing forums for members and investors to include participation from local leaders and representatives during critical times - **Completed and ongoing for 2024**

15. Engage Baldwin Chamber Coalition in relevant pro-business advocacy efforts, including legislative communications, and community education opportunities - **Completed and ongoing for 2024**

16. Develop and share the 2023 Baldwin County Legislative Agenda for local elected officials, including distribution of Baldwin Legislative Survey - **Completed for 2023 and 2024**

Governance + Administration

17. Track and plan interactions with and financial pledges for individual investors, including communication and billing preferences - **Completed and ongoing for 2024**
18. Develop marketing materials for investor communications, including email campaigns and investor events - **Completed and ongoing for 2024**
19. Co-develop deliverables for all programs and sub-initiatives (e.g., training e-blasts, etc.) - **Completed and ongoing for 2024**
20. Design and deliver reports for investors and other key stakeholders (e.g., annual reports, status updates, etc.) - **Completed and ongoing for 2024**
21. Track program progress using 'Evergreen List' (or similar); deliver to investors at annual meetings - **Completed and ongoing for 2024**
22. Organize and produce content for the Gateway website and social media (including relevant updates, news, and stories) - **Completed and ongoing for 2024**
23. Facilitate and participate in quarterly Oversight Council meetings; discuss progress and programming updates - **Omitted in 2023**