



**GATEWAY**  
INITIATIVE

**ACCOUNTABILITY**  
**PLAN**

2023



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 - 4th Quarter, 2023.
- 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, and the South Baldwin Regional Workforce Development Authority on the development of the workforce development campus - 4th Quarter and ongoing 2023
- 3.** Regular meetings and advocacy efforts with/for regional training and workforce partners (i.e., ATN, SAWDC, CACC, AIDT, SBLC) - 4th Quarter, 2023, and ongoing
- 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 and Career Centers - 2nd Quarter, 2023
- 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 - 1st Quarter, 2023
- 7.** Continued partnership with educational institutions and local business leaders to create and promote apprenticeship credentialing opportunities - 4th Quarter, 2023, and ongoing
- 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) - 4th Quarter, 2023, and ongoing

# Business Engagement & Incubation

---

- 9.** Continue to provide engagement services and solutions or provide referral services to startup entrepreneurs or existing businesses - 4th Quarter, 2023
- 10.** Continue to partner with existing local SCORE representatives to recruit SCORE mentors in order to aid local entrepreneurs - 4th Quarter and ongoing 2023

## 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 - 4th Quarter and ongoing 2023
- 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. - 1st Quarter, 2023

## Pro-Business Advocacy

---

- 13.** Participate in local, regional, and state-wide Advisory Committees in order to advocate for South Baldwin businesses - 4th Quarter and ongoing 2023
- 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 - 4th Quarter and ongoing 2023
- 15.** Engage Baldwin Chamber Coalition in relevant pro-business advocacy efforts, including legislative communications, and community education opportunities - 4th Quarter and ongoing 2023
- 16.** Develop and share the 2023 Baldwin County Legislative Agenda for local elected officials, including distribution of Baldwin Legislative Survey - 4th Quarter, 2023

## Governance + Administration

---

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

# MEET OUR TEAM



**Donna Watts**

President / CEO

*South Baldwin Chamber of Commerce*  
donna@southbaldwinchamber.com



**Greg Alexander**

President / CEO

*Coastal Alabama Business Chamber*  
greg@mygulfoastchamber.com



**Tyler Morgan**

Director of Career &  
Business Development

*Gateway Initiative*  
tyler@gatewayinitiative.com  
M: 251.422.0942



**Ed Bushaw**

Vice President of  
Workforce Development

*Gateway Initiative*  
ed@gatewayinitiative.com  
M: 251.751.7070



**Travis Valentine**

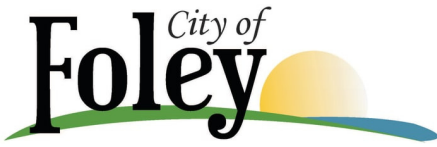
Vice President of Investor Relations  
*South Baldwin Chamber of Commerce*  
travis@southbaldwinchamber.com



**Penny Hughey**

Vice President of Education + Programs  
*Coastal Alabama Business Chamber*  
penny@mygulfoastchamber.com

# A Special Thank You To Our Top Investors



Investor logos displayed (on Gateway collaterals) are Leader's Forum-level investors and above. Contact our team for more details about what you receive when you invest in Gateway!



# GATEWAY INITIATIVE



SOUTH BALDWIN  
CHAMBER OF COMMERCE



COASTAL ALABAMA  
BUSINESS  
CHAMBER



UNIVERSITY OF  
SOUTH ALABAMA



AUBURN UNIVERSITY  
HARBERT COLLEGE OF BUSINESS



COASTAL ALABAMA  
COMMUNITY COLLEGE

