

2018 Board of Directors Handbook





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2018 Chamber Board of Directors Meetings

Please mark the following meeting dates on your calendar. You will receive e-mail notices prior to each meeting as a reminder and your opportunity to reserve your place.

<u>Month</u>	<u>Board of Directors Board Room 8:00 am*</u>
January	Thursday, January 25
February	Thursday, February 22
March	Date TBD Joint Advisors & Directors Meeting / Breakfast 7:30 am
April	Thursday, April 26
May	Thursday, May 24
June	Thursday, June 28
July	Thursday, July 26
August	Date TBD – Joint Advisors & Directors Meeting / Reception 4:30 pm
September	Thursday, September 27
October	Thursday, October 18
November	Thursday, November 29
December	No Meeting

***Unless Otherwise Noted**

12/11/17



VISION STATEMENT

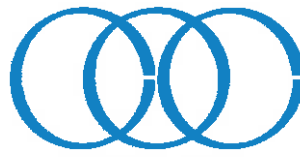
The Mobile Area Chamber of Commerce will be the leading catalyst for economic expansion in the Mobile area, building more opportunity and an enhanced quality of life for all citizens.

MISSION STATEMENT

To serve as a progressive advocate for business needs to advance the Mobile Area's economic well-being.

STAFF GUIDING PRINCIPLE

To conduct the business of the Mobile Area Chamber of Commerce with integrity, responsiveness and excellence.



**MOBILE AREA
CHAMBER OF COMMERCE**

HISTORY

The Mobile Area Chamber of Commerce was incorporated under the name Mobile Commerce and Business League in 1836.

The Mobile organization was the first in the state, chartered by the Alabama Legislature in 1854. The Chamber has changed its name on several occasions. It has been known as the Mobile Board of Trade, the Mobile Chamber of Commerce and Maritime Exchange and Shipping Association, and the Mobile Chamber of Commerce and Business League. In 1960, the organization was reincorporated under its present name, Mobile Area Chamber of Commerce.

Although the program is always changing to meet the needs of Mobile, the foundation upon which the Chamber was built never changes.

PURPOSE

The purpose of the Mobile Area Chamber of Commerce, according to Article III, Articles of Re-incorporation, is:

"to foster, promote, advance and improve the civic, commercial, industrial, agricultural interests and general business conditions of the Mobile area, and to cooperate with other communities and other similar organizations in the State of Alabama and elsewhere, and the promotion of the general objectives, including without limiting the generality of the foregoing, the improvement of living conditions, business conditions, the general welfare of the community, the industry, agriculture and trade of the community."

ACCREDITATION

The Mobile Area Chamber of Commerce is one of the nation's oldest continuously accredited Chambers, having marked 50 years of accreditation from the U.S. Chamber of Commerce in 2017.

In 2003, 2008, and again in 2013, the Mobile Area Chamber was awarded Accreditation with FIVE STARS, the highest designation awarded by the U.S. Chamber.



YOUR ROLE AS A BOARD MEMBER

Knowledge and Preparation

- Educate yourself on the organization, its history, goals, clients/constituency, staff, current situation, problems and needs.
- Keep abreast of national, state and local trends that affect the organization and its clients/constituency.
- Educate yourself on the role and responsibility of the board as a whole as well as individual board members.

Participation

- Act as an advocate for the organization and its clientele.
- Be an enthusiastic and knowledgeable voice for the organization.
- Help grow the organization by assisting in member recruitment and retention.
- Serve actively on at least one committee; understand how committees relate to the board.
- Participate in discussions at meetings; ask probing questions and seek relevant answers before voting.
- Participate in the tasks of the board.
- Report to the board as appropriate.
- Recognize your role as a member of a team.

Time Commitment

- Attend board orientation and training.
- Attend board meetings (9), and committee meetings (as scheduled). Attend major membership events, meetings (as you can), i.e., Chamber Chase.
- Do assigned work between meetings, including preparing for meetings by reading reports and background material.

Constraints

- Support board decisions once they're made (even if you voted against the decision).
- Avoid any possibility of conflict of interest.
- Understand the difference between the roles of the board and the staff; don't attempt to do a staff person's job, or let them do yours.

THE ROLE OF THE CHAMBER BOARD

The Chamber Board determines policies and sets goals aimed at improving the socio-economic well-being of the community.

As the policy forming branch of the Chamber, the Board:

- authorizes the organization's Plan of Action;
- approves the organization's Budget;
- hears and acts on committee recommendations;
- determines the course of action/sets the long-term agenda for the organization.

The Chamber Board is responsible for considering the needs of the entire community, and the Board should direct a Plan of Action which gives the community the greatest opportunity for growth and prosperity.

The Chamber Board recognizes the democratic character of the organization, but also believes strongly in voluntary, cooperative effort in solving community problems.

The Chamber Board respects the collective judgment of interested citizens and should recognize the unique decision-making and problem-solving powers that are created when these people are mobilized.

The Board is not expected to "do all the thinking" for the Chamber. Rather its function is to see that:

- members actively participate in Chamber committees or action groups;
- committees and other groups are given defined objectives;
- community groups are brought into the decision-making process;
- the Chamber accomplishes its goals;
- the Chamber is adequately financed.

The Board takes an active interest in the organization and operation of Chamber Committees.

YOUR MANY RELATIONSHIPS AS A BOARD MEMBER

Your Relationship to Chamber Policy

Your status is that of an individual acting in a legislative capacity. You have the right to exert your influence with the Board for approval of actions and policies, but your authority does not go beyond your vote. You have no authority as an individual to commit the Chamber to any action or policy.

Your Relationship to the Membership and Community

You are an official representative of the membership. You are also an unofficial representative of the entire community. You should defend the Chamber against unjust or uninformed criticism and takes steps to remedy conditions that cause justified criticism.

Your Relationship to the Staff

Your responsibility for the Chamber staff is limited to that of an advisor. The chief paid executive is responsible for the hiring and functioning of the staff.

Your Relationship to Committees, Task Forces

You have a responsibility to keep informed about the activities of all committees and task forces because you must eventually study and act on their recommendations. You also have a responsibility to see that all committees and task forces operate within established structure. You may be asked by the Chairman of the Board to participate in a committee or task force during your Board service.

Your Relationship to the Board

You are a co-partner in the important work of the Board to improve the commercial, industrial and civic life of the community through the Chamber. You have assumed a position of public trust. Your primary duty as a member of the Board should supersede personal interests.

Your Relationship to the Plan of Action

You must understand the relation between the Board and the Chamber's Plan of Action in order to reach established objectives. Remember that the Chamber's Plan of Action charts a future course of action, furnishes measurements for performance and serves as a challenge to citizens to meet their responsibilities to the community through the Chamber.

Your Relationship to the Budget

Financial support of the Chamber is through annual investments voluntarily made by businesses, industries and individuals. The Chamber operates on a budget approved by the Board. It is the responsibility of Chamber management to get maximum results from available funds and to operate within the approved budget.

2018 Opportunities for Involvement

Thank you for your interest and membership investment in the Mobile Area Chamber of Commerce! Please review the many ways you can take advantage of your membership, below. You'll find contact information at the bottom of this form to let us know where you want to engage. Thank you.

Get Started:

Membership 101 Offered periodically for new members, existing members and prospective members providing information on how to get the most out of your Chamber membership. Great place to get started or to be reminded about what is available. There is no charge to attend, but reservations are requested.

Get Involved:

Ambassadors Member volunteers serve as Ambassadors for the Chamber and work to enhance member relations. Ambassadors meet bimonthly and also attend scheduled networking events and member grand openings/ribbon cuttings. Participants must work for a Chamber member business.

Board of Advisors The Board of Advisors adds value to your membership by providing access, interaction and a high-level of recognition for Advisors' companies. Candidates are top-ranking company executives with a desire to engage in peer-to-peer interaction in a variety of venues to connect with the inner workings of the Mobile-area business community.

Build the Bridge Coalition A coalition of private industry and government advocating for a new I-10 Mobile River bridge and for widening the I-10 Bayway. The coalition seeks to alleviate congestion that negatively impacts travel along I-10 in Mobile and Baldwin counties.

Business Retention & Expansion Business Retention and Expansion studies key business and industry sectors to learn what existing businesses need to maintain and expand. The group holds bimonthly meetings with knowledgeable speakers, and helps companies resolve problems and grow businesses in our area.

Chamber Chase Volunteers drive this "total resource development campaign" by recruiting new members, securing sponsorships for Chamber events, selling ads in Chamber publications and obtaining needed goods and services. The campaign officially runs May through mid-August but volunteers may be involved year-round. Any employee of a Chamber company may participate.

Chamber-sponsored Travel The Chamber periodically presents leisure travel opportunities offering a chance to experience a foreign country with other Chamber members and individuals from the Mobile area.

Port & Energy This group works to educate and advocate for the importance of the Port of Mobile and the energy sector to Mobile's economy.

Governmental Affairs These groups review and research legislative priorities, develop the Chamber's community legislative agenda and make issue and policy recommendations to the Chamber's board of directors. Involved members should have responsibility for public policy-making within their organizations. Members may sign up for either State or Federal Affairs. These sub-committees meet on an as-needed basis.

Growth Alliance Task Force Promotes the growth of minority-owned businesses through increased community awareness, Chamber membership and participation in Chamber programs. The group meets at noon on the first Tuesday of each month. Task Force members serve on active sub-committees including Business Development, Outreach and Finance.

Gulf Coast Technology Council Works to increase the visibility of local technology companies with bimonthly meetings, helps encourage development of a highly-skilled workforce to accommodate growth in the high-tech arena, and markets the area as a center for technology development on the central gulf coast.

Military Affairs Seeks to strengthen the relationship of the Mobile business community and members with military interests by communicating issues important to the military community and raising awareness of the military's impact on our local economy.

Offshore Alabama Area offshore oil and gas producers, service providers, suppliers and associated companies work together to sustain and grow the industry through networking events, trade show exhibitions and marketing initiatives, and formulate appropriate advocacy positions promoting our local region. Prospective members must meet the criteria that more than 50% of the company's business be offshore and oil & gas related.

Partners for Growth A multi-year initiative to sustain and accelerate Mobile's economic growth through 2022. Participants invest financially in the program focusing on existing business retention and expansion, new business development/attraction, workforce development, and infrastructure and business climate improvement. Partners for Growth (PFG) Investors pledge to the multi-year initiative and receive recognition, involvement in PFG events, and opportunities to connect with new and expanding companies seeking products and services in the Mobile area.

Roundtables:

- **Executive Roundtable** A forum for member small business owners and managers to hear presentations by a featured speaker on important issues that help them to manage or grow their business. Attendees also network to foster business relationships, share information and best practices. The roundtable meets monthly.
- **Nonprofit Roundtable** A forum for nonprofit members to build relationships and network with other nonprofit members. Provides educational and informational opportunities as well as promoting growth and enhancing community awareness of area

nonprofit organizations. Group meets triannually and is open to Chamber-member nonprofit organizations.

- **Women's Roundtable** A forum exclusively for women business owners and managers. Provides educational and informational opportunities as well as enhancing awareness of women in the business community. Group meets bimonthly and is open to women who own or work for a Chamber-member business.

Trade Briefings Held to promote overseas markets, provide valuable insights into market strategies and a country's overall economic well-being. Guest speakers are invited to participate in briefings.

Trade Missions, in-bound and out-bound Trade missions are held to promote business relations and increase Alabama exports to expand our economy and create jobs. Companies travel to different countries to develop and diversify their markets globally.

Trade Workshops and Seminars, including the World Trade Conference These events are held to provide export opportunities and discuss international trade issues pertinent to area companies.

Get engaged through networking events:

Business After Hours An evening event designed to allow members and prospective members a chance to network in a relaxed atmosphere. Held quarterly at various sponsoring locations. \$5 for members, \$10 for prospective members. No reservations are needed.

Business Expo The Mobile area's premier business-to-business tradeshow featuring more than 200 exhibitors from diverse industries within the Mobile area. Also features a one-stop resource fair for small business owners, managers, key employees and decision makers to meet local, state and federal organizations specializing in management, finances, procurement, marketing and technical assistance specifically for small businesses. Sponsorships and booth space are available for purchase.

Chamber Classic Golf Tournament The Chamber Classic Golf Tournament is held annually in the spring at a Chamber-member golf course. The event provides a networking opportunity with over 200 company presidents, CEOs and representatives entertaining clients and customers. Sponsorships, teams of four and individual tickets are available for purchase.

Coffee with the Chamber A morning event designed to allow members and prospective members an opportunity to network in a relaxed atmosphere. Held quarterly at various sponsoring locations. No charge to attend and no reservations are needed.

Grand Opening, Open House and Ribbon Cutting Notification List Receive a monthly email notification about members' scheduled grand opening, open house and ribbon cutting events.

Member Appreciation Day Held annually in the spring to recognize and thank Chamber members, volunteers, investors and all who support the Chamber. No charge to attend and no reservations are needed.

Networking at Noon A lunchtime event held quarterly providing members an opportunity to promote their business to a captive audience and make follow-up contacts in the same meeting. Lunch is provided and registration is required prior to event.

Get Recognized:

Corporate Community Service Award The Corporate Community Service Award recognizes member businesses who make employee volunteer efforts an important part of their corporate vision, policies and operations. In partnership with the Junior League of Mobile, the Chamber promotes volunteerism and encourages businesses to invest in our community. Each year, member businesses submit applications for consideration in October and the winner is recognized during our Annual Meeting.

Eagle Awards The accomplishments, successes and contributions of minority-owned businesses in the Mobile, Baldwin or Washington county area are celebrated during the Mobile Area Chamber annual Minority Business awards ceremony featuring the coveted Eagle Award. The competition is open to any minority business that meets the stated criteria.

Outstanding Entrepreneur The Chamber's Outstanding Entrepreneur award recognizes and celebrates an individual who represents the characteristics of successful entrepreneurship including creativity, initiative, dynamic growth and sound management. Must show a substantiated history as an established entrepreneur, the impact of the business on the job market and the innovativeness of a product or service.

Innovator of the Year This award is presented in conjunction with the Gulf Coast Technology Council to a company whose progressive actions in the field of technology and/or economic development merit recognition.

Manufacturer of the Year Recipients of this award are recognized for their efforts to grow the manufacturing industry in the Mobile area.

Rev. Wesley A. James Minority Business Advocate The Minority Business Advocate Award recognizes a local company or organization that exhibits a commitment to expanding opportunities for minority-owned businesses through its day-to-day operations, including innovative procurement, utilization goals, providing access to financing, community service, and current or future plans for mentoring and/or partnering programs.

Small Business of the Month The Small Business of the Month award is determined by a nomination and selection process. Nominations can be made by individuals, customers, vendors or a company can just complete the nomination form and submit to the Small Business Development department.

Small Business of the Year Each year the Mobile Area Chamber recognizes and honors the important role small businesses play in the Mobile Area community and economy by presenting the Small Business of the Year award. Candidates may be nominated by individuals, customers or vendors, or may self-nominate. All finalists are nominated to the U.S. Chamber of Commerce's Small Business of the Year competition.

Stay Informed:

The Business View The Chamber's monthly business magazine mailed to more than 20,000 business owners and managers in Mobile and Baldwin counties and e-mailed to more than 8,000 addresses.

The Business View Weekly The Chamber's weekly e-mail news publication highlights Mobile Area Chamber member business news and publishes on Thursdays. It's the only publication of its type in the Mobile metro area, with more than 8,000 individuals on the distribution list. Complimentary subscriptions are open to both members and prospective members of the Chamber, but only member events will be included in the e-newsletter.

For a current listing of upcoming events visit the Chamber's online Calendar of Events at www.mobilechamber.com.

I want to get involved --

Please send your area of interest, along with your contact information to: Dawn Rencher, drencher@mobilechamber.com, or call Dawn at 251-431-8649.

Name _____

Title _____

Company _____

Phone _____

Email _____

Interest: _____

Interest: _____

Interest: _____

MOBILE AREA CHAMBER OF COMMERCE BOARD OF DIRECTORS 2018

TERMS EXPIRING IN 2020

Glyn Agnew Regional Director	AT&T P.O. Box 8081, Spanish Fort, 36577 Ga5721@att.com	205.470.0553
Douglas L. Anderson Managing Partner	Burr & Forman LLP P.O. Box 2287, 36652 Doug.anderson@burr.com	345.8209 344.9696
Abe L. Harper, Jr. President/CEO	Harper Technologies LLC 50 North Broad St., 36602 abe@harpertech.com	690.9029 650.1537*
W. Bibb Lamar, Jr. President and CEO	ServisFirst Bank 2 N. Royal St., 36602 blamar@servisfirstbank.com	544.6937
Paige B. Plash Chief Operating Officer Co-owner	Encore Rehabilitation, Inc. 57 McGregor Ave., 36608 pplash@encorerehab.com	350.1764 350.7757*
Maxey J. Roberts Managing Director	USA Foundation 211 N. Conception St., 36603 mjr@usafoundation.org	432.2116 432.2108*
Craig Savage Director Communications and State/Local Affairs	Austal USA P.O. Box 1049, 36602 craig.savage@austalusa.com	445.5185
Vicki Studstill VP, Business Development	Hargrove Engineers + Constructors 20 S. Royal St., 36602 vstudstill@hargrove-epc.com	476.0605 476.4895*
Reginald Sykes President	Bishop State Community College 351 N. Broad St., 36603 rsykes@bishop.edu	405.7130 438.9523
Grant Zarzour Director	Fuse Project P.O. Box 1134, 36633 grant@fuseproject.org	654.3798

TERMS EXPIRING IN 2019

James C. Fowler Assistant Vice President	Cooper/T. Smith Corporation P.O. Box 1566, 36633 james.fowler@coopertsmith.com	431.6100 415.3054
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Brad Israel Chief Operating & Leadership Officer	Bellator Real Estate & Development LLC 29891 Woodrow Lane, Suite 300, Spanish Fort 36527 bisrael@68ventures.com	625.1198
Jennifer Graham Jenkins President	JJPR 25895A Friendship Rd., Suite C, Daphne, 36526 jennifer@jjpragency.com	375.1297 650.1260*
Clarence Johnson, Jr. President	Bama Pest Control Inc. 1862 Duval St., 36606 cjohnson@bamapestcontrol.com	478.7015 478.7014*
Jenny McCall Owner/President	Wesco Gas & Welding Supply Inc. P.O. Box 10546, Prichard, 36610 jennym@wescoweld.com	457.8681 457.9353*
Monica R. Motley President	Alabama School of Mathematics & Science 1255 Dauphin St., 36604 mmotley@asms.net	441.2102 441.2154*
Jacquitta Powell-Green Chairwoman	Commonwealth National Bank P.O. Box 2326, 36601 jpgreen@ecommonwealthbank.com	433.8222 287.3743*
Michael C. Rogers President	Rogers & Willard Inc. 451 St. Louis St., 36602 mrogers@rogerswillard.com	300.6580
Daryl J. Taylor Vice President and General Manager U.S. Manufacturing Facility	Airbus Americas 320 Airbus Way, 36615 Daryl.taylor@airbus.com	439.4320
Tony G. Waldrop President	University of South Alabama 307 University Blvd, AD 130, 36688 twaldrop@southalabama.edu	460.6111 461.1536*

TERMS EXPIRING IN 2018

Damian M. Bell President	Rock Bridge Wealth Management 9812 Millwood Circle, Spanish Fort 36527 damian@rockbwm.com	990.3456 625.8848*
Robert H. Bender Consultant	Travel Leaders Corporate-Mobile 958 Montlimar Dr., 36609 bob@springdaletravel.com	476.5095 471.2492*
Robert S. Bryant, Sr. Owner/CEO	Leaf & Petal Florist 3324 St. Stephens Rd., Eight Mile 36612 sixpetals@aol.com	457.2750 456.9645*
Kevin S. Carey Executive VP/Market President	Trustmark National Bank P.O. Box 3067, 36652 kcarey@trustmark.com	431.7881 431.7851*

Elizabeth Damson Freeman President	Long's Human Resource Services 19 Midtown Park Dr. W, 36606 lfreeman@longshrs.com	476.4080 476.4091*
J. Guy Helmsing Alabama Market President	Hancock Bank 25 W I65 Service Rd. N, 36608 guy.helmsing@hancockbank.com	665.1677 665.1675*
Mark E. Hieronymus Owner	Hieronymus CPAs LLC 2651 Cameron St., Suite B, 36607 mark@hieronymuscpas.com	680.9848 650.1346
Robin Luce President	JubileeScape Inc. P.O. Box 171, Daphne 36526 robin@jubileescape.com	626.5587 626.9866*
Henry T. Morrisette	Hand Arendall Harrison Sale LLC P.O. Box 123, 36602 hmorrisette@handarendall.com	432.5511 694.6375*
D. Scott Posey Director of Communications	AM/NS Calvert P.O. Box 456, Calvert 36513 scott.posey@arcelormittal.com	391.2623
Jill Seaman Stork Area Manager	Alabama Power Company P.O. Box 2247, 36652 jsstork@southernco.com	694.2314 694.2329*
<u>DIRECTORS ELECTED TO A ONE-YEAR TERM</u>		
Kevin Ball Director of Operations	Ball HealthCare Services, Inc. One Southern Way, 3750 Sollie Rd., 36619 kball@ballhealth.com	433.9801 433.9807*
Virginia Foxworth Guy Executive Director	Drug Education Council 3000 Television Ave., 36606 vguy@drugeducation.org	478.7855 478.7865*
Jürgen G. Hellmich Chief Executive Officer	iSAM North America Corp. 500 Broadcast Dr., 36606 j.hellmich@isam-na.com	338.2528 445.0005*
Evan B. Maisel Senior Vice President	Gulf Distributing Holdings LLC 3378 Moffett Rd., 36607 ebmaisel@gulfdistributing.com	476.9600 476.9604*
Keith Manwaring Co-Chairman/Senior Advisor	Taylor Companies 6720 Stonebrook Dr. N., 36695 Keith.manwaring@yahoo.com	209.8998 607.7879*
Hilton B. Mostellar Co-Owner	Mobile Asphalt Company LLC P.O. Box 190279, 36619 hmostellar@mobileasphalt.com	408.0770 X101 408.0780

DIRECTORS APPOINTED TO A ONE-YEAR TERM

J. Kenny Crow, Jr. Managing Partner	Crow Shields Bailey PC 3742 Professional Parkway, 36609 kennyc@csbcpa.com	343.1012 343.1294*
Joe Denton Executive Vice President Chief Financial Officer	Infirmity Health P.O. Box 2226, 36652 Joe.denton@infirmityhealth.org	435.2011 435.2061*
Monty P. Hamilton CEO	Rural Sourcing Inc. (RSI) 817 W. Peachtree St. NW, Suite 550 Atlanta, GA 30308 mhamilton@ruralsourcing.com	404.873.9505
Chris Harle Owner	Harle Enterprises / Roly Poly 3220 Dauphin St., 36606 chrisharle@att.net	479.2480 479.2488
Trisha Johnston Territory Manager	DocRX 8 Battery Heights, Spanish Fort trishajohnston@docrx.com	334.344.4242 866.750.1975*
Henry F. O'Connor III Partner	Jones Walker LLP 11 N. Water St., Suite 1200, 36602 hoconnor@joneswalker.com	439.7517 439.7390*

CHAIRMAN OF THE BOARD

Brian R. Willman Area President South Alabama/Florida Panhandle	Regions Bank 11 N. Water St., 29 th floor, 36602 brian.willman@regions.com	438.8510 438.8027*
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CHAIRMAN OF THE BOARD-ELECT

Daniel A. Dennis IV President	Roberts Brothers Inc. 3601 Spring Hill Business Park, Suite 10, 36608 danieldennis@robertsbrothers.com	344.9220
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PRESIDENT

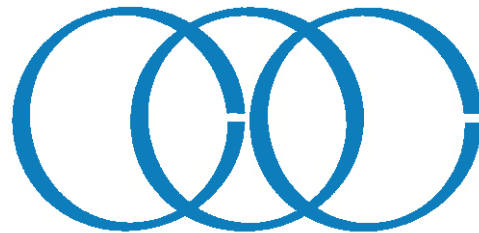
William B. Sisson President and CEO	Mobile Area Chamber of Commerce P. O. Box 2187, 36652 E-mail: bsisson@mobilechamber.com	431.8610 432.1143*
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*FAX

11/28/17

**MOBILE AREA CHAMBER OF COMMERCE
EXECUTIVE COMMITTEE
2018**

Brian Willman Chair	Regions Bank 11 N. Water St., 29 th Floor, 36602 Brian.willman@regions.com	438.8510 438.8027*
Glyn Agnew Small Business Development	AT&T P.O. Box 8081, Spanish Fort 36577 Ga5721@att.com	205.470.0553
Doug Anderson Legal Counsel	Burr & Forman LLP P.O. Box 2287, 36652 Doug.anderson@burr.com	344.5151 344.9696*
Daniel Dennis Chair Elect / Finance	Roberts Brothers Inc. 3601 Spring Hill Business Park, #10, 36608 danieldennis@robertsbrothers.com	344.9220 344.1097*
Liz Freeman Immediate Past Chair	Long's Human Resource Services 19 Midtown Park Drive W., 36606 lfreeman@longshr.com	476.4080 476.4091*
Abe Harper Membership / Chamber Chase	Harper Technologies LLC 50 N. Broad Street, 36602 abe@harpertech.com	690.9029 650.1537*
Brad Israel Military Affairs	Bellator Real Estate & Development LLC 29891 Woodrow Lane, Suite 300, Spanish Fort 36527 bisrael@68ventures.com	625.1198
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Monica Motley Communications & Marketing	Alabama School of Math & Science 1255 Dauphin Street, 36604 mmotley@asms.net	441.2102 441.2154*
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Jill Stork Diversity and Inclusion	Alabama Power Company P.O. Box 2247, 36652 jsstork@southernco.com	694.2314 694.2329*
William B. Sisson President and CEO	Mobile Area Chamber of Commerce P.O. Box 2187, 36652 bsisson@mobilechamber.com	431.8610 432.1143*
Vicki Studstill Community & Governmental Affairs	Hargrove Engineers + Constructors 20 S. Royal Street, 36602 vstudstill@hargrove-epc.com	476.0605 476.4895*



MOBILE AREA
CHAMBER OF COMMERCE

2018
Board of Directors



Glyn Agnew

Regional Director

AT&T

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Doug Anderson

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Kevin Ball

Director of Operations

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Damian Bell

Managing Partner

Rock Bridge Wealth Management

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Robert Bender

President

Travel Leaders

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Robert Bryant

Owner

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Kevin Carey
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**Elizabeth Damson
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Guy Helmsing
Senior Vice President & Market
President
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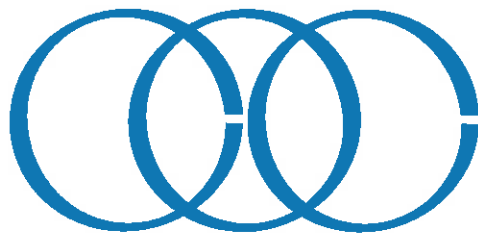
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**MOBILE AREA
CHAMBER OF COMMERCE**

**451 Government St., Mobile AL 36602
www.mobilechamber.com**



Strategic Plan

Impacting the Mobile Area Chamber of Commerce
Annual Plans of Action
2016-2018

The Chamber's Vision

The Mobile Area Chamber of Commerce will be the leading catalyst for economic expansion in the Mobile area, building more opportunity and an enhanced quality of life for its citizens.

The Chamber's Mission

To serve as a progressive advocate for business needs to promote the Mobile area's economic well-being.

Strategic 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 our members.

Excellence

Operate the Chamber with excellence, innovation and efficiency.

Strategic Goal: Jobs

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

Vision:

By year-end 2018, the Mobile area will have steadily increased jobs, business and capital investments in our community. The Chamber will lead business engagement in more efficient workforce development initiatives.

To accomplish this Vision the Chamber will:

Exceed Partners for Growth goals for jobs, average annual salary and capital investment.

Leverage existing workforce development efforts to deliver coordinated programming and strategic partnerships that address the business community's workforce needs.

Further strengthen Mobile's economy by developing a master plan for a comprehensive entrepreneurial ecosystem, to include the establishment of a downtown incubator to serve as a focal point for entrepreneurship.

In new industry recruitment and expansions, emphasize diversity and that small or disadvantaged businesses will be given consideration as suppliers and service providers.

Research, develop and secure ongoing support for "Partners for Growth" economic development initiative.

Support the growth of existing businesses through an effective Business Retention and Expansion program.

Target specific industry sectors that capitalize on our natural resources, core industries, growth opportunities and infrastructure needs.

Enhance our overall economic development program through strong investor relationships and partnerships with local, state and regional economic development organizations.

Deliver outstanding small business programs and services (business assistance, training, networking and recognition.)

Provide and promote initiatives that strategically increase the growth and success of diverse businesses.

Expand Mobile's international activities and leverage our import/export opportunities.

Foster partnerships and collaborate with higher education to promote and encourage job creation, workforce development, trade expansion and technology transfer.

Engage business to help ensure policymakers and educators recognize the importance of preparing students to meet the critical needs of area employers.

Success Indicators:

1. Median income growth trends for the Combined Statistical Area
2. Primary jobs gained
3. Average Salary of Jobs Gained
4. Total Capital Invested

Strategic Goal: Advocacy

Create an environment that promotes business and community growth.

Vision:

By year-end 2018, 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.

To accomplish this Vision the Chamber will:

Advocate for balanced, responsible development.

Advocate for the needs of business at the local, state and federal level.

Advocate for initiatives that work to recruit and retain a talented workforce.

Promote a balanced, business-friendly climate that encourages economic growth, is responsive to business needs and supportive of business success.

Promote a tax structure that encourages business development and allows area businesses to compete, while providing for the public infrastructure to support a growing economy.

Promote regional planning and the implementation of strategies that are in the long-term best interest of the region and the Gulf Coast's continued recovery.

Promote and secure critical infrastructure improvements to support continued job growth and strategic investment in the region, such as improved storm water drainage, access to our Downtown, and waterfront.

Nurture local, state and national partnerships to address our challenges, achieve legislative successes and improve our region's economic success.

Expose members to ideas and models of success from other communities and initiatives.

Promote access to economic and educational opportunities for all of the area's citizens.

Respect, embrace and value the diversity of our community.

Success Indicators:

1. Legislative Accomplishments
2. Progress in Realizing the I-10 Mobile River Bridge
3. Progress in Economic Recovery from the 2010 Oil Spill in the Gulf of Mexico

Strategic Goal: Value

Provide value, services, opportunities and recognition for our members.

Vision:

By year-end 2018, the Mobile Area Chamber of Commerce will be nationally recognized for consistently exceeding member expectations and delivering the value of membership.

To accomplish this Vision the Chamber will:

Continually assess current and future programming to ensure the Chamber delivers excellence in programming and the benefits desired by our members.

Deliver outstanding customer service.

Market the value of Chamber membership to members and the business community.

Identify and educate small and disadvantaged businesses regarding value-added benefits that come with Chamber membership.

Promote active member engagement by building relationships among the Chamber staff, Chamber leadership and the membership-at-large.

Provide programming that benefits participants both professionally and personally.

Deliver the region's best opportunities for business recognition and networking.

Provide valuable professional development opportunities and problem-solving support.

Use leading-edge communications tools to help the Chamber and our members succeed and grow.

Success Indicators:

1. Exceed 2,200 members and the national average in membership retention
2. Board of Advisors Engagement and Growth
3. Member Satisfaction
4. Increased usage of Member Rewards and Benefits

Strategic Goal: Excellence

Operate the Chamber with excellence, innovation and efficiency.

Vision:

By year-end 2018, the Mobile Area Chamber of Commerce 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.

To accomplish this Vision the Chamber will:

Conduct ourselves in accordance with our values, policies and mission statement.
Efficiently manage the Chamber's operations and finances to support the strategic plan and annual plans of action.

Consistently and effectively implement the organization's personnel and volunteer policies.

Manage staff and volunteer succession planning for the health of the organization.

Improve the exposure and professional reputation of the Chamber.

Provide stable, long-term funding for the Chamber and its initiatives via an expanding membership base, non-dues income, and private and public sector funding for economic and community development programs.

Ensure Chamber facilities exceed the expectations of our members, guests and staff.

Utilize leading-edge technology to serve the membership and support the mission of the Chamber.

Support diversity in every aspect of the Chamber, to include our Board of Directors, membership, staff and programming.

Earn the U.S. Chamber's highest accreditation in recognition of excellence in the Chamber's governance, finances, governmental affairs, human resources, program development and technology.

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

MACC Board Approved: 092415

2018 Plan of Action Summary

Annual objectives addressing our 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 our 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 2016-2018. Below are each department's goals for 2018.

Communications & Marketing

- Provide a constant, proactive and interactive communications program to Mobile Area Chamber members to encourage and maintain an interest in the Chamber and support of our efforts. *(Supports strategic goal - Value)*
- To improve the Mobile Area Chamber's image in the minds of the public and make them better aware of who we are and our mission. *(Supports strategic goal – Advocacy)*
- Promote the Chamber and the Mobile area via the Chamber's websites, electronic publications and social media outlets. *(Supports strategic goal - Advocacy)*
- To 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 with implementing the national marketing campaign. *(Supports strategic goal – Advocacy)*

Community & Governmental Affairs

- Develop and obtain passage of the Mobile Area Chamber of Commerce Community Legislative Agenda. *(Supports strategic goal: Advocacy)*
- Recognize and promote the importance of transportation infrastructure to continuing business growth. *(Supports strategic goal: Advocacy)*
- Promote a local, business-friendly political and legislative climate that encourages economic growth, is responsive to business needs and 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 the Leaders Exchange with a focus on workable solutions to regional and local issues. *(Supports strategic goal: Advocacy)*
- Encourage positive military and civilian relationships. *(Supports strategic goal: Value)*

Economic Development

- Aggressively market the Mobile region for business locations and expansions based on community strengths, unique strategic advantages and governed by community quality of life objectives. Support the five-year Partners for Growth goal of creating an average of 800 new jobs per year. *(Supports strategic goal: Jobs and Advocacy)*
- Provide staff support and expertise to the Industrial Development Board (IDB), the Industrial Development Authority (IDA) and the Industrial Park Board (IPB). *(Supports strategic goal: Jobs and Value)*
- Involve Chamber volunteer leadership, City and County elected leadership, and local agency allies in current Plan of Action implementation, as well as long-term economic development planning and funding. *(Supports strategic goal: Jobs and Value)*
- Generate, collect, organize, provide and publish information to support economic development activities that service the needs of prospects, global consultants, existing industries, and members. *(Supports strategic goal: Value)*
- Further develop the Mobile region as a center for international trade and transportation to enhance the foreign sales of area products and services. *(Supports strategic goal: Jobs and Advocacy)*
- Improve Mobile's ability to respond to workforce needs. *(Supports strategic goal: Jobs)*
- Create an entrepreneur "ecosystem" by supporting Innovation PortAL, bringing together citizens, networks, institutions and local industry with shared interests in innovation, entrepreneurship and new business development. *(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 Chamber 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)*
- Achieve Five-Star (re)Accreditation from the U.S. Chamber of Commerce. *(Supports strategic goal: Excellence)*

Membership

- Exceed budgeted goals for dues and non-dues income to support Chamber operations. *(Supports strategic goal: Value)*
- Provide innovative programs and services that our members desire and value. *(Supports strategic goal: Value)*

- Ensure awesome 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 their development and foster job creation. *(Supports strategic goal: Jobs)*
- Provide business assistance to minority-owned businesses and encourage their 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)*
- Facilitate assistance provided by other small business resources in the Mobile/Baldwin area. *(Supports strategic goal: Advocacy)*



Chamber at a Glance

Administration

Supports the work of all Chamber departments through strategic planning that provides direction for the organization. The department supports the Board of Directors, Board of Advisors, and Foundation Board of Directors and oversees the organization's programs and initiatives.

Bill Sisson – President and CEO, 251-431-8610, bsisson@mobilechamber.com

Communications and Marketing

Primarily focuses on local, national and international public relations, writing news releases, hosting news conferences, maintaining seven Chamber-related websites, internal graphic design projects, producing *The Business View Weekly* e-newsletter and *The Business View*, shooting photography, maintaining the organization's speakers bureau, creating general communications projects and presenting the Chamber's annual meeting, hosting out-of-country group travel, maintaining a robust social media presence, and media seminars.

Leigh Perry Herndon - Vice President, Communications and Marketing, 251-431-8645, lherndon@mobilechamber.com

Community and Governmental Affairs

Primary responsibilities include coordination of annual Leaders Exchange, State of the City and County luncheon, congressional affairs, legislative affairs for the city, county and state, military affairs, Military Appreciation Lunch, Veterans Day, Pork & Politics in the Park and community improvement projects.

Kellie Hope – Vice President, Community and Governmental Affairs, 251-431-8618, khope@mobilechamber.com

Economic Development

Primarily focuses on domestic and international business recruitment, local business expansions and assistance, inventory of available buildings and sites, industrial and commercial development, workforce development and international trade.

Troy Wayman- Vice President, Economic Development, 251-431-8650, twayman@mobilechamber.com

Finance and Operations

Primarily focuses on accounting, cash management and financial reporting for the Chamber, Chamber Foundation, Industrial Development Board, Industrial Development Authority and Industrial Park Board, human resources, membership database, accounts payable and receivables, meeting room rentals, buildings and property maintenance and general operations.

Matt Hariel - Vice President, Finance and Operations, 251-431-8625, mhariel@mobilechamber.com

Membership

Provides networking opportunities such as Business After Hours, Business Expo, Chamber Classic, Coffee with the Chamber, Networking@Noon, Women's Roundtable and Nonprofit Roundtable. The membership department also helps members with savings on a variety of products and services and ensures awesome customer service to improve member relationships.

Carolyn Golson – Vice President, Membership, 251-431-8622, cgolson@mobilechamber.com

Small Business Development

Primarily focuses on small business services and programs including professional and business development opportunities, access to capital, business consulting, Executive Roundtable, Growth Alliance Task Force, the Small Business Council and presents the Small Business Week Conference. Awards and recognition programs include Small Business of the Month, Eagle Awards (also known as the Minority Business Awards), Rev. Wesley A. James Minority Business Advocate Award, and Small Business of the Year.

Darrell Randle - Vice President, Small Business Development, 251-431-8615, drandle@mobilechamber.com

For staff visit: www.mobilechamber.com/contactus.asp

For upcoming events visit: events.mobilechamber.com



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Small Business Development

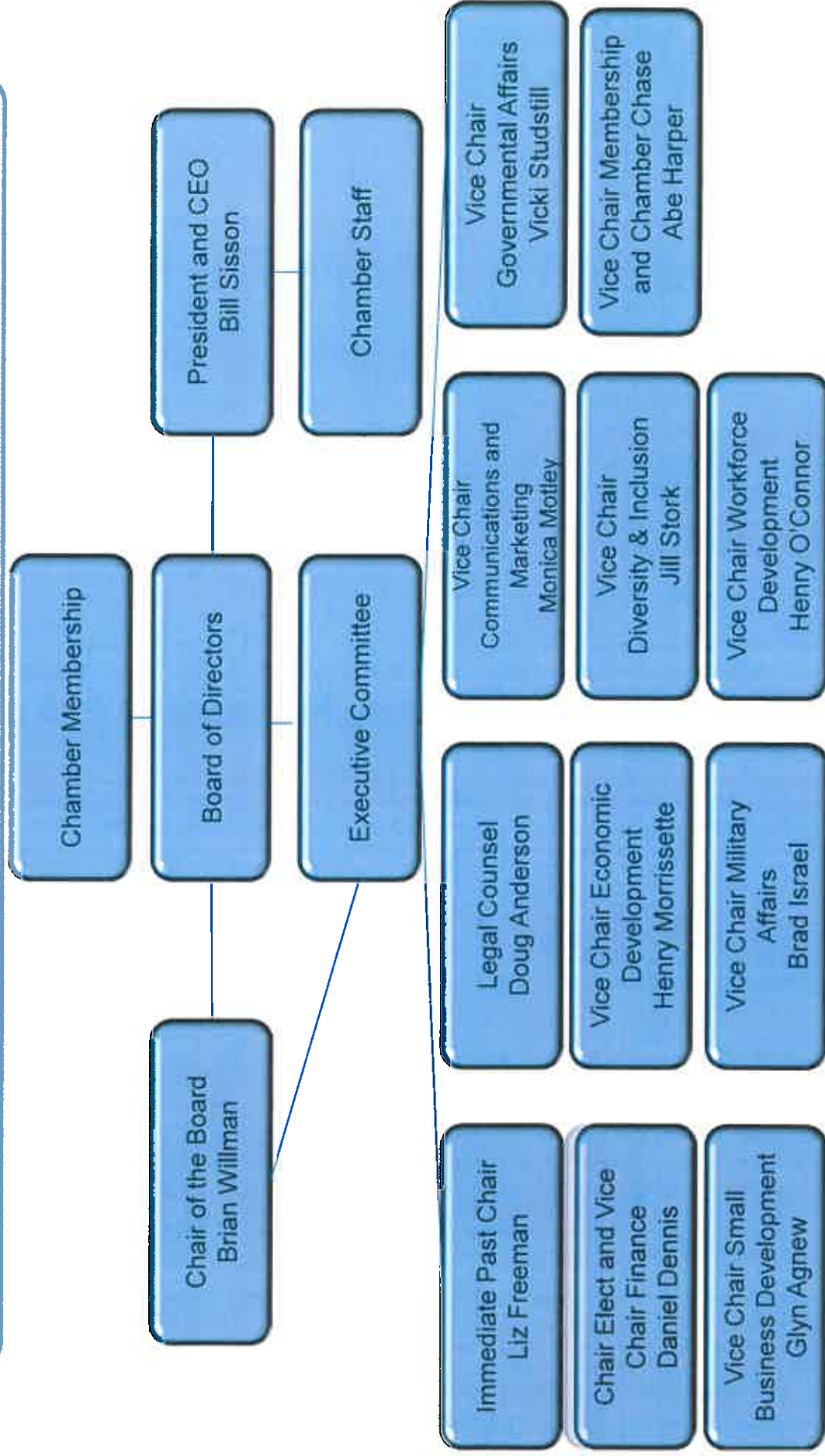
Darrell Randle, Vice President 251-431-8615

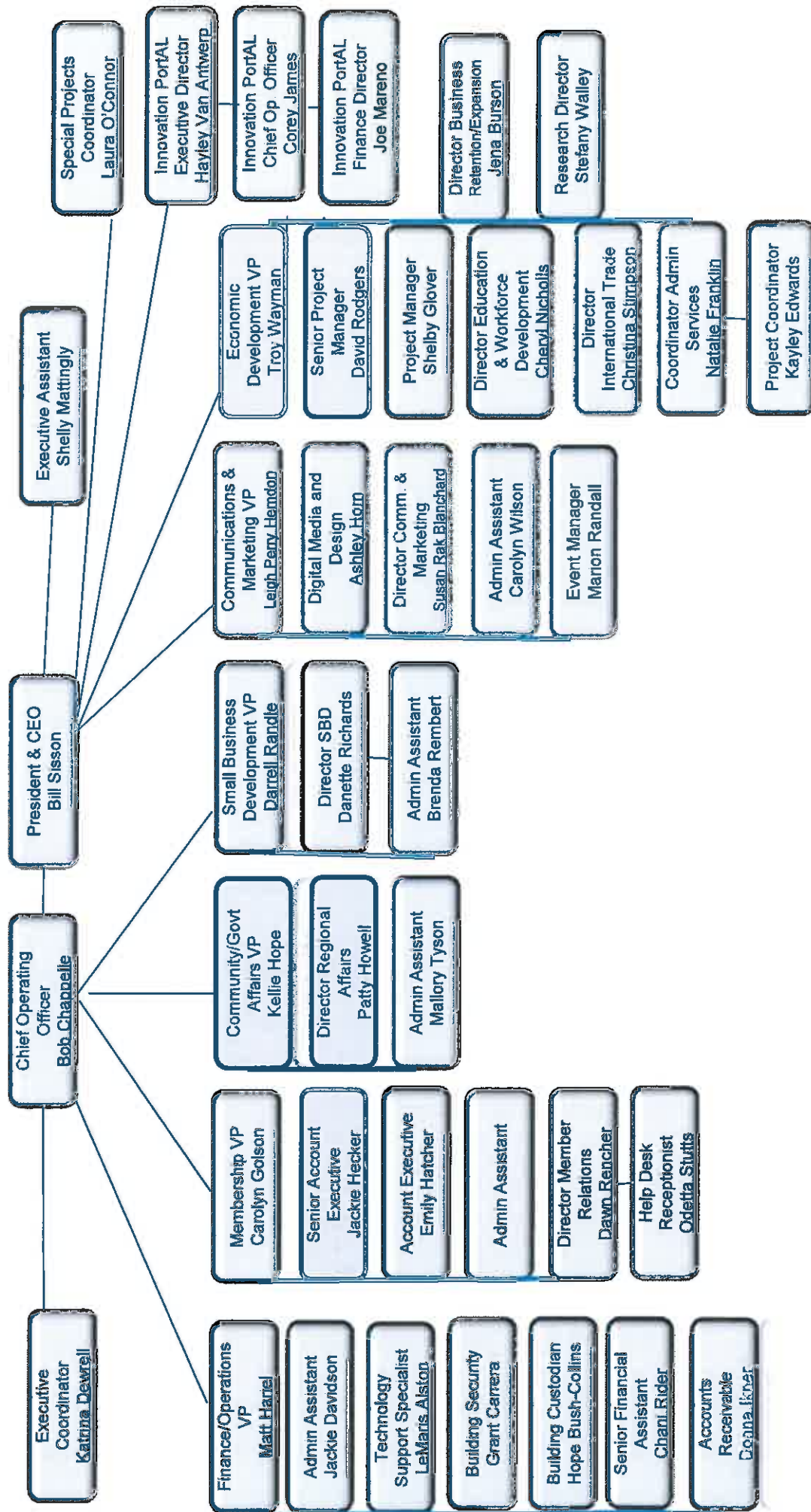
Danette Richards, Director 251-431-8652

Brenda Rembert, Administrative Assistant 251-431-8607



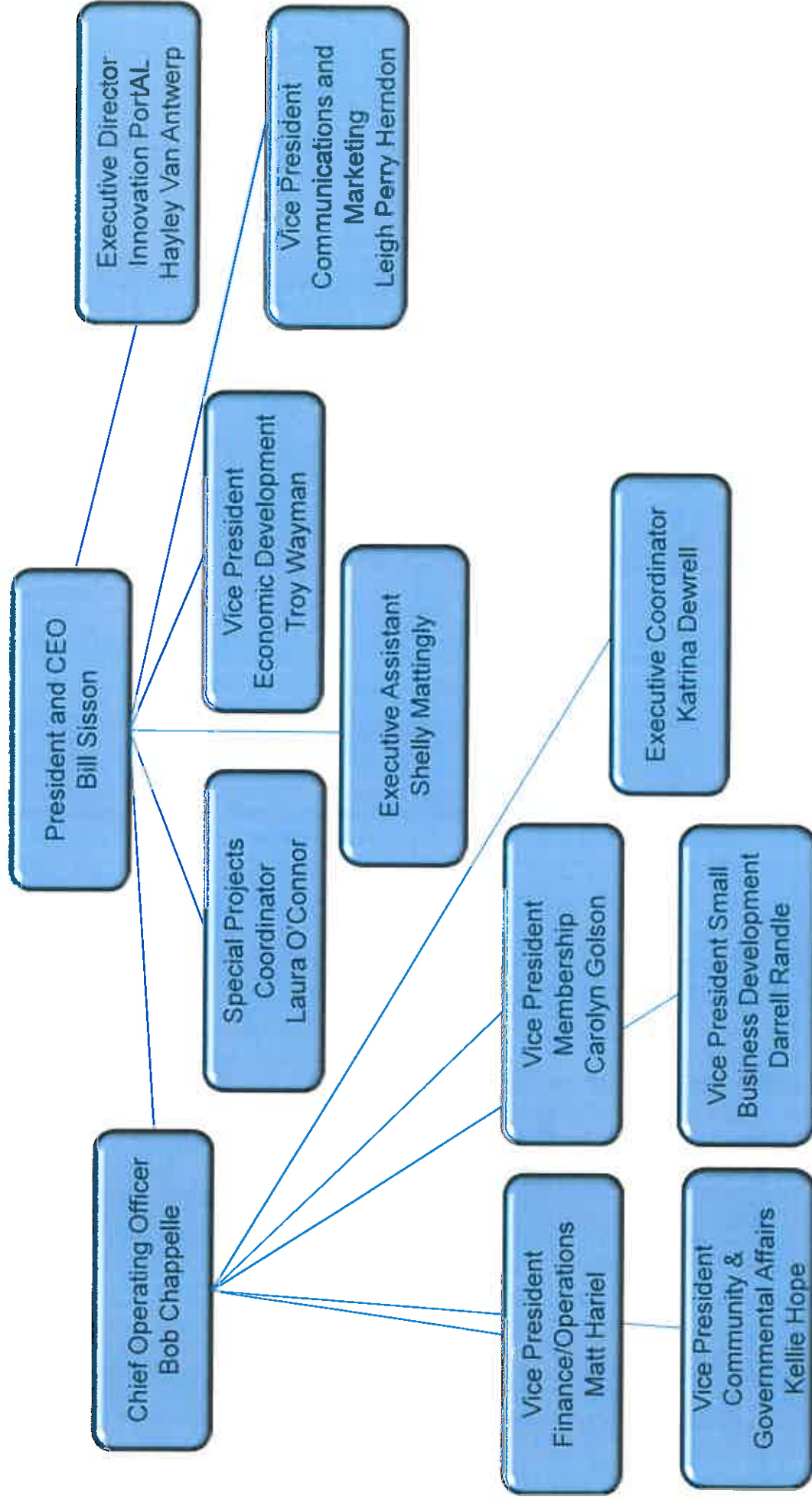
Organizational Chart 2018





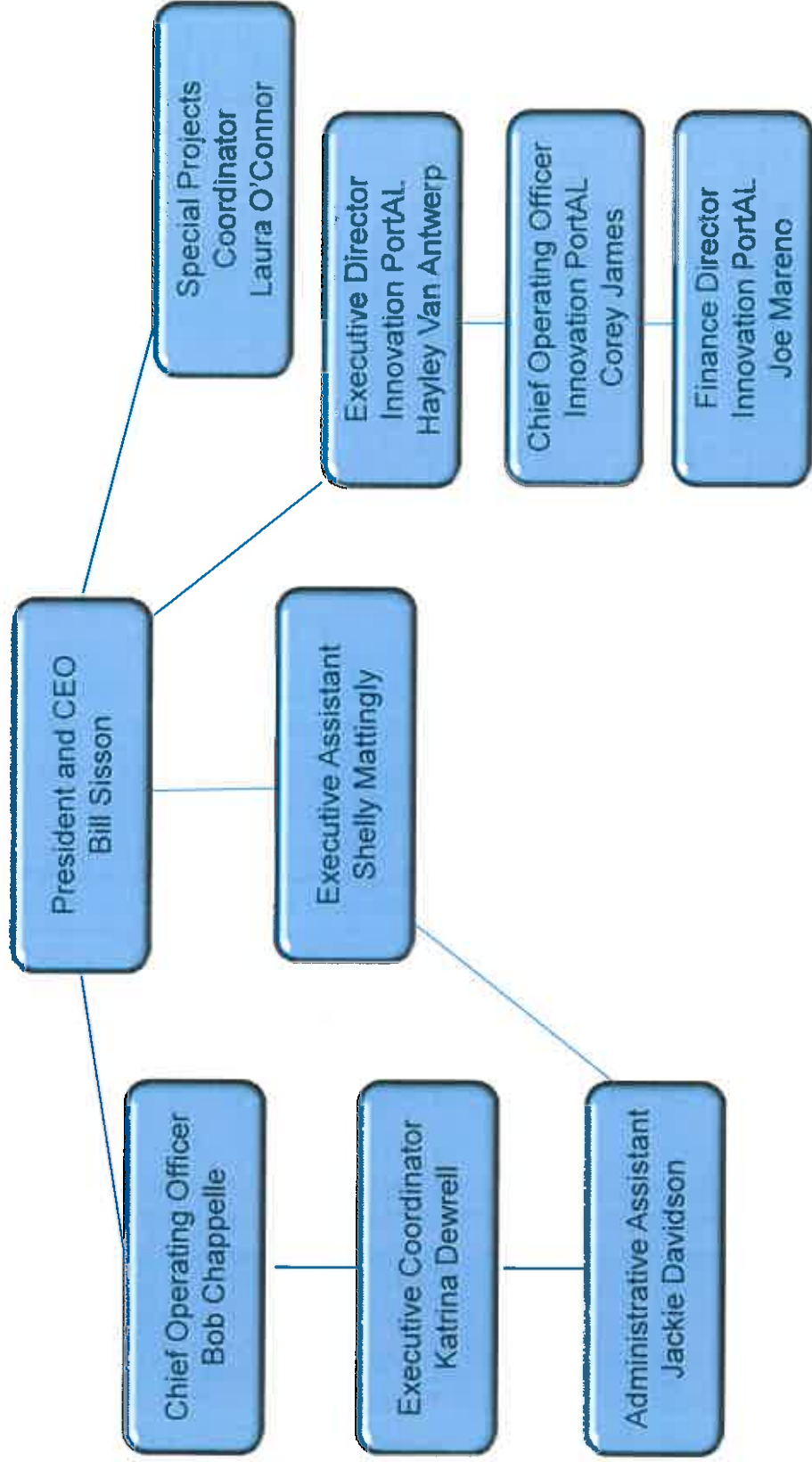


2018 Organizational Chart Management Staff



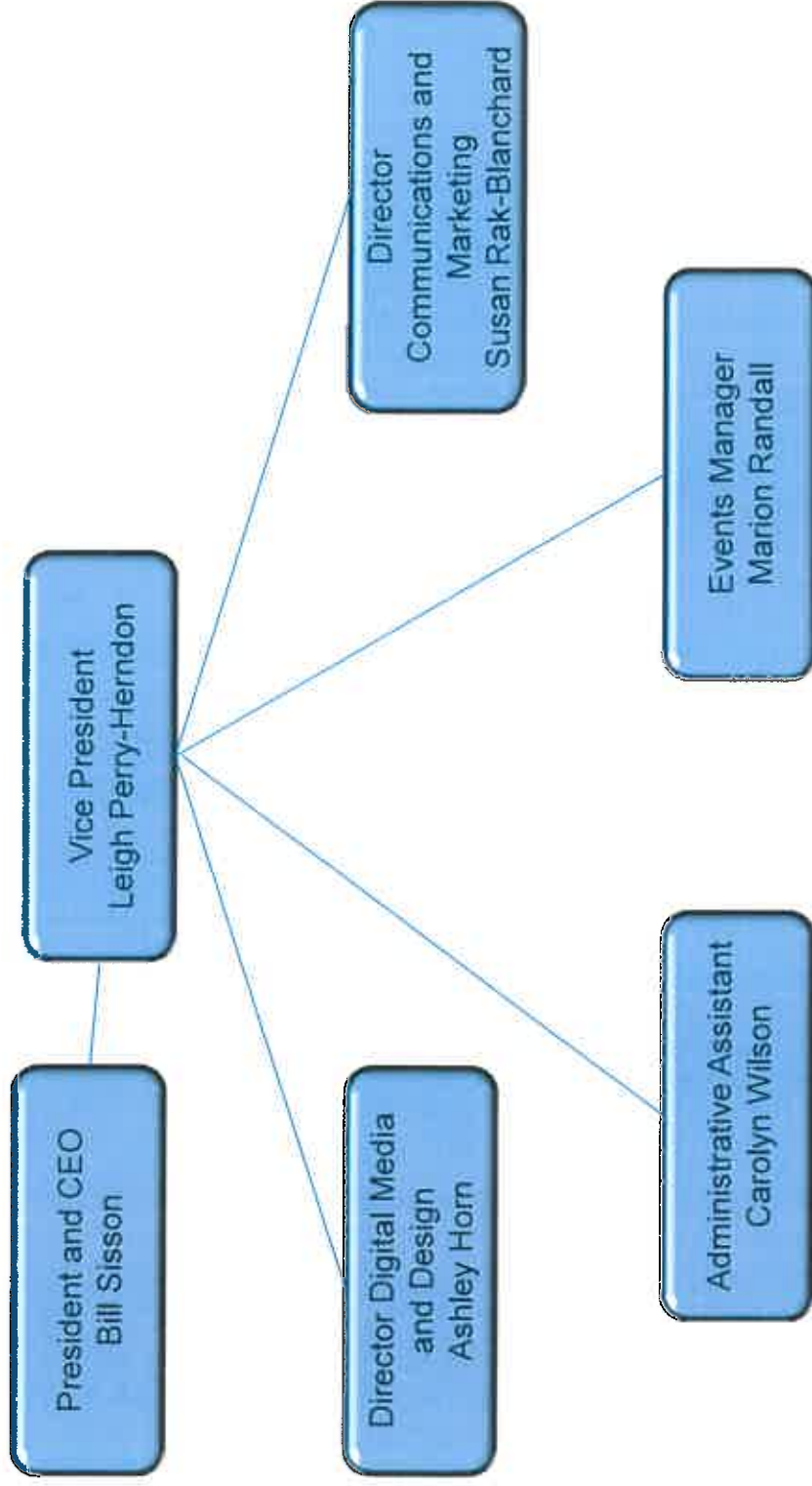


2018 Organizational Chart Administration



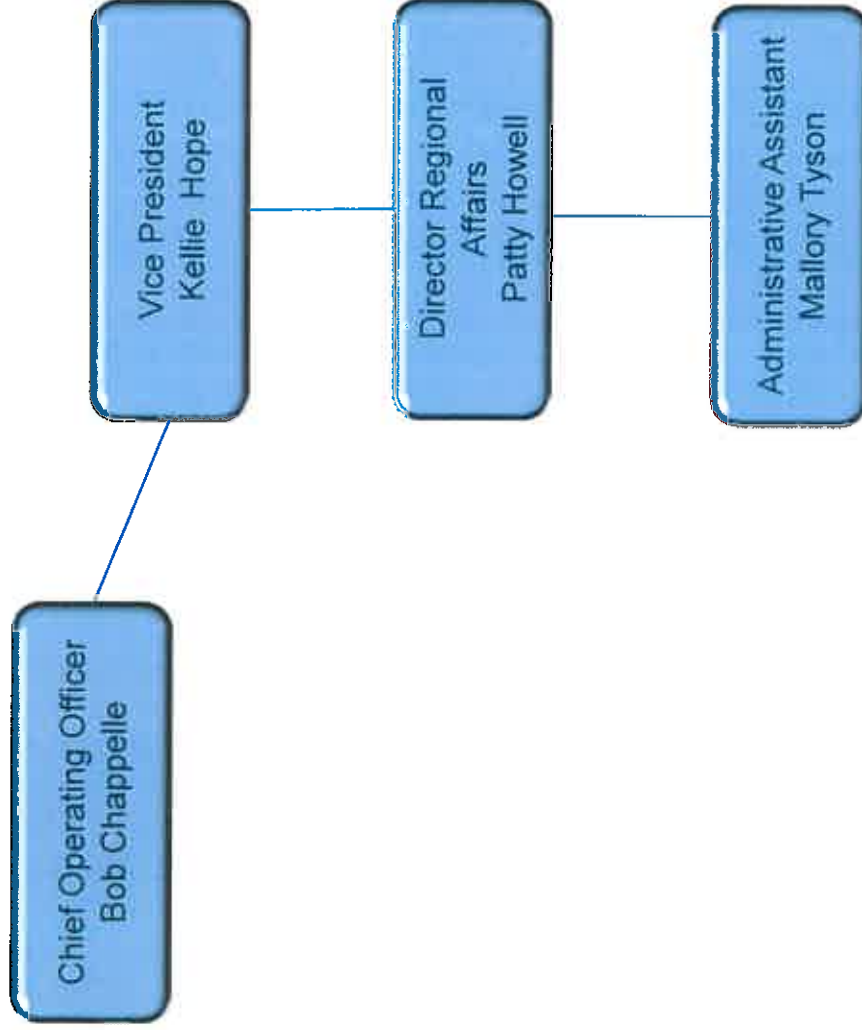


2018 Organizational Chart Communications and Marketing



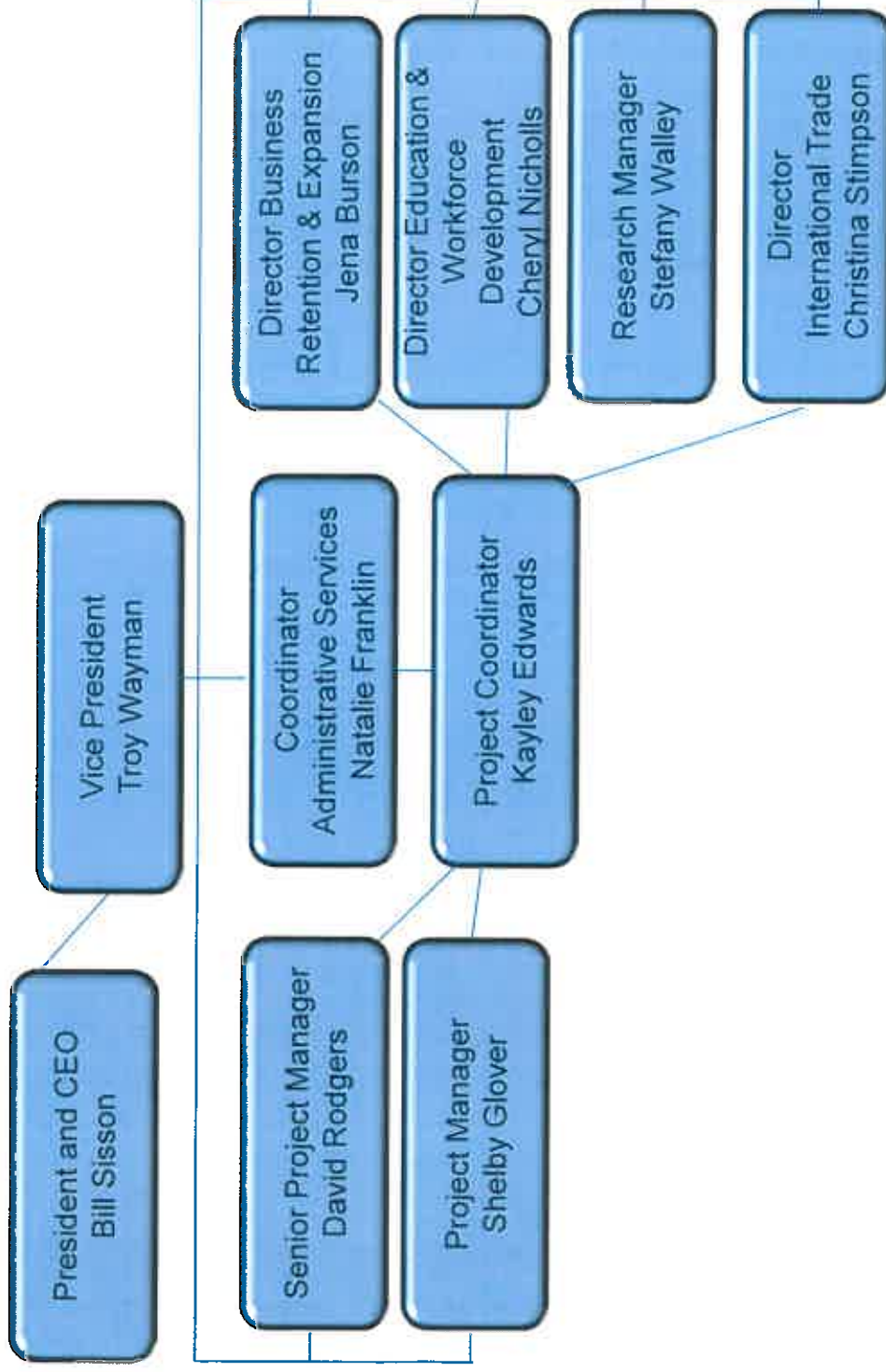


2018 Organizational Chart Community and Governmental Affairs



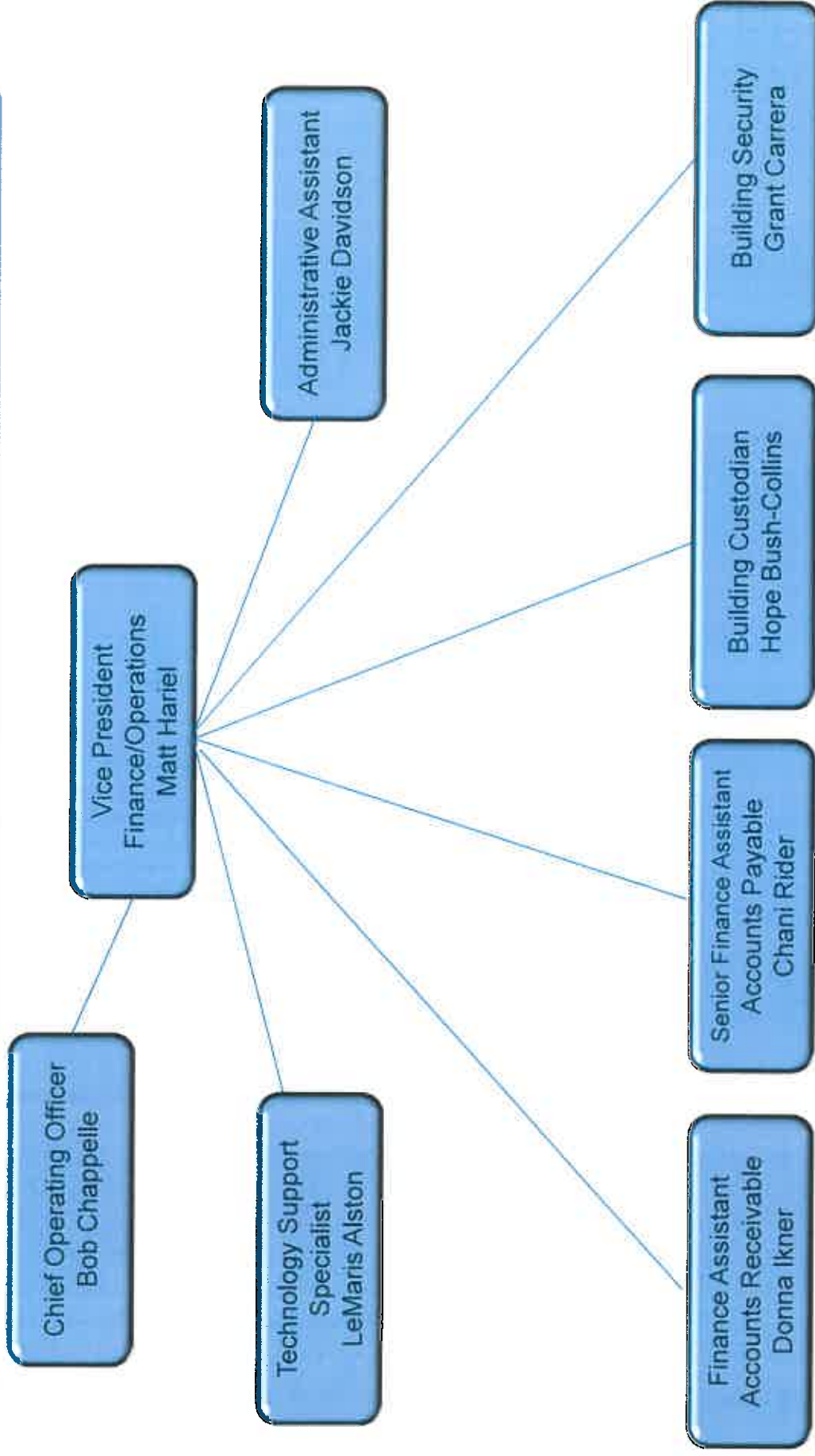


2018 Organizational Chart Economic Development



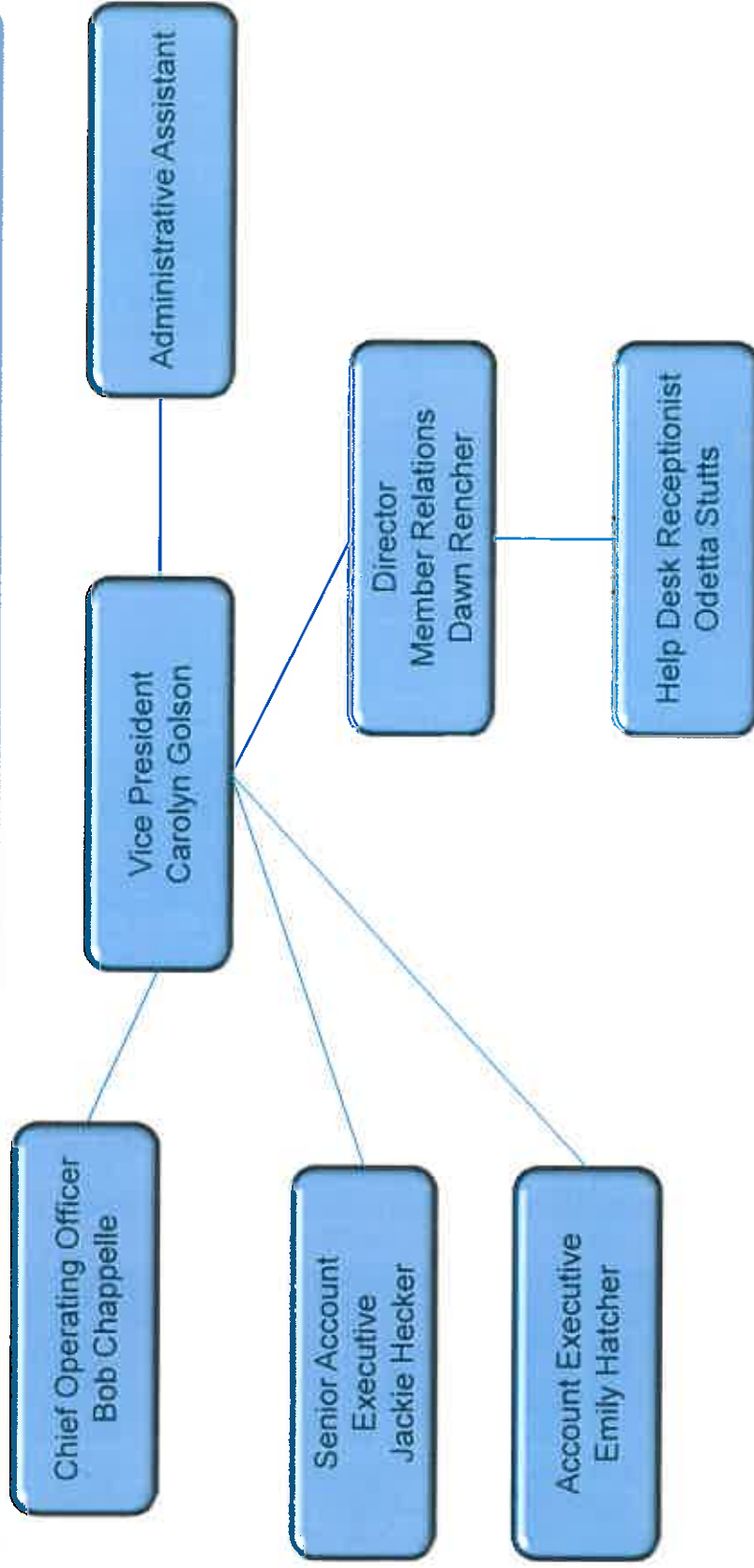


2018 Organizational Chart Finance and Operations



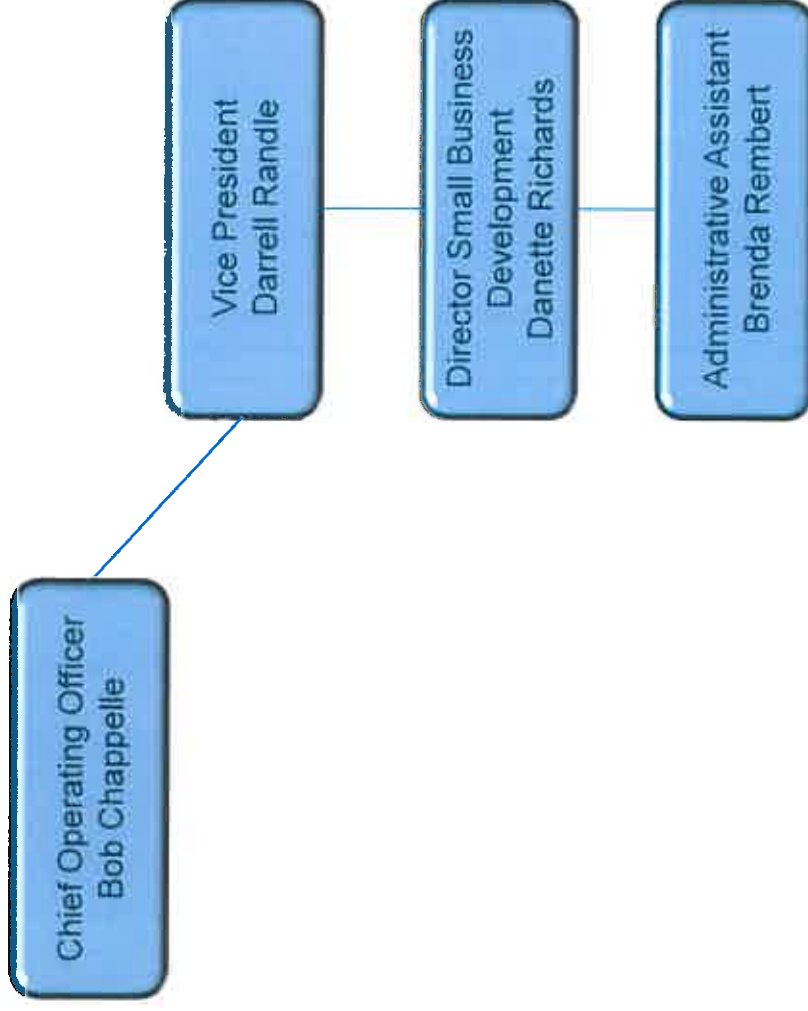


2018 Organizational Chart Membership



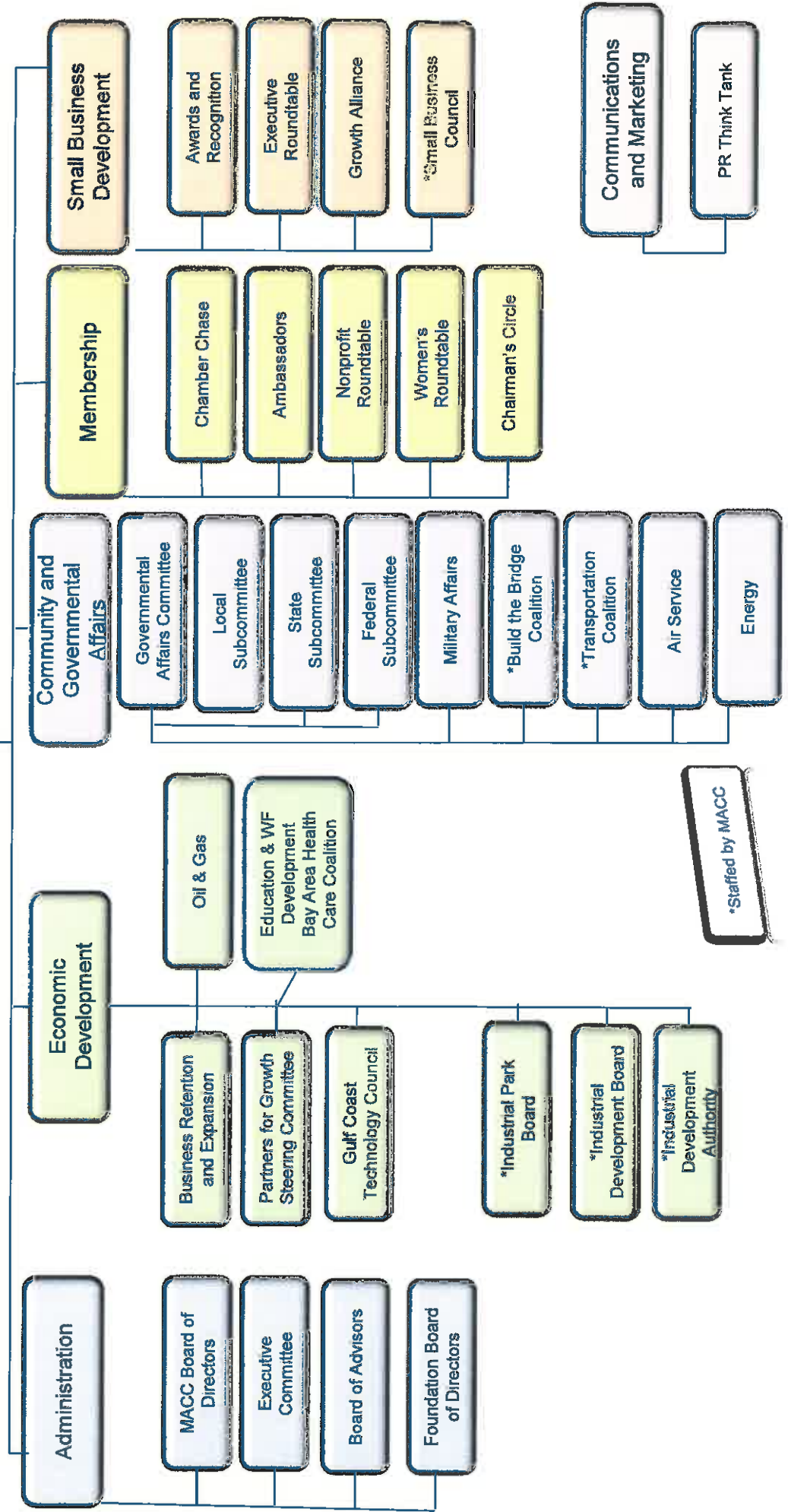
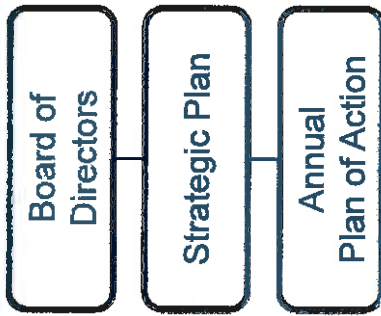


2018 Organizational Chart Small Business Development





2018 Boards, Committees and Task Forces





**Bylaws of the Mobile Area
Chamber of Commerce**
(As Amended November 30, 2017)

BYLAWS OF THE MOBILE AREA CHAMBER OF COMMERCE

ORGANIZATION

Section 1.1 The Mobile Area Chamber of Commerce was first incorporated under the name Mobile Commerce and Business League in 1836. On October 31, 1960, the organization was re-incorporated under its present name, Mobile Area Chamber of Commerce.

Section 1.2 The purpose of the Mobile Area Chamber of Commerce, according to Article III, Articles of Re-incorporation, is:

"to foster, promote, advance and improve the civic, commercial, industrial, agricultural interests and general business conditions of the Mobile area, and to cooperate with other communities and other similar organizations in the State of Alabama and elsewhere, and the promotion of other general objectives, including without limiting the generality of the foregoing, the improvement of living conditions, business conditions, the general welfare of the community, the industry, agriculture, finance and trade of the community."

Section 1.3 The mission of the Mobile Area Chamber of Commerce (hereinafter called the Chamber) is: "To serve as a progressive advocate for business needs to promote the Mobile area's economic well-being."

MEMBERSHIP

Section 2.1 Members of the Chamber shall be classified as Active members. There are no additional member classifications.

Section 2.2 Any person, corporation, limited liability company, limited partnership, estate, firm, partnership or trust in sympathy with the objects and purposes of the Chamber shall be eligible for membership in the Chamber. No membership shall be issued in the name of a trade association or other like organization.

Section 2.3 Membership shall be by invitation of the Board of Directors or by the Board's authorized representatives. After a person, corporation limited liability company, limited partnership, estate, firm, partnership or trust has been extended an invitation, it shall then make application for membership in writing on such forms and under such arrangements as may be approved by the Board of Directors or Executive Committee, which application must be sponsored by a member or authorized representative of the Chamber.

Section 2.4 An application for membership sponsored by a member or authorized representative of the Chamber, and accompanied by the appropriate payment of dues, will activate the membership.

Section 2.5 Each member, person, corporation limited liability company, limited partnership, estate, firm, partnership or trust shall be entitled to nominate as its representative one person in its organization for the basic investment. For an additional incremental investment as may be designated by the Board of Directors, a member may designate additional representatives.

Section 2.6 Any member may be removed from Chamber membership for nonpayment of dues. Any member may be suspended or expelled by the Board of Directors, by a majority vote of the entire Board of Directors, for conduct, which in the opinion of a majority of the entire Board of Directors is unbecoming a member, provided that any member so suspended or expelled for conduct unbecoming a member shall have the right of a hearing before the Board of Directors.

DUES

Section 3.1 The basic investment shall be determined by the Board of Directors, and may be amended by a majority vote of the Board of Directors. Investments shall be payable annually, semi-annually, quarterly, or monthly in advance. Investment for a past chair of the Chamber who is retired (no longer engaged in or affiliated with any profession or business) will be waived.

Section 3.2 Dues investment for participation in the Board of Advisors shall be a minimum annual investment as determined by the Board of Directors, or the calculated fair share dues based on employee count, whichever is greater.

BOARD OF DIRECTORS

Section 4.1 Each member of the present Board of Directors of the Chamber shall continue in office until the expiration of the term for which he or she was elected, except in the case of: permanent separation from the business or professional organization with which he or she was primarily associated when elected a director; after other material change in his or her primary occupation or executive position from that which he or she pursued or held when elected a director; or after moving his or her principal residence outside the state in which he or she was a resident when elected a director, whichever event first occurs. The application to an individual of any provision of this paragraph may be waived by the board of directors. Any such waiver shall only be effective on a year-to-year basis.

Section 4.2 The Board of Directors shall consist of at least forty-three (43) members, but no more than forty-six (46) members.

Section 4.3 The election of those Directors who are to be elected by the membership shall be held on the second Tuesday of September of each year. The election of those Directors who are to be elected annually by the Board of Directors shall be at a Board

meeting following the second Tuesday of September of each year and before January 1st of the next year.

Section 4.4 The newly-elected Directors shall not be considered members of the Board of Directors until January 1st following their election, except that the newly-elected Directors shall meet with Directors who will continue in office after the next January 1st and elect the officers of the Chamber for the ensuing year. Retiring Directors shall continue to serve until January 1st.

Section 4.5 The term of office of each Director shall commence January 1st except for Directors elected to fill vacancies on the Board created by death or resignation.

Section 4.6 Each Director must be a member of the Chamber and must reside in and have his principal place of business in the Mobile area.

Section 4.7 Ten (10) Directors shall be elected each year by the membership for a term of three (3) years, and at least two (2) of the ten (10) so elected shall have their principal place of business located outside of the corporate limits of the City of Mobile.

Section 4.8 Following the election of Directors each year by the membership and before the next January 1st, the Board of Directors shall elect six (6) Directors to serve a term of one (1) year.

Section 4.9 The incoming Chair of the Board of Directors shall appoint six (6) Directors to serve a one (1) year term concurrent with his or her term of office, all of whom shall be voting members of the Board.

Section 4.10 In addition to the forty-two (42) Directors whose membership on the Board is determined by Sections 4.7, 4.8 and 4.9 of these Bylaws, also serving as an ex-officio voting member of the Board shall be the President and CEO. In addition, in the event the immediate Past Chair, current Chair or Chair-elect shall not be serving as one of the forty-two (42) members as otherwise provided hereinabove, then either or all of them, as the case may be, will serve as ex-officio voting member(s) of the Board to complete one or both of the remaining three (3) allowable Director positions not to exceed a maximum of forty-six (46) members as specified in Section 4.2 hereof.

Section 4.11 No person elected as a Director by the membership shall be re-elected until one (1) year after the expiration of his term of office, and no person elected as a Director by the Board of Directors who shall have served as a Director continuously for as much as three (3) years shall be re-elected until one (1) year after the expiration of his last term of office.

Section 4.12 Any vacancy on the Board of Directors created by death or resignation shall be filled by a vote of the Directors.

Section 4.13 The Board of Directors shall meet at least nine (9) times each year. Months in which meetings are not held shall not be successive months.

Section 4.14 In addition to the powers and authorities conferred upon the Board of Directors by law and by the Articles of Reincorporation of the Chamber, at a Board meeting following the second Tuesday of September of each year and before January 1st of the next year, the newly-elected Directors shall meet with the Directors who will continue in office after the next January 1st and elect the Officers of the Chamber for the ensuing year, as follows:

- (a) Each year elect from their own number or from the membership at large a Chair of the Board and a Chair of the Board-Elect,
- (b) Each year elect from their own number as many as twelve (12) Vice Chairmen, and may elect a General Counsel.
- (c) When necessitated by a vacancy in the office of President and CEO, appoint a Committee from their own number and/or past Chairmen of the Board of Directors, to conduct a search for and hire the most qualified person to assume the duties of President and CEO, and to set the salary/compensation thereof.
- (d) Adopt rules, regulations and policies for the conduct of the business of the Chamber, establish departments, divisions and affiliates, and exercise such other powers and authorities as are conferred upon them by these By-Laws.

Section 4.15 At all meetings of the Board of Directors, one-third (1/3) of the members shall constitute a quorum.

Section 4.16 Special meetings of the Board of Directors may be called at any time by the Chair of the Board or by any five (5) Directors, provided that, when called otherwise than by the Chair of the Board, notice, by any means allowed by these Bylaws, shall be issued to each Director stating the purpose of the meeting not less than twenty-four (24) hours preceding the meeting.

Section 4.17 Directors of the Chamber of Commerce are an essential and vital part of the organization and are depended upon to contribute some particular business or managerial skill to the operation and affairs of the Chamber. They make their best contribution by attending and actively participating in the Board meetings on a regular basis. Board members are expected to act as an advocate for the Chamber, and support board decisions. These requirements should be emphasized when individuals are asked to serve. For these reasons, any Director absent for four consecutive regularly scheduled meetings, or who shall fail to act as an advocate for the organization or shall fail to support board decisions, may be asked to forfeit his Directorship; except that the

attendance requirement will not apply to unusual circumstances such as prolonged illness, extended trips abroad, temporary transfers to other cities and for other similar reasons or extenuating circumstances approved by the Board of Directors.

OFFICERS

Section 5.1 Chair of the Board. The Chair of the Board shall preside at all meetings of the Chamber and of the Board of Directors, shall perform all duties incident to his or her office, shall have authority to sign checks of the Chamber, and shall have such other authorities and powers and shall perform such other duties as may be conferred or imposed upon him or her from time to time and is directly accountable to the Board of Directors.

Section 5.2 Chair of the Board-Elect. The Chair of the Board-Elect is a member of the Board of Directors and the Executive Committee and may be assigned responsibilities from time to time by the Chair of the Board.

Section 5.3 Vice Chairmen. The Vice Chairmen shall be assigned responsibilities for a particular area of the Chamber's program, and shall act in the absence of the Chair of the Board and the Chair of the Board-Elect alphabetically by name, and in rotation. In the absence or disability of all of the Vice Chairmen, a member of the Board of Directors shall be chosen to act temporarily. The Vice Chairmen shall be accountable to the Board of Directors.

Section 5.4 Vice Chair - Finance and Operations. The Vice Chair - Finance and Operations shall oversee the receipt and disbursement of the funds of the Chamber and shall direct that all monies of the Chamber are deposited in its name in such bank or banks as may be designated by the Board. From time to time, he or she shall make reports to the Board of Directors showing monthly statements of disbursements and receipts of the Chamber,

Section 5.5 General Counsel. The General Counsel shall serve on the Board of Directors and Executive Committee and provide legal counsel, when appropriate, to the Chamber leadership.

Section 5.6 President and CEO. The President and CEO shall serve as Secretary of the Chamber. He or she shall devote himself or herself entirely to the affairs of the Chamber. He or she shall at all times be subject to the supervision of the Chair of the Board, the Board of Directors and the Executive Committee, and shall perform such duties as may be determined by the Board of Directors or the Executive Committee. He or she shall maintain general supervision over all of the work of the Chamber and its employees; shall employ employees and assign the same for duty; shall draw and countersign all checks of the Chamber and shall be responsible to the Board of Directors, the Executive Committee and the Chair of the Board for the proper conduct of all departments and the work of the persons employed by the Chamber.

He or she shall conduct the official correspondence, preserve all books, documents and communications, maintain an accurate record of the proceedings of the Chamber, the Board of Directors and Committees; shall keep all other necessary records and, in general, shall so manage the affairs of the Chamber as to promote the objects and purposes for which the Chamber was organized. In the absence of the President and CEO, his or her duties shall be performed by one designated by him or her for that purpose.

The President and CEO shall each year cause to be employed a certified public accountant to examine and audit the books and accounts of the Chamber, and at the time of the employment of such certified public accountant, shall prescribe the scope of his work and employment. The Executive Committee shall review and study the report and audit of such certified public accountant, and then make a report to the Board of Directors.

Section 5.7 The Board of Directors may, from time to time, create and fill such other additional offices and prescribe the authorities and duties thereof as they may deem advisable.

COMMITTEES AND TASK FORCES

Section 6.1 Committees and task forces shall be convened as necessary to carry out the Chamber's strategic plan and annual plan of action, as approved by the Board of Directors.

Section 6.2 It shall be the function of the Committees and Task Forces to investigate and make recommendations. No standing or special committee shall represent the Chamber in advocacy of, or opposition to, any project without specific authorization as may clearly be granted under general powers delegated by the Board of Directors to said Committee.

Section 6.3 The Chair of the Board and the President and CEO shall be ex-officio members of each Committee or Task Force, unless otherwise ordered.

Section 6.4 Meetings of the Committees or Task Forces shall be held at such time and place as the Chair of the Board or Chair of the Committee or Task Force shall determine.

Section 6.5 A majority of the members of the Committee or Task Force shall constitute a quorum, except that when any Committee or Task Force consists of more than nine (9) members, five (5) members shall constitute a quorum.

Section 6.6 Each Committee or Task Force shall submit to the Board of Directors a report of its condition and review of its proceedings at least once each year.

Section 6.7 A standing committee consisting of the President and CEO, the Chair, the Chair-Elect, the Vice Chair of Governmental Affairs, the Chief Operating Officer and the Vice President of Community and Governmental Affairs shall be empowered to act for the Board of Directors when changing legislation demands quick action, ensuring that the Chamber's intent in supporting or opposing an action is carried out. The concurrence of four of the above named individuals will be required to act on behalf of the Board of Directors.

Section 6.8 In January of each year the Chair of the Board of Directors shall appoint an Evaluation Committee whose primary purpose will be to evaluate the prior year performance of the President and CEO of the Chamber. The Committee shall make recommendations regarding any changes to the salary/compensation of the President and CEO. The immediate past Chair of the Board will preside and members of the committee will include the current Chair, the current Chair-Elect, and at the discretion of the Chair, up to three other past Chairmen of the Board. This committee shall complete their evaluation no later than February 15th of each year.

Section 6.9 A Committee or Task Force shall remain intact until such time as its mission is accomplished, or until such time as the Board of Directors determines that the Committee or Task Force is no longer relevant to the organization's strategic direction.

EXECUTIVE COMMITTEE

Section 7.1 The Executive Committee shall be composed of the Chair of the Board, Chair of the Board-Elect, President and CEO, Vice Chairmen, General Counsel, and Immediate Past Chair of the Board

Section 7.2 Between regular meetings of the Board of Directors, the Executive Committee shall have and exercise all of the rights, powers, duties and privileges in the affairs of the Chamber, which the Board of Directors could and should exercise if the Board of Directors were in session. The Executive Committee shall have and exercise such other powers and duties as the Board of Directors shall, from time to time, prescribe, and shall report to the Board of Directors at the next regular meeting of the Board of Directors, all acts of the Executive Committee since the immediately preceding regular meeting of the Board of Directors. Unless the contractual or vested rights of third parties will be adversely affected thereby, the Board of Directors may reverse any action of the Executive Committee.

Section 7.3 A majority of the members of the Executive Committee shall constitute a quorum. The act of a majority of the members of the Executive Committee present at any meeting shall constitute the act of the Committee.

Section 7.4 At the beginning of each fiscal year, the Executive Committee shall prepare and submit to the Board of Directors a budget of the general expenses of the Chamber for that year.

Section 7.5 The Executive Committee may refer matters brought before it to a proper standing committee, which it may designate, or to the Board of Directors.

INDEBTEDNESS

Section 8.1 No Committee of the Chamber, other than the Executive Committee, shall contract any debt in its behalf, which shall in any manner or to any extent, render the Chamber liable for the payment of any sum, unless the same shall have been authorized or approved by the Board of Directors or the Executive Committee.

DISBURSEMENTS

Section 9.1 Disbursement of Chamber funds shall be made after receipt by the chief financial officer of a properly executed purchase order or check request, duly approved by the Vice President of the originating department. All disbursement checks shall bear a facsimile of the signatures of the President and CEO and Chair of the Board of Directors.

GENERAL MEMBERSHIP MEETINGS

Section 10.1 An Annual Meeting of the members of the Chamber shall be held in the first quarter in each year as may be fixed from time to time by the Board of Directors.

Section 10.2 At all membership meetings, fifty (50) members in good standing and entitled to vote at such meeting shall constitute a quorum.

Section 10.3 Any resolution offered at any membership meeting must be in writing, and no member shall read or offer for action any communication, report or resolution, unless it has previously had the approval of the Board of Directors, without first making a general statement of the subject matter thereof. Should any two (2) members object to its presentation, it shall be referred to an advisory committee of three (3), to be immediately appointed by the presiding officer. After hearing any statement of the member offering or the members objecting to its presentation, this advisory committee shall report the matter back to the meeting with its recommendation that the matter be presented to the meeting, or that its presentation be deferred. If the advisory committee recommends that its consideration be deferred, the resolution in question shall be referred to the Board of Directors, unless a majority of the members present shall vote for immediate consideration of the resolution.

Section 10.4 Written or printed notice stating the place, date, and hour of each meeting of the members and, in case of a special meeting, the purpose or purposes for which the meeting is called, shall be delivered not less than ten (10) nor more than thirty (30) days before the date of each meeting of the members, by any means allowed by these Bylaws, by or at the direction of the President and CEO or the officer or person calling the

meeting, to each member entitled to vote at such meeting. If mailed, such notice shall be deemed to be delivered when deposited in the United States Mail, addressed to the member at his address as it appears on the records of the Chamber, with postage thereon prepaid.

Section 10.5 All questions of parliamentary procedure shall be decided by the presiding officer according to Roberts Rules of Order.

Section 10.6 The Chair or the Board of Directors may call a special meeting of the membership at any time.

FISCAL YEAR

Section 11.1 The fiscal year of the Chamber shall commence on January 1st and end on the last day of December of each year.

NOMINATING COMMITTEE AND METHOD OF VOTING ON DIRECTORS

Section 12.1 At least twenty (20) days prior to the second Tuesday in September of each year, the Chair shall appoint a Nominating Committee consisting of himself or herself, the Chair of the Board-Elect, the Immediate Past Chair of the Board, the President and CEO, and three additional individuals who may be either past chairmen or members of the Executive Committee during the current or preceding three years; the most immediate past chair among them serving as Chair to nominate individuals as hereinafter provided for election to the Board of Directors.

Section 12.2 The Nominating Committee shall prepare and submit, within fourteen (14) days of its appointment, a Ticket of ten (10) candidates. Consideration shall be given to the business or profession of the candidates in an effort to have represented on the Board representatives of amusements, automotive, construction, financial, oil and gas, insurance, real estate, manufacturing, media, professional, restaurants, retail, services, transportation, wholesale, commercial banks, savings and loans, hotels and motels, convention hotels, public utilities, diverse and various other types of businesses and occupations.

Section 12.3 The Ticket, as prepared, shall be done in such manner as to assure the election by the membership each year of two (2) individuals residing in the Mobile area but having their principal place of business outside the corporate limits of the City of Mobile.

Section 12.4(a) A copy of the Nominating Committee's report shall be presented to the membership of the organization to allow the members to nominate additional candidates for Directors by petition. Each such petition shall bear the signatures of at least twenty five (25) qualified members in good standing of the Chamber and may nominate any number of additional candidates up to ten (10). Such petition shall be filed with the

Nominating Committee within ten (10) days after notice has been given of the names of those nominated by the Nominating Committee. The determination of the Nominating Committee as to the legality of the petition shall be the final administrative determination of such question.

Section 12.4(b) If no petition is filed within the designated period, the nominations shall be closed and the nominated slate of ten (10) candidates shall be declared and elected by the Board of Directors at their next regular Board meeting. If a legal petition shall present additional candidates the names of all candidates shall be arranged on a ballot to identify those candidates nominated by the Nominating Committee. The President and CEO shall cause this ballot to be posted in a prominent position in the Chamber office and a notice to be sent to the membership, by any means allowed by these Bylaws, to all active members at least fifteen (15) days before the regular October Board meeting. The ballot shall be marked in accordance with the instructions printed on the ballot and returned to the chamber office within ten (10) days.

Section 12.5 Voting shall be by individual members only and only on the official ballot approved by the Board of Directors or the Executive Committee. Such vote shall be mailed or delivered by hand to the Chamber of Commerce office sealed in the official envelope provided for such purposes.

Section 12.6 No member shall cast more than one (1) ballot, and only individual members in good standing, shall be entitled to vote. To be in good standing, members must have paid all membership dues, which are then due and payable.

Section 12.7 The polls shall be open daily during office hours for six (6) days prior to the election.

Section 12.8 The two (2) candidates who receive the highest number of votes of those nominated as having their principal place of business outside the corporate limits of the City of Mobile and the eight (8) candidates who receive the highest number of votes of those nominated for the remaining eight (8) positions shall be declared to be the winners of the election and members of the Board of Directors for a period of three (3) years.

Section 12.9 The Chair shall appoint and announce at least six (6) days in advance of the election, a committee of five (5) Judges, who shall not be members of the Board of Directors or candidates for election, and such Committee shall serve until the result has been ascertained.

Section 12.10 In the election of Directors, should a tie occur, the Committee of Judges shall cast lots and certify as elected the person or persons on whom the election falls.

Section 12.11 Members shall be limited to one (1) vote each for any one (1) candidate at any election.

VOTING BY PROXY

Section 13.1 Each member must be present in order to vote at any meeting of the members, and no member may vote by proxy.

AMENDMENTS

Section 14.1 These By-Laws may be amended at any regular or special meeting of the Board of Directors by a majority vote of the entire Board, provided that notice in writing of the proposed amendment or amendments shall have been given to each Director at least five (5) days prior to the date of the meeting at which action is to be taken on the proposed amendment or amendments.

DISSOLUTION CLAUSE

Section 15.1 Upon any dissolution or final liquidating of the corporation, any assets of the corporation which are not otherwise disposed of by the plan of dissolution or liquidation shall be delivered to the Mobile Area Chamber of Commerce Foundation Inc. by the last Board of Directors whose determination of value shall be binding on all parties in interest.

LIMITATION OF METHODS

Section 16.1 The Chamber shall observe all local, state and Federal laws, which apply to a non-profit organization as defined in Section 501 (C) (6) of the Internal Revenue Code.

INDEMNIFICATION

Section 17.1 Any Director or Officer or former Director or Officer of the Chamber or any person who may have served, after being duly elected or duly appointed as a Director or Officer of another corporation, whether for profit or not for profit, is indemnified against liability and expenses actually and necessarily incurred by him or her in connection with the defense of any action, suit or proceeding in which he is made a party by reason of being or having been such Director or Officer, except in relation to matters as to which he shall be adjudged in action, suit or proceeding to be liable for willful misconduct in the performance of duty; but such indemnification shall not be exclusive of any other rights to which such Director or Officer may be entitled by any By-Law, agreement, vote of Board of Directors or members, or otherwise.

Section 17.2 The Chamber shall at all times carry a blanket fidelity bond covering all employees with a limit of insurance per occurrence of not less than \$250,000.

CONDUCT OF MEETINGS

Section 18.1 All meetings shall be conducted in accordance with the partisan procedures, as contained in Roberts Rules of Order and shall be decided by the presiding Officer.

NOTICE

Section 19.1 Notification of meetings or actions may be accomplished by U.S. Mail, phone, fax, e-mail or other electronic means, and must comply with time or other restrictions as stated in these Bylaws.

Section 19.2 These Bylaws expressly authorize the use of U.S. Mail, phone, fax or email to conduct roll-call votes, provided the deliberative process leading to an informed vote has not been circumvented.

Section 19.3 Unless specifically provided above, any notices and other communications required or permitted to be given hereunder will be in writing and shall be sufficient if personally delivered or sent by registered or certified mail, electronic mail or nationally recognized overnight delivery service to the mailing address or electronic mail address of the party required to receive such notice most recently on file with the Chamber.

CODE OF ETHICS FOR DIRECTORS

The mission of the Mobile Area Chamber of Commerce is to serve as a progressive advocate for business needs to promote the Mobile area's economic well-being. In pursuit of this goal, the Chamber is committed to the highest standards of integrity and ethical conduct. The Board of Directors has adopted this code of ethics to provide guidance to help Directors recognize and deal with ethical issues and effectively carry out their fiduciary obligations to the Chamber.

The business of the Chamber is managed under the direction of the Board of Directors and its various committees. Directors are required to exercise their business judgment in carrying out their responsibilities in a manner that they reasonably believe to be in the best interest of the Chamber and its members. The Board of Directors is not expected to assume an active role in the day-to-day operations of the Chamber.

Conflicts of Interest. Directors must disclose to the Board Chair and Chair-Elect, and avoid participating in, decisions regarding situations where their personal and professional relationships may create actual or apparent conflicts of interest with the Chamber. Generally speaking, a conflict of interest occurs when a director's or a director's immediate family's personal interest interferes, has the potential to interfere or appears to interfere with: (a) the interests and activities of the Chamber; or (b) the ability of the individual to carry out his or her Board duties and responsibilities.

A director must immediately (a) disclose to the Board Chair and Chair-Elect the existence and circumstances of any transaction or relationship that he or she reasonably expects could give rise to an actual or apparent conflict of interest with the Chamber; (b) refrain from using his or her personal influence to encourage the Chamber to enter into the transaction; and (c) physically excuse himself or herself from participation in any discussions regarding the transaction with directors, officers and employees of the Chamber and at meetings of the Board, except to respond to requests for information about the transaction.

Corporate Opportunities. In carrying out their Board duties and responsibilities, directors should advance the interests of the Chamber when the opportunity to do so arises. Directors must avoid: (a) taking for themselves personally opportunities that are discovered in carrying out their duties and responsibilities; (b) using Chamber property or information, or their position at the Chamber, for personal gain; and (c) competing with the Chamber, in each case, to the material detriment of the Chamber.

Confidentiality. Directors must not disclose to third parties confidential information that they acquire in carrying out their duties and responsibilities, except where disclosure is approved by the Chamber or legally mandated. Confidential information includes, but is not limited to, all non-public information about the Chamber or its members.

Fair Dealing. In carrying out their duties and responsibilities, directors must promote fair dealing by the Chamber and its employees and agents in all aspects of the Chamber's operations.

Protection and Proper Use of Chamber Assets. Directors must promote the responsible use and control of the Chamber's assets and resources by the Chamber and its employees. Chamber assets, such as information, materials, supplies, intellectual property, facilities, software and

other assets owned or leased by the Chamber, or that are otherwise in the Chamber's possession, should be used only for legitimate purposes of the Chamber.

Compliance with Laws, Rules and Regulations. In carrying out their duties and responsibilities, directors must comply, and cause the Chamber to comply, with applicable government laws, rules and regulations. In addition, each director must bring to the attention of the Chamber's General Counsel any information known to the director that he or she believes constitutes evidence of a violation of any law, rule or regulation applicable to the Chamber and its activities, by the Chamber, or any of its employees, officers or directors.

Encouraging the Reporting of Illegal or Unethical Behavior. Directors should cause the Chamber to proactively promote ethical behavior and encourage employees to report evidence of illegal or unethical behavior to appropriate Chamber personnel.

Directors are expected to adhere to this code. It is the responsibility of each director to become familiar with and understand this Code, seek further explanation and advice concerning the interpretation and requirements of this Code, as well as any situation which appears to be in conflict with it. The Board of Directors shall determine appropriate actions to be taken in the event of violation of this Code.

Any waiver of, or amendment to the requirements of this Code may only be authorized by the Board of Directors or a duly authorized committee of the Board.

Directors should direct questions regarding the application or interpretation of the Code to the Chamber's General Counsel.

Adopted February 24, 2010

CHAMBER POLICIES

Our Response to Requests for Contributions/Sponsorships

The Chamber is often asked by worthy organizations to participate in their activities and projects through sponsorships or memberships. Though the Chamber desires to be perceived as community-minded in its programs and activities and desires to maintain a high level of involvement in the community, the organization is compelled to act in a responsible and accountable manner in its decision to participate in such sponsorships or memberships.

Therefore, it is the policy of the Board of Directors of the Mobile Area Chamber of Commerce that such sponsorships/memberships must be budgeted and approved by its Executive Committee, and that such budgeting will be considered on an annual basis. (Approved 4/25/90)

Our Response to Requests for Political or Charitable Contributions

The Chamber is interested in local, state and national issues but does not concern itself with partisan politics, political administrations or personalities in its support or opposition of issues of importance to Mobile. The Chamber will not commit itself to the support or endorsement of any candidate for public office.

And, the Chamber encourages its membership and staff to individually participate in charitable endeavors and to contribute as each individual deems appropriate, but does not as an organization make monetary charitable contributions.

Therefore, it is the policy of the Board of Directors of the Mobile Area Chamber of Commerce that the Chamber will make no political or charitable contributions whatsoever. (Approved 4/25/90)

Our Response to Requests for Chamber Mailing Lists

Membership mailing lists are available from the Chamber, and can be purchased by any individual or organization requesting them.

Any organization or individual requesting lists will be asked to sign an acknowledgement that possession or use of the list in no way indicates support or endorsement of any product, cause or candidate by the Mobile Area Chamber of Commerce. They will further agree that "there will be no mention of my membership in the Chamber, the recipient's membership in the Chamber, or any other mention whatsoever of the Mobile Area Chamber of Commerce in the material sent to the persons or companies contained on this list/disk." A copy of this acknowledgment will be kept on file with a receipt for the purchase of the list.

Head of Firm List (approximately 2,000 companies) will be sold for \$200 to members and \$300 to non-members. Complete Membership List (approximately 3,000 contacts) will be sold for \$250 to members and \$350 to non-members. The Chamber does not sell its e-mail list.

FORMING POLICY FOR THE ORGANIZATION

The Chamber is an active voice for business concerns. In order to determine the organization's policies and positions, especially of a legislative nature, the Chamber membership is surveyed annually to determine what issues are of most importance to them. In addition, the Chamber staff meets regularly with key community and business partners to determine what local, state and federal legislative issues will affect the businesses community. When these issues are being explored, consideration is given to long and short-term impact on the business community and the area's quality of life.

From feedback gained from these and other sources, issues are presented to the Government Affairs Committee (overall, state and local) where they are considered for inclusion in the annual community legislative agenda. The task force selects which issues are most relevant to the Chamber's mission and makes recommendations to the Chamber's Executive Committee in the form of a draft agenda. The volunteer vice chair of Governmental Affairs presents the task force's recommendations to the Executive Committee, which is then sent to the Chamber's Board of Directors for final approval. As issues arise throughout the year, the same procedure is followed with the exception that, at times, the Executive Committee may initiate the process itself.

The community legislative agenda is communicated to the Chamber's membership and all elected officials, and the staff and leadership of the Chamber work during the legislative session(s) and throughout the year to promote the goals and aims expressed in the agenda.

To respond to fast moving legislation, Chamber Bylaws provide for a "quick action committee." Members of this committee include the president and CEO, chair, chair-elect, vice chair of Governmental Affairs, chief operating officer and vice president of Community and Governmental Affairs. A quorum of five of these individuals are empowered to act for the Board of Directors when changing legislation demands quick action to make sure the Chamber's intent in supporting or opposing an action is carried out.

STATEMENT OF INCLUSION

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

To accomplish this we will:

1. Annually review the makeup of our Board of Directors with a special emphasis on diversity.
2. Encourage diversity on our committees and task forces.
3. Recruit and nurture new leadership roles for our organization from among women and minorities.
4. Work to attract more diversity in our membership.
5. Ensure that diversity is reflected in the makeup of our staff.
6. Provide in-service training for staff on valuing diversity and sensitivity in the workplace.
7. Ensure that our purchasing procedures are open and available to all members.
8. Encourage staff participation in minority affairs, events and activities.
9. Provide workshops, forums and other opportunities for Chamber members to study diversity and its advantages.
10. Support our members, customers and suppliers in their efforts to encourage racial harmony and diversity within their companies or organizations.

OPEN RECORDS LAW AND FREEDOM OF INFORMATION REQUESTS

The Mobile Area Chamber of Commerce is a private organization and, as such, its internal records, etc. are considered private. We can generally disclose or not as we so choose. Notwithstanding that, we do make available for public review, upon request, the Chamber's and the Mobile Area Chamber of Commerce Foundation's annual tax information filings as required by IRS rules.

With regard to the Industrial Development Authority of Mobile County, the Industrial Development Board of the City of Mobile and the Industrial Park Board Mobile County, these are public entities and are subject to the Alabama Open Meetings Law and all open records laws. The Mobile Chamber serves as the staff for each of these boards. It is the Mobile Chamber's responsibility to give advance notice of the meeting. These boards adhere to the strict guidelines put forth by open records laws, and refer any and all questions, including Freedom of Information (FOI) requests, to the boards' appropriate legal counsels.

What to do if you are given an FOI or a request for information that you are not sure is public information:

1. If the request is made verbally, ask for it in writing, and that it be e-mailed, faxed or mailed to you. Also, get the person's name and a telephone number.
2. Provide a copy of the requested information to Chamber's Chief Financial Officer and Vice President of Communications and Marketing.
3. Relay to requestor that either the Chief Financial Officer or Vice President of Communications and Marketing will be in touch with them shortly regarding their request.

**SAMPLE FREEDOM OF INFORMATION ACT
REQUEST LETTER**

Dear _____:

This is a request under the Freedom of Information Act.

I request that a copy of the following documents [or documents containing the following information] be provided to me: [identify the documents or information as specifically as possible].

In order to help to determine my status to assess fees, you should know that I am (insert a suitable description of the requester and the purpose of the request).

Sample requester descriptions:

- a representative of the news media affiliated with the _____ newspaper (magazine, television station, etc.), and this request is made as part of news gathering and not for a commercial use.
- affiliated with an educational or noncommercial scientific institution and this request are made for a scholarly or scientific purpose and not for a commercial use.
- an individual seeking information for personal use and not for a commercial use.
- affiliated with a private corporation and am seeking information for use in the company's business.

[Optional] I am willing to pay fees for this request up to a maximum of \$ _____. If you estimate that the fees will exceed this limit, please inform me first.

[Optional] I request a waiver of all fees for this request. Disclosure of the requested information to me is in the public interest because it is likely to contribute significantly to public understanding of the operations or activities of the government and is not primarily in my commercial interest. [Include a specific explanation.]

Thank you for your consideration of this request.

Sincerely,

Name

Address

City, State, Zip Code

Telephone number [Optional]