



**FEASIBILITY ANALYSIS
REPORT AND RECOMMENDATIONS**

**EASTERN SHORE
CHAMBER OF COMMERCE**

**EASTERN SHORE, ALABAMA
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EASTERN SHORE CHAMBER OF COMMERCE

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Table of Contents

I.	BACKGROUND	1
II.	HIGHLIGHTS	3
III.	FEASIBILITY ANALYSIS METHODOLOGY	5
IV.	KEY ELEMENTS REVEALED BY INTERVIEWS	7
	• Awareness of the Eastern Shore Chamber and Its Mission	7
	• Effectiveness of the Eastern Shore Chamber	7
	• Knowledge of Current ESC Board of Directors	8
	• Recommendations for New Initiatives or Directions	9
V.	EASTERN SHORE STRATEGIC PLAN	10
	• Opinions Regarding Proposed Program	10
	– Transportation / Infrastructure	10
	– Tourism	11
	– Economic Development	12
	– Education	13
	– Governmental Affairs	13
	– Environmental	14
	• General Assessment of the Proposed Program	15
	• Importance of Individual Elements	16
	• Funding Potential	16
	• Corporate Financial Leadership	17
	• Financial Indications	17
	• Volunteer Campaign Involvement	18
	• Unfavorable Factors	18
	• Unfavorable Comments	19
	• Favorable Factors	20
	• Favorable Comments	21
VI.	FCD RECOMMENDATIONS	22
	• Feasible Campaign Goal	22
	• Campaign Timing	22
	• Campaign Organization	22
	• Proposed Campaign Organization	23
	• Campaign Leadership	24
	• Program Implementation	25
VII.	CONCLUSIONS	26
VIII.	EXHIBITS	27

I. BACKGROUND

Through the years, considerable economic growth has occurred along Alabama's "Eastern Shore" that area of Baldwin County, across Mobile Bay, that includes the unique communities of Daphne, Fairhope and Spanish Fort. Once considered a bedroom community to Mobile, the Eastern Shore has begun to capture the attention of Mobilians as a thriving commercial center. Fairhope has always been a quaint community boasting beautiful homes and an eclectic business district of boutiques and shops.

The recent development of the upscale Eastern Shore Centre in Spanish Fort and the announcement of a Bass Pro Shop in the Eastern Shore have confirmed everyone's suspicion that the area is becoming an economic development force to be reckoned with.

The Eastern Shore Chamber of Commerce was established in 1924 to address economic and community development needs in the Eastern Shore. Heretofore, that responsibility was divided among the Fairhope and Daphne Chambers. The Eastern Shore Chamber was established to give the Eastern Shore one voice within Baldwin County and this geographic sector of Alabama. Darrelyn Bender, the President of the Eastern Shore Chamber, was employed in 1996 and quickly established herself as a Chamber professional who "knew what needed to be done and got right to doing it"...seeking to bring all of the Eastern Shore together and chart a course to improve the community's economic well-being.

To address the need for a long-term vision for economic and community development along the Eastern Shore, the Eastern Shore Chamber's Board of Directors sought to craft a multi-year Strategic Plan that would guide the actions of the Chamber over the next five years and encourage the participation of corporate and community leaders from each of the three communities as well as the county. In April, 2005, the Chamber's Board of Directors invited First Community Development, Inc., (FCD) of Atlanta, Georgia, to assist them in formulating such a Plan. Selected members of the Chamber Board as well as a number of Eastern Shore public and private sector leaders were enlisted to establish a Strategic Planning Task Force.

Over the next three and a half months, Steve Dorough, President of First Community Development, facilitated a series of strategic planning meetings with the task force to craft a compelling and visionary program for the Eastern Shore. The task force meetings focused on a number of regional needs including:

1. Transportation / Infrastructure
2. Tourism
3. Economic Development
4. Education
5. Governmental Affairs
6. Environmental

Based on FCD's experience with similar initiatives throughout the Southeast, and with assistance from the Chamber staff, specific costs to implement each of the components of the proposed five-year Strategic Plan were determined. Next, the Strategic Planning Task Force reviewed and unanimously approved the final Strategic Plan in a "town hall meeting" which included public sector officials and the balance of the Chamber's Board. Next, the Chamber's Board of Directors carefully reviewed and fine-tuned the final draft of the Plan. The resulting Strategic Plan, included here as Exhibit "A", was unanimously approved by the Eastern Shore Chamber of Commerce Board of Directors in July, 2005.

First Community then initiated a comprehensive Feasibility Analysis beginning in mid-July, to gauge the philosophical and financial support in the Eastern Shore for the proposed Strategic Plan. The results of that Feasibility Analysis are contained in this report.

II. HIGHLIGHTS

1. On August 18, 2005, First Community Development, Inc., officially completed its Feasibility Analysis on behalf of the Eastern Shore Chamber of Commerce. The FCD Team interviewed fifty-five (55) corporate, government and community leaders over a five-week period beginning July 18.
2. A majority of those interviewed are aware of the Eastern Shore Chamber of Commerce and its mission. Seventy-one percent (71%) of the corporate and community leaders were either “very familiar” or “somewhat familiar” with the Chamber’s mission and accomplishments. When asked about the effectiveness of the organization in achieving its mission, eighty-two percent (82%) consider the Chamber “very effective” and “somewhat effective”. Only eight percent (8%) of interviewees said they do not consider the Chamber effective in its mission. Ten percent of those interviewed could not or would not comment on the Chamber’s effectiveness.
3. There is strong support for the proposed five-year Strategic Plan. Eighty-four (84%) of the leaders interviewed stated that the plan as presented is “good” to “excellent.”
4. A minimum goal of \$1.25 Million appears to be realistic and attainable from public and private sources, provided recommendations contained in this Feasibility Report are implemented. However, the official campaign goal should not be established or announced until the Strategic Plan has been revised, the campaign leadership has been enlisted and committed, and the financial capacities of all potential investor/prospects have been evaluated. A campaign goal of \$1,865,000 was tested during the analysis.
5. A fundraising campaign to garner a minimum of \$1.25 Million from public and private sources should be launched in the Eastern Shore immediately in order to capitalize on the significant interest in the proposed five-year program generated by the Feasibility Analysis.
6. Interviewee’s financial indications in support of the five-year Strategic Plan ranged from a low of \$1,000 to a high of \$100,000. In the aggregate, potential financial support for the proposed program ranged from \$564,000 to \$1,255,000. However, it is important to note that these figures are only estimates of potential investment and do not represent firm commitments.

7. The Feasibility Analysis interviews did not produce a clear consensus regarding potential campaign leadership. However, a significant number of interviewees (77%) indicated a willingness to lead and/or assume an active role in the fundraising campaign, should one be launched.
8. There is a high level of respect and appreciation for the current Eastern Shore Chamber's Board of Directors. Darrelyn Bender has had a positive impact on the community and has established the Chamber as a strong community-minded organization. The Eastern Shore Chamber of Commerce is clearly perceived to be the right organization to lead the proposed five-year economic / community development program in the Eastern Shore.
9. There is the need for refinement and fine-tuning of the Strategic Plan in order to bring it in line with the desires of the area's corporate leaders and to ensure the broadest base of investor support. Interviewees called for the modification of selected programs and projects, clarification of goals and objectives, and adjustment of the budget for the proposed five-year program.

III. FEASIBILITY ANALYSIS METHODOLOGY

The Feasibility Analysis was conducted to “test” the proposed five-year Strategic Plan for the Eastern Shore. Though a significant number of corporate and community leaders participated in the planning process, there remained influential leaders throughout the region whose philosophical and financial support were critical to the success of this endeavor. First Community Development sought their input to determine the feasibility of an extraordinary fundraising initiative to underwrite the proposed five-year Eastern Shore Strategic Plan.

The Feasibility Analysis was conducted to address the following five primary areas of concern:

1. Awareness of the mission, programs of work, and accomplishments of the Eastern Shore Chamber of Commerce as well as recommendations for new initiatives;
2. The level of support or criticism of the proposed five-year Strategic Plan;
3. The potential level of funding available for the proposed program;
4. The level of volunteer support and leadership available for the proposed funding campaign;
5. Factors that would adversely impact the proposed funding initiative

First Community Development worked with the Chamber’s volunteer leadership to prepare a list of potential interviewees. In July 2005, seventy-six (76) prominent, influential business and community leaders were contacted by letter (Exhibit “B”) announcing plans for the Feasibility Analysis interviews and to indicate that their participation would assist the Eastern Shore Chamber in determining its future course of action. Appointments were arranged by Kathie Barton (Chamber) and Brenda Schmidt (FCD), with special care to ensure a balanced interviewee sample throughout the Eastern Shore.

In collaboration with the Chamber’s volunteer leadership, FCD prepared a comprehensive questionnaire (Exhibit “C”) to serve as an interview guide and to ensure uniformity of the process. In concept, confidential and candid responses to a series of targeted questions would produce an accurate overview of attitudes which the FCD staff would analyze. In reality, fifty-five (55) business and community leaders (Exhibit “D”) were interviewed. The average interview lasted fifty minutes. The shortest interview was conducted in twenty-five minutes, while the longest lasted an hour and thirty minutes. Most interviews were conducted at the interviewee’s place of business.

To obtain candid responses, interviewees were assured of the total confidentiality of their opinions and comments. Their responses are reported here in the aggregate and unattributed quotations are provided where necessary to reflect the flavor of typical comments and/or in confirmation of the findings. The recommendations contained in this report are the result of a careful analysis of the collected data by First Community Development.

IV. KEY ELEMENTS REVEALED BY INTERVIEWS

Awareness of the Eastern Shore Chamber and Its Mission

The Feasibility Analysis tested the awareness of community and business leaders for the Eastern Shore Chamber of Commerce (ESC) and its mission. A majority (71%) of interviewees were either somewhat familiar or very familiar with the ESC and its mission. It was obvious that the interviewee's familiarity with the ESC and its mission was directly reflective of their own personal involvement in the Chamber's program. Twenty-nine percent (29%) admitted they were "not familiar" with the ESC and its mission.

Very Familiar	37%
Somewhat Familiar	34%
Not Familiar	29%

Typical Comments:

- *"They appear to have a favorable presence and reputation for their work on the Eastern Shore."*
- *"I've been a member for a lot of years, just haven't been involved enough to know much about them."*
- *"Been here a year and a half, never met anyone from the Chamber. Just now hearing about them."*
- *"The Eastern Shore Chamber has limited visibility on the Eastern Shore. We hear more from the Mobile Chamber than we do the Eastern Shore Chamber."*
- *"We are very proud of the ESC. They're doing a great job."*
- *"I applaud the work they do and for putting together such a comprehensive strategic plan."*
- *"They do a good job. A very good job!"*
- *"I'm a big fan of Darrelyn Bender. She understands her role and works hard at it."*

Effectiveness of the Eastern Shore Chamber

Interviewees were asked to rate the general effectiveness of the Eastern Shore Chamber in achieving its mission. Respondents were asked to rate the ESC as either "very effective," "somewhat effective," or "not effective."

The interviewee’s perception of the ESC’s effectiveness was directly reflective of their own personal involvement in the Chamber’s program. It comes as no surprise that those who were active and considered “friends” of the ESC raved about their work. Those who were not involved, for whatever reasons, remarked less favorably.

Eighty-two percent (82%) of those interviewed said that the Eastern Shore Chamber of Commerce has been either “very effective” or “somewhat effective” in achieving its mission in the past. Eight percent (8%) said that the ESC has not been effective. Ten percent (10%) admitted that they did not know enough about the ESC to comment on their effectiveness.

Very Effective	45%
Somewhat Effective	37%
Not Effective	8%
Don’t Know	10%

Typical comments:

- *“The Chamber, like any company, is only as good as the one at the top. Darrelyn does a great job and has recruited a remarkable staff.”*
- *“We shouldn’t have to rely on events to fund our chamber. It draws them away from their primary function – Business Advocacy.”*
- *“The Eastern Shore Chamber is perceived as a ribbon cutting organization. It’s good to see them being proactive.”*
- *“For Events, on a scale of 10, I give them a 9. Regarding Business Advocacy, I give them a 6.5. This Strategic Plan is a paradigm shift.”*
- *“The Eastern Shore Chamber needs to be talking more to the business operators, like this (face to face interview).”*
- *“The Eastern Shore Chamber is an important entity, but distracted...lacking in a strategic mission.”*
- *“I applaud the work they do and for putting together such a comprehensive strategic plan.”*

Knowledge of Current ESC Board of Directors

The Feasibility Analysis tested community and business leaders as to whether they personally know any of the Chamber’s Board of Directors. An impressive (96%) of interviewees knew some or most of the current Board. Only (4%) did not know any members of the Board.

Know	96%
Do Not Know	4%



Recommendations for New Initiatives or Directions

Interviewees were asked if the Eastern Shore Chamber should consider any new programs for the area. Though many of the respondents consider that the ESC's new five-year Strategic Plan includes a number of critically needed initiatives for the Eastern Shore., some offered recommendations for additional programs and projects they would like to see added to the Plan. Examples of some of those recommendations are:

- Tunnel alternative
- Medical technology recruitment
- ES Economic Development Alliance
- USA research and academic health center with Thomas Hospital
- Eco-tourism, biking trails and green space
- ES Technology Counsel
- Aerospace technology recruitment
- Promote Senior Games to ES
- Council of Governments
- ES Unified Metropolitan Business Organization

V. EASTERN SHORE STRATEGIC PLAN

Opinions Regarding the Proposed Program

Each interviewee was asked to review the prospectus which contains the six components of the proposed Eastern Shore Five-Year Strategic Plan. The interviewees were then asked to rate each of the six components of the program as either “Important, must be accomplished”; “Do if possible” or “Low priority”. Finally, interviewees were asked to rank each of the Plan components in order of priority (1-6). The interviewees’ opinions regarding each of the Strategic Plan components are summarized as follows:

I. TRANSPORTATION / INFRASTRUCTURE

Interviewees expressed strong opinions that the ESC and the public sector must be proactive in staying ahead of growth concerning roads, traffic congestion and light sequencing. Though there was considerably more emphasis on Infrastructure than Public Transportation, there is a segment of the community very concerned about public transportation as it affects workers and the elderly.

Many of the interviewees are concerned that responsible growth along the Eastern Shore will be prohibitive without a strong focus on “solving our traffic concerns before they become traffic problems.” Respondents identified the need for expanded north/south and east/west road infrastructure.

Transportation / Infrastructure ranked third among all components of the Strategic Plan.

Important, Must Be Accomplished	72%
Do If Possible	24%
Low Priority	4%

Typical comments:

- *“If we don’t do something about our transportation infrastructure, we’re all going to find ourselves sitting in a great big parking lot.”*
- *“Transportation infrastructure is already at a critical point. We need alternate routes fast.”*
- *“If we don’t stay out ahead of our growth, transportation infrastructure will become a hindrance to our economic development.”*
- *“If transportation / Infrastructure is not in place, none of the other components happen.”*

- *“Public transportation for our workforce and the elderly is becoming more and more of a need.”*
- *“We’ve got the right team to make this happen, between the ESC and our public officials of all three cities, we can meet this challenge.”*

II. TOURISM

Although Fairhope and the Grand Hotel are held in high regard by everyone on the Eastern Shore and *Tourism* is recognized to be vitally important to the respective economics of Fairhope, Daphne, and Spanish Fort, most interviewees consider that Tourism will continue to expand on its own, with little or no help from local and state tourism agencies. The concern among local corporate leaders is that this expected growth can be properly controlled and managed. As one interviewee noted, *“Tourists will come here simply because we (Eastern Shore) are on the way to Gulf Shores and Orange Beach. What we do with them when they get here is more important.”* *Tourism* ranked fifth among all elements of the Strategic Plan.

Important, Must Be Accomplished	58%
Do If Possible	32%
Low Priority	10%

Typical Comments:

- *“Tourism is already here, we just need to refine it.”*
- *“Fairhope is the life blood of tourism on the Eastern Shore.”*
- *“We need to draw tourists to Fairhope from the island and the cruise ships.”*
- *“We have to control the profile of tourist we want here because they eventually become our residents and neighbors.”*
- *“We don’t want to lose the charm of the Eastern Shore that attracts tourism, but the landscape of the Eastern Shore will likely need to change to diversify our economy.”*
- *“We need to capitalize on what the Eastern Shore offers in the way of shopping (Fairhope and Eastern Shore Centre), particularly with Bass Pro coming in.”*
- *“Less emphasis on tourism, more emphasis on white-collar, medical and technology.”*

III. ECONOMIC DEVELOPMENT

Most of the interviewees consider “smart growth” and strong *Economic Development*, to be foremost and absolutely necessary for the economic well-being of the Eastern Shore. The sentiments of many were well expressed by one: *“Economic Development drives everything else.”*

Adequate inventory of general office, technology, and incubator space, as well as adequate infrastructure, were considered “basic necessities” for marketing and recruitment efforts to achieve positive results. Workforce development, diversification and new jobs, with an emphasis on white-collar, medical and technology jobs for college graduates to come home to, were common themes that ran through the interview process.

Interviewees understand and respect the mission of the Baldwin County Economic Development Authority (BCEDA). But they are quick to point out that BCEDA’s program is not a good “fit” for the Eastern Shore and should be focused on unimproved property in the county. The “style” of economic development they seek for the Eastern Shore is focused on retail, technology and business.

Economic Development ranked first in priority among all components of the Strategic Plan.

Important, Must Be Accomplished	80%
Do If Possible	18%
Low Priority	2%

Typical comments:

- *“We are on the threshold of great things to come in Eastern Shore.”*
- *“Economic Development is an important issue, particularly workforce development and a business incubator.”*
- *“We need someone to get out there and hustle up some “real” business and industry.”*
- *“There are mixed messages in our community. Those for economic development, those who are anti-growth. We all need to get on the same page.”*
- *“Loxley and the 59 corridor need to be part of the Eastern Shore to build industrial parks and attract new industry.”*
- *“We need white-collar jobs for our kids to come home to after college.”*
- *“The Chamber needs to work more closely with other Economic Development agencies to promote the Eastern Shore.”*

IV. EDUCATION

Interviewees strongly felt that *Education* was not only important in itself, but viewed it as a driving factor behind the burgeoning growth of the Eastern Shore economy. Excellent schools on the Eastern Shore are known to draw families from other parts of the region as well as being an attractive consideration for business relocating here.

A majority of the interviewees emphasized the need to not only maintain Eastern Shore’s high standards for excellence, but to increase them as the Eastern Shore continues to grow. Others expressed the need to utilize the University of South Alabama to advance the white-collar and medical sector enterprise of the Eastern Shore.

Education ranked second among all components of the Strategic Plan.

Important, Must Be Accomplished	75%
Do If Possible	25%
Low Priority	0%

Typical Comments:

- *“The Eastern Shore demands excellence. Our families have strong scholastic ethics. We value the future of our children and sports programs in our schools.”*
- *“The Baldwin County education system is the No. 1 attraction for new residents.”*
- *“Eastern Shore schools are responsible for our growth and a driving force of our economy.”*
- *“Quality people attracted to the Eastern Shore demand quality education for their children.”*
- *“We can’t attract business without a well prepared work force.”*
- *“We have a tremendous asset in the University of South Alabama, that is grossly being under utilized.”*

V. GOVERNMENTAL AFFAIRS

Nearly ninety percent (90%) of the interviewees acknowledged the need for *Governmental Affairs* and a bridge between the County and three cities, looking out for the interest of the Eastern Shore at-large. Many interviewees are concerned that each city focuses on their own needs and priorities without any consideration for the community-at-large.

There was consensus that in order to meet the challenges and opportunities the Eastern Shore will face over the next five years, there would need to be a single, united vision and voice working cooperatively for the common good of the Eastern Shore, and that the ESC is the right organization to lead that charge.

Corporate leaders in all these communities expressed the hope that the Eastern Shore can begin to think and act as one region with a common purpose, goals, and objectives. They underscored the need to work as regional partners in Montgomery and Washington to effect programs that will ultimately benefit all of the Eastern Shore residents.

Governmental Affairs ranked sixth among all elements of the Strategic Plan.

Important, Must Be Accomplished	52%
Do If Possible	37%
Low Priority	11%

Typical Comments:

- *“Our cities must rise above selfish interest for the greater good of the Eastern Shore. We need to strive for a spirit of fairness.”*
- *“It is important to unite the County, Fairhope, Daphne and Spanish Fort around a mutual and beneficial plan for the Eastern Shore.”*
- *“We need to find a way to combine the strengths of each of these unique communities.”*
- *“We’ve got to get the Eastern Shore Chamber to play a major role in bringing the three cities together to unite the Eastern Shore.”*
- *“There needs to be consistency between the cities growth philosophies and development standards.”*
- *We finally appear to have the public sector’s attention, so we need to capture the moment while we can.”*
- *“The Eastern Shore could learn a lot from the Gulf Unified Metropolitan Organization (GUMBO)”*

VI. ENVIRONMENTAL

Interviewees acknowledged that *Environmental* was critically important to the quality of life and the economic well-being of tourism and business on the Eastern Shore. However, most interviewees considered themselves *Tree Lovers* rather than *Tree Huggers*. As one interviewee put it: *“There has to be balance and harmony between our environment, tourism, business and economic development along the Eastern Shore”*.

Environmental ranked fourth among all elements of the Strategic Plan.

Important, Must Be Accomplished	65%
Do If Possible	28%
Low Priority	7%

Typical Comments:

- *“We need to do this right. Let’s not have progress at the sacrifice of our environment, tourism and quality of life.”*
- *“Without proper planning, our environmental problems will eventually make their way to the bay. The integrity of the bay needs to be preserved at all cost.”*
- *“The Eastern Shore is going to be inundated with high population over the next five years. We must be prepared for it.”*
- *“The Environmental component will affect all of the other parts of this five-year program.”*
- *“This is a great opportunity for the Eastern Shore to become independent of Mobile for our water supply. Otherwise, we may live to regret it.”*
- *“I’m very concerned that the swamps north of Fairhope are a breeding ground for mosquitoes that could become a serious health problem for the Eastern Shore.”*

General Assessment of the Proposed Program

There was very favorable support for the overall five-year Eastern Shore Strategic Plan. While some interviewees consider the overall plan “ambitious”, “very ambitious” or “not enough”, this should be taken as a positive sign that the ESC is not sitting on its laurels, but is taking a progressive position with respect to their goals and objectives for the next five years. Eighty-four percent (84%) of the interviewees indicated that the proposed program is either “Good”, “Very Good”, or “Excellent”. The remaining interviewees (16%) simply believe the Strategic Plan needs refinement and fine-tuning. The general consensus was of a Plan worthy of the Eastern Shore. Many leaders praised the Chamber for their leadership in “creating a visionary, community-wide Program of Work for the Eastern Shore.”

Excellent	47%
Very Good	2%
Good	35%
Fair	2%
Very Ambitious	2%
Ambitious	6%
Not Enough	2%
Needs Work	4%

Importance of Individual Elements

Interviewees were then asked to rank all six components in priority order by selecting the one element of the proposed Strategic Plan that they believe is most important to the future of the Eastern Shore. As indicated previously, all six elements of the proposed plan received sufficient support for implementation in the five-year program.

Many of the interviewees commented on the inter-relationship among various elements and stated that it was critical to include them all in order to make the entire plan cohesive and effective. These rankings also parallel or reflect indicators of support for the individual components.

“Most Important”

Economic Development	80%
Education	74%
Transportation	72%
Environmental	65%
Tourism	54%
Governmental Affairs	50%

The interviewees were also asked to rank what they considered were the least important elements of the plan. Those rankings were:

“Least Important”

Education	0%
Economic Development	2%
Transportation	4%
Environmental	7%
Governmental Affairs	11%
Tourism	11%

Funding Potential

When asked if a funding goal totaling \$1.865 Million or \$373,000 per year for five years could be obtained through commitments from public and private sources, sixty-two percent (62%) of the interviewees replied “yes”. Only nine percent (9%) indicated that they didn’t feel that a goal of \$1.865 Million was attainable. Twenty-nine percent (29%) stated that they could not make a reasonable assessment of the funding potential for achieving the goal at this time.

Yes	62%
No	9%
Don't Know	29%

Typical comments:

- *“There is plenty of money on the Eastern Shore, it depends on the priorities of the community.”*
- *“The public sector is going to have to lead the way and carry their fair share for it to be successful.” But, you better hurry in time for their 2006 budgets.”*
- *“Without the right leadership and marketing, it ain’t gonna happen.”*
- *“The goal is too low considering the money in the Eastern Shore.”*
- *“Most definitely you can raise this over five years. It’ll have to be spread proportionately over the three cities – public and private.”*
- *“If we want the Chamber to be what we expect it to be, we’ll have to step up.”*
- *“There is so dog-gone much competition for money right now, but I think we can do it.”*

Corporate Financial Leadership

Interviewees were asked which firms or organizations could and should provide top-level, pace-setting financial commitments for the five-year program. Respondents identified organizations in the Eastern Shore area that could fill this requirement. Organizations named are:

Banks	Grand Hotel
Bass Pro	Medical Sector
Car Dealers	Mercy Medical
Cities	Real Estate Sector
County	Retirement Communities
Crestview Aerospace	Single Tax
Eastern Shore Centre	The Infirmary
ExCell Printing	Thomas Hospital
Foundations	Utilities

Financial Indications

Interviewees were asked if their firms would likely invest in the five-year program outlined in the Eastern Shore Strategic Plan. If they replied in the affirmative, each was also asked to indicate a range of financial support for the proposed program that they felt would be appropriate for their firm if a fundraising campaign is implemented. Of the fifty-five corporate and community leaders interviewed, forty responded with a dollar amount or range of potential investment. Individual financial indications ranged from a low of \$1,000 to a high of \$100,000 over the five-year term of the program. In the aggregate, potential financial support for the implementation of the Eastern Shore Strategic Plan ranged from \$564,000 to \$1,255,000.

It is important to note that these figures are only estimates and do not represent firm commitments to the Eastern Shore Strategic Plan. Of the fifty-five interviewees, four (4) indicated they could not or would not consider investing in the program. Nine (9) interviewees stated that they would consider the matter, could not comment at this time, could not give a financial range of investment, or needed to see some justification for their participation. One (1) was not a decision maker.

Volunteer Campaign Involvement

Interviewees were asked if they would personally consider serving in some capacity in a funding campaign on behalf of the ESC should one be launched. Fifty-seven percent (57%) of those interviewed indicated a willingness to take a lead role or would consider active participation in the proposed campaign. Twenty percent (20%) said they would consider some involvement. Twenty-three percent (23%) said they would not or could not participate in the project. Reasons most often cited were previous commitments, already leading a fundraising initiative, a difficult work schedule or potential conflicts of interest that precluded their involvement. Many of those who said they would consider participating admitted they would likely get involved if the right person asked them.

Unfavorable Factors

There are often factors within any community that bear positively or negatively on the potential success of a fundraising campaign. These factors may or may not be within the control of the organization sponsoring the campaign. However, it is important to consider any and all variables that may affect a campaign before committing to the project. Following is a list of unfavorable factors that could adversely affect the outcome of the proposed Eastern Shore fundraising initiative:

1. The interview process did not produce a clear consensus regarding potential campaign leadership. For a significant fundraising campaign to succeed, influential corporate and community leaders must accept key campaign roles.
2. There were some prospective investors who considered the proposed five-year program as unspecific and not clearly defined and would not likely commit significant support to the ESC until elements of the plan are explained in detail.
3. Some interviewees feel the plan, as presented, is overly ambitious and are not confident that the ESC can effectively implement such a program without adequate staff and additional volunteer leadership.

4. The Eastern Shore corporate community includes a number of important companies that are not headquartered locally. Mergers and acquisitions as well as business closings deplete the ranks of “home-owned and operated” companies that normally form the foundation of a successful fundraising initiative.
5. There are prospective investors who consider components of the proposed program a duplication of the current programs of other civic and governmental organizations and would be unlikely to commit significant support to a strategic plan that includes those elements.
6. A campaign goal of \$1,865,000 was tested. Interviewees’ financial indications were lower than the total needed to underwrite the proposed five-year Strategic Plan in full.
7. Currently, in the Eastern Shore area there are other fundraising initiatives underway and/or contemplated during the next twelve months. As a result, the ESC would expect to compete with a number of other organizations for volunteer leadership and significant funding support.
8. A significant number of interviewees believe that in order for a campaign to be successful, the ESC must broaden its base of shareholder support. A broader base of potential investors may not be willing to commit significant financial support to an organization that has not heretofore sought their counsel or involvement.

Unfavorable Comments

- *“I’ve been here a year and a half, never met anyone from the Chamber. Just now hearing about them.”*
- *“The Eastern Shore Chamber may be perceived as being too partial to Fairhope.”*
- *“I know they do an arts & craft festival for Fairhope and Daphne each year, but I don’t see what else they do.”*
- *“We’ve never been a member of the Eastern Shore Chamber because we’ve never perceived they did much.”*
- *“There is a perception that Fairhope gets more attention from the Eastern Shore Chamber than the other cities.”*
- *“The Eastern Shore Chamber is an important entity, but distracted, lacking in a strategic mission.”*
- *“The chambers in the region do not work together like the need to.”*

- *“There are mixed messages in our community. Those for growth and economic development, those who are anti-growth and want to leave things the way they are.”*
- *“This is not that ambitious. We need more meat – measurable and definable goals and objectives.”*
- *“If you’re going to ask me for a pledge, you’re going to have to show me numbers that are harder and more accurate.”*

Favorable Factors

The following favorable factors could have a positive impact on the proposed Eastern Shore funding initiative.

1. Currently, apart from the Baldwin County Economic Development Alliance (BCEDA), there is no other public / private organization in the Eastern Shore area that can address overarching economic development issues, which a majority of those interviewed believe to be critical to the community’s growth and economic well-being. The ESC is considered by many to be the primary economic/business development organization serving the Eastern Shore.
2. A significant number, seventy-four percent (74%), of the corporate and community leaders interviewed during this analysis indicated that their companies would make some type of financial investment to support the five-year program.
3. While no individual was identified during the feasibility analysis to be “the clear person” to lead a major fundraising initiative, there were eighty-one (81) individuals identified as potential leaders. This should provide the nucleus of a leadership base with which to build a fundraising initiative.
4. There exists a strong and willing group of public and private sector leaders within the Eastern Shore “family” who will respond to a request to help raise funds for the new five-year initiative.
5. Refinement of the proposed five-year Plan to concentrate on the top priorities will demonstrate to the Eastern Shore that the Chamber’s leadership has listened to the comments and criticisms of their business community, and has acted responsibly in addressing their recommendations.
6. There were some interviewees who were noncommittal to a range of financial support. They may, nonetheless, support a revised Strategic Plan that is more focused, less expensive, more specific in terms of goals and objectives and includes a reasonable method by which achievement of those goals and objectives can be measured.

7. The ESC Board of Directors, Darrelyn Bender and the Chamber staff are held in high regard by the corporate and community leaders who make up the pool of investors for this initiative.

Favorable Comments

Evidenced by the number of favorable comments below, Eastern Shore's corporate and community leaders had many more favorable comments to make towards the ESC and the new Five-Year Strategic Plan, than unfavorable.

- *"I applaud the work they do and for putting together such a comprehensive strategic plan."*
- *"This is good and you have some good people involved. These are future thinkers who will do what is right for the Eastern Shore."*
- *"The Chamber went deeper than I expected. Very timely. A major step towards unity for the Eastern Shore."*
- *"This plan is very ambitious, but attainable with hard work."*
- *"A lot of work has gone into this. Very comprehensive."*
- *"This is a great proactive way to better the Eastern Shore."*
- *"Glad to see this is happening. I wish we would have done it five years ago. I am very optimistic that it will succeed."*
- *"This is pretty much on target. We need to know how to be prepared to manage it once we get it."*
- *"The Eastern Shore Chamber has never done anything like this. This is a great start!"*
- *"This is good! You can only have so many dances and events."*
- *"This strategic plan is a great way to bring our community leaders together to agree and focus for the next five years."*
- *"We're getting ahead of the curve for a change. Instead of being reactive, we're taking the Eastern Shore into another realm."*
- *"We've got the momentum going, the community is ready. We've got to keep it going, get this money raised!"*
- *"I see no obstacles. This is a no-brainer. How could it not be successful!"*

VI. FCD RECOMMENDATIONS

Feasible Campaign Goal

A minimum campaign goal in the range of \$1,250,000 to be garnered from public and private sources in the Eastern Shore area is feasible and attainable provided recommendations contained in this report are fully implemented. First Community Development's opinion of the funding potential for the Eastern Shore Chamber campaign is based upon the positive indications given by interviewees and/or our firm's experience in assessing similar initiatives. However, it is recommended that the Chamber not establish or announce a specific funding goal until refinement of the Strategic Plan is complete, campaign leadership has been enlisted and is in place, the evaluation of all Advance Division prospects is complete, and the response of major corporate prospects has confirmed their level of funding. It should be noted that a \$1,250,000 campaign goal is specifically predicated on the Eastern Shore's public sector leaders' willingness to make commitments that will challenge the leaders in the Eastern Shores' private sector to become viable and significant partners in the initiative. Without pace-setting commitments, especially from Daphne, Fairhope, Spanish Fort and Baldwin County, a \$1,250,000 fundraising campaign at this level will not succeed.

Campaign Timing

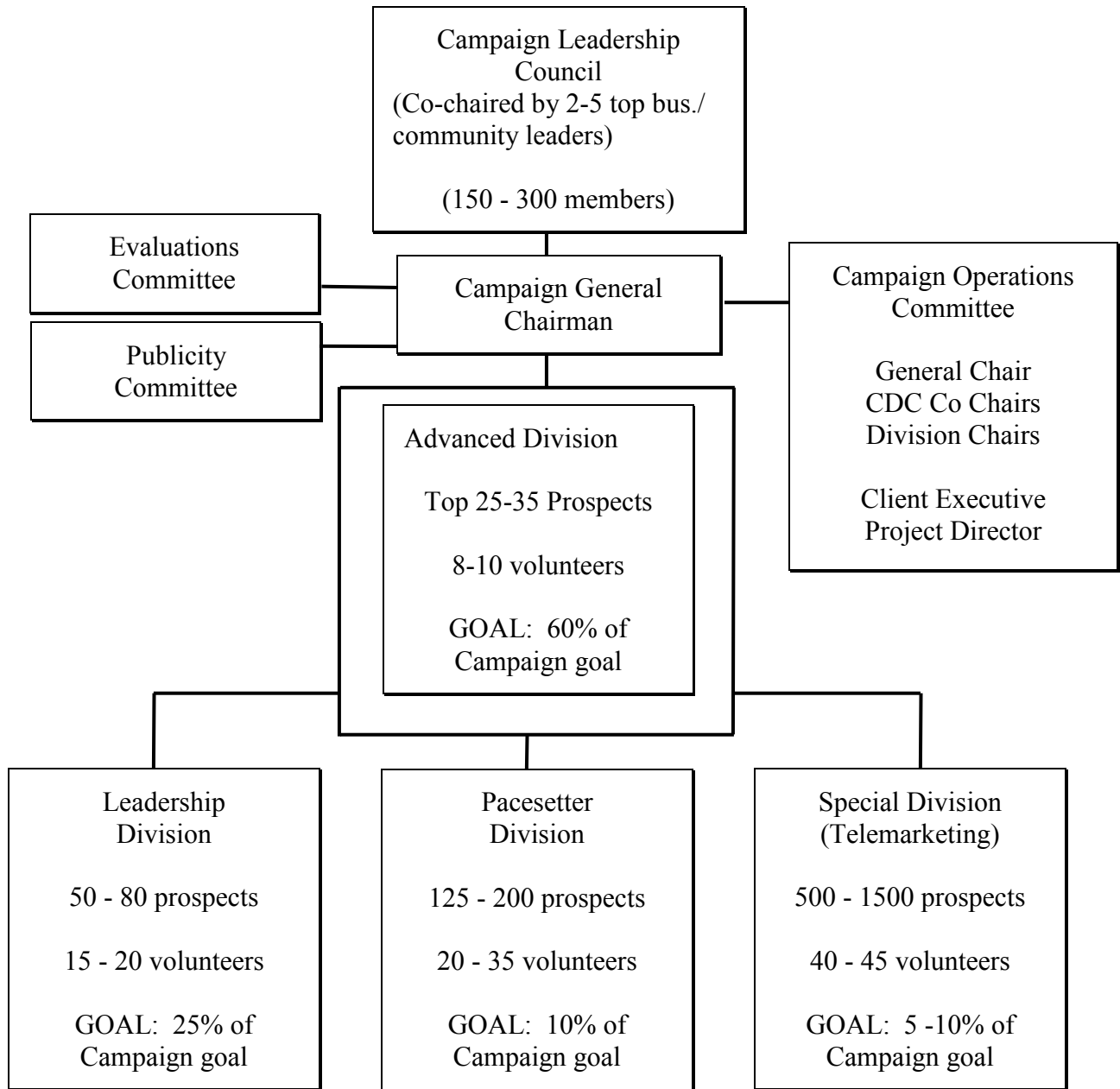
First Community Development recommends that the Eastern Shore Chamber immediately launch a campaign to raise the required funding in order to capitalize on the significant interest generated by this Feasibility Analysis. Preparatory campaign organizational work, including final refinement of the five-year Strategic Plan, enlistment of top leaders, creation of the campaign image, logo, etc., and evaluation of all corporate prospects should be accomplished in September and October. Top-level solicitations would be conducted in October, November and December. A formal public kick-off of the Chamber's campaign would occur in mid-January. It is estimated that a total of eight months will be required to achieve and/or exceed the minimum campaign goal.

Campaign Organization

Experience indicates that a campaign utilizing informed and motivated volunteers as top-level leaders and solicitors will achieve maximum results. Five-year pledges, investments and/or commitments should be sought from all prospects to ensure adequate funding throughout the five-year implementation period. All major prospects in the campaign's Advance Division should be contacted and solicited by the most influential leaders. First Community Development recommends a campaign organization structure and key positions for the Eastern Shore Chamber campaign as shown on the following page.

EASTERN SHORE CHAMBER OF COMMERCE

Proposed Campaign Organization



Campaign Leadership

The Campaign Leadership Council Chair (or Co-Chairs) must occupy a position of respect and considerable influence in the community. He/she must be able to readily enlist other key individuals to the initiative through membership in the Campaign Leadership Council. The Campaign Leadership Council is a group composed of 150-300 business and community leaders who endorse the goals and objectives of the eastern Shore Strategic Plan. It is from this nucleus that leadership for all campaign positions will be recruited. While the Leadership Council is a campaign entity which ceases to exist after the campaign goal is achieved and the campaign concluded, its members, by virtue of their status, will likely remain involved in the Chamber's program throughout its five-year implementation period.

The Campaign Leadership Council Chair will help select and recruit the Campaign General Chair, calling on his/her knowledge of top-level leaders in the Eastern Shore. Leadership recommendations drawn from the FCD Feasibility Analysis will provide guidance for his/her selections.

The Campaign General Chair must be an individual of proven leadership capacity with clearly recognized influence in all sectors, public and private, along the Eastern Shore. This Chair will enlist other top-level campaign leaders with the aid of the Campaign Leadership Council Chair. Both Chairs will assume full responsibility for achieving the campaign goal.

During the Feasibility Analysis, the following names (listed in alphabetical order) were recommended most often as the logical and most effective candidates for top-level campaign leadership positions:

Owen Bailey	Ray Moore
David Clark	Sonny Nichols
Danny Corte	Tim Rosson
Stark Irvine	Larry Thomas
Leon Hill	Terry Thompson
Louis Mapp	

In addition to those named above, there were seventy (70) other Eastern Shore corporate and community leaders identified as potential campaign leaders.

Program Implementation

As a result of the fifty-five interviews conducted during this Feasibility Analysis, First Community Development gained significant insight into the strengths and weaknesses of the Eastern Shore proposed five-year Strategic Plan, as perceived by potential investors. Furthermore, FCD has many years of experience in designing and implementing effective economic and community development programs. Based on the foregoing, the following observations and recommendations are submitted for consideration:

- A. To ensure the broadest possible support, a final refinement of the Eastern Shore Strategic Plan is advised. Clarification of objectives, more specific and quantifiable goals, and precise timetables for each program component will give potential investors more confidence in the program and its capacity to effectively stimulate the economy of the Eastern Shore.
- B. A program to communicate the results of this Feasibility Analysis and the proposed Eastern Shore Strategic Plan to all members of the board, local elected officials, and corporate and community leaders should be launched immediately. Such information may be circulated through news releases, letters, brochures and / or special briefings and will serve to assure the community of the strong support of the proposed initiative. Care should be taken to gain the cooperation and support of all agencies and organizations involved in economic and community development in the Eastern Shore.
- C. Special emphasis must be given to recruiting and enlisting the most influential corporate leaders to serve in leadership positions during the funding campaign. By their participation and endorsement of the initiative, they will ensure the success of the campaign and effective implementation of the Eastern Shore Strategic Plan.
- D. Following the campaign, the Eastern Shore Chamber should establish a Steering Committee to oversee and guide the implementation of the five-year program. This committee should be composed of representatives of the Chamber's Board of Directors, major investors, and other key business and community leaders committed to the Strategic Plan. Progress should be reviewed on a quarterly basis and the Steering Committee should be responsible for reporting to all investors following each of those meetings and at such other times as may be appropriate and beneficial. The Eastern Shore Chamber should host an annual meeting of all investors in the five-year economic / community development initiative to serve as a "report card" review of the past year's accomplishments and to make public its plans for the coming year.

VII. CONCLUSIONS

The Eastern Shore Chamber of Commerce will gain the necessary funding to implement a successful five-year program to enhance both the economy and the quality of life in the Eastern Shore. The need is clear and local corporate and community leaders have evidenced their willingness to pledge their support and resources to this five-year initiative.

This important program will require minimal refinement and fine-tuning. However, the data collected through confidential interviews during the Feasibility Analysis will guide the Strategic Planning Task Force to make essential modifications that will guarantee the broad-based support of the program.

Success from similarly aggressive economic / community development programs has been achieved in cities throughout the Southeast where First Community Development has directed fundraising initiatives. Not only will this program generate the desired results, it will ensure more efficient use of the Chamber's volunteers and staff, and more meaningful and effective development in the region.

Based on the findings in this Feasibility Report, First Community Development will submit a detailed plan of service for the management of a fundraising campaign on behalf of the Eastern Shore Chamber. We appreciate the opportunity to assist the Chamber and the entire Eastern Shore community in this important initiative.

First Community Development is grateful for the time and assistance provided by the Eastern Shore Chamber Board of Directors and staff during the Feasibility Analysis in scheduling and coordinating all of the confidential interviews. We especially want to express our appreciation to Kathie Barton for her tireless efforts on behalf of the FCD Team.

Finally, we thank those who took time out of their busy schedules to be interviewed. The Eastern Shore's corporate and community leaders showed us every courtesy and graciously provided their candid responses throughout the feasibility process.

VIII. EXHIBITS

- A. Eastern Shore Strategic Plan
- B. Introductory Letter
- C. Confidential Interview Questionnaire
- D. List of Interviewees

Exhibit "A"

Strategic Planning Task Force

Owen Bailey

Thomas Hospital

Charles E. Bassett

Bassett Engineers & Constructors, Inc.

Darrellyn Bender

Eastern Shore Chamber of Commerce

John Bridges

Advanced Payroll Solutions

David Clark

Grand Hotel Marriott Resort

Danny Corte

Entrepreneur

Phil Cusa

Thomas Hospital

Randy Delchamps

*Randy Delchamps Real Estate &
Development. Co.*

Heiko Einfield

Holiday Inn Express

Ivy Elwell

P.J.'s Coffee and Wine Bar

David H. Head, Jr.

Head Companies, L.L.C.

Howard Holcomb

Thomas Medical Center

Will Layfield

ACO Employment Services

Irene Meehan

Merrill Lynch

Ray Moore

Hutchinson, Moore & Rauch, LLC

Sonny Nichols

Prudential Nichols Real Estate

Tracy Roberts

Baldwin County Board of Education

Tim Rosson

Compass Bank

Larry Thomas

Thomas Roofing

Terry Thompson

Terry Thompson Chevrolet-Oldsmobile

Jim Walther

Fairhope Courier

Eastern Shore Strategic Plan 2006-2010

By the year 2010, the Eastern Shore will be the residential, retail and corporate center of southwest Alabama. Safe streets, beautiful parks, abundant recreational opportunities, exciting social and cultural programs and an exceptional education system will entice our young people to stay in the area, start a career and raise a family. Renowned as a cohesive group of unique communities working together the Eastern Shore will attract a diverse mix of visitors, new residents and a growing retirement population. During the next five years, the Eastern Shore will experience strong economic development compatible with its natural environment while still preserving its small town atmosphere. Infrastructure improvements, effective government and a superlative quality of life will establish the Eastern Shore as a model for other coastal communities as well as the Southeastern United States.

I. TRANSPORTATION / INFRASTRUCTURE

Transportation will become a critical component of the Eastern Shore economy over the next five years. Creating and maintaining an effective transportation infrastructure to move residents, workers and visitors around and through our community will have an impact on current and future businesses along the Eastern Shore. Our ability to attract new business, to promote existing business and to enhance our tourism industry will depend heavily on our transportation system. Over the next five years, the Eastern Shore will:

- A. *Establish alternative public transportation linking the three cities, Mobile and Central Baldwin for tourist and local community connectivity needs*
- B. *Proactively work to improve all transportation corridors of the Eastern Shore*
- C. *Research & help establish a plan for public parking in the Eastern Shore*
- D. *In cooperation with the cities and county continue to implement projects to expand sidewalks and institute streetscape improvements throughout the Eastern Shore, especially in the unincorporated areas of the county*
- E. *Advocate adequate public utility infrastructure to keep pace with growth*

Annual Cost: \$62,000
Five-Year Cost: \$310,000

II. TOURISM

Tourism has become an essential component of aggressive economic development programs in many Southeastern communities. Promoting the Eastern Shore's natural beauty, access to beaches and water, recreation opportunities and shopping augment the community's stability and economic well-being. In order to expand and improve on the Eastern Shore's many tourism opportunities, this five-year program will:

- A. *Establish the Eastern Shore Tourism Council Convention and Visitors Bureau under the Chamber of Commerce. The new Tourism Council will:*
 - *Develop and implement a professional marketing program for existing area businesses to attract local and day traffic customers*
 - *Create and implement a Tourism Marketing Plan for the Eastern Shore*
 - *Help develop and implement new community-wide events to draw attention to the Eastern Shore*
 - *Research recruiting regional and national sporting events to the Eastern Shore*
- B. *Research & promote increased public access to water and waterfront properties*
- C. *Help promote and expand cultural and performing arts venues*

Annual Cost: \$88,000
Five-Year Cost: \$440,000

III. ECONOMIC DEVELOPMENT

For the Eastern Shore to realize its full potential, our community must expand its economic development efforts. Critical needs in the region include recruiting new targeted commercial and retail business compatible with our existing business and industry...attracting new high-skilled workers and high-potential retirees...and forging strong alliances among our local, state and federal government agencies to promote the Eastern Shore's economic well-being. The Eastern Shore Strategic Plan will:

- A. *Assist existing businesses to grow and prosper*
- B. *Develop and implement a Technology-based Business Incubator*
- C. *Create a Research Park / Research Center on the Eastern Shore to develop new technology jobs*
- D. *Advocate and partner with other organizations to promote affordable housing for lower income, temporary and seasonal workforce*
- E. *Establish an Eastern Shore Technology Council*
- F. *Recruit additional workforce from outside the Eastern Shore*

Annual Cost: \$40,000
Five-Year Cost: \$200,000

IV. EDUCATION

Quality education strengthens and supports all aspects of the Eastern Shore's quality of life from preparing our young people for success, to providing an adequate workforce for economic development, to teaching young and old alike the basic skills for maintaining a healthy and productive lifestyle. The Eastern Shore five-year program will:

- A. *Expand and enhance relationships between area educators and businesses*
- B. *Support the development of a "Technology Magnate School" through the local school system to improve technical training among area students*
- C. *Research and be a catalyst in developing a plan to establish a Health Care / Medical Magnate School*

- D. *Work with existing colleges to expand Eastern Shore four-year opportunities of higher learning*
- E. *Teach “Life Basics” and “Real World Environment” in area schools*
- F. *Establish new, and improve existing enhanced technical/career education program in area high schools*

Annual Cost: \$58,000
Five-Year Cost: \$290,000

V. GOVERNMENTAL AFFAIRS

The Eastern Shore is a wonderful amalgam of unique communities. Over the next five years, this program will unify all of our corporate and community leaders with our elected officials to provide a united effort with our state and federal representatives. While preserving the special characteristics that set each of our communities apart, it is imperative that we speak as one voice in addressing matters that affect the entire Eastern Shore. Over the next five years we will:

- I.
 - A. *Improve education and communication of business issues to and from Chamber members through advanced technology*
 - *Enhance and expand the Chamber’s website*
 - *Establish a “one-stop” shop for business information & licensing in each city and county*
 - B. *Improve the interface quality and time of Eastern Shore business leaders with local municipal and county governments*
 - C. *Establish a Council of Governments among Eastern Shore cities, the county and state legislators*
 - D. *Establish a Forum among all Eastern Shore communities to meet regularly to address issues of mutual interest*
- II. *Enlist a lobbyist at the state and federal levels to represent the Eastern Shore*

Annual Cost: \$102,000
Five-Year Cost: \$510,000

VI. ENVIRONMENTAL

A responsible program of economic and community development must also address our communities’ ongoing environmental needs. Improving the Eastern Shore workplace need not come at the expense of the natural environment we inhabit. We are blessed to live and work in an area of significant beauty and this program will seek to improve and expand our good fortune. The Eastern Shore initiative will:

- A. *Coordinate and assist with the implementation of a better drainage / flood control plan*
- B. *Advocate and work with the Eastern Shore cities and the county establish a “standard” for flood control limits*
- C. *Advocate and offer assistance towards water and sewer improvements for future development*
- D. *Advocate and work with partners towards more green space / parks and a more pedestrian-friendly community*
- E. *Work with partners to improve the sources and quality of water for the area*
- F. *Advocate & support educating the Eastern Shore public regarding the benefits of a stable environment*
- G. *Advocate & support programs to preserve the Bay waterways and wildlife*
- H. *Address air quality issues and ozone concerns in the Eastern Shore*

Annual Cost: \$23,000
Five-Year Cost: \$115,000

Five-Year Grand Total: \$1,865,000

**Eastern Shore
Five-Year Pledges Necessary to
Achieve a Goal of \$1.865 Million**

<i>Size</i>	<i>Number</i>	<i>Amount</i>	<i>Number</i>	<i>Cumulative Amount</i>
\$250,000	1	\$250,000	1	\$250,000
200,000	1	200,000	2	450,000
150,000	1	150,000	3	600,000
100,000	1	100,000	4	700,000
75,000	5	375,000	9	1,075,000
50,000	7	350,000	16	1,425,000
25,000	5	125,000	21	1,550,000
15,000	5	75,000	26	1,625,000
7,500	10	75,000	36	1,700,000
5,000	13	65,000	49	1,765,000
Under 1,000		100,000		\$1,865,000

Exhibit “B”
{Insert Letter}

1. How familiar are you with the Eastern Shore Chamber of Commerce and their mission?

Very Familiar _____ Somewhat Familiar _____ Not Familiar _____

2. In general, how would you rate the Eastern Shore Chamber of Commerce in achieving their mission?

Very Effective _____ Somewhat Effective _____ Not Effective _____

Comments: _____

3. What do you consider their number one priority on the Eastern Shore?

Comments: _____

4. Do you know any of the current board of directors on the Eastern Shore Chamber of Commerce?

Yes _____ No _____

Which board members do you know? _____

5. Recently you received a copy of the Eastern Shore Chamber of Commerce's proposed five-year Strategic Plan. That Plan calls for implementing a variety of important strategies designed to address the needs, challenges and opportunities in Eastern Shore. This five-year strategy seeks to develop and implement programs designed to improve transportation/infrastructure, tourism, economic development, education, governmental affairs and environmental issues in Eastern Shore.

Now I want you to assist us by rating each of the components of this proposed five-year program. Please rate each component as either:

"Important, Must Be Accomplished", or "Do If Possible", or "Low Priority"

I. TRANSPORTATION / INFRASTRUCTURE

Important, Must Be Accomplished ____ Do If Possible ____ Low Priority ____

Comments: _____

II. TOURISM

Important, Must Be Accomplished ____ Do If Possible ____ Low Priority ____

Comments: _____

III. ECONOMIC DEVELOPMENT

Important, Must Be Accomplished ____ Do If Possible ____ Low Priority ____

Comments: _____

IV. EDUCATION

Important, Must Be Accomplished ____ Do If Possible ____ Low Priority ____

Comments: _____

V. GOVERNMENTAL AFFAIRS

Important, Must Be Accomplished _____ Do If Possible _____ Low Priority _____

Comments: _____

VI. ENVIRONMENTAL

Important, Must Be Accomplished _____ Do If Possible _____ Low Priority _____

Comments: _____

6. Which of the components do you consider the top priority for the Eastern Shore? Why?

7. Which of the components do you consider least important? Why?



8. What is your overall assessment of the proposed five-year program?

_____ Excellent, necessary and beneficial _____ Too ambitious _____
_____ Not enough program _____ Other

Comments _____

9. Do you believe a funding goal of \$1.865 Million or \$373,000 per year over a five-year period from public and private sources is attainable for this program?

_____ Yes _____ No _____ Don't Know

Comments _____

10. In your opinion, which firms or organizations can and should provide top level funding for this program?

11. Experience confirms that the following number and types of investments are necessary to achieve a goal of \$1.865 Million. (PRESENT INVESTMENT TABLE) Within what range might your firm (or organization) consider investing in such a program if it is to your liking and the right people are leading it? Please understand that this is not considered a pledge or commitment to the proposed program and your comments are strictly confidential. From "low" to "high" what would be the range of your investment over a five-year period?

\$ _____ LOW \$ _____ HIGH

_____ Cannot Or Would not comment at this time

_____ Cannot Or Will not consider investing in this Program at all

12. Would the final decision about your firm's financial participation in this five-year initiative be made locally or through another office?

Local ____ Other _____ Where _____

13. If you had the responsibility for enlisting the best possible volunteer leader from the private corporate sector for a funding campaign like the one envisioned here, whom would your top choices be?

1. _____ 2. _____

3. _____ 4. _____

14. If requested, providing a funding campaign is launched, would you consider serving in some leadership capacity in the fundraising campaign?

Yes _____ No _____ Will Consider _____

15. Are you aware of any other major fundraising initiatives currently underway or contemplated on the Eastern Shore in the next twelve months?

16. In your opinion, what major obstacle(s) would prevent this fundraising initiative from succeeding?

EXHIBIT "D"

Owen Bailey

Thomas Medical

David Ed Bishop

Thompson Tractor

Kenny Bishop

Baldwin County

Mayor Joseph Bonner

Spanish Fort

Tim Busbee

Print Xcell

Donnie Byrne

Delta Exterminating

Tom Byrne

Riviera Utilities

Brad Caban

Air Inc.

Ed Carlisle

Retired

David Clark

Grand Hotel

Steve Commander

Volkert & Associates

Kenny Crampton

Coats & Co.

Robert Cunningham

Benchmark Homes

Charles Earl

Earl & Chason Real Estate

Mike Ford, Sr.

Mike Ford Realty

Todd Goodloe

Whitney Bank

Dr. Joe Gravlee

Bay Eye

Robert Gullege

Citizens Bank

Xavier Hartmann

Hartmann, Blackmon & Kilgore, PC

David Head

Head Companies

Leon Hill

*First National Bank of
Baldwin County*

Jay Hudson

Everwood

George Irvine

Stone, Granada, Crosby

E.E. Bucky Jakins

Baldwin County EMC

Mayor Tim Kant

Fairhope

Rick Kingrea

Bonner, Landreau, Kingrea

Mark Kraft

Eastern Shore Centre

William Layfield

ACO

Joe Lovelady

NFL Building Center

Louis Mapp

Retired

Dr. Mike McBrearty

Family Practice Associates

Thomas McClendon, III

Sunbelt Fire Equipment

Bob McKean

Vision Bank

Ray Moore

Hutchenson, Moore

Chris Myers

Chris Myers Dealer

Wade Neth

SouthTrust/Wachovia

Sonny Nichols

Prudential Real Estate

Mark Nix

Mobile Infirmary

Carlton Parker

WHL Architects

Mary Kay Polys

Mercy Medical

Dave Pruet

Bank Trust

Rance Reehl

Coldwell Banker

Robbie Robertson

John Robertson Insurance

Dr. Tom (T.J.) Rosandich

US Sports Academy

Tim Rosson

Compass Bank

Robert Seaborn

First Gulf Bank

Mayor Fred Small

Daphne

Bill Sprigs

Adams Homes

David Sutley

Regions Bank

Larry Thomas

Single Tax

Terry Thompson

Terry Thompson GMC

John Todd

Baldwin Joint & Bone

Mac Walcott

Walcott Architects

Bill Wilson

Adams Software

Gary Wolfe

Wolfe Funeral Home