

2021-2022



THE SHOALS

YEAR IN REVIEW

# MESSAGE FROM OUR PRESIDENT



**Caitlin Holland**  
President

Never has there been a more rewarding time to work for and with the businesses of the Shoals to seek a unified vision and shared growth. In a year that has brought more than its fair share of challenges, we have also been so encouraged by the camaraderie and resiliency within our community.

As an organization, we hired two new staff members, both of which were recent graduates of the University of North Alabama; we brought Governor Kay Ivey to the Shoals for the first time in three years; traveled to D.C. with our four Mayors for successful meetings; expanded our connections with towns such as Leighton and Lexington; recruited new businesses to the Shoals; and introduced an incredibly successful new format to our biennial Business Awards. Though that is certainly not an exhaustive list, it is representative of the many accomplishments of our staff with the ever-present goal of “Enhancing the economic vitality of the Shoals through advocacy, connectivity, and education.”

On behalf of Barbara, Margaret, Olivia, Rebecca, Rhonda, Sam, and Stephanie, THANK YOU for your investment with the Shoals Chamber! We are incredibly thankful.

*Caitlin Holland*

Caitlin Holland  
President

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# MISSION & VISION

The mission of the Shoals Chamber of Commerce is to enhance the economic vitality of the Shoals through **advocacy, connectivity, and education.**

The vision of the Shoals Chamber of Commerce is to be the bridge to an educated, productive workforce; an innovative, pro-business climate; and a connected, diverse community.



# BOARD OF DIRECTORS



## EXECUTIVE COMMITTEE

- Jill Andrews, Chair, Create Architects
- Kyle Buchanan, Chair-Elect & Vice-Chair of Diversity, Equity and Inclusion, Helen Keller Hospital
- Kim Lewis, 2nd Chair-Elect & Vice-Chair of Education Workforce Readiness, PROJECTXYZ
- Ryan Moore, Immediate Past Chair, Peoples Trust Bank
- Mike Randall, Vice-Chair of Government Affairs, Coldwell Banker Pinnacle Properties
- Ashley Morrow, Vice-Chair of Business Growth, Alchemy/Click Synergy
- Chris Estave, Vice-Chair Finance & Administration, First Metro Bank

## BOARD OF DIRECTORS

- |  |  |
|--|--|
| Andrea Holt, Shoals CASA                           | Mary McDuffa, Florence Electricity Department  |
| Brynn Albretson, Chick-fil-a Florence              | Mike McCrary, First Bank                       |
| Crystal Reed, Northwest-Shoals Community College   | Penny Freeman, Academic Solutions              |
| David Reed, State Farm                             | Rebecca Hovater, State Farm                    |
| Deboral Bell Paseur, Johnson, Paseur & Medley, LLC | Rick Smith, American Wholesale Book Club       |
| Dr. Kenneth Kitts, University of North Alabama     | Roger Williams, Patterson, Prince & Associates |
| Greg Taylor, CB&S Bank                             | Ron Ballman, Adventech, LLC                    |
| Jackie Hendrix, PartyPros                          | Sarah Ann Evans, Shoals YP                     |
| Janice Pride, Bank Independent                     | Shaler Roberts, Retired                        |
| Justin Bishop, Pounders & Associates               | Sherri Ann Stout, Birthday Direct              |
| Keith Crowden, CB&S Bank                           | Will Pebworth, Regions Bank                    |
| Mark Keech, North American Lighting, Inc.          |  |



# FINANCE & ADMINISTRATION

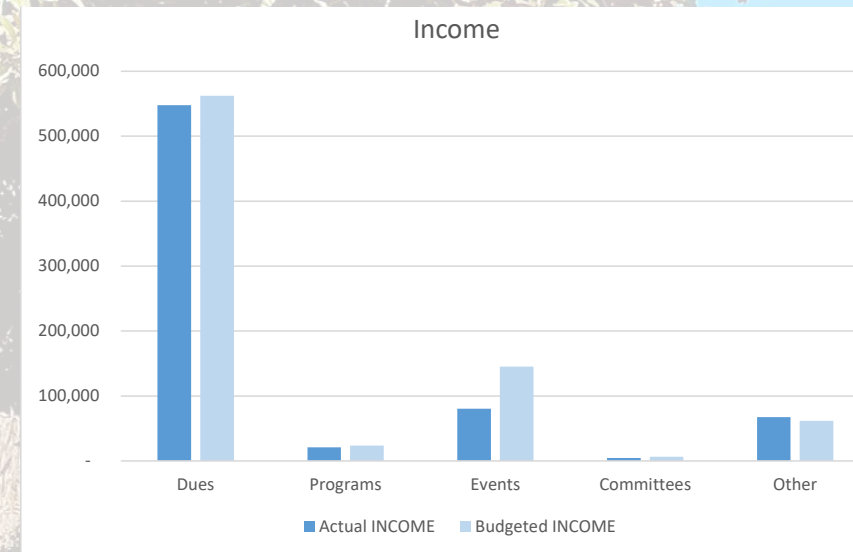


**Barbara Hunt**  
Senior Vice-President, Finance & Administration

## INCOME ACCOUNTS

The 2021-2022 budget experienced a fluctuation based on rescheduled events and trips from the 2020-2021 fiscal year / pandemic year.

## INCOME ACCOUNTS



**BUDGETED INCOME**

\$799,550

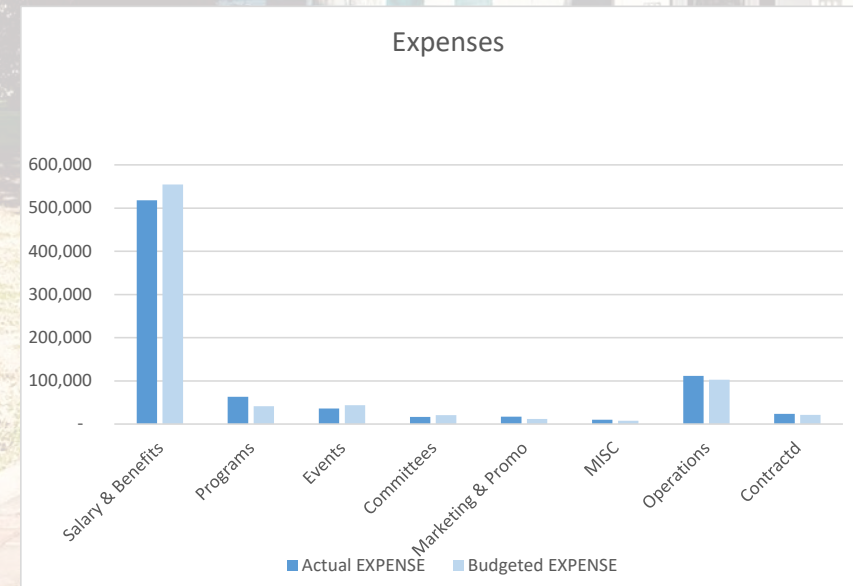
**ACTUAL INCOME**

\$721,682

**VARIANCE**

▼ \$77,868

## EXPENSE ACCOUNTS



**BUDGETED EXPENSE**

\$803,248

**ACTUAL EXPENSE**

\$796,867

**VARIANCE**

▲ \$6,381

**NET VARIANCE**

▼ \$71,487

# EDUCATION & WORKFORCE READINESS



**Stephanie Newland**  
Vice-President, Education & Workforce Readiness

### Leadership Shoals

18 class members from 15 Chamber member organizations  
12 days of Shoals community awareness, state government and leadership training

Leadership Shoals helps participants develop leadership skills and focuses on opportunities within The Shoals community in which class members can step up into leadership roles, as well as ways to volunteer and give back.

### CHOICES

13 Middle Schools | 1,144 – 8th Graders | 10 Volunteer Classroom Presenters

CHOICES is a dynamic, fast-paced, hands-on program that helps kids understand how to use self-discipline to make good choices and take responsibility for their actions in areas like education, time and money management, goal setting, career development, job opportunities, and more.

### Workforce Readiness Institute – Career Education for Educators

7 days in June | 22 educators from NW Alabama schools participated  
18 received up to 56 contact hours of professional development credits  
3 received 1 ALSDE-approved PLU for administrative professional development credit  
15 local businesses hosted tours and discussed their workforce needs and challenges  
15 Northwest-Shoals Community College career technical programs were visited

The Workforce Readiness Institute (WRI) answers the question: “Why do we have to know this?” and “When will I ever use this again?” Throughout WRI, educators learn how to help their students see the relevance of what they’re learning in their academic classes and apply it to their future careers.

### NW Alabama Job Fair – July 2021

35 Employers participated | 800+ Jobs represented | 388 Job Seekers attended | 103 (est.) Jobs Filled  
The job fair was hosted in collaboration with Northwest-Shoals Community College, North Alabama WORKS!, and the Sheffield Career Center. During lunch, thirteen employment-related organizations spoke to employers present, explaining their hiring and training benefits.

### YouScience

Cherokee High School was selected to receive a \$1500 TVA grant to assist in piloting the YouScience skills assessment system. Corporate sponsorships and grants are being sought to help support other schools to pilot the program.

YouScience helps educators support their students, and gives employers an opportunity to communicate with students who have the skills they need for specific jobs. From aptitude to career discovery, YouScience helps build the foundation for students to be empowered, equipped, and engaged in skills and career development.



# MEMBERSHIP



**Rebecca Moon**  
Director, Membership

In 2021 our Shoals area small businesses saw some growth, a lot of change and everyone searching for a brighter tomorrow. As the pandemic persisted, businesses pushed ahead hopeful for new talent and innovative sustainability.

### ACQUISITION

- Potential Members leads list grew by 25% to over 400 a month
- Win Back Campaign for former members shows 28% increase in open rates
- Membership Level Upgrades increased to 5% up from 0% in 2020-2021 year

### RETENTION

- Implementation of 10-month membership statistics report increases retention rate
- Retention rates up to 85%

### IMPACT

- 102 more businesses finding value in Chamber benefits
- March 2022 highest month new member count



# 102

NEW CHAMBER MEMBERS



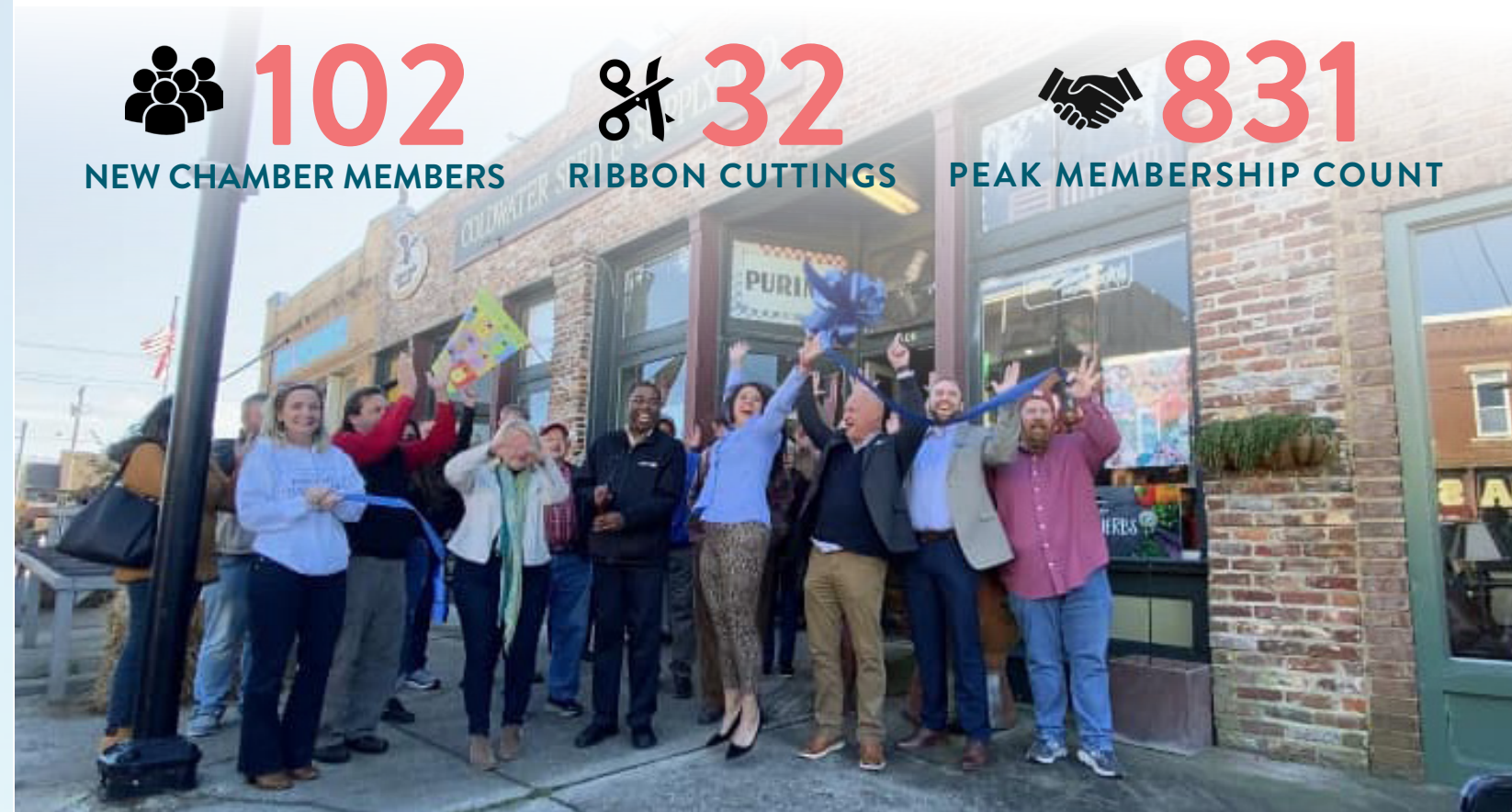
# 32

RIBBON CUTTINGS



# 831

PEAK MEMBERSHIP COUNT



# COMMUNICATION AND EVENTS



**Olivia Bradford**  
Director, Communications and Events

In 2021, we celebrated. We celebrated our members. We celebrated your successes. We celebrated your endurance. We celebrated you. We celebrated because we had so many beautiful opportunities too, after the 2020 pandemic took so much away. With our events, we focused on women, diversity, business development, and achievement, and it was truly a celebration of The Shoals.



# PUBLIC POLICY AND ADVOCACY



**Sam Mashburn**  
Director, Public Policy and Governmental Relations

The past year was one of great growth for the Chamber's advocacy efforts. In 2021 and early 2022, the Chamber expanded public affairs programming, began engaging in political action fundraising, and enhanced public policy advocacy efforts. Chamber staff laid the groundwork in 2021 for greater advocacy efforts in 2022.

## LOCAL

### Shoals Mayoral Forum

In 2021, the Chamber hosted our first ever Shoals Mayoral Forum. The event was a town hall style forum for members to engage with the mayors of the Shoals' four cities and discuss the state of the Shoals collectively. The event was a resounding success and we plan to continue hosting the event annually.

## STATE

### ShoalsPAC

2021 was the year the Chamber focused on revitalizing our political action efforts through the reformation of the ShoalsPAC. ShoalsPAC is a state registered political action committee created to assist the Chamber's mission to advocate for local business interests.

### Reapportionment

The Chamber was actively involved in 2021 as the Alabama Legislature carried out the reapportionment process. The Chamber's public policy agenda included a special item for the 2021 legislative year: uniting the Shoals in the 4th Congressional District. The Chamber was successful in adding the majority of the City of Florence and Lauderdale County into the 5th district. This update means the Shoals is the largest metro area in the 4th district, and will be represented by Alabama's most senior member of congress for the coming decade.

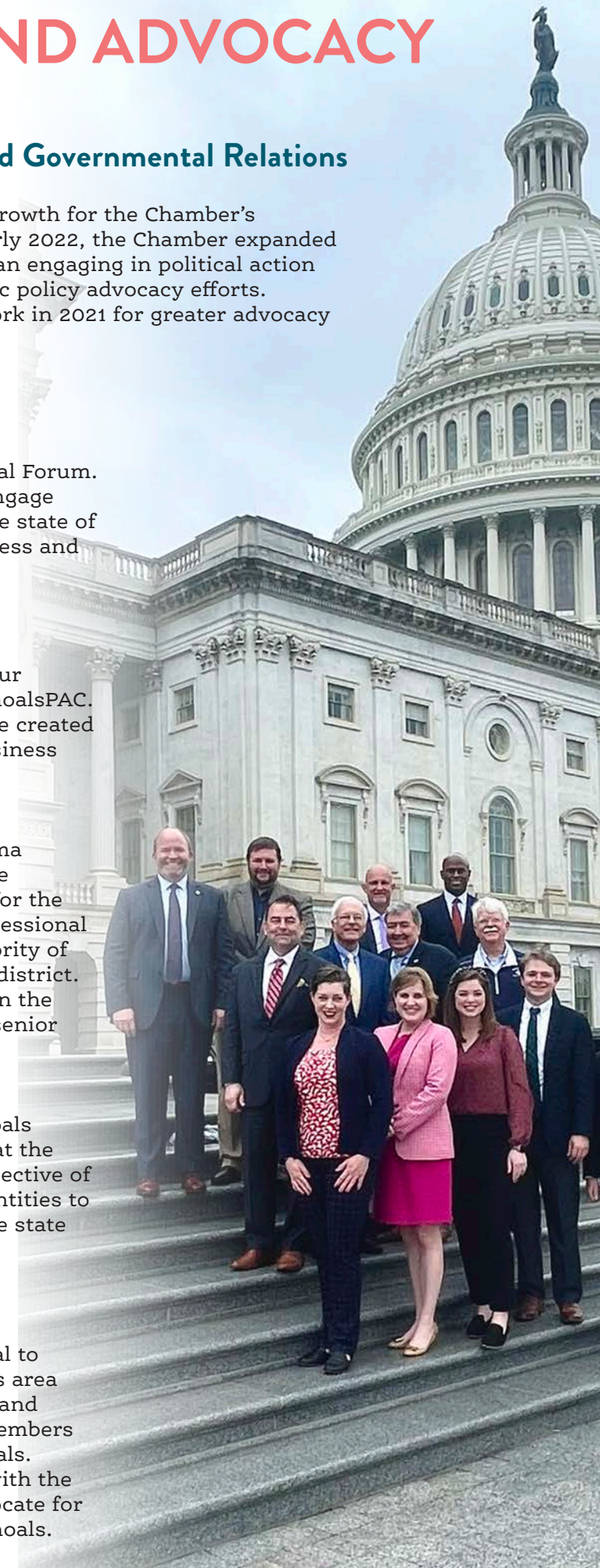
### Shoals Legislative Reception

In February of 2022, the Chamber hosted the annual Shoals Legislative Reception in Montgomery with our partners at the Shoals EDA, UNA, NWSCC, and our area mayors. The objective of the annual legislative reception is to unite Shoals area entities to engage collectively with state leadership. Members of the state legislature were in attendance.

## FEDERAL

### Washington Visit

The Chamber hosted an annual trip to the nation's capital to meet with the Shoals' representation in Congress. Shoals area mayors, Chamber board members, UNA administration, and Shoals Chamber and EDA staff attended meeting with members of Congress to address federal issues impacting the Shoals. The Chamber's Washington visit provides local leaders with the unique opportunity to come together collectively to advocate for policy solutions on a wide variety of issues facing the Shoals.



This past year, we lost a beloved friend, Mrs. Stacey Hamner. Stacey was a small business owner, a fierce advocate for women in business, and loved the Chamber. Above all, she was an inspiring mother and an empowering friend and the hole she left in our community is felt every single day. We are grateful for the time we spent in her presence and are proud to continue to support her business and dream, Reclaimed Spirit, every opportunity we can find.



# SHOALS CHAMBER INVESTORS

## VISIONARY PARTNERS (\$20,000+)

Bank Independent  
Northwest-Shoals Community College

## MISSION INVESTORS (\$10,000+)

Adventech  
CB&S Bank  
City of Florence  
DURA Automotive Systems, LLC  
Helen Keller Hospital  
North American Lighting, Inc.  
University of North Alabama

## VITALITY INVESTORS (\$5,000+)

American Wholesale Book Company  
Bigbee Steel Buildings, Inc.  
City of Muscle Shoals  
City of Tuscumbia  
Essity Professional Hygiene North America, LLC  
FirstBank  
First Metro Bank  
First Southern Bank  
Flexco Corporation

Gemstone Foods, LLC  
Kith Kitchens, LLC  
Listerhill Credit Union  
Martin, Inc.  
nSide, Inc.  
Patterson, Prince and Associates, PC  
Regions Bank  
Truist Bank  
TVA Community Credit Union  
TVA

## ADVOCATE INVESTORS (\$2,000+)

Abroms and Associates, PC  
Alabama Land Services  
Alliance Cancer Care  
America's Thrift Stores  
B Electric, Inc.  
B.H. Craig Construction Co.  
Buffalo Rock  
Constellium  
CREATE Architects  
Dentons Sirote PC  
ES Robbins Corporation  
Florence Gas & Water/Waste Department  
Hovater Construction Company  
Johnson Contractors  
JT Ray Printing Co.  
Lauderdale County Commission  
Lewis Electric Supply Co., Inc.  
Long-Lewis Foundation  
Long-Lewis of the Shoals

Mariott Shoals Hotel, Conference Center, and Spa  
Milner Rushing Discount Drugs  
Mitchell-Hollingsworth Nursing & Rehabilitation Center  
Morgan Stanley Wealth Management  
Orsted Muscle Shoals Solar  
Party Pros USA  
Peoples Trust Bank  
Pounders and Associates  
Printers and Stationers, Inc.  
PROJECTXYZ  
Progress Bank  
Sheffield Utilities  
Singing River Dentistry  
Southwire  
TASUS Corporation  
The Long-Lewis Foundation  
TMT America  
Valley Credit Union



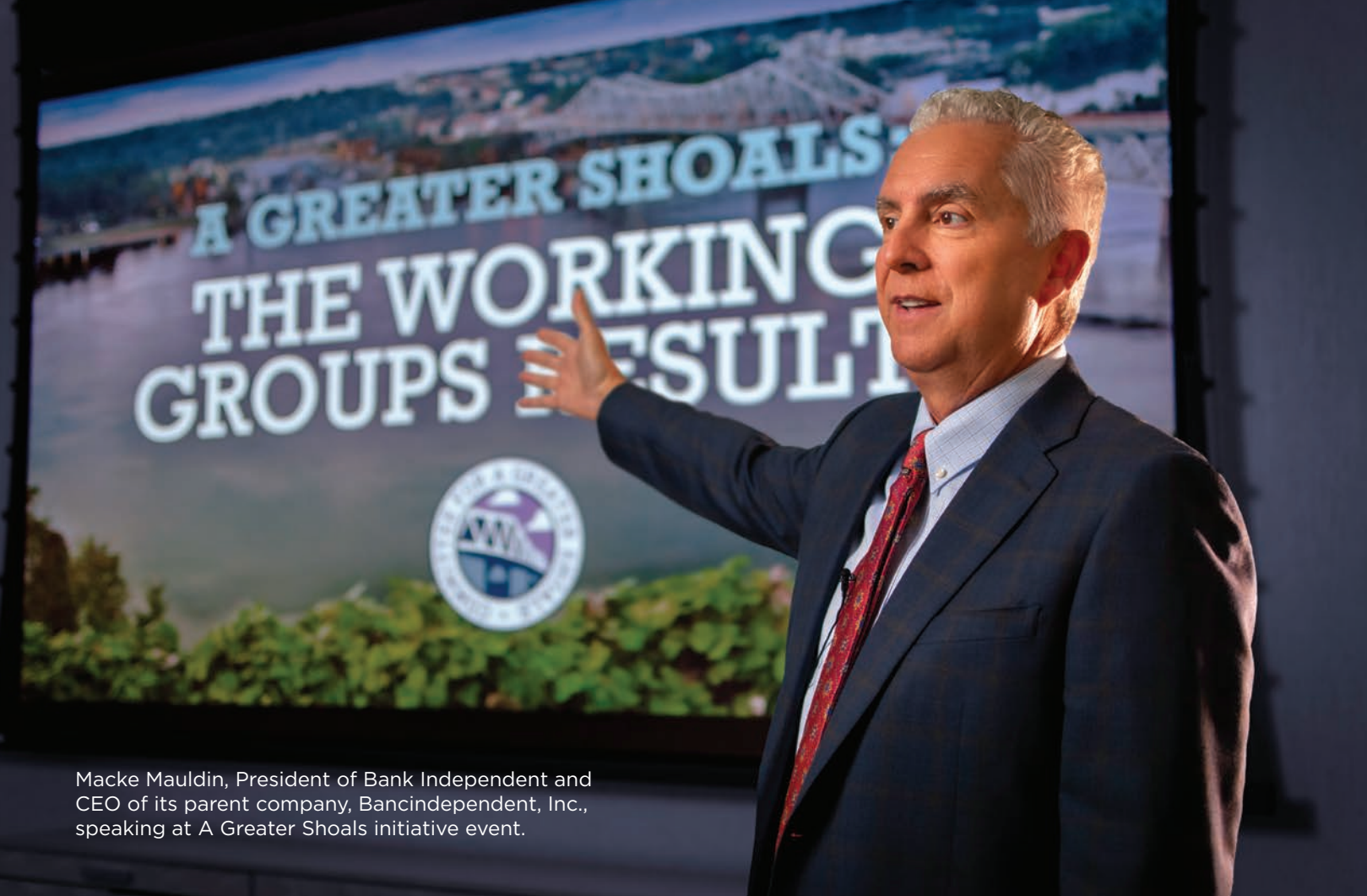
The Shoals Chamber is proud to be in its 33rd year of presenting Leadership Shoals and its first year of EMERGE: Leadership Shoals.

The Chamber is committed to providing excellent leadership development and training tools for all business and community leaders in The Shoals, with the goal of continuing the progress of The Shoals community.

Leadership Shoals is designed to bolster the pool of growth-minded leaders who encourage pro-business decision making and promote collaboration across the region.

EMERGE was created to develop tenacious, capable young professionals who will continue cultivating a region that supports entrepreneurship, business, and education.





Macke Mauldin, President of Bank Independent and CEO of its parent company, Bancindependent, Inc., speaking at A Greater Shoals initiative event.



Northwest-Shoals Community College has a rich tradition of serving the people of Northwest Alabama through academic transfer and workforce training education.

NW-SCC is where YOU  
*Dream. Believe. Achieve.*

Start your journey at

[NWSCC.EDU](http://NWSCC.EDU)



## *The* **DEVELOPMENT** *of* **OPPORTUNITY**

**IMPROVEMENT · EMPOWERMENT · TRANSFORMATION**

Economic development is measured by improvements to the economy and to the quality of life in a community. For 75 years, Bank Independent has built a history dedicated to boosting the economies and the people of the communities we serve. Ranked 6th largest bank in the State, we engage a workforce of over 609 current team members and manage over \$2.3 Billion in assets. We deploy all our resources to empower our people to lend influence, time and talents to transform our region into a greater place to live, to work and to play. And by any measurement, we make a positive difference towards strong economic development.

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# SHOALS BUSINESS

THE BRIDGE BETWEEN

# TRADITION & INNOVATION

