

ACCELERATE 2030

A CATALYTIC INITIATIVE FOR REGIONAL ECONOMIC PROSPERITY

Accelerating opportunities (More! Faster!) so that every person in the region has the opportunity to prosper

JOBS

TALENT

REGION



Serving the Greater Birmingham Region



**birmingham
business alliance**

THE CHAMBER FOR REGIONAL PROSPERITY



Letter FROM LEADERSHIP

We are pleased to announce **Accelerate 2030**, a five-year regional economic growth initiative of the Birmingham Business Alliance. Created in close collaboration with leaders across the seven-county Greater Birmingham Region, **Accelerate 2030** reflects the shared priorities of private and public partners committed to strengthening Greater Birmingham's long-term economic competitiveness. We would like to thank all those who have helped shape this effort to date.

Our region has meaningful strengths, including strong economic sectors such as technology, life sciences, advanced manufacturing, automotive and mobility, healthcare, and financial services. Yet, when it comes to securing the jobs, talent, and investment required to compete nationally, **we are not advancing fast enough.**

BBA has identified, and leaders across the region have validated, a number of specific challenges that threaten our standing and limit our growth:

- **Intense competition for investment** - there is little proactive marketing underway to raise the region's profile and attract businesses in target industry sectors, and lingering negative perceptions of the region weaken competitiveness; annual incomes are below U.S. averages, creating a negative ripple effect through the economy
- **Inadequate supply of talent** – demand for qualified workers far exceeds supply across key industries, compounded by slower population growth, low unemployment, and inadequate skills alignment; employers struggle to fill critical positions, limiting the region's competitiveness and growth potential
- **Sub-optimal economic development infrastructure and regional collaboration** – lack of regional economic development strategy, shared prosperity metrics, consistent policy environment, and available sites to which businesses can locate or expand

What is clear to BBA leadership, and to many across the region, is that the status quo will not position Greater Birmingham to win. **We need a consequential, coordinated, and properly resourced push** to elevate our national identity, grow jobs and investment, develop and retain talent, and strengthen the regional ecosystem required for long-term prosperity. Accordingly, we have developed the **Accelerate 2030 Regional Economic Growth Initiative**, organized around three interconnected and mutually supporting goals:

- 1. Elevate National Identity as a Premier Location for Business (JOBS)**
- 2. Attract, Retain, and Align Talent (TALENT)**
- 3. Strengthen Regional Economic Collaboration (REGION)**

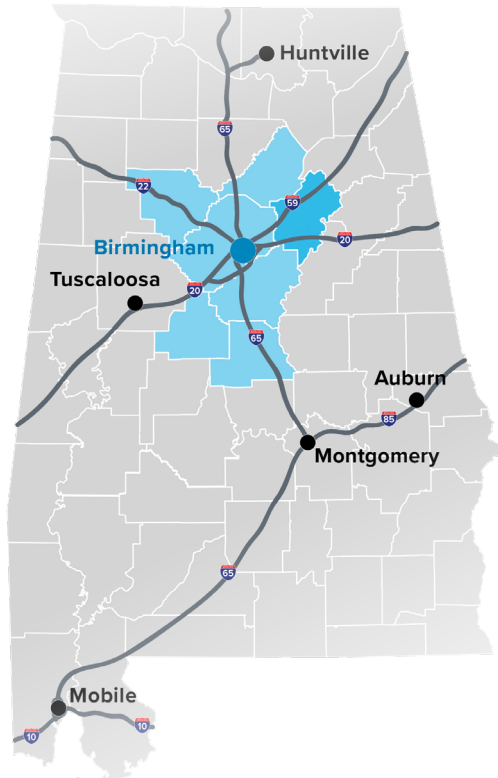
In **Accelerate 2030**, we have a strong and actionable plan. And BBA is the right organization lead implementation in collaboration with essential public and private stakeholders. What is needed now is the investment required to fully fund this work and the collective resolve to execute it.

NOW is the time for action. NOW is the time to accelerate. We will succeed only if all businesses and stakeholders interested in Greater Birmingham's economic strength and resiliency step forward, engage, and invest in the campaign at a leading level. Join us!

Fast Facts

About Birmingham Business Alliance

- **Mission:** To help businesses start, stay and succeed in the seven-county Greater Birmingham Region
- **A regional private-public economic and community development organization** serving the Greater Birmingham region
 - **Formed** in 2009 through the merger of the former **Birmingham Regional Chamber of Commerce, Metropolitan Development Board, and Region 2020**
 - **Serves the 7-county Greater Birmingham Region:** Bibb, Blount, Chilton, Jefferson, Shelby, St. Clair and Walker counties
 - **A single point-of-contact regional private-public partnership - like BBA - is THE proven most efficient and effective approach to attracting businesses, jobs, and investment to a region**
- BBA's ultimate objective is to create abundant economic opportunity for all



Regional Role and Impact

- **BBA is uniquely positioned to propel job creation, new capital investment and economic diversification** in the Greater Birmingham region by:
 - **Attracting new companies, workers, and investment**
 - Directly supporting **growth and expansion of existing employers (small-medium-large)**
 - **Strong legislative and regulatory advocacy in support of business**
 - **Building a community attractive to businesses, workers, residents, students and tourists**
- BBA additionally offers networking, training, matchmaking, advocacy services, and more to both investors and non-investors
- **Since its founding in 2009, BBA has:**
 - **Provided direct support to 700+ projects** including new business locations and existing business / organization expansions
 - Fueled the creation of **33,000 new jobs**
 - Spurred **\$8.5+ billion in new capital investment**
- Just since **2020, BBA has supported 134 projects** including the creation of **7,800+ jobs and 3.1 billion in capital investment; example wins include:**
 - **Lear Corporation** – 466 jobs; \$80 M investment
 - **Kratos Defense** - 216 jobs; \$34 M investment
 - **Fetch Rewards** - 200 jobs; \$1 M investment
 - **Kroger Delivery Center** - 160 jobs; \$1.2 M investment
 - **TQA Solutions** – 200 jobs
 - **Engineered Plastic Components** - 239 jobs

Now, it is time to ACCELERATE

- Volunteer and staff leadership believe **BBA is well positioned to accelerate its role** in addressing the biggest challenges and opportunities facing the Greater Birmingham business community
- **BBA will staff and operate Accelerate 2030** in support of the Greater Birmingham region; in doing so they will:
 - **Launch and scale marketing campaign**
 - **Lead targeted talent attraction campaigns and support regional talent development** in support of the region's target growth sectors
 - **Build the region's economic development capacity** through next level collaboration and data sharing

“The Birmingham Business Alliance plays a vital role in driving economic growth and fostering collaboration across our region. Through its strategic initiatives and commitment to business development, the BBA is creating new opportunities for companies to thrive, attract talent, and build a stronger future for Birmingham. At Spire, we value the BBA's leadership in advancing our business community an



look forward to continuing our partnership in shaping a prosperous and innovative economy.”

— **Joe Hampton, PRESIDENT,**
Spire Alabama & Mississippi,
2025 Chairperson of the
BBA Board



Joe Hampton
Spire
CHAIRPERSON
OF THE BOARD



Nick Willis
PNC
VICE CHAIR OF
THE BOARD



Greg Curran
Maynard Nexsen
IMMEDIATE PAST
CHAIRPERSON



Denson (D) Franklin
*Vulcan Materials
Company*
VICE CHAIR OF
PUBLIC POLICY



Craft O'Neal
O'Neal Industries
VICE CHAIR OF
FINANCE



Bing Edwards
Fortif Law Partners
SECRETARY



Steve Ammons
BBA
PRESIDENT & CEO



Rich Bielen
Protective



Mike Bolin
*Jefferson County
Commission*
* Ex-officio



Alexia Borden
Brasfield & Gorrie



Turner Burton
Hoar Construction



Clay Ryan
*Alabama Power
Company*



Lee Styslinger
Altec



Mark Tarr
Encompass Health



Thibaut van Marcke
Orlando Health



Tim Vines
*BlueCross BlueShield
of Alabama*



Brian Willman
Regions Bank

Oversight of the **ACCELERATE 2030** Initiative Initial oversight and governance during the early stages of the Initiative and campaign will be led by BBA Executive Committee and Board leadership. In addition, we envision specific long-term oversight of the Initiative will be vested in an **ACCELERATE 2030** Advisory Council, which will evolve more fully after funds have been committed. The Council will be comprised of leaders, stakeholders, and individuals from across the region whose financial investments clearly identify their commitment to the Initiative.



Edward Aldag
Medical
Properties
Trust



Nelson Bean
Synovus



Stan Blanton
Balch &
Bingham



Andrew Boulter
Mercedes-Benz



Frank Brocato*
City of Hoover



Allen Cope
Honda



Matthew Dent
Buffalo Rock
Company



Bob Dickerson
Foundation
Cap



Nathaniel Drummond
Drummond
Company



Will French
Dunn
Investment
Company



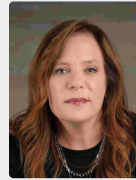
Lori Goodson
Ernst & Young



Raymond Harbert
Harbert
Management
Corporation



Charlie Hartman
McWane, Inc.



Debra Hays
Concert IDC



Jimmy Johnston
Autocar



Bobbie Knight
Miles College



Lucy Marsh
Thompson
Tractor
Company



April Mason
Burr & Forman



Ron Mathieu*
Birmingham
Airport
Authority



Clayton Mobley
Abacus
Investments



Kevin Morris
America's First



Alex Morton
First Horizon



Bill Morton
Robins &
Morton



Nicole Newell
The JM
Smucker Co.



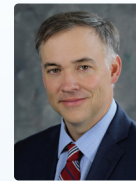
Ned Rand
ProAssurance



Andy Robison
Bradley



Selena Rodgers-Dickerson
Sarcor, LLC



Chad Scroggins*
Shelby County
Commission



Linda Seal
Shipt



Kyle Smith
Dentons Sirote



Lee Smith
SmartBank



Jimmie Stephens*
Jefferson County
Commission



Mike Suco
Coca-Cola
Bottling Co
United



Beck Taylor
Samford
University



Hugh Thomas
The Onin
Group



David Turner
Cadence Bank



Jabo Waggoner*
Alabama
Legislature



Tricia Wallwork
Milo's Tea
Company



Ray Watts*
UAB



Mark Whiteside
Truist Bank



Ralph Williams
Alabama
Power
Company



Randall Woodfin*
City of
Birmingham

* Ex-officio

Challenges to Regional Economic Prosperity

1. INTENSE COMPETITION FOR INVESTMENT

- **Too few existing and new businesses are choosing to invest in our region**
 - **Strong competition.** Other regions and communities throughout Alabama and across the nation that are hard at work pursuing the same companies, jobs, and growth opportunities as we want here in Greater Birmingham
 - **Lack of business location leads.** There is a very limited “pipeline” of prospective businesses that actively are or might consider locating operations in Greater Birmingham
- **Inadequate marketing**
 - **Lack of awareness.** There is a relative lack of awareness nationally and internationally about the desirability of the Greater Birmingham region as a location for businesses to invest and grow
 - **Negative perception.** There are some negative perceptions of the region that reduces region’s attractiveness to external investors, talent relocation, and new industry
 - **Lack of proactive marketing.** Very little proactive marketing is underway to raise our region’s profile and attract businesses in our target industry sectors
- **10% lower incomes in Greater Birmingham than U.S.**
 - **Wage per worker** – 5-year avg annual: \$59,348 in Greater Birmingham (vs. \$65,075 (US) and \$53, 319 (AL))
 - **Household income** – 5-year avg median: \$62,405 (vs. \$69,968 (U.S.) and \$55,478 (AL))
 - Lower wages have a substantial, negative ripple effect through our economy
- **Lack of sustained, tenacious, regional economic development execution**
 - **Leadership turnover.** BBA has had six executive leadership changes in the past 10 years and substantial staff change in nearly all staff departments; more consistent execution is required if the region is to successfully compete
 - **Small staff.** Relatively small BBA economic development staff and resources limit BBA’s ability to unite the region’s economic development function and proactively pursue or unilaterally capture business attraction leads
 - **Lack of next-level funding.** Funding for BBA is not competitive with regional Chamber / EDO peers

2. INADEQUATE SUPPLY OF TALENT

- **Attracting and retaining talent is the top-of-mind issue** for nearly every industry in the region
- **Inadequate talent supply.**
 - **Demand outstrips supply.** Market needs exceed available supply of qualified workers across the industry spectrum – from major exporting industries (advanced manufacturing and automotive) to in-region service providers (e.g., healthcare)
 - **Slower population growth than AL and US.** Greater Birmingham’s population growth (3.85% is just 2/3 of the state of AL (5.68%) and U.S. (5.94%))
 - **Low unemployment rate.** Birmingham’s unemployment rate of 3.3% is on par with AL, and lower than US; with an unemployment rate this low, employers may struggle to find workers, potentially driving up wages; this can lead to inflation if businesses raise prices to cover costs
- **Inadequate skills alignment.** Employers report that workers do not have the skills needed to fill open jobs; it is especially difficult to find and retain workers to fill entry to mid-level skilled manufacturing jobs
- **Lack of proactive talent attraction.** There is no regional entity focused on talent attraction, including minimal marketing of the region and available jobs for current and prospective residents

COMPETITORS IN SOUTHEAST REGION AND ASSOCIATED GROWTH RATES

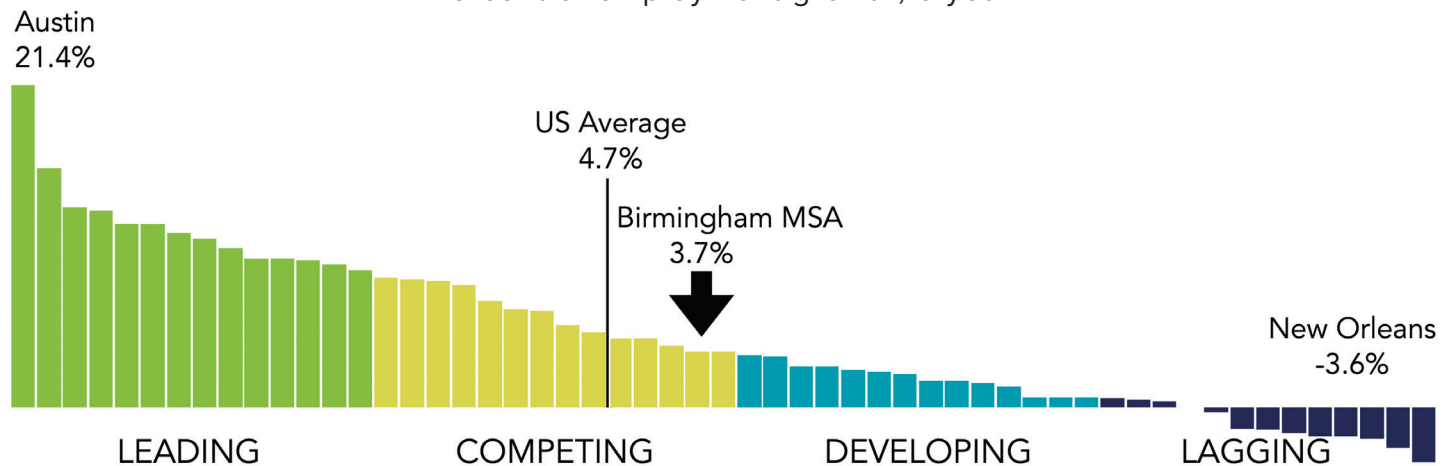
Region	1970 Population	2022 Population	Population Growth	2022 GDP	Projected 2050 Population
Charlotte, NC	827,328	2,761,265	234%	\$232,869,915,000	6,317,575
Raleigh-Durham, NC	563,269	1,483,195	163%	\$121,565,814,000	3,393,443
Nashville, TN	793,841	2,077,922	162%	\$188,626,277,000	4,754,135
Huntsville, AL	228,239	515,081	126%	\$38,694,943,000	1,178,468
Chattanooga, TN	370,857	575,746	55%	\$40,205,292,000	1,317,265
Birmingham, AL	833,075	1,181,300	42%	\$79,716,262,000	2,702,729

3. SUB-OPTIMAL ECONOMIC DEVELOPMENT INFRASTRUCTURE AND REGIONAL COLLABORATION

- **Lack of commercial space to which businesses can expand or land**
 - **Lack of 250+ acre sites.** The region currently offers just three available sites of 250+ acres and zero 300+ acre sites (which are necessary to land a significant advanced manufacturing operation or other major operation within our target industries and offering 500+ jobs)
 - **Fewest sites amongst competitors.** Birmingham has the fewest 250+ acre sites compare to competitor regions in Alabama (let alone competitor regions in other states)
 - **Lack of appropriate infrastructure.** The sites we do have need more infrastructure and other site preparation to be attractive / competitive
 - **Lack of 100+ acre sites.** The region currently offers just nine available sites of 100+ acres – and only two (150 acres each) are cleared and flat offering ease of development
- **Lack of foundational elements supportive of business investment**
 - **No regional website.** There is no regional website fueled by a regional brand
 - **Insufficient target metrics.** There are no target set of economic growth / prosperity metrics to serve as a regional reference and accountability point
- **Regional economic development is fragmented, siloed, under-resourced and underperforming**
 - **86 municipalities.** Every municipality tends to pursue independent economic strategies rather than coordinated regional planning, leading to duplicated efforts and missed opportunities.
 - **Slow growth.** Compared to collaborative metropolitan systems like Charlotte or Nashville, Birmingham’s regional integration remains limited, slowing long-term growth
 - **Lack of competitive regional approach.** Competitor regions have a long-established regional economic development entity and a unified regional approach to economic development; this is not the case in Greater Birmingham
- **Complex policy environment.** Inconsistent regulations across municipalities hinder businesses’ ability to operate efficiently, causing potential investors to seek simpler regulatory environments elsewhere

EMPLOYMENT GROWTH IS FALLING BEHIND

Percent of employment growth, 6 year



*Of note, BBA has intentionally aligned this initiative with the state of Alabama's economic development strategy published in late 2024



ACCELERATE 2030

REGIONAL ECONOMIC GROWTH INITIATIVE

In response to key challenges to and opportunities in front of the Greater Birmingham region, BBA has developed the following five-year plan, which is segmented into **three mutually supporting primary goals** and supporting strategies, tactics and performance metrics. Of note, BBA has intentionally aligned this initiative with the state of Alabama's *CATALYST* economic development strategy published in late 2024. **Once implemented, the initiative will be the main region-wide focus of BBA** and will be supported by both private and public investments



Elevate National Identity As A Premier Location For Business (JOBS)

To grow businesses, jobs, and investment
[BBA ROLE: Leader]



Attract, Retain, and Align Talent (TALENT)

To strengthen our regional competitiveness
[BBA ROLE: Tenacious Catalyst]



Strengthen Regional Economic Collaboration (REGION)

to maximize regionwide economic development performance and achieve inclusive economic growth
[BBA ROLE: Leader]

STRATEGIC OUTCOME
**ABUNDANT
ECONOMIC
OPPORTUNITY
FOR ALL**

Target Industries

While BBA’s work supports all businesses throughout the region, in implementing **Accelerate 2030**, it will focus its efforts on selected “target industries” that present a strong fit with the region’s strengths, have notable growth potential, and can provide considerable economic development benefits to the region. Target industries are aligned with the priority sectors identified in the State of Alabama’s *Catalyst* plan.



Headquarters and Business Operations

- Management of companies
- Administrative and support services
- Professional services (accounting, legal, human resources)



Life Sciences

- Drug development lifecycle (bio-pharmaceuticals and biopharma manufacturing)
- Medical and testing laboratories (genomics diagnostics) & diagnostics
- Medical devices
- Research and development



Metals and Advanced Materials

- Primary metals and lightweight alloys
- Fabricated metals
- Nonmetallic mineral products



Mobility

- Automotive OEM
- Aerospace
- EV components and batteries



Technology

- Software Development: SAAS for Biotech, Medtech, Metal-tech, Mobility-tech

Guiding Principles

▶ DATA DRIVEN

Employ robust data to drive strategy; BBA will maintain an online information hub that will enable BBA and its partners across the region to track progress and drive accountability for results

▶ MEASUREABLE RESULTS

Pursue objective measures and ensure transparency; BBA has identified performance measures and will track and report progress in transparent fashion

▶ REGIONAL COLLABORATION

Engage and collaborate with partners across the region; when we collaborate in our economic development activities, we are stronger and more competitive

▶ ACCESS AND OPPORTUNITY

Focus on improving equality of access and opportunity; BBA views equality of access and opportunity as an economic issue, and is committed to raising median wages for every resident in the region through providing high equality education and employment opportunities

▶ CREATIVE APPROACHES

Seek and deploy creative approaches to driving economic and community growth; BBA will seek out local and national best practices, convene key regional partners, and catalyze creative economic and community growth solutions

Elevate National Identity as a Premier Location for Business (JOBS)

To grow businesses, jobs, and investment [BBA ROLE: Leader]

1.1 Market the Region and Tell Our “Birmingham Has More” Story

- **National and global marketing.** In collaboration with the Prosper and the Greater Birmingham Convention and Visitors Bureau (GBCVB), **proactively market the region to external and internal audiences** via expanded national and global marketing campaigns and initiatives **(EXPANDED!)**
- **Regional identity / “BHM - Birmingham Has More.”** Scale our regional brand to attract investment and talent and provide monthly reports to all brand partners on the reach and impact of marketing efforts (including web traffic, unique visitors, etc.) **(EXPANDED!)**
 - **“BHM - Birmingham Has More” website.** Launch and maintain a **dynamic regional website** to serve as the central hub for businesses considering location or expanding in the region, including: **(EXPANDED!)**
 - ▶ Links with **partners’ websites**
 - ▶ Repository of **business location data** important to prospective investors
 - ▶ **Database of foreign companies** operating in the region
 - ▶ **Database of the region’s most marketable buildings and sites**
 - ▶ **“Soft landing guide”** for foreign and domestic prospective investors
 - **Regional Roadshow.** Host a **regional roadshow to activate the “BHM” brand across the region** and integrate messaging across the region and continue to build the brand through stories gathered during the roadshow **(NEW!)**
 - **Social media campaign.** Launch a multi-media social media campaign to highlight the regional brand amongst diverse audiences **(NEW!)**
- **Brand consistency / digital brand toolkit.** Create a **digital brand toolkit** with content for downloading by partners, including shared messaging about the regional partners and educational institutions **(EXPANDED!)**
- **International messaging.** Customize international messaging to build awareness that our region is a proven location for foreign investment **(EXPANDED!)**
- **Region experts.** Leverage **industry and economic development experts** to support and **enhance the effectiveness of BBA’s marketing initiatives (EXPANDED!)**
- **Monthly Regional Brand Trust.** Convene local economic development organizations and key partners to educate on the regional brand and proper integration across the 7-county region **(NEW!)**
- **Target industries and lead generation**
 - **Decision-makers.** Implement **multi-channel marketing strategies** (digital, print, event, public relations) **focused on senior-level decision makers** in target industries **(EXPANDED!)**
 - **Target industries research and outreach.** Engage expert counsel to assist BBA in reviewing and validating or **refining the region’s list of target industries**, including **lead generation research and direct “cold” outreach to prospect companies (NEW!)**
 - **Promotion at industry events.** Leverage key **tradeshows and events** with branding, booths, signage, collateral, B2B meetings and targeted lead generation strategies **(EXPANDED!)**
 - **Testimonials and stories.** Develop and **publicize employer testimonials** and stories from notable companies that **chose to move into or expand in Greater Birmingham**, showcasing success stories to potential investors and businesses **(NEW!)**
 - **Inbound marketing events.** Conduct multiple inbound marketing events **showcasing Greater Birmingham to domestic and international business leaders and their representatives** (site selectors, etc.) on behalf of localities with a focus on target industries **(EXPANDED!)**
- **Media relations.** Identify and build relationships with **influential members of the print and digital media**, develop and **distribute tailored pitches**, especially those covering business matters associated with Greater Birmingham’s target industries, business climate, and quality of life **(EXPANDED!)**
- **Competitor monitoring / market intelligence.** Monitor Greater Birmingham’s principal competitors and learn best practices **(EXPANDED!)**

GOAL



The Amazon Fulfillment Center in Bessemer - Amazon's first major fulfillment center in Alabama; 1,500+ employees

1.2 Attract New Business and Investment

- **Business intelligence center.** In partnership with the **Economic Development Partnership Alabama**, launch a dedicated **regional business research hub** to conduct market research, identify leads, and create a comprehensive strategy to land investment **(NEW!)**
- **Proactive prospect identification and pursuit.** Partner with **cities, counties, and state** to identify **domestic and international companies to pursue** to relocate to the region; increase research and use of data to identify and pursue prospects **(NEW!)**
- **Prospect leads.** Respond to **prospect leads from direct inquiries**, the State of Alabama, counties, cities, and other partners **(EXPANDED!)**
- **Joint business development missions.** In partnership with regional economic development professionals, conduct **targeted domestic and international business development missions** **(NEW!)**
- **Site selector relationships.** Strengthen relationships with site selectors representing companies that might consider locating in the region **(EXPANDED!)**
- **Industry and expert guidance.** Engage industry and economic development experts focused on regional business and investment attraction to **align and inform collective attraction strategies** **(EXPANDED!)**
- **Target Market Business Development Specialist.** Engage a specialist in key target US markets to **generate leads and promote Birmingham's value proposition** to companies within target industries **(NEW!)**



Bud's Best Cookies in Shelby County - a high-capacity operation strengthening Shelby County's manufacturing economy

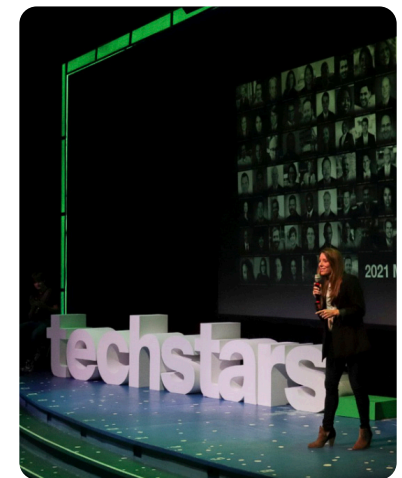
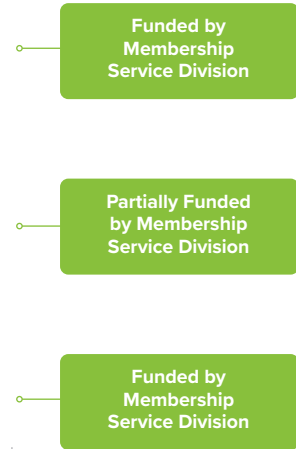


Governor Kay Ivey, Birmingham Mayor Randall Woodfin, among dignitaries at Coca-Cola Bottling Company United, Inc. celebrate the start of construction, which is expected to create up to 50 new jobs and retain more than 750 jobs in Birmingham's Kingston community

1.3 Directly Support Expansion and Growth of Businesses of All Sizes

- **Next level BRE.** Implement a next-level, proactive **Business Retention and Expansion (BRE) program to engage and assist companies in target industries and other high impact employers** driving our economy **(EXPANDED!)**
- **Business visitation**
 - **1,250 visits.** In collaboration with problem solving and economic development partners, **conduct 1,250 (250 per year) one-on-one meetings with businesses in Jefferson County and throughout the region** to identify individual and collective challenges and opportunities **(EXPANDED!)**
 - **Visits to HQ.** Visit U.S. or foreign headquarters of Greater Birmingham companies focused on retention / expansion **(NEW!)**
 - **Regional repository.** Create a centralized, regional BRE repository with **standardized data collection, regular partner meetings, and coordinated trend reporting** to identify and address cross-county industry patterns **(NEW!)**
 - **Industry Coalitions.** Conduct three Industry Coalition meetings per year with businesses in the same industry; provide an **update on key issues** and **gather input on challenges** businesses in the region are facing; **provide information on how to access incentives, talent-related resources, and other support available** to businesses **(NEW!)**
- **Quick action and solutions**
 - **Connect.** Connect employers with local, state, and federal resources as well as prospective customers / buyers to help their business grow **(EXPANDED!)**
 - **Database of local suppliers.** Develop a database of local suppliers that serve a variety of industries and needs; **raise awareness among the business community of these local suppliers**; this will create more opportunities for businesses in the region and reduce extended / vulnerable supply chains **(NEW!)**
 - **Labor market and industry data.** Provide area employers with valuable labor market and other data **(NEW!)**
 - **Rapid Response Team.** Partner with AIDT, Department of Workforce, and other regional service providers to **form and maintain a formal “Rapid Response Team” to intervene in situations involving a company’s possible expansion or departure** **(NEW!)**

- **Direct support to entrepreneurs and small businesses***
 - **Small Business Intensive.** Host Small Business Intensive (SBI) program to provide small business owners with education opportunities from experts in fields such as finance, marketing, procurement, and corporate responsibility to develop and execute on a three-year business plan **(EXPANDED!)**
 - **Birmingham Inclusive Procurement Council “matchmaking.”** Increase the number of large regional companies participating in the Inclusive Procurement Council and the number of local vendors connected to these Council members; **expand the types of local vendor firms that participate (beyond service sector)** **(EXPANDED!)**
 - **Business consulting.** Provide small businesses one-on-one consulting comprised of tailored, actionable guidance to navigate growth challenges, secure capital, and implement effective strategies **(EXPANDED!)**
 - **Innovation focus**
 - **Attract and support growth of entrepreneurs and innovative companies** in partnership with Innovate Alabama, Innovation Depot, BirminghamBiotech Innovation Corporation, TechBirmingham, and Alabama Capital Network **(EXPANDED!)**
 - **Showcase BHM Innovation, through success stories and more,** to raise awareness of BBA / BHM resources and total support for startups; target local and national venture capitalists to showcase regional innovators **(EXPANDED!)**
 - **Target sector connect.** Maintain a **network of experienced industry partners within targeted sectors** who can vet new business ideas / opportunities (to include sourcing pilot opportunities), provide business model coaching, and support launches with local vendors **(EXPANDED!)**
- * **We have included the full suite of programs, please note those funded by membership v. investment in Accelerate 2030**



Techstars - an accelerator program empowering energy-focused startups

1.4 Advance Trade

- **Expert engagement.** Engage expert counsel to strategically **identify and prioritize high-potential international markets or regions** for relationship development that will enhance foreign direct investment and trade opportunities **(NEW!)**
- **Global *outbound* missions.** Engage **global markets through tradeshow collaboration, international missions, and other outbound missions (NEW!)**
- **International *in-bound* delegations.** Engage **international visitors to attract new investment and connect regional partners to international delegations (EXPANDED!)**
- **Foreign Trade Zones.** Partner with the City of Birmingham to leverage Foreign Trade Zones for import / export support **(EXPANDED!)**
- **Foreign partnerships / new markets.** Develop new relationships with **foreign chambers of commerce and industry trade associations** to open new markets for local exports **(EXPANDED!)**
 - **Consider: engaging the World Bank** (to facilitate regional companies securing World Bank-funded contracts (e.g., engineering contracts); **Export Councils established by the U.S. Department of Commerce** (to secure mentorship of regional companies); **U.S. Investment Advisory Council**; **IEDC International Advisory Committee**; and more!
- **Regional partner and expert guidance.** Engage **Export Alabama on international trade and exports to align and inform collective efforts to advance trade and exports (EXPANDED!)**
- **Actionable research.** Provide **timely research related to inbound and outbound foreign direct investment** to identify areas of growth and potential investment **(EXPANDED!)**

PERFORMANCE MEASURES

- 15,000 direct new jobs; ripple effect indirect and induced jobs
- \$3 Billion in new capital investment
- New target sector locations region-wide
- Improvements to employment growth, median income, etc.
- Increased commercial tax base
- Increased overall earned and paid media impressions
- Positive national publication articles annually (Forbes, Fast Company, WSJ, etc)

PRIMARY BUDGET ITEMS

- VP, Economic Development
- Directors (2), Business Attraction
- Director, Business Retention & Expansion
- Contractor, Target Market Business Development
- Coordinator, Economic Development
- National and International BHM marketing campaign



ProBeam -the first proton therapy center in Alabama offering advanced cancer treatment technology

GOAL

Attract, Retain, and Align Talent (TALENT)

To strengthen our regional competitiveness [BBA ROLE: Tenacious Catalyst]

2.1 Attract and Retain Talent

- **Regional promotion.** Launch paid and organic promotions positioning the region as a top location of choice for talent
 - **“Birmingham Has More.”** Leverage the Birmingham Has More regional brand in support of regional talent attraction, retention, and development **(EXPANDED!)**
 - **National / international targeted recruitment strategy.** Engage LinkedIn support, regional partners (e.g., higher education) and other avenues to target talent pools that are a fit for Birmingham regional employers **(NEW!)**
 - **Talent recruitment missions.** Integrate talent recruitment tactics with BBA out-of-town business recruitment trips **(NEW!)**
 - **“Boomerang” Campaign.** Develop and launch a “boomerang” campaign **targeting talent with the highest potential to relocate to the region**; targeted talent pools will likely include alumni from regional high schools, colleges, and universities **(NEW!)**
- **College Student Tours.** Host college students from across the region to meet with target industries and showcase Birmingham as a desirable location to live and work **(EXPANDED!)**
- **Intern destination.** Make Greater Birmingham a top market for college students to find a summer internship
 - **Intern job board.** Create a summer intern digital job board **(NEW!)**
 - **Direct assistance to employers.** Provide turn-key resources to companies to assist them in **recruiting their interns and create a summer intern housing solution (EXPANDED!)**
- **Networking.** Create vibrant events to engage summer interns while they are in Birmingham **(EXPANDED!)**
- **BBA Talent Hub.** Develop and implement a talent recruitment initiative to **source and place hard to find technical workers (NEW!)**
- **Workforce industry sector roundtable.** Convene quarterly meetings with **industry representatives from the largest sectors of employers** to share best practices related to talent attraction and retention **(NEW!)**
- **Direct assistance and tools for employers**
 - **Promotional tools.** Directly assist employers with talent recruitment and **equip companies with recruiting tools** such as videos promoting the region’s assets and 1–2-page PDFs on benefits to prospective employees of working and living in the region **(NEW!)**
 - **Retention tools.** Provide **resource toolkit of policy, programmatic, and partnership strategies** to support employer efforts to retain talent **(NEW!)**
 - **Concierge guide for employers.** Provide **customized support to employers in accessing talent services identified in this plan** (e.g., market wage information) and in their **local candidate attraction efforts (NEW!)**
 - **Connect Trailing Partners.** Provide direct support to employers to help **connect partners of relocating employees to potential employers** in the region **(NEW!)**
 - **Talent attraction and retention summit.** Host semi-annual meeting with HR leaders to **identify trends and challenges in attracting and retaining white-collar talent** in knowledge-based industries **(NEW!)**

“At Jefferson State Community College, we understand that a strong workforce is the foundation of a thriving economy. By equipping students with the skills employers need today and tomorrow, we are not just preparing individuals for success—we are fueling Birmingham’s economic growth. Partnering with the Birmingham Business Alliance and industry leaders, we are committed to developing a pipeline of talent that keeps our region competitive and prosperous.”

— Keith A. Brown, PRESIDENT, Jefferson State Community College



2.2 Regional Talent Development

- **Strong advocacy.** Support / catalyze a strong regional workforce development ecosystem by **advocating on behalf of businesses for effective programs at K-12, 2-year colleges, and 4-year colleges (NEW!)**
 - **Publish regional data.** Develop and publish **State of the Region annual report and Quarterly Report on sector specific workforce needs and trends (NEW!)**
- **Targeted talent development strategies.** Identify opportunities and deploy **workforce development initiatives in high-demand sectors** in collaboration with employer, workforce and education partners **(NEW!)**
- **Regional alignment.** Align **economic development and workforce development with higher education and social service agencies** committed to job training and placement **(NEW!)**
- **Barriers to talent availability.** Identify impediments to talent attraction and support regional solutions and solution providers **(EXPANDED!)**

- **Outreach to companies.** Identify **unmet talent needs of companies** in the region via **outreach to regional employers** from economic development partners **(EXPANDED!)**
- **Education and workforce development resources inventory.** Develop and **make public an inventory of existing regional and higher education workforce programs**; raise awareness of these resources among employers **(NEW!)**
- **Regional Workforce Council.** Host **quarterly meetings with a cross-sector group of training partners, industry partners, and economic development organizations (NEW!)**
- **Educator Workforce Academy.** Relaunch the Educator Workforce Academy to **connect and educate K-12 leadership on the local workforce needs and opportunities**; help K-12 administration prepare students for future careers more effectively **(NEW!)**

PERFORMANCE MEASURES

- Serve 1000 summer interns
- Attract 250 Boomerangs
- Assist 125 companies with talent attraction and retention resources
- Serve 50 trailing partners
- Increased retention rate of college graduates
- Development and implementation of comprehensive industry specific workforce development plans

PRIMARY BUDGET ITEMS

- Director, Workforce and Talent Development **(NEW!)**
- Coordinator, Talent Attraction
- Talent Attraction marketing and other programming



Altec Industries is a leading manufacturer of bucket trucks & utility service vehicles; headquartered in Birmingham; 600+ employees

“Birmingham’s workforce is the backbone of our region’s economic success. The skilled talent we have here—rooted in innovation, resilience, and a strong work ethic—positions us to compete on a global scale. As we look ahead, it’s critical that we continue investing in workforce development, ensuring businesses have the talent they need to grow and thrive. The Birmingham Business Alliance’s strategic plan will play a key role in shaping that future, strengthening our pipeline of skilled workers and driving long-term economic growth for our region.”

— **Craft O’Neal, CHAIRMAN & CEO, O’Neal Industries**



GOAL

3

Strengthen Regional Economic Collaboration (REGION)

to maximize regionwide economic development performance and achieve inclusive economic growth [BBA ROLE: Convener and Catalyst]

3.1 Provide Robust Information and Training

- **Online resource.** Maintain a dynamic BBA website, including: **(EXPANDED!)**
 - **Regional data dashboard.** In partnership with Prosper, include a regional data dashboard featuring: **(EXPANDED!)**
 - **Key economic metrics** to enable data-driven decision-making and better understanding of the region's economic health
 - **# of unfilled high-demand positions**
 - **Changes in average wages** in target sectors
 - **Trends from business climate surveys**
 - **Database of the region's most marketable buildings and sites**
 - **Repository of business location data** critical to prospective investors
 - **"Soft Landing Guide" for companies looking to relocate to or expand** in the region
 - **Links to partners' websites** to enhance regional collaboration
- **Best practices training.** Provide opportunities for **local economic development partners to enhance skills and knowledge** of best-in-class economic development **(NEW!)**
 - **Example - site selection coaching:** Engage a national site selector to review and provide recommendations on key sites, RFI responses, marketing materials, or other deliverables to ensure that the region is showing in the most attractive light
 - **Example – key templates: develop a presentation template** encapsulating best practices for RFI responses, pre-populated with regional and community data, and customizable for each opportunity
 - **Example – branding training:** Offer consultations with economic development organizations and public partners on incorporating and leveraging branding efforts for regional promotion

3.2 Collaboration with Regional Partners

- **Regional Economic Development Plan.** Collaborate with partners and catalyze region-wide alignment and execution of the Regional Economic Development Plan **(EXPANDED!)**
- **Strong regional network.** Foster and support regional network of economic development professionals who will: **(EXPANDED!)**
 - **Collaborate** to efficiently **leverage resources and reduce duplication of effort**
 - **Freely share information** between local partners and BBA
 - **Earn the reputation** that the **Greater Birmingham region differentiates itself with excellent customer service** for site selection opportunities **(NEW!)**
 - **Mobilize creative solutions** that cross geographic borders
- **Highlight local accomplishments.** Promote assets and economic development accomplishments at the local and county levels **(NEW!)**
- **Collaborative approach to barriers.** Rally regional business and community leaders to address barriers to regional economic growth **(EXPANDED!)**
 - **Private / Public roundtables.** Host roundtables with **elected officials and community leaders around key topics** (housing, transportation, crime, parks and entertainment, community infrastructure, etc.) to **identify opportunities to pool resources and address common impediments to economic growth** in the region



Downtown Birmingham



3.3 Develop Infrastructure Supportive of Business Investment

- **New sites (product)**
 - **Site identification.** Identify potential sites for development and assist with marketing efforts to expose developers to new opportunities **(NEW!)**
 - **Construction ready.** Focus on shovel-ready and construction ready property **(EXPANDED!)**
 - **Infrastructure.** Drive plan to address infrastructure needs in commercial and industrial zoned properties in order to convert to "shovel ready" **(EXPANDED!)**
 - **Brownfields.** Develop a public-private partnership to identify and drive redevelopment of brownfields **(NEW!)**
 - **New and redeveloped buildings (product)**
 - **Inventory modernization.** Actively promote reinvestment in aging office stock to increase the availability of modern, appealing commercial real estate and amenities desired by current and future talent **(NEW!)**
- **Key developers.** Focus marketing and relationship building on key developers for mixed-use / office space in the regional market and elsewhere **(EXPANDED!)**
 - **Quarterly meetings with targeted commercial developers.** Provide quarterly updates on developments in the region such as identified parcels for mixed-use / office development or changes in local incentive offerings **(NEW!)**
 - **New product site viewing.** Schedule developer visits to the region to view new sites **(NEW!)**
 - **Incentives.** Increase regional city and county capacity to apply for and win product development incentives like Growing Alabama and the Seeds Act **(EXPANDED!)**
 - **Supportive land use and zoning policy.** Collaborate with local government to ensure land use and zoning plans encourage future office, commercial, and industrial development in identified areas of the region **(EXPANDED!)**



Need caption here



“With 35 independent municipalities in Jefferson County, we remain one of the most fragmented regions in the Southeast. **The data clearly shows that those regions that function more cohesively greatly outperform those that are fragmented with regard to economic prosperity.** To unlock our full economic potential, we must embrace regional collaboration, working together across city lines to create a unified and prosperous future for all. When we align our resources, talent, and leadership, we can drive meaningful progress—attracting investment, creating jobs, and building a stronger, more resilient economy. True economic success comes not from working in silos, but from forging partnerships that uplift the entire region. In order to be effective, however, **we need a champion to lead the effort, and the BBA is one of the only regional entities whose mission aligns and that is poised to lead this critical effort.**”

— **Christopher Nanni, PRESIDENT & CEO, Community Foundation of Greater Birmingham**

3.4 Advance a Business Friendly Environment*

- **Knowledge sharing and business representation**
 - **Proactive advocacy.** Regularly attend City Council, County Commission, and relevant state meetings to represent the voice of business **(EXPANDED!)**
 - **Federal engagement.** Lead a DC fly-in event to connect regional businesses to policymakers at the federal level **(EXPANDED!)**
 - **Engagement opportunities.** Provide the opportunity for BBA members and investors to **hear from state legislators and walk the halls of the Alabama State House during the legislative session (EXPANDED!)**
 - **“Voice of Business” liaison program.** Build coalition of business leaders who are educated on issues and **can be deployed to meet with leaders about issues impacting business and quality of life (NEW!)**
- **Pro-business policy analysis and communication**
 - **Policy analysis.** Identify key legislation / policies being considered by local / state bodies, **conduct rigorous analysis and communicate recommendations to decision-makers and stakeholders (EXPANDED!)**
 - **Time sensitive policy briefings.** Provide **briefings to elected officials and business leaders about the impacts of policies under consideration (EXPANDED!)**
 - **Quarterly briefings.** Publish quarterly **Business Briefing (report) for elected officials, candidates and policy leaders** communicating challenges faced by business, with data supporting business challenges **(NEW!)**
 - **Issue summits, policy forums, and white papers.** Host **issue summits and policy forums to educate and engage more businesses in policy work**; develop and **distribute white papers** to provide relevant history, policy details, impact on community and business, and BBA’s position **(NEW!)**
 - **Election cycle communications.** During election cycles, **communicate the economic implications of candidates’ positions to businesses and the public (NEW!)**
 - **Advocacy-specific software.** Utilize **advocacy-specific software to target and track grassroots activity** on key economic and quality of life issues **(EXPANDED!)**
 - **Provide Annual Legislative Agenda.** Work with internal public policy committee and governmental affairs committee to **develop a list of legislative items we support at the local, state and federal levels (EXPANDED!)**

Partially Funded by Membership Service Division

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Partially Funded by Membership Service Division

Partially Funded by Membership Service Division

PERFORMANCE MEASURES

- Serve 1000 summer interns
- Attract 250 Boomerangs
- Assist 125 companies with talent attraction and retention resources
- Serve 50 trailing partners
- Increased retention rate of college graduates
- Development and implementation of comprehensive industry specific workforce development plans

PRIMARY BUDGET ITEMS

- Director, Business Intelligence
- Manager, Market Intelligence **(NEW!)**
- Product Development strategy
- Regional economic development website and data dashboard
- REDA training (annual)
- Data and research tools
- Director, Public Policy (partially funded by Membership Service Division)
- Lobbyist, Contract



Organization Chart

Birmingham Business Alliance & ACCELERATE 2030



Steve Ammons
President & CEO



Ana Baker
Executive Assistant
to CEO



Ryleigh Esco
Director,
Strategic Initiatives

INITIATIVE DIVISION INITIATIVE DIVISION: ACCELERATE 2030



Trevor Sutton
Chief, Economic
Development Officer

MEMBER SERVICES DIVISION



Martha Winston
Chief, Business & Member
Engagement Officer

JOBS



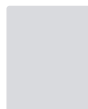
JC Matthews
Director, Business
Attraction



Caroline Mungenast
Director, Business
Attraction



Shane Alexander
Director, Business
Retention & Expansion

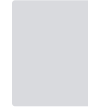


To Be Filled
Contract, Target Market
Business Development

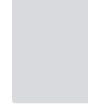


Claire Christie
Coordinator, Economic
Development

TALENT

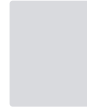


To Be Filled
Director, Workforce
& Talent Development



New / To Be Filled
Coordinator,
Talent Attraction

REGION



New / To Be Filled
Director, Business
Intelligence



Tatianna Turrentine-Long
Manager,
Market Intelligence



Kim Hooks
Director, Programs
& Events



Victor Brown
Director,
Small Business



Lizzy Choy
Manager,
Investor Relations



Katiana Banks
Manager,
Small Business

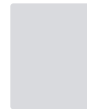
COMMUNICATIONS



Audrey Pannell
Vice President,
Communications
& Marketing



To Be Filled
Coordinator,
Communications

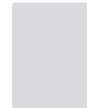


To Be Filled
Creative Support
Consultant

ADVOCACY



Terri Wiggins-Chapman
Director,
Public Policy



To Be Filled
Lobbyist
Consultant

FINANCE & ADMINISTRATION



Melissa Sahagun
Chief Administration
& Finance Officer



Niki Tarver
Director,
Finance



To Be Filled
Grant Specialist

Program Divisions / Allocation of Resources

REGIONAL ACCELERATE 2030 DIVISION

Funded by 2026-2030 Investors
\$5.9 million / year (Current is \$3.5 million)

1. Elevate National Identity as a Premier Location for Business (JOBS)

- Market the Region and Tell Our “Birmingham Has More” Story
 - Attract New Business and Investment
 - Directly Support Business Expansion / Growth of Businesses of All Sizes
 - Advance Trade
-

2. Attract, Retain, and Align Talent (TALENT)

- Attract and Retain Talent
 - Support Regional Talent Development
-

3. Strengthen Regional Economic Collaboration (REGION)

- Provide Robust Information & Training
 - Collaborate with Regional Partners
 - Develop infrastructure supportive of business investment
 - Advance a Business-Friendly Environment
-

MEMBER SERVICES DIVISION

Funded by annual members / sponsors
\$1.8 million / year

Business intelligence and support

- Investor Support and Business Connections
 - Regular Communications about Business and Community Issues
 - Access to Business Education, Direct Consultation, and Professional Development
-

Advocacy and policy engagement

- Monitoring and Advocacy on Local Policy Issues
 - Networking Access with Elected Officials (DC Fly-In; Montgomery Drive-in)
-

Marketing

- Business Exposure and Marketing
 - Milestone Celebration Services
 - Member Recognition and Signage
 - Member Directory and Listings
-

Networking

- Leadership Exchange (Intercity Visits)
 - Networking & Signature Events (webinars, quarterly luncheons, First Rounds)
 - Annual Meetings
-

Governance and organizational engagement

- Organizational Operations
 - Committee Opportunities
-

Implementation Priorities / Phasing

Stage 1

2026 – 2027

BUILD MOMENTUM

- 5-year *Accelerate 2030* Initiative developed and fully funded
- Key marketing messages developed and deployed
- Increased pipeline of leads and opportunities
- Expanded business retention and expansion program deployed to proactively help businesses solve problems and connect them to opportunities
- Collaboration accelerates among economic development professionals within the region

Stage 2

2028 – 2029

ACCELERATE IMPACT

- Strong and diversified lead pipeline delivers project wins across every county
- Regional talent and investment attraction efforts gain global recognition
- Targeted business expansion incentives and zoning policies advanced to support target sectors

Stage 3

2030+

EXCEED EXPECTATIONS

- Regional economic development network recognized nationally as best-in-class model
- Talent attraction and development continues to surpass expectations
- Enhanced collaboration with and amongst business and government creates a competitive, predictable business climate
- Business community energized and mobilized around a shared, next-level regional economic vision!

Projected Economic & Community Impact

What's the impact of New Business Recruitment?

When adequately funded, *Accelerate 2030* will result in a variety of tangible and intangible benefits to the entire region. The most visible of these will be economic growth and job opportunities across all income levels and every community in Bibb, Blount, Chilton, Jefferson, Shelby, St. Clair and Walker counties through the attraction of new business, investment, and talent.

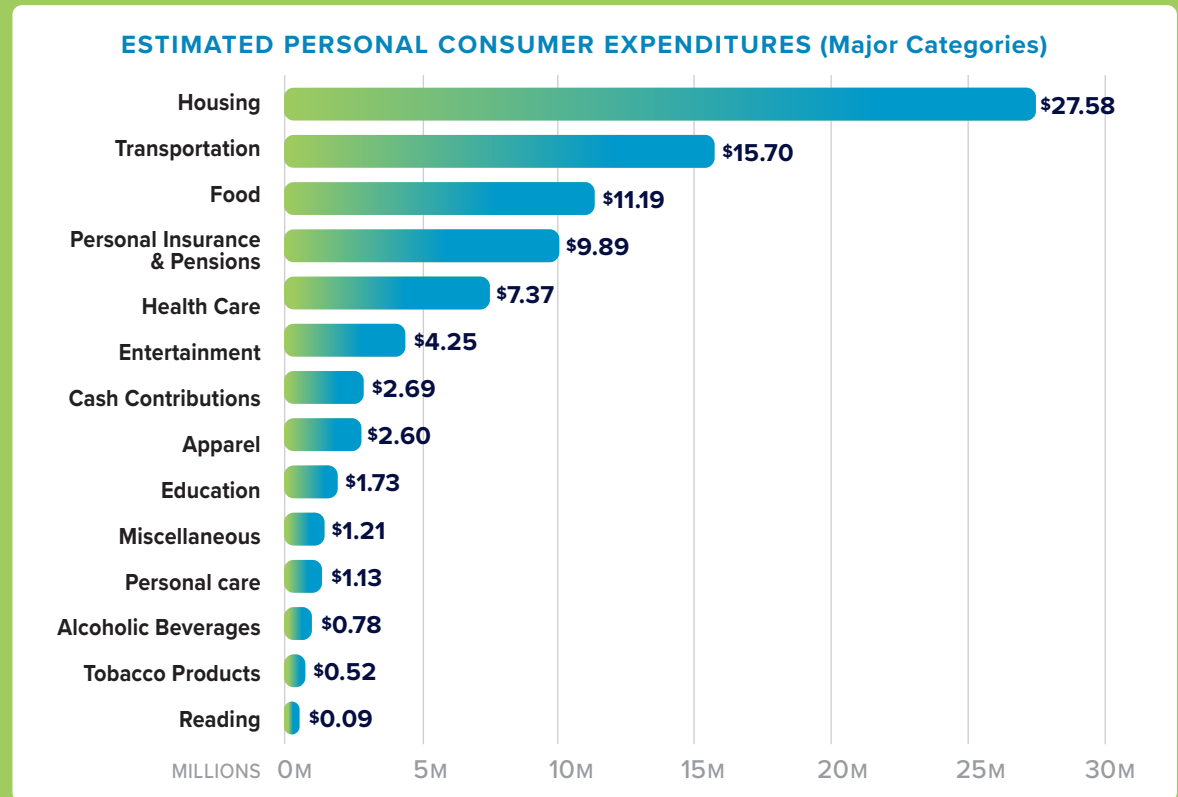
The “multiplier effect” will result in even more new indirect and induced jobs, greater demand for existing businesses that will spur new business growth, new business attraction, and new capital investment for our entire region.

To capture the measurable benefits / impact of the initiative, Georgia Tech’s Enterprise Innovation Institute, the nation’s largest and most comprehensive university-based program of business and industry assistance, technology commercialization, and economic development, working in collaboration with BBA Staff, analyzed the *Accelerate 2030* Initiative and quantified its overall impact (both direct and indirect). BBA’s efforts will result in bringing the following estimated impacts over the next five years:

Job Creation / Employment Ripple Effects

- 1,198 direct new jobs recruited in target industries
- 2,552 total new direct, indirect, and induced jobs
- For every 1 DIRECT JOB created by *Accelerate 2030*, ANOTHER 1.13 JOBS will be created in the region’s economy

Consumer Spending



\$86.72
MILLION
 new disposable income
 in the region

2,552
 new direct,
 indirect,
 & induced **jobs**

Initiative Budget

PROGRAMMATIC GOAL	ANNUAL	5-YEAR TOTAL
GOAL 1 Elevate National Identity as a Premier Location for Business (JOBS)	\$4,858,000	\$24,290,000
GOAL 2 Attract, Retain, and Align Talent (TALENT)	\$575,000	\$2,875,000
GOAL 3 Strengthen Regional Economic Collaboration (REGION)	\$390,000	\$1,950,000
Opportunity Fund / Contingency	\$100,000	\$500,000
TOTAL Budget / Funding Need	\$5,923,000	\$29,615,000



Investor Engagement Opportunities

ACCELERATE 2030 will offer the following engagement opportunities based on level of investment

Plan Implementation

- Invitation to **ACCELERATE 2030** Plan Implementation progress updates - **QUARTERLY**
- Invitation to Investor summit and economic forecast - **ANNUAL**
- Exclusive briefing with **BBA CEO** - **ANNUAL**
- Invitation to **VIP / exclusive events** with elected and appointed local and state leaders, existing companies, and newly relocated or expanding companies
- Early access to **ACCELERATE 2030** research and analysis
- **FLASH** emails, texts, or calls prior to major initiative announcements

Leadership

- Consideration for service on **ACCELERATE 2030** Investor Council
- Prioritized participation in **BBA / ACCELERATE 2030** mission-driven committees or task forces

Recognition

- Recognition as an investor on **BBA's website**, social media, marketing materials and programs
- Amplification of investor organization's initiatives that align with strategies and programs
- Listed on Preferred Vendor List which is shared with other investors
- Subscription to and recognition in quarterly progress publication

Customized Information

- **Business intelligence** - access to customized reports (individual company talent profiles, occupation wage data, and trends of interest)



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