

Thanks to the following people who were interviewed for “50 Years of Building Georgia.”

George Berry

Commissioner of the Georgia Department of Economic Development (1983-1990)
Commissioner of Aviation, City of Atlanta (1978-1983)

Annie Hunt Burriss, Ed.D

Chief Executive Officer, Prince William Campus, George Mason University
GEDA Chair 1999,
Rip Wiley Award 2005
Co-Chair, 50th Anniversary Committee

Randy Cardoza

Managing Director, Economic & Community Development for AGL Resources (2003-2012)
Commissioner of the Georgia Department of Economic Development (1990-2000)
GEDA Chair 1987, Rip Wiley Award 1995, GEDA Honorary Life Member 2000

Anna Chafin

Director of Marketing and Research, Liberty County Development Authority

Chris Clark

President and CEO, Georgia Chamber of Commerce
GEDA Chair 2009

Peggy Chapman

President of the Statesboro-Bulloch Chamber of Commerce and Director of the Development Authority of Bulloch County (1990-2010)
Rip Wiley Award 2008

Dennis Chastain

Vice President, Community and Economic Development, Georgia EMC
GEDA Chair 2003, Rip Wiley Award 2011

Roy Cooper

Vice President, Economic Development, Metro Atlanta Chamber of Commerce (1966-1997)
Rip Wiley Award 1993, GEDA Honorary Life Member 1997

Dave Garrett

Chairman of the Board, Mallory & Evans Development
GEDA Chair 1994, Rip Wiley Award 1996

Charlie Gatlin

Special Projects Consultant, Georgia Department of Economic Development
GEDA Chair 1990, Rip Wiley Award 2002

Todd Greene

Vice President, Community and Economic Development, Federal Reserve Bank of Atlanta
GEDA Chair 2008

Barbara Gunn

Vice President, Director of Relocation, Harry Norman REALTORS (1978-2008)
GEDA Honorary Life Member 1998

Roger Harrison

Senior Vice President, Economic Development, Covington-Newton County Chamber of Commerce

Al Hodge

President and CEO, Greater Rome Chamber of Commerce
GEDA Chair 2005, Rip Wiley Award 2012

Jones Hooks

Executive Director, Jekyll Island Authority
GEDA Chair 1995

Hank Huckaby

Chancellor, University System of Georgia

Daryl Ingram

Vice President of External Affairs, Electric Cities of Georgia

Ron Jackson

Commissioner, Technical College System of Georgia

Cullen Larson

GEDA President, 1997-2007
GEDA Honorary Life Member 2007

Jim Lenahan

Principal, Lenahan.biz Business Development
Co-Chair, 50th Anniversary Committee

Misti Martin

President, Cherokee Office of Economic Development
GEDA Chair 2012

Pat Merritt

Manager, Community Development, Georgia EMC

Ashley Morris

Project Manager, Liberty County Development Authority

Nancy Nolan

GEDA Chair 1996,
GEDA Honorary Life Member 2008

H.G. Pattillo

President & CEO, Pattillo Construction Co., Inc.

Mike Pennington

GEDA President, 2007- present

Renée Rosenheck

Senior Project Manager, Georgia Department of Economic Development

Elmer Stancil

Director, Government Relations & Policy, Georgia Department of Economic Development

Alison Nalley Starnes

Downtown & Business Development Manager, City of Suwannee

Brandon Stooksbury

Key Accounts Executive, Central Georgia EMC

Jack Talley

Vice President, Economic Development, Georgia Power (1971-1992)
GEDA Chair 1977,
Rip Wiley Award 1985

Nicole Ward

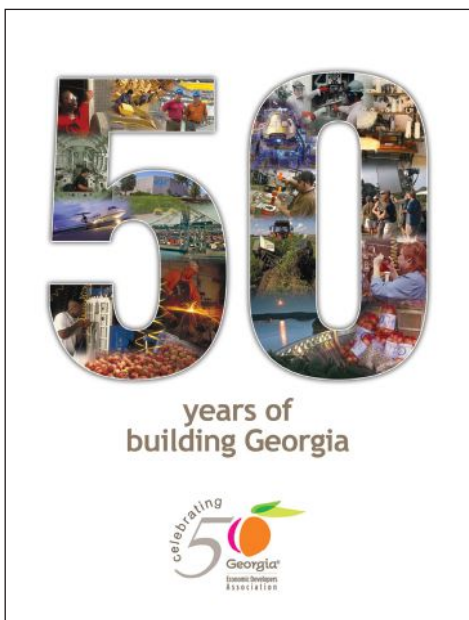
Manager of Business & Industry, Dublin-Laurens County Development Authority

Philip Wilheit

Chairman, Gainesville and Hall County Development Authority
GEDA Volunteer of the Year Award 2011

Cal Wray

President, Dublin-Laurens County Development Authority



Credits

50 Years of Building Georgia® Georgia Economic Developers Association (GEDA), 2013

Project Manager/Photo Research:

Deb Murphy

Writer:

Susan Contreras

Designer:

Heidi Rizzi

PHOTO CREDITS

GEDA would like to thank the following organizations for providing photos for this project:

Atlanta History Center

Delta Air Transport Heritage Museum

GEDA Members

Georgia Capitol Museum

Georgia Chamber of Commerce

Georgia Department of Economic Development

Georgia Power Corporate Archives and the Georgia Resource Center

Quick Start

Technical College System of Georgia

GEDA Board of Directors 2013

Officers

Chair	Jo Anne Lewis
First Vice Chair	Angie Gheesling
Second Vice Chair	Tim Evans
Immediate Past Chair	Misti Martin
Secretary-Treasurer	Greg Wright

Board of Directors:

Anna Chafin	Ricky McGee
Nancy Cobb	Jeff Mullis
Elyse Cochran	Andrea Schrujjer
Gretchen Corbin	Saralyn Stafford
Missy Kendrick	Charles Stallworth
Mary Ellen McClanahan	Greg Torre

Ex-Officio Directors:

Chris Cumiskey Commissioner, Georgia Department of Economic Development
Mike Beatty Commissioner, Georgia Department of Community Affairs

Georgia Association of Chamber of Commerce Executives Representative:

Kali Boatright

Table of Contents

ECONOMIC DEVELOPMENT 4

What is it? And why does it matter?

OUR JOURNEY IN GEORGIA 7

Where we have been

THE ECONOMIC DEVELOPMENT PROCESS 9

How we prepare Georgia's communities

THE ECONOMIC DEVELOPMENT PROCESS 15

How we market Georgia's communities

OUR JOURNEY IN GEORGIA 21

Where we are going

January 1, 2013

The Georgia Economic Developers Association (GEDA) was founded in 1963. This year we are looking back over the past 50 years, celebrating all that we have accomplished and looking ahead to the next 50 years.

GEDA's story continually shows how the great leaders of Georgia's economic growth, our members, worked tirelessly and with great vision to create the Georgia we enjoy today. They have done (and continue to do) so much quality work, often without the benefit of praise and thanks.

This 50th Anniversary celebration is no different. Events and undertakings of this magnitude do not happen on their own. All GEDA members past and present owe a debt of gratitude to the 50th Anniversary Committee Co-Chairs, Dr. Annie Hunt Burriss and Jim Lenahan. Just like so many economic development success stories, there are people behind the successes and landmark occasions that make everything work.

Economic development is quite simple: good jobs and a growing tax digest to pay for schools and hospitals and public safety and the rest of what makes life better for us and the generations who will follow. That goal is what has motivated Georgia's economic developers, the members of GEDA, during the past 50 years. GEDA is proud of the role our members have played in shaping Georgia's economy over the past half century. We have much to celebrate in Georgia, and look forward to the next 50 years!



Jo Anne Lewis
2013 GEDA Board Chair

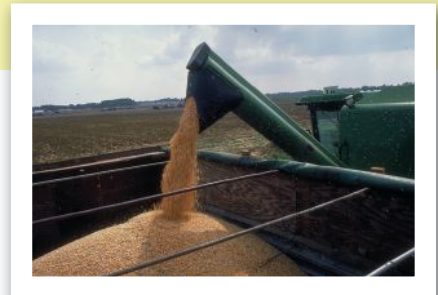
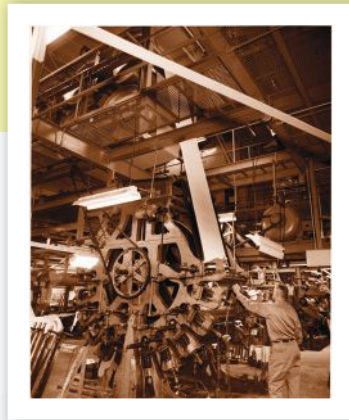
Economic Development

What is it? And *why*
does it matter?



“The work of an economic developer is invisible to much of the community, but the community will realize the benefit of that new investment. Years ago, when I was director of the development authority and the chamber of commerce in Dahlonega/Lumpkin County, the Torrington Company opened a facility there. Our community had not seen a new manufacturing investment in many years. The company’s investment meant not only a few hundred new jobs, which was a big impact. It was also a boost to our community’s revenue base, local hospital, educational system, even our community spirit. And since Torrington Company was a British company, it was a step for the community to realize that it was part of a globalizing economy, and the benefits to Dahlonega continue to this day.”

– Cullen Larson



Georgia's public and private sector leaders have a history of working together to make great things happen. Together, they:

- built the world's busiest and most efficient airport
- landed and staged the 1996 Olympic Games
- hosted the G8 Summit forum for the governments of eight of the world's largest economies

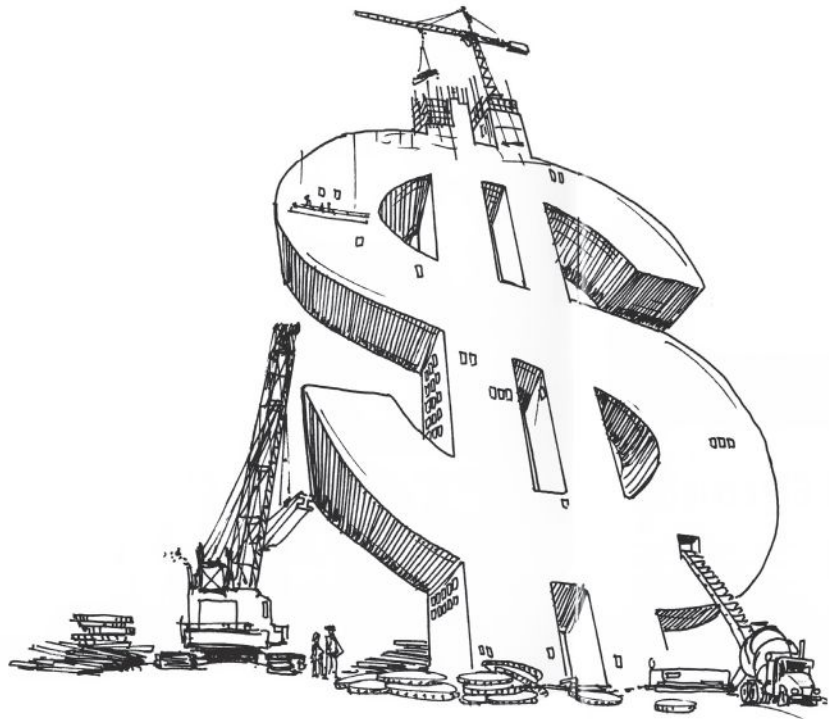
That same spirit and vision led to the founding of the Georgia Economic Developers Association (GEDA) 50 years ago.

And GEDA members have played key roles in virtually every economic development success in Georgia during the past 50 years.

Members of GEDA helped make these economic development successes possible. Many are economic developers employed by GDEcD, the utilities, chambers of commerce, development authorities, or a multitude of other economic development organizations across the state. Others are volunteers in their communities, as elected officials, serving on boards, preserving historical sites, or advocating for sustainable development.

The Georgia Department of Economic Development (GDEcD) is the state's sales and marketing arm and lead agency for economic development. GDEcD's most recent annual reports clearly show the economic impact of Georgia's economic development successes:

- 403 business relocations or expansions and major investment brought to Georgia—nearly \$6 billion and 28,776 new jobs during the 2012 fiscal year
- more than 300 entertainment productions in Georgia during the 2012 fiscal year, bringing more than \$880 million in investment to Georgia, and generating an economic impact of \$3.1 billion
- tourism employed more than 400,000 Georgians, and generated \$49 billion in total economic impact in 2011
- Georgia growing through international trade, with \$34.7 billion in goods being exported through Georgia in 2011



GEDA members also helped prepare Georgia communities to attract investment by shaping public policy. GEDA members were involved in:

creating the Georgia Quick Start technical training program

expanding Hartsfield-Jackson Atlanta International Airport and the Port of Savannah

creating the OneGeorgia Authority

passing legislation to:

enable, and later expand, the Freeport Exemption

create Business Expansion Support (BEST) tax incentives and the Regional Economic Business Assistance (REBA) grant

update the Open Records Act to provide confidentiality for economic development prospects

create and increase the deal-closing fund

preserve sales tax exemptions

allow the State's Employees Retirement System public pension funds to invest in alternative assets, like venture capital

Georgia's economic developers have helped the people living in Georgia's communities experience the rewards of economic development—jobs, higher property values, an expanded property tax base, access to better health care, and improved education, recreation, transportation, and other services that bring a better quality of life.

GEDA connects Georgia's economic developers. It provides the structure and support that allows Georgia's economic developers to transform from competitors into team members who come together on behalf of Georgia.

GEDA also helps Georgia's economic developers become more effective. GEDA develops and offers a wide range of professional development programs, and provides scholarships for many professional development opportunities.

This level of teamwork has given Georgia an advantage over other states, and has been a key factor in Georgia's phenomenal economic transformation since 1963, the year that GEDA was officially organized.



Our Journey in Georgia

Where we have been

At the time that GEDA was organized in 1963, Georgia's economy had come a long way from the devastation of the Civil War. It was a slow climb, taking until 1949 for Georgia's property tax digest to reach the level it had in 1864.

Georgia's recovery could not have happened without visionary people, and the projects and programs they created—visionaries like Henry W. Grady, who publicized the concept of a "New South" built through industrial development in the late 1800s—visionaries like Atlanta Alderman William B. Hartsfield, who began looking for a suitable site for an airport in 1923, the airport that would become Hartsfield-Jackson Atlanta International Airport, the busiest in the world.

Because of the work of these visionaries and others, Georgia was ready when World War II brought a massive infusion of federal dollars into Georgia for military bases, shipyards, ordnance



plants and factories like Bell Aircraft in Marietta (later Lockheed). This capital investment quickly moved Georgia toward industrialization, and the state's manufacturing employment grew quickly, too.

Competition within Georgia for this capital investment was fierce. But by the early 1960s, some of Georgia's industrial developers were beginning to see the potential in working together. They began to speak in one voice to deliver a clear and consistent message: Georgia is open for business.

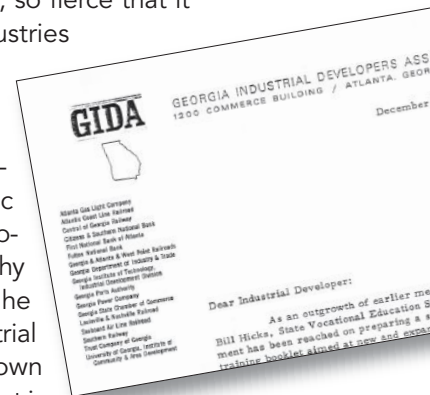
How GEDA began

In the 1950s, there was competition among Georgia's industrial developers, so fierce that it caused confusion for the industries they tried to lure to Georgia.

Walter Cates, Executive Vice President of the Georgia Chamber of Commerce, recognized that Georgia's economic growth would suffer unless collaboration could be added to a healthy level of competition. In 1959, he invited leading statewide industrial developers for lunch at the Town House Cafeteria on Forsyth Street in Atlanta (now the site of the main branch of the Atlanta-Fulton Public Library System). It went well enough that the group agreed to meet for lunch each month. Their aim was to foster more cooperation in recruiting industries to Georgia, and to collaboratively address state problems that hindered economic growth.

Over the months, the men gradually grew warmer toward the concept of collaboration and cooperation. They began to trust one another. In 1963, the group, which was slightly larger by now, decided to organize with a constitution and by-laws. The Georgia Industrial Developers Association (GIDA) was born.

At first, membership was restricted to representatives of organizations engaged in



statewide industrial development. "The major players in the state like the railroads, utilities, and banks had a dual purpose in economic development," says Jack Talley. "They wanted to bring industry to their service areas as new business for their companies. At the same time, the communities winning a new industry also would benefit. There were direct and indirect paybacks for the company/economic developer, the community and the state."

In 1966, GIDA's original constitution and bylaws were completely revised, creating the organization much as it is today, and opening membership to representatives of organizations engaged in industrial development on a local or regional basis.

Organizational growth

During its first 26 years, GIDA's operations were housed in the Georgia Chamber of Commerce, where Chamber industrial developer Penn Worden provided strong administrative support. In 1989, GIDA relocated to the Georgia Department of Economic Development, where it has remained.

Over time, Georgia's economic growth expanded beyond industrial operations to add regional headquarters, warehousing and distribution, services, life sciences, information technology and more. In 1993, GIDA changed its name to the Georgia Economic Developers Association (GEDA), to better reflect the work of its members to help recruit and expand a growing variety of operations.

The first GEDA employee, Faye Amato, began work in 1989 as a part-time administrator. In 1997, GEDA hired Cullen Larson as its first full-time president. Nancy Nolan was the GEDA chair at the time, and recalls that the need for a full-time president had been discussed for many years. "There's a lot of work in being a GEDA officer. Before we had a full-time president, a good 40 percent of a GEDA officer's time was spent on GEDA business. Many of the smaller chambers didn't have staffs to help their executives, so adding a full-time president opened up the organization's leadership to everybody, and gave them the resources they needed."



GEDA's staff

1989-2002 Faye Amato,
Executive Administrator

1997-2007 Cullen Larson,
President

2002-2010 Chevelle Wilson,
Manager, Member Services

2007-present Mike Pennington,
President

2010-present Candice Crossfield,
Manager, Member Services

GEDA's chairs reflected the changing faces of Georgia's economic developers. Nancy Nolan was the first female chair of GEDA, taking office in 1996. In 2008, Todd Greene took office as the first African-American chair.

GEDA began publishing a newsletter in 1971, launched its website in 1998, followed by several major updates as technology evolved. Today, GEDA uses social media and other digital platforms to reach its members, and provides mobile apps for events.

GEDA Founding Organizations (1963)

- Atlanta Chamber of Commerce
- Atlanta Gas Light Company
- Atlantic Coast Line Railroad
- Central of Georgia Railway
- Citizens and Southern National Bank
- DeKalb Chamber of Commerce
- First National Bank of Atlanta
- Fulton National Bank
- Georgia and A&WP Railroads
- Georgia Department of Commerce
- Georgia Institute of Technology Industrial Development Division
- Georgia Ports Authority
- Georgia Power Company
- Georgia Chamber of Commerce
- Louisville and Nashville Railroads
- Seaboard Coast Line Railroad
- Southern Railway System
- Trust Company of Georgia
- University of Georgia Institute of Community and Area Development

The Economic Development Process

How we prepare Georgia's communities



Georgia consistently ranks in the top tier of states for doing business, based on a wide range of business climate metrics. This kind of reputation doesn't just happen – it's a result of state policies and legislation, programs, and the state's economic development practices and pro-business culture. From the beginning, improving Georgia's economic development climate has been a top concern for GEDA's members.

"When I look back 50 years to when GEDA was started, I realize how different our state and our economy are today. I was fortunate to work with great leaders in the Georgia House of Representatives during 32 of those years. Georgia would not be the global economic force it is today without their love of Georgia, and their commitment to our state.

"Now I have the privilege of serving as a member of the Board of Regents of the University System of Georgia. Our state's public colleges and universities prepare Georgians for the highly-desirable jobs of the future. All of us reap the rewards that come from a college-educated labor pool that makes employers want to locate in Georgia and expand here. And our institutions of higher education also conduct vital research and development that leads to 'Georgia-grown' technology businesses.

"Leadership is the foundation, whether it is state or local, elected or volunteer. Georgia has been blessed with great leaders who had a vision of what Georgia could become, and today we all share the benefits of their courage and hard work.

"Georgia faces challenges and opportunities today that require the same vision and courage. Wherever we live in our state, we can do our part to make the next 50 years just as exciting and transformative for Georgia."

– Larry Walker

State Representative, Georgia
General Assembly (1973-2004)

Location consultants ranked Georgia:

- #1 for labor climate • #1 for workforce development • #2 for infrastructure
- #3 in the nation for the best place to do business

Source: 2012 Area Development Survey

Investing in Georgia's people

Chris Clark heard a lot about Georgia's workforce when he traveled around the state with the Georgia Competitiveness Initiative in 2011. "Because workforce was such a consistent theme, we changed our whole structure at the Georgia Chamber to focus long-term on public education for Georgia," says Clark.

"If Georgia becomes satisfied with being 49th or even a little above the national average in education, then we won't attract the next Kia or Mitsubishi or Baxter. Those companies can go anywhere in the world. It's up to us as the business community and local economic developers to help all of the state make the connection between a successful and respected educational system and economic prosperity."

Georgia's leaders continue to invest in Georgia's people, building the educated workforce required by the jobs of the knowledge economy.

Quick Start

"Quick Start is often listed by prospects as the first and greatest advantage that Georgia has," says Cullen Larson. Quick Start provides customized workforce training free-of-charge to qualified new and expanding businesses in Georgia. Quick Start delivers training in classrooms, mobile labs or directly on the plant floor, wherever it works best for a company.



"Quick Start invests in Georgia people, not in a company," says George Berry. "Quick Start isn't about giving away anything to the company; it's about better preparing our people."

Quick Start began as a modest training program in 1967 as part of the Georgia Department of Education. Since 1988, Quick Start has been part of the Technical College System of Georgia.

One of GEDA's first undertakings was to develop a brochure on technical training programs for new and expanding industry in Georgia in 1964. GEDA and its members strongly supported the creation of the Quick Start program, as well as Quick Start's expansion as an economic development incentive through the years.

"We have a stable of consultants who really know the industries, and can work directly with the companies to set up and deliver the training," says Ron Jackson. "Their work intersects with what is happening on the technical college campuses, so it helps us keep our curriculum very current with industry needs."



“Quick Start continues to be a tremendous tool for our state. It’s a national model,” says Todd Greene. “Other aspects of the technical college system also have been adopted by the economic development profession as a best practice, such as having a vice president of economic development embedded in each technical college.”

Georgia Partnership for Excellence in Education (GPEE)

GEDA and the Georgia Chamber of Commerce brought together business, education, and community and government leaders in 1992, creating GPEE to improve Georgia student achievement. GPEE works by informing and influencing Georgia leaders.

Since then, GPEE has:

- organized an annual “Bus Trip Across Georgia” to take 80 education, business, community and government leaders to high-performing Georgia schools,
- brought the Education Policy Fellowship Program to Georgia, and
- issued a series of “Best Practices” reports and annual “Top Ten Issues to Watch” reports.

Investing in Georgia’s community leaders

GEDA members are the economic development team leaders for their communities. They help local leaders understand their role in the economic development process, and how to recruit prospects. They partner with the technical college to ensure it offers the right degrees and certificate programs, work to get water and sewer service to the industrial park, get the grass in front of the spec building mowed, and encourage retail growth and other contributors to quality of life. They work to make their communities as attractive as possible for that time when the prospect finally arrives.

Georgia Academy for Economic Development

Since it began in 1994, the Georgia Academy for Economic Development has graduated more than 3,500 leaders from its program. It’s a collaborative effort, with Georgia EMC, Georgia Power, the Georgia Department of Community Affairs (DCA) and Georgia Department of Economic Development (GDEcD) providing trained facilitation teams. DCA also provides an executive

director, and regional staff that handle meeting logistics.

Along with the economic development training comes another benefit—connections with leaders from other regions (and sometimes with people right next door). A group that came together during the original graduating class created the Altamaha River Partnership, a coalition that promotes nature-based tourism and sustainable economic development in 11 counties bordering the Altamaha River.

Another project from that first class led to the development of Georgia’s first true regional industrial park, says Pat Merritt. “The class participants were able to bring together all of the county commissioners of Appling, Bacon and Jeff Davis Counties,” says Merritt, “and, as if in a ‘perfect storm,’ they collectively created an agreement in which the three counties share the costs and benefits of the park.” Fram Renewable Fuels was the first tenant of Sweetwater Industrial Park.

“Economic development has changed a lot since I started. It overlaps with other disciplines, like community development, public policy, etc. We think about the role of universities in economic development. It’s a much larger, and more expansive field than it once was.”

– Todd Greene

Investing in Georgia’s research infrastructure

“When Gov. Miller was elected, we were entering a recession,” says Hank Huckaby. “Our revenues were decreasing almost monthly. We were not coming close to meeting the revenue estimates, so we were very much in a cutting mode, but we were able to work our way through it.

“Even during that time, Gov. Miller had a vision that we needed to grow this state economically. As we began to come out of the recession, the governor made a significant financial commitment to the Georgia Research Alliance (GRA), which was unique around the country,” says Huckaby. Several GEDA leaders were instrumental in forming GRA. “Gov. Miller made a commitment for the State to work hand in hand with the private sector and Georgia’s universities to bring

The Economic Development Process

Jack Talley remembers that people would come to see him because Georgia Power had resources to help communities. "They'd tell me, 'All we need is just one little old industry. It would set us up for a long, long time.' I heard that a lot," Talley says. "I'd say to them, 'Have you got an industrial park?' and they'd say, 'No, but Miss Johnson's got some land she said we could get any time we wanted.' And I'd say, 'But those people 30 miles down the road, they've got an industrial park that's got water and sewer and paved roads and a fire department that's ready to serve it, and a police department and sanitary facilities for it.' They'd pause, and then they'd say, 'Well, maybe we could get one of those.' And that would be the start."

Talley realized that he and other economic developers had to convince people that there is more to be done than just coming to the utilities, banks or the State's department of economic development, and asking for a new industry.

Talley says, "During that time, companies from the Northeast and Midwest were looking to relocate. Georgia was a right-to-work state; we had low taxes, a great climate, and hard workers. When the wave of industry was moving to this part of the country, the areas that were prepared were successful in attracting those relocations. And the most prepared were the most successful."

Talley continues, "One day after work I was having drinks with a fellow from my organization. I had a paper napkin in front of me, and I started drawing



ECONOMIC DEVELOPMENT PROCESS

on it. I said, 'What we are involved in is a process, a dynamic continuum of a process. Somewhere up the line you get the rewards, but you don't start there.'" He and his colleague continued talking, as Talley continued drawing. The result was the Economic Development Process, also known as the Talley Triangle. This graphic became the framework for a long-term community development initiative built on partnerships between government, business and education in Georgia's communities.

Talley adds, "This process begins with leadership at the local level. Nothing happens without leadership. After that, all sorts of things come into play. I wanted to help communities understand that if they want the reward, they have to build on a foundation."

to bear all the intellectual capital we had in this state on creating basic research, which in turn would create additional companies and commercialization opportunities in Georgia.

"The vision was to take our basic research talent, our skilled, brilliant faculty at our research universities especially, and take their research from the laboratories to the workbench, and commercialize their efforts and create new companies. We are at that point where we are beginning to realize the benefits of that investment in the Georgia Research Alliance and it's really going to make a tremendous difference in this state."

GRA has:

- brokered hundreds of "deals" on behalf of the state's research universities
- helped recruit scores of world-renowned

scientists, called Georgia Research Alliance Eminent Scholars®

- helped fuel the launch of more than 175 companies
- leveraged \$525 million in State funding into \$2.6 billion of federal and private investment

Creating Georgia's financial incentives

Georgia continues to attract successful companies due to a pro-business environment, a talented workforce, world-class infrastructure and unparalleled access to the world market. Over the years, GEDA has supported making financial incentives available to help companies reduce the risk of investing in new operations, including the incentives described on page 14.

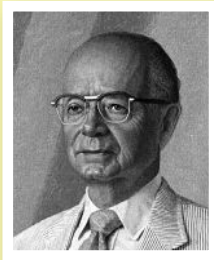
Georgia's Governors

Georgia's governors have a profound impact on economic development in two major ways. **Governors lead the Georgia Department of Economic Development (GDEcD)**, which is the sales and marketing arm of the state, responsible for bringing jobs and investment to Georgia. The governor leads domestic and international economic development missions, and "closes the deal" on major economic development projects. Georgia's governors have strengthened GDEcD's effectiveness as a professionally run organization, and have been diligent in supporting its marketplace and private sector orientation.

Governors are the state's leaders in preparing Georgia's communities through shaping the State budget and championing legislation to support economic development. The leadership of Georgia's governors during the past 50 years has been a critically important ingredient in Georgia's economic transformation.



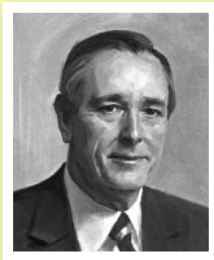
Carl Sanders
1963-1967



Lester Maddox
1967-1971



Jimmy Carter
1971-1975



George Busbee
1975-1983

During the administration of **Gov. Carl Sanders**, Georgia had the nation's No. 1 regional airport development program for four straight years. These airports make it possible for economic development prospects to reach rural areas around the state quickly. During Gov. Sanders's single term, 26 new vocational-technical schools opened in Georgia, the State Highway Department was reorganized, and the legislation that created MARTA was passed. He also appropriated more funds for campus construction than the University System had received in more than 30 years, including a network of new junior colleges.

Contrary to the expectations of many, **Gov. Lester Maddox** was considered reasonably progressive in racial matters as Governor. He appointed more African-Americans to government positions than all previous Georgia governors combined, including the first black officer in the Georgia State Patrol and the first black official to the State Board of Corrections. In addition, Gov. Maddox greatly increased funding for the University System of Georgia.

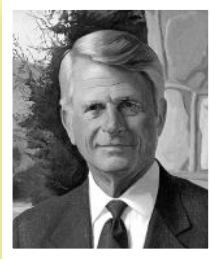
A major focus of **Gov. Jimmy Carter's** administration was educational reform. Gov. Carter redirected State funds to support vocational education, reduce class size, and equalize funding among school districts. He also launched a campaign that eventually led to the adoption of a statewide kindergarten program. Gov. Carter's visit to Japan in 1972 cemented the location of Georgia's first Japanese manufacturer later that year in Macon: YKK.

The policy initiatives of **Gov. George Busbee** were instrumental in Georgia's ascension to the international stage. His administration sponsored a law to allow international banks to operate in Georgia. By the end of Gov. Busbee's 2nd term, 16 international banks had set up operations in Georgia. The number of international companies calling Georgia home increased from 150 to 680 during his term in office.

continued...



Joe Frank Harris
1983-1991



Zell Miller
1991-1999



Roy Barnes
1999-2003



Sonny Perdue
2003-2011



Nathan Deal
2011-present

Gov. Joe Frank Harris focused on preparing the pipeline of educated work force that Georgia needed to succeed in the new knowledge economy, including the Quality Basic Education Act (QBE) for grades K-12. He created the Department of Technical and Adult Education, consolidating the vocational/technical institutes into one system (the first major step in creating today's technical education and workforce training system). He also redirected State funding to Georgia's research universities and launched the Georgia Research Consortium, which was a precursor to the Georgia Research Alliance.

Dave Garrett remembers when **Gov. Zell Miller** pulled him aside at a GEDA event in Statesboro and asked him to run the campaign to get the Lottery passed. "I said 'yes' because I was interested in transforming educational opportunities for Georgia students." The lottery referendum was a tough battle, with strong and organized opposition, but it passed. Garrett was the first chairman of the Lottery Board, from 1992 to 1994, and chairman of the Lottery Finance Committee from 2003 to 2007. "Many people have come up in the years since, and they tell me that their child was the first in the family to go to college, and it was because of HOPE," says Garrett. The Georgia Lottery Commission has transferred more than \$13.6 billion to the students of Georgia, allowing more than 1.4 million students to go to college in Georgia on HOPE Scholarships, and more than 1.1 million four-year olds to begin their education early in Pre-K.

By the 1990s, there was growing pressure from Georgia's African-American and business communities to remove the Confederate Battle Flag from Georgia's state flag. **Gov. Roy Barnes** built a coalition in 2001 that adopted a new design. Gov. Barnes funded the Yamacraw Initiative to increase information technology degree programs and research & development in Georgia's public colleges and universities. He also directed a large portion of Georgia's Tobacco Settlement funds to create the OneGeorgia Authority, which offers financial partnerships with rural communities to build strong economies, and the Georgia Cancer Coalition, which strengthened Georgia's cancer research capabilities.

Gov. Sonny Perdue created the Commission for a New Georgia, tasked with engaging private citizens from Georgia's business community to develop more efficient and cost-effective methods of providing government services. In 2008, the Pew Center on the States ranked Georgia among the best managed states in the nation.

In 2006, Gov. Perdue announced that Kia would build its first North American automotive assembly plant in the city of West Point, Georgia, creating more than 2,800 jobs at the plant and making a \$1.2 billion economic investment in the state.

Gov. Nathan Deal is midway through his first term in office, and already there have been game-changing economic development announcements for Georgia, including the locations of Baxter International and Caterpillar, Inc. In addition, the 2012 legislative session saw milestone legislation that enhanced and expanded Georgia's economic development incentives, which are increasingly important to recruiting and expanding companies.



Years of Economic Development in Georgia

New and Expanding Business



*Improved
Quality
of Life*

Economic development successes create jobs for Georgians. Those employees need homes, so residential development increases in the area, along with more commercial development – restaurants, hotels and local businesses.



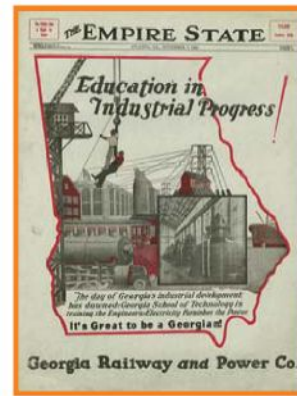


PEOPLE

- 1886** Henry W. Grady delivers his "New South" speech before the New England Society of New York.
- 1923** Atlanta Alderman William B. Hartsfield begins looking for a suitable site for an airport.

GIDA

- 1959** Walter Cates, Georgia Chamber of Commerce, brings together disparate and wary group of industrial developers to get acquainted, share mutual interest and start working together.
- 1960** The unnamed group of industrial developers begins meeting monthly for lunch, under the leadership of Cates and Penn Worden of the Georgia Chamber of Commerce.
- 1961** Worden organizes first economic development marketing trip for Georgia's statewide industrial developers (to New York).



(Pre-1963)

PROGRAMS

- 1785** University of Georgia incorporated by an act of the General Assembly, making Georgia the first state to charter a state-supported university.
- 1885** Georgia Tech established to expand Georgia's industrial sector.
- 1895** Cotton States and International Exhibition held in Atlanta.
- 1915** Georgia Chamber of Commerce established in Macon.
- 1920s** Forward Atlanta initiated.
- 1943** Georgia's first technical college founded (now named North Georgia Technical College).
- 1945** Georgia Ports Authority created by Governor Ellis Arnall. First big project: expansion of the Savannah Port.
- 1959** Georgia Chamber of Commerce holds first Red Carpet Tour. The idea evolves after chamber president John Dent, head of the Georgia Marble Co. in Cartersville, is invited on a similar tour in Minnesota, which was trying to convince his company to open a plant there. Penn Worden of the Georgia Chamber runs the tour for the next 25 years.

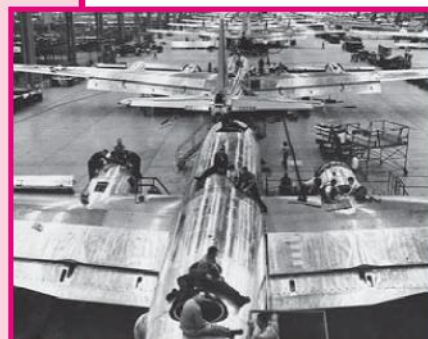
1963-1969

PROJECTS

- 1963** Procter & Gamble comes to Augusta
- 1964** Augusta Newsprint established in Augusta
- 1966** Braves and Falcons come to Atlanta
- 1968** Siemens Energy & Automation comes to Tucker

PROJECTS

- 1902** Georgia Railway and Electric Company formed
- 1909** Ford Motor Company opens Hapeville facility
- 1929** Therma Ceramics Inc. comes to Augusta
- 1929** Clark Thread Company comes to Georgia
- 1929** Goodyear purchases facilities in Cedartown, Rockmart and Cartersville
- 1936** International Paper comes to Savannah and Tifton
- 1938** Georgia-Pacific opens its Brunswick Mill
- 1941** Delta Air Lines announces move to Atlanta from Monroe, LA
- 1941** Plans announced for a \$15 million Bell Bomber plant (now Lockheed) in Marietta
- 1942** Gold Kist Poultry comes to Athens
- 1945** Cagle's established in Atlanta
- 1946** Star Dye (now Shaw Industries) established
- 1947** General Motors plant opens in Doraville
- 1947** Sweetheart Cup comes to Augusta
- 1950** Southwire established in Carrolton
- 1956** Buford Dam completed, creating Lake Sidney Lanier reservoir to preserve water resources for north Georgia and Atlanta
- 1957** Mohawk Industries established in Dalton and Calhoun



PROGRAMS

1968 Georgia General Assembly passes the Quick Start Training Program Law to supplement the technical training system, and jump start training for new, expanding and existing industry.

General Assembly creates an independent Board of Commissioners for the Georgia Department of Commerce, which provides a buffer between political forces and the department.

Georgia General Assembly passes a sales and use tax exemption on industrial machinery, an expansion incentive for companies.

U.S. Congress raises ceiling on industrial revenue bonds from \$1 million to \$5 million.

1969 Georgia General Assembly passes the Development Authority Law, allowing the formation of development authorities statewide.

PEOPLE-GIDA/GEDA CHAIRS

1970	H. Hearn Lumpkin	1975	Michael Easterly
1971	David C. Morgan	1976	Glenn Cornell, CEcD
1972	Allen D. Stephenson	1978	Robert H. Evans
1973	Col. Harold A. Dye	1979	Michael H. Lott
1973-1974	William O. Burke		

PROGRAMS

1971 The Georgia Chamber of Commerce originates the Georgia Occupational Award for Leadership (GOAL) in an effort to motivate students in Georgia's vocational-technical schools to seek training of a quality more appealing to industry.

1973 Georgia legislature passes the Territorial Electric Service Act, allowing utilities to compete across territorial boundaries for the first time. This results in a competitive advantage for Georgia economic development.

1973 Georgia Department of Industry & Trade opens offices in Brussels and Tokyo.

1976 Passage of enabling legislation for Freeport Inventory Tax Exemption.

1977 The state enacts legislation clearing the way for foreign banks to operate in Georgia. By the end of the decade, there are 15 international banks.

1970-1979



PROJECTS

1971	CIBA Vision opens in Duluth
1971	YKK USA comes to Macon (first Japanese company to locate in Georgia)
1972	Lucent Technologies moves to Norcross
1973	Amoco Fabrics & Fibers locates in Bainbridge
1976	Textron opens in Americus
1978	Delta Air Lines begins transatlantic service, Atlanta to London

PEOPLE-GIDA/GEDA CHAIRS

1964-1965	E. A. Yates, Jr.
1965-1966	F. Adrian Norton
1967	James H. Nutter
1967	Ross W. Hammond
1968	W. N. Galphin, Jr.
1969	Harold Diffenderfer

GIDA

1963 The informed group of industrial developers that began meeting in 1959 and now includes membership from 19 organizations names itself the Georgia Industrial Developers Association and adopts a constitution and bylaws, housed in the Georgia Chamber of Commerce.

1964 Eugene A. Yates Jr. elected first GIDA chair.

1966 GIDA completely revises its constitution and bylaws, creating the organization much as it is today, broadening membership to include occupations ancillary to industrial development, and adding office of vice-chair to existing offices of chair and secretary-treasurer.

1967 GIDA adds offices of first and second vice-chairs, and a full board of directors.

1967 First GIDA Annual Conference, in Atlanta.

GIDA

1971 GIDA opposes measure to eliminate the three percent sales tax exemption on production equipment.

1971 GIDA publishes first newsletter.



1972 GIDA begins sponsoring professional development scholarships to the Basic Industrial Development Course at Georgia Tech and to the Industrial Development School at the University of Oklahoma.

1973 GIDA begins its on-going support of one-stop environmental permitting.

1976 GIDA coordinates first international economic development mission for Georgia's statewide industrial developers.

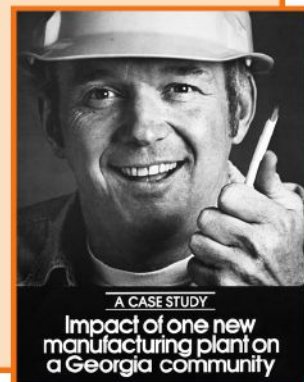
1976 GIDA names Louis W. Truman as first Honorary Life Member.

1978 GIDA sponsors first Annual Delegation to visit congressional delegation in Washington, D.C.

1978 GIDA begins its Volunteer of the Year Award program, in conjunction with the Southern Industrial Development Council.

1978 GIDA finances its first case study, "Impact of One New Manufacturing Plant on a Georgia Community," to help Georgia cities and counties analyze and appreciate the impact of new industry.

1979 GIDA presents recommendations on equitable industrial taxation to the Business Tax Subcommittee of the Georgia Tax Reform Commission.





PROJECTS

- 1980** Cable News Network (CNN) launches in Atlanta
- 1981** Pratt & Whitney locates jet engine manufacturing plant in Columbus
- 1982** Georgia Pacific headquarters returns to Georgia
- 1987** American Cancer Society relocates headquarters to Atlanta
- 1988** Frito Lay locates in Kathleen



PROJECTS

- 1990** Cooper Tire comes to Albany
- 1991** UPS relocates headquarters to Georgia
- 1994** Motorola Energy Systems locates in Lawrenceville
- 1996** TSYS invests \$500M in Columbus, adding 1,200 jobs
- 1997** Universal Alloy Corporation (UAC) locates in Canton
- 1999** Total System Services expands in Columbus



PEOPLE-GIDA/GEDA CHAIRS

- | | |
|-----------------------------------|--|
| 1980 James A. Steed, CEcD | 1985 Ron Robinson |
| 1981 James D. Hall, Jr. | 1986 Cliff McDuffie |
| 1982 James F. West, Jr. | 1987 Randy Cardoza |
| 1983 L. Thomas Murphy, Jr. | 1988 Sherman Dudley, CEcD |
| 1984 George Rogers | 1989 James L. Martin, Jr., EDFP |

1980-1989

1990-1999

PROGRAMS

- 1983** Georgia loses the Microelectronics and Computer Consortium project to Austin, Texas, identifying the need for Georgia's universities to collaborate on research projects, ultimately leading to the creation of the Georgia Research Alliance.
- 1984** Georgia Business Location Center, renamed the Georgia Resource Center in 1991, is established under the leadership and direction of Georgia Power in conjunction with the Georgia Department of Industry & Trade, the Georgia Research Alliance, Georgia Tech and the Municipal Electric Authority of Georgia.
- 1985** Special Investment Fund for infrastructure improvements created by Gov. Harris with \$500,000 initial funding.
- 1988** Passage of Seed Capital Fund constitutional amendment.

GIDA

- 1980** GIDA sponsors its first annual Spring Workshop, held in Tifton.
- 1980** GIDA begins recognition of distinguished professionalism, presenting the first H.W. "Rip" Wiley Award to Bob Evans.
- 1987** GIDA Incentives Committee report presented to the Governor and legislative leaders.
- 1987** GIDA co-sponsors familiarization tour of Japan with Japan Airlines.
- 1988** GIDA celebrates its 25th anniversary and creates a time capsule to be opened at the 50th anniversary celebration in 2013.
- 1989** GIDA moves to Georgia Department of Industry, Trade & Tourism; hires its first employee, Faye Amato, as part-time Executive Administrator.

PROGRAMS

- 1992** Passage of the Lottery for Education Act and the constitutional amendment, which jointly led to the formation of the HOPE Scholarship and 4-year-old Pre-Kindergarten programs.
- 1992** Launch of Georgia Partnership for Excellence in Education.
- 1993** "Operation Legacy," a public/private partnership led by Georgia Power, is the first program in Olympic history to leverage the Games for business development. In 1997 this program was turned over to the state to be managed by Georgia Department of Industry, Trade and Tourism, membership was expanded and renamed Georgia Allies.
- 1994** Passage of Georgia Business Expansion Support Act (BEST) - Georgia's first tax-based incentive, a collection of income tax credits and tax exemptions focused on new and existing industry. After passage, GEDA holds regional briefings to promote awareness and use of the incentive for economic development in Georgia.
- 1994** Georgia Chamber of Commerce holds first Fall Feather Hunt (later Georgia Quail Hunt).
- 1996** Intellectual Capital Partnership Program (ICAPP) launched - nation's first State University System economic development program.
- 1996** Manufacturers Appreciation Week begins.
- 1997** Passage of Georgia World Congress Center expansion, Enterprise Zones, Workers Compensation and Unemployment Insurance reform and local government Services Delivery Strategy legislation.
- 1997** Yamacraw Initiative was created to grow software/electronics industry in Georgia.



GEDA

- 2007** GEDA hires second president, Mike Pennington.
- 2008** GEDA elects first African-American Chair, Todd Greene.
- 2008** GEDA presents first Deal of the Year Awards to Development Authority of Monroe County (Rural), Valley Partnership (Regional), and Macon Economic Development Commission (Metro).

PROGRAMS

- 2012** Georgia General Assembly passes legislation to:
- eliminate the Sales and Use tax on energy used in manufacturing
 - strengthen Georgia open records laws regarding economic development
 - expand investment options for the Employees' Retirement System of Georgia
 - expand the Freeport Option to cover other business inventory
 - make significant additions to discretionary deal-closing funds
 - enhance statutory Job tax credits, Research and Development tax credits, Port tax credits, and Quality Job tax credits

2000-2010

PEOPLE – GIDA/GEDA CHAIRS

- 1990** Charlie Gatlin, CEcD
- 1991** M. Kevin Shea
- 1992** H. Wayne Hodges
- 1993** James H. Topple
- 1994** David C. Garrett, III
- 1995** Jones Hooks, CEcD
- 1996** Nancy Nolan, CEcD
- 1997** Randal Morris
- 1998** Martha Schoonmaker, CEcD
- 1999** Annie Hunt Burriss, CEcD

PROJECTS

- 2002** Pirelli Tire announces North American HQ in Rome
- 2006** Kia Motors comes to Troup County
- 2007** Allen's comes to Montezuma (two expansions in 2007 and 2008)
- 2008** Sewon Precision comes to Troup County
- 2010** Pilgrim's comes to Douglas
- 2011** Caterpillar comes to Athens
- 2012** Baxter International comes to Stanton Springs Industrial Park, developed by the Joint Development Authority of Jasper, Morgan, Newton and Walton Counties.



GEDA/GIDA

- 1993** GIDA becomes GEDA to reflect changing, more expansive nature of economic development.
- 1996** GEDA elects first female Chair, Nancy Nolan.
- 1997** GEDA launches annual legislative luncheons.
- 1997** GEDA hires first full-time president, Cullen Larson.
- 1997** GEDA presents first Volunteer of the Year Award to Vince Ciampa (Baldwin County)
- 1998** GEDA launches website.
- 1999** GEDA presents first Zell Miller Public Policy Leadership Award to Ray Weeks.

PEOPLE – GIDA/GEDA CHAIRS

- 2000** Timothy L. Martin, CEcD, EDFP
- 2001** David M. Luckie, CEcD, EDFP
- 2002** Willie M. Paulk
- 2003** Dennis Chastain
- 2004** Rick Duke, CEcD, EDFP
- 2005** Al Hodge
- 2006** Jim Finch
- 2007** Peggy Jolley, CEcD
- 2008** Todd Greene, CEcD
- 2009** Chris Clark, CEcD
- 2010** Pat Topping, CEcD
- 2011** Bob White, CEcD
- 2012** Misti Martin, CEcD



Investing in Georgia's logistics infrastructure

"Transportation is to Atlanta what gambling is to Las Vegas, or sunshine is to Miami Beach, or steel was to Pittsburgh," says George Berry. "It's what we have."

It has taken decades for Georgia to build its superior logistics infrastructure, and GEDA members have played an integral role in advocating and implementation. The ports at Savannah and Brunswick, two class-A railroads housed on-site at the ports, and the Hartsfield-Jackson Atlanta International Airport are evidence of Georgia's unrivaled logistics infrastructure. Georgia consistently ranks in the top five for its infrastructure and access to global markets.



By Sea

The creation of the Georgia Ports Authority in 1945 brought Georgia's two deep-water ports under the direction of an official state agency for their operations and development. Major improvements and expansions over the past 50 years have resulted in the:

- Largest single-terminal container facility in North America (Garden City Terminal at the Port of Savannah)
- Fourth-largest and fastest-growing container port in the U.S. over the past 10 years (Port of Savannah)
- Third-busiest U.S. port for auto imports (Port of Brunswick)

In 2011, Georgia's deep-water ports supported more than 350,000 jobs across the state, or one out of 12 jobs. They generated \$1.4 billion in state taxes and \$1.1 billion in local taxes, and nearly 8 percent of the state's total Gross Domestic Product (GDP).



By Air

The Georgians who built the Atlanta airport from a race track to an international airport created one of Georgia's greatest assets. "It's the single most often mentioned reason that a company makes a location decision to come to Georgia," says George Berry. "I was attracted to working at the airport not because I was into aviation," he says, "but because of the impact I felt the airport could have on economic development."

"Even back when I started working at the airport in 1969, tens of thousands of people were employed there. You could support a middle class lifestyle pitching bags out on the tarmac. And I knew that the development of a large international airport could move us a long way toward a per capita income that is equal to the national average."

Berry continues, "The passenger terminal built in 1961 was supposed to handle expansion needs for a generation, but the capacity was surpassed by the time I started working there eight years later. So we devised a plan for expanding the airport to handle the rapidly increasing traffic truly for a generation. We bought 1,200 acres to accommodate what you see out there now. Today, well over 50,000 people work there. And it's the father of our convention industry, in which almost 200,000 people work."

In addition to Hartsfield-Jackson Atlanta International Airport, there are more than 100 public use airports around the state. The administration of Gov. Carl Sanders led a state aid program that supplemented federal grants to improve existing local airports and fund new facilities. In 1964, Gov. Sanders transferred monies from the governor's emergency fund for construction of a new airport in Elberton, and the Georgia General Assembly began allocating funds to construct community airports.



“Having been deeply involved in the State’s industrial development efforts since 1952, we, and all the State’s full-time industrial development specialists, feel very strongly that the inducement offered by the 3% sales/use tax exemption on production machinery is vital to the State’s future growth and prosperity.”

– Excerpt from remarks to Gov. Carter prepared for GEDA Board member Allen Douglas (Vice-President of the Southern Railway System) on a proposed measure to eliminate the 3% sales tax exemption on production equipment for new plants and expansions, January 1971.

Freeport Inventory Tax Exemption

In the 1970s, Georgia was at a competitive disadvantage. Companies located in Alabama and South Carolina did not have to pay state and local property taxes on their inventory, while Georgia companies did.

Georgia’s economic development leaders decided to act in 1976, and for the first time, GEDA officers registered as lobbyists.

At least once a week for three months, GEDA officers testified in front of Georgia General Assembly committees with statistics showing that any revenue lost by the inventory tax exemption would be more than compensated for in taxation on new real estate transactions, buildings, investment in new equipment, wages and the multiplier effect of those investments.

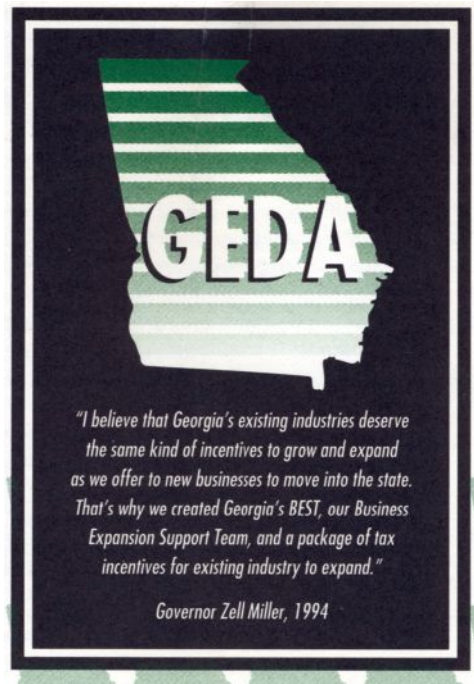
The law passed, enabling local governments to exempt inventory from taxes. The following year, an ad hoc committee was appointed to provide information to the cities and counties interested in holding a local option referendum to implement Freeport in their communities.

Today, most Georgia counties and cities have adopted the Freeport Exemption at some level. An expansion of the Freeport Exemption was passed in 2012 to allow local governments to exempt from local property tax any business inventory or real property not currently exempted, if voters approve in a local option referendum.

BEST legislation

In 1994, the Georgia General Assembly passed Georgia’s first tax-based initiative, the Georgia Business Expansion and Support Act (BEST). “BEST was monumental,” says Chris Clark. “It was a game changer at the time.”

BEST legislation created a collection of tax credit and tax exemption programs, including the Job Tax Credit, Investment Tax Credit, and Research & Development Tax Credit. The tax credit programs make it possible for companies adding jobs and investing in Georgia, either through a new location or an expansion, to earn tax credits to offset their state income tax for up to ten years. In addition, the purchase of specific items, such



as machinery used in manufacturing, could be exempted from sales and use tax.

“We were later than some of our competitor states in having statutory incentives to offer,” says Charlie Gatlin, “but we’ve continued to amend and update the incentive programs regularly.” GEDA supported the passage of BEST, as well as subsequent legislation to expand and improve it.

Staying competitive

As competitor states adopt new incentives, it’s an ongoing effort for Georgia to remain competitive. “Changes to update BEST, and the Mega Project Tax Credit (adopted in 2009) were instrumental in bringing NCR’s headquarters to Duluth, and bringing bioscience company Dendreon to Union City,” says Elmer Stancil. “The Quality Jobs Tax Credit (adopted in 2009, expanded in 2012) reflects a big shift toward focusing on high-paying, high-quality jobs, no matter where they are located geographically in the state.”

The elimination of the sales and use tax on energy used in manufacturing (passed in 2012) was one of several measures recommended by the Georgia Competitiveness Initiative, the strategic economic development plan developed under Gov. Deal. Stancil says that he contacted people he knew through GEDA to advocate for proposed legislation, including testifying on the impact that the passage of specific bills would have in their communities. “Legislation passed during the 2012 session was the result of five to six years of work,” he says.

The Economic Development Process

How we market Georgia's communities

GEDA members are the sales force for Georgia communities. They are the experts who can answer a prospect company's questions about services, taxes, labor pool and available sites and buildings. They have well-cultivated relationships with local officials and business leaders, and prepare them to be members of the economic development team.

Peggy Chapman remembers working with a county chairman who didn't know what to expect when they were about to host their first prospect. "We went to lunch one day, and I said, 'Earl, do you remember when you took Miss Jewel on your first date?' He said, 'Yep.' I said, 'You did everything you could so that you got the second date with her, didn't you?' He said, 'Yes.' I said, 'That's how you work prospects, you have to court them just like when you are dating someone. You want to do just enough so they come back and visit you again.' That resonated with him. When a new prospect would come for a site visit he'd say 'Well, here's our first date with them.'"

Specifically, GEDA helps economic developers in two ways:

- strengthening Georgia's economic development team; and
- fostering collaboration between economic developers and other professionals to better market Georgia.



Strengthening Georgia's Economic Development Team

Ashley Morris is a rarity. In May 2012, she graduated from Abraham Baldwin Agricultural College (ABAC) in Tifton with a Rural Studies major with a concentration in Economic Development.

"Until recently, colleges didn't teach economic development as a degree," says Todd Greene. "So GEDA has provided the link that we miss from an academic setting; an opportunity to integrate and understand our best practices, and to learn about new tools in economic development."

Morris, who is passionate about rural areas, says, "I was attracted by the impact that economic development can make in a community, to be able to see the jobs that you helped bring and the difference it makes in people's lives." Morris started her first job in August 2012 as Project Manager for the Liberty County Development Authority.

Examples of the varied career backgrounds of Georgia's economic developers:

- Nicole Ward had worked in marketing for the mall in Dublin, Georgia, but her position was eliminated after the property changed owners. Today she is Manager of Business and Industry for the Dublin-Laurens County Development Authority.
- Melissa Hamby, who is Economic Development Assistant for the Fannin County Development Authority, recalls how she started working in Economic Development. "I had worked in the Probate Court for 5 ½ years and needed a change. I was then transferred to work with Stephanie Scarce, Executive Director. I learn something new every day regarding Fannin County Economic Development. I have lived in Fannin County all my life and it is wonderful to know Fannin County in a different aspect."
- Keith McNeely had been a banker for 12 years before he accepted a job with the Athens-Clarke County affordable housing program. Today he is Director of Human & Economic Development for Athens-Clarke County.

Building a team that plays to win

Economic development is a competitive sport, and from the beginning, GEDA members recognized the importance of having a strong, trained economic development team to represent Georgia. GEDA has a three-pronged approach to keeping Georgia's economic development team competitive:

1. Developing and offering programs at monthly luncheons, annual conferences, and spring workshops

While most state associations meet an average of four times each year, GEDA comes together at least 10 times. Members agree: that's a key component of its success.

"When I was president of the Cairo-Grady County Chamber of Commerce, I joined GEDA not only to further my knowledge of economic development in the state, but also to meet people who could help our community grow," says Peggy Chapman. "GEDA is the only organization I know of that offers that opportunity to everybody.

"GEDA enables a free exchange of ideas among Georgia's economic developers. We can learn from each other."

– Cal Wray

Friendships, and fellowships, and just sitting at lunch together at GEDA meetings around the state, gave me an opportunity to pick the brains of people who were doing great jobs, and while not everything that they were doing would work in my community, much of it would."

"GEDA is a mechanism that connects us," says Anna Chafin. "A statewide project manager can see 10 of us from communities all around the state in 15 minutes at a GEDA luncheon. And those of us who work in local communities can connect with several statewide project managers quickly."

2. Providing scholarships to Georgia economic developers for a wide range of professional development opportunities

In 1972, GEDA began sponsoring scholarships to the Basic Industrial Development course at Georgia Tech, and to the Industrial Development School at the University of Oklahoma. In the past 15 years, GEDA has awarded 144 scholarships totaling \$104,000 for professional development to Georgia's economic developers.

GEDA scholarships may be used toward registration, travel and training at a number of courses and educational programs, or to help pay the cost of international business missions.

Two years after she began her first job in economic development, Peggy Chapman won a GEDA scholarship to attend the Basic Economic





GEDA Partners with Georgia Department of Economic Development

The Georgia Department of Economic Development (GDEcD) is the state's sales and marketing arm and lead agency for economic development. GDEcD connects with economic developers statewide through GEDA: GDEcD project managers are GEDA members and attend monthly luncheons, workshops and annual meetings. GDEcD staff are members of the GEDA Board of Directors and serve as committee chairs. GEDA is physically housed in GDEcD offices.

Development Course. "I was just as green as grass," she says. "I learned so much during that week at Georgia Tech. It was amazing to have the opportunity to sit in that room full of people who were able to give me so much advice on how I could go back and work in my community and make a difference."

Cal Wray used his GEDA scholarship toward a Fall 2012 marketing trip to Germany and the Czech Republic that included:

- 3 days at IZB Volkswagen supplier show
- Visits with companies that already have locations in Laurens County: Mage, Erdrich Umformtechnik, and Dinex Emission
- Prospect visits with Mage Solar's sister companies, as well as other companies and organizations

A GEDA scholarship also helped make it possible for Roger Harrison to travel to Korea, Japan and China. In addition to calling on business prospects, he visited with three companies that already had locations in Newton County: SKC, Bridgestone Golf, and Nisshinbo. "I believe in treating our existing companies like prospects," says Harrison. All three have expanded in Newton County since his visit.

"The Georgia Economic Developers Association is a critically important partner for the state's efforts to create good jobs for Georgians. GEDA helps build Georgia's economic development teams, and it equips our community leaders with the knowledge and skill sets necessary to keep our state competitive in the global marketplace."

– Governor Nathan Deal



3. Online learning and sharing best practices

GEDA makes it easy for members to learn from their colleagues. One of the most heavily used member benefits is GEDA's website (www.geda.org), which provides a library of resources, including many that were posted in response to members' requests for use in their communities.

Basic Economic Development Course

More than 2,800 economic developers have begun their professional journeys through the Georgia Basic Economic Development Course (BEDC) since it was started in 1967 by Georgia Tech and GEDA. The BEDC was the first of its type in the country, and draws attendees nation-wide.

Misti Martin says, "GEDA has long been an advocate for professional development. I attended Georgia Tech's Basic Economic Development Course within my first year as an economic development professional after receiving GEDA's BEDC scholarship. The knowledge gained from this course, coupled with the experience shared from GEDA members, helped me professionally and in return, made our community more effective in bringing good jobs to Georgia."

"I think of GEDA and its committee and leadership structure as a mini-Leadership Georgia. My experience in GEDA prepared me for a succession of leadership positions in Georgia."

– Chris Clark

Fostering Collaboration to Market Georgia

When a company considers a relocation or expansion, it looks for the place that offers what it needs to succeed. Georgia's economic developers are well-versed in what companies need, and make sure that the companies know what Georgia has to offer.

Through GEDA, Georgia's economic developers have a mechanism to work together on behalf of the state, to speak with "one voice" to prospect companies rather than presenting an unorganized, chaotic introduction to Georgia.

GEDA members are integral parts of many efforts to market Georgia for economic development, often through the organizations that they work for: Georgia Department of Economic Development, chambers of commerce, industrial development authorities, and more. Here are five key examples:

1. Georgia Chamber's Red Carpet Tour®



The Red Carpet Tour® has brought jobs and revenues to Georgia by raising Georgia's profile among business executives around the world since it began in 1959. GEDA

charter member Penn Worden organized the first Red Carpet Tour while he was lead representative with the Georgia Chamber.

Each invited business executive on the Tour is paired with a Georgia business leader who can give a first-hand account of what it's like to run a business in Georgia. Selected economic developers act as Tour hosts. Relationships begun during the four days of the Tour are nurtured afterwards, often leading to new investment in Georgia.

Tour participants visit different regions of Georgia each year, but dinner at the Governor's Mansion in Atlanta, and a day at The Masters® Tournament in Augusta are always on the agenda.

"The Red Carpet Tour helped raise Georgia's economic development game, as the communities who participated tried to outdo each other."

– H.G. Pattillo



The Red Carpet Tour has generated more than \$3.2 billion of investment for Georgia. More than 15,000 jobs have been created through the expansion or growth of Tour guest companies.

2. Georgia Chamber's Georgia Quail Hunt

The Georgia Chamber of Commerce invites a select group of business executives to southwest Georgia each February for the Georgia Quail Hunt.



The guests are paired with state hosts and local business leaders to experience Georgia's exceptional hospitality and natural beauty. The Georgia Quail Hunt (formerly the Fall Feather Hunt) showcases Georgia as a great place for the families of business leaders, as well as a great place for business.

Since 1994, guests of the Georgia Quail Hunt have invested over \$2.5 billion in Georgia and created more than 8,400 new jobs through corporate relocations or expansions.

3. Operation Legacy/Georgia Allies

"Operation Legacy was a Georgia Power project that used the Olympics as a springboard to expose key people to Georgia," says Nancy Nolan. "Operation Legacy invited site location consultants to see the whole state before the Olympics in a sort of a mini-Red Carpet Tour. The carrot was that they gave them tickets to the Olympics at the end of their visit. Operation Legacy brought Georgia lots more projects and exposure."

Annie Hunt Burriss was a program manager for Operation Legacy. She says that because of the relationships fostered through GEDA, Georgia

Power could tap into those connections to bring in the necessary players – universities, community leaders, and even Georgia Power’s competitors. “When we won the Olympics in 1990, Georgia Power president Bill Dahlberg went to see Billy Payne and A.D. Frazier, who had led



the effort to win the Olympics for Atlanta. Dahlberg said, ‘Why not use the process of building the Olympic facilities as a lure to bring site location consultants and CEOs here and show them around Georgia as a place that is good for them to do business?’ And they agreed.”

Operation Legacy focused on strategic industries that were a good fit for Georgia. It developed as a targeted industry recruitment program, for example, inviting companies in the automotive industry cluster segment and attracting 19 prospective companies to visit Georgia. Burriss says, “We sent an elegant box invitation with a menu of opportunities. The invitation said, ‘If you come to Georgia, we’ll make sure that you have several incredible VIP days where you’ll get to see the preparations for the Olympics, and get tickets for Olympic events.’ We invited 96 site location consultants, and 44 accepted.”

Operation Legacy’s success laid the groundwork for the Georgia Allies, a continuing partnership between state government and private corporations that performs statewide economic development. “I have people from all over the country ask me for the Georgia Allies ‘recipe’ because they want to replicate it in their states,” says Charlie Gatlin. “I have to tell them it isn’t that easy. Georgia Allies is built on long-term relationships and trust that has to be developed over time.”

Georgia Allies hosts a variety of programs targeted at Georgia’s existing industries, and



plays a major role in expanding Georgia's brand in global markets. It leads marketing initiatives and international missions to visit companies and recruit them to add operations in Georgia.

“One key to Georgia’s success – and GEDA’s success – has been our utility companies. AGL, Electric Cities of Georgia, Georgia EMC, and Georgia Power – their investment and involvement have been critical for Georgia’s growth. They make their project managers available, going out into the communities and building networks. They find the dollars when no one else can do it. And even though they are competitors, they work together to bring companies to Georgia.”

– Chris Clark

4. Bringing Realtors Together to Market Georgia to Prospects

Roy Cooper was a man with secrets. As head of the Atlanta Chamber’s economic development division for three decades, he was one of a very few who were trusted with the names of prospect companies considering metro Atlanta for relocation.

Residential real estate agents and relocation specialists Barbara Gunn (Harry Norman Realtors) and Peggy Neldner (Northside Realty) knew Cooper through GEDA, and came to him with an audacious plan. Even though they worked at competing companies, they would cooperate to help Georgia land the prospect. Only then would they compete for the relocation business. Another Georgia competitive advantage was born.

The pair worked together to encourage relocation specialists from other firms to join them, sharing research costs and staff resources. Gunn remembers one prospect visit in particular.

"In 1991, we took a group of executives on a bus tour of Atlanta. We didn't know it at the time, but later we learned it was UPS!

"The prospects were pleased because Georgia's representatives spoke with 'one voice,' something that was unheard of in other parts of the country," says Gunn. "The Georgia team made the prospect companies feel welcome and comfortable."



5. Recruiting International Investment

Many forces aligned in the mid-1970s to bring a new focus on international investment in Georgia. GEDA charter member Penn Worden coordinated Georgia's first international marketing trip for statewide developers in 1976. The delegation visited companies in Europe and included representatives from the Georgia Department of Economic Development, Georgia Power, Georgia EMC, Atlanta Gas Light, and the major banks serving Georgia at the time.

Jones Hooks says, "When I first got involved in economic development in 1987, we didn't worry that much about what was going on around the world. But when I was in Albany I realized that we needed to tap into the international market. Some people thought we were a little crazy, but they began to understand the impact of international business, both foreign direct investment and trade."

In 1987, GEDA and Japan Airlines co-sponsored a familiarization tour of Japan to help representatives from communities across Georgia learn more about the country's culture, history and business climate. In addition to business tours, luncheons and receptions in Osaka, Tokyo, Beppu and Kyoto, Georgia's 41 delegation members had substantial free time to pursue private business contacts.

"I went on an economic development mission to Japan in 1988, and it really opened my eyes," says Hooks. "Georgia was very forward thinking when it opened the first state office in Japan. Having an office in Japan was an unheard-of thing in economic development, but the investment soon began to pay off. So many Japanese companies began to look at Georgia, and friendships were developed that evolved into business opportunities.

"At that same time, consulates and international chambers of commerce began to open in Georgia, which created opportunities for Georgia's economic developers to be known in the international communities," says Hooks. "While in Albany, I worked through the international offices located in Atlanta, and traveled with the State internationally. It was clear that it was easier to be known as part of Georgia internationally, rather than as 'Albany, Georgia' so we teamed up with others from around the state."

According to Roy Cooper, "it was only after we got our international air service, starting in 1978, that we really moved to a different level and could compete with places that could be considered for a foreign-based company."

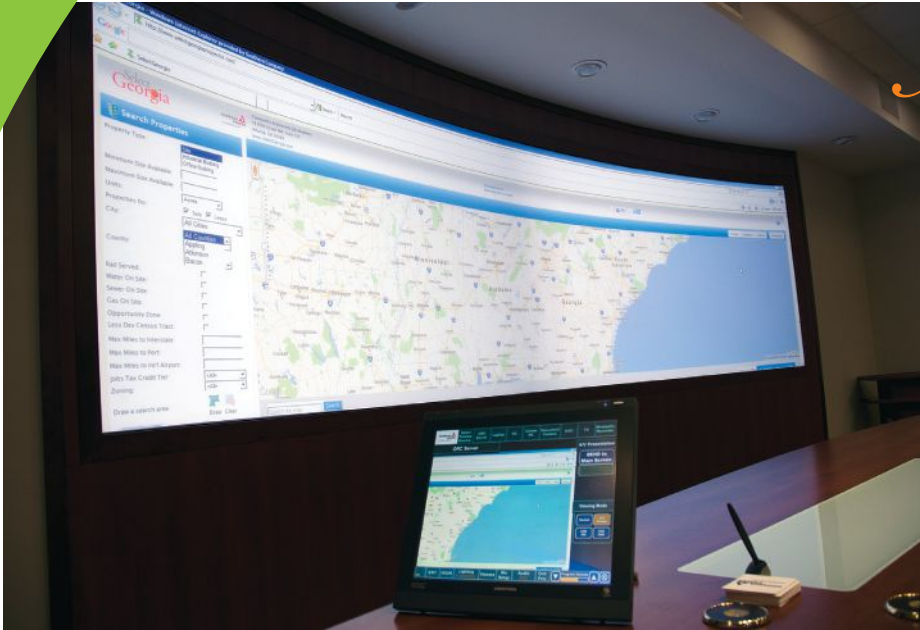
George Berry often would go on the inaugural flights as service began to a new destination. "When we arrived we'd see that travel agencies all over the city had displays about Atlanta and Georgia," he says. "We tracked the number of companies from each country in our state, and you could see the blip on the date that the international flights started there, because suddenly investors would find their way to Georgia because it was convenient, and they would stay here, and invest in our state and create jobs in our state."

The first Japanese company to locate a manufacturing plant in Georgia was YKK in Macon. Today, Japanese companies operate nearly 375 facilities in the state and employ nearly 20,000 Georgians.



Our Journey in Georgia

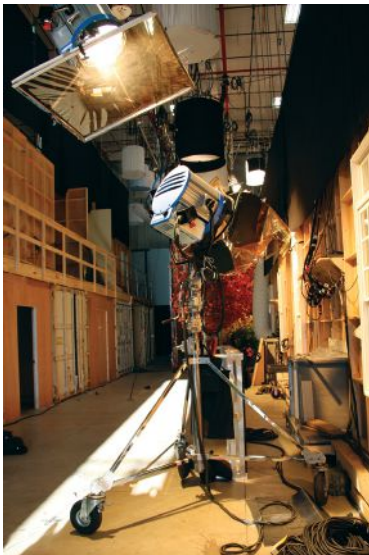
Where we are going



As the global economy evolves, economic development organizations will evolve to meet the changing needs of their communities.

“GEDA is delivering the message to communities around the state that a diverse economic strategy is important for Georgia’s future. In addition to the traditional approach of constructing spec buildings and technology parks, it’s important for communities to look at developing small businesses, film and tourism industries, and to help existing businesses prosper. GEDA provides a great discussion forum for economic development issues like this through its monthly speaker series, spring workshops, annual meetings and other networking opportunities.”

– Chris Cummiskey, Commissioner, Georgia Department of Economic Development



5 Trends for the Future

1. Working across political borders

County and state lines mean less and less to prospects, so economic developers work with their colleagues across political borders more often.

"In economic development, the 'product' we sell to business prospects is more than one community," says Daryl Ingram. "First, our product is the state of Georgia, because that's where so many policy decisions affecting business development are made. The next layer is the region, because of infrastructure and labor force. Prospects look at individual communities' unique assets after they are sold on the state and region."

Anna Chafin says, "Even though Caterpillar didn't locate in our county, we still talk about it with prospects. Having Caterpillar choose Georgia says that Georgia is a pro-business state." Many communities have joined together to form regional Joint Development Authorities for both marketing and incentive advantages. Chafin says, "The Baxter project straddles four county lines. And the Kia plant brought suppliers to and draws employees from Alabama as well as Georgia."

Another aspect of this growing regional focus is the ongoing effort to increase effectiveness and efficiencies in delivering governmental services. "We no longer need to live within one day's travel by mule to the county courthouse," says Annie Hunt Burriss, referring to the often-repeated story of why Georgia has 159 counties. "Our local governments frequently have to spend scarce resources in ineffective ways rather than investing them in the community. We must re-evaluate laws and political structures and decide if they are helping or hurting Georgians as we prepare for the future."

3. Working as a team

"Economic development is not an individual sport," says Jones Hooks, "it's a team activity. You have to know the players on your team: Quick Start, the local technical college, universities, permitting officials, nearly



2. Working proactively

Economic developers have to be more proactive than ever, going to where the businesses are and making sure that they are familiar with Georgia and what the state has to offer. "We call on companies and ask them, 'Who are your suppliers and where are they located? What can we do to make it easier for you to do business?'" says Cal Wray.

Our economic developers aren't waiting for prospects to find Georgia. "We all travel a lot more than ever before," says Renée Rosenheck, "and more of it is international travel."

Wray adds, "There was only one international mission from the start of the Dublin-Laurens County Development Authority in 1960 until 2005. We've had five international missions in the past five years." During that time, three international companies located in Dublin, and two of them were introduced to Georgia during the international missions.

every entity in state government, all the utilities, and the local industry with a special expertise or the local business that operates in the same country as the company you are prospecting. And GEDA, through the friendships that it fosters, breaks down the barriers that prevent competitors from cooperating."

As Daryl Ingram says, every person on the community team has a role in making economic development work. "The process requires all hands on deck – from the local and state level. It's incredible what that kind of teamwork can accomplish."

4. Supporting innovation

A state's capacity for innovation is critically important in a knowledge-driven economy. "Georgia is a leader in technology-based economic development," says Todd Greene. "The Advanced Technology Development Center (ATDC) business incubator at



Georgia Tech was founded more than 30 years ago, and has graduated more than 100 technology companies."

Hank Huckaby says, "Business development laboratories at our research universities are creating spinoff companies. Many of them are on the verge of really coming into their own,

and creating new jobs. They are beginning to attract investors from other parts of the country and other parts of the world, but we've got to find and grow our own investors in Georgia. You reach a point where capital is critical to moving to the next level for these companies, and there are other states and other parts of the world that are ready to attract those businesses to their shores. We don't want to see that.

"Georgia has made the heavy front-end investment, and we have to make sure we benefit on the back end. This is where the partnerships between universities, businesses, and our state government have to kick in. That's where the future is."

5. Continuing investment in Georgia

"We've been considered an economic development leader, especially in the Southeast. Is Georgia going to continue to lead, or are we going to let the other states pass us?" Chris Clark asks.

"Those are conscious decisions that the state has to make. If we want to continue to be the best, then we have to fund the universities and technical colleges. We have to finance our effort to build tourism in Georgia." Continued



investment in Georgia's logistics infrastructure —ports, roads, rail, airports—also is seen as critically important to the state's future.

"Our elected leaders and economic development leaders must make the case that these investments will pay long term benefits," says Clark. "Then we need the right professionals in place with the right networks so we can make things happen. If we aren't working together as a team, that's going to create a problem for us. It's the role of GEDA to help our communities work together."



GEDA and Georgia: The Next 50 Years

Employers looking for a place to relocate or expand can work with a well-established network of economic development professionals in Georgia. "GEDA provides an opportunity for economic development practitioners to interact seamlessly with policy makers, academics and others, to ensure that Georgia's economic development team has the best practices and policies to make our state successful," says Todd Greene. "I work across many states, and Georgia has a well-respected reputation in economic development, both nationally and internationally. GEDA has provided the foundation for that success for our state."

"GEDA is always changing with the times," says Misti Martin. "In economic development, 'normal' changes every day. GEDA has been able to respond to all of the changes in the economy, the state, and leadership. GEDA continues to respond to its members, and give them the information and tools that they need to be successful."

Celebrate

“50 years of building Georgia” with us in 2013!

2013 GEDA Events

(in Atlanta, unless otherwise noted)

January 30	Legislative Event
February 18	Monthly Luncheon
March 18	50th Anniversary Celebration Luncheon
April 15	Monthly Luncheon
May 15-17	Spring Workshop (Jekyll Island)
June 17	4th Annual Meet-the-Brokers Event
August 19	Monthly Luncheon
September 25-27	Annual Conference (Savannah)
October 21	6th Annual Site Location Consultants Panel
November 18	Monthly Luncheon

1963-2013

50 years later the reasons to join GEDA are still the same
Georgia Means Business – help bring business to your community
Georgia Means Quality of Life – help build your community to be a great place to live

Register for an event
or Join GEDA HERE



Georgia Economic Developers Association
75 Fifth Street, NW
Atlanta, GA 30308
404-962-4109
www.geda.org