MESSAGE FROM THE CHAIR

2019 will be a busy year for the Austin Chamber of Commerce. It will be the first year of implementation of Opportunity Austin 4.0, and we will be looking for ways to continue the success of our economic development strategy against increasing competition from regions around the country. The Texas Legislature will convene for its 86th Legislative Session, and issues affecting Austin and Central Texas will undoubtedly receive considerable attention - both good and bad. The efforts we will need to make in both these areas serve as reminders of how we need to work together as a regional business community.

This trip marks the Chamber’s 15th consecutive InterCity Visit, and it represents one of the opportunities we have to collaborate as a region. Central Texas is a great place to live and work, but we have many opportunities to make it better. I’m eager to learn how our peers in Atlanta are working through similar challenges such as affordability, workforce development, and mobility.

Austin has long struggled with defining the appropriate role of transit in our region, and a significant roads and rail ballot proposition was defeated in 2014. The Atlanta region also lost a transportation election in 2012. Since then, the Atlanta region has secured new mobility funding and developed innovative structures including rail, managed lanes, and other initiatives to expand regional transportation.

With more than 250,000 enrolled students, Metro Atlanta is a national leader in higher education. We need to expand higher education capacity in Central Texas, and Georgia Gwinnett College could be a good model. It’s the nation’s first four-year public college created this century.

Most of all, I look forward to getting to know each of you better and working together on our shared priorities at the Chamber next year.

C. Brian Cassidy
Locke Lord, LLP; Managing Partner- Austin Office
2019 Chair, Austin Chamber of Commerce
ATLANTA HISTORY

1839: Settlement of “Terminus” established
1847: Town of Atlanta incorporated
1851: Western and Atlantic railroad connects Atlanta to the Midwest
1864: Burning of Atlanta
1865: Atlanta University (later Clark Atlanta University) founded
1880: Atlanta surpasses Savannah as most populous city in Georgia
1885: Georgia Tech founded
1886: Coca-Cola introduced
1913: Georgia Tech evening college (now Georgia State) begins
1929: Martin Luther King, Jr born in Atlanta
1946: CDC founded
1960: Sit-ins begin at Rich’s during the Civil Rights Movement
1971: International flights begin at Hartsfield Airport
1973: Maynard Jackson becomes first black mayor of Atlanta
1979: MARTA begins operations
1980: CNN begins broadcasts
1996: Atlanta hosts the Summer Olympics
2002: Shirley Franklin becomes first female mayor of Atlanta

HAALA MODDELMOG
President and CEO, Metro Atlanta Chamber

Hala Moddelmog is a business and civic leader with more than 20 years in president and CEO roles. She also serves as a corporate director for two NYSE companies – FLEETCOR Technologies and Lamb Weston – and as a board member of several blue-chip nonprofit organizations.

As the first female president and CEO of the nearly 160-year-old Metro Atlanta Chamber, Hala works on behalf of FORTUNE 500 companies and SMEs in the country’s ninth largest metro region. Prior to joining MAC, Hala was president of Adby’s Restaurant Group, president and CEO of Susan G. Komen for the Cure, and the first woman to lead an international restaurant company as president of Church’s Chicken.

Hala’s current nonprofit boards include Georgia Public Broadcasting, Woodruff Arts Center, The Alliance Theatre and Georgia Tech’s Scheller College of Business.

Hala has a Master of Arts degree from the University of Georgia and a Bachelor of Arts degree from Georgia Southern University. She has attended executive education programs at Harvard Business School and Kelllogg School of Management. Georgia Southern University awarded Hala an Honorary Doctorate of Letters.

Session Information

Date: Sunday, October 28
Time: 12:00 pm
Venue: Metro Atlanta Chamber of Commerce
Sponsor: Locke Lord
REFLECT ON THE PAST, TRANSFORM THE PRESENT AND INSPIRE THE FUTURE

A Universal Declaration of Human Rights

In 1948, a set of basic principles were established and placed before the United Nations (UN) declaring the inalienable rights of all people around the world and attempting to document the lessons learned from past decades of violence and injustice. The Universal Declaration of Human Rights (UDHR) contains thirty articles, which serve as a set of principles for governments to use to remain accountable for their duty to protect the rights and freedoms of all people. All member states of the UN have signed an agreement in support of the UDHR.

About the National Center for Civil and Human Rights

The Center was first imagined by civil rights legends Evelyn Lowery and former United Nations Ambassador Andrew Young and was launched by former Mayor Shirley Franklin. The effort gained broad-based corporate and community support to become one of the few places in the world educating visitors on the bridge between the American Civil Rights Movement and the contemporary struggle for Human Rights around the world.

The mission of The National Center for Civil and Human Rights is to empower people to take the protection of every human’s rights personally. Through sharing stories of courage and struggle around the world, The Center encourages visitors to gain a deeper understanding of the role they play in helping to protect the rights of all people.

Reflect on the past, transform the present and inspire the future

The Honorable Shirley Franklin
former Mayor, City of Atlanta

Shirley Franklin was elected the first African American woman mayor of a major southern city in 2002 and served two-terms as Mayor of Atlanta until 2009. She serves as Executive Chairman of Purpose Built Communities, a non-profit consulting firm that works with local leaders to plan and implement a holistic neighborhood revitalization effort. She also serves as President of Clarke-Franklin and Associates, co-chair of the United Way of Metropolitan Atlanta’s Regional Commission on Homelessness, Chair of the National Center of Civil and Human Rights and on the Board of the Volcker Alliance and Purpose Built Schools Atlanta. Additionally, Franklin serves on the Boards of Mueller Water Products and Delta Air Lines.

From 2013 to 2016 Franklin served as the inaugural Barbara Jordan Chair in Ethics and Political Values at the Lyndon Baines Johnson School of Public Affairs at the University of Texas Austin and from 2010 to 2012 she served as visiting professor in Political Science at Spelman College.

During her eight years as Mayor, the city of Atlanta experienced unprecedented growth and afforded Franklin the opportunity to partner and collaborate with many local and regional leaders in addressing urban policy challenges, which included planning, economic development and infrastructure.

OA 4.0 Priority - Equity

At its core, Opportunity Austin is a program that supports job creation and economic prosperity. These are enduring objectives and outcomes that have and will continue to characterize the program’s reason for existence. Opportunity Austin will serve as a catalyst to promote and support:

1. an economy that is inclusive and innovative
2. a workforce that is educated and employed
3. communities that are affordable and accessible

This a region that creates opportunity for all.

ARTICLE 1

When children are born, they are free and each should be treated in the same way. They have reason and conscience and should act towards one another in a friendly manner.

ARTICLE 7

The law is the same for everyone; it should be applied in the same way to all.

ARTICLE 30

In all parts of the world, no society nor human being should take it upon her or himself to act in such a way as to destroy the rights which you have just been reading about.

Donald Byrd
COO, National Center for Civil and Human Rights

Byrd comes to The Center with twenty-five years of executive, finance, accounting, management and business development experience for domestic and international enterprises. Prior to joining The Center, he was the COO of one of Atlanta’s most active real estate development companies. His experience also includes managing all the financial and reporting functions for one of the largest real estate projects in China.

A native of North Carolina, his interest in the history of civil rights began in high school and continued through college as he was inspired by the story of the Greensboro Four and the sit-in movement. He has been a featured speaker and guest panelist at several seminars related to foreign investment in China. His extensive travel in the Far East, India and Europe has allowed him to experience how others are affected by limited civil and human rights.

Byrd received his Bachelor of Science in Accounting from NC A&T State University. He is a CPA and an alumnus of Leadership Atlanta.

Session Information

Date: Sunday, October 28
Time: 1:30 pm
Venue: Center for Civil and Human Rights
**ATLANTA BELTLINE: WHERE ATLANTA COMES TOGETHER**

First conceived as a 1999 master’s thesis by Georgia Tech student Ryan Gravel, the Atlanta BeltLine evolved from an idea, to a grassroots campaign of local citizens and civic leaders, into a robust new vision of an Atlanta dedicated to an integrated approach to transportation, land use, greenspace, and sustainable growth.

The Atlanta BeltLine is the most comprehensive transportation and economic development effort ever undertaken in the City of Atlanta and among the largest, most wide-ranging urban redevelopment programs currently underway in the United States.

**Project Highlights - key elements to be developed over the life of the Atlanta BeltLine Project:**

- 22 miles of pedestrian friendly rail transit
- 33 miles of multi-use trails
- 1,300 acres of parks
- 5,600 units of affordable housing
- 1,100 acres of brownfields remediated
- $10-20 billion in economic development
- 30,000 permanent jobs
- 48,000 one-year construction jobs
- Public art
- Historic preservation
- Sustainability

Atlanta BeltLine, Inc. (ABI) is managing the planning, design and implementation of all aspects of the project with partners in the public and private sectors. Approximately 3,000 acres of underutilized land along the corridor will become available for public and private redevelopment opportunities. Funding for the Atlanta BeltLine project comes from a combination of federal, state, local, and private sources.

(Source: Atlanta BeltLine)

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**OA 4.0 Priority - Land use**

Opportunity Austin supports the development of regional employment centers, implementation of an updated City of Austin land development code, and the Strategic Housing Blueprint that seeks to help workers stay in neighborhoods near employment centers. These serve as a foundation to encourage development patterns that help mitigate congestion and enhance mobility (i.e. corridor development, densification in targeted areas, planned mixed-use developments).

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**Session Information**

Date: Sunday, October 28
Time: 3:30 pm
Venue: Switchyards Downtown Club
Sponsor: Perkins+Will
HELPING ATLANTA GROW AND THRIVE

The Arthur M. Blank Family Foundation

The Arthur M. Blank Family Foundation promotes positive change in peoples’ lives and builds and enhances the communities in which they live. The foundation seeks innovative solutions that enable young people, families and communities to achieve results beyond what seems possible today.

Formed in 1995, the Blank Foundation has invested more than $360 million in early childhood development, education, green space, community transformation, and the arts, and leads giving programs for each of the Blank Family of Businesses, including the Atlanta Falcons, PGA TOUR Superstore, Mountain Sky Guest Ranch and Atlanta United.

In 2014, the foundation created the Westside Neighborhood Prosperity Fund, a $30 million long-term commitment to invest in catalytic projects to ignite positive change and transform both people and place in Atlanta’s Westside communities. To date, more than $15 million of the $30 million has been distributed to projects focused on housing, educational opportunity, crime and safety, health, and civic empowerment. (Source: The Arthur M. Blank Family Foundation)

Invest Atlanta

Invest Atlanta is the official economic development authority for the City of Atlanta. Its mission is to advance Atlanta’s global competitiveness by growing a strong economy, building vibrant communities, and increasing economic prosperity for all Atlantans.

Invest Atlanta creates programs and initiatives focused on developing and fostering public-private partnerships to accelerate job creation/economic growth, neighborhood revitalization/investment, and innovation/entrepreneurship.

Invest Atlanta’s economic tools include:
- bond financing
- revolving loan funds
- housing financing
- tax increment financing
- tax credits

Since 2010:
- 45,200+ jobs created
- $17.6B economic impact
- 4,974 units of affordable housing

(Source: Invest Atlanta)

OA 4.0 Priority - Affordability

Opportunity Austin will seek commitments from regional partners to advance an Affordability Agenda that ensures adequate housing stock is supplied for the region’s existing and prospective future workforce, encouraging incentives and removing regulatory barriers to developments that meet the needs of the workforce and the objectives of the communities in Greater Austin.

Dr. Eloisa Klementich
President & CEO,
Invest Atlanta

Economic development expert Eloisa Klementich has spent the last two decades solving complex problems at the city, state and national levels. Currently, Klementich is president and CEO of Invest Atlanta, the City of Atlanta’s economic development authority. Before coming to Invest Atlanta, Eloisa served as special assistant for economic development at the U.S. Economic Development Administration in the Office of the Secretary. She served as California’s assistant deputy secretary for economic development and commerce and has held various roles with city governments, including as a consultant for Mexico’s President Vicente Fox.

Eloisa holds a bachelor’s degree from Pitzer College, as well as master’s degrees in urban planning and Latin American affairs from the UCLA, and an MBA from el Instituto Tecnológico de Monterrey. She received her doctorate degree in public administration from the University of LaVerne.


Frank Fernandez
Vice President,
Arthur M. Blank Foundation

Frank joined the Foundation in February 2014 to lead and implement the Westside Neighborhood Prosperity Fund. Frank served for eight years as the Executive Director of Green Doors, a non-profit group devoted to transforming lives and neighborhoods for people in need in the Austin metro area. Previously, Frank served as Deputy Director of PeopleFund and as a public sector financial analyst for Salomon Smith Barney in New York City.

He is the co-founder of HousingWorks and led the successful 2006 campaign to pass $55 million in bonds to support affordable housing in Austin. Frank has also engaged on transportation issues serving on the Board of Capital Metro, as a former chair of the Alliance for Public Transportation, and as a former board member of CAMPO.

Frank holds a BA in Philosophy from Harvard University and an MPA. from the LBJ School of Public Affairs at the University of Texas.

Session Information

Date: Sunday, October 28
Time: 6:30 pm
Venue: Mercedes Benz Stadium
Sponsor: Netspend
EXPANDING TRANSIT

Regional mobility election history

1971: Fulton and DeKalb counties passed a 1% sales tax increase to pay for MARTA; Clayton and Gwinnett counties rejected the tax in the referendum.

2012: 10-county region rejected $7.2 billion plan and a proposed 10-year, 1% sales tax increase

2014: Clayton county passed a 1% sales tax increase to join MARTA

2016: City of Atlanta passed two initiatives - $300 million for local projects and $2.5 billion for MARTA expansion within the city

The ATL

On May 3, 2018, Georgia Governor Nathan Deal signed HB 930, legislation that creates the state-level Atlanta-region Transit Link Authority (the ATL), which provides a new structure for coordinated transit planning and funding for the 13-county metro Atlanta region. The ATL will be responsible for developing a Regional Transit Plan, as well as identifying and prioritizing the projects and initiatives required to develop region-wide transit. The regional transit legislation provides flexibility and autonomy for member counties, who must “opt in” to any specific project or funding mechanism.

The legislation, sponsored in the House by Representative Kevin Tanner and in the Senate by Senator Brandon Beach, provides projects and initiatives required to develop region-wide transit. The regional transit legislation provides flexibility and autonomy for member counties, who must “opt in” to any specific project or funding mechanism.

MARTA: Metropolitan Atlanta Rapid Transit Authority

- Construction began on MARTA’s heavy rail system in 1975
- Since opening in 1979, MARTA has made over 5 billion trips carrying passengers by bus and rail.
- MARTA provides reliable transit to more than 500,000 people every weekday.
- Rail service involves over 338 rail cars capable of carrying passengers to any of 38 stations.
- MARTA reduced emissions by 95% in 347 of its buses by using compressed natural gas.
- MARTA provides complete mobility service, including a fleet of 173 lift vans.
- More than 550 buses provide service along 1,439 miles of road on 101 routes.
- MARTA operates the four-car, 12-stop Atlanta streetcar system

MARTA provides flexible and autonomous projects statewide, including the Atlanta region — the most significant state investment in transit in Georgia history.

(Source: Atlanta Regional Commission)

The Honorable Brand beach
Senator, State of Georgia

Brandon Beach was named Executive Director of the North Fulton Community Improvement District (CID) in January 2018. Prior to joining the North Fulton CID full time, Beach spent the previous 15 years as the President of the North Fulton CID and President & CEO of the Greater North Fulton Chamber of Commerce.

Beach was also elected to the State Senate in 2013. He represents District 21 which includes portions of Cherokee and Fulton counties. Senator Beach is the Chairman of the Transportation Committee. He is also a member of the Economic Development, Higher Education and Science and Technology committees. Senator Beach served as the Chairman of the Public Private Partnership (P3) Committee. Under his leadership, the P3 Committee was able to acquire key local transportation projects approved for Cherokee and North Fulton.

Beach received an undergraduate degree from LSU and an MBA from Centenary College. He was thrilled to welcome his first grandchild, Madison, in early 2018.

Jeffrey Parker
GM/CEO MARTA

Parker was named General Manager/CEO of the Metropolitan Atlanta Rapid Transit Authority [MARTA] in March 2018, joining the organization after serving as a vice president of HNTB Corporation. Parker was appointed as the Commissioner of the Connecticut Department of Transportation in 2010 by then Governor Jodi Rell after serving as MARTA’s Senior Director, Transportation Operations.

Parker began his transportation career in 1985 with the Massachusetts Bay Transportation Authority, where he rose from serving as an intern to the Chief, Operations Control Center and Training. After a stint with Parsons Corporation, Parker returned to the Massachusetts Bay Transportation Authority as the Director of Subway Operations and Rail Vehicle Engineering from 2000 to 2005.

Parker has served on the Board of Directors for several major transportation organizations including the American Association of State Highway and Transportation Officials, the Bradley International Airport and the I-95 Coalition. In Georgia, Parker has been a member of the board of directors of the Georgia Chamber of Commerce, the Georgia Transportation Alliance, Central Atlanta Progress and the Greater North Fulton Chamber of Commerce.

Parker graduated Cum Laude from Northeastern University with a Bachelor of Science in Computer Science

OA 4.0 Priority - Mobility

Opportunity Austin proposes to pursue a three-pronged approach to congestion relief in Greater Austin, emphasizing the roles of infrastructure investment, development patterns, and workplace policies and human behavior. OA will advocate for necessary transportation infrastructure investments, help identify opportunities for next generation transportation technology deployment, educate the public regarding the role of development patterns in mobility, and promote changes in workplace policies and human behavior to improve mobility.

Session Information

Date: Monday, October 29
Time: 7:45 am
Venue: Four Seasons Hotel
Sponsor: HNTB

(Sponsored by: HNTB Corporation.)

Jeffery Parker
GM/CEO
MARTA

Parker was named General Manager/CEO of the Metropolitan Atlanta Rapid Transit Authority [MARTA] in March 2018, joining the organization after serving as a vice president of HNTB Corporation. Parker was appointed as the Commissioner of the Connecticut Department of Transportation in 2010 by then Governor Jodi Rell after serving as MARTA’s Senior Director, Transportation Operations.

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Parker graduated Cum Laude from Northeastern University with a Bachelor of Science in Computer Science.

(Sponsored by: HNTB Corporation.)
IMPROVING REGIONAL MOBILITY THROUGH
STATE-LOCAL PARTNERSHIPS

Many Functions, One Team

• SRTA: State Road and Tollway Authority operates tolled transportation facilities within Georgia
• Peach Pass: SRTA manages the collection of tolls on Georgia’s Express Lanes System
• GRTA: Georgia Regional Transportation Authority addresses mobility and air quality in metro Atlanta
• GTIB: Georgia Transportation Infrastructure Bank is a revolving infrastructure investment fund that provides loans to state, regional and local government to fund local projects
• Xpress operates 27 express bus routes in 12 metro Atlanta counties that carry more than 1.8 million passenger trips annually

Chris Tomlinson
Executive Director, SRTA

Christopher Tomlinson serves as the Executive Director for the State Road and Tollway Authority (SRTA), the Georgia Regional Transportation Authority (GRTA) and as Interim Executive Director of the newly created Atlanta-region Transit Link Authority (the ATL). In his combined executive leadership roles, Mr. Tomlinson leads three state level authorities whose shared missions are focused on improving mobility in Georgia by providing reliable, innovative transportation solutions to Georgia motorists and transit commuters.

Mr. Tomlinson sits on the Board of Directors for the Metropolitan Atlanta Rapid Transit Authority (MARTA) and the International Bridge, Tunnel and Turnpike Association (IBTTA), where he currently serves as First Vice President. He also serves as his agencies’ primary liaison to the Georgia Department of Transportation’s (GDOT) Public Private Partnership (P3) program.

Prior to his current roles, Mr. Tomlinson served as Deputy Executive Director and General Counsel for SRTA. In this role, he was responsible for day-to-day operations and legal issue management. Prior to joining SRTA, Tomlinson served as General Counsel for several state agencies, including GDOT, the Georgia Technology Authority and the Georgia State Financing and Investment Commission, where he also served as Deputy Director for the Construction Division.

Session Information

Date: Monday, October 29
Time: 9:00 am
Venue: Four Seasons Hotel
Sponsor: HDR
CREATING A SENSE OF PLACE FOR INNOVATION

About Midtown

- $5B of new investment since 2000
- “heart of the arts” in the Southeast with more than 6.1 million visitors each year to cultural arts facilities
- 20,000 residents and 70,000 daily workers

Created in 1978, Midtown Alliance is a non-profit membership organization and a coalition of leading business and community leaders committed to Midtown as a destination for commerce, culture, education and living. Established in the spring of 2000, the Midtown Improvement District (MID) is a self-taxing district created by Midtown commercial property owners to augment public resources and catalyze economic growth. The MID is funded by Midtown property owners through a special assessment paid on commercial property. The annual millage rate, currently set at 5 mils, is voted on by the MID Board each year.

(Source: Midtown Alliance)

Tech Square

Located in Midtown Atlanta, Tech Square has the highest density of startups, corporate innovators, and academic researchers in the entire southeastern United States offering proximity to and interaction with labs, venture capitalists, and Georgia Tech students. Announced in 2000 and opened in 2003, Tech Square now features innovation centers for well-known companies such as Panasonic, ThysenKrupp, AT&T, Home Depot, Coca-Cola, Delta Air Lines, and Boeing.

(Source: Georgia Institute of Technology)

Community Improvement Districts

Community Improvement Districts have been established across the City of Atlanta for the "provision, acceleration, supplementation and enhancement of the following governmental services and facilities:

- Construction and maintenance of city streets
- Parks and recreational areas and facilities
- Stormwater and sewage systems
- Development, storage, treatment, purification and distribution of water
- Public transportation
- Terminal and dock facilities and parking facilities
- Such other services and facilities as may be provided for by general law.

(Source: City of Atlanta)

Kevin Green
President and
CEO, Midtown Alliance

Kevin Green joined Midtown Alliance in July 2011. Kevin was previously Executive Director of The Clean Air Campaign, a Georgia non-profit working in partnership with transportation management associations and more than 2,000 public and private employers, schools and universities to implement programs to improve air quality and reduce traffic. Prior to that, Kevin was Vice President of Environmental Affairs with the Metro Atlanta Chamber of Commerce, where he worked to implement initiatives to improve water resource stewardship, air quality, transportation and land use and development. Kevin also practiced law in Atlanta for 10 years, most recently as a partner with Andre, Blaustein & Green, LLP.

Kevin has been named one of the “100 Most Influential Atlantans” by the Atlanta Business Chronicle for the last 6 years. Kevin graduated from James Madison University in 1986 and holds a law degree from Emory University.

Greg King
Associate Vice President, Georgia Tech

Greg King serves as Georgia Tech’s Associate Vice President for Economic Development, responsible for developing key relationships that leverage the Institute’s strengths in education, research, and innovation. Working closely with corporate partners, Greg assists their innovation, technology and business teams in creating meaningful engagements across campus. In support of the state’s recruitment and economic development efforts he identifies and mobilizes the university resources most relevant for those companies considering relocation in Georgia. He and his team also continue to work with these companies after location to establish comprehensive campus-wide partnerships.

Greg previously served as an officer in the United States Navy, where his experience spanned over two decades and included a range of demanding executive, staff, and operational assignments worldwide. He holds a Bachelor of Science in Industrial Management from Georgia Tech and a Masters in Economics from the University of Oklahoma. He was also part of the Fulbright International program representing university-industry collaboration and economic development working with universities in Germany and France.

Greg is a certified economic developer (CEcD) and member of the Board of Directors for the Association of University Research Parks (AURP).

Session Information

Date: Monday, October 29
Time: 10:15 am
Venue: The Garage
Sponsor: Concordia University

OA 4.0 Priority - Innovation

Opportunity Austin will develop and advance an innovation agenda that supports the continued evolution, growth, and diversification of the Greater Austin economy through activities including:

- Develop a continuum of care for the Austin A-List
- Implement intentional outreach to high-growth firms
- Heighten engagement and influence among startups and innovators
- Recruit gazelles from their startup locations

(Source: Concordia University)
VENUES MAP

ITINERARY

Sunday
October 28

7:25 AM
Group Flight Departs Austin

10:35 AM
Group Flight Arrives Atlanta

12:00 PM
Welcome and Overview of Metro Atlanta

1:30 PM
Leading Equity and Opportunity for All

3:30 PM
The BeltLine: Where Atlanta Comes Together

5:15 PM
Check In & Hospitality Suite

6:30 PM
Civic Strategies to Improve Affordability and Reduce Displacement

8:45 - 11:00 PM
Hospitality Suite

Monday
October 29

7:45 AM
Improving Mobility for Regional Competitiveness

9:00 AM
Connecting the Region Through Transit

9:00 AM
Innovations in Mobility

10:15 AM
Creating a Sense of Place for Innovation

NextGen Economy: Funding and Ideas

12:30 PM
Collaboration for Regional Success

2:30 PM
Expanding Higher Education Capacity

5:00 - 6:15 PM
Hospitality Suite

7:00 PM
Atlanta: A Global Destination

8:45 - 11:00 PM
Hospitality Suite

Tuesday
October 30

8:00 AM
Metro Atlanta: Vision and Priorities

9:30 AM
Building Communities with Purpose: Education as Community Development

11:00 AM
Public-Private Partnerships for Healthier Communities

12:30 PM
Wrap Up: Lessons Learned and Future Opportunities

2:00 PM
Buses depart for Atlanta airport

4:50 PM
Group Flight Departs Atlanta

6:15 PM
Group Flight Arrives in Austin
CONNECTING TALENT, IDEAS, AND CAPITAL

Georgia Technology Facts
• 20,000+ tech companies
• 300,000 tech employees
• Average tech wage: $85,681
• Software and IT represent about half of tech jobs
• Top 6 Venture Capital market
• $1.68 billion venture capital invested
• $3.99 billion total capital invested (includes VC, private equity, angel funding)
• 80 venture capital deals
• 269 total capital deals

Capital Investment in Georgia, 2003-2017

David Cummings
Co-Founder, Atlanta Tech Village
David is passionate about tech startups and entrepreneurship. He is the co-founder of the Atlanta Tech Village (103,000 sq ft tech entrepreneurship center), Pardot (Inc. 500), sold to ExactTarget/Salesforce.com, Hannon Hill (Inc. 500), Rigor (Inc. 500), SalesLoft [raised over $75M in capital], Terminus [raised over $25M in capital], and several more. After selling Pardot, he was named the Ernst & Young Entrepreneur of the Year winner and one of the 100 Most Influential Atlantans by the Atlanta Business Chronicle.

David is a member of YPO Southern 7, Atlanta Rotary, on the board of the Metro Atlanta Chamber, and on the board of the Buckhead Coalition. A native of Tallahassee, Florida, David earned a Bachelor of Science degree in economics from Duke University and an honorary doctorate from Mercer University. David blogs regularly at DavidCummings.org and tweets at @davidcummings.

Jennifer Sherer
Director, Entrepreneurship & Innovation Institute
At Georgia State University, The Institute is focused on expanding an innovative and entrepreneurial culture inclusive of all students, faculty, staff, alumni and the external community to advance innovative ideas, create new enterprises and transform existing businesses and organizations.

Previously, Jennifer was the Vice President of Innovation and Entrepreneurship for the Metro Atlanta Chamber and served as the Executive Director of Southeast BIO (SEBIO), a regional non-profit organization that fosters the growth of the life sciences industry in the Southeastern US. Companies participating in SEBIO have gone on to raise over $2.5 billion in public and private funding.

After graduate school, Jennifer joined the Office of Technology Transfer at Emory University as a licensing associate responsible for assessing intellectual assets for advancement, developing marketing strategies, and generating commercialization plans for technologies generated by university researchers.

She earned a PhD in Molecular Physiology and Biological Physics at the University of Virginia and a BS in Biochemistry at Lehigh University.

Session Information
Date: Monday, October 29
Time: 11:00 am
Venue: The Garage
Sponsor: Concordia University

Jonathan Goldman
Founder, Genesis Capital
Specializing in enabling family owned businesses, private companies and public corporations to achieve their most important strategic and financial objectives, Jonathan has completed a variety of transactions including mergers, acquisitions, divestitures, recapitalizations, leveraged buyouts, going private transactions, restructurings, initial and secondary public offerings of equity, debt financings and derivative hedging transactions.

Jonathan received a B.B.A. in Finance and Marketing from the University of Texas in Austin.

(source: Technology Association of Georgia)
Sharon Mason started as President & CEO of the Cobb Chamber in January 2018. Mason has more than 16 years of chamber and non-profit leadership experience, including more than the past decade at the Cobb Chamber where she held five different leadership positions and most recently as the COO. Prior to the Cobb Chamber, she worked at both the Birmingham Regional Chamber and the American Cancer Society.

Sharon Mason
CEO, Cobb Chamber of Commerce

Andrew Greenberg, executive director of the Georgia Game Developers Association, is best known for designing computer games and roleplaying games. He also serves on the boards of the Georgia Film, Music and Digital Entertainment Commission; the Decide DeKalb Development Authority; the Atlanta Regional Commission Workforce Development board; and other professional and corporate organizations. He chairs the DeKalb County Entertainment Commission. A fellow with the Mythic Imagination Institute, Andrew is also founder and organizer of the Southern Interactive Entertainment and Games Expo (SIEGE), the largest professional game development conference in the South. His most recent computer game is Noble Armada: Lost Worlds.

Andrew Greenberg
Chair, DeKalb Entertainment Commission

Andrew Greenberg

Nick Masino is the Chief Economic Development Officer at Partnership Gwinnett in Duluth, Georgia. Masino has served in this key leadership role for the past ten years and oversees the business recruitment and retention efforts for Gwinnett, as well as the implementation of the Partnership Gwinnett Strategy. To create this community-focused economic development (ED) organization, Partnership Gwinnett, Masino worked with public and private leadership to commission ED studies in 2011 and 2016, and spearheaded the implementation efforts of the initial plan in 2007—which brought approximately 250 company expansions or relocations, over 13,000 jobs and more than $1,000,000,000 in investment to Gwinnett.

Nick Masino
SVP, Gwinnett Chamber of Commerce

Ashley Morris Varnum is a Senior Project Manager on the Advanced Manufacturing and Durable Goods team at the Georgia Department of Economic Development (GDEcD). Varnum primarily focuses on manufacturing projects and business recruitment efforts for targeted innovative industries. During her time at GDEcD, Varnum has supported many companies including GE Digital, Honeywell International, Boston Consulting Group, Flexport and Coyote Logistics. Varnum also works to support GDEcD’s overall efforts to attract jobs and investment to the state.

Ashley Morris Varnum
Varnum; Georgia Dept of Economic Development

Session Information
Date: Monday, October 29
Time: 12:30 pm
Venue: The Estate
Sponsor: Greater San Marcos Partnership

Partnersing for Regional Economic Success

OP 4.0 Priority - Regional centers
Opportunity Austin will advance the purposeful establishment of additional innovation districts and employment centers around the region. A network of regional employment centers could provide greater choice for prospective businesses and workers throughout the region, while also encouraging development patterns (notably denser, mixed-use developments) that support clustering, improve the viability of transit connectivity, and provide a host of other benefits.

Andrew Greenberg
Chair, DeKalb Entertainment Commission

Sharon Mason
CEO, Cobb Chamber of Commerce

Nick Masino
SVP, Gwinnett Chamber of Commerce

Ashley Morris Varnum; Georgia Dept of Economic Development
EXPANDING HIGHER
EDUCATION CAPACITY

Higher Education in Metro Atlanta

- 57 colleges and universities
- Almost 1,800 distinct programs of study at the associate’s, bachelor’s, master’s, doctorate and professional levels
- More than 250,000 students enrolled each year
- 7th in student enrollment among America’s largest urban areas
- 6th in annual college graduates (at the bachelor’s level or higher)
(Source: Atlanta Regional Council for Higher Education)

Georgia Gwinnett College

In 1994, Gwinnett County was the largest county east of the Mississippi without a four-year college. So Gwinnett County leaders purchased 160 acres of land and designated it specifically for the development of a college campus. GGC opened its doors in 2006 as the first four-year college founded in Georgia in more than 100 years, and the first four-year, public college created in the U.S. in the 21st century. What was once rolling terrain has become a metropolitan college campus of about 12,000 students. Georgia Gwinnett College is a member of the University System of Georgia.
(Source: Georgia Gwinnett College)

Dan Kaufman
President & CEO, Gwinnett Chamber of Commerce

Dr. Daniel J. Kaufman is President and Chief Executive Officer of the Gwinnett Chamber of Commerce, a position he has held since July 2013. The Gwinnett Chamber is one of the largest suburban Chambers of Commerce in the nation. As president, Dr. Kaufman is responsible for all Chamber programs as well as for being an advocate for regional strategic initiatives for a more competitive economy and an enhanced quality of life in Gwinnett County and the metropolitan Atlanta region.

In addition to his responsibilities at the Chamber, Dr. Kaufman is a member of the Board of Directors of a number of civic and philanthropic organizations, to include the Georgia Chamber of Commerce, Explore Gwinnett, the Council for Quality Growth, Gwinnett Clean and Beautiful, the Mitsubishi Electric Championship Foundation, the Gwinnett Coalition for Health and Human Services, the Gwinnett Medical Center Foundation, the Regional Business Coalition, and the Aurora Theater in Lawrenceville.

Prior to assuming his duties at the Chamber, Dr. Kaufman was the founding president of Georgia Gwinnett College. The college admitted its first class of 118 students in August 2006 and its first freshman class in August 2007. Dr. Kaufman served as president until 2013. At the time of his departure, GGC had nearly 10,000 students pursuing 40 fields of study.

Stanley C. “Stas” Preczewski
President, Georgia Gwinnett College

Dr. Stanley C. “Stas” Preczewski earned a B.S. in engineering from Cornell University in 1980 and concurrently received his U.S. Army officer commission. His other degrees include an M.S. in engineering from the University of Massachusetts, an M.A. in national security strategy and planning from the United States Naval War College, and a Ph.D. in higher education from the University of Missouri.

Dr. Preczewski served on the faculty and staff of the United States Military Academy at West Point. He commanded two artillery units with the 2nd and 1st Infantry Divisions. His awards and decorations include the Legion of Merit, the Meritorious Service Medal and Airborne (paratrooper) and Air Assault wings.

Upon retirement as an Army Colonel in May 2006, Dr. Preczewski began his civilian career as the inaugural vice president for Academic and Student Affairs at Georgia Gwinnett College. After serving as GGC’s interim president for a year, he was named president in 2014. Under Dr. Preczewski’s leadership, the college has grown to more than 12,000 students.

Session Information

Date: Monday, October 29
Time: 2:30 pm
Venue: Georgia Gwinnett College

OA 4.0 Priority - Higher education

From 2010 to 2015, the college-aged population (ages 18-24) declined substantially as a share of total population in the region (-1.6 percentage points). Meanwhile, per capita degree production from the region’s colleges and universities has declined by 5.1 percent over the same five-year period as compared to 23.5 percent expansion in degree completions per capita nationwide. The region will need to support additional bachelor’s and advanced degree production to support the region’s continued growth through a homegrown talent pipeline.
GLOBAL DESTINATION: ATLANTA

2017 Economic Impact
- 53 million visitors
- $15 billion in spending
- $74 million collected in hotel/motel taxes

2017 Hospitality Data
- 750 conventions, meetings, and events hosted
- 800+ hotels with more than 96,000 rooms combined
- 290,000 metro jobs in the hospitality industry

Atlanta Visitor Profile
- 18.4% business visitors
- 81.6% leisure visitors
- Expenditure by category:
  - Accommodation: 30.6%
  - Food & Beverage: 19.5%
  - Shopping: 23.7%
  - Transportation: 12.3%
  - Services: 10.8%
  - Misc: 3.1%

Hartsfield-Jackson International Airport
- $34.8 billion economic impact
- 63,000 jobs on-site
- 150 nonstop domestic destinations
- 75 nonstop international destinations
- 275,000 passengers average per day
- 2,700 arrivals and departures per day

(Source: City of Atlanta)

Atlanta CVB

William Pate
President & CEO,
Atlanta CVB

Pate is charged with maintaining tourism as one of the city’s top economic drivers. Prior to joining ACVB, Pate served as president of Career Sports & Entertainment, a national sports marketing and representation firm. Previously, Pate was the chief marketing officer of BellSouth and supervised domestic and international advertising and communications at MCI during the telecom ad wars of the 1990s.

Georgia Trend magazine named Pate to its list of 2018 Notable Georgians. Atlanta Business Chronicle honored him multiple times as one of Atlanta’s 50 most admired CEOs. The Atlanta Chapter of American Marketing Association selected him as corporate marketer of the year, and Atlanta Business Chronicle has named him to its 100 most influential Atlantans list every year since 2009. In 2017, he received the International Gay and Lesbian Travel Association award of appreciation for his commitment to diversity and inclusion within the travel industry.

Pate is very active in the Atlanta community, serving on the board of directors for Children’s Healthcare of Atlanta, Metro Atlanta Chamber, Central Atlanta Progress, Children’s Museum of Atlanta, East Lake Foundation and Woodruff Arts Center. He is also on the Board of Councilors of The Carter Center.

A native of Atlanta, Pate grew up in Decatur and attended Georgia State University where he received his undergraduate degree in journalism and his graduate degree in communications.

Mark Vaughan
Executive Vice President,
Atlanta CVB

As executive vice president and chief sales officer Vaughan oversees the bureau’s programs to increase visitation to Atlanta through meetings and conventions.

Vaughan’s career in hospitality began at Benchmark Management Company and continued through the ranks of Marriott International. Subsequently, Vaughan led sales and marketing for the southeast region for Marco Island Resort, Golf Club and Spa.

Georgia Trend magazine named Vaughan to its list of 2018 Notable Georgians. Atlanta Business Chronicle honored him multiple times as one of Atlanta’s 50 most admired CEOs. The Atlanta Chapter of American Marketing Association selected him as corporate marketer of the year, and Atlanta Business Chronicle has named him to its 100 most influential Atlantans list every year since 2009. In 2017, he received the International Gay and Lesbian Travel Association award of appreciation for his commitment to diversity and inclusion within the travel industry.

Vaughan sits as chair of Atlanta Sports Council’s board of directors and served on several boards and committees including the Federal Reserve Bank Advisory Council, executive committee of Chick-fil-A Peach Bowl, NCAA Men’s Final Four local organizing committee, Atlanta’s Table, Fort Lauderdale CVB Advisory Committee, Dayton CVB Advisory Committee and president of the Texas Restaurant Association, Galveston chapter.

Vaughan attended Eastern Kentucky University where he majored in business administration.

Session Information
Date: Monday, October 29
Time: 7:00 pm
Venue: The Jimmy Carter Presidential Library and Museum
Sponsor: St. David’s HealthCare

OA 4.0 Priority - Global destination
Opportunity Austin will advance major investments and opportunities that have the potential to reinforce and enhance the long-term competitiveness of Greater Austin. Continued expansion of Austin-Bergstrom International Airport will be necessary to support economic growth. Opportunity Austin will commit to a cost-effective and highly-focused international economic development program that complements other strategic objectives.
WINNING THE FUTURE: ATLANTA’S REGIONAL VISION

The Atlanta Regional Commission is the regional planning and intergovernmental coordination agency for the 10-county Atlanta region. ARC works with local jurisdictions and various regional partners to:

- Plan new transportation options
- Encourage the development of healthy, livable communities
- Wisely manage precious water resources
- Provide services for the region’s older adults and individuals with disabilities
- Help businesses recruit and train the workers they need
- Provide data to inform leaders and decision-makers
- Coordinate with local first responders in preparing for a secure region

ARC is responsible for developing and updating the Atlanta Region’s Plan, a long-range blueprint that details the investments needed to ensure metro Atlanta’s future success and improve the region’s quality of life.

World-class infrastructure

- More than $93 billion investment in regional transportation infrastructure projects by 2040
- Integrated water management to protect water supply and quality

Competitive economy

- Globally recognized hub of innovation and prosperity
- Developing a highly educated and skilled workforce

Healthy, livable communities

- Walkable, vibrant centers that support people of all ages and abilities
- Promoting health, arts, and other aspects of a high quality of life

Douglas Hooker Executive Director, Atlanta Regional Commission

Doug Hooker leads the Atlanta Regional Commission (ARC), coordinating local government policy and planning to enhance the Atlanta region’s livability and economic competitiveness. He has worked in the public and private sectors, including the City of Atlanta, State Road & Tollway Authority (SRTA), Atkins Engineering (formerly PBS&J), Bio-Lab, Inc. and Georgia Power Company. Doug holds a Bachelor of Mechanical Engineering degree and a Master of Science (in Technology & Science Policy) degree from Georgia Tech, as well as a Masters of Business Administration from Emory University’s Goizueta Business School. His current board service includes the Georgia Tech Advisory Board, the Atlanta Music Project, and the Atlanta Symphony. He is an alum of several leadership programs, including the Regional Leadership Institute and Leadership Atlanta, and the recipient of several professional and community service awards. In his spare time, he focuses on traveling with his wife (Patrise Perkins-Hooker), music and radio, and spending time with his grandkids.

Session Information

Date: Tuesday, October 30
Time: 8:00 am
Venue: Four Seasons Hotel
Sponsor: Texas State University

Session Information

Date: Tuesday, October 30
Time: 8:00 am
Venue: Four Seasons Hotel
Sponsor: Texas State University

OA 4.0 Priority - Regional vision

The key themes for the OA 4.0 vision include:

- Equitable: economic opportunities are available for all
- Affordable: housing and real estate is affordable for residents and businesses
- Innovative: homegrown economic activity is generated from new technologies
- Mobile: residents and goods are able to move freely within the region
- Business-friendly: the region is perceived as welcoming to business and supportive of expansion
- Efficient: relationships enable swift, responsive, collaborative solutions to challenges
BUILDING COMMUNITY, INVESTING IN EDUCATION

About Atlanta Public Schools

• 52,000 students
• 6,000 full-time employees
• 89 schools
• $1 billion annual budget
• 77% graduation rate
• 60% college-going rate
• 70.4% of Career Technical and Agricultural Education students earn an industry credential

(Source: Atlanta Public Schools)

Founded in 1995, the East Lake Foundation was established to help transform the East Lake neighborhood and create new opportunities for the families living there. The East Lake Foundation helps families at the Villages of East Lake and Charles R. Drew Charter School through its holistic approach to community revitalization incorporating mixed-income housing, cradle-to-college education and community wellness. Nearly 2,000 students attend East Lake Early Learning Academy, Sheltering Arms at East Lake, or Drew Charter School. 100% of the first graduating class from Drew Charter School was accepted into college in 2017.

Purpose Built Communities is a non-profit consulting firm that works with local leaders to implement a holistic approach to revitalizing distressed neighborhoods. Their vision guides neighborhood revitalization by creating pathways out of poverty for the lowest-income residents, and building strong, economically diverse communities. Purpose Built Communities was established in 2009 to replicate the East Lake model in other urban areas of concentrated poverty around the nation. Network Members lead comprehensive redevelopment initiatives in more than a dozen communities across the country with an additional 20 communities under future consideration.

(Source: Purpose Built Communities)

OA 4.0 Priority - K-12 education

The Direct-to-College Plan (DTC70) is a collaborative effort between chambers of commerce and school districts to ensure that 70 percent of graduating classes are enrolled directly in postsecondary education. The Plan includes surveys of college intentions to be used by counselors and chamber partners; text message reminders of impending application deadlines for college and financial aid; individualized tutoring and counseling for those most in need; and, a Financial Aid Saturdays program that provides hands-on assistance to families in completing FAFSA applications.

Daniel Shoy, Jr
President and CEO, East Lake Foundation

Responsible for strategic planning and goal setting, Shoy is focused on providing tools for families in The Villages of East Lake and students in the Charles R. Drew Charter School pipeline to build better lives for themselves and future generations through a holistic approach to community revitalization that incorporates mixed-income housing, cradle-to-college education and community wellness. Shoy is a first generation American from New York City and earned a B.A. in History from Emory University.

David Edwards
CEO, Purpose Built Communities

As CEO, Edwards is responsible for expanding the number of Purpose Built Communities across the country and ensuring that they deliver transformative outcomes for families and children.

Previously, Edwards was Global Offerings Manager for IBM’s Smarter Cities program, Senior Policy Advisor to Atlanta Mayor Shirley Franklin, management consultant and began his career in the Office of Management and Budget.

Edwards earned bachelor’s degrees in economics and history at Franklin & Marshall College, and he holds a Master’s Degree in Public Policy from Duke University.

Dr. Meria J. Carstarphen
Superintendent, Atlanta Public Schools

Prior to serving in Atlanta Public Schools (APS), Dr. Carstarphen was superintendent in diverse, major metropolitan public school districts, including Austin and Saint Paul, MN. In 2014, Dr. Carstarphen was charged with leading the transformation of APS. She has worked to restore organizational integrity and create a student-focused culture not driven by adult agendas. Through her leadership, the District has moved away from an over-reliance on high-stakes testing to emphasize whole-child development.

She serves on the President’s Council for Tulane University and the boards of the Atlanta Ballet and the Woodruff Arts Center. In addition, she serves as a Commissioner with the Aspen Institute’s AspenSEAD (Social Emotional and Academic Development). She is an honorary member of the Junior League of Atlanta, a member of Leadership Atlanta, and a member of the Rotary Club of Atlanta.

Dr. Carstarphen earned her doctorate from the Harvard Graduate School of Education, master of education degrees from Auburn University and Harvard University, and a bachelor of arts in political science and Spanish from Tulane University.

Session Information

Date: Tuesday, October 30
Time: 9:30 am
Venue: Drew Charter School
Sponsor: UFCU
PARTNERSHIPS TO IMPROVE HEALTH GLOBALLY AND LOCALLY

CDC overview

Founded 70 years ago as the Communicable Disease Center, CDC (Centers for Disease Control and Prevention) keeps America secure by controlling disease outbreaks. From the food you eat, to the air you breathe, to staying safe wherever you are, CDC’s mission touches all aspects of daily life. CDC researchers, scientists, doctors, nurses, economists, communicators, educators, technologists, epidemiologists and many other professionals all contribute their expertise to improving public health. CDC is the only major federal agency with headquarters outside of the Washington, DC area.

(Source: CDC)

Emory University Woodruff Health Sciences Center facts

- Founded in 1966
- 3,277 faculty
- 568 medical students
- 92 MD/PhD students
- $584.8 million in research funding

Technology transfer

Over the past two decades, Emory has launched 51 products into the marketplace and helped create 89 start-up companies (51 in Georgia) in drug discovery, medical devices, diagnostics, and software. More than 90% of U.S. HIV/AIDS patients on lifesaving therapy take a drug discovered at Emory. Emory investigators have filed patent applications in more than 90 countries, including 2,571 in the U.S., and have been issued 582 patents in this country. The 41 patents Emory was granted in fiscal year 2017 addressed vaccines and treatment options for infections, neurologic diseases, and various types of cancer.

(Source: Emory University)

OA 4.0 Priority - Health innovation

Opportunity Austin will continue to advance development of the Austin Innovation Zone. Redevelopment of the UMC Brackenridge campus will advance in the years to come as part of the greater Innovation Zone. This larger master planning process could consider the role and plans of other anchor institutions (such as the potential redevelopment of the Erwin Center) and the types of redevelopment tools that can help advance strategic objectives related to innovation, affordable housing, community health, and others.

Technology transfer

As Deputy Director, Barnett manages the planning, developing and evaluating of critical technology and innovation activities. She initially joined CDC in 2001 as an Epidemiologist in the Bacterial Meningitis Reference and Sequencing Laboratory. Barnett received a B.S. in Health Science and M.P.H. with an emphasis in Community Health from Georgia Southern University.

Dan Gordon

Vice President and Chief Engagement Officer, Emory

Gordon works closely with the university president, the executive vice president of business and administration, and other leaders at Emory to form strategic partnerships and to expand the university’s connectivity internally and across all sectors in Atlanta and the region. Gordon came to Emory in 2018 from the City of Atlanta, where he had served as chief operating officer since 2015.

Russell Allen

President and CEO, Georgia Research Alliance

Appointed GRA’s third president in September 2018, Allen is an established leader in Georgia’s life sciences industry who built a career on starting new enterprises, unifying different sectors and championing economic growth. For nearly six years, Allen served as president and CEO of Georgia Bio, the voice for Georgia’s life sciences industry.

Session Information

Date: Tuesday, October 30
Time: 11:00 am
Venue: Emory University
Sponsor: Ascension | Seton
### By the Numbers: Regional Comparisons

#### Austin

<table>
<thead>
<tr>
<th></th>
<th>Bastrop</th>
<th>Caldwell</th>
<th>Hays</th>
<th>Travis</th>
<th>Williamson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population, 2017</td>
<td>84,761</td>
<td>42,338</td>
<td>214,485</td>
<td>1,226,698</td>
<td>547,545</td>
</tr>
<tr>
<td>Median Age</td>
<td>38.3</td>
<td>n/a</td>
<td>32.0</td>
<td>34.3</td>
<td>36.2</td>
</tr>
<tr>
<td>Median household income (dollars)</td>
<td>72,107</td>
<td>n/a</td>
<td>65,667</td>
<td>72,884</td>
<td>81,719</td>
</tr>
<tr>
<td>Mean household income (dollars)</td>
<td>82,308</td>
<td>n/a</td>
<td>82,830</td>
<td>103,873</td>
<td>102,327</td>
</tr>
<tr>
<td>Median family income (dollars)</td>
<td>79,231</td>
<td>n/a</td>
<td>82,006</td>
<td>94,284</td>
<td>96,464</td>
</tr>
<tr>
<td>Mean family income (dollars)</td>
<td>90,455</td>
<td>n/a</td>
<td>101,762</td>
<td>124,532</td>
<td>116,091</td>
</tr>
<tr>
<td>Families below poverty level</td>
<td>6.2%</td>
<td>n/a</td>
<td>7.3%</td>
<td>7.8%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Children under 18 below poverty level</td>
<td>7.4%</td>
<td>n/a</td>
<td>13.1%</td>
<td>15.0%</td>
<td>7.2%</td>
</tr>
<tr>
<td>Total workers</td>
<td>23,024</td>
<td>n/a</td>
<td>87,789</td>
<td>823,435</td>
<td>196,680</td>
</tr>
<tr>
<td>Median gross rent</td>
<td>898</td>
<td>n/a</td>
<td>1,042</td>
<td>1,245</td>
<td>1,252</td>
</tr>
<tr>
<td>Median home value</td>
<td>180,900</td>
<td>n/a</td>
<td>234,400</td>
<td>321,400</td>
<td>272,500</td>
</tr>
</tbody>
</table>

#### Atlanta

<table>
<thead>
<tr>
<th></th>
<th>Clayton</th>
<th>Cobb</th>
<th>DeKalb</th>
<th>Fulton</th>
<th>Gwinnett</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population, 2017</td>
<td>285,153</td>
<td>755,754</td>
<td>753,253</td>
<td>1,041,423</td>
<td>920,260</td>
</tr>
<tr>
<td>Median Age</td>
<td>32.4</td>
<td>36.6</td>
<td>35.9</td>
<td>35.5</td>
<td>35.3</td>
</tr>
<tr>
<td>Median household income (dollars)</td>
<td>45,172</td>
<td>75,654</td>
<td>61,827</td>
<td>65,037</td>
<td>68,914</td>
</tr>
<tr>
<td>Mean household income (dollars)</td>
<td>55,991</td>
<td>100,846</td>
<td>88,119</td>
<td>108,434</td>
<td>89,726</td>
</tr>
<tr>
<td>Median family income (dollars)</td>
<td>51,511</td>
<td>92,088</td>
<td>73,998</td>
<td>90,594</td>
<td>77,346</td>
</tr>
<tr>
<td>Mean family income (dollars)</td>
<td>63,508</td>
<td>116,639</td>
<td>104,332</td>
<td>141,746</td>
<td>98,372</td>
</tr>
<tr>
<td>Families below poverty level</td>
<td>11.9%</td>
<td>5.8%</td>
<td>10.8%</td>
<td>10.6%</td>
<td>8.1%</td>
</tr>
<tr>
<td>Children under 18 below poverty level</td>
<td>21.8%</td>
<td>10.3%</td>
<td>24.3%</td>
<td>20.1%</td>
<td>15.9%</td>
</tr>
<tr>
<td>Total workers</td>
<td>122,119</td>
<td>373,609</td>
<td>340,249</td>
<td>929,938</td>
<td>396,166</td>
</tr>
<tr>
<td>Median gross rent</td>
<td>962</td>
<td>1,165</td>
<td>1,123</td>
<td>1,181</td>
<td>1,216</td>
</tr>
<tr>
<td>Median home value</td>
<td>103,500</td>
<td>254,300</td>
<td>199,800</td>
<td>306,200</td>
<td>220,000</td>
</tr>
</tbody>
</table>

(Source: ACS 2017)

Note: Due to small population size and statistical significance, Caldwell County data has n/a for most fields.
THANK YOU TO OUR SPONORS

NETSPEND

St. David’s HealthCare

Locke Lord

HNTB

HDR

GREATER SAN MARCOS PARTNERSHIP

TEXAS STATE UNIVERSITY - The rising STAR of Texas

Ascension

Seton

Husch Blackwell

CONCORDIA UNIVERSITY TExAS

ufcu

lyft

HAIM Public

PERKINS WILL

ELIZABETH CHRISTIAN PR

Austin Chamber