

The Change Landscape

The Macon-Bibb County Industrial Authority:
A Historic Narrative of 2009-2017



The Change Landscape

2009-2017

- **Executive Summary**
- **The Jobs Deficit: Brown & Williamson**
- **Macon-Bibb By The Numbers**
- **The Political Landscape**
- **The Matter of Race**
- **2009: The Year of the Game Changer**
- **The Partner of the Year**
- **The Whitby Impact**
 - On Economic Development
 - On Personnel
 - On the Civic Community
- **The Data Model**
 - **Periods of Time**
 - The Reconstruction
 - The Transition
 - The Transformation
 - The Future
- **Validity Statement**

Executive Summary

The late Rev. Dr. Lonzy Edwards, Bibb County Commissioner for District 1, sent Open Records Requests to the Macon-Bibb County Industrial Authority(MBCIA) questioning the following:

- The Minority Contractor participation numbers.**
- The amount of taxpayer/public dollars being used to support the activities of the Macon Chamber of Commerce (private entity) and the Macon Economic Development Commission (private entity).**

His inquiry was based on his search for equity, justice, and transparency in how the lead economic development authority was handling taxpayer dollars to equitably improve the entire community's economy.

The MBCIA Board gave Mr. Clifford Whitby, it's Chairman at the time, the full authority to change the model of the Industrial Authority to a more equitable one with more accountability to the community it represented.

In its half a century old history, the Industrial Authority was finally beginning to achieve a new model to not only reimagine Macon-Bibb's future but also to reestablish Macon's reputation nationwide as a place of progress and job creation.

The Jobs Deficit: Brown & Williamson

When Brown & Williamson left the Macon community, it literally destroyed the Middle Georgia Middle Class. The desire and the strategic plan to replace those jobs became the passion and mission of Clifford D. Whitby.

[HOME](#) [SEARCH](#)

The New York Times

1

We Made a Tool So You Can Hear Both Yanny and Laurel

2



One Test Could Exonerate Him. Why Won't California Do It?

3



Kushners Near Deal With Qatar-Linked Company for Troubled Tower

4



U.S.

Its Main Employer Leaving, Macon Tries to Diversify

By SHAILA K. DEWAN JULY 17, 2004

Many things are made in Macon. Plastic buckets. Diapers. Ceiling tiles. Keebler biscuits. Beer cartons. Air conditioners. Airplane parts. Peppermint candy. Zippers. Geico employees answer phones here. The Kohl's department store chain is building a distribution center.

Despite this diversification, for years the top blue-collar jobs here have come from a vestige of the South's traditional cotton and tobacco economy: the Brown & Williamson cigarette plant. At its peak in 1997, the plant made 130 billion cigarettes a year and employed 3,000 people. The average wage is \$26 an hour. Now, the plant is closing, and layoffs will begin on Aug. 13.

Across Georgia, manufacturing jobs have been vanishing, forcing towns to seek ever more creative means of self-preservation, and Macon, with 100,000 residents, is a prime example. Even before Brown & Williamson announced last October that it would merge with R.J. Reynolds and move to Winston-Salem, N.C., the city had taken steps toward developing its tourist attractions and was wooing existing companies to expand their operations. Macon had embarked on a downtown revitalization project that

Brown & Williamson filings show plans to cut 1,800 workers

By Ed Green — Louisville Business First

Jul 6, 2004, 3:34pm EDT **Updated** Jul 6, 2004, 4:49pm

Brown & Williamson Tobacco Corp. is beginning its layoffs in anticipation of its planned merger with R.J. Reynolds Tobacco Holdings Corp. later this year.

B&W has filed documents with Kentucky's Department for Training and ReEmployment indicating that it will lay off 433 workers. The filings typically are made within about 60 days of the planned reductions.

The layoffs include 242 workers at the company's Louisville headquarters, 33 workers at a sales and marketing office in Kentucky and 58 workers at an office in Erlanger, Ky.; and 100 workers at other facilities in the United States and Puerto Rico, according to the filings.

Mark Smith, a spokesman for B&W, said the Louisville layoffs will begin in mid-August as the company phases out its local operations. He said most workers will be gone from the Louisville headquarters by the end of the year. However, a "pocket of employees may stay longer" for human resources and other functions related to the closure, he said.

Officials earlier had said the merger of B&W and RJR, which will create the nation's second-largest cigarette manufacturer, would take about 18 months to 24 months to complete. Smith said those estimates referred to the closure of the B&W manufacturing facility in Macon, Ga.

That facility, as well as the company's headquarters, will be consolidated with Reynolds' operations in the Winston-Salem area.

According to a report from Business First's sister paper, the Atlanta Business Chronicle, Brown & Williamson has filed documents with the state of Georgia saying it will eliminate 1,410 jobs in Macon and 69 in Suwanee, Ga., beginning in August. B&W has about 2,000 workers in Georgia.

About 1,500 of B&W's 4,500 workers are expected to be offered jobs with the new company. Smith said he is not sure how many of the 450 from Louisville will be asked to join the new company, Reynolds American Inc.

B&W's president and CEO Susan Ivey will hold the same positions within the merged company.

The merger has received all necessary regulatory approvals. The last remaining hurdle is a vote by RJR shareholders during the company's annual meeting, which will be held July 28.

Macon-Bibb: By The Numbers

- Population: 154,194 (On Decline)
- Racial Composition: 53.6% Black, 39.9% White, and 4.11% Hispanic
- Median Age: 35.8 Years of Age
- Poverty Rate: 27.8% (National Average is 14%)
- Unemployment Rate: 4.7% (Georgia Rate: 4.3% USA Rate: 3.9%)
- No High School Diploma or GED: 15% 18-24YO; 11% 25-34YO
- Homicide Rate: 12.7 (Richmond County has the highest rate in the State of Georgia 13.6)

Rent vs Own

52.4% 53%

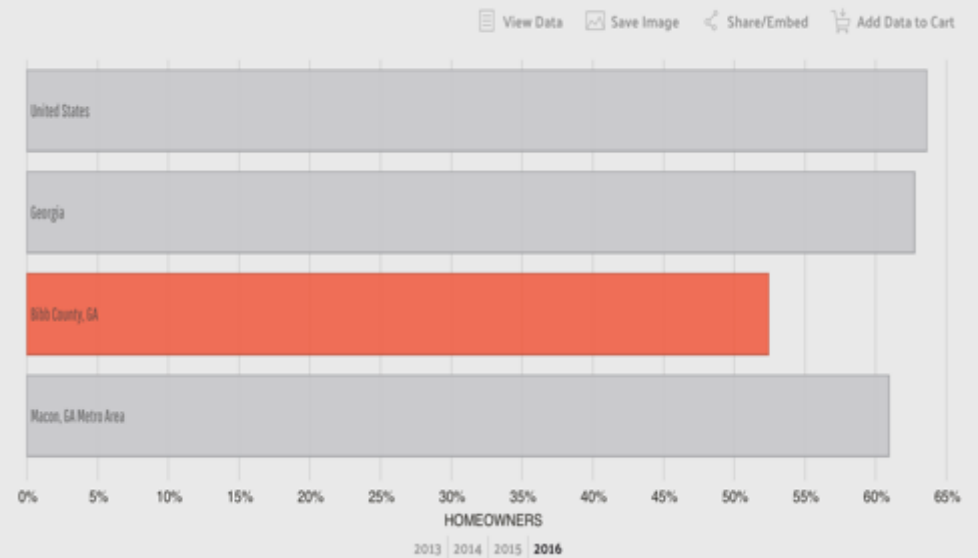
2016 HOMEOWNERSHIP

2015 HOMEOWNERSHIP

In 2016, 52.4% of the housing units in Bibb County, GA were occupied by their owner. This percentage declined from the previous year's rate of 53%.

This percentage of owner-occupation is lower than the national average of 63.6%. This chart shows the ownership percentage in Bibb County, GA compared to its parent geographies.

Dataset: ACS 5-year Estimate
Source: Census Bureau



Poverty by Race & Ethnicity

LARGEST RACE OR ETHNICITY LIVING IN POVERTY

1. Black or African American
30,903 ± 1,612

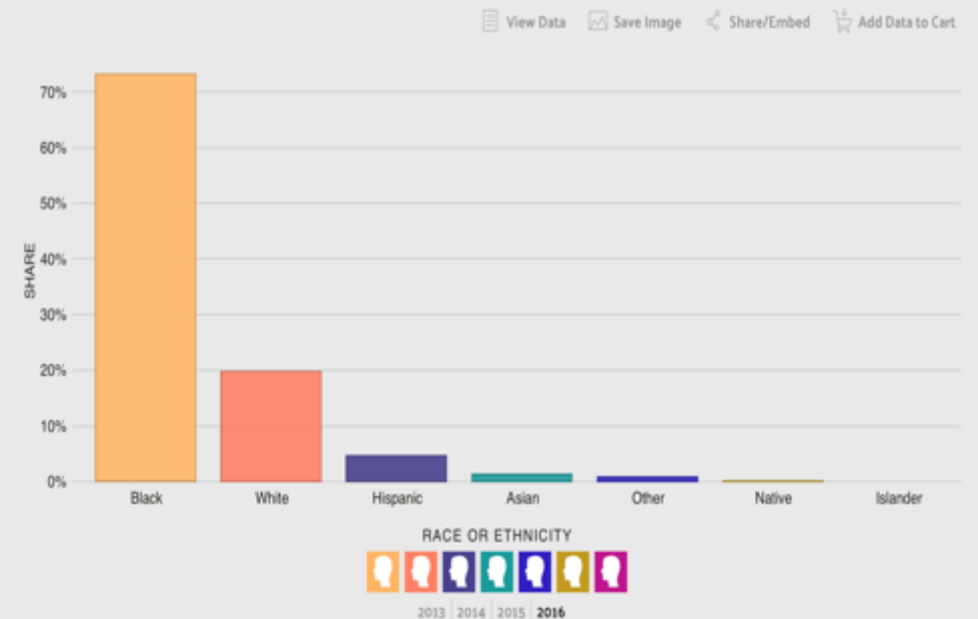
2. White
8,349 ± 841

3. Hispanic or Latino
1,992 ± 415

The most common racial or ethnic group living below the poverty line in Bibb County, GA is Black or African American, followed by White and Hispanic or Latino.

The Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who classifies as impoverished. If a family's total income is less than the family's threshold than that family and every individual in it is considered to be living in poverty.

Dataset: ACS 5-year Estimate
Source: Census Bureau



The Political Change Landscape

- Bibb County was the last school system in GA to integrate its schools and by a separate court order from Brown v. Board.
- 1st Black Mayor elected and served two terms (1999-2007). (The Honorable C. Jack Ellis)
- 1st Black School Superintendent in the early nineties and did not hire another black school superintendent until 2011. (Dr. Thomas Madison, deceased)
- 1st Black Chairman of the Bibb County Board of Commissioners elected in 2008. (Mr. Sam Hart, Sr.)
- The City of Macon and Bibb County consolidated by referendum vote in 2011.
- Macon-Bibb County has been a “Blue” city/county for many years and was recognized nationally for having one of the highest voter turnouts in the historic 2008 Obama Presidential election.



You Can't Discuss Macon Without Discussing Race

The Complexities of Race Relations in Macon GA have been the subject of books, dissertations, movies, and art.

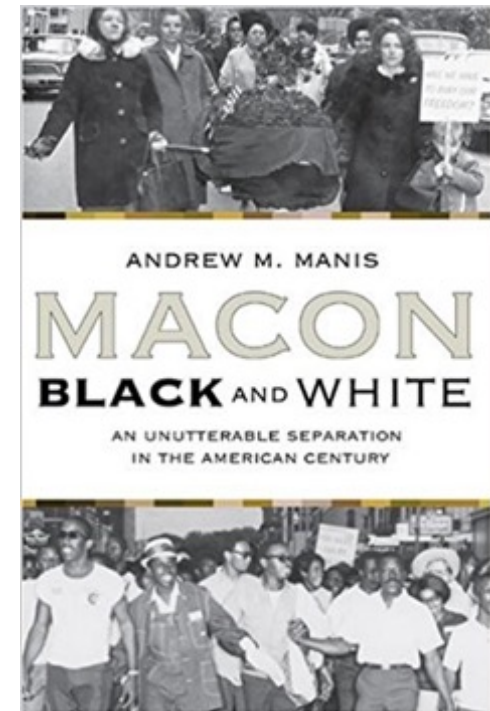


The Fox TV Show "Underground" was filmed at a fictitious plantation in Macon GA.

Fall 2010

Resegregation and Educational Apartheid in
Macon/Bibb County, Georgia: The More Things
Change, the More They Stay the Same

Ashley Paige Briandi
Georgia Southern University



2009: The Year of the Game Changer



In 2009, Barack Obama was inaugurated as America's first African-American President and Clifford Whitby was elected as Macon-Bibb's first African-American Chairman of the Macon-Bibb County Industrial Authority, the Lead Economic Development Authority of Macon-Bibb. There are some who believe Mr. Whitby was one of the first chairmen on an Economic Development Authority in the State of Georgia.

The Whitby Administration: Partner of the Year Award

- In 2016, Mayor Robert Reichert gave Mr. Whitby the highest civilian award in the newly consolidated Macon-Bibb Government, **Partner of the Year Award**.
- This award symbolized the collective impact of Mr. Whitby's work across the community at large.
- No other civilian has achieved this level of notoriety in the Macon-Bibb Community.



Impact of the Whitby Administration: On Midstate Economic Development

- Growth in Community Partnerships
- Growth in the Number of New Jobs/Job Creators
- Growth in Industrial Projects
- Growth in the removal of Corporate Blight and Downtown Revitalization
- Growth in the property assets inventory
- Growth in the long term financial stability through the Pilot Payments Program
- Growth in diversity and inclusion of staff (women, LGBTQ, and youth)
- Investment in Innovation/Entrepreneurship Incubator
- Growth in contributions to community initiatives.
- Established branding and marketing strategies.
- Established a robust Incentives Catalog
- Economic Development & the SPLOST and Job Creation Investment



OUR FAMILY OF JOB CREATORS IS GROWING

INDUSTRY SCORECARD

*\$1.6 Billion in New Investment Committed by 10+ Industrial
Projects Since 2011 and more to come.*



New Job Creators

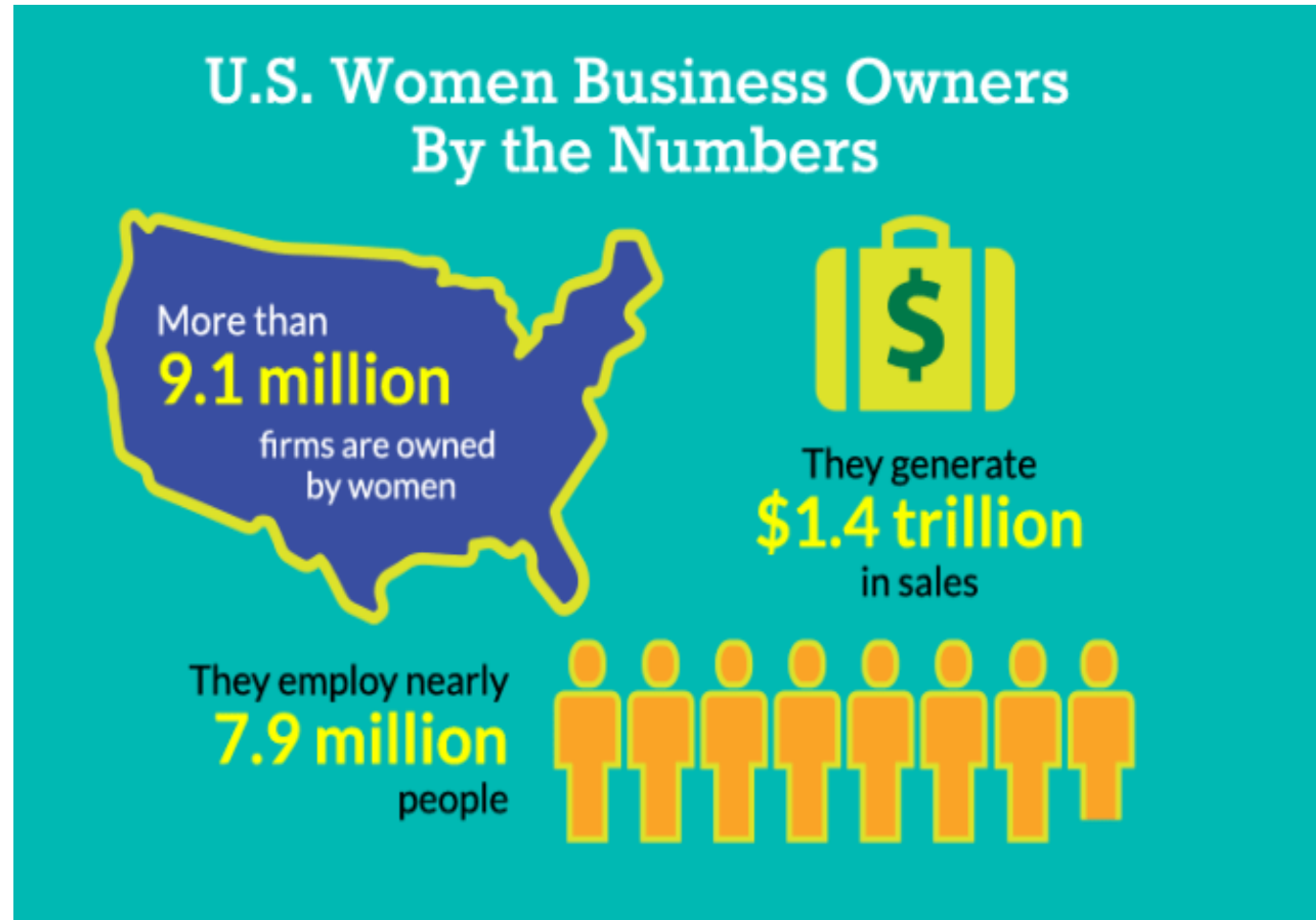
Added in 2017
under the Whitby Administration



Impact of the Whitby Administration:

On Engaging Women-Owned Businesses

- In its 55-year history, the MBCIA had rarely if ever contracted with Women-Owned Businesses.
- Type of Women-Owned Businesses used:
 - Interior Decorating
 - Brand Strategy
 - Event Planning & Management
 - Marketing
 - Custodial Services
 - Catering Service
 - Graphic Design Services

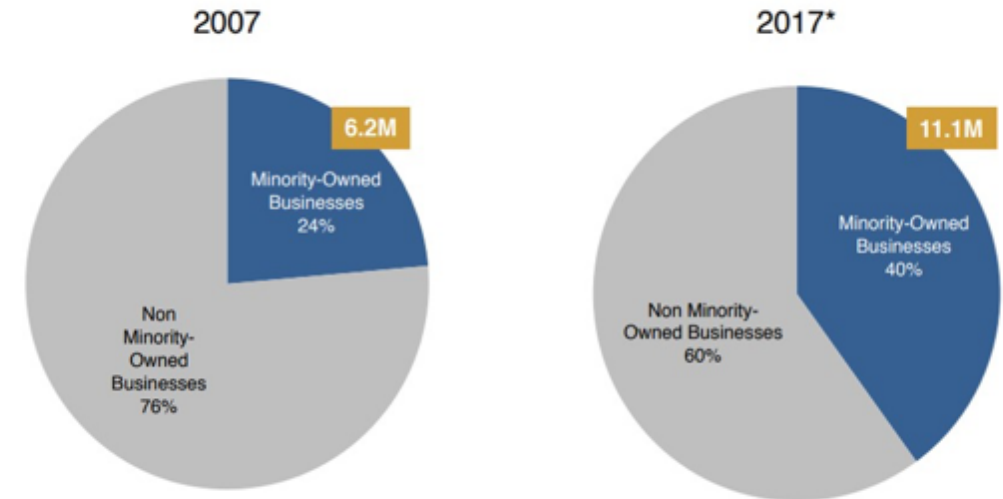


Impact of the Whitby Administration:

On Engaging Minority-Owned Businesses

- In its 55-year history, the MBCIA had rarely if ever contracted with Minority Contractors & Businesses.
- Type of Minority Contractors & Businesses used:
 - Video Services
 - Photography Services
 - Construction/Infrastructure Services
 - Financial Services
 - Legal Services
 - Custodial Services
 - Food/Catering Services
 - Technology Services

The number of minority-owned businesses in the U.S. is estimated at 11.1 million



Source: U.S. Census, Survey of Business Owners 2012: Number of firms with or without paid employees
* 2017 estimate based on % increase from 2007 to 2012



Impact of the Whitby Administration: On Technology, Diversity & Inclusion

- In an effort to streamline and create a more transparent process for engaging local vendors, the LVP software application was initiated.
- The LVP (Local Vendor Program) would:
 - Provide more opportunities for local vendors to engage with new and existing job creators.
 - Streamline the contract notification process.
 - Create real time access and information.

Impact of the Whitby Administration: On Personnel

- Millennial Job Crisis: In Macon-Bibb, the average age is 36 years old which is the average age of millennials in the US.
- Three millennials were added to the MBCIA staff.
- The MBCIA launched the reImagineMaconBibb initiative to engage local millennials aged 18-35 in discourse about economic development, job creation, and improving the overall community.
- The Project Manager/Economic Development Director and the Finance Manager were both millennial aged.
- The MBCIA also increased the hiring of women and an LGBTQ person on the team.
- Each employee's role was expanded to build their capacity and provide better services to the Macon-Bibb community.



Impact of the Whitby Administration: On Personnel

Under the Whitby Administration, many of the MBCIA's personnel were able to make several notable accomplishments. Kevin Brown, Esq. had been the General Counsel for the MBCIA for many years but didn't make partner at one of the nation's most prestigious law firms until 2016. Pictured below is an email from Seyfarth-Shaw as well as a congratulatory email to the entire Macon-Bibb community in the Authority's weekly eNewsletter.

Moore, Connie O <COMoore@seyfarth.com>
to Kevin

2/11/16

[This message is being sent to you on Kevin's behalf. Please feel free to reply or congratulate him directly!]

SEYFARTH
SHAW



Announcement

Seyfarth Shaw LLP is pleased to announce that Kevin Brown has become a partner in the Atlanta office.

Mr. Brown is a member of the Corporate Department, where he represents numerous governmental entities throughout Georgia in general and transactional settings, with a particular focus on acting as counsel to public authorities and agencies for public-purpose and conduit bond financing. Mr. Brown also practices in the areas of commercial and real estate transactions, ad valorem taxation, and intergovernmental undertakings. Prior to joining the Seyfarth team, he was a partner with the law firm of Sell & Melton, L.L.P. in Macon, Georgia. Mr. Brown continues to maintain a local office in Macon at 515 Mulberry Street, Suite 200.

Mr. Brown has served as a Georgia Special Assistant Attorney General ("SAAG") under numerous appointments across several state agencies, including the Department of Transportation, Department of Natural Resources, State Properties Commission, Technical College System, and the Department of Corrections. In these capacities, he has served as a SAAG in connection with eminent domain acquisitions and proceedings, financings, related litigation, and traditional real estate acquisitions.

In addition to his public finance and governmental representation practice, Mr. Brown has extensive governmental and commercial litigation experience, including numerous reported decisions in Georgia's appellate courts and unreported decisions in the United States District Court for the Middle and Southern Districts and the Eleventh Circuit Court of Appeals. Mr. Brown regularly presents legal and practical training to diverse groups in the area of governmental law, including elected officials, government employees and appointees, and stakeholders.



Kevin Brown

Your campaign '#ThrowbackThursday and more reasons to celebrate' was sent on 2/11/2016 around 10:32 AM EST.

Below is a copy of the message your subscribers received. See how your campaign is doing by visiting Reports [in your account](#) to get real-time results and stats.

Subject: #ThrowbackThursday and more reasons to celebrate

In this edition of **The Authority**, we're celebrating another member of the MBCIA Team, Kevin T. Brown, Esq. and we're featuring one of our best "Throwback Thursday" posts. Looking for some unique ways to celebrate this weekend, we've found the best Valentine's Day App Guide and more. Enjoy this edition!



CONGRATULATIONS
Kevin T. Brown, Esq.,
General Counsel to our
Board and Executive
Staff

Mr. Brown was recently named a partner in the Corporate Department in the Atlanta office of Seyfarth Shaw LLP and is a member of the Commercial Finance team. His integrity and work ethic are beyond compare; he is a valuable asset to the critical work performed by the MBCIA for the Macon-Bibb community. To learn

more about our exceptional General Counsel, click on this [link](#).
Congratulations Kevin Brown!

The 2017 Team

“The mission of the Macon-Bibb County Industrial Authority shall be to promote the economic well-being of Macon-Bibb County by creating and saving jobs and increasing the tax base.”



439 MULBERRY ST, MACON, GA 31201

MBCIA Board



Clifford Whitby
CHAIRMAN



Robert E. Fountain, Jr.
VICE CHAIRMAN



Robert A. B. Reichert



Sam Hart, Sr.



Walt Miller



Dwight Jones



MBCIA Staff



LeVarn Bradford
OPERATIONS & FINANCE DIRECTOR



Kevin Brown
ESQ. GENERAL COUNSEL TO BOARD
& EXECUTIVE STAFF



Raymond Simmons
FACILITIES MANAGER



Stephen Adams
ECONOMIC DEVELOPMENT DIRECTOR



Brittany Childs
ADMINISTRATIVE COORDINATOR

Over 75 Years of Combined Experience in Economic Development

Our legal firm is Seyfarth-Shaw, a nationally acclaimed legal firm

26 years of Unmodified Audits

Prior to the 2017 Team, the MBCIA Board Membership previously included Tony Rojas, Executive Director of the Macon Water Authority. Additionally, an Executive Director and Asst. Finance Manager were also part of the MBCIA Staff. The Board is nominated by the Mayor, approved by the County Commissioners, and officers are elected by the MBCIA Board Members.

Impact of the Whitby Administration: On the Civic Community

- Under Mr. Whitby's Administration, the MBCIA began to use its largesse to support community initiatives.
- The MBCIA made the first down payment on the Leader In Me program to launch pilots in two elementary schools. Later, the One Macon Education Committee began a system wide campaign to launch the program in the entire school system.
- The MBCIA had never supported community initiatives across the community prior to 2009.
- Additionally, over twenty community partners were added to broaden the mission and vision of the MBCIA from the private, public, and education sectors.



Community Partners



The International Economic Development Council

Under Mr. Whitby's leadership, the MBCIA became a member of the prestigious IEDC, the International Economic Development Council, which is the industry standard and thought leader in economic development.

The mission of the Macon-Bibb County Industrial Authority shall be to promote the economic well-being of Macon-Bibb County by creating jobs, saving jobs and increasing the tax base.

MBCIA Staff were encouraged to attend and engage in IEDC activities to better serve the Macon-Bibb community as well as build the international brand of Macon-Bibb.



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

The Power of Knowledge and Leadership

1962

- The Macon-Bibb County Industrial Authority (MBCIA) is Macon-Bibb's lead economic development authority.
- Created by an Act of the General Assembly in 1962 to be a public and private entity.
- Voted on as a referendum by the citizens of Bibb County.
- Governed by a six-member board which is appointed by the Mayor and confirmed by the County Commissioners.
- The MBCIA has the **constitutional authority** to act on behalf of the citizens of Macon-Bibb.



The Why

Our Community – Our Workforce

The Data Model



We chose the time period we could be held most accountable for to the community, 2009-to present. We used the following data sets for this historic and strategic overview:

- Economic Development Role
- Composition of the Board, Staff, Consultants/Contractors on record.
- Investment dollars for projects
- Number of Partnerships
- Expenditures on infrastructure and park development
- Assets War Chest : Land Acquisition
- Incentives Catalog
- Downtown and Inner City Investment
- Community Sponsorships and Outreach
- Marketing Efforts: Media Exposure: Earned, Owned, and Paid
- Higher Education Partnerships
- Government Partner Engagement
- Awards, Recognitions, and Commendations
- Certified Sites

Periods of Time

- The Reconstruction
- The Transition
- The Transformation
- The Future

**YOU CAN'T
CHANGE YOUR
PAST, BUT YOU
CAN LEARN FROM
IT AND CHANGE
YOUR FUTURE.**

PictureQuotes.com

The Reconstruction: 2009-2011

The Reconstruction Period signifies the strategic planning in the reshaping of the Authority's old model of job creation and retention. Mr. Whitby is elected Chairman.



The Reconstruction: 2009-2011



Strategic Layers	Results/Value/Artifact
Economic Development Role	MEDC provided marketing services.
Composition of the Board and Staff	Board-Change in 1 member, Staff-Executive Director, Bookkeeper, Project Manager, and grounds maintenance.
Use of small business contractors and consultants	Minority, women, veteran, and disadvantaged businesses : None
Investment dollars for projects	\$280 million
Number of Partnerships	Macon City and Bibb County Gov't, MWA, Bibb BOE, and MEDC
Expenditures on infrastructure and park development	\$10.9 million
Assets War Chest : Land Acquisition	Over 1k

The Reconstruction: 2009-2011



Strategic Layers	Results/Value/Artifact
Local Incentives Catalog	Existed but not in use due to limited number of projects.
Downtown and Inner City Investment	None.
Community Sponsorships and Outreach	None.
Marketing Efforts: Media Exposure: Earned, Owned, and Paid	Only through MEDC.
Higher Education Partnerships	None.
Government Partner Engagement	Limited.
Awards, Recognition, and Commendations	None.
Certified Sites	GRAD: 1 AT&T Fiber Ready: 0

The Transition: 2012-2014

The Transition Period signifies the move from total dependency on the Macon Economic Development Commission operating from commanding position to transitioning power and accountability to the Authority's Board.



The Transition: 2012-2014



Strategic Layers	Results/Value/Artifact
Economic Development Role	MEDC provided marketing services
Composition of the Board and Staff	Board-Same, Staff- no Executive Director and day-to-day management handled by Chair as approved by the MBCIA Board.
Use of small business contractors and consultants	Minority, women, veteran, and disadvantaged businesses: 0
Investment dollars for projects	\$1.6 billion
Number of Partnerships	None.
Expenditures on infrastructure and park development	\$10.9 million
Assets War Chest : Land Acquisition	Over 2k acres

The Transition: 2012-2014



Strategic Layers	Results/Value/Artifact
Local Incentives Catalog	Same.
Downtown and Inner City Investment	None.
Community Sponsorships and Outreach	None.
Marketing Efforts: Media Exposure: Earned, Owned, and Paid	Website created.
Higher Education Partnerships	None.
Government Partner Engagement	Local only-newly consolidated government.
Awards, Recognition, and Commendations	None.
Certified Properties	GRAD: 1 AT&T Fiber Ready: 0

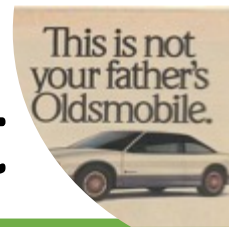
The Transformation: 2014-2017

The Transformation Period signifies the physical move of the Authority from the Chamber of Commerce building to its own location as well as a more hands-on approach to job creation, job retention, and existing business relationships. A new branding strategy as well as a new community relations strategy also accompanied this period.

This is not
your father's
Oldsmobile.



The Transformation: 2014-Current



Strategic Layers	Results/Value/Artifact
Economic Development Role	New Revenue Model-Pilot Payment Program(2014); MEDC provided marketing services and served as SPoC until January 1, 2017
Composition of the Board and Staff	Board-Same, Staff-Increased staff by 2, promoted 2, added Economic Development Director.
Use of small business contractors and consultants	Minority, women, veteran, and disadvantaged businesses: \$7 .2 million; LVP app designed, annual Local Vendor/Contractor Appreciation
Investment dollars for projects	Approximately \$2 billion to date w/5 Biz Expansions
Number of Partnerships	30+ partners state, regional, and local partners
Expenditures on infrastructure and park development	Over \$12 million; Allied Industrial Park rehabilitation
Assets War Chest : Land Acquisition	Over 2k acres

The Transformation: 2014-Current



Strategic Layers	Results/Value/Artifact
Local Incentives Catalog	Expanded to include connections to Film Commission and Competitive Business Environment catalog created.
Downtown and Inner City Investment	Current HQ, 400 Poplar Street, Schofield Building, Cassidy Park, Mid-City Square, and Riverside Drive (for Bibb County Sheriff's Department)
Community Sponsorships and Outreach	OneMacon, TLIM, Earth Day, Bowden Golf, Children's Hospital, 1 ST Annual GA Reentry Summit, reImagineMaconBibb-Millennial Outreach Initiative
Marketing Efforts: Media Exposure: Earned, Owned, and Paid	Local, state, and national media; online Media Center; Property Assets Link Online; Social Media, weekly eNewsletter, VLOG/Podcast Channel
Higher Education Partnerships	Mercer University (Innovation Center), Middle GA State (Aviation/Downtown Airport), Central GA Tech, and FVSU (Starr Snacks LLC)
Government Partner Engagement	Economic Impact Executive Briefings with federal, state, and local officials
Awards, Recognition, and Commendations	Spirit of Innovation, Middle GA Black Pages, Constant Contact Newsletter Award
Certified Properties	2-GRAD 2-AT&T Fiber Ready



Economic Impact Scorecard To Date

Investment in Dollars :: \$2 Billion

Jobs Created :: First Six Months :: 800+ Jobs

Jobs Retained :: Business Expansion :: 400+ Jobs

Assets War Chest :: Land Acquisition :: 161 acres

Economic Impact BY THE NUMBERS



Our Mission:

To promote the economic well-being of Macon-Bibb by creating and saving jobs and increasing the tax base.

New Investment
Committed by 10+
Industrial Projects

\$1.6 Billion

Expended on Land
Purchases,
Development, and
Upgrades

\$15 million

OneGeorgia
Edge Grants
Administered

\$11,445,000

Projected Revenue
for Local Taxing
Entities Over the
Next Five Years

\$5,143,944

Aggregate Land
and Property Sales

\$2,132,990

Long Term Funding
Strategy:
Pilot Funds
Program

\$700,000

Community
Invested SPLOST
Funds for
Economic
Development

\$29 million

Total Available
Acreage For
Development

2087.43 Acres

Jobs Created
and/or Retained by
10+ Industrial
Projects

1,843 Jobs

Macon-Bibb County Industrial Authority

439 Mulberry Street Macon GA 31201
478.488.8101 www.mbcia.com



Social Media



Instagram

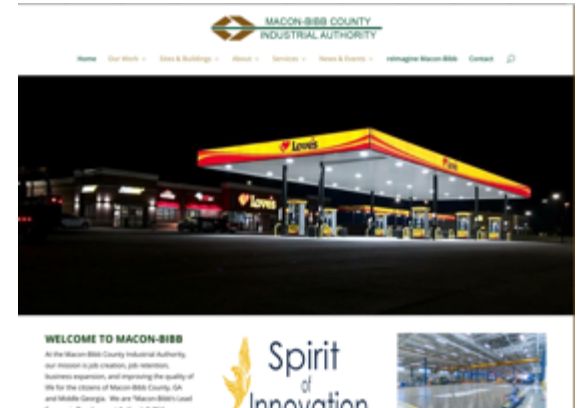
VLOGcast Channel



eNewsletter



Website



Created a Full Suite of Media Products

2018-2118: The Next 100 Years

- Job Creation :: Job Retention :: Business Expansion :: Quality of Life
 - Digital Lead Generation
 - Outbound Marketing Campaigns
 - In-house Media Production Services
 - Strategic Alliances with Leading Technology Providers
 - Mobilization
 - Expansion of Pilot Payment Program and Innovative Capital Management Systems
 - Creative and Innovative Place making
 - Access, Equity, and Opportunity
 - Communiversity-MBCIA campus (Building our Workforce from a Top Down Approach)
 - Expansion of Data Services and Warehousing
 - Staff Growth/Expansion of Office Services
 - International Leader in Economic Development Policy
 - Expanded Catalog of Land Assets and Incentives
- 

VALIDITY STATEMENT

- All of the data, demographics, and records in this document are true and easily verifiable by the following: media sources, citations, public archives, public records, local/community documentation, and can also be verified through the "Sunshine Laws" of the State of Georgia.
- We welcome you to "Fact Check" not only this document but all information produced by local, state, and national media.

**FACT
CHECK**

