

Decide DeKalb
Development Authority

Annual Report

2016





invest.
connect.
thrive.

Table of Contents

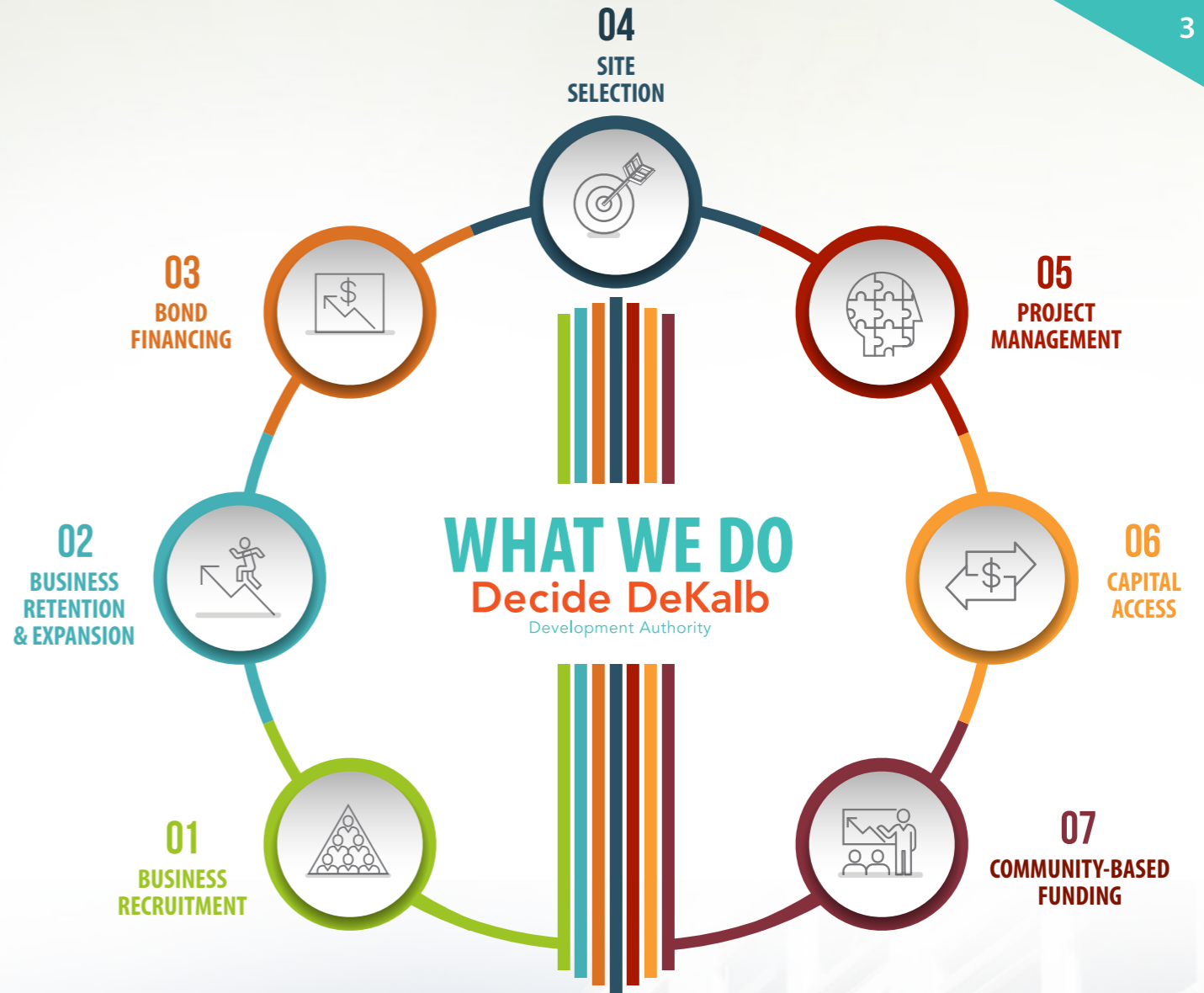
Decide DeKalb serves as the primary economic development driving force to attract, expand and retain businesses in DeKalb County, Georgia. Established in 1974 as the Development Authority of DeKalb County, Decide DeKalb works with partners, stakeholders and the business community to spur capital investments, encourage job growth and business sustainability.

Decide DeKalb's Target Industries	2
What We Do	3
Message from our Chairman	4
Meet Our Board	5
Message from our President	6
Meet Our Staff	7
2016 At a Glance	8
Invest	10
Connect	14
Thrive	20
Decide DeKalb Partnerships	24
Decide DeKalb Financials and Reports	27





Decide DeKalb's Target Industries



invest.
connect.
thrive.



Message from our Chairman

Tyrone Rachal

*Chair
Urban Key Capital Partners,
President*



Each year, Decide DeKalb works to bring jobs and businesses right here to DeKalb County.

The county experienced development in every sector, bringing new opportunities to the people who live, work and play in this community. With our DeKalb Thrives initiative charting the course for this development I have the utmost confidence that this is the beginning!

As Georgia continues to see exponential growth in the film and television sector, Decide DeKalb has worked to position the county as the prime location for productions

of all sizes. Our recently formed DeKalb County Film, Music and Digital Entertainment Commission is focused on growing these already established industries and attracting new ones to our backyard. This is yet another facet of the county that will continue to show great promise for years to come.

To my fellow board members, I offer my gratitude for your time and expertise spent this past year to help lead our organization forward.

Your guidance and participation through new committees helped strengthen the foundation of Decide DeKalb.

Lastly, I would like to acknowledge the work of the Decide DeKalb staff for their continued dedication in ensuring a bright and prosperous future. To this team, special thanks to your continued excellence in our business development, entertainment, and special programs efforts.

Board of Directors



Don Bolia

*Vice Chair
Peachtree
Government Affairs,
Principal*



Kevin Gooch

*Secretary
Alston and
Bird LLP,
Partner*



Baoky Vu

*Treasurer
Silverberry Capital,
Principal*



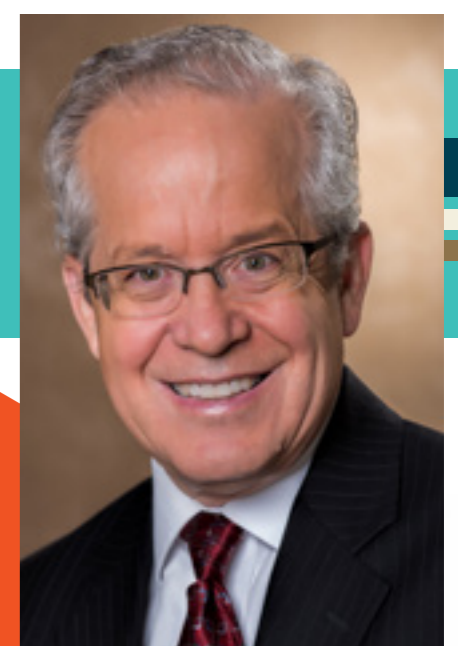
Miranda Mack McKenzie

*Board Member
TechBridge, Inc.,
Director of Development*



Andrew Greenberg

*Board Member
Georgia Game
Developers Association,
Executive Director*



Jim Monacell

*Board Legal Counsel
Smith, Gambrell
& Russell, LLP*

Message from our President



Ray Gilley *President*

The Authority facilitated approximately **\$448 million** in announced capital investments and **4,800 new and retained jobs.**

Our work didn't stop there. We worked collaboratively with local leaders and organizations including the DeKalb County School District, DeKalb County Chamber of Commerce and DeKalb County Government to implement the DeKalb Thrives strategic plan recommendations that will propel DeKalb forward and position it as a national leader.

Decide DeKalb serves as a champion for businesses of all sizes. In 2016, we saw substantial investments from blossoming small businesses, a large global nonprofit and international private sector companies.

We sincerely thank our partners and stakeholders who made 2016 a tremendous success. We look forward to working with more businesses in the community and around the globe as we invest, connect and thrive together!

Our Staff



Rolanda Daniel Thomas

*Vice President
Operations & Business
Development*



Dorian DeBarr

*Vice President
Finance &
Administration*



TJ Filipowicz

*Director
Marketing &
Communications*



Kara Keene Cooper

*Project
Manager*



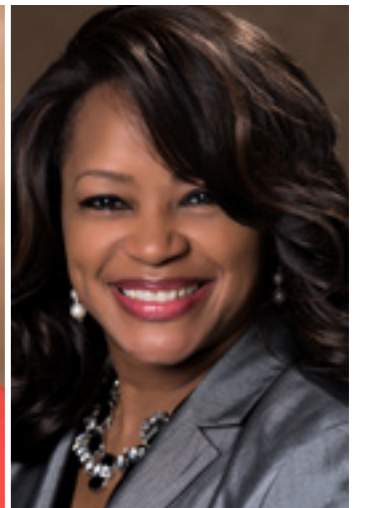
Toyasha Vaughn

*Project
Coordinator*



Shelbia Jackson

*Project
Coordinator
DeKalb County
Film Liaison*

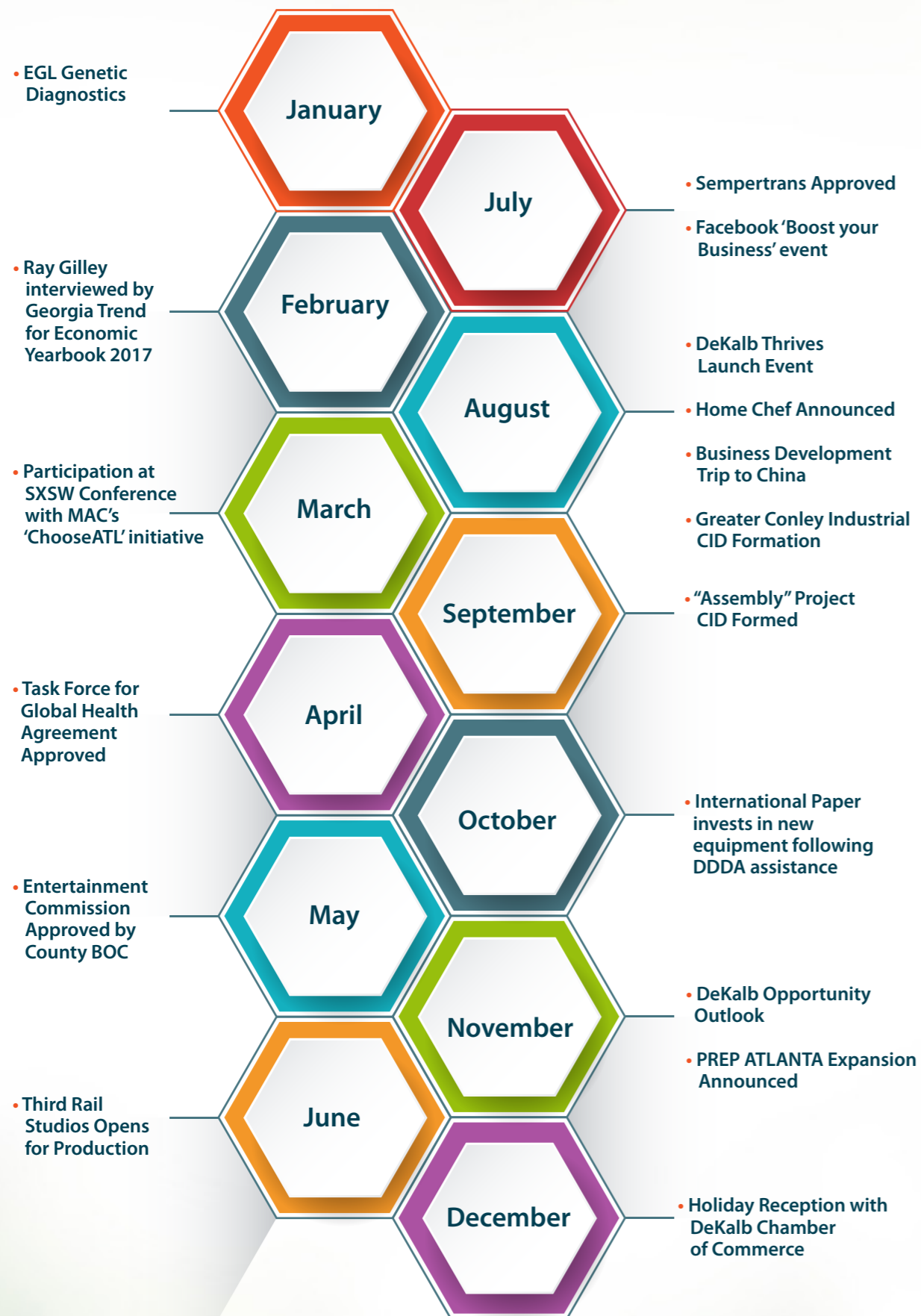


Lesia Evans

*Office
Coordinator*



2016 Major Projects & Initiatives



2016 Annual Report



In May 2016, the DeKalb County Board of Commissioners approved an Entertainment Commission to develop a strategic plan that will help retain and attract even more entertainment projects, jobs and businesses throughout the county. Through this commission's leadership and strategic direction DeKalb County is primed for exponential growth in the entertainment industry.

BLACKHALL
STUDIOS

THIRD RAIL STUDIOS

Invest

IN DEKALB COUNTY

Decide DeKalb assisted, attracted and retained businesses of all sizes to make a considerable impact this past year.

The Authority landed **17 projects** that included both attractions and expansions in every corner of DeKalb. In 2016, Decide DeKalb announced more than **\$448M in capital investments.**

Our economy and local workforce was bolstered by the announcement of **4,800 new and retained jobs by these companies.**



Decide DeKalb
Development Authority

Invest

Key Projects in 2016



- Decide DeKalb, on behalf of the DeKalb Private Hospital Authority, worked with Children's Healthcare of Atlanta (CHOA), one of the county's largest employers, on a multi-million-dollar expansion project.
- Qualified tax- exempt bond for \$397M including \$126M in new capital investments; \$217M refinanced.
- The expansion will provide clinical and administrative space for an ambulatory care center that will serve as a relief to Scottish Rite and Eggleston campuses.
- CHOA plans to build a 260,000 sq ft building on N. Druid Hills Road.



- Home Chef, a meal kit delivery service, invested in a 140,000 sq ft assembling, packaging and distribution center in Lithonia Industrial Park. This \$3.5M project plans to create 1,200 new jobs by 2020.



- The Task Force for Global Health, which is the second largest non-profit in the country, announced plans to expand its headquarters with the purchase of a larger facility in Decatur. This \$18M investment will enable the international organization to create 85 new jobs.

2016 Scorecard

Total Investments:
\$448M

Total New and Retained Jobs:
4,800

Project Highlights

2016 Closed/Landed Projects

- Enhancing Homeownership Opportunities
- Leggett & Platt, Incorporated
- Atlanta Hawks, L.P.
- SJ Collins Enterprise
- The Task Force for Global Health
- Royal Sweets Bakery
- Bimbo Bakeries
- Sempertrans/Shaw Almex Joint Venture
- Sempertrans divisional relocation
- Terwilliger Pappas
- Fairfield Residential Company
- Home Chef
- Children's Healthcare of Atlanta
- International Paper Company
- Vet Plus Limited
- A&R Ironworks, LLC
- Plaid Enterprises, Inc.
- PREP ATLANTA

Brownfields

Decide DeKalb was awarded a \$900,000 U.S. Environmental Protection Agency (USEPA) Brownfield Revolving Loan Fund Grant (BRLF) in 2012 to address the cleanup and redevelopment of brownfield properties within the county.

In 2016, the Brownfields program saw tremendous momentum around the 'Assembly' project located at the former GM plant in Doraville. This project was awarded a loan from the fund in 2015 providing the developers needed resources to transform this area into what will become a model of mixed-use success.



Enhancing Homeownership Opportunities



What began as a tool for area employers to use in talent recruitment and retention efforts has quickly grown to be embraced by all types of area residents seeking to find their next home in DeKalb. The WE (Workforce Enhancement) DeKalb Program provides a down payment grant of 4% or 5% to qualified applicants interested in purchasing or refinancing a home in DeKalb County.

By opening doors to homeownership in DeKalb County, with its universal appeal, the program saw exponential growth in 2016. With a new product offering allowing buyers to also pursue a conventional loan product, in addition to VA and FHA loans, this unique program is poised to become the model that others will look to emulate.



DeKalb County Government continues to improve its infrastructure in many corridors throughout the county to offer easy access and reduced traffic congestion.

In 2016, DeKalb County launched the Beautification Unit adding a renewed focus on providing greater efficiencies in increasing the overall aesthetics of the county. This newly integrated service works to galvanize and empower the community and stakeholders to address areas in need of beautification services.

From new playgrounds, public libraries to senior centers, DeKalb County continues to provide services for residents of all ages. The County also launched a new, comprehensive website to better serve constituents and businesses alike.



Connect

IN DEKALB COUNTY

DeKalb County is where the world does business!

There is no other county in the Atlanta Metropolitan Statistical Area with the unrivaled access to major highways and interstates.

DeKalb is positioned just minutes away from the world's busiest airport.

When you take into consideration our highly diverse and qualified workforce, DeKalb County remains a global go-to destination for international business.



Decide DeKalb
Development Authority

Connect

“DeKalb County has unmatched connectivity not only to the southeastern United States but around the globe.”
- Bruce Nelson
Director, Customer Support Services, RICOH USA

13 Cities

Atlanta, Avondale Estates, Brookhaven, Chamblee, Clarkston, Decatur, Doraville, Dunwoody, Lithonia, Pine Lake, Stone Mountain, Tucker and Stonecrest.

730,000
Residents

Home to Georgia’s most visited attraction

Stone Mountain Park

81,000+
Businesses
with
250,000
Employees

4 Major Interstates

Access to 4 major interstates (I-85, I-285, I-20 and I-675); Minutes away from the world’s busiest airport – Hartsfield-Jackson International Airport and home to Georgia’s second busiest airport – DeKalb-Peachtree Airport.

64
With 64 languages spoken, DeKalb County has become one of the most diverse counties in the United States.

\$52,000
Median Resident Household Income

35
Median Resident Age

An Educated Workforce

Top Employers

- DeKalb’s largest employers include:
- Centers for Disease Control and Prevention
 - Emory University Hospital
 - DeKalb Medical Center
 - Veteran’s Affairs Medical Center
 - Children’s Healthcare of Atlanta
 - AT&T Mobility
 - InterContinental Hotels Group
 - Georgia Regional Hospital
 - Marshalls (Distribution Center).

Colleges & Universities

- Emory University
- Mercer University
- Oglethorpe University
- Agnes Scott College
- Georgia Perimeter College
- Georgia State
- Georgia Piedmont Technical College
- DeVry University

DeKalb is minutes away from Georgia Tech, Morehouse College, Spelman College, Clark-Atlanta University among others.

Connecting with our Businesses

One of the core efforts our Business Development team engages in relates to retention and expansion. When a company takes time to have a conversation we’re able to better understand how we can improve not only their presence in DeKalb County but their bottom line as well! During the year we saw some common themes emerge...

1. “It is good to do business in DeKalb”

The majority of businesses interviewed said it is good to do business in DeKalb. Most of them are making investments in the county and communicated they would not be making investments in a community that they did not believe it was good to do business in. However, many of those companies brought up issues that they would like to see addressed, such as continued improvements to the zoning and permitting process, assistance with workforce development partnerships and awareness of County and state incentives.

2. Strong, Diverse Workforce in DeKalb

Most companies cited the workforce in DeKalb as one of its greatest attributes. From the white collar and millennial workers in communities like Perimeter and trendy Decatur to the large migrant communities in Clarkston. The diversity of skills and ability are meeting the needs of most of our employers. One company indicated that they utilize the DeKalb workforce for some of their operations in nearby Gwinnett because it is a better resource than otherwise available.

3. Perception of County Politics

All of the companies indicated that the perception of corruption has not affected their day-to-day operations, their bottom line or growth potential. The perception of the county does matter to them though. It is important to the company, that their greatest investment (real estate or business) is in a community that is working towards a positive brand.

4. Growth and Expansion Mode

A majority of companies interviewed were either in a growth or expansion mode. While some businesses were not adding facility capacity or additional people, they were growing in revenue and customers because of technology or online capabilities. Many of the companies had just expanded, were in the middle of an expansion, or were planning to expand from a real estate and job perspective.

5. Unawareness of Decide DeKalb

Many companies were unaware of Decide DeKalb. Some were familiar with the Development Authority, but were unaware Decide DeKalb was now the economic development arm of the county. They were also unaware of the products and services available through Decide DeKalb, indicating a need to market Decide DeKalb more aggressively in the county.

Survey Results Snapshot

Understanding the business climate is essential to Decide DeKalb’s effort to project growth in the future. In 2016, business leaders and representatives engaged in a business climate survey to gauge future business growth in DeKalb County and identify areas for increased engagement and support.



57% of survey respondents stated their company has plans for expansion over the next 3 years.



24% of respondents surveyed were a part of companies that engage in business both out of state as well as internationally.



75% of all respondents consider DeKalb County a good place to do business.

Thrive

IN DEKALB COUNTY

Engagement is critical in creating synergy and leveraging resources and ideas.

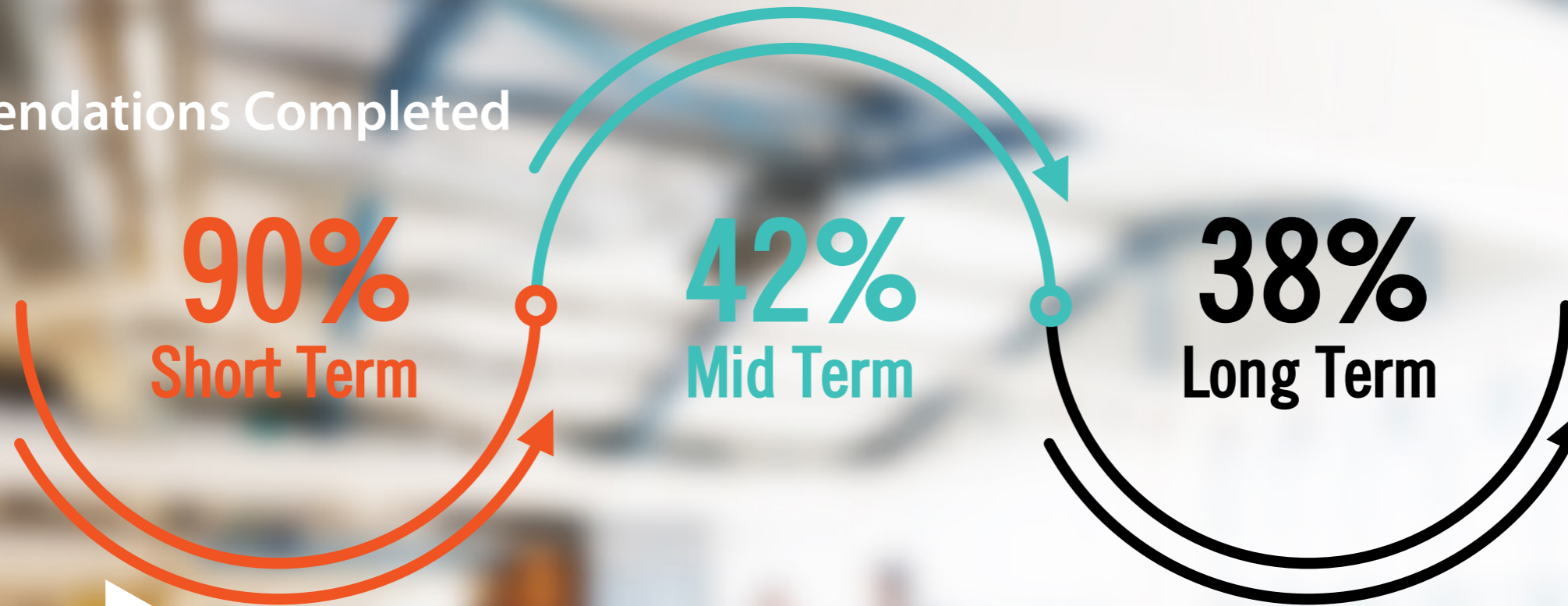
Decide DeKalb was tasked to oversee DeKalb Thrives, the implementation of the 87 recommendations identified in the five year DeKalb Economic Development Strategic Plan completed in 2014.

87 recommendations were made to improve upon the business climate of DeKalb.



Decide DeKalb
Development Authority

2016 Recommendations Completed



DeKalb Thrives focuses on these 7 key areas:

- Community Enhancements
- Real Estate & Product Development
- Existing Business & Entrepreneurship
- Transportation & Infrastructure Improvements
- Marketing & Branding
- Tourism & Culture
- Incentives & Policy Reform

DeKalb Thrives is creating a roadmap for the county to become a leading destination for attracting regional, national and international businesses while providing strategies to support the expansion and success of existing companies.

Our ED Business Roundtable and DeKalb partners engagement maximizes our impact and condenses the timeline for completion of these recommendations.



Decide DeKalb
Development Authority

Our Partnerships



DeKalb Chamber of Commerce

The mission of the DeKalb Chamber of Commerce is to be the catalyst that attracts and supports business, and advances business interests in DeKalb County. We accomplish that by being a convener of partnerships and facilitator of solutions. In our advocacy role, we equip business members with information and access to resources; and we advance education and workforce development, economic development and public policy. Our ultimate goal is to enrich the quality of life in DeKalb County and the metro Atlanta region.

Decide DeKalb Development Authority has been one of our strongest partners, and we share a commitment to create a healthier business environment. Their leadership of DeKalb Thrives, unifies our vision for a business-friendly environment and positions our community as a great place to live, work, worship, and play. I am honored to Chair the Steering Committee, providing oversight and guidance for such an undertaking. I look forward to the success of DeKalb Thrives, as it will lay the foundation for the future of DeKalb's 700,000+ residents, leaders, business owners and employers, and visitors.

Katerina Y. Taylor
President & CEO
DeKalb Chamber of Commerce



Film, Music and Digital Entertainment Commission

In 2016, Decide DeKalb launched the DeKalb Film, Music and Digital Entertainment Commission. The Commission is tasked with identifying ways for DeKalb County to build upon these booming industries, increase production opportunities, and identify ways to better facilitate production needs in our county.

DeKalb County is the proud home to 3 major production studios: Blackhall Studios, Third Rail Studios and Eagle Rock Studios.

"The boom in Georgia's entertainment industries is phenomenal, and DeKalb is uniquely positioned to benefit from them."

Andrew Greenberg,
Chairman of DeKalb Film,
Music and Digital
Entertainment Commission



Additional Partners



"DeKalb has served as the backdrop of numerous blockbuster films as well as notable television shows, so it only made sense for Decide DeKalb to help lead the effort in growing this thriving industry,"

*- Andrew Greenberg,
DeKalb County Film, Music
and Digital Entertainment
Commission Chairman*

Economic Development 101 Glossary of Terms

Attraction: Efforts by an economic development organization to help companies learn more about a community and how they might benefit by relocating/expanding to that new market.

BRE: Short for Business Retention and Expansion. This is one of the main priorities of state and local development professionals. Retaining companies already in the market and helping others to see the potential for expansion.

Bond inducement: A resolution passed by the Board of Directors which initiates the process of closing the bond. Programs are the Property Tax Incentive Bond and the Tax Exempt Bond.

Brownfields: The United States Environmental Protection Agency defines brownfields as commercial or industrial sites that are abandoned or under-utilized and have some degree of environmental contamination, whether real or perceived.

CID: Short for Community Improvement District, it is a mechanism for funding certain governmental services including street and road construction and maintenance, parks and recreation, storm water and sewage systems, water systems, public transportation systems and other services and facilities.

Capital investment: Funds invested by a firm or enterprise for the purpose of furthering its business objectives. Capital investment can include buildings, land and equipment.

Incubators: Locations used for entrepreneurship development with shared services, low-cost office space, and business counseling. Programs also include technical assistance, financing, legislation, marketing, accounting and networking.

Retention: Business retention programs assist businesses to aid in their growth, prevent their relocation and to help them survive in difficult times. Retention programs typically involve partnerships among public and private organizations that assess opportunities of individual companies through periodic surveys, interviews and visitations.

TAD: Short for Tax Allocation District. Established for the purpose of catalyzing investment by freezing tax collections and using the funds for redevelopment purposes.

Target industries: Specific vertical industries chosen as focal points for economic development efforts. Companies within these industries have been determined to meet community goals for diversification of employers, high wage opportunities for residents as well as being capable of taking full advantage of an area's assets.

Source: International Economic Development Council and Georgia Cities Foundation.

Financials

Decide DeKalb continues to thrive financially with the expansion of key programs, increased bond deal activity and utilizing prudent fiscal impact and financial management.

The annual audited financial statement is reflective of our commitment to advancement and progress.



Decide DeKalb
Development Authority

Statement of Net Position*

December 31, 2016

Assets	Decide DeKalb Development Authority	DeKalb Private Hospital Authority
Current Assets:		
Cash and Cash Equivalents	\$1,346,179	\$1,360,304
Prepaid Items	\$10,641	\$3,000
Accounts Receivable	\$266,463	
Due from DeKalb County	\$187,500	
Due from Private Hospital	\$308,968	
Loan Receivable	\$20,000	
Total Current Assets	\$2,139,750	\$1,363,304
Noncurrent Assets:		
Notes Receivable	\$502,057	
Capital Assets, Net of Depreciation	\$67,602	
Total Noncurrent Assets	\$569,659	
Total Assets		
Liabilities		
Current Liabilities:		
Accounts Payable and Accrued Liabilities	\$361,244	
Due to Decide DeKalb Development Authority		\$308,968
Total Current Liabilities	\$361,244	\$308,968
Net Position (Deficit):		
Restricted for Programs	\$521,839	
Unrestricted	\$1,826,326	\$1,054,336
Total Net Position	\$2,348,165	\$1,054,336



*Draft

Statement of Revenues*

Statement of Revenues, Expenses, and Changes in Fund Net Position
Proprietary Funds
For the Year Ended December 31, 2016

	Decide DeKalb Development Authority	DeKalb Private Hospital Authority
Operating Revenues:		
Transaction Fees	\$589,588	\$118,598
Intergovernmental Income	\$1,058,968	-
Grant Income	\$24,637	-
Lease Income	\$44,311	-
Interest Income	\$4,042	-
Other Income	\$90,459	-
Total Operating Revenues	\$1,812,005	\$118,598
Operating Expenses:		
Program Expenses	\$42,189	-
Economic Development	\$138,354	\$302,968
Depreciation	\$17,062	-
General & Administrative	\$1,675,227	\$16,664
Total Operating Expenses	\$1,872,832	\$319,632
Operating Income (Loss)	(\$60,828)	(\$201,034)
Interest Income on Bank Accounts	\$2,485	\$2,769
Change in Net Position	(\$58,342)	(\$198,265)
Net Position at Beginning of Year	\$2,406,507	\$1,252,601
Year End Net Position:	\$2,348,165	\$1,054,336

Decide DeKalb continues to utilize limited resources efficiently as we continue to exponentially grow DeKalb County's economy. For the year ending December 31, 2016, the Authority expended \$2.2M, which resulted in \$448M in capital investments over the same period.

Stated in terms of return on investment – for every \$1 expended by the Authority, the County received \$200 in new capital investments. We're proud of the return on investment that we provide to the County but that isn't the only barometer of financial excellence. The Authority's net position of \$3.4M (as of December 31, 2016)

demonstrates the Authority's ability to remain financially solvent while still smartly deploying resources to create significant economic development within the County. Such a delicate balance in promoting economic growth and mindful spending, requires disciplined leadership and strong financial acumen to deliver on our primary mission. We've achieved this objective at the Authority in 2016. We will continue to adeptly manage our resources to deliver sustainable economic development for DeKalb County!



invest.
connect.
thrive.



Decide DeKalb
Development Authority



Decide DeKalb

Development Authority

125 Clairemont Ave.
Suite 150
Decatur, GA 30030

404.687.2730

www.decidedekalb.com