

# Georgia Entrepreneurship and Economic Growth Document Based Questions (DBQs)

## Artifact A

### Georgia: Super Hub of the Southeast

***Manufacturers and service providers locating new or expanding operations in Georgia gain strategic business advantages, competitive efficiencies, and a whole lot more.***

Peaches, peanuts, Vidalia onions—Georgia brings a cornucopia to the table, and not just at meal time. For companies that operate in Georgia, the state lays out a grand feast of transportation and logistics assets all day, every day.

Resources for receiving, storing, and distributing goods are part of the reason Site Selection magazine awarded Georgia the number-one spot on its list of top state business climates in both 2013 and 2014. Area Development magazine and CNBC joined in on the accolades, both naming Georgia the nation's top place to do business in 2014.

Home to transportation giants such as UPS, Delta Air Lines, and Saia, plus logistics software powerhouse Manhattan Associates, Georgia is also a major distribution hub. Walmart, Solo Cup, Kellogg's, Kimberly-Clark, Clorox, Walgreens, and Academy Sports+Outdoors are just a few of the companies to establish a large distribution presence in the state.

Georgia's logistics advantages start with its transportation network. The state's principal city, Atlanta, grew up around the end point of the Western and Atlantic Railroad. One of the city's early names, Terminus, refers to that landmark.

Today, Georgia is not so much a terminus as a center point from which roads, rail lines, and ocean and air routes radiate across the United States and around the world. Two interstate highways—I-75 and I-95—connect Georgia with the southernmost and northernmost reaches of the United States. Another four interstates—I-16, I-20, I-59, and I-85—put Georgia on a direct route to 15 states. Trucks hauling freight from Georgia on those highways reach 80 percent of the U.S. population within two days.

True to its heritage, Georgia remains a major rail transportation center, with 5,000 miles of track. Two Class I railroads—CSX and Norfolk Southern (NS)—operate there, along with 24 short-line carriers. Intermodal traffic makes the Atlanta area the second-largest inland port in the United States.

Georgia's Hartsfield-Jackson Atlanta International Airport, the busiest passenger airport in the world, is also the 10th-largest air cargo hub in North America. With three main cargo complexes, the airport houses 14 cargo-only carriers and two million feet of warehouse space for air cargo. Flights from Atlanta reach 80 percent of the U.S. market within two hours. The airport also offers direct flights to 75 destinations outside the United States.

### **Prime Logistics Location.**

Taking full advantage of its geographic location at the crossroads of north-south and east-west travel in North America, Georgia provides shippers easy access to a wealth of major interstates, rail networks,

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airports, and sea ports. Abundant warehousing space rounds out the offerings, which add up to a convenient and efficient logistics sector.

### THE POWER OF THE PORTS

For companies that rely on maritime transportation, Georgia's Ports of Savannah and Brunswick—both owned and operated by the Georgia Ports Authority (GPA)—exert a powerful attraction.

The fourth-busiest container port in the United States, the Port of Savannah offers 38 shipping services, the most at any port in the Southeast. Savannah's Garden City Terminal, which handles containerized and refrigerated cargo, is the largest single-terminal container operation in North America. Its Ocean Terminal provides dedicated capacity for breakbulk and Ro/Ro (roll-on/roll-off) cargo.

"The GPA's specialized operations—containerized goods at the Garden City Terminal, breakbulk at Ocean Terminal, and Brunswick's three terminals specializing in breakbulk, bulk, and Ro/Ro—ensure expert and expedited handling in each cargo sector," says GPA Executive Director Curtis Foltz.

Shippers at the Port of Savannah enjoy quick, efficient connections to the domestic transportation network. "Garden City Terminal offers direct access to I-95 and I-16 without city traffic congestion," says Foltz.

Both NS and CSX operate on-terminal in Savannah, with overnight service to Atlanta, Charlotte, Jacksonville, and Birmingham, two-day service to Memphis and Nashville, and three-day service to Chicago, Cincinnati, and Dallas.

Shippers gain a particular advantage from the presence of two Class I railroads at the port. "Shippers get competitive rates, which they wouldn't if they had to deal with a carrier that has a monopoly or dominant market share," notes Trip Tollison, president and CEO of the Savannah Economic Development Authority (SEDA).

Shippers also benefit from the excellent balance between imports and exports at the Port of Savannah. "We're currently at about a 50-50 ratio between containerships that come here full and leave full," Tollison says.

Geography also sets apart the Port of Savannah: of all the ports on the Eastern Seaboard, it's located the farthest west. Companies that import through Savannah, and then forward goods to other locations, save money as a result. "The cargo spends more time on the ocean and less time on surface transportation," says Jannine Miller, director of the Georgia Center of Innovation for Logistics.

Recent infrastructure projects have made Savannah an even better choice for shippers. For example, the GPA has expanded its Mason Intermodal Container Transfer Facility. "Working in conjunction with a new Highway 307 overpass, and a wye installed by Norfolk Southern, the expansion has cut round-trip NS transit times to Atlanta by six hours," says Foltz.

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The biggest improvement currently on the Port of Savannah's horizon is the Savannah Harbor Expansion Project (SHEP). "The U.S. Army Corps of Engineers will soon issue a contract to dredge the outer harbor to 49 feet at low tide," says Foltz. A subsequent contract will deepen the inner harbor to 47 feet at low tide.

"The deeper water will enable the Port of Savannah to better serve the Super Post Panamax vessels that currently call on Garden City Terminal, allowing them to arrive and depart without waiting for high tide, and to transit the channel more heavily loaded," Foltz says.

Another project currently in the works is the Georgia Department of Transportation's (GDOT) plan to complete the Jimmy Deloach Parkway Extension in 2016, providing a direct, highway-speed link for freight moving between the port and I-95 and I-16.

### SAVANNAH'S REACH

While the port is a tremendous asset, Savannah also offers other advantages to shippers. One is access to markets. "Within 300 miles, we have 28 million residents in 11 major metropolitan areas, with eight major international airports and five ports—Savannah being one of them," says Tollison.

Resurging business activity has put pressure on industrial real estate in the Savannah region, but the number of available properties is on the rise. "Several private developers are looking at opportunities to build facilities," Tollison says.

Logistics operations in the Savannah region also benefit from the work of two local institutions of higher education. "Georgia Southern University, which is 45 minutes from the port, offers four different logistics degrees," says Tollison. And, students can earn an associate's degree in logistics management at Savannah Technical College.

Military facilities near Savannah also bolster the logistics workforce. "All branches of the armed services have some sort of presence within one hour of Georgia's ports," says Tollison. As service members make the transition to civilian life, many go to work for local employers. "Logistics companies, as well as manufacturers and others, love the opportunity to tap into the military workforce because of the value they bring," he adds.

<http://www.inboundlogistics.com/cms/article/georgia-super-hub-of-the-southeast/>

1. What awards did Georgia win recently that ranked its business climate? **SS8E3a**
2. What are some of the businesses that have opened locations in Georgia recently? **SS8E3a**

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3. How does Georgia's transportation system give it an advantage in terms of attracting companies to bring their business to the state? **SS8G2c**
4. What is Georgia's ranking nationally in terms of its railroad system's efficiency in moving goods across the country? **SS8E3a**
5. Why is airport warehouse space important to companies flying cargo through Hartsfield-Jackson International Airport? **SS8E3a**
6. What is the importance of overnight railway service from the Ports of Savannah and Brunswick to major Eastern cities? **SS8G2b**
7. Why is the connection between the railways and Ports of Georgia important for companies who do business in Georgia? **SS8G2b**
8. How does the location of the Port of Savannah make it an attractive destination for companies who are trying to save money shipping their goods? **SS8E3a**
9. Why has the Georgia Port Authority decided to dredge the outer harbor of the Port of Savannah? How will it improve the export and import of goods through the Port of Savannah? **SS8E3a**
10. How will the Georgia Department of Transportation's plan to complete the Jimmy DeLoach Parkway Extension help companies move goods faster across the state? **SS8E3a**
11. How has the Port of Savannah impacted the local economy including Savannah's housing market? **SS8G2c**
12. What is the impact of local educational institutions on the effectiveness of the Port of Savannah? **SS8E3a**

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## Artifact B

### BY RAIL

Georgia has a longstanding history as a major railway hub. The state's capital city, Atlanta, was formed from a rail line's terminus. The tradition continues today with the most extensive rail system in the Southeast and two Class 1 railroads, CSX and Norfolk Southern.

- Largest intermodal hub in the Southeast
- 5,000 miles of rail
- Service by two Class 1 railroads and 24 short-line companies

### BY ROAD

Georgia has an extensive interstate highway system facilitating the efficient movement of freight by truck. Georgia's six interstates connect to 80 percent of the U.S. population within a two-day truck drive.

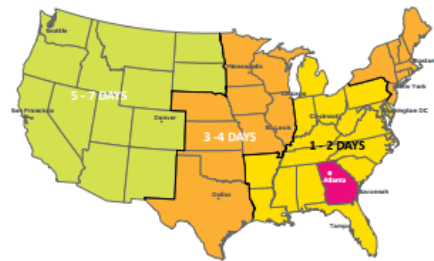
- Two major transcontinental interstate highways (I-95 and I-75)
- Four additional interstates (I-20, I-85, I-16, I-59) connect Georgia to 15 states
- 1,200 miles of interstate highway and 20,000 miles of federal and state highway
- 5.9 million tons of freight on average transport via roads across the state weekly
- Consistently top-ranked interstate highway system



### RAIL SYSTEM IN GEORGIA



### RAIL TRANSIT TIMES FROM GEORGIA



<http://www.georgia.org/wp-content/uploads/2014/03/Logistics-Brochure-Update.pdf>

13. What are some facts about the Georgia Rail system that make it important for trade in Georgia?  
**SS8E3a**

14. How does the availability of an extensive highway and interstate network make Georgia trade more effective? **SS8E3a**

## Georgia Entrepreneurship and Economic Growth Document Based Questions (DBQs)

### Artifact C

#### BY AIR

Georgia is an international center for air passenger travel, home to the world's busiest and most efficient passenger airport, Hartsfield-Jackson Atlanta International Airport, and one of the world's largest carriers, Delta Air Lines. As the 10th-largest air cargo hub in North America, Hartsfield-Jackson Atlanta International Airport is a critical component of Georgia's infrastructure network for transporting goods.

In addition to the three main cargo complexes, Atlanta's airport houses a U.S. Department of Agriculture-approved Perishables Complex, the only one of its kind in the southeastern United States.

#### Hartsfield-Jackson Atlanta International Airport

- Accommodates 95 million passengers annually
- Direct flights to 75 international destinations in 50 countries
- Provides access to 80 percent of the U.S. market within a two-hour flight
- Home to 14 cargo-only carriers and 2 million square feet of cargo warehouse space
- Named "Airport of the Year" (Air Cargo Week, 2012)

Georgia also has a network of 105 public-use airports that allow companies to efficiently travel throughout the state.



<http://www.georgia.org/wp-content/uploads/2014/03/Logistics-Brochure-Update.pdf>

15. How many passengers on average travel through Hartsfield-Jackson International Airport?

**SS8E3a**

16. What is the connection between Delta Airlines and Hartsfield-Jackson International Airport?

**SS8E3a**

17. How does the global reach of the Hartsfield-Jackson International Airport make it an attractive business location for companies? **SS8E3a**

18. What is significant about the U.S. Department of Agriculture-approved Perishables Complex? Why would this facility impact import and export of agricultural products more easily through the airport? **SS8E3a**



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## Artifact D

### BY SEA

The Georgia Ports Authority (GPA) facilitates global trade through deepwater ports in Savannah and Brunswick, with inland operations in Bainbridge and Columbus.

As a leader in the operation of modern terminals, GPA continues to meet the growing demands of international business. GPA is committed to \$1.4 billion in capital investment on equipment and project improvements over the next 10 years.

With the Savannah Harbor Expansion Project (SHEP), the Port of Savannah will more efficiently serve larger Post-Panamax vessels, lowering transportation costs for companies that ship goods through Savannah.

#### Port of Savannah

- Fourth-largest and fastest growing U.S. container port
- Convenient single-terminal design with two on-terminal Class 1 rail services, CSX and Norfolk Southern
- Moves 20 percent of the East Coast's overseas containers
- Intermodal connections with state-of-the-art cargo-handling equipment and advanced refrigeration capacity
- Industry's only centralized customer care team
- Largest concentration of retail import distribution centers in the Southeast, involving 37 weekly carrier service options and empties for exports

#### Port of Brunswick

- Nation's busiest seaport for automobile imports
- Second-largest grain facility on the East Coast
- Handles cargo for 21 domestic and foreign auto manufacturers
- Sixth-largest automobile processing port in the world



GEORGIA'S PORTS HANDLED 8 PERCENT  
OF THE NATION'S CONTAINERIZED CARGO  
VOLUME AND 11 PERCENT OF ALL U.S.  
CONTAINERIZED EXPORTS IN 2013.

<http://www.georgia.org/wp-content/uploads/2014/03/Logistics-Brochure-Update.pdf>

19. What features about the connection between the Ports of Savannah and Brunswick and the railway system would make it appealing to companies to bring their business to Georgia?

**SS8E3a**

20. Why would the SHEP project be appealing to companies to bring their business to Georgia?

**SS8E3a**

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### Artifact E

#### Atlanta Positions Itself As A Hub for Startups and Entrepreneurs

By Jay Caruso August 17, 2015

The South is known for its culture, hospitality and cuisine. Atlanta has been synonymous with all three, and may be about to become known for a fourth: haven for innovators and entrepreneurs.

Four Fortune 100 companies—Home Depot, United Parcel Service (UPS), Coca-Cola and Delta Airlines—have long called Atlanta home, and another 30 Fortune 1000 firms are headquartered in the metro area. But it's small businesses and tech start-ups that are currently fueling the city's remarkable growth.

The metro Atlanta area has been highly ranked in several national and international business surveys over the past two years. fDi Intelligence, a unit of the Financial Times, ranked Atlanta as the number one city in the United States and 13th worldwide for foreign direct investment, and 18th in its list of "global cities of the future." The city also placed seventh on fDi's list of cities with populations of 750,000 or more (and overall urban populations of 2 million or greater), and fifth in the category of "human capital and lifestyle."

Sensible zoning and licensing rules, ease of hiring, and growth-oriented tax policies and regulations make Atlanta an inviting place for small business and start-ups, particularly technology based companies.

Atlanta also has Hartsfield-Jackson, the busiest airport on the East Coast. That makes it easier for entrepreneurs to travel, meet investors and bring in potential partners and investors.

There is also ample support in the area for tech entrepreneurs. Organizations such as the Technology Association of Georgia, Technology Executive Roundtables, MIT Enterprise Forum of Atlanta and the Metro Atlanta Chamber of Commerce exist to ensure startups feel more secure in growing their businesses.

Nearby universities, including Georgia Tech, Georgia State, Morehouse College and Emory University, have become excellent recruiting grounds for developers and engineers.

Atlanta Tech Village is home to 800 different entrepreneurs and over 225 startups. The Technology Business Incubator at Georgia Tech provides classes, community and coaching, and helps keep members connected with employers around the area.

For career development, coding schools such as The Iron Yard that offer courses on everything from mobile and website development to back-end web development.

Despite that limitation, young entrepreneurs are willing to give the area a chance in large part because of Atlanta's low cost of living. A one-bedroom apartment in Atlanta rents for about \$1,073 a month, compared with \$3,300 for a similarly sized or smaller place in San Francisco.



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What's more, Georgia's state and local tax burden ranks 35th out of the 50 states, according to the Tax Foundation. By comparison, California ranks 4th, and New York ranks first in the nation with the highest state and local taxes.

Atlanta is already faces some competition for small businesses from nearby Greenville, South Carolina. But if the city can attract more top-tier venture capitalists and investors, the business-friendly climate and welcoming environment for young singles and families offers ample opportunity for growth and development.

<http://opportunitylives.com/atlanta-positions-itself-as-a-hub-for-startups-and-entrepreneurs/>

21. What Fortune 500 companies have centered their operations in Georgia according to the article? **SS8E3a**
  
22. What is the importance of the fDI Intelligence ranking for businesses considering moving to Georgia? **SS8E3a**
  
23. What are some of the appealing features for businesses that cause them to consider Georgia as the best location for their operations? **SS8E3a**
  
24. How is the Hartsfield-Jackson International Airport an appealing draw for companies? **SS8E3a**
  
25. What is the connection between the educational institutions in Georgia and business opportunities for companies? **SS8E3a**
  
26. How is Atlanta's housing market appealing for young entrepreneurs considering moving to Georgia? **SS8E3a**

## **Georgia Entrepreneurship and Economic Growth Document Based Questions (DBQs)**

### **Artifact F**

#### **WHY YOU SHOULD START A COMPANY IN ... ATLANTA**

BY LAURA RICH

Not too long ago, about fifty years, Atlanta was the size of Little Rock, Ark. About a hundred years before that, it was burned to the ground. Atlanta has proven it can grow (adding 1.1 million residents in the last decade alone). Now, it's building toward a sort of tech hub in the southeast, against a backdrop that includes the busiest international airport in the world; a healthy cluster of corporate giants in Coca-Cola, UPS, Delta and The Home Depot, among others; and a spur of entrepreneurial activity that put Atlanta in the top ten on this year's Kauffman Entrepreneurial Index, which tracks new business creation.

#### **What makes Atlanta great for startups?**

Any startup community needs three great things. It needs leadership. It needs world class universities where intellectual property is being developed, and then it needs a ready and able workforce. Atlanta has all three of those things. On the university side we have Georgia Tech and Emory to bring with. Georgia Tech has a broad platform of technologies that they deliver and Emory has great life science capabilities. Then on the leadership side, we have a lot of leaders in Atlanta that stem back from a software company in the 1980's called MSA. For example, Tom Noonan, who was the CEO of Internet Security Systems, was a sales person at MSA. And the CEO of one of my portfolio companies, Vocalocity, was also at MSA. So we have the roots of having some old software companies and having some leadership from those software companies continue to lead current investments as well. Then on the work force, Atlanta has a plethora of 25- to 34-year-olds. It's considered one of the best places to live for that age bracket. So we have a young, well-educated, plentiful workforce to pick from. Then, finally, we have one of the best airports in the world. So as all of these companies become global much earlier, you can get from Atlanta to India, China, anywhere around the world much more easily than you can from many other cities.

#### **What types of startups do well in Atlanta?**

We're really good at enterprise software from a long standing background. But in terms of startups we have strong expertise in internet security. From Internet Security Systems, which was acquired from IBM, there's been at least 15 companies that have been spawned from Internet Security Systems. And Georgia Tech has an internet security center that's one of the world leaders in internet security research as well. Atlanta is also a great place to start a payment processing or financial technology company. First Data, Global Payments, we have a long legacy link systems of having true payment processing expertise, and banking software expertise. Then finally UPS, so we have a lot of logistics capabilities as well. So on the IT side those are the three areas. On the life science side we have a strong history in the bio tech space. For example, at Emory one of the main drugs in the HIV cocktail was actually developed at Emory.

#### **Does Atlanta breed or attracts entrepreneurs?**

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People who come to school at Georgia Tech will stay and start companies. Or people will come to get their PhD at Georgia Tech or Emory and stay and start companies. But if you look at it, not many people grew up here. I'll give you an example. Let's just say Cardlytics which is a company that just raised \$18 million, we don't have an investment in it, so I don't have a biased, but these two entrepreneurs came from Cap One in the Midwest, and they just picked a city on the east coast they thought was the best place to start a company, and they picked Atlanta because of the ease of transportation and because of the payment processing expertise. That's sort of a classic Atlanta situation, if you will.

Add the cost of living in Atlanta, what you can buy in terms of a house or a lot, or the quality of life in terms of how long it takes you to commute to work in general is fantastic in Atlanta. Then the ease of getting places, if you have any sort of company that has a software development arm in India, China, or Atlanta it's a great hopping off point compared to other markets. When you can get to Tel Aviv, and Mumbai, and Beijing, so easily compared to other markets, our airport is truly a competitive differentiator for the city.

<http://www.fastcompany.com/1694778/why-you-should-start-company-atlanta>

27. What are some of the appealing factors for businesses that Atlanta offers that make it the technology hub of the southeast? **SS8E3b**
  
28. How did entrepreneurial activity earn Atlanta a business award? What is the significance of the entrepreneurial award in terms of Atlanta's recent business growth? **SS8E3b**
  
29. Why would a connection to leading educational institutions be attractive for startup companies in Atlanta? **SS8E3b**
  
30. How have the internet security and technology sectors done well in Georgia? **SS8E3b**
  
31. According to the article, do local institutions like Emory and Georgia Tech spawn local entrepreneurs or attract outside businesses more readily? **SS8E3b**
  
32. How do the access to an international airport and affordable housing cause more entrepreneurs to start businesses in Atlanta? **SS8E3b**