PROMOTING BALANCED AND RESPONSIBLE GROWTH

PRESIDENT & CEO
Michael E. Paris

BOARD OF DIRECTORS
Gerald McDowell, Chairman
Ellen W. Smith, Vice Chair
Audra Cunningham, Treasurer
Dorian DeBarr, Secretary

W. Kerry Armstrong
Noel Baber
Mason Berryman
Simon H. Bloom
Kali Boatright
Jason Bodwell
Kelley Brown
Chuck Button
Daniel Buyers
Carla Carraway
Scott Carter
Haley Casola
Stacey Chapman
Cedric Clark
Paul Cook
Mitch Danklef
Laurel David
Alyssa Davis
Albert G. Edwards
Ernest Ellis
Lisa Exley
Jennifer Fennell
Terry Fox
Rachel Gage
Jason Gaines
Melody Glouton
Nathan Hammond
Ann Hanlon
Brandon Hartley
Ben Hefner
Debra Henson
Clyde Higgs
Michael Hightower
Wayne Hill
Hamilton E. Holmes, Jr.
Jonathan Hunt
Bryan A. Jackson
Ashley Jenkins
Stanley L. King
Matt Kraczon
Steven J. Labovitz
Sarah-Elizabeth Langford
Michael Leithead
Tad Leithead
Greg Lewis
Andy Macke
Nick Masino
Keith Mason
Sharon Mason
Wayne H. Mason
Brian McHugh
Chuck Meadows
Kim Menefee
Robert Michener
Pamela Monastra
Greg Mullin
Melissa Mullinax
Alvin P. Nash
Shayla Nealy
Kevin Norton
Michael Olajubutu
Trey Paris
Tim Perry
Fabricio Ponce
Gerald L. Pouncey, Jr.
Sara Ray
Matt Reid
Sally Riker
Emily Ritzler
Malaika Rivers
Anna Roach
John F. Robbins
Anthony Rodriguez
Christie Sims
Chris Sizemore
Garen Smith
Grady Smith, Jr.
Pamela J. Smith
Woody Snell
Tracy R. Styf
Michael L. Sullivan
Richard Taylor
Jim Teel
Kate Triplett
Jue Wang
Alex Warner
Seth G. Weissman
David Welch
John Wetherald
R. Kyle Williams
James Willmer
Kristen Winzeler

Council for Quality Growth
Fall Board of Directors Meeting

October 22, 2026 | 11:30 AM | Palisades Office Park

Agenda

⇒ Action Item *Attachment

I. 12:00 | WELCOME — Ellen W. Smith

a. Welcome New Board Members, Haley Casola & Jason Bodwell

II. 12:05 | REGULAR BUSINESS

a. ⇒ Ratify 3rd Quarter Actions — Dorian DeBarr
b. ⇒ Adopt September E.C. Meeting Minutes* — Dorian DeBarr
c. ⇒ Adopt September 2026 Treasurer's Report* — Anshul Wesley
d. ⇒ Ratify Approval of 2025 Audit & 990s — Anshul Wesley
e. President's Report — Michael Paris
   i. 2027 Board Leadership & Nominating

III. 12:10 | MEMBERSHIP & PROGRAMS — Kathryn Jones

a. Membership Report*
b. Emerging Leaders Initiative Update
c. Programs Report
   i. 2027 Programs Calendar*
d. Four Pillar Tribute Report

IV. 12:20 | POLICY & GOVERNMENT AFFAIRS — Carson Brown | Matt Yarbrough

a. Local Policy Updates
b. ⇒ Ratify Adoption of 2027 Legislative Agenda
c. Advisory Roundtables Update – Higher Education Month – October 2026*

V. 12:30 | BOARD MEETING SPONSOR REMARKS — Tracy Styf | Tad Leithead

VI. 12:35 | GEORGIA TRANSPORTATION EFFICIENCY AUTHORITY — Ann Hanlon

Featuring Jannine Miller, Executive Director, GTEA

VII. 1:00 | ADJOURN — Ellen W. Smith

PRESENTED BY: LILBURN Community Improvement District | TOWN CENTER COMMUNITY

<u>January Board of Directors Strategic Planning Session:</u>

SAVE THE DATE: January 22, 2027, 7:30 – 11:30 AM; Location TBA

<u>Upcoming Events:</u>

- Today, October 22 – ELI Event on MARTA Rapid A BRT
- October 29 – Coffee & Conversations
- November 3 – QGI Education Forum Q4 (Brownfields)
- November 12 – CID Recognition Event
- December 10 – Transportation Operators Forum
- December 15 – 41st Annual Meeting & Legislative Rec.
- December 17 – ELI Holiday Mixer (CQG Board Invited)

Digital Packet

Meeting Minutes

Meeting Name:	**September Executive Committee Meeting**				
Date:	*September 24, 2026*	*Start time*:	*7:33 AM*	*Finish time*:	*8:33 AM*
Executive Committee Present:	Kerry Armstrong, Chuck Button, Audra Cunningham, Ann Hanlon, Clyde Higgs, Hamilton E. Holmes, Tad Leithead, Greg Lewis, Pamela Monastra, Kevin Norton, Sally Riker, Ellen Smith, Tracy Styf				
Executive Committee Absent:	Dorian DeBarr, Al Edwards, Steve Labovitz, Gerald McDowell, Michael Olajubutu, Gerald Pouncey, Jim Teel				
Staff & Guests Present:	Carson Brown, Kathryn Jones, Michael Paris, Anshul Wesley, Matt Yarbrough				
WELCOME					
Ellen W. Smith *2026 Vice Chairman*	Ellen W. Smith, 2026 Vice Chair, welcomed the Committee and called the meeting to order and introduced the meeting minutes.				
REGULAR BUSINESS					
Adopt August Board of Directors Meeting Minutes *Ellen W. Smith*	Ellen W. Smith, 2026 Vice Chair, presented the August 2026 Board of Directors Meeting Minutes to the Committee. Smith called for a motion to adopt the August 2026 Board of Directors Meeting Minutes. • Kerry Armstrong made the first motion to approve. • Chuck Button seconded the motion. The Committee unanimously adopted the August 2026 Board of Directors Meeting Minutes.				
Adopt May 2026 Treasurer's Report *Audra Cunningham*	Audra Cunningham, 2026 Council Treasurer, presented the August 2026 Treasurer's Report to the Committee. She reported a net income that was $262K favorable to the budget. Cunningham called for a motion to adopt the August 2026 Treasurer's Report. • Kerry Armstrong made the first motion to approve. • Clyde Higgs seconded the motion. The Committee unanimously adopted the August 2026 Treasurer's Report.				
President's Report *Michael Paris*	Michael Paris yielded his time to Clyde Higgs for discussion about the future of the Atlanta Beltline and the ongoing effort to build consensus around transit on the Beltline. Higgs shared the following Transit Opportunities Statement with Executive Committee and asked for feedback. The Committee supported the statement as written. *<u>Transit Opportunities Statement</u>* *We should continue to advance transit opportunities that are innovative, equitable, competitive, and financially responsible. Our approach should evaluate emerging technologies and delivery models that expand geographic access, reduce cost per mile, strengthen our competitiveness for federal funding, and minimize construction impacts on small businesses and surrounding communities.* *Decision-making criteria should also consider long-term adaptability and ways to*				

	mitigate the risk of technological and infrastructure obsolescence, ensuring that investments can evolve as mobility needs and technologies change. *Importantly, any transit decision should complement – not detract from – our commitments to complete the trail and achieve our affordable housing goals. Transit investments should reinforce these priorities and contribute to the broader vision of creating a connection, accessible, and equitable Atlanta Beltline.* *The goal is to identify transit solutions that can be delivered efficiently, connect more people to opportunity, and position Atlanta for the next generation of mobility.* Higgs called for a motion to adopt the drafted Transit Opportunities Statement, without any specifics of its intended future use. • Ellen W. Smith made the first motion to approve. • Tad Leithead seconded the motion. The Executive Committee unanimously approved the motion to adopt the language in the Beltline's Transit Opportunities Statement.
MEMBERSHIP & PROGRAMS	
Membership Report *Kathryn Jones*	Kathryn Jones, Vice President of Membership & Operations, reported a total of $749K in 2026 membership dues received so far, which is 93% of the budget prior to the end of September. She also showed 13 new members that have joined in Q3 so far, as well as a list of hot prospects. Jones highlighted Coffee & Conversations and announced the next meeting on October 29th with guest speaker Greg Mullin and invited interested members to participate.
Emerging Leaders Initiative *Kathryn Jones*	Jones gave an update on the recent ELI Speed Networking event and announced several upcoming ELI events including the upcoming MARTA Rapid A Line / BRT Network event, Cocktails & Conversations, and the 2026 Holiday Mixer and encouraged attendance. She thanked those participating and asked for additional participants.
Four Pillar Tribute *Kathryn Jones*	Jones announced that sponsorship outreach for the Four Pillar Tribute has surpassed its fundraising goal for 2026 with cash commitments exceeding $875K. She presented historical gross and net income data alongside the budget and net income projections for this year's event. Jones shared the final program for the Tribute, acknowledged the key speakers and performers for the evening, and gave a teaser for Egbert's acceptance speech.
Programs Update *Kathryn Jones*	Kathryn Jones gave an update on the MARTA Welcome Reception for Jonathan Hunt, General Manager/CEO, at Uptown Atlanta on October 8th and thanked the current sponsors. She highlighted the ongoing success of the QGI Education Forum series and listed the Q4 forum speaker lineup scheduled for November. Additionally, she reiterated the two recipients of the upcoming CID Awards, encouraged remaining members to secure sponsorships, and shared details for the Annual Meeting & Legislative Reception. Jones announced the first annual State of the Airport, tentatively scheduled for February 11, 2027.

	Following this, Jones announced the Council will be hiring for a full-time position for Membership Services and Operations Manager and encouraged the board to send referrals.
POLICY & GOVERNMENT AFFAIRS	
Policy Update *Matt Yarbrough* *Carson Brown*	Carson Brown, Senior Policy Analyst, provided updates on several local efforts, including the Cobb County Code Amendments for Data Centers and ADUs, as well as City of Atlanta's Zoning 2.0, Tree Protection Ordinance, and the Stormwater Utility Fee. Following this, Matt Yarbrough, Vice President of Policy & Government Affairs, gave an update on Cobb County's SPLOST renewal campaign and shared more on the four 2026 referendums and Cobb's funding request as listed in the 2026 Cobb SPLOST Campaign Support Memo. Michel Paris called for a vote for the Executive Committee to approve the Council's support of the Cobb SPLOST Education Campaign with a contribution of $2,500. • Chuck Button made the first motion to approve. • Tad Leithead seconded the motion. The Committee unanimously approved the motion to make the financial contribution to the Cobb SPLOST Education Campaign. Yarbrough then gave a recap of the recent 2026 Stormwater Workshop, updates on the Metro Atlanta Redevelopment Summit, and 2026 GDOT Board Dinner. He concluded the segment by reviewing the remaining Higher Education Month Advisory Roundtable meeting speakers.
ADJOURN	
Adjourn *Kathryn Jones*	Matt Yarbrough reviewed the upcoming Full Board of Directors meeting. Tad Leithead and Tracy Styf committed to a $1,500 sponsorship each. Kathryn Jones adjourned the meeting at 8:33 A.M.

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Web: www.dot-consultants.com

To: Council for Quality Growth Executive Committee and Board of Directors

From: Dot Management Consultants

Re: Council for Quality Growth Financial Summary, Sept 2026

Date: October 19, 2026

Summary

The Council continues to be in a very good financial position with $2.8M in total assets, of which **$1.5M is cash, plus $800k in reserves.**

Net Income for September was negative $56k compared to the negative $284k budget, a **favorable variance of $227k**.

Membership dues has collected 96% of the year through September. Events has a net $175k positive budget. 2026 Four Pillar revenue exceeded the $800k budget. Office Expense is front loaded for the year with sponsorships & donations; Professional Development is front loaded for the year with conferences and memberships; and personnel is under budget due to unfilled positions. There are no material variances.

Enclosures
Sept 2026 Financial Reports

Council for Quality Growth & Quality Growth Institute
Profit and Loss Budget vs. Actual
September 2026

		YTD Accrual Basis	YTD Budget	Budget Variance	Annual Budget	Actual Last Year	Notes
Income							
410	Membership Dues	$764,113	$728,000	$36,113	$800,000	$663,771	96% of yr budget collected ($137k new)
425	Four Pillar Tribute	$0	$0	$0	$850,000	$932,450	
440	Event Sponsorships	$811,350	$548,500	$262,850	$635,000	$503,070	Net Events $494k vs. $319k budget
445	Event Receipts	$126,716	$95,697	$31,019	$113,000	$104,366	
450	Advisory Mtg Sponsorships	$28,289	$18,750	$9,539	$25,000	$20,550	Net Advisory $1k vs. $0k budget
452	Governmental Affairs	$46,525	$41,500	$5,025	$41,500	$29,750	Net Gov Affairs $1k vs. -$1k budget
460	Executive/Board Sponsor.	$2,500	$5,000	($2,500)	$5,000	$2,500	Net Board -$7k vs. -$4k budget
475	Investments	$31,720	$41,250	($9,530)	$55,000	$63,083	
490	Other Income	$1,105	$0	$1,105	$0	$2,898	
Total Income		**$1,812,317**	**$1,478,697**	**$333,620**	**$2,524,500**	**$2,322,437**	
Expenses							
500	Personnel	$896,039	$956,250	($60,211)	$1,275,000	$1,101,720	Unfilled positions
600	Office Expenses	$266,105	$240,384	$25,721	$318,900	$320,573	
651	Events	$444,520	$325,447	$119,073	$379,000	$303,880	Net Events $494k vs. $319k budget
652	Board	$9,941	$9,000	$941	$12,000	$11,671	Net Board -$7k vs. -$4k budget
653	Advisory	$27,183	$18,747	$8,436	$25,000	$26,622	Net Advisory $1k vs. $0k budget
654	Governmental Affairs Exp.	$45,602	$42,000	$3,602	$42,000	$43,328	Net Gov Affairs $1k vs. -$1k budget
655	Other Meetings	$0	$0	$0	$0	$86	
657	Four Pillar Tribute	$0	$0	$0	$375,000	$451,489	
700	Professional Services	$116,818	$133,747	($16,929)	$173,000	$141,267	
750	Prof Development	$63,052	$37,125	$25,927	$49,500	$58,476	
Total Expenses		**$1,869,259**	**$1,762,700**	**$106,559**	**$2,649,400**	**$2,459,111**	
Net Operating Income		**($56,942)**	**($284,003)**	**$227,061**	**($124,900)**	**($136,674)**	
Other Income							
805	Other Income	$0	$0	$0	$0	$0	
Total Other Income		**$0**	**$0**	**$0**	**$0**	**$0**	
Other Expenses							
850	Depreciation Expense	$0	$0	$0	$2,250	$2,434	
852	Bad Debt	$0	$0	$0	$1,000	$0	
854	Interest Expense	$3,063	$3,150	($87)	$4,200	$5,071	
Total Other Expenses		**$3,063**	**$3,150**	**($87)**	**$7,450**	**$7,505**	
Net Other Income and Expenses		**($3,063)**	**($3,150)**	**$87**	**($7,450)**	**($7,505)**	
Net Income		**($60,005)**	**($287,153)**	**$227,148**	**($132,350)**	**($144,180)**	

$115.7k receivables and accrued receivables as of Sep 30, 2026

Council for Quality Growth & Quality Growth Institute
Balance Sheet
September 30, 2026

ASSETS	Consol	
Current Assets		
Bank Accounts		
Truist Checking (CQG, QGI)	$721,550	
HomeTrust Checking (CQG)	$2,699	
Truist Money Market (CQG)	$120,130	
HomeTrust Money Market (CQG)	$207,915	
Truist Brokerage (CQG, QGI)	$441,796	
Total Bank Accounts	$1,494,091	
Reserves		
Truist Brokerage (CQG, QGI)	$800,000	
Total Reserves	$800,000	
Total Bank Accounts	$2,294,091	
Accounts Receivable	$115,726	
Other current assets		
Prepaid Expenses	$270,443	Deposit for events and rent
Inter-company	$0	
Other Current Assets	$120,959	Deposit in transit & Right of Use Lease
Accrued Receivables	$0	
Total Other current assets	$391,402	
Total Current Assets	**$2,801,219**	
Fixed Assets	$5,046	
Other Assets	$10,000	
TOTAL ASSETS	**$2,816,265**	
LIABILITIES AND EQUITY		
LIABILITIES		
Current Liabilities		
Accounts Payable	$85,363	All under 30 days
Other Current Liabilities		
Accrued Vacation	$15,499	
Due to QGI	$0	
Lease Liability	$61,077	
Prorated Dues & Advance Dues Rev	$213,633	
Events Rec'd in Advance	$99,786	Events paid in advance
Four Pillar Received in Advance	$888,225	
Current Portion Lease Obligation	$87,028	
Total Other Current Liabilities	$1,365,248	
Total Current Liabilities	**$1,450,611**	
Long-term Liabilities	**$140,194**	EIDL Loan
TOTAL LIABILITIES	**$1,590,806**	
EQUITY		
Reserves	$800,000	
Retained Earnings	$485,464	
Net Income	($60,005)	
TOTAL EQUITY	**$1,225,460**	
TOTAL LIABILITIES AND EQUITY	**$2,816,265**	

Council for Quality Growth
Events Net Income
September 30, 2026
Accrual Basis

Event	YTD Actuals	YTD Budget	Budget Variance	Annual Budget	Deferred Revenue	Notes
Four Pillar	$0	$0	$0	$475,000	$888,225	October
AMLR	$0	$0	$0	$17,000	$29,425	December
Beltline	$0	$0	$0	$0	$0	-
Cherokee SoC	$40,262	$39,000	$1,262	$39,000	$0	January
CID Recognition	$0	$0	$0	$28,000	$35,175	November
Clayton SoC	$38,402	$21,000	$17,402	$21,000	$0	March
DeKalb SoC	$100,845	$36,500	$64,345	$36,500	$0	May
Douglas SoC	$14,030	$9,500	$4,530	$9,500	$0	April
ELI	$15,323	$11,250	$4,073	$15,000	$1,500	Ongoing
Fulton SoC	$51,983	$32,000	$19,983	$32,000	$0	February
Gwinnett SoC	$97,039	$65,500	$31,539	$65,500	$0	March
Henry SoC	$35,059	$18,500	$16,559	$18,500	$0	April
Intersection	$36,207	$33,000	$3,207	$33,000	$0	August
MARTA	$0	$0	$0	$0	$0	-
Meet & Greet	$42,742	$42,500	$242	$42,500	$0	May
Other Events	$0	$0	$0	$0	$0	TBD
Rockdale SoC	$16,547	$8,500	$8,047	$8,500	$0	April
QGI Ed Forums	$5,290	$1,500	$3,790	$2,000	$1,120	Ongoing
TBD	$0	$0	$0	$0	$12,066	TBD
Other Meetings	$0	$0	$0	$0	$19,000	TBD
Total Events	**$493,729**	**$318,750**	**$174,979**	**$843,000**	**$967,511**	

	YTD Actuals	YTD Budget	Budget Variance	Annual Budget	Deferred Revenue
Advisory	**$1,106**	$0	$1,106	$0	$0

Gov't Affairs	YTD Actuals	YTD Budget	Budget Variance	Annual Budget	Deferred Revenue	Notes
Gov't Affairs	$0	($500)	$500	$0	$0	
ACCG	$2,374	$2,000	$374	$2,000	$0	April
Forum	($1,180)	($3,000)	$1,820	($3,000)	$0	Jan/April
GDOT	$0	($4,000)	$4,000	($4,000)	$0	July
GMA	($411)	$3,000	($3,411)	$3,000	$0	June
Senate Dinner	$1,977	$2,000	($23)	$2,000	$0	Feb
Others	($1,837)	$0	($1,837)	($500)	$0	
	$923	**($500)**	**$1,423**	**($500)**	**$0**	

(The above assumes we collect receivables and accrued receivables)

BOARD OF DIRECTORS & EXECUTIVE COMMITTEE

2027 Meeting Schedule

Quarterly Board of Directors Meetings will be held at Palisades Office Park in the Building D First Floor Conference Room (5909 Peachtree Dunwoody Road Atlanta, GA 30328) and **monthly Executive Committee Meetings** will be held at Palisades Office Park in the Building C First Floor Conference Room (5901 Peachtree Dunwoody Road Atlanta, GA 30328). Council staff will send calendar invitations, reminder notices, and any changes to this schedule.

Please RSVP for each meeting to INFO@COUNCILFORQUALITYGROWTH.ORG

DATE	WHO/WHAT	WHEN	WHERE
January 22, 2027 (4th Friday)	**Board of Directors 2027 Strategic Planning Session & Winter Quarterly Meeting**	**7:30 – 11:30 AM**	**TBD**
February 25, 2027 (4th Thursday)	Executive Committee Monthly Meeting	7:30 – 8:30 AM	CQG Offices (5901 Peachtree Dunwoody Rd, Building C)
March 25, 2027 (4th Thursday)	Executive Committee Monthly Meeting	7:30 – 8:30 AM	CQG Offices (5901 Peachtree Dunwoody Rd, Building C)
April 22, 2027 (4th Thursday)	**Board of Directors Spring Quarterly Meeting**	**11:30 AM – 1:00 PM**	**CQG Offices (5909 Peachtree Dunwoody Rd, Building D)**
May 27, 2027 (4th Thursday)	Executive Committee Monthly Meeting	7:30 – 8:30 AM	CQG Offices (5901 Peachtree Dunwoody Rd, Building C)
June 24, 2027 (4th Thursday)	Executive Committee Monthly Meeting	7:30 – 8:30 AM	CQG Offices (5901 Peachtree Dunwoody Rd, Building C)
July 22, 2027 (4th Thursday)	**Board of Directors Summer Quarterly Meeting**	**11:30 AM – 1:00 PM**	**CQG Offices (5909 Peachtree Dunwoody Rd, Building D)**
August 26, 2027 (4th Thursday)	Executive Committee Monthly Meeting	7:30 – 8:30 AM	CQG Offices (5901 Peachtree Dunwoody Rd, Building C)
September 23, 2027 (4th Thursday)	Executive Committee Monthly Meeting	7:30 – 8:30 AM	CQG Offices (5901 Peachtree Dunwoody Rd, Building C)
October 28, 2027 (4th Thursday)	**Board of Directors Fall Quarterly Meeting**	**11:30 AM – 1:00 PM**	**CQG Offices (5909 Peachtree Dunwoody Rd, Building D)**
November 18, 2027 (3rd Thursday)	Executive Committee Monthly Meeting	7:30 – 8:30 AM	CQG Offices (5901 Peachtree Dunwoody Rd, Building C)
December 10, 2027 (2nd Friday)	Executive Committee 2028 Strategic Planning Retreat	7:30 – 11:30 AM	TBD

Quarterly Board of Directors Meetings feature guest speakers and sponsorship opportunities are available. Please inquire about supporting your fellow Board Members through Board Meeting Sponsorship.

Please RSVP for each meeting to INFO@COUNCILFORQUALITYGROWTH.ORG