2017- Q1 Report
JANUARY- MARCH 2017
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The programs and services that the EDCLC and SPARK promote are accessible to everyone. Part of helping growing businesses succeed in Livingston is our residents find good local jobs, and our entrepreneurs to find the tools that they need to succeed. Here are a few programs that we want you to know about this month:

**Are your kids enrolled MI Bright Future?**

Have you ever wondered how to help your kids develop their career paths? MI Bright Future provides a direct connection between Livingston County students and industry. Students sign up through their Career Cruising accounts at school, and have access to participating employers who can answer questions, and provide information about internship and job opportunities. Visit [http://mibrightfuture.org/](http://mibrightfuture.org/) to learn more!

**Take some time to visit the Livingston Regional Job Fair!**

The [2017 Livingston Regional Job Fair](http://www.mwse.org/13th-annual-livingston-regional-job-fair/) will take place on April 20 from 3pm-7pm at Crystal Gardens Banquet Center in Howell. Employers from all industries will be ready to tell you about job opportunities at their companies. Stop by Ann Arbor SPARK’s table for information on local resources for job seekers! Visit [http://www.mwse.org/13th-annual-livingston-regional-job-fair/](http://www.mwse.org/13th-annual-livingston-regional-job-fair/) for more details.

**Check Out Who is Hiring in Livingston County:**

Koppert Biological Systems: [https://www.koppert.com/working-at-koppert/](https://www.koppert.com/working-at-koppert/)
Lake Trust Credit Union: [https://www.laketrust.org/about-lake-trust-credit-union/why-a-credit-union/careers/](https://www.laketrust.org/about-lake-trust-credit-union/why-a-credit-union/careers/)

**Helpful Websites for Job Seekers:**

[https://jobs.mitalent.org/job-search](https://jobs.mitalent.org/job-search)
Events

Livingston County Regional Job Fair

The 13th Annual Livingston County Regional Job Fair is sure to be a success! With over thirty different companies represented, attendees will have the opportunity to find employers that match their skills and talents. The Livingston Regional Job Fair is presented by the Job Fair Planning Committee. This collaborative committee consists of representatives from more than 15 local organizations including state and local workforce and economic development agencies, local chambers of commerce, post-secondary and community education agencies, and local non-profit agencies, including several organizations represented on the EDCLC Board and Ann Arbor SPARK.

The job fair will take place at Crystal Gardens on April 20 from 3-7p.m.

http://www.mwse.org/13th-annual-livingston-regional-job-fair/

Greater Ann Arbor Region Pure Michigan Business Connect Summit

The Greater Ann Arbor Region and Consumers Energy will be hosting a Pure Michigan Business Connect Matchmaking Summit in Brooklyn, Michigan, this August (date forthcoming). This event will serve as an excellent opportunity for qualified suppliers and buyers from a variety of industries to network and explore the idea of doing business together. For more information on Matchmaking Summits throughout the state, visit: http://www.michiganbusiness.org/grow/pure-michigan-business-connect,summits/

National Manufacturing Day

Mark your calendars: October 6 is National Manufacturing Day, and we look forward to highlighting the thriving manufacturing industry in the Greater Ann Arbor Region that day and the week leading up! Stay tuned for more information on Livingston County events. Visit the National Manufacturing Day official website to learn more: http://www.mfgday.com/.
EDCLC Visioning Session Provides Added Direction for Organization

In March of this year, the EDCLC Board gathered for a day-long discussion on the direction of the organization for the coming year. After a day of in-depth conversation, breakout sessions, and a review of the organization's work over the year, several strategies were identified. The Board requested that Ann Arbor SPARK create a benchmarking study that compares the business climate of Livingston County to that of neighboring counties and comparable communities across the country. Please look for this report later in the year.

All Female Hartland Middle School Robotics Team Wins International Competition

Hartland Middle School's Pink Eagles robotics team won a top prize at this year’s Wonder League Robotics Competition. More than 5,300 teams from 52 countries competed in the competition, and the Pink Eagles took home a $5,000 prize with them in honor of their victory. Read more here: http://www.livingstondaily.com/story/news/local/community/hartland/2017/03/28/pink-eagles-win/99733476/
**Regional News & Updates**

**Ann Arbor SPARK goes North- Michigan Tech Visit a Huge Success!**

Ann Arbor SPARK partnered with Michigan Technological University to bring companies from Washtenaw and Livingston Counties to the 2017 Student Design Expo. The Student Design Expo is the University’s cornerstone annual event in which more than 600 students showcase their work and compete for awards. The company representatives who traveled to the event had the opportunity to interact with students through a coordinated mixer and as judges for the Design Expo. This was an excellent opportunity to connect top Southeastern Michigan employers with skilled students, and Livingston County had a great presence. Brighton area Carl Zeiss Industrial Metrology and General Motors attended with us, and Howell based Chem-Trend sent branded materials.

This recruitment event was part of a larger effort to encourage Michigan’s talented students and young professionals to live and work here, rather than leave the state. Retaining college graduates is critical to the economic growth of Michigan’s economy and our tax base. The broad range of companies represented at the event exposed students to a potential future in the Ann Arbor region. While the event was a great success for companies, it also ensured that Livingston and the greater Ann Arbor region are on students’ radars as a potential destination.

**Take Advantage of Ann Arbor SPARK’s Expanded Job Portal Functionality**

Ann Arbor SPARK has been working to improve one of our most popular talent services- our job portal! We will be partnering with locally based TrueJob to make our job portal even easier to use for applicants and employers alike. The new features will allow employers to search through resumes using keywords, making it even easier for them to find a perfect match for their needs. It is our hope that by using a more effective job portal, we will be able to further our goals of retaining Michigan talent and growing our talent pipeline.

Aberrant Ales Project is Underway in Howell

After significant due diligence on the part of Clark and Lisa Gill and the staff at the City of Howell, Aberrant Ales is officially under construction. The Gills have been working toward opening their microbrewery in downtown Howell for over a year now, and they broke ground this spring. Clark says of the project, “As Howell residents we love where we live, so when we first began this project we knew we wanted to build this business in our community. In addition to adding jobs to the economy, we wanted to create a destination that would attract consumers to Aberrant Ales and to historic downtown Howell. Along with the economic benefit we hope to bring, we look forward to being involved in local events and community organizations.”

The SPARK team worked closely with the City of Howell and Aberrant to navigate the State of Michigan’s incentive process around microbreweries, which is unique. Aberrant successfully pursued local tax increment financing to fund the redevelopment of their building, which requires significant work to bring it up to code. The Aberrant team will make a significant financial investment in the project, and plans to hire 10 people to run the brewpub. The project will play an important part of the City of Howell’s downtown development efforts by cleaning up long vacant building, and bringing more foot traffic to the downtown. We look forward to working with the Gills as they move toward opening day later this year.

Livingston Companies Take Advantage of EDCLC Microloan Opportunity

Companies in Livingston are taking advantage of the unique opportunity financial provided by the EDCLC’s partnership with the Great Lake Women’s Business Council and First National Bank. EDCLC leadership took the initiative to set up a microloan fund that can be awarded in amounts of up to $50,000 at a 5% fixed interested rate to be repaid within 5 years. So far, Howell companies Uptown Coffee, Retro-a-go-go, and Barktown USA have been awarded loans to help them grow their businesses.

Know someone who could use this resource? Email Todd Vanappledorn at tvanappledorn@miceed.org for more information.
Regional News & Updates Cont.

Michigan Works! Southeast Recognizes Regional Workforce Development Leaders

Michigan Works! Southeast celebrated our region’s thriving workforce development programs at a gathering with local legislators, business leaders, and community members on April 7. The event featured awards for job training participants and workforce development programs and professionals. Among the awardees was the Howell Area Chamber of Commerce, which was recognized for its Outstanding Workforce Development Program and the staff’s extraordinary contributions to the community. Two other Livingston County residents, Carrie Wright and Brandy Burton, were awarded the Outstanding Job Training Participant Award for the progress that they have made over the past year.

Brighton Area FlexDex Surgical Receives National Recognition for Disruptive Minimally Invasive Surgery Technology

FlexDex Surgical, a medical device company based in Brighton Township, is experiencing a great amount of success and recognition about their cutting edge surgical device, the Needle Driver. The product replicates the work of a robotic arm at a fraction of the cost. FlexDex is a spinout of U of M’s Office of Technology Transfer, and went through SPARK’s Bootcamp program in 2009. The company is now headquartered in Livingston, and poised for growth. We look forward to supporting this innovative company in the months to come.
Power Lunch Partnership Between the Brighton Chamber & SPARK Continues

The Greater Brighton Area Chamber of Commerce and Ann Arbor SPARK continued their partnership on the Power Lunch series with two highly attended events this quarter. These events serve as an excellent way to stay current on economic trends and events, and we appreciate our partnership with the Chamber.

In February, Ryan LaFontaine of LaFontaine Automotive Group and President of the Detroit Auto Dealers Association, and Max Muncey, the Public Relations Manager for the North American International Auto Show presented a debrief on the 2017 North American International Auto Show. During the presentation, the moderator, Kelley LaFontaine of LaFontaine Automotive asked the panelists about trends, brand debuts, innovations in the mobility industry, and other interesting issues impacting the local and global automotive climate.

In March, we hosted Amish Shah, CEO of Kem Krest, and Thomas Linde, Operations Manager of KYOCERA UNIMERICO tooling, to discuss “The New Face of Industry.” These industry leaders discussed the changing perception of manufacturing jobs and the cultural shifts that have happened within their companies as Generation Y has made its way into the workforce.

Ann Arbor SPARK CEO Talks Mobility at Good Morning Livingston

Ann Arbor SPARK President & CEO, Paul Krutko, joined an impressive panel, including Ed Straub of the American Center for Mobility and Ryan Morton of Ford Motor Company, to discuss connected and autonomous vehicles at the Howell Area Chamber’s signature event, Good Morning Livingston. Mobility has been an area of focus for Southeastern Michigan for years, and the American Center for Mobility’s recent designation a federal proving ground for connected and autonomous vehicles has solidified Michigan’s place as a national leader in the space. The panel offered keen insight into the future of mobility, and technologies with the potential to improve lives, change cities, and expand Michigan’s economic footprint.
Data and Demographics

Number of Residential Housing Sales per Month, Livingston County

![Graph showing the number of residential housing sales per month from January to December for the years 2015, 2016, and 2017. The graph indicates a slight increase in sales from 2015 to 2016, with a peak in 2017, followed by a slight decrease in the first half of 2017. Total Residential Housing Sales (Annual) for the years 2015-3,315, 2016-3,454, and 2017 YTD-382.]

Percent of Commercial and Industrial Property as Total Real Property Tax Base

<table>
<thead>
<tr>
<th>Year</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>14.4%</td>
</tr>
<tr>
<td>2014</td>
<td>13.0%</td>
</tr>
<tr>
<td>2015</td>
<td>13.0%</td>
</tr>
<tr>
<td>2016</td>
<td>13.0%</td>
</tr>
</tbody>
</table>

WARN Notices

No new WARN notices in the region. "WARN" is the Worker Adjustment and Retraining Notification and helps ensure advance notice in cases of qualified plant closings and mass layoffs.
While unemployment rates have decreased significantly since 2014, the unemployment rate in Livingston County increased from 3.6% to 5.1% between December 2016 and January 2017, which is likely indicative of seasonal layoffs.
Workforce Data

Employers with the Most Job Openings

- Providence Health & Services: 49
- Trinity Health: 44
- Buschs: 36
- Hanover Insurance: 32
- Spartannash: 32
- Action Associates: 31
- Meijer: 28
- Kroger Company: 27
- Maurices Incorporated: 27
- Cracker Barrel: 25
- Justice: 24
- Trilogy Health Services: 23
- Thai Summit America Corporation: 22
- Csig Holding Company: 21
- JCPenney: 18
- Fish Window Cleaning: 17
- Panera Bread: 17
- Burger King: 16
- Santa Ana Star Casino: 15
- Dick's Sporting Goods Incorporated: 14
- Wendy's Restaurants: 14
- CVS Caremark: 13
- Lowe's Companies, Inc: 13
- Taco Bell: 13
Workforce Data

Skills in Greatest Demand by Number of Job Listings

- Customer Service: 444 listings
- Sales: 405 listings
- Retail Setting: 312 listings
- Scheduling: 249 listings
- Microsoft Office: 198 listings
- Microsoft Excel: 191 listings
- Customer Contact: 189 listings
- Retail Sales: 188 listings
- Supervisory Skills: 188 listings
- Repair: 177 listings
- Cleaning: 171 listings
- Merchandising: 166 listings
- Store Management: 166 listings
- Product Sales: 149 listings
- Inspection: 135 listings
- Labeling: 101 listings
- Product Knowledge: 101 listings
- Budgeting: 95 listings
- Customer Checkout: 94 listings
- Sales Goals: 92 listings
- Microsoft Word: 85 listings
- Patient Care: 79 listings
- Food Preparation: 78 listings
- Data Entry: 77 listings
- Food Safety: 70 listings
Workforce Data

Top Industries by Number of Job Listings

1. Restaurants and Other Eating Places (7225) - 173
2. General Medical and Surgical Hospitals (6221) - 167
3. Clothing Stores (4481) - 76
4. Insurance Carriers (5241) - 71
5. Depository Credit Intermediation (5221) - 66
6. Grocery Stores (4451) - 56
7. Services to Buildings and Dwellings (5617) - 46
8. Department Stores (4521) - 37
9. Offices of Other Health Practitioners (6213) - 34
10. Health and Personal Care Stores (4461) - 33
11. Business Support Services (5614) - 31
12. Employment Services (5613) - 31
13. Traveler Accommodation (7211) - 28
14. Building Material and Supplies Dealers (4441) - 24
15. Nursing Care Facilities (Skilled Nursing Facilities) (6231) - 24
16. Other Professional, Scientific, and Technical Services (5419) - 20
17. Sporting Goods, Hobby, and Musical Instrument Stores... (4551) - 20
18. Other General Merchandise Stores (4529) - 19
19. Management, Scientific, and Technical Consulting Services... (5421) - 17
20. Cable and Other Subscription Programming (5152) - 15
21. Offices of Physicians (6211) - 15
22. Special Food Services (7223) - 15
23. Colleges, Universities, and Professional Schools (6113) - 13
24. Home Health Care Services (6216) - 13
25. Building Equipment Contractors (2382) - 12
**Workforce Data**

**Top Occupations by Number of Job Postings**

- Retail Salespersons (41-2031.00) - 160
- First-Line Supervisors of Retail Sales Workers (41-1011.00) - 113
- First-Line Supervisors of Food Preparation and Serving Workers...
- Combined Food Preparation and Serving Workers, Including Fast...
- Sales Representatives, Wholesale and Manufacturing, Except...
- Heavy and Tractor-Trailer Truck Drivers (53-3032.00) - 68
- Registered Nurses (29-1141.00) - 67
- Laborers and Freight, Stock, and Material Movers, Hand (53-...
- Customer Service Representatives (43-4051.00) - 59
- Merchandise Displayers and Window Trimmers (27-1026.00) - 55
- Maintenance and Repair Workers, General (49-9071.00) - 51
- Production Workers, All Other (51-9199.00) - 40
- Stock Clerks, Sales Floor (43-5081.01) - 40
- Cooks, Restaurant (35-2014.00) - 36
- Cashiers (41-2011.00) - 33
- Medical and Health Services Managers (11-9111.00) - 32
- Inspectors, Testers, Sorters, Samplers, and Weighers (51-9061.00) - 30
- Secretaries and Administrative Assistants, Except Legal, Medical...
- Office Clerks, General (43-9061.00) - 26
- Sales Agents, Financial Services (41-3031.02) - 26
- Stock Clerks- Stockroom, Warehouse, or Storage Yard (43-...
- Nursing Assistants (31-1014.00) - 24
- Pharmacy Technicians (29-2052.00) - 24
- Shipping, Receiving, and Traffic Clerks (43-5071.00) - 24
- Janitors and Cleaners, Except Maids and Housekeeping Cleaners... - 23
2017 Growth & Retention Program – Q1

<table>
<thead>
<tr>
<th>Account Name</th>
<th>Taxing Municipality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insulgard Security Products</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Dunnage Engineering</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Additive Manufacturing Solutions LLC</td>
<td>Hamburg Township</td>
</tr>
<tr>
<td>Brighton NC Machine Corporation</td>
<td>Green Oak Township</td>
</tr>
<tr>
<td>Armor Protective Packaging, Inc.</td>
<td>Howell Township</td>
</tr>
<tr>
<td>Brightline Technologies</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Tribar Manufacturing</td>
<td>Howell Township</td>
</tr>
<tr>
<td>ALG Tax Solutions</td>
<td>City of Howell</td>
</tr>
<tr>
<td>AZ Shmina</td>
<td>Brighton Township</td>
</tr>
<tr>
<td>A &amp; F Wood Products, Inc.</td>
<td>Genoa Township</td>
</tr>
<tr>
<td>Aberrant Ales</td>
<td>City of Howell</td>
</tr>
<tr>
<td>Spiral Industries</td>
<td>Hartland Township</td>
</tr>
<tr>
<td>TG Fluid Systems</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Express Employment Professionals</td>
<td>Genoa Township</td>
</tr>
<tr>
<td>Ignite XDS</td>
<td>City of Brighton</td>
</tr>
<tr>
<td>Templar Integrated Security Solutions, LLC</td>
<td>Brighton Township</td>
</tr>
<tr>
<td>Carl Zeiss Industrial Metrology, LLC</td>
<td>Green Oak Township</td>
</tr>
<tr>
<td>Hug-A-Plug, Inc.</td>
<td>Brighton Township</td>
</tr>
</tbody>
</table>

Company Visits, Successes & On-Going Projects

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Visits</td>
<td>18</td>
</tr>
<tr>
<td>Total Full Time Employees</td>
<td>1500</td>
</tr>
<tr>
<td>Referrals</td>
<td>39</td>
</tr>
<tr>
<td>Number of Successes</td>
<td>1</td>
</tr>
<tr>
<td>Employment Multiplier of</td>
<td>3</td>
</tr>
<tr>
<td>Job Creation Assistance</td>
<td>10</td>
</tr>
<tr>
<td>Capital Investment</td>
<td>$1.03 Million</td>
</tr>
</tbody>
</table>
## 2017 Project Pipeline

- **Number of Projects**: 15
- **Potential New Job Creation**: 246
- **Potential Capital Investment**: $25.7 Million
- **Average Age**: 246 Days

<table>
<thead>
<tr>
<th>Uniq ID</th>
<th>Age</th>
<th>Probability (%)</th>
<th>Total Project Cost</th>
<th>Total Opportunity New FTE Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>7971</td>
<td>371</td>
<td>10</td>
<td>TBD</td>
<td>15</td>
</tr>
<tr>
<td>8313</td>
<td>125</td>
<td>20</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>6502</td>
<td>433</td>
<td>20</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>6321</td>
<td>73</td>
<td>20</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>8353</td>
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<td>20</td>
<td>TBD</td>
<td>TBD</td>
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<td>4647</td>
<td>434</td>
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<td>TBD</td>
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<td>4618</td>
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<td>5000000</td>
<td>20</td>
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<tr>
<td>7950</td>
<td>129</td>
<td>25</td>
<td>TBD</td>
<td>20</td>
</tr>
<tr>
<td>101</td>
<td>192</td>
<td>25</td>
<td>TBD</td>
<td>TBD</td>
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<tr>
<td>3280</td>
<td>888</td>
<td>50</td>
<td>15020000</td>
<td>129</td>
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<tr>
<td>8443</td>
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<td>50</td>
<td>TBD</td>
<td>6</td>
</tr>
<tr>
<td>3060</td>
<td>26</td>
<td>50</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>4866</td>
<td>56</td>
<td>75</td>
<td>TBD</td>
<td>20</td>
</tr>
<tr>
<td>8247</td>
<td>171</td>
<td>75</td>
<td>5700000</td>
<td>36</td>
</tr>
<tr>
<td>4729</td>
<td>132</td>
<td>75</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>
2017 Social Media Stats

15 Facebook Posts
380 Likes
38 Shares
Benchmarking Preview – Workforce Data

People who live outside of Livingston County, but work in Livingston County

- Workers Earning $1,250 per month or less
- Workers Earning $1,251 to $3,333 per month
- Workers Earning More than $3,333 per month

37.4% 30.2% 32.5%

People who live in Livingston County and work in Livingston County

- Workers Earning $1,250 per month or less
- Workers Earning $1,251 to $3,333 per month
- Workers Earning More than $3,333 per month

35.6% 31.0% 33.4%

Workers Earning $1,250 per month or less
Workers Earning $1,251 to $3,333 per month
Workers Earning More than $3,333 per month

Workers Aged 29 or younger
Workers Aged 30 to 54
Workers Aged 55 or older

Workers in the "Goods Producing" Industry Class
Workers in the "Trade, Transportation, and Utilities" Industry Class
Workers in the "All Other Services" Industry Class

Workers in the "Goods Producing" Industry Class
Workers in the "Trade, Transportation, and Utilities" Industry Class
Workers in the "All Other Services" Industry Class

28.2% 20.5% 51.3%
Benchmarking Preview – Workforce Data

People who live in Livingston County, but work outside of Livingston County

- Workers Earning $1,250 per month or less
- Workers Earning $1,251 to $3,333 per month
- Workers Earning More than $3,333 per month

Where do Livingston County Residents Work?

<table>
<thead>
<tr>
<th>County of Employment</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livingston</td>
<td>25.40%</td>
</tr>
<tr>
<td>Oakland</td>
<td>22.60%</td>
</tr>
<tr>
<td>Washtenaw</td>
<td>17%</td>
</tr>
<tr>
<td>Wayne</td>
<td>12.80%</td>
</tr>
<tr>
<td>Ingham</td>
<td>4.20%</td>
</tr>
<tr>
<td>Genesee</td>
<td>4.10%</td>
</tr>
<tr>
<td>Kent</td>
<td>2.20%</td>
</tr>
<tr>
<td>All other locations</td>
<td>11.50%</td>
</tr>
</tbody>
</table>

Distance between work and home (people who live in Livingston County)

- Less Than 10mi- 18,278 (22.4%)
- 10-24mi- 28,985 (35.5%)
- 25-50mi- 26,103 (32%)
- 50+mi- 8,315 (10.2%)

Where do Livingston County Workers Live?

<table>
<thead>
<tr>
<th>County of Residence</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livingston</td>
<td>38.50%</td>
</tr>
<tr>
<td>Oakland</td>
<td>14.20%</td>
</tr>
<tr>
<td>Wayne</td>
<td>11.40%</td>
</tr>
<tr>
<td>Genesee</td>
<td>7.20%</td>
</tr>
<tr>
<td>Washtenaw</td>
<td>5.20%</td>
</tr>
<tr>
<td>Macomb</td>
<td>4.30%</td>
</tr>
<tr>
<td>Ingham</td>
<td>3.60%</td>
</tr>
<tr>
<td>All other locations</td>
<td>15.70%</td>
</tr>
</tbody>
</table>

Distance between work and home (people who work in Livingston County)

- Less Than 10mi- 17,040 (31.6%)
- 10-24mi- 14,841 (27.5%)
- 25-50mi- 16,036 (29.7%)
- 50+mi- 6,082 (11.3%)
QUARTERLY REPORT DEFINITIONS

COMPANY VISITS: Meetings with local businesses regarding their current business outlook. This is a core “economic gardening” strategy that provides opportunities for referrals like workforce development training, state-level resources, tax incentives, business development opportunities, cost reduction strategies, access to capital, etc.

EMPLOYMENT MULTIPLIER: Figure calculated by economic modeling through Regional Economic Models, Inc., which quantifies the indirect assistance provided through new job creation. For example, an employment multiplier of 2.0 would indicate that 1 new job would affect 2 total jobs (the new job itself, and another indirect job). Employment multipliers are based on the company’s industry and investment, among other factors.

PROJECT PIPELINE: The project pipeline represents potential projects that have been identified, along with their current status and probability of completion.

REFERRALS: Referrals to outside resources or value-added services provided by staff. This could include a referral regarding a state-level program, a review to determine the feasibility of entry into a new sector, or technical assistance with local or state-level programs.