

2017- Q4 ReportOCTOBER- DECEMBER 2017





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Outlook for 2018

2017 saw continued growth for economic development in Livingston County - companies are continuing to grow and invest in the region. Notably, our team had the opportunity to work with projects that committed to creating 79 new positions in Livingston County and yielded over \$19 million in new private investment. Through our retention call program, we consulted with 54 different companies that employ over 10,000 workers in Livingston County. In addition, due to our partnership with Michigan Works! Southeast, we were able to help local companies raise \$350,000 from the state's Skilled Trades Training Fund, which leveraged \$1.2 million in private sector investment to train new, transferable skills to 331 local employees. We have a robust project pipeline and will continue working with local companies to accommodate economic growth.

Our Livingston team has developed strategies to build on our progress in the coming year. One of the opportunities we believe is a priority is talent- attracting and retaining talent and fulfilling the needs of local employers. 2017 was a banner year for our local talent initiatives, and we will continue to build on that success in 2018. Highlights from our talent program this year included:

- Our continued engagement with companies in the Flint busing program, which leverages funds from the state's Community Ventures fund to support local talent needs
- The completion of our Economic Action Plan, which included a section focused on talent with goals and recommendations to build the talent pipeline
- Carrie Bonofiglio joined our team as Talent Awareness Coordinator to assist with the local implementation of the State's MI Bright Future Program
- The launch of our first Healthcare Roundtable, a talent discussion between the local healthcare industry and training providers

We also underwent some changes on our team – we welcomed Pinckney Native, Marcia Gebarowski to work as our Director of Business Development for Livingston County, after doing economic development for the Michigan Economic Development Corporation for nearly ten years. We also thanked Anna Zinkel for her work in Livingston County as she began graduate school at the University of Michigan this fall.

As we embark upon another year of projects in partnership with the Economic Development Council of Livingston County, I want to thank our Board Members for their dedication to economic development in the region. Their commitment of time and resources is what continues to drive the county forward. I look forward to seeing what we can accomplish during 2018.

Sincerely, Phil Santer

Senior Vice President of Business Development

Chief of Staff

Ann Arbor SPARK



Tips and Tricks

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 find the tools that they need to succeed. Here are a few programs that we want you to know about this quarter:

Join a Local Chamber!

Have you considered joining a local Chamber of Commerce? Livingston County is home to several Chambers of Commerce, each with different programming to help your company thrive! Chamber membership is excellent for networking, referrals, and professional development opportunities, not to mention, a whole lot of fun! Check out your local chamber today and inquire about membership.

Greater Brighton Chamber of Commerce

Pam McConeghy, <u>pamm@brightoncoc.org</u> <u>www.brightoncoc.org</u>

Howell Area Chamber

Howell Chamber of Commerce

Pat Convery, <u>pconvery@howell.org</u>

<u>www.howell.org</u>

Hartland Area

Hartland Chamber of Commerce

Katie Chuba, <u>info@hartlandchamber.org</u> <u>www.hartlandchamber.org</u>



Pinckney, Putnam, Hamburg, Hell Chamber of Commerce
Pam McConeghy, pamm@brightoncoc.org

CHAMBER OF COMMERCE

The Future of Livingston County

http://visitpphh.org/

Support Local Placemaking Efforts

Crowdfunding is a great way for communities to leverage funding for Downtown enhancements that strengthen local branding and identity. Through the Michigan Economic Development Corporation's partnership with Patronicity, the Public Spaces Community Places program has helped communities throughout Southeastern Michigan fundraise for placemaking activities, with matching funds provided

by MEDC. Most recently, the City of Howell was successful in raising over \$24,000 for Peanut Row Alley using this program. For a list of current projects through Public Spaces, Community Places, visit:

https://www.miplace.org/programs/public-spacescommunity-places/





Tips and Tricks

STARTING YOUR OWN BUSINESS

Looking to start a business? Join Ann Arbor SPARK at our incubator in Ypsilanti for a monthly event to help entrepreneurs learn about marketing, legal, accounting, and risk considerations, product development, business plans and financing options to help their business idea thrive. Attendees have an opportunity to get advice from a variety of business experts and organizations that are available to support new ventures. Check out Ann Arbor SPARK's events calendar for information at: http://www.annarborusa.org/events

Check Out Who is Hiring in Livingston County:

Tribar Manufacturing:

http://www.tribarmfg.net/Welcome.html

Thai Summit America Corporation:

http://www.thaisummit.us/careers/

TG Fluids:

http://www.toyodagosei.com

Find Your Next Career with Ann Arbor SPARK's Job Portal!



Whether you are looking to hire or find a new position, Ann Arbor SPARK's job portal will help facilitate a successful match. Upload your resume today to connect with the Greater Ann Arbor Area's top employers!

http://www.annarborusa.org/work-here



Over \$350,000 in Training Dollars Awarded in Livingston County

This year, nine different companies in Livingston County were the recipients of funding to support employee training efforts through the Skilled Trades Training Fund. Ann Arbor SPARK worked closely with Michigan Works! Southeast to promote the program throughout Livingston County, targeting companies that invest in employee training and certification. Ultimately, nearly \$350,000 was awarded locally and \$1.2 million in private investment was leveraged for training in 2018. This was a banner year for the program in Livingston County, with \$170,778 additional awarded this year than the 2017 program.











Company Name	Municipality	Award Amount
AA Gear & Manufacturing	Howell Township	\$14,995.00
Boss Engineering	Genoa Township	\$12,000.00
Brighton NC Machine Corporation (BNC)	Green Oak Township	\$53,630.00
Eberspaecher North America	City of Brighton	\$114,933.00
GKI Foods LLC.	Green Oak Township	\$6,000.00
Koppert Biological Systems, Inc.	Hartland Township	\$17,051.00
TG Fluid System, USA Corporation	City of Brighton	\$37,500.00
Thai Summit America Corporation	City of Howell	\$93,375.00
Total:		\$349,484.00



Due Diligence Process Started for \$1 Billion Power Generation Facility in Handy Township

SPARK staff has been working with Competitive Power Ventures, a power generation company headquartered in Maryland who is considering the construction of a natural-gas-fired power generation facility in Handy Township.

CPV Mason Road, LLC has taken an option on 145 acres in the southeast corner of the township, near the Fowlerville Proving Grounds. The company is beginning a two-year due diligence period that allows them to decide whether it's a suitable location for one of their facilities. The power plant proposed would burn natural gas to generate electricity and proximity to sources plays a leading role in CPV's local interest. On the property at the corner of Mason and Truhn Roads is the intersection of the Vector and Rover pipelines, and therefore easy access to a supply of natural gas and power.

SPARK started to work with the company last August as they began the process of learning about the business climate in Michigan and Livingston County. In the proceeding months, staff has coordinated small group discussions with township officials, local community leaders, and CPV, and participated in meetings with state officials as the area continued to be evaluated for the project. SPARK staff continues to work closely with the CPV team, participating in regular conversations associated with ongoing due diligence of the proposed development and project location.

Handy Township's Planning Commission will hold multiple public hearings on January 25th related to the project including a master plan amendment and rezoning request. If CPV greenlights the development, they will invest between \$600 million and \$1 billion and create about two dozen full-time, permanent jobs. The project is estimated to take up to three years to construct and bring hundreds of construction jobs to the area.





Success with Talent Transportation Continues

Community Ventures is a state program that focuses on structural unemployment in Flint, Saginaw, Detroit, and Pontiac. The program offers incentives to companies who hire eligible residents from these communities who face substantial barriers to employment. In addition, the program allocates funding for each participant to access supportive services, such as childcare or transportation.



In Livingston County, many companies who hire Flint residents have been able to successfully take advantage of the Community Ventures program. For many years, local employers have partnered with the Flint Mass Transportation Authority to bus in workers from Flint. In 2016, Ann Arbor SPARK worked with the Howell Chamber of Commerce, to help leverage Community Ventures dollars to support these transportation costs for eligible employees. When meeting with companies, SPARK staff continues to promote this program to those employers that could benefit from it. **Today, 287 new jobs have been created at six different companies in Livingston County because of the program.** Participating companies include: GKI Granola Kitchens, Inc, Thai Summit America Corporation, Toyoda Gosei Fluid Systems, Tribar Manufacturing, Ventra Fowlerville, LLC, and Work Skills Corporation.

Livingston Employer Resource Network Collaborates For Employee Retention

The Livingston County Employer Resource Network (LERN) is a local consortium of eight companies and partners at the Department of Health and Human Services (DHHS), working together to improve workforce retention by providing additional employee support. The companies in LERN pool funds together in order to have on-site services provided by DHHS for employees. The DHHS service workers address employee needs and offer social support and counseling to employees. Every month, the DHHS workers meet with the companies and report on the use of their services; they have been able to show impressive results, with a substantial return on investment and improvements in employee retention.

In addition, LERN is well-connected with the Community Ventures program. Many of the companies that participate in LERN receive funding from Community Ventures to transport employees from Flint using the MTA system. Representatives from Community Ventures and Michigan Works! Southeast also attend LERN meetings, enabling productive conversations between the service providers and companies to address workforce retention.

The SPARK team recognizes the value of these retention programs, especially during a time of low unemployment. In order to support LERN, the SPARK team continues to assist in their recruitment efforts, as the consortium looks to expand its private sector participation.



State Support Builds Momentum for MI Bright Future

In July, Carrie Bonofiglio joined the Ann Arbor SPARK team to assist with the local implementation of the MI Bright Future program. Carrie has met with several local companies to discuss the opportunity to become a career coach with MI Bright Future and improve access to the talent pipeline. While Livingston County has been one of the Counties spearheading the MI Bright Future effort, Governor Snyder has been supportive in directing funding for statewide implementation. Today, MI Bright Future works with 335 different companies, including 50 companies in Livingston County.



www.mibrightfuture.org

The Greater Ann Arbor Region's Prosperity Initiative Announces Challenge Grant Recipients

The EDCLC is a member of the Greater Ann Arbor Region (GAAR) a regional organization that represents Prosperity Region 9 (Monroe, Lenawee, Washtenaw, Jackson, Hillsdale, and Livingston Counties). As a member of GAAR, the EDCLC benefits from regional initiatives and collaboration with support from the State of Michigan.

This year, GAAR provided six challenge grants to award projects that will support the implementation of the region's five year Prosperity Strategy. Projects primarily focus on meeting regional industry needs by equipping communities with infrastructure and growing and attracting talent.

In Livingston County, two challenge grants were awarded. The first was awarded to Livingston Educational Service Agency to support the county-wide implementation of MI Bright Future. The other grant was awarded to the Michigan Broadband Cooperative to support their work in advancing broadband in rural Michigan. Other Challenge Grants were awarded to: Jonesville Community Schools, Lenawee Now, Monroe Community College, and Monroe County Intermediate School District. Ongoing progress updates on these projects will be available on the region's website.

http://greaterannarborregion.org



Livingston County Highlighted at Site Selector Outreach Events

The Mid-America Economic Development Council held their 2017 Competitiveness Conference and Site Selector Forum in December. SPARK staff attended the conference to promote Livingston County and the Greater Ann Arbor Region (GAAR) among the site selection consultants in attendance. The conference included various breakout sessions led by site selectors that fostered small group discussion and networking.

GAAR hosted an invite-only conversation with representatives from nine different site selector firms, along with MEDC officials and GAAR communities (Livingston, Hillsdale, Washtenaw, Lenawee, Monroe, Jackson counties). The event was a great way to network with consultants, while allowing local Economic Development agencies to highlight the strengths of the region to our guests. The following week after this event, SPARK staff received a new request-for-proposal to continue to promote local industrial sites.





\$3.5 Million Industrial Build in Fowlerville has Potential to Attract Jobs and Investment

A 49,207 square-foot facility is under construction in the National Corporate Park in Fowlerville, offering an excellent space for a new industrial operation. Although the building does not currently have a lease, the owner has expressed that he has had many interested parties. Given the low inventory of industrial facilities in Livingston County, there is no shortage of demand. The SPARK Livingston County team is working closely with the development team on a request for a property tax abatement for the building, as well as proving regional marketing assistance for new tenants.



49,207-square-foot industrial building under construction in Fowlerville Jennifer Eberbach, Livingsten Daily Published 6:30 a.m. ET Dec. 12, 2017 Published 6:30 a.m. ET Dec. 12, 2017 Published 6:30 a.m. ET Dec. 12, 2017 Feature T VINET VINET

National Association of Realtors Chief Economist Visits Livingston County

In December, The Livingston County Association of Realtors hosted Lawrence Yun, Chief Economist at the National Association of Realtors, for a current economic outlook. Mr. Yun addressed the Tax Cuts and Jobs Act and its impact on real estate, specifically, he discussed the changes to the property tax deduction and mortgage interest deduction. The National Association of Realtors conducted an in-depth analysis assessing these changes which can be found here:

https://www.nar.realtor/tax-reform/the-tax-cuts-and-jobs-act-what-it-means-for-homeowners-and-real-estate-professionals.

Ann Arbor SPARK will continue to monitor how this legislation impacts the local economy to reduce transitional challenges.



Littlite Joins MEDC on International Trade Mission to Brazil and Argentina

Littlite, of Hamburg Township, joined six other Michigan companies to visit Brazil & Argentina in November with the Great Lakes St. Lawrence Governors and Premiers (GSLGP) multi-state mission. Business leaders met with prospective partners, distributors, and customers to increase export opportunities.

The group participated in country briefings from the U.S. Commercial Service in Brazil and the Argentina Investment & Trade



Agency and the U.S. Commercial Service in Argentina. The group was also invited to a networking reception hosted at the U.S. Ambassador's Buenos Aires residence. Over the course of the 5-day trip, the group participated in over 80 customized matchmaking meetings arranged by the Michigan Brazil Center and the GLGP South America Center.

Michigan Tech Career Fair Provides Unique Talent Opportunity for Local Employers

This year, Ann Arbor SPARK helped sponsor two Livingston County companies, Arc Engineering Solutions and FlexDex Surgical, to attend and meet with job seekers at the Michigan Tech fall career fair. This was Ann Arbor SPARK's second major effort to attract Michigan Tech talent to our region, following a company mixer at last year's student showcase in April.

"The career fair was incredible! I'm so excited for the coming opportunities with MTU. We are working on becoming a corporate partner with them right now. We had a ton of traffic and have interviews set up for full time employees as well as interns"

- Heather Ruby, Arc Engineering (City of Howell)

The turnout was great. The line at the career fair was too long for just myself to handle. I hosted an info session on Tuesday, which had approximately 50 in attendance, and I ultimately collected 30 resumes, 10 of which I interviewed on Thursday. We may have found several summer intern candidates and a much needed full-time hire."

- James Licht, Flex Dex (City of Brighton)



Community Outreach

Continuing Community Partnerships

Since the beginning of summer 2017, the EDCLC Executive Committee began fundraising efforts. SPARK Staff helped the EDCLC Executive Committee manage municipal outreach and prepare the new contracts. In addition, SPARK staff led community presentations in front of municipal boards and councils in order to build support for contract approval.

Confirmed Partnerships

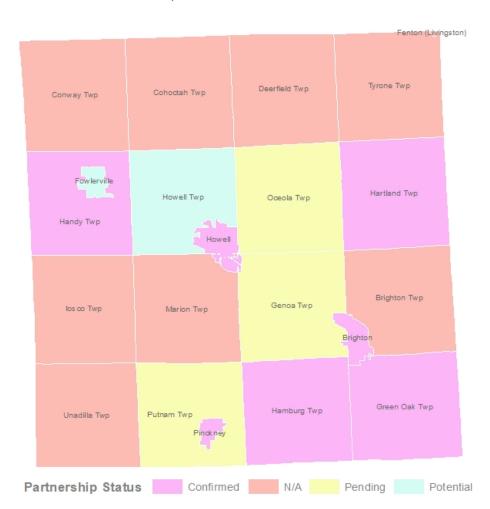
Green Oak Township Hartland Township City of Brighton City of Howell Village of Pinckney Handy Township Hamburg Township

Pending Partnerships

Oceola Township Genoa Township Putnam Township

Potential New Partnerships

Village of Fowlerville Howell Township





Community Outreach

2017 Annual Meeting

This year, the EDCLC Annual Meeting for Livingston County was a great success. The event highlighted local companies that drove economic growth over the last year and provided a platform for the EDCLC to share their work in Livingston County with the community. In addition, the CEO of the Michigan Economic Development Corporation, Jeff Mason, joined the EDCLC at the event and served as the keynote speaker.

At the Annual Meeting, the EDCLC distributed awards to Thai Summit America Corporation, Aberrant Ales, and TG Fluid Systems to recognize their local investments in Livingston County in 2017. In addition, the EDCLC awarded the Livingston Educational Services Agency with the "Talent Partner of the Year" award to recognize their work in launching the Livingston County Early College program.

Over 100 guests enjoyed the evening, including EDCLC partners from the public and the private sector. This year, the Annual Meeting was made possible by the generous support of St Joseph Mercy Livingston County, Lake Trust Credit Union, Cleary University, and Consumers Energy.



EDCLC Annual Meeting Award Winners: Partners in Economic Development Reflect on County-Wide Recognition

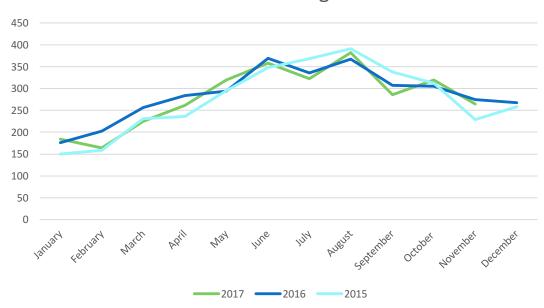
"The honor is ours! The opportunity to restore such a remarkable building, with such history, and bring our vision to the community we call home, is a privilege! We can't wait to join the ranks of the amazing business Livingston County has to offer! Thank you for all the help and support the EDCLC has provided to get to this point!"—Clark Gill, Aberrant Ales

"Thank you again for the recognition and overall support through the years. Ann Arbor Sparks and MEDC's guidance in helping us throughout our expansion, hiring and training has been great and helped tremendously" - Jaime Portillo, TG Fluid Systems



Data and Demographics

Number of Residential Housing Sales per Month in Livingston



Total Residential Housing Sales (Annual)

- 2015 3.315
- 2016 3,438
- 2017 YTD 3,084

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

2013	14.4%
2014	13.0%
2015	13.0%
2016	13.0%

WARN Notices

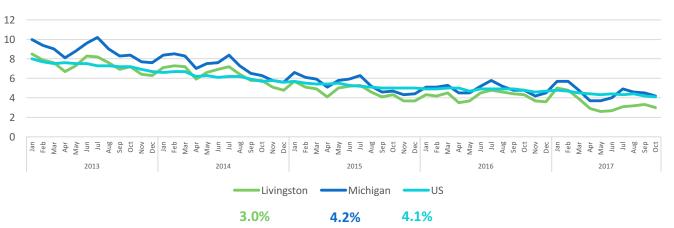
DATAPAK Services Corporation in Howell Township submitted a WARN notice on December 7, 2017 for the anticipated mass layoff of 61 employees and closing of two facilities (in Webberville and in Howell Township). Ann Arbor SPARK met with the company within three days of the Notice being issued to determine next steps and connected affected talent with appropriate opportunities. Ann Arbor SPARK will continue to work with Michigan Works! Southeast to reduce local impact of employee layoffs.

"WARN" is the Worker Adjustment and Retraining Notification and helps ensure advance notice in cases of qualified plant closings and mass layoffs.

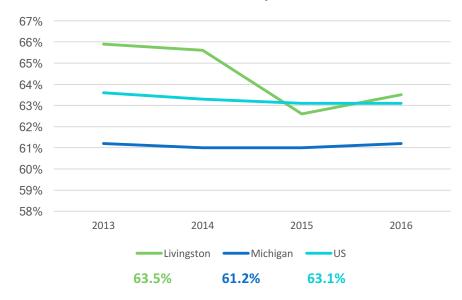


Data and Demographics

Unemployment Rate



Labor Force Participation Rate

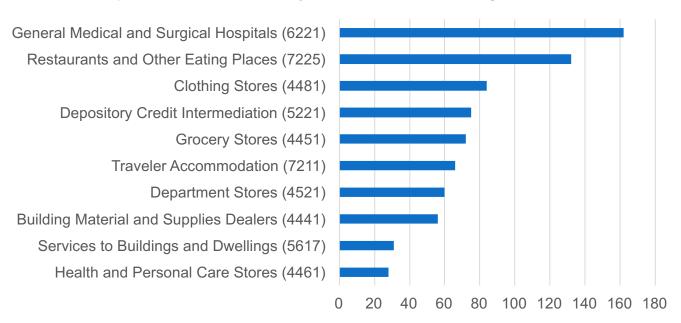


Unemployment in Livingston County has remained below 4%, and is lower than the unemployment rate in Michigan (4.2%) and the US (4.1%). Unemployment in Livingston County has consistently trended downwards since 2013. Labor Force participation also decreased during the same time period, indicating that although fewer people were looking for work, more people were exiting the labor market. In 2016, Labor Force Participation increased slightly.

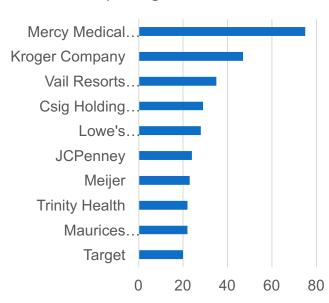


Workforce Data

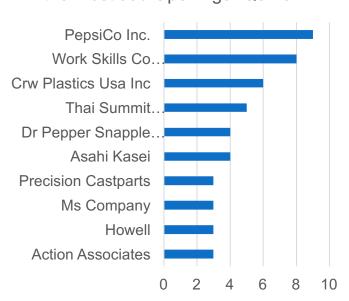








Manufacturing Employers with the Most Job Openings- Q3 2017

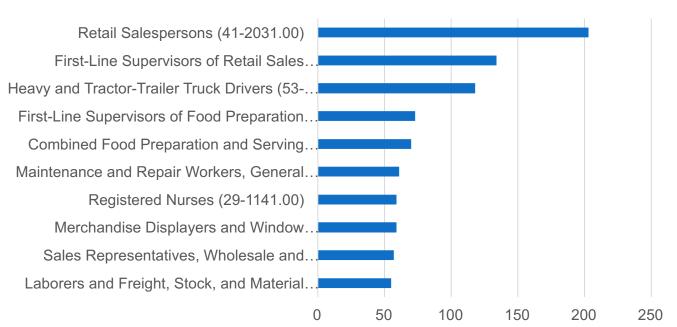


Data from Q3 2017 is the most recent data available

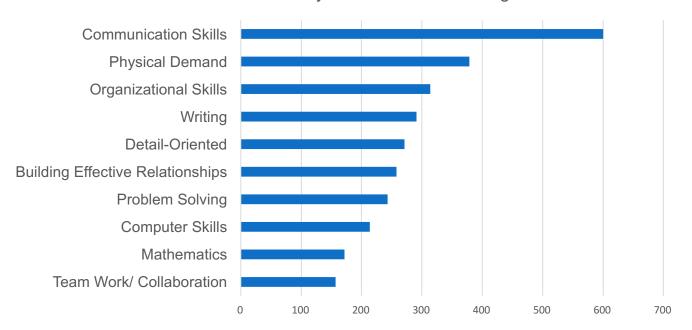


Workforce Data

Top Occupations by Number of Job Postings- Q3 2017



Skills in Greatest Demand by Number of Job Postings- Q3 2017



Data from Q3 2017 is the most recent data available



2017 Growth & Retention Program – Q2

Company Visits, Successes & On-Going Projects

Company Visits	54
Total Full Time Employees at Companies Visited	10,892
Number of Successes	12
Employment Multiplier	3
Job Retention Assistance	3,079
Job Creation Assistance	79
Capital Investment	\$19 Million

Account Name	Taxing Municipality
General Motors Milford Proving Grounds	Brighton Township
t2 designs inc.	Brighton Township
Hug-A-Plug, Inc.	Brighton Township
Templar Integrated Security Solutions, LLC	Brighton Township
bryllan, llc.	Brighton Township
AZ Shmina	Brighton Township
Insulgard Security Products	City of Brighton
Ignite XDS	City of Brighton
Corrigan Oil Company	City of Brighton
Insulgard Security Products	City of Brighton
TG Fluid Systems	City of Brighton
Dunnage Engineering	City of Brighton
Weld Mold	City of Brighton
Brightline Technologies	City of Brighton
Work Skills Corporation	City of Brighton
Amico Premium Provisions	City of Brighton
Chem-Trend	City of Howell
Pepsi Bottling	City of Howell
Thai Summit America Corporation	City of Howell
Key Plastics	City of Howell
Aberrant Ales	City of Howell
ALG Tax Solutions	City of Howell
ARC Engineering Solutions	City of Howell
Smart Technologies, LLC	Genoa Township
Grace & Porta Benefits	Genoa Township
CRW	Genoa Township
A & F Wood Products, Inc.	Genoa Township
Express Employment Professionals	Genoa Township
Zero Gravity Filters	Green Oak Township
Peaker Services	Green Oak Township
Vconverter Corporation	Green Oak Township
Pop Daddy	Green Oak Township

	Taxing
Account Name	Municipality
Legacy Center LLC	Green Oak Township
Brighton NC Machine Corporation	Green Oak Township
Export Corporation	Green Oak Township
Brighton NC Machine Corporation	Green Oak Township
Carl Zeiss Industrial Metrology, LLC	Green Oak Township
Wedge-Mill Tool Inc.	Green Oak Township
GKI	Green Oak Township
Lowry Solutions	Green Oak Township
AKTV8	Green Oak Township
AIRman Products, Inc.	Green Oak Township
Oxford Recovery Center, Brighton	Green Oak Township
Additive Manufacturing Solutions LLC	Hamburg Township
Extreme Machine	Hamburg Township
Koppert	Hartland Township
Spiral Industries	Hartland Township
Koppert	Hartland Township
Hatch Stamping Company	Howell Township
Armor Protective Packaging, Inc.	Howell Township
Tribar Manufacturing	Howell Township
Ashland Aluminum Company, LLC	Village of Fowlerville
Asahi Kasei Plastics North America	Village of Fowlerville
Total Security Solutions	Village of Fowlerville



2017 Project Pipeline

Number of Projects	20
Potential New Job Creation	221
Potential Capital Investment	\$857,200,000
Average Age	203

Uniq ID	Age (Days)	Probability (%)	Total Project Cost	Total Opportunity New FTE Jobs
4730	10	50	\$200,000.00	50
8783	21	20	TBD	TBD
101	42	20	TBD	TBD
8768	45	10	TBD	TBD
3280	57	50	TBD	TBD
4680	60	50	TBD	TBD
4700	70	50	\$150,000,000.00	100
8712	80	50	TBD	TBD
4766	84	20	TBD	TBD
4726	95	50	TBD	TBD
4659	125	50	TBD	TBD
8642	136	65	\$700,000,000.00	33
8600	159	50	TBD	TBD
8470	241	25	TBD	TBD
8443	266	50	TBD	6
3060	292	50	TBD	TBD
6321	339	30	TBD	TBD
7950	395	25	TBD	20
7702	630	50	TBD	TBD
7645	906	50	\$7,000,000.00	12



2017 Financial Commitments to the EDCLC

2017 Total Yearly Investment: \$416,100

Total Private Sector: \$91,000

Private Funders:

- Asahei Kasei Plastics
- · Boss Engineering
- · Cleary University
- First National Bank
- · Howell Chamber
- · May & Scofield, Ltd.
- · Rex Materials
- Senior Care Equities #4, LLC
- Thai Summit
- Financial Plus + Credit Union
- Brighton Chamber
- Lake Trust Credit Union
- ERA Griffith Realty
- Lindhout Associates
- · LC Assoc. of Realtors
- Old National Bancorp
- Corrigan
- Talmar Bank
- Refrigeration Research
- · Lowry Solutions, Inc.
- Rudolph Libbe
- Consumers Energy
- DTE Energy
- · ITC Holdings Corp.
- IHA
- Trinity Health- St. Joseph Mercy Hospital

Total Public Sector: \$325,100

Public Funders:

- Livingston County, \$200,000
- City of Howell, \$6,600
- Marion Township, \$8,700
- Genoa Township, \$22,000
- Oceola Township, \$10,300
- Hamburg Township, \$20,000
- Village of Pinckney, \$2,500
- Putnam Township, \$5,200
- Green Oak Township, \$19,000
- City of Brighton, \$8,800
- Hartland Township, \$13,000
- Tyrone Township, \$9,000



Events

Pure Michigan Aerospace Summit



February 21, 2018

Michigan's dominance in the automotive industry has created the ideal location for aerospace supply chain and engineering companies. With more than 680 companies in the state conducting business in the aerospace and/or defense industry, a top 10 state for aerospace supply chain expansion and the highest concentration of engineering workforce in the country, Michigan has positioned itself as one of the leaders in the industry.

With new innovations and technologies playing an increasingly larger role in the manufacturing processes, we understand finding the right supplier or partner is essential to success. To aid in the process of identifying those potential contacts, the MEDC is hosting the 2018 Pure Michigan Aerospace Summit.

https://www.connect.space/mi/details

Government Contracting 101

(Monthly)

What does it take to become a successful government contractor? What services and resources are available to a small business pursuing the government market? This excellent seminar provides a relevant overview for companies that have considered givernment contracting. The federal government purchases more than \$450 billion of goods and services a year and the State of Michigan utilizes 1,000 multi-year contracts, this course will help companies find out what it takes to sell their goods and services to the federal government and the State of Michigan. In addition, companies will be able to take advantage of the many resources available at the Procurement Technical Assistance Center (PTAC).



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



