

go
topeka

Quarterly Report

—
Q4
2021
—



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Topeka & Shawnee County
Momentum Scorecard



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Kansas
PTAC



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Topeka



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GO TOPEKA
785.234.2644
GOTOpeka.com
719 S Kansas Ave. Ste.100
Topeka, KS 66603

COVER PHOTO:

Welder from Ernest-Spencer Metals, a company who was awarded development incentives by JEDO in 2021.

INSIDE COVER PHOTO:

Speakers Trent Armbrust, Paul Byrne, and Jeff Morrison from the Economic Outlook Conference gather to view the outlook of local, state and national economies.

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Momentum 2022 focuses on five key elements to make Topeka & Shawnee County a better place to live, work, play and do business.

KEY



Develop Homegrown Talent



Create Vibrant & Attractive Places



Grow a Diverse Economy



Promote a Positive Image



Collaborate for a Strong Community

TOPEKA & SHAWNEE COUNTY VITAL STATS

Updated 01.24.2022



DEVELOP HOMEGROWN TALENT

GRADUATION RATE

STATE OF KANSAS
87.9%

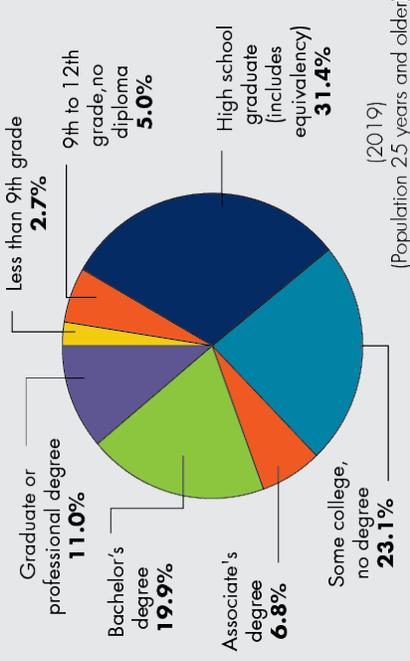
SHAWNEE COUNTY
87.8%

Four-year adjusted cohort formula
(all Schools 2020-2021) ⁽¹⁾

STUDENT-LEVEL METRICS (2021)



EDUCATIONAL ATTAINMENT



CERTIFICATES EARNED

1,106

(Less than a 2-year degree) (2020)



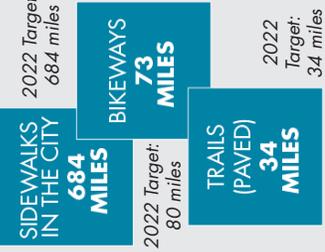
CREATE VIBRANT & ATTRACTIVE PLACES

LIVABILITY

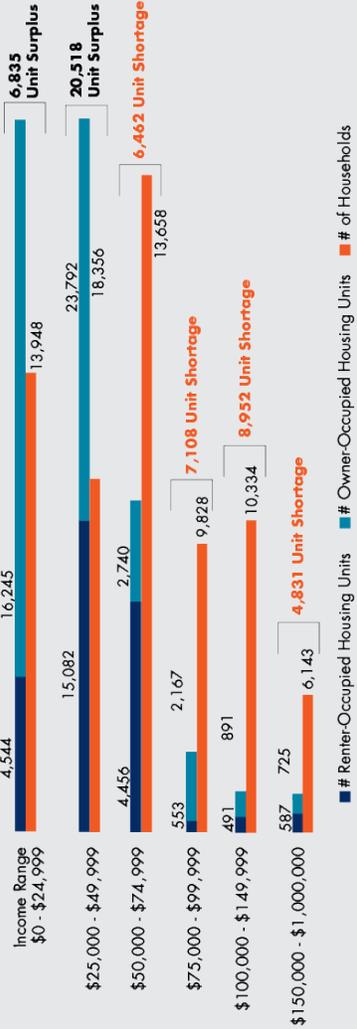
This score rates the overall livability of Shawnee County on a scale from 0 to 100. It is based on the average score of seven livability categories—housing, neighborhood, transportation, environment, health, engagement, and opportunity—which also range from 0 to 100.



PEDESTRIAN FRIENDLINESS (2021)



AFFORDABLE HOUSING (2019)



*The analysis does not account for age or quality of housing units, and there is the possibility that upper income households are likely outcompeting lower income households for the same housing units.

ATTENDANCE AT ATTRACTIONS (2020)

367,099 PEOPLE

Total attendance of the following Shawnee County Attractions:
Topeka Zoo, KS Children's Discovery Center, TPAC, Old Prairie Town, KS State Capitol, TIC1, Sunflower Soccer, Mulvane Art Museum, Brown vs Board NHS, Loyal Knievel Museum, Museum of KS Nat'l Guard, Combat Air Museum, Joyhawk Theater, Ritchie House, Great Overland Station

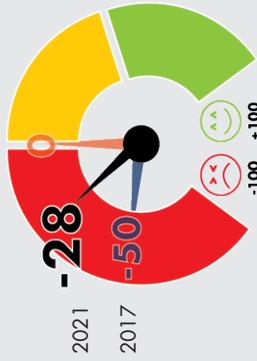
2022 Target: 750,000 people



PROMOTE A POSITIVE IMAGE

NET PROMOTER SCORE (NPS)

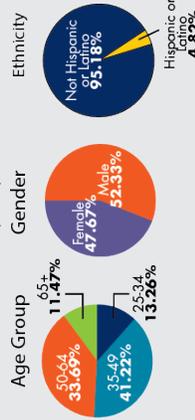
An index ranging from -100 to 100 that measures the willingness of customers to recommend a product or experience to others.



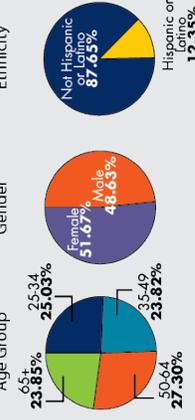
2022 Target: 0 NPS (7)

It is intended that non-profit boards are reflective of the community as a whole. To that end, the graphs above should mirror the graphs at right.

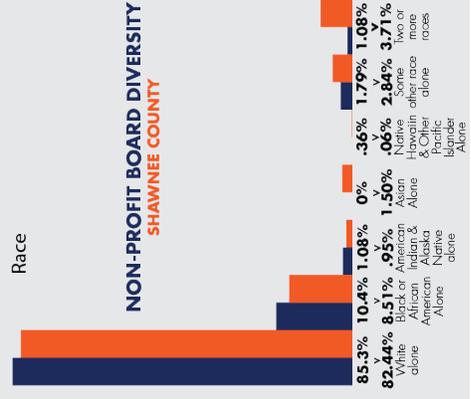
NON-PROFIT BOARD DIVERSITY (2019)



CURRENT SHAWNEE COUNTY DEMOGRAPHICS



NON-PROFIT BOARD DIVERSITY SHAWNEE COUNTY



PHYSICAL AND MENTAL HEALTH (2021)



INFANT MORTALITY RATE (2021)



GROW A DIVERSE ECONOMY

SHARE OF EMPLOYMENT AT NEW BUSINESSES



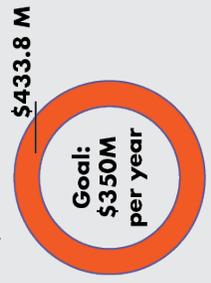
(New business is any that has been open less than five years)(2020 Q3) (8)
2022 Target: 7,093 people

ANNUAL MEDIAN WAGE IN TOPEKA



(2020 MSA) (6)
2022 Target: \$39,000

PRIVATE CAPITAL INVESTMENT (DECEMBER 2021)



Capital investment is the amount of money new or current businesses spend to create, expand or improve facilities. For this report, capital investment is captured by GO Topeka during regular communications with companies or when companies work with GO Topeka to receive an incentive for an investment. The numbers are self-reported and exclude the cost of maintenance. GO Topeka makes every attempt to gather this info for all companies in Shawnee County, however some will not be captured due to lack of awareness of the investment.

TOTAL PRIVATE JOBS



(June 2021)
(Private = Non-Government Jobs) (5)
2022 Target: 79,000 jobs

GLOBAL METRICS

GDP OF DOLLARS (10)



Gross domestic product (GDP) is equal to the sum of personal consumption expenditures, gross private domestic investment, net exports of goods and services, and government consumption expenditures and gross investment.

2022 Target: \$11.500 GDP in billions of current dollars

NUMBER OF PEOPLE WORKING, BUT NOT LIVING IN SHAWNEE COUNTY (2019)



2022 Target: 33%

PER CAPITA INCOME IN SHAWNEE COUNTY (2020)



2022 Target: \$50,000

STUDENTS ELIGIBLE FOR FREE OR REDUCED LUNCHES



(2021)
2022 Target: 48%

POVERTY RATE IN SHAWNEE COUNTY (2020)



2022 Target: 10%

All metrics refer to Shawnee County unless otherwise stated. Sources: 1 Kansas State Department of Education, 2 U.S. Census Bureau, ACS 5-Year Estimates, 3 AARP Livability Index, 4 City of Topeka Planning Department, 5 Quarterly Census of Employment and Wages, 6 Occupational Employment Statistics, 7 Momentum 2022 Survey, 8 U.S. Census Bureau, Longitudinal Employer-Household Dynamics, 9 County Health Ranking, 10 Bureau of Economic Analysis, 11 U.S. Census Bureau, Small Area Income and Poverty Estimates

PROVIDED BY



Business Attraction

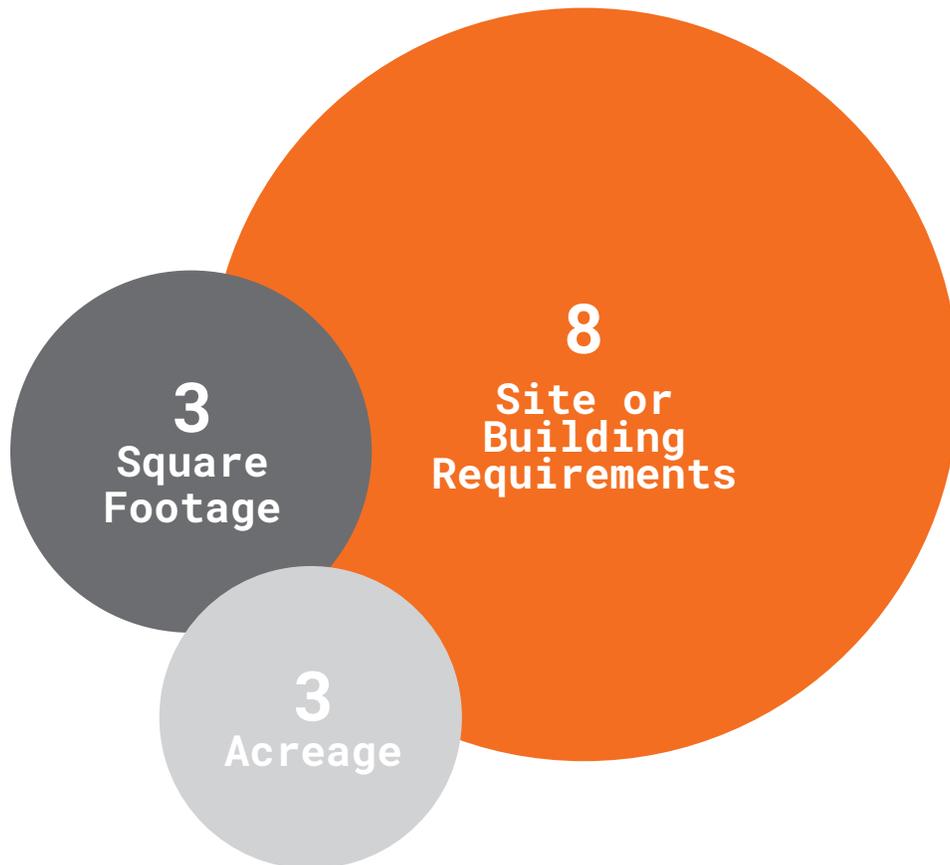


GO Topeka works continuously to bring awareness of the business assets in Topeka and Shawnee County to site selectors and companies looking to relocate or expand. Currently, the new business attraction portfolio holds 23 active projects in various industry sectors: 11 manufacturing, six aviation, three food processing, one general office, one education/health services and one technology.





Some inquiries from companies interested in relocating or expanding have criteria Topeka and Shawnee County does not meet. Details around requests Go Topeka was unable to compete for are below:



ADDITIONAL SPECIFIC REQUESTS

- 40 Minutes from airport
- Energy capacities
- Large shovel-ready tract with direct runway access
- Previously a bakery



Business Expansion

“PROJECT HELIX”

In December, the Joint Economic Development Organization (JEDO) board approved an incentive agreement that will aid in the expansion of Heinen Brothers Agra Services. Heinen Brothers Agra Services uses innovative application methods to offer a full range of agronomic services. Heinen Brothers is also driving the growth of local aviation through superior aircraft maintenance, flight training, aircraft storage, fueling options and service.



This expansion is expected to create up to 20 new jobs with an average wage of \$45,000, plus benefits. The total economic impact expected over the next 10 years is \$135 million. The performance-based incentive for this project is up to \$119,000, resulting in a 324% return on investment.

“We appreciate JEDO’s support and investment, as we are confident it is going to help us advance our operations,” said John Lueger, GIS/contract specialist for Heinen Brothers Agra Services. “Our goal with this investment is to drive business and air-traffic growth at Topeka’s Billard Airport. We feel we can accomplish this through service, superior aircraft maintenance, and fueling options for both permanent and transient aircrafts. We’re excited to see what the future holds.”

“PROJECT WARRIOR”

In December, the Joint Economic Development Organization (JEDO) board approved an incentive agreement that will aid in the expansion of Ernest-Spencer Metals. Ernest-Spencer Metals, or ESM, has grown to become one of the premier metal fabrication resources in the Midwest and serves clients throughout North America.



This expansion is expected to create up to 35 new jobs with an average wage of \$43,500, plus benefits. It will also lead to \$3.8 million in capital investments. The total economic impact expected over the next 10 years is \$264 million. The performance-based incentive for this project is up to \$214,000, resulting in a 249% return on investment.



“The development incentives provided by JEDO are a tremendous sign of the pro-business mindset Topeka and Shawnee County are deploying,” said Neal Spencer, president and CEO of Ernest-Spencer Metals Inc. “The partnership and excitement that these incentives create are precisely the catalyst that our company looks for in a growth partner. Ernest-Spencer’s south Topeka location will prove strategic to the long-term success of the company, and our team is excited to collaborate with the city of Topeka, as we work to achieve our mutual goals of providing quality jobs and economic prosperity. Ernest-Spencer began in Topeka in 1922. We look to honor that long history by growing with Topeka well into the future.”



“PROJECT PLATINUM”

In December, the Joint Economic Development Organization (JEDO) board approved an incentive agreement that will aid in the expansion of Haas Metal Engineering. Haas Metal Engineering, or HME, is a leading AISC-certified provider of high-quality structural steel, custom metal fabrication and steel erection services. For 25 years, HME has championed innovative solutions, meeting the ever-changing needs of the construction industry.

This expansion is expected to produce an estimated \$15 million in capital investment. The total economic impact expected over the next 10 years is \$12.5 million. The performance-based incentive for this project is up to \$60,000, resulting in a 172% return on investment.

“Our constant investment in innovative technologies and ongoing efforts to attract and retain the best talent are vital to our success,” said Jon Haas, owner of HME. “The continued growth of HME is possible because of incentives like this. Thank you to JEDO and the Greater Topeka Partnership for their ongoing support of the manufacturing industry.”



Small & Minority Business Development



Small Business Incentives

THROUGH Q4 OF 2021

LIFE OF PROGRAM

89

Incentives
Issued,
Totaling

\$541,089

467

Incentives
Issued,
Totaling

\$2,089,525

Some companies may have been awarded more than one incentive.

2

Q4 New
Businesses

14

Q4 Existing
Businesses

Incentive Types

7

Construction

8

Marketing

2

Architecture

10

Equipment



Small Business



Sponsorships

Provided a \$25K sponsorship for the Washburn University Student Pitch Competition, which took place Oct. 19. This was GO Topeka's 8th year sponsoring the competition.

Shop Local, Shop Small

Starting in October 2021 and running through the holiday season, multiple events and promotions were held for Shop Local, Shop Small, in addition to the promotion of Small Business Saturday, using local branding for the promotions.

Small Business Incentives Program

Developed new program management procedures for the Small Business Incentives program to be implemented in January of 2022.

Webinar

On Nov. 3, a webinar on Opportunities for Veteran-Owned Small Business was hosted by Kristi Dunn of Kansas PTAC



Kansas PTAC



(Procurement Technical Assistance Center) February 1, 2021 - January, 20 2022

\$ 135,893,002

Total Contract Awards for KS PTAC Sub-Center Topeka¹

\$134,712,834

Federal

+

\$77,500

State & Local

+

\$1,102,668

Subcontracts

19

CONTRACTS AWARDED
TO SHAWNEE COUNTY
BUSINESSES
TOTALING
\$9,732,981²

\$2,038

RETURN ON
INVESTMENT (ROI)

FOR EVERY \$1
JEDO INVESTS³

**SOCIOECONOMIC
STATS ON FEDERAL
CONTRACT AWARDS**

159

Small Disadvantaged
Business

80

Woman-Owned
Small Business

70

HUBZone

17

Service Disabled
Veteran-Owned
Small Business

91

NEW CLIENTS
101% of Goal

607

COUNSELING
HOURS 100% of Goal

10

TRAINING EVENTS
HELD

125% of Goal

429

CONTRACT AWARDS⁴

¹Service area covers 32 counties in NE KS

²Out of the Total Awards Amount shown above

³JEDO was requested to invest \$66,689 in the KS PTAC program for FY2021. This is the number used to calculate ROI.

⁴This Procurement Technical Assistance Center is funded in part through a cooperative agreement with the Defense Logistics Agency. It is funded additionally by Wichita State University, Pittsburg State University, GO Topeka, and Johnson County Community College.



KS PTAC: TOPEKA SUBCENTER



New Clients

Guided 91 new small businesses through the process of becoming registered to do business with the federal government.

Counseling

Held 607 hours of one-on-one counseling sessions with existing and new small businesses.

Events

Held 10 training events covering various topics on Government Contracting.

Training Events

Oct. 14- Top 10 Legal Mistakes and Upcoming Changes for Government Contracting

Steve Koprince and Nicole Pottroff, of Koprince McCall Pottroff LLC, will present information about the complexity of government contract law, outlining some of the rules that are not intuitive. The presentation will focus on items from making sure that the SAM registration is completed correctly to making sure the proper information is provided on business size. Koprince and Pottroff will also take a look at some of the proposed changes that Congress is presently considering so attendees can be watching for those changes that may affect their business, as they do business with the federal government.

Value

Assisted KS PTAC clients across the state with obtaining a total of 429 Federal Contract Awards. These contracts were awarded between 2/1/21 and the end of 2021. Of the total contract awards, 15 contracts worth \$10 million, were specifically awarded to Shawnee County businesses.



Innovation & Entrepreneurship

Innovation Campus Update:

GO Topeka has continued to collaborate and make progress on standing up the \$14.5 million innovation campus coming to downtown Topeka. It was announced in September that the campus, dubbed the ASTRA Innovation Center, would occupy the former home of Wolfe's Camera Shop, as well as multiple adjacent storefronts. We now have two renderings – one interior rendering and a rooftop rendering – to give us an idea of what the campus may look like. Those will be ready for publication soon, once a final exterior rendering is complete. GO Topeka is also working to compile marketing materials, including window wraps, that will allow the organization, in partnership with real estate development firm BioRealty, to further market and promote the downtown building. We hope to start construction early next year, with the goal of opening in 2023. The 60,000-square-foot innovation center is expected to retain retail space on the ground floor.



Innovation & Entrepreneurship events update:

DECEMBER 1, 2021

On Dec. 1, Laurie Pieper, VP of Entrepreneurship & Small Business, and Karl Klein, Regional Director of the WU SBDC, presented on Business Model Ideation for the BioKansas Expert Insight Series.



Innovation & Entrepreneurship



Plug and Play Topeka Expo Day:

Plug and Play Topeka Expo Day celebrated the graduation of startups that participated in the most recent cohort and successfully completed Plug and Play's three-month-long accelerator program. The goal was also to connect them with Plug and Play corporate partners that might be interested in supporting their work!

Along with celebrating the completion of the program, the startups were able to present business pitches before community members, potential investors and Plug and Play corporate partners.



Plug and Play events update:

OCTOBER 7

On Oct. 7, Plug and Play hosted a virtual mentor networking event to introduce 10 startups in the Topeka accelerator program's latest cohort to various resources Topeka and the region have to offer

OCTOBER 20

Topeka's Plug and Play team presented before the local Innovation Advisory Board and members of the GO Topeka board to report on successes of the program thus far and what's to come. The following was brought up:

Collaboration between Topeka and Plug and Play

Exploring collaboration on Topeka events such as the Washburn University Pitch Competition

Traveling with a Topeka group to the organization's Silicon Valley headquarters in 2022

NOVEMBER 10

The Plug and Play Expo Day event was held virtually from 10 a.m. to noon and was open to the public, though registration was required. Expo Day celebrated the graduation of those startups in the most recent cohort that had successfully completed Plug and Play's three-month-long accelerator program. It was also a chance for community members to get the inside scoop on participating startups and learn more about their objectives.

Plug and Play Topeka

Topeka and Shawnee County helped build what is now known as the Kansas City Animal Health Corridor, which consists of more than 300 animal-health companies located between Manhattan, Kansas, and Columbia, Missouri, including four of the top 10 animal-health companies in the world. Companies located within this region represent 67% of the total animal health, diagnostics, and pet food sold in the US, totaling \$21.5 billion in sales.

Plug and Play is building a world-class animal-health ecosystem by pairing Silicon Valley technology with the Kansas region's state-of-the-art industry R&D, workforces, and animal-health companies. Through this effort, Topeka and Shawnee County are the nation's fastest-growing areas for the health sciences.



Workforce & Talent



2021 Q4 Workforce Data

Total Population	123,393 TOPEKA	174,360 SHAWNEE COUNTY	KS 2,242,502 US 262,024,000
Labor Force Participation	61,608 TOPEKA	89,137 SHAWNEE COUNTY	KS 1,499,608 US 161,886,000
Employment	59,694 TOPEKA	86,539 SHAWNEE COUNTY	KS 1,455,596 US 155,498,000
Jobs	80,660 TOPEKA	95,056 SHAWNEE COUNTY	KS 1,363,399 US 142,631,796
Average Wages	\$50,690 TOPEKA	\$50,699 SHAWNEE COUNTY	KS \$52,406 US \$66,247

Labor Force Participation Rate

49.93% TOPEKA

51.5% SHAWNEE COUNTY

KS 66.87%
US 61.78%

Employment-Population Ratio

48.38% TOPEKA

49.6% SHAWNEE COUNTY

KS 64.91%
US 59.34%

Unemployment Rate

3.1% TOPEKA

2.9% SHAWNEE COUNTY

KS 2.9%
US 3.9%

*Total Civilian Non-institutionalized Population



Equity and Opportunity

DEI Summit

The Partnership hosted a statewide Diversity, Equity, and Inclusion Summit that included speakers from Hills, Colgate Palmolive, FHL, Blue Cross and BlueShield and a number of other corporate leaders.

Holiday Pop Up

MWBD wrapped up the year with a Holiday Pop Up Shop for black-owned businesses. Over two hundred vendors and consumers attended and participated to support Topekas minority owned businesses.

Collaboration

Through a collaborative effort between the **Omni Circle Group** and the GTP, Kauffman awarded the Omni Circle Group a \$360,000 grant to support black-owned businesses.

MWBD

MWBD will be co-hosting a series of workshops entitled “Doing Business with the City of Topeka.” These workshops will provide an overview of the Purchasing Department website and an overview of the City Departments. Attendees will also learn how to register on the online bidding portal, how to use the ePro system to respond to a bid event, and learn about any upcoming bid opportunities.

Hispanic Business Outreach

The Washburn SBDC and the GTPs MWBD are extending their outreach efforts and have secured a Spanish speaking consultant. The goal for the consultant is to assist in identifying gaps in services, uncover any general and financial needs for new and existing businesses, and to have an individual who can translate those needs so that the SBDC and MWBD can provide the necessary support.

Events and Activities

2022 QUARTER 1

Launching The Athena Powerlink

Meet the SBA

Hosting the Women’s Foundation Women’s Report

Planning the Spring Women’s Panel Discussion

Hosting quarterly Listening Sessions- 1

Doing Business with the City-Series

Minority Enterprise Development Week

DEI Summit

Hispanic Businesses- Outreach Partnership

THA Empowerment Center

Minority Business Bootcamp

Various training programs



Choose Topeka Relocation Incentive



2,150+

CALLS TO DATE
(FROM CANDIDATES & EMPLOYERS)

7,000+

SUBMISSIONS WITH
RESUMES OR QUESTIONS

650+

REMOTE WORKER
SUBMISSIONS

38

EMPLOYER CANDIDATES
ACCEPTED, EQUALING

23

REMOTE WORKERS
ACCEPTED, EQUALING

\$218,250

IN MATCHING JEDO
FUNDS COMMITTED

\$175,000

IN RELOCATION
INCENTIVES

\$393,250

IN TOTAL COMMITTED FUNDS FROM THE EMPLOYER
MATCHING FUNDS AND REMOTE WORKER OPTIONS

ECONOMIC IMPACT ANALYSIS

61

CANDIDATES

\$89K

AVERAGE SALARY

12x

RETURN ON INVESTMENT

\$5M

IN ECONOMIC IMPACT,
YEAR ONE

CHOOSE IN THE NEWS

GO Topeka uses several public relation tools and have cultivated relationships with regional and national media to help maintain brand awareness through earned media. Overall, 86+ pieces of coverage were read by approximately 4.9M people and generated over 52,000 social media shares. This totals an earned media value of \$400,000.



New Executive Team Members:

Due to some unforeseen circumstances, a member of the executive team had to step down from the position. We are happy to announce that we have found replacements from within the Forge team.

Richard Kelly, Key Staffing and Premier Employment solutions, will step into the Chair role from the Chair-Elect role. Fatima Luthi will step into the Chair-elect role.

Along with Past-Chair, Del-Metrius Herron, Richard and Fatima will use their considerable skills to help guide Forge through their terms.

DEI Oversight Committee Members Announced:

With the formation of the DEI Oversight Committee, the leadership Team has approved the nominations to the committee and are happy to announce and congratulate the following members of the Forge DEI Oversight Committee.

Brandon Moreno, Kansas Department of Health & Environment
Desiree Perry, Capitol Federal Bank
Susana Ortiz, Ad Astra Per Aspera Counseling, LLC
Fatima Luthi, Envista Credit Union

Website Update:

Forge is in the process of building out a new website to roll out in the month of February. Along with a new and improved website, Forge is also updating its member tracking system, email marketing service and other creative collateral. Forge is looking to refresh and reintroduce itself to Topeka and Shawnee County young talent in 2022.

TopCity Interns Planning:

The TopCity Interns Committee met to begin the planning of the 2022 TopCity Interns Program. The TopCity Interns Program is a partnership between GO Topeka and Shawnee County Businesses to provide programming, events, and activities for interns to participate in while in our community. The official kickoff event for when the interns arrive will be at the Topeka Zoo on June 2, but the committee will be engaging local businesses starting in February. If your business is interested in participating, please reach out to Trina Goss at trina.goss@topekpartnership.com or Rhett Flood at rhett.flood@topekpartnership.com

Upcoming Events and Programing

FEBRUARY 18
Live Your Dream Symposium

FEBRUARY 24
VIP Tour Capper Foundation

FEBRUARY 24
TopCity Teacher/Forge

RICHARD



KELLY

FATIMA



LUTHI

Go Topeka Staff

MATT
PIVARNIK



CEO, Greater Topeka Partnership

MOLLY
HOWEY



President of Economic Development

GLENDA
WASHINGTON



Chief Equity & Opportunity Officer

LAURIE
PIEPER



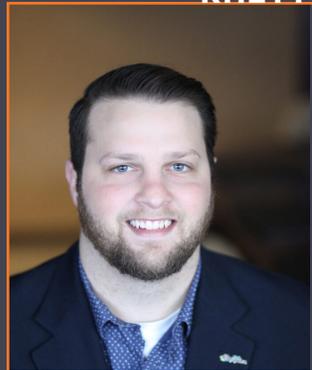
SVP of Innovation

FREDDY
MAWYIN



Senior Economic Advisor

RHETT
FLOOD



Executive Director of Forge Young Talent

ASHLEY
LEHMAN



Business Development Manager

KRISTI
DUNN



KS PTAC Subcenter Director

TRINA
GOSS



Director, Business & Talent Initiatives

CINDY
KRAUS



Administrative Coordinator



Welcome Our Newest Go Topeka Staff Member

CINDY KRAUS ADMINISTRATIVE COORDINATOR

Cindy joined GO Topeka in November of 2021. As Administrative Coordinator, she works with programs to help small business owners grow their businesses in Topeka and Shawnee County. The programs that she helps to support include Small Business Incentives Program, First Opportunity Fund, Small Business Awards, Athena, and Women's Forum, as well as several other programs.

A native Kansan, Cindy is originally from Maple Hill. She holds a Bachelor of Science degree in Business Administration from Emporia State University and has extensive experience in Human Resources and administrative services.



HERVY.
GREAT
SMO
GPT

Positioned as an industry leader, the new GO Topeka will strive to innovate, collaborate and boldly move Topeka and Shawnee County into the future.

Great. Grows. Here.

Visit GoTopeka.com.



2021 Go Topeka Board of Directors

Elected Directors

Don Beatty	Hill's Pet Nutrition
Linda Briden	Sunflower Realtors
Kevin Hahn	Tri-Source Pharma
Wade Jueneman	McElroy's Inc.
Jim Klausman	Midwest Health
Treena Mason	Blue Cross Blue Shield of Kansas
Shane Sommars	Briggs Auto
Jacob Wamego	Prairie Band Pottawatomie Nation
Scott Anderson	HAMM Co.
Steve Anderson	University of Kansas St. Francis
Abbey Frye	Kansas Gas Service
Renita Harris	My Company, Inc.
Dr. Bob Kenagy	Stormont Vail Health
Martha Piland	MB Piland
Marsha Pope	Topeka Community Foundation
Marvin Spees	Capital City Oil
Tammy Dishman	Capitol Federal
Dan Foltz	KBS Constructors
Calla Haggard	Community Bank
Shane Hillmer	Southwest Publishing
Kurt Kuta	CoreFirst Bank & Trust
Jeff Russell	Resers Food
Daina Williams	L&J Building Maintenance

Directors Appointed at Large

Diana Ramirez	Express Pros
Cassandra Taylor	HTK Architects
Doug Wolff	Security Benefit
Sarah Girard	Central National Bank
Brittany Crabtree	Topeka Collegiate
Scott Hunsicker	Kansas Financial Resources
Manny Herron	Haus Property Partners

Directors By Virtue of Position Held

Michelle De La Isla	City of Topeka, Mayor
Kevin Cook	Shawnee County Commissioner
Mike Padilla	City of Topeka, Council Member
Eric Johnson	MTAA
Brent Trout	City of Topeka, City Manager
Dr. Jerry Farley	Washburn University
Roger Wilson	Chair of MWBD
Del-Metrius Herron	Forge Chair



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A Greater Topeka Partnership Organization

INTERNATIONAL ECONOMIC
DEVELOPMENT COUNCIL



Accredited Economic Development Organization



Prepared for JEDO
Joint Economic Development Organization