



Baltimore
Development Corporation

2015
Annual Report



Mission Statement:

The Baltimore Development Corporation (BDC) is a non-profit organization, which serves as the economic development agency for the City of Baltimore. Our mission is to retain and expand existing businesses, support cultural resources, and attract new opportunities that spur economic growth and help create jobs. BDC serves as a one-stop shop for anyone interested in opening, expanding or relocating a business in Baltimore City.



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BDC Board of Directors

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Mayor's Office of Minority and
Women-Owned Business Development

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Brown Advisory

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Senior Advisor to the President
Johns Hopkins University



Business Retention, Expansion, & Attraction



The Baltimore Development Corporation (BDC) assists with the retention, expansion and attraction of businesses in a number of ways -- through financial assistance, tax incentives and technical assistance. BDC staff works with a variety of businesses to find out their challenges and programs the City and State offers, which could help businesses to expand or encourage them to relocate to Baltimore.

Some of 2015 highlights are as follows:

Crusader Chemical, Sisu Global Health, Blueprint Robotics, Maryland Thermoform Corporation, and Millsource Inc.



Crusader Chemical



Crusader Chemical is a global supplier of latex dewebbers, defoamers, release and wetting aids and latex re-odorants. The company's products are used to improve manufacturing productivity and compounding performance in the production of latex gloves, condoms, catheters, balloons, bladders, bags, and other dip molded goods.



To meet the growing needs of their products, Crusader Chemicals needed to expand their operations and acquired the building next to their current facility on Severn Street.



BDC helped expedite the necessary permits to renovate the acquired building and provided an overview of the real property, personal property and income tax credits as both properties were located in an Enterprise Zone Focus Area. In addition, Crusader Chemicals needed improved access to their expanded facility for their trucks and the BDC provided financial assistance to repave a section of the street from Severn Street to Holly's Ferry Road.





Sisu Global Health

Founded by three women, Sisu Global Health is a medical devices company, which seeks to end healthcare disparities by developing medical technology that addresses critical needs in emerging markets. Its first product under development is a device called Hermafuse, which can be used to collect blood pooling in an injured patient and filter it for transfusion to the same patient. Hermafuse would reduce the cost of blood recycling at hospitals to approximately \$60 per patient, compared to \$400 per patient for a comparable machine currently used in the U.S.

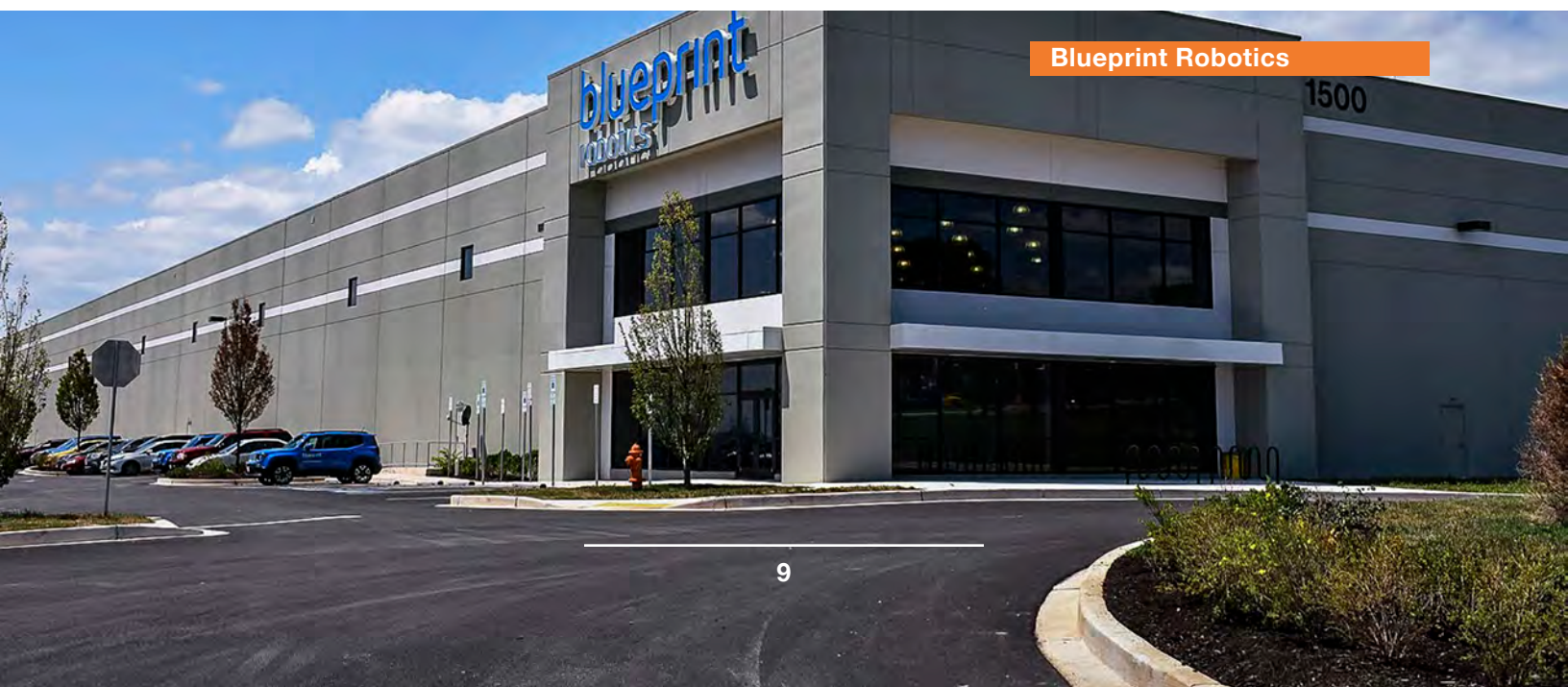
The Baltimore Development Corporation provided the company with a micro loan to help with start-up costs and referred the company to venture capitalist and AOL co-founder Steve Case's Rise of Rest tour, a pitch competition for early stage companies. Sisu Global Health beat seven other startups for a \$100,000 investment from Case, which will be critical as they work to bring their blood-recycling technology to market.



Blueprint Robotics

Founded in Baltimore, Blueprint Robotics Inc. is a pre-fab homebuilding manufacturer, which uses robotic technology to provide wood-framed construction solutions to small and mid-sized builders. While uncommon in the U.S., homes in parts of Europe are constructed with walls, roofs and other wood components produced in a factory using high-tech machinery to make the building process faster, more precise and less wasteful. Blueprint's target audiences are small and mid-size builders, which can benefit from saving labor costs and raw materials offered by this process.

While the company considered other locations, it chose Baltimore because of its proximity to the port and major highways as well as the cost-effectiveness of the City. Blueprint Robotics' new 200,000 square-foot high-tech manufacturing plant is located on Broening Highway, which is in an Enterprise Zone Focus Area. The Baltimore Development Corporation provided business and technical assistance regarding permitting, site selection, workforce development, and available tax incentives. BDC also assisted with obtaining the Enterprise Zone certification for the company, which enables Blueprint Robotics to seek real property, income tax and personal property tax credits. The company employs more than 60 people and at full capacity, expects to employ approximately 120 workers.





Maryland Thermoform Corporation

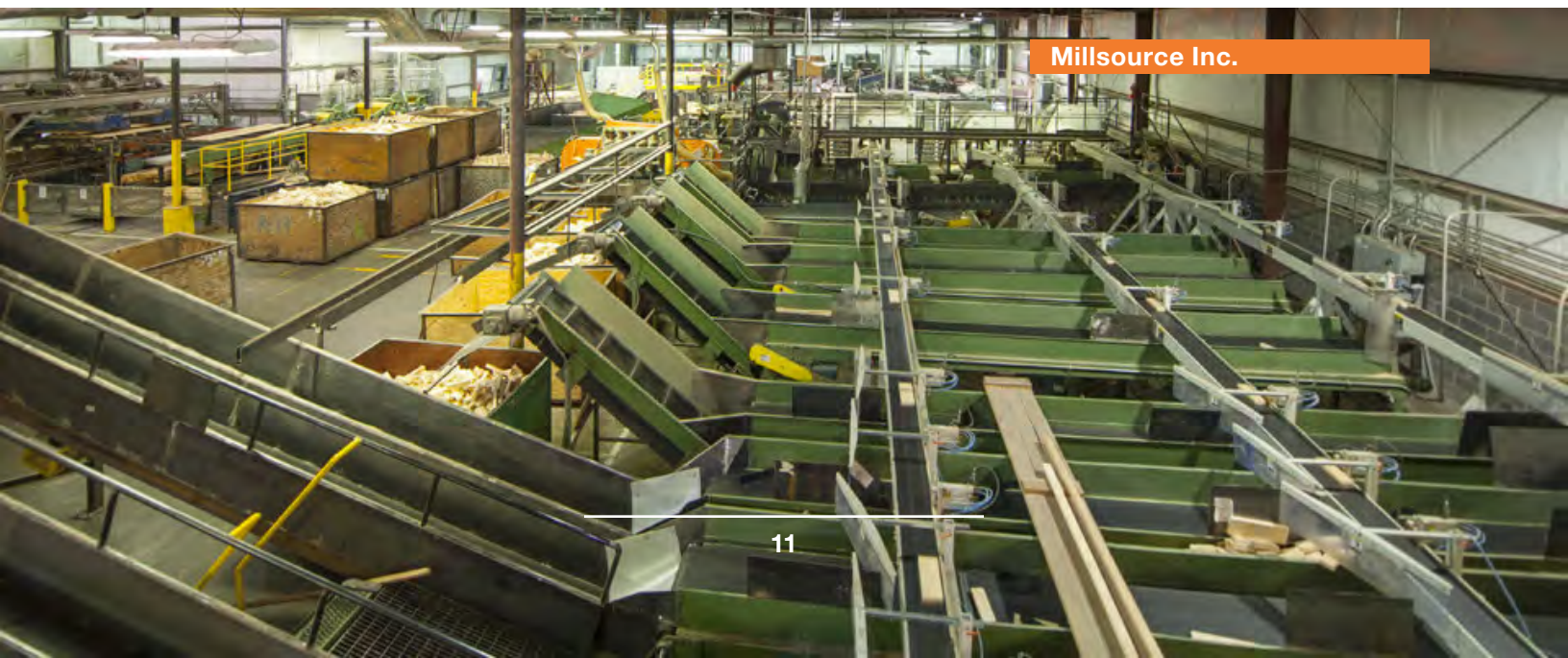
For more than 35 years, Maryland Thermoform has provided plastic packaging, blister packaging, clamshell packaging, thermoform plastic, and all different types of custom packaging for a diverse group of industries, including pharmaceutical, cosmetic, food & beverage, electronics, and automotive companies. To meet the growing demand for their products and services and be more competitive, the company needed to expand their operations to provide their clients with the highest quality packaging on schedule.

The Baltimore Development Corporation provided Maryland Thermoform with a loan to purchase equipment for expansion, enabling the company to hire additional employees. BDC's financial assistance helped retain 68 jobs and enabled the company to increase their workforce to increase to 73 employees within a year. Approximately 50 percent of Maryland Thermoform's employees are city residents.

Millsource Inc.

Millsource is a wholly owned subsidiary of Woodgrain Millwork, Inc., a family-owned and operated business, which provides quality moulding, door and window products and parts. Woodgrain needed to find an optimal site to provide distribution and logistical support services to help fulfill a Home Depot contract for 300 stores, which were predominantly located in the eastern U.S. Baltimore City's central location in the east coast and the availability of Enterprise Zone Focus Area tax credits to businesses in Montgomery Park made the site at Washington Boulevard highly attractive for their new distribution center.

The Baltimore Development Corporation assisted Millsource with a \$250,000 loan as a match to the loan provided by Maryland Department of Commerce's to help finance the new \$2.8 million, 181,000 square-foot distribution and logistical support center at Montgomery Park. In addition, BDC will assist the company with the Enterprise Zone certification process to obtain the real property, personal property and income tax credits. Millsource plans to hire 65 new permanent full-time employees by December 2018.



Baltimore Business Recovery Effort



Immediately following the unrest, the Baltimore Development Corporation's (BDC) mobilized its staff to visit every neighborhood, Main Street, and commercial corridor in an effort to determine the number of affected businesses and the extent of the damage each suffered. Over the course of many weeks and multiple visits to each affected area, BDC identified a little more than 400 businesses, which experienced some type of property damage and/or inventory loss.

The majority were small businesses located in various communities throughout Baltimore City, whose owners' only source of income derives from that business. BDC's primary goal was to help businesses directly affected by the unrest to repair, reopen, and operate at full capacity.

BDC and the City of Baltimore coordinated a multi-agency effort with the Maryland Emergency Management Agency (MEMA), Maryland Insurance Administration and the U.S. Small Business Administration (SBA) to assess the situation and identify the needs of the businesses. Staff of BDC personally guided MEMA and SBA representatives to the affected neighborhoods to help them evaluate the extent of the damage and gauge the amount of state and federal assistance for which the City would qualify.

Baltimore City met the threshold as a disaster area, enabling SBA to offer four different types of loans for small businesses and homeowners. BDC then identified two locations – one in East Baltimore and the other in West Baltimore – for the SBA to operate emergency field offices, where businesses could get information and fill out applications for assistance. The field offices remained in operation for more than three months.

Recognizing that some of the businesses may not have the resources to reopen on their own, the City and BDC immediately launched a website, www.BaltimoreBusinessRecovery.org, which included information and available assistance in one location.

Through the site, businesses contacted BDC directly and an online form enabled them to submit detailed information about their situation. BDC also assigned a staff member to each of the 400+ affected businesses to personally walk them through all the available resources and answer any questions. Business outreach efforts continued for more than six months to ensure that all affected businesses received the help that they needed to re-open.

BDC also established the Baltimore Business Recovery Fund to provide zero-interest loans for up to \$35,000; these loans are 100 percent forgivable if the business stays open for two years. The Recovery Fund was supported by tax-deductible donations from the business community and individuals.

In addition, BDC modified an existing façade improvement grant program and offered Storefront Recovery Grants for up to \$5,000 to be used for repairing doors, windows and making other exterior improvements. For many businesses, external repairs were sufficient enough for them to reopen.

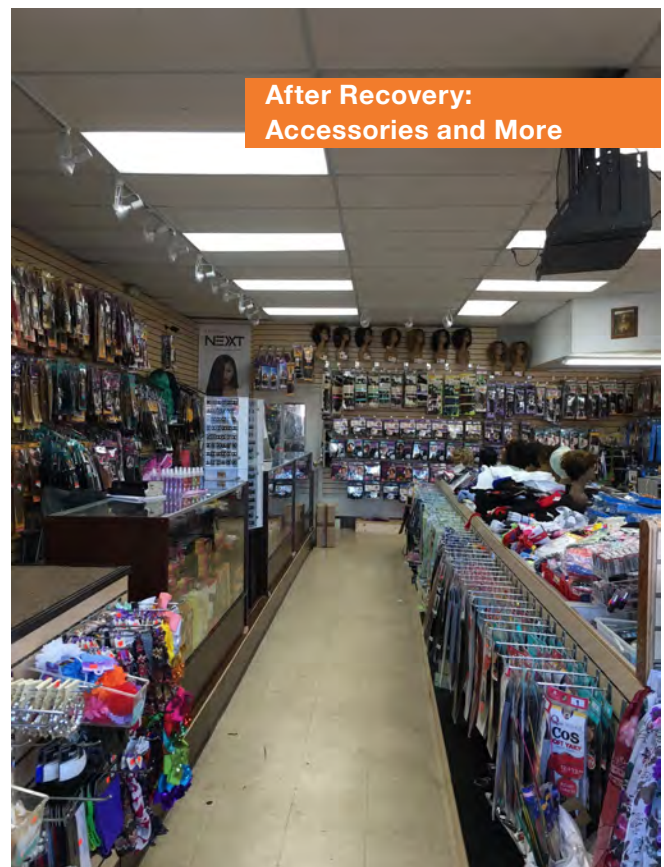
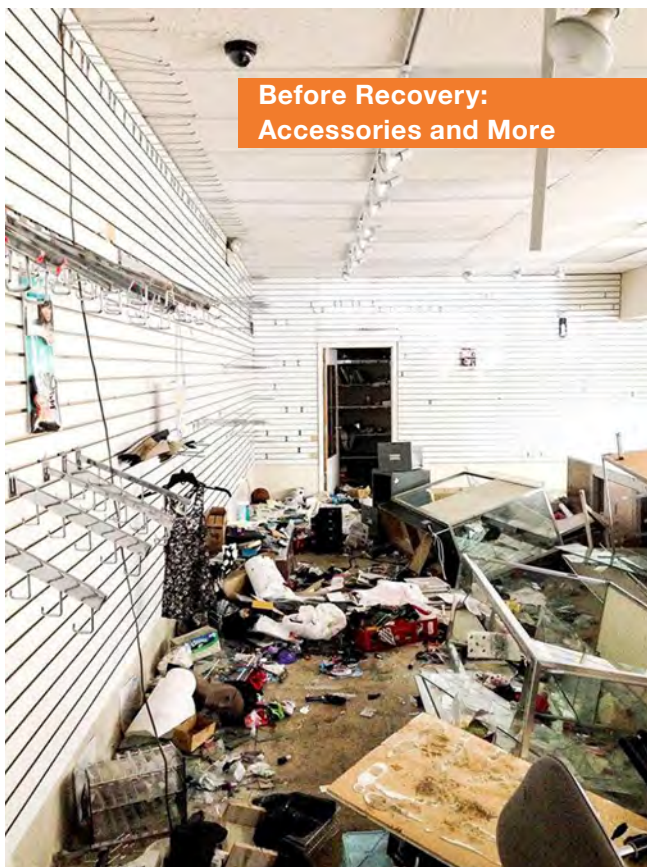
BDC awarded 73 Storefront Recovery Grants totaling \$210,121.94 and provided 32 loans, totaling \$726,008.98. The total amount distributed to businesses for recovery was \$936,130.92. Approximately 93 percent of the businesses have reopened.

Business Testimonial: Accessories and More

“ It took 28 years to build this business and we watched it crumbled to dust in one night. By the afternoon, the City sent people to board up our broken storefronts and back doors. The Baltimore Development Corporation visited the store several times and told me about their business recovery loan program and storefront grant. We wanted to give up, but BDC’s support gave us confidence that the City wanted us here. With that hope, and the financial assistance, I was able to rebuild the store from the bottom up. I replaced the broken storefront, walls, floors, display systems and so much more. The initial hope that BDC provided will continue to allow us to thrive as we build this store back for our community and our family. We will never forget when the BDC said, ‘We want you back.’ Thank you for your support and giving us hope. ”

Hye Kim

Owner of Accessories and More



Loan Program



The Baltimore Development Corporation administers a variety of loan programs to help businesses grow and thrive. These loans funds include EDA Revolving Loan Fund (Economic Development Administration), MILA Revolving Loan Fund (Maryland Industrial Land Act), VLT Revolving Loan Program, BaltimoreMicro Loan Program, Innovation Fund, and Industrial & Commercial Financing Loan Program. These loans can be used for a variety of purposes, including acquisition & improvement of land, facilities and equipment; working capital; gap financing; business acquisition; and capital projects.

In 2015, the BDC awarded 30 loans, which resulted in the retention of 405 jobs and creation of 356 new jobs. The disbursement of \$3,721,500 public dollars resulted in \$25,031,215 in private investment.



Local Oyster



Streets Market



Marlin Steel

Enterprise Zone Program



BDC manages Maryland's Enterprise Zone on behalf of the City of Baltimore. The Enterprise Zone tax credit program is intended to encourage investment in distressed areas by offering incentives to encourage existing businesses to expand and attract new companies to create jobs and spur additional economic activity. Businesses expanding or locating in Enterprise Zones are eligible for real property and income tax credits. Businesses located in Focus Areas are eligible for the same tax credits as well as personal property tax credits. Baltimore City has the largest Enterprise Zone and is one of two jurisdictions with Focus Area(s).

In 2015, BDC assisted with the certification of 49 companies, retaining or creating more than 1,636 jobs. These businesses invested \$75.9 million in rehabilitation, new construction and equipment purchases. Since 2010, BDC assisted with the certification of 402 companies, retaining 4,764 employees and creating 5,257. These companies represent \$3.4 billion private investment.

F&S Maranto Inc. is a wholesale Italian bakery, which provides a variety of breads to more than 350 restaurants, sandwich shops and grocery stores in Baltimore and surrounding counties. The Enterprise Zone program played a key role in the retention and expansion of this business by making it more affordable for the company to make much needed property improvements and purchase new equipment. F&S Maranto anticipates adding 20 new employees in the next 12 months.



Harbor Designs & Manufacturing helps entrepreneurs, private companies, universities and independent inventors turn their ideas into production-ready blueprints and can manufacture the product on their behalf. Its location in the EZ Focus Area helped the company expand from its 1,100 square-foot facility to a 45,000 square-foot space. Harbor Designs estimates hiring 50 additional employees over the next year.



Foreign Trade Zone (FTZ)



The Baltimore Development Corporation (BDC), on behalf of the City of Baltimore, administers Foreign Trade Zone (FTZ) #74, a federally designated area, which is located within the United States yet considered “outside” of U.S. Customs’ territory for the purposes of assessing and collecting import duties and taxes. The FTZ expedites and encourages foreign commerce, promotes domestic employment and assists U.S. firms in competing within the global marketplace. In 2015, FTZ #74 served 147 businesses and employed 1,952 people. More than \$12.3 billion worth of goods were transferred to U.S. Customs’ Territory.



Belts Logistics Services

In business for more than 170 years, Belts Logistics Services continues to be the oldest and one of the most respected warehousing and distribution companies in the Mid-Atlantic region. As one of Maryland's most experienced warehousing and distribution companies, Belts Logistics Services has grown and prospered by offering innovation, reliability, and superior customer service.

An integral part of Baltimore's Foreign Trade Zone #74 and an operator since 1997, Belts is able to provide the following services: storage, customs inspections, assembly, kitting, labeling/marketing, testing and sampling, order fulfillment, packaging, repair, destruction, returned goods processing, and import tax/duty deferment. Under its FTZ operating authority, Belts fulfills orders against products, which otherwise would not even be sent to the U.S. due to cash flow constraints. Belts manages several different product types in FTZ #74, but primarily shelf stable foods and beverages.





Occasionally, Belts will re-export to a country where their client lands a better deal for marketing their products, but for the most part, Belts' FTZ products get their taxes and duties paid when they are allocated to their clients' U.S. customers. And that usually happens within three months of a product's arrival. Low demand items, however, may stay "in Zone" much longer. Belts' ability to store FTZ designated products longer than five years, which is the limit on bonded storage, helps importers by extending their marketing window.

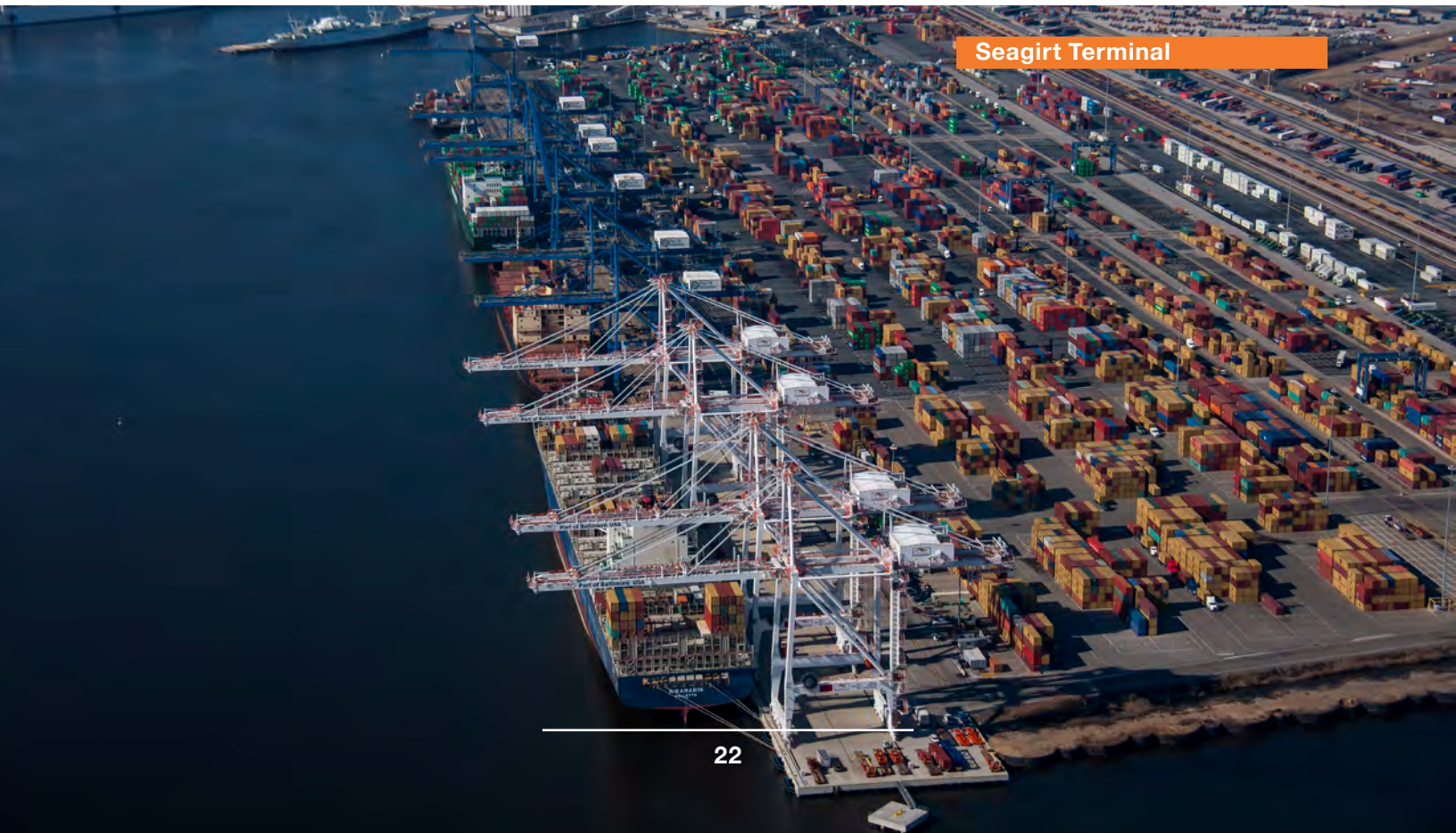
In addition to operating in Baltimore's FTZ, Belts also has general purpose operating authority in FTZ #73, near Baltimore-Washington International (BWI) Airport. Belts currently manages approximately 600,000 square feet of "food grade" distribution and warehouse space across three facilities, all of which are licensed for alcohol storage and registered with the FDA:

Utilizing FTZ has improved Belts' global competitiveness. Importers – especially large-scale importers – seek out Belts' FTZ services because they can defer their taxes and duties and use the capital they spare to import larger quantities of freight into the Port of Baltimore. Additionally, their ability to put multiple containers onto one filing saves them a great deal of money on administration.

Belts recognizes that its success is a direct function of its customers' success, so being able to manipulate imported items before having to pay taxes and duties on

them gives Belts' customers a wider range of profitable alternatives for their goods. Besides having more final destination markets to choose from, they can also kit their items with other components "in Zone" to increase overall marketability. Another benefit of being part of a FTZ is that the duties and taxes on a final kit can often be lower than what would have been owed if that kit's components were brought into the U.S. individually.

"Invaluable" is how Belts describes the importance of its use of the FTZ and its relationship with the Port of Baltimore and the effect it has on its business. The company credits the Port with being one of its strongest selling points, especially the Port's container throughput efficiencies and its proximity to major U.S. consumer markets.



Seagirt Terminal

The Baltimore Food Policy Initiative



In Baltimore, one in four residents and nearly one in three children live in food deserts. Lack of access to healthy food choices contribute to disparities in life expectancy, which can differ up to 20 years.

The Baltimore Food Policy Initiative (BFPI) is a cross-agency collaboration of the Baltimore City Department of Planning's Office of Sustainability, the Baltimore City Health Department and the Baltimore Development Corporation (BDC) to increase access

to healthy affordable food in Baltimore's food deserts. As Baltimore's economic development agency, BDC works to stimulate food retail development and expand access to healthy food in underserved areas.

Grocery stores can serve as "stable anchors" because of the volume of customers they draw and are often a catalyst for increased economic development in the community. When a grocery store comes into an area, there is increased retail activity, greater community engagement and most often, additional private investment in the neighborhood. A quality grocery store can transform a neighborhood faster than just about anything else.



Baltimore has made food desert research a top priority, delving more in depth into this issue than most cities. The results of the research are extremely important in understanding the needs and disparities, while helping the City to prioritize retail strategies.

An important role of BDC in the Baltimore Food Policy Initiative is to retain existing grocery stores and to help them grow, as their success is critical to food access, generating jobs and creating

vibrant communities. BDC provides all levels of business and technical assistance to grocers and will help them through big or small issues, which may challenge them.

An important retail retention success was the expansion of the SNAP (Supplemental Nutrition Assistance Program) disbursement schedule. Previously, disbursement occurred the first 10 days of the month, which created a bottleneck of consumers and increased staffing and operations burden on the stores. After several years of working with the Maryland Department of Social Services, in September 2015, BFPI was able to obtain an expansion of SNAP disbursement from 10 to 20 days. In addition, BFPI conducted extensive outreach efforts to inform retailers about the expansion and how the State would roll out the changes, as well as educate the public about the increase in disbursement days, to ensure a smooth transition for grocers and consumers.

Baltimore's Food Desert Retail Strategy has Four Key Approaches:

1. Retain and attract supermarkets
 2. Improve the Healthy Food Accessibility Index (HFAI) in public markets and non-traditional retail options
 3. Expand Baltimore farmer's markets to serve food desert neighborhoods
 4. Develop a transportation strategy
-

In early 2015, BDC worked closely with the Mayor and our state legislators on an important retention and attraction tool, which was to push for a law in Annapolis enabling personal property tax credit for grocery stores that locate in or near a food desert. As a result of this legislation, Mayor Rawlings-Blake and BDC were able to introduce a bill in the Baltimore City Council, establishing a personal property tax credit for supermarkets locating or renovating in Food Desert Incentive Areas the City. This new tax incentive is a major breakthrough in helping to eradicate food deserts by bridging the gap for investors and making it more feasible to locate in certain areas. The legislation was passed by the Baltimore City Council in December 2015.

The new law offers an 80 percent tax credit for 10 years against the personal property tax imposed on qualified supermarkets, which locate or make significant improvements in food deserts areas. Personal property typically covers furniture, fixtures and equipment.

A key achievement in the BFPI initiative was the opening of two grocery stores in or near a food desert area. The first was the Streets Market & Café in downtown, which is now occupying a space left vacant by the closing of Fresh & Greens in late 2013. The downtown location is the first store in Baltimore and they are looking to open more in the City. BDC provided a \$250,000 loan in addition to technical assistance. The store employs six part-time and 35 full-time employees.

In addition to Streets Market, another Save-a-Lot opened on Cold Spring Lane in October 2015. The surrounding community was lacking healthy and fresh food options as a result of the closing of a grocery store in prior years. BDC worked closely with Save a Lot to help close that gap. Save-a-Lot was an ideal retailer to

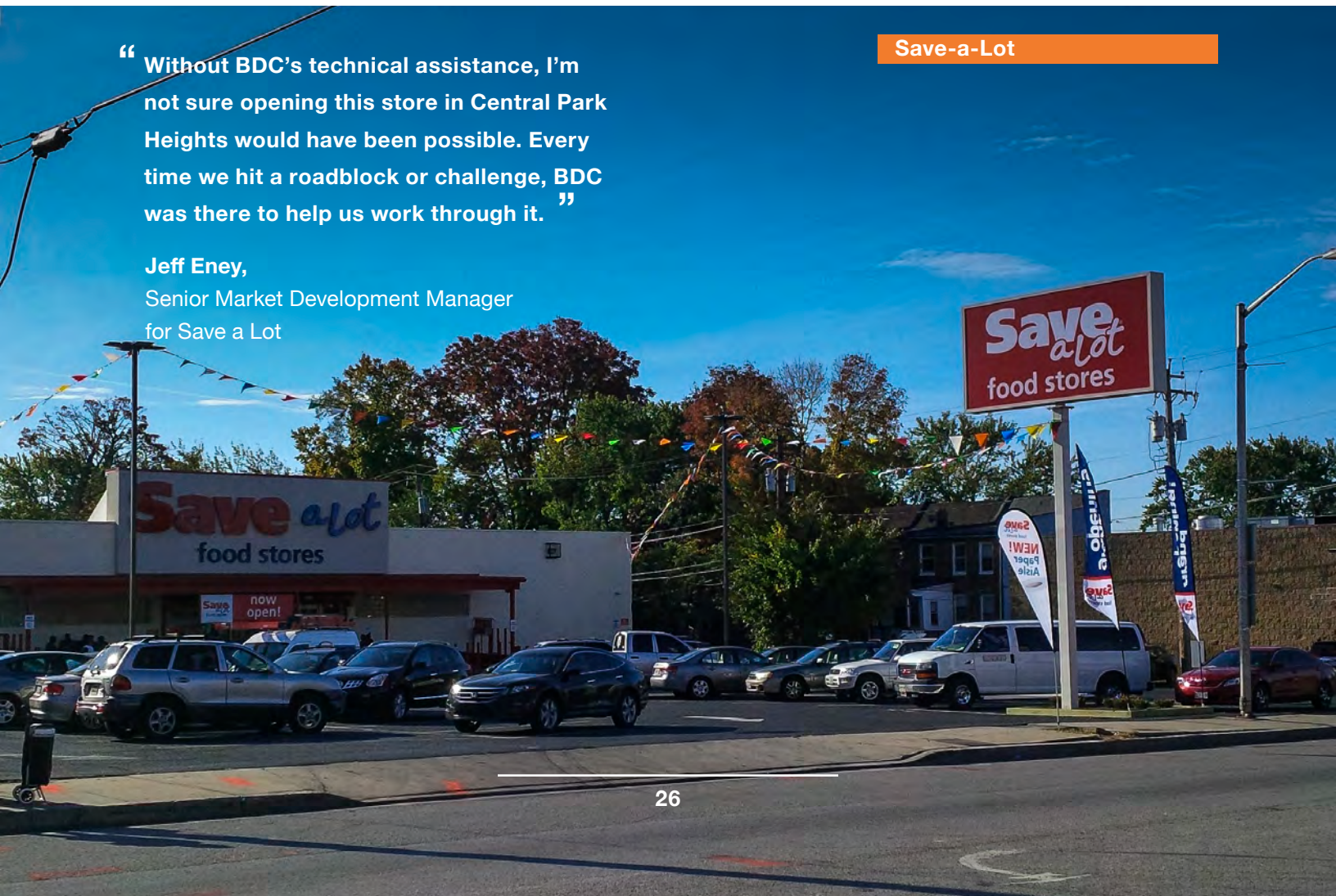
work with on this neighborhood because they have a model dedicated to serving communities that lack access to healthy grocery store options and also helps to rebuild communities in the process. This store is their ninth location in Baltimore City, with another one slated in November 2016.

BDC also proactively helps grocery stores in areas not considered to be a food desert, but still have a vacancy or a specific need. BDC provided expansion support to the Shoppers at the Alameda, enabling them to convert to a newer, urban model to be more competitive. Another store, which opened in 2015, includes MOMS Organic Market in the Rotunda, to which BDC provided business and technical assistance.

“ Without BDC’s technical assistance, I’m not sure opening this store in Central Park Heights would have been possible. Every time we hit a roadblock or challenge, BDC was there to help us work through it. ”

Jeff Eney,
Senior Market Development Manager
for Save a Lot

Save-a-Lot



Baltimore Main Streets



The Baltimore Main Streets program is an approach to neighborhood revitalization by providing customized support and public resources to each district in order to attract new businesses and new jobs to the neighborhood. Baltimore has the third largest urban Main Streets program in the U.S., with nine fully designated communities. Each district's Main Street program has a different strategy for spurring economic activity, but support may include marketing and event planning, financial assistance for design and promotions, architectural services for facade renovations, streetscape improvements, technical support, access to grants, and more.

Baltimore Main Streets 2015 Reinvestment Information

47 Full-time jobs created

24 Full-time jobs created

21 New Businesses Created

32 Rehabilitation Projects Completed

3 Public Improvement Projects Completed

Small Business Resource Center



The Small Business Resource Center (SBRC), an initiative of BDC, cultivates and supports the growth and development of small businesses and entrepreneurs in Baltimore City through technical assistance, training sessions, workshops, counseling and a vast resource library. Additionally, the SBRC serves as a location for the Maryland Procurement and Technical Assistance Program (PTAP), which offers counseling services and training programs for businesses to acquire the skills needed to pursue government contracts at no cost to the small business.

As interest in starting a small business grew, SBRC responded by offering more trainings and seminars resulting in SBRC assisting a total of 568 new businesses in 2015; the largest number of new businesses since SBRC's inception. Over the past several years, attendance at trainings and seminars has continued to increase.

In 2015, more than 1,770 people attended over 140 seminars and training sessions on various topics including mobile marketing, business planning, government contracting,



the psychology of selling, accounting, Quickbooks and more. By forming strategic partnerships with other organizations, SBRC successfully expanded their client base and significantly outpaced their target numbers. In addition, SBRC introduced leadership training for the first time. To capitalize on this growth, SBRC is planning to hire a bilingual counselor in 2016 to further expand their reach.

In an effort to streamline processes and track inquiries more effectively, SBRC worked diligently to prepare for the launch of the Baltimore City SourceLink, a dynamic online resource for small businesses and entrepreneurs. In 2016, businesses will be able to easily search and connect with City resources that provide services to help businesses grow and prosper.

Emerging Technology Centers

The Emerging Technology Centers (ETC), a venture of the Baltimore Development Corporation, is an award-winning technology and innovation center and the City's first incubator. ETC provides its member companies with a variety of resources, including seed capital, mentors, potential partners, and a collaborative community.



ETC offers three unique programs for entrepreneurs – helping to smooth their paths from concept to profitability:

- **Accelerate Baltimore:**

A 13-week program for startups with \$25,000 in seed funding with a goal of launching a viable product in the marketplace

- **Beehive Baltimore:**

Co-working space and networking opportunities to connect with other entrepreneurs and potential investors

- **Incubation:**

Program to provide member companies with a variety of resources, including, seed capital, mentors, potential partners, a collaborative community and access to a team of Entrepreneurs-In-Residence, who can offer customized expert advice on how to successfully start and run a business.

In 2015, ETC assisted a total of 126 companies, 70 in its co-working space and 66 in the incubator. Beehive Baltimore graduated 35 companies and Incubate Baltimore graduated 25 businesses. In 2015, ETC companies created 582 jobs and raised \$57.3 million in outside funding. Since its inception, ETC has provided assistance to more than 400 companies – 85 percent of these companies are still in existence and 75 percent have remained in Baltimore City. These companies have raised \$2.2 billion in capital and created more than 3000 jobs.

Graduate News



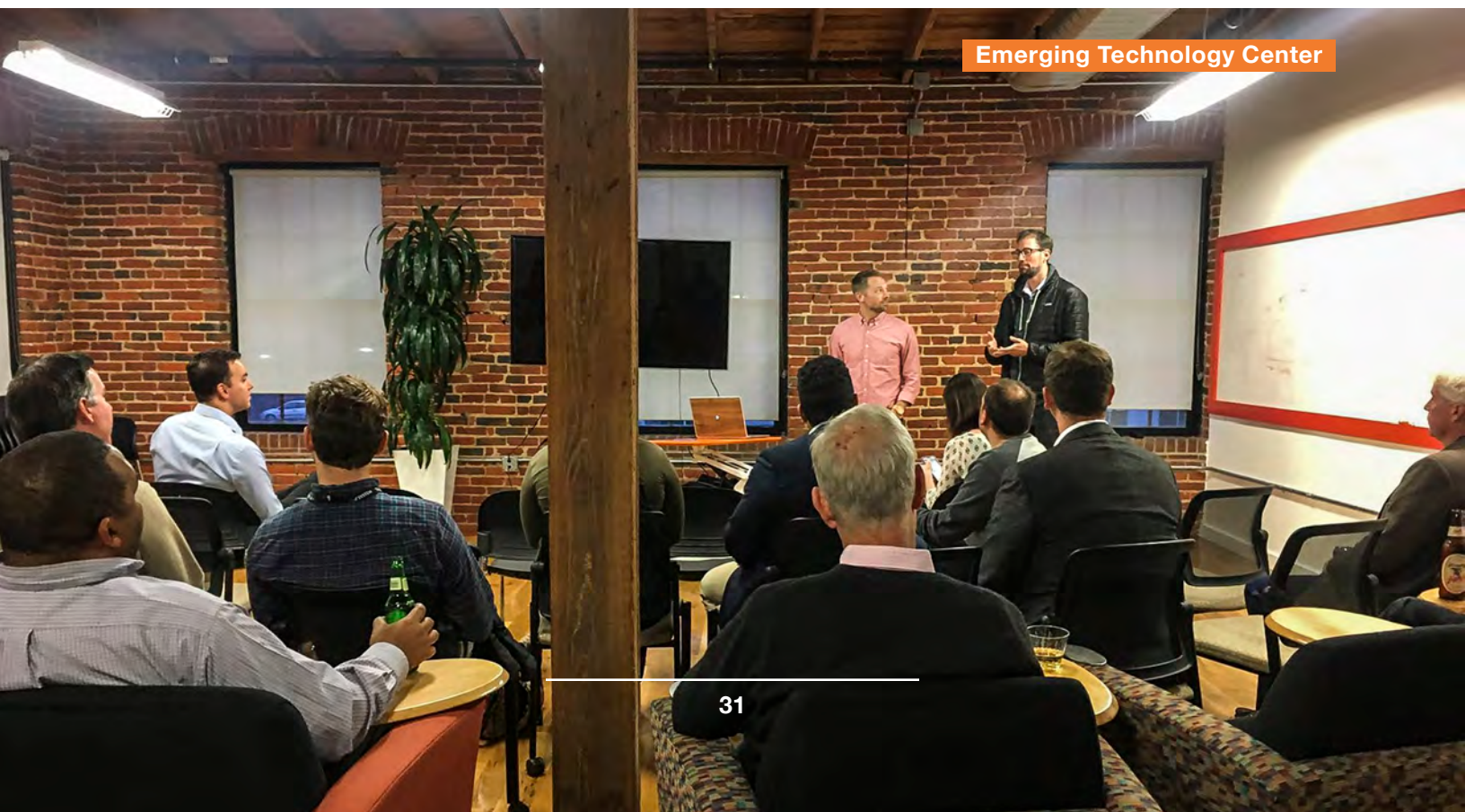
Millennial Media was acquired by AOL, valued at \$238M



Allovue closed on a \$5.1M Series A round of funding



WellDoc raised \$22M, Series B round led by Samsung Ventures and Merck Global



By The Numbers 2015



119:

Assisted businesses



1,962:

Number of jobs retained



1,883:

Number of new jobs



\$30,130,029:

Amount of public investment



\$553,951,429:

Amount of private investment

City of Baltimore Development Corporation

Statements of Financial Position

June 30, 2015 and 2014

ASSETS			
		2015	2014
Cash and cash equivalents		14,774,110	8,920,640
Loans receivable, net of allowance for doubtful accounts of \$ 115,128 in 2015 and \$98,949 in 2014		2,365,060	1,312,174
Other receivables and investments		249,517	105,179
Prepaid expenses and deposits		64,742	61,274
Total assets		17,453,429	10,399,267
LIABILITIES AND NET ASSETS			
Accounts payable and accrued expenses		346,496	421,160
Accrued payroll		540,958	481,615
Deferred revenue and other payables		5,778,844	3,906,368
Total liabilities		6,666,298	4,809,143
Net assets -			
Unrestricted:			
Available for general activities		2,555,552	2,484,438
Loan funds		8,231,579	3,105,686
Total net assets		10,787,131	5,590,124
Total liabilities and net assets		\$ 17,453,429	\$ 10,399,267

City of Baltimore Development Corporation

Statements of Unrestricted Revenues and Expenses and Change in Net Assets
Years Ended June 30, 2015 and 2014

	2015	2014
Revenues and gains:		
Baltimore City funds:		
General funds	\$ 5,659,464	\$ 5,537,620
City bond funds	362,473	1,141,914
Total Baltimore City Funds	6,021,937	6,679,534
Federal funds	214,440	164,675
State funds	5,438,849	603,059
Interest and investment income	103,324	106,848
Other fees	566,924	590,534
Private grants	289,320	20,000
	6,612,857	1,485,116
Total revenues and gains	12,634,794	8,164,650
Expenses:		
Payroll and payroll related, including temporary help fees	3,394,290	3,362,979
Contractual services	488,925	470,291
Occupancy	460,374	401,640
Equipment and supplies	100,297	45,199
Travel	74,608	50,064
Professional fees	71,880	97,169
Marketing	106,959	32,468
Telephone	38,487	35,720
Repairs and maintenance	12,879	37,260
Subtotal	\$ 4,748,699	\$ 4,532,790

City of Baltimore Development Corporation

Statements of Unrestricted Revenues and Expenses and Change in Net Assets
Years Ended June 30, 2015 and 2014

	2015	2014
Subtotal	\$ 4,748,699	\$ 4,532,790
Software support	63,726	95,194
Miscellaneous	68,913	52,756
Staff development	34,834	48,405
Insurance	19,659	21,833
Bad debts	49,827	168,487
Capital expenditures	2,452,129	3,130,590
Total expenses	7,437,787	8,050,055
Change in net assets	5,197,007	114,595
Net assets - beginning	5,590,124	5,475,529
Net assets - ending	\$ 10,787,131	\$ 5,590,124

Staff Directory

Leadership

William H. Cole

President & CEO

Nancy S. Jordan-Howard

Chief Operating Officer

Renee L. West

Executive Assistant to the President & CEO

Kimberly A. Clark

Executive Vice President

Jeffrey P. Pillas

Vice President & Chief Financial Officer

Administration

Sandra E. Blake

Administrative Director

Business Development

Larysa A. Salamacha

Managing Director

Nicole Davis

Economic Development Officer

Richard L. Escalante

Director of Business Development

Larry O. Collins

Director of Foreign Trade Zone #74

Odessa Neale

Economic Development Officer

Nadia P. Smith

Administrative Assistant

Neighborhood Development

William L. Beckford

Managing Director

Daniel A. Taylor

Assistant Managing Director

Darron R. Cooper

Economic Development Officer, Central Team

Sally E. Costello

Economic Development Officer, South Team

Kristin A. Dawson

Economic Development Officer, Food Retail

Gaylord M. Dutton

Economic Development Officer, Central Team

Mica J. Fetz

Economic Development Officer, East Team

David R. Garza

Economic Development Officer, West Team

Brian J. Greenan

Economic Development Officer, Central Team

Benjamin H. Hobbs

Economic Development Officer, West Team

Sean Johnson

Administrative Assistant

Adria Graham Scott

Economic Development Officer, East Team

Michael J. Snidal

West Team Director

Patrick S. Terranova

South Team Director

Raven A. Thompson

Economic Development Specialist, South Team

Kristina E. Williams

Economic Development Officer, Retail & Main Streets

Finance & Accounting

David P. Adamski

Controller

Karen L. Bailey-Young

Full Charge Bookkeeper

Marketing & External Relations

Susan H. Yum

Managing Director

Joann T. Logan

Communications Director

Jennifer Reardon

Director of Public Affairs & Special Projects

Strategy & Analytics

Karl E. Bradley

Managing Director

Matthew T. Kachura

Market Analytics Director

Robert A. Williams

GIS/Architecture

Emerging Technology Centers (ETC)

Deborah A. Tillett

President & Executive Director

Rachel Blevins

Marketing & Community Coordinator

SJ Oh

Operations Manager

Jacqueline C. Albright

Assistant Director

Valerie E. Ellis

Facility Manager

Small Business Resource Center (SBRC)

Paul E. Taylor

Director

Analicia Y. Archibald

Receptionist

Lisa A. Edwards

Manager