

OPPORTUNITY PROFILE:

PRESIDENT AND CEO

ERIE INNOVATION DISTRICT



OPPORTUNITY OVERVIEW

Erie Innovation District

The Erie Innovation District is a joint-venture between leading private sector, university and grantmaking institutions in Erie County, PA. The community has come together and views this initiative as a generational opportunity to transform itself, in part, through the creation of a downtown Innovation District focused on security and safety. The creation of the Erie Innovation District is made possible by an initial \$4 million grant to Mercyhurst University. The Innovation District seeks a proven leader to serve as founding President and CEO.

The CEO will work with the region's largest employers to facilitate technology transfer and business start-up activities related to security and safety. The CEO will also work closely with a new, private sector led, nonprofit focused on downtown development as it begins to deploy and leverage a \$20 million investment fund to create downtown amenities attractive to millennial workers. All of this work must be coordinated with an unprecedented \$500 million in private sector investments planned for downtown Erie in the next 5 years.

The CEO will plan and direct all operations of the Erie Innovation District and oversee the organization's financial assets in accordance with policy and direction of the Board of Directors. The primary focus of the CEO is to create a world-class, urban Innovation District that aggressively pursues economic development initiatives which support the retention, expansion, and attraction of targeted businesses involved in safety and security in the high-demand fields of intelligence, data science, and cybersecurity. The CEO is responsible for creating an Innovation District that will accelerate the continued transformation of downtown Erie as a great place to live, work, and play. In addition, the CEO will maintain close relationships with board members, private and public stakeholders, civic, philanthropic, business, and industrial leaders.

BUSINESS DIVERSITY

Erie, Pennsylvania is ripe for an economic turnaround due to the immense assets that this medium-sized city (100,000 city/300,000 metro) possesses. Erie also boasts numerous professional, cultural, and recreational opportunities. While once known primarily for its significant contributions to manufacturing, Erie's economy has evolved to incorporate a diverse mix of manufacturing, health care, higher education, insurance, service and tourism employers. Erie's largest employers include GE Transportation Systems, UPMC Hamot, Lake Erie College of Osteopathic Medicine, Allegheny Health Network Saint Vincent Hospital and Erie Insurance. CoWorking space abounds in downtown Erie to address the need for a shared, collaborative work space. Coworking spaces serve teleworkers, freelancers, startups, and mobile digital professionals.

The Erie Innovation District is seeking a dynamic, high energy, strategically focused, CEO who is **passionate about creating sustainable economic value** in the Erie Pennsylvania region.

Enjoy Lake Erie's
beautiful beaches



Visit 25 wineries
on the southern
shores of Lake Erie



Cheer on local sports
teams at the Erie
Insurance Arena

A TRANSFORMATIONAL OPPORTUNITY

Led by Mercyhurst University, with a \$4 million “Shaping Tomorrow” grant provided by the Erie Community Foundation (ECF), additional funding support from the Erie County Gaming Revenue Authority (ECGRA), The Susan Hirt Hagen Fund for Transformational Philanthropy; and, in partnership with Erie Insurance, McManus & Monsalve, and Velocity Network, Inc., the Erie Innovation District will drive a new knowledge-based economy focused on safety and security and will be a catalyst to transform Erie’s economy and downtown.

The Innovation District will be a technology catalyst to embrace and commercialize new ideas, create jobs, and energize economic development in the urban core.

The primary partners in the Erie Innovation District all have exceptional strength in the safety and security field:

- Mercyhurst University’s Ridge College of Intelligence Studies and Applied Science is one of the oldest and largest intelligence programs in the United States.
- Erie Erie Insurance, a Fortune 500 company with over 5000 employees and 5 million policies in force, provides an industry leading Risk Management Program combining creative loss prevention products and services.
- McManis & Monsalve is a nationally recognized threat mitigation and intelligence analysis company with offices in Erie and Washington, DC. The firm was recently awarded a multi-milliondollar federal contract.
- Velocity Network, Inc. is an Erie-based entrepreneurial success story. Velocity is a leading provider of outsourced IT support for companies providing technical resources to enhance growth.

The Innovation District will compliment other corporate investments in downtown.

The Erie Innovation District will be patterned after a Brookings Institution global initiative documented in The Rise of Urban Innovation Districts. Brookings defines innovation districts as dense enclaves that merge the innovation and employment potential of research-oriented anchor institutions, high-growth firms, and tech and creative startups in well-designed, amenity-rich residential and commercial environments. Innovation districts facilitate the creation and commercialization of new ideas and support metropolitan economies by growing jobs in ways that leverage their distinct economic attributes. These districts build on and revalue the intrinsic qualities of cities: proximity, density, authenticity, and vibrant places. Given the proximity of many districts to low-income neighborhoods and the large number of sub-baccalaureate jobs many provide, their intentional development can be a tool to help connect disadvantaged populations to employment and educational opportunities. The Erie Innovation District will be a catalyst to transform Erie’s economy and downtown.

WARNER THEATRE



ERIE INSURANCE ARENA



ST. PATRICK'S DAY PARADE



ROAR ON THE SHORE® CHARITY RALLY



INNOVATION DISTRICT

The Innovation District directly addresses three critical community needs:

- 1 STOP BRAIN DRAIN AND ENHANCE BRAIN GAIN.
- 2 REPLACE LOW WAGE JOBS WITH FAMILY SUSTAINING JOBS.
- 3 REVITALIZE DOWNTOWN ERIE.

THE PROJECT

The project will be implemented in three broad phases all of which will be tracked and evaluated:

1 Phase I: Development and Implementation (Year 1)

This phase will focus on the successful establishment of the Innovation District and will ensure that it has the necessary resources and infrastructure to launch and achieve success. During this phase, initial projects between Mercyhurst and its corporate partners will begin.

2 Phase II: Expansion and Growth (Years 2-3)

This phase will focus on the expansion and growth of the Innovation District through the inclusion of additional university and corporate partners and the continued buy-in of community leaders in the public and private sectors. Under the direction of the CEO, the Innovation District will create and execute a strategy to relocate existing businesses and recruit/attract new business that focus on safety and security. During this phase, the Innovation District will apply for 501(c)3 status as a step toward becoming a self-sustaining organization.

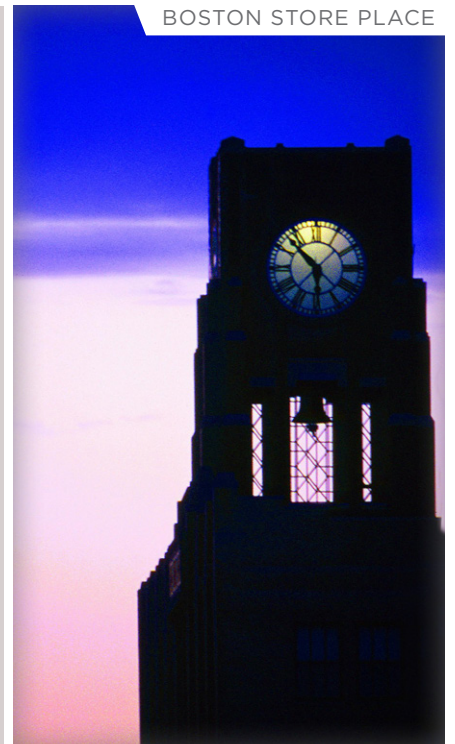
3 Phase III: Sustainability (Years 4-5)

This phase will focus on the long-term sustainability of the Innovation District beyond year five by concentrating on new products, innovations and industries that can be created in Erie.

SAILING ON LAKE ERIE



BOSTON STORE PLACE



FOUNDING PARTNERS

- Mercyhurst University
- Erie County Gaming Revenue Authority
- Erie Insurance
- McManis and Monsalve
- Velocity Networks, Inc.
- Erie Community Foundation
- The Susan Hirt Hagen Fund for Transformational Philanthropy

INITIAL COLLABORATORS

- Erie Regional Chamber & Growth Partnership
www.eriepa.com
- Erie Downtown Partnership
www.riedowntown.com
- City of Erie Planning
www.erie.pa.us

ERIE'S VIBRANT DOWNTOWN BUSINESS CLIMATE

Erie Insurance, a Fortune 500 company, has just announced a \$135M dollar expansion, creating hundreds of jobs. UPMC Hamot Hospital has announced a \$111M expansion to its campus. Saint Vincent Hospital plans a \$115 million investment in a new emergency department and operating room suite. Scott Enterprises plans a multi-million dollar bayfront project on Harbor Place that will take 5-7 years to complete. And, Velocity Network, a local tech company is planning a \$7M expansion in downtown.

In addition to professional services and health care companies, advanced manufacturing and services companies abound in downtown Erie:

- ▶ 70% of the city's advanced industries are in manufacturing. The 12th Street industrial corridor may look like abandoned buildings, but they are actually full of high technology manufacturing businesses working to fulfill contract orders from all over the world. It's a business corridor where people are working hard, businesses are training future employees to fill machining and welding positions, and the economy keeps pumping out product to compete in the global marketplace.
- ▶ New economy companies will account for over a half billion dollars of investment in the next 5 years which will create over 2,000 jobs.

THE 12TH STREET INDUSTRIAL CORRIDOR IS A JUXTAPOSITION BETWEEN THE OLD ECONOMY AND THE NEW ECONOMY IN DOWNTOWN.

LOGISTICAL ADVANTAGE

Port

Erie is a major Great Lakes port city situated only two hours from Buffalo, Cleveland, and Pittsburgh; and, Erie benefits from its rich history as a transportation and tourism hub.

Air

Erie International Airport (Tom Ridge Field) is served by three airlines: United, Delta, and American.



MEISER BUILDING



RENAISSANCE CENTRE



BICENTENNIAL TOWER, PORT ERIE

QUALITY OF LIFE

LIVE WORK PLAY AND STAY

In Erie, you get the big city feel with the benefits of a small town in Pennsylvania's only Great Lakes city. Erie is also centrally located and is only a few hours from major cities, including Pittsburgh, Cleveland, Buffalo, and Toronto, Canada.

There is always something to do during all four seasons. Popular events include Celebrate Erie, a four-day summer street festival, along with local heritage festivals that take place throughout the year. There are also plenty of parks and green spaces in the community for everyday use and more than 25 golf courses.

Education

Erie is a hub for education. There are five local institutions: Mercyhurst University, Penn State Behrend, Edinboro University, Gannon University (located in downtown Erie), and Lake Erie College of Osteopathic Medicine (LECOM). There are many excellent choices, both private and public, for primary and secondary schooling in Erie.

MERCYHURST UNIVERSITY

Mercyhurst University is a fully accredited, Catholic, comprehensive institution founded in 1926 by the Sisters of Mercy. With campuses in Erie and North East, Pennsylvania, and satellite locations in downtown Erie and Corry, Pennsylvania, Mercyhurst is an academic community of nearly 4,000 students and 556 dedicated faculty, administrators and staff. The university educates students for purposeful lives and careers through academic programs of national and international distinction, unique cultural, extra-curricular and athletic programs, and opportunities for service. In keeping with its liberal arts heritage, Mercyhurst emphasizes the dignity of each person and is committed to an examination of values as well as to quality academic, professional and career training, all within a climate of inquiry, collegiality, diversity and achievement.

Wineries

Satisfy all your wine desires at Lake Erie Wine Country. Pennsylvania's moderate climate and rolling terrain provides some of the best grape growing conditions on the East Coast. Take the scenic route outside Erie and head east on Route 5; the Great Lakes Seaway Trail to experience the 25 distinct wineries that span both Pennsylvania and New York along the southern shores of Lake Erie.

With approximately 14,000 acres of grapes, **Pennsylvania ranks 4th nationally in the amount of grapes grown and 8th in wine production** producing award-winning wines. Arrowhead Wine Cellars, Arundel Cellars, Courtyard Winery, Lakeview Wine Cellars, Mazza Vineyards, Penn Shore Vineyards, Presque Isle Wine Cellars, and South Shore Wine Company.

The Erie region is also home to several breweries including Erie Ale Works, Erie Brewing Company, Lavery Brewing Company, Millcreek Brewing Company, and the Brewerie at Union Station.

PEEK'N PEAK RESORT



KAYAKERS



MERCYHURST UNIVERSITY



MERCYHURST WOMEN'S HOCKEY



THE BREWERIE



QUALITY OF LIFE

MUSEUMS AND ATTRACTIONS

The Mary D'Angelo Performing Arts Center at Mercyhurst University: has been a vibrant part of the Erie arts community since it opened in 1996. Its formal setting and unique architecture make it the perfect environment for lectures, orchestral concerts, dance performances, and Broadway entertainers.

Erie Maritime Museum & the Flagship 'Niagara': The waterfront Erie Maritime Museum features exhibits on the history of Lake Erie from the War of 1812 to the present day. One of the biggest draws of the museum is the Flagship "Niagara." This ship is a replica of a warship used in 1812. Although the ship's home is the museum, it sails around Lake Erie as a traveling exhibit, with a crew of 40.

Erie Art Museum: The Erie Art Museum was originally a community based art group founded in the late 19th century. The group eventually found a permanent home in one of the town's mansions and expanded to become the Erie Art Museum and now offers collections of local art, international traveling exhibitions, live musical performances, art classes, and a pottery studio.

Erie's other treasures include: the Erie Philharmonic, Watson-Curtze Mansion, a historical house museum; the Erie Playhouse, one of the oldest and largest community theaters in the nation; and, the city's Blasco Memorial Library is the third largest in the Commonwealth of Pennsylvania.

PARKS AND RECREATION

Sports: The Year-round local sports scene is thriving with four local colleges and four professional sports teams calling Erie home. The Erie Otters (an Ontario Hockey League team), and the NBA D-League Erie Bayhawks (an affiliate of the Orlando Magic), both call Erie Insurance Arena home.

Beaches: The city has seven miles of sandy beaches on the shores of Lake Erie, including a protected harbor, and Erie's top attraction—Presque Isle State Park—3,200-acres on a sandy peninsula that juts into Lake Erie. Attracting over 4 million visitors annually, people flock to this National Natural Landmark for its distinctive blend of natural beauty and year-round recreation including swimming, boating, biking, surfing, bird watching, and fishing.

TREC: The Tom Ridge Environmental Center is a state-of-the-art, "green" facility, focused on educating visitors about the unique 3,200 acres that is Presque Isle State Park. TREC features interactive exhibits, a 75' observation tower, nature shop & gallery, informative workshops, programs and lectures, Sunset Café, and The Big Green Screen—a 4-story high, 45' wide theater.

Waldameer Park & Water World: One of America's oldest amusement parks, it is open May to September, and features amusement park rides, thrilling water park slides, live shows, a modern arcade, traditional midway games, food, and refreshment centers and numerous picnic groves.

Splash Lagoon Indoor Water Park & Resort: Located in Erie, it's one of the largest indoor water parks in the Eastern United States! It's 87 degrees of year-round, twisting and turning slides, a 1000 gallon Tiki tipping bucket, multi-level activity Tree House, indoor wave pool, tree tops ropes course, food court, kiddie area, and more.

Erie Zoo & Botanical Gardens: The Erie Zoo & Botanical Gardens is located on 15 acres in the heart of the City. The Zoo has over 400 animals, representing 200 species around the world and a Children's Zoo.



PERFORMING ARTS CENTER



FLAGSHIP NIAGARA



ERIE SEA WOLVES



PRESQUE ISLE STATE PARK



PERRY MONUMENT

ORGANIZATIONAL OVERVIEW

POSITION TITLE: President and CEO

Reporting to: Board of Directors

SCOPE AND RESPONSIBILITIES:

The President & CEO will provide high-profile leadership, vision, guidance, and strategic direction for the activities of Erie Innovation District, including: the principal leadership role in creating the Innovation District; facilitate the achievement of the mission and goals established by the Board of Directors; plan and execute the activities of the Innovation District; and serve as the “voice” of the Innovation District, representing its interests to and developing relationships with its members, partners, government agencies, state and national organizations, and vendors. The President & CEO shall manage the Innovation District’s business affairs and act as its duly authorized representative reporting directly to the Board of Directors.

QUALIFICATIONS:

- Ten (10) years of proven project management experience involving urban real estate development, including finance.
- Experience with municipal finance, public incentive programs, and capital investment budgeting.
- Expertise in crafting public-private partnerships.
- Demonstrated experience recruiting new businesses, assisting existing business to expand, and leading successful business retention initiatives. Experience with technology companies and/or firms involved with safety and security a plus.
- Demonstrated ability to develop and implement long-range development plans designed to create a sustainable Innovation District as a great place to live, work, and play.
- Experience with urban design principles as they relate to central business district characteristics while incorporating attractive, well-defined public spaces which support a wide variety of activities.
- Demonstrated understanding of issues confronting downtown business and property owners, public agencies, and community organizations.
- Ability to work closely and effectively with both public and private sector individuals, officials, and organizations.
- Strong written and verbal communication skills, particularly public speaking.
- Budget preparation, fiscal management and analysis.
- Ability to supervise and manage both a professional and administrative staff.

GENERAL RESPONSIBILITIES:

- Assists the Board of Directors in establishing organizational goals and objectives.
- Executes the Board of Directors mission, goals, and strategies as well as special projects as appropriate.
- Plans, organizes, and implements services, programs, and policies directly or integrally related to economic development endeavors; particularly those vital to effective retention, expansion, and attraction of business and industry.
- Represents the Erie Innovation District in interactions with city, regional, and state policy makers, community leaders, media representatives, and others of mutual concern.
- Works directly with prospects, site selectors, state and regional agencies, commercial brokers, utilities, and others to structure appropriate proposals, incentive packages, and marketing materials.
- Provides leadership and directs activities of staff and associates including delegating authority and reviewing work, providing guidance and assistance, as well as making hiring and termination decisions on staff.
- Works closely with and engages public and private stakeholders of economic development activities and successes through effective, consistent, and frequent dialog.
- Encourages public and private stakeholder engagement when considering tactical approaches to executing organizational objectives.
- Coordinates programs and activities with external stakeholders and with local, regional, and state agencies.
- Analyzes the feasibility of proposed projects and programs including evaluating financial and economic impact.
- Attends meetings, travels out of town, and attends workshops and meetings during work and non-work hours.

ORGANIZATIONAL OVERVIEW, continued

PROGRAM DEVELOPMENT AND MANAGEMENT

- Direct and manage the activities of the Innovation District staff and contracted suppliers in overseeing the creation and operation of the organization.
- Develop, in consultation with the Board of Directors, the long-term goals and direction of the Innovation District.
- Develop and recommend to the Board revenue streams to ensure appropriate operating revenue.
- Aggressively pursue fund-raising opportunities to support the Innovation District.
- Communicate regularly to the Board of Directors with regard to the condition of the organization and all other Board-level issues.
- Establish and maintain effective contact and working relationships with federal, state, and local officials concerned with the Innovation District activities, member and client organizations, and business and community members involved with the Innovation District projects or programs.

ADVOCACY

- Experience as a technology advocate.
- Proven track record of marshalling resources and managing complex partnerships to focus on research/technology issues, projects, and initiatives.
- Ability to establish and maintain effective working relationships with stakeholders, colleagues, subordinates, and officials from other governmental and private organizations as well as the general public.
- Experience with organizational development and has demonstrated the ability to win the trust and confidence of diverse stakeholders, constituencies, and public and private collaborative organizations.
- An action-oriented, “get it done” professional with a passion for change and a willingness to think radically.
- The ideal candidate will possess a demonstrated record of performance leading change.
- Understanding of technology and market issues confronting member organizations.
- Ability to work collaboratively with individuals and organizations to build capacity.
- Expert listener.
- Proven political skills.

PUBLIC POLICY DEVELOPMENT AND PUBLIC RELATIONS

- Develop strategies and oversee implementation of public involvement and public relations programs ensuring that the public is informed regarding the Innovation District's activities and achievements, promotes and maintains a positive public image for the Innovation District and its sponsored projects.
- Represent and promote the Innovation District and its policies and objectives in appropriate public forums; with federal, state, and local governments; member institutions and partnering organizations and businesses.
- Promote the Innovation District's interests through the effective use of public media such as Web and social networks.
- Manage consistency of marketing messages, collateral materials, and website/social networking content.

FINANCIAL MANAGEMENT

- Establish, and recommend for Board approval, an annual budget for all of the Innovation District's capital projects and operations in which projected fiscal year expenditures are shown to be supported by current fiscal year revenues plus, as needed, fund balances accumulated in prior years.
- Maintain an ongoing business plan and projections of new revenues and expenses that fully support the Innovation District's obligations. Prepare and delivers quarterly update to the Board.
- Oversee the general finances of the Innovation District including revenues and expenses, establishing and meeting budgets, timely payment of expenses, and ensuring the implementation of generally accepted accounting principles and compliance with federal, state, local, and granting agency financial requirements.
- Lead, direct, and develop the Innovation District's grant applications and other Board-approved fundraising strategies to support capital projects.
- Delivers to board timely reports on details of contractual arrangements the Innovation District has with third parties including basic financial and operational obligations.

ORGANIZATIONAL OVERVIEW, continued

STRATEGIC VISIONING

- Demonstrated experience as a visionary — the ability to see beyond today.
- Demonstrated creative drive — the ability to identify new solutions and “think outside the box.”
- Ability to develop and implement the Innovation District vision.
- Demonstrated knowledge with regard to emerging technology innovation, technology transfer, technology project management, and intellectual property (IP) management.
- Knowledge of the principles required to evaluate and create sustainable research initiatives.
- Proven ability developing and monitoring local, state, and federal legislation, programs, and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state, and federal issues; ability to facilitate personal contacts between executives and internal and external industrial and academic members and with executive members of local, state, and federal governments.
- Proven ability to work with stakeholders to identify and solicit private-sector and government funding opportunities.
- Technology Leadership
- Proven ability to recognize and pursue opportunities regardless of available resources.
- Intrinsically motivated to develop and implement new ideas.
- Ability to communicate and “sell” new ideas to a diverse stakeholder groups.
- Proven ability to move ideas from concept to commercialization.

BUSINESS DEVELOPMENT AND MANAGEMENT

- Develop a comprehensive business plan which supports a sustainable business model.
- Direct the overall sales, marketing, product definition, delivery, and customer satisfaction for Innovation District to customers throughout the Commonwealth.
- Establish the direction and lead the Innovation District to determine a path to increase market share to ensure profitable results for the organization.
- Develop budgets.

Business Development and Management, continued...

- Determine rate structure and service offerings.
- Manage operational and business development costs.
- Develop and execute a staffing plan to enhance and optimize operational effectiveness and growth.
- Provide vision and entrepreneurial leadership to maximize staff and team performance.
- Develop and manage the network to maximize use and increase profitability

MARKETING

- Develop marketing strategies and identify results to be achieved.
- Represent the Innovation District at industry venues and events.
- Identify and develop new business opportunities and business relationships which result in the achievement of increased revenue and profitability.
- Develop, direct, and negotiate agreements on behalf of the Innovation District.
- Conduct client business meetings to pursue new profitable business opportunities and product developments and to increase market share.
- Provide ongoing communications and negotiations with existing clients to ensure satisfactory performance, identify client needs, resolve issues, and develop business opportunities.
- Identify and direct the most effective application of the Innovation District’s marketing activities.
- Ensure that client negotiated commitments are achieved according to plan.
- Manages staff of personnel engaged in marketing, client support, and business retention.
- Identifies staffing requirements; hire, train, evaluate, motivate, and initiate corrective action to ensure the most effective performance of assigned personnel in conformance with organizational policies and procedures; develops and retains a high-quality workforce.
- Prepares and directs the preparation of reports and management analysis to make presentations in order to establish business plans and report on performance.
- Frequent travel to investors, potential partners, trade shows, and professional associations on behalf of the Innovation District.

ORGANIZATIONAL OVERVIEW, continued

PERSONNEL MANAGEMENT

- Manage the Innovation District staff including hiring, firing, performance reviews, salary and benefits administration, policy, and general supervision.
- Develop and implement initiatives for professional growth and development of Innovation District staff, business practices, and organizational structures that optimize performance and operating results.
- Promote a working environment of excellence, partnership and collaboration for the organization, building accountability into the culture.

EXPERIENCE REQUIRED

- Five or more years of increasing responsible professional experience with strong, demonstrated success in economic development and business recruitment.
- Knowledge or familiarity with the basics tents of Innovation Districts.
- Experience in budgeting and project management.
- Demonstrated experience in business financing, and of local and state incentive programs.
- Experience in sales/marketing, negotiations, and economic development project agreements.
- Basic knowledge of and experience dealing with land use development topics including zoning, subdivision control, and development plan requirement and processes.
- Basic knowledge of tax districts and rates for abatement calculations.
- Experience with media relations, public relations and public speaking.

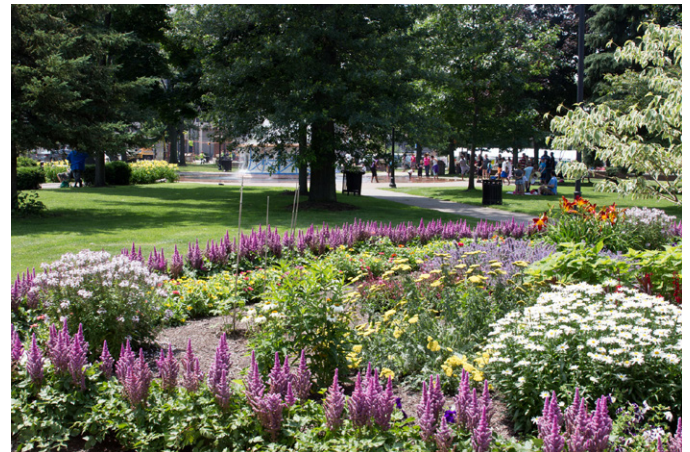
EDUCATION

Bachelor's degree with a Master's degree preferred.

BEHAVIORAL LEADERSHIP PROFILE

Candidates will participate in a proprietary leadership assessment specifically designed for Executive Search. Assessments will be expressed in relation to the **Five-Factor Leadership Model**:

- Orientation to Strategy
(Applying versus Conceiving)
- Orientation to Execution
(Driving versus Collaborating)
- Orientation to Process and Methods
(Structuring versus Adapting)
- Orientation to Information Gathering
(Contemplating versus Interacting)
- Orientation to Relationships
(Evaluating versus Engaging)



Perry Square Gardens

APPLICATIONS

Electronic applications preferred.

Nominations & applications should be sent to:

DHR International

EconDev@dhrinternational.com

Please reference the subject line:

Erie Innovation District CEO

COMPENSATION:

A competitive compensation package will be provided to attract stellar candidates.

APPLICATION DEADLINE:

Immediate or until the position is filled.



Old Main, Mercyhurst University

THE ERIE INNOVATION DISTRICT SEARCH TEAM

David P. Smith

Partner, DHR

Economic Development

Martita Mest y

Partner, Jobplex

Diversity

Tina Winner

Partner, Jobplex

Emerging Leaders

Steven Oberhoffer

Partner, Jobplex

Enterprise Solutions

**A special thanks to: The Erie Regional Chamber and Growth Partnership, VisitErie, and Mercyhurst University for kindly sharing photos with us for this presentation.*

