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It is my pleasure to present the annual report of the Governor’s Action Team (GAT) for fiscal year 2021-2022.

GAT is a team of economic development professionals who are dedicated to growing Pennsylvania's economy by facilitating business expansions and relocations into the commonwealth. We assist both in-state and out-of-state businesses with technical assistance services, workforce training solutions, land acquisition and construction, infrastructure improvements, environmental remediation, and more. This support, combined with our tailored financial assistance packages, enables us to promote a competitive business environment that puts Pennsylvania in a position to attract business projects that create and retain jobs and invest in our commonwealth.

This past fiscal year, our team assisted with over 200 business engagements and proudly supported the completion of 31 impactful projects that will lead to the pledged creation of nearly 4,000 jobs, the retention of nearly 4,400 existing jobs, and more than $1.6 billion in new private investment. These projects span the commonwealth and collectively are projected to result in over $213 million new local and state tax revenue annually. In addition to the $39 million in combined state financial incentives for these projects, GAT project managers provided our clients true business concierge level services, helping corporate executives and location advisors identify solutions in Pennsylvania and facilitate crucial connections with our vast network of local economic development and workforce partners.

GAT is just one of many competitive advantages in Pennsylvania. From our strategic location providing easy access to markets, to our educational institutions that produce a world-class workforce, to our powerful mix of affordability and quality of life, I’m confident that Pennsylvania is the right location for any business looking to expand or relocate. Additionally, forward-thinking and business-friendly new policies, such as cutting our corporate net income tax in half to 4.99 percent by 2031, means that our commonwealth will only get more competitive in the years ahead.

On behalf of everyone on the Governor’s Action Team, I'm looking forward to continuing our critical work in supporting businesses and growing Pennsylvania's economy.

Brent K. Vernon
Executive Director
Governor’s Action Team
In FY 2021-2022 the economic development professionals of the Governor’s Action Team (GAT) engaged in over 210 business leads. These leads resulted in specific project discussions with 88 companies that were considering relocating to or expanding within Pennsylvania. Customized assistance packages were offered to companies for 38 projects. 31 projects were successfully completed, and 32 GAT projects were publicly announced by Governor Wolf during this period.

**Source of Project Lead (Successfully Completed Projects)**

<table>
<thead>
<tr>
<th>Source of Project Lead</th>
<th>Successfully Completed Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Economic Development Referral</td>
<td>210</td>
</tr>
<tr>
<td>Consultant</td>
<td>38</td>
</tr>
<tr>
<td>Company Representative</td>
<td>31</td>
</tr>
<tr>
<td>Other Referral</td>
<td>32</td>
</tr>
<tr>
<td>Real Estate Broker</td>
<td>31</td>
</tr>
<tr>
<td>OIBD</td>
<td>32</td>
</tr>
<tr>
<td>Foreign Investment Representative</td>
<td>32</td>
</tr>
</tbody>
</table>

**New Job Creation and Retained Jobs Pledged by Project Type FY 2021-2022**

58 percent (2,287) of all new jobs pledged to be created were associated with expansions by established businesses within Pennsylvania, and 40 percent (1,580) of new jobs pledged were considered as part of new operations established in Pennsylvania.
In FY 2021-2022, 67 percent of Pennsylvania’s assistance to GAT’s portfolio clients was comprised of Pennsylvania Industrial Development Authority (PIDA) loans while 21 percent was PA First grants.

Successfully Completed Projects
FY 2021-2022

Every $1 awarded in state incentives leveraged $121.77 in new private investment*

* State incentives included discretionary grants and tax credits (excludes state loans). Total private investment equals project cost less state incentives (includes state loans).
Total Capital Investment (Project Cost)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Capital Investment</th>
<th>State Incentives</th>
<th>State Loans</th>
<th>Private Investment</th>
<th>Jobs Created / Retained</th>
<th>State Incentives*: Total Private Investment</th>
<th>Jobs Created: State Incentives*</th>
<th>Jobs Created &amp; Retained: State Incentives*</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014-15***</td>
<td>$198,740,969</td>
<td>2.60%</td>
<td>4.10%</td>
<td>93.30%</td>
<td>1,466 / 5,442</td>
<td>1:38</td>
<td>1:34</td>
<td>1:735</td>
</tr>
<tr>
<td>2015-16**</td>
<td>$6,903,034,190</td>
<td>0.40%</td>
<td>0.20%</td>
<td>99.30%</td>
<td>6,920 / 12,076</td>
<td>1:234</td>
<td>1:27</td>
<td>1:544</td>
</tr>
<tr>
<td>2016-17</td>
<td>$1,554,301,740</td>
<td>3.50%</td>
<td>1.80%</td>
<td>94.70%</td>
<td>8,992 / 36,126</td>
<td>1:27</td>
<td>1:31</td>
<td>1:219</td>
</tr>
<tr>
<td>2017-18</td>
<td>$1,061,868,307</td>
<td>3.10%</td>
<td>4.10%</td>
<td>92.80%</td>
<td>6,339 / 14,214</td>
<td>1:31</td>
<td>1:39</td>
<td>1:593</td>
</tr>
<tr>
<td>2018-19</td>
<td>$1,559,592,571</td>
<td>2.49%</td>
<td>3.20%</td>
<td>94.31%</td>
<td>6,012 / 21,029</td>
<td>1:39</td>
<td>1:38</td>
<td>1:277</td>
</tr>
<tr>
<td>2019-20</td>
<td>$807,552,035</td>
<td>2.62%</td>
<td>3.09%</td>
<td>96.91%</td>
<td>16,545</td>
<td>1:61</td>
<td>1:61</td>
<td>1:899</td>
</tr>
<tr>
<td>2020-21</td>
<td>$3,879,473,386</td>
<td>1.65%</td>
<td>0.48%</td>
<td>97.87%</td>
<td>9,554 / 33,541</td>
<td>1:122</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021-22</td>
<td>$1,630,441,551</td>
<td>0.80%</td>
<td>1.59%</td>
<td>97.60%</td>
<td>3,938 / 4,385</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* State incentives include grants and tax credits (excludes state loans). Total private investment equals project cost less state incentives (includes state loans).

** FY 2015-16 reflects the Shell Pennsylvania Petrochemicals Complex project in Beaver County announced in June 2016.

*** Represents January – June of fiscal year.
The relocation or expansion of a business in Pennsylvania – and the new and retained jobs attached to it – has far-reaching ripple effects on the state’s economy. The 3,938 pledged new jobs created and 4,385 existing jobs retained by GAT projects in FY 2021-2022 are expected to create or support more than 16,493 additional jobs and generate as much as $213.4 million in state and local tax revenue each year as their effects ripple through the state’s economy.

GAT’s 31 successfully completed projects in FY 2021-2022 are estimated to affect a total of 16,493 JOBS IN PENNSYLVANIA’S ECONOMY.

**INITIAL CHANGE/EFFECT**
- **8,323 JOBS**
  - 3,938 New Jobs Created
  - 4,385 Existing Jobs Retained

**DIRECT EFFECT**
- **3,551 JOBS**
  - 1,710 from New Jobs
  - 1,841 from Existing Jobs Retained

**INDIRECT EFFECT**
- **1,715 JOBS**
  - 828 from New Jobs
  - 887 from Existing Jobs Retained

**INDUCED EFFECT**
- **11,227 JOBS**
  - 5,449 from New Jobs
  - 5,778 from Existing Jobs Retained

**TOTAL EFFECT**
- **24,816 JOBS**
  - 11,925 from New Jobs
  - 12,891 from Existing Jobs Retained

**AND RESULTS IN NEW TAX REVENUE**
- **$213.4 Million Annually (estimated)**
  - $100.8 Million - State
  - $112.5 Million - Local

**Source:** Lightcast (EMSI)

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**HOW THE EFFECTS OF NEW AND RETAINED JOBS RIPPLE THROUGH THE STATE’S ECONOMY**

- **INITIAL EFFECT**
  - The initial effect represents the initial change in jobs, earnings, and sales.

- **DIRECT EFFECT**
  - The first round of ripple effects is the new purchase of goods, supplies, and services by the business as a result of the initial effect.

- **INDIRECT EFFECT**
  - The next round of effects is the subsequent ripple further down the supply chain resulting from the direct effects.

- **INDUCED EFFECT**
  - The next round of effects is the impact of the new earnings created by the initial, direct, and indirect changes. These earnings enter the economy as employees spend their paychecks in the region on housing, food, clothing, and other goods and services.
The Central region (30 percent) and Southwest region (22 percent) led the commonwealth in job creation. The manufacturing industry’s largest job creation regions were the Central region (46 percent) and Lehigh Valley (20 percent).

### Jobs Created and Retained by Facility Use/Function at Project Site
**FY 2021-2022**

<table>
<thead>
<tr>
<th>Category</th>
<th>New Jobs Created</th>
<th>Existing Jobs Retained</th>
<th>Total Jobs</th>
<th>Weighted Average Wage</th>
<th>Annual Payroll for New Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3,938</strong> New Jobs Created</td>
<td>1,181</td>
<td>501</td>
<td>8,323</td>
<td>$53,994</td>
<td>$181,811,137</td>
</tr>
<tr>
<td><strong>4,385</strong> Existing Jobs Retained</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>8,323</strong> Total Jobs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>$55,413</strong> Weighted Average Wage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>$181,811,137</strong> Annual Payroll for New Jobs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Manufacturing Industry

- % of Total Jobs Created ................. 65%
- New Jobs Created ....................... 2,557
  - Central ......................... 1,181
  - Lehigh Valley .................... 501
  - Northeast ....................... 223
  - Northwest ...................... 100
  - Southeast ...................... 355
  - Southwest .................... 197
- Existing Jobs Retained ................ 4,069
- Total Jobs .......................... 6,626
- Annual Payroll for New Jobs .......... $105,287,774
- Weighted Avg. Wage .................. $53,994
### JOBS & WAGES BY INDUSTRY

#### FOOD PROCESSING

<table>
<thead>
<tr>
<th>% of Total Jobs Created</th>
<th>New Jobs Created</th>
<th>Existing Jobs Retained</th>
<th>Total Jobs</th>
<th>Annual Payroll for New Jobs</th>
<th>Weighted Avg. Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>5%</td>
<td>182</td>
<td>206</td>
<td>388</td>
<td>$5,605,728</td>
<td>$42,468</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Lehigh Valley</strong></td>
<td>146</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Northwest</strong></td>
<td>36</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### MANAGEMENT CONSULTING

<table>
<thead>
<tr>
<th>% of Total Jobs Created</th>
<th>New Jobs Created</th>
<th>Total Jobs</th>
<th>Annual Payroll for New Jobs</th>
<th>Weighted Avg. Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>6%</td>
<td>250</td>
<td>250</td>
<td>$16,750,000</td>
<td>$67,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Southeast</strong></td>
<td>250</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### MIXED USE

<table>
<thead>
<tr>
<th>% of Total Jobs Created</th>
<th>New Jobs Created</th>
<th>Existing Jobs Retained</th>
<th>Total Jobs</th>
<th>Annual Payroll for New Jobs</th>
<th>Weighted Avg. Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>30</td>
<td>76</td>
<td>111</td>
<td>$1,324,995</td>
<td>$37,857</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Southeast</strong></td>
<td>30</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### OTHER

<table>
<thead>
<tr>
<th>% of Total Jobs Created</th>
<th>New Jobs Created</th>
<th>Existing Jobs Retained</th>
<th>Total Jobs</th>
<th>Annual Payroll for New Jobs</th>
<th>Weighted Avg. Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>17%</td>
<td>674</td>
<td>34</td>
<td>708</td>
<td>$32,668,780</td>
<td>$48,470</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Northeast</strong></td>
<td>674</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### REGIONAL/NATIONAL HEADQUARTERS

<table>
<thead>
<tr>
<th>% of Total Jobs Created</th>
<th>New Jobs Created</th>
<th>Existing Jobs Retained</th>
<th>Total Jobs</th>
<th>Annual Payroll for New Jobs</th>
<th>Weighted Avg. Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1%</td>
<td>35</td>
<td>76</td>
<td>111</td>
<td>$1,324,995</td>
<td>$37,857</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Northeast</strong></td>
<td>35</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### WAREHOUSE & TERMINAL/DISTRIBUTION

<table>
<thead>
<tr>
<th>% of Total Jobs Created</th>
<th>New Jobs Created</th>
<th>Existing Jobs Retained</th>
<th>Total Jobs</th>
<th>Annual Payroll for New Jobs</th>
<th>Weighted Avg. Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>17%</td>
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<td>34</td>
<td>708</td>
<td>$32,668,780</td>
<td>$48,470</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Northeast</strong></td>
<td>674</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The attraction of private investment by new and expanding businesses had a total effect on Pennsylvania's unemployed workforce by creating nearly 12,000 additional employment opportunities and preserving nearly 13,000 existing jobs for Pennsylvanians while generating more than an estimated $213 million in annual state and local tax revenues.

Jobs Created by GAT Projects Compared to Pennsylvania Unemployed Workers by Sector (NAICS Code) FY 2021-2022

<table>
<thead>
<tr>
<th>Industry</th>
<th>New Jobs Pledged by Successfully Completed Projects</th>
<th>Number of Unemployed Workers in Pennsylvania</th>
<th>% of Pennsylvania Unemployed Workers</th>
<th>% of Unemployed Workers in the U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>2,585</td>
<td>25,522</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>824</td>
<td>21,096</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>250</td>
<td>6,400</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>219</td>
<td>7,486</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>60</td>
<td>2,796</td>
<td>1%</td>
<td>4%</td>
</tr>
<tr>
<td>Mining, Quarrying, and Oil and Gas Extraction</td>
<td>4,016</td>
<td></td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Utilities</td>
<td>634</td>
<td></td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Construction</td>
<td>73,419</td>
<td></td>
<td>25%</td>
<td>19%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>18,128</td>
<td></td>
<td>6%</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>132,999</td>
<td></td>
<td>45%</td>
<td>47%</td>
</tr>
<tr>
<td>Total</td>
<td>3,938</td>
<td>292,495</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Lightcast (EMSI)

Annual Unemployment Trends

Total New Payroll at Project Sites (Annual)

$181.8 Million
Total New Payroll at Project Sites (Annual)

$886.8 Million
New Earnings from Projects **

NEW EARNINGS

Induced $337,087,456 38%
Initial $361,535,072 41%
Direct $132,974,897 15%
Indirect $55,208,943 6%

** Earnings include wages and salaries, supplements to wages and salaries (e.g. employer contributions to employee pension and insurance funds as well as employer contributions to government social insurance) and proprietors' earnings

Source: Lightcast (EMSI)

* Average through June
Successfully completed projects during FY 2021-2022 pledged to create 3,938 new jobs at project sites across Pennsylvania. In addition, companies associated with these projects also committed to retaining 4,385 jobs within the commonwealth. Regarding job creation, projects in three regions accounted for nearly 70 percent of all new jobs pledged to be created: central – 1,181 (30 percent), southwest – 871 (22 percent), and Lehigh Valley – 647 (16 percent).

Locations of Successfully Completed Projects*

* Locations are based on a per project basis using the location by physical address of the pledged jobs created.
The jobs created and retained from expansion and relocation projects in FY 2021-2022 are mostly clustered in the Central, Southwest, and Lehigh Valley regions of Pennsylvania. GAT’s efforts resulted in commitments to create more than 3,900 new employment opportunities while preserving more than 4,300 existing jobs.
New job creation resulting from manufacturing projects was prevalent in every region, especially in the Central region with nearly 1,200 manufacturing jobs pledged to be created. Projects in the Lehigh Valley region have over 500 manufacturing jobs pledged to be created with the Southeast region having more than 350 new manufacturing jobs expected to be created by businesses.
### Jobs Created

**Central Region**
- Jobs Created: 1,181
- Jobs Retained: 1,924
- Total Job Created and Retained: 3,105
- Ripple Effect Jobs: 6,173
- Jobs Multiplier: 2.99
- Average Wage (jobs created): $47,094
- Total Project Cost: $1,208,352,000
- Total State Assistance: $8,652,000

**Northwest Region**
- Jobs Created: 136
- Jobs Retained: 175
- Total Job Created and Retained: 311
- Ripple Effect Jobs: 513
- Jobs Multiplier: 2.65
- Average Wage (jobs created): $36,586
- Total Project Cost: $42,706,240
- Total State Assistance: $4,425,000

### JOBS CREATED

**Southwest Region**
- Jobs Created: 635
- Jobs Retained: 1,434
- Total Job Created and Retained: 2,069
- Ripple Effect Jobs: 6,043
- Jobs Multiplier: 3.92
- Average Wage (jobs created): $79,132
- Total Project Cost: $104,770,000
- Total State Assistance: $2,425,000

### JOBS CREATED

**Southeast Region**
- Jobs Created: 311
- Jobs Retained: 400
- Total Job Created and Retained: 711
- Ripple Effect Jobs: 1,449
- Jobs Multiplier: 1.95
- Average Wage (jobs created): $47,137
- Total Project Cost: $44,987,000
- Total State Assistance: $4,436,000

### Source: Lightcast (EMSI)
CHANCE ALUMINUM CORP.

Williamsport City, Lycoming County
Chance Aluminum Corp. will follow on its asset purchase of the recently closed JW Aluminum facility in Williamsport, Lycoming County. In doing so, Chance Aluminum will manufacture aluminum and other common alloy coils, and will serve as the lead domestic supplier for Chance Aluminum's sister company, AA Metals based in Orlando, FL. To restart operations, the company will install additional equipment to transform the facility into a fully integrated, state-of-the-art aluminum rolling mill.

Project Type .............. New Operation
Capital Investment .......... $18,750,000
State Assistance ............ $3,600,000
Jobs Created ................. 113
Jobs Retained .............. 1,434
Average Wage .............. $56,112

ALMAC GROUP INC. (Almac)

Lower Salford Township, Montgomery County
Almac, a contract pharmaceutical development and manufacturing organization that provides integrated services to companies in the pharmaceutical and biotech sectors, is expanding operations at its US headquarters in Souderton, Montgomery County. The company plans to add 100,000 square-feet to its existing 246,000 square-foot headquarters and production facilities, which it owns. The $93.5 million expansion will include both cold and ambient storage and office space. The expansion will also include upgrades to nearby leased office space for its pharma services group. This project is a continuation of the company's successful 2016 expansion project where Almac invested over $24 million, retained 1,110 jobs and created 312 jobs.

Project Type .............. Expansion
Capital Investment .......... $93,570,000
State Assistance ............ $2,025,000
Jobs Created ................. 355
Jobs Retained .............. 1,434
Average Wage .............. $83,194
American Flooring is a subsidiary of:

American Flooring has located a 250,000 square-foot facility in Pittston, Luzerne County and will lease it for 75 months with a 5-year option. The project will create 115 jobs with a capital investment of $25 million. The project includes leasehold improvements, upgraded electrical and parking capacity, the acquisition of equipment, and training its employees.

Project Type ...............New Operation
Capital Investment ............$25,203,000
State Assistance ...............$425,000
Jobs Created .......................115
Average Wage .................$43,947

EXPRESS MED PHARMACEUTICALS

Center Township, Beaver County
SelectQuote, Inc. acquired Express Med and intends to expand its existing operation located at 3950 Brodhead Road in Monaca (Beaver County). The capital expenditure of $8 million will create 674 new jobs, which includes a portion of the jobs working remotely. Onsite operations will include inventory, process flow, staging, shipping, and receiving.

Project Type ...............Expansion
Capital Investment ............$8,000,000
State Assistance ...............$1,000,000
Jobs Created .................674
Jobs Retained ..................34
Average Wage ...............$48,470
WEST PHARMACEUTICAL SERVICES, INC.

Chester, Delaware, and Lycoming Counties
West Pharmaceutical will expand and modernize its Williamsport manufacturing plant. The project includes the construction of a 12,000 square-foot addition and the purchase of production equipment for a new product mixer line. The project is expected to modernize the plant, increase manufacturing output, and improve the plant’s overall efficiency. The total project cost is approximately $18.3 million, with 204 new jobs to be created collectively at the Williamsport site, Jersey Shore site and its corporate headquarters in Exton. West will also retain 1,181 existing jobs statewide.

<table>
<thead>
<tr>
<th>Project Type</th>
<th>Expansion</th>
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<tbody>
<tr>
<td>Capital Investment</td>
<td>$18,367,000</td>
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<tr>
<td>State Assistance</td>
<td>$1,945,000</td>
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<tr>
<td>Jobs Created</td>
<td>204</td>
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<tr>
<td>Jobs Retained</td>
<td>1,181</td>
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<tr>
<td>Average Wage</td>
<td>$67,925</td>
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</tbody>
</table>

PROJECT HIGHLIGHTS