

HONDO, TX ECONOMIC DEVELOPMENT CORPORATION FY 2023-24 ANNUAL REPORT



SETTING THE STAGE: LAYING THE FOUNDATION FOR GROWTH AND SUCCESS.



Dear Friends and Partners,

It's my pleasure to share Hondo EDC's first annual report, "Setting the Stage: Laying the Foundation for Growth and Success." This report highlights the work we accomplished during the 2023-2024 fiscal year as we built a strong foundation for Hondo's future.

Our journey began with the hiring of Doug Dowler as the Executive Director of Hondo EDC. Doug's leadership and vision helped set our course, and I was honored to join the team, focusing on business retention and expansion. As Doug retired in July 2024, I stepped into the role of Executive Director, committed to continuing the important work he started. Our team brings fresh perspectives, strong community ties, and a deep belief in Hondo's potential.

Major Highlights from the Year

- 1. Strategic Planning and Vision: We developed a clear strategic plan to guide our efforts. Through workshops with community leaders and stakeholders, we outlined goals and began implementing key initiatives that set the stage for long-term growth.
- 2. Creating a Bold Identity: Partnering with Marketing Alliance, we launched a new logo that literally "put Hondo on the map." The logo proudly highlights Hondo's location in Texas while reflecting its vital role in the state's economy.
- 3. Digital Marketing and Website Development: We took a proactive approach to marketing by launching a redesigned Hondo EDC website. This modern platform helps tell Hondo's story, attract new businesses, and showcase why Hondo is a prime location for growth.
- 4. Business and Community Engagement: Through outreach efforts, business visits, and community events, we strengthened ties with local businesses and gathered valuable insights to help guide future decisions.
- 5. Infrastructure and Industry Growth: With Hondo's unique location, dual rail access, and proximity to San Antonio, we set the stage to attract businesses in manufacturing, aviation, and logistics, helping fuel Hondo's economic future.

Looking Ahead

The work we started this year laid a strong foundation, and we are excited about what comes next. Our focus remains on creating jobs, enhancing infrastructure, and supporting businesses that strengthen our economy and community.

On behalf of the Hondo EDC Board and our team, I want to thank our community, business partners, and local leaders for their continued support. Together, we are setting the stage for a brighter future in Hondo.

Sincerely,

Sean Patty Executive Director, Hondo Economic Development Corporation

MISSION, VISION AND Core values

OUR MISSION

To create and maintain a robust economic environment that attracts new businesses, supports existing enterprises, and fosters sustainable growth in the Hondo community.

OUR VISION

To position Hondo as a dynamic and thriving community where businesses succeed, families prosper, and the city's rich heritage blends seamlessly with future opportunities.

CORE VALUES

- **>>** Leadership & Accountability: We lead with integrity, transparency, and a focus on delivering results that drive long-term economic success.
- > Collaboration & Partnerships: We believe that progress comes through partnerships with local businesses, educational institutions, government agencies, and community organizations working together toward shared goals.
- **»** Innovation & Growth: We embrace forward-thinking strategies that create new jobs, support business expansion, and encourage sustainable economic development.
- **»** Community Commitment: We are dedicated to initiatives that improve quality of life, promote local culture, and enhance the well-being of Hondo's residents and businesses.
- **»** Service & Integrity: We provide exceptional service with honesty and professionalism while remaining committed to the community's long-term prosperity.







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EXECUTIVE SUMMARY

"Foundations for Economic Success"

The 2023-2024 fiscal year was a pivotal time for the **Hondo Economic Development Corporation** (EDC). With a clear focus on building the foundations for long-term economic success, the organization took significant steps to assess economic conditions, create a strategic plan, and implement initiatives that position Hondo for a prosperous future.

The process began with an in-depth evaluation of Hondo's economic landscape. Through data analysis, stakeholder workshops, and community engagement, the EDC gained a comprehensive understanding of the city's **strengths**, **challenges**, **and opportunities**. This assessment informed the creation of a forward-looking strategic plan, a roadmap designed to attract investment, support local businesses, and foster workforce development while preserving Hondo's unique identity.

The execution of the strategic plan marked a shift from planning to action. In May and June 2024, the EDC hosted implementation workshops, engaging stakeholders to prioritize key initiatives and establish a timeline for success. From infrastructure upgrades like the **24" wastewater trunk line expansion** to the launch of tools like **BluDot CRM** and **EDOIQ Project Tracking**, the EDC focused on creating the systems and capacity necessary to drive economic growth.

Several cornerstone projects reflect the organization's commitment to laying strong foundations. The expansion of **Boise Cascade** into Hondo brings new jobs and strengthens the industrial base, while the **Façade Improvement Program** supports downtown businesses renovation and improving the city's visual appeal. Additionally, the EDC issued an RFP to recruit a restaurant developer for the **South Texas Regional Airport**, demonstrating a proactive approach to creating new economic opportunities.

These efforts are more than individual accomplishments—they represent the foundational work needed to support a thriving economy. By prioritizing infrastructure, technology, and partnerships, the Hondo EDC is ensuring that the city is not just prepared for the future but actively building it.

STRATEGIC PLAN Overview

"It All Begins with a Plan"

BUILDING THE FOUNDATION FOR ECONOMIC SUCCESS

Economic success doesn't happen by chance—it requires thoughtful planning, strategic action, and strong leadership. For Hondo, Texas, the creation of a strategic plan marked a defining step in building the foundation for a thriving and sustainable future. This plan serves as a roadmap, guiding the city's actions while establishing the structural pillars needed for long-term economic prosperity.

To develop a strong and actionable plan, Hondo partnered with **Marketing Alliance**, leveraging their expertise in economic development. Together, they conducted workshops, listening sessions, and in-depth research to align the city's strengths—such as its **prime location**, **robust transportation infrastructure**, and **resilient community**—with its aspirations for growth. The resulting plan centers on six key priorities: **fostering a vibrant downtown**, **supporting local businesses**, **developing a skilled workforce**, **expanding critical infrastructure**, **attracting new industries**, and **sharing Hondo's story with the world**.

At its core, the strategic plan is more than a set of goals—it's the bedrock of Hondo's economic ambitions. By focusing on sustainable practices and long-term opportunities, it ensures the city is not only prepared for future challenges but poised to lead with confidence. Every initiative within the plan reflects Hondo's commitment to creating a community where businesses thrive, careers flourish, and families prosper. With this foundation firmly in place, Hondo is setting the stage for a future defined by opportunity and lasting success.



SIX KEY PRIORITIES 1 Fostering a vibrant downtown 2 Supporting local businesses 3 Developing a skilled workforce 4 Expanding critical infrastructure

Attracting new industries

Sharing Hondo's story with the world

STRATEGIC PLAN HIGHLIGHTS

"Building foundational elements"

Hondo's strategic plan is the cornerstone of its economic development efforts, providing a clear and focused path toward growth and prosperity. Developed in partnership with Marketing Alliance, the plan outlines six core priorities designed to create opportunities, strengthen infrastructure, and foster a vibrant community.

KEY ELEMENTS OF THE PLAN

- 1. Downtown Revitalization: Reimagining Hondo's downtown as a vibrant hub for commerce, culture, and community through streetscape improvements, façade renovations, and engaging events.
- 2. Business Retention & Expansion (BRE): Supporting local businesses with tailored resources, regular engagement, and strong community partnerships to fuel growth and sustainability.
- 3. Workforce Development: Building a skilled, career-ready workforce by aligning educational programs with industry needs and creating pathways for training and development.
- 4. Industrial Development: Expanding industrial capacity with infrastructure investments in utilities, logistics, and site readiness to attract high-value industries.
- 5. Marketing & Business Attraction: Promoting Hondo's unique assets through targeted campaigns, a business-friendly website, and storytelling that highlights local success stories.
- 6. Economic Leadership: Investing in professional development and fostering a results-driven team to lead Hondo's economic growth with confidence and expertise.

For more details on the strategic plan, visit Hondo EDC Strategic Plan.

These strategic priorities ensure that Hondo isn't just preparing for the future—it's actively shaping it. By building strong foundations today, the city is positioned to achieve lasting success tomorrow.

EDC SUCCESSES

"Plans into Actions"

The 2023-2024 fiscal year was a transformative period for the **Hondo Economic Development Corporation** (EDC), marked by key achievements that reinforced its commitment to creating a thriving, sustainable local economy. Guided by the strategic plan, the EDC focused on initiatives that set the stage for long-term prosperity while addressing the immediate needs of the community and local businesses.

From securing major business expansions like **Boise Cascade** to investing in critical infrastructure projects such as the 24" wastewater trunk line expansion, the EDC made significant strides in preparing Hondo for future growth. Proactive programs like the **Façade Improvement Grant** are breathing new life into downtown, while innovative tools like **BluDot CRM** and **EDOIQ Project Tracking** streamlined operations and enhanced efficiency.

The EDC also took bold steps to expand its influence and attract new opportunities, including issuing an RFP for a restaurant developer at the **South Texas Regional Airport** and actively participating in major industry conferences. These successes reflect a year of hard work, strategic action, and collaboration.

Each of these accomplishments represents a foundational piece of the EDC's broader vision. The following sections will explore these achievements in greater detail, showcasing how the EDC continues to build a stronger, more prosperous Hondo.

NEW INVESTMENTS











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Logistics opportunity



Top teams assembled WITH EASE & EFFICIENCY



Testimonial Videos - view more

TELLING OUR STORY

"Building Awareness, Attracting Opportunity"

Every thriving community has a story to tell, and in 2023-2024, the **Hondo Economic Development Corporation** (EDC) focused on sharing Hondo's unique narrative with the world. Through a strategic and impactful social media campaign, the EDC brought the story of Hondo to life—showcasing its **vibrant community, diverse business opportunities, and unmatched potential for growth**.

The EDC's social media presence became a vital tool for connecting with audiences both near and far. Posts highlighted everything from major business expansions, like **Boise Cascade's** arrival, to the entrepreneurial success of local businesses such as **Vital Balance Wellness** and **Studio B Salon & Spa**. By celebrating these achievements, the EDC not only fostered local pride but also positioned Hondo as a business-ready community brimming with potential.

Community events also took center stage in the campaign, with posts driving engagement for initiatives like the **Hondo Collective Market** and **Airstrip Attack**. These promotions not only drew visitors to Hondo but also created opportunities for local vendors and businesses to thrive. In addition, the EDC used social media to share valuable resources for business owners, including information on PACE financing, workforce development programs, and tips for small business growth.

At its heart, this campaign was about more than likes and shares—it was about telling the story of Hondo as a place where businesses and families can succeed.

By building a strong digital presence, the EDC laid the foundation for greater visibility, attracting new businesses, residents, and investments that will drive Hondo's future growth.

BOISE CASCADE GROUNDBREAKING

"A Milestone for Hondo's Economic Future"

In July 2024, **Boise Cascade**, a leading manufacturer and distributor of building materials, broke ground on a state-of-the-art **204,000-square-foot distribution facility** in Hondo, Texas. Situated on a 34-acre rail-served site near the **South Texas Regional Airport and Intermodal Park**, this facility represents a significant investment in the community and is expected to create up to **50 new jobs**.

The project highlights Hondo's strategic location and appeal as a hub for industrial growth. **Boise Cascade's** presence will not only expand its reach across Central and South Texas but also drive economic development and support local businesses. As Jim Wickham, Senior Vice President of Eastern Operations, remarked, "The Hondo branch will help us provide additional service and value for our customers."

This groundbreaking marks a new era of growth for the city, particularly at the **South Texas Regional Airport and Intermodal Park**. The collaboration between **Boise Cascade**, the **City of Hondo**, and **Metropolitan Contracting Company** exemplifies the successful partnerships that fuel progress. The facility, slated for completion in summer 2025, is a testament to Hondo's commitment to building a thriving, sustainable economy.

> "The Hondo branch will help us provide additional service and value for our customers." -- Jim Wickham, Senior Vice President of Eastern Operations







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COMMUNITY Collaboration

"A Community Collaboration to Showcase Hondo's Spirit"

The **Highway 90 Pole Banner Project** stands as a shining example of what can be achieved through collaboration and community pride. This initiative brought together the **Hondo Area Chamber of Commerce**, the **City of Hondo**, and the **Hondo Economic Development Corporation** (EDC) to beautify the city while fostering a sense of unity and shared purpose.

Each partner played a vital role in bringing this project to life:

- **»** The Chamber of Commerce provided the creative vision, contributing all artwork and design for the banners.
- **»** The City of Hondo offered the labor necessary to install the banners, ensuring that they would be prominently displayed along Highway 90.
- **>>** The EDC funded the project, making the collaboration possible and reinforcing its commitment to enhancing the community's image.

What makes this project even more special is the dedication to supporting local businesses. All funds for the banners were spent with **Boehle Signs**, a local company, further strengthening Hondo's economy and highlighting the EDC's mission to prioritize community-driven growth.

This effort is more than just a beautification project; it's a symbol of Hondo's belief that "**community is the new currency**." The banners, which will fly proudly along Highway 90, reflect the city's vibrant spirit and serve as a visual testament to what can be achieved when people work together. This project is a small but impactful step in creating a welcoming, unified, and prosperous Hondo.

TRACKING SUCCESS

"Laying the Foundation for Tracking Success"

In 2023, the **Hondo Economic Development Corporation** (EDC) took a significant step toward modernizing its operations and enhancing its ability to track economic progress with the implementation of **BluDot CRM**, a state-of-the-art Customer Relationship Management (CRM) system and **EDOIQ Project Tracking** software. These tools are more than a database—they are the foundation for data-driven decision-making, enabling the EDC to better understand its impact, strengthen relationships with local businesses, and strategically plan for the future.

These tools allowed the EDC to efficiently track key metrics, such as:

- » Business Engagements: Regular visits and consultations with local businesses are logged, ensuring that the EDC remains responsive to the needs and challenges of the business community.
- **» Programs and Initiatives**: Progress on programs like the Façade Improvement Grant and the Navigator's Café RFP are monitored to evaluate their success and outcomes.
- » Leads and Opportunities: Potential business investments and inquiries are captured and followed through, ensuring no opportunity is missed.
- » Project Updates: Active projects like infrastructure upgrades or new business developments are documented, enabling the EDC to keep stakeholders informed and projects on track.

The CRM/Project Tracking systems has already proven invaluable in providing actionable insights. For example, through tracking business visits, the EDC identified recurring challenges faced by local businesses and directed resources to address them effectively. Similarly, the system has enabled the EDC to maintain a seamless workflow for programs like the **Capital Farm Credit** expansion and **James Avery Artisan Center** improvements, ensuring efficient coordination between stakeholders.





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A STRONG FOUNDATION

By implementing these tools, the EDC has laid a **strong foundation for success tracking**, ensuring that every project, relationship, and initiative is part of a larger **strategic vision**. This tool empowers the EDC to measure its **impact, identify opportunities, and plan future actions with clarity and precision**. As Hondo continues to grow, the insights gained from BluDot CRM will be critical in shaping the city's economic development journey.



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SUCCESS ROUND-UP

"Highlights of Progress and Growth"

The 2023-2024 fiscal year has been a testament to the **Hondo Economic Development Corporation's** (EDC) dedication to fostering growth and enhancing the community. From business expansions to infrastructure improvements, the EDC has demonstrated its commitment to laying strong foundations for future success. Below are key initiatives that showcase the EDC's ability to deliver impactful results for Hondo.

JAMES AVERY EXPANSION

James Avery Artisan Jewelry reinforced its commitment to Hondo with a significant expansion of its Artisan Center. The 9,500-square-foot addition, announced in summer 2024, is designed to enhance employee well-being with features such as upgraded breakroom facilities, fresh food kiosks, new office spaces, and a designated Mother's Room. This expansion not only reflects James Avery's dedication to creating a supportive work environment but also highlights its role as a long-standing partner in Hondo's economic and community growth. The project, completed in October 2024, stands as a testament to the mutually beneficial relationship between Hondo and one of its key employers.

CAPITAL FARM CREDIT OFFICE

In early 2024, **Capital Farm Credit** announced plans to construct a new office in Hondo, further solidifying its role in supporting rural and agricultural communities. The new facility will provide specialized financing services for local farmers and ranchers while housing statewide departmental teams, enhancing operational efficiency. Scheduled for completion by March 2025, this project represents a significant investment in Hondo and underscores the city's reputation as a welcoming location for businesses serving critical industries like agriculture.

FAÇADE IMPROVEMENT PROGRAM

To revitalize Hondo's downtown and enhance its visual appeal, the EDC launched the **Façade Improvement Program** in September 2024. This initiative provides financial assistance to







property owners and business operators, encouraging them to refresh storefronts and create a more inviting downtown environment. The program has already spurred noticeable improvements in the **Central Business District**, fostering community pride. By focusing on small but impactful changes, the EDC is ensuring that downtown Hondo remains a hub of activity and opportunity.

INTERACTIVE PROPERTY MAP

The EDC introduced an Interactive **Property Inventory Map**, a cutting-edge tool that provides detailed insights into available properties across Hondo. This online resource enables prospective investors and developers to explore potential sites with ease, showcasing Hondo's readiness for growth. By streamlining access to property information, the map highlights the city's business-friendly approach and reinforces its appeal as a prime destination for investment and development.

NAVIGATOR'S CAFÉ RFP

As part of its strategy to enhance amenities and drive economic activity, the EDC issued a Request for Qualifications (RFQ) for the proposed **Navigator's Café** at the **South Texas Regional Airport**. This initiative aims to establish a welcoming dining option that serves both locals and travelers, contributing to the airport's growth as a regional hub. The RFQ process reflects the EDC's proactive approach to identifying opportunities and ensuring that new developments align with the community's needs and aspirations.

TEXAS DOWNTOWN ASSESSMENT

In early August of 2024, members from the **Texas Downtown Program** descended upon Hondo to meet with Stakeholders, walk the Central Business District in order to share information and ideas and discuss challenges and opportunities for a revitalized downtown Hondo. Recommendations were compiled by Texas Downtown staff and include short (present-2years) and long-range recommendations (5+ years). The complete report may be viewed online at <u>growhondotx.com/news/article/texas-downtown</u>.

HONDO OPEN REWARDS

Early October saw the launch of a new rewards app for Hondo residents. The **Hondo Economic Development Corporation** paid for the app and back-end support while also investing \$7,500 as rewards back to consumers. 5% of every dollar spent at one of our local participating businesses went back to the community for reinvestment in the form of a cash reward. Over 350 shoppers signed-up and over 65 businesses were available.

Your support made a difference for Hondo businesses!



Rewards from the Open Rewards program \$148,399

Total rewards distributed

352

20X Return on investment

ECONOMIC GROWTH

The growth Hondo experienced this year reflects a community committed to creating opportunities and driving investment.

Economic Development is measured by key economic milestones, including job creation, significant private and public investments, and proactive business engagement. These figures demonstrate how strategic partnerships and initiatives have laid a strong foundation for Hondo's future.

COMMUNITY REVITALIZATION

Hondo's commitment to revitalization is evident in its support for local businesses and efforts to enhance the city's character and appeal.

From incentive programs to public beautification projects, the EDC is driving progress that strengthens the community. This infographic highlights the early successes of these initiatives, underscoring their potential to foster lasting growth and pride in Hondo's downtown and commercial areas. NEW JOBS CREATED Boise Cascade Expansion



BUSINESS VISITS CONDUCTED

Supporting local businesses through retention and expansion efforts.

NEW INVESTMENTS

Boise Cascade	\$23M
James Avery	\$10M
Medina Electric Cooperative	\$5.8M
Capital Farm Credit	\$2.9M
Medina Regional Hospital	\$900,000
TOTAL INVESTMENT	\$42.6M

OPEN REWARDS

350+ Shoppers signed-up

65+ Businesses were available

GRANTS AWARDED



For the Façade Improvement Program. Launched 10/1/24 to support downtown beautification.

CRM ACTIVITY **515**Businesses Tracked Using BluDot CRM to manage interactions, initiatives, and growth opportunities.

PROPERTY LISTINGS

20

Properties Listed Available sites featured on the interactive property map to attract investors.

DIRECTORY LISTINGS

Businesses Featured Included in the Online Business Directory to connect consumers with local services

EDOIQ PROJECT TRACKING

Active projects being monitored through EDOIQ	139
Forecast Capital Investment*	\$56.1B
Forecasted Revenue**	\$2.9M

*Total projected investment value across all tracked projects **Revenue forecast from potential economic activity.

PROJECT TYPES

- » Manufacturing: Dominant focus in active projects.
- > Other categories tracked include industrial, corporate/office, innovation, service, and tourism.

DIGITAL TRANSFORMATION

The Hondo EDC's embrace of digital tools has transformed the way projects are tracked, opportunities are identified, and businesses are supported.

Platforms like EDOIQ and BluDot CRM provide real-time insights into economic development activities, enhancing the EDC's ability to make data-informed decisions. This infographic highlights key metrics that showcase the reach and impact of these tools.

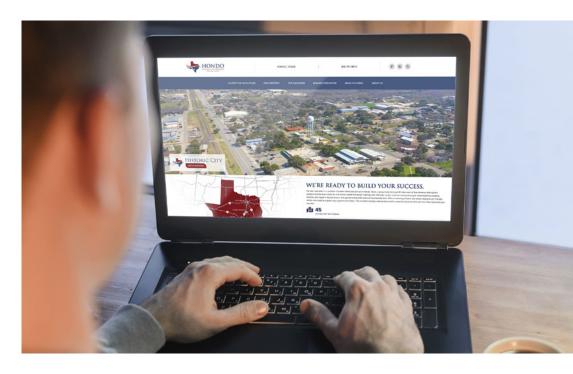




DIGITAL ENGAGEMENT

The Hondo EDC's digital outreach strategy is driving significant engagement and expanding its reach across key platforms.

By leveraging its website and social media channels, the EDC is not only sharing Hondo's story but also connecting with potential investors, businesses, and the community.



WEBSITE	TRAFFIC		
3,329	Total Users	3,288	New Users
2,002	Engaged Sessions	31 sec	Avg. Session Duration

TOP TRAFFIC SOURCES

Direct Users	1,566
Organic Social	1,032
Organic Search	588
Referral Users	102

FACEBOOK ENGAGEMENT

Followers	706
Page Views	8,166
New Page Likes	301

LINKEDIN ENGAGEMENT

Followers	144
Impressions	25,516
Organic Follower Growth	129
Posts	64
Clicks	1,636

RFP RESPONSES AND SUBMISSIONS

139 RFPs Received (2024)

11 RFPs Responded To

Reflecting Hondo's responsiveness to growth opportunities.

FORCASTED CAPITAL INVESTMENT

TOTAL POTENTIAL INVESTMENT

Projected from active projects tracked through EDOIQ.

PROJECTS BY TYPE

- » Manufacturing: Largest share of tracked projects
- » Corporate/Office: Notable segment within the pipeline
- » Industrial and Service: Growing categories of interest

INDUSTRY EVENTS ATTENDED

Total Conferences: 7 Key Industry Events

- >> TEDC Winter Conference San Antonio
- >> Basic Economic Development Course Austin
- >> Texas Downtown Conference Abilene
- >> Sales Tax Seminar Tyler
- >> PACE Workshop San Antonio
- >> San Antonio Regional BRE Meeting Cibolo
- >> South Texas Economic Summit Pearsall

BUSINESS DEVELOPMENT AND OUTREACH

The Hondo EDC's proactive approach to business development is reflected in its engagement with new opportunities, attendance at key industry events, and participation in important discussions.

By responding to RFPs, attending conferences, and collaborating regionally, the EDC is ensuring that Hondo remains competitive and visible to decision-makers across industries.



INFRASTRUCTURE DEVELOPMENT

Laying the groundwork for long-term growth requires strategic investments in infrastructure.

The Hondo EDC's commitment to enhancing the city's capabilities is demonstrated by its focus on essential projects, such as the planned wastewater line expansion. These efforts ensure that Hondo remains an attractive location for businesses while supporting future population growth and economic activity.

INFRASTRUCTURE PROJECTS

Wastewater Line Expansion: Scheduled to begin in 2025 to support future industrial and commercial growth.

\$1 MILLION COMMITMENT

\$100,000 per year over 10 years dedicated to infrastructure improvements.





POPULATION GROWTH (1950-2029) 10,000 9.000 8.000 7,000 6,000 5,000 4,000 3.000 2.000 1,000 ,960 1970 1980 1990 2000 2010 2020 2024 1950 2029

MEDIAN HOUSEHOLD INCOME (MHI)

2.5% CIVILIAN LABOR FORCE PARTICIPATION

Percentage of the population aged 16 years and over participating in the labor force.

3.3% UNEMPLOYMENT RATE

Reflects the percentage of the civilian labor force that is unemployed.

EMPLOYMENT AND DEMOGRAPHICS

A clear understanding of Hondo's employment and demographic trends provides essential insights for shaping the city's future.

While current figures show areas that need improvement—such as labor force participation and median household income—these challenges present opportunities for strategic growth. The Hondo EDC is setting the stage for improvement by driving investments, fostering job creation, and implementing community-focused initiatives. These efforts aim to not only stabilize the population but to fuel long-term economic prosperity and resilience.

KEY INSIGHTS:

- > While the population has shown periods of growth, recent data suggests stabilization, with projections indicating a slight decline. The EDC's initiatives aim to reverse this trend by enhancing economic opportunities and quality of life.
- > The current median household income highlights the need for additional wage growth, and the EDC's efforts in attracting higher-paying industries seek to address this.
- With ongoing business expansions and infrastructure improvements, Hondo is poised to increase labor force participation and employment in key sectors, fostering a stronger economic future.

HONDO, TX ECONOMIC DEVELOPMENT CORPORATION





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