

PROGRAM OF WORK

Moving Mercer County Forward

2024/2025



Penn-Northwest
DEVELOPMENT CORPORATION
Affordable Solutions For Corporate Expansion



Penn-Northwest DEVELOPMENT CORPORATION

Affordable Solutions For Corporate Expansion

PROGRAM OF WORK

July 1, 2024 – June 30, 2025

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Executive Summary

This program of work is Penn-Northwest's plan for economic growth and development in Mercer County. The *Program of Work* advances five (5) mission-driven goals, with measurable outcomes and objectives to help us execute the strategies needed to increase the prosperity of Mercer County. This plan also gives us the framework for our Board, membership, stakeholders, and the community to understand and measure Penn-Northwest's effectiveness throughout the County. The *Program of Work* serves as a road map for the Board of Directors, a management tool for the Executive Director, and a fundraising strategy for the organization. Penn-Northwest's success can be measured through the amount of private investment, public investment, and workforce development within Mercer County.

In the short term, local business retention and expansion, workforce development, and recruitment of new companies are Penn-Northwest's indicators of success. The *Program of Work* is our guide to how we are going to help expand existing industries, assist companies to create and retain jobs, and attract new opportunities to Mercer County. Over the long term, Penn-Northwest is working to increase the economic vitality of Mercer County, grow the County's population and foster a dynamic educational environment to advance our workforce.

As we continue to positively impact economic conditions throughout the County, we will remain committed to maintaining accountability while we focus Mercer County's assets toward reaching our short and long-term goals. Penn-Northwest must take a leadership role in advancing Mercer County as a great place to live, learn, work, and play by strategically marketing our economic development and workforce programs through networking events, membership engagement seminars, production of our *Discover Mercer County Business* interviews and the *Penn-Northwest Digest*, continually updating our dynamic website, and significantly increasing our presence on social media platforms.

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Who are We?

Penn-Northwest is a conduit and catalyst for economic growth and prosperity in Mercer County. We exist to enrich the lives of those who live, learn, work, and play in Mercer County by attracting investment that creates and/or retains family-sustaining jobs and increases the overall quality of life for our residents.

We are a membership-driven, non-profit marketing company, providing the leadership to attract and retain new jobs, and assist in the expansion of all existing business sectors in the County.

The organization will strive to make significant progress in the areas of workforce development and expansion, business attraction, programming and financial services to our membership, and the identification of key regional initiatives that will promote the economic health and repopulation of Mercer County.

What is Our Vision?

We are the lead economic development organization in Mercer County that executes our County's plan for growth. We envision an economically diverse, self-sustaining group of communities where business and employment opportunities exist, all types of educational and recreational opportunities are present, and economic prosperity can be reached by all residents of Mercer County.

What are Our Core Values?

1. **Honesty.** We will tell the truth, even when it is uncomfortable or unpopular.
2. **Respect.** We will live by the Platinum Rule: *"Treat others the way they want to be treated."*
3. **Integrity.** We will honor our commitments: *"Say what you are going to do, and do what you say!"*
4. **Responsibility.** We will use all financial resources dutifully.
5. **Accountability.** We will hold ourselves to a high standard of professionalism in all endeavors. We will never "over-promise and under-perform."

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What is Our Mission?

Penn-Northwest Development Corporation...

- Is a membership-driven organization that provides high-quality services and programs for our members in exchange for their dues.
- Supports and extends educational programs and business development and expansion opportunities to our local businesses and industries to foster growth.
- Markets Mercer County through the development of a comprehensive corporate marketing plan to attract new businesses that will make capital investments and create economically sustaining jobs.
- Serves as an advocate for infrastructure, housing, and recreational development funding to better position the County to attract new investments and residents.
- Fosters a positive working relationship with regional economic development agencies, government officials, and site selection professionals to keep Mercer County at the forefront when opportunities arise.

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What are Our Prudential Commitments?

To Our Members: We will make available loan and grant programs and provide them with high-quality service.

To Our Board of Directors: We will provide a clear vision of our current and future direction, accurate and timely financial information, and updates on staff activities. We will value their time, talents, guidance, support, and oversight. We will work toward consensus building.

To Our Staff: We will provide the tools necessary to succeed. We will encourage and support their professional development. We will deal with each other truthfully. We will hold each other accountable. We will encourage rigorous discussion before any actions are taken. We will show appreciation for their hard work, creativity, and innovation.

To Our Volunteers: We will value their time, talents, and support. We will consider their interests and welcome their counsel to help us move Mercer County forward.

To Our Community Stakeholders: We will actively seek opportunities to act in an inclusive manner and partner with them on strategic economic development opportunities for the betterment of our communities in Mercer County.



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What are Our Goals, Strategies & Outcomes?

Goal 1. SUPPORT LOCAL BUSINESS AND INDUSTRY DEVELOPMENT

Strategy 1: Conduct business retention calls under the Partnership for Regional Economic Performance (PREP) program and complete an annual Business Trends survey of our membership

Action: We will visit at least eighty (80) companies and assist at least forty (40) local companies with their retention/expansion plans to survey needs and provide affordable solutions to help keep companies from downsizing, retrenching, or permanently closing.

Action: We will perform a survey of at least eighty (80) PNDC-member companies to assess the condition of their business and determine their outlook on the local and regional economic conditions.

Strategy 2: Encourage business-to-business commerce and communication

Action: Penn-Northwest will function as a “trade association” for Mercer County businesses by linking together various local supply chains and providing opportunities for peer-to-peer interaction and leadership development.

Strategy 3: Showcase existing businesses by creating an in-house publication

Action: The organization will produce the Penn-Northwest Digest on a quarterly basis to highlight the themes of Live, Learn, Work and Play and showcase area businesses.

Strategy 4: Actively incentivize and encourage the development of commercial, manufacturing, and warehousing space in Mercer County

Action: Penn-Northwest will identify and encourage developers throughout Mercer County to invest in, redevelop, and/or build 50,000 to 100,000 square foot facilities.

Outcome: Penn-Northwest will create and lead new capital investments and new employment opportunities through loans, grants, or tax credits from State and Federal Programs, the Mercer County Industrial Growth Fund, and the Mercer County Innovation Fund.

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Goal 2. FOSTER WORKFORCE DEVELOPMENT AND REPOPULATION

Strategy 1: Build out the Penn-Northwest Future Leader's Homegrown and Seedling Initiatives through creative marketing outreach to middle school, high school, career center and college students throughout Mercer County

Action: We will work with our education partners to align relevant programs with workforce needs. Working with our education and training partners throughout the County, we will connect students and graduates to participating employers to facilitate interviews and potential employment.

Strategy 2: Market and promote the Mercer County workforce to expanding businesses

Action: We will continually identify Mercer County's workforce demands through extensive outreach in the business community. Penn-Northwest will promote the strength and quality of the workforce. We will collaborate with workforce development partners and educators to ensure a growing and trained workforce. We will strive to create a local economy where there is opportunity for everyone, regardless of their level of education.

Strategy 3: Improve Mercer County's standing as a repopulation destination

Action: Retain: Penn-Northwest will invest in initiatives to retain our population. We will focus on the areas of workforce development, housing assistance, and recreational opportunity to make Mercer County an attractive place to Live, Learn, Work, and Play.

Action: Reconnect: Penn-Northwest will make connections with former residents and re-introduce them to the County.

Action: Relocate: Penn-Northwest will partner with organizations throughout the region that specialize in the recruitment and workforce training of migrant populations and market Mercer County as a prime spot for relocation through the Make Your Move program.

Strategy 4: Run a robust internship program

Action: Penn-Northwest will partner with local universities and colleges in the County to provide paid internship opportunities to students looking for experience and credit.

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Outcomes:

- 1) Mercer County job providers will look regionally for new talent when hiring. At least fifty (50) Mercer County graduates will be placed in full-time, economically sustaining jobs annually.
- 2) Over thirty (30) Mercer County companies will take advantage of financial workforce development incentives to offset the cost of new hires.
- 3) The overall unemployment rate in Mercer County will trend below the national average because of our efforts.
- 4) Outflow migration of Mercer County's population will be reduced.

Goal 3. RECRUIT NEW BUSINESSES AND INDUSTRIES

Strategy 1: Use all available resources to attract investment to Mercer County industrial parks and other available sites to promote economic development activities

Action: We will aggressively promote available sites and expansion locations on social media platforms and in printed publications. We will also respond aggressively to RFPs (Request for Proposal).

Action: We will strategize and budget for advertisement opportunities that have the best opportunities to increase exposure.

Strategy 2: Work directly with startup opportunities using local and state funding sources

Action: Penn-Northwest will leverage relationships with federal, state, and local economic development agencies, utilizing the resources of the Mercer County Innovation Fund, the eCenter@Lindenpointe, and Ben Franklin Technology Partners of Central & Northern Pennsylvania, to assist and incentivize startup opportunities.

Outcomes:

- 1) Penn-Northwest will identify at least three (3) businesses or industries that will expand their operation into Mercer County.
- 2) A minimum of twelve (12) startup opportunities will be identified and assisted with various programs.

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Goal 4. BUILD A FINANCIALLY VIABLE AND INFLUENTIAL MEMBERSHIP-DRIVEN ORGANIZATION

Strategy 1: Increase annual revenue by growing PNDC's membership

Action: Penn-Northwest will create unique ways to recognize, honor, and appreciate the contributions of our members to the overall growth of the Mercer County economy through *Discover Mercer County Business* television show and podcast, the publication of the *Penn-Northwest Digest* digital magazine, and the State of Mercer County Economic Summit. The Annual Meeting will be the venue for awarding outstanding members for **"Making it in! Mercer County."**

Strategy 2: Increase contribution revenue through additional community and foundation financial support

Action: We will pursue every opportunity to apply for financial support from local and regional corporate and community foundations.

Action: We will use Penn-Northwest's 40th anniversary celebration to promote and encourage financial support of the organization.

Strategy 3: Enhance visibility in Harrisburg and Washington, D.C.

Action: The organization will advocate to local, state, and federally elected/appointed officials whenever possible for the funding of Penn-Northwest business and workforce development programs. We will seek to incorporate high-level candidates for public office into the discussion through site visits to Mercer County.

Strategy 4: Increase annual revenue from fee-for-services, grant and loan administration opportunities

Action: Penn-Northwest's Vice President of Development will continue to support our grant and loan administration programs, and we will look to partner with organizations who need professional administrative services. The revenue produced through the administration of these programs will be set by the Finance Committee through a fee-for-service model.

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Outcomes:

- 1) Membership revenue will exceed \$200,000.
- 2) Foundation support will exceed \$75,000.
- 3) Grant, loan, and service administration fees generated in the fiscal year will exceed \$120,000.
- 4) Penn-Northwest's visibility on the regional and national stage will increase, moving projects forward more effectively and creating more direct funding opportunities for our initiatives.

Goal 5. EXPAND THE REACH AND IMPACT OF THE ORGANIZATION THROUGH REGIONAL COLLABORATION

Strategy 1: Embrace opportunities for collaboration with neighboring states, with a particular focus on the State of Ohio through an affiliation with the Youngstown-Warren Chamber

Action: Identify state and federal grant programs that seek to enhance business and workforce development initiatives across state lines by coordinating with regional economic development partners in neighboring states.

Strategy 2: Increase opportunities for collaboration with neighboring Pennsylvania Economic Development Association (PEDA) members

Action: Identify state and federal grant programs that seek to enhance business and workforce development initiatives on a regional basis within the boundaries of Northwest Pennsylvania by coordinating with regional economic development partners. We will expand the reach and influence of the Lawrence-Mercer Manufacturers Coalition to increase the public awareness of the economic impact of our manufacturing sector.

Outcome: Penn-Northwest will initiate and respond to at least one (1) request for regional collaboration in the funding of grant programs, as well as with one (1) or more state economic development organizations and will commit significant resources for the required matching funds if necessary.

Board of Directors 2024/2025

Officers:

Bradley Gosser	Chair
David Grande	Vice Chair
Ann Coleman	Second Vice Chair
Sarah Palmer	Treasurer
Robert Donatelli	Secretary
Rod Wilt	Executive Director
Bradley Mantzell	Immediate Past Chair

Board of Directors:

Ann Coleman	Mercer County Board of Commissioners
Robert Donatelli	Donatelli Electric
Charles Evanoff	First Energy Group
Tim Feeney	Sharon Tube
Scott Free	FNB Corporation
Stacey Glenn	American Hospitality Group
Bradley Gosser	Greenville-Reynolds Development Corp.
David Grande	First National Bank
Sam Huston	Huntington Bank
Scott Kalmanek	Joy Cone Company
Tony Kaper	Hall Technical Services LLC
Nathan Koble	National Fuel Gas Distribution
Zachary Lenhart	UPMC Horizon
Bradley Mantzell	Gilbert's Risk Solutions
Richard Moroco	PTR Group; Law Office of Richard F. Moroco
Sarah Palmer	Mercer County State Bank
Carol Paul	Aqua PA
Robert Rogalski	Sharon Regional Medical Center
Bryan Saeler	Hudson Construction, Inc.
Tom Taborek	NLMK USA
Susan Traverso Ph.D.	Thiel College
Niki Vigna	Usource Energy

Directors Emeritus:

Kenneth Faulconbridge
James Feeney
James Grasso
Stephen Gurgovits
Robert Jazwinski
Lew Kachulis
John “Chip” Mastrian
Paul O’Brien
William Perrine
Doug Riley
John Thigpen
Donna Winner

Retired, Vice President, Northwest Savings Bank
Retired, Wheatland Tube Company
Treasurer, Strimbu Foundation
Retired, FNB Corporation
President, JFS Wealth Advisors
President & CEO, Synergy Comp Insurance Company
Former Chairman, Strimbu Foundation
President, Rien Construction Company
Retired, Sharon Tube Company
Retired, Chairman, MCDIA
President, nVent
Chair, Winner Companies

Legal Counsel

Brouse McDowell, LPA
Richard Epstein, Esq.

Accounting

Black, Bashor & Porsch, LLC
Alice F. Mattocks, CPA, CGMA
Brenda L. McCall, CPA

Staff

Rod Wilt
Gary Dovey
Melinda Bowen-Houck
Kerri Ericksen
Jake Rickert
Ellen Pardee
Jane Goniea
Ligaya Kurelko

Executive Director
VP of Business Development
Director of Marketing
Office & Project Administrator
Director of Workforce Development
PNDC Project Coordinator - GAEDC Executive Director
Administrative Assistant
Assistant Director of Workforce Development

Interns

Mei Williams
Casey Davis
Jordan Beale
Patrick Belback
Abby Bonaquist

Thiel College
Thiel College
Thiel College
Thiel College
Grove City College

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Operation Budget FY 2024-2025

<u>RECEIPTS: GENERAL OPERATIONS</u>	Annual Budget FY 2024/2025
Public/Private Contributions	
Private - PNDC Memberships	\$ 212,000
PNDC Foundation Support	\$ 75,000
Public - Schools & Municipalities	\$ 2,500
Public - Mercer County	\$ 150,000
Public- Mercer County Challenge	\$ -
Total Public/Private Contributions	\$ 439,500
Interest Earned/Operating Accounts	\$ 15,000
MCIGF RLF Interest	\$ 30,000
Total Interest Earned	\$ 45,000
Contract Services/Fee Income	
DCED - PREP	\$ 20,000
PNDC Scholar Sponsorships/DCED Grant Funds	\$ 180,000
Annual Meeting Sponsorships	\$ 36,000
MCIGF/PIDA Loan App Fees	\$ 20,000
MCIDA - Administrative Contract	\$ 12,000
SVCoC - Administrative Contract	\$ 14,400
e-Center @ Lindenpointe Contract	\$ 30,000
EPA Grant Administration	\$ -
Income - Rent Idaho St	\$ 38,016
Special Event Income	\$ 5,000
RACP Grant Fees	\$ 75,000
Total Contract Services/Fees	\$ 430,416
Total Receipts	\$ 914,916

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Operation Budget FY 2024-2025

<u>EXPENDITURES: GENERAL OPERATIONS</u>	Annual Budget FY 2024/2025
Employee Expenses	
Salaries & Wages	\$ 440,000
Health & Medical Ins.	\$ 23,000
Life Insurance (Staff)	\$ 3,000
Retirement Contribution & Fees	\$ 22,000
Workman's Comp. Ins.	\$ 1,500
Social Sec./Medicare	\$ 36,000
Unemployment. Comp./UC Fund	\$ 2,400
Payroll Admin Fees	\$ 7,500
Total Employee Expenses	\$ 535,400
Facilities and Operations	
Office Rent	\$ 37,404
Communications (VOI, Fax, Cell, Internet)	\$ 6,600
Computer/Technology/Equipment	\$ 14,000
General Office Equipment/Furnishings	\$ 3,000
Bank Fees	\$ 1,200
Insurance - Business	\$ 6,480
PNDC Office Cleaning	\$ 6,000
Real Estate - Idaho St. Farrell, PA (MCSB/SVEZC Loan)	\$ 6,500
Real Estate - Idaho St. Farrell, PA (Misc. Expenses)	\$ 500
Total Facilities and Operations Expenses	\$ 81,684
Other Expenses	
Subscriptions (News and Trade Pubs)	\$ 2,400
Legal & Professional Fees	\$ 10,000
Accounting Fees	\$ 20,125
Audit Fees	\$ 10,000
Internships/PNDC Scholar Program/Future Leaders	\$ 140,000
Sponsorships	\$ 7,500
Annual Meeting	\$ 15,000
Economic Summit Expenses	\$ 10,500
Miscellaneous Expense	\$ 600
Total Other Expenses	\$ 216,125

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Operation Budget FY 2024-2025

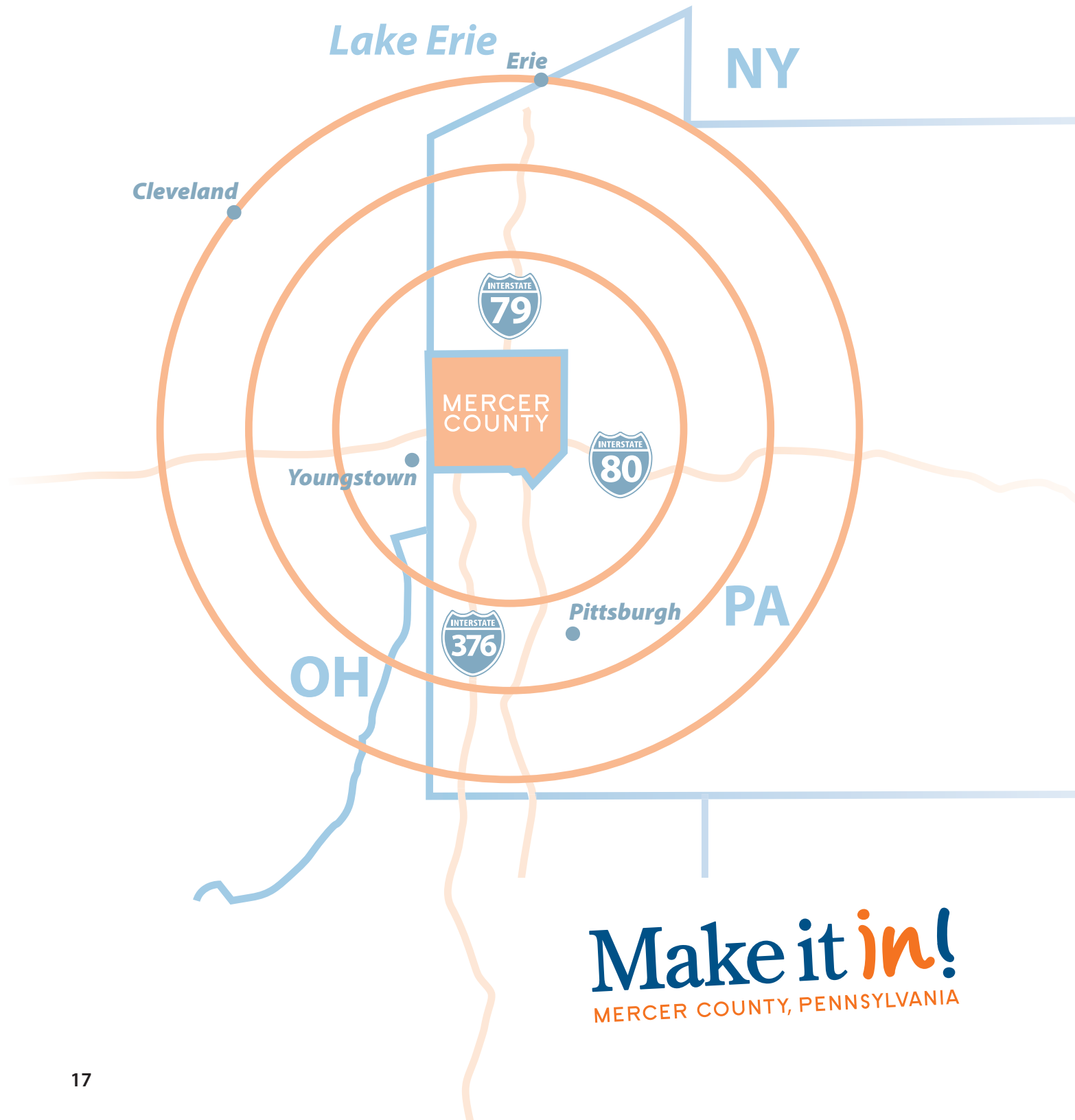
<u>Program Expenses:</u>	
Mileage - Local Industry	\$ 3,000
Meals - New Industry	\$ 1,000
Meals - Local Industry	\$ 6,000
Meals - Admin	\$ 6,000
Marketing - New Industry	\$ 20,000
Marketing - Local Industry	\$ 20,000
Marketing - Fundraising	\$ 1,500
Employee Development - Admin/Mgmt	\$ 7,500
Supplies - Hospitality and Hosting	\$ 500
Printing Costs - New Industry	\$ 360
Printing Costs - Local Industry	\$ 360
Printing Costs - Fundraising	\$ 300
Printing Costs - Admin	\$ 600
Postage - Local Industry	\$ 240
Postage - Admin	\$ 150
Dues - Professional Membership	\$ 6,000
Office Supplies	\$ 2,000
Total Program Expenses	\$ 75,510
Total Expenditures	\$ 908,719
Net Income (Loss)	\$ 6,197
Cumulative Net Income (Loss)	\$ -

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Lake Erie

Erie

NY

Cleveland



**MERCER
COUNTY**



Youngstown



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