

2022/2023

# PROGRAM OF WORK

Moving Mercer County Forward



PNDC

**Penn-Northwest**  
DEVELOPMENT CORPORATION

Affordable Solutions For Corporate Expansion





# Penn-Northwest

## DEVELOPMENT CORPORATION

Affordable Solutions For Corporate Expansion

## PROGRAM OF WORK

July 1, 2022 – June 30, 2023

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# Penn-Northwest

## DEVELOPMENT CORPORATION

Affordable Solutions For Corporate Expansion

### 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 the "Guide" or "How" we are going to help expand existing industries, assist companies create and retain jobs, and attract new companies 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 workforce.

As we continue to positively impact economic conditions throughout the County, we will remain committed to maintaining accountability and focusing Mercer County's assets toward reaching short-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, building out our dynamic website and significantly increasing our presence on social media platforms.



# Penn-Northwest

## DEVELOPMENT CORPORATION

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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 economically sustaining jobs.

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.

At our core: 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 population growth of Mercer County.

### What is Our Vision?

We are the lead economic development organization that assists Mercer County's plans 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 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."



# Penn-Northwest

## DEVELOPMENT CORPORATION

*Affordable Solutions For Corporate Expansion*

### **What is Our Mission?**

#### **Penn-Northwest Development Corporation...**

- Is a membership-driven organization that provides high-quality services and value-added programs to our members in exchange for their dues.
- Supports 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 will create economically sustaining jobs.
- Serves as an advocate for infrastructure, housing, and recreational development to better position the County to attract new investments.
- Fosters a positive working relationship with regional economic development agencies, government officials, and site selection professionals.



# Penn-Northwest

## DEVELOPMENT CORPORATION

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### What are Our Prudential Commitments?

**To Our Members:** We will make available high-quality loan and grant programs, and always provide you with quality service.

**To Our Board of Directors:** We will provide you with accurate and timely information. We will value your time, talents, guidance, support, and oversight. We will work toward consensus building.

**To Our Staff:** We will provide the tools needed to succeed. 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 your hard work, creativity, and innovation.

**To Our Volunteers:** We will value your time, talents, and support. We will consider your interests and welcome your counsel.

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



# Penn-Northwest

## DEVELOPMENT CORPORATION

Affordable Solutions For Corporate Expansion

### 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

**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.

##### **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 encouraging them to do business with each other.

##### **Strategy 3:** Use all available resources to attract investment to the Stateline Industrial Park and other available sites for new or enlarged economic development activities

**Action:** We will aggressively promote available sites and expansion locations on social media platforms, in printed publications, and on the Penn-Northwest website.

##### **Strategy 4:** Actively incentivize and encourage the development of light industrial, manufacturing, and warehousing space in Mercer County

**Action:** Penn-Northwest will identify and encourage four (4) new sites throughout Mercer County to develop 50,000 to 100,000 square foot facilities.

##### **Outcome:** Penn-Northwest will create and lead the opportunity for new capital investments and new employment opportunities in Mercer County.



## **Goal 2. FOSTER WORKFORCE DEVELOPMENT**

### **Strategy 1: 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 Mercer County workforce to expanding businesses and collaborate with workforce development partners and educators to help ensure that Mercer County grows and maintains a trained workforce. We will strive to create a local economy where there is economic opportunity for everyone, regardless of their level of education.

### **Strategy 2: Assist our workforce development partners by forging stronger connections with Mercer County businesses**

**Action:** As we meet with Mercer County businesses, we will provide information about workforce development partners to ensure that available training dollars and support are available to employers.

### **Strategy 3: Build out the Penn-Northwest Future Leader's Homegrown Initiative 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 educational programs with workforce needs. Working with our education and training partners throughout the County, we will connect current and future students and graduates with resumes and contact information to participating employers to facilitate interviews and potential employment.

**Outcome:** Mercer County job providers will look locally for new talent when hiring. At least fifty (50) Mercer County graduates will be placed in full-time, economically sustaining jobs by June 30, 2023. Over thirty (30) Mercer County companies will take advantage of financial workforce development incentives to offset the cost of new hires. The overall unemployment rate in Mercer County will trend below the national average because of our efforts.

## **Goal 3. RECRUIT NEW BUSINESSES AND INDUSTRIES**

### **Strategy 1: Actively and efficiently respond to site selectors when seeking information for future site development**

**Action:** PNDC will work to lower the unemployment rate by growing the population, attracting and retaining a talented workforce, growing our supply chain, and ultimately improving the quality of life in Mercer County. We will attract new companies that will build new or renovate existing facilities.

## **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, including the Mercer County Innovation Fund, to assist and incentivize startup opportunities.

## **Strategy 3: Strategically market business expansion opportunities available in Mercer County through selected market and trade publications and targeted trade shows**

**Action:** The organization will identify opportunities to attend regional trade shows that are strategically aligned with the mission and goals of the organization. We will closely examine all advertisement opportunities for the best exposure and impact.

**Outcome:** Penn-Northwest will identify at least three (3) businesses or industries that will expand their operation into Mercer County. A minimum of twelve (12) startup opportunities will be identified and assisted with various programs. Penn-Northwest will attend two (2) highly effective trade shows.

## **Goal 4. BUILD A FINANCIALLY VIABLE & INFLUENTIAL MEMBERSHIP-DRIVEN ORGANIZATION**

### **Strategy 1: Increase overall PNDC membership and annual revenue from membership dues**

**Action:** Penn-Northwest will create unique ways to recognize, honor, and appreciate the contributions of Penn-Northwest members to the overall growth of the Mercer County economy through “Discover Mercer County Business” television shows and podcasts, Quarterly Membership Meetings, and Membership Engagement Seminars. 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 continued and additional support from corporate and community foundations. Many foundations are increasing their financial support and we have secured funding from at least two (2) new foundations or organizations to ultimately grow contribution revenue.

**Strategy 3: Enhance visibility in Harrisburg and Washington, D.C. to move Mercer County's economic development projects forward more effectively and create more direct funding opportunities for our initiatives**

**Action:** Penn-Northwest will advocate to local, state, and federally elected/appointed officials whenever possible for 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 grant and loan administration opportunities**

**Action:** Penn-Northwest will recruit additional full-time staff and college interns to work closely with the Vice President of Development and the Executive Director to support our grant and loan administration activities. The revenue produced through the administration of these programs will be set by the Finance Committee through a fee-for-service model.

**Outcome:** Membership revenue will exceed \$180,000. Foundation support will exceed \$75,000. Grant and loan administration fees generated in the fiscal year will exceed \$150,000. Penn-Northwest's visibility on the regional and national stage will increase.

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

**Strategy 1: Embrace 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.

**Strategy 2: 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.

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



# Penn-Northwest

## DEVELOPMENT CORPORATION

Affordable Solutions For Corporate Expansion

### Board of Directors 2022/2023

#### ***Officers:***

Bradley Mantzell	Chair
Brad Gosser	Vice Chair
Matthew McConnell	Second Vice Chair
David Grande	Treasurer
Ethan Keeler	Secretary
Rod Wilt	Executive Director
John Thigpen	Immediate Past Chair

#### ***Board of Directors:***

Robert Donatelli	Donatelli Electric
Scott Free	First National Bank
Stacey Glenn	American Hospitality Group
Brad Gosser	Greenville-Reynolds Dev. Corp.
David Grande	First National Bank
Mark Hudson	Hudson Construction, Inc.
Sam Huston	Huntington Bank
Scott Kalmanek	Joy Cone Company
Tony Kaper	Hall Technical Services LLC
Ethan Keeler	PNC
Brad Mantzell	Gilbert's Risk Solutions
Matthew McConnell	Mercer Co. Board of Commissioners
Frank Mindicino	UPMC Horizon
Richard Moroco	PTR Group; Law Office of Richard F. Moroco
Drew Pierce	American Instinct, Inc.
Robert Rogalski	Sharon Regional Medical Center
John Thigpen	ILSCO Extrusions
Douglas Thomas	Thomas Construction, Inc.
Susan Traverso Ph.D.	Thiel College
Niki Vigna	Premier Power
Ben Wagner	First Energy Group
Les Young	National Fuel Gas Distribution

### ***Directors Emeritus:***

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

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

### ***Legal Counsel***

Ekker, Kuster, McCall & Epstein LLP  
Richard Epstein, Esq.

### ***Accounting***

Black, Bashor & Porsch, LLC  
Alice F. Mattocks, CPA, CGMA  
Joshua Seink

### ***Staff***

Rod E. Wilt  
Gary Dovey  
Melinda Bowen-Houck  
Kerri Ericksen  
Jake Rickert  
Ellen Pardee

Executive Director  
VP of Business Development  
Director of Marketing  
Office & Project Administrator  
Director of Workforce Development  
PNDC Project Coordinator – GAEDC Executive Director

### ***Interns***

Sabrina Bootz  
William Brandsema  
Luke Mantzell  
Kendall McLaughlin  
Roy Wilt III  
Natalie Zgurich

PennWest University of Edinboro  
Thiel College  
Grove City College  
Youngstown State University  
Thiel College  
Thiel College

# PENN-NORTHWEST DEVELOPMENT CORPORATION

 <b>Penn-Northwest</b> <small>DEVELOPMENT CORPORATION</small> <small>Affordable Solutions For Corporate Expansion</small>	<b>Annual Budget</b> <b>FY 2022/2023</b>	<b>Monthly Budget</b> <b>FY 2022/2023</b>
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## RECEIPTS: GENERAL OPERATIONS

### Public/Private Contributions:

Private - PNDC Memberships	\$ 180,000	\$ 15,000
PNDC Foundation Support	\$ 75,000	\$ 6,250
Public - Schools & Municipalities	\$ 2,500	\$ 208
Public - Mercer County	\$ 150,000	\$ 12,500
Public- Mercer County Challenge	\$ 35,000	\$ 2,917
<b>Total Public/Private Contributions</b>	<b>\$ 442,500</b>	<b>\$ 36,875</b>

Interest Earned/Operating Accounts:	\$ 100	\$ 8
MCIGF RLF Interest	\$ 12,500	\$ 1,042
<b>Total Interest Earned</b>	<b>\$ 12,600</b>	<b>\$ 1,050</b>

### Contract Services/Fee Income:

NextGen Grant Admin. Fees	\$ 15,000	\$ 1,250
DCED - PREP	\$ 20,000	\$ 1,667
PNDC Scholar Sponsorships	\$ 10,000	\$ 833
One-Time SVIDC Contribution	\$ 40,000	\$ 3,333
Annual Meeting Sponsorships	\$ 30,000	\$ 2,500
NW Commission Lease		\$ -
MCIGF/PIDA Loan App Fees	\$ 15,000	\$ 1,250
MCIDA - Administrative Contract	\$ 12,000	\$ 1,000
MCIDA - App. and Closing Fees	\$ -	\$ -
EPA Grant Administration	\$ 25,000	\$ 2,083
Billboard Lease Income	\$ 6,000	\$ 500
Income - Rent Idaho St	\$ 36,000	\$ 3,000
Special Event Income	\$ 5,000	\$ 417
RACP Grant Fees	\$ 50,000	\$ 4,167
<b>Total Contract Services/Fees</b>	<b>\$ 264,000</b>	<b>\$ 22,000</b>

<b>Total Receipts</b>	<b>\$ 719,100</b>	<b>\$ 59,925</b>
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## EXPENDITURES: GENERAL OPERATIONS

### Employee Expenses:

Salaries & Wages	\$ 330,000	\$ 27,500
Health & Medical Ins.	\$ 24,000	\$ 2,000
Life Insurance (Staff)	\$ 2,200	\$ 183
Retirement Contribution & Fees	\$ 20,000	\$ 1,667
Workman's Comp. Ins.	\$ 2,000	\$ 167
Social Sec./Medicare	\$ 24,000	\$ 2,000
Unemployment. Comp./UC Fund	\$ 2,400	\$ 200
Payroll Admin Fees	\$ 7,200	\$ 600
<b>Total Employee Expenses</b>	<b>\$ 411,800</b>	<b>\$ 34,317</b>

### Facilities and Operations:

Office Rent	\$ 33,660	\$ 2,805
Communications (VOI, Fax, Cell, Internet)	\$ 5,000	\$ 417
Computer/Technology/Equipment	\$ 12,000	\$ 1,000
General Office Equipment/Furnishings	\$ 3,000	\$ 250
Bank Fees	\$ 1,200	\$ 100
Insurance - Business	\$ 7,200	\$ 600
Insurance - Business		\$ -

PNDC Office Cleaning	\$ 7,000	\$ 583
Real Estate - Idaho St. Farrell, PA (MCSB Loan)	\$ 12,000	\$ 1,000
Real Estate - Idaho St. Farrell, PA (SVEZC Loan)	\$ 3,600	\$ 300
Real Estate - Idaho St. Farrell, PA (Misc. Expenses)	\$ 1,500	\$ 125
Real Estate - Stateline Industrial park (Taxes)	\$ 210	\$ 18
<b>Total Facilities and Operations Expenses</b>	<b>\$ 86,370</b>	<b>\$ 7,198</b>

**Other Expenses:**

Subscriptions (News and Trade Pubs)	\$ 3,000	\$ 250
Legal & Professional Fees	\$ 10,000	\$ 833
Accounting Fees	\$ 20,000	\$ 1,667
Audit Fees	\$ 6,000	\$ 500
Internships/PNDC Scholar Program/Future Leaders	\$ 10,000	\$ 833
Loan Handling Fees/EZ	\$ 1,800	\$ 150
Sponsorships	\$ 7,500	\$ 625
Annual Meeting	\$ 15,000	\$ 1,250
Special Event Expenses	\$ 3,000	\$ 250
Miscellaneous Expense	\$ 1,000	\$ 83
<b>Total Other Expenses</b>	<b>\$ 77,300</b>	<b>\$ 6,442</b>

**Program Expenses:**

Mileage - New Industry	\$ 1,000	\$ 83
Mileage - Local Industry	\$ 1,000	\$ 83
Mileage - Fundraising	\$ 1,000	\$ 83
Mileage - Admin/Mgmt.	\$ 1,000	\$ 83
Meals - New Industry	\$ 1,000	\$ 83
Meals - Local Industry	\$ 3,000	\$ 250
Meals - Fundraising	\$ 1,000	\$ 83
Meals - Admin	\$ 3,500	\$ 292
Marketing - New Industry	\$ 20,000	\$ 1,667
Marketing - Local Industry	\$ 20,000	\$ 1,667
Marketing - Fundraising	\$ 2,000	\$ 167
Lodging Expenses - New Industry		\$ -
Lodging Expenses - Local Industry		\$ -
Lodging Expenses - Admin/Mgmt.		\$ -
Other Travel - New Industry		\$ -
Other Travel - Local Industry		\$ -
Other Travel - Fundraising		\$ -
Other Travel - Admin/Mgmt.		\$ -
Employee Development - Admin/Mgmt	\$ 12,500	\$ 1,042
Supplies	\$ 750	\$ 63
Supplies - Hospitality and Hosting	\$ 500	\$ 42
Printing Costs - New Industry	\$ 500	\$ 42
Printing Costs - Local Industry	\$ 200	\$ 17
Printing Costs - Fundraising	\$ 200	\$ 17
Printing Costs - Admin	\$ 1,500	\$ 125
Postage - New Industry	\$ 200	\$ 17
Postage - Local Industry	\$ 200	\$ 17
Postage - Fundraising	\$ 200	\$ 17
Postage - Admin	\$ 200	\$ 17
Dues - Professional Membership	\$ 5,000	\$ 417
Office Supplies	\$ 1,000	\$ 83
<b>Total Program Expenses</b>	<b>\$ 77,450</b>	<b>\$ 6,454</b>

<b>Total Expenditures</b>	<b>\$ 652,920</b>	<b>\$ 54,410</b>
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<b>Net Income (Loss)</b>	<b>\$ 66,180</b>	<b>\$ 5,515</b>
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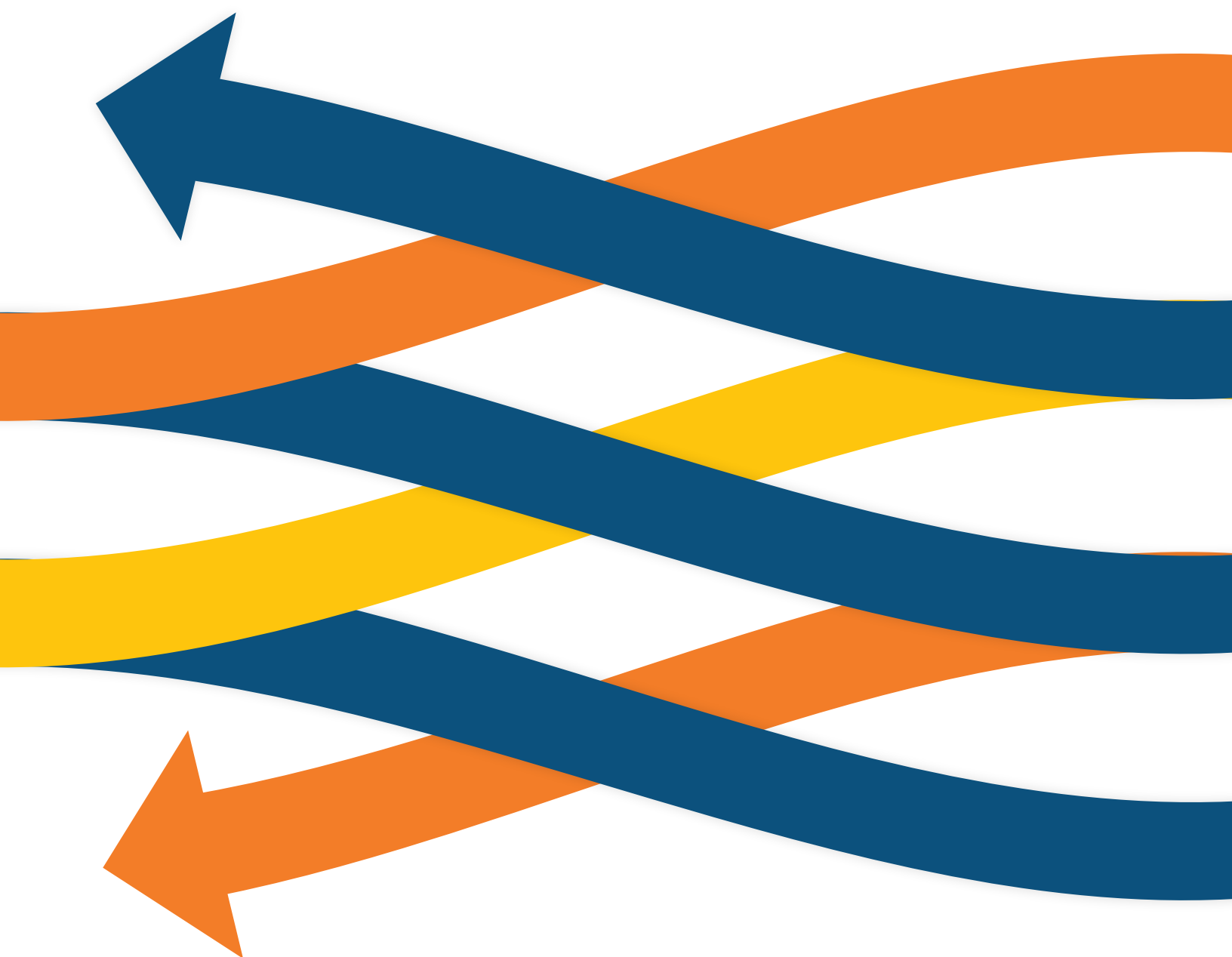
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