



Penn-Northwest
DEVELOPMENT CORPORATION

Affordable Solutions For Corporate Expansion



PROGRAM OF WORK

Moving Mercer County Forward

2023/2024





Penn-Northwest

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PROGRAM OF WORK

July 1, 2023 – June 30, 2024

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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 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 our 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.



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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."*



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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 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.



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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.





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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

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 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 a magazine that highlights the themes of live, learn, work, play and advertises 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 four (4) new developers throughout Mercer County to invest 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 from the Mercer County Industrial Growth Fund and Mercer County Innovation Fund.

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 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 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 students and graduates to participating employers to facilitate interviews and potential employment.

Strategy 4: Improve Mercer County's standing as an immigration destination

Action: Penn-Northwest will partner with organizations throughout the region that specialize in the recruitment and workforce training of immigrant populations.

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 by June 30, 2024.**
- 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.**

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, in printed publications, and on the Penn-Northwest website.

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

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 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.

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 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 financial support from local and regional corporate and community foundations.

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 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.

Outcomes:

- 1) Membership revenue will exceed \$200,000.
- 2) Foundation support will exceed \$75,000.
- 3) Grant and loan 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.

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.



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DEVELOPMENT CORPORATION

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Board of Directors 2023/2024

Officers:

Bradley Mantzell	Chair
Brad Gosser	Vice Chair
Matthew McConnell	Second Vice Chair
David Grande	Treasurer
Robert Donatelli	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
Zachary Lenhart	UPMC
Bradley Mantzell	Gilbert's Risk Solutions
Matthew McConnell	Mercer Co. Board of Commissioners
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
John Thigpen	ILSCO Extrusions
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	Retired, Vice President, Northwest Savings Bank
James Feeney	Retired, Wheatland Tube Company
James Grasso	Treasurer, Strimbu Foundation
Stephen Gurgovits	Retired, F.N.B. Corporation
Robert Jazwinski	President, JFS Wealth Advisors
Lew Kachulis	President & CEO, Synergy Comp Insurance Company
John “Chip” Mastrian	Former Chairman, Strimbu Foundation
Paul O’Brien	President, Rien Construction Company
William Perrine	Retired, Sharon Tube Company
Doug Riley	MCDIA
Donna Winner	Chair, Winner Companies

Legal Counsel

Brouse McDowell
Richard Epstein, Esq.

Accounting

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

Staff

Rod E. Wilt	Executive Director
Gary Dovey	VP of Business Development
Melinda Bowen-Houck	Director of Marketing
Kerri Ericksen	Office & Project Administrator
Jake Rickert	Director of Workforce Development
Ellen Pardee	PNDC Project Coordinator – GAEDC Executive Director

Interns

Nevaeh Arnold	Thiel College
Patrick Belback	Thiel College
Sabrina Bootz	PennWest Edinboro University
Kendall McLaughlin	Thiel College
Jane Goniea	Grove City College
Ahmad Tejumola	Thiel College
Andre Williams	Thiel College
Tyler Zere	Thiel College



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Proposed
Budget
FY 2023/2024

Budget
FY 2022/2023

RECEIPTS: GENERAL OPERATIONS

Public/Private Contributions:		
Private - PNDC Memberships	\$ 200,000	\$ 180,000
PNDC Foundation Support	\$ 75,000	\$ 75,000
Public - Schools & Municipalities	\$ 2,500	\$ 2,500
Public - Mercer County	\$ 150,000	\$ 150,000
Public- Mercer County Challenge	\$ 50,000	\$ 30,000
Total Public/Private Contributions	\$ 477,500	\$ 437,500

Interest Earned/Operating Accounts:	\$ 60	\$ 100
MCIGF RLF Interest	\$ 15,000	\$ 12,500
Total Interest Earned	\$ 15,060	\$ 12,600

Contract Services/Fee Income:		
NextGen Grant Admin. Fees	\$ - 0	\$ 15,000
DCED - PREP	\$ 20,000	\$ 20,000
PNDC Scholar Sponsorships	\$ 100,000	\$ 10,000
One-Time SVIDC Contribution	\$ - 0	\$ 40,000
Annual Meeting Sponsorships	\$ 32,000	\$ 30,000
MCIGF/PIDA Loan App Fees	\$ 36,000	\$ 15,000
MCIDA - Administrative Contract	\$ 12,000	\$ 12,000
MCIDA - App. and Closing Fees	\$ - 0	\$ - 0
EPA Grant Administration	\$ 25,000	\$ 25,000
Billboard Lease Income	\$ 6,250	\$ 6,000
Income - Rent Idaho St	\$ 36,720	\$ 36,000
Special Event Income	\$ 5,000	\$ 5,000
RACP Grant Fees	\$ 50,000	\$ 50,000
Total Contract Services/Fees	\$ 322,970	\$ 264,000
Total Receipts	\$ 815,530	\$ 714,100

EXPENDITURES: GENERAL OPERATIONS

Employee Expenses:		
Salaries & Wages	\$ 380,000	\$ 330,000
Health & Medical Ins.	\$ 30,000	\$ 24,000
Life Insurance (Staff)	\$ 3,000	\$ 2,200
Retirement Contribution & Fees	\$ 19,000	\$ 20,000
Workman's Comp. Ins.	\$ 1,500	\$ 2,000
Social Sec./Medicare	\$ 32,000	\$ 24,000
Unemployment. Comp./UC Fund	\$ 2,400	\$ 2,400
Payroll Admin Fees	\$ 7,200	\$ 7,200
Total Employee Expenses	\$ 475,100	\$ 411,800

Facilities and Operations:				
Office Rent			\$ 37,404	\$ 33,660
Communications (VOI, Fax, Cell, Internet)			\$ 6,000	\$ 5,000
Computer/Technology/Equipment			\$ 6,600	\$ 12,000
General Office Equipment/Furnishings			\$ 3,000	\$ 3,000
Bank Fees			\$ 1,200	\$ 1,200
Insurance - Business			\$ 6,000	\$ 7,200
PNDC Office Cleaning			\$ 7,000	\$ 7,000
Real Estate - Idaho St. Farrell, PA (Loan Interest)			\$ 7,400	\$ 12,000
Real Estate - Idaho St. Farrell, PA (Misc. Expenses)			\$ 500	\$ 1,500
Real Estate - Shenango 17 Acres (Taxes)			\$ 280	
Real Estate - Stateline Industrial Park (Taxes & Expenses)			\$ 7,000	\$ 210
Total Facilities and Operations Expenses			\$ 82,384	\$ 82,770

Other Expenses:				
Subscriptions (News and Trade Pubs)			\$ 2,000	\$ 3,000
Legal & Professional Fees			\$ 7,500	\$ 10,000
Accounting Fees			\$ 18,000	\$ 20,000
Audit Fees			\$ 8,000	\$ 6,000
Internships/PNDC Scholar Program/Future Leaders			\$ 100,000	\$ 10,000
Loan Handling Fees/EZ			\$ 1,000	\$ 1,800
Sponsorships			\$ 7,500	\$ 7,500
Annual Meeting			\$ 12,000	\$ 15,000
Special Event Expenses			\$ 2,000	\$ 3,000
Miscellaneous Expense			\$ 2,500	\$ 1,000
Total Other Expenses			\$ 160,500	\$ 77,300

Program Expenses:				
Mileage - New Industry			\$ 1,000	\$ 1,000
Mileage - Local Industry			\$ 1,000	\$ 1,000
Mileage - Fundraising			\$ 1,000	\$ 1,000
Mileage - Admin/Mgmt.			\$ 1,000	\$ 1,000
Meals - New Industry			\$ 1,500	\$ 1,000
Meals - Local Industry			\$ 3,000	\$ 3,000
Meals - Fundraising			\$ 1,000	\$ 1,000
Meals - Admin			\$ 3,500	\$ 3,500
Marketing - New Industry			\$ 20,000	\$ 20,000
Marketing - Local Industry			\$ 20,000	\$ 20,000
Marketing - Fundraising			\$ 2,000	\$ 2,000
Employee Development - Admin/Mgmt			\$ 12,500	\$ 12,500
Supplies			\$ 500	\$ 750
Supplies - Hospitality and Hosting			\$ 500	\$ 500
Printing Costs - New Industry			\$ 1,000	\$ 500
Printing Costs - Local Industry			\$ 600	\$ 200
Printing Costs - Fundraising			\$ 50	\$ 200
Printing Costs - Admin			\$ 750	\$ 1,500
Postage - New Industry			\$ 500	\$ 200
Postage - Local Industry			\$ 300	\$ 200
Postage - Fundraising			\$ 100	\$ 200
Postage - Admin			\$ 200	\$ 200
Dues - Professional Membership			\$ 7,200	\$ 5,000
Office Supplies			\$ 1,500	\$ 1,000

Total Program Expenses			\$ 80,700	\$ 77,450
Total Expenditures			\$ 798,684	\$ 649,320
Net Income (Loss)			\$ 16,846	\$ 64,780

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Lake Erie

Erie

NY

Cleveland



MERCER COUNTY



Youngstown

Pittsburgh

PA



OH



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