During 2013, the Northern Tier Regional Planning and Development Commission (NTRPDC) continued to build relationships and connect our communities with tools for success. Bridging the gap between state and federal agencies and Northern Tier municipalities, businesses, and residents helps bring valuable resources to the region and create productive partnerships to strengthen our local economy and workforce.

NTRPDC continued to provide resources and technical assistance to communities across the region, helping them understand the industry sectors prominent in their community and promote sound planning for future success. Additionally, through updates to the Northern Tier Comprehensive Economic Development Strategy and the Workforce Investment Board Five-Year Plan, NTRPDC met with community leaders, government officials, industry representatives, business owners, and other economic and workforce development professionals. Strong and open communication and research encouraged a comprehensive approach and strategy for further strengthening the region.
NTRPDC not only worked to assist businesses in expanding and locating to the Northern Tier, but also sought to help the community learn about business and employment opportunities. Through the PA CareerLink® Business Services Team and other workforce and economic development initiatives, NTRPDC and CareerLink helped educate area youth on the employment opportunities in the Northern Tier. Building up our youth and providing opportunities for their growth and development—right here in the Northern Tier—is critical to preparing our future workforce and entrepreneurs.

Through the Governor’s Impact Awards, the Governor’s office recognized 22 of the region’s businesses for their positive work in the Northern Tier. The Corbett Administration created the awards initiative to honor Pennsylvania companies and entrepreneurs that are creating jobs and making positive contributions to the state’s economy.

NTRPDC’s partnership with local governments continues to support community growth. Staff assisted local governments with projects, trainings, and events to help equip them for effective and efficient service to their communities.

Thank you to the NTRPDC Executive Committee and Advisory Committees for their insight and commitment, and to our dedicated staff for their hard work in connecting the Northern Tier region with the vast opportunities that await. We look forward to continued service alongside all the communities of the Northern Tier.

Kevin D. Abrams
Executive Director
NTRPDC

Daryl Miller
Chair, NTRPDC Executive Board
Bradford County Commissioner
Chair
Daryl Miller
Bradford County Commissioner

First Vice Chairperson
Thomas Henry, Wyoming County Commissioner

Second Vice Chairperson
Alan Hall, Susquehanna County Commissioner

Secretary
Darla Bortz, Sullivan County Commissioner

Treasurer
Roger Bunn, Tioga County Commissioner

Doug McLinko, Bradford County Commissioner
Mark Smith, Bradford County Commissioner
Bob Getz, Sullivan County Commissioner
Wylie Norton, Sullivan County Commissioner
Mike Giangrieco, Susquehanna County Commissioner
MaryAnn Warren, Susquehanna County Commissioner
Erick Coolidge, Tioga County Commissioner
Mark Hamilton, Tioga County Commissioner
Judy Mead, Wyoming County Commissioner
Ronald Williams, Wyoming County Commissioner
Tom Freeman, President, Betterment Organization of Mansfield, Inc.
Alex Fried, Public Relations Manager, Procter & Gamble
Craig Harting, CEO, Sullivan County Rural Electric Cooperative, Inc.
Denise Ives, Vice President, Resource Development, Guthrie Healthcare System
Jody Place, Area Manager, Penelec (A First Energy Company)
Rick Soden, Vice President, Pennstar Bank
## 2013 Advisory Committees

### Workforce Investment Board
- Brenda Abplanalp
- Sam Anderson
- Robert Blair
- Pete Butler
- Colleen Engler
- Bill Farley
- Charity Field
- Craig Harting
- Elena Kilpatrick
- Paul Kreischer
- Mike Narcavage
- Jody Neary
- Heather Nelson
- Brenda Roberts
- Fred Robinson
- Karen Russell
- Elaine Stalfa
- Loren Stone
- Sandy Voda
- Deb Wivell
- Terri Zimmerman

### Local Loan Review
- Peggy Black
- Robert Blair
- Matt Dougherty
- Joe Ferretti
- Fred Fiester
- Anthony Gabello
- Sheryl Potocek
- James Rogers
- Ryan Satalin
- Richard Schwoebel
- Rick Soden
- Ronald Williams
- Sue Williams
- Jeffrey Wilson
- Keith Yurgosky

### Rural Area Transportation
- Rick Biery
- Bob Getz
- Alan Hall
- Mark Hamilton
- Thomas Henry
- Donald Hottenstein
- Mike Hufnagel
- Fred LaVancher
- Rudy Mattes
- Doug McLinko
- Jean Ruhf
- Ray Stolinas
- Jim Weaver
- Leonard Wheatley
- Nicole Wootten

### Economic Development
- Robert Blair
- Darla Bortz
- Dan Close
- William Dovin
- Fred Fiester
- Mike Hufnagel
- Emily Krafiack
- Jackie Lawrence
- Tony Ligouri
- Robert Neira
- Lindsey Sikorski
- Bobbi Jo Turner
- Tony Ventello
- Cathy Voda
- Nicole Wootten
Helping Entrepreneurs Succeed and Create Jobs

In 2013, Northern Tier Partnerships for Regional Economic Performance (PREP) partners continued to build on their longstanding collaboration through their collective work serving the Northern Tier.

PREP is a statewide network of partners that work in concert to deliver vital business assistance services across 10 regions of Pennsylvania. The PREP network consists of hundreds of trained and experienced experts who offer assistance and resources to local enterprises. PREP’s one-on-one counseling, specialized workshops, online training, and financial incentives make it one of the most coordinated and respected networks in the nation. PREP makes it easier to identify public and private sector resources that can be harnessed to meet the needs of local enterprises.

In the Northern Tier, the PREP network of partners includes the Progress Authority, Tioga County Development Corporation (TCDC), Sullivan County Planning and Development, the Wyoming County Chamber of Commerce, Small Business Development Centers (SBDCs) from the University of Scranton and Wilkes University, the Northeastern Pennsylvania Industrial Resource Center (NEPIRC), Penn State’s PennTAP, and NTRPDC, which serves as the regional coordinator.

Working together daily in a coordinated manner, the Northern Tier PREP network is able to help achieve solutions for start-up enterprises and established businesses.

Supporting Local Businesses

Darryl Hoffman, a former longtime employee of R&T Mechanical North Division in Lawrenceville, was interested in purchasing the R&T/North Division and merging it with Hoff Mechanical, Inc., a start-up he had been operating for one year. Hoffman contacted the University of Scranton SBDC after a joint referral from TCDC and NTRPDC. He worked with the SBDC on a business plan, pre-venture start-up/acquisition planning, and a management plan. After completing Hoff Mechanical’s business plan, Hoffman was able to focus on obtaining financing for the company.

In February 2013, TCDC, NEPIRC, and NTRPDC partnered to assemble the final $500,000 needed on a $2 million finance package enabling Hoff Mechanical to purchase R & T Mechanical. The purchase allowed Hoffman to retain 19 jobs and create two.
Annual B2B Expo
The fourth annual Marcellus Shale Business-to-Business Expo was held in Troy in June. With almost 200 exhibitors, the Expo brought together area businesses, natural gas companies, service providers, and educational institutions to network and learn about the opportunities afforded businesses and individuals by the development of the Marcellus shale.


The 2013 Planning Committee brought together Northern Tier PREP partners NTRPDC, the Progress Authority, the University of Scranton SBDC, and TCDC.

Governor’s Impact Awards
In May, Governor Tom Corbett presented the inaugural Governor’s Impact Awards to honor Pennsylvania companies and entrepreneurs that are creating jobs and making positive contributions to the state’s economy. More than 700 people attended the ceremony in Harrisburg, including representatives of 22 Northern Tier businesses selected as finalists.

The Governor’s Impact Awards recognized companies in five categories: Jobs First, Community Impact, Small Business Impact, Entrepreneurial Impact, and Export Impact. Nominations for each award were provided by the state’s PREP network.

Of the 22 Northern Tier finalists, five businesses won a top award in their respective category:
- Community Impact Award – Williams Oil Company, Inc., Towanda
- Entrepreneurial Impact Award – Diaz Companies, Kingsley
- Export Impact Award – Cummings Lumber Company, Inc., Troy
- Jobs First Impact Award – The Keane Group, Mansfield
- Small Business Impact Award – Keystone North, Inc., Mansfield
Loan Impact

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<th>Borrower</th>
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<th>Jobs Created</th>
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**Loan Success Story: Helping a Family Farm Expand**

In 2009, Drew and Lisa Remley started a new hog farm operation in Roaring Branch, Tioga County. State (FIF) and federal (FSA) programs both assisted in this start-up. The Remley’s hog facility is leased to Country View Family Farms and is used as a guild barn. Drew and Lisa both grew up living and working on family farms, and they wanted to continue this tradition with their own family. In 2012, they saw the opportunity to expand their operations and strengthen their position in the industry. NTRPDC, along with FSA and the bank, were once again able to help finance their expansion in building another finishing barn for their operations.

County View Family Farms manages more than 100 family farms raising hogs under contract. This brings almost $12 million a year to rural communities. Contract production enables these family farmers to build a sustainable farming business and keep their land in agriculture, while keeping their farm in the family and their family on the farm.
Opening Government Markets to Northern Tier Businesses

NTRPDC continues to build relationships with area businesses, connecting them with government contracting opportunities at the state and federal levels. In 2013, 13 of NTRPDC’s Procurement Program clients won a total of 284 contracts, with a total contract value of $14,590,269. Contracts included federal, state, and local awards.

The NTRPDC Procurement Technical Assistance Center conducted 138 private consulting sessions with Northern Tier businesses in 2013. This included assistance with the following: D&B registrations, System for Award Management (SAM) registrations, PA Supplier Portal registrations, marketing reports on prime contractors and government contracting officers, assistance with applications for Disadvantaged Business Enterprise certification, procurement histories and government forecasts for specific products, technical data packages for solicitations, and technical training on specific contracting databases.

NTRPDC also offers a free bid-match system to all procurement clients. This system is connected to the various federal, state, and local solicitations and matches the company’s products and services to what is being purchased by the government. The company is notified by e-mail with a direct link to the solicitation, saving its marketing staff hours of research. Companies providing construction services receive the daily Dodge reports which contain construction project leads from the Southern Tier of New York State and the Northern Tier of Pennsylvania.

NTRPDC continues to build communication with area businesses, and conducted five outreach events titled “Introduction to Government Contracting.” These training events provided information on government contracting to interested businesses and familiarized businesses with NTRPDC’s government contracting services.

**Woman-Owned Business Enterprise Certified in 2013**

Keystone North, Inc., received certification as a Woman-Owned Enterprise in 2013. This certification will enable the company to bid on state and federal contracts that have woman-owned business participation goals. The company has locations in Covington and Mansfield, with a combined 40,000 square feet of manufacturing space to provide metal stamping, machining, assembly, tooling services, and welding and fabrication services. Keystone North has been an NTRPDC procurement client since 2009.
Helping Communities Thrive

Connecting communities with state and federal grant opportunities is an important tool in community and economic development. In 2013, NTRPDC assisted several communities with grant applications as well as planning and project management for funded projects.

Sullivan County was awarded $150,000 from the Appalachian Regional Commission. The grant funding, coupled with the county’s local match commitment of $225,000, will enable the county to replace the 27-year-old communications tower in Laporte. It is 637 percent overloaded and unable to meet current and future communication needs.

The current tower is the hub for regional emergency service communications and exists to support multiple entities, including the regional transportation authority, the Mid-Mile Broadband Services project, and the Sullivan County Rural Electric Co-op. Because the tower is overloaded, it is unable to handle the demand, leaving services either completely undelivered or inefficient. With construction of a new tower comes the opportunity to utilize funding through the Mid-Mile Broadband Project, a federal initiative to bring broadband access to 32 counties in Pennsylvania, including Sullivan County.

NTRPDC also assisted the Tioga County Development Corporation (TCDC) in obtaining a Keystone Opportunity Zone (KOZ) tax-exempt designation for the Westfield Business Park Project in Westfield (Tioga County). This designation, awarded by the Pennsylvania Department of Community and Economic Development (DCED), provides tax exemption for underdeveloped, underutilized sites in Pennsylvania, with the ultimate goal being redevelopment and active use of the site.

The former Westfield Tannery closed in 2005, eliminating approximately 200 jobs. Since that time the site has deteriorated considerably, making it blighted, unsafe, and not usable for the community. A KOZ status demonstrates the local taxing bodies’ and the state’s recognition of this site’s need for redevelopment and their commitment to partnering with communities to encourage sustainable development.

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<th>NTRPDC Grant Application Assistance</th>
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<td>Greater Mansfield Area Comprehensive Plan Update</td>
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Throughout 2013, NTRPDC sought more ways in which to bridge the gap between local businesses and international markets. In May, NTRPDC exhibited at INTERZUM, a prominent trade fair for furniture industry suppliers, in Koln, Germany. Three Northern Tier companies were represented at the fair: Cummings Lumber Company, Cummings Veneer Company, and Deer Park Lumber. Six other companies from the North Central Region were also represented. The event generated more than 100 leads for these companies, and proved to be vitally important for reintroducing Pennsylvania as a supplier of hardwoods to international companies.

NTRPDC continues to administer Global Access Program (GAP) funding and Market Access Grants that help make overseas travel and business marketing a reality for Northern Tier companies. In 2013, three Troy-based companies—Cummings Veneer Products, Cummings Lumber Company, and Lubbering Corporation—utilized GAP funding. Cummings Veneer received $2,271 to participate in the Tecno Mueble International Trade Show in Guadalajara, Mexico, and business meetings in Mexico City. Lubbering Corporation utilized $5,000 to participate in the SAE AERO-TECH Congress and Exhibition in Montreal, Canada, while Cummings Lumber Company received $3,631 to attend INTERZUM in China.

Cummings Lumber Company also received a $1,401 Market Access Grant to attend the Tecno Mueble International Trade Show in Mexico. Taurus Service, of Wyoming County, received a $2,162 Market Access Grant for a foreign market sales trip to Germany.

In all, the NTRPDC Export Program worked with 31 clients in 2013. Ten companies reported combined export sales of more than $22.5 million, which represented trade with 25 countries. The top countries the Northern Tier region exported to were China, Canada, India, Mexico, Ireland, Spain, and Vietnam.
NTRPDC Brings Training and Career Opportunities to the Northern Tier

The NTRPDC Workforce Investment Board (WIB) continued to partner with local employers and schools to connect the Northern Tier workforce—and students soon to enter the workforce—with opportunities to build a satisfying career.

Training Local Health Care Professionals
The WIB worked with the Northeast Regional Health Care Industry Partnership in 2013 to bring essential health care training to every major health facility in the Northern Tier. The Northeast Regional Health Care Industry Partnership represents the Workforce Investment areas of the Northern Tier, Lackawanna, Luzerne/Schuylkill, and the Poconos. There are 64 health care employers that actively participate in the Partnership. Together they develop a better understanding of training needs and strategies for providing that training.

With Health Care Worker Training grant funds, 111 health care professionals took training courses in multiple programs, including:
- Critical Care Registered Nurse (CCRN) Certification Exam Review
- CNOR (Perioperative Services) Certification Exam Review
- Certified Nurse’s Aide (CNA) Certification
- IV Training for Licensed Practical Nurses (LPNs)
- Improving Health Care Through Supervisory Development
- Improving Health Care by Building a Retention Culture
- Practical Approaches to Dementia Care

These training opportunities provided health care professionals with needed certifications to advance their career or gain knowledge in their current position.

Introducing Youth to Health Care Careers
In addition to health care training, NTRPDC continues to find new ways to connect Northern Tier youth with information on health care careers. Sponsored in part by the Health Care Industry Partnership, NTRPDC assisted in coordinating a 2013 Health Careers Week as well as a Health Career Fair. Health Careers Week, held in Towanda in June, drew 80 area youth ages 5 to 14. Health care professionals discussed their occupations and introduced students to the many career opportunities available in health care. Speakers included Trudy Ventello, an area social worker, as well as representatives from Hospice Care and Towanda Memorial Hospital. The hospital set up stations at
the event to feature representatives of Vision Therapy, Garden Therapy, Pediatric Gym, and EMS staff and ambulance.

NTRPDC also coordinated the Tioga County Health Career Fair, held in November, which attracted more than 130 students. High school students were introduced to careers in speech therapy, respiratory therapy, radiology, and more. The event brought local health care providers, administrators, and educators together to discuss health career options and how students can prepare for a career in the health care field.

**Summer Employment Program Enriches Future Workforce**

The Workforce Investment Board’s 2013 Summer Employment Program introduced 34 youth to area employers to gain work experience and learn about career opportunities in the region. The program included training ranging from creating resumes to building effective interviewing skills. Additionally, participants had the opportunity to tour area businesses and work summer jobs at some of those businesses. Participating employers included Martha Lloyd Community Services, the Bradford County Prothonotary Office, Bradford County Manor, The Creamery, TREHAB, Schneider’s Market, Susquehanna Free Library, Mansfield Borough, Goodwill, Wyoming County Recycling Center, Endless Mountains Visitors Bureau, and Ebb’s Candy Jar.


The Summer Employment Program, funded through the Workforce Investment Act (WIA) and Temporary Assistance for Needy Families (TANF), remains important to developing the future workforce in the Northern Tier.
Workforce Investment Board Hones Skills of Employers and Future Workforce

In 2013, the NTRPDC Workforce Investment Board (WIB) presented a series of workshops at 10 of the region's high schools as part of an initiative designed to help students make a smooth and productive transition to life after graduation.

The workshops were developed by the WIB, in partnership with the Youth Council and PA CareerLink,® as an outgrowth of the WIB’s five-year planning process. During planning outreach, local employers, educational providers, and elected officials identified a growing need to help area youth understand and prepare for the work environment they will enter after graduation.

To address this need, the workshops offer guidance on topics such as how to find and apply for a job, what life in the workforce is like, how to present and sell oneself, and how to prepare for the workforce by making good decisions today. Participants discuss employer expectations and also what they should expect in a first job. The impact of social media on a young job seeker is also covered.

The workshops are delivered by WIB staff, and the presentation materials can also be provided to any interested school district in the region for their own use. Ultimately, the WIB hopes to make the workshops available to all students in each of the region’s high schools. “Our goal is to provide area youth with the opportunities to achieve self-sufficiency and to help them succeed,” said Melissa Fleming, NTRPDC Workforce Development Program Manager/CareerLink Site Administrator.

Career Workshops:
- Introduction to PA CareerLink® Services and Job Search Techniques
- Employer Expectations/Job Seeker Expectations
- Resume Writing and Job Applications
- Interviewing Skills
- Facebook and E-mail Etiquette

Providing Employers with the Facts: Unemployment Compensation

PA CareerLink,® in cooperation with the Northeast Regional Health Care Industry Partnership, hosted two Unemployment Compensation seminars in the Northern Tier region in 2013. Sponsored by NTRPDC and held in Wysox and Tunkhannock, these events drew nearly 90 employer representatives from throughout the region. Employers heard from the PA Department of Labor and Industry and learned about recent changes to unemployment compensation laws, as well as the process the unemployment compensation service center follows when investigating and issuing determinations relating to quits and discharges.
These popular topics, in conjunction with the opportunity for employers to ask questions and share concerns in an open forum, made these events invaluable for attendees.

**Business Services Team: Helping Employers Succeed**

The Northern Tier Business Services Team (BST) provides a direct link between local businesses and qualified workers. The BST consists of PA CareerLink® staff whose primary focus is to engage and educate employers on the wide range of workforce services available. Employer Services include:

- Posting positions
- Screening and referring qualified candidates
- Providing recruitment assistance and staffing job fairs
- Assisting with JobGatewaySM
- Identifying funding available to assist with training
- Providing labor market information
- Providing tax credit and federal bonding information

BST members are charged with conducting outreach on behalf of PA CareerLink.® This outreach includes both workshops and/or one-on-one site visits to employers. This direct connection allows our staff to serve as an employer’s comprehensive workforce resource and helps us gain insight into the workforce needs of local employers.

**Thirty-Six Northern Tier Residents Earn a Career Readiness Certificate**

In 2013, 36 individuals earned Career Readiness Certificates through the WorkKeys® national assessment system. Of the 36 participants, 28 were dislocated workers, having lost their job and qualifying for assistance. The WorkKeys system measures an individual’s foundational skills needed to learn or perform specific jobs. The standards assist employers in placing the right applicant in the right position.

The WorkKeys system was adopted by the Northern Tier Workforce Investment Board in 2010.
NTRPDC launched the Northern Tier Long-Range Transportation Plan (LRTP) update in 2013, which will help ensure that limited transportation funding produces the greatest benefit for the region’s residents and businesses.

The LRTP study is considering the region’s priorities and transportation needs over the next 25 years (2015-2040) and will translate them into goals and projects that address our unique challenges and opportunities. The plan considers all modes of transportation, from highways and bridges to our airports, public transportation, rail freight, and bicycle and pedestrian facilities. Planned projects may be near-term (to be undertaken within the next four years), mid-term (within 5-12 years), or long-term (within the next 12-25 years).

Work is being undertaken in collaboration with local governments and residents of Bradford, Sullivan, Susquehanna, Tioga, and Wyoming counties. The LRTP study process has included data collection and analysis, input from the NTRPDC Regional Transportation Advisory Committee (RTAC), stakeholder meetings, and countywide outreach events. At these publicly advertised meetings, county commissioners, county planners, economic development agencies, conservation districts, municipalities, and members of the community were invited to participate in the planning process, provide input on the current transportation system in the Northern Tier, identify obstacles and opportunities, and discuss priorities for the future. This input is helping to shape the list of candidate projects for the LRTP.

“Projects listed in the LRTP, which is updated every four years, can reasonably be expected to receive funding at some point in the next 25 years—although there is no guarantee of funding and project advancement,” said Brian Baker, NTRPDC Regional Planning Program Manager. “Good planning helps us allocate transportation funding in the most effective manner possible.”

Helping PennDOT Track Bridges
NTRPDC continued to assist the Pennsylvania Department of Transportation (PennDOT) in developing an inventory of locally-owned bridges between 8 and 20 feet long. Begun in 2012, this information gathering process will provide PennDOT with a comprehensive inventory of the bridge needs throughout Pennsylvania, including the Northern Tier. Each regional planning partner in Pennsylvania is conducting a local bridge inventory. As the Northern Tier’s Rural Planning Organization (RPO), NTRPDC has been tasked with this information gathering. Data collected includes the geographic location, measurements, and photographs of the region’s locally-owned bridges. Data and photos are uploaded to the inventory database, the Mobile Local Roads and Bridges Collection System (MLRBCS). This data will assist PennDOT in supporting local bridge repair and replacement.
Equipment Shows
NTRPDC organized its popular regional equipment shows again in 2013 to bring together municipalities and vendors to address municipal equipment needs. In July, 325 municipal officials and 42 vendors attended the Susquehanna/Wyoming Counties Equipment Show. In September, the Tioga/Bradford Counties Equipment Show drew 290 visitors and 39 vendors.

Planning for the Future
Throughout 2013, NTRPDC worked to update the Northern Tier Comprehensive Economic Development Strategy (CEDS). The plan combines researched data and local input to provide a cohesive picture of the region’s economic history, current circumstances and opportunities, and steps toward sustainable and responsible economic and community development.

The 10-month process included public meetings, surveys, and interviews with area economic development professionals, local government representatives, area businesses, representatives from area industries, and individuals from the natural resources and tourism sector. Because the last CEDS update was completed in 2008, prior to the intense growth of the Marcellus shale industry, this year’s update was the first to research the natural gas development that has fundamentally altered the Northern Tier region. The CEDS also analyzed transportation, outdoor recreation, socioeconomic trends, and industry and job trends throughout the region. U.S. Census data and industry-specific data was used in analyzing current and past trends across an array of industries prominent in the Northern Tier.

“The CEDS sought to not only recognize the change the region has experienced in the past five years from new industry development, but also to strategize how the region can better assist longstanding industries to ensure sustainable economic and workforce development throughout the Northern Tier,” said Rachel Hauser, NTRPDC Economic Development Program Manager.

NTRPDC completed the update as part of its work with the Economic Development Administration (EDA). The CEDS was officially adopted by the NTRPDC Executive Committee at its November meeting, prior to submission to EDA.

QuickBooks and Excel Training
NTRPDC remains committed to partnering with municipal staff to support their efforts, help enhance their efficiency, and connect them with valuable resources.

In 2013, 84 municipal employees received training in Excel or QuickBooks at no cost. Those software programs are commonly used by municipalities for accounting and recordkeeping, and the hands-on training classes offered practical instruction and tips on making the most of the software.
## Funding Sources

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</tr>
</thead>
<tbody>
<tr>
<td>County Contributions</td>
<td>$60,000</td>
</tr>
<tr>
<td></td>
<td><strong>$60,000</strong></td>
</tr>
</tbody>
</table>

| Total Program Funds                          | **$4,304,349** |

*Funding source revenues recognized at fiscal year-end, June 30, 2013*
## NTRPDC Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
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</thead>
<tbody>
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</tr>
</tbody>
</table>
Our Mission
To help businesses expand their markets, generate employment, improve the local economy, and plan for the future development of the Northern Tier region.

Our Vision
To be a leader in developing people, businesses, and communities for a globally competitive region.