



ANNUAL REPORT

2023-2024

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ABBY SMITH

From the President & CEO

In June 2022, the Team Pennsylvania Board of Directors adopted a new strategic plan predicated on the idea that Pennsylvania’s long-term economic future demanded a long-term and sustained partner, regardless of how the political tides ebb and flow.

Now, in our second year of implementation, the strategic plan is ramping up, and we’ve made strides in defining what we are working towards and how we activate the work to accelerate economic growth through public-private partnership.

By convening the right coalitions and fostering that connectivity, Team Pennsylvania is building the necessary foundation for transformational change.

We’re grateful for the role that each of you play in that journey.

In partnership,

Abby Smith, President & CEO

Highlights of our strategic plan in action:

300+ LEADERS

of business, public sector, academia, nonprofits, and organized labor convened across 9 cross-sector collaborative meetings

Statewide conference bringing together 100+ organizations leading the way in Pennsylvania’s energy future

Federal Appalachian Regional Commission (ARC) grant totaling \$750,000 over three years, enabling the launch of our Factory of the Future resource to transition from ideas to actionable outcomes in technology adoption

4 DEEP DIVES & 2 WEBINARS

offering a neutral space to align on complex issues and establish a common set of facts

25+ SITE VISITS

across the Commonwealth to observe operations, hear challenges firsthand, and refine our role as a state-level connector

Qualitative and quantitative analytics resulting in the first statewide economic development plan in two decades, building the coalition needed to draft and implement this comprehensive strategy

20+ KEYNOTES, PANELS, INTERVIEWS, & PODCASTS,

enhancing Team Pennsylvania and the Commonwealth’s visibility and leadership in high-growth economic sectors nationally and globally

ELECTRO SOFT INC.
MONTGOMERYVILLE, PA





ECONOMIC COMPETITIVENESS: A PLAN FOR PENNSYLVANIA

On January 30, 2024, Governor Josh Shapiro and DCED Secretary Rick Siger unveiled the first economic development plan Pennsylvania has had in two decades. The 10-Year Plan sets the stage for action, investment, and opportunity, offering an essential framework for

communities and stakeholders to organize around, ensuring a sustained focus on priority areas. As a non-partisan partner to the Commonwealth, Team Pennsylvania supported the development of the state's strategy in two ways:

1. FACILITATED REGIONAL ENGAGEMENT:

Team Pennsylvania engaged local and regional economic development leaders to ensure representation in the Commonwealth's Economic Development Strategy through a survey, virtual meetings, and in-person listening sessions. This process ensured inclusion of all 67 counties.

2. LEVERAGED ANALYTICS TO INFORM DECISION-MAKING:

As a neutral broker, Team Pennsylvania worked with a globally renowned consulting firm to bring third-party research and analysis to bear. Coupled with the aforementioned qualitative input, this quantitative input ensured that the plan is grounded in data, as well as benchmarked against national and international best practices.



“Team Pennsylvania was thrilled to work with the Shapiro Administration on this plan, tapping our collaborative approach and focus on the long-term future. We’re now leveraging the insights gained from the analysis and from community members to underpin our own activities.”

ABBY SMITH, PRESIDENT & CEO OF TEAM PENNSYLVANIA



THE FREDERICKS COMPANY
HUNTINGDON VALLEY, PA

ADVANCED AGRICULTURE

Addressing Access to Capital

Pennsylvania is home to over 49,000 farms operated by more than 90,000 farmers. However, over the last decade, Pennsylvania has lost 17 percent of its farms, outpacing the national rate of 10 percent. This decline – in part due to lack of profitability and inability to compete on scale alone – has prompted state-level discussions about how farmers can invest in technology that improves profitability and methods to support young and beginning farmers entering the field. A major factor in addressing these issues is access to capital.



IRONSTONE SPRING FARM LANCASTER, PA



“Capital allows established and beginning farmers to innovate and become more competitive as businesses in a regional and national marketplace.”

KELLY KUNDRATIC,
AGRICULTURE POLICY DIRECTOR

Team Pennsylvania’s Advanced Agriculture Collaborative has focused on addressing access to capital for next-generation agriculturalists and agriculture businesses.

Beginning in September 2023, Team Pennsylvania conducted discovery interviews with collaborative participants and hosted a series of deep dive conversations with organizations from across the country that are tackling these challenges. Learnings included best practices and innovative models, with consideration for how these models may be replicated in Pennsylvania to address access to capital.



Biogas: Bridging Agriculture & Energy in Pennsylvania

Biogas is a renewable fuel that is produced when organic matter, such as food or animal waste, is broken down through a process called anaerobic digestion. Considering Pennsylvania’s dominance in both food processing and animal agriculture, biogas presents a ripe opportunity for biomass use, which is critical as we consider the future of energy transition and the agriculture sector’s competitiveness for the Commonwealth.

DENMARK AS A MODEL

Recognizing Denmark as a global leader in biogas technologies and its integration of biogas into its rural economic development strategy, in October 2023, Team Pennsylvania co-hosted a webinar on emerging technologies and innovations from the Danish biogas market in partnership with the PA Department of Community & Economic Development (PA DCED) and the Trade Council of Denmark in North America. The webinar marked the beginnings of exploring the potential for biogas development in Pennsylvania and learning about Denmark’s evolution and developments in the space.

UNLOCKING SUSTAINABLE GROWTH: THE IMPORTANCE OF BIOGAS FOR PENNSYLVANIA’S FUTURE

The intersection of agriculture and energy through biogas presents a transformative opportunity for Pennsylvania. By learning from Denmark’s experience and fostering international partnerships, Team Pennsylvania can galvanize new and expanded investments in the Commonwealth, positioning us to lead the way in renewable energy innovation while supporting growth and innovation in the agricultural sector.



EXPLORING COMMUNITY-BASED FRAMEWORKS

At the invitation of the Danish government, Senior Managing Director of Strategic Energy Initiatives, Tom Murphy, joined representatives of the Pennsylvania Department of Agriculture in Denmark to investigate community-based energy models that could be successfully incorporated into the Commonwealth’s agricultural landscape. Denmark, which is leveraging agricultural and other biomass-to-biomethane conversion processes to meet the natural gas needs of its population of 6 million, serves as a critical model to learn from.

PARTICIPATING ORGANIZATIONS INCLUDE:

ACUITY ADVISORS AND CPAS, LLP · AG BUSINESS DEVELOPMENT CENTER · ALLEGHENY HARDWOOD UTILIZATION GROUP, INC. (AHUG) · ALLIANCE FOR THE CHESAPEAKE BAY · APPLE CASTLE LLC · ALLNET COACHING AND CONSULTING · AUGUST MACK ENVIRONMENTAL · BAKER TILLY · BELL & EVANS · BEN FRANKLIN TECHNOLOGY PARTNERS · BIDWELL TRAINING CENTER · BLOCK CENTER FOR TECHNOLOGY AND SOCIETY AT CARNEGIE MELLON UNIVERSITY · BOWERY FARMING · BOYCE THOMPSON INSTITUTE · BOYD STATION · BUONA FOODS, INC. · BURRO · BYHEART · CARNEGIE MELLON UNIVERSITY · CENTER FOR DAIRY EXCELLENCE · CENTER FOR RURAL PENNSYLVANIA · CHESTER COUNTY ECONOMIC DEVELOPMENT COUNCIL · CLEMENS FOOD GROUP · CMU CREATE LAB · CROPTIX · DANIEL DOTTERER FARMS · DELAWARE VALLEY UNIVERSITY · ECOLAB · ECONSULT SOLUTIONS, INC. · EICHENLAUB · EPCOT CRENSHAW CORPORATION · EPHRATA NATIONAL BANK · FARMS CLOSE BY · FINCH MANUFACTURING & TECHNOLOGY, LLC · FMC CORPORATION · FOOD21 · FULTON BANK · FURMANO FOODS · GENERATIONS FORESTRY · THE GIANT COMPANY · GOVERNOR'S ACTION TEAM · GROWFLUX, INC. · HARRISBURG UNIVERSITY OF SCIENCE AND THE CENTER FOR ADVANCED AGRICULTURE AND SUSTAINABILITY · HERITAGE POULTRY MANAGEMENT SERVICES, INC. · THE HERSHEY COMPANY · HORIZON FARM CREDIT · INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW) · INDIANA COUNTY CONSERVATION DISTRICT · IRONSTONE SPRING FARM · KEYSTONE WOOD PRODUCTS ASSOCIATION · KIMMEL & ASSOCIATES · LAMPIRE BIOLOGICAL LABORATORIES, INC. · LEVER VC · LIFE SCIENCES GREENHOUSE INVESTMENTS · LITTLE LEAF FARMS · LIVESTOCK WELFARE STRATEGIES · LIVIC CIVIL · LIFE SCIENCES GREENHOUSE OF CENTRAL PA · MARYLAND & VIRGINIA MILK PRODUCERS COOPERATIVE ASSOCIATION · MAZZA VINEYARDS · MCNEES WALLACE & NURICK, LLC · NOVAK STRATEGIC ADVISORS LLC · OFFICE OF CONGRESSMAN GLENN "GT" THOMPSON · OFFICE OF U.S. SENATOR BOB CASEY, JR. · PA CHAMBER OF BUSINESS & INDUSTRY · PA DEPARTMENT OF AGRICULTURE · PA DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT · PA OFFICE OF INTERNATIONAL BUSINESS DEVELOPMENT (OIBD) · PA OFFICE OF THE GOVERNOR · PA OFFICE OF PUBLIC HEALTH · PA OFFICE OF TRANSFORMATION & OPPORTUNITY · PA FOOD POLICY COUNCIL · PAINTERLAND SISTERS, LLC · PASA SUSTAINABLE AGRICULTURE · PENN STATE EXTENSION · PENN STATE SMALL BUSINESS DEVELOPMENT CENTER · PENN STATE UNIVERSITY, COLLEGE OF AGRICULTURAL SCIENCES AND PENNTAP · PENNSYLVANIA RURAL ELECTRIC ASSOCIATION · PENNSYLVANIA SBDC AGRICULTURE CENTER OF EXCELLENCE · PHILAPORT · PHOSPHOLUTIONS · PIETRO INDUSTRIES, INC. · PRINCIPLED STRATEGIES · RED BARN CONSULTING · RESOURCE INNOVATION INSTITUTE · RICE FRUIT COMPANY · RODALE INSTITUTE · RURAL DEVELOPMENT COUNCIL, PA DEPARTMENT OF AGRICULTURE · SCS ENGINEERS · SPIRAL PATH FARMS · ST. MARTIN CENTER, INC. · STATE CONSERVATION COMMISSION · STERMAN MASSER, INC. · TEAMAG, INC. · TRUIST BANK · TURNER DAIRY FARMS · UNIVERSITY OF PENNSYLVANIA AND IOT4AG · UNIVEST BANK AND TRUST CO. · WHITE ROSE VENTURES · YORK COUNTY ECONOMIC ALLIANCE · 1855 CAPITAL



MANUFACTURING

Accelerating the Transition to Factory of the Future

One strategy of the Manufacturing Competitiveness Collaborative focuses on accelerating the transition to Factory of the Future, identified as a “gamechanger”* for boosting the competitiveness and growth of manufacturing in the Commonwealth. While PA is the sixth largest state for manufacturing in the U.S., and in the top 10 for manufacturing productivity, PA is losing ground on the pace of change in productivity. Innovation, modernization, and automation will be crucial to change that trajectory.

[*Pennsylvania's Manufacturing Competitiveness Playbook](#)

Team Pennsylvania defines ‘**Factory of the Future**’ as the integration of forward-looking technologies and processes that boost manufacturers’ competitiveness and growth. A range of technologies can be involved, depending on the manufacturers’ starting point, including technologies to help companies track, adapt, and improve operations in real-time; automate recurring or high-precision tasks using sensors, data analytics, and robotics; improve or launch new products; and/or save energy and reduce waste.

“Every manufacturer’s journey with advanced manufacturing technologies is unique, but there’s no need to start from scratch. Our 13 years of experience at Ledge Inc. show that by following proven steps and leveraging resources like ‘Factory of the Future,’ companies can achieve significant gains in productivity, competitiveness, and quality.”

**ADAM MARSH,
PRESIDENT OF LEDGE INC.**



**MANUFACTURING
COLLABORATIVE MEETING**

01 Get Inspired

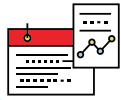


See other companies' paths to integrate new technologies including their goals, chosen technology upgrades, challenges, and outcomes.

Horizontal & Vertical Software Integration	Information Technology/ Operational Technology	Artificial Intelligence	
Internet of Things (e.g. sensors, software)	Big Data & Analytics	Augmented & Mixed Reality	Autonomous Robots & Co-Bots
Cloud Computing	Digital Twin/ Simulation	Additive Manufacturing	Cyber Security
	Partially or Fully Automated Machines (e.g. CNC, robots)	Decarbonization Technologies	

Resource: Work with college engineering students on a semester-long project to brainstorm right-fit technologies for your company.

02 Get Ready: Strategy



Think through your strategic goals for technology upgrades. The most successful technology upgrades align to companies' pain points and have clear KPIs.

Assess Current Operations and Team culture	Identify Key Tasks/ Processes Needing Technology Enhancement	Set Strategic Goals & Key Performance Indicators (KPIs)
Identify Good-fit Technologies for Your Goals	Understand Return on Investment	Develop a Technology Phasing Plan

Resource: Small and mid-sized manufacturers, gain end-to-end strategy and implementation support from your local Industrial Resource Center.

06 Get Better

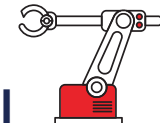


Continuously improve - full integration and optimization will take time! Restart the cycle for new innovations and upgrades.

Evaluate Data To Fine-Tune	Develop a Maintenance Protocol	Define Longer Term Training/Talent Needs	Identify Next Opportunities for Technology Enhancement
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Resource: Numerous Universities and PA-based research centers specialize in manufacturing technologies and processes. Find the next right support for your company around innovation here. Examples: ARM Institute with Robotics, Penn State Behrend with Plastic Technologies.

05 Get Technical



Plot out final details and implement. There are numerous local public - and many private - supports for this stage.

Create a Detailed Technical Plan with Engineers	Develop Models and Simulations to Visualize Layout and Functionality	Prototype to De-risk Implementation	Finalize Financials
Buy and Install the Equipment/Technology	Develop, Test, and Debug the Software and Control Systems	Develop Safety Protocols and Procedures and Train Staff	Grow the Technology



PATH TO

Factory of the Future

Manufacturer in Pennsylvania?

Use this tool to learn about other companies' paths to integrate new technologies, consider your own next steps, and find resources to help. No two manufacturers are alike! Consider this a first look to inform your own unique path.

Factory of the Future Resource

DEVELOPED BY THE PENNSYLVANIA MANUFACTURING COMPETITIVENESS COLLABORATIVE, CONVENED BY TEAM PENNSYLVANIA

Team Pennsylvania, with support and input from the Collaborative, developed the 'Factory of the Future' resource, which distills common steps companies take to integrate advanced manufacturing technologies and elevates local resources across Pennsylvania, company case studies, and industry tools relevant to each stage of the process. With this resource in hand, Team Pennsylvania can use a common language and starting point to better target actions to the challenges inherent in adopting technology and identify where greater statewide coordination and leadership are necessary.

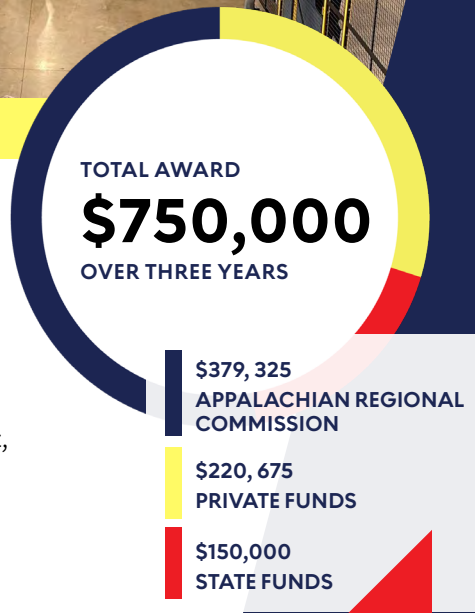


PARTICIPATING ORGANIZATIONS INCLUDE:

THE ADAMSON GROUP & WORKFORCE SOLUTIONS MANUFACTURING INDUSTRY PARTNERSHIP · ALIGN LTD · AMERICAN CRANE & EQUIPMENT CORP. · AMERICAN POLARIZERS · AMERISCEND · ANOVA INNOVATIONS · ARKEMA · ARM INSTITUTE · ASSOCIATION OF INDEPENDENT COLLEGES & UNIVERSITIES OF PENNSYLVANIA · THE ATTICUS COMPANIES & WORKFORCE SOLUTIONS MANUFACTURING INDUSTRY PARTNERSHIP · BEN FRANKLIN TECHNOLOGY PARTNERS · BERKS COUNTY ADVANCED MATERIALS/DIVERSIFIED MANUFACTURING INDUSTRY PARTNERSHIP · BERKS COUNTY WORKFORCE DEVELOPMENT BOARD · BIGREP AMERICA INC. · CATALYST CONNECTION · CENTER FOR RURAL PENNSYLVANIA · CENTRAL PA STRATEGIC EARLY WARNING NETWORK · CHEETAH CHASSIS · CHESTER COUNTY ECONOMIC DEVELOPMENT COUNCIL (CCEDC) · CONTAINER RESEARCH CORPORATION · CONTURO PROTOTYPING · CREW SYSTEMS CORP. · DAISY DATA DISPLAYS · DECONTAMINATION SPECIALTY EQUIPMENT · DELAWARE VALLEY STEEL · DMI COMPANIES · DOMETIC GROUP · DUNMORE · DVIRC · ECONOMIC DEVELOPMENT COMPANY OF LANCASTER COUNTY · EDEN MANUFACTURING · ELECTROSOFT, INC. · ELEMENTS ALIGNED · ENVIRONMENTAL MANAGEMENT ASSISTANCE PROGRAM (EMAP) · ERA GROUP · ERIE REGIONAL CHAMBER & GROWTH PARTNERSHIP · ESS ENERGY PRODUCTS, INC. · FARMS CLOSE BY · FINCH MANUFACTURING AND TECHNOLOGY, LLC. · THE FREDERICKS COMPANY · FROMM · FUTURISTIC INNOVATIVE GRAPHICS · GAGE PERSONNEL · GEMINI BAKERY EQUIPMENT · GENTEX CORPORATION · GILSON SNOW · GLEN-GERY CORP. · GREATER READING CHAMBER ALLIANCE (GRCA) · HARRISBURG UNIVERSITY OF SCIENCE AND TECHNOLOGY · HENRY GENERAL STRATEGIES · HILLMAN FOUNDATION · HORIZON TECHNOLOGY, INC. · INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW) · IFM EFECTOR, INC. · ILSCO EXTRUSIONS, INC. · IMC INDUSTRIAL SALES & MANUFACTURING, INC. · INNOVATIVE MANUFACTURERS' CENTER · JGM · KEYSTONE DEVELOPMENT PARTNERSHIP · KINBER · KOBOLD INSTRUMENTS INC. · L2 BRANDS · LEDGE INC. · LEHIGH UNIVERSITY INSTITUTE FOR FUNCTIONAL MATERIALS AND DEVICES (I-FMD) · LYCOMING ENGINES · MANTEC MANUFACTURER AND BUSINESS ASSOCIATION · THE MANUFACTURERS' ASSOCIATION · MANUFACTURERS RESOURCE CENTER · MANUFACTURING FUTURES INSTITUTE · MCGREGOR INDUSTRIES, INC. · MCNEES WALLACE & NURICK, LLC. · METALKRAFT IND., INC. · MICRO FACTURE, LLC. · MISCO PRODUCTS CORP. · MITSUBISHI CHEMICAL GROUP · MITSUBISHI POWER · MODULE · MONADNOCK NON-WOVENS, LLC. · NEPA ALLIANCE · NEPIRC · NORTH CENTRAL PA REGIONAL PLANNING & DEVELOPMENT COMMISSION · NORTHEASTERN PENNSYLVANIA ALLIANCE · NORTHERN TIER REGIONAL PLANNING & DEVELOPMENT COMMISSION · NORTHWEST PENNSYLVANIA REGIONAL PLANNING & DEVELOPMENT COMMISSION · NWIRC · ONEX · PA DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT · PA DEPARTMENT OF ENVIRONMENTAL PROTECTION (DEP) · PA OFFICE OF TRANSFORMATION & OPPORTUNITY · PA OFFICE OF THE GOVERNOR · PENN STATE UNIVERSITY · PENNSYLVANIA ASSOCIATION OF CAREER & TECHNICAL ADMINISTRATORS · PENNSYLVANIAN AND APPALACHIAN SUSTAINABLE BUSINESS NETWORK · PENNSYLVANIA MANUFACTURING EXTENSION PARTNERSHIP · PENNSYLVANIA SMALL BUSINESS DEVELOPMENT CENTER AT KUTZTOWN UNIVERSITY · PENNTAP · PHILAPORT · PHILLY SHIPYARD, INC. · PITTMOSS · OIKYSCIENCES · PPG · PRECISION COBOTICS · PRECISIONFORM · RESTEK CORPORATION · SCHROEDER INDUSTRIES · SEDA-COG · SEKISUI KYDEX · SETEX TECHNOLOGIES · SILBERLINE · SOUTHERN ALLEGHENIES PLANNING & DEVELOPMENT COMMISSION · SOUTHWEST CORNER WORKFORCE DEVELOPMENT BOARD · SOUTHWESTERN PENNSYLVANIA COMMISSION · SPARKS POLICY GROUP · SPHERE BRAKES, LLC. · STAMBAUGH NESS · SWEET STREET DESSERTS · TAT TECHNOLOGIES, LLC · TEAM CONSORTIUM · THADDEUS STEVENS COLLEGE OF TECHNOLOGY · TRUIST BANK · UNIQUE SNACKS · UNITED GILSONITE LABORATORIES · UNITED STEEL WORKERS · VIDEON · WELDON SOLUTIONS · WEST PHARMACEUTICAL SERVICES · WORKFORCE SOLUTIONS FOR NORTH CENTRAL PENNSYLVANIA · YORK COUNTY ECONOMIC ALLIANCE

Grant Award to Increase Manufacturing Competitiveness

In December 2023, Team Pennsylvania secured an Appalachian Regional Commission (ARC) grant to support the work of the Pennsylvania Manufacturing Competitiveness Collaborative. The grant, matched by public and private funds, will enable the cross-sector network of partners to accelerate technology adoption across the Commonwealth.



“Team Pennsylvania provides a forum for all manufacturers and champions of manufacturing to come together to catalyze and encourage state-level actions that advance the overall competitiveness of the industry. I’m excited for Team Pennsylvania to put these grant dollars to work on behalf of Pennsylvania manufacturing and in support of the Factory of the Future.”

SHANNON MASSEY, SENIOR VICE PRESIDENT & GENERAL MANAGER OF LYCOMING ENGINES, TEAM PENNSYLVANIA BOARD VICE CHAIR

ENERGY



SPARK 2050: Shaping Pennsylvania’s Energy Future

In October 2023, Team Pennsylvania, in partnership with Penn State University and Shell, hosted a statewide energy summit in State College to kick-start conversations about Pennsylvania’s energy future. Featuring speakers from across Pennsylvania’s energy landscape, the event brought together 120 participants from the Energy Horizons Cross-Sector Collaborative, business, and research partners of Penn State and Shell, for focused discussions to identify a shared vision for energy transition in the Commonwealth. SPARK 2050 sought to cultivate an inclusive and holistic identity for the Commonwealth’s energy sector and accelerate industrial decarbonization across Pennsylvania. Capitalizing on the momentum from SPARK 2050, Team Pennsylvania laid the groundwork for conducting scenario planning, which is a strategic process to prepare for and grapple with uncertain futures. Scenario planning will leverage both the vision statements and feedback directly solicited from participants at SPARK 2050.

Hydrogen (H₂) and Carbon Capture Utilization & Storage (CCUS): Assessing Pennsylvania’s Readiness for Critical Decarbonization Technologies

To better understand readiness and appetite for clean energy technologies in the Commonwealth, in May 2024 Team Pennsylvania fielded a survey and conducted interviews targeting large energy consumers to understand the current status of — and future opportunities for — H₂ and CCUS demand in Pennsylvania. Survey responses indicated that organizations experienced in H₂ and CCUS technologies find H₂ readier for deployment with clearer projects and fewer barriers, while CCUS adoption lags due to lower familiarity and greater perceived barriers. This data helps inform what’s needed to accelerate the adoption of clean energy technologies in the Commonwealth, which industry sectors are ripest for near-term deployment, and how Team Pennsylvania can play a state-level role to increase familiarity with decarbonization technologies and encourage market readiness.



CNX RESOURCES
CANONSBURG, PA

The Role of Pipelines in Energy Transition

As a neutral broker, Team Pennsylvania plays a critical role in hosting essential, complex conversations for Pennsylvania’s future. In January 2024, Team Pennsylvania hosted its second deep dive conversation on the present and future state of pipelines in Pennsylvania. This forum enhanced understanding of pipelines and identified necessary policy considerations for their role in the energy transition. This deep dive series brought together public and private sector leaders to level-set and begin to tackle the complex issue of pipelines and pipeline infrastructure. [The resulting fact sheet provided](#) an overview of the key issues policymakers and business leaders need to contend with regarding the future of pipelines in energy transition.

Advancing Advanced Nuclear

Throughout the year, Team Pennsylvania explored the landscape of nuclear energy, identifying the conditions that make Pennsylvania a highly supportive and attractive state for new nuclear projects. Pennsylvania’s rich history as a first-mover in nuclear technology development and deployment, combined with the largest network of nuclear-certified organizations in the United States, and a strong, skilled workforce, all contribute to the extensive assets that position Pennsylvania for investment in nuclear. Team Pennsylvania continues to actively demonstrate its commitment to a nuclear-powered future by attending nuclear conferences, touring novel nuclear projects and existing nuclear reactors, and briefing the legislative nuclear caucus. This multifaceted approach underscores Pennsylvania’s readiness to embrace advanced nuclear energy as a vital component of its energy landscape, regionally and nationally.



SHELL POLYMERS MONACA
MONACA, PA

PARTICIPATING ORGANIZATIONS INCLUDE:

AIRPRODUCTS AND CHEMICALS, INC. · ALIGN LTD · ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT · ALLEGHENY COUNTY ECONOMIC DEVELOPMENT · ALLEGHENY-FAYETTE CENTRAL LABOR COUNCIL · AMENTUM · API · ASSOCIATION OF INDEPENDENT COLLEGES & UNIVERSITIES OF PENNSYLVANIA · AUDUBON COMPANIES · BATTELLE MEMORIAL INSTITUTE · BIRCK ENGINEERING · BRAVO GROUP · CALPINE CORPORATION · CARNEGIE MELLON UNIVERSITY · CENTER FOR CLIMATE AND ENERGY SOLUTIONS (C2ES) · CENTER FOR COALFIELD JUSTICE · CENTER FOR RURAL PENNSYLVANIA · CLEAN AIR TASK FORCE · CLEARLY AHEAD DEVELOPMENT · CLIMATE SMART ENVIRONMENTAL CONSULTING, LLC · CMU CREATE · CNX RESOURCES CORPORATION · COLUMBIA GAS OF PENNSYLVANIA & MARYLAND · CONSOL ENERGY · CONSTELLATION · COUNTY OF ALLEGHENY · COUNTY OF BUTLER · CS ENERGY · DAISY DATA DISPLAYS · DAVY POWER SYSTEMS · DCNR · DELAWARE COUNTY COMMERCE CENTER · DIRECT ENERGY · DORAL RENEWABLES LLC · DUQUESNE LIGHT COMPANY · EASTERN GAS TRANSMISSION & STORAGE, INC. · ECOLAB · ENERGETICS · ENERGY FUTURE PA · ENERGY INNOVATION CENTER · ENERGY TRANSFER · ENVOY PUBLIC LABS · EPCOT CRENSHAW CORPORATION · EQT CORPORATION · EVONIK · EXXONMOBIL · FIRSTENERGY CORP. · FMC CORPORATION · GATEWAY FOR ACCELERATED INNOVATION IN NUCLEAR (GAIN) · GE GAS POWER · GENHYDRO · GENZ CONSULTING · GRAYMONT · GREAT PLAINS INSTITUTE (GPI) · GREATER PITTSBURGH CHAMBER OF COMMERCE · GREENE COUNTY · HILLMAN FOUNDATION · HITACHI ENERGY · HYDRUM ENERGY · IN-2-MARKET, INC. · INDEPENDENCE HYDROGEN · INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW) · INSIDE SOURCES · KEYSTATE ENERGY · LANCASTER COUNTY SOLID WASTE MANAGEMENT AUTHORITY · LEHIGH UNIVERSITY · LITZ ENERGY STRATEGIES, LLC · LS POWER · MARCELLUS SHALE COALITION · MAREC ACTION · MCNEES WALLACE & NURICK, LLC · MITSUBISHI POWER · MONROE ENERGY · NATURAL RESOURCES DEFENSE COUNCIL · NET POWER · NEW WAVE ENERGY · NEXIGHT GROUP · NOVOHYDROGEN · NRG ENERGY · NUCLEAR ENERGY INSTITUTE · NUCLEAR INNOVATION ALLIANCE · OFFICE OF REP. CHRISTINA SAPPEY · OFFICE OF REP. ERIC NELSON · OFFICE OF REPRESENTATIVE SUMMER LEE · OFFICE OF SENATOR GENE YAW · OFFICE OF SENATOR KATIE MUTH · OFFICE OF SENATOR RYAN AUMENT · OFFICE OF U.S. SENATOR BOB CASEY, JR. · OKLO · OSOMONO, LTD. · PA HOUSE · PA OFFICE OF THE GOVERNOR · PA DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT (PA DCED) · PA OFFICE OF TRANSFORMATION & OPPORTUNITY · PA SENATE · PDC MACHINES, LLC · PECO ENERGY COMPANY · PENN STATE UNIVERSITY · PENNSYLVANIA CHAMBER OF BUSINESS & INDUSTRY · PENNSYLVANIA CONSERVATIVE ENERGY FORUM (PENNCEF) · PENNSYLVANIA DEPARTMENT OF ENVIRONMENTAL PROTECTION · PENNSYLVANIA ENVIRONMENTAL COUNCIL · PENNSYLVANIA PUBLIC UTILITY COMMISSION · PENNSYLVANIA RURAL ELECTRIC ASSOCIATION · PENNTAP · PENNSYLVANIAN AND APPALACHIAN SUSTAINABLE BUSINESS NETWORK · PG2, INC. · PHILADELPHIA CHAMBER OF COMMERCE · PHILADELPHIA COUNCIL AFL-CIO · PHILADELPHIA ENERGY AUTHORITY · PHILADELPHIA GAS WORKS · PIASECKI AIRCRAFT CORPORATION · PITTSBURGH GATEWAYS CORP. · PITTSBURGH REGIONAL ALLIANCE · PITTSBURGH TECHNICAL · PITTSBURGH WORKS TOGETHER · PPL ELECTRIC UTILITIES · PROJECT CANARY · PURE GREEN BIOAG · QUANDEL CONSTRUCTION GROUP, LLC · RAND CORPORATION · REGENALL · ROCKY MOUNTAIN INSTITUTE · SEPTA · SHELL · SMART MOBILITY ASSOCIATES · SOUTHWEST CORNER WORKFORCE DEVELOPMENT BOARD · STEAMFITTERS LOCAL 420 · SUSTAINABLE PITTSBURGH · TEAM CONSORTIUM · TERRESTRIAL ENERGY · TETRA TECH, INC. · THADDEUS STEVENS COLLEGE · TIGERGenco · TRC COMPANIES, INC. · TWENTY20 STRATEGIES · UGI ENERGY SERVICES, LLC · UNIVERSITY OF PITTSBURGH · U.S. STEEL CORPORATION · VICINITY ENERGY · VILLANOVA UNIVERSITY · VISTRA ENERGY CORP. · WASHINGTON GREENE CO. JOB TRAINING AGENCY · WASHINGTON & JEFFERSON UNIVERSITY · WM ENERGY SERVICES · WESTINGHOUSE ELECTRIC COMPANY · WESTMORELAND COUNTY COMMUNITY COLLEGE, SCIENCE INNOVATION CENTER · WORLEY

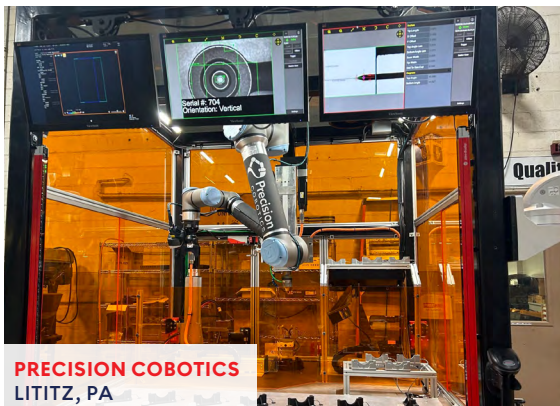


TEAM PENNSYLVANIA IN THE FIELD

This year, Team Pennsylvania embarked on a series of site visits across the Commonwealth, connecting with innovative companies that are redefining their industries. These engagements allowed us to witness firsthand the cutting-edge technologies being implemented by our private sector partners and gather insights into what's driving innovation while strengthening strategic partnerships.



TO SEE MORE FROM TEAM PENNSYLVANIA, FOLLOW US ON LINKEDIN.



PRECISION COBOTICS
LITITZ, PA

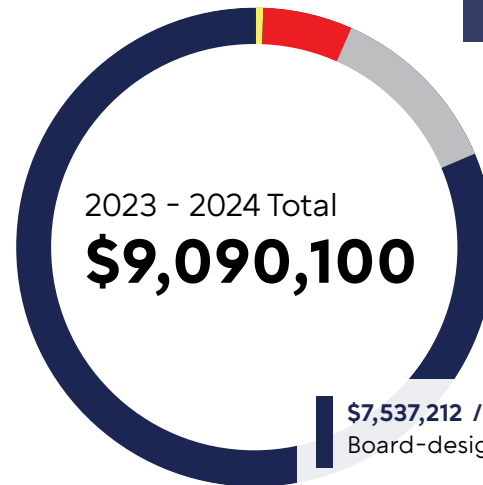


AG & ROBOTICS INNOVATION SUMMIT
PITTSBURGH, PA



CORDIA
HARRISBURG, PA

FINANCIAL RESOURCES



\$7,537,212 / LONG-TERM STRATEGIC RESOURCES
Board-designated endowed funds.

\$1,169,796 / STRATEGIC PROGRAMS RESOURCES
Private and public grants, as well as restricted donor contributions, available to support policy priorities and the organizational mission.

\$351,447 / OPERATING RESOURCES
Operating Resources reflect a strong financial position, as they exceed 100% of core, non-programmatic expenses.

\$31,645 / SHORT-TERM STRATEGIC RESOURCES
Discretionary funds that provide flexibility to fund program opportunities as they arise.

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Our work is made possible through the generous support of our contributors. We offer a sincere thank you to all of our supporters for their dedication, service, and expertise in making our shared vision a reality.

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