



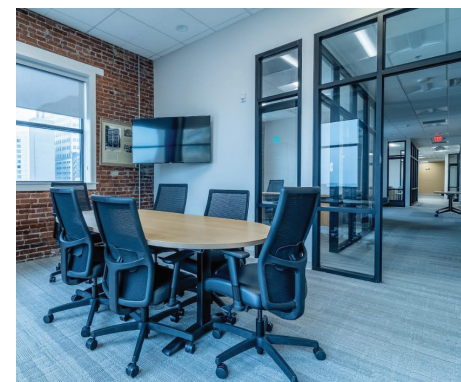
TEAM PENNSYLVANIA

Annual Report

2024-2025

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ABBY SMITH

From the President & CEO

From my first days as a contractor at Team Pennsylvania, I would watch people struggle to describe what we do as an organization. My then 3-year-old twins may have said it best: “Our mommy helps make Pennsylvania the best.”

We knew that our 2022 strategic plan needed to be crystal clear about who we are, how we work, and what we do. Our theory of change sounded good in concept, and now we’re seeing how it works in reality. In the pages that follow, you’ll see how we have:

LEANED INTO COLLABORATION, fostering a connected ecosystem in our core areas of impact and setting a neutral table for stakeholders to come together

LAUNCHED A ROBOTICS & TECH CROSS-SECTOR COLLABORATIVE

to accelerate the adoption of advanced technologies across the commonwealth

**LAUNCHED OUR STRATEGIC
IMPACT INITIATIVES**, which serve as discrete, project-based efforts designed to unlock high-potential opportunities through a group of coordinated stakeholders

TOOK A DEMAND-DRIVEN APPROACH,

rooted in the on-the-ground pulse of regional economies and sectors, ensuring our work remains closely tied to real-use cases

EXPANDED OUR TEAM, welcoming new staff and moving into a new office space to support our growing team and body of work

EMBRACED AI, adopting new tools and technologies to increase the impact of our small team

DEMONSTRATED OUR CREDIBILITY, supporting state government agencies implementing the economic development strategy, leading and partnering on multiple major federal grant applications, and receiving the highest number of board nominations ever

At Team Pennsylvania, we know that transformation happens when people, ideas, and data are connected and activated. We’re proud to share our highlights from the year and are grateful to each of you who make this work possible.

In partnership,

Abby Smith, President and CEO

IMPACT & INNOVATION

WHERE COLLABORATION MEETS ACTION: TEAM PENNSYLVANIA'S TWO ENGINES FOR IMPACT

Our work is focused on five key program areas that represent high-growth economic opportunities for Pennsylvania: agriculture, energy, manufacturing, robotics & tech, and life sciences.

While many people are familiar with our work convening diverse stakeholders, we're excited to highlight how we have formalized our project-based initiatives to advance ideas incubated in collaboration.

Cross-Sector Collaboration

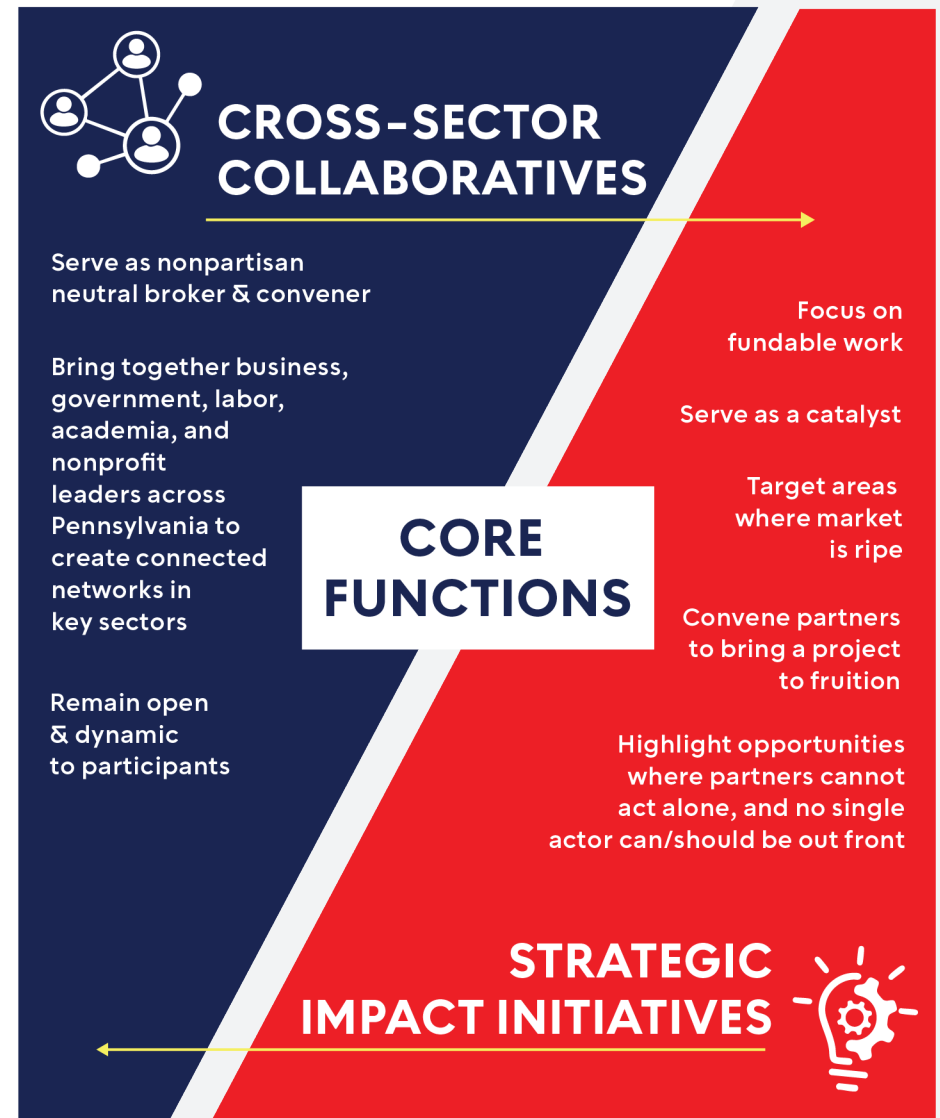
Cross-Sector Collaboratives (CSCs) bring together diverse stakeholders across industry, government, academia, nonprofit, and labor to identify the issues we must collectively contend with and to build a more connected, statewide ecosystem. Rather than seeking consensus, we focus on aligning around shared priorities, surfacing opportunities for coordinated action, and catalyzing impact across sectors. Team Pennsylvania convenes CSCs in agriculture, manufacturing, energy, and robotics & technology, accelerating these sectors as economic drivers for Pennsylvania.

Strategic Impact Initiatives

Strategic Impact Initiatives are project-based efforts designed to unlock high-potential opportunities through a discrete group of coordinated stakeholders. These initiatives align with organizational priorities, include support from committed partners, attract diverse funding sources, and deliver measurable economic impact.

While Cross-Sector Collaboratives provide an open forum for convening partners, sharing knowledge, and generating ideas, Strategic Impact Initiatives are action-oriented projects driven by a core group of stakeholders to advance targeted outcomes that accelerate broader economic growth.

TEAM PENNSYLVANIA'S CORE FUNCTIONS



IMAGINING PENNSYLVANIA ENERGY SCENARIOS TO 2050

Background

In the fall of 2024, Shell's world-renowned scenarios team traveled from Dubai and London to facilitate two intensive, multi-day workshops, where 30 leaders from industry, government, academia, and environmental organizations shared their time, insight, and expertise to shape three alternative visions of Pennsylvania's energy future.

The three scenarios—*Highways*, *Homesteads*, and *Fields*—each explore a distinct vision for Pennsylvania's energy system in 2050, intended to provide a shared foundation for informed dialogue, strategic planning, and collective action.

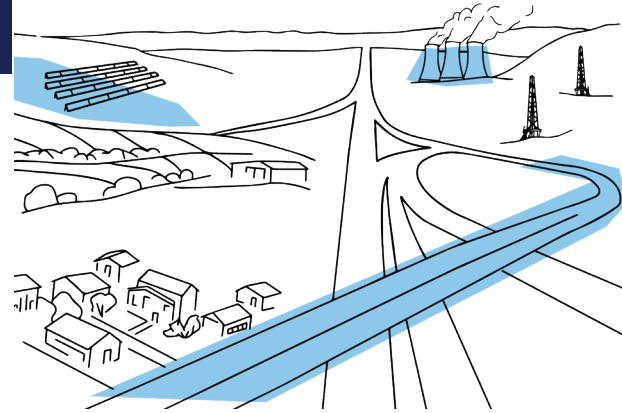
Data Modeling

To bring these scenarios to life, the team at Penn State University's Center for Energy Law and Policy developed an energy model, and Regional Economic Models, Inc. (REMI) applied the University of Pittsburgh's economic policy model to simulate each narrative with data. From the projected energy mix to population shifts and economic impacts, the modeling illustrated how different social, political, and economic decisions can result in vastly different outcomes and opportunities.

Next Steps

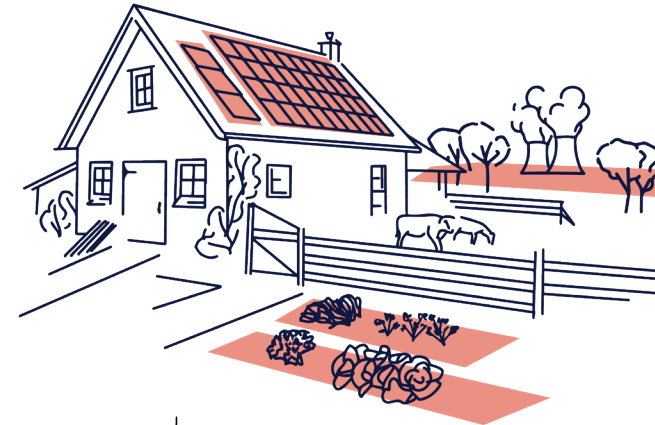
The scenario planning process created a shared starting point for charting Pennsylvania's energy future. It is now informing Team Pennsylvania's energy portfolio by helping to identify high-impact opportunities for further investment and collaboration. Nuclear energy, in particular, emerged as a key area of focus across all three scenarios. As we look ahead, the scenarios will continue to serve as a tool for convening diverse perspectives, aligning around common goals, and navigating uncertainty as Pennsylvania positions itself as a leader in the global energy transition.

The Scenarios



Highways is a scenario in which the energy transition lurches from a slow start to a sudden acceleration, managed by a short-term, top-down approach with unintended economic consequences.

In **Homesteads**, the locus of energy policy and activity moves from the state level to a local and regional level.



Fields is a scenario in which economic strategy takes precedence over energy strategy.



THE PENNSYLVANIA AGRICULTURE ECONOMIC ANALYSIS 2025

From Analysis to Action

The report was designed as a foundation for understanding and quantifying the agriculture sector's economic significance and complexity. The findings offer not just a snapshot, but a springboard: surfacing areas for regional exploration and identifying where further research and investment are needed. We continue to use these insights to shape our strategic direction. With input from our Board of Directors, the Advanced Agriculture Collaborative, and internal leadership, we identified three priorities to drive measurable progress in the near term:



HARNESSING TECHNOLOGY & AI FOR INDUSTRY GROWTH

Leverage Pennsylvania's strengths in AI, robotics, and agricultural research to enhance efficiency across the agricultural sector, from on-farm operations to processing and manufacturing



ENHANCING TRADE STRATEGY & MARKET ACCESS

Existing and important domestic and global trade relationships can be grown by building strong relationships with trade partners and outlining specific opportunities to expand Pennsylvania's reach



STRENGTHENING PENNSYLVANIA'S INTERNAL VALUE CHAIN

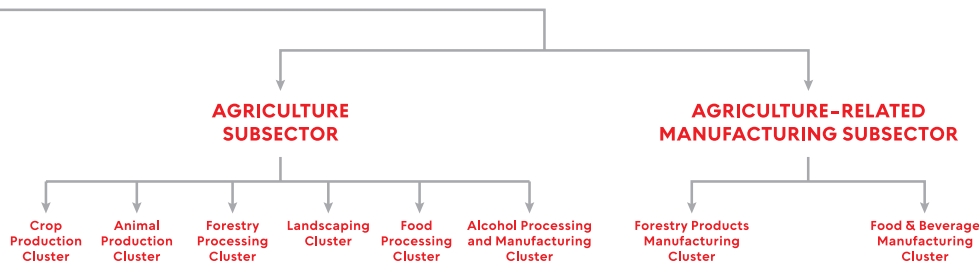
Pennsylvania agriculture exhibits strengths in its supply chain and across its value chain, but the analysis revealed gaps that present opportunities to build stronger local linkages and increase cross-sector resilience

Background

This year, in partnership with the Pennsylvania Department of Agriculture and a cross section of the Advanced Agriculture Collaborative, Team Pennsylvania commissioned the "Pennsylvania Agriculture Economic Analysis 2025." This report provides a clear, data-driven assessment of the agriculture sector from 2012 to 2022, identifying trends to guide future investment, policy, and collaboration.

The analysis examines agriculture in Pennsylvania from on-farm production to processing to reveal where the sector is growing, challenged, and poised for future opportunity.

PENNSYLVANIA'S AGRICULTURE SECTOR



Data-Driven Insights to Inform Strategic Action on Pennsylvania's Agricultural Future

STRATEGIC IMPACT INITIATIVE

ADVANCING BIOGAS FOR RURAL ECONOMIC & ENERGY RESILIENCE

With deep agricultural roots and a leading role in energy production, Pennsylvania is uniquely positioned to lead in biogas, a low-carbon fuel derived from organic waste like manure and other agricultural byproducts.

As the nation's second-largest producer of natural gas and home to more than 49,000 farms, the commonwealth has the feedstock, infrastructure, and technical expertise to turn waste into both energy and economic opportunity. This convergence of agricultural and energy assets creates a strong foundation for biogas innovation, one that can deliver solutions to enhance and diversify Pennsylvania's energy systems.

TEAM PENNSYLVANIA'S ROLE & CURRENT AREAS OF FOCUS

Team Pennsylvania is actively working across sectors to assess the commercial viability and market readiness of agriculture-based biogas in the commonwealth. Our unique roles as conveners and strategic connectors can be leveraged here to help connect public resources and private innovation and address long-standing economic and environmental challenges.

INSIGHTS FROM THE PENNSYLVANIA BIOGAS WORKSHOP

Over two days in May, Team Pennsylvania and the Pennsylvania Department of Agriculture convened a diverse group of farmers, engineers, researchers, policymakers, and sustainability advocates for a biogas workshop focused on digesters—simple but powerful systems that convert organic waste into usable energy. The event offered a preliminary look at the promise and practicalities of biogas technology for the state and included two site visits to see this technology in action.

LESSONS FROM DENMARK:

A PATH FORWARD FOR SCALING BIOGAS IN PENNSYLVANIA

In June, Tom Murphy, Senior Managing Director of Strategic Energy Initiatives, represented Team Pennsylvania as part of a delegation that included decision-makers and program staff from several state agencies, industry, and academia on an international mission to Denmark. The purpose: to understand how large-scale biogas and other renewable natural gas (RNG) technologies are being developed and deployed, and what it would take to bring similar systems to fruition in Pennsylvania.

This mission underscored the power of learning through doing and seeing. Pennsylvania has the expertise, infrastructure, and appetite to grow its economy by pursuing clean energy opportunities. Doing so will require working together and a commitment to learning from global examples where approaches are already underway. As a result of the mission, the path ahead is clearer, and on-the-ground work is just getting started.

WHAT COMES NEXT

Team Pennsylvania continues to assess potential commercial models, define potential projects, and outline policy and regulatory considerations for scaling biogas in the commonwealth. Learnings from the Denmark mission will be shared at Ag Progress Days, through webinars, and in additional convening opportunities. The team will also engage with state-level leadership, pursue research funding to further assess market opportunities, and continue building relationships with Danish counterparts to evaluate the feasibility of biogas development in Pennsylvania.

STRATEGIC IMPACT INITIATIVE

ADVANCING PENNSYLVANIA'S FOREST PRODUCTS INDUSTRY RESILIENCE

Pennsylvania's hardwood industry is an economic engine supporting economic activity across the state. Accelerating developments in the hardwoods industry—by focusing on enhancing technology & innovation, international trade, partnerships, new markets, and increasing woody biomass utilization—can create new revenue streams, strengthen rural economies, enhance forest sustainability, and reinforce Pennsylvania's position in national and global forestry innovation.

This spring, we prioritized relationship-building across the state's forest products ecosystem, including businesses, nonprofit organizations, academic institutions, and public sector partners, leveraging the deep expertise that exists in Pennsylvania. We also engaged national networks to identify and begin to assess emerging technologies, evolving markets, and best practices. Team Pennsylvania is poised to provide leadership in two key areas: demand-driven use cases utilizing low-value wood and emergent applications for hardwoods.

ROBOTICS & TECH CROSS-SECTOR COLLABORATIVE LAUNCH

In June, Team Pennsylvania launched the Robotics & Tech Cross-Sector Collaborative to accelerate the adoption of advanced technologies across the commonwealth. The Collaborative aligns on shared priorities; identifies strategic opportunities; and strengthens Pennsylvania's position as a hub for robotics, intelligent systems, industrial automation, artificial intelligence, and enabling technologies. With a focus on real-world application, the Robotics & Tech Collaborative works to ensure that emerging technologies are aligned with market needs and deliver broad-based benefits to communities and companies alike.

AREAS OF IMPACT



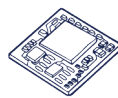
Artificial Intelligence (AI)

With Pennsylvania's strong research institutions, growing base of tech talent, and industry demand for advanced analytics, AI presents a significant opportunity to drive innovation, attract investment, and accelerate economic growth across key sectors.



Robotics

Pennsylvania's robotics ecosystem, anchored in Southwestern PA, offers a strong foundation for growth. By strengthening connections among manufacturers, testing facilities, and R&D institutes, the state can scale robotics operations and enhance its competitive edge.



Tech Hardware

With rising demand for semiconductors, data centers, and advanced infrastructure, Pennsylvania can leverage its manufacturing base, energy assets, and strategic location to expand its role in the national tech hardware supply chain and accelerate growth in this critical sector.



Tech Software

As a critical enabler of connected industries, tech software supports communication, information sharing, and digital integration across sectors. Sustaining momentum will require strategic coordination and intentional ecosystem development to position Pennsylvania as a competitive player in the national tech economy.



FORGING GLOBAL ENERGY ALLIANCES IN JAPAN

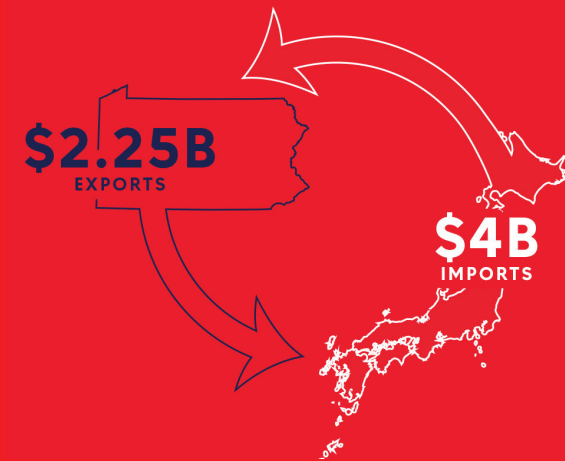
In October 2024, Team Pennsylvania convened a public-private delegation of top energy leaders in the commonwealth for a trade mission to Japan, signaling Pennsylvania's readiness to lead in global energy transformation. This strategic visit aimed to foster long-term partnerships, position Pennsylvania as a destination for investment and innovation, and lay the groundwork for technology transfer to accelerate energy security and diversification.

During the mission, the delegation toured Mitsubishi Power's Takasago Hydrogen Park, the world's first integrated hydrogen validation facility; hosted a reception with energy practitioners, government, and academic leaders in Tokyo; met with the U.S. Ambassador to Japan and his team at the U.S. Embassy to receive an in-country briefing; and engaged in several key business development meetings. In addition to advancing Pennsylvania's energy interests, participants experienced some of Japan's historical and cultural landmarks, strengthening cross-cultural relationships that underpin trade and innovation.

JAPAN & PENNSYLVANIA: A STRATEGIC PARTNERSHIP

Japan is one of Pennsylvania's most valuable trading partners. A global leader in R&D and innovation—from renewable energy to advanced manufacturing—Japan's leadership in key sectors aligns with Pennsylvania's industrial strengths and energy ambitions. As Pennsylvania positions itself at the forefront of clean energy, Japan offers both technological inspiration and a gateway to global markets.

DID YOU KNOW?
**TRADE BETWEEN JAPAN
AND PENNSYLVANIA
TOTALS MORE THAN \$6B**



DELEGATION PARTICIPANTS

- CONSOL Energy Inc.
- Doral Renewables LLC
- Johnson Matthey
- MHI Hydrogen Infrastructure
- Mitsubishi Power
- Mitsubishi Power Americas
- Pennsylvania Department of Community & Economic Development
- Team Pennsylvania



INDUSTRIAL SITE READINESS

The Commonwealth's 10-Year Strategic Plan for Economic Development, released in January 2024, elevated site readiness as a priority action to drive business retention, expansion, and attraction. As a nonpartisan partner to the Commonwealth, Team Pennsylvania recognized the need to capture and analyze base-level statewide data given that land use activities occur at the local level and, therefore, are fragmented.

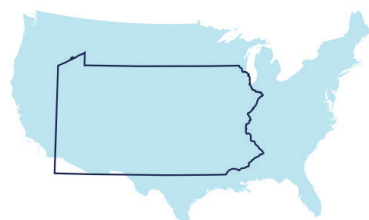
Working collaboratively with the Pennsylvania Department of Community & Economic Development, the Governor's Office of Transformation & Opportunity, and with local and regional economic development leaders, Team Pennsylvania oversaw a six-month engagement starting in July 2024 with Deloitte Consulting that resulted in the development of a database of industrial sites across the commonwealth, a deeper analysis of 30 sites to elevate the uniqueness every site has and to map out site readiness processes, and a roadmap for the commonwealth to accelerate site readiness activity for years to come.

INDUSTRIAL SITE DEVELOPMENT IN PA IT'S A TEAM SPORT



LOCAL MATTERS

Land Stewardship
and Land Use
Land Development
Ordinances and Zoning
Infrastructure (power,
water/wastewater, roads)



STATE/FEDERAL MATTERS

Funding
(grants, loans, tax credits)
Permits
(stormwater, wetlands
delineation, environmental,
roads)

HOW TEAM PENNSYLVANIA ENHANCED THIS ENGAGEMENT



Commissioned an
analysis that resulted in
short-term action steps
in the context of
long-term impacts



Leveraged
collaborative skills to
align partners locally,
regionally and at the
state level

CHECKLIST FOR COMPETITIVE SITE READINESS

- ☐ **Inventory and pipeline exist:**
Local businesses can grow, new investment can be attracted because sites are primed
- ☐ **Steer market forces strategically:**
Support a market-driven approach balanced with key targets and priorities that build on PA's strengths
- ☐ **Build knowledge/expertise:**
Grow a team of practitioners across the state equipped with the skills and resources to build and replenish a statewide portfolio

CROSS-SECTOR COLLABORATIVE PARTICIPATING ORGANIZATIONS

2024-2025

AGRICULTURE ORGANIZATIONS INCLUDE:



1855 CAPITAL · A.M. LOGGING · A.M. WORLDWIDE ADVISORY · ACUITY ADVISORS AND CPAS · AGCHOICE FARM CREDIT · AGRIGATES · ALLEGHENY ELECTRIC COOPERATIVE, INC. · ALLEGHENY HARDWOOD UTILIZATION GROUP · ALLIANCE FOR THE CHESAPEAKE BAY · ALLNET COACHING AND CONSULTING · ARM INSTITUTE · BAKER TILLY · BALANCED ENGINEERING · BEAM COLLABORATIVE · BELL & EVANS · BELLA MUSHROOM · BLACKFORD VENTURES, LLC · CARNEGIE MELLON UNIVERSITY · BOYD STATION · BRANDYOURSELF · BUONA FOODS · BURRO · BUSINESSPA · BUSINESSPA INTERNATIONAL · BYHEART INC · CARNEGIE MELLON UNIVERSITY · CENTER FOR DAIRY EXCELLENCE · CENTER FOR RURAL PENNSYLVANIA · CENTER OF EXCELLENCE FOR INDOOR AGRICULTURE · CHESTER COUNTY ECONOMIC DEVELOPMENT CORPORATION · CLEMENS FOOD GROUP · CNH INDUSTRIAL · COMMONWEALTH OF PENNSYLVANIA · COOPER FARMS · CROPTIX · DAGOSTINO ELECTRONIC SERVICES · DANIEL DOTTERER FARMS · DELAWARE VALLEY UNIVERSITY · DJIGUI · ECOLAB · ECONSULT SOLUTIONS · EICHANLAUB INC. · EPHRATA NATIONAL BANK · ERIC W. STEIN · ESPOMA ORGANIC · FIRST CITIZENS COMMUNITY BANK · FOOD21 · FORCEY LUMBER AND VENEER CO. · FOUR GROWERS · FRESHX · FULTON BANK · FURMANO FOODS · GENERATIONS FORESTRY · GREENWORKS DEVELOPMENT · GROFF JULIUS · GROWFLUX · HARRISBURG UNIVERSITY · HORIZON FARM CREDIT · INDIANA COUNTY CONSERVATION DISTRICT · INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW) · IRONSTONE SPRING FARM · JOHN DEERE · KEYSTONE WOOD PRODUCTS ASSOCIATION · KIMMEL & ASSOCIATES · KIPOSTECH · KURT DUSKA SALES AND CONSULTING · KUTZTOWN UNIVERSITY OF PENNSYLVANIA · LAMPIRE BIOLOGICAL LABORATORIES · LEHIGH UNIVERSITY · LEVER VC · LIFE SCIENCES GREENHOUSE INVESTMENTS · LITTLE LEAF FARMS · LIVESTOCK WELFARE STRATEGIES · LIVIC CIVIL · MARYLAND & VIRGINIA MILK PRODUCERS COOPERATIVE ASSOCIATION · MAZZA VINEYARDS · MCNEES GOVERNMENT RELATIONS · MCNEES WALLACE & NURICK LLC · METZLER FOREST PRODUCTS · MONTGOMERY COUNTY · NOVAK STRATEGIC ADVISORS · O'NEIL STRATEGIES · OFFICE OF CONGRESSMAN GLENN "GT" THOMPSON · OFFICE OF PUBLIC HEALTH (MONTGOMERY COUNTY) · OFFICE OF THE GOVERNOR · PASA SUSTAINABLE AGRICULTURE · PA ASSOCIATION OF TRAVEL & TOURISM · PA CHAMBER OF BUSINESS AND INDUSTRY · PA DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT · PA FARM LINK · PAINTERLAND SISTERS LLC · PASA SUSTAINABLE AGRICULTURE · PENN AI · PENN STATE COLLEGE OF AGRICULTURE SCIENCES · PENN STATE EXTENSION · PENN STATE UNIVERSITY · PENNSYLVANIA ASSOCIATION OF MILK DEALERS · PENNSYLVANIA DEPARTMENT OF AGRICULTURE · PENNSYLVANIA FARMERS UNION · PENNSYLVANIA FOOD POLICY COUNCIL · PENNSYLVANIA LANDSCAPE & NURSERY ASSOCIATION · PENNSYLVANIA RURAL ELECTRIC ASSOCIATION · PENNTAP · PG2 · PHILAPORT · PHOSPHOLUTIONS · PIETRO INDUSTRIES · RAVID SPEAK · RED BARN CONSULTING · RESOURCE INNOVATION INSTITUTE · RICE FRUIT COMPANY · ROBOTICS FACTORY · RODALE INSTITUTE · SCS ENGINEERS · SMALL BUSINESS DEVELOPMENT CENTER · SOUTH FAYETTE TOWNSHIP SCHOOL DISTRICT · SPIRAL PATH FARM · ST. ELMO COMMUNITY BUILDERS · ST. MARTIN CENTER, INC. · STATE CONSERVATION COMMISSION · STERMAN MASSER, INC. · SUSTAINABLE STRATEGIES · TEAMAG, INC. · THE APPLE CASTLE · THE GIANT COMPANY · THE GOVERNOR'S OFFICE OF TRANSFORMATION & OPPORTUNITY (OTO) · THE HERSHEY COMPANY · THE LASAGNA BOX · THE WALNUT HILL FARM · TRUIST · TURNER DAIRY FARMS · UNITED STATES HOUSE OF REPRESENTATIVES · UNIVERSITY OF PENNSYLVANIA · UNIVEST · WHITE ROSE VENTURES · WILKES UNIVERSITY · YORK COUNTY ECONOMIC ALLIANCE

ENERGY ORGANIZATIONS INCLUDE:



AIR LIQUIDE · AIR PRODUCTS & CHEMICALS · ALIGN LTD · ALLEGHENY CONFERENCE · ALLEGHENY COUNTY · ALLEGHENY ELECTRIC COOPERATIVE, INC. · AMENTUM · AMERICAN PETROLEUM INSTITUTE (API) · AMERICAN SUSTAINABLE BUSINESS NETWORK · APOLLO COMMUNICATIONS · APPALACHIAN ENERGY FUTURE · ARMSTRONG WORLD INDUSTRIES · AUDUBON COMPANIES · AUGUST MACK ENVIRONMENTAL · BATTELLE · BHE GT&S · BIRCK ENGINEERING · BLOOM ENERGY · BRAVO GROUP · BUCHANAN PR · BUCKNELL UNIVERSITY · BUTLER COUNTY · CALPINE · CARNEGIE FOUNDRY · CARNEGIE MELLON UNIVERSITY · CENTER FOR CLIMATE AND ENERGY SOLUTIONS · CENTER FOR COALFIELD JUSTICE · CENTER FOR RURAL PENNSYLVANIA · CHESTER COUNTY ECONOMIC DEVELOPMENT COUNCIL · CLEAN AIR TASK FORCE · CLEAN CONNECT STRATEGIES, LLC · CLEARLY AHEAD DEVELOPMENT · CLIMATE SMART ENVIRONMENTAL CONSULTANTS · CNR, LLC · CNX RESOURCES · COLUMBIA GAS OF PENNSYLVANIA & MARYLAND · COMMONWEALTH OF PENNSYLVANIA · CONSTELLATION ENERGY · CORDIA ENERGY · CORE NATURAL RESOURCES · CS ENERGY · DAGOSTINO ELECTRONIC SERVICES · DAISY DATA DISPLAYS, INC. · DAVY POWER SYSTEMS · DCCR · DELAWARE COUNTY COMMERCE CENTER · DIRECT ENERGY · DORAL LLC · DT MIDSTREAM · DUNMORE · DUQUESNE LIGHT · ECOLAB · EFFICORE · ENERGETICS · ENERGY FUTURE PA · ENERGY INNOVATION CENTER INSTITUTE · ENERGY TRANSFER · ENTROPIA LLC · ENVOY PUBLIC LABS · EQT CORPORATION · EVINCI · EVONIK · FIRSTENERGY · FMC CORPORATION · GE VERNOVA · GENERAL ELECTRIC · GENHYDRO · GENZ CONSULTING · GOOGLE · GRAYMONT · GREAT PLAINS INSTITUTE (GPI) · GREATER PITTSBURGH CHAMBER OF COMMERCE · GREEN BUILDING UNITED · GREENE COUNTY · GTI ENERGY · HILLMAN FOUNDATION · HITACHI ENERGY · HYDRUM ENERGY · IDAHO NATIONAL LABORATORY · IMC CONSTRUCTION · IN-2-MARKET · INDEPENDENCE HYDROGEN · INSIDESOURCES · INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS (IBEW) · KEYSTATE ENERGY · LCSWMA · LEHIGH UNIVERSITY · LITZ ENERGY STRATEGIES · LONG DURATION ENERGY STORAGE COUNCIL · LS POWER · LUMINANT · MARCELLUS SHALE COALITION · MAREC ACTION · THE MASCIANTONIO FIRM · MCNEES GOVERNMENT RELATIONS · MCNEES WALLACE & NURICK LLC · MHI HYDROGEN INFRASTRUCTURE · MITSUBISHI HEAVY INDUSTRIES · MONROE ENERGY · NEW WAVE ENERGY · NEXIGHT GROUP · NISOURCE · NOVOHYDROGEN · NRDC · NRG ENERGY · NUCLEAR ENERGY INSTITUTE · NUCLEAR INNOVATION ALLIANCE · OFFICE OF REPRESENTATIVE SUMMER LEE · OFFICE OF SENATOR KATIE MUTH · OFFICE OF THE GOVERNOR · OKLO INC. · OSOMONO LTD · PA CHAMBER OF BUSINESS AND INDUSTRY · PA DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT · PA DEPARTMENT OF ENVIRONMENTAL PROTECTION · PA MUNICIPAL ELECTRIC ASSOCIATION · PA SENATE · PDC MACHINES · PECO · PENN STATE UNIVERSITY · PENNSYLVANIA AFL-CIO · PENNSYLVANIA CONSERVATIVE ENERGY FORUM · PENNSYLVANIA DEPARTMENT OF AGRICULTURE · PENNSYLVANIA ENVIRONMENTAL COUNCIL (PEC) · PENNSYLVANIA GEOLOGICAL SURVEY · PENNSYLVANIA HOUSE · PENNSYLVANIA PUBLIC UTILITY COMMISSION · PENNSYLVANIA RURAL ELECTRIC ASSOCIATION · PG2 · PGW · PHILADELPHIA COUNCIL AFL-CIO · PHILADELPHIA ENERGY AUTHORITY · PIASECKI AIRCRAFT CORPORATION · PITTSBURGH GATEWAYS · PITTSBURGH REGIONAL ALLIANCE · PITTSBURGH REGIONAL TRANSIT · PITTSBURGH TECHNICAL · PITTSBURGH WORKS TOGETHER, INC. · PJM INTERCONNECTION · PPL ENERGY · PROJECT CANARY · PROTOGEN, INC. · PURE GREEN BIOAG · QUANDEL CONSTRUCTION GROUP · RAND · REGENALL · ROCKY MOUNTAIN INSTITUTE (RMI) · ROCO · SCS ENGINEERS · SGL CARBON SE · SHELL · SOUTHEASTERN PENNSYLVANIA TRANSPORTATION AUTHORITY · SOUTHWESTERN PENNSYLVANIA COMMISSION · STEAMFITTERS LOCAL 420 · STEVENS & LEE · SWANK CONSTRUCTION · TALEN ENERGY · TEAM CONSORTIUM · TERRESTRIAL ENERGY · TETRA TECH · THADDEUS STEVENS COLLEGE OF TECHNOLOGY · THE CHAMBER OF COMMERCE FOR GREATER PHILADELPHIA · THE ENERGY EFFICIENCY ALLIANCE · THE GOVERNOR'S OFFICE OF TRANSFORMATION & OPPORTUNITY (OTO) · THE OFFICE OF SENATOR GENE YAW · TIGERGENCO · TRC COMPANIES, INC. · U.S. DEPARTMENT OF ENERGY · UGI ENERGY SERVICES · UGI UTILITIES · UNITED STATES HOUSE OF REPRESENTATIVES · UNITED STATES SENATE · UNITED STATES STEEL · UNIVERSITY OF PENNSYLVANIA · UNIVERSITY OF PITTSBURGH · UTILITY ENGINEERS, PC · VICINITY ENERGY · VIEWPOINT PUBLIC AFFAIRS · VILLANOVA UNIVERSITY · VISTRA CORP. · VOX GLOBAL · WASHINGTON & JEFFERSON COLLEGE · WASTE MANAGEMENT · WESTINGHOUSE ELECTRIC CORPORATION · WESTMORELAND COUNTY COMMUNITY COLLEGE · WGCJTA, INC. · WORLEY

MANUFACTURING ORGANIZATIONS INCLUDE:



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*The financial figures shown are based on pre-audit data and may be subject to change.



<div></div>	\$7,410,228 / LONG-TERM STRATEGIC RESOURCES Board-designated endowed funds
<div></div>	\$657,765 / STRATEGIC PROGRAMS RESOURCES Private and public grants, as well as restricted donor contributions, available to support policy priorities and the organizational mission
<div></div>	\$519,716 / OPERATING RESOURCES Operating resources reflect a strong financial position, as they exceed 100% of core, non-programmatic expenses
<div></div>	\$31,645 / SHORT-TERM STRATEGIC RESOURCES Discretionary funds that provide flexibility to fund program opportunities as they arise

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