As a statewide nonprofit, Team Pennsylvania tackles the issues that no one entity can address alone – issues that require strategic collaboration across public and private sectors. Collectively, we deploy our resources toward priorities that are established in partnership, all with the goal of accelerating Pennsylvania’s economy.

In the pages that follow, you will find a selection of our work and a high-level overview of our strategic plan. Even as we embark on a new strategic plan for the organization, we maintain the organizational commitment that we have had since our inception: Collaborative. Entrepreneurial. Open and transparent. Non-partisan.

We also recognize that our accomplishments are only possible thanks to the generous support and strong engagement of our public and private sector partners over the years. Your partnership has allowed us to tell Pennsylvania’s story, champion the industries that drive our economy, and work together on behalf of all Pennsylvanians.

We’re proud of where we’ve been, where we are today, and where we’re going, and we look forward to our continued work together.

"Being proactive in the state of Pennsylvania’s accelerated growth is our mission, and WE ARE UP TO THE TASK."

Brian Jackson
Co-Chair,
Team Pennsylvania
Working together for all Pennsylvanians in public-private partnership, Team Pennsylvania accelerates the commonwealth’s long-term economic future.
This year, the organization engaged in a months-long strategic planning process for the first time in over a decade, involving board, partners, investors, and staff, to set the course for Team Pennsylvania's future and the future of the commonwealth's economic trajectory.

**Refining our core purpose:**

“**WORKING TOGETHER FOR ALL PENNSYLVANIANS IN PUBLIC-PRIVATE PARTNERSHIP, WE ACCELERATE THE COMMONWEALTH’S LONG-TERM ECONOMIC FUTURE.**”

How do we accomplish this? Through these key components:

**HOW WILL WE WORK?**

- All of our work going forward will happen through cross-sector collaboration.
- Public sector partners will play key roles on the board and in these collaboratives.

**WHAT WILL WE WORK ON?**

- We'll tackle the issues that are difficult for any sector or organization to address independently.
- We will work on economic opportunities that position Pennsylvania as a leader within the U.S. and globally, maximizing the impact for Pennsylvania.

**Bringing It All Together**

**ACCELERATING OPPORTUNITY IN PENNSYLVANIA:**

Team Pennsylvania will deploy its financial and organizational resources to address the issues identified in strategic collaboration as high-growth economic opportunities, leveraging these to create economic opportunity and access for all Pennsylvanians.
Pennsylvania can and will be a leader in the global energy transition, in ways that strengthen our workforce, grow our economy, and protect our planet.
Incorporating Carbon Capture Utilization and Storage (CCUS) and hydrogen technologies into Pennsylvania’s energy system offers a path forward for the state to accelerate its decarbonization goals while maintaining and growing its industrial economy. We already have everything we need to be successful: a competitive advantage in energy production, promising geology for permanently storing carbon dioxide underground, a strong industrial base, and aggressive emissions reduction goals. Increasingly, other states are beginning to undertake this work as the nation more seriously contemplates how to navigate to a lower carbon economy. Pennsylvania must ensure that we are not left behind or playing catch up when there is a compelling case that action is needed now to capitalize on these opportunities right here.

With these facts in mind, in October 2021, Team Pennsylvania and the PA Department of Community and Economic Development (DCED) convened approximately 30 energy practitioner stakeholders across the public, private, and non-governmental sectors to build on previous work and begin taking steps toward realizing Pennsylvania’s potential as a continued national leader in the energy space.

The group continued to meet quarterly, both as a whole as well as divided into action teams, continually working on key priorities. These efforts were focused on the following:

- Identifying priority opportunities and requirements for deploying CCUS and hydrogen;
- Taking action to ensure that we capitalize on our potential to unleash innovative, technological, and market-driven solutions to reducing emissions economy-wide while creating jobs in the industrial sector;
- Working collaboratively with business and industry to ensure that we deliver practical recommendations and solutions; and
- Building this initiative with a broad set of stakeholders to ensure that the work is nonpartisan and sustainable.

In the ensuing months, Team Pennsylvania continued to accelerate the progress, building on the extraordinary momentum behind these issues. We believe that we are just at the beginning of a journey in which the commonwealth emerges as a national leader in demonstrating how our energy resources can be used to deliver on jobs, the economy, and improving the environment to the benefit of all Pennsylvanians.

Pennsylvania must ensure that we are not left behind or playing catch up when there is a compelling case that action is needed now to capitalize on these opportunities right here.
Team Pennsylvania partners with the Pennsylvania Department of Agriculture and industry leaders to advance Pennsylvania’s agriculture sector and grow the commonwealth’s presence in regional, national, and global marketplaces — ensuring this industry remains a vibrant part of our state for generations to come.
Controlled Environment Agriculture Trade Mission

In November 2021, Team Pennsylvania’s Director of Agriculture Policy and Programs represented Pennsylvania in the Netherlands as part of the Keystone Agri-Tech Trade Mission. The mission was organized by Harrisburg University’s Center for Advanced Agriculture and Sustainability (CAA) as part of their efforts to enable the widespread adoption of technology-enabled approaches to sustainable and localized farming methods. Team Pennsylvania and CAA see Team Pennsylvania’s convening role and public-private partnership as complementary to their efforts going forward.

Throughout the mission, attendees explored the variety of established businesses and research institutions that are required to support Controlled Environment Agriculture (CEA) industries in the Netherlands. Discussions among participants centered on establishing CEA business, tech transfer, academic and workforce training partnerships between Pennsylvania and the Netherlands government, academia, and private sector companies.

WHAT IS CEA?

“Controlled Environment Agriculture” is an advanced and intensive form of agriculture production where plants grow within a controlled, indoor environment designed to optimize growing practices and outcomes, pest pressure, and year-round growing conditions. It can range in intensity and reliance on technology, including everything from shaded hoop houses to high-tech controlled vertical farms.

WHY CEA?

CEA can optimize water, nutrients, and chemical inputs, and reduce the potential for foodborne pathogens and nutrient runoff.

Additionally, it can reduce labor costs and replace jobs with more highly skilled jobs.

CEA can be adapted to urban areas not suitable for traditional agricultural production, addressing food access concerns, and bringing food production closer to consumers.
Promoting digital equity is of critical importance for Pennsylvania to advance the commonwealth’s economic competitiveness and residents’ economic prosperity.
Team Pennsylvania received a grant from AT&T to provide statewide, cross-sector leadership on the important topic of digital equity – including digital skills, literacy, and broadband connectivity.

Digital equity is the condition in which all individuals and communities have the information technology capacity needed for full participation in our society, democracy, and economy. This means that all workers, learners, and communities have access to:

- Training needed to gain relevant skills (literacy and skills)
- Technology necessary to participate in our society and economy (high-speed internet, digital devices)

Digital equity is an important area of focus for Team Pennsylvania, both within the area of education and workforce development as well as in cross-cutting ways with other content areas of the organization's work. Promoting digital equity is of critical importance for Pennsylvania to advance the commonwealth’s economic competitiveness and residents’ economic prosperity.

- Digital skills are becoming increasingly important in many industries and specific occupations. A study by The Brookings Institution found that nationwide, 71% of jobs in 2016 required medium or high levels of digital skills, compared to just 45% of jobs in 2002. The share of jobs that require digital skills has likely continued to increase since 2016, particularly during the COVID-19 pandemic.
- However, many workers lack proficiency in digital skills. Nearly one-third of American workers have limited or no digital skills, according to the National Skills Coalition, and workers of color are disproportionately affected by digital skill gaps.
- Many Pennsylvanians do not have reliable broadband internet access. Approximately 16% of Pennsylvania households in 2021 did not have broadband internet access, according to estimates by the U.S. Census, and broadband access is a particular challenge in rural communities.

Through the grant from AT&T, Team Pennsylvania supported digital literacy badging through SmartFutures, a Pittsburgh-based nonprofit that provides electronic portfolios for K-12 students to track their career development activities. Through the SmartFutures portal, secondary students can complete Northstar Digital Literacy modules to earn badges and ultimately a completion certificate acknowledging acquisition of basic digital literacy skills. Since July 2019, students have earned more than 23,650 digital literacy credentials through SmartFutures and Northstar; on average, each student has completed two or more credential assessments.

Team Pennsylvania also partnered with state agencies, the Pennsylvania Workforce Development Board, and the Governor’s Policy Office to support the development of a statewide approach to promoting digital equity, ensuring alignment across statewide activities.

Team Pennsylvania will continue to support digital equity into the next fiscal year, with plans to release a policy brief and landscape scan of efforts to advance digital equity across the commonwealth.
Today’s manufacturing sector is a source of technological innovation, great career opportunities, and the economic foundation of many smaller communities. A strong manufacturing sector is critical to Pennsylvania’s economic growth and essential to the economic success of its citizens.
The Pennsylvania Manufacturing Advisory Council, a nonpartisan partnership of manufacturers and industry experts convened by the Pennsylvania Department of Community & Economic Development and Team Pennsylvania, released Pennsylvania’s Manufacturing Competitiveness Playbook – an actionable strategy document that identifies three game changers and 10 specific recommendations to make Pennsylvania’s manufacturing economy more robust and resilient, thus creating more good-paying jobs for Pennsylvanians.

Based on input from more than 500 manufacturers, the Playbook is grounded in and responsive to the current challenges and opportunities facing manufacturers in the commonwealth. The full report can be downloaded here.

**MANUFACTURING**

Manufacturers employed 9.5% of Pennsylvania workers in May 2022, about 562,700 people in total.

Pennsylvania manufacturing workers earn roughly 33% more than the average for other nonfarm businesses in the state.

These higher paying jobs provide workers more than just higher wages; 90% of manufacturing workers have medical benefits.

Additionally, 78% receive retirement contributions from their employers.

Every Pennsylvania manufacturing job helps to support 2.5 workers in the commonwealth, including those hired directly by manufacturing employers, their suppliers, and those providing goods and services to the employer’s workers.

78% 33% 90%

9.5% 33% 90%
2021 - 2022 BOARD OF DIRECTORS

OFFICERS

CO-CHAIRS
Governor Tom Wolf
Governor, Commonwealth of Pennsylvania

Anthony Bartolomeo
(Private Sector until 6/15/22)
Senior Consultant, Pennoni Associates Inc.

Brian Jackson
(Private Sector 6/15/22 - present)
Managing Partner, McNees Wallace & Nurick LLC

SECRETARY
Stephen S. Tang, Ph.D.

TREASURER
Susan Yee
CEO, Active Data, Inc.

PAST DIRECTORS WITH TERMS ENDING DURING FISCAL YEAR 2021 - 2022

Kathleen Ambrose
Former Vice President, Global Government Affairs and Corporate Responsibility, TE Connectivity

Hon. Dennis Davin
Former Secretary, PA Department of Community & Economic Development

Vincent Delie, Jr.
Chairman, President & CEO, First National Bank

Joseph Fitzpatrick, Jr.
Shareholder & Founder, Fitzpatrick Lentz & Bubba, P.C.

Michael Grigalonis
Immediate Past President, Board of Directors, PEDA

Curtis Junge
Business Director, Americas, Air Products & Chemicals, Inc.

Jamie Martin
Immediate Past President, APSCUF

Hon. Noe Ortega
Former Secretary, PA Department of Education

Jay Ridder
Chief Operating Officer, US Government & Public Sector Practice, Ernst & Young, LLP

Scott Sechler
President & CEO, Bell & Evans

Michael Walton
CEO, Jamestown Coating Technologies

Eric Wolfe
President, Horizon Technology

CURRENT DIRECTORS (with June 15, 2022 additions)

Hon. Jennifer Berrier
Secretary, PA Department of Labor & Industry

Sheilah Borne
Associate VP of Government Health Relations, Penn State Health

Kathleen Brunner
President & CEO, Acumen Analytics

Hon. Amanda Cappelletti
Senator, Pennsylvania State Senate

Timothy Charlesworth
Shareholder, Fitzpatrick Lentz & Bubba, P.C.

David Davis
Managing Director, Consulting Lead for Pennsylvania and Talent & Organization Lead for North America's Public Sector, Accenture

Lisa Dell’Alba
President & CEO, Square One Markets Inc.
## CURRENT DIRECTORS (with June 15, 2022 additions, cont.)

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Role</th>
<th>Organization/Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hon. Valerie Gaydos</td>
<td>State Representative, PA House of Representatives</td>
<td></td>
</tr>
<tr>
<td>Hon. Eric Hagarty</td>
<td>Acting Secretary, PA Department of Education</td>
<td></td>
</tr>
<tr>
<td>Glennis Harris</td>
<td>Senior Vice President, Customer Experience, The GIANT Company</td>
<td></td>
</tr>
<tr>
<td>Edwin Hill, Jr.</td>
<td>International Representative - Business Development, IBEW</td>
<td></td>
</tr>
<tr>
<td>Farnam Jahanian</td>
<td>President, Carnegie Mellon University</td>
<td></td>
</tr>
<tr>
<td>Sandeepa Kaleida</td>
<td>Founder &amp; CEO, Sigma Resources LLC</td>
<td></td>
</tr>
<tr>
<td>Hon. Patty Kim</td>
<td>State Representative, PA House of Representatives</td>
<td></td>
</tr>
<tr>
<td>Christina Marsh</td>
<td>Chief Diversity &amp; Community Development Officer, Erie Insurance Group</td>
<td></td>
</tr>
<tr>
<td>Ken Mash</td>
<td>President, APSCUF</td>
<td></td>
</tr>
<tr>
<td>Shannon Massey</td>
<td>Senior Vice President &amp; General Manager, Lycoming Engines</td>
<td></td>
</tr>
<tr>
<td>Stephen McKnight</td>
<td>President, PEDA</td>
<td></td>
</tr>
<tr>
<td>Hilary Mercer</td>
<td>Senior Vice President, PA Chemicals, Shell</td>
<td></td>
</tr>
<tr>
<td>Jennifer Murphy</td>
<td>Vice President &amp; General Counsel, Communications Solutions, U.S. Government Affairs, TE Connectivity</td>
<td></td>
</tr>
<tr>
<td>Gregory Quandel</td>
<td>President &amp; CEO, Quandel Enterprises</td>
<td></td>
</tr>
<tr>
<td>Hon. Russell Redding</td>
<td>Secretary, PA Department of Agriculture</td>
<td></td>
</tr>
<tr>
<td>Julian Ritchey</td>
<td>VP, Head of Public Affairs and Patient Advocacy, US Vaccines, Sanofi Pasteur</td>
<td></td>
</tr>
<tr>
<td>Hon. Devlin Robinson</td>
<td>Senator, Pennsylvania State Senate</td>
<td></td>
</tr>
<tr>
<td>Melissa Shafer</td>
<td>Assistant VP of Government Relations &amp; Community Affairs, St. Luke's University Health Network</td>
<td></td>
</tr>
<tr>
<td>Charles S. Smith</td>
<td>Co-Founder, Chairman &amp; CEO, Epcot Crenshaw Corporation</td>
<td></td>
</tr>
<tr>
<td>Art Stephens</td>
<td>Managing Director, Deloitte - Harrisburg</td>
<td></td>
</tr>
<tr>
<td>Karla Trotman</td>
<td>President &amp; CEO, Electro Soft, Inc.</td>
<td></td>
</tr>
<tr>
<td>Hon. Neil Weaver</td>
<td>Acting Secretary, PA Department of Community &amp; Economic Development</td>
<td></td>
</tr>
<tr>
<td>Tiffany Wilson</td>
<td>President &amp; CEO, University City Science Center</td>
<td></td>
</tr>
<tr>
<td>Scott Wyman</td>
<td>President, PA Operations, FirstEnergy Corp.</td>
<td></td>
</tr>
</tbody>
</table>
Team PA's Operating Resources reflect a strong financial position, as they exceed 100% of core, non-programmatic expenses.

Long-Term Strategic Resources are board-designated endowed funds.

Short-Term Strategic Resources are discretionary funds that provide flexibility to fund program opportunities as they arise.

Strategic Programs Resources are comprised of private and public grants, as well as restricted investors' contributions that are available to support innovative programs in energy, education and workforce development, agriculture, tourism and economic growth, and international business development.

2021 - 2022 total

$9,895,414

FINANCIAL RESOURCES
Team Pennsylvania needs to be around for another 25 years, and 25 years after that, because the problems we’re facing are not going to be fixed in a matter of months. These are long-term programs that contribute to the prosperity and the attractiveness of the commonwealth.”

Hilary Mercer, Shell, Team Pennsylvania Board Director

**INVESTORS**

1st Summit Bank
Accenture
Air Products & Chemicals, Inc.
APSCUF State Office
B. Braun Medical Inc.
Boyd Station Foods
Carnegie Mellon University
Center for Dairy Excellence
Deloitte - Harrisburg
Echenlaub Inc.
Electro Soft, Inc.
Epcot Crenshaw Corporation
Erie Insurance
Ernst & Young LLP
First National Bank
Fitzpatrick Lentz & Bubba P.C.
Horizon Farm Credit (formerly AgChoice Farm Credit)
IBEW Third District Office
Impact Learning, LLC
Insight Partners
Lycoming Engines
McNees Wallace & Nurick LLC
OraSure Technologies, Inc.
PEDA
Pennoni Associates Inc.
Pennsylvania Forest Products Association
Quandel Construction Group
Sanofi Pasteur
Shell
Sigma Resources
St. Luke’s University Health Network
TE Connectivity
University City Science Center
Wilson500
Winner International Inc.

**INDIVIDUALS**

Michael S. Brownback
Max Crumlich
Jacquie Fidler
Deborah Guida
Thomas B. Hagen
Andrea Heberlein
Lindsay Helsel
Rich Hudic
Kelly Kundratic
Sara Lauver
Shannon Massey
Sarah Neighbors
James Neuschwander
John Packer
Amy Shields
Abby Smith
Art Stephens
Ryan Unger
Meghan Wills
Corinna Wilson
WORKING. TOGETHER.