



SPOTLIGHT ON BUCKS



Three Hundred and Thirty-Four Jobs for Bucks County



Bucks County Economic Development Corporation (BCEDC), is the Commonwealth of Pennsylvania's certified economic development organization (CEDO) for Bucks County. In 2017, BCEDC helped Bucks County manufacturers and distributors acquire more than \$9 million from PIDA's low-interest loan program. That's the largest amount distributed to Bucks County since the \$13 million approved for county companies in 2014.

BCEDC attributes the increase to Bucks County's strong economy as well as the low interest rate of 2%, down from the previous rate of 4%. Companies couldn't pass up the money.

BCEDC assisted 12 different companies, with 15 loans from local (BCEDC) and State (PIDA) loan programs. Participating companies were from nine different municipalities.

Banks loaned over \$8 million and owners injected over \$3 million into the projects. Total project costs were over \$19 million. Over 334 jobs were created and/or retained in Bucks County.

Thank you to the following companies for participating in the loan programs and helping to improve the economy of Bucks County:

- Access Security, Warminster Township
- Cotner Trailers, Inc., Durham Township
- Diamond Tool, Inc., Bristol Township
- Eastern Warehouse Distributors, Inc., Middletown Township
- Finish Tech Corporation, Northampton Township
- Jean Madeline Education Center of Cosmetology, Inc., Bensalem Township
- Mountain Laurel Spirits, LLC, Bristol Borough
- Puro-Tec, Ltd, Bensalem Township
- Rhino Cable Services, Inc. Bensalem Township
- Shades of Green, Falls Township
- Sherwood Steel, Inc, Bensalem Township
- Tyger Scientific, Inc., Newtown Township

The following banks participated in some of projects:

- 44 Business Capital
- Bryn Mawr Trust
- Penn Community
- QNB
- TD Bank

For information on BCEDC loan programs please contact Jim Pawlikowski, Loan Manager, jjp@bcedc.com or 215.348.9031.

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Save the Date

60 Years
BUCKS COUNTY

BCEDC 60th Annual Dinner
April 28, 2018

See page 9.

ECONOMIC DEVELOPMENT CHAMPIONS

NOTEWORTHY NEWS



Kreischer Miller, Center for Private Company Excellence Announces Survey Results



Kreischer Miller recently completed work on its inaugural Private Company Pulse Survey. They created the survey because they recognize how critical privately-held and family-owned companies are to the economy, job creation, and growth in our region. These companies truly represent the pulse of what is going on in our markets and they hope that you enjoy learning what is on the minds of fellow owners and executives.

The survey also includes a new metric they have created called the **Private Company Sentiment Index®**. It is intended to present a view of how companies currently feel about the prospects for their businesses, as well as how that sentiment changes over time.

You can download a copy of the report via the link below. Your feedback is welcome and Kreischer Miller would be happy to discuss the results of the survey with you.

www.kmco.com/wp/wp-content/uploads/Nov-2017-Private-Company-Pulse-Survey-Results-1.pdf

BCEDC hosted a Free Breakfast for Brokers and Bankers on December 5th

Bob Cormack, BCEDC Executive Director and Jim Pawlikowski, Loan Manager, educated the group on how BCEDC loan programs work. It is very important for Brokers and Bankers to have BCEDC included early in the loan process. BCEDC and Banks can work together to assist the client with negotiating the best deal possible. At times banks cannot loan the entire project cost and that is where BCEDC can step in to help.

Bob stated, "We are partners in the process of creating and retaining jobs for Bucks County. We need to work together."

The event was attended by over 15 brokers and bankers and was held at BCEDC's new office located at 115 W. Court Street, Doylestown, PA.

BCEDC 2018 Membership drive is on!



BCEDC's membership drive is on, pay your membership fee before **January 15th** in order to be the first to be invited to the **VIP session of the BCEDC's 60th Anniversary Dinner**.

Membership has its privileges.

To pay your membership please use the following link:
www.bcedc.com/membership-benefits



On behalf of the
BCEDC Board of Directors and Staff

Thank you for your association.
This New Year we wish you
luck, prosperity and health
and look forward to continuing
to work with you in 2018.

FINANCIAL TOOLBOX



December SBA 504 and PIDA Interest Rates

State officials have said that so far, this year, PIDA has approved \$57.5 million in low-interest loans that have resulted in \$200 million in private investment and supported 2,359 created and retained full-time jobs, officials said.

SBA 504 Rates	
10-Year Effective 4.47%	20-Year Effective 4.50%
10-Year Refinance 4.52%	20-Year Refinance 4.61%
PIDA Rates	
10-Year Fixed 2%	15-Year Fixed 2%

3 Tips for Quickly Acquiring a Longer-Term Loan with Lower Interest Rates

Truth time: Did you promise yourself you'd at least explore an SBA or similar loan this year? As the clock winds down into the fourth quarter, you may not think there's time, but you can still slide in before the end of the fiscal year. Getting approved can take just 45 to 60 days.

A federal loan in two months? People are always surprised by that quick turnaround, because there's a perception that acquiring a government loan is really complicated and time-intensive. Indeed, depending on who you're working with, that can be the case. Here are three tips for speeding up and simplifying the process, so you can meet your goal of acquiring a longer-term loan with lower interest rates by the end of the year.

Choose the right "Loan Partner"

A Loan Partner is your guide through the loan process – your liaison between the bankers who will fund your senior loan and the federal, state and local agencies that fund the subordinate loan or guaranty. A good Loan Partner is there for you, supporting your project and moving it toward approval. A really good Loan Partner should explain that they will be critical of your project as well. By digging into your business and understanding the good and the bad, that partner can tell your story fully and accurately. By addressing any issues or concerns, a good Loan Partner is able to show how you, the business owner, are ready to tackle change when (not if) it arises.

Do a Google search, and you'll see many types of Loan Partners. (It can be overwhelming!). Many of them are "one-trick ponies" that offer a single loan program, instead of a suite of loans that give you a choice, can increase your chances of being approved or give you the options that you seek. In addition, when you

choose a Certified Development Company like Seedcopa, you're getting a locally-based nonprofit that has its finger on the pulse of regional lenders and the business climate. We're set up to contribute to the economic development of the community. Being responsive stewards that help you quickly navigate the loan process fulfills our core mission.

Gather info that tells your story

Whether you choose Seedcopa or another Loan Partner, there is information you'll be asked to provide to get the ball rolling. Remember that this is a conversation. Seedcopa has a proven plan and customized checklists that walk you through the process, letting you know where you are and where you're going in the loan process.

How much money do you have? Know how much money you are able to put into the project (a.k.a. equity injection). Most lenders require from 10 to 20 percent of the total project. In some cases, like business equipment or expansion, less money may be required.

Objects in the mirror are closer than they appear. You might think you know how much the project is going to cost, but your Loan Partner is going to ask for bids/quotes from the professionals who will be doing the work. It's not good when the project is estimated to cost \$200,000, but then comes in at \$1,000,000!

Is a 200 credit score a bad thing? Know your current credit score. If there are issues, be willing to talk about them. Most lenders can work with a minor credit issue or two, so long as it's understood why it happened and how it has been corrected.

Continued on page 4.

FINANCIAL TOOLBOX



3 Tips continued...

Get personal, and share some history. The personal tax returns and personal financial statement of each owner/principal will be needed. The past two or three years of business tax returns are also required.

Open 24/7/365. Be open about your business. If you are a start-up or are growing, you will need to prepare an executive summary, financial projections and the assumptions behind those projections. This will be customized and be as long or short as needed to tell your story. Keep in mind that sometimes, a 300-page business document doesn't tell the story as well as a 10-page, well-developed executive summary.

Feel supported during crunch time

One of the things I like best about SBA 504 loans is they require you to get your proverbial ducks in a row. When was the last time you updated – or prepared – a business plan, mission statement or company vision? Do you have financial projections? Do you have enough working capital to take on a downturn? Better yet, are you ready to grow sales faster than you've ever dreamed? Remember, there is a risk with growing too fast. Planning for the future can separate the success stories from the failures.

The Seedcopa team is ready to talk to you and work with you to prepare all of the above. We know time is of the essence. We prepare our initial assessment and deliver it to you within three business days of receiving the information. The assessment fully outlines the loan, summarizes your financial strengths/concerns and addresses any questions that need to be answered to move to loan approval and closing – the ultimate goal! The best part is that our Initial assessment costs you nothing, but gives you consultation that may cost you thousands elsewhere.

Our final tip is not a tip at all. It's an expectation you should have when working with Seedcopa, or any other Loan Partner: Prompt communication. This can be the number one obstacle to slowing down the loan process, and if you can't rely on your Loan Partner to efficiently answer the phone or an e-mail, you're at a distinct disadvantage. Seedcopa has perfected and streamlined this crucial part of the loan process over the past decade, and would value the opportunity to support you on your next project.



Sherwood Robbins
Managing Director of Seedcopa

Sherwood Robbins, Managing Director of Seedcopa, has been with the organization since 2007 and is proud to help business owners turn their dreams into reality. Prior to joining Seedcopa, he spent more than 15 years in the banking industry. When not helping businesses across the state, he enjoys spending time with his family, getting on the ice with his hockey team and sampling new foods.

About Seedcopa

For over thirty years, Seedcopa has helped businesses get the money they need to start, grow and expand. We are proud that the loan programs we work with promote economic development.

Together with economic development partners throughout Pennsylvania, we help to grow local businesses, create and retain jobs and stimulate local communities.

Our team has over 75 years of combined government lending experience and a dedication to excellent customer service. After our initial assessment of your project, our commitment is to get you approved and closed.



TMA Bucks Foundation Golf Outing

Date: May 7, 2018

Location: Jericho National Golf Club

Support the TMA Bucks Foundation Scholarship Fund & teen driver safety programs at our May 7, 2018 Golf Outing at the exclusive Jericho National Golf Club!

Registration information to soon follow! Stay tuned!

SAVE THE DATE!

COMPANIES ON THE MOVE



The Nappen & Associates Team secures Two Long Term Lease Renewals

MATCOR will renew its lease for 47,000 square feet located at 101 Liberty Lane, Chalfont, **New Britain**.



In business for over 40 years, MATCOR provides services and products that solve corrosion problems in major infrastructure assets such as oil, gas and water pipelines, above ground storage tanks, power plants, energy facilities, deep wells and steel-in-concrete structures.

Colorcon will renew 21,600 square feet located at 171 New Britain Blvd., **Chalfont, New Britain Borough**.



Colorcon's No-Tox® Products Division is the leading manufacturer of U.S. Food & Drug Administration (FDA) compliant printing inks. All of our No-Tox® inks are FDA 21 CFR compliant, used exclusively for printing applications involving direct and indirect contact with food, pharmaceutical, and medical products and are specified by many of the world's leading food, medical device and pharmaceutical companies.

For more than 45 years, Nappen & Associates has developed its business on trust and respect, and has an excellent reputation for personal attention to their clients and their requirements. Nappen & Associates' strong commitment to providing quality facilities and flexibility to serve a diverse mix of tenants, regardless of their size, has attracted clientele composed of local, national and international corporations.

*Nappen & Associates, 171 Corporate Drive, Montgomeryville, PA 18936
Phone: 215.643.4848, Fax: 215.643.5148, www.nappen-associates.com*

Bucks County Lease Activity October - November 2017

*Information provided by Colliers, NAI
Mertz and Nappen & Associates*

Bensalem	SQ. FT.
Industrial	25,450
Industrial Total	25,450
Office	1,120
Office	950
Office Total	2,070
Grand Total	27,520
New Britain	SQ. FT.
Industrial	47,000
Industrial	21,690
Grand Total	68,690
Newtown	SQ. FT.
Office	3,963
Office	5,866
Grand Total	9,829
Southampton	
Industrial	23,850
Grand Total	23,850
Trevose	SQ. FT.
Industrial	2,300
Grand Total	2,300
Warminster	SQ. FT.
Office	3,988
Office	7,076
Grand Total	11,064
Yardley	SQ. FT.
Office	3,414
Grand Total	3,414

BCEDC BUSINESS HAPPENINGS



Rhino Cable Service Inc., Bensalem Township will receive a \$775,000 PIDA loan to purchase a building and \$60,000 for machinery and equipment loan. The funding will assist the expansion of its 22,500 sq. ft. facility, located on a 3.2-acre property on Blanche Road. The project will renovate and upgrade the facility and purchase machinery. Founded in 2005, Rhino Cable Service manufactures equipment for major cable companies, including Comcast. The expansion will create and retain 36 full-time jobs.

PIDA also approved a \$1 million loan to, **Middletown Township** based **Eastern Warehouse Distributors Inc.** The company, founded in 1989, will use the money to expand its 27,000 square-foot warehouse on Wheeler Way. With the expansion, Eastern Warehouse Distributors will retain 130 jobs. The company distributes auto parts to clients in Pennsylvania and New Jersey.

STRATEGIC EARLY WARNING NETWORK



Re-positioning Your Business

Every business goes through a life cycle. Almost always, at some point in that journey through time, an event or set of circumstances requires that a business change its' focus. Many times the recommended response to this business interruption is for the organization to re-invent itself. However, the steps necessary to invent a new business generally require a significant amount of upheaval, expense and drama. Most times, a strategy to re-position the business alters the organization's direction enough to offset any setbacks created by outside issues. Because time is of the essence, the key to a successful re-positioning of your business is a targeted plan. Self-evaluation, realistic analysis, market research and focused networking are the ingredients needed to build the action steps for your change strategy.

Nick Tomes faced this business life cycle dilemma with his machine shop business. He had moved into a new location, purchased new equipment and was handling a steady stream of new opportunities. However, off-shoring of core customer products, resulting in the loss of skilled workers, necessitated a big change for his small business. The crippling loss of available working capital required expenditure on things that just maintained the status quo, not providing cash for growth opportunities. Nick lamented "a lack of money making products and the necessary skilled workers resulted in me working way too many hours just making products and continuously getting further behind. You always hope you can find a way around these problems, but when your bank starts threatening and customers start pulling back on future orders, your options quickly disappear." With his frustration level at a crisis point, Nick decided it was time to think outside of the box.

A realistic assessment of his personnel skill set, falling back on his strong family values and focusing on his networking skills encouraged Nick to re-evaluate his goal of owning his own business. The strategic focus of his new plan thrust him towards seeking out a majority business partner in a related machining market segment. The goal was to take his small business and re-position it in a product category that allowed for different customers and broader exposure. Nick's networking efforts lead him to Doug and Nancy Dolinar. Founders of a



Doug Dolinar (L), Nick Tomes, (R) standing in front of a Star Swiss Screw machine.

successful pavement marking company, Guidemark Inc. They also created and developed LimnTech Scientific. LimnTech uses GPS technology and systems for roadway and parking lot striping. However, the Dolinar's needed a US machine shop to manufacture the equipment for their GPS systems. This need set the stage for Nick to approach Doug Dolinar with the opportunity to partner. With a strong synergy in goals and values, a prosperous partnership was born. Nick and Doug created Guidemark Precision Machine, www.guidemarkprecision.com. Based in Quakertown, Nick leads the machining segment of the business. After only one year in existence, GPM is moving to a much larger facility and close to achieving ISO 9001-2015 and AS9100 certifications. Nick feels "I now have the opportunity to take advantage of great business assets, work with really good people and use significantly advance technology by partnering with our parent company, Guidemark Inc. The decision to re-position my company has not only been life changing for my family and myself, but also for the great people we have added to our team."

Nick Tomes, Director/Manufacturing, Guidemark Precision Machine, 550 California Road, Unit 3, Quakertown, PA 18951. 215.721.7100, Email: ntomes@guidemarkprecision.com

WELCOME NEW MEMBERS

Dennis Matarangas
Meridian Bank

Karen Follis Mraz
Westrum Development

MEMBERS' CORNER



Family Service Honors Penn Community Bank as Corporate Citizen of the Year

Bucks County's leading independent, mutual financial organization recognized for supporting nonprofit's efforts to help all area residents achieve their full potential.

Penn Community Bank, Bucks County's leading independent, mutual financial organization, has been named Corporate Citizen of the Year by Family Service Association of Bucks County, a nonprofit that provides invaluable resources and assistance to those in need throughout Bucks County.

The award, which was presented at Family Service's annual luncheon on Nov. 9 at Spring Mill Manor in Ivyland, recognizes the support that the community-focused local bank has provided for nearly two decades. William P. Larkin, Jr., CPA, who is vice chairman of the Penn Community Bank board of directors, serves as treasurer of the Family Service board of directors, and Penn Community Bank acted as a sponsor for the organization's 2017 Drive for Youth Golf Outing. Several bank team members also served on the fundraiser's planning committee.

"Penn Community Bank has changed the lives of generations of Bucks County residents and has helped us to build a stronger community," said Family Service CEO Audrey J. Tucker. "Without their consistent commitment, we would not be able to provide ongoing support to teens at risk, families in need, or residents of the Bucks County Emergency Homeless Shelter. We are honored to recognize Penn Community Bank as our 2017 Corporate Citizen of the Year."

With offices in Bristol, Langhorne, Doylestown, and Quakertown, Family Service aids nearly 30,000 people across Bucks County each year. While the organization may be best known for running the Bucks County Emergency Homeless Shelter in Levittown, it also offers a wide variety of programs aimed at increasing opportunities for adults, protecting seniors, reducing substance use disorders, improving the lives of those with mental illness, preparing children for the future, and much more.



From left, Penn Community Bank EVP Chief Relationship Officer, Todd R. Hurley and President and CEO, Jeane Vidoni Coyle, accept the 2017 Corporate Citizen of the Year award from Family Service Association of Bucks County CEO, Audrey J. Tucker and Board President, Joseph C. Bondi. Penn Community Bank was honored with the award, which recognizes the support that the community-focused local bank has provided for nearly 20 years, at Family Service's annual luncheon on November 9th at Spring Mill Manor in Ivyland.

"To be recognized by an organization such as Family Service is truly an honor," said Penn Community Bank Chief Relationship Officer Todd R. Hurley. "The work that they do to combat homelessness, treat mental illness, empower children, educate parents, prevent suicide, and treat substance use disorders is admirable. Penn Community Bank is proud to support Family Service and to help the organization improve Bucks County, one family at a time."

To learn more about Family Service, visit www.fsabc.org.

About Penn Community: Penn Community Bank holds more than \$1.9 billion in assets, employs more than 300 people, and offers banking, lending, insurance and investments at 24 bank branches and two administrative centers throughout Bucks and Montgomery Counties, Pennsylvania. As an independent, mutual financial institution, Penn Community Bank is not publicly traded and operates with its long-term mission in mind: to help businesses grow and prosper, to provide financial resources to individuals and families throughout their lifetimes, to strengthen the local economy, and to partner with local organizations to act as a catalyst for positive growth in every market it serves.

MEMBERS' CORNER



More than 1,700 System Projects Completed to Enhance Natural Gas and Electric Service for PECO Customers



PECO completed more than 1,700 projects to enhance natural gas and electric service for customers since April. These system enhancement projects are part of the company's efforts to provide customers with safe and reliable energy services. The company invests more than \$500 million each year to enhance its system infrastructure through preventive maintenance and equipment upgrades.

Through PECO's System 2020 plan, the company is investing an additional \$274 million through 2020 to install advanced equipment and reinforce the local electric system, making it more weather resistant and less vulnerable to storm damage.

"We work year-round to ensure safe and reliable natural gas and electric service for our customers by proactively monitoring our systems and identifying opportunities for improvement," said Mike Innocenzo, senior vice president and COO. "Through these ongoing system investment initiatives, we continue to enhance our service to meet the energy needs of our customers."

PECO completed more than 1,500 projects to ensure safe and reliable natural gas service for customers. This includes equipment inspections, repairs and replacements, and preventive maintenance on the company's natural gas transmission and distribution system. From April through June, PECO inspected nearly 1,300 miles of natural gas main, completed more than 3,700 valve inspections and replaced more than 13 miles of natural gas main with plastic pipe, which enhances safety, is more durable and improves service.

PECO also completed more than 270 electric system projects since April, including seven System 2020 projects. Specifically, more than 43 corrective and preventive maintenance projects were completed. PECO continued to upgrade and install advanced equipment throughout the region, adding 19 new

aerial devices called reclosers to its distribution system. When a problem occurs, like a fallen tree limb, lightning strike or vehicle accident, the recloser stops the flow of electricity on the line and automatically restores electricity if possible. There are more than 1,750 reclosers on PECO's system, which prevented more than 173,500 sustained power interruptions for PECO customers from April through June.

To help prevent power outages caused by vegetation, PECO also installs reinforced tree-resistant aerial electric lines. These lines are stronger than traditional lines and can better withstand falling trees and tree limbs. PECO now has more than 21 miles installed across the service territory. Rigorous tree trimming also continues to limit the number of power outages caused by trees and other vegetation. As part of this work, PECO will invest about \$41 million in vegetation management work around 3,400 miles of aerial electric lines in 2017.

PECO, founded in 1881, is Pennsylvania's largest electric and natural gas utility. Headquartered in Philadelphia, PECO delivers energy to more than 1.6 million electric customers and more than 516,000 natural gas customers in southeastern Pennsylvania. The company's 2,500 employees are dedicated to the safe and reliable delivery of electricity and natural gas as well as enhanced energy management conservation, environmental stewardship and community assistance. PECO was named 2017 Best Mid-size Employer in Philadelphia by Forbes Magazine. The company also has an estimated annual economic impact of \$4.3 billion in Pennsylvania, supporting more than 8,700 local jobs and producing \$732 million in labor income. PECO is a subsidiary of Exelon Corporation (NYSE: EXC), the nation's only Fortune 100 utility and leading competitive energy provider. For more information visit PECO.com, and connect with the company on Facebook and Twitter.

If you are a member of the media and would like to receive PECO news releases via email, please send your email address to PECO.Communication@exeloncorp.com.

MEMBERS' CORNER



Colliers Launched Their Fall /Winter Issue of *Colliers' Insight Magazine*

Colliers recently launched their Fall/Winter issue of ***Colliers' Insight Magazine*** (this is a local publication written, designed, and published here in Philadelphia). They are calling it "The Future" issue, since each article revolves around the future of commercial real estate in many capacities.

Colliers experts are providing solutions for their clients every day as they respond to changes occurring across all sectors of

commercial real estate. One of the objectives of *Insight* is to highlight the trends that are driving our business across the tri-state region and share these dynamics with you, whether you own, lease, or manage real estate, so that you can plan for and adapt to the opportunities and challenges the markets present.

To view the entire publication, go to: www.colliers.com/en-us/philadelphia/insights/insight_magazine

Jordan Yeager recognized as "Lawyers Among Us"

Curtin & Heefner along with the Bucks County Bar Association celebrates attorneys recognized by The Bucks County Herald "Lawyers Among Us" awards! The awards recognize lawyers who exemplify the highest standards of commitment and contribution to the community and the profession.

Congratulations to Jordan Yeager who was named "Most Likely to Argue Before U.S. Supreme Court."

Jordan Yeager chairs Curtin & Heefner's Public Sector and Environmental practice groups. He represents local governments, environmental organizations, individuals, and community groups facing complex zoning and permitting issues. He was recognized for his intellect, creative advocacy and success in groundbreaking cases. His work has been credited with fundamentally revolutionizing environmental law in Pennsylvania, with ripple effects around the nation.

Yeager has been practicing law for 25 years. Prior to 2008, when he turned his focus to environmental, land use, and municipal law, Yeager had established a reputation as a highly skilled litigator. Earlier in his career, Yeager gained broad experience over a range of practice areas, including military law, family law, criminal and civil litigation, labor and employment law.

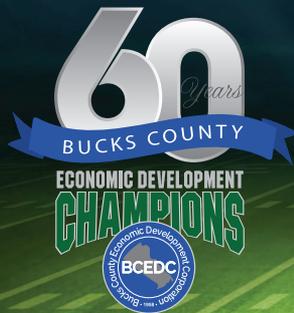


Jordan Yeager

Yeager is the recipient of the Florence Neilson Environmental Leadership Award, is regularly honored as a Pennsylvania Super Lawyer, and has been a frequent lecturer and published author.

SAVE THE DATE • APRIL 25, 2018

60th Annual Dinner • Spring Mill Manor



Keynote Speaker

DICK VERMEIL

Legendary Coach of
the Philadelphia Eagles



Contact us for sponsorship and advertising opportunities • 215-348-9031

Bucks Prospectus

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Bucks Prospectus is the bimonthly newsletter of the Bucks County Economic Development Corporation (BCEDC).

Bucks County Economic Development Corporation (BCEDC) is a non-profit, non-political economic development organization established in 1958 to support economic growth in Bucks County. BCEDC is a Commonwealth of Pennsylvania certified economic development agency. BCEDC offers low cost financing options for land/building, machinery and equipment. These and other incentive programs offered through BCEDC create a strong and vital economy for Bucks County and in return create and retain jobs for Bucks County residents.

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Publishing Deadline for The Bucks Prospectus

Deadline Date	Publish Date	Edition
1/23/2018	2/21/2018	February
3/20/2018	4/17/2018	April
5/22/2018	6/19/2018	June

For archived issues go to www.bcedc.com/newsletters

To submit an article with business advice suitable to the Bucks Prospectus, please contact Kelly Doughty at 215.348.9031 or KellyD@bcedc.com.

Opinions expressed within this newsletter are not necessarily the opinions held by the BCEDC.