

**CREATING AWARENESS OF THE OPPORTUNITIES
IN PENNSYLVANIA'S HEARTLAND**

Final Report

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The Market. The Method. The Message.

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PROJECT OVERVIEW

The Pennsylvania Heartland Partnership, as part of the “Stay Invent the Future” Initiative, engaged the services of Marketing Solutions to create a regional image (brand) and branding strategy for the region that encompasses Juniata, Mifflin, Centre, Clinton, Lycoming, Northumberland, Montour, Columbia, Union and Snyder counties. This image is to relate the educational, recreational, cultural, vocational and other quality-of-life opportunities the region has to offer.

The primary purpose for this regional image is to encourage young adults from the region to remain after they have finished their high school, trade or college education, or to return when they are ready to settle and raise a family. A secondary purpose would be to encourage existing businesses to remain and grow within the region and to attract businesses from outside the region to locate there.

In order for this initiative to be successful, we believe that several events must occur:

- We must build consensus among the various political, governmental, civic, business and educational leaders that a regional initiative is a good one, and that supporting and promoting the regional image is critical to the survival and/or growth of the region.
- We must find a regional image (logo) that best reflects the area's opportunities and has the widest appeal to a diverse population.
- The image campaign must not only reach, but also “talk to,” and convince its primary audience of young adults, that the area is one where they wish to pursue a career and/or family.
- The various political, governmental, civic, business and educational leaders must see the campaign as their own and carry it forward as well as continue to work to improve the area.

In order to accomplish our objectives as stated, Marketing Solutions has developed a branding and marketing strategy and communication plan to be executed both within the region, within the rest of Pennsylvania, and more globally.

BACKGROUND ON REGIONAL PERCEPTIONS

The Pennsylvania Heartland Partnership was formed in 2001 as a network of regional organizations with a common interest in education, workforce, and economic development. It was created to promote the effective use of resources that will nurture an innovative economy that enhances the quality of life in the Pennsylvania Heartland. Since its inception, this group has taken action to:

- Address economic problems and opportunities within Central Pennsylvania
- Conduct research to uncover and understand trends
- Develop strategies to secure a bright future

Based on work initiated by the Central Pennsylvania Forum for the Future, the group saw the Pennsylvania Heartland as having the following challenges:

- Perceived lack of job opportunity (especially for the young) and economic growth
- Structural changes in the nature of the region's job market and economy.
- A distinct lack of entrepreneurial activity and innovation
- Regional fragmentation in decision making
- Lower pay scale when compared to more urban neighboring regions.
- The aging of the overall population and the outward migration of young adults
- Lack of desired social life for young adults
- Lack of suitable single person housing
- Lack of organized events
- Lack of population diversity

They also recognized that the region also had numerous strong assets:

- The extensive natural beauty of the region
- Quality of life: The area has a network of livable communities with easy commutes to work centers, a strong history and tradition and vast amounts of publicly owned recreational lands.
- Affordable housing
- Strong educational institutions
- A friendly population
- A population and employer force with a strong family focus
- A deep-rooted regional work ethic

The group sought to validate their perceptions on the strengths and weaknesses of the region so that strategies and actions specifically leading to real economic growth, the stemming of outward youth migration and enhanced social diversity could be implemented. It was to this end that they raised the funds to study the problems and opportunities of the Pennsylvania Heartland.

Two years of intensive study ensued. This marketing plan is built on statistical studies by Central Pennsylvania Workforce Development Corporation as well as U.S. Census data, and has been combined with focus group work with college and high school students, industry leaders and parents.

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This research indicates that virtually all ages living in the region find the area to be quiet, peaceful, affordable, safe and family oriented. However, the majority of the people responding to a web survey (82%) do not see Pennsylvania's Heartland as a place to find employment. This perception is likely a result of recent area and national manufacturing plant shutdowns. However, actual cluster analysis of industries in the region belies this point and highlights many areas of healthy growth.

According to reports compiled by Central Pennsylvania Workforce Development Corporation on four leading industry clusters in the region:

- **Diversified Manufacturing** will create 800 new jobs each year through 2010.
- **Education** looks to a 23% job growth between 2000 and 2010 for Post Secondary Teachers and a 20% rate of growth for Primary and Secondary Teachers
- The **Healthcare Industry** has 12 of the 25 fastest growing careers ranging from ambulance drivers and physician assistants to respiratory therapists and speech pathologists. There are approximately 425 annual projected job openings in nursing alone in Central Pennsylvania between 2000 and 2010
- **Lumber and Wood Products** expects to grow by 700 jobs by 2010.

Focus group work with high school and college seniors did show these age groups to favorably view education and healthcare as career choices, but to have negative perceptions of opportunities in lumber and wood products as well as manufacturing. Lumber and wood products was the least known of the industries reviewed and was viewed as an occupation for limited skilled individuals. Manufacturing was viewed as offering dirty, labor intensive, monotonous and dead-end jobs. There was little recognition of the entrepreneurial and white-collar career opportunities in these clusters.

Obviously there is opportunity in the region, but young adults, and in many instances their parents and community leaders, do not recognize it. In fact, adults exhibited a stronger sense of pessimism on job opportunities in the region than young adults surveyed. High school and college students surveyed showed a "two in ten" rating job prospects positively (20% excellent/good and 17% excellent/good respectively) compared to parents and adult influencers (8% each).

CREATING A BRAND

Marketing Solutions sought to obtain input from many sources throughout the region before beginning work on the new image for the region. Initial input from The Pennsylvania Heartland Partnership favored the use of Pennsylvania's Heartland for the branding theme, but we felt it necessary to start with a clean slate to develop a brand that would be embraced by the population at large.

We conducted a series of interviews with members of economic and industrial development agencies, university personnel and chamber of commerce and tourism directors. Throughout our interviews we asked for perceptions these individuals held of the region, and what words they would use to describe the region to help in our regional brand development. For the most part their terms were comfort-oriented, and when asked for actual words to brand the region, nothing surfaced. (*See Appendix One for discussion guide.*)

We did run into resistance to the term Pennsylvania's Heartland from some Chambers of Commerce. They felt that the term resonated too much with America's mid-west than Pennsylvania, and that it was not distinctive enough to surface in a web site search. Tourism directors expressed initial skepticism, as they were concerned that this image initiative would compete with their campaigns for tourists. We were able to successfully assuage these fears, and communicate that this is an initiative to foster economic development through successfully promoting career opportunities in the region.

There was also some deeper-rooted cynicism associated with the term and the entire regional branding initiative, with some suspicion expressed on the involvement of certain Partnership member agencies, that came from some Chamber of Commerce directors and industrial development agencies. This negativity seems to stem from agencies that are concerned with protecting their turf, and are suspicious of regional development. This is not uncommon in Pennsylvania, where there is a strong history of individual working government units versus regional planning.

With this in mind, it is important to remember that the cynicism and suspicion related to this project will need to be dealt with using a high level of sensitivity and patience. Only results and actionable and inclusive strategies will carry the day.

Taking our initial interview information into consideration, we worked to develop preliminary brand concepts. (*See Appendix Two.*) The Marketing Committee of The Pennsylvania Heartland Partnership felt that these first concepts were not hitting the mark and that we needed better information from the target populations to craft an appealing brand.

The Melior Group, a marketing research firm based in Philadelphia, PA, was engaged to conduct a web survey of high school and college students as well as their parents and community leaders to determine:

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- Attitudes and perceptions toward the Pennsylvania Heartland area and its desirability as a place for young people to settle;
- Career/job expectations of students in the area, including types of industries and locations;
- Reactions to a possible brand concept promoting the region as a place for young people to live and work; and,
- What young people in the region see as the competition for their talents (e.g., urban areas, other states).

We hoped that the information we gleaned from this survey would help us craft a brand that resonated with young adults and adult influencers, and would provide us with perceptual information that we could use in creating marketing campaigns.

A number of potential branding visions were tested with stakeholder groups. A strong consensus could not be achieved on any one concept with the exception that, after discussion, all groups seem to feel that “Pennsylvania’s Heartland” was at least a plausible starting point

Since the term “Pennsylvania’s Heartland” had been used throughout the region in varying contexts, we elected to test reaction to this brand to determine if we should rule it out based on the negativity expressed in our earlier interviews. Surprisingly to the Committee, the survey showed strong support of Pennsylvania’s Heartland as a brand for the region. About 8 in 10 of each population segment participating in the survey considered the phrase accurately (very and somewhat) described the region. The expectation that the phrase is or will be “enticing” was held by about 6 in 10 (very and somewhat).

Based on this show of support, coupled with some momentum that had been previously established for the brand, we elected to move forward with “Pennsylvania’s Heartland” as the brand for the region.

We then tested three design concepts and four tag lines in focus groups with college students and parents, as well as a mini-web survey conducted of community leaders who had expressed interest in our initiative. (See *Appendix Three*.) Our final logo design and the tag line, “Our Pride. Your Future.,” were then developed based on results from these groups, reactions from The Pennsylvania Heartland Partnership and trademark searches.

The brand, Pennsylvania’s Heartland, in combination with the tag line, addresses the region’s outstanding characteristics, and portrays it as one



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that offers possibilities to those who choose to settle here. It is symbolic in its execution, allowing the viewer to interpret its meaning in many ways. It demonstrates some of the region's natural presence by showing mountains and valleys. Both the tag line and the logo element speak strongly to the future that exists within a region that is nurtured by strong traditions and history.

COMMUNICATING THE MESSAGE

Although it has taken us almost two years to accomplish the work necessary to develop a regional image we believe to best reflect the goals of the initiative, having done this is really the easy part in communicating the message that Pennsylvania's Heartland is a great place to live, work and play.

The more daunting task is to build consensus among the various business, educational and civic entities throughout the region around the concept that a regional effort is indeed necessary. Although some of this work was started during our initial interview process, there is still a long way to go.

Building consensus will take significant initiative and perseverance on the part of The Pennsylvania Heartland Partnership, as well as other regional and business leaders, to be successful. Without this consensus and support, it will be virtually impossible to convince the adult influencer population that job opportunities do indeed exist within the region and in a broader context, to attract new businesses to the region. Without adult influencers being convinced, students will not have direction or the information to remain in the areas to pursue those opportunities, and/or develop new businesses and technologies to foster economic growth.

Short Term Strategies

Some groundwork for building regional support has already taken place through our interview process and the several newsletters that have been sent to interested parties over the course of the brand development. However, now it is time to introduce the brand to the region, familiarize them with the work that has been done, and engage their support to work with the Partnership to communicate the job opportunities within the region and to develop partnerships between education and business to offer the appropriate training programs and direction to students for these opportunities.

We feel the best way to create this consensus is a grass roots campaign that works from the bottom up, starting with members of the Pennsylvania Heartland Partnership working to broaden their circle by educating other community and business leaders who in turn can outreach to other groups. This method will be viewed as the least didactic and although will take time, will most likely result in stronger buy-in throughout the region.

Building Awareness Continuum/ Short Term Strategies Time Line



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The initial targeted population groups include, but are not limited to:

- civic, business and municipal leaders;
- college and high school administrators, guidance departments, teachers/principals;
- parents of students;
- high school and college students.

It is likely that the most measurable impact will come from presentation of this information to small to mid-sized groups within the schools and the adult workforce.

It is important when communicating with all groups, particularly the young adults, that all messages be based on verifiable truths. Since we are trying to create awareness of the job opportunities that exist, which involves changing many existing perceptions, it is important not to lose anyone's attention by painting an inaccurate picture.

For example, all focus group and survey research points to the fact that young adults, as well as their parents, feel that Pennsylvania's Heartland is a beautiful area, that it has a strong family orientation, and that it lacks the type of stimulation one would find in a more urban setting. Therefore, it would be inappropriate to discuss a vibrant nightlife or social scene beyond the opportunities that exist in some of the university towns. In fact, if this regional initiative is successful in retaining more young adults, over time the night life they enjoy will follow.

The more appropriate short-term strategy is to play on the region's accepted strengths and attempt to educate all concerned that there are career opportunities in Pennsylvania's Heartland, and that accepting a career here is a positive choice. Longer term communication strategies can start to demonstrate opportunities for development that might satisfy young adult needs.

To begin this educational processes, starting in August and continuing throughout the fall, members of the Pennsylvania Heartland Partnership will need to schedule small "town meetings" within the business and school communities. PowerPoint® presentations have been developed to facilitate these meetings, and support brochures created to reinforce the message and solicit support.

Initially meetings need to be scheduled with:

- IDCs
- Chamber of Commerce Directors
- School Superintendents and principals
- College Career Development Directors

Without the buy-in of these groups, a regional partnership between business and education will not happen, and a regional initiative is essentially dead. Throughout this project we have found the public school secondary system to be the most difficult in obtaining support for any work to do with this initiative. This is alarming as the high school system has a major impact on young adult's decisions about their future career. Research has shown that there are career opportunities in the region, but often there is not the interest and/or the skill set to fill those opportunities.

If these jobs continue to go unfilled, the very quality of life that Pennsylvania's Heartland residents enjoy will suffer. Healthcare and other services will dwindle, and the economy

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will continue to spiral downward from lack of manufacturing and technology growth. These very groups mentioned above, have the influence to create the training and development necessary to keep the region economically healthy, but they must work together to do so.

This is a compelling story, and one that can be supported with the research findings that the Pennsylvania Heartland Partnership has accumulated over the past two years. It is important when presenting to these initial groups, that there is a method in place for engaging their involvement. Although we are asking them to help spread the message, it is more critical to get these groups involved in a task force or committee that is geared towards identifying job inventories, new technologies needed and the skill sets required to support these. Even those who might resist the logo decision or working as a region, may be moved to be involved so that they have a say in moving forward.

It is important to have all groups involved in this planning process from the beginning, so that we have the best chance for their continued involvement and support. They will then need to continue to work together to develop the necessary training platforms and regional economic development initiatives, including business recruitment to replace industries that are leaving. This infrastructure really must be in place to create a viable regional identity that is based on opportunity and growth.

Once this initial group has been recruited, additional presentations to other business and civic leaders need to be encouraged to bring the presentation to their respective organizations and community service clubs such as Chambers of Commerce, Rotary Clubs, regional boards, PTAs, etc.

After presentations to the educational community have been made, we would want to direct these educators to hold student assemblies where they can present a PowerPoint presentation that has been developed specifically for the young adult/student market. Graphics and color treatment have been altered from the standard logo treatment to appeal more to young adult graphic sensibilities. The message of this presentation is also geared towards communicating the value of living in Pennsylvania's Heartland, and the career opportunities that currently exist here and to drive youth to visit the web site that has been developed.

To support this outreach in the school districts, we will send a mailing to high school guidance counselors and college placement directors early in the first marking period that consists of:

- Posters promoting the new Pennsylvania's Heartland web site
- A supply of youth brochures to direct students to the new web site
- A marketing kit containing the PowerPoint presentation for students, as well as press material further explaining the initiative.

High school guidance counselors will be encouraged to incorporate this material into their parent presentations on planning for college and post-high school careers.

The Pennsylvania Heartland Partnership will need to follow up on this mailing to make sure that the materials are being utilized. The mailing database with phone numbers and contact names will be provided.

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To further support the community outreach we are utilizing some additional communication methods that fit within a grass roots communication strategy and initial budget targets:

- Press kits will be sent to all local and regional media (newspaper, radio, TV, college radio and print), describing the initiative and launching the new branding campaign. Hopefully coverage by the press will coincide with initial presentations to encourage participation.
- Marketing Kits will be developed to include a CD of the various PowerPoint presentations, along with digital and printed ads and logos (color and b&w), directions on logo use, and where to go for further information. These Marketing Kits can be distributed by members of The Pennsylvania Heartland Partnership as well as solicited through the response form that is incorporated into the adult brochure created to support presentations to adult groups. It is our intention that these Marketing Kits be utilized to strengthen this grass roots approach, and that interested parties will use the PowerPoints and perhaps utilize ads in small publications, program books and the like to continue to create awareness of the new logo and web site availability.
- College alumni outreach will be conducted through each college and university's alumni office. We have alerted directors of the initiative and will be mailing them press kits in late August that they can use to develop articles for their alumni newsletters to encourage alumni to reconsider Pennsylvania's Heartland as a place to come back to and settle.
- Radio stations, both commercial and college, will be sent Public Service Announcement scripts (PSAs) which they will be asked to air in August and September when time is available to support awareness during the group presentation phase. These are not paid spots, but most stations indicated that they do air PSAs when their schedule permits. Thirty and sixty-second spots have been written for both young adult and adult audiences. Some of the stations in the region have indicated the capability to find business sponsors for paid commercials, so we have prepared a youth and adult version commercial script for the various audiences that can be recorded and that these stations can run to coincide with other marketing activity taking place in the region. Ideally, this would occur after initial small group presentations have been made and some support has been captured.
- Posters for display in the four regional malls have been developed and could be placed when the initial regional presentations have been completed (as indicated in our diagram above.) These are high traffic areas that reach all target audiences residing currently in the region. Initial placements should be reinforced in later months to maintain awareness. Additional money will need to be raised to cover this advertising.

Long Term Strategies

This initial spurt of marketing activity will create some buzz in the region, and may educate a few young adults to career possibilities that exist here. However, buzzes quickly fade away and are replaced with the next issue, unless they are part of a larger plan that continues to be executed. In the case of this initiative, much sustained work is necessary over an extended period of time to create the necessary partnerships between education and business to drive career and business development in the region.

As a volunteer organization, the Pennsylvania Heartland Partnership in its current state lacks the depth and focus necessary to successfully achieve these goals. As part of a long-term strategy the group needs to consider how it might best be structured to move the agenda forward.

Ideally the group could create a formal entity and raise the funds to support a director and administrative staff. The director could then oversee the execution of continued outreach and marketing efforts, and be the spokesperson for the organization for media and group contact. Short of forming their own entity, the Partnership could come under the umbrella of an existing organization and utilize that organization's administrative and management personnel to oversee their efforts. In our opinion, this would be a distant second choice. However, if the group finds this a viable and more realistic option, they must be careful to not align themselves too closely with any organization as this may be viewed unfavorably (as discussed above) in the region. This could very well undo any positive strides made in the short-term strategies phase of the communications plan.

In either scenario, the Pennsylvania Heartland Partnership needs to become part of a larger group, or at least bring in additional community representation that can help refine the marketing process. This additional representation does not need to be part of the core Partnership membership, but should take an active role and eventually become the group responsible for the process, with some oversight from the Partnership.

**Building Awareness Continuum/
Long Term Strategies Time Line**



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The focus of all efforts would need to be directed to gaining understanding, consensus and long-term commitment within the following groups to achieve economic development:

- The Pennsylvania's Heartland emerging young adult population (both in colleges and secondary schools)
- The various community development groups in the region
- Heartland manufacturing and other commercial entities
- The educator community

Young Adults

As part of their long-term strategy, the Pennsylvania Heartland Partnership needs to consider strategies and venues that best reach young adult audiences. One of the most compelling communication strategies that can be crafted would revolve around testimonials from young adults who have stayed and established economically successful lives in Pennsylvania's Heartland. This message would address the primary concern of the youth population (lack of challenging career opportunities), would attract their attention, and would be highly credible. Obviously these testimonial candidates would need to be chosen with thought toward diversity of opportunity for all strata of educational and skill levels among the young adult population.

Communications advancing the recent knowledge gathered by the Workforce Development Council, as relates to SPECIFIC current and future career options in the region, will also need to become more widely disseminated.

In terms of communication venues for young adults, one can look to the Internet, radio and cable TV. A web site has already been established, but the group needs to find ways to drive the audience to the site. Placing banner ads on college sites, and other regional high interest Internet sites should be pursued. The persistence use of PSAs, paid media advertising and public appearances will also help drive traffic. In addition the site needs to change regularly, Information must be constantly updated and expanded, and new campaigns incorporated. For instance, once the testimonial campaign is developed, this needs to be incorporated into the web site to coincide with any other media exposure, and as new job and business opportunities are created these need to become part of the site.

The region covers a substantial geographic area, and as such, is served by several different TV and radio markets as well as regional quality of life magazine. (*See Appendix 4.*) It would be cost prohibitive to pursue all media outlets; however, selected buys to maximize audience reach can be made and would prove beneficial to the initiative if run in conjunction with other media. For instance, advertising in college publications in tandem with radio and cable TV spots on such stations as MTV, ESPN and VH1 would be an effective way to introduce the testimonial campaign or support a particular career initiative. (Doing the same using *Susquehanna Life* magazine and adult radio and TV stations such as the History channel and Lifetime would be ideal for initiatives where adult support is needed to influence young adults.)

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Community Stakeholders, Civic and Commercial

Forums for monitoring the progress and direction of this initiative will need to be generated and sustained, so that the various leadership groups and stakeholders can continue to stay invested in this undertaking.

It will be important to focus on the retention of a young, vibrant population and not on the difference in agenda as to how this is accomplished. Communications must stress the common good that arises from the positives of developing a somewhat larger and younger population, both from an economic and quality of life point of view.

Regular and timely press releases will need to be sent to local media alerting them to any new study or finding by the Partnership, so that the leadership groups see work being done on a continual basis. Relationships with paper and TV editors need to be formed to maximize exposure.

Regular communication with supporters of the initiative needs to be continued either via email newsletters or print communications. It is vital to the region that these individuals remain engaged, and to do so we must keep them informed.

There are countless other opportunities for advertising within the region, including billboards, county fairs, etc. (*See Appendix 5.*) All of these efforts can be part of a regional campaign that ties to the "Our Pride. Your Future." slogan, instilling a sense of regionalism that fosters a spirit of cooperation. Using the testimonial approach would be compelling to both young adult and adult influencer groups when seen in a common media context such as billboards, mall posters and other regional activities.

Educators

As discussed earlier, a stronger effort must be made to engage the education sector of the region. When approached, educators (particularly at the college level) are highly interested in the process and have proved willing and able to help advance the mission. More compelling approaches are needed at the secondary school level, as this group has proved to be among the most skeptical of the ability to generate a positive result (less outward migration of youth).

Developing the skill sets and educational thrusts that will allow for a more progressive regional economy cannot be developed without the wholehearted support of this group. Programs encouraging the interaction and dialog between commercial clusters, educators and the youth themselves must be created and sustained. Mechanisms for monitoring and benchmarking progress must be developed and instituted.

Budget Considerations

The execution of this entire process on all the above fronts is costly. Funds would need to be allocated for the research and solicitation of individuals, the production of the

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messages to be communicated, the dissemination among media, leaders, businesses and educators and ability to create sustained structure.

Although the grass roots work needs to continue on an ongoing basis through the schools and businesses throughout the region, starting new communication plans that involve substantial budget expense are best done when the Pennsylvania Heartland Partnership has created some consensus among regional development groups, and a new spirit of cooperation and economic development is in place. It is difficult to state when this will all be in place, but certainly we are a year or two away from developing new, expanded campaigns. In the interim existing materials can be reprinted and work can be done to find air time for the radio commercials that are being prepared.

A sample budget for material reprints and longer-term communication strategies follows. These numbers do not include creative costs. These would need to be supplied by the agency contracted to do the work. We have also not included newspaper rates, as we believe there are too many papers serving the region to do an effective buy. College papers should be considered, and rates are provided for those. These papers tend to have rates similar to regular newspapers, and rule of thumb is to do three ads per week, or once a week every week.

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EXISTING MATERIAL REPRINTS

| | |
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| 100 CDs with leaflets (Reed Hann) | \$800 |
| 5,000 youth brochures, Reed Hann | \$1,600 |
| 2,500 adult brochures, Paulhamus | \$1,311 |
| Printing 200 Four color 11 x 17 posters for schools, RH | \$320 |
| Printing of two 40 x 50 posters for Columbia and Susquehanna Malls, and two 47.5 x 68.5 posters for Nittany and Lycoming Malls, Ace of Signs, Selinsgrove | \$500 |
| One month placement at Nittany and Lycoming Malls | \$1,110 |
| On month placement Columbia Mall | \$500 |
| One month placement Susquehanna Mall | \$500 |
| Printing of 250, BW ad slicks, two versions | \$150 |
| 250 Folders, Paulhamus | \$1,047 |
| 250 Crack n peel labels (Reed Hann) | \$225 |
| Stationery 1000 printed, Paulhamus | \$618 |
| Logo Slicks, 250 B/W Paulhamus | \$71 |
| Recording of two 30-second commercials/youth and adult, Audio Image Marketing, Lewisburg | \$850 |

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NEW COMMUNICATION CAMPAIGNS

| | |
|--|---------------------------------|
| Photography of testimonial candidates (assume 2-3 days depending on location of candidates) | \$1,000-\$1,200/day |
| Taping of 60 second television commercials | \$5,000 |
| <u>Billboard Advertising/Lamar</u> | |
| Printing of boards (19 to cover region) | \$19,635/month |
| Placement Costs, 19 boards* | \$2,875 |
| <u>Cable TV Buys**</u> | |
| Cable Ad Source, Lycoming, Clinton and Centre Counties 41,000 households | |
| \$6.00 per spot, 21 spots per week required for ESPN2, VH1, MTV | \$504/month |
| Lifetime/Discovery \$11.00 per spot, 14 ads per week required | \$616/month |
| Cable Rep Advertising – covers Lock Haven, Mifflinburg, Sunbury, Shamokin, Bloomsburg, Lewisburg/Danville 80,000+ households | |
| ESPN2, VH1, MTV | \$1000/month |
| Lifetime, Discovery | \$1200/month |
| <i>Susquehanna Life Magazine</i> , 1/3 page, four color \$494/ 4 X rate | \$1976/year for four insertions |
| <u>Radio Buys***</u> | |
| Big Country, 200 spots a month on four stations(offers buy one get one free for non-profits) | \$5,400 |
| WFYY, 100 spots/month (offers buy one get one free for non-profits) | \$1,650 |
| Eagle 107 \$49/25 per spot (100 spots/month) | \$5,000 |
| WKAB \$16/spot (100 spots/month) | \$1,600 |
| <u>College Newspapers****</u> | |
| Penn State's Daily Collegian, \$10.50 an inch, \$100.50/ten inch ad | \$301/week (3 insertions) |
| Bucknell's The Bucknellian, Weekly, \$4.50 an inch, \$45/ten inch ad | \$180/month four insertions |

*Billboard rates reflect a 30 day flight. Discounts are available for posting longer than one month. Printing costs would cover two months.

** Cable Buys are representative of rates. Rates vary per season and the companies shown do not account for the entire region. More research would need to be done to obtain coverage of the eastern part of the region. We would anticipate another two cells at comparable rates shown for complete region coverage.

***Radio Buys are representative of stations broadcasting in the region. A mix of formats and regions would be necessary, and some college stations would need to be

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in the mix. We would anticipate that this budget represents one-third to one-half of a monthly budget.

****These two papers are representative of the rates found at the other five colleges/universities in the region. The other schools publish weeklies. Penn State has the only daily.

CONCLUSIONS

With the limited funds currently available for the implementation of the short-term strategies, The Pennsylvania Heartland Partnership is focusing on the introduction of a new image for the region, with strong emphasis on alerting young adults to the availability of a regional web site where they can learn more about career opportunities. This indeed was the goal of this project, and if implemented according to plan, should result in some level of awareness. Sustained communication activity will be needed to grow this awareness and keep it viable.

However, in working through this project, we discovered that there is far more at stake in the region than creating an image. The region truly covers a number of disparate communities. The eastern fringe of the region bears more similarity to Northeastern PA than they do with Lewisburg. Clinton County offers very little in terms of economic growth. Centre County is an island unto itself, and does not easily come to terms with being part of a larger entity.

Yet, only as a region, does Pennsylvania's Heartland offer a total package that could entice businesses and young adults to locate here. Economic development agencies have recognized localities interdependence and the need for intra agency co-operation. Promoting this regional entity is vitally important to the survival and growth of the region as a whole.

It is critical that the Pennsylvania Heartland Partnership continues to build on this initial burst of activity, so that the initial work is not done in vain, and that the momentum carries the project forward into a wider recognition of a regional identity. Essentially, the hard work lies ahead.

To move forward, the Partnership needs to consider the following:

1. Agreeing on the goals of the first phase of the communication campaign and how task forces and committees can be structured to engage regional support
2. Supporting the execution of the short-term communication phase:
 - ❖ Create an overseer for the communication campaign
 - ❖ Identify key initial targets for presentations
 - ❖ Create presentation assignments and completion goals for Partnership members to reach the various target groups throughout the region
 - ❖ Set up training sessions for presenters
 - ❖ Establish a feedback mechanism for presentation results – both in terms of what reactions were seen and what follow-up work needs to be done (this must be timely)
 - ❖ Determine targets and schedules for second rounds of presentations by Partnership members and other interested parties
 - ❖ Mail posters and marketing kits to High School guidance counselors and College Career Directors. Follow-up to see that they are posted.

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- ❖ Drive and oversee student presentations
 - ❖ Devise a plan and assign responsibilities for follow-up with local media once the press kits are sent out by Marketing Solutions
 - ❖ Select targets for receipt of marketing kits and assign responsibilities for delivering these and following up on their usage
 - ❖ Define responsible parties for following up with College alumni directors on outreach to alumni once press kits are sent to these offices
 - ❖ Identify key radio stations to contact with radio commercials and attempt to find sponsors to cover the cost of airing those commercials
 - ❖ Identify means of raising short-term capital to cover material reprints and additional mall poster display.
 - ❖ Develop a means of communicating all developments with interested parties on an ongoing basis
3. Identifying key committees and task forces that can work on a regional basis to build consensus and work towards regional economic development.
 4. Establishing a methodology and/or management process to oversee both short and long-term communication phases from a funding and an implementation point of view.
 5. Raising funds for development efforts and marketing budgets to support those efforts both immediately following the initial short-term communication work and into the future.
 6. Developing a long-term communications plan, which incorporates the following:
 - ❖ Creating and distributing regular press releases
 - ❖ Determining how the group should best manage the process: formalize the partnership and hire a director vs. falling under the leadership of another organization
 - ❖ Establishing needs and budgets for marketing materials within the first year or two of operation to support the grass roots efforts (reprinting existing materials, developing new ones, updating the web site)
 - ❖ Identifying business development opportunities and key spokespeople for these opportunities who could be utilized in testimonial campaigns
 - ❖ Forging partnerships between educators and commercial initiatives to foster appropriate development
 - ❖ Investigating partnership and grant opportunities that could underwrite a new communications campaign when new initiatives and regional development partnerships are in place
 - ❖ Selecting media outlets that are most appropriate for new communication campaigns (radio, cable TV, billboards, Internet, etc.)
 - ❖ Establishing mechanisms for executing new communications and monitoring and benchmarking progress

APPENDIX ONE: INTERVIEW DISCUSSION GUIDE FOR REGIONAL LEADERS

Items for Discussion with Executive Directors of The Chambers of Commerce and Tourist Bureaus in The Heartland Project 10 County Region

Introduction

Start off with self-introductions, and a short description of who we are and how we were hired to do a branding/marketing job for Central PA as part of Team Pennsylvania's Stay Invent The Future Initiative. Explain that the purpose of this meeting is to help us become more familiar with the region and the attitudes/perceptions of key leaders.

- What is your knowledge of Team Pennsylvania's Stay Invent The Future Initiative?
- Have you heard the term Heartland Partnership? If so, what does it bring to mind?

(At this point explain more about the Heartland Partnership, and the work to be done.)

- What barriers do you see in developing a regional marketing effort?
- What do you think would be the best strategies to overcome these barriers?
- What factors do you think your region offers that would influence someone to live there?
- When you think of Central Pennsylvania, or your particular community/region, what words come to mind to describe it?
- What are the perceived barriers to obtaining employment in Central Pennsylvania and what can be done to address those barriers?
- What strategies would work best to attract youth and young adults to seek employment in Central Pennsylvania?

Wrap up with a quick review of the current media contact lists we have compiled and see if we can obtain additional contact information for the research portion of our marketing communications plan.

APPENDIX TWO: INITIAL BRANDS DEVELOPED



Heartland
of Pennsylvania



The
Golden Byway



Pennsylvania
Heartland



The Golden
Valleys



Pennsylvania's
Golden Byway



APPENDIX THREE: DESIGN CONCEPTS TESTED IN FOCUS GROUPS

Literal Interpretation



Location Interpretation



Symbolic Interpretation



APPENDIX FOUR: MEDIA CONTACTS

| Organization Name | Phone | Type of Media | Other (Regions covered) |
|---|------------------------------|----------------------|---|
| KC 101.5 | 570-662-9000 | Radio | Lycoming/ Tioga |
| Sunbury Broadcasting Newsradio 1070 WKOK 94.1 WQKX | 570-285-5838 | Radio | Northumberland/Snyder/ Union/Montour/Columbia |
| Clear Channel KISS-FM Bill 95 FM Variety- 97.7 Newstalk | 570-327-1400 | Radio | Lycoming/ Clinton/ Sullivan/ Northumberland/ Montour/ Union/ Snyder |
| Starview Media WJUN Country | 717-436-2135-WJUN | Radio | Snyder/Juniata/Perry/ Mifflin |
| Classic Hits 103.5 WKAB | 570-759-3570 | Radio | Columbia |
| Oldies 93 WBZD The River WZXR Backyard Broadcasting | 570-323-8200 | Radio | Central Susquehanna |
| WGMR | 814-238-0717 x103 | Radio | State College/ Altoona/ Johnstown |
| WFBS AM | 570-752-8012 | Radio | |
| Big Country WFYY 106.5 | 570-374-8819 570-784-5500 | Radio | Selinsgrove/Bloomsburg |
| WVLY & WMLP | 570-568-1380 | Radio | Milton/Lewisburg/Selinsgrove |
| Entercom- 98.5 KRZ Froggy 101 The Mountain 102.3 WILK | 570-883-9850 x 131 | Radio | Pocono Northeast |
| Citadel Communications Magic 93 97 BHT 97.9 | 570-208-1322 | Radio | Northeastern Pennsylvania |
| Covenant Broadcast Company WJSA-FM/AM | 570-398-7200 | Radio | Williamsport and State College |
| WGRC-FM | 570-523-1190 | Radio | Lewisburg/Williamsport |
| Z Gold WBPZ-AM 1230 | 570-748-4038 | Radio | Lock Haven |
| | 570-602-1146 | | |
| | 570-602-1184 | | |
| WVIA-FM 89.9 | 570-602-1150 | Radio | Pittston |
| Love 99 FM WQLV | 717-362-1099 | Radio | Millersburg |
| Outdoor Times | 800-854-8228 | Magazine | |
| Susquehanna Life | 570-522-0149 | Magazine | Williamsport |

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| | | | |
|---|---------------------|--------------------|--|
| Clear Channel Malls | 212-972-0515 x 203 | Mall Posters | Clear Channel does the Media for the Nittany Mall 814-238-8037 and Lycoming Mall 570-546-6879 |
| Columbia Mall | 570-784-9000 | Mall Posters | |
| Susquehanna Valley Mall | 570-374-8222 | Mall Posters | Ace of Signs prints the posters for the malls! 570-374-7374 |
| 28 WBRE | 570-823-2828 x 248 | Local TV | Columbia, Luzerne, Wyoming, Lackawanna Counties |
| 10 WTAJ-TV | 814-235-1010 | Local TV | Bedford, Blair, Cambria, Cameron, Centre, Clearfield, Elk, Huntingdon, Jefferson, and Somerset |
| 16 WNEP The News Station | 570-346-7474 | Local TV | Bradford, Susquehanna, Wayne, Lackawanna, Monroe, Carbon, Schuylkill, Northumberland, Snyder, Lycoming, Sullivan |
| Fox 8 WWCP/ ABC WATM 23 | 814-266-8088 | Local TV | Union, Montour, Columbia, Luzerne, Wyoming, Clinton |
| Snyder County Times, Inc./ & Union County Times | 570-837-6065 | Weekly Newspaper | Snyder, Union |
| Standard Speaker | 717-455-3636 | Weekly Newspaper | Luzerne, Carbon, Schuylkill, Columbia, Monroe |
| The Daily Item/ Danville News | 570-286-5671 | Weekly Newspaper | Montour, Northumberland, Snyder, Union |
| The Standard Journal | 570-742-9671 | Weekly Newspaper | |
| The Express | 570-748-6791 | Weekly Newspaper | Clinton, Centre, Lycoming |
| WPCT Radio 88.1 | 570-326-3761 x 7214 | Radio | Penn Tech |
| Open Forum Newspaper | 570-326-3761 x 2730 | Newspaper | Penn Tech |
| The Lion 90.1 | 814-865-7983 | Radio | Penn State |
| The Daily Collegian | 814-865-1828 | Newspaper | Penn State |
| The Crusader | 570-372-4298 | Weekly Newspaper | Susquehanna |
| Wqsu 88.9 The Pulse | 570-372-4030 | Radio | Susquehanna |
| The Thunder WRLC 91.7 | 570-321-4054 | Radio | Lycoming |
| The Lycourier | 570-321-4315 | Biweekly Newspaper | Lycoming |
| The Voice | 570-389-4457 | Newspaper | Bloomsburg |
| WBUQ 91.1 | 570-389-4686 | Radio | Bloomsburg |
| WLHU Toxic Radio | 570-893-2212 | Radio | Lock Haven |
| Eagle Eye Newspaper | | Weekly Newspaper | Lock Haven |
| WVBU 90.5 | 570-577-1174 | Radio | Bucknell |
| The Bucknellian | 570-577-1520 | Newspaper | Bucknell |

APPENDIX FIVE: REGIONAL COMMUNICATION OPPORTUNITIES

As reported by local Chambers of Commerce

Media Checklist for Heartland Project

County/Chamber/IDC Centre County

| Type of Media | Info on hand | Name of Media/contact |
|--|---------------------|--|
| Daily Newspaper(s) | | Centre Daily Times Ph: 814-238-7355 Daily Collegian Ph: 814-865-2531 |
| Weekly Newspaper (s) (standard, ethnic and religious) | | Pennsylvania Business Central Ph: 814-867-2222 Fax: 814-234-4487 |
| Local Radio | | WKPS 90.7 Penn State Radio Ph: 814-865-7983 Fax: 814-865-2751 101.1 FM The Revolution Ph: 814-238-0717 WPSU 91.5 FM Ph: 800-330-9778 95.3 3WZ FM Ph: FAX: Beaver 103.1 FM Ph: FAX: |
| Local TV | | WPSX Television Penn State-Ch. 3 Ph: 814-865-3333 CNET Ch 7. Ph: 814-238-5031 WJACTV Ch. 6 Ph: 814-231-6397 WTAJTV Ch. 10 Ph: 814-237-1010 |
| Cable Advertising Companies | | Telemedia Corp. Ph: 814-353-2025 County Cable TV -Pleasant Group Ph: 814-359-3161 CEI Networks Ph: 814-238-0000 AT&T Broadband Ph: 800-992-3515 |
| Slide Advertising at the Movies | | Rowland Theatre 814-342-0477 |
| County Fairs | | Centre hall- County Encampment and Fair Ph: FAX: |
| Regional/Local magazines | | Town & Gown Magazine Ph: 814-238-5051 |
| Public Web Sites that accept advertising | | statecollege.com www.visitpennstate.org www.centreconnect.org www.statecollegecentral.com www.bellefonte.com |
| Other: Bryce Jordan Center | | Ph: 800-863-3336 |

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| | | |
|---|--|----------|
| Bellefonte Big Spring Festival Bellefonte Arts & Crafts Fair Bellefonte Victorian Christmas Lemont-Annual Strawberry Festival Phillipsburg- heritage days | | Ph: FAX: |
| | | Ph: FAX: |
| | | Ph: FAX: |
| | | Ph: FAX: |
| | | Ph: FAX: |

Media Checklist for Heartland Project

County/Chamber/IDC Clinton

| Type of Media | Info on hand | Name of Media/contact |
|-------------------------------|--------------|--|
| Daily Newspaper(s) | | The Express Ph: 570-748-6791 The Record Ph: 570-748-4038 |
| Other: | | |
| Millbrook Playhouse | | Ph: 570-748-3127 |
| West Branch Technology Center | | Ph: 570-893-4038 Fax: 570-748-1598 Email: mboileau@lhup.edu Web: www.wbtc.ciu10.com |
| | | |
| | | |
| | | |

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County/Chamber/IDC Juniata

| Type of Media | Info on hand | Name of Media/contact |
|--------------------|--------------|-------------------------------------|
| Daily Newspaper(s) | | Lewistown Sentinel Ph: 717-248-6741 |

Media Checklist for Heartland Project

County/Chamber/IDC Bloomsburg

| Type of Media | Info on hand | Name of Media/contact |
|--------------------------|--------------|---|
| Daily Newspaper(s) | | Citizen's Voice (Wilkes Barre) Ph: 570-821-2000 Hazleton Standard Speaker Ph: 570-455-3636 Press Enterprise Ph: 570-784-2121 Times Leader (Wilkes Barre) Ph: 570-829-7100 |
| Local Radio | | WKAB 103.5 Ph: 570-759-3570 WFBS-AM Ph: 570-752-8012 WMLM-AM 930 Ph: 570-784-1200 WGGY/WFGY-FM 95.9 Ph: WFYY-FM 106.5 Ph: 570-784-5500 WKRZ-FM 96.5 Ph: 570-883-8850 WMGS-FM 93.1 Ph: 570-824-9000 WQKX-FM 94.1 Ph: 570-268-5838 |
| Local TV | | WBRE-TV (NBC) Ph: 570-823-2828 WNEP-TV (ABC) Ph: 570-346-1869 WOLF-TV (FOX) Ph: 570-347-9653 WVIA (Public) Ph: 570-826-6144 WYLN (Haz/Ber) Ph: 570-459-1869 WYOU-TV (CBS) Ph: 570-821-1869 |
| Bus Shelter/Mall Posters | | Columbia Mall Ph: 570-784-9000 Fax: 570-387-8437 Email: mkozak@uplink.net |
| Regional/Local magazines | | Susquehanna Life Magazine Ph: 570-522-0149 |
| Other: | | Bloomsburg Theatre Ensemble Ph: 570-784-8181 |

Media Checklist for Heartland Project

County/Chamber/IDC Danville

| Type of Media | Info on hand | Name of Media/contact |
|---------------|--------------|-----------------------|
|---------------|--------------|-----------------------|

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| | | |
|--------------------|-------------|------------------------------------|
| | hand | |
| Daily Newspaper(s) | | The Danville News Ph: 570-275-3234 |
| Local Radio | | WPGM-FM (Christian Radio) |

Media Checklist for Heartland Project

County/Chamber/IDC Greater Susquehanna Valley

| Type of Media | Info on hand | Name of Media/contact |
|---|---------------------|--|
| Daily Newspaper(s) | | The Daily Item Ph: 570-286-5671 or 570-374-2421 |
| Weekly Newspaper (s) (standard, ethnic and religious) | | Snyder County Times Ph: 570-837-6065 Fax: 570-837-0776 The Atlantic Publishing Group Ph: 215-836-4683 Fax: 215-836-5539 |
| Shopping Guides (s) | | The Shopper Ph: 570-837-7903 |
| Local Radio | | Newsradio WKOK 1070 AM Ph: 570-286-5838 WEGH Ph: www.eagle107.com WVLY 100.9 FM/WMLP 1380 AM Ph: 570-568-1380 WQKX 94.1 FM Ph: 570-286-5838 WQSU FM Ph: 570-372-4030 WYGL/WLGL/WWBE Big Country Ph: 570-374-8819 Fax: 570-374-7444 Wheels 106.1 Ph: 800-654-1061 Fax: 717-436-8155 |
| Local TV | | WNEP-16-ABC WYOU-22-CBS WBRE-28-NBC WOLF-38-FOX WVIA-44-PBS |
| Cable Advertising Companies | | Service Electric Ph: 570-286-5951 Fax: 570-286-9710 |
| Slide Advertising at the Movies | | Cinema Center Ph: 570-374-2049 |
| Regional/Local magazines | | Susquehanna Life Magazine Ph: 570-522-0149 www.susquehannalife.com |
| Other: | | Valley Players Ph: 570-743-7904 |
| | | Susquehanna Valley Chorale Ph: 570-523-1041 |
| | | Lewisburg Festival of the Arts Ph: 570-524-LAC1 Email: lac@jdweb.com |

Media Checklist for Heartland Project

County/Chamber/IDC Milton

| Type of Media | Info on hand | Name of Media/contact |
|---|---------------------|--|
| Daily Newspaper(s) | | Daily Item Ph: 570-742-4751 Standard-Journal (Milton Evening Std./Lewisburg Daily JI.) Ph: 570-742-9671 |
| Weekly Newspaper (s) (standard, ethnic and religious) | | Northeast PA Business Journal Ph: 570-207-9001 |
| Local Radio | | Milton/Lewisburg Broadcasting Ph: 570-568-1380 |
| Local TV | | Milton CATV-CCN News 8 Ph: 570-742-7421 |
| Cable Advertising Companies | | CATV Service Inc., Ph: 570-742-7421 |
| Slide Advertising at the Movies | | Campus Theatre Ph: 570-524-9628 |
| Other: | | |
| Watson Theatre | | Ph: 570-538-4280 |
| Weiss Center for the Performing Arts | | 570-577-3720 |

Media Checklist for Heartland Project

County/Chamber/IDC Williamsport/Lycoming

| Type of Media | Info on hand | Name of Media/contact |
|---|---------------------|---|
| Daily Newspaper(s) | | The Express Ph: 570-398-1076 Fax: 570-748-1544 Sun- Gazette Company Ph: 570-326-1551 Fax: 570-323-0948 |
| Weekly Newspaper (s) (standard, ethnic and religious) | | Pennsylvania Business Central Ph: 814-867-2222 Fax: 814-234-4487 Homestead Communications Ph: 570-320-2070 Fax: 570-322-2063 |
| Local Radio | | Sabre Radio Group WILQ/WBZD/WZXR Ph: 570-323-8200 Fax: 570-323-5075 Email: dfarr54@aol.com |

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| | | |
|---|--|--|
| | | WDKC 101.5 Radio Ph: 570-662-9000 Fax: 570-324-1015 Email: kc101@yahoo-net.com WKSJ/WBYL/WRAK/WVRT/WRKK Ph: 570-327-1400 Fax: 570-327-1887 Email: jimdabney@clearchannel.com |
| Local TV | | |
| Cable Advertising Companies | | Cable Rep Advertising Ph: 800-326-9356 Email: cindy.bergstrom@cox.com Susquehanna Communications Ph: 570-326-3387 Fax: 570-326-2783 Email: crosebro@suscom.com |
| Bus Shelter/Mall Posters | | Lycoming Mall Ph: 570-546-6879 Fax: 570-546-2002 Email: lycomingmallmanager@crownam.com |
| County Fairs | | Lycoming County Fair-Hughesville Ph: 570-584-2196 Fax: 570-584-4955 Email: secretary@lycomingfair.com |
| Other: Williamsport Symphony Orchestra | | Ph: 570-322-0227 Fax: 570-322-1885 Email: info@williamsportsymphony.org |
| Williamsport Crosscutters | | Ph: 570-326-3389 Fax: 570-326-3494 Email: mail@crosscutters.com |
| Susquehanna Valley Festival of the Arts | | Ph: 570-322-1476 |
| Ho Made Days | | Ph: 570-322-4637 Ext. 144-Brandon Park (location) |
| Billtown Blues Festival | | Ph: 570-584-4480 |
| Children's Discovery Workshop | | Ph: 570-322-KIDS |
| Williamsport Regional Airport (Montoursville) | | Ph: 570-368-2444 Fax: 570-368-1603 Email: thart@flyipt.com |
| Susquehanna 500 Mini-Indy Race | | Ph: 570-326-9131 |
| Williamsport Civic Chorus | | Email: dennerak@adelphia.net |
| Antique Show and Sale | | Ph: 570-433-4396 |