

Neighborhood Assistance Program

Madra Clay, Regional Director

June 2026



NAP Purpose



Helping Build Successful Communities

The purpose of the Neighborhood Assistance Tax Credit Program (NAP) is to encourage collaboration between non-profit organizations and businesses to improve communities for low-income populations in specific geographic locations throughout Pennsylvania.

Collaboration occurs in the form of corporate contributions to non-profits in return for state tax credits.

NAP Program Overview



NAP helps non-profit organizations and businesses with collaboration to improve the conditions for low-income populations in Pennsylvania communities.



Eligibility

Neighborhood non-profits

Assistance

\$72 million in tax credits available annually

More information

dced.pa.gov/nap

Components of NAP

General Requirements

Beneficiaries

Low-Income Communities or Households located in distressed or impoverished areas within Pennsylvania.

A low-income household is defined as a person and their immediate family for which, during the twelve months immediately preceding the date of application for services:

- Total income does not exceed 200 percent of the federal poverty level as established annually by the federal Office of Management and Budget; or
- Total income does not exceed 80 percent of the median income of the targeted area; or
- Total income meets the income requirements of another applicable government program

DCED Eligible Designations

- Enterprise Zones (EZ)
- Keystone Opportunity Zones (KOZ)
- Keystone Opportunity Expansion Zones (KOEZ)
- Main Street Matters designees
- Elm Street designees
- Act 47 Municipalities
- Cities (first-class, second-class, second-class A, and third-class)

General Requirements

Beneficiaries

Low-Income Communities are census tracts where the median family income does not exceed 80% of the state-wide median family income.

Distressed Area

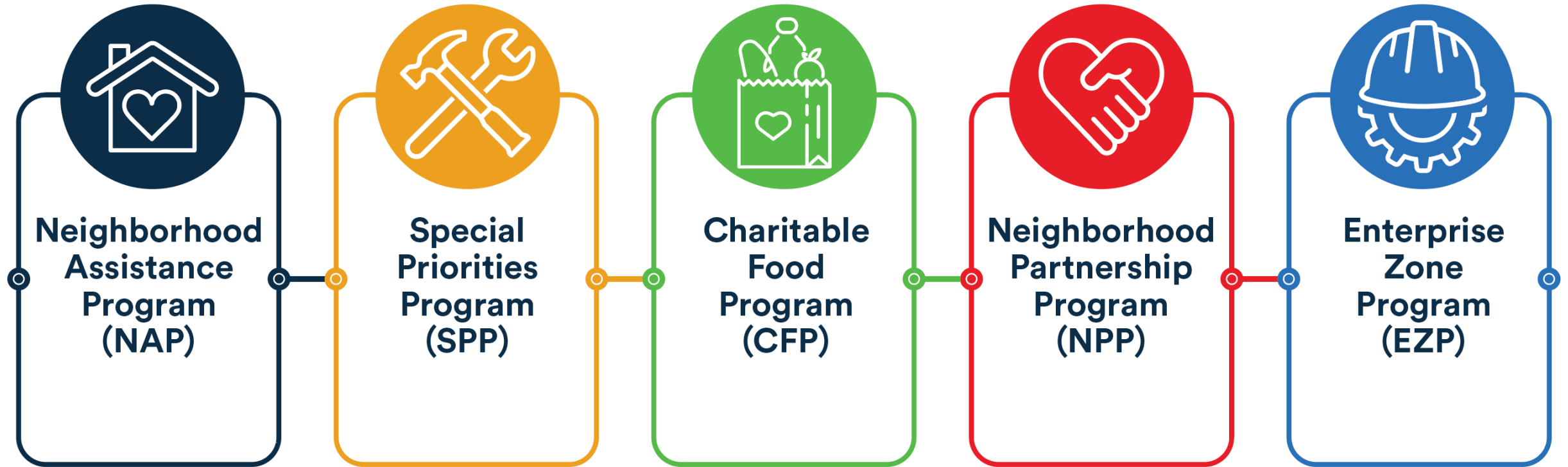
A **distressed area** must have a high incidence of one or more of the following factors:

- Persistent unemployment or underemployment
- Dependence upon public assistance
- Overcrowded, unsanitary, or inadequate housing
- Crime and delinquency
- Historically under-resourced and marginalized
- School dropouts or other evidence of low educational attainment
- Vacant and dilapidated properties, blight, or
- Other generally accepted indicators of widespread social problems

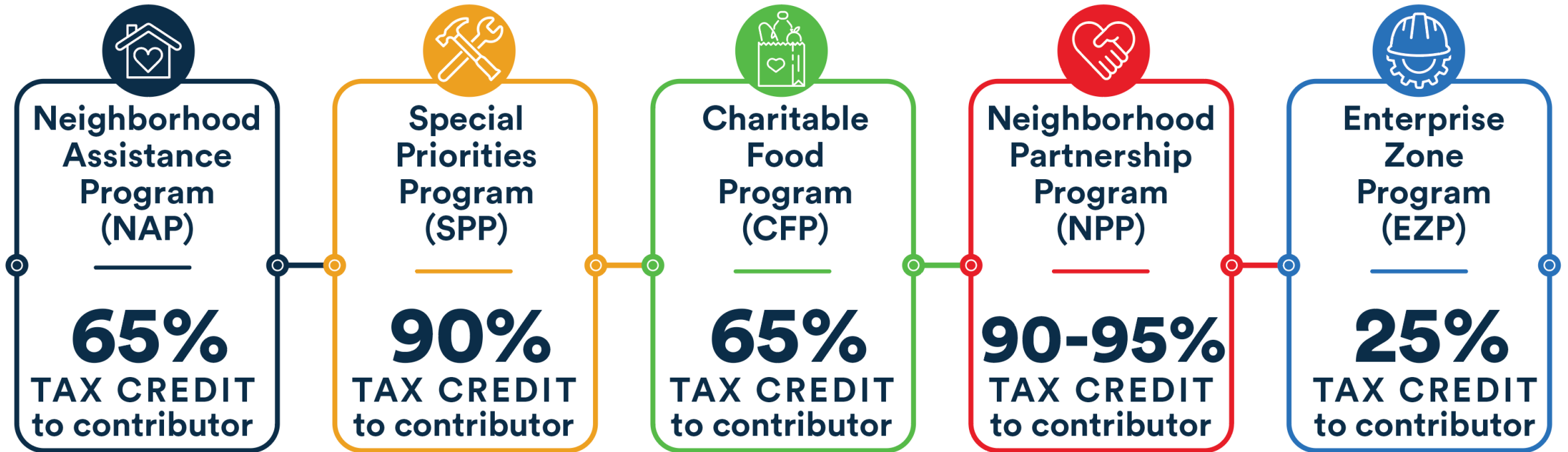
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Neighborhood Assistance Sub-Programs



Tax Credits Per Sub-Program



DCED does not offer actual dollars for funding. Funding is between contributor and awardee.



Neighborhood Assistance Program (NAP)

- Address neighborhood and community problems
- Benefit low-income persons and/or residents of economically distressed neighborhoods
- One year project
- 65% tax credit to contributor

Eligible activities

- Affordable Housing
- Community & Civic Engagement
- Community Economic Development
- Community Services
- Crime Prevention
- Education
- Job Training
- Neighborhood Assistance
- Neighborhood Conservation
- Transportation



Special Priorities Program (SPP)

- Demonstrate a significant impact on needs in a targeted area(s)
- Based on collaboration, partnerships, and goals
- One year project
- 90% tax credit to contributor

Special Priorities

- Affordable Housing Support Services
- Affordable Housing Development
- At-Risk and Vulnerable Populations Initiative
- Blight Elimination
- Disaster or Economic Recovery
- Diversity Initiatives
- Healthcare Equity
- Rural Initiatives
- Veteran Initiatives



Charitable Food Program (CFP)

- Improve food security in Pennsylvania
- Support new or innovative food-related projects
- One year project
- 65% tax credit on eligible contributions, including food and other tangible goods



Assists low-income populations through:

- Regional Food Banks
- Pantries
- Soup Kitchens
- Shelters
- Feeding Centers providing food packages or meals
- Non-profit Emergency Food Suppliers
- Innovative Food Resource Projects



Neighborhood Partnership Program (NPP)

- Improve access to job and economic opportunities, quality education, affordable housing, quality-of-life amenities, or another key factor in building healthy communities
- Collaboration between the non-profit & other community orgs
- Must establish a Neighborhood Partnership Advisory Committee and include a Community or Strategic Plan
- Large scale: minimum **five-year** commitment-renew contract every year; 90% tax credit per year
- **Six or more-year** commitment earns an 95% credit per year
- **\$50,000 minimum** individual contribution amount and with a minimum total application amount of \$100,000

Eligible activities

- Affordable Housing
- Community Economic Development
- Community Services
- Crime Prevention
- Education
- Job Training
- Neighborhood Assistance
- Neighborhood Conservation



Enterprise Zone Program (EZP)

- Must be within part of a designated Enterprise Zone, Keystone Main Street, Keystone Community, or Keystone Communities EZ
- Credits are given to approved private for-profit companies making investments to construct, rehabilitate, expand, and improve buildings or land that promote community development and create employment opportunities for low-income individuals located in zones
- 25% tax credit to investor up to \$500,000

Eligible activities

- Acquisition
- Architecture
- Engineering
- Expansion
- Improvement to a building(s)
- Improvement to land
- Rehabilitation

Enterprise Zone Program (EZIP)



- Must be within part of a designated Enterprise Zone, Keystone Main Street, Keystone Community, or Keystone Communities EZ
- Credits are given to approved private for-profit companies making investments to construct, rehabilitate, expand, and improve buildings or land that promote community development and create employment opportunities for low-income individuals located in zones
- 25% tax credit to investor up to \$500,000

Eligible activities

- Acquisition
- Architecture
- Engineering
- Expansion
- Improvement to a building(s)
- Improvement to land
- Rehabilitation

NAP 2026-2027 Project Priorities

- Affordable Housing Development
- Affordable Housing Support Services
- Projects demonstrating Access to Affordable and Reliable Childcare



400 Block of Miltimore Street, Reading



Understanding and Using Tax Credits

Understanding Tax Credits

Deduction



- Reduce taxable income.
- Can be itemized or standard.
- The more income made, the more valuable a deduction.
- Some deductions are limited based on your income and other factors.
- Charitable contribution.

Credit



- A tax credit is an amount of money a taxpayer can subtract from the amount of tax they owe to the government.
- Tax credit programs such as NAP do not offer actual dollars for funding.
- Tax credits are intended as an incentive for corporate partners to contribute real dollars in return for the tax credit.

**NAP tax credits may be used the year of contribution or during one of the 5 subsequent years.*

Eligible Taxes for Deductions

- Corporate Net Income
- Bank and Trust Company Shares Tax
- Title Insurance Company Shares Tax
- Insurance (Gross) Premiums Tax
- Mutual Thrift Institutions Tax
- Personal Income Tax (only if being passed-through from a corporate entity)

DCED does not provide tax advice. It is up to the business entity to consult their tax advisors concerning how their tax credits can and should be used.



Eligible contributions

- Cash
- In-Kind (e.g. equipment, food, real estate, etc.)
- Job Training
- Real Estate Contribution
- Technical Assistance

Contribution and Activity Details

- **Contributor:** July 1, 2026 - June 30, 2027 (aligns with state fiscal year)
 - Contributor has 18 months (December 31) after start of the fiscal year to submit the Application for Tax Credit with proof of contribution to DCED
- **Non-profit:** activity period (15 months) for the non-profit is July 1, 2026, through the following September 30, 2027

**no minimum or maximum project cost request*

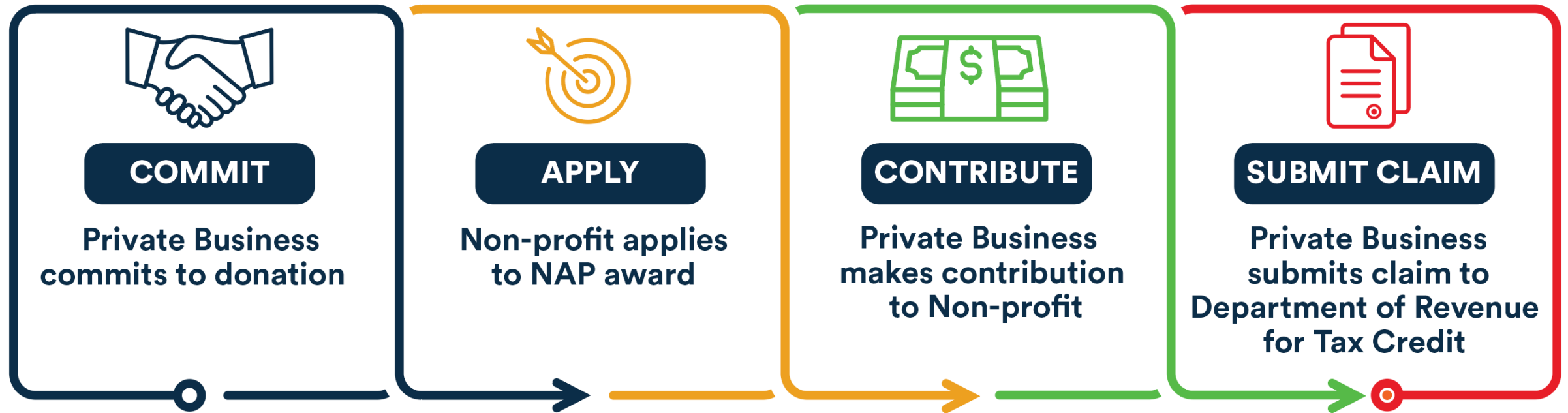
** NAP and EITC tax credits have separate aggregate limits*



Caps on contributions

- **1 to 3 projects:** maximum aggregate tax credit at \$1,000,000
- **4+ projects:** maximum aggregate tax credit at \$2,500,000

Contributor Timeline



Commitment must be made prior to application submission by non-profit and provided in writing.

Non-Profit & Business Responsibilities

Applicant



- Define the project.
- Look for businesses to participate.
- Complete application.
- Follow up reporting, closeout, or audit.

Business



- Agree to contribute.
- Complete Contributor Commitment Agreement Form
- Make contribution if project is approved.
- Submit tax credit application to DCED to apply for credits.*

** Contributor has up to 5 years to use approved tax credits.*

Required Contributor Documentation



Electronic Clearance Form for Tax Credits

- Revenue Clearance Form for tax credits must be completed online with the PA Department of Revenue.
- Completed when funding commitment is made.



Contributor Commitment Agreement Form

- Signed by both Contributor & Non-Profit Applicant
- Provide EIN, legal address, contact name, and email.
- Funding commitment amount and program year.



MOU *(for NPP only)*

- Fully executed between non-profit applicant and contributor.
- Outlines the multiyear relationship.

Activity Details

Affordable Housing

- Must serve ***low-income households***
- Includes renovation, repair, rehabilitation, construction, and/or preservation of housing
- May include expenses for:
 - Pre-development Costs
 - Land Acquisition
 - Site Control & Title Clearance
 - Market Studies & Environmental Costs
 - Energy Conservation & Green Building
 - Design & Legal Services
 - Other Services



Community Economic Development

Must revitalize or stabilize *a distressed area* through:

- Construction or rehab of commercial or industrial buildings that generate employment
- Remove or eliminate physical blights
- Increased access to:
 - Job Training
 - Employment Opportunities
 - Education & Community Services Opportunities



Community Services

Community services include any type of the following intended to stabilize or revitalize a distressed area:

- Counseling and Advice
- Food Assistance
- Medical Care



Education

Education includes:

- Scholastic Instruction
- Scholastic Assistance



Neighborhood Assistance

Neighborhood Assistance includes activities that aid in the physical improvement of a distressed area through:

- Financial Assistance
- Labor and/or Material
- Technical Advice



Job Training

Job Training includes instruction for an individual to:

- Acquire vocational or pre-vocational skills
- Seek a higher level of employment
- Acquire job-readiness training



Neighborhood Conservation

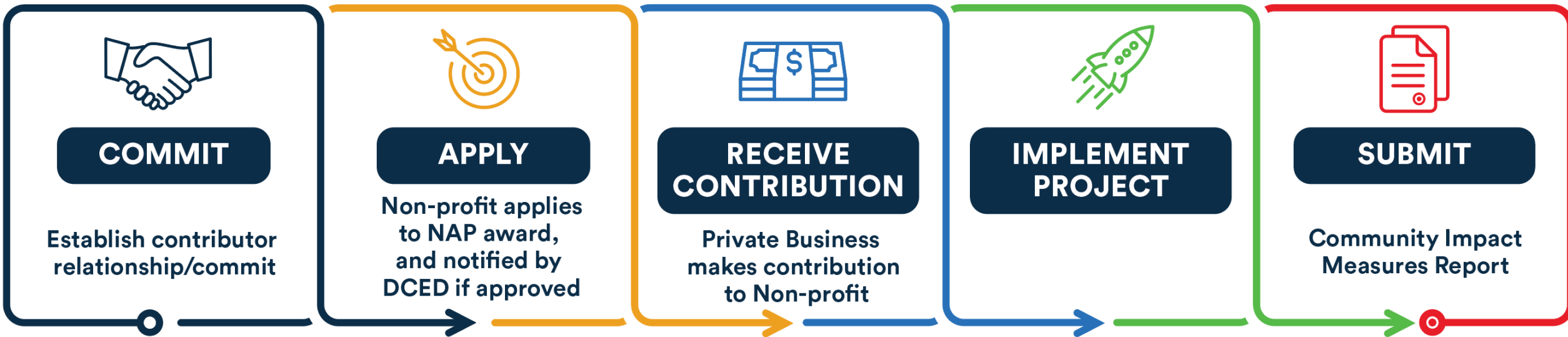
Neighborhood Conservation includes activities that:

- Address the decline of a neighborhood
- Address the need of a vulnerable population
- Has a primary or secondary benefit to the stabilization or revitalization of distressed area



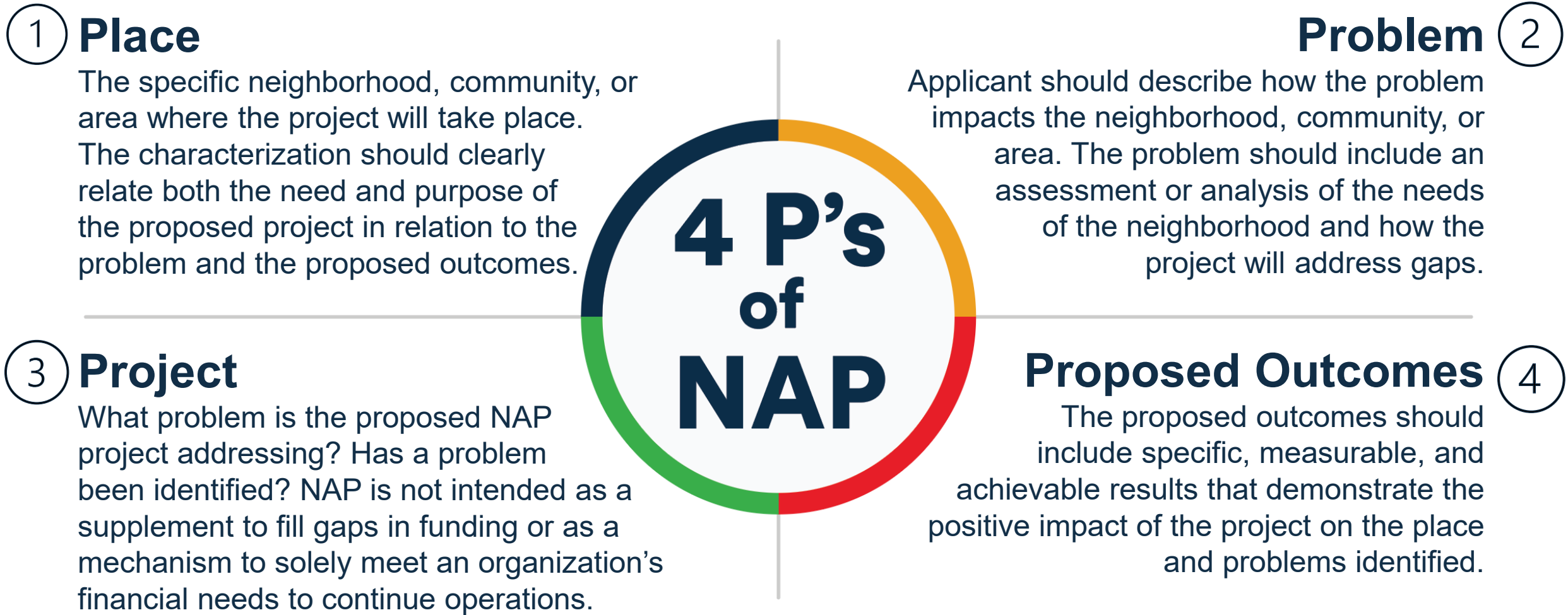
Project Details

Applicant Timeline



Commitment must be made prior to application by non-profit.

4 P's of NAP



Competitive Applications

- Eligibility of project
- Definition of and impact to the specific target area being inclusive of a low-income population
- Organization's capacity to administer the project
- Funding commitment secured
- Collaborative nature of the project with other organizations or initiatives
- Strategic importance
- Financial need
- Participation of Small Diverse Businesses
(including Minority Business Enterprises, Women Business Enterprises, LGBT Business Enterprises, Disability-Owned Business Enterprises, Service-Disabled Veteran Business Enterprises, and Veteran Business Enterprises)



Project Readiness & Timeliness

Activity period is 15 months
(from July 1 through the
following September 30)

Project Budget Justification

- Details in NAP budget costs must include categories and line items only applicable to proposed project
- Budget justification must match budget entered in ESA

General Construction						
				<u>NAP Cost</u>	<u>Other Cost</u>	
New Construction						
See Cost Estimate for breakdown of costs						
Total				\$50,000		\$50,000
Machinery & Equipment						
				<u>NAP Cost</u>	<u>Other Cost</u>	
2 Trash Compactors @ \$200				\$200		\$200
3 Shelving Units @ \$50 each				50		100
Total				\$250		\$300
Operating Costs/Working Capital						
SALARIES						
<u>Number of</u>	<u>Title</u>	<u>Hourly</u>	<u>Hours on</u>		<u>DCED</u>	<u>Other</u>
<u>Persons</u>		<u>Rate</u>	<u>Project</u>	<u>Total</u>	<u>Cost</u>	<u>Cost</u>
1	Project Manager	\$ 16.00	2080	\$ 33,280	\$ 15,000	\$ 18,280
1	Admin. Assistant	12.00	1040	12,480	6,000	6,480
				<u>NAP Cost</u>	<u>Other Cost</u>	
	Fringe Benefits @ 32%			\$11,406		\$7,923
	Total Salaries and Fringes			\$ 32,406		\$ 32,683
SPACE COSTS						
				<u>NAP Cost</u>	<u>Other Cost</u>	
	200 sq. ft. @ \$10/sq. ft.			\$2,000		\$- 0 -
	Maintenance @ \$100/month x 12 months			1,000		\$200
Total				\$3,000		\$200
Related Costs						
				<u>NAP Cost</u>	<u>Other Cost</u>	
	Consultant Services - 50 hours @ \$75/hour			\$1,750		\$2,000
	Insurance			250		150
Total				\$2,000		\$2,150
				<u>NAP Cost</u>	<u>Other Cost</u>	
GRAND TOTAL				\$87,656		\$85,333

ESA Budget

- Budget must include the NAP Request located in the first column.
- Other sources of funds needed to undertake the project will be entered into the remaining columns.
- Do not include tax credit amount.

Add funding source		Neighborhood Assistance Program (NAP)	All Other Funding Private	Total
Please Select a Category ▼			Edit	
Add Category				
General Construction - Collapse		\$50,000.00	\$50,000.00	
New Construction	Remove	\$50,000.00	\$50,000.00	\$100,000.00
Machinery & Equipment - Collapse		\$250.00	\$300.00	
New Equipment Purchase	Remove	\$250.00	\$300.00	\$550.00
Operating Costs / Working Capital - Collapse		\$35,406.00	\$32,883.00	
Salary/Fringe Benefits	Remove	\$32,406.00	\$32,683.00	\$65,089.00
Space Costs	Remove	\$3,000.00	\$200.00	\$3,200.00
Related Costs - Collapse		\$2,000.00	\$2,150.00	
Professional Services/Consultants	Remove	\$1,750.00	\$2,000.00	\$3,750.00
Insurance	Remove	\$250.00	\$150.00	\$400.00
Total		\$87,656.00	\$85,333.00	
			Budget Total:	\$172,989.00

Contributor Commitment Form

- **NEW!** Applicants are required to submit a commitment form for each contributor.. The form includes the contribution amount, a contact email address and the contributor's Federal Employer Identification Number (FEIN)
- The commitment form is an agreement with the applicant to make the contribution if the NAP application and associated tax credits are approved by DCED.

DCED will no longer accept signed personalized letters. Contributors must complete and sign (either hand or digital) the Commitment Agreement Form.



CONTRIBUTOR COMMITMENT AGREEMENT NEIGHBORHOOD ASSISTANCE PROGRAM (NAP)

SECTION I: GENERAL INFORMATION		
1. LEGAL BUSINESS NAME:	2. DBA, IF APPLICABLE:	3. STATE FISCAL YEAR OF APPLICATION (JULY 1 – JUNE 30):
4. ADDRESS		
5. CITY:	6. STATE:	7. ZIP:
8. PRIMARY CONTACT NAME:		9. PRIMARY CONTACT TITLE:
10. PRIMARY CONTACT EMAIL ADDRESS:		11. PRIMARY CONTACT PHONE:

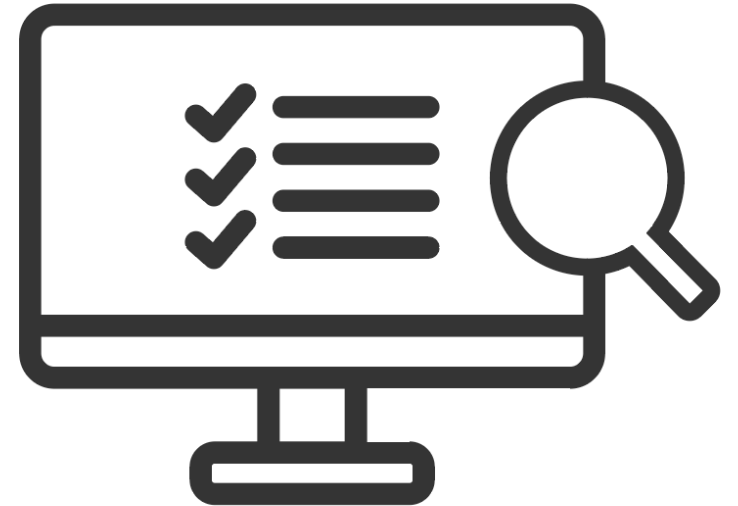
SECTION II: NAP INFORMATION		
1. FEIN/TAXPAYER IDENTIFICATION NUMBER ("PREFERRED FEIN TO APPLY NAP TAX CREDIT"):	2. AMOUNT OF CONTRIBUTION:	3. NAME OF NON-PROFIT APPLICANT:
4. TYPE OF CONTRIBUTION: ☐ Cash ☐ In-Kind, Type of In-Kind Contribution:		
5. SELECT NAP PROGRAM:		
☐ Neighborhood Assistance Program (NAP) • A tax credit of up to 65% of contribution can be awarded. • Requires a one-year commitment. ☐ Neighborhood Partnership Program (NPP) – 5-Year Commitment • Businesses must contribute at least \$50,000 annually for a minimum of five years and are eligible for a tax credit up to 90% of contribution. • Signed MOU between NAP Contributor and NAP Applicant • Checking here indicates the contributor agrees to committing the above amount for a total of 5 years. ☐ Neighborhood Partnership Program (NPP) – 6-Year Commitment • Businesses must contribute at least \$50,000 annually for a minimum of 6 years and are eligible for a tax credit up to 95% of contribution. • Signed MOU between NAP Contributor and NAP Applicant • Checking here indicates the contributor agrees to committing the above amount for a total of 6 years. ☐ Special Program Priorities (SPP) • A tax credit of up to 90% of contribution can be awarded. • Requires a one-year commitment. ☐ Charitable Food Program (CFP) • A tax credit up to 65% can be awarded. • Requires a one-year commitment.		
6. REVENUE CLEARANCE FORM: ☐ Completed required Revenue Clearance Form for NAP Tax Credit.		7. REVENUE CLEARANCE FORM SUBMISSION DATE:

SECTION III: AUTHORIZATION	Additional Information can be found in the Neighborhood Assistance Program Contributor Handbook and the NAP Business Contributor Webpage . Eligible contributors are business firms authorized to conduct business in Pennsylvania and subject to the following taxes imposed by the Tax Reform Code of 1971, 72 P.S. § 7101, et seq.:
I agree the above information is accurate. I understand the applying business will receive up to the requested amount of tax credit if the application is approved.	• Article III: Personal Income Tax • Article IV: Corporate Net Income Tax • Article VII: Bank Shares Tax • Article VIII: Title Insurance & Trust Company Shares Tax • Article IX: Insurance Premiums Tax (excluding surplus lines, unauthorized, domestic/foreign marine) • Article XV: Mutual Thrift Institutions Tax
1. CONTRIBUTOR NAME AND TITLE:	
2. CONTRIBUTOR SIGNATURE AND DATE:	
I understand the applying business will receive up to the requested amount of tax credit if the Neighborhood Assistance Program application is approved.	
3. NAP APPLICANT/NON-PROFIT NAME AND TITLE:	
4. NAP APPLICANT/NON-PROFIT SIGNATURE AND DATE:	

*Only when passing through tax credits.
Such business firms may include pass-through entities, such as a partnership as defined in section 7301(n.0), a single-member limited liability company treated as a disregarded entity for federal income tax purposes, or a Pennsylvania S corporation as defined in section 7301(n.1).
The Pennsylvania Department of Revenue evaluates all contributors for

NAP Application Checklist

- Detailed project narrative
- Commitment Agreement Form **letters & solicitation plan no longer accepted*
- IRS determination letter or most recent 990 Form
- Job descriptions for staff paid through NAP
- Budget (include non-NAP funds and budget justification)
- Project cost estimates (if applicable)
- Sub-contractor agreements (if applicable)
- NPPs
 - Established Neighborhood Partnership Advisory Committee
 - Community or Strategic Plan
 - MOU between contributor and applicant



NAP Success Stories



Johnstown Area Regional Industries Welding Program

- \$67,000 in Contributions;
\$36,850 in Tax Credits
- Provided a 200-hour welding training program to 25 unemployed individuals.
- 21 graduated
- 16 placed in FT or PT positions
- Average Starting Salary: \$30,000



Connellsville, Fayette County

- Building built in 1880s
- Last use was in 1980s as radio station
- Connellsville Redevelopment Authority purchased for \$1,000
- Redevelopment Authority supported through the Neighborhood Partnership Program
- Blighted building demolished
- Property purchased by private investor
- Property and new building back on tax base



BEFORE



AFTER





Bradford, McKean County

- Project focused on Second Ward in City of Bradford
- 5-year of Neighborhood Partnership (NPP) funding
- \$150,000 in contributions
- Contributors include American Refining Group, Northwest Savings Bank, Zippo
- Historically focused on blight removal, façade improvement, streetscape improvement, low-income housing
- More recently focused on job creation, commercial revitalization, crime reduction, recreation enhancement



BEFORE



AFTER

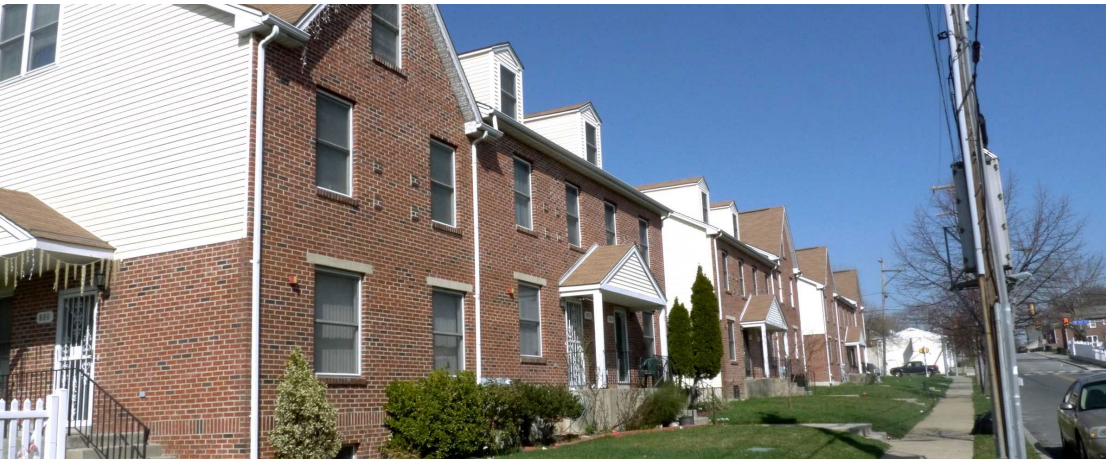
NAP: Chester Community Improvement Project

The Chester Community Improvement Project (CCIP) and projects partners will perform exterior improvements on twelve (12) homes in the Grace Manor residential neighborhood. CCIP will provide funding to eligible owner-occupied homeowners who are interested in improving the exterior of their homes but lack the financial means to undertake the needed repairs.

Contributors: Wilmington Savings Fund Society

Total Project: \$25,000

Total Tax Credit: \$19,500



NPP: Nueva Esperanza, Inc

Philadelphia | Hunting Park Neighborhood

- Project focused on Affordable Housing in Hunting Park
- 6-year of Neighborhood Partnership (NPP) funding
- \$350,000 in contributions
- Contributors include Wells Fargo & Santander Bank
- Esperanza will renovate and transfer 4 housing units into our community land trust, while continuing the transformation of the Hunting Park neighborhood through community outreach and beautification.
- Year 3 Goals:
 - 4 new housing units for 12 people
 - Serve ~550 people
 - Housing & Financial Counseling
 - Remove blight around 4 blocks



Nueva Esperanza NPP

4 Ps

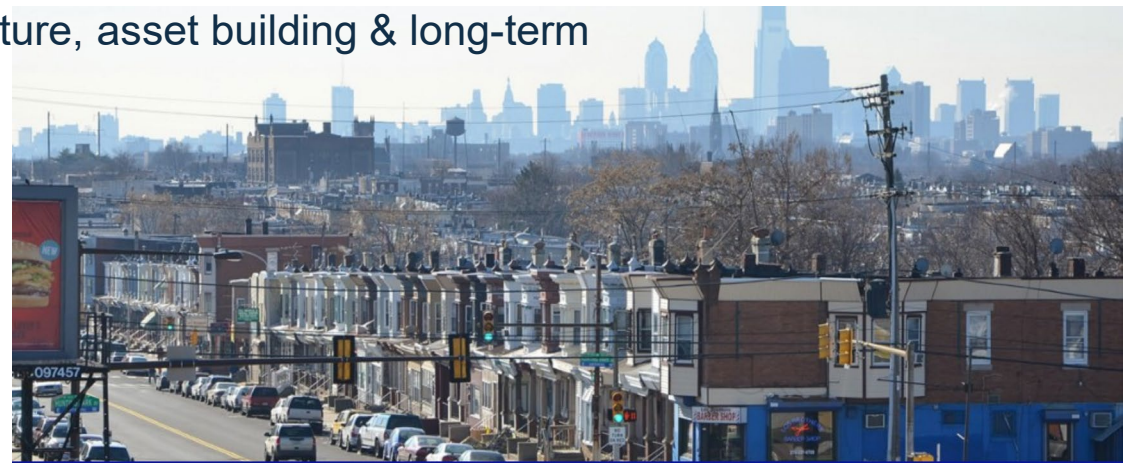
Place: Philadelphia County, Hunting Park neighborhood – North Philadelphia

Problem: Hunting Park faces significant challenges, including persistent unemployment/underemployment, low rates of educational attainment, low median income, a high percentage of residents receiving public assistance, vacant and blighted properties, low rates of homeownership, high rates of housing cost-burdened households and high rates of crime.

Project: Creating an Opportunity Community in Hunting Park, Esperanza is piloting an expanded vision for the neighborhood while also continuing to grow the successful community revitalization programs we have been operating for many years.

Proposed Outcomes:

- Low-income individuals participating in income, infrastructure, asset building & long-term goals
- Blight remediation
- Housing Unit creation
- Stakeholder engagement and sustainability
- Neighborhood beautification / revitalization / clean up
- Renovation of public space



SPP: Impact Services Corporation Kensington, Philadelphia

Project Plan

The project will help to reduce the impact of open-air drug markets and provide safe and structured activities for youth in the community. The SPP project aims to address the lack of safe spaces for youth in the neighborhood by creating an unstructured play space and outfitting a gym for a youth sports organization. The project will focus on predevelopment costs for design and project oversight to implement these two projects on the A & Indiana campus. The funds will be used to match existing capital funds from the City of Philadelphia for the play space and to support the youth basketball organization's gym space.

Contributors: M&T Bank, First Citizens Community Bank

Total Project: \$75,000

Total Tax Credit: \$67,500

SPP: Writers Room at Drexel University

The Mantua neighborhood is experiencing gentrification, leading to rising housing costs and displacement. Second Story Collective aims to address this issue by promoting affordable housing options, especially for the aging population. They plan to create 4 homesharing sites by 2025 and co-design an intentional community within a new construction multi-use development by 2026.



Contributors: Philadelphia Insurance Companies

Total Project: \$10,000

Total Tax Credit: \$9,000



NPP: Coatesville 2nd Century Alliance

Coatesville, Chester County

- Project focused on Community Economic Development for downtown Coatesville
- 6-year of Neighborhood Partnership (NPP) funding
- \$100,000 in contributions
- Contributors include Hickory Bank and Knox Equipment Rentals
- Historically focused on blight removal, façade improvement, streetscape improvement, small business support, street cleaning, community safety



Made in Coatesville Small Business Incubator Market

The mission of the Made in Coatesville Small Business Incubator is to provide a cost effective, physical location where entrepreneurs can sell and market their goods and services while being supported with the necessary tools that will give them the greatest chance for growth, success, and adding jobs to the community.

Since opening in November 2022, Coatesville now has 9 businesses, with 6 being retail. The idea is for the businesses to eventually move onto their own space elsewhere in Downtown Coatesville filling some of the vacancies we've had for a very long time. This also gives local entrepreneurs an opportunity to be apart of the revitalization efforts in the City.



SPP: Impact Services Corporation Kensington, Philadelphia

Project Plan

The project will help to reduce the impact of open-air drug markets and provide safe and structured activities for youth in the community. The SPP project aims to address the lack of safe spaces for youth in the neighborhood by creating an unstructured play space and outfitting a gym for a youth sports organization. The project will focus on predevelopment costs for design and project oversight to implement these two projects on the A & Indiana campus. The funds will be used to match existing capital funds from the City of Philadelphia for the play space and to support the youth basketball organization's gym space.

Contributors: M&T Bank, First Citizens Community Bank

Total Project: \$75,000

Total Tax Credit: \$67,500

Ways To Get Connected

Connect with a Non-Profit



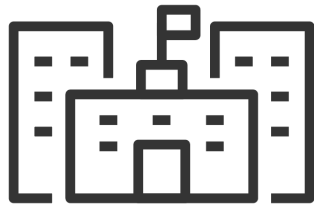
Work with non-profits
in existing funding
structure



Connect with your
local community
foundation



Check out the
list of previous
NAP awards



Work with organizations
leading impactful work
across your community



Speak with your local
DCED Regional Director

Connect with a Contributor



Work with
existing donors



Connect with your local
community foundation



Check out the list of
previous NAP contributors



Speak with your local
DCED Regional Director

The map displays the following counties and their regional groupings:

- Northwest (Blue):** Erie, Crawford, Warren, McKean, Potter, Forest, Elk, Cameron, Mercer, Venango, Clarion, Jefferson, Clearfield.
- Northeast (Tan):** Tioga, Bradford, Susquehanna, Wayne, Lycoming, Sullivan, Wyoming, Lackawanna, Pike, Luzerne, Columbia, Monroe, Northampton, Lehigh, Berks, Bucks, Montgomery, Delaware, Philadelphia.
- Southwest (Tan):** Lawrence, Butler, Beaver, Allegheny, Westmoreland, Washington, Fayette, Greene, Somerset, Bedford, Fulton, Franklin, Adams, York, Lancaster, Chester.
- Central (Orange):** Centre, Clinton, Union, Snyder, Northumberland, Schuylkill, Carbon, Monroe, Northampton, Lehigh, Berks, Bucks, Montgomery, Delaware, Philadelphia.
- Lehigh Valley (Red):** Schuylkill, Carbon, Monroe, Northampton, Lehigh, Berks, Bucks, Montgomery, Delaware, Philadelphia.
- Southeast (Blue):** Bucks, Montgomery, Delaware, Philadelphia.

A red star indicates the **HEADQUARTERS** location in Berks county.

Mike Shorr
mshorr@pa.gov



Pennsylvania

Department of Community & Economic Development

Madra Clay

Central Regional Director

maclay@pa.gov

717-720-7397

dced.pa.gov

