



Local Elected Official (LEO) Board Meeting

September 16, 2026

Union County Government Center
Lewisburg, Pennsylvania

Advance Central PA is an equal opportunity employer/program. Auxiliary aids and services available upon request to individuals with disabilities. Program funded with federal dollars. For more information, visit: <https://AdvanceCentralPA.org/about-us/public-notices>.

Local Elected Official (LEO) Board Meeting Agenda

Union County Government Center, Lewisburg
Wednesday, September 16, 2026
9:00 a.m. – 9:30 a.m.

- | | | |
|-------------|---|-----------------|
| 9:00 – 9:05 | Call to Order and Approval of Minutes | Rob Postal |
| 9:05 – 9:10 | Public Comment | |
| 9:10 – 9:15 | WDB Membership | Rob Postal |
| | – Action Needed: Appointment of new Workforce Development Board Member | |
| 9:15 – 9:25 | Executive Director's Update | Erica Mulberger |
| 9:25 – 9:30 | Open Discussion | |
| 9:30 | Adjournment/Date of Next Meeting | Rob Postal |
| | <ul style="list-style-type: none">• Executive Committee – October 9, 2026 at 10:00 a.m.• LEO Board – December 16, 2026 at 9:00 a.m.• WDB/LEO Board Joint Meeting – December 16, 2026 from 10:00 a.m. - 12:00 p.m. | |

Local Elected Official Board Action Items

September 16, 2026

1. Motion to approve the minutes of the June 17, 2026 LEO Board meeting.

Motion:

Second:

- Action Needed: Appointment of new Workforce Development Board member.

Local Elected Officials (LEO Board)

Meeting Minutes

June 17, 2026

The Local Elected Official (LEO) Board of Advance Central PA held a meeting Wednesday, June 17, 2026 at the Union County Government Center in Lewisburg, PA.

LEO Board Members Attending

Commissioner Rebecca Dressler, Montour County
Commissioner Angela Harding, Clinton County
Commissioner David Kovach, Columbia County
Commissioner Mark Mussina, Lycoming County
Commissioner Robert Postal, Mifflin County
Commissioner Stacy Richards, Union County
Commissioner Chuck Steininger, Snyder County

LEO Board Members Excused

Commissioner Steven Dershem, Centre County
Commissioner Joe Klebon, Northumberland County

Guests Attending

Jamie Aurand
Jon Dewald
Michele Foust
Jonah Howe
Devon Wells
Dave Zartman

WDB Staff Attending

Amy Keefer
Brooke Gessner
Korrie Lucas
Erica Mulberger
Marca O'Hargan
Gabi Randall
Kelly Walter
Morgan Whitteker

Call to Order and Welcome

Commissioner Robert Postal opened the meeting at 9:17 a.m. and confirmed a quorum was met. He welcomed Devon Wells, a junior at Jersey Shore School District. Commissioner Angela Harding introduced Devon as a summer intern participating in the Bridges to the Future In-School Youth program and spoke to the value of having Devon learn and work with Clinton County.

Approval of Meeting Minutes

Commissioner Postal called for a motion to approve the March 18, 2026 meeting minutes previously sent to all LEO Board members.



Commissioner Stacy Richards made a motion to approve the minutes from the March 18, 2026 LEO Board meeting. Commissioner Rebecca Dressler seconded the motion. The motion was unanimously approved with no abstentions.

Invitation for Public Comments

Commissioner Postal opened the floor for public comments. There were none.

Appointment of new Workforce Development Board (WDB) Member

Erica Mulberger, Executive Director of Advance Central PA, reported that Susan Swartz has retired from her position with the Office of Vocational Rehabilitation (OVR). As a mandated partner with membership on the WDB, OVR has submitted a nomination letter in support of Madelyn "Maddy" Kutz for

consideration. Maddy serves as Acting District Administrator of the OVR Bureau of Vocational Rehabilitative Services Williamsport District Office and would fill the Title I Rehabilitation Act vacancy. Erica recommended consideration of a two-year term to stagger WDB re-appointments.

- ▲ Commissioner Rebecca Dressler made a motion to appoint Madelyn Kutz, Acting District Administrator of the OVR BVRs, to the Workforce Development Board as the Title I of Rehabilitation Act Representative with a term from July 1, 2026 through June 30, 2028. Commissioner David Kovach seconded the motion. The motion was unanimously approved with no abstentions.

Steve Stumbris has announced he is not seeking re-appointment due to scheduling conflicts. This leaves a vacancy for the Economic Development category. Erica explained an application was received from Amanda Craig Bradley, President/CEO for the Greater Susquehanna Valley Chamber of Commerce and commented that her regional position serving a number of Advance Central PA counties is a strength in addition to her qualifications.

- ▲ Commissioner Angela Harding made a motion to appoint Amanda Craig Bradley, President/CEO for the Greater Susquehanna Valley Chamber of Commerce, to the Workforce Development Board as the Economic Development Representative with a term from July 1, 2026 through June 30, 2029. Commissioner Chuck Steininger seconded the motion. The motion was unanimously approved with no abstentions.

Commissioner Postal questioned when his Chair position comes up for reelection; Erica confirmed it will occur in 2027.

Executive Director's Update

Erica Mulberger, Advance Central PA Executive Director, provided updates.

PA CareerLink® Locations and Budget

The Central Region was one of only two Workforce Development Areas that did not receive a Workforce Innovation and Opportunity Act (WIOA) funding reduction this year, though Erica cautioned this follows a \$921,000 reduction last year.

As part of an on-going plan to ensure fiscal prudence, Erica announced the relocation of the PA CareerLink® Lycoming County to the Horizon Federal Credit Union Building at 330 Pine Street, Williamsport. While the move is anticipated to reduce expenses by approximately \$100,000 per year, the site offers improvements over the current location as a fully renovated building. Commissioner Postal commended efforts to reduce overhead and at the same time expressed the continued importance of maintaining physical locations as well as digital and mobile service delivery.

Commissioner Richards commented that funding constraints are becoming more challenging, noting that many grants do not cover essential staffing or technical needs, which is devastating for effective service delivery. She highlighted a troubling trend of shifting technical assistance costs into administration, further straining limited resources. Commissioner Richards emphasized that flat funding at the local, state, and federal levels have large negative impacts, leaving organizations increasingly squeezed in how funds can be used. She warned that these pressures will eventually impact the ability to retain strong leadership and staff. She encouraged fellow commissioners in elevating the issue to a broader level, for sustainable long-term solutions.

Commissioner Postal emphasized the need to continually reassess and adapt business models, noting that organizations operating under outdated approaches need to evaluate and adjust them annually. He acknowledged the evolving environment and agreed that while change is necessary, it requires intentional shifts in how business is conducted to remain sustainable.

Erica reminded the LEO Board that staff did not receive pay increases last year due to the decreased allocation which was necessary but also a concern regarding retention of highly qualified staff. She added that it is sometimes challenging to change the business model when the law has strict mandates and is underfunded. Building on the comments Commissioner Richards offered, Erica noted that one easy way for Commissioners to help workforce development is to sign letters that support policy and regulations that align with local needs.

Open Discussion

Jonah Howe offered a brief update on work PPL has underway across the region, including installation of new poles.

Commissioner Mark Mussina shared that Lycoming County has new delegates leading the local political parties and they are bringing a fresh wave of leadership and collaboration to the area.

Commissioner Richards shared information from a recent work session regarding Susquehanna Valley Mediation, a nonprofit focused on recovery and reentry support, including connecting reentry individuals to good jobs and to trained community mentors. She suggested Advance Central PA may want to be a valuable partner for the group to connect with. Commissioner Richards spoke about the ongoing challenges for re-entry individuals in securing employment, particularly when employers express willingness to hire but are reluctant to do so until several years have passed since an infraction. Union County is contributing \$1,000 toward participation in the program, including support for a community mentor.

Erica thanked Commissioner Richards for the information and expressed the importance of knowing about these initiatives which are sometimes challenging to directly support because of associated costs in the limited funding environment at present. She also noted that PA CareerLink® partners offers services to reentry participants that can be leveraged at no cost.

Commissioner Mussina shared information about GEO Reentry Services in Lycoming County, a third-party program with a similar focus on reducing recidivism. The program provides group workshops and counseling services and noted they have had 90 graduates from the program to date. The program is well-established and effective and shared a success story of a participant who required multiple attempts before completing the program, describing the experience as life-changing.

Date of Next Meetings

Commissioner Postal announced the following upcoming meetings:

- Executive Committee Meeting – August 14, 2026 at 10:00 a.m.
- LEO Prep Meeting – September 16, 2026 at 9:00 a.m.
- WDB/LEO Joint Meeting – September 16, 2026 Meeting at 10:00 a.m.

Adjournment

With no further business to attend to, Commissioner Postal adjourned the LEO Board at 9:56 a.m.

Respectfully submitted,
Kelly Walter



Office/Board Coordinator

Central Pennsylvania Workforce Development Board (WDB)
Membership Application

Name Sandy Ellis **Date of Application** 08/14/26
Title Human Resources Director
Business/Organization The Penn Stater Hotel & Conference Center
Referred by Ryan Cimei, GM, The Penn Stater Hotel & Conference Center

Representation

Please select one or more of the following categories that you represent:

- | | | |
|---|--|---|
| ☐ For-Profit Business - Large | ☐ Labor Organization | ☐ WIOA Program (list) |
| ☒ For-Profit Business - Small | ☐ Labor Apprenticeship | |
| ☐ Community Based Organization | ☐ Institution of Higher Ed. | ☐ Economic Development |

Contact Information

Business/Organization Address 215 Innovation Blvd
City State College **State** PA **Zip** 16803
Phone 814-863-5026 **Fax**
Cell Phone 203-253-5020 **Email Address** sellis@scholartps.com
Website Address www.thepennstaterhotel.com

In which county(ies) does your organization have a physical presence and what is the approximate number of employees at each location?

- | | | |
|--|-----------------------------------|---|
| ☒ Centre 225 | ☐ Lycoming | ☐ Northumberland |
| ☐ Clinton | ☐ Mifflin | ☐ Snyder |
| ☐ Columbia | ☐ Montour | ☐ Union |
| | | ☐ Other |

County of residence:

- | | | |
|--|-----------------------------------|---|
| ☒ Centre | ☐ Lycoming | ☐ Northumberland |
| ☐ Clinton | ☐ Mifflin | ☐ Snyder |
| ☐ Columbia | ☐ Montour | ☐ Union |
| | | ☐ Other |

Contact Information *(to ensure our records are accurate)*

Please answer the following questions, using additional pages as necessary, and include your current resume:

1. **Number of current employees** 225
2. **Number of years with current business/organization** 1.2
3. **Number of years in business in the Central Pennsylvania region** 1.5
4. **Please describe the nature of your business and position.** Hotel and Conference Center, located in State College, PA. Part of Scholar Hotels, Headquartered in Ardmore, PA. I am the HR Director for the property and work with the two other HR Directors for the other properties.

5. **Please list your organization's current chamber and association memberships and describe your personal level of involvement in any of these associations.** Scholar Hotels and its State College properties maintain relationships with local and industry organizations, including the Chamber of Business & Industry of Centre County and the Pennsylvania Restaurant & Lodging Association.

In my role as Director of Human Resources, I participate in these relationships primarily through recruiting and community outreach. This includes representing Scholar Hotels at career fairs and community events, developing partnerships with Penn State and other community organizations, and identifying opportunities to connect job seekers and students with employment and internship opportunities.

While I do not currently hold a formal leadership position within these associations, I am actively looking to deepen my involvement and contribute my HR, talent management, and organizational development experience to initiatives that strengthen the regional workforce..

6. **Please list any professional award(s) or recognition you have received within the last five (5) years.** N/A

7. **As a member of your business with optimum policy making authority, please describe your current responsibilities within your organization.** As Director of Human Resources for The Penn Stater Hotel & Conference Center, I serve as a member of the property's executive leadership team and have policy-making authority for human resources matters. I am responsible for recruitment and onboarding, employee relations, performance management, compensation and benefits administration, training and development, regulatory compliance, workplace safety, and employee engagement. I advise senior leaders and managers on employment practices, organizational decisions, and workforce strategies while developing and implementing policies that support both operational goals and a positive, equitable workplace. I also collaborate with Scholar Hotels' corporate leadership and support workforce initiatives across its State College properties.

Letter of Recommendation

If you are selected for nomination to the WDB, you will be notified and required to provide a letter of recommendation.

- ☒ For business representatives, please provide a letter of recommendation from your Chamber of Commerce.

- ☐ For labor organization representatives, please provide a letter of recommendation from your local labor council affirming that you have been recommended.

Business References

Name	Ryan Cimei	Title	General Manager
Company	The Penn Stater Hotel & Conference Center	Phone	814-863-5031
Email	rcimei@scholartps.com		
Name	Matt Mowery	Title	Director, Food & Beverage
Company	The Penn Stater Hotel & Conference Center	Phone	814-863-5027
Email	mmowery@scholartps.com		
Name	Dawn Nixon	Title	Director, Guest Services
Company	The Penn Stater Hotel & Conference Center	Phone	814-863-5016
Email	dnixon@scholartps.com		

Central Pennsylvania WDB Related Questions

1. **What do you hope to contribute (skills, training, experience, etc.) to the Central Pennsylvania WDB?** I hope to contribute more than 20 years of cross-functional leadership experience, with particular expertise in human resources, talent management, organizational development, and leadership development. In my current hospitality role, I understand firsthand the workforce challenges employers face, including recruiting and retaining talent, developing career pathways, addressing skills gaps, and connecting job seekers with sustainable employment opportunities.

I would bring a practical employer perspective, strong collaboration and problem-solving skills, and experience developing people-focused strategies that also support business needs. I am a skilled facilitator and have expertise in change management. I am especially interested in strengthening partnerships among employers, educators, community organizations, and workforce agencies to create more accessible and responsive workforce solutions across Central Pennsylvania.

2. **What experience in the areas of fundraising, grant writing/monitoring, budget analysis, workforce policy development, youth services, knowledge of the labor market, and community involvement or linkages with education agencies do you bring to the Central Pennsylvania WDB, as applicable?** I bring experience in community impact, grant allocation and monitoring, financial and budget analysis, workforce and talent strategy, youth engagement, and building partnerships among employers, community organizations, and educational institutions.

Earlier in my career, I served as a Community Impact Coordinator for the United Way of Western Connecticut. As a member of the Community Impact team, I helped assess emerging community needs and develop strategies to create sustainable improvements in financial stability, education, and health within the Stamford community. I fostered relationships with volunteers, agency partners, and local stakeholders and managed the grant allocation process in partnership with a volunteer board. This experience strengthened my ability to evaluate funding requests, monitor community investments, facilitate collaborative decision-making, and assess programs based on community needs and intended outcomes.

I have my MBA from Duke University and also served as Manager of Financial Planning and Analysis at Unilever, where I gained significant experience in budgeting, forecasting, financial planning, and business analysis. This background allows me to evaluate workforce investments through both a people and financial lens and understand how funding decisions affect organizational performance and long-term sustainability.

My more than 20 years of business and HR leadership experience provides me with a practical understanding of labor market trends, skills gaps, recruitment and retention challenges, and career development. In my current role, I have develop partnerships with Penn State , State High Culinary program and other community organizations support the community and connect students and job seekers with employment, internship, and career-development opportunities.

I have also been actively involved in youth and community service. I volunteered in my children's preschool and elementary schools, where I planned and implemented fundraising events, and served as both a community member and uniformed leader with the Boy Scouts of America in Stamford, Connecticut. I received several leadership awards in recognition of that involvement. Collectively, these experiences would allow me to bring employer, financial, community, education, and youth-development perspectives to the Central Pennsylvania Workforce Development Board.

3. **Membership on the Central Pennsylvania WDB requires that each member attend a full WDB meeting once each quarter (the 2nd Wednesdays of March, June, September and December) and participate on at least one subcommittee (schedules vary). The time commitment for these activities is approximately six (6) hours per quarter. Are you able to make that continued time commitment?**

☒ Yes

☐ No

4. **Central Pennsylvania WDB members agree to become knowledgeable of the breadth of PA CareerLink® services available to employers and job seekers, promote the services and encourage their own organization to use the services where possible and appropriate. Please describe any involvement your company has had with the PA CareerLink® system or ways your business is considering using PA CareerLink® services.**

I have experienced the value of PA CareerLink services from both the job-seeker and employer perspectives. After being laid off from Indeed in June 2024, I used CareerLink resources during my approximately one-year employment search, including attending career fairs and accessing available employment-support services. That experience gave me a personal appreciation for CareerLink's role in helping individuals navigate career transitions and connect with employment opportunities.

Today, Scholar Hotels participates in PA CareerLink career fairs as an employer to promote our open positions and connect with local job seekers. We are also interested in strengthening this relationship and exploring additional CareerLink services that could support our recruitment needs, expand access to local talent, and create employment pathways within the hospitality industry. As a Board member, I would be well positioned to promote CareerLink services because I understand their value firsthand and now have the opportunity to encourage their appropriate use within my organization.

5. **Why do you wish to serve on the Central Pennsylvania WDB?**

As a Penn State alumna, one of my goals in relocating to State College approximately two and a half years ago was to reconnect with the University and become more meaningfully involved in the community. Serving on the Central Pennsylvania Workforce Development Board would allow me to contribute my professional experience while helping strengthen the region I now call home.

Throughout my career, I have worked across human resources, talent management, organizational development, finance, marketing, and community impact. In my current role as Director of Human Resources for The Penn Stater Hotel & Conference Center, I see firsthand the challenges employers face in attracting, developing, and retaining talent. I also understand the job-seeker perspective personally, having used PA CareerLink services during an extended period of unemployment following a layoff.

I am particularly interested in strengthening connections among employers, educators, workforce agencies, and community organizations so that job seekers can access meaningful career opportunities and employers can find the talent they need. Board service would provide an opportunity to bring together my professional expertise, personal experience, and commitment to Central Pennsylvania to help build a more responsive, inclusive, and sustainable regional workforce.

Signature and Acknowledgement

I, the undersigned, certify that the information on this application is true and correct to the best of my knowledge.

I understand that this application puts my name into consideration for WDB membership but does not guarantee appointment to the WDB. The information on this application will be used to evaluate and recommend members of the WDB to the Local Elected Official (LEO Board). Applicants may refuse to supply the requested information. However, except for the optional information below, failure to complete the entire application may result in non-consideration.

If appointed to serve, I will do so to the best of my ability and in the best interest of the Central Pennsylvania region and its residents.



Signature

8/14/20

Date

Optional Demographic Information

In an attempt to ensure Board representation reflects the makeup of our region, knowledge of the following information is helpful. However, completion of this information is completely voluntary.

Race:

- ☒ White
- ☐ Black
- ☐ Hispanic
- ☐ Asian or Pacific Islander
- ☐ Other:

Gender:

- ☐ Male
- ☒ Female
- ☐ Other

- ☐ Disabled

Please specify any special accommodations that are needed:

- ☐ Veteran

Questions?

For questions regarding this application, please contact Erica Mulberger at EMulberger@AdvanceCentralPA.org or 570.568.6868.

Completed applications and Conflict of Interest Code forms (Appendix A) may be returned by email or mail to:

Erica Mulberger
EMulberger@AdvanceCentralPA.org

Advance Central PA
Attn: Erica Mulberger
130 Kelly Sq., Ste. 1
Lewisburg, PA 17837

Sandy Ellis, MBA, MSOD

State College, PA | Open to Remote

203-253-5020 | snsellis@gmail.com | www.linkedin.com/in/sandy-ellis

HR DIRECTOR | PEOPLE & CULTURE LEADER

Strategic HR executive with 15+ years of experience leading HR strategy, operations, and organizational effectiveness in hospitality, healthcare, and global technology organizations. Brings a rare combination of senior HR and direct business leadership experience, having held P&L responsibility and cross-functional leadership roles in marketing, finance, and operations earlier in career. Trusted advisor to senior leaders known for aligning people strategy with business performance.

BUSINESS & P&L LEADERSHIP FOUNDATION

- Early career experience in brand management, financial planning & analysis, and operations within a global consumer products organization.
- Former Category Manager, Unilever, with direct P&L ownership for the fabric softener business, partnering with sales, supply chain, finance, and consumer promotion teams.
- Cross-functional leadership background spanning marketing, finance, supply chain, and HR, providing a deep understanding of how people decisions impact revenue, cost, and execution.
- Brings a business-owner mindset to HR leadership, balancing performance, accountability, and employee experience.

CORE EXPERTISE

HR Strategy | Organization Effectiveness | Talent Reviews & Succession | Employee Relations

HR Operations & Compliance | Executive Coaching | Performance Management | Learning &

Development | Culture & Values Integration | Onboarding | Change Management | Recruiting & Staffing

PROFESSIONAL EXPERIENCE

SCHOLAR HOTELS – The Penn Stater Hotel & Conference Center | State College, PA

Director of Human Resources | 2025 – Present

Senior HR leader for a flagship full-service hotel and conference center, partnering with executive leadership and peer HR Directors to strengthen HR practices, policies, and organizational effectiveness.

- Lead all HR strategy and execution for a complex hospitality operation supporting hourly and salaried employees.
- Serve as a trusted advisor to senior leaders on employee relations, performance management, and organizational challenges.
- Partner with peer HR Directors to develop enterprise HR policies, SOPs, and manager tools, driving greater consistency across the organization.
- Build foundational HR infrastructure, including onboarding, orientation, disciplinary frameworks, and performance processes.
- Contribute to recruitment strategy and EVP development to strengthen talent attraction.
- Lead culture, engagement, and recognition initiatives aligned to organizational values.

INDEED, INC. | Remote

Director, Performance Enablement & Talent Strategy | 2023-2024

Senior Manager, Talent Development | 2022-2023

- Led global performance enablement strategy impacting 10,000+ employees and leaders.
- Partnered with senior executives and Total Rewards to align performance and pay.
- Designed and implemented Workday-based performance tools, improving data integrity and process efficiency.
- Spearheaded CEO succession planning and enterprise talent reviews.
- Led VP promotion processes, improving rigor, consistency, and stakeholder experience.

MACMILLIAN PUBLISHERS | Remote

Senior Manager, Talent Programs | 2020 - 2022

- Designed and delivered leadership and DEI programs during large-scale organizational change.
- Launched a 6-month DEI program for 900+ employees.
- Revitalized mentoring program, increasing participation by 20%.

JUSTWORKS | New York, NY

Interim Lead, Human Resources | 2019

Senior Manager, Talent Strategy & Programs | 2018 – 2019

- Advised executives during 170% headcount growth.
- Led HR strategy, DEI initiatives, and compensation framework improvements.
- Redesigned performance and career development processes with 98% engagement.

STAMFORD HOSPITAL | Stamford, CT

Director, Training & Organization Development | 2014-2017

- Delivered 200,000+ training hours supporting a major facility transition.
- Improved engagement through leadership collaboration initiatives.

CONSULTING & EARLY CAREER EXPERIENCE

Early career experience in management consulting, organizational development, and global corporate environments, including work with:

- **Ernst & Young** – Supply chain and operations consulting
- **Unilever** – Brand management and financial leadership roles
- **IBM** – Executive Development and organization consulting
- **Organizational Development Consulting Firm** – Client-facing OD and change support

These experiences strengthened my ability to assess organizations quickly, advise senior leaders, and design practical, scalable solutions, skills I continue to apply in senior HR roles.

EDUCATION

MBA – Duke University, Fuqua School of Business

MSOD – American University/NTL

BS – Pennsylvania State University

