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SPRING 2019

Thriving!

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TRANSPORTING:

A New Idea for
Workforce Development

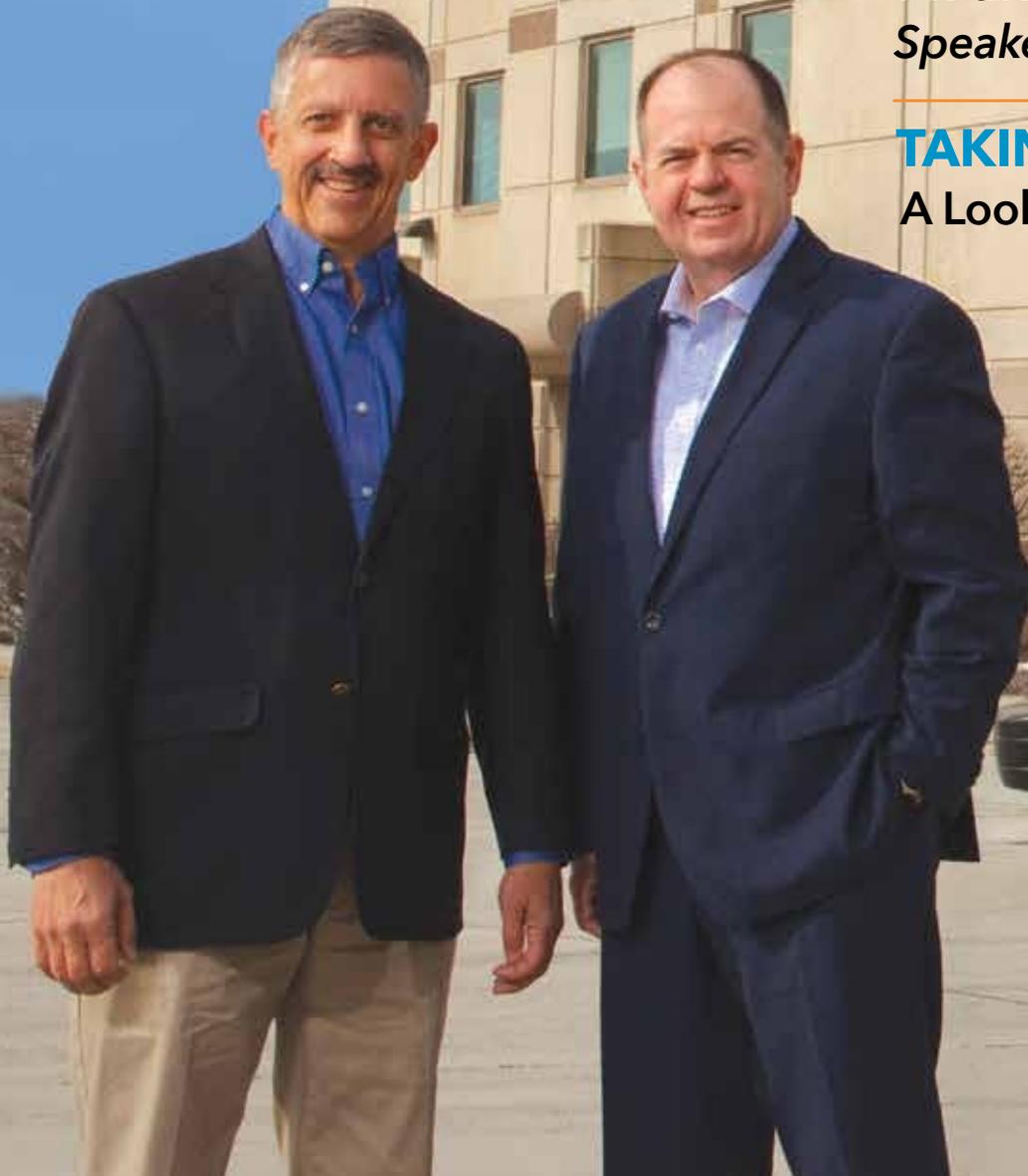
LANCASTER CHAMBER'S

147th Annual Dinner

Speaker: *Indra Nooyi*

TAKING THE BIG STAGE:

A Look at Area Theatre



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LETTER FROM THE PRESIDENT



As you will read in this edition of *Thriving!*, this year the Chamber has rolled out a new Strategic Plan designed to focus our energy around equipping business, representing business, and serving business—all with the intent of delivering value that can help your business succeed. You can learn more about our plan online at: lanasterchamber.com.

These three areas of focus are also on display in this edition where you'll learn how we are equipping business with an innovative transportation network aimed at filling workforce needs; representing business with our 2019 Pro-Business Agenda; and serving business with an article on audit preparation and our efforts to connect you with world-renown speakers.

We hope you will learn something for your business and about our amazing business community. And, as always, we welcome your feedback.

Thank you for your ongoing support of the Lancaster Chamber.

Sincerely,

A handwritten signature in black ink that reads "Tom Baldrige".

Tom Baldrige, President & CEO
Lancaster Chamber



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TRANSPORTING

A New Idea For Workforce Development

On the morning of March 4, an employee of High Concrete Group boarded a 15-passenger van in Lancaster City and rode to his workplace, more than 20 miles away in Denver, Pa. It's something of an employee perk—and it only costs \$10 a week.

"I can't move my plant—and it's here for a good reason," says John (J.) Seroky, president of High Concrete Group. "We're trying to meet people where they are."

The new transportation service is a partnership between two large county employers—High Concrete, in Denver, and Four Seasons Produce, in nearby Ephrata—supported by the Lancaster Chamber, Red Rose Transit Authority (RRTA) and Commuter Services of Pennsylvania. The collaboration aims to help eligible workers living in Lancaster City to thrive in open jobs in the northern area of Lancaster County—without having to worry about transportation to and from work.

'IDEAL TIME'

"We are located within about a six- to eight-minute drive of thousands of jobs," says Nelson Longenecker, Vice President of Business Innovation for Four Seasons, a wholesale produce distributor with customers across the Mid-Atlantic and Northeast regions. "The challenge has always been to supply that workforce from the surrounding areas."

It's a challenge that hinders the company's ability to grow, he says. At full staff, Four Seasons has some almost 800 associates, but it is common for the business to have nearly 10 percent of its positions open.

"It's hampered our ability to add significant business as we've gotten a higher profile," Longenecker admits. "We've got a lot of growth opportunities, so building our team with the right kind of talent is a high priority for us."





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HIGH
CONCRETE
GROUP

The HR team at Four Seasons Produce is eager to help interested employees use this new transportation service.



At the same time, High Concrete struggles to convert good interviewees into full-time workers and, if it does, maintain steady work from the employee after it hires them. That's in spite of the company's reputation for competitive starting pay—up to \$18 per hour—and quickly moving people up the scale. Likewise, the Four Seasons professional ranks are peppered with dozens of people who started in entry level positions in the warehouse.

Both companies identified the same culprit: lack of transportation.

"We did a scatter map of eight companies, where they are and where their employees were coming from," explains Heather Valudes, the Chamber's Community Impact Director, who collaborated with the two companies to address transit gaps. The study revealed pockets of employees traveling from surrounding cities—Lancaster and Reading—and the potential to recruit more in neighborhoods with higher rates of underemployed or unemployed individuals.

"Folks are looking for a good employer with benefits, either as a first-time employee or someone underemployed," Longenecker suggests. "We offer starting positions that many times have led to a career within the organization."

A member of the Chamber board for seven years, Longenecker called this the "ideal time" to combat poverty by linking in-demand jobs to city residents.

MAKING IT WORK

The vans make several trips with six stops in the city, including at Spanish American Civic Organization (SACA), Community Action Partnership and Hotel Lancaster. The trips are scheduled to include drop-off and pick-up times at Four Season and High Concrete that coincide with shift changes.

"The real revelation came about when we realized that, at High Concrete, most of our folks are coming to work when most of the folks are going home from Four Seasons," Seroky says. "It worked out that the shuttles would not be empty in one direction."

That helps bring the price down. The total cost for one rider per month is \$104. The employer contributes \$64 while the employee contributes \$40 as a pretax payroll deduction. The only other requirement is that the employee gets to the designated stop on time.

RRTA manages the service, and contributed \$100,000 from a state grant to get the pilot off the ground. The High Foundation stepped in with an additional \$20,000.

"We need subsidy in order to build it," Valudes explains, pointing out that it will take close to full ridership to break even. "There's no profit motive—we don't have any financial gain."

Both companies are marketing the service to their existing workforce as a benefit, and a few of the first riders were current employees. They're also using it to recruit parts of Lancaster City, particularly neighborhoods in the southern

part of the City—and some new employees are on board as well.

SCALE AND SUSTAINABILITY

Over the first year, Valudes hopes to grow to more than 100 riders utilizing the service. She also expects, over time, to better calibrate the routes and times to bring the overall cost down.

Four Seasons and High Concrete hope to see the service able to scale sustainably, possibly including other employers and other parts of the county. Seroky hopes the service can expand to Reading, as about a third of his employees live in Berks County and his shifts start and end at uncommon times.

Typically, “folks need a second vehicle to work for us, and that seemed like more than we can ask,” he says. And it may have an ancillary benefit of easing congestion for those folks who do choose to drive their own car.

That’s why Seroky is confident the model has merit—and ridership will come. As he speaks, a van drives by on one of its first runs for the new program.

“I think people just need to see the actual vans on the road.” **LT**



BY ADAM AURAND,
*Director of Strategic Communications,
School District of Lancaster*

Contact Adam at:
amaurand@lanaster.k12.pa.us

The **Path to Thriving** column sheds light on the lessons learned from failure and risk-taking through transparent and candid conversations. If you are interested in sharing how you, your company or organization overcame failure or risk-taking, please contact us at thriving@lanasterchamber.com.



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LANCASTER CHAMBER'S

147th Annual Dinner:

A Focus On Leadership, Empowering Businesses For Good



Forbes. Business Insider. Fortune. Time - name an established news provider that hasn't deemed Indra Nooyi one of the greatest business people of all time. And she's the keynote speaker at the 147th Lancaster Chamber Annual Dinner!

Nooyi, an immigrant, came to the United States after completing her

undergraduate and MBA at prestigious universities in Calcutta, India and to further pursue her education at Yale University's School of Management. Nooyi was a clear strategist, and PepsiCo knew they were at a precipice of a changing industry - it was a perfect fit. She joined PepsiCo in 1994 and rose to President and CEO by 2006.

Through Nooyi's leadership, PepsiCo transformed its internal culture through a strategy called Performance with Purpose - a philosophy in which there is value in strong financial performance, commitment to creating sustainable delivery practices and focusing on being responsible and responsive to the needs of the global communities Pepsi works in.*

Nooyi transformed Pepsi's product portfolio in response to growing trends in health and wellness. The product reorganization set three categories - "fun for you," "good

for you," and "healthy for you." According to *Forbes**, "At the end of 2017, [PepsiCo] said that the "better for you" and "good for you" categories (which contain products like Quaker Oats, Sabra hummus and Naked Juice) now account for 50% of its product offerings." The strategic planning and growth paid off - in 2018, Pepsi was deemed the third largest food and beverage company in the world, behind only Anheuser-Busch and Nestle. In her tenure, PepsiCo's revenue has grown from \$35 billion in 2006 to \$63.5 billion.

After making such an incredible impact, internally and in the food & beverage industry, Nooyi stepped down from her President and CEO role in October of 2018 and her role as Chairman in January of this year. But her role in our diary of inspirational heroes is certainly not over. In February, Indra Nooyi was named to the Board of Directors for Amazon - the world's largest eCommerce company in the world.

Our very own Lancaster businesses boast similar individuals - those working to improve internal culture practices; finding new ways of delivering exported goods; our private sector response to the needs of the community; growing and retaining workforce and certainly, strategizing on how to sustainably move our thriving community forward.

The 147th Annual Dinner is an event to celebrate these successes - a way to illuminate positive changes in our business practices, honor individuals with prestigious

awards and celebrate the intersection of business, community and people. Your support of this event, our biggest fundraiser of the year, enables the Chamber to be a cultivator of this intersection - to work for you by advocating on your behalf, providing resources & tools, and being a voice of the private sector in broader community impact collaboration.

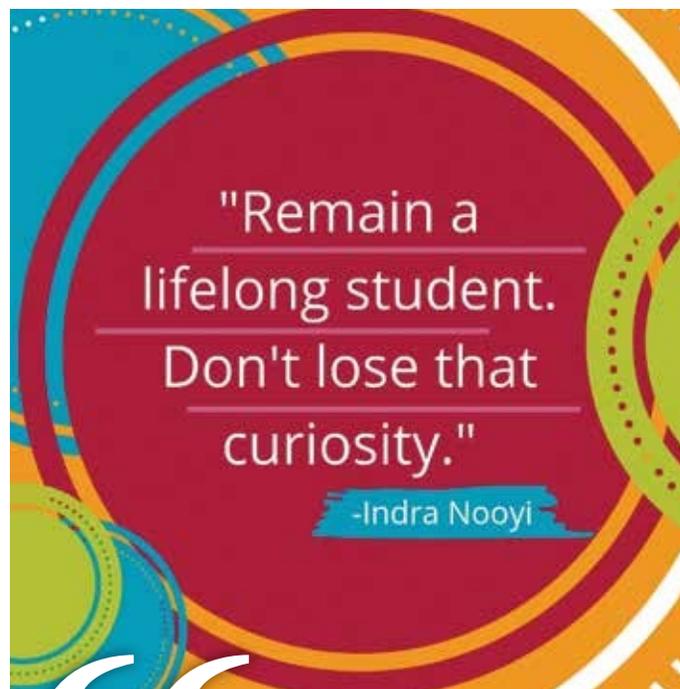
And if Ms. Nooyi isn't enough of a draw to attend the event you'll also have the opportunity to network with over 2,000 of Lancaster County's top business leaders, help us honor our Exemplar, ATHENA, Small Business Person of the Year and Entrepreneur of the Year award winners, and celebrate the impact YOU make on our community.

Indra Nooyi is a born strategist, passionate thought leader, empowered business leader and inspiration. We are thrilled to be welcoming her as our keynote speaker at our 147th Chamber Annual Dinner. We hope we'll see you too.

To get more information and register for the Lancaster Chamber's 147th Annual Dinner, visit info.lancasterchamber.com/annual-dinner. Tickets are open for public purchase.

*Learn more about Performance with Purpose by visiting www.pepsico.com/sustainability/performance-with-purpose

**Reference: <https://www.forbes.com/sites/maggiemcgrath/2018/06/06/worlds-largest-food-and-beverage-companies-2018-anheuser-busch-nestle-and-pepsi-top-the-list/#d86551f1b08d>



MOLLY'S TOP 5 INDRA NOOYI QUOTES:

"Every morning you've got to wake up with a healthy fear that the world is changing, and a conviction that, to win, you have to change faster and be more agile than anyone else."

"Never stop learning. The strongest leaders are those who are lifelong students."

"Please help others rise. Greatness comes not from a position, but from helping to build the future. We have an obligation to pull others up."

"Whatever you do, throw yourself into it. Throw your head, heart and hands into it."

"The only way that you can run a company for the duration of the company and of the CEO is to invest responsibly in transformation when the world demands a transformation."

LT



BY MOLLY CROUSER,
*Special Events Manager,
Lancaster Chamber*
Contact Molly at
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PEOPLE:

What's On My Phone



BY MOLLY CROUSER,
*Special Events Manager,
Lancaster Chamber*
Contact Molly at
mcrouser@lancasterchamber.com



WORK LIFE

Slack, Apple Email

We at the Chamber are collaborative in our approach to what we do - from investments, to sponsorships, to programs & events to our advocacy and community impact work - it's vital we keep open lines of communication. **Slack** has been an integral part of our information sharing process. It allows us to create conversation channels on specific topics, gives us real-time connection when we can't have a face-to-face conversation and is a landing spot for full staff updates and announcements. Having these notifications sent directly to my phone has given me the ability work outside of the office and stay connected to what's going on at headquarters!

I've been using **email** since high school (reppin' class of '09!), so it is just an innate part of staying in touch with friends, family, and of course... the wonderful people I get to work with in my role here at the Chamber. Email is probably my most used app - I can connect my personal Gmail account and my work account in one handy place.

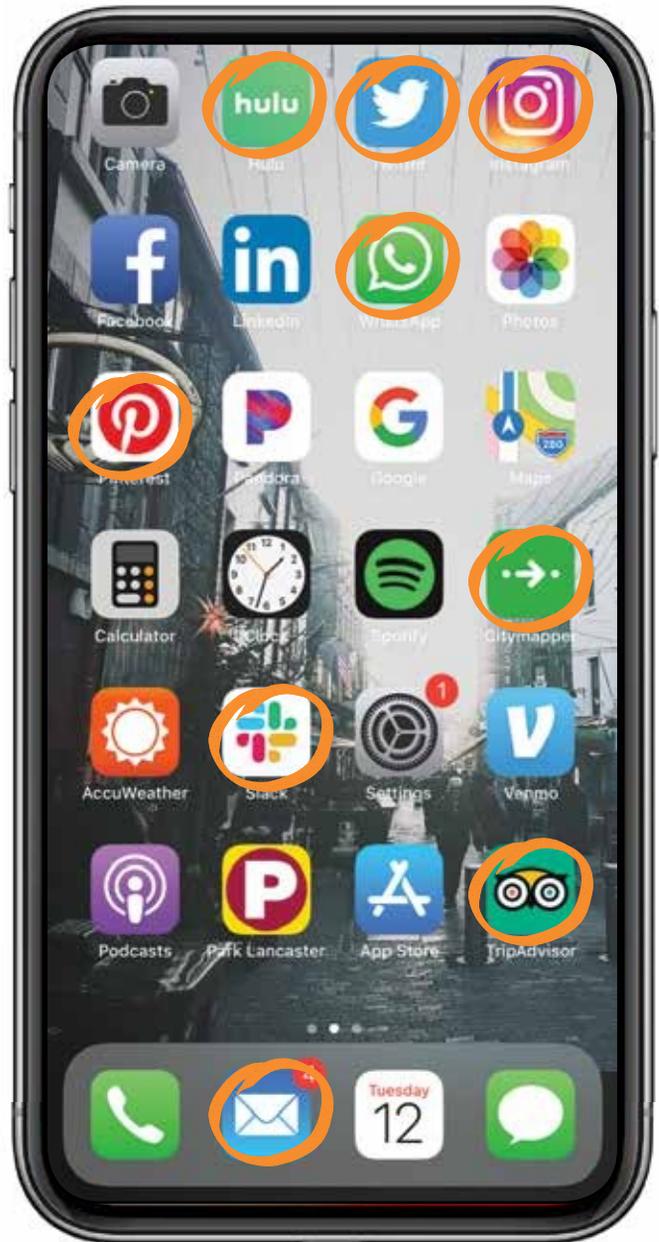


FREE TIME

Pinterest, Hulu

I'm always looking to improve events, programs and communications for the Chamber and **Pinterest** is one of the touchpoints in my journey to find inspiration. From checking out design trends, to making event processes more effective, to simply finding inspiration in quotes, blogs, images, graphics and more - I know I can find it using this app. Bonus: I love DIY and craft projects - and this is the place to go for ideas that will help me start my next big project!

I'm a bit of a pop culture buff - so I love staying ahead of the game with **Hulu**. From binging Brooklyn Nine-Nine to the RBG documentary, I can get a whole range of entertainment & education!





SOCIAL

Instagram, Twitter

Social media is a powerful tool. I use **Twitter** to find news on current events - political, cultural and more. I use Instagram to keep up to date with the things I am passionate about - local restaurants and businesses, my favorite brands, influencers and friends near and far. It also gives me a space to share my own story and personal brand. From the Chamber's perspective, **Instagram** connects us to a population of people that our other communication channels may not reach. We share information on Grand Openings of new businesses, events and programs we're hosting, creative content and community initiatives that our organization is involved in.



TRAVEL

CityMapper, TripAdvisor

My favorite thing to do is to travel & explore - whether that's a staycation and exploring Central PA or a trip across the pond, access to several apps on my phone is important to making each experience awesome. I use **CityMapper** to get around. My most recent international trip took me to London, and CityMapper was the perfect tool to navigate the Tube and bus system. I'm a self-described foodie - I love to try new restaurants locally and on my travels. I use **TripAdvisor** to peruse top trending restaurants and get real-people reviews of the atmosphere, pricing and quality! **LT**

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Community & INDUSTRY NEWS



SHARE YOUR COMPANY'S GOOD NEWS WITH THE CHAMBER

Did your company recently win an award? Did your company recently celebrate a milestone anniversary? Consider sharing your company's good news in the Chamber's upcoming edition of *Thriving!*. Submit your information today at thriving@lancasterchamber.com.



Brubaker Connaughton Goss & Lucarelli has recently hired **Ryan MacDonald** as Associate Attorney and has promoted **Angela Sanders** to Partner.



- Barley Snyder is pleased to announce it has hired **Erica R. Townes** as an attorney in its York office, and **Sarah C. Yerger** to the Harrisburg office.
- Barley Snyder adds four Attorneys to partnership: **Michael K. Crocenzi, Derek P. Dissinger, Stephanie E. DiVittore,** and **William J. Zee.**



Moove In Self Storage hired **Brittany Lombardo** as Property Manager, promoted **Suzi Conner** to Area Manager.



Godfrey has recently hired **Marcia Fortley** as a Senior Account Manager, **Drew Nowacoski** as a Senior Designer, **Eric Scarcella** as Public Relations Manager, **Kim Gates** as Account Manager, **Erin Sullivan** as Associate Account Manager, **Zoe Woodward** as Junior Front End Developer, and **Hannah Funk** as a Junior Marketing Analyst.



JONESTOWN BANK & TRUST CO. has hired **Mollie Ciccone** as Branch Manager of the Lebanon location, and **Gary Mastrangelo** as Commercial Relationship Officer.



Scott Fiore has been named President of TriStarr.





PROVIDENCE ENGINEERING has hired **Robert R. Desmarais** as a part-time member of the Quality Assurance/Quality Control Team.



Murray Securus promoted **Tom Henschke** to Vice President, **Sheri C. Riley** to Executive Vice President, **Mary E. Lyons** to Assistant Vice President, and **Christine M. Lowry** to Assistant Vice President.



Tom Henschke



Sheri Riley



Mary Lyons



Christine Lowry

ECONOMIC DEVELOPMENT COMPANY OF LANCASTER COUNTY has recently hired **Tonia Emswiler** as the Funding and Servicing Officer.



DAVID MILLER/ASSOCIATES INC. has recently hired **Daniel Kaldas** as Civil Engineer and **Lynn Kolb** as Administrative Assistant.



The Lancaster Chamber recently hired **Anthony Leal** for Business Relations, **Tony Gorick** as Creative Services Manager, and **Vivian Silvestri** as Administrative Assistant.



Kevin Mosser

Saxton & Stump has hired **Jonathan Talamini**, **Morgan Hays**, and **Ryan Stauffer** as Litigators. The company also hired **Kevin H. Mosser** as Senior Medical Consultant.



FIG INDUSTRIES



FIG INDUSTRIES has recently hired **Tina Interrante** as Fig Coordinator.



Conlan Swope

WARFEL CONSTRUCTION announced Vice President **Conlan Swope** will be joining the company's ownership team and **Steve Davis** has been recently hired as Project Executive. Warfel also promoted **Sean Cotter** to Director of Preconstruction & Estimating, **Dylan Keller** to Project Manager, and **Craig Hartz** as Field Operations Manager.



McKONLY & ASBURY



Elizabeth Harriger

MCKONLY & ASBURY has promoted **Elizabeth Harriger** to Partner, **Brett Bauer** to A&A Senior Manager, **Bradley Bowers** to Tax Senior Manager, **Charles Eisenhart** to Tax Senior Manager, **Kelly Koman** to Tax Manager, **Emily Roquemore** to A&A Supervisor, **Maria Dicent-Hernandez** to ESG Senior Account, and **Melissa Roberson** to Marketing Director. McKonly & Asbury also hired **Jean Zahurak** as Senior Manager, **Lynnanne Bocchi** as Supervisor, **Colleen Bantz** as Senior Accountant, **Matthew Burns** as Staff Accountant, and **Dan Dorgan** as Staff Accountant.



Larry Shirk

THE WENGER GROUP recently hired **Elaine Box** and **Deana Hollister** as Human Resources Managers, and **Matthew Resnick** as Assistant Treasurer. The Wenger Group also promoted **Larry Shirk** to Chief Operating Officer for Dutchland Farms, **J. Luke Salter** to Account Leader for Wenger Feeds, and **John Myers** to Production Manager for Dutchland Farms.



Michael McGinley

TROUT, EBERSOLE & GROFF, LLP has recently hired **Michael P. McGinley** as Tax Department Director.



Chad Wheeler

FULTON FINANCIAL CORPORATION

Fulton Financial Corporation has promoted **Jason D. Ibach** to Sales Team Lead in the Leasing Department, **Mary Griffith-Alfarano** to Commercial Relationship Manager, and **Connor Rowe** to Branch Manager at the Greenfield Branch. Fulton Financial Corporation has also named **Chad R. Wheeler** Executive Vice President & Treasurer, **Bryan M. Jones** Team Leader, **Rachel Rowley** Commercial Relationship Manager, **Connie D'Augustine** Commercial Relationship Manager, and **Christopher S. Murphy** Commercial Relationship Manager.

UPCOMING LANCASTER CHAMBER EVENTS YOU DO NOT WANT TO MISS!

April | May | June Programs & Events

To register, visit lancasterchamber.com/events or call 717.397.3531.

APRIL 2019

24	New Lancaster Chamber Website Launch Party 5 to 7 p.m., Spring House Brewing Co.
25	Wake Up To The Issues With Congressman Smucker 7:30 to 9 a.m., Eden Resort & Suites
30	YPN Skills Accelerator Workshop - Quiet Leadership 8 to 10 a.m., Hotel Rock Lititz

MAY 2019

02	Industry Tour - Listrak 8 to 10 a.m., Listrak, Inc.
10	Leadercast Live Presents: Leading Healthy Teams 8 a.m. to 3:30 p.m., Worship Center
30	The 147th Annual Dinner featuring Indra Nooyi 5 to 9 p.m., The Lancaster County Convention Center

JUNE 2019

12	Excellence Exchange 7:30 to 9 a.m., Lancaster Country Club
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TICKETS ON SALE NOW!

info.lancasterchamber.com/annual_dinner

FEATURING
INDRA NOOYI
FORMER PEPSICO CEO / CURRENT AMAZON BOARD MEMBER

147TH LANCASTER CHAMBER'S ANNUAL DINNER
MAY 30, 2019

Lancaster Chamber

presented by
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Key Resources

STARTUP BASICS & PRODUCT DEVELOPMENT

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MARKETING

LOANS & FINANCING

HUMAN RESOURCES & HIRING

NETWORKING

GROWTH STRATEGIES

DIGITAL TECH ENGINEERING



Jeremy Hess / The Premise Studio

On Thursday, January 24th, the **7th Cultivate Lancaster Entrepreneur Forum** was held at the Candy Factory with over 250 attendees. This annual event, directed by the Lancaster City Alliance and ASSETS, with the support of the Lancaster County Community Foundation, provided an opportunity for a thriving network of entrepreneurs, small business owners and business resource providers to connect, collaborate and grow.

In addition to the attendees, there were more than two dozen entrepreneur-focused resource providers in attendance, which included the following groups: ASSETS, Ben Franklin Technology PArtners, Catamaran, City of Lancaster, Community First Fund, the Lancaster Chamber, Duke Street Business Center, Keystone Merge, Kick Ass Female Entrepreneurs of Lancaster, Lancaster City Alliance, Make717, SBDC, SCORE, The Candy Factory, and The Lancaster Bar Association.

To kick off the event, the Lancaster City Alliance and ASSETS introduced Cultivate Lancaster's new Event Calendar, which aggregates events from local entrepreneur-supporting organizations including: the Lancaster City Alliance, SCORE, the Lancaster Chamber, Catamaran, Women Connect Lancaster and many others. **Visit cultivatelancaster.com/calendar for more details.**

The Cultivate Lancaster website also includes a comprehensive list of key resources (see side bar) for those looking to start a business. The Resource directory lists the top considerations when looking to start a business and for each, provides a list of "Who Can Help." Various local resources are listed—some offered at no charge and others that involve fees for service or applications. For an entrepreneur in the idea or startup phase to the business in growth and expansion mode, the Cultivate Lancaster site is the go-to for resources to assist in the journey. **LT**



Lancaster Chamber Events

Perfect For Your Business

Did you know almost 80% of the Lancaster Chamber's investors are small businesses? Here's a quick guide on what events your small business can benefit from!

IF YOU...

- Are in 'start up' mode (year 1-3)
- Are a sole proprietor or have a few employees
- Have a main focus on revenue growth
- Spend most of your time working in the business (not on the business)
- Seek opportunities to network, tell your story, and build connections
- Are focused on generating cash flow

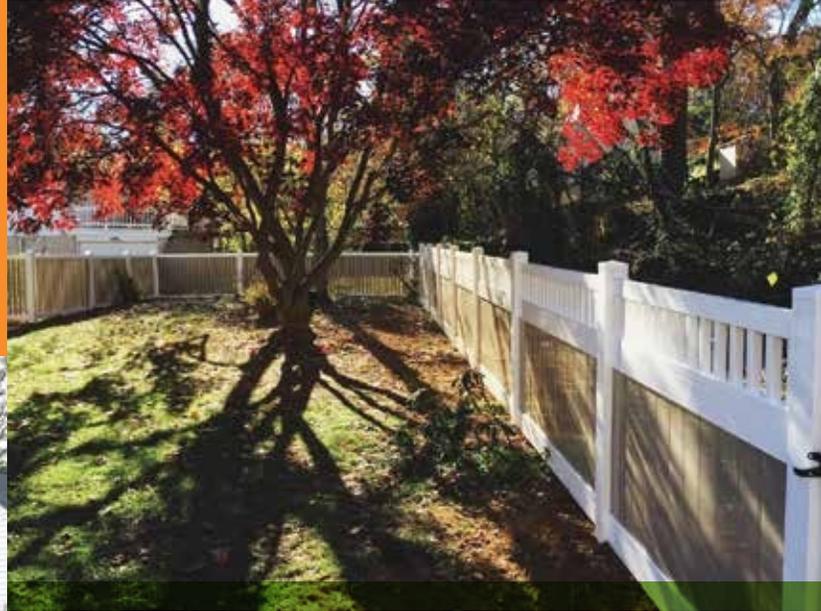
THEN ATTEND...

- Quarterly Consortium Meetings
- Excellence Exchange (6x a year)
- Get Connected
- Mixers (monthly)
- Industry Tours
- Leadercast LIVE
- Wake Up to the Issues (4-6x a year)

Find out more information at lancasterchamber.com



BUSINESS SPOTLIGHT *with* SCORE



BUSINESS:	Integrus Fences And Decks, formally The Fence Experts
OWNERS:	Jason and Sarah Hurst
YEAR STARTED:	2009
NUMBER OF EMPLOYEES:	45
LOCATION:	Gap, Lancaster County



In late 2008, Jason Hurst had the opportunity to start up a fencing business by purchasing equipment, some of the assets and the phone number of a fencing company that had recently closed. As an employee of that business, Jason knew the industry, but needed assistance in building a plan that would create a sustainable business. He went to SCORE where mentors assisted him with developing a solid business plan with financial projections that he took to a local bank for financing. As Jason noted, “the mentors at SCORE walked me through all aspects of the business plan and gave me the confidence to move forward.” This confidence was further lifted when a local bank reviewed the plan and agreed to provide financing. Although Jason secured private financing the experience gave Jason the conviction to move forward, starting The Fence Experts in January of 2009.

Today, with 45 employees, Jason still relies on SCORE for ongoing mentoring and support as he encounters new and different challenges. “Many people in our business community see SCORE as a resource for entrepreneurs and businesses that are just starting out. For our business, they were that and so much more.” The Fence Experts, now Integrus Fences And Decks, relied on SCORE mentors to inject real-life experience on finance, human resources, and marketing to help Jason and his team make better and more informed decisions. All of these efforts were culminated with The Fence Experts receiving the SCORE Small Business Award in 2018. **LT**

**To learn more about SCORE
visit: www.lancaster.score.org**



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LEADING HEALTHY Teams

Friday, May 10, 2019



Leadercast  live

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Career Pathing

Going Up

Empowers Employees to Envision their Future

Many of today's employers share the same challenge: A widening job market and a shrinking labor force. With fewer candidates available, employers are finding it's more important than ever to make employees feel they are a part of an organization that is committed to helping them realize their career goals.

To demonstrate there is room to grow, companies are investing in "career pathing," structured development programs that allow employees to better understand and visualize career progression within their company. When done right, career pathing not only makes it easier for employees to see their potential for career advancement, but also sets clear milestones and provides the development opportunities and tools necessary to reach their desired career goals. These programs can also be a strong recruiting tool in a competitive job market, especially for new employees entering the workforce who are focused on continual professional development.

"We're fortunate that we're not having issues with winning new business, so we're turning our attention to recruiting and developing quality team members and providing growth opportunities so they have the right skills to take on business now and into the future," said Jacob Keeler, vice president of marketing at Paul Risk Construction in Quarryville. "The experience and expertise of our

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WORK/LIFE BALANCE
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CORE VALUES

- SAFETY
- INTEGRITY
- RELATIONSHIPS
- COMMUNICATION
- ACTION
- PASSION
- COMMUNITY

employees is what our customers are buying into when they work with us, so we want to bring in and develop the best of the best."

To do this, Paul Risk invested in a multi-channel campaign, produced almost completely in-house using assessable and easy-to-use design and digital tools. The campaign boldly communicates the company's culture and clearly defines available career paths for employees, whether their goal is to move from laborer to master carpenter or superintendent, or somewhere in between.

"We regularly check-in with teammates and ask where they want to grow with their career, and then we back that up with a documented and defined path that they can follow to achieve their goals," said Keeler. "It demonstrates that we value them for the work they do today as well as what they



CAREER GROWTH

TRAINING MENTORSHIP GROW PROCESS CULTURE SURVEYS

24 YEARS

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Carpenter

Laborer

Apprentice
Carpenter

Journeyman
Carpenter

Assistant
Superintendent

Superintendent
1, 2 & 3

Curtis Lacock
Carpenter

**"It's more than a paycheck.
It gives me a sense of purpose."**
John Roehm, Assistant Superintendent

Tom Snyder
Superintendent

might be able to offer the organization long-term."

Like any journey toward a new destination it's essential to have good directions. Haller Enterprises provides the assistance employees need to travel successfully from "Point A" to their desired "Point B" within the organization through their recently launched Haller University (HallerU) at their headquarters in Lititz. HallerU currently offers full-time Field Ready Programs in the areas of electrical, plumbing and HVAC, each lasting six to eight weeks.

According to Joel Charles, director of Continuous Improvement at Haller, the company made the decision to invest in its university approach when the labor shortage, an industry-wide issue in many of the trades, reached a critical level.

"It went from something we had to keep an eye on," said Charles. "We knew we needed to do our part to remove obstacles that limit someone from starting a career with us, while providing a roadmap for them to continue to grow with us. If they don't have any experience, we can start them out in one of our Field Ready Programs that can equip them with the foundational training they need, but maybe aren't able to get or afford, so they can be empowered to start out in the field safely and successfully. Additionally, we also offer training for our more experienced technicians so there is always an opportunity to learn, grow, improve and advance."

In the short-term, Charles explained that HallerU operates like a Haller-specific trade school, but in the long-term, he says the company hopes to be able to offer a full course book of technical and non-technical classes. Depending on where an employee wants to take their career, they'll

know exactly which courses are recommended and required so they can be in the driver's seat as they move forward to their destination.

"When we tell someone they can build a career with us, we mean it," Charles said. "And now we have a very robust structure in place to support their development and better define a path for growth. Not only does it make it clear, but it puts advancement firmly within an employee's control. It's a win for them, for us, and ultimately for the customer who benefits from their expertise."





It's not just about the employees either. Organizations recognize they can also reap the benefits of having a well-defined career pathing program by having a well-trained and motivated workforce.

"We've found that because our employees know that we're invested in their growth, they feel a greater sense of ownership in the growth of the business," said Kevin O'Connell, operations manager for Lancaster-based Joyland Roofing, which has a documented "Growth Track" program outlining the skills and qualifications needed to move from an Apprentice all the way to achievement of Master Elite Roofer. Joyland's program defines both the technical skills and leadership behaviors needed to progress to the next level.

"We want them to be expert installers, but more importantly, we want them to be expert people," O'Connell said. "So, in addition to trade-skill training, we also focus on developing the behaviors that support being a team player and a positive team leader."

To build its development program efficiently and cost-effectively, Joyland Roofing supplemented its in-house "Growth Track" curriculum by incorporating roofing

installation videos supplied by manufacturers that employees can reference in the field. And when there isn't an existing video detailing an element of a roofing project, the team gets scrappy with an iPhone and films simple, "home-grown" videos.

"We have only 10 employees here, so we have to be creative and efficient in how we get this done," O'Connell said. "It definitely takes a commitment of time to do it right, but it's been worth every hour of investment because our employees really know that we care about them and their personal development. That appreciation shows in the great work they do for our customers every day." **LT**



BY ALISON VAN HARKAMP,
Director, Corporate Communications and Public Relations, Armstrong Flooring
Contact Alison at abvanharskamp@armstrongflooring.com

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Out & ABOUT

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GIANT Direct processes a bulk of local online orders, and serves as a pickup location for people who purchased groceries online.



HALLER University, 208 Bucky Drive, Lititz

HallerU is a comprehensive training facility created by Haller Enterprises, Inc. to serve as a learning center for those interested in HVAC, plumbing, or electrical trades.



HOTEL ROCK LITITZ, 50 Rock Lititz Blvd, Lititz

Hotel Rock Lititz offers upscale accommodations, unique amenities, space for events, and close proximity to the charming Lititz area.



THE IMPERIAL RESTAURANT, 26 East Chestnut Street, Lancaster

The Imperial Restaurant brings artful décor, homegrown food, and a playful hint of historic charm to the corner of Queen and Chestnut downtown Lancaster.



WILLOW VALLEY CHURCH, 300 Willow Valley Square, Lancaster

Willow Valley Church looks to reach and equip people of all generations to love God and others.



INCOME STORE, 1001 Millersville Road, Lancaster
Income Store provides individuals, companies, and private equity firms with new income streams.



PROJECT LAZARUS, 515 Hershey Avenue, Lancaster
Project Lazarus addresses the opioid epidemic on multiple fronts and is a program of Lancaster Health Center.



LINK, 313 West Liberty Street, Lancaster
LINK is one of the most innovative and fastest growing international business brokerage in the world, and is experienced in meaningful strategy to market and sell businesses.



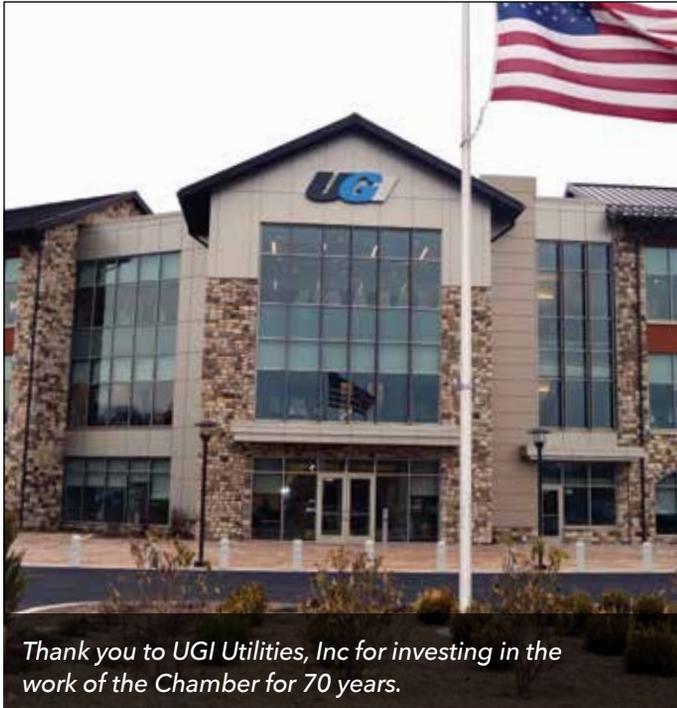
MASSAGELUXE, 400 Gilbert Way, Lancaster
MassageLuXe focuses on a holistic massage experience and offers a variety of options.



MID ATLANTIC FARM CREDIT, 15 Eby Chiques Road, Mount Joy
Mid Atlantic Farm Credit offers a wide range of products—ranging from loans to leases to crop insurance—by an experienced, knowledgeable staff.



SCHREIBER CENTER FOR PEDIATRIC DEVELOPMENT, 625 Community Way, Lancaster
The Schreiber Center For Pediatric Development has been newly rebranded. The Center serves more than 4,000 children every year.



Thank you to UGI Utilities, Inc for investing in the work of the Chamber for 70 years.



Thank you to Armstrong Relocation for investing in the work of the Chamber for 70 years.

INVESTOR ANNIVERSARIES

Congratulations to the following companies that are celebrating milestone anniversaries with us in February, March and April.

FEBRUARY

10 Years

- Bomberger's Store, Inc.
- Martin Appliance
- SC Poultry Services
- Trans4mation Salon LLC
- Web Talent Marketing

20 Years

- 12:34 MicroTechnologies Inc.
- Rapho Township
- Utility Solutions Inc.
- York Fasteners, Inc.

30 Years

- Charter Homes & Neighborhoods
- Lancaster Farmland Trust
- Pepperidge Farm, Inc.

50 Years

- Westfield Insurance

MARCH

10 Years

- Cork Factory Hotel
- Hess Tent Rental LLC
- Interface Performance Materials, Inc.
- Kautz Construction
- Tents For You

20 Years

- BB&T
- Flyway Excavating, Inc.
- Janney Montgomery Scott, LLC

30 Years

- B&F Partners
- Cash & Carry Electrical Supply
- TriStarr

40 Years

- Herr & Sacco, Inc.
- Nissley Vineyards

50 Years

- Kegel's Produce

60 Years

- fun 101.3/ESPN Radio 92.7/WLPA-AM/92.5 FMe

70 Years

- Armstrong Relocation

APRIL

10 Years

- Becker Engineering, LLC
- Constellation
- Faulkner BMW
- Melhorn Sales Service & Trucking Company
- Mister Sparky Electric
- ParadoxLabs

20 Years

- LMI Advertising
- New Life Church

30 Years

- Stoudt Advisors Inc.

40 Years

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50 Years

- Fulton Bank, N.A.
- PPL Electric Utilities

60 Years

- WGAL-TV

70 Years

- UGI Utilities, Inc.

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Audit

IT'S AN INTIMIDATING WORD TO MANY—
BUT DOES IT HAVE TO BE?



It has been proven to be a crucial process in business success—from evaluating internal systems, to ensuring financial data is accurate.

We checked in with some local experts to get a take on what to expect from an audit, the different types, and how to best prepare to ensure a smooth, successful process for your business.

“Before going down any road, you definitely want to have a discussion with the professional services firm and your stakeholders to identify exactly what you need—is it an audit, is it a review,” said Andrew Rice, Consultant at RKL LLP. “First priority is to find out exactly what you need, it makes it easier.”

There are tools you can implement to keep you on track.

“Something that is really helpful during the audit process is for the company to already have created a checklist regarding the financial statement close process,” added Andrew. “Staying on top of documentation and having that checklist is really beneficial to both the client and the auditor.”

There are a variety of options—and talking with the firm will provide clarity around what process accomplishes what.

“Make sure you speak with a firm who will actively listen to you and your needs,” added Andrew. “There may be a whole host of services that are available that you might not have otherwise known about.”

It’s all about the options and the details—and identifying your priorities.

“Never underestimate the value of good documentation, physical or virtual,” said Scott Frick, Managing Partner at Bertz, Hess & Co., LLP. “If the information is lacking in either timelines or accuracy, it is much less useful in making those important business decisions.”

The first areas Scott and his team would recommend documentation would be cash (bank reconciliation processes), revenue (document deposits, writing off old uncollectable amounts), expenses (how are vendors approved/added, who authorizes checks, how are invoices approved), and payroll (how are employees hired/terminated, how is personal data kept secure, who is authorized to change pay rates).

Noting every detail, and tracking trends and internal systems, truly matters.

“Document processes and who is involved with the processes,” said Scott. “This is the first step in documenting your internal controls.”

Rebecca Walck, Principal at Simon Lever Business Advisors & CPAs, also provided feedback on how to make any type of process efficient and effective.

“One of the best tips for a successful audit is to keep an open line of communication with the auditor,” said Rebecca. “This will allow for questions and requests to be addressed timely.”

This communication and collaboration between business and the auditing team is what could really transform the entire experience for everyone involved.

“Audits can be stressful at times for any organization as they can be time-consuming and feel intrusive,” added Rebecca. “However, auditors are not the adversary of the company—instead, they want to work with you to accurately report the financial position and results for the year. They can be great resources for not only accounting policies, but other operational or organizational best practices.”

Whatever process you choose that is best for your company, one thing is clear: it is critical to continue evaluating financial data and processes to ensure you are set up for future success.

Contact a firm today and get started on what could greatly impact your business outlook. **LT**



BY TONY GORICK,
*Creative Services Manager,
Lancaster Chamber*
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agorick@lancasterchamber.com

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THE MAJOR IMPACT OF THE ARTS IN LANCASTER:



A Look at THEATRE

As you sit in the audience and the orchestra begins to tune their instruments, the lights begin to dim, and the curtain rises, you aren't really thinking about the economic impact that your ticket purchase has made for your community. But your support of the arts has a huge impact on community. Lancaster has been a haven for theatre dating back to when stars would grace the Fulton Opera House stage. Through that time, theatres have been a place for people to gather to be inspired, to share their views and to just get away from their regular day and stresses of life.

The arts are truly an economic stimulus for the country and our area. For Lancaster and the surrounding towns, theatre and cultural arts is a growing entity and more theatres, art galleries and music venues are opening every month. They support thousands of local employees and temporary jobs as performers and technicians come and go with each show, energize new business development, generate federal, state and local tax revenue, and are a foundation of our tourism industry.

Discover some of the theaters in Lancaster and learn how they are making a big impact.

THE THEATRES

The American Music Theatre, Dutch Apple Dinner Theatre, Fulton Theatre, Sight & Sound Theatres, and other local theatres have played major roles in the community both onstage and off. Promoting the business to business sector in the community is a strong goal with each. Sight & Sound Brand Director, Dean Sell, stated "Business to Business is a huge part of our mission that largely goes unseen ... we supported the local economy through the redesign and construction of our new theatre, and continue to support the agriculture, banking, food service, manufacturing, shipping, veterinarian, hospitality, tourism and education industries and more. It isn't mandatory, but we buy local both here and in Branson. Most of the time, the best is right here in Lancaster County, whether that be the items that we sell in the concession stands, or the items that we use for our sets and costumes."

The biggest economic impact from a theatre will happen in the next five years when the 166-year-old Fulton Theatre begins a complete overhaul of their block of Prince





Fulton Theatre Redevelopment

Street and the 100 block on West King Street. An initial economic impact study was conducted by Franklin and Marshall in 2016 in an effort to truly understand the impact the Fulton has on Lancaster City and County. "The Fulton has always been a community gathering place, and it is the goal of the theatre to preserve this historic landmark for future generations," stated Nicole Hackmann, Director of Donor Relations/Breakout Performance Campaign. They plan to utilize local building industry companies for the renovations and new building. This is a long-term plan that requires careful balance with local construction businesses and craftsmen in an effort to reduce impact on performance schedules - and therefore the Fulton's economic impact on downtown.

The King Street portion of redevelopment includes 16 apartments that will all be single units for the visiting guest artists, all of which will include the ability to be family and pet-friendly. The first floor of three buildings will be newly renovated storefronts for retail while still maintaining the beautiful architecture of the building. With over 160,000 guests being served annually at the Fulton, an expansion has become necessary. Plans for patron services include new restrooms, bigger and better gathering spaces in the lobby, and updates to the elevator and HVAC systems. And while a new rehearsal space will accommodate full production rehearsals onsite, it will also allow it to be transformed into a unique event space for up to 200 guests while being a new



Fulton Theatre Redevelopment: Artist Housing

architectural element on Water Street. The hope is that the Fulton will become a full-fledged Performing Arts Center in the future, hosting other performing groups such as the symphony, the ballet and other groups creating a cultural center in the downtown area.

ARTS IN THE TOURISM ECONOMY

Tourism in Lancaster County has typically been focused on the Amish community, however, theatre is also a strong economic driver and especially for the group tour market.

When American Music Theatre opened in 1997, they brought a new form of entertainment to the area with their original musical revues and star concerts. They now feature two original shows and 80-85 celebrity concerts each year and have 130 employees. While the original shows garner huge day trip and overnight audiences -especially during the holiday season -the celebrity concerts bring a different audience. Brandon Martin, Director of Operations, says, "Ninety-five percent of the concert audience is a ticket sold to an individual whether that is a party of one-to-ten guests. While many come from the Harrisburg/York/Reading region, audiences also travel from Belair, Towson, Philly, Allentown, Pottstown and more. These audiences also make it a weekend visit pumping hundreds of dollars per person into the economy."

For more than 40 years, Sight & Sound Theatres has been bringing Bible stories to life onstage and has 450 employees. The theatre is a business with a ministry, and they find that it is a way to do the mission of spreading the word of God through their unique panoramic stage, exceptional casts of over 60 performers, special effects, massive sets and live animals - on stage and in the aisles. Anyone that has visited this theatre knows the dynamic economic impact that they have on Lancaster County from the number of motor coaches that you find in the parking lot during each performance. Last season, Sight & Sound entertained over 870,000 paying guests with 80% coming from a 300 mile radius, 15% from all 50 states and a 5% international market from more than 15 countries.

Dutch Apple Dinner Theatre, with 120 employees, opened in 1987. The Dutch Apple offers a dinner and show package and now offers a buffet for most performances and a served dinner on Thursday evening for those that enjoy a bit more upscale menu. Tourism is also a strong component of the Dutch Apple audience as 35% are groups from all over the country and Canada. The Dutch Apple is also part of a large corporation that includes the Broadway Palm Dinner Theatre in Ft Myers, FL and an international tour company. This summer, The Wizard of Oz tour will be heading to China and Bahrain for 16 weeks. They will also be producing the national tours of Finding Neverland and Once for the 2019-2020 tour season. These tours will bring an influx of more than 80 creative staff and performers to the area for more than two weeks staying in hotels and supporting the area restaurants, gyms, and retail during rehearsals.

MAKING A SOCIAL IMPACT ON THE COMMUNITY

Lancaster is definitely a community of action. The National Endowment for the Arts has noted that theatre and cultural activity increases civic engagement including volunteering and charitable giving, and theatres have always been passionate about helping others.

Sight & Sound's goal is similar. "We try to identify opportunities in the community where we can be a blessing to others as a company and be good stewards. We have a Community Service Team that does everything from



*Dutch Apple:
The Company of Finding Neverland
Photo Credit: Jeremy Daniel*



backpack drives for students to cleaning up Route 896," said Sell.

Dutch Apple President David Prather said, "Helping others is part of our company's core value. We even have it present in our mission statement that is Providing exceptional entertainment and customer service that creates a fun and memorable experience while enriching the communities we serve."

The community culture is evident at the Fulton not only with staff but with the donors and patrons themselves, and has been since the 1960s when Nathaniel Hager protected the theatre from being torn down. There are community members who give each year, but will rarely see a show. They feel that it is their civic responsibility to preserve the theatre. The Fulton takes pride in the numerous accessibility and outreach programs offered. The "Pay What You Want" program allows patrons to attend (traditionally the Tuesday before opening a new production) at whatever monetary donation the patron feels they can afford. Hearing impaired and vision impaired services are offered in addition to Spanish interpreted and sensory friendly performances.

INVESTING IN THE YOUTH OF OUR NEIGHBORHOODS

All of the theatres have also made a strong commitment to education and bringing the arts to the students in the community.

Mr. Martin said, "The mission of American Music Theatre has always been to improve the quality of life in the area and has an unspoken piece with youth. I remember growing up with exposure to the arts being so close to New York City, and that isn't something that every student will have in their life. At American Music Theatre we love to host school groups and do workshops with them. We get excited, when they get excited!"

Sight & Sound Conservatory was created to have an intensive experience for students that are interested in the

arts. It's a non-profit organization for ten students each year that are from all over the world; this year they have students from South America and Hawaii. They audition, take classes in all aspects of theatre and then they are offered roles in the shows.

Fulton Theatre and Dutch Apple both have extensive student programs from a year-round Children's Theatre to week-long summer camps and advanced student workshops and performances. Both offer school time performances where students can attend a performance (they have lunch first at the Dutch Apple), get to ask questions following the show and for weekend performances get to meet the cast and have their programs signed. This up close and personal attention is special to young people who attend with their school that may not have the funds to do it as a family.

Theatres: some may say that they are just a place for people to be entertained, but they are so much more. In Lancaster there are over 30! The sheer number in one community is astounding. And the differences that each make as they touch their audiences through their unique offerings makes our city very fortunate. Theatre makes a much larger impact on society and the economy than expected. In addition to those featured in this story, don't miss other theatres and performing arts centers like Prima, The Trust Performing Arts Center, the Ephrata Performing Arts Center, The Ware Center, the Lancaster Marionette Theatre, and more—all making Lancaster a great place for the arts. **LT**



BY DENISE TRUPE,
Vice-President of Marketing, APEX Touring
Contact Denise at
DTrupe@prathertouring.com





Andrea Shirk

ROCK LITITZ

Rock Lititz is a one of a kind production community that supports innovative creativity within the live event industry. With resources ranging from design, engineering and manufacturing through rehearsals, and beyond, Rock Lititz is a one-stop-shop to collaborate on any live experience. Growing to 40 companies and over 1,200 employees, Rock Lititz relies on collaboration amongst companies to make this unique community a success.

**SPOTLIGHT ON ANDREA SHIRK,
GENERAL MANAGER OF ROCK LITITZ.**

Full Name: Andrea Shirk

Title: General Manager

Employer/Occupation: Rock Lititz

Scope of Responsibilities: Develop and manage the Rock Lititz campus and related entities – Strategy and Planning, Land Development and Financing, Financial and Operational Management

Educational Background: Bachelor of Science in Mechanical Engineering from Syracuse University and a Master of Science in Engineering Management from Drexel University

Expertise/Special Training: Program Management, Black Belt in Lean/Six Sigma

Hometown/extent of business/lifetime travel:

“I grew up in Buffalo, NY, lived in Philadelphia and Boston prior to moving to Lancaster. Currently I live in Lititz and have a family home on the Chesapeake in Elkton, MD.”

Hobbies, special interests: “I love family off road adventures (ATVs) and jet skiing, and enjoy reading and cooking when we are not on an adventure!”

Something unique: “This might not be unique – but something I am proud of – I am the first person in my family to graduate from college.”

Family: Married to Mike Shirk with 2 awesome kiddos – Tyler (10) and Haley (6)

One piece of advice or lesson learned:

“Being a working mom is hard, but so is being a part time working mom or a stay at home mom... just find what works best for your family and be comfortable with the tradeoffs – and proud of what you accomplish in any of these situations.”

Hear more from Andrea when she shares more ideas on Radical Collaboration at the Lancaster Chamber Excellence Exchange event on June 12, 2019. Find out more at lancasterchamber.com. **LT**



LANCASTER CHAMBER
ANNUAL REPORT
& PLAN FOR PROSPERITY 2019-2021

Over the past few months, the Lancaster Chamber has rolled out the 2019-2021 Path to Prosperity, our three-year strategic plan to equip, represent and serve business.

The strategic plan consists of four elements that will deliver on the Chamber's vision that Lancaster County is recognized as a model of prosperity. The four elements are:

EQUIPPING BUSINESS

By helping you attract and retain talent, train talent and engage and align talent, the Chamber will help you to connect to the workforce you need.

- Over the next three years, we will be developing tools to help you remain competitive in a tight labor market such as growing participation in the wage and benefits surveys, holding job fairs to reach diverse talent pools, and developing a recruitment video. Further, we will be working to develop the talent pipeline through our mentoring program, partnerships with the presidents of our area colleges and advancing the Inspire initiative to help students participate in rational career exploration opportunities.
- We will be offering multiple channels for access to high-quality, one-of-a-kind training opportunities delivered locally from national partners such as Leadercast and the American Management Association.

- The Chamber is also dedicated to identifying and addressing barriers to employment by connecting the underemployed and unemployed to employment opportunities in key job centers and launching the Immigrant Integration strategy to help businesses attract the workforce they need.

REPRESENTING BUSINESS

By advancing pro-business policy, promoting public awareness and building relationships with elected officials and staff, the Chamber will ensure a positive business climate.

- The Chamber's 2019 Pro-Business Agenda focuses on three key areas: workforce, transportation & infrastructure and regulation & taxes. The agenda prioritizes advancing policies that will align the education system to workforce demands, funding priority transportation projects and building the reputation of the state and county competitiveness.
- By participating on various community coalitions - from the Transportation Technical Advisory Committee to Joining Forces to the Workforce Development Board - the Chamber is representing the business voice on key issues impacting our community.
- We will be striving to engage businesses with elected officials by providing platforms for interaction and coordinating strategic meetings to advance pro-business policy.

SERVING BUSINESS

By developing and providing offerings of unique value, delivering an exceptional customer experience and promoting engagement and developing relationships, the Chamber will provide and deliver value.

- BizCorp, the Chamber's subsidiary that offers group-buying discounts on value-added products, will be promoting products that can provide you with bottom-line savings. We are also evaluating additional products that could be useful for your company - stay tuned!
- We will continue to deliver on bringing prominent national perspectives to the Lancaster community, such as Indra Nooyi, past CEO and Chairman of the Board of PepsiCo - our 147th Annual Dinner speaker.
- Coming this spring, the Chamber will be launching a new website and customer relationship management tool to help you transact with ease.
- As always, we hope to provide you with the highest quality events and customer service experience and will be focusing on standards of excellence for events and programs and our interactions with the business community.



- We want to engage you! Through volunteer experiences and by customizing your interactions with the Chamber based on your or your business' interests, we hope to provide you with meaningful engagements with the Chamber and our local business community!

RUNNING OUR BUSINESS

By growing top-line revenues, optimizing resources, growing reserves and investing in the Chamber team, the Chamber will maintain operational excellence and fiscal success.

- Among the strategies included to equip, represent and serve your business, we have tactics for the Chamber itself to secure our financial footing into the future by maximizing profitability and leveraging the products available to businesses.
- With two years under our belts at 115 East King Street, we are prioritizing paying down the building on schedule and continuing to advance our partnerships with the organizations that reside at 115 East King Street.
- We want to ensure that our staff are growing and developing to continue to provide high-quality service to the business community, so we will be focusing on growing and developing our team members.

The Chamber plans to work to meet the goals of the strategic plan over the next three years and we look forward to your feedback and engagement as we move forward. For more information on the plan, contact Tom Baldrige, president & CEO, at 717.397.3531. **LT**



BY HEATHER VALUDES,
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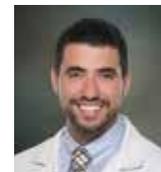
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