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Summer/Fall 2017

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PEOPLE

PATH TO THRIVING

*Discovering a Profitable
Path Through Purpose*

Mary Kohler, Owner, President, H&H Group

BUSINESS

Using Content Marketing
to Standout

COMMUNITY

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in Today's Super-Charged
Environment?





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LETTER FROM THE PRESIDENT



Workforce. It is not an overstatement to write that almost every conversation I have with businesspeople mentions this issue as a top concern.

Whether it's finding the right talent with the necessary skills, providing training and support for current employees to grow, connecting to opportunities with our educational institutions or just being aware of the myriad of programs and services addressing the issue, Lancaster County businesspeople find themselves continually challenged by all-things-workforce.

And the Chamber wants to do its part to help. From professional development to showcasing best practices; from on-line assessments and training (Skill Up Lancaster) to a Job Board to promote your hiring needs; and from advancing and supporting local, state and federal policies that address workforce issues to ensuring our educational curriculum is relevant to future needs, we are committed to addressing this issue from multiple angles.

In this edition of *Thriving!*, we shine the spotlight on some of the many issues impacting our local workforce. I encourage you to give it a read. And I encourage you to keep the information flowing by letting us know how you're addressing this issue within your own workplace.

Working together we hope to turn today's workforce challenges into tomorrow's workforce solutions. Please be part of the conversation.

Sincerely,

Tom Baldrige, C.C.E., President & CEO
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DISCOVERING A PROFITABLE *Path* THROUGH PURPOSE



FAILING FORWARD NUGGET #4: PURPOSE



In business, there is no such thing as “set in stone.” Change is constant, but surviving and thriving through change requires leaders with both a vision to seize future opportunities and a flexibility to shift focus. For Mary Kohler, President of H&H Group, life has provided plenty of opportunities to develop these two attributes. In fact, she’ll be the first to tell you that in business and in life, her path hasn’t always been smooth.

“If you would have told me when I was younger that I’d be running a business, let alone a print business, I would have said you were nuts,” says Kohler, whose parents, Phil and Camilla Huepenbecker, began a Lancaster branch of a Sir Speedy quick-service copying franchise in 1973. *“I hated the business when I was a kid.”*

After graduating from high school, instead of joining her parents, Kohler opted for a path of her own by enrolling in college and assuming the day-to-day management of a horse farm. However, it wasn’t long before she realized that she couldn’t sustain a living with horses and found herself back in Lancaster reluctantly asking her mom for a job. *“I was doing bookkeeping and customer service, which was*

definitely not a part of my life plan,” says Kohler. *“But the more I got into it and realized I had a knack for working with customers, the more I developed a passion for the business. And it wasn’t long before we grew into the number one Sir Speedy franchise in the world.”*

But challenges existed almost from the beginning. *“Coming into a family-owned business isn’t easy,”* she says. *“At the same time, I was a woman in a very male-dominated industry. I have plenty of examples where my mother and I would sit in meetings to buy equipment for \$100,000 or more and the salespeople would focus all of their attention on our general manager, who was male and about the same age as me.”* She says with a smile: *“We’d politely inform them that he wasn’t the decision maker, we were.”*

As attitudes about women-owned businesses evolved, so did printing. By the 1990s the industry was facing a new threat with the rise in popularity and affordability of desktop computers. *“We were a staple for all businesses, because they needed us to print forms,”* explained Kohler. *“With the proliferation of computers, that part of our business*





tanked." Always looking forward, Kohler made equipment investments to stay competitive, being one of the first companies to offer walk-in use of new technologies like faxes and color copiers.

However it was the 2007 recession that presented the biggest challenge. In the months leading up to the financial crisis, Kohler bought out her family business partners, experienced turnover of key staff and was burdened with hundreds of thousands of dollars of equipment debt. The business felt the impacts of the recession early, with customers immediately pulling back on producing marketing pieces and printing in general. "Printing used to be recession-proof, and we no longer were," says Kohler. "We very well could have lost everything. It got so bad the bank was going to call our line of credit, which was half a million dollars. We didn't have a personal guarantee in place at the time. It looked like one of our only options was to walk away from the business."

Fortunately Kohler and her husband Fred were able to do a major refinance, including establishing a personal guarantee and restructuring the company to get as lean as possible. "Everything was on the line, but we were determined to keep this business going. We felt a strong responsibility to keep as

many people working as we could," says Kohler. "I promised to provide continuous communication and complete transparency. Employees saw me keeping my word and from that point I was able to build trust and really build the culture. Today, culture drives everything here."

It was that solid culture that propelled the company through a business model transition that culminated with a rebranding to the H&H Group in 2011. While it was still one of the largest Sir Speedy franchises in the world, Kohler says the company wasn't operating like a typical Sir Speedy. "In the 2000s we began to understand that we could be more than a printer for our customers, we could be their marketing partner by offering ways to amplify their brand in addition to print, through signage and other creative executions," says Kohler.

New products and a new brand meant new ways of working for H&H's employees, but instead of resisting the change, Kohler says an atmosphere of openness and communication enabled her team to see how it could benefit the company and their own futures. "My team is incredibly adaptable, but if we didn't do the work to develop our culture leading up to this change, it would have been much harder and probably less successful," Kohler states.

Today, Kohler describes the H&H Group as a values-based business. "We hire slow and we hire for culture fit," she says. "If a candidate's values don't fit ours, we won't consider them. This isn't a family-centered business anymore, but we take care of each other like family."



And it was the H&H Group family that rallied around Kohler in 2012 when her 17-year-old daughter was seriously injured in a car accident and required almost a year of care and rehabilitation to learn to walk and talk again. *"I was a full-time caretaker so my mind wasn't fully in the business for about six months,"* Kohler explains. *"My team took care of me emotionally and kept things running smoothly so I could concentrate on my daughter's needs, and today she's a walking, talking miracle. That was an experience I couldn't prepare for, and it reinforced my belief that you need to trust in others and something bigger than yourself."*

Today, the H&H Group looks very different from the business that Kohler joined more than 30 years ago, and she's ready to take on more change in the future. *"I don't know if we'll still be printing things 10 or 15 years from now. I think so, I hope so, but I'm not married to it,"* she says. *"I'm not committed to our products, but I am committed to our purpose, which is to be significant. I know we'll continue to work every day to improve lives, businesses and our community. That will never change."* **LT**



BY ALISON VAN HARKAMP,
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PEOPLE:

What's On My Phone



BY DEBORAH BARBER,
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Use 'Em All the Time

Email, Calendar, Messages, Facebook, Messenger

I have all my email (personal and work) combined on my phone. It can get a little crazy, but it helps me focus on one location for all email when I'm mobile or in a meeting. I am not good at remembering appointment times, so if it's not on my calendar, I probably will not remember it, and I always prefer to have an alert. I set the alert time based on whether it's an in office, walking or driving to appointment. Our office uses text messages a lot, so that is another app I'm always looking at throughout the day. FB Messenger is basically the same, but I have a different group of people who message me there, so I jump between the two. If you want a quick answer, message me, and please don't call. I really don't like getting phone calls! Facebook gives me a way to keep in touch with friends and keep up with where everyone is when we can't get together.



AM Routine

The Skimm, The Weather Channel

I LOVE the Skimm...it is hands down the best way to get news in my opinion. It's written in plain English and gives you all the highlights. If you want more detail you can jump to a more in-depth explanation or article. It is my must-read every morning while I'm eating breakfast during the week. The app also has a "Skimm Ahead" which clues me in to what is coming up in the week like critical votes or top sporting events. I also have a weird obsession with the daily weather. I check it literally first thing every morning before I get a shower! I use it to plan what I'm wearing and whether we can have dinner on the deck or not.





On the Run

Amtrak, Uber, Waze

New York City is someplace I always love to visit and it's convenient to jump on the train from Lancaster. Using the Amtrak app makes it extremely easy...you can search trains, purchase tickets and be on your way. The e-ticket saves me from having to print out, and worry, about a ticket. Since Uber has arrived, I love that I don't really need to drive outside of the city. I use it when going out rather than driving myself; it's so convenient. I also use it when I travel rather than renting a car. But, if I am driving myself, I rely on Waze. I am awful with directions so I'm happy I can put in an address and it will make sure I get there...especially when I am travelling. Added bonus: it will warn you about police, items on the road or traffic delays (if another driver has tagged them).



Keeping me in check

Lose it!

Let's face it, as you get older it's harder and harder to keep your weight under control. I can easily go down the path of binging on pizza or cheese, so this app helps me keep it to a minimum! I set goals for myself and track what I'm eating and my exercise.



Inspiration

Pinterest, Instagram

When I'm stuck and need creative inspiration, I can turn to Pinterest or Instagram. Surfing posts from all over the world always give me a different perspective. I use these sites at least every couple of days. I'm currently curating a Board for our possible master bathroom remodel.



Home Life

Sonos, Xfinity, Honeywell and Ally

One of the best things we installed at home this year was a Sonos system. I love that we can surround ourselves in music even up on the roof deck! We are always adding music to playlists, so the tunes are ready to go at a moment's notice. The Xfinity app is the only way I can figure out the TV and I always know where to find it! Heating and cooling a warehouse space can be challenging at times, but with my Honeywell app I can adjust when heat/cool comes on in the house so the HVAC system is not running unnecessarily. And, I can do that remotely as well...if I'm gone all day Saturday, I can adjust it and then bump it back on when driving home. I made the switch to online banking years ago. Ally makes it so easy to check balances, transfer money and keep tabs on my accounts...the ability to scan a check with my phone and have it deposit is the best thing ever, in my opinion.



Time Tracking

ESS Mobile

At Nimblist, we are continuously fine-tuning our process and looking for ways to improve. A year ago, we implemented a time tracking system across the board, including our temporary employees who come on and off gigs. By using this app, our team can enter hours anywhere by gig or by team depending on what they are working on. I can use the data for budget forecasting and resource allocation. It's helping us work smarter.



Out and About

Stocard

No more carrying all my discount/membership/healthcare/loyalty program cards with me in my wallet and then digging thru them in the check-out line. I scan them into Stocard and I'm off. I have an alert set so if there are discounts for cards I have stored, it will let me know. Honestly, this is a great app and for the most part it works well. I think the adoption rate locally for this technology is not as good as I would like...not all of my doctors will accept my scanned healthcare card for example...but it's getting better! Maybe if more people start using it, they will get on board. (hint, hint)

NEXT GENERATION MACHINING CHANGING THE PERCEP



Steve Fanning is doing business in space. Sort of. Fanning is the operations manager at Flex-Cell Precision, Inc., a CNC machining company that manufactures medical, military and communications products. Flex-Cell does work both directly for NASA and indirectly, through other customers. He manufactures satellite components and thinks he manufactured housings for an electronic assembly that wound up on the Curiosity Rover exploring Mars, according to feedback from one of his customers involved with that mission.

When people drive by the company's facility on South Duke Street, do they know that workers there are making products that (possibly) span the solar system?

Fanning laughs. "People think we're a battery company."

Flex-Cell is like many manufacturers in Lancaster County—together, they employ thousands of workers, make cool stuff for global clients, and they hide in plain sight.

"People say, 'We drive by that all the time, and we didn't know what was happening in there,'" relates Susanna Schaum, Fanning's assistant. And that can be a problem for a high-tech industry looking to recruit a new generation of skilled workers.

Modern manufacturing "is not something young people—or people in general—can picture," Schaum says while sitting in the conference room of the company's bright, modern headquarters. "They know what an electrician does, they know what a plumber does, they know what a carpenter does. You ask any of them, 'What does a machinist do?' and their face goes blank."

TION OF AN INDUSTRY



Flex-Cell and fellow manufacturers are teaming up to change the way people see their industry. Already facing a worker shortage, the industry is now facing thousands of retirements over the next decade. So they're trying to show off what they do and sell their job opportunities to the next generation.

MIND THE (SKILLS) GAP

It is hard to overstate the importance of manufacturing to the Lancaster County economy. According to the PA Department of Labor and Industry, manufacturing is the second-largest industry in the county, behind healthcare. It employs nearly 16 percent of the workforce and pays nearly 20 percent of all wages, with average salaries nearly 20 percent higher than the median Lancaster County family's

income. The Economic Development Company of Lancaster County says manufacturing accounts for \$12 billion in annual sales.

Yet job openings go unfilled. From 2014-2016, more than 3,700 companies with more than 6,000 jobs were recruiting graduates of the manufacturing division at Thaddeus Stevens College of Technology, one of the region's only feeder schools. That's more than 15 jobs per graduate over that time span.

It's the phenomenon commonly known as the Skills Gap.

And there are more storm clouds on the horizon: CareerLink reports that 29 percent of the county's manufacturing employees are 55 or older. Nationwide,





the Bureau of Labor Statistics predicts that as many as one out of 10 workers will retire either this year or the next.

Employers are responding by recruiting aggressively and raising wages for younger workers. Overall, two-year technical degree earners are beginning to outpace annual earnings of many four-year graduates, according to Kevin Fleming, a national advocate of career and technical education.

"The STEM jobs currently needed nationally require hands-on technical skills, contextualized general education understanding, and industry credentials," explains Fleming, dean of instruction for career and technical education programs at Norco College, California. *"We are producing many college graduates, but too few possess the employability, technical, and professional skills STEM employers are seeking."*

Flex-Cell, so far, has been able to avoid the consequences of the skills gap. They have never turned down a job because of fears about scaling their workforce, as have some companies. The average age of their workers is in the upper 20s. The company's experience may be a model for other manufacturers.

SLOW AND STEADY

Recruiting and retaining young talent is not necessarily a strategic goal of the company, but it has succeeded where others struggle. Originally manufacturing microwave housings for military clients, Flex-Cell now does a lot of work in hybrid electronics and, recently, medical devices.

"We've evolved in the industries we've served," Fanning says. *"We don't want to grow too fast where we don't know how to handle it, and we don't want to stay stagnant, either."*



Fanning's father, Tony, founded the company in 1991 at a facility in Long Island, New York. In the 90s, he moved his family to Lancaster. The company had a few different homes before moving to its current location, a state-of-the-art facility on South Duke Street, about five years ago.

"We designed it around a flow," Fanning says of the new building. Raw materials enter at one point and move seamlessly from saw cutting to precision, five-axis machining operations and on to finishing. The facility is bright, clean and inviting—the opposite of "factory" images that may come to mind—which was an effort to impress customers when they walk in the door. But it also helps recruit workers.

"Machining is considered dark and dirty," Schaum admits. "It's not that way here. And that's impressive—it's impressive to customers, which is important, but to the employees. They're proud that this is where they work, and they're proud of the product that goes out the door."

Flex-Cell is also committed to building a workplace culture that appeals to millennials, who make up about a third of their workforce. The company cut back hours to four 10-hour days a week to give employees more flexibility and a three-day weekend. It offers bonus incentives to employees who agree to automate processes on weekends. And management works hard on organization—employee roles

are clearly defined and transparent—so that they do not need to micromanage.

"Not having someone hovering over you, millennials like that," Schaum believes. "And Flex-Cell is high-tech. So the young men and women are challenged, as well."

It also helps that Fanning, 29, is their operations manager.

"He sees the world much differently than a 45- or 50-year old," Schaum says. "That's big. The employees feel like, 'This guy understands me.'"

The company also recognizes that, to attract a high-tech employee, they need to pay them. Flex-Cell believes they are on the higher end of the pay scale, they offer a four percent match in 401(k), and they provide health, dental and vision insurance.

And they have never had a layoff.

CHANGING MINDS

Young. High-tech. Lucrative.

These are the words local employers want students—and their parents—to think of when they consider manufacturing



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jobs. And that it might not take a four-year degree to start a great career.

"Technical skill attainment and industry credentials have become the prominent pathways to securing livable wages," says Fleming, who the Lancaster Chamber co-hosted for a speech in February. *"21st century employers want to know what you can do, and what you can do well, not just what degree hangs on your wall."*

Steve Fanning graduated in 2005 from a local high school. He says he learned all about manufacturing from his father, but that none of his teachers ever promoted a career in the industry. Many of his classmates followed into a four-year college, where he chose to start a career working with his father's company.

"I was probably one of the only ones (in the class) who realized what was out here," he recalls. *"It was always: four-year college."* The perception of the students doing "techy stuff" was not positive.

So manufacturers are elbowing in to middle and high schools to deliver their message—and they are finding receptive audiences among educators. Companies like Flex-Cell and High Concrete Group, LLC, host teachers and guidance counselors—who receive professional development credits for the visit—so they can experience first-hand what today's skilled jobs look like. And they will open their doors to the public as part of Manufacturing Week in October (see sidebar).

They want educators, parents and students to realize the diversity of jobs available—in just one industry, right here. For example, the US Department of Labor estimates

employment of machinists (12 percent), industrial machinery mechanics (22 percent) and mechanical engineering technicians (9 percent) to surge over the next five to seven years.

"So, all these parents who tell their kids, 'go into engineering,'—you only need so many engineers, you only need so many programmers" Schaum says. *"But we need a lot of operators. And operators make very nice livings, they have great benefits, great work schedules, all of that."*

Fanning and Schaum are optimistic that educators are gaining a better understanding of where the jobs are. They just hope the new awareness pays dividends in time to bolster their industry.

"When are all of these jobs going to be filled in Lancaster?" Schaum worries. *"When are they going to have to go somewhere else?"* **LT**



BY ADAM AURAND,
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Bringing Awareness to the Manufacturing Industry

Flex-Cell Precision is one of a host of companies in Lancaster County participating in a national event known as Manufacturing Day. In fact, Lancaster County intends to make a week of it.



Nationally, Manufacturing Day is a project of the National Association of Manufacturers and aims to “inspire the next generation.” Always the first Friday in October, the event has grown to nearly 3,000 events involving more than a quarter-million students from every state. Last year, President Obama issued a proclamation declaring National Manufacturing Day.

The steering committee planning Lancaster’s event for 2017 believes the industry has outgrown one day. It’s putting together a schedule of events for students, educators, parents and community leaders.

ACTIVITIES PLANNED OR UNDER CONSIDERATION INCLUDE:

Field Trips: Students from all 16 school districts in Lancaster County are participating in tours of area manufacturers. The committee is considering developing a virtual field trip for students who remain at school, as well as parents and others.

Family Events: Some manufacturers are opening their doors to parents and interested community members, as well. In addition, Thaddeus Stevens will host a series of presentations for parents throughout the week.

Community Buzz: Look for public service announcements, media stories and more during the week. Join in the conversation at #LancasterMakes and #MFGDay17.

Women Recruiting: A grant from the National Science Foundation is funding tours and information sessions at local companies for high school girls. The young women will tour Arconic, Flex/Cell, Dental EZ, Pepperidge Farm and Astro Machine Works, among others, as well as Thaddeus Stevens College of Technology.

“The viability of Lancaster’s manufacturing sector directly impacts families in our community in many ways,” says Janel Cross, president of Align Financial Services Group and chair of the Manufacturing Day steering committee. “As a firm serving many manufacturing clients, we believe more families need to be made aware of the career and wage potential in manufacturing jobs here in the county in order to make more informed decisions about their educational paths.”

It’s not too late for businesses to participate! Contact Janel Cross or Jesse Steffy at Align Financial Services Group at 717.207.9230 or info@alignfsg.com for more information.

For more information and scheduling updates, follow Lancaster Manufacturing Day on Facebook at Facebook.com/LancasterMakes.

Additionally, throughout the fall the Lancaster County Workforce Development Board is collaborating with business, community and education to host a series of “Redefining Career Success” technical career forums. These free career exploration fairs will feature local employers, training providers and skill developers showcasing the many high priority occupations found here in Lancaster County. The events will include workshops for parents of career/college-bound students, discussions with industry leaders, and a chance to win scholarships toward qualifying educational expenses at a local post-secondary institution.

DATES AND LOCATIONS FOR THE EVENTS ARE AS FOLLOWS:

- **Wed., September 20** - Garden Spot High School
- **Wed., October 4** - Quarryville Library Center
- **Thurs., October 12** - Ephrata Area High School
- **Thurs., October 19** - HACC - Lancaster Campus - East 203
- **Thurs., October 26** - Associated Builders and Contractors - Keystone Campus, Mt. Joy
- **Wed., November 8** - Columbia High School Auditorium

All events are open from 6 p.m. to 8 p.m., with workshops/breakout sessions from 6:30 p.m. to 7:30 p.m.

For more information, please visit the Lancaster County Workforce Development Board website at www.lancastercountywib.com.



How Two Local Brands Use **Content Marketing** to Standout

About 10 years ago, I received a phone call from an acquaintance who was a magazine publisher in Ohio. He was looking for sponsorships for his new title. He told me the magazine would be directed to brands that were using education and entertainment more than direct selling to build brand affinity; something he knew was near and dear to my heart.

After I agreed to be the first advertiser, I asked him the name of the magazine. "*Content Marketing Strategies*," he replied. It was the first I'd ever heard of the term. And the guy on the phone? His name was Joe Pulizzi, who went on to found the Content Marketing Institute before selling it last year for more than \$17 million.

In the past decade, content marketing has gone from its infancy to being much ballyhooed by those of us charged with building awareness and interest in our products and services. The category has spawned jobs and agencies and become a way of life for some marketers, even as it's gone virtually ignored by others.

Definitions vary, but at the core, content marketing is no different than my original thought way back when. Rather than reaching out and trying to sell, instead it's about



positioning your brand in such a way that you are providing value to prospects to increase your likelihood of success for when they are ready to buy.

And 10 years later, you don't have to look to the big agencies - or even cities like Cleveland - to see content marketing in action. Here's how two very different brands are using content marketing to drive awareness, desire and action in Central Pennsylvania.

LIGHTS, CAMERA, KEN

Ken Pederson refers to himself as an introvert, but likely you'd disagree. After all, for nearly a decade his weekly video blog, Ken's Korner, has gone out to more than 1,200 Realtors on Friday mornings.

Even allowing for the "two or three times per year" Pederson doesn't make it on the air, that still means that conservatively he's done more than 400 episodes, or twice as many as the cast of Seinfeld. An introvert? Really?

After building successful mortgage companies for others in Central PA, Pederson went out on his own nearly a decade ago, opening the first Pennsylvania branch of FAIRWAY Independent Mortgage. Wanting to communicate regularly to both prospects and Realtors (who provide a regular source of referrals), Pederson launched an email newsletter almost immediately, and focused far more on what the market was doing and far less on selling his services.

The email newsletter soon evolved into a full color PDF for a few years. Now, it's been so long Pederson doesn't recall how he made the decision to go into video but acknowledges it was probably in and around the rise of YouTube. And since then, Ken's Korner has been a staple in Pederson's marketing arsenal.

While Pederson may not remember why he chose video

as his platform, he is ruthlessly disciplined in his goals each week. He says that the three legs of his videos are, "Motivation, inspiration and education. Each video needs at least one of those, and the best ones have all three." Regular viewers can expect book reviews, quotes Pederson's been pondering or simply his take on what the market's been doing. What they won't get are any strong sales pitches.

When questioned about the complexity of doing video, Pederson counters that he's actually drawn to it because of the simplicity. Taking the advice of Gary Vaynerchuk, Pederson doesn't edit Ken's Korner, instead allowing people to see his performance, as is. "I think it humanizes the experience a bit for people to see me stumble over a line or interject an 'umm,' or an 'ah.' In an email newsletter, people might question a typo, but when you flub a word on video, they consider me to be more approachable."

In addition to letting you know what's going on in the marketplace, Pederson's years of experience allow him to clearly explain the context of market movements. While he never claims to be smarter than the market, he's not afraid to offer his opinion of whether market fluctuations suggest a buyer could do better by expediting or delaying a purchase.

"Ken's Korner is produced to help those in the Real Estate community," says Pederson. "If I can provide insight into what the market is doing, that will enable Realtors to perhaps provide more astute counsel to their clients."

In addition to producing Ken's Korner for Realtors and other circles of influence, Pederson releases another email to people considering loans that goes out each Saturday. Recognizing that context is everything, he believes that what a homeowner wants to learn about is far different than what a referral source would.

For Pederson, Ken's Korner has allowed him to be seen as a thought leader in the space, and years after starting the platform, he calls himself "ridiculously amazed" that more in the marketing and sales profession haven't copied from this page of his playbook.

Of course, if they were to do so tomorrow, they'd already be four hundred episodes behind.

SHOWTIME

Jeff Bleacher knows that when most people think of accountants, "numbers" are the first words to come out of their mouths and in some cases, also the last. And that's precisely why his firm has a robust content marketing program.

For years, Ross Buehler Falk &





Company has aimed to help their clients understand the larger picture around the context of their numbers, and the stories behind their successes and failures. Along the way, these stories have provided the proof to reinforce the company's mission to go "beyond the numbers."

"Accounting firms tend to be all about the numbers," says Bleacher. "But we want our clients to think about the strategies that drive those numbers and how those figures should inform their next decisions."

To that end, last year the firm started hosting an "Executive Forum," showcasing local business leaders willing to share their top business lessons. Almost immediately, the Forum was a success. Since launching, the Executive Forum has featured Fig's Deb Brandt, Chip Cargas of Cargas, Dave Hornberger of Orrstown Bank and others.

Held at the corporate training center at The Horst Group, Bleacher has seen people attending for both networking and education opportunities, and finds the event to be attended by customers, prospects and referral sources, alike. Staying true to content marketing principles, Bleacher's only rule is that speakers are more interested in genuine storytelling than taking an opportunity to sell.

"The success of the Executive Forum is that our speakers have amazing stories to tell and the willingness to share," he says. "It's their commitment to openly educating that has made the program work so well."

While the Executive Forum's success has been impressive, for Bleacher it also uncovered some limitations in both the potential reach (the current facility can only hold 50 attendees) and speakers (though a future speaker is flying in for the event, most have been locals). But when faced with the inherent limitations of the Executive Forum, Bleacher decided the answer was even more content marketing, specifically aimed at remedying these challenges.

TO THE AIRWAVES

To reach a larger audience, Bleacher knew he'd need to produce something digital. Like Pederson, he briefly considered doing a regular video. Unlike Pederson, he quickly dismissed it.

"I knew we wanted to do something with dialogue and guests, and quite frankly, when I tried to pitch the idea of video to some people, I got some pushback. When you begin talking about video, some people are nervous about how they're going to look on screen, how their hair looks or even how they're dressed. So for us, a podcast made more sense. And obviously, it made sense to call the podcast 'Beyond the Numbers.'"

For those unfamiliar, a podcast consists of audio content, similar to talk radio. But unlike live radio, content is recorded and can be listened to at the time and place the listener prefers. And while this seems simpler than video, production value certainly matters and Bleacher relies on North Star Marketing to ensure the finished product sounds professional.

"If I step on a line or make a funny mistake, we'll leave that in, but if the sound quality is bad, that's what we want to correct."

At a tactical level, Bleacher hopes the podcast can include guests from anywhere in the world as well as reach clients and prospects wherever they might be.

Because there are many distribution channels for podcasts, Bleacher is platform-agnostic. Listeners can tune in via iTunes (which will accept shows with a minimum of six episodes), Stitcher (which boasts more than 65,000 shows), or even YouTube. Like many forms of digital content, the greatest commitment comes in the time and expense required for production. Distribution, in comparison, is easy and cheap, if not free.

While the earliest episodes of Beyond the Numbers have been somewhat foundational, allowing listeners to learn what the firm is all about, Bleacher is most excited about moving forward and highlighting his clients' stories, even going so far as to preview or review speakers that have appeared at his live event.

"Ideally," he says, "we're going for brand synergy. The podcast can make our live events more successful and vice versa."

RUNNING THE RETURNS

Though Bleacher and Pederson are both entirely committed to their content marketing, they both admit to not being overly fixated on measuring a return on their investment to their programs.

Though Bleacher does track social media following and email open rates, he says that he can't remember ever adapting content to try and game the system to provide more results.

"There's no great metric for thought leadership," he says. "It's more important that the content we're producing reflects something that we honestly feel will resonate with our audience." Pederson agrees.

"Ideally, I'd probably pay more attention to my metrics," he says. "But at the same time, I'm not going to change my opinions about the market and I'm not an actor, so I'm definitely not going to change my delivery. For better or for worse, when you're watching Ken's Korner, you're seeing who I am." **LT**



BY MARCUS GRIMM,
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Lancaster

In every community, town and borough are hidden gems that offer unique, one-of-a-kind products and services that are helping put them on the map. And, Lancaster County is no different. What sets Lancaster apart is our diverse mix of industries. Our Made in Lancaster County article is a way to highlight those companies helping to make Lancaster County stand out regionally, nationally and globally.

In our Summer/Fall edition, check out how Menno Tea is using its Lancaster County roots to make a name in the beverage industry...





A Taste of Lancaster County

One *Sip* at a Time

How many acres does it take to make a farm? 100? 50? How about one? Even though you could easily walk the length of this particular Bird-in-Hand farm in under a minute, the feeling you get when standing amongst many varieties of mint listening to the busy sounds of pollinators, against the backdrop of cornfields in the epicenter of Lancaster tourism, is without question the quintessential “farm” feeling that many visitors to our area seek to experience.

At the Menno Tea Cafe and Mint Farm, cultures blend and coexist: the secular, the Old Order, and something in-between. “Menno” Tea gets its name directly from Mennonism, a practice of Christianity whose members strive to maintain a simple or “plain” lifestyle. Here at the cafe, it is impossible not to witness the near cousin of the Mennonites – The Amish – passing through our secular world via buggies and scooters. What differentiates the two is that while the Amish choose to insulate themselves from the outside, Mennonites choose to exist and mingle among the secular world.

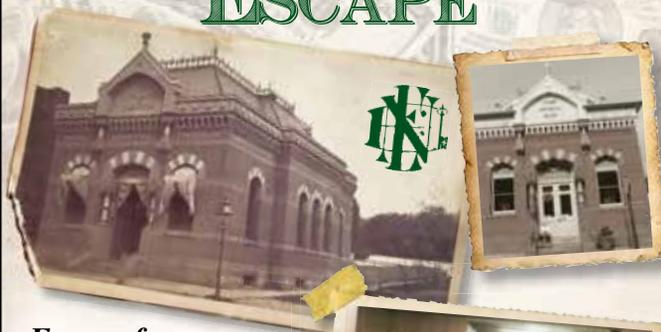
Inside this modern-yet-quirky cafe, globalism is at work as the Italian espresso machine pumps out two shots made from beans fairly-traded (sourced by certified B-Corp One

Village Coffee) from Africa and South America. The shots are blended with milk and a fresh shot of mint concentrate made by boiling fresh mint that was harvested just a few steps away. The mint elevates the Americano into a drink called the European Mint Espresso. Clearly tea is not the only product that Menno Tea has perfected.

“Menno” rhymes with “Meadow” as in Meadow Tea, a popular homemade drink created by boiling mint and adding sugar to taste. Like all homemade recipes, every family has their variation. Hans Weaver bases his recipe on his mother’s that adds black tea. Using that recipe, Weaver and his business partner Niles Garber Miller started Menno Tea as business students at Goshen College, a Mennonite liberal arts college in Indiana. There, they encountered some resistance from roughly half of their professors who did not share their vision for branding the business on a relatively small Christian group. Weaver recalls, “*Our argument to our professors was, ‘Have you ever heard of a company called Quaker Oats?’*” referring to the global food conglomerate that features a 17th-century “Quaker” on their logo. The similarities between the two companies lie in the goodwill generated by the associated values: honesty, simplicity, purity, fairness. The similarities end



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BUSINESS: MADE IN LANCASTER

with the actual connection to their respective religious practice. Unlike Quaker Oats which has never had any real connection with Quakerism, the association with the namesake of Menno Tea is significant and inherent. Weaver and Garber Miller received their first grant from a Mennonite college. Their beliefs and practice were and are essential in gaining distribution through a powerful distributor of "plain" products with sales close to \$1B. The word-of-mouth generated among their community has contributed to a considerable amount of company growth. Compared to the general population, this niche market share may seem relatively small, but considering the Long Tail theory of economics, with Mennonite membership in North America at approximately 400,000, it makes good business sense. But Menno Tea's distribution is not limited to the plain market. It's carried by high-end purveyors like Rooster Street Butcher in Litz and Central Market in downtown Lancaster, and Wood Burning Luca Italian Kitchen in downtown Lancaster.

Growing a business based on a simple recipe from a college kitchen to national distribution has not been without a few bumps... or rather lumps... of too much sugar. Weaver reflects, "On our very first production bottling run we had an issue where about twice as much sugar was added to our recipe. It was so much that it overpowered the taste of mint." Weaver holds on to these bottles to remind him that although the inspiration for his company was a homemade recipe, running a business is a different matter. Beverage and bottling science, with considerations like pH and "brix," does not sound nearly as pastoral as hand-picking mint from a family field, but the result is the same: using simple ingredients to achieve a great product.

Almost all of their mint is grown on a farm in Ohio. But in an effort to make their tea as close to the original recipe as possible, Weaver and Garber Miller started the one-acre farm in Bird-in-Hand to grow the traditional Apple

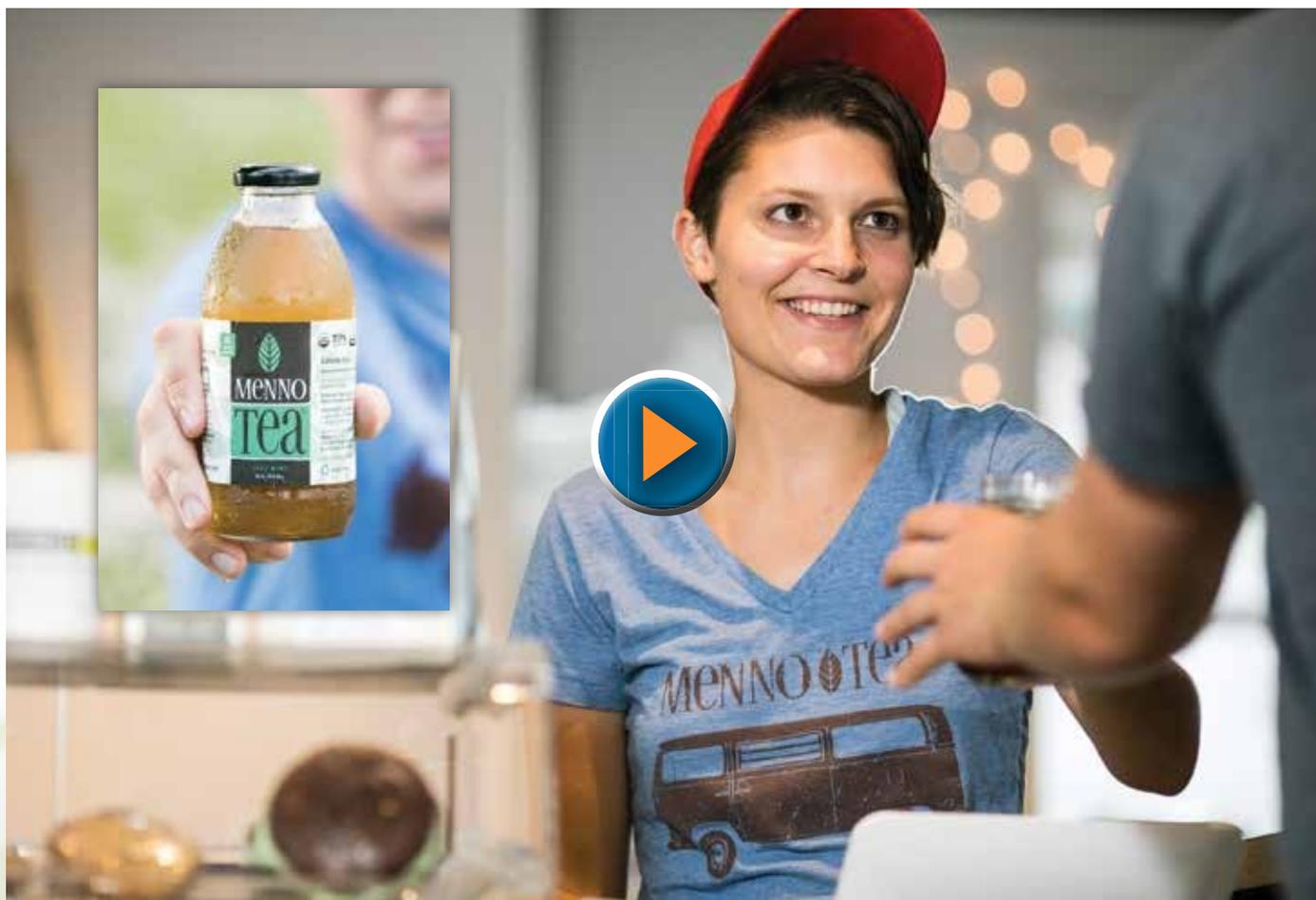


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Mint that is not grown anywhere commercially. It looks different than other mints. Its leaves are lighter, wider and fuzzy. And its taste is much subtler. Other varieties on the farm include: Orange, Kentucky Colonel, and on the very secular end - Mojito Mint - that is used in the iconic Cuban cocktail because of its distinct mint-but-not-toothpaste flavor. Back at Goshen College, Menno Tea is a featured mixer for a "Menno-jito," with rum, at a favorite local pub. When asked, "What would your mother think of her recipe being used as a mixer?" Weaver replies, "I don't think she would mind." Whatever Menno Tea product you choose - their dried teas for brewing, coffee drinks, or bottled beverages - they're all worthy of an enthusiastic "Cheers!" **LT**



BY STEPHEN ULRICH,
*Owner, Wilkum Studios, First National
Escape and My Digital Conversion*
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steve@wilkumstudios.com





How to Develop Culture and Overcome Challenges to Your Company's Way of Life

Nowadays, there is much emphasis on company culture. It can attract or repulse the top recruits for your company, and it can encourage or turn away customers. Many times, culture is synonymous with activities. In Silicon Valley, Google and Apple tout their free gourmet food cafes, onsite massages, haircuts and free medical checkups. Closer to home, we've highlighted community-minded volunteering efforts by employees at businesses like Demme Learning and Nordstrom.

Although fun activities and giving back are elements of a company's culture, there is much more to building a culture than company-wide ping pong or pizza Fridays. Culture is how your employees interact with clients, how leadership makes decisions and how business is conducted. It is the set of beliefs and morals that guide your staff in their day to day routines and interactions with clients and the community. It is the foundation for the way you do business.

With this importance, how do you go about developing a culture that inspires rave reviews from clients and employees who would do anything for your company? And how do companies known for their attractive culture get that way? I talked with a few Lancaster County businesses to learn the steps they took to develop their cultures, and how they keep them front and center every day.



BUSINESS: COMPANY CULTURE



At Four Seasons Family of Companies, Nelson Longenecker, Vice President, Business Innovation, notes that the development of the company's culture was very intentional. It all started with shaping a mission and core values to reflect the beliefs and methods of doing business that leadership desired for the company. To accomplish this, a leadership group was tasked with developing the mission and core values. During the process, the group talked with customers and suppliers, requesting their feedback on interactions with Four Seasons employees. After compiling their replies, the group chose the company's core values based on the best qualities observed by clients and suppliers. As Longenecker states, these were the behaviors that already defined the company, and what they were already living on a daily basis. Setting these as core values reinforced behaviors and interactions that were favorable for the people the company serves.

Garnet Sofillas, PR and Communications Manager of ECORE, says the key to their thriving culture is that the company is family-owned. She stresses that treating each employee like a member of the family encourages an open environment where everyone, at any level, is encouraged to have a dialogue with leadership. In addition, the company is proactive in supporting the causes that are important to their employees. This type of care and support fosters meaningful connections and a deeper understanding of fellow coworkers.

From these examples, it is clear that at its core, culture starts from within. It is defined by the actions, beliefs and morals of a company's employees, and the way each person interacts with those outside of the company. Shaping culture begins with recognizing and reinforcing the best elements of your company.

But, why is intentionally creating and enforcing culture so important? How can your business benefit from evaluating and developing a culture with intention?

In reply to this question, Longenecker tells a story about a

customer who wanted services that Four Seasons doesn't offer. Instead of turning them away without a solution, employees recommended another company – a competitor – who could help. He says that in this way, the company was able to stay true to their core values, specifically integrity and developing partnerships, while ultimately serving the customer.

Sofillas notes that employees at ECORE feel cared for and supported by leadership, and this inspires them to consistently go the extra mile for their clients. They have a good experience at work, and that experience is shared with their clients.

Starting with an intentional development of a mission and core values to live by is a single step along the reinforcement of culture. When you have designed and developed a culture that is true to the way you want to do business, how can you maintain it?

Craig Kauffman, Regional Vice President at BB&T Bank, explains that *"the challenge is to institutionalize culture over time, and develop an environment where the associates,*



and ultimately clients, embrace these qualities to the point where they become the defining attribute of the business." He stresses the importance of keeping your mission, vision and values top of mind for all employees, and ensuring that decision-making at all levels is consistent with your values. Kauffman says that while *"senior leadership is ultimately responsible for accelerating the impact of the culture, employees are responsible for stewarding values and making them a reality in the lives of clients, associates and communities."*

But getting to a point where culture is ingrained in the fabric of your daily business interactions can seem daunting. In truth, it will take time. Culture can't be created overnight. It is crafted through the actions and decision-making processes



of staff. It needs to be reinforced and encouraged at all levels. When leadership and management embody the traits that contribute to the culture you are cultivating, and encourage those traits in their employees, culture begins to flow through the fabric of daily life.

Inevitably, there will be challenges while instilling a specific culture. Sofillas stresses that transparency is the key to overcoming these inevitable challenges. ECORE practices an open door policy, and employees are regularly kept up to date on happenings in the company. Staying “in-the-know” keeps employees connected and engaged. In

addition, new hires go through an onboarding process that connects them with several departments. This fosters a deeper understanding of the organization, and organically encourages a family-oriented, open dialogue environment.

Kauffman agrees. During BB&T’s recent expansion into new markets, the addition of new employees, new clients and communities posed a challenge to communicating the bank’s culture to this broad array of individuals. To combat this expected challenge, senior leadership conducted a 50 city Mission Tour, visiting 39,000 bank associates to talk about vision, mission and values in an interactive, town hall setting. In addition, the company mission, vision and values are regularly reviewed at staff meetings at all levels and reinforced in senior leadership communications company-wide. In this way, these time-tested values are always accessible for all employees, and each person is encouraged to use them in every day’s interactions.

It may not be a simple process, but there’s no doubt that an intentional culture will have a positive impact for your employees, and in turn, your customers. **LT**



BY SARAH MASER,
Executive Assistant, Lancaster Chamber
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TIPS FOR BUILDING YOUR COMPANY CULTURE

Whether you realize it or not, you have already created an internal culture. How that culture develops from this point forward is largely dependent on the degree of consideration and conscious intent you bring to the process. You can start by gathering some key leaders and stakeholders to address the following questions. Then generate simple action steps.

1. Have we discovered and clearly articulated our core purpose (aka, “mission”) and core values?
 - These elements form the foundation of organizational culture.
 - *Built to Last*, by Collins and Porras, is a great resource to help you do this.
2. How are we communicating purpose and values through our words and behavior?
3. How can we model culture from the top?
4. How can we adjust our hiring processes to better assess culture fit, and our onboarding processes to fortify that alignment from day one?
5. How can we strengthen culture through the things we reward and punish, the stories we tell, and the heroes we make?
6. Where are the gaps between our stated culture and our actual behavior?
 - Hint: Make it safe for people to tell you the truth, ask a few good questions, then prepare to listen.
7. How can we stay on it, so that assessing and advancing our culture becomes a way of life rather than a project?
 - Hint: You’ve probably found a way to watch your finances and productivity. Maybe you can apply similar methods to culture.



BY ROB SKACEL, PhD,
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rskacel@trueedgellc.com

Community & INDUSTRY NEWS



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LANCASTER REGIONAL MEDICAL CENTER AND HEART OF LANCASTER REGIONAL MEDICAL CENTER earn award



Lancaster Regional Medical Center and Heart of Lancaster Regional Medical Center have received the American Heart Association/American Stroke Association's Get With The Guidelines®-Stroke Silver Plus Quality Achievement Award. The award recognizes both hospitals' commitment and success in ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence. Both hospitals offer a comprehensive, personalized range of inpatient and outpatient medical and surgical services administrated by compassionate, experienced physicians and staff; beautifully appointed patient rooms; and the latest medical technology.



LANCASTER REGIONAL MEDICAL CENTER earns designation

Lancaster Regional Medical Center has been designated an Aetna Institute of Quality® Orthopedic Care Facility for spine surgery. Aetna recognizes hospitals and facilities in its network that offer specialized clinical services for certain health conditions. Facilities are selected for consistently delivering evidence-based, safe care. Lancaster Regional Medical Center offers a comprehensive, personalized range of inpatient and outpatient medical and surgical services administrated by compassionate, experienced physicians and staff; beautifully appointed patient rooms; and the latest medical technology.



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Larson Design Group was recently named a Top 25 International Retail Design Firm by *VMSD* magazine. Larson Design Group provides services to pharmacies, discount stores, apparel stores and automotive stores nationwide.

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award**

KPETS recently earned a Small Business Award from SCORE Lancaster-Lebanon. KPETS is a network of registered volunteer teams who partner with their companion

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**PENNSYLVANIA COLLEGE OF HEALTH SCIENCES
earns recognition**

Pennsylvania College of Health Sciences has been listed as one of The Chronicle of Higher Education's 2017 Great Colleges to Work For. A dynamic and academically rigorous institution, Pennsylvania College of Health Sciences is a private, accredited, four-year college focusing exclusively on the field of health care.



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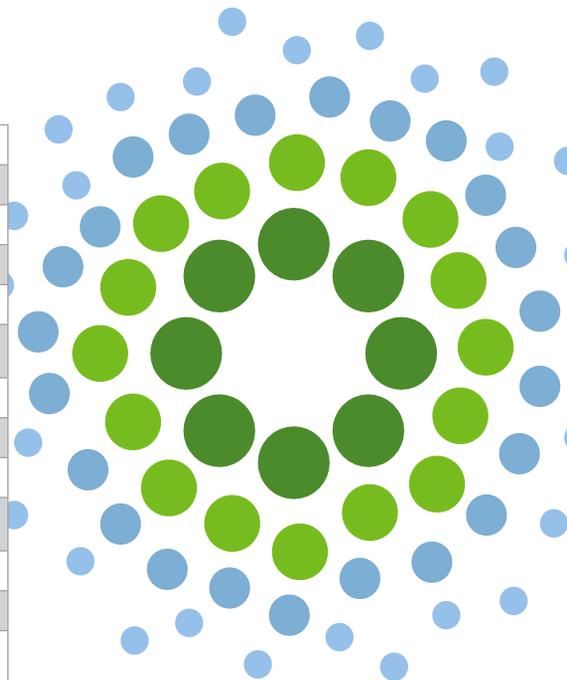
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SEPTEMBER 2017

07	Women-Owned Business Showcase & Conversations Noon to 1:30 p.m., TBD
08	Lean Lunch & Learn 11:30 a.m. to 12:30 p.m., 115 East King Street
12	Sales Growth Academy 9 to 11 a.m., 115 East King Street
12	Get Connected! 11:45 a.m. to 1:30 p.m., 115 East King Street
13	Presentation & Voice Academy 9 a.m. to Noon, 115 East King Street
14	Unemployment Compensation Info Session: UC Appeals/Hearings 8:30 to 10:30 a.m., 115 East King Street
14	Project Management Academy 5:30 to 9:30 p.m., 115 East King Street
19	Industry Tour 8 to 10 a.m., PCI Auction Group
20	Mixer - First National Bank 5 to 7 p.m., 1650 Crooked Oak Drive, Suite 320
21	Critical Etiquette in the Professional World 8:30 a.m. to 12:30 p.m., 115 East King Street
26	YPN Skills Accelerator 11 a.m. to 2 p.m., Tellus360
28	Professional Women's Forum 1 to 6:30 p.m., Willow Valley Cultural Center
29	Replacing Traditional Leadership Development with Social Scaffolding 8:30 to 10:30 a.m., 115 East King Street

OCTOBER 2017

03	Lancaster City/Lancaster Township Consortium 7:30 to 9 a.m., TONO Group
05	Columbia/Donegal/Elizabethtown/Hempfield Consortium 11:30 a.m. to 1 p.m., Dayspring Christian Academy
05	New Hire Reporting Program Noon to 1 p.m., 115 East King Street
06	T.E.A.M. Dynamics, Moving from Me to We 8:30 to 10:30 a.m., 115 East King Street
06	Lean Lunch & Learn 11:30 a.m. to 12:30 p.m., 115 East King Street
10	Personify Leadership 8:30 a.m. to 4:30 p.m., 115 East King Street
11	Cocalico/Ephrata Consortium 11:30 a.m. to 1 p.m., TBD
12	Business Expo Launch Party 5 to 7 p.m., Spooky Nook Sports
13	Annual Legislative Issues Forum 7:15 to 9 a.m., Spooky Nook Sports
13	Business Expo 8 a.m. to 4 p.m., Spooky Nook Sports
18	Lititz/Manheim/Manheim Township Consortium 7:30 to 9 a.m., TBD
18	Marketing for Professional Services Firms 8 to 10 a.m., 115 East King Street
24	HR Compliance Series (1 of 4) 8 to 10 a.m., 115 East King Street
25	Conestoga Valley/Elanco/Pequea Valley Consortium 7:30 to 9 a.m., TBD
26	YPN Peer Leaders Forum 8 to 10 a.m., TBD
27	Excellence Symposium 7:30 to 10 a.m., Lancaster Bible College
31	Solanco/LS/Penn Manor Consortium 7:30 to 9 a.m., TBD
31	Cold Calls the Stress-free Way 1 to 4 p.m., 115 East King Street

NOVEMBER 2017

01	Industry Tour 8 to 10 a.m., Astro Machine Works
02	Sustainability Summit 8 a.m. to Noon, Millersville University Bolger Conference Center
03	Lean Lunch & Learn 11:30 a.m. to 1 p.m., 115 East King Street
08	Workforce Engagement 7:30 to 10 a.m., DoubleTree Resort by Hilton
09	Creative Problem-Solving 8 to 10 a.m., 115 East King Street
15	Mixer - Charles F. Snyder Funeral Home 5 to 7 p.m., 414 East King Street
16	Unemployment Compensation Seminar 8:30 to 10:30 a.m., 115 East King Street
30	YPN Celebration Soiree 5 to 8 p.m., 26 East King Street

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Out & ABOUT

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CDL Ed Training, Inc. opening at 102 Chester Street (located at Tec Centro). CDL Ed Training Inc. helps prepare students who have little or no experience behind the wheel of a tractor-trailer with the knowledge, skills and hands-on practice necessary to pass the Department of Transportation test and become an entry-level licensed CDL driver. The organization is one of the only fully bilingual, English and Spanish training facilities, and has created a module that gives the student, with low English level, the necessary tools to communicate with the companies, managers, mechanics, DOT officials, police officers, and among others.



Chestnut Hill Villa opening at 543 Champ Blvd, Manheim. The home of Chestnut Hill Villa is the perfect location for weddings, vacation rentals or business retreats. The home sleeps 20 within the eight bedrooms and has four and a half bathrooms with a property that can host hundreds for events.



St. Joseph Children's Health opening at 1929 Lincoln Highway East.

CHI St. Joseph Children's Health offers both behavioral health and dental care for children and families throughout the Lancaster community. The center develops and facilitates community-based programs and services that focus on both clinical and psychosocial in nature - that keenly focuses upon cultivating healthier behaviors, eliminating barriers to improve health, preventing illness and fostering opportunity for children and families in Lancaster.



First National Escape opening at 100 West Market Street, Marietta.

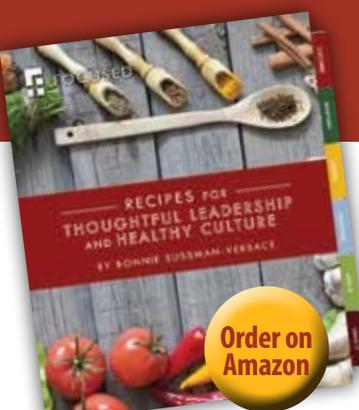
Stephen and Abby Ulrich opened First National Escape in order to preserve the bank and its history for the community, along with allowing for continued restorations of the space through the success of the escape room. First National Escape is Marietta's first and only live action escape room. Taking place in the historic 1875 bank, players get 60 minutes to use clues and puzzles to break into the 1940s vault and gather as much gold and cash as possible.



Community First Fund opening at 51 South Duke Street, Suite 400. Community First Fund creates sustainable prosperity for low wealth communities and individuals, especially persons of color and women, by aligning capital, knowledge and advocacy to advance business ownership, housing and community development in the communities they serve.



Deerskin Leather Shop at Kitchen Kettle Village re-opening at 3529 Old Philadelphia Pike, Intercourse. The Deerskin Leather Shop at Kitchen Kettle Village is one of the finest leather shops in Lancaster County featuring leather coats, handbags and footwear from brand names like UGG, Naot & Minnetonka.



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~Jack Daly, CEO, Professional Sales Coach, Inc.

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Ephrata National Bank (ENB) ground-breaking at 60 Historic Drive, Strasburg. The new full service branch, slated to open by year 2017, will replace ENB's temporary office which is located at 460 Historic Drive.



Jonestown Bank & Trust Co. opening at Penn Towne Center, Route 72 in Manheim. Jonestown Bank & Trust Co. (JBT) is a full-service independent community bank serving residents and businesses of Lancaster and Lebanon Counties. Founded in 1873 with a single banking office, JBT has grown to operate 13 full-service locations throughout the region. JBT is focused on bringing "Bank on a Smile"® service to personal and business clients and is proud to debut the new Manheim office, located next to Sheetz on Route 72. In addition to being a state of the art facility, the Manheim office features JBT's community bankers, who help clients navigate today's complex financial world, from a simple transaction like making a deposit to opening an IRA or setting up online banking and bill payments.



Ephrata National Bank (ENB) celebrates 15-year anniversary in Lititz. In June, ENB celebrated its 15th anniversary at its 3190 Lititz Pike location. ENB is an independent community bank with over \$1 billion in assets based in Lancaster County since 1881.



Listrak opening at 100 West Millport Road, Lititz. Since 1999, Listrak has been at the forefront of retail email marketing innovation with world-class software, solutions and services. The company's progressive technology and strategies have helped thousands of online retailers and performance-oriented interactive marketers drive incremental revenue and increase customer lifetime value.



Scaringi Law opening at 1366 Harrisburg Pike. This family-owned firm serves individuals, families and businesses throughout Central Pennsylvania.



Paragon Engineering Services opening at 252 Harrisburg Avenue, Suite 300C. Paragon supports its clients with timely, innovative and reliable engineering solutions that are responsive to the needs of each customer while providing opportunities and support to their employees and community. The company's client support is split between design-bid and design-build delivery methods and include writing performance specifications and post-design services.



Stoner, Inc. celebrating its 75th anniversary. The company is a leading manufacturer in household, professional, and industrial cleaning products; professional and consumer automotive appearance products; and mold release agents. Stoner products are distributed throughout North America and internationally in more than 50 countries.



Univest opening at 216 Hartman Bridge Road, Ronks. Univest provides a full range of financial solutions for individuals, businesses, municipalities and nonprofit organizations in the Mid-Atlantic Region.



Willow Valley Associates ground-breaking of Willow Valley Crossroads near Long Lane. Willow Valley Crossroads is a mixed-use development with 80,000 square feet of retail and restaurant space. The space will include Mick's All American Pub, Morr Outdoors, CVS, Fulton Bank and Turkey Hill Minit Markets.



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ARTISTS' WAY



THE ART
of Hope

COMMUNITY: #IMPACTLANCASTER



This article highlights and supports the work that's being done in the community to satisfy the Physical Environment dimension of our Prosperity Indicators.

When is the last time you cleaned out your attic? How about your basement or the back of that closet that nobody uses anymore? If you're like many people in Lancaster County, you're quick to recycle things like plastic, glass and paper. In fact, according to the most recent Prosperity Indicators Report, Lancaster County residents recycled 235,019 tons of material in 2015, alone. But when it comes to all the stuff tucked away in nooks and crannies in your house or office, you may either leave it there (out of sight, out of mind) or take it to the nearest dumpster because you just don't know what else to do with it!



But tucked away in Ephrata is an organization that wants you to stop throwing away your unwanted stuff, and bring it to them, instead.

Art of Recycle is a non-profit art center located at 27 Cloister Avenue. Chelas Montanye and Mr. Nobody Special (an inside joke and nickname from his childhood that stuck) teach workshops on how to create everything from mosaics to fairy teacup gardens to puppets and more using discarded objects in surprising ways with whimsical and beautiful results, ultimately making a positive impact on the community, as well.

But it didn't start out that way.

The journey to Art of Recycle began when Montanye and Mr. Nobody first met and moved to the area. Inspired by the local art scenes in the cities where she traveled for her former construction job, Montanye decided to teach a drawing workshop. In 2008, she also decided she wanted a



gallery, and set up shop at BUILDING Character in Lancaster. From there, Montanye and Mr. Nobody built a large following, as they continued to teach workshops together and sell their art.

"At the same time, people started dropping things off at our studio that they were going to throw away, thinking we could use it," Montanye said. Soon it became clear that they needed more room to grow. Fast forward to today, Art of Recycle is housed in a 7,000-square-foot space ideal for their needs with storage rooms stacked from floor to ceiling with materials for art projects and crafts, some you'd expect and many that you wouldn't.

But moving to a new space and expanding the business isn't the only thing that's changed since 2008.

During that time, Montanye and Mr. Nobody also realized that, when it came to business, their hearts were not driven by profit.

"I had taken a loss three years running as a for-profit, self-employed business," Mr. Nobody Special explained.

"We were putting more money into it than we were ever getting out of it," Montanye added.

With that in mind, the pair began the process of incorporating as a non-profit organization.

"There's a couple of reasons why we went non-profit. One of them is that we weren't making any money," Montanye explained with a laugh. *"We weren't doing it for the money. The more we did, the more we realized what our focus really was. We were looking at the good we were doing and what needs were in the community, and from there, we were saying, 'OK. How do we fund it?'"*





"Another reason we went non-profit is inventory," she continued. "There's a lot of stuff coming in, and the difference between the inventories a non-profit does versus what a for-profit does is huge as far as paperwork goes."

"That saved a lot of time and labor," Mr. Nobody added. "The second part was asking ourselves, are we going to get enough donations if we're a for-profit company, and will people understand our motivations? We didn't have a budget for marketing, and just saying the word non-profit can trigger people's minds a certain way."

"I think if B-Corps were permitted in Pennsylvania when we started, we may have gone in that direction," Montanye said. "But I don't regret our decision to make this a non-profit because we went in whole-heartedly without any intention of ever generating income. We just didn't think it would grow this fast!"

In 2012, they officially registered as a non-profit organization.

*"Our mission was to teach people how to recycle objects that are around them in the world into art," Mr. Nobody said. "And after about six months, it dawned on us that we were doing that, but that was **how** we did it, it wasn't **what** we were doing. What we were doing was actually healing and growing community using recycled material to teach art."*

Art of Recycle works toward achieving their mission by providing a fun space, materials and opportunities for

children and adults to create art. Unwanted items donated by the community are used for art or to distribute to local teachers and non-profit organizations for free - a program called Art is a Necessity, which won the Lancaster Chamber's 2016 #IMPACTLANCASTER Innovation Challenge. Any materials they cannot use are distributed to other organizations or individuals who need them.

Some art supplies and items are also sold in Art of Recycle's retail store, which not only provides customers with materials at affordable prices, but also helps individuals who create and sell art and crafts as a source of income to reduce costs.

"We do what we call trickle up economy," Mr. Nobody explained. "It means that we're trying to get the materials to people at as low a cost as possible. For example, there are grandmothers who come in and are on a fixed income but raising their grandkids, so they can't go get a job, and they need a few extra bucks to fill in the gaps. So we get the materials to people at a low cost, and then they can create a little bit of income."

While the unemployment rate in Lancaster County has decreased since skyrocketing in 2009, according to the Lancaster County Prosperity Indicators Report, many families in the community continue to struggle to maintain reliable streams of income. Thanks to Art of Recycle, there is now a local resource for individuals who want to use their creative skills to provide additional funds to support themselves and

their families but don't have the means to purchase supplies at the prices they would typically find at other art and crafts supply stores.

"All of the things we do are under our umbrella program that we call HOPE," Montanye said. "Hospitality is treating everybody like they are an equal. Opportunity is giving people the opportunity to come in and do volunteer work, socialize, and actually get the materials they need at low cost. Prosperity is where you see a boom in the lives of the people who are getting these items, giving them the chance to create and find enjoyment. And Empowerment is where our workshops come in because that's where we give people the confidence to create."

Art of Recycle has grown substantially since incorporating as a non-profit. *"Every year in the past five years since we've been incorporated as a non-profit, we would double our sales,"* said Mr. Nobody. *"This year, moving from the old building to this building, we quadrupled instead of just doubled."*

"And we're still seeing a steady increase," Montanye said. *"It's been an incredible journey."*

You can learn more about the community-building work of Art of Recycle on their website - www.artofrecycle.org. Or just stop by. You never know what treasures you may find! **LT**



BY AUDREY FISKE-ESBENSHADE,
Communications Manager,
Lancaster Chamber
Contact Audrey at afiskeesbenshade@lancasterchamber.com



Art IS A NECESSITY

In 2016, the Art of Recycle team launched an initiative "...designed to stretch the dollars of non-profit organizations' and public schools' budgets by finding and sourcing arts and crafts materials for their art programs." The team entered this program - called Art is a

Necessity - in the Lancaster Chamber's 2016 #IMPACTLANCASTER Innovation Challenge, and won first prize. In 2017, alone, the program has served 210 organizations, including nearly 1,000 teachers, and momentum continues to grow.

Here's what one local educator had to say about the impact the Art is a Necessity has on her students:

"Art of Recycle has been a huge blessing to our school! I am an IU13 Job Trainer that works at the Ephrata High School with their students with learning disabilities. My job is to help students learn job skills and help them find their interests. Art of Recycle has been so gracious to have our students volunteer. Students have sorted through donated supplies, helped to make the dragon in the craft room and even learned how to use the price gun. The students love coming!

"Our Life Skills and Basic Occupational Skills class have benefited greatly through Art of Recycle's donations to the classrooms. Both of these classes participate in the IU13 Bazaar. Lancaster and Lebanon districts are invited to sell crafts at the bazaar that is held at the IU13 in both the winter and spring. All of



the money that is made goes directly back to the students. Students have used the money towards trips to the Lancaster Barnstormers and other social skills outings. These outings are SO important. It gives us a chance to take the classroom into the community and teach important skills like how to ride public transportation, how to purchase items, how to use manners and the list could go on forever."

– Nicole Thomas,
Job Trainer, Lancaster Lebanon
IU-13, Early Childhood and
Special Education Services,
Job Training Services



Art IS A NECESSITY

"I'm so excited about discovering Art of Recycle. I am an Autistic Support Teacher for IU 13 teaching intermediate elementary students in Lebanon. Our

budget for the classroom is minimal considering all the items that need to be purchased throughout the year. When I arrived at Art of Recycle, Chelas took us to the basement and told us whatever we find that we could use in our classroom is free. We just needed to document the items we were taking. Well if it was priced, I probably spent my entire yearly budget in the basement that day!!! However, it was FREE.

"I sent an All Call to our AS department to tell the teachers about Art of Recycle. I've been shouting it out to all the teachers I know!! I was blessed to get two consumable first grade math books WITH teacher books. We found latex gloves which we use many boxes throughout the year for toileting students. We found age appropriate games to teach social skills. We also found materials to assess students using the VB-MAPP. I also got many classroom supplies (a three-hole punch, ream of paper, file folders, hanging folders, children's literature books, puppets, File Folder game book, a wooden case to hold puzzles, math manipulatives) and



art supplies (pipe cleaners, baggies, paper plates, markers, crayons, glue, student scissors). Every time I return, there is always something new. Chelas and her staff are always warm and welcoming.

"At the end of the year when I clean out materials I haven't used in a while, I will take it directly to Art of Recycle to continue passing on some blessings!!"

– Janet Pritchett, Autistic Support Teacher, Lancaster Lebanon IU-13



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Key elements to consider about transitioning your business status from for profit to nonprofit:

- **Loss of individual control** - Nonprofits are governed by a board of directors, so incorporating as such involves a loss of personal ownership and governance over the organization.
- **Various classes of nonprofits** - Membership organizations, business leagues, labor, social/welfare organizations, and charitable organizations are each classed under the Internal Revenue Code (IRC) and have separate restrictions and eligibility requirements.
- **Charities must have a charitable purpose** - Do current business activities qualify as charitable activities under Section 501c3 of the IRC? The Internal Revenue Service (IRS) has very specific eligibility requirements.
- **All assets must be used for furtherance of the charitable purpose.**
- **Check with state and local governments** - Determine what additional annual filings are required.
- **Develop a business plan** - Outline why the company is better as a nonprofit than a for profit entity. Consider the organization's mission statement, budget, resource development plan, strategic purpose, etc.
- **Talk with your Accountant about your plan.**
- **Transition options** - Convert by amending the existing articles of incorporation or create a new 501c and transfer assets/programs to the new entity.
- **Governance documents** - Will need Articles of Incorporation, By Laws, Board of Directors, and required state filings.
- **Submit a complete Form 1023 Application for Recognition as an Exemption Under Section 501c3 of the IRC to the IRS** - There is a long form and an EZ version, so check to see which one you are eligible for. It may take a few months to receive approval.

- Lynn A. Fitzsimons,
CPA and President, Walz Group



Lynn A. Fitzsimons,
CPA and President,
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This article highlights and supports the work that's being done in the community to satisfy the Well Being of People dimension of our Prosperity Indicators.

To solve the issues facing Lancaster County it requires business and community leaders at the table sharing ideas, discussing opportunities and finding solutions. This article demonstrates how business professionals and community members collaboratively leveraged their assets to solve a problem affecting our local community.

Providing the American Dream

Sandy Riguera Guillen relocated to Lancaster from Cuba about a year and a half ago. He had high hopes for success, but no way of knowing what the move would mean for him.

What he did know, however, is that he badly wanted an education.

Enter Tec Centro, Lancaster's only bilingual vocational training school. Riguera Guillen was able to enroll in the school's dental assistant program, where he received training in an on-site facility that simulates a dentist's office with chairs, machinery and equipment.

As part of his training, Riguera Guillen participated in an externship at SouthEast Lancaster Health Services, working under the supervision of Toni Rice, Dental Practice Manager.

The relationship was beneficial to both the student and the health center, and Rice ended up hiring Riguera Guillen.

"He was just amazing," she said. "All the doctors liked him and the assistants all enjoyed working with him. He's a great employee. He got good training, and he was ready to go when he got here."

Riguera Guillen enjoys his job, in which he takes x-rays, explains to patients what procedures they'll be having, escorts patients to their treatment areas and assists with dental exams.

While training at Tec Centro was challenging because he also was working 10-hour factory shifts, Riguera Guillen said the hard work was worth it.

"It was hard for me to go to school while I was working at

a factory," he wrote in a testimonial about his experience. "Between my school schedule and 10 hours of work, I had only four hours to sleep. But, I am really happy because I feel like a professional now. It was all worth it."

BUILDING A STRONG BUSINESS COMMUNITY THROUGH COLLABORATION

Workforce is one of the top challenges facing employers and it's critical that the incumbent workforce has the skills (both hard and soft skills) to succeed in the local marketplace.

Riguera Guillen's journey to dentistry was made possible by the collaboration of Tec Centro and SouthEast Lancaster Health Services. These organizations and many others County-wide, including the Chamber, are working tirelessly to address the workforce challenges affecting our business community.

At Tec Centro, they understand that in order to effectively create change, they need to work collaboratively with local employers to adapt and change their curriculum to meet industry needs. And, that collaboration is paying off - as 85 percent of students who begin a Tec Centro training course complete it and graduate.

Tec Centro can add programs to its curriculum to facilitate the needs of local employers who are struggling to find qualified employees. This is particularly true, Marlyn Barbosa, Program Director, Tec Centro explains, in the construction trade, which is experiencing a serious shortage of workers.



The National Association of Home Builders reported last year that in 2012, 21% of builders reported either “some or a serious shortage” of qualified workers. That number increased to 46% in 2014 and to 56% in 2016.

Tec Centro is home to a modern training center for those studying the construction trade. Participants can learn carpentry, welding, forklift operation and other skills that help to make them employable, training qualified workers in areas where they are needed most.

Once a student has completed training at Tec Centro, he or she may attend classes at Thaddeus Stevens College of Technology, Harrisburg Area Community College or another partner institution to further skills and training.

“We try as much as we’re able to accommodate the needs of employers by adding to the programs we already have in place,” Barbosa said. “The construction trade is one of the biggest areas in which we’re asked to provide manpower.”

Tec Centro works with key partners including the Lancaster Workforce Investment Board (WIB), UPMC Health, Comcast, Dart Container Corp., Arconic, Wells Fargo Regional Foundation and the Lancaster County Community Foundation.

Its role within that network is to serve as a workforce support resource that supplies qualified workers to the community, while assuring that under-served populations have access to jobs that enable them to support themselves and their families.

Once a student has completed training, Tec Centro helps students resolve transportation, child care issues and any other factors that could create barriers to success.

“That’s what sets Tec Centro apart,” Barbosa said. “We want our students to succeed, and we help them address any problems that come up. Sometimes it’s something very simple to be fixed, but they can’t resolve it on their own.”

IT’S NOT ALL ABOUT HARD SKILLS

To be an effective employee, it requires having soft skills, such as team skills, work ethic, interpersonal communications, reliability and problem solving abilities.

In addition to job training classes, community members can find help writing a resume, filling out a job application or taking English as a Second Language (ESL) classes, or work toward a high school equivalency degree by taking General Education Development (GED) classes.



COMMUNITY: COMMUNITY PARTNERS



"Many of them felt marginalized," Barbosa said. "They were trying to do all the right things to get ahead, but they were facing language, educational and financial barriers that were holding them back."

While the Spanish American Civic Association had offered educational services to members of the Hispanic community for years, Tec Centro took those services to a new level.

"Now, we're able to be full service," said Barbosa. "We can meet our students where they are, and make sure they have the education and language skills they need to be successful at training for and finding work."

"We get a lot of support, and that enables us to serve our community," Barbosa said. "Most of the people who come here really want to work. They want the American dream, and they'll do whatever they need to do to make that happen."

LT

Language can be a huge barrier in looking for, finding and keeping a job, and many of Tec Centro's clients need support.

"We discovered that there was a gap in the workforce system," Barbosa said. "People were learning English, but when they would go to job interview or to find some training, they were told their language skills weren't good enough."

As a result, job opportunities were very limited for many Hispanics, who felt powerless and frustrated.



BY SUSAN SHELLY,

Writer, Hoffmann Publishing

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TEC CENTRO A PLACE OF HOPE, DREAMS AND A LOT OF HARD WORK

The Hispanic community makes up 40% of the population of the City of Lancaster, according to the Spanish American Civic Association (SACA), which has served the needs of the Latino community since 1971.

Tec Centro works to foster and perpetuate the cultural, social and economic well-being of the Latinos residing in the City and County of Lancaster, and thereby contribute to the general well-being of the community at large.

It operates El Centro Hispano Community Center, which provides a range of human services, and runs the SACA Development Corporation, which for more than 25 years has worked to deliver affordable housing and economic development to Lancaster's historic southeast area.

Tec Centro serves people from many walks of life. Most of its students and clients are Latino, but it also serves African-Americans and Caucasians. Many are immigrants, and others have refugee status. Some have served time in prison and are looking to rebuild their lives, while others have received treatment for addiction. Some of the people served are highly educated and worked as professionals in their home countries.

To learn more about Tec Centro and how you can get involved, visit www.sacapa.org or call 717.397.6267.

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Michelle Rondinelli, President, Kitchen Kettle Foods, Inc.

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The Roadway to Retention & Recruitment

Retention and recruitment of employees continues to be a top concern for employers, and oftentimes, we focus toward training and professional development to meet our needs. We want the workforce to be equipped with the tools to help them and our organization succeed. But all too often, we lose sight of other broad issues that could play a factor in moving the needle on our workforce efforts.

It's these issues, if left unaddressed, that will not only change the business community, but hinder our overall quality of life. And, one of those very issues, is something that some of us may take for granted every day - our daily transportation.

Sure, if you drive anywhere in Lancaster County you know that our roadways, bridges and infrastructure need work (*but that's for another article*). But, have you taken a moment to think about how the daily commute is impacting the people in your workplace? One local organization is taking control of the issue and is on the road to success with their transportation initiative.



IT ALL STARTED WITH PARKING

When you're one of the County's largest employers, space is a luxury. At Eurofins Lancaster Laboratories, a global leader in the bioanalytical testing services field based in Leola, the organization was constantly looking for ways to improve the lives of their people. For some, dealing with their commute was an issue, so the company looked for ways to decrease the number of individual drivers. And with expanding operations and construction, they found that parking became a main topic of discussion and influence to decrease vehicles.

A SOLUTION? CARPOOLING.

"We currently encourage employees to register with Commuter Services of PA where they can find carpool matches and use the Emergency Ride Home Program," commented Lauren Weaver, Sustainability Specialist, Eurofins Lancaster Laboratories. *"We have also begun working with Enterprise to create vanpools. With this program, a group of employees can rent an Enterprise vehicle monthly for a very affordable cost. This not only saves money for the employee, but it also reduces our overall carbon footprint and necessary parking spaces. We also have dedicated carpool preferred parking areas to encourage employees to share their commute. Many of these spots are full on a regular basis."*

THE VALUE OF A POSITIVE PURPOSE

Many businesses have found that corporate social responsibility (CSR) is important to their current and future employees. People are attracted to companies with a positive purpose and cause they can attach to. According to Sustainablebrands.com, 76% of millennials consider a company's social and environmental commitments when deciding where to work and nearly 64% won't take a job if a potential employer doesn't have a strong CSR. And, in an industry like Eurofins Lancaster Laboratories, where recruitment of individuals in STEM careers is



COMMUNITY: BUSINESS & COMMUNITY INITIATIVES

continually on the rise, it's critical that they assess their CSR.

"Encouraging carpooling to decrease one's carbon footprint is in accordance with CSR principles," according to Weaver. "Seeing our commitment to green initiatives and reducing the carbon footprint helps attract and retain staff in aligning values and feeling proud to be part of an organization whose mission to improve the health of our planet and people. We use social media to reinforce our core values and encourage people to join our team."

According to Christina Leslie, Director, Pharmaceutical Product Testing & Sustainability, *"presenting cost saving commuting options to employees who are commuting longer distances can help to improve retention since it does ultimately reduce their monthly costs associated with travel and wear and tear on personal vehicles."*

Eurofins Lancaster Laboratories



Microbiology Manager Jaconda Logan uses the company's vanpool service. *"I have benefited from the vanpooling experience. I spend less money on gas and auto insurance. There is less wear and tear on my personal vehicle. I have also been able to utilize the vehicle for family trips on some weekends. Win-win for me!"*

PUT THEM IN THE DRIVER'S SEAT, (IMMEDIATELY)

This year, Eurofins Lancaster Laboratories started to incorporate a sustainability presentation in its on-boarding for new employees. According to Weaver, *"this has worked very well because it introduces the transportation options on the first day*

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and shows new employees why it is important. We have also had several days where Commuter Services and Enterprise have come into the lab and talked with employees directly during lunch hours.

“Participation can be a challenge, especially in a large organization, and to that, carpoolers and vanpoolers are offered preferred parking spots as an additional incentive. Making the internal communications simple, fun and engaging also works well to increase the interest and participation.”

GOALS & OUTCOMES

Like any project or initiative, setting and measuring your goals is critical to your continued success and buy-in among your team.

One short-term goal for Eurofins Lancaster Laboratories is to continue to encourage employees to carpool and register with Commuter Services. *“We would also like to have at least two running vanpools by the end of the year,”* commented Weaver. *“[Our] long-term goals include sustaining the vanpool program and reducing our carbon footprint from transportation,”* according to Weaver.

Within the past year, the company has increased its carpooling participation. *“We currently have 50 preferred carpooling spots on our campus and one running Enterprise Vanpool,”* commented Weaver.

IT'S NOT ALL ENGINES

Eurofins Lancaster Laboratories also offers bicycle parking and promotes “Bike to Work Week,” however, there are not always safe bike routes for all of their employees depending on their commute. There are some on-going discussions within Lancaster County of specific projects that may enhance and improve biking options which would certainly help to improve this alternative commuting option in the long-term.

So, next time you buckle up and hit the streets, think about how this everyday ritual could play a significant role in bettering your employee recruitment and retention efforts. How are you going to be the change in your workplace?



BY ALLISON BUCHER,
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Tips to Consider When Implementing Transportation Efforts in Your Workplace

- It is helpful to first give a survey in order to learn about employees' interests and needs.
- Consider working with local organizations, such as Commuter Services. Commuter Services is helpful in matching employees that live near each other to help them start carpooling.



How We Move People and Goods: According to places2040, “Lancaster County: A Changing Place, 2000-2015”

- Between 2002 and 2012, the total daily vehicle miles of travel (DVMT) in Lancaster County increased by 9.7% from 10.57 million miles to 11.59 million miles - an average annual change of just under 1%.
- 79% of people drive to work alone in Lancaster County.
- 21% of people carpool, vanpool, bike, walk or use transit.
- 23 minutes is the average commute for workers in Lancaster County.

community Conversation

Opinion Column

Is **Civil Discourse** on Important Community Issues Possible in Today's Super-Charged Environment?

Is civil discourse on important community issues possible in today's super-charged environment? At a recent advisory group meeting of *Thriving!* magazine, the Lancaster Chamber's business magazine, I asked this question. Responses ranged from a few chuckles, to "not in the current environment," to an outright, "no!" But it was the reply of, "Even if the answer is no, shouldn't we still try?" that got my attention.

Shouldn't we, as a community, expect and demand public discourse on important issues facing our community? Shouldn't all citizens commit to being role models for how dialogue and debate can happen in a respectful manner? How can business and community leaders set the example and tone for public discourse? And, who should lead this charge of civil discourse on community issues? These were all questions that prompted me to ask a few business and community leaders for their thoughts on whether civil discourse was becoming a distant memory, or whether it's still possible today.

The responses I received in return have been overwhelmingly positive in so many ways - from encouraging the Chamber's role in leading our community's pursuit to discuss and debate topics of importance with respect and civility, to the acknowledgement that there is, indeed, a way to commit to civil discourse. Many offered up some advice on how to achieve civil discourse, whether it be through setting the example through one's own actions,

through applying best practices or committing to some basic "ground rules." The feedback was so encouraging, in fact, that I decided to move forward with this column and start the discussion around not only IF, but rather WHAT it will take to commit to civil public discourse in our community.

Initially, for me, this question stemmed from an idea I had to present topics of importance to Lancaster County in the print edition of this magazine and then invite thoughtful and respectful community discussion and debate on the topic via the digital edition, bringing about various perspectives and thoughts that would ultimately help us reach the best solution or path forward on the issue. It was perhaps the part about "having thoughtful and respectful debate on the issue online" that gave some of my peers the most pause. And for good reason.

"We live in an era of rapid-fire opinions derived from 140 characters, headlines and sound bites without context," said **Dr. Peter Teague, president of Lancaster Bible College.** *"As I ponder the possibility of civil discourse I believe the answer is not if - but of course! I have found that time invested in relationships is a remarkable bridge to civility,*



Dr. Peter Teague,
President of Lancaster
Bible College

even with those where our agreement on a particular issue is far apart. It takes time. It requires intentionality. Our community is a big table with many perspectives from intelligent, well-intentioned people of various life experiences."

For some, the challenge of keeping discussion and debate civil comes from the numerous outlets we have today to express ourselves.

"I do believe that civil discourse is possible in Lancaster County, but it will not happen organically," says **Jeff Ouellet, Esquire, Appel & Yost LLP**. "We live in a society that aggrandizes the controversial headline, and social media provides a platform for aggressive criticism without meaningful explanation. To move beyond that, we need to make a concerted effort to evaluate the content and merit of the message, as opposed to limiting dialogue because of a visceral response to the messenger."



Jeff Ouellet, Esquire, Appel & Yost LLP



Craig Lehman, Lancaster County Commissioner

For others, it's a matter of being a role model and committing to setting the tone for civil discourse. **Lancaster County Commissioner Craig Lehman** shared five rules he tries to follow every day to help foster civil public discourse.

"First and most important, it's not about me, don't make yourself the issue. Second, be professional, don't make things personal. Third, be

prepared, doing your homework can make all the difference. Fourth, be principled, fight for what is the right thing to do and support policies that make sense. Finally, set a good example because tone matters."

So why do these business, civic and community leaders feel so confident and positive about our ability to respectfully debate and discuss issues to a better resolution?

"I'm absolutely confident that our local community not only can - but wants to - talk, connect and work together to create local solutions," shared **Tracy Cutler, executive vice president, Lancaster County Community Foundation**.

"While the political climate may have spiraled into a challenging quagmire, we should not be confused about our local community spirit. Lancaster



Tracy Cutler, executive vice president, Lancaster County Community Foundation

County is creative, engaged and committed to connecting to each other and finding shared solutions."

Dave Neslund, president, Triangle Refrigeration Company, added some thoughts to the subject.

"Civil discourse is necessary, since only through civil discourse will we better understand perspectives on the issues of the day and be able to devise workable solutions." He added that unfortunately, today, we lack a generally shared view of appropriate social interactions. He also expressed that in order for civil discourse to be possible, he believes we need community agreement on a few items.

For the complete list, CLICK HERE.

"Ultimately, for civil discourse to occur, we must value the right of expression over the urge to silence differing views and the urge to discredit those who hold them," said Neslund.

Rev. Dr. Carol Lytch, president, Lancaster Theological Seminary,

also believes civil discourse is possible in the current environment, and added an interesting perspective: "Yes (it's possible), but with a sober recognition of human nature. The 20th c. theologian Reinhold Niebuhr described the double morality of human nature as 1) capable of unselfish love of neighbor on an individual and small group level, but 2) in the larger political arena driven by economic interests and preservation of group privilege." She went on to say, "The leadership of exemplary public figures can help the society to articulate competing social interests in a manner that is honest, respectful, and aimed at advancing our highest ideals."

So the original question has grown in scope. Is it possible for this community to engage in reasonable, respectful debate and discussion on important issues and challenges impacting this place we all call home, and if so, what will it take to achieve civil public discourse in our community?

We want to hear from you. Weigh in with your (thoughtful and respectful) responses using the "Discussions" tab in the above toolbar.



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Dave Neslund, president, Triangle Refrigeration Company



Rev. Dr. Carol Lytch, president, Lancaster Theological Seminary

GIVE YOUR GPS A BREAK –
**MAKE YOUR NEXT TRIP
A STAYCATION**





Horse Inn in Lancaster - Photo by @indy_res on Instagram
"We love the bygone aesthetic, the inventive food and, of course, the cocktails!"



Stubby's Bar and Grille in Lancaster - Photo by @clferdy50 on Instagram
"The best corner bar and restaurant in Lancaster -Stubby's. Great food and great brew."



Ellicott & Co. in Lancaster - Photo by @lancexplorer on Instagram
"I love shopping local and buying American-made products! Great to find men's socks made in North Carolina and ties made in California."

The Strasburg Railroad in Strasburg - Photo by @bjwilsonphoto on Instagram

"One of my most favorite Lancaster County destinations is the #strasburgrailroad. Who doesn't love to see historic steam trains traveling through the beautiful Lancaster countryside? This shot was taken from the #redcaboosemotel not far from the station. I love the Strasburg Railroad because it brings history to life and allows you to see Lancaster in a whole new way."



Mean Cup in Lancaster - Photo by @heathergirl2125 on Instagram
"Looking for a 'mean cup'? I always recommend this place for great service and cool vibes!"

From taverns to cafes to markets to shops to area attractions, we're staycationing in Lancaster County this summer and fall, and we want you to come along for the ride!

To kick off our staycation, we held a #RoadTripLanc Photo Contest on social media in May, where locals from across Lancaster County submitted photos of some of their favorite places that make our region a uniquely wonderful place to live. Check out the photos, and congratulations to our winner, Industrial Resolution, whose amazing shot at the Horse Inn was captured by staff photographer Jenny Foster!

Follow #roadtriplanc to check out some of the amazing local businesses that make Lancaster County an incredible place to live and to welcome friends, family and tourists! And if you're out at one of your favorite local businesses, be sure to post your photos using #roadtriplanc and #thinklocal. Together, we can create even greater buzz about the amazing place Lancaster County already is and make sure it just keeps getting better in the future!



COMMUNITY: OUT ON THE STREET



That Fish Place - That Pet Place in Lancaster - Three Photos by @kayk.jpeg on Instagram

"Every day here is pretty stunning. I love this place because of how unique it is to Lancaster."



Fox Meadows Creamery - Photo by @thiep88 on Instagram

"A stressful work day calls for #foxmeadowscreamery for an #icecream lunch! You can't beat the views or the smiles from the staff!"



Festoon in Lancaster - Photo by @lanceexplorer on Instagram

"From small clutches to large totes, I love all the made-in-Lancaster @jalmodovar bags, created with colorful fabrics and repurposed coffee bean sacks!"



Bulls Head Public House in Lititz - Photo by @melissawardwell on Instagram

"Fave place for pudding and pints."



Susquehannock State Park in Drumore - Photo by @kattmhull on Facebook

"Beautiful view to round out the week. The most serene spot to decompress and prepare for a relaxing weekend."



Shenk's Ferry Wildflower Preserve in Conestoga - Photo by @sandyhouckgood on Facebook

"Beautiful day at Shenk's Ferry Wildflower Preserve. Very relaxing and enjoyed the beauty of Spring."



Railroad Museum of PA in Strasburg, Northwest Lancaster Rive Trail and Gigi's in Bainbridge

Peggy Waddle, Registrar's Office, Operations Coordinator, Franklin & Marshall College

"Our staycation here in Lancaster was awesome. We visited the Railroad Museum with our grandson Wes, biked the Northwest Lancaster River Trail and went to Gigi's in Bainbridge for ice cream."



Huffnagle Park in Quarryville - Photo by @missredrosecity2017 on Instagram

"Every town has a hidden gem. Ours happens to be nestled in the heart of our town, Quarryville. Huffnagle Park has been a recreation staple; boasting a playground, stage, ball field and pavilion. The playground portion is set to undergo a renovation to update the structure and make it inclusive and accessible for all abilities!"



Pine View Dairy in Lancaster - Photo by @ninja_tiger on Instagram

"Ice cream and baby moo cows... my favorite place."



Columbia Crossing River Trails Center in Columbia - Photo by @swentzy87 on Instagram

"High water at sunset. The perfect place for a quick escape."



BY AUDREY FISKE-ESBENSHADE, Communications Manager, Lancaster Chamber

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This article highlights and supports the work that's being done in the community to satisfy the Well Being of People dimension of our Prosperity Indicators Initiative.

A WORD FROM **YOUR CHAMBER**
PEOPLE **BUSINESS** COMMUNITY

Employer-Assisted Housing Benefits You & Your Employees



Have you ever had an employee comment on the lack of housing or difficulty finding housing close to work? Has the cost or lack of housing affected the work performance of an employee or affected your hiring and retention efforts? Ever had an employee leave or not accept a job because of housing challenges?

If you haven't experienced these challenges, count yourself lucky. In our Fall/Winter 2016 edition of *Thriving!* we shared more information on how housing affordability is impacting our community and recently received input from employers at our Prosperity Indicator Issue Conversation on Housing Affordability and Employer Assisted Housing highlighting these challenges and more, but it also presented solutions that could help the employer community think about how they can address this issue in our community.

Nearly one in three families in Lancaster County has difficulty finding and keeping housing they can afford, and the Prosperity Indicators report showed that 29% of local homeowners with a mortgage are spending 30% or more of their income on housing costs, and 46% of renters are spending 30% or more on rent. When housing costs are excessive, it means individuals have less money to spend on other things they need and even less to invest in our community.

Housing is a crucial component of economic competitiveness and a spatial mismatch between where job growth is taking place and where people can afford to live creates costs for employers as the local labor pool contracts and employee turnover rises. It's safe to say that employers have a stake in creating housing opportunity while increasing the competitiveness of their businesses and the areas in which they are located.



You may be asking yourself, how does an employer impact this issue? There are two key ways: 1) increasing the community's supply of affordable housing and, 2) helping employees obtain affordable housing.

To increase the community's supply, employers can do development of infrastructure, contribute to non-profit organizations committed to affordable housing in the community, or provide support at municipal meetings for projects that would add to our housing stock.

But it is the second option - helping employees obtain affordable housing - that is gaining momentum as a strategy for employers. By providing employer-assisted housing, employers are able to recruit new employees, increase stability as turnover decreases, reduce tardiness and stress as commuting time decreases, improve community relations, stabilize deteriorating neighborhoods, and raise morale and productivity.

THERE ARE FIVE MAIN WAYS EMPLOYERS ARE DOING THIS:

1. Down Payment/Closing Cost or Principal Assistance
2. Secondary (Gap) Financing
3. Rent Subsidies
4. Homebuyer Education and Counseling
5. Help with Applications, Credit, Moving Costs, and/or Deposits





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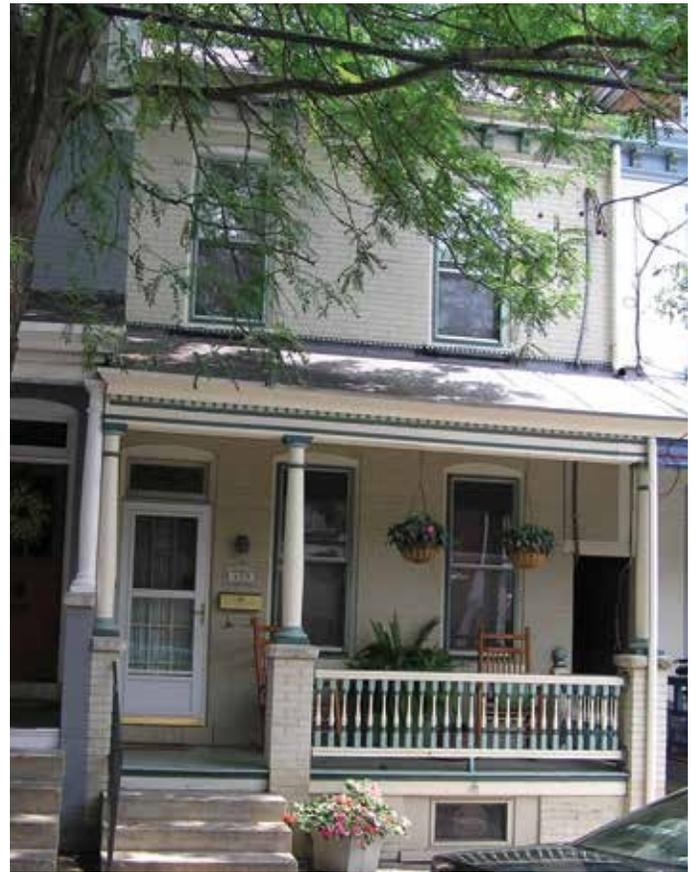


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To learn more about bizSure, current and prospective Chamber members should visit

www.bizSure.com

*By law, dividends cannot be guaranteed. They must be declared by the board of directors of the insurance company. Standard underwriting criteria and eligibility rules apply to all applicants. Chamber membership does not guarantee acceptance into the bizSure program.



At the Issue Conversation, we heard from two employers who are offering financial assistance to employees.

Lancaster General Health/Penn Medicine (LGH) provides a program to its employees called Home in the City, which offers employees a forgivable loan of up to \$10,000 to assist with the purchase of a home in one of the neighborhoods surrounding the Hospital, among other cost-saving benefits. Participants must maintain full-time status for the duration of the five-year loan. Not only does this program help LGH attract and retain employees, but it also solves another problem for the Hospital - in cases of inclement weather or emergencies, the 164 employees who have utilized the program live close to the Hospital and can still get to work safely.

Two Dudes Painting Co. recently launched a program called City Life, which offers employees who wish to purchase a home within the Lancaster City limits a \$5,000 forgivable

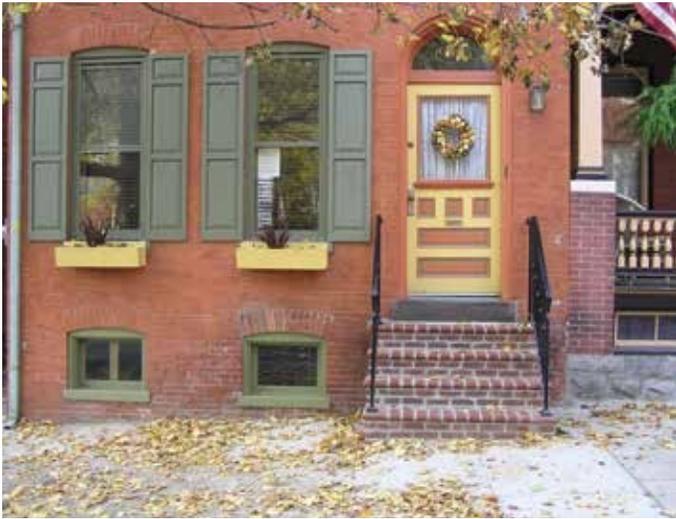
five-year loan, while hopefully boosting employee retention efforts. It also offers opportunities for employees to qualify for additional loans for down payments and closing costs through partnerships with Lancaster Housing Opportunity Partnership and Pennsylvania Housing Finance Agency.

These programs can change the lives of employees at these companies, helping them provide for themselves and their families, while making our County an even more desirable place to live and work. **LT**

[To find out more about the programs, information on other resources in our community, or more details on creating an employer assisted housing benefit, **CLICK HERE.**](#)



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