



LANCASTER Penn Cinema

FALL 2020

Thriving!

Powered by the Lancaster Chamber

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MANHEIM

Getting "Back To Business"?
See What Other Companies
Are Doing To Reset & Pivot

pg. 12

6 Powerful Stories To Inspire
Change & Action In Our
Community

pg. 18

"Thinking Local"
Is More Critical Than
Ever, And Here's Why

pg. 6

- Kids to school
- Mom to doctor

mammogram

• Lunch
• Project work
• Soccer Practice

Walk-in screening mammograms now available

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1 in 8
U.S. women
will have a
breast cancer
diagnosis

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time for you.**

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- Latest 3D imaging technology
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**Make time for you—so
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for a long time to come.**

LIME SPRING OUTPATIENT CENTER

MONDAY-FRIDAY 8 a.m. - 4:30 p.m.

Still prefer to schedule in advance? We offer mammograms services at nine different locations across the region. Still prefer to schedule in advance? Call us at 717-531-3799 to schedule a screening mammogram.



PennState Health

A variety of gifts and items at Ellicott and Co.

FEATURE STORY

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"Thinking Local" Is More Critical Now Than Ever

Now more than ever it's important to think local as we go into the holiday season and into 2021. This story features a variety of local companies sharing why investing locally is not only helpful, but critical to sustainability.

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How Do You Get "Back To Business"?

See how businesses and organizations around the county have shifted policies, directions, and services to ensure they continue operations in this challenging business landscape.

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Explore 6 more powerful stories from local leaders that cultivate transformation, ignite conversation, encourage impactful change, and inspire action.

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Read expertise by a variety of local businesses on what you should be thinking about in regards to branding, marketing, and the economy heading into 2021.

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An Annual Dinner Lookback

Did you miss our 148th Annual Dinner Virtual Experience? Don't worry! Here's a lookback at the event and information on how you can still watch this special 1-hour Lancaster County event.



Behind-the-scenes

Behind the scenes of our cover photoshoot with Olé as he positions all the Lancaster County items and checks lighting. Find out what items are on the cover on page 7!

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Reflecting On Where We've Been, While Remaining Future-Focused

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PREPARING FOR WHAT'S NEXT

A Letter from Tom Baldrige



Ten months into 2020. Only two months to go. And then what?

Fact is, as we round the corner on the fourth quarter of a most tumultuous year, it is unlikely that the turning of a calendar page on December 31 will mean that we're all "good-to-go." For most of us, I suspect 2021 remains ambiguous with just as many questions as answers. Yet, hopefully, 2021 also remains a year of great hope and opportunity for you and your business.

It's all in how well we prepare!

Just as we have been trying to do since the start of the pandemic, the Chamber is committed to continuing to help you navigate the future. We look to pivot with you; innovate with you; and travel with you as we march through the challenges and keep our sights squarely focused on a prosperous future.

In this edition of "*Thriving!*" we showcase the varying ways businesses across our County are opening; we provide an economic snapshot of the here-and-now & the expected-in-the-future; we present new opportunities for marketing and branding in a COVID-stalled world; we share an outline of the Chamber's approach and adjustments for 2021; we continue to offer our "Words that Activate Change" series of columns to assist with DEI discussion and action; and we reinforce the ONE THING that all of us can do to help jump start a prosperous future: THINK LOCAL! (now more than ever!).

In many ways, this edition provides a road map to both the opportunities and ambiguities of the coming year and we hope you find it useful.

But, to be clear, our support doesn't stop within these pages as we have a very busy (mostly virtual) fall designed to help you navigate these challenging times, as well. Be sure to check out our website at www.lancasterchamber.com to stay up-to-date on all the programs and services we are offering. And, if you haven't already, consider being one of the more than 10,000 people that have already taken advantage of our COVID-based programming.

More than 6 months into this crisis, **We are STILL in this together!** And, there's no reason to think that mantra will stop anytime soon.

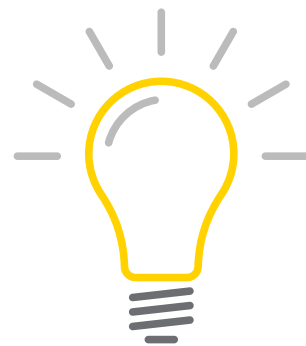
Thank you for your ongoing support. As always, let us know how we can help!

Sincerely,

Tom Baldrige, President & CEO
Lancaster Chamber



Knock Knock Boutique, a shop in Elizabethtown



THINK LOCAL

In Lancaster County, we have a strong community that prides itself on “thinking local.” From attending local productions, to buying gifts in shops around the County, we have been known to be fiercely loyal to Lancaster and its sustainable success.

Now, more than ever, we need to collectively showcase that spirit of supporting local as we continue to navigate a challenging year and economic landscape. With COVID-19 and an unknown future, it’s crucial that right now we support local businesses, source local services, and invest in Lancaster County as we head into the holiday season and 2021.

SHOP LOCAL: HOLIDAYS ON THE HORIZON

“Lancaster County has a wealth of small businesses and restaurants that need the support of the local community this holiday season due to the temporary closures that many Pennsylvania businesses experienced in March through May,” says Lisa Horn, Director of Fun at Kitchen Kettle Village. “Plus, who doesn’t want to give a fabulous gift crafted in Lancaster?”

As the holiday season ramps up, it’s even more critical to support local with so many setbacks businesses have experienced this year due to the unprecedented global pandemic. And because of added safety precautions,



Bagels from Harvest Moon



Ellicott and Co., a shop in downtown Lancaster

destinations, shops, and restaurants had to reinvent some of what they offer.

"We have changed our holiday events that included a large dinner or breakfast to be more self-guided experiences that still involve food and holiday fun while keeping people away from a large group gathering," adds Lisa. "We have also added multiple ways that people can shop with us - more focus on online shopping, offering contactless pick-up and promoting more specific gift items on Facebook."

The team at Kitchen Kettle is also quickly preparing items for unique holiday gifts.

"We are going to be offering a great variety of gift packages that we will have available in the Jam & Relish Kitchen and online at shopkitchenkettle.com," says Lisa. "Food is always a great gift, but this year more than ever it promotes comfort and is an essential item that people will use and enjoy."

Kitchen Kettle is not the only business to shift. Knock Knock Boutique, a gift and accessory shop in Elizabethtown, has had to reposition how to sell during this challenging time.

THE COVER OF THIS ISSUE FEATURES A VARIETY OF ITEMS TO SHOWCASE LOVING LOCAL IN LANCASTER COUNTY.

Bagels from **Harvest Moon Bagel Co.**, a variety of produce from **Barr's Farms Produce**, stroopwafels from **The Lancaster Stroopie Co.**, assorted accessories from **Knock Knock Boutique**, map of Manheim from **Ellicott & Co.**,

Lebanon Bologna from **S. Clyde Weaver**, game tokens from **Decades Lancaster**, Wilbur Buds by **Wilbur Chocolate**, Chocolate Milk from **Oregon Dairy**, a koozie from the **Lancaster Barnstormers**, a gift card to **Penn Cinema**, Scotch Egg and Flatbread appetizers from **The Bulls Head Public House**, jelly and butter from **Kitchen Kettle Village**, and a cupcake from **Lancaster Cupcake**.





Soaps from The Gift House shop at Kitchen Kettle Village



A snapshot from the Alternative Gift Fair

"During the quarantine, we shifted our entire website and offered almost all inventory for purchase online," says Emily Drobnock, owner of Knock Knock Boutique. "Shopping online helps to accommodate those who do not feel comfortable shopping in person yet, or those who do not live nearby."

Emily also emphasizes the need to support local, and the encouragement she sees from the community.

"I encourage everyone reading this to find a new local business to love and support this season," says Emily. "Shopkeepers really do pour their hearts and souls into their businesses, and I think patrons will see and understand that just by walking in the door. I love the passion I've seen over the last six-to-nine months that people have shown to local businesses and I hope that continues."

Ryan Martin, Co-Owner of Ellicott & Co., a curated shop of gifts and goods in downtown Lancaster, echoes both Lisa and Emily in calling for shoppers to choose local this season.

"When you shop at local boutiques like ours, your dollars stay in this community and allow us to support dozens of makers who also call Lancaster home," says Ryan. "Without the support of such an incredible local clientele, we wouldn't have survived these last several months."

During quarantine, the Ellicott & Co. team had to think quickly.

"Our store depends on foot traffic and during a time where our doors remained closed, our loyal customers took to our website and supported us," adds Ryan. "We found new ways to engage our customers through free local delivery, curbside pickup and private shopping experiences."

Ryan is looking forward to the holiday season – a time where their assortment of uncommon goods offers great gift options.

"Our shop provides a place for many local artisans and makers to begin the transition from hobbyist, to business owner," says Ryan. "We have strived to provide a diverse selection of high-quality goods, that are selected for their craftsmanship, and their commitment to sustainable manufacturing."

In addition to shopping experiences, another huge industry that was impacted during the global pandemic was restaurants, and especially those that rely on catering events.

THINK LOCAL

Harvest Moon Bagel, a bagel (and more) shop in downtown Lancaster, relies on both foot traffic and catering – and the latter is primed for the holidays.

“Our food holds a lot of memories of big bagel brunches with extended family and friends around the holidays,” says Chelsea Zawisa, Owner of Harvest Moon Bagel Co. “At a time when many holiday get-togethers may be smaller and some extended family might be missing from festivities, our food and traditions will bring us comfort. We’re here to help and invite you to become a part of our tradition.”

Chelsea also notes how local support is critical.

“Customers who frequent our small business are putting their money right back into their own community,” says Chelsea. “Because we as a business are conscious of sourcing our ingredients and products locally, you’re not just supporting one local business but many.”

GIVING BACK: NONPROFITS NEED HELP MORE THAN EVER

Many businesses have been negatively impacted by COVID-19 and the variety of shutdowns over the year, but nonprofits have also experienced huge losses due to the pandemic. Nonprofits often rely on large galas and fundraisers to sustain their missions, which makes supporting these organizations even more critical at a time where accessing them is more challenging.

Jenn Knepper, coordinator of the Gifts that Give Hope (an annual gift fair that features a variety of local nonprofit organizations), shares how they are transforming to make the event virtual for safety while also ensuring people can still support important nonprofits.

“The virtual gift fair provides a fairly easy avenue for people looking to support local nonprofits and give gifts that make a difference,” says Jenn. “This virtual gift fair provides a great avenue to come together from all ends of the earth to support efforts on issues that don’t take a break from pandemics, in fact, they’re often exacerbated. People can donate to these nonprofits and help provide food for the unemployed, housing assistance for people facing homelessness, microfinance loans around the world for those in extreme poverty, supportive services for families with a member with an intellectual disability, medical care for those with chronic health problems, supportive services for adoptive families and for children with chronic health problems, and much more.”



Common Wheel, an organization at the Alternative Gift Fair

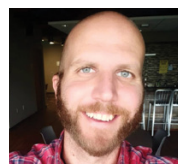
The 2020 Virtual Gifts That Give Hope fair will be an all day event on Saturday, December 5 from 10am-4pm. People can access the site, at www.giftsthatgivehope.org/lancaster, from anywhere and easily donate to more than 30 nonprofits and purchase gifts that are ethically or sustainably sourced.

In addition to the fair, another large event that benefits Lancaster County nonprofits has gone virtual. One of the largest County-wide events of the year, the ExtraordinaryGive, has made the switch to virtual but will continue its exciting tradition of supporting hundreds of nonprofits making our community better.

Read more about the ExtraGive on page 10 of this issue and prepare for November 20, 2020!

2021 OUTLOOK: WHAT'S NEXT?

In a year of uncertainties, and with the unknowns that 2021 may hold, one thing is for certain: “thinking local” is more important now than ever. Whether you’re shopping for gifts, needing catering for a family gathering, ordering out one night for dinner, donating to a nonprofit, or contracting a service for your home, investing in local companies is critical to our County’s economic success. Collectively, we can “think local” and make a big difference as we move forward – together. **LT**



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

A Different Kind Of Year, But The Same Giving Spirit: The 2020 Extraordinary Give Is November 20



On November 20, our community will be transformed once again into a single-day celebration of generosity, hope, and local spirit unmatched by anywhere in the world! Powered by Lancaster County people, organizations, and businesses, The Extraordinary Give continues to be the most generous per capita giving day in the nation. In only 8 days, since the event started in 2012, the Extraordinary Give has generated more than \$53 million to support more than 600 causes across Lancaster County.

It's no secret that 2020 will feel a bit different, but the good news is that the Extraordinary Give has always been an online event, and with more tools than ever to help causes, individuals and businesses be part of the ExtraGive, Lancaster County is positioned to create another extraordinary day. Coming at the perfect time during a turbulent year, our community can join together for the things they care about, and lift up the extraordinary work of our local causes.

HOW IT WORKS:

For 24 hours only, on November 20, individuals can visit ExtraGive.org, choose from 500 organizations, and make a secure online donation. With the challenges of the pandemic reaching deep into our community, participating organizations need our support now more than ever. Thanks to our generous sponsors, Rodgers & Associates, High Foundation and other corporate partners, every gift will be stretched with more than **\$500,000** so that every donation goes the extra mile for causes you care about.

THRIVING ON LOCAL SPIRIT:

Celebrating the Extraordinary Give this year will reflect the same positive spirit that has driven this event to be an unofficial local holiday. Watch for digital billboards across the county reflecting the live growing total throughout the day, giant ExtraGive balloons in the City of Lancaster,

and the dynamic light show at the Griest Building in Penn Square starting at 5 pm. In addition, local businesses will be partnering with causes to run specials, offer discounts, and raise awareness while also driving vital local commerce to the area.

New and returning features like the ExtraGive Business Leaderboard allow local businesses to engage their employees and raise money for the day, uniting their brand with energy of ExtraGive. In 2019 alone, local businesses and their employees raised an extraordinary \$100,000 on the day! You can learn more about the business leaderboard at ExtraGive.org.

BUILDING THE DAY TOGETHER:

New for 2020, people can experience ExtraGive CAST, a digital experience built from community-created content! From 5pm – Midnight ExtraGive CAST will offer a digital experience designed to create a safe and socially distant way for you to enjoy the 2020 Extraordinary Give from the comfort of your home! CAST will feature updates from the ExtraGive team across the community, live prize drawings, and messages from participating organizations.

Submit your photo or video and see you and your friends appear in the community-driven CAST experience by using the hashtag #IGiveExtra on Instagram and Twitter, and you might see yourself in ExtraGive CAST!

It's no secret that this ExtraGive will be a little different, but what makes the day truly extraordinary is the same: Lancaster County's commitment to the people, organizations, and community that we care about. This November 20, we hope you'll join the tens of thousands of your neighbors, friends, and family and give EXTRA! **LT**



BY AARON SPANGLER,
Communications Manager at the Lancaster County Community Foundation
Contact Aaron at aspangler@lancfound.org



Events

LANCASTER CHAMBER

Although this year has been quite different, we are still committed to bringing you critical programming and events to help navigate this challenging business landscape. We've gone virtual – so mark your calendar for these upcoming events and programs you can access from anywhere!

NEW MANAGER ACADEMY [VIRTUAL]
Starting on October 21 (9am-Noon)

GET CONNECTED! [VIRTUAL]
October 22 (11am-Noon)

**ANNUAL DINNER EXPERIENCE
FEATURING THERESA MAY [VIRTUAL]**
November 6 (8-9am)

GET CONNECTED! [VIRTUAL]
November 12 (11am-Noon)

**AGRICULTURE INDUSTRY OUTLOOK
[VIRTUAL]**
November 19 (10:30am-Noon)

ECONOMIC FORECAST [VIRTUAL]
December 11 (8-9:30am)

Visit

www.lancasterchamber.com/events
to register and to learn more!

Also, if you missed our 148th Annual Dinner Virtual Experience you can still watch it! It's free and open to all. Visit **www.lancasterchamberannualdinner.com** to watch.

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The team at Cargas

Back to BUSINESS

Lancaster County is resilient, and though this year has been anything but normal, businesses are finding ways to get back to business in unique and creative ways. Hear from local businesses about how they are shifting operations to suit the abnormal landscape we're in and be inspired by some of the changes that you may be able to implement in your own workplace.



Our focus has been to lean into our customer care and teamwork core values through the pandemic. While a lot of our work with customers was already remote, we did travel a lot for conferences, industry trade shows, sales and for when our customers would go live on new software. The rapid transition to doing everything remotely stretched the adaptability of our team, but also in many cases allowed us to improve our processes in interesting new ways. We have done 2.5 million minutes of video calls as a company since March. Our teamwork core value means we are frequently collaborating with each other and with customers. We do have a portion of the team in the office now but are continuing to apply the lessons we learned from when everyone was remote. Adaptability and flexibility have been key as we work through this challenging time together."

Aaron Cargas, Vice President of Marketing and Product Development at Cargas Systems



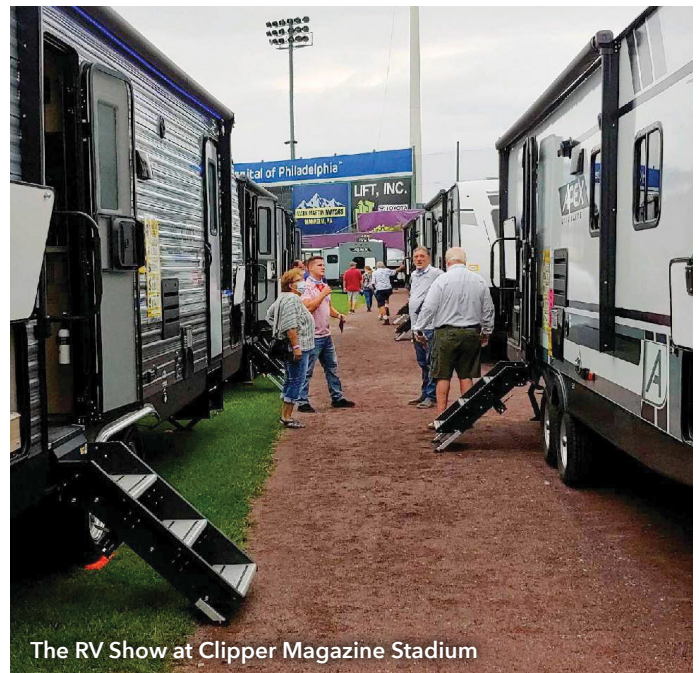
All smiles, even under the masks at Clipper Magazine Stadium

“When life gives you lemons, you make lemonade! Without professional baseball being played in 2020, Clipper Magazine Stadium has transformed into the entertainment destination for Lancastrians of all ages. We are incredibly proud to be serving as the venue for small groups to safely gather to enjoy quality time and feel some normalcy once again. With several health and safety regulations in place we continue to successfully host Outdoor Movie Nights presented by Haller, Turkey Hill Dairy and the High Companies with families setting up blankets and chairs in socially distanced marked spots in the outfield to take in movies at sunset like *Field of Dreams*, *The Goonies*, *Frozen 2* and more. We were able to bring some local live music to the people of Lancaster in partnership with CI Records to hold this year's Launch Music Concert. We proudly hosted Baseball Camps, Clinics, Tournaments and Showcases for area kids. Adults were able to get active at the ballpark with our Summer Kickball League and our Cornhole Tournament for Charity presented by LCM-Subaru. A few community events we've hosted include the Lancaster County RV Show that safely brought thousands of people to the area over 10 days, the Mike Sturla Back-to-School Backpack Giveaway, corporate networking events and the upcoming Love in Action Lancaster County Food Distribution on October 31. We look forward to hosting more events this fall including additional Outdoor Movie Nights featuring movies like *Rudy*, *Cars* and Halloween flicks *Hocus Pocus* and *It*, the T-Mobile Home Run Derby, the Comedy Show on the Diamond featuring stand-up comedians Earl David Reed and Jesse Blanco, the Fall Kickball League presented by the PA Prostate Cancer Coalition and our Fall Baseball Camp with professional instruction by Barnstormers coaches. We are deeply grateful for the support we've received from the Lancaster Community during these difficult times. We look forward to playing ball again soon!”

**Michael Reynolds, General Manager at
Clipper Magazine Stadium/the Lancaster Barnstormers**

“Before the pandemic, the High Associates team was excitedly preparing for the launch of a re-brand for Greenfield Corporate Center - dropping corporate center entirely and going only by Greenfield to better reflect who we are as a community. Initially planned with in-person parties, networking and community events, the roll out needed to shift due to COVID. In mid-March, our team started working remotely, events were put on hold until further notice, and production on new signage and other materials had halted per COVID restrictions. Yet, we still wanted to make a big splash with the re-brand and connect with our tenants and residential communities to get them excited about our plans for the future. We moved forward with hiring a Marketing Event Specialist to handle the activation plan and work with the team to find new ways to get the word out about all the exciting things Growing at Greenfield. Our focus shifted to PR and advertising using local media outlets such as the Lancaster Chamber weekly digest, LNP, CPBJ, Fig & more to share the news of the re-brand along with all the development projects started in early June at Greenfield, such as: Armstrong Flooring, Inc. relocating to Greenfield, 92 additional manufactured homes being added to Eastwood Village, Thaddeus Stevens College of Technology new diesel technology school, a 229,000-square-foot warehouse for up to three tenants and 1-1/2 miles of new pathways for walking and bicycling. We also successfully introduced our Greenfield community website, created a new email platform and slowly rolled out COVID-friendly activities such as food truck Fridays, outdoor yoga and complimentary coffee stations to reach Greenfield tenants, residents and students and provide platforms for everyone to grow and connect.”

**Ashley Garcia, Marketing/Event Specialist at
High Associates, LTD**



The RV Show at Clipper Magazine Stadium



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A team member working at Four Seasons



Working with new precautions at Armstrong Flooring

“ Starting in March, we made our team’s safety the top priority as we continued to provide fresh produce and logistics services to our customers in the Northeast. This included a full court press on educating our team to take precautions, supplying PPE to each associate, and taking necessary steps to slow the spread of this virus. Our office associates quickly adapted to working remotely in order to reduce the risk to associates who needed to physically report to work. We learned to conduct team meetings and share information virtually, and were quick to adapt to our customers’ needs that evolved in the marketplace. One of our customers was featured in national news for providing boxed produce (codesigned with our team) to their co-op customers - reducing the risk of fresh produce shopping for their customers. We also modified our in-person warehouse training with safety precautions and new technology tools. Both compliance training and leadership training for hundreds of our associates have been completed in the last six months using virtual coursework. In short, we continue to look for ways to serve our customers and support our team in the midst of a pandemic.”

Nelson Longenecker, Vice President - Business Innovation at Four Seasons Family of Companies

“ Safety has been paramount in our ability to remain operational during the pandemic. For all of our facilities, this has meant robust protocols focused on CDC guidelines like mandatory face coverings, social distancing, handwashing, and enhanced cleaning. We also implemented additional safety measures such as required health self-assessments, wellness assessment checkpoints at our plants and wearable social distancing sensors. The vast majority of our corporate employees have been teleworking since March and will continue to telework until we move into our new headquarters at Greenfield, currently scheduled for Spring 2021. One of the outcomes of this situation is the realization that our culture can quite easily support remote working arrangements and, as a result, we plan to continue to offer more teleworking flexibility at our corporate headquarters in the future. Thanks to the networks we established through our Chamber involvement, we’ve been able to share ideas with and learn from other local employers during this pandemic. This is new territory for most of us, so it’s been nice to know that we don’t have to navigate it alone.”

Alison Van Harskamp, Director of Corporate Communications and Public Relations at Armstrong Flooring



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An example of the socially-distant seating area at Hunger N Thirst



Top-notch food from Hunger N Thirst

“We opened for both inside and outside dining at our restaurant at the end of September. Thanks to the support of Recovery Lancaster, we are able to retrofit our ventilation system for the safety of our customers and staff. Without these funds we would not have been open inside with a sense of safety. The HVAC System has been changed to increase fresh air from outside. Ionization units have been installed in the HVAC ducts. Four large room HEPA air filters have been purchased for our inside dining. We have two hand-held thermometers (from the Supply Kit) so we can do daily checks on each employee and also check all customers entering our restaurant. Daily logs will be maintained. Also because of Recovery Lancaster we have been able to continue paying all our staff from both the front of the house and the back of the house!”

David Neff, Co-owner of Hunger N Thirst



“We’re building better communications and consumer connections every day. See how we could help you!”

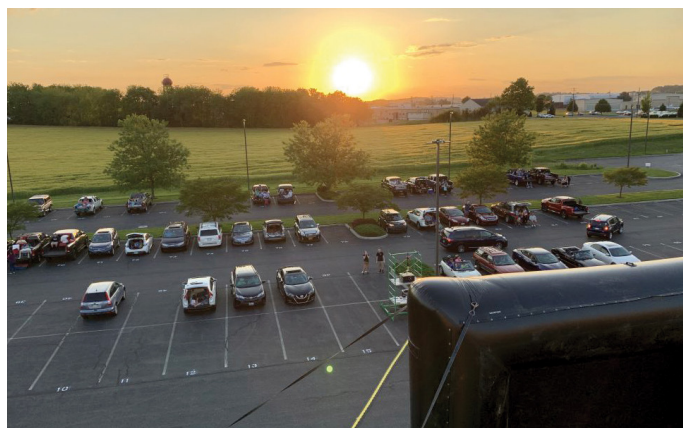
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A team member delivering popcorn right to a customer's car at Penn Cinema



A view from the pop-up drive-in movie screen at Penn Cinema

“We felt a strong motivation to stay connected with our customers, and even just with our community at large, during the quarantine. We knew people were staying home doing puzzles, playing games and watching movies at home. We also knew that all of those things are better done with delicious real movie theater popcorn! So we opened the Penn Cinema Popcorn Penndemic and sold massive bags of popcorn as “curbside” sales and literally met people on the curb to deliver touchless popcorn into their vehicles. Not only was it great to see people again, but those of us who worked the sales had a lot of fun doing something a little different, doing something to maintain that connection with our community. It was great. As it became clear that this was not just “a couple weeks” type of thing, people became more and more interested in finding outdoor activities. Eventually it was obvious that we should open an outdoor legit Drive In Movie Theater. So we did. It began as a basic set up but it was so well received that we invested in more and more equipment and now we run a really great Drive In Movie Theater that can compete with any Drive In around. We didn’t “want to” open a Drive In but now that we did, we love it and look forward to having fun with it for years to come!”

Penn Ketchum, Owner of Penn Cinema



Drea, Customer Service Representative, working at Rhoads Energy



Rhoads Energy Happy Hour for Leadership Team

“ We are an essential business, so we needed to keep our doors open and determine who needed to be in the offices and who could work from home. We installed air scrubbers in all of our offices and then purchased mobile air scrubbers for each of our service vans, delivery trucks and other corporate vehicles! While we prohibited the Leadership Team from moving between offices, our CEO, Mike DeBerdine, still wanted to stay in touch with all 150 employees and did so by recording a 10-minute video every Friday and sending it. It always starts with him doing karaoke to some song that is relevant to his message (mostly country western but throws in a little funk every now and then for me!) and then went over how the company is doing with sales, financials, staffing, etc., and periodically something not work-related. Our leadership team also held zoom happy hours every Thursday at 5:00 to laugh together and keep our sanity. We got our people back in the offices as soon as we could and do it safely. When not in your office or in your cubicle with a 5' wall, you must wear a mask. It's important to get back to business and support our City!”

Jennifer Goldbach, Vice President at Rhoads Energy

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Words That Activate Change Series

Creatively **SERVING Our Aging Community**

By Larry Zook

How to **BUILD a Welcoming Image**

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SUPPORTING Sustainable and Local Business During an Uncertain Time

By Timbrel Chyatee

The Lancaster Chamber strives to provide an opportunity for local business and community leaders to share their insight and perspective on a variety of current topics.

This **Words That Activate Change** series is focused on uplifting voices in our community that encourage dialogue, cultivate transformation, offer thought-provoking ideas, and challenge all of us to be better, be stronger, and, most importantly, be advocates for systematic change within both our community and our workforce.

In the last issue, we featured 8 stories from local leaders that encouraged impact and advocacy. In that same tradition, we're spotlighting 6 more inspiring stories to evoke thought and action in this issue.

The Lancaster Chamber is also about to begin anti-racism training along with coordinating a diversity dialogue to bring thought-leaders together to see how we can ensure Lancaster County business is aware, equipped, and accessible to the spectrum of diverse audiences we serve. We are committed to making systematic changes within our own organization to better serve everyone in Lancaster County.

CREATIVELY SERVING OUR AGING COMMUNITY

By Larry Zook

One of Lancaster County's strengths is our diversity—market segments, faith backgrounds, and the people who call it home. With nearly 30% of the county's population above the age of 55, it is little wonder providing services to this population is one of the larger drivers of the local economy.

The twenty members of Lancaster Area Senior Services (LASS), all non-profit continuing care retirement communities, are home to over 12,600 residents and employ 9,000+ persons, providing \$280 million in wages. Most of these wages stay here and support local businesses. In addition, many LASS members are among the highest property taxpayers in their school district and municipality.

But the greatest impact of older adults in our community is not measured in economic terms. It is found in the many ways they give back through their engagement.

At Landis Communities our mission is following God's call to creatively serve the diverse needs and interests of older adults by developing opportunities and collaborative relationships.

In 2011, at the WH's First International Conference on Age-Friendly Cities in Dublin, Ireland, I heard former US Ambassador to South Africa, James A. Joseph, speak on the topic, "Leadership and Aging as an Asset." He shared a challenge that has stayed with me, "Far too many are asking what can we do about an aging population, what can we do for older adults, when they should be asking what we can do together, how can we draw from the strengths of each generation. They should be asking not simply what social service should we provide, but how can we encourage and empower older adults to continue serving, and to do so in the center of the arena rather than silenced on the sidelines."

One way Landis Communities lived into this vision was by opening Steeple View Lofts in 2013, an age 55+ community in the walkable core of downtown Lancaster. The 36 apartments on North Water Street are full, there is a waiting list and the building has a thriving culture of looking out for each other and connecting in the city through shared interests and experiences. It is providing a choice for middle-income persons who already lived in the city and wanted to stay, people from throughout the county looking to live in a vibrant city, and for those from outside the area wanting to relocate to a safe and healthy urban environment.

Our newest planned middle market apartments, Landis Place on King, will offer these same opportunities but will also engage the diverse neighborhood already existing in

Larry Zook has served as President/CEO of Landis Communities/Landis Homes since January 2007, and prior to that served in various positions at Landis Homes beginning in 1994. He is a licensed Nursing Home Administrator and holds a BS in Business Administration from

Millersville University and an MBA with an Urban Economic Development concentration from Eastern University, St. Davids, PA. Larry and his wife, Dawn, taught English at Chongqing Normal University in China from 1992-94, and from 1982-92 he worked for Eastern Mennonite Missions, the organization that founded Landis Homes in 1964. Dawn and Larry have one son, Ben, who is a second-year master's student in speech language pathology in Temple University. They have a 14-1/2 year old yellow Labrador Retriever named Daisy.



the West King street area. We anticipate these apartments will not only offer a thriving community of older adults, but also be an innovative space, using green features, new technologies and offering access to care navigators for residents.

We know many persons age 55+ also wish to stay where they have been living and have services made available to them in their current accommodations. Landis HCBS (Home and Community Based Services) offers these programs. The COVID pandemic has provided us the challenge to serve these persons in new creative ways.

There are a myriad of studies showing the value of lifelong learning and the dangers of social isolation. However, in these physically distanced times how do we keep learning and engaging with others? Landis Communities, in partnership with Pathways Institute for Lifelong Learning®, offers classes that are open to ALL residents of the county who are age 55+. They cover topics such as history and culture, politics and world affairs, literature, religion, science and environmental issues, music, fine arts and culture, wellness, and hobbies and general interests. When the pandemic made it impossible to meet in person, the staff leading this effort moved the courses online. You can read more about these courses at <https://www.thepathwaysinstitute.org>.

There are many challenges for those of us serving older persons today. From the lack of access to expedient testing for COVID, to the limited availability and high price of PPE, to the isolation that comes from physical distancing, it can be difficult to navigate effectively in the midst of constant change. But we know we serve a resilient community, we are committed to our mission and we will continue to strive to find new and creative ways to meet the diverse needs of our aging neighbors.



PhotoOlé is a full-service photography studio. The collection of work developed is intentionally diverse and serves to communicate clear and concise messages and ideas to an audience. The studio has successfully completed training to be able to represent individuals, businesses, and organizations in a thoughtful and responsible way. The photography team has a strong background in producing visuals that are fitting, engaging, and lead to action.

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HOW TO BUILD A WELCOMING IMAGE

By Heidi Castillo + Olé Hongvanthong

In 2014, MIT neuroscientists found that the brain can process entire images that the eye sees for as little as 13 milliseconds.¹ Visuals have a significant role in business; they serve as a communication tool. Images are influential, they can help a business or organization communicate a message, engage an audience, and encourage them to take action. We are conducting business at a time when customers are more educated and calling on businesses and organizations to recognize their individuality. As the demand for diversity and inclusion increases, small businesses and organizations that desire to achieve longevity should commit to developing a welcoming image. If you've perhaps missed the years of coverage on the growing interest in social equality or need a reason to consider updating your look, assess the following data:

According to the Pew Research Center, Gen Z is more racially and ethnically diverse than previous generations. This generation is projected to become majority non-white by 2026.²

The U.S. Bureau of Labor Statistics reported that 1 in 5 Americans has a disability.³ It is estimated that working-age Americans with disabilities have \$21 billion in discretionary income.⁴

Gallup research estimates that more than 11 million Americans identify as members of the LGBT community.⁵ In 2016, LGBT buying power was estimated at \$917 billion.⁶ LGBTQ community members are more likely to purchase from companies with supportive LGBTQ corporate policies and engagement.⁷

Here are four tips to help you choose visuals that 1) represent your business or organization, 2) represent the people you serve, or 3) develop part of your business or organization in a more thoughtful and responsible way.

1. Identify minority groups/communities served and form part of your business or organization

This step requires that you look internally for information. Mine for information in your business or organization's client and employee databases, customer relationship management software, point of sale systems, membership history, newsletter subscription list, fundraising software, volunteer enrollment profiles, program and initiative participant records, HR employee files, payroll records, media planning and buying directory, etc. Including an individual that belongs to a community you do not serve or forms part of your business or organization in your collateral can be misleading and can have costly consequences. Taking the time to determine which communities you serve can help you avoid making offensive and insensitive decisions. Complete this step thoroughly and with integrity.

2. Define what diversity and inclusion means to your business or organization

This step requires that you ask others how they perceive your small business or organization. Diversity is understanding, respecting, and valuing that each individual is unique in terms of race/ethnicity, age, gender, sexual orientation, physical abilities, socio-economic level, etc. Inclusion is the practice of recognizing (acknowledging and crediting achievements and establishing expert credibility) and valuing, monetary (promotions, raises, bonuses) and non-monetary (respect, trust, developing strengths and talents), the contributions of members of a minority group equally as members of a majority group. Being diverse and inclusive is not just about how you feel or see your business or organization. Do your employees and co-workers feel and believe your business or organization's policies respect, value, and cultivate diversity and inclusion? Does every client receive the same customer experience? Do all participants receive the same impact? How do your employees and co-workers define diversity and inclusion in your business or organization? Listen with humility to what your employees, co-workers, and community have to say about you or your organization.

3. Choose visuals and set goals

Once you have clearly identified how your business or organization defines diversity and inclusion, your visuals should be consistent with the language used to communicate your mission/vision/values and represent all your stakeholders. Are minority groups/communities embraced in your current visuals? Are the images free from stereotypes? Are minority groups/communities the focus or center of the photo or are they serving as extras? Do the images elevate and value the voices of minority groups/communities? Do the visuals reduce bias? Are all the people who make your organization function visible in your visuals? Do the pictures show individuals of every age? Does the subject in the photograph accurately represent minority groups in your community? Are your visuals interesting and engaging? To make a better selection, get other people in your business or organization involved. Your goals should be specific, realistic, and within your means. Break them down if you have to. Maybe one quarter you can focus on a group you haven't connected with or approached in a while. Then the following quarter, you engage another.

4. Evaluate and adjust

This step requires that you measure the performance of visuals chosen for your collateral and make changes as necessary. Once you have implemented your visuals in all areas of your business or organization, you can track success through sales, customer retention, customer engagement (comments and follower count on social media), fundraising totals, volunteer enrollment and time commitment, applicant response rates, employee turnover rate, etc. Don't be discouraged if you don't achieve your goal on your first try.

Sometimes external factors that are out of your control can affect your goals. Experiment with your message, marketing and recruitment strategy, and consider using images that had strong potential but were nixed during your selection process.

Undertaking the task to build an image that is more inviting may sound overwhelming, but consider the potential consequences of not taking action: Your competitor undertakes the task of meeting current demand and you lose market share.

Another entrepreneur or organization sees a demand no one else is meeting and you create a new competitor.

You lose business opportunities in markets with high buying power and influence.

You lose talent and innovation opportunities to your competitor or other countries.

Don't hesitate to enlist a visual expert to help you convey your message through images, or reach out to people in your business, organization, and community who are not regularly invited to the table to get a better idea of where you stand.



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FOSTERING AN INCLUSIVE WORK ENVIRONMENT

By Alexandra Jorgensen,
Chief Human Resources and Organizational
Effectiveness Officer, Penn Medicine
Lancaster General Health

As a Human Resources leader, I'm often asked why diversity, equity and inclusion (D.E.I.) are important for an employer, and whether they are efforts driven by compliance requirements or something else. For me, this is a very easy question to answer. Embracing D.E.I. should not be viewed as a "have to do." It's the right thing to do – and, ultimately, good for our businesses and community.

As a health-care provider, we view our ability to recruit and retain a diverse workforce that reflects the community we're called upon to serve as an imperative, both for business and moral reasons. In health care, workforce diversity may well determine how someone selects a particular medical facility – or whether they seek out any medical care at all.

This requires us to extend our definition of diversity beyond race and gender to include sexual orientation, backgrounds, religious beliefs, skills, and aptitudes, as well as diversity of thought and more. The better a patient is represented and understood, the better they can be treated—which, ultimately, allows us to better deliver on our mission. Simply put, representation puts people at ease, and that's something that's beneficial to business outcomes no matter what industry you're in.

The benefits of a diverse workforce are fueled further by fostering an inclusive environment, enabling all of the different backgrounds, perspectives and ideas to feel like they belong and are valued and respected. A culture of diversity and inclusion generates productive discussions and prevents "group think" (where people tend to not deviate from the group's values and mentality). When a company culture allows its different voices to be heard and integrated, it often leads to better problem-solving and innovative practices, ensuring the needs of those you serve are more effectively addressed.

I see this in action every day throughout LG Health, as teams from every department and care unit gather around their respective huddle board to discuss goals, share ideas and address concerns, all with the aim of learning from each other and achieving better patient



Ms. Alex Jorgensen joined Penn Medicine Lancaster General Health in September of 2017 as Chief Human Resources Officer and was promoted in 2018 to Chief Human Resources and Organizational Effectiveness Officer where her accountability also includes Performance Improvement, Patient Experience and Operational Analytics. Ms. Jorgensen has over 19 years of Human Resources experience with proven expertise in Strategy and Planning, Organizational Effectiveness, Talent Management, Union Negotiations, Policy Application, Recruitment, Retention, Employee and Labor relations, Benefits and Compensation. Prior to joining Penn Medicine Lancaster General Health, Ms. Jorgensen held the position of Chief Human Resources Officer/Associate Vice President, Human Resources for the University of Miami, UHealth System and The University of Miami, Leonard M. Miller School of Medicine. The network includes 3 hospitals, more than 30 outpatient facilities in 4 counties, and the largest physician group in the state with over 1,200 physicians. In her current role, Ms. Jorgensen has responsibility for the strategic and operational workforce plans to help attract, retain, develop and engage the talent needed to advance the mission of the organization as well as drive performance improvement and provide an exceptional patient experience. Ms. Jorgensen holds a bachelor's degree in Psychology with a minor in Sociology from Ursinus College.

outcomes. It's clear that when employees feel welcomed into a work environment where they feel valued and heard, regardless of race, religion, gender identity, or sexual orientation, it encourages them to bring their best selves to work and better engage in the goals of the organization.

Applying a D.E.I. mindset to everyday business operations can also have benefits beyond the walls of your business. It can go a long way toward making our communities stronger, safer and healthier.

For example, through a partnership LG Health has with ASSETS, a local non-profit organization dedicated to ethical economic development, we've established an intentional approach to procurement so that everyone throughout the health system has the knowledge and tools needed to evaluate their purchases and vendor relationships through



a local, ethical, and diverse lens. Leveraging our significant purchasing power creates opportunities for underrepresented populations, helping build local wealth and ultimately impact local health. We hope to inspire other local businesses and institutions to do the same.

I love hearing the personal stories from our employees, from all walks of life, who have grown their careers here because they feel like their own unique life story is valued and heard. While there's no question that D.E.I. is good for business, creating a welcoming, engaging, supportive, collaborative and safe work environment becomes very personal to me when I hear those stories.

My hope is for everyone who becomes a part of LG Health to feel they can authentically live their legacy and give their best to our patients, community and each other. If they do, they become personally invested, as professionals and as community members, leaving a positive impact on everything and everyone around them.



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CHANGE

INSPIRED KNOWLEDGE

By Victor Rodgers

The world we live in today is a far cry from just six months ago. Prior to the COVID-19 pandemic and the murder of George Floyd, we all seemed to drift along in “willful ignorance.” I don’t use that phrase in a derogatory manner. It was an environment, a mindset, baked into all of our lives. White Americans have had the luxury of not knowing, because the pain, humiliation and unfairness Black Americans experience was not their life experience. Black Americans were not unaware of this condition but felt powerless to stop this continual assault on their dignity and, in some cases, their very lives. This willful ignorance allowed us to co-exist, together but separate, equal by law but unequal in the ability to truly savor the American dream.

Since the pandemic and George Floyd, America has had the comfort provided by that willful ignorance ripped away. The jarring reality that systemic racism exists – not as an event but as a never-changing barrier for millions of Black Americans – is front and center in all of our lives. We are having uncomfortable conversations that we have never had to have, and we are examining “truths” that we have known all our lives – in many cases discovering a deeper truth underlying what we thought we knew.

This is our moment, our chance, our charge to replace willful ignorance with inspired knowledge. We have a unique opportunity as we huddle in our homes and remain socially distant, to read, talk and study. We have the opportunity to learn what systemic racism is and how it has been built, layer by layer, since the first enslaved African was sold in 1619.

Many of you are learning that the end of slavery didn’t end Black oppression. You’re learning how it morphed and changed after the Civil War. You are learning how reconstruction was working in places like Wilmington, North Carolina, until White nationalists led a revolt against the elected White and Black leadership of the city. Even in places like Tulsa, Oklahoma, and Rosewood, Florida, where Black Americans had achieved a level of success and wealth, racists and resentment robbed them of their lives and property. You are learning about the false narrative of the Lost Cause, a myth created and codified to romanticize slavery and the war it caused. Many of the Confederate monuments were not raised after that civil war to honor Southern military men. Instead, they were built during the era of Jim Crow as an in-your-face reminder to Black Americans about White rule, and now we are having conversations about their place in our society.

The frustration that we all saw explode in protests throughout the nation is a culmination of hundreds of years of systemic racism. Imagine what your level of frustration would be when you have done everything that society teaches you is the road to success, and you are still the first to be pulled over by the police, the last to get a call back for a job interview and the last to be promoted. It doesn’t stop there – you still have to deal with the hate that this system has created in some.

I had the privilege of serving as a U.S. Navy hospital corpsman for over 20 years. I served despite knowing that my sacrifice would never be appreciated by some because they would only be able to see the color of my skin. One of the places I was stationed during my career was at the Navy Medical Clinic in Seattle, Washington. While there, I was honored by being selected Sailor of the Year, a prestigious award recognizing excellence as a sailor and a person. I lived in a middle-class neighborhood with my wife and two small children. One day as I was leaving for work, I found that the door to my house had been spray painted with the words “go home Nigger.” I left for work and came home in my uniform every day, so the people around me knew I was in the military. However, it was not enough to outweigh the fact that I was a Black man.

I am often asked by White friends and colleagues how they can help – not just by battling their lack of knowledge but how they can play a more active role for social justice. I always have two very simple suggestions that I hope everyone reading this takes to heart:

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- The first is to be anti-racist. This is not just saying "I don't agree with racist attitudes and behaviors," but actively standing up against them. You should call it out on your social media feeds when someone promotes racism through an off-color joke or when a stereotype is used. Also, you should refuse to accept a person who is just not P.C. as a cover for racist behavior, which many do. Silence is complicity, because your silence doesn't stop the words or behavior. I need you to be an ally who will stand for me when I'm there and when I'm not there.
- The second is even simpler. At every meeting you have where decisions are made that affect the community, whether it's a chamber of commerce meeting, a school board meeting or a meeting of soccer coaches, always ask a simple question, "How will this affect our communities of color?" I say this because often decisions are made by well-meaning people who don't consider that because of systematic racism, many communities of color do not have the same resources as the White community. Often, there is no one in the room who looks like me and who brings that different perspective. If the answer to your question is "it doesn't adversely affect them," then that's great. If the answer is "I don't know," then take the time to find out. Acting as an ally in that way ensures we all have an opportunity to be engaged in an equitable manner.

With that as a backdrop, I remain hopeful because as I tell my White colleagues, Black people cannot fix racism. Trust me - if we had that power, we would have done so generations ago. All across the country, from church pews to board rooms, America is coming to grips with the need for both equality and equity. The fact that we are having these uncomfortable conversations means this country is finally ready to start addressing systemic racism policies and real social justice. My hope is that we are finally ready to look at our segregated educational systems, healthcare disparities and how we hire. My hope is that during this time of change, we are finally seeing the end to "willful ignorance."

Victor Rodgers serves as Associate Provost for Workforce Development at HACC, Central Pennsylvania's Community College. In this position, Mr. Rodgers oversees all departments under workforce development to include healthcare, manufacturing, public safety center, and corporate and business services. The division has been able to add innovative programs such as the S.T.E.P. Academy, Contact Tracer training, Brewing Science Certificate, and Industrial Manufacturing Technician, Emergency Medical Technician and Hospitality apprenticeships.



Previously, he was the assistant director for continuing education and workforce development at Guam Community College (GCC). Prior to GCC, Victor held the position of Direct Services Director of the Mid-East Commission, where he was responsible for managing workforce investment programs in Beaufort County, NC, and Older Worker retraining programs in an additional 23 counties. Victor, a U.S. Navy veteran, also served as a manager and HR specialist focused on training and professional development activities earning a prestigious award for excellence in human resource programming.

A native of New York who grew up in North Carolina, Victor earned a master's degree in business administration and a master of arts in business communications and holds a bachelor of science in human resources management.

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VETERANS AMONG US: THE **VALUE** THEY CAN BRING TO ORGANIZATIONS

By Brigadier General David E. Wood

There are over 850,000 veterans living in the Commonwealth, making it the fourth largest state in terms of veteran population. Military reservists of all service branches also are well represented in Pennsylvania. With nearly 20,000 soldiers and airmen in the Pennsylvania National Guard alone, we have a large source of talented young men and women that seek employment and work in the private sector. As an employer, actively seeking veterans and reservists makes good sense.

Over the years, the value of such employees has grown to be recognized by most business sectors. For our Vietnam veterans, gone are the days of being treated as a second class citizen for fighting in a war that was unpopular at home. Today's men and women who serve are treated with appreciation and respect throughout our communities. For those veterans that fall through the cracks as a result of drugs, crime and mental health, there are numerous support agencies that stand ready to provide the assistance needed. Veterans Court is one such example. Here, our judicial system takes into account the military service of an offender in determining an alternative solution to criminal justice rather than punishment. VA Hospitals and other volunteer agencies continue to improve their services and provide for our veteran population.

In many ways, our veterans and reservists have overcome the barriers to employment that previous generations have dealt with. Today, perceptions of the military don't reflect the true diversity and talent of those who serve. While deployments are part of the job for those in the military reserve, organizations like the National Guard work closely with employers to ensure disruption is kept to a minimum.

The challenge today is awareness of this cohort of talent, and how to best utilize them as a skilled and ready pool of employees.

Veterans and reservists have a keen sense of work ethic. From the beginning of their military service to the day they leave, they are trained to take responsibility and complete the tasks given in a complex environment. In both the military and the private sector, we know change is inevitable. An organization that is growth-minded and seeks adaptable workers will benefit greatly from such employees. Getting the job completed may take initiative and some "outside the box" thinking that in the military, we call "field-expedient" solutions. Service members understand that their employers may not be able to provide the solutions to every business problem, and they relish the opportunities to adapt and overcome. Veterans and reservists are recipients of government resourced training that focuses on broad sets of skills from firing weapons to building relationships. These skills become highly transferable to the civilian sector with minor adjustments. The same abilities that go into maintaining and operating weapon systems are needed to operate fabrication machinery. Basic infantry tactics start with the same trust and teamwork that a production line requires to be efficient.

Veterans and reservists also understand the advantages of a diverse work place. In the Army we say there is "no color but green." Service members know the importance of organizational culture and orient to an inclusive view of society. Success is dependent on the team, and the team is

dependent on the individuals who work together towards a common goal.

Finally, veterans and reservists have embedded military values that connect well with employers and companies. Duty, leadership, and selfless service are all important characteristics, and they translate well into business terms like productivity, management, and employee care. These values are not unique to the military experience, but for veterans and reservists, they are rooted in the culture of uniformed service. These values should be expected from those who have served, and service members and vets should be held to this standard.

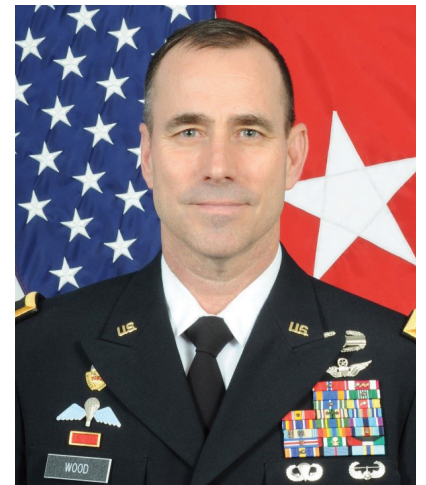
Lancaster County is blessed to have veterans and reservists across our towns and boroughs. Hiring managers should attempt to familiarize themselves with these employee candidates and understand that their military roles and responsibilities may be very similar to the skill sets their company is seeking. Military terms can be hard to understand. Service members have a tendency to speak using acronyms and legacy position titles. A First Sergeant of a HUMVEE Company may not immediately translate into a truck fleet manager. Ultimately, when a candidate indicates on their application that they have military service, take the time to investigate and explore their experiences. It may just be the perfect fit!



Brigadier General David E. Wood

serves as the Director of the Joint Staff for the Pennsylvania National Guard. His responsibilities include managing programs and operations for the Pennsylvania Joint Staff and overseeing Domestic

Operations for the 19,000 members of the Pennsylvania National Guard. General Wood is a Lancaster County native and was commissioned through the Reserve Officers' Training Corps at the University of Notre Dame. He has served as an Army Aviator with duty in Europe, Persian Gulf, Korea and the United States. In the Pennsylvania National Guard, General Wood has held key command and staff assignments within the 28th Infantry Division, Operation Enduring Freedom-Afghanistan, the 213th Regional Support Command, and the Pennsylvania Joint Forces Headquarters.



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SUPPORTING SUSTAINABLE AND LOCAL BUSINESS DURING AN UNCERTAIN TIME

By *Timbrel Chyatee*

Stranded.

In February of this year, I went to India for my semiannual business trip, which turned out to be a major pivot in my entrepreneurial journey.

For the past 5 years I have been traveling to Asia twice a year to work with my International team to design new products and find new avenues of art to explore. I spent 3 weeks designing, planning and creating a new line of products that I was very excited about launching this summer. Being in business for a little over 4 years, 2020 seemed like my breakthrough year. It was going to be life changing.

However, less than one week before I was supposed to head back home to the United States, India went into a complete lockdown due to Covid-19. Without any prior warning the country closed its borders, closed all businesses, and stopped all local and international travel. At the time I was working with new artisans in a small town in India. Being stranded in this town and having my business close down for 21 days seemed fairly manageable. But after 21 days the lockdown was extended and panic set in. Not only was my business in Lancaster closed, but my manufacturing unit in Asia had to temporarily close down, with no idea when we could reopen. My employees called me in desperate need of help, because the government was not providing them any assistance. I never made plans for a situation like this. Did anyone?

After researching Asia's exporting and factory information I found out that many large and name-brand companies were canceling orders without assuming financial responsibility even when workers had finished making their products. The garment workers and factory workers in Asia and beyond were left abandoned with no income and no means of providing for their families. Most supplier factories in Asia were strapped for cash and unable to pay workers' wages and other compensation because of these brands' actions. The global supply chain of fast fashion and good products made cheap were facing a major setback, causing more chaos to an already agonizing pandemic. Knowing this made my mission to create a brand that supported my employees even more valuable and important. I chose to assist my team by providing weekly groceries and a stipend. Major companies and brand names walked away from their employees, but small business like mine were choosing to stand by our employees and support them during this painful pandemic.

Being a small business this was a huge responsibility to take up, but it was also imperative for my business and mission. My team is the foundation of my business, without them I wouldn't have a business, without them I wouldn't have sustainably-made merchandise. Without their skills, consumers wouldn't have an option to shop handcrafted and sustainably made.

It had been 130 days since India went into lockdown and I was still stranded there until early August 2020, trying to pivot business. Though the lockdown began to slowly ease up, permissions have been granted for manufacturing at 50%, and exporting is permitted. Although I am now home, for months the international borders were closed and I wasn't sure when I would be back home or when things could go back to normal here in the United States.

Because of all of this, now more than ever it's important to invest in local or sustainable businesses. They are the cornerstones of our local and global economies. They are everyday people with big dreams, strong work ethics and bold missions. These are businesses with a mission of uplifting economies and communities here at home and

You can find sustainably-sourced gifts for the holiday season at lushbazaar.square.site and support Timbrel's mission of impacting local and global communities for the better.

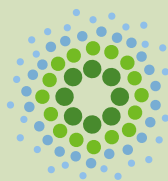


Photo taken by Fig Industries

Timbrel Chyatee is the founder of Lush Bazaar, a social-enterprise that is located in Lancaster, PA and works throughout Asia. Lush Bazaar is a eco-sustainable brand committed to sustainably-made fashion and handcrafted products. Creating a change in the current global supply chain of fast fashion and sweat shops in Asia. The mission of Lush Bazaar is to provide fair wage jobs to individuals who previously worked in sweat shops and sweat factories. Timbrel is also the creator of The Cultured Workshop which focuses on educating individuals and employees about different cultures and traditions to better understand diverse communities and people. She is passionate about uplifting people and supporting her community locally and in India.

all around the world. These are businesses that are not engrossed in exploiting employees to make an abundance of wealth, but are focused on treating their employees, both here and in other countries, fairly and equally. These are businesses with heart and soul. Shopping and supporting sustainably made and local is crucial for our communities and for the future of our planet and people. What changes or shifts can you make in your company to help impact that mission? **LT**

There will be more of these stories on www.lancasterchamber.com throughout 2020 and beyond. We hope these essays inspire, activate, and encourage the community to shift, change, and transform.



Lancaster Chamber

MEMBER ANNIVERSARIES

We are so grateful for the support of these Lancaster Chamber Members, especially during this challenging time. Please explore our Members celebrating milestone anniversaries in August, September, and October 2020!

5 YEARS

Bench Dogs
Cornerstone Operations Group
Currie Business Advisers
Lancaster Creative Factory
LCBC Lancaster City
Legend of Lancaster
PaySmart Payroll Services, LLC
Referral Partners Plus
Shakespeare Home Improvement Co.
Silbert Fund Raising
Triode Media Group Ltd.

10 YEARS

Ambassador Advisors, LLC
American Insurance Administrators, Inc.
Barton's Body Shop
Demme Learning
Lumsden Corporation
Meadow Valley Electric, Inc. - a Division of The MVE Group
Neffsville Plumbing, Heating & Cooling
Tellus360

15 YEARS

GSK
H&F Tire Service/Ephrata
Hampton Inn & Suites Ephrata
Mountain Springs
Homestead Village, Inc.
Kling Bros. Insurance LLC
McKonly & Asbury, LLP
Pendur Manufacturing, Inc.

20 YEARS

Architecture + Engineering Innovations
Ever Green Tree & Lawn Care
King Associates, Ltd.
Lancaster County Community Foundation
Lititz Borough
Post & Schell, PC
Rohrer's One Hour Heating & Air Conditioning
Shumaker Plan/Design/Transform
Weaver Associates, Inc.

25 YEARS

Apex Advertising, Inc.
Bosch Security Systems
Exhibit Studios
Ganse Apothecary
Hess's Barbecue Catering
Howells Glass Co, Inc.
Moravian Manor Communities
Richards Energy Group, Inc.
Riehl's Quilts & Crafts
Scheffey
The Brasserie Restaurant & Bar
The Pressroom Restaurant

30 YEARS

JFC Staffing Companies
Lancaster Radiology Associates
Orthopedic Associates of Lancaster, Ltd

40 YEARS

Lancaster Bible College
Lititz Mutual Insurance Co.

50 YEARS

RLPS Architects

60 YEARS

D&H Electrical Construction LLC

LOOKING AT THE HORIZON:

Things To Think About As We Approach 2021

As we look to 2021, we want to ensure businesses are equipped with what they need as the landscape is still unknown and daunting. At the Lancaster Chamber, we hope to ensure that businesses find successful strategies even in the midst of challenge. To find out more about our resources we offer, and to learn about the benefits of becoming a Chamber Member, please reach out to Tom Wallace, Business Development Director, at twallace@lancasterchamber.com. We are here for you—and want you to feel supported as you navigate the future.

Please explore these following tips and suggestions from local companies in regards to looking at 2021 and preparing for next year.

ORGANIZATIONAL STORYTELLING, BOTH INTERNAL AND EXTERNAL, AND WHY IT'S KEY TO SUCCESS IN 2021

1. Now More Than Ever, Know Your “Why”

It is crucial right now for a business or organization to know their “why” – or, in other words, have a really good handle on their mission and vision. It’s something that grounds your company and your team. Right now, while you are processing social issues, financial issues, and other challenges, your team needs to have a clear vision or purpose because there is a large chance to fracture if not. Many people are asking, “What am I doing this for?” You want a clear, purposeful answer. Employees, now more than ever, do not want to be aligned with organizations who do not connect with who they are as people. It’s imperative for businesses and organizations to articulate their “why” during this time to maintain a cohesive team and a successful future.

2. Intentionality Around Collaboration

At a time when many of us are working remotely, and are distant from our typical workplace culture, it is important to have intentionality around how we reinvent collaboration. In our case, we’ve had multiple employees come on board during COVID-19 and we’ve had to, more than usual, think hard about our workplace culture at a time of separation and distance from one another. How do we get these employees to experience the culture we’ve worked so hard to build? How do we ensure team collaboration when it isn’t easy – when it requires extra time and intentionality? How do we create moments where togetherness is so often needed, especially during creative thought and ideation?

We forget how often we need each other in the workplace – and finding ways to still connect, collaborate, and create a positive culture is key. If there isn’t a clear plan to make culture a priority, or you are not thinking about how to fold new employees into the mix intentionally, or you are struggling with connecting current teams, you run the risk of creating little islands of people that are distant and disconnected. Bring your team together, safely in person or virtually, and open a discussion on how you can create and maintain collaborative culture.

3. Connecting With Customers In This New Landscape

Connecting with your customers and audience is now even more important, especially with so much other noise. As an agency, we’ve had more website requests now more than ever due to organizations realizing the importance of digital communication. Think of fundraising for instance – it has completely changed. Fundraising used to rely on large events with lots of attendees where the company could share its message and raise money. Now, we are seeing the trend having to move to digital. But you don’t want to lose the customers’ attention – so communication is key on a daily, consistent basis. Don’t be part of the noise – cut through it. It is important to take your brand and be intentional about social media, and digital components like a website. There is so much competition in the nonprofit world, in retail, that it is important to focus on tailored customer interaction. Offer availability and accessibility to customers. People are not taking time to “walk down the aisle of options,” people are going for what they know, who they connect with as a business or service. We have to be articulate and say exactly what we do as a business or organization – it can’t be left to interpretation or be passive. It has to be said succinctly.

BY RYAN MARTIN,

*Partner and Account Director
at Infantree
Contact Ryan at
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FROM THE GOOGLEPLEX TO LANCASTER COUNTY: THREE MAJOR CHANGES IMPACTING YOUR BUSINESS NOW

For nearly all of us, 2020 has been a year of overwhelming tumult. Whether your company has been hurt or even benefitted from the pandemic depends on many variables, but very few of us find ourselves conducting “business as usual.”

Many of us rely on services like Google AdWords and Google Local Listings to drive traffic to our locations and while we’ve been going through our own turmoil this year, so have the folks at Mountain View. Some key changes have been made to the way Google conducts business. Here are three developments to keep an eye on.

Poor Performing Keywords Go Dark

A few years ago, Google stopped showing organic search traffic for low performing keywords, citing concerns over user privacy. Recently, they stopped showing this data for paid keywords on Google AdWords. Assuming you were buying “agricultural loans,” and you previously only had a few conversions, it’s highly possible Google won’t show those results to you, now.

Google hasn’t specified how low your results need to be to not be reported but agencies online have written that as many as 30% of keyword data might now be obfuscated. And, of course, we know that costs on things we don’t measure tend to go up over time, so it’s difficult to read this news as good for local advertisers.

Google Guarantee

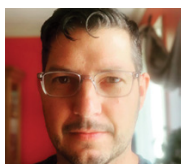
If hiding poor performing keywords is bad, the next two developments by Google are the complete opposite. The first up is the “Google Guaranteed Badge.” For \$50 per month, businesses can get Google’s badge, which indicates not only that you’ve gone through a screening, but that Google will reimburse purchases should a buyer have a dispute.

In the coming months, expect this badge to become ubiquitous, but for now, you’ll stand out for sure.

Google Local Service Ads

Once you’ve become “Google Guaranteed,” you’re now eligible for Google Local Service Ads, which have prominent placement whether people are searching the web or on Google Maps. Unlike the other two changes noted above, this one is currently being screened for various categories. Expect it to be universal within a few months.

Subscribe to Marcus Grimm’s free newsletter, *Grimm Findings*, at <https://marcusgrimm.substack.com>.



BY MARCUS GRIMM,
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STATE OF OUR ECONOMY PREVIEW

The COVID-19 pandemic has upended economies across the world, and every sector and industry has been affected in one way or another. Add to the upheaval created by the pandemic a competitive 2020 election cycle, and uncertainty around the economic environment has rarely been higher. While 2020 has been a difficult operating environment for most, there are several reasons to expect a strong rebound in 2021.

An effective COVID-19 vaccine is expected to be widely available by spring 2021, allowing economic activity to normalize over the course of the year. Public policy uncertainty remains near all-time highs. The election will bring clarity over the policy environment businesses will face going forward, reducing the uncertainty that is currently weighing on the business environment. Productivity has increased this year at a rate not seen in decades as a result of COVID-induced restructuring and cost-saving measures. This increase in productivity is expected to pay dividends in the form of increased economic growth in the years ahead. New business formation has been a bright spot recently as well. New business applications have surged in Q3 2020 to a record-high level and have been broad-based across all industries. This bodes well for a recovery in the labor market; historically new and younger firms have accounted for an outsized share of net new job growth.

We invite you to join us on December 11 at the Lancaster Chamber’s Economic Forecast Virtual Event for an update on the current state of the economy and our outlook for 2021. We will discuss the dynamics mentioned above, some of the potential long-term effects that may result from the pandemic, and more.



BY MATTHEW BRENNAN,
Portfolio Manager at Fulton Bank
Contact Matthew at
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Photos taken by
Olé from PhotOlé Photography

A Look Back at The BIG Event

148TH LANCASTER CHAMBER ANNUAL DINNER VIRTUAL EXPERIENCE



A team member from Shumaker, PDT filming
a live segment of the show



Our first-ever virtual Annual Dinner Experience live from Clipper Magazine Stadium was a huge success! The event, streamed for free on October 1 from 6-7pm, garnered large viewership across a variety of channels. We heard from Chicago Bears coach Matt Nagy, had special cameos from celebrities such as Dancing with the Stars cast member and figure skating legend Johnny Weir, honored our 4 amazing award recipients, spotlighted the incredible Recovery Lancaster initiative that helped infuse funds and other resources into local business, jammed to Big Boy Brass, experienced a special collaborative musical number with cast members from across the County, and much more.

Thank you to our Presenting Sponsor Highmark/ PennState Health. We are extremely grateful for the incredible support of all our sponsors who still remained committed to bringing this unique event to life even as we had to shift it into a new, virtual format.

"The continued resilience and perseverance of Lancaster County was on full display through this very difficult and challenging year. We were grateful to host an inspirational event that honored where we've been, reflected on where we are, and looked towards the future with hope as we build towards where we want to go – together," said Tom Baldrige, Lancaster Chamber President & CEO. **LT**



L to R: Aaron Groff, The Exemplar Award, former President, CEO, and Chairman at Ephrata National Bank; Derek Dienner, Entrepreneur of the Year, Creative Director and Founder of MAKE films; Walt Grudi, The Small Businessperson of the Year, Owner and Founder of Grudi Associates; and Carrie Willetts, The ATHENA Award, Senior Vice President at WellSpan Health



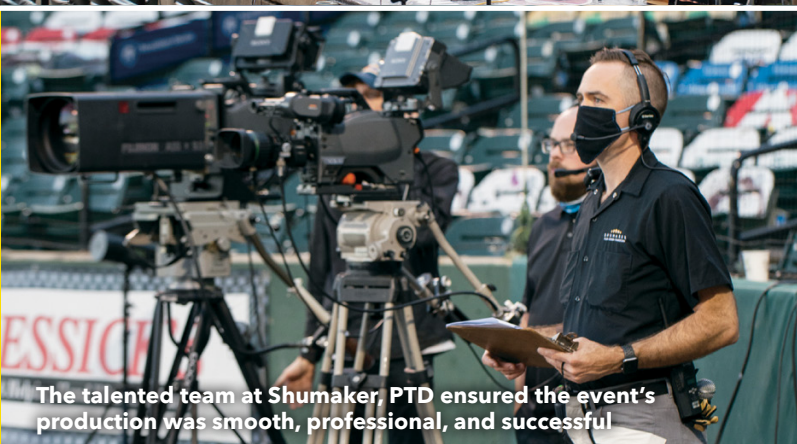
Chicago Bears Head Coach Matt Nagy, former Manheim Central grad, gave a pep talk to virtual attendees, and was showcased on the big screen at Clipper Magazine Stadium



Preshow music provided by Lancaster favorite Big Boy Brass



Tom Baldrige, Lancaster Chamber President and CEO, and Michelle Rondinelli, Lancaster Chamber Board Chair and Owner of Kitchen Kettle Village



The talented team at Shumaker, PTD ensured the event's production was smooth, professional, and successful



DID YOU MISS THE EVENT? You can watch the full hour-long special at www.lancasterchamberannualdinner.com now!



How Businesses Are Saving Money and Improving Their Telecom & IT

Through Grudi Advantage, a Lancaster Chamber partnership with Grudi Associates, Chamber Members have been able to improve their Telecom & IT services and significantly reduce their costs.

Following are two case studies to demonstrate how.

UPGRADED MOBILITY DEVICES AND PLAN, WHILE SAVING SIGNIFICANT COST

For Four Seasons Produce, mobile communications is a critical tool for staying connected with customers, coworkers, suppliers and others. Mobility was becoming increasingly challenging and costs were rising. Among the issues were:

- Growing wireless expenditures.
- Data overage charges of nearly \$3,000 per month.
- Older smartphones had issues that affected communications.
- Upgrading 200 devices would cost over \$30,000 and take much time.



It addressed these challenges with new rate plans and devices, the right amount of data, better inventory management and other outsourced services through Grudi Advantage. As a result, Four Seasons:

- Saved \$24,875 buying new, high-capability mobile equipment.
- Virtually eliminated \$3,000 data overages per month.
- Is on track to get \$3,200 annual cash-back dividends from Grudi Advantage.
- Is projecting ongoing savings of 15% on its monthly service.

Read the full case study at https://grudiassociates.com/new_case_studies/four-seasons

REPLACED OUTDATED PHONE SYSTEM WITH HOSTED PBX, CUTTING COSTS BY 40%

Lancaster Public Library is highly respected for the many valuable resources it provides, but its outdated and failing premise-based phone systems needed to be replaced and upgraded at all locations.



Among the many challenges included:

- The legacy systems often failed, resulting in countless hours of outages and troubleshooting with multiple carriers and providers.
- The phone systems across the Library's locations were not networked together.
- The phones were past the end of their support and some carrier services were ending soon. This created a major time concern.
- The systems were difficult to manage and upgrade due to antiquated wiring.
- The Auto Attendant for the entire Library system was outdated, with a difficult-to-manage voicemail system and lack of modern features.
- The age and structure of the buildings made new wiring costs prohibitive.

Working with Grudi Advantage, Lancaster Public Library was able to:

- Replace its failing phone system with cutting-edge, highly capable hosted PBX (VoIP/Internet) phone system.
- Reduce its telecom expenses from \$1,400 per month to just \$850 per month.
- Get extensive new capabilities and ease of system management.
- Receive numerous Grudi Advantage benefits, including lower costs, an annual cash-back dividend and more.

Read the full case study at https://grudiassociates.com/new_case_studies/lancaster-public-library

Find out more about Grudi Advantage at GrudiAdvantage.com.





REFLECTING ON WHERE WE'VE BEEN, While Remaining Future-Focused

As defined by the Association of Chamber of Commerce Executives, chambers of commerce may have missions that vary, but they all tend to focus to some degree on five primary goals: building communities; promoting those communities; ensuring future prosperity via a pro-business climate; representing the unified voice of the employer community; and supporting well-functioning networks.

As 2021 approaches, I am taking a moment to reflect on how the Lancaster Chamber has embodied those principles – for 148 years and, particularly, during the last seven months – and how we are looking forward with optimism for our community.

Here is a quick overview of what is to come:

1. Mission and Value Focused - While 2020 presented substantial challenges, it also presented a unique opportunity to hone in on our mission to impact business success and demonstrate our value to equip, serve and represent. 2021 will be no different. We are committed to providing the essential information, opportunities and advocacy your business needs. From programming on how to keep your team connected to advertising opportunities to get your business noticed to ensuring you are aware of the latest legislative issues impacting businesses, we are building our 2021 calendar and opportunities with business recovery at the forefront.

2. Listening and Learning - Meaningful conversations about race and social justice are happening throughout our County. Each day, new leaders are emerging that are engaging to make us better. It is critical during these times that businesses commit to lean into the discussions, take the time to listen, embrace the learning and determine the role they can play moving forward. We are being intentional to understand how we can best help your business, employees and our community as we move forward.

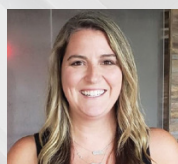
3. Providing the Essentials - The pandemic provided us a unique opportunity to showcase the key role the Chamber plays in community during crisis. When the pandemic hit, we immediately transformed our website into a source of information and guidance to a business community

that was fraught with questions. Since the shut-down we have engaged more than 9,000 people with our online training and informational programs and aided hundreds of businesses through our advocacy efforts. And we have no plans to slow that down. With 2021 right around the corner, we are lining up offerings that we know will provide essential content and information to the businesses in our community.

4. Connecting in a New Environment - Connecting can feel harder than ever – Zoom fatigue has set in, in-person events are limited and there is uncertainty on when people will be able to gather again – but we are committed to providing new opportunities for you to connect with customers, clients and peers. In 2021 we will be launching new tools to do just that through an updated website and database and through unique offerings where people will be able to connect on the items that matter most to them.

5. Creating Pathways and Connecting Opportunities - 2020 and 2021 are going to bring changes to our labor market. As many of our friends, family members and colleagues continue to face uncertainty in their industries, we know there will be shifts that will require training or upskilling for a number of people to better match the opportunities available as the economy continues to rebuild. The Chamber will be working with our partners to identify those and determine how to best support businesses and individuals as they adapt to this new environment.

We are so fortunate in Lancaster County to have an amazing business community committed to ensuring our County is thriving. When looking ahead for your own planning, be sure to prioritize patronizing local businesses, personally or professionally, by thinking local. We look forward to supporting businesses and being part of Lancaster County's path to recovery! **LT**



BY HEATHER VALUDES,
Vice President of the Lancaster Chamber
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Breast cancer is the second leading cause of death among women, and 1 in 8 women will be diagnosed with breast cancer in her lifetime. But UPMC Pinnacle is working to beat breast cancer. Our experts offer personalized therapies, access to breast cancer trials, and advanced imaging technology, like 3D mammograms. Early detection saves lives, so every woman should schedule her screening today.

To learn more, visit UPMCPinnacle.com/3D.

TO SCHEDULE A MAMMOGRAM, CALL 717-230-3700.

UPMC LIFE
CHANGING
MEDICINE