

LANCASTER

FALL 2021

Thriving!

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8 Different Industry Trend Stories To Prepare You For 2022

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Looking Forward: What's Next For Business?

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A Night To Remember: Photos From The 149th Annual Dinner Experience

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CARING FOR LANCASTER

BEYOND OUR DOORS

At **Penn Medicine Lancaster General Health**, we believe care is more than what happens in a hospital. It's when we all come together to help our neighbors. We know that safe housing, access to healthy food, and emotional and behavioral support are essential to the well-being of our community.

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Penn Medicine
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Left to right: Part of the team from Goodthree. Darren Landis, Beatrice Zorrilla, Kyle Leakway, Matt Hannigan, Robby Huska.



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8 Different Industry Trend Stories To Prepare You For 2022

From marketing, to tourism, to workforce, to economy, and more, learn tips and suggestions from local experts so you can best prepare your business or organization for success in 2022 and beyond.

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A Night To Remember: Photos From The 149th Annual Dinner Experience

We had a wonderful 149th Annual Dinner Experience at Clipper Magazine Stadium on Wednesday, September 22. Explore photos and inspirational quotes from the evening!

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As we move forward in an ever-changing business landscape, our goal is to continue providing key events and important programs for you as crucial resources. Explore our calendar and register for upcoming sessions now.

COVER PHOTO

The team from Goodthree discusses a mood board as they create new branding and marketing opportunities for their clients. Check out their trend-focused article on page 20. Pictured in the cover photo: Darren Landis, Beatrice Zorrilla, Kyle Leakway, Matt Hannigan, Robby Huska.

DEPARTMENTS

30 // Lancaster Chamber Member Anniversaries



Moving Onward To 2022 & Beyond

As we wind up on yet another eventful year (to say the least), it is time to look ahead.

And, as we look to 2022, it's always good to be fully informed as to the trends, challenges and opportunities that lie ahead.

This issue of *Thriving!* strives to be your companion piece in assessing local trends and planning for the future.

From the state of the workforce to an update on tourism; from the latest in marketing concepts to the role of non-profits; and from advancing diversity, equity and inclusion in your workplace to partnering with education, this issue of *Thriving!* has you covered.

In addition, I want you to know that the Chamber is looking ahead to the New Year as well, with a commitment to be your partner in business success.

For 2022, we will be launching a new, three-year Strategic Plan that has been a year-in-the-making and leans into priority areas like: workforce preparedness; workplace culture; diversity, equity & inclusion; and, of course, advocacy. We look forward to sharing this new plan with you in the coming months.

Additionally, the New Year will bring new tools that will enhance your customer experience and deepen your engagement with the Chamber.

And, finally, we are thrilled to note that 2022 also marks our 150th year of serving business! Stay tuned for an exciting year of celebration as we focus the spotlight on YOU and the amazing impact business has had in Lancaster County through the years. It will surely be a year to remember!

We can't wait to continue to serve you in the months and years ahead. And, we pledge to do our best to continue to keep you up-to-date on all the trends and opportunities Lancaster County offers!

Thanks for your continued support.

Sincerely,

Tom Baldrige, President & CEO
Lancaster Chamber

P.S. - I can't help myself by adding this P.S. Finally, one trend that never goes out of fashion is the value in THINKING LOCAL with your business and personal purchases. With the holidays looming (already), and a New Year coming soon, it's a perfect time to commit anew to the benefits of THINKING LOCAL for gifts, services, venues, experiences, and more. For 2022, let's just not make that a trend we can all get behind, let's make that a growing trend!

Think Local



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Lancaster Chamber

The opinions expressed in this material are for general information only and are not intended to provide specific advice or recommendations for any individual.

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Lancaster Chamber cupcakes – part of the dessert options to end the night

149TH Lancaster Chamber ANNUAL DINNER EXPERIENCE 2021

We had the honor of hosting the 149th Annual Dinner Experience on Wednesday, September 22 at Clipper Magazine Stadium. It was a night to remember—with a powerful message from organizational psychologist Adam Grant, four inspirational moments to honor our local award winners, an abundance of networking, music by Mama Tried, and fireworks to end the night.

We are grateful for all who attended and sponsored this event—your support means we can continue our mission and the resources we offer to benefit the business community and beyond. As we look towards 2022, and our 150th anniversary year, our excitement continues to grow—and we look forward to having you along each step of the way.

Thank you!



Tom Baldrige, President and CEO of the Lancaster Chamber, greets guests



Ryan Martin and Ryan Smoker, winners of the Entrepreneurs of the Year award and co-partners of Infantree, celebrate with friends and family



The Conestoga Valley High School Marching Band paraded into Clipper Magazine Stadium for the event

“Humility gets a bad rap because people assume it means you lack confidence. It’s about being grounded, knowing that you’re human, that you’re fallible, you’re imperfect. You can know that and still be confident. You can actually have what I’ve come to think of as ‘confident humility.’ Which is being secure enough in your strengths that you’re willing to open up about your weaknesses.”

“You want to encourage people to speak up about problems even if they don’t know how to fix them yet. That empowers the canaries in the coal mine who are good at detecting threats to raise them, even if they don’t have the expertise to fix them. And that will help you figure out what you need to rethink.”

“We heard a lot of calls for empathy over the past year and a half—I think what we need even more than empathy is compassion. Empathy is feeling another person’s pain, compassion is noticing their pain and then taking action to alleviate it.”

— all by Adam Grant,
149th Annual Dinner Experience, Keynote Speaker



Scott Fiore, President of TriStarr Staffing and 2021 Lancaster Chamber Board Chair, Jan Bergen, former CEO at Penn Medicine Lancaster Health and 2021 Exemplar Award Winner, Andrea Shirk, President & CEO of Rock Lititz and 2021 ATHENA Award Winner, Ryan Smoker & Ryan Martin, Co-Owners of Infantree and 2021 Entrepreneurs of the Year Award Winners, Ron Weaver, President of Weaver Associates and 2021 Small Businessperson of the Year Award Winner, and Tom Baldrige, President & CEO of the Lancaster Chamber.



Lancaster Chamber

1872-2022

We can't wait to celebrate with you in 2022. Soon we will be sharing more information about special events, experiences, and commemorative moments that will celebrate the incredible business community of Lancaster County throughout next year! Sponsorships now available.

Visit blog.lancasterchamber.com/150

What's next? What should we as businesses and organizations be thinking about? What's trending?

These questions are crucial as we navigate the challenges of a pandemic, a quickly-changing business landscape, and an unknown 2022.

That's why **we've compiled 8 columns from the experts** with trends and suggestions—ranging from marketing, to nonprofit, to education, to economy, to diversity, equity, and inclusion, to tourism, and more—in this special future-forward section on pages 9 through 25.

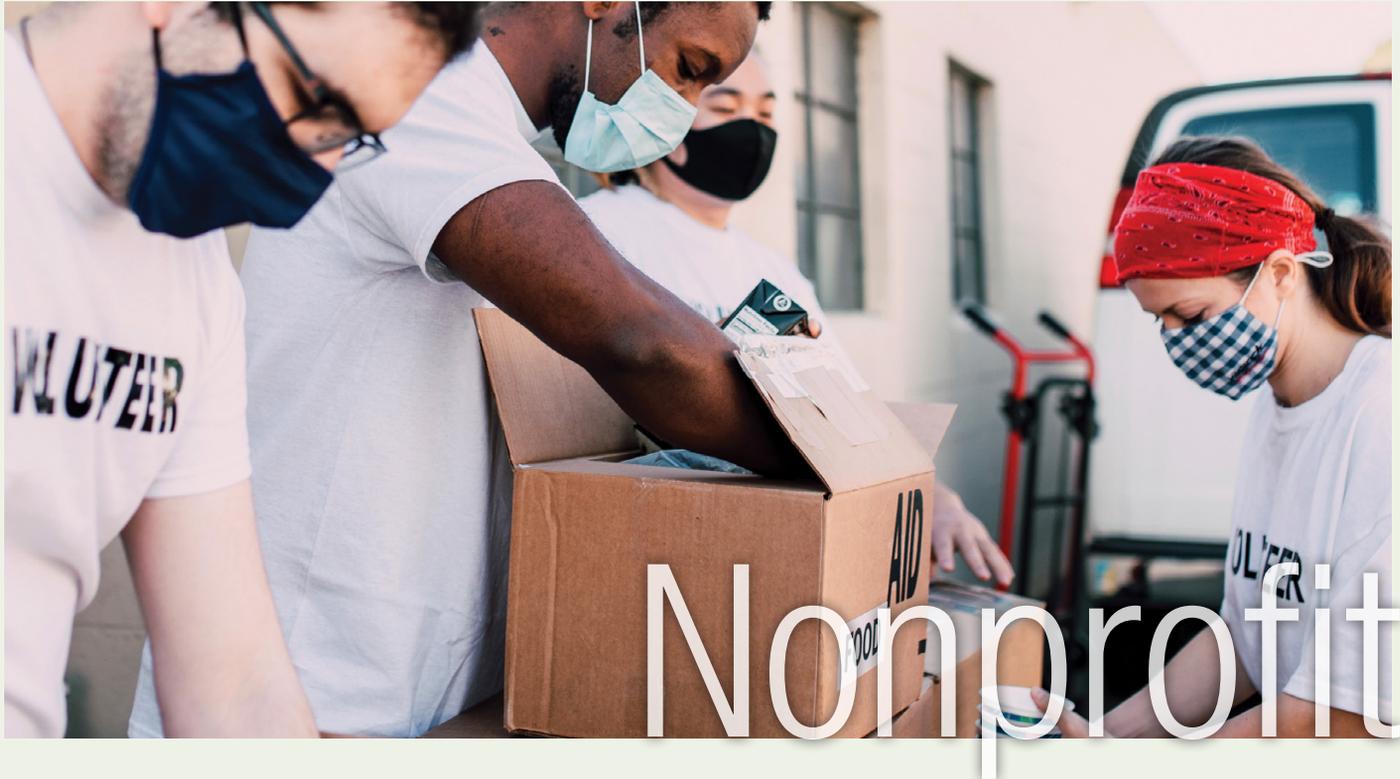
We hope you find these tips and insights helpful as we look towards the horizon with hope and innovation.



What's next?



Evaluating Nonprofit Organization Trends As We Move Forward



It surprises me how often I find myself reminding people that Nonprofits are businesses too. This means, as businesses, nonprofit organizations have trends, challenges, and opportunities shaped more by external forces than internal decisions. Curiously, somewhere along the line it seems we forgot that nonprofit is a tax filing designation to the same degree that LLC, Sole Prop, or any other corporate structure limits and advantages the owners of that company. Just because you often hear the term “community benefit organization” does not mean these are not fully filed, legal businesses.

Aside from the fact that this is a Chamber publication, the reason this matters is simple. Societally, we take for granted that the nonprofit organizations that help stabilize and support our communities will always be there. Your favorite restaurant, shoe store, or entertainment venue may close because of the challenges in business climate and disappoint you; this is no different for nonprofit organizations. When we take any business for granted and do not support it, we run the risk of losing that valuable organization for our community.

The pandemic has changed every business to some degree but it has not had equal impact on all businesses. In fact,

some businesses have thrived during this period of our history (e.g. Amazon.com seems to be doing just fine with people unable to shop in person the way they used to). Other organizations have closed forever such as J.C. Penney and Hertz Rent-A-Car, businesses so iconic it’s hard to believe they couldn’t have weathered any storm. One-third of nonprofits were found to be at risk of closing through the pandemic and it brings me no great pleasure to be the bearer of the bad news that we are not out of the woods yet.

So, just as nonprofits are job creators (the largest employer in Lancaster County is a legal nonprofit organization), we are also those who hold up those who have systemic and generational challenges to success. We preserve nature, ensure people can access support benefits, provide training for job advancement, overwhelmingly deliver arts and entertainment options, lead educational attainment from cradle to grey, and ensure that our society does not fall into chaos. There is no person in any American community that is not touched directly or indirectly by nonprofit organizations.

I want to hop into the statisticals briefly. Since the 1970s, poverty has intransigently remained around 12% of the total population. Society essentially entrusts the solutions to poverty to the nonprofit/community benefit sector. When

we look at GDP over the same time period, the United States entrusts about 2% to the nonprofit sector. Think about that, in the last paragraph I pointed out the breadth of non-profit influence and impact. One, but not all, of those expectations is that we are the primary sector tasked with addressing the 12% community members living in poverty with only 2% of the financial resources.

Last year, many nonprofits (like for-profits) relied on PPP loans to stay afloat. Other government assistance went right to individuals providing them lifelines and keeping them from homelessness, starvation, and worse. Those one- or two-time grants and stimulus checks are not sustainable and cannot be relied upon. At the same time, we know that it takes three generations to get a family out of the cycle of generational poverty and less than one for a family to fall into it.

I'm almost at the call to action, but I need to mention one more reality. For the second year in a row, the proportion of charitable giving coming from individuals is below 70%. Thankfully, foundations have increased their giving again and are at historical levels. But the problem is simple. Foundations tend to give philanthropically to specific grants and events. While understandable, these dollars limit what organizations are able to do with those resources to the priorities of the granting organization.

Nonprofits are experts in their field. There is nobody in the community who knows the specific solutions needed by the community other than the individuals they serve. Individual giving has been the bedrock of nonprofit sustainability for, well, forever. We need individuals to give unrestricted dollars just like restaurants need people to dine. If restaurants had to survive by only providing their best customers' favorite menu items they wouldn't be able to survive with the support of their largest amount of customers, the every-once-in-a-whiles.

So this is the call to action. We are in the largest wealth transfer in all of human history in the next 20 years.

- Please help your children know why they won't get 100% of the inheritance and why you are writing your favorite nonprofit organization into your estate. Develop their culture of philanthropy.
- As this is the greatest increase of wages in over a generation, please consider increasing your gifts to the community organizations that bring value not only to your family but your neighbors at large.

- Trust the nonprofits to be excellent. Some may need to spend more money on marketing, others on fundraising. This is an important cost of doing business. There is no organization if they have no money to pay the electric bills. As is often said, there is no mission without margin.
- Think about how you can influence the giving spirit of your business, whether that's running a (shameless plug) United Way campaign or otherwise. What does your Everyday Giving look like?

We know that business is crucial to the survival of the community. Nonprofits are in the business of the community and we are grateful that you entrust us with this task. We are grateful that you entrust us with the resources to provide you the best product possible. And what is our product? You are, you and everyone you know and don't know in the community you live in and love. **LT**



BY KEVIN RESSLER,
President and CEO of the
United Way of Lancaster County
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Last year, Recovery Lancaster came together with the purpose of aiding our business community. This herculean effort was timely and needed. The collaboration created a temporary platform that specifically overcame the challenges of getting resources to small businesses. It provided just under \$41 million in grants to small businesses to help bridge unforeseen economic hardship that the pandemic created.

From today's vantage point, it has become apparent that the exit from the pandemic is still on the horizon, and the lessons learned to date have significance for moving forward. The last 18 months are marked by economic disruptions and unanticipated setbacks to exiting the pandemic environment. These disruptions have forced businesses to adapt and pivot - two traits commonly associated with small businesses and Lancaster County.

Looking out to 2022, the economic data points to: demand remaining strong, but more measured; supply chains needing time to adjust and stabilize; and the return of inflation. For sectors like manufacturing, construction, transportation and warehousing, the positive expectations are supported by strong cash balances and healthy pipelines as businesses plan for 2022. Businesses continue to advance major capital projects, despite questions around how the workplace will be transformed by the pandemic. For sectors directly serving consumers, like retail, hospitality and tourism, calibrating to consumer demand will take time

as households navigate what changing pandemic conditions mean to their lives and how inflation impacts their financial wellbeing.

The data also suggests that changes in the County's labor force are well underway. The pandemic accelerated workforce transformation that has been taking place over the last decade, and arguably brought forward the tipping point. Businesses in 2022 will need to disentangle pandemic driven work preferences from preferences reflecting changes in workforce demographics.

The 2020 Census results, released in August, confirmed this point. Population growth slowed. Racial and ethnic diversity increased. The age composition of workers has shifted. The workforce is younger and has different needs. Nationally, Millennials outnumber Baby Boomers in the workforce. This likely applies to Lancaster County, given its high labor force participation rate and the age mix of the population.

Coupling these demographic changes with the County's current labor force struggling to return to pre-pandemic numbers means businesses have to innovate on conveying value to their employees by adapting to a labor pool that looks very different from the past. These changes include recalibrating pay scales, managing turnover in professional staff, and modifying operations to match labor availability.

Lancaster County's businesses appear to have weathered the pandemic well - thanks to their economic diversity, ingenuity, and collaboration. With expectations that pandemic conditions will dissipate next year, the exact moment we fully emerge from the pandemic will not be clear. It is going to take time to work through its lingering effects. 2022 will still mean adapting and innovating to settle into a post-pandemic normal. **LT**



BY NAOMI YOUNG,
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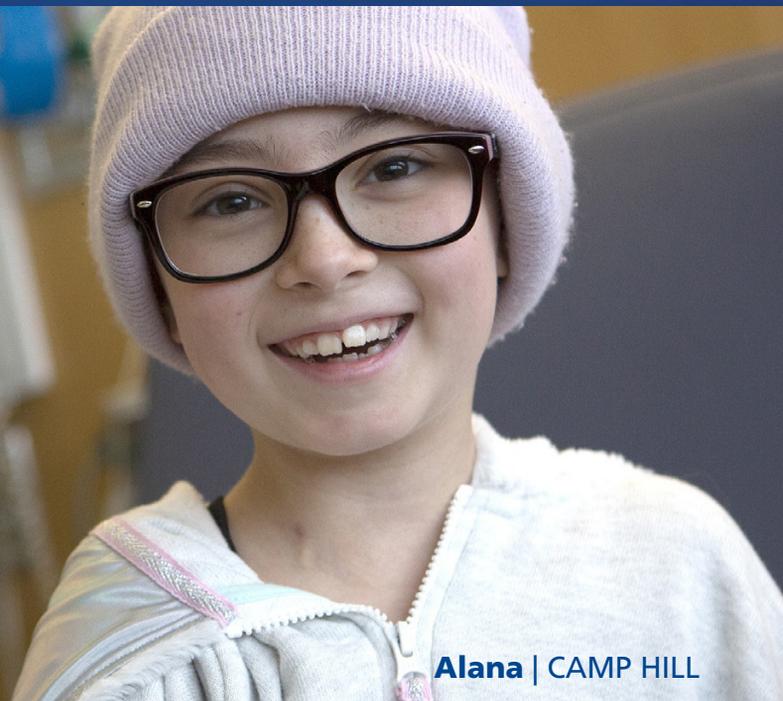
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**CANCER
2021-22**



Alana | CAMP HILL

This is Alana's story: When she was 7, Alana was diagnosed with leukemia. Her parents found nationally recognized, expert cancer care, close to home. With medical costs covered by Four Diamonds, her family was able to focus on what mattered most: seeing their now 10-year-old daughter conquer childhood cancer.



PennState Health
Children's Hospital

How Business Can Help Impact Education and Future Workforce

Not since the industrial revolution has the relationship between schools and the workforce been more crucial. Workers in factory and assembly-line jobs needed “the basics” and a proven ability to consistently perform tasks, while skills like creativity, critical thinking, and emotional intelligence had little workplace value for most. During that chapter in our nation’s history, the high level of alignment between our education system’s goals and the needs of our workforce and society was one of the keys to our country’s growth and success.

Fast forward to today, when access to the world’s content is in the palm of our hand, and the issues facing society are increasingly complex. In this rapidly changing world, mastery of the skills and dispositions that will set graduates

on a path for success in their careers and in life is what our workforce and society need. When the right content answers are at everyone’s fingertips, it is the ability to communicate and apply what we know in creative ways and collaborative settings that differentiates. Developing deeper understanding of content through authentic application and in ways that students find relevant has become the charge of public education in the 21st century. Traits like empathy, resilience, critical-thinking, and integrity, while difficult to assess, are increasingly elevated among the most important qualities students can develop.

Engaging students in developing these skills and traits is crucial and something schools, educators, and communities should continue to cultivate. If we want students to complete rigorous work in these areas – beyond what

Education

2021 Ephrata High School Graduation



is required for the grade – we need to make it relevant. Students, like all human beings, learn more rapidly when learning is **relevant**. The higher the relevance the more rigorous their efforts.

Local business leaders have an inherent interest and a unique opportunity to positively contribute to the quality of their future candidate pool and workforce. Supporting local districts working to engage students in authentic learning experiences will increase the alignment between educational goals and workforce/societal needs. Consider the following four opportunities:

- 1. BUILD RELATIONSHIPS** with local school districts. Many districts (including the Ephrata Area School District) have taken transformative steps with the creation and implementation of a Profile of a Graduate to enhance students' knowledge, skills, and dispositions beyond traditional assessments. Partnerships with local business leaders play a crucial role in identifying characteristics needed for current and future success in life.
- 2. GET INVOLVED** with your local school districts and regional initiatives. Offer to be a district resource to better align real-world needs with the district's academic and educational goals. Your expertise is key to connecting the classroom to real-world careers and ensuring schools are preparing and equipping future employees with the traits you value. Additionally, the Career Ready Lancaster *High Five* initiative and Lancaster STEM Alliance are two great local efforts to consider supporting.
- 3. ADVOCATE** by reaching out to policymakers to ensure the new systems of accountability developed for school districts do not overemphasize what is easy to measure and report, but rather focus on the more important skills and dispositions needed by graduates. Higher quality and more authentic measures of student performance and growth would generate more useful data on how we are preparing students for the real world.
- 4. OPEN YOUR DOORS** to career exploration opportunities and authentic learning experiences for students as they begin to explore career options. Allow your staff to share their expertise in classrooms, and work with your local district to offer student internship and co-op programs. Providing these types of experiences positively impacts students' overall learning and influences their career trajectory.

I believe the interests of schools, the workplace, and the long-term well-being of our society are best served when alignment is high and the lines that separate us are blurred.

Students who gain real-world experiences early-on will be motivated more authentically and ultimately become more successful employees, business leaders, and positive contributors to society. **LT**



BY DR. BRIAN TROOP,
Ephrata Area School District
Superintendent
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Dr. Troop has served the Ephrata Area School District for 11 years and became the Superintendent in 2013. He serves within numerous local, regional, statewide, and national education organizations and presents at conferences on a variety of topics, including board governance, leadership changes, data-based decision making, design challenges, and graduate profiles. Dr. Troop earned a Bachelor of Science Degree from Millersville University, a Master of Science Degree in Educational Leadership and Policy Studies from University of Memphis, and a Doctorate in Educational Administration from Immaculata University.



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“It would behoove you to have a crew”

Staff Development Day
for the YWCA

Reflections after one year at the Center for Racial and Gender Equity

Raise your hand if you’ve ever had to clean the office microwave. Have you ever tried to get your colleagues to keep it clean? If you’ve ever led the initiative to keep that microwave clean, you know how difficult it can be to get people on board. We know that something as simple as this can be a difficult lift, so why do we think equity and inclusion initiatives will be done with a two-hour training? Like any cultural shift, developing inclusive organizational cultures take time, effort, and continuous evaluation in order to create affirming spaces. This work is necessary now, and it will benefit every aspect of your organization despite how difficult it feels. YWCA Lancaster launched our Center for Racial and Gender Equity in the midst of a global pandemic because we knew there was a dire need in the community, and we needed to meet the moment because not only is it necessary now, but it has been necessary for decades. As your organization moves into 2022, here are some things we learned after a year of work at our center.

The Lancaster community is capable of change

We leverage data to evaluate success with the organizations we work with and to continuously improve our own educational programming. In the past year, we asked the same five questions to over 1200 Lancasterians before and after our trainings and asked participants to assign a value between one (strongly disagree) and four (strongly agree) to answer the following questions:

- In the US, all individuals start out with approximately the same number/level of opportunities to succeed.
- I understand the need to engage in equity and inclusion work.
- I am comfortable having conversations about racism, sexism, and other forms of oppression.
- I possess unconscious bias despite my intent.
- I am capable of doing/saying racist things despite my intent.

For all five questions, and across all the demographics we surveyed (race, gender, and orientation), participants were moved in a positive direction to continue building more inclusive organizational structures and cultures. Is this because we have incredibly strong programs that meet people where they are, build common language, and empower individuals to understand themselves and the world around them? Yes certainly, but this movement is also because people are capable of change, and our Lancaster community is capable of change. It’s a simple but often overlooked fact that the spaces we create are

learned and developed by us – they are not natural and they aren't fate. And if we are able to learn something like an unconscious bias against a certain group of people, then we can also unlearn it. If we are able to build a system and culture that might be harmful and unwelcoming to certain groups of people, then we can also fix that system and build something better.

Change takes time and it takes work

This year's September-October *Harvard Business Review* featured an article that highlighted the effectiveness of unconscious bias trainings, and it found that the most effective trainings taught people to identify and "manage their biases, change their behavior, and track their progress."¹ This conclusion confirms two core values of our work: that we all have room to grow and this work takes time.

Nowhere in that article, and nowhere in our educational programs does it say that we are striving to be perfect. We know that mistakes happen and the fear of saying the wrong thing is both the most common comment we've heard in the last year and something that can paralyze an organization. We have to be able to identify our own areas of growth within ourselves before we can begin building better cultures. This reflection is the heartbeat of equitable and inclusive organizations, and it takes work from every individual from your board and executive leadership to your hourly employees. You cannot just check a box or hang a flag – cultural change requires ongoing processes to identify and evaluate behaviors and systems. When we do this, we are able to be proactive rather than reactive when it comes to dealing with racism, sexism, and any other -ism that surfaces in our spaces. Aside from being the right thing to do, your communications team will thank you.

Equity and inclusion work is a skill, not a book club

I am not trying to throw shade at a book club – one of our most successful programs has been our monthly Dorothy Height Social Justice Club. But our work needs to move beyond intellectualization and into action. When I first began reflecting on my own biases and the way I collude with patriarchal and heteronormative systems, I was able to quote various feminist and critical race scholars, but it wasn't until I began actually stepping away from posting on Facebook and started speaking up in my physical spheres of influence that real shifts began. At YWCA Lancaster we have a wonderful and diverse team of social justice trainers that support the community, and the most important skill that we possess and develop isn't our Black history trivia,

but our ability to listen to understand the communities we're seeking to serve. This work is not about winning a debate but rather about affirming the lived experiences of all people.

We can only do this together

We've all been socialized to value the merits of individual achievements. But creating more affirming and inclusive spaces truly takes everyone, and everyone has something to provide. This work requires us to empower each other to lean on and share our strengths so that we can move forward together. Despite what you were taught in school, great change has come because of the power of community. Martin Luther King Jr. was one of America's greatest orators, but he also had Ella Baker and Bayard Rustin, and there are few photos of King without Ralph Abernathy by his side. Being an equity leader and champion demands that we are able to highlight and amplify the strengths of the people around us, and be willing to acknowledge that the ways we've been socialized require us to reimagine what we value in an organization and community.

Conclusion

I used to be that person who wouldn't clean the microwave. And I used to be that guy who would make that sexist or ableist joke. I certainly still make mistakes but thanks to the entourage around me I've found that working relentlessly to build more inclusive and equitable spaces wherever I am creates both a better world for myself and others. Here at YWCA Lancaster our mission is to eliminate racism and empower women. We are here to support your work in this beloved community that Lancaster is, and we cannot do it alone. As poet, essayist, and fellow sneakerhead Hanif Abdurraqib writes: "There is plenty out there worth doing alone, but for everything else, there is a need for your people. It would behoove you to have a crew."² Let us support your crew to create a Lancaster County truly for everyone. **LT**



BY ADAM HOSEY,
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Contact Adam at
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¹Gino, Francesca, and Coffman, Katherine. "Unconscious Bias Training That Works." *Harvard Business Review*, Sept. - Oct. 2021, pp. 114-123

² Abdurraqib, Hanif. *Go Ahead in the Rain: Notes to a Tribe Called Quest*. Austin, University of Texas Press, 2019.

Local, family-owned dairy farms fuel Lancaster County with quality dairy products

DAIRY FARMERS OF AMERICA'S IMPACT IN LANCASTER COUNTY, PENNSYLVANIA AND BEYOND

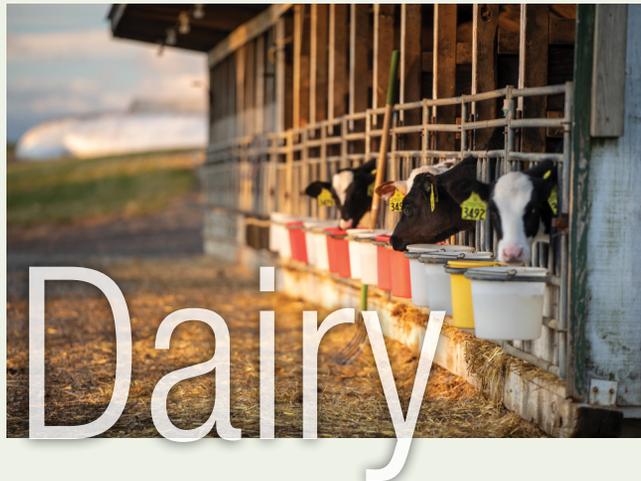
Pennsylvania, including Lancaster County, is no stranger to the dairy industry. One of the top 10 leading dairy production states, Pennsylvania provides dairy farm families the opportunity to carry on generations of tradition while they work hard to provide the rest of the state, and communities throughout the world, with high-quality, wholesome dairy products.

At Dairy Farmers of America (DFA), a national dairy cooperative owned by more than 7,000 family farm-owners across the United States, with over 1,250 farms in Pennsylvania, including 324 right here in Lancaster County, we're proud to help keep the tradition of dairy alive, while supporting the communities in which our dairy farm families and employees live and work.

In Pennsylvania alone, DFA's family farm-owners, most of whom milk less than 75 cows daily, milk more than 100,000 cows in total and produce over 254 million gallons of milk annually – nearly 20% of the state's annual total. Plus, with 15 locations (offices and plants), we employ nearly 1,500 individuals who work hard to ensure the high-quality milk produced at our farms makes it to store shelves for you to enjoy.

As a dairy manufacturer, we take pride in the fact that seven days a week, 365 days a year, milk from Pennsylvania farms and beyond is picked up from the farm and taken to a plant to be processed into products and sold from brands you know and love.

It's no secret that consumers are increasingly interested about where their food comes from. As "local" becomes more of an expectation, with DFA's network of brands, and large manufacturing footprint, milk doesn't have to travel far, providing communities throughout the state with local, wholesome dairy.



Whether it's ice cream, butter, a gallon of milk, cheese, sour cream or another delicious dairy product, our network of farmer-owned regional brands are ones you've learned to love over the years – including Swiss Premium, Keller's Creamery, Tuscan Dairy Farms, Garelick Farms, Lehigh Valley, plus many others through a variety of dairy-derived ingredients.

DFA wouldn't exist without its family farmers and the employees who work to ensure milk makes it from farm to your table. That's why, in addition to providing fresh dairy products, we work to enrich communities and consumers' lives through all the possibilities of dairy.

We understand that these possibilities go beyond the traditional dairy case. They mean providing opportunities for rural communities to thrive, sharing nourishment to those in need and preserving natural resources for future generations.

We've always given back through our DFA Cares Foundation, and in light of the current pandemic, we've dialed up our efforts to support families and farmers across the state.

Since the start of the pandemic, DFA has donated over 6,250 gallons of milk to over 17 food banks and counting in Pennsylvania – the equivalent of more than 100,000 servings of milk. [LT](#)

[Learn more about us at dfamilk.com.](https://dfamilk.com)





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.





Design and Marketing Predictions for 2022

Illustration by Goodthree

It's no secret that the world around us has shifted. We are living in a time where blending selective in-person meetings with distraction-prone virtual sessions is becoming the norm. Keeping up with the ever-changing landscape of marketing and advertising is hard enough just in itself. Tack on the learning curve of new technology and platforms, and you've got yourself a demanding schedule. Knowing what's up ahead can help you and your team stay current for your audience.

VISUAL TRENDS

Visual trends will forever be a focus for creative professionals. Throughout the years, some trends have proven to be quite effective, fewer have become a staple, and others have faded away. By nature, trends come, go, and then resurface as a new, improved version at least once. Looking ahead to next year, a few visual trends will be prominent and could work to benefit your marketing efforts.

Minimalism

Keep it simple and keep it smart. Strategic use of negative space in design can often have a better payoff than forcing too much into the eyes of the viewer. Keep your messaging concise, to the point, and your calls-to-action aligned with the end goal. Always remember, white space doesn't necessarily mean wasted space.

Asymmetry

Over the past handful of years, much of digital design (mostly in websites) has utilized a standard grid, so much so that, despite its professional look, it has started to feel monotonous. We are going to start to see more asymmetrical layouts and flexible grids to create more versatility and, quite frankly, more attention-grabbing designs.

Bold Nostalgia

Despite some terrible style choices, there's still a lot of inspiration that can be gathered from the "good old days" for tasteful use in some marketing pieces. From some typographic flair to color usage, stepping a little out of your comfort zone can create a bold look with the right opportunity. However, it's still not okay to use Comic Sans for corporate events.

TACTICS TO CONSIDER

One of a few basic truths seems to prevail in marketing – engaging your audience is key. With platforms existing to help us connect remotely, and their recent rise in popularity, more opportunities exist to reach those who want to experience your brand. While using newer technology has always been essential, a fresh approach to marketing will also prove to be valuable to maximize the impact of your efforts.

Hybrid Moments

"I'll send you a Zoom link" has been a common phrase over the past 18 months. Accessibility, convenience, and the increasing set of capabilities offered by meeting platforms have allowed them to become a mainstay in everyday life. That said, it's also true nothing can replace face-to-face interaction or in-person events. After all, how else would you expect to get promotional tchotchkes? Over the next year, events offering a virtual component to parallel an in-person experience will become commonplace and well-attended.

Be Bold

Revising a version of what you've already tried is an easy trap to fall into. Even if you've crushed your goals, there's no guarantee that history will repeat itself. With the aforementioned shift in our world, there's never been a better time to try a bold strategy. The time could be right

to refresh your brand. Maybe you finally take the steps to launch that big campaign. This could be the year you connect with that agency you've always wanted to work with. Whatever the case may be, the timing is right to try new moves.

In conclusion, being aware of changing marketing trends can be instrumental to the growth of your brand. To capitalize on these outlooks, businesses would do well to plan ahead. Not only can planning for the full year ahead, rather than a quarter or month at a time, allow you to make great use of the most current ways to put your brand out there, it also gives you a great strategic advantage for opportunities to invest in the right kinds of marketing. **LT**



BY MATT HANNIGAN,
*Principal and Creative Director
at Goodthree*
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Marketing

Lancaster County Tourism Looks Forward In 2022

For a variety of reasons, Lancaster County has emerged as an appealing getaway for many people during the pandemic, and we expect this dynamic to continue in 2022.

With our wide-open countryside and outdoor recreation combined with a smaller, walkable city and towns, Lancaster strikes a comfortable balance of activity and spaciousness that is attractive to numerous travelers.

This has always been true of the unique experience we offer, but visitors are putting an extra premium on that aspect right now and will likely continue to do so going forward – though we have also seen a steady visitor return to our indoor attractions, dining & retail, and expect that to continue as well.

Our Amish neighbors are a primary part of this fresh-air appeal, drawing folks from near and far who are interested in learning about and experiencing their simpler lifestyle, family bonds, impressive craftsmanship, and of course, their contributions to Pennsylvania Dutch cooking!

Several of these elements will also play into three additional trends that are expected to drive tourism in 2022.

The first is an emphasis on fully embracing the role of “tourist” and visiting popular places that they might have soft-pedaled in the past but want to ensure they take in now that the pandemic has lessened.

The second is making meaningful memories, connecting with family and friends. Lancaster County’s location and offerings make our destination a perfect place for intergenerational and multi-family travel.

The third is relieving stress by focusing on personal wellness and slower living. During the past 18+ months, many aspects of Lancaster County’s “vibe” have combined to make our area a popular retreat for those who are seeking a place to unplug and rejuvenate.

Fortunately for us, the outdoor appeal mentioned earlier manifests itself in many ways in Lancaster, including numerous touring options (buggy, bus, scooter, hot air balloon, etc.), fabulous hiking & biking trails, more than 20 public golfing facilities, zip lines, horseback riding, agri-tainment, water activities, dining/drinks patios, campgrounds – the list goes on and on.

In fact, the above reference to campgrounds touches on another anticipated tourism trend next year: staying at top-notch and/or unique accommodations.

We’ve got plenty of such properties, including some one-of-a-kind camping facilities, full-scale resorts, historic inns and B&Bs, themed hotels, and hands-on farmstays – not to mention loads of other great lodging options.

Planning an enjoyable getaway requires timely, comprehensive information and that is also expected to be in increasing demand in 2022. As the county’s official destination marketing organization, Discover Lancaster will continue to drive visitation to our area and help the local economy steadily recover.

And as travel bounces back, making advance reservations (if available) at any sit-down dining and attractions you’re interested in is definitely recommended.

So here’s to renewed strength in 2022, for tourism and for all of us. Whether it’s a simple daytrip, family vacation, or even a “work-cation,” Lancaster County serves as a welcoming place where visitors can relax, unwind, and expand their horizons. **LT**



BY EDWARD HARRIS,
President & CEO, Discover Lancaster
Contact Edward at
eharris@discoverlancaster.com

Tourism



A photo from
Strasburg Railroad

Workforce

Setting Your Business Up for Success in 2022 – Are You Ready?

2020 was undefinable; 2021 was indescribable, and 2022 is shaping up to be its own challenging period. Positions are being left unfilled, employees are leaving companies in record numbers, and those that stay are disengaged and burning out. We are living in the most unionized, non-union environment we've ever experienced.

As we begin to navigate through these times, there are some trends that are emerging and four areas that are critical to address for your success:

Recruitment: Until unemployment benefits were curtailed in September, there was an abundance of employees who made more money by staying home and collecting unemployment. Employers who wanted to recruit or retain employees began raising their rates. This not only created a turnover tsunami, it also shifted the wages to a higher threshold. Employees found they could leave their current employer and make 7-10% more money immediately. Combine that with a sign-on bonus, and employees began hopping from job to job and business to business.

According to CareerBuilder, the top attractions for employees are remote and/or flexible work, compensation, paid leave, training opportunities, and shorter commutes. They are looking for ways to have more time in their day for the things they want or need to do outside of work.

In addition to offering the above, you can offer sign-on bonuses (however, I would caution what this says to your loyal employees who have remained with you), tuition payback to help with student loans, and tuition reimbursement to employees as well as their families. Take a look at your job descriptions. Are you asking for too much and turning people away who might actually be able to grow into the job? Do they really need 10 years' experience or a particular skill set? Look for ways to invite and appeal to job seekers by being flexible and creative. Your interview process needs to be quick and efficient. Gone are the days of several interviews lasting over a period of time. Employers no longer have the luxury of time. Be prepared to negotiate and be ready to offer that position on the spot if you find the ideal candidate.

Retention: While recruitment will continue to remain a challenging proposition in 2022, retention will be even more important to a business' success. If you do not take care of the employees you have, you will continue to see a revolving door as companies begin to get more and more competitive. This is costly from both a financial aspect and employee morale.

According to Gartner, 70% of US workers want to work remotely either full- or part-time. Investigate how you can do this in your workforce. Even if you are running production lines, you can still offer some creative solutions. Can they work core hours and then have flexibility before or after those hours? Can they work four 10-hour days? Look at the tasks an employee does, not the role itself. Are there ways you can allow certain tasks to be done at home?

Other retention tips include: Learning and Development – What are you offering your employees to develop themselves, not just as professionals, but as people? Are you supporting the community they work in? Are you offering fair compensation and benefits? Have you checked recently to see what other companies are offering? Employees are now expecting their employers to support not only their work life, but their home life as well. This can be done by offering mental health support, expanding healthcare coverage, and ensuring the financial well-being of your employees. Employers who will thrive in 2022 will be those who emerge as top tier employers. These are the employers that have taken care of their employees during the pandemic and beyond.

Engagement: With an estimated 2 in 5 employees looking for work, the employee engagement levels are plummeting. According to Forbes, a disengaged employee will cost an employer 1/3 of that employee's salary. And disengagement is contagious. So how can you maintain engagement during turbulent times? Recognition is one of the main drivers of engagement. Employees want to know they have a purpose. They want to feel connected and valued. And they want to know that you know them. Recognition doesn't need to be a huge bonus. But it does need to be personal. Finding out what your employees like and recognizing them on a regular basis is the key to building trust, loyalty, and ultimately engagement. Other areas of engagement include a strong onboarding program, career opportunities, and a mentoring program.

Culture: All of these items combine to create your culture. And expectations of culture are changing. Where a workforce was once designed for efficiency, it now needs to be designed for resilience. Where employees were responsible for balancing their work and life, employers are now expected to create the flexibility that enables that balance.

As we move into 2022, several trends are emerging:

1. A continued need for flexibility within the workforce.
2. A rise in contingent workers - 25% of businesses are expected to increase their contingent workforce to allow for resiliency.
3. The gender gap will increase as more men return to work than women, creating more issues with diversity and inclusion as well as a gap in equal opportunities.
4. Buy versus Build of talent will shift more to Buy and Rent due to the speed and demand of skills.
5. States will start competing to attract individual talent to their borders rather than competing for companies to relocate to their states.
6. Mental health support will become the norm with mental health days and other mental health initiatives.
7. And leadership development will remain a key necessity in building your workforce for the future.

By adopting a growth mindset for your business, and flexibility for your people, you should be able to move more confidently into the unknowns awaiting us in 2022. **LT**



BY KAREN SNYDER,
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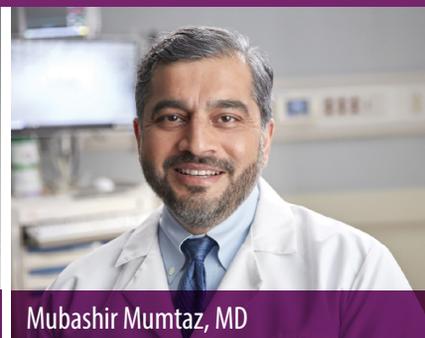
A Patient Places Her Heart and Trust in UPMC



Ceirra Moss



Scott Riebel, MD



Mubashir Mumtaz, MD

For most 14-year-old girls, a school dance brings excitement, anticipation, and fond memories. For Ceirra Moss, it was the beginning of a long, unexpected journey that eventually led her to UPMC Heart and Vascular Institute.

An unlikely diagnosis.

Ceirra didn't think her rapid heartbeat was anything serious. It had been her first formal school dance and she thought 'I guess this is what it feels like when you dance with a boy.' The assumed adrenaline, however, didn't disappear. The next morning, her discomfort escalated into a crushing pain in her chest that radiated from her elbows to her shoulders until she blacked out.

Her parents rushed her to the hospital and after an evaluation and blood work, Ceirra was told she was having anxiety. The attending physician, however, still encouraged her to be seen at a children's hospital that same evening. Once she arrived, more tests concluded she had, in fact, suffered from a myocardial infarction.

"I went into surgery without knowing I even had a heart attack. I was told it was caused by a blood clot that travelled through a hole in the center of my heart, closing one of the arteries," Ceirra says.

During her procedure, a percutaneous mesh closure device was inserted where the hole in her heart existed. For years, the surgery appeared to have done its job until the summer of 2020 when Ceirra started feeling ill. She was groggy, short of breath, and she knew her heart was working a lot harder.

Around the same time, she also was planning her wedding. While such an event can introduce its share of stress, she knew deep down she needed to see her cardiologist.

A second opinion led to an important first step toward recovery.

Shortly thereafter, Ceirra learned she had severe mitral valve regurgitation, or a leaky valve. This condition occurs when the mitral valve does not close completely and causes blood to leak back to the left atrium when the left ventricle contracts.

Usually treated with medications, over time, they can become less effective, and surgery in the form of either a valve repair or valve replacement is suggested.

Although her condition was described as severe, her former cardiologist suggested she be reevaluated in six months. This didn't sit well with either Ceirra or her future husband.

"I was having symptoms that were ruining my life. I literally could not function normally and plan a wedding. That's when we decided to get a second opinion," she says.

Scott Riebel, MD, cardiologist, UPMC Heart and Vascular Institute at UPMC Lititz, met Ceirra and knew immediately she needed intervention. He noticed she was having trouble catching her breath just walking across the room. Her examination revealed a loud heart murmur, prompting Dr. Riebel to order a new echocardiogram. That showed evidence of the previous heart attack and significant mitral valve problems.

"I knew the valve needed to be fixed and told her she might need mitral valve surgery. I also knew the team at UPMC Harrisburg, led by Mubashir Mumtaz, MD, chief of cardiothoracic surgery, was doing cutting-edge surgical work, had an excellent reputation, and outstanding patient outcomes with new techniques involving structural heart work," says Dr. Riebel.

"Dr. Riebel spoke as if we were facing this as a team. I was very impressed and grateful to him for making that connection with Dr. Mumtaz, and I understand now why he spoke so highly about him," Ceirra says.

On February 16, 2021, Dr. Mumtaz performed Ceirra's surgery in a procedure commonly called intercostal surgical mitral valve repair (iSMVR).

"Due to our expertise at UPMC Harrisburg for mitral valve surgery, we could offer Ceirra the least invasive open-heart procedure, using a small incision on the right side of the chest to avoid cracking the sternum like traditional open-heart surgery," Dr. Mumtaz says.

Without cutting any bone or cartilage, recovery is much quicker. This allows patients to have less risk of blood transfusion, less pain and ability to get back to their life routine with least amount of disruption.

"It is exciting to see more and more patients who are seeking this less invasive procedure and a robust mitral valve repair that can last them a long time," Dr. Mumtaz adds.

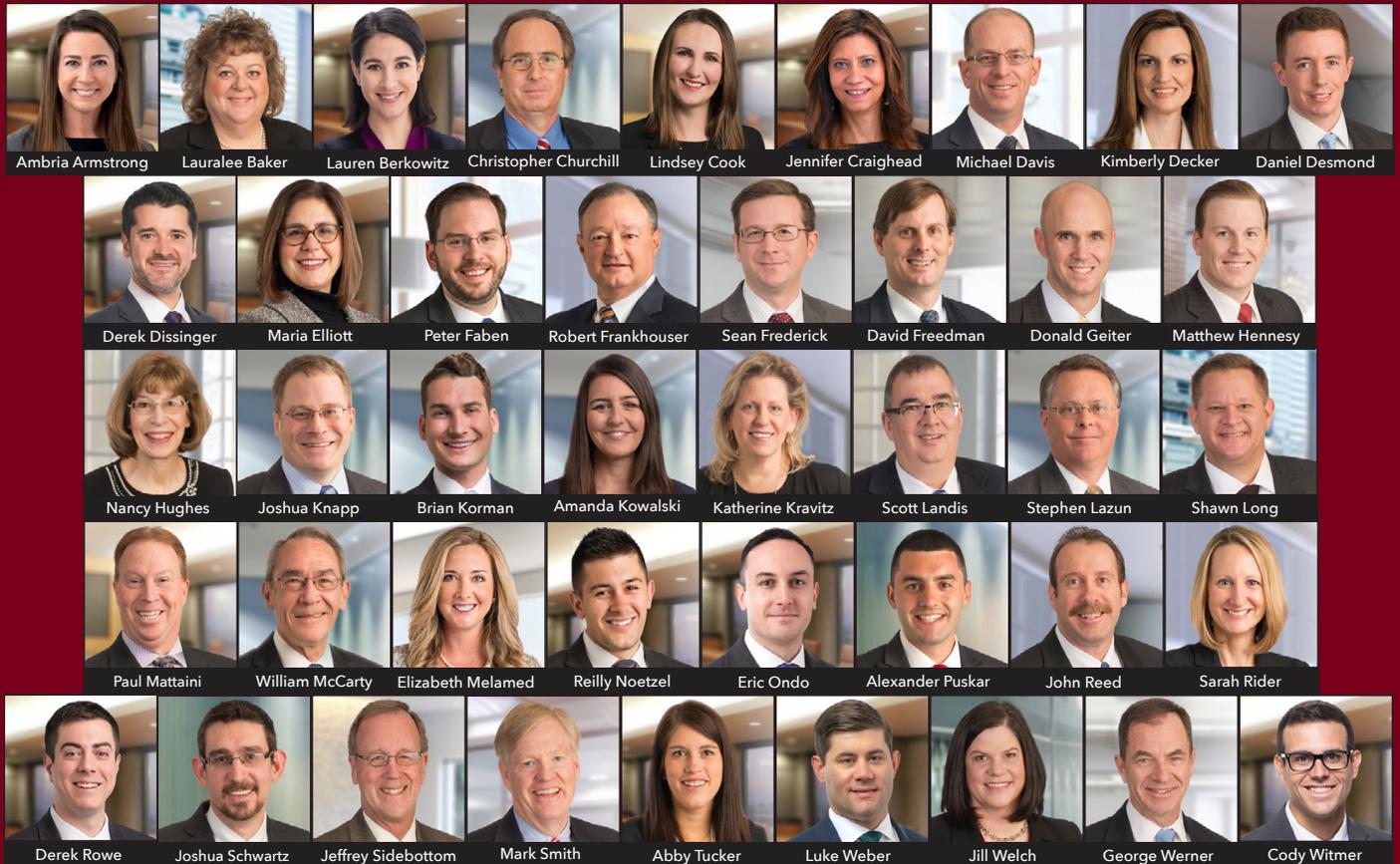
Ceirra is quick to compliment Dr. Mumtaz, saying, "You can hardly see my scar and I'm very thankful that I don't have to look down and see that every day. UPMC Heart and Vascular Institute provided incredible care. I feel like everyone treated me as if I was their relative. I will recommend them the rest of my life," she says.

An established leader in high quality cardiovascular care, specialists at UPMC Heart and Vascular Institute are available locally to serve you at UPMC Lititz, providing expert diagnosis and treatment of heart and vascular diseases and conditions.

For more information, visit [UPMC.com/CentralPA](https://www.upmc.com/CentralPA).

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Upcoming Lancaster Chamber Events

Mark your calendars and register for these upcoming Chamber events!

We are excited to offer a robust lineup of events and programs for you to use as critical tools as you prepare for 2022 and beyond. Check out the calendar listing below and visit lancasterchamber.com/events to register.

We have been monitoring the COVID-19 landscape and will continue to follow CDC recommendations as they pertain to in-person events and programs. Since things can change quickly, we encourage you to visit our lancasterchamber.com/events calendar page for the most up-to-date information on what events are in-person, hybrid, or virtual. Your safety is our first priority as we navigate the future.

OCTOBER 2021

21	Mixer at Kitchen Kettle Village
27	21 in 21: Cultivating a Family-Friendly Workplace
28	Excellence Symposium

NOVEMBER 2021

4	Mixer at Decades
TBD:	Agriculture Event

DECEMBER 2021

8	21 in 21: Mental Wellness in the Workplace
9	Mixer at Mercedes Benz of Lancaster
15	Young Professionals Network Holiday Mixer
17	Economic Forecast Breakfast

EARLY 2022, DATE TBD STATE OF THE COUNTY

Honoring Two Legacy Lancaster Chamber Employees As They Retire



Left to Right: Tom Baldrige, President & CEO of the Lancaster Chamber, Susan Kauffman, Front Desk Coordinator at the Lancaster Chamber, Sandi Thompson, Sr. Business Programming Manager at the Lancaster Chamber, and Dan Witmer, former President of the Lancaster Chamber. We recently gathered to celebrate the retirement of Susan and Sandi. Both have been at the Lancaster Chamber for over 30 years, and throughout that time kept people and service at the heart of what they achieved. We were so very grateful to finally celebrate together, in-person, their contributions. Congratulations Susan and Sandi – and thank you for your intentional dedication to the Lancaster Chamber mission!



Lancaster Chamber

Save The Date!

Economic Forecast Breakfast

December 17, 2021

lancasterchamber.com/events





We are so grateful for the support of these Lancaster Chamber Members, especially during this challenging business landscape. Please take note of our Members who are celebrating special milestone anniversaries with us in August, September, and October!

MEMBER ANNIVERSARIES

5 YEARS

- Sentext Solutions
- CGA Architects
- Gibbel Kraybill & Hess LLP
- Lancaster County Vending
- Mid Penn Bank
- Univest
- Lancaster Recreation Commission
- PeoplesBank, A Codorus Valley Company
- Laura Schanz Consulting Associates, LLC
- Hershey Excavating, LLC
- Penske Truck Leasing Co, L.P.
- Fuddruckers
- First Citizens Community Bank

10 YEARS

- European Eyeware LLC
- Ream Jewelers
- Restoration Relief
- Friends of Scott Martin
- Harding-Yost Insurance Assoc. Inc.
- Gibbel Insurance Agency, Inc.
- Lehman Insurance Agency, Inc.
- Northwestern Mutual
- Creative Packaging Solutions, LLC
- Olweiler Insurance Agency, A Division of Lechner & Stauffer, Inc
- Stauffer Compressor N' Machine, Inc.
- Hall Media Solutions
- Speedwell Construction, Inc.

15 YEARS

- Keystone Credit Services, LLC
- Central Market Trust
- CWS/Lancaster
- Penn Cinema Management Co., LLC
- Acuity Advisors and CPAs, LLP

20 YEARS

- Lloyd C. Pickell, P.A.
- ONE 2 ONE Inc.
- Harrisburg International Airport (SARAA)
- Windswept Stables
- Worship Center

25 YEARS

- Essis and Sons, Inc.
- ELA Group, Inc.
- Horst Property Management
- Horst Insurance

30 YEARS

- Gunn-Mowery, LLC
- Brown Schultz Sheridan & Fritz

35 YEARS

- Rottmund, Cheek, Hyle & Co, LLC.
- Bucher Associates
- The TEAM Approach, Inc.
- Dutch Apple Dinner Theatre

40 YEARS

- Reliable Industries, Inc.

55 YEARS

- Gardner Russo & Gardner LLC

60 YEARS

- Jones Dealerships



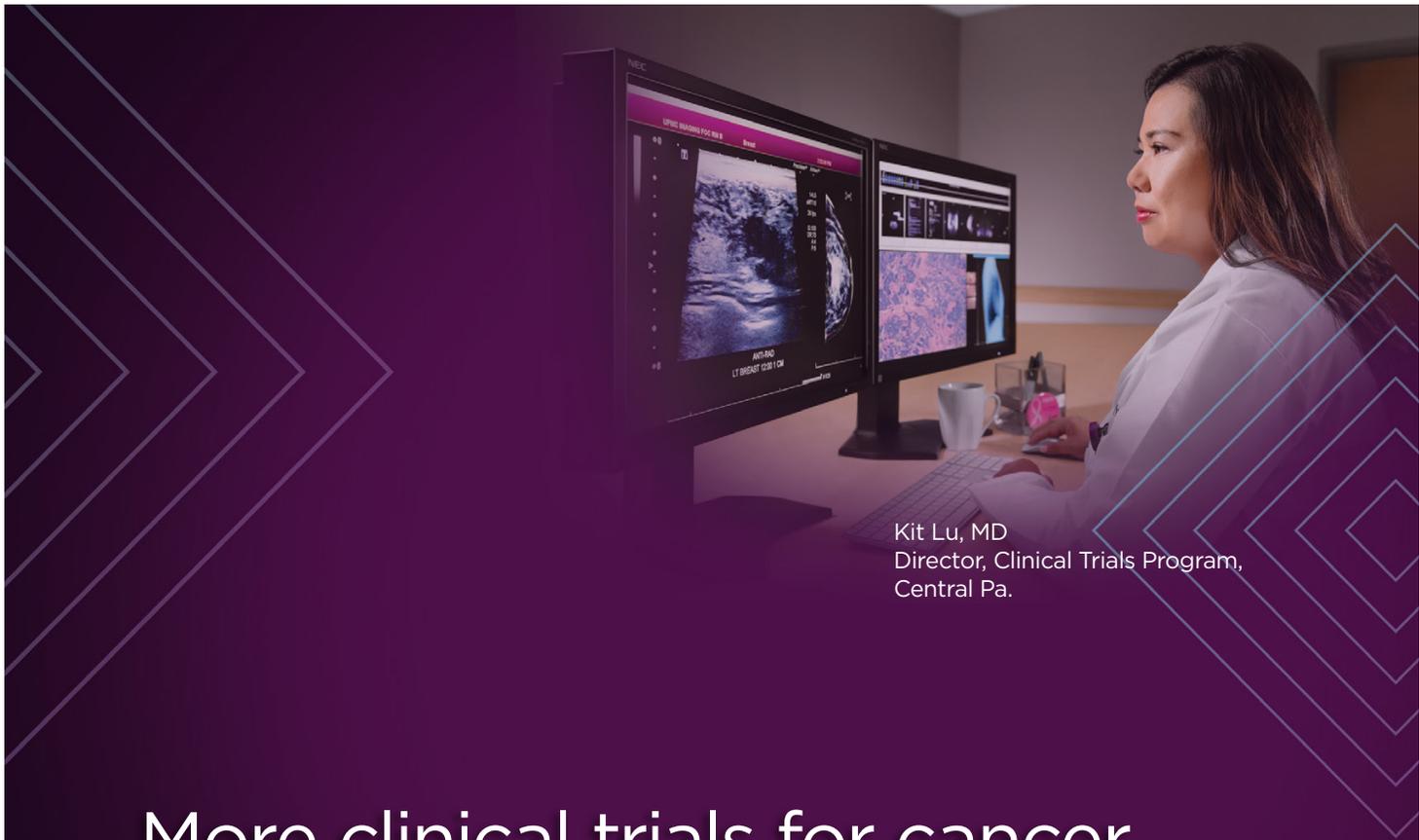
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Kit Lu, MD
Director, Clinical Trials Program,
Central Pa.

More clinical trials for cancer. And more hope for patients.

What is a clinical trial? It's how we develop new and better cancer treatments. UPMC Hillman Cancer Center offers more than 570 clinical trials, giving patients access to the latest drugs, procedures, and therapies right here in Central Pa. As one of just 51 National Cancer Institute-designated Comprehensive Cancer Centers in the country, UPMC Hillman Cancer Center is recognized for pioneering research to treat cancer in new ways—or even better, to prevent it from occurring in the first place. Learn more at UPMCHillman.com/CentralPA.



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UPMC Hillman Cancer Center is proud to be part of UPMC Presbyterian Shadyside, ranked nationally for cancer care by *U.S. News & World Report*.