

LANCASTER

Fall/Winter 2017

Thriving!

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PEOPLE

PATH TO THRIVING

*From Devastation
to Success*

Rich Broadbent, President,
and Todd Shertzer,
Vice President of Sales,
Bench Dogs

BUSINESS

Technology: Where Your
Customers are Going Next

COMMUNITY

Strengthening Engagement
from the Inside Out





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People | Business | Community



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LETTER FROM THE PRESIDENT



A TIME TO REFLECT

As we approach the end of 2017 and set our sights on a New Year, it's an appropriate time to reflect on some of the accomplishments of the business community and the impact we've all made on the broader community.

From UGI Utilities breaking ground on its new headquarters in Lancaster County to the community raising a record-setting \$8.6 million through the ExtraOrdinary Give; from Cargas announcing their relocation to downtown Lancaster to the opening of the Purdue plant in Conoy Township; and from the development of Lime Springs Farm in Lancaster to the launch of the SkillUp Lancaster online training program, 2017 invited good economic news on a host of levels. And, for the Chamber too, as I'd be remiss if I didn't include the Lancaster Chamber moving its headquarters to 115 East King Street, thanks to your generosity!

This edition of "Thriving!" will add more accomplishments to the list and, once again, provide us a reason to be thankful for the talent, innovation and success that defines the Lancaster County business community.

So as you read this year-end edition of *Thriving!*, I encourage you to reflect on your accomplishments over the past twelve months. And, as importantly, how the Chamber can help you ensure a prosperous New Year!

Sincerely,

Tom Baldrige, C.C.E., President & CEO
Lancaster Chamber

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STEM: GETTING A HANDS- ON EDUCATION

High school teacher Jill Hackman's day worked out so atypically this past August 7th that it still makes her laugh. Helmeted and goggled, she squatted, holding a trowel she'd never seen before, never mind used. She held it in place and leaned into it, smoothing over wet concrete, noticing its properties of resistance, its weight, its dirty stickiness. Noticing too, no doubt, her body's position and wondering how long she could stay there. Also noticing how far it was from her idea of a typical career. But this was exactly why Hackman, who teaches at Garden Spot High in Eastern Lancaster County School District, was here.

She had come to the Rational Career Exploration Externship to learn about a wide variety of careers involving Science, Technology, Engineering, and Math (STEM). Held at the

High Companies in Lancaster, the externship decided not to just have teachers and guidance counselors listen to information. Nope, this would be hands-on. And hands-on it was. Over 40 educators tried out everything from welding to finishing concrete to manipulating CAD images.

The three-day experience was the first of its kind locally. The reason for it was kind of a math problem in itself. Too many job openings, not enough applicants. Students and teachers lacking awareness of these opportunities or the strong demand for them. College students graduating, but not getting the right jobs within their field. Something wasn't adding up.

Darryl Gordon, Vice President of Human Resources Services of High Companies, explains, "There's a shortage in the



supply of skills for shop jobs, like welding, not just locally but nationally. We wanted to equip educators with more knowledge of STEM jobs, because they're big influences on students on what education and careers they may pursue."

The idea for the externship arose when members of a task force of the Lancaster County STEM Alliance got to talking. They represent the Lancaster Chamber, the Lancaster Economic Development Company, High Industries, Lancaster Newspapers and others.



Check out the digital version on LancasterChamber.com to see Jill and the other educators in action.

HERE'S WHAT WE'VE GOT

Hosting the externship meant the High Companies needed to look closely at what types of jobs related to STEM it could offer. It came up with 26 different positions, both in offices and on manufacturing shop floors. As educators toured various High businesses, many wore bright yellow hard hats, reflective vests, and those very necessary (but unsexy) goggles. They explored transit, steel, corporate and other High divisions, and learned how complex some processes are. Plus what kind of skills, not necessarily 4-year degrees, are required.

"I've always encouraged students to go into their career field of interest," Hackman says, "but didn't know what all the opportunities were." For her, it was more about resumes and staging mock interviews. Beyond being exposed to concrete this summer, she learned about transporting huge loads and forming steel. It changed her perspective.

"There are so many people who don't want a job at a desk. They like using their hands, and they like getting dirty. I needed to learn about construction and manufacturing very quickly and to speak the same language that my students have, because they have so many skills in these industries. It was about jumping in and learning as fast as I could." Now, she says, she can talk to her students about food production or construction and which types of jobs will fit them better.

So why are so many of us unaware of how many STEM jobs go unfilled? And why do we think students may not be interested? Why might we generalize about the types of jobs that involve science, technology, engineering or math?

IS STEM CREATIVE?

Part of the problem is perception. Creativity is a word that's often been reserved for the drama department, the art department, for creative (there's that word) writing. But winning a competition because your team has invented a way to turn footsteps into energy? Pretty cool, right? That's exactly what the Pequea Valley Technology Student Association did. They made a floor tile that produces electricity when you walk on it.

Another group of 6th graders was making a solar-powered flashlight. Some in the class struggled in other subjects and had some behavior concerns. Yet they persevered because they wanted to fix their invention. Lancaster-Lebanon IU's Elementary STEM Teacher of the Year, Mitch Swords, recalls, *"They gave up their lunch and recess time to come in because I was teaching them how to solder wires to get their flashlight to work."* Swords brought in his own supplies. *"We had an amazing afternoon outside working on the wiring, and each kid learned how to solder. We all had a blast, and they felt very proud of their flashlight invention"*



PEOPLE: BUSINESS & COMMUNITY INITIATIVES



idea.” Without STEM, he says some students may miss that they actually like the sciences. *“Maybe they never knew they could code robots, create apps, or develop an artist’s eye in graphic design,”* he contends. *“My passion is to give all students exposure to these and to spark curiosity, foster interest, and help them discover their inner genius.”*

Eastern Lancaster County School District, like many districts in our area, is a big supporter of these new programs. *“STEM is a different type of creativity and problem-solving,”* says Superintendent Robert Hollister, *“and it’s really a commercial for a career path. It’s a great counter-balance to the more traditional academic study that is so prominent because of the PSSAs. It’s also a great way to engage some students who don’t normally get engaged. STEM teaches kids to think in a different way. They’re literally inventing paths to answers that sometimes even teachers don’t forecast. It also facilitates teamwork, which is a critical skill.”*

POSITIVE SIDE EFFECTS

While the externship was organized to assist educators with helping students head toward their first-choice careers, other ripple effects became visible. Gordon witnessed morale being boosted at High Companies. *“Our employees were able to be involved with educators and talk about what they do. You could see their pride and enthusiasm as they highlighted their skills and how they add value to the services and products. It’s a really neat side effect.”*

Attendees gave the externship a 100% effectiveness response regarding its main goal. One teacher thanked the organizers *“for re-energizing me and reminding me... why I got into the teaching field.”* Another had *“been an educator for over 20 years, and this was the best training I have ever been a part of.”* Yet a third appreciated becoming better informed about *“the relationship of school and employment.”* Many noted they hoped to attend next year or were recommending others from their schools to go.

The externship was so successful that another company,

Case New Holland, will be hosting it next summer. Judging by the comments from the first program, there’s already a line. **LT**



BY CINDY KALINOSKI,
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PEQUEA VALLEY Goes All out for STEM

It starts in kindergarten at Pequea Elementary, where fairy tale engineering involves building houses for three little pigs and building bridges for three gruff billy goats. In second grade, small hands grasp tiny trains that hover over miniature tracks—trains of the future propelled by magnetic levitation.



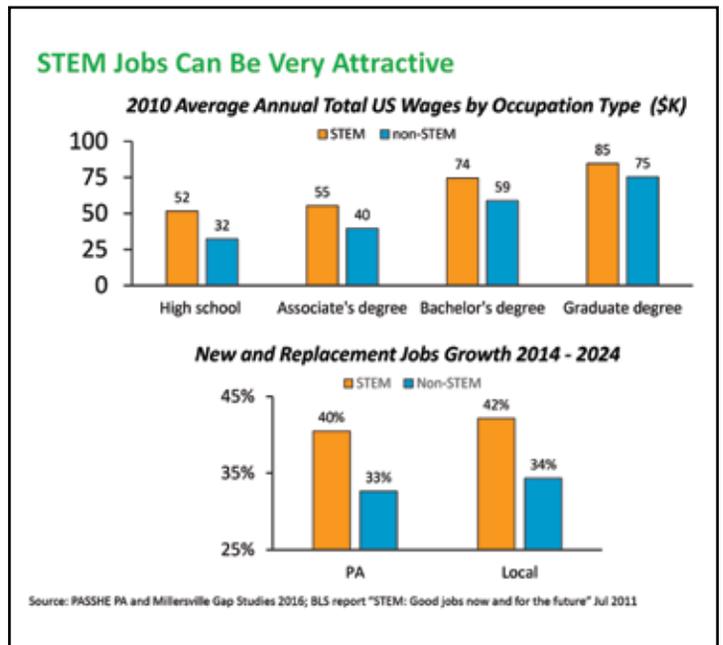
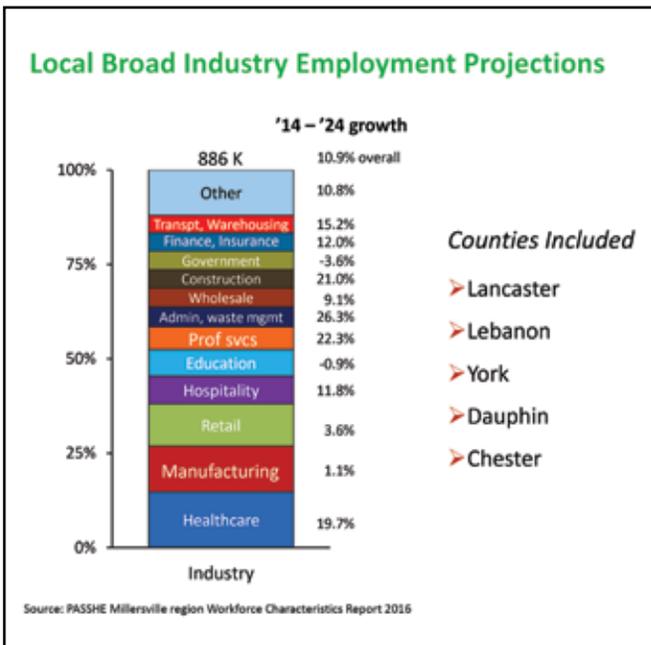
Exercises like these help kids learn gradually; years later, they're calculating the physics to propel the trains—and loving it. Engaging and immersing children in STEM when they're so young is one reason Mitch Swords was selected as Elementary STEM Teacher of the Year at the Lancaster-Lebanon IU13 STEM Awards Banquet.



The IU also named Pequea Valley (PV) High School as STEM School of the Year and Astrophysics teacher Rob Webb as Secondary STEM Teacher of the Year. Instructor Tim Hess, PV's STEM Chair, says Webb helped the school start a 9th grade program ("STEM9"). Now, Hess says, "STEM is something the students are working with from kindergarten on, so they expect it as a core subject." Coding is a part of just about everything, and naturally the kids love learning about robotics and, of course, anything using Legos.

The Pequea Valley's STEM program achieved a pretty amazing result since its inception: over a 10% increase in students' Algebra Keystone test results. They've added a grade to the STEM program every year and recently doubled STEM9 to 180 days. What's STEM9's fun project? Building a car that goes really, really, really slow. As in one-eighth of an inch a minute. Now that takes creativity. **LT**

CAREER EXPLORATION & JOBS OUTLOOK





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PEOPLE:

What's On My Phone



BY DANENE SORACE,
Lancaster City Council Member
and Lancaster City Mayor-Elect
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Over breakfast: News and Social

I check into **New York Times** and **Apple News** for what's happening around the world. I read **LNP** and **PennLive News** for local updates and tune into **WITF** each morning.



On the social front, my go-to is Facebook.

I drop into **Instagram** occasionally and **Twitter** even less. I'm also a big fan of **WhatsApp** to stay in touch with my family in Italy. That often brings me to **Google Translate**. My Italian is rusty!



Email

I'm holding down three email accounts at the moment - campaign, work and City Council. **Mail** and **OWA** + **Calendar** are most frequently used throughout the day.



Health & Wellness

I have a few apps that I like to use depending on time available. When I have very little time, **Seven** is my go to. It's free and you can get a full body workout in about seven minutes. A little more time? Add circuits. It was great for when I was traveling for work, which I did a lot!



My next favorite is YogaGlo.

Lots of different classes, styles, and durations that I can take with me anywhere and use anytime. Strength, flexibility, and quiet practice are things I like best about yoga.



Travel

Happily, I won't be racking up frequent flyer miles as much anymore. When I do travel, I rely on **Amtrak** and **Google Maps**. I still remember the dog-eared Rand McNally Road Atlas in my family's station wagon. Google Maps is that for me today - even in Lancaster. During the campaign, I found myself on streets I had never visited before!



GROWING FROM THE ASHES



FROM DEVASTATION TO SUCCESS

Fire can be beneficial. Wildfires—at least, those that do not grow out of control—can benefit the ecosystem by cleansing the forest floor of underbrush and debris, nourishing the soil for new growth that provides habitat and feeds wildlife.

It's a good reminder for Rich Broadbent.

The president of Bench Dogs, a manufacturing company based in Denver, Pa., is talking about facing his share of fires—literally and figuratively—in the 12 years he and his partner have owned the company. The story that emerges is one of regrowth.

"It's just: Keep going," he says of the company that has grown six-fold on his watch. *"I don't see any end in sight."*

ACQUISITION

Bench Dogs designs, engineers and manufactures custom store fixtures and point-of-purchase displays for large clients, such as Treasury Wine Estates and Owens Corning, throughout the United States. The company recently expanded to manufacturing custom case goods for general contractors, primarily in Lancaster County.

Incorporated in 1995 as Acorn Manufacturing and based in Lebanon County, it rebranded to Bench Dogs two years ago when it moved to its current 100,000-square-foot facilities not far from the Turnpike interchange with US-222.

Its current owners, Broadbent and Bob Bunting, purchased Acorn in 2005.

"We were very much looking at manufacturing," recalls Broadbent, an engineer by trade who has a background in manufacturing from his time at Baldwin Hardware, in Reading. *"The marketplace that Acorn was in was a multi-billion dollar marketplace, and Acorn's revenues were basically a rounding error."*

That meant plenty of room for growth, particularly in an industry less at risk of offshore competition. While working for Dorman Products, Broadbent spent plenty of time overseas researching manufacturers.

"Metal products," he explains, *"ship fairly well, you can break them into parts and put them together fairly easily. Wood parts, particularly—not your Ikea-style wood parts, but your higher-end wood parts— they need to go together, that makes a lot of cube, that makes a lot of cost."* Plus, he says, store fixtures and displays are often the last thing a company





thinks about when bringing a product to market. Design and production windows are too tight to work overseas.

"There were definitely some slow times there in the first year," Broadbent admits. *"We didn't take over the company with the greatest backlog."* But they did not let any of the firm's 19 employees go as a result of the acquisition.

Soon, business picked up. The company grew in each of the first four years under new ownership, driven by recurring business, which went from about 5 percent to nearly half of its revenues.

Then the global economy burned down.

GREAT RECESSION

The Great Recession hit in 2008 and Acorn's revenues shrank.

"When you're taking on and learning a new business and new marketplaces, and you've got a lot of families dependent upon you for their livelihood, there's a lot of pressure in there to ensure that you keep things going in the right direction," Broadbent says.

The new owners agreed: They are in this for the long term, so they never expected to make all decisions about profit. They continued to invest in the business, bringing on a new designer who would help make the operation more turnkey and attractive to new clients.

They also diversified, expanding from a heavy focus on flooring to new areas like financial services, building

hardware and some fashion.

"Being a smaller company trying to weather the storm, it didn't really take too much to get us out of it," says Todd Shertzer, vice president of sales. *"We had a very lean workforce, so we weren't out there trying to feed this massive beast."*

Emerging on the other side, the company could see the silver lining in all the economic pain. They had become more efficient and had diversified their client base. Plus, a number of competitors did not survive.

Acorn was hiring again, building infrastructure to support a larger business. By 2015, the company was ready to rebrand as Bench Dogs, and the owners were looking for a new, larger facility.

Then the old factory burned down.

FIRE

Broadbent remembers the call—at 7:20 p.m. on Nov. 5, 2015.

"I got the call from our director of operations," he says. *"As he put it, it seemed bad."* The old facility was built in the 1950s with low wood-truss ceilings and hardwood floors. It had no sprinklers or access to public water. *"I just knew that if there was a fire, it was going to be tough to stop."*

The building—and everything in it—was destroyed. Workers found the computer server 40 yards away from the computer room. Equipment at the new facility consisted of a few things in the maintenance department and a drill press.

They had a new panel saw, edge bander and dust collection system, but they were not yet set up.

"There was fear of what was going to happen," Broadbent admits, "how quickly we could get back online, how quickly we could get equipment back in place."

The one saving grace: Just a year earlier, the company implemented an ERP software system and their network was up in the cloud, so most of its intellectual property—thousands of hours of designs for their recurring business—was safe.

So the entire team agreed to meet at 10 o'clock the next morning at the new facility, divide and conquer. One group headed to Staples to get flip charts; another group headed to Eagle Rental for some tables.

It was a month before Bench Dogs was running at 5 percent of capacity. It was not fully operational until February. And yet.

All employees held onto their jobs, even though their manufacturer was not making much, says VP Shertzer, proudly.

"We basically lost one order of somewhere in the neighborhood of \$20,000—and we increased sales by over \$2 million," he adds. "It was remarkable."

THRIVING

So how did a company, admittedly small in a large industry, survive the second devastating blow in less than 10 years? Todd Shertzer believes it comes down to trust.

"Transparency, being upfront with your clients," he says. "We have solid communication with everybody internally. When things are good, why are they good; when things are bad, why are they bad, and what do we need to work on. And we do the same thing with our clients."

Some clients showed understanding. Some even sent gift baskets. Shertzer also credits municipalities with streamlining permitting to accelerate their move to the new facility ahead of schedule.

Broadbent calls February 2016 *"the month from Hell,"* as the company did more business in those 28 days than it did in the entire first year. But it served as a catalyst for a booming 2016, which saw the company grow by 60 percent from the



year before and add a significant amount of new staff. At a company meeting to mark the anniversary of the fire, the owners realized less than half the room was with the company a year ago.

"We're so busy, there just wasn't the time to be doing the onboarding and the training, so it was a lot of on-the-fly stuff," Broadbent says. "It creates cultural challenges that we're still working to address."

But nothing that dims the leaders' outlook for the future. They are expecting their new case goods work, which occurs on a longer timeline, to smooth out some of the spikes and dips of their marketing display business. They believe they have experienced workers throughout the company who know how to operate in a large organization. And they're taking advantage of more of their facility space, moving operations to a second building.

Indeed, their dual crises nourished the landscape for their business.

"We're in a multi-billion marketplace," Broadbent says. "We've got the infrastructure in place to be able to support consistent growth and our goal is to continue to drive that."

LT



BY ADAM AURAND,

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The Path to Thriving column sheds light on the lessons learned from failure and risk-taking through transparent and candid conversations.

If you are interested in sharing how your company or organization overcame failure or risk-taking, please contact us at thriving@lanasterchamber.com.

Where Your Customers Are Going Next



Depending on who you talk to, virtual reality is the next big thing, a trivial pursuit only for children or something somewhere in between. And if you try to talk to most of those same people about augmented reality, most of them will wrinkle their nose and ask if that's the same thing as virtual reality.

When it's comes to new technology, it's often said that pioneers suffer and settlers prosper. As this is very much the early days of Virtual Reality (VR) and Augmented Reality (AR), I decided to saddle up and learn more from those in Central PA that are attacking these technologies head-on. And along the way, I opted to take a few arrows myself.

AUGMENTED REALITY - A NOT-SO-SIMPLE DEFINITION

Right now, you have two choices. The first involves going to the app store and downloading Pokemon Go. If you do that, you'll understand what augmented reality is, completely, within a few minutes. If not, keep reading.

Augmented reality creates a digital layer on top of the real world. The most popular way this is accomplished is by looking through the camera lens of a smartphone or tablet. A less popular way, today, is by looking through the lens of smart glasses. (You might remember Google Glass from a few years ago.) If that seems more on the bleeding edge than the leading edge, well, you're right. The applications of augmented reality that seem to be taking off are doing so through smartphones and tablets for the simplest reason: we all have them.

Once you understand what augmented reality is, the potential applications will come to you easily. Imagine

holding your smartphone up to a product on a store shelf and viewing a thorough description or demonstration video of how it works. Or walking through a museum and holding up your smartphone to a painting and being able to read a biography about the artist. In short, augmented reality exists to enhance a real-world experience.

VIRTUAL REALITY - A BOLD NEW WORLD

If augmented reality is about *enhancing* the world we live in, virtual reality is about transporting the viewer to an entirely different place. Viewed either through special goggles or even a cardboard cover that helps to convert your smartphone into viewfinders, virtual reality removes the user from this plane of existence and delivers them to another.

At its best, it's an absorbing experience. Users can do virtual walk-throughs of buildings before construction begins or of foreign lands tens of thousands of miles away.

But it's also an entirely new experience for human beings and for that reason, reactions vary from amazement to unease. In this story, you'll learn about both. Still, proponents will say that the benefits are clear and it's only a matter of time until VR progresses from the bleeding edge to the leading edge.

With a basic understanding of the two technologies, it's obvious that which you might consider would depend entirely on the application. If you're looking to add more nuance to the real world, augmented reality is ideal. But if you want to show somebody an experience that is altogether different from our own, you'll need virtual reality.

With that grounding in place, I sought out examples of both in Central Pennsylvania at the same time I started experimenting with both within my own organization. Here's what I learned.

WHAT HOPE LOOKS LIKE

HOPE International was born in 1997, first as an offshoot of Keystone Custom Homes after years of outreach to the area by Calvary Monument Bible Church. Launched by offering 12 loans in the city of Zaporozhye in post-Soviet Ukraine, the organization has grown to serve nearly one million people in 14 nations. Offering those in poverty support through discipleship, training, savings and lending, HOPE's services have made an incredible impact across the globe and it has grown to a massive organization with an annual budget approaching twenty million dollars, raised by a large development team scattered around the country. HOPE has an in-house marketing department that, according to VP Kevin Tordoff, primarily exists to offer their development team "*creative forms of engagement.*"

The challenge for HOPE, according to Tordoff, was how to "*decrease the proximity gap.*" HOPE's resources are put to use thousands of miles from where they're raised. While the organization periodically offers donor trips and has a history



HOPE International's VR trips allow viewers to transport themselves thousands of miles away.

of producing video content, Tordoff wanted to find a way to create an immersive experience without the expense of travel.

When Tordoff shared this challenge with Sight & Sound President Josh Enck last year, the latter pondered if VR might be the answer. Enck had recently explored and passed on VR at the time but felt HOPE's application might be an appropriate use of the technology.

Partnering with Lancaster-based Greenfish Labs, HOPE quickly planned their first shoot in Malawai, the result of which is an impressive VR experience, grounded in 360 degree video. The user looks through a store bought headset or simple cardboard viewer with their smartphone (or dedicated VR goggles) and finds themselves in a village thousands of miles away where a new business has started thanks to a small loan, funded by HOPE. The user can look up, down, left or right and the video pans and tilts, recreating a lifelike appearance. Those who've never walked a street in Malawai aren't just watching a video of one, but rather feel like they're there. Many of the videos include interactive menus, allowing the user to choose from various aspects of village life.

Technically speaking, 360 spherical videos are not, by definition, "*virtual reality,*" as the villages filmed do really exist. However, the way the content is viewed, via goggles, creates an extremely immersive experience. As CNET wrote, "*360-degree video is not the same thing as VR... But the thing is, for most of us, 360-degree spherical content will be the first immersive "VR" experience we have.*" And in fact, Tordoff's greatest surprise with VR has been how immersive it's been for those who view the pieces.





Rob Beal from RLPS demonstrates virtual reality using the firm's mobile VR station.

"There is something about this that evokes a lot more response. People have cried. Often times, it's the first time where they've seen where their support is making a difference, and the reaction is powerful."

Though the experience is most immersive with the use of VR goggles, HOPE also has the 360 videos available on their website in a standard browser.

 **See the digital version at LancasterChamber.com to view HOPE's 360 videos.**

Users can still pan and tilt, but are unable to switch chapters of the experience. In this manner, the investment of creating the content can be offset by the multiple distribution points. HOPE has packaged their VR videos (there are currently four experiences) into an app which is available on both iOS and Android systems.

Tordoff feels that the investment into VR is in line with high quality traditional video production, though acknowledges that HOPE also purchased VR goggles for development officers in the field. Either way, cost hasn't been a reason for or against VR for HOPE. Rather, it's been to explore telling stories in a manner altogether different from traditional video.

"Because the user has a lot of control in what they see and what they do, we've stayed away from being overly descriptive and using VR for education. Rather, we want the user to feel as if they've had a real experience. We're less concerned with what they've learned at the end of the experience and more interested in how it made them feel," he said. In fact, rather than an on-screen narrator directing the viewer, HOPE has opted for a narrator speaking in the background, further allowing the viewer to feel in control of their experience.

For HOPE, VR has been a powerful tool, helping donors to better understand where their money is being put to use.

RLPS GOES VIRTUAL

Two years ago, Rob Beal and a few of his associates at Lancaster-based architectural firm RLPS approached the firm's partners with a proposal to try virtual reality. The proposal was approved and since then, virtual reality has become a critical part of the workflow for several early adopters at the firm. Though some customers have viewed their projects in VR, Beal says the real progress has been seen internally.

"We're using VR consistently for internal design meetings," he says. *"We'll actually pull up the VR for review and then make changes in real time."* Beal feels that even architects who are trained to be able to envision the world in 3D can make better decisions with the help of a VR model.

Tim Checchia, a LEED Green Associate at RLPS, explained that architecture has an inherent challenge that VR can overcome.

"Architects are tasked with using two dimensional tools to create three dimensional buildings. Even for those of us who've been trained to do this, VR allows us to quickly understand the real-life implications of design changes."

RLPS has a dedicated VR station at their office, including a large monitor, computer, goggles and controllers. The station is built on wheels so that it can easily be moved to wherever the assigned project team is meeting. That's worked out well for RLPS, as adoption of the technology has been swift but somewhat uneven.

"Some of our team want to use it on every project whereas we have other architects that aren't interested at all. The

mobile cart allows them to try it out when the application or project feel right to them.”

Checchia and Beal both agree that one of the greatest advantages of their VR experiments is that it's opened up the RLPS team to an ever-expanding suite of software that brings real value, with or without the VR enabled goggles.

In particular, the team has grown fond of a software product called Enscape. While there are many rendering programs on the market, two of the key features the RLPS team likes is the ability to easily make changes on the fly (showing customers different styles of doors, for instance) and the ability to export a file that customers can view, without the need to have their own copy of Enscape.

Checchia admits that getting users to don the VR goggles isn't as easy as he hoped and many of his customers have been wary. Beal admits that in many cases, it's worked better for him to wear the goggles and let customers tell him where to walk within the virtual model.

But other customers have been more bullish. Some have even enquired about what it would cost to implement their own VR station for customers. And Beal is also quick to say that for RLPS, it's not necessarily about VR.

“We're very serious about technology. Technology is rapidly changing our industry and the only way to know which tools will have the greatest impact is to try as many as you can. If VR isn't the best answer, fine. But it's our job to be aware of what's out there. Actually, my current thinking is that for a lot of our applications, augmented reality might be even better.”

I was happy to hear this, because back at Benchmark Construction, where I work, we'd been thinking the same thing.

BENCHMARK POPS IT UP WITH AR

While HOPE International and RLPS have made great strides with VR, a few months ago my coworkers and I at Benchmark Construction decided to explore the world of augmented reality. Similar to RLPS, the commercial construction world is one where more and more projects come with fully built out digital models. And once you have a model, either VR or AR are only one small step away. For our first AR experience, we decided to marry a decades-old idea with the newest technology on the market to create the Benchmark “Pop-Up” book.

The inspiration for our project dated back to years ago, when our founder Bob Brandt mused about creating a product brochure that would have our buildings in 3D, similar to children's' pop-up books. While we never made the idea happen in the real life, it seemed to be a natural fit for AR.

And theoretically, it was. We found a developer that would create the native app for us in both iOS and Android format. As important, because we are producing new projects throughout the year, we wanted an app that could easily have more models added to it as they became part of the Benchmark portfolio. This app architecture, which I thought could be problematic, turned out to be the easiest part of the project.



Benchmark's Augmented Reality app allows models to “pop up” through the lens of a smartphone or camera.



Originally, we pursued AR based on the premise that since we already had a 3D model for our buildings, it would be easy to make them small enough for the app. Unfortunately, this turned out to be a somewhat flawed assumption.

Because our models are built to such a fine level of detail that we use them to construct the actual building, CAD drawings do not lend themselves to simply saving themselves at a smaller resolution. Rather, the detail (imagine doorknobs or light fixtures, for instance) must be manually removed from the model first.

While feasible, the process was time-consuming, and the extra time required took our Virtual Design Professionals away from work critical to the construction process. Seeking a swifter solution, we next asked the app builder to help with reducing the size of the models. Unfortunately, though they had ample augmented reality experience, they had never worked with files of such a massive size and were unable to reduce the file size quickly or inexpensively.

In the end, we found an affordable freelancer who had experience turning CAD models into small-sized files for presentation pitches.

When complete, the app will be versatile, holding several “pop-up” buildings with plans to add more in the future and - now that we’ve figured out a workflow - with more complexity. The models can be “triggered” by holding up a phone or tablet to a pre-determined place on a brochure or banner.

VR, AR OR NONE OF THE ABOVE?

Whether or not your company should be pursuing any of



these technologies depends greatly both on the realities and challenges within your company.

In places like RLPS and Benchmark, where 3D models are rapidly becoming the standard, it almost seems irresponsible not to experiment with VR and AR. The greatest expense (both in time and money) is the creation of 3D models. Once that expense has been made (“sunk costs,” your economics teacher would call them), you should be exploring how else to leverage them.

Assuming your business doesn’t have models - like at HOPE - it’s a matter of examining the challenges you’re facing and asking yourself how technology can be used to overcome them. And don’t be surprised if the answers point you to a very different reality. **LT**



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Communicating Your Way through Transition and Change



If this world has taught us anything, it's that drastic, rapid and sometimes unexpected changes are inevitable, whether it's in our workplaces, our families, our communities or countries on the other side of the world. And change can be scary.

But change is good, so we should embrace it, right? As Socrates put it, *"The secret of change is to focus all of your energy, not on fighting the old, but on building the new."*

But at the end of the day, after we've read all the inspiring quotes, absorbed the pep talks of our superiors, and done our best to jump on to that *"change is good"* band wagon, it can still be really, really hard.

The team at The H&H Group in Lancaster learned that lesson when changes in their industry and emerging trends compelled them to take a deeper look at their business model and make some big decisions that made the difference between success and growth or decline.

Mary Kohler, president of The H&H Group, shared the story of her journey as leader of the company in the Summer/Fall 2017 edition of *Thriving!*, highlighting how shortly after buying out her family business partners, a turnover of key employees, grappling with equipment debt, and the negative impact of the 2007 recession on the printing industry nearly forced The H&H Group to close its doors. Through strong leadership, continuous communication, and transparency the company rallied from the recession with a strong, trusting internal culture to show for it - one that also enabled the company to successfully transition to a new business model and a rebranding in 2011.

But even though the change was successful, the transition was still a struggle at times. And that's where that strong internal culture, along with solid transition management practices, enabled The H&H Group to push through the obstacles and unknowns and flourish.



BUSINESS: BUSINESS PRIORITIES

So, what was the secret that allowed The H&H Group to shepherd their business and their employees through the transition to a more successful company?

The Three C's - Communication. Communication. Communication.

As Kohler put it, *"It was lots of communication over and over again."*

And her employees shared a similar perspective. When asked what the leadership of the company did to support the staff during the transition, Mike Williams, who has been employed at the company since 2006 and is now the vice president and Kohler's business partner, said, *"I felt like I knew where we were heading, for the most part, the whole*

respectful two-way communication between employees and leadership and from employee to employee.

Kedren Crosby, president of Work Wisdom LLC in Lancaster, agrees that one of the best ways that employees can help themselves and their co-workers through transition is communication. *"Communicating authentically with each other about the emotional and operational aspects of new beginnings can allow employees to gain widespread acceptance about why the ending needs to occur, become creative in readying themselves for the new beginning, and explore new archetypes and identities that allow them to live into this next better version of themselves."*

"Also, we know that humor and laughter go a long way in



way there. Knowing that we are all in it together and the 'why' behind the change makes everything easier to deal with."

But, as Williams pointed out, for any transition to be successful, the communication must go both ways. *"If you don't know what is going on, ask. Communication is not just receiving information. It is also a proactive search for information."*

Nicole Carbo, sales representative for signage and printing for The H&H Group, shared similar sentiments. *"I always felt I could voice my opinion. I am a processor, so believe me, I went over it in my head several times before sharing a concern or challenge, but when done professionally and with thought, it was respected, and I always felt that way."*

Of course, in order for employees to feel safe and comfortable approaching their leaders with questions and concerns, there must be a culture in the company that welcomes open, honest feedback and encourages

workplace well-being and team high-performance," she continued. "Be constructive and positive, and find ways to enjoy each other."

Williams learned quickly during the transitions that took place at The H&H Group that good communication practices not only helped him process through the emotional roller coaster that comes with deep change, but it also helped him support his co-workers. *"I process verbally. While that is sometimes annoying, in a period of change it allows the freedom for others to vent. It provides opportunities to explore the new possibilities, and let people see that the new idea, the change, may hold a nice future for them."*

Of course, communication is not the only way that employees can help themselves and others, including company leadership, transition well to the new structure. Williams found that choosing to actively engage in the process helped the transition go more smoothly for him and for everyone. *"Become part of the future state. On purpose,"*

he recommends. "Don't wait for someone to offer you that position or role. Take charge! Make it happen. Get the learning you need, do the job, express interest! See yourself in the future, and make it happen."

That mindset also served Carbo well. While The H&H Group was going through their company-wide transition, Carbo found herself needing to transition through several different changes in her role at the organization. "I started off in our customer service department and moved into that team lead role, and quickly transitioned into operations, which is where, at that time, I felt my strengths were, and I would ultimately end up. I held the director of operations role for about a year before some of the changes required me to get in front



of customers on a regular basis and move out of the daily operations role. Face-to-face with customers was where I could make the biggest impact for the company at that exact moment. It was a short-term plan.

"That was stressful!" she continued. "I didn't consider myself a sales person and still don't to this day. Once I got over that fact that I didn't have to sound like or act like what I considered a stereotypical sales person to be, I started having fun. Because I was encouraged to do it in a way that worked for me, I was able to grow into the role and never looked back."

It's clear that whether you're an employee of a company that is making a change, whether big or small, or one of the leaders of that company who is trying to help employees, navigating the transition with confidence and enthusiasm, authentic, transparent, open, and respectful communication is imperative.



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As Carbo recommends, “During a major transition, respect that everyone processes information differently. Something that might make you excited might give someone next to you a great deal of anxiety. Understanding that and being able to talk about those differences is very important. Having managers and owners that are aware of those differences in their employees and tailoring communications correctly can help manage the stress level during major changes.”

And Kohler would add that, for the leaders of the company, there’s one more thing to remember as you shepherd your team through transition. “Change is hard. You think it is hard on you (the employer), but it is harder on the employees.

You really have to communicate a lot, honestly, with a lot of transparency. It is hard, but it is worth it. I think the hardest part for me was the transparency. I thought I was showing weakness when I was transparent. But the employees really embraced knowing what was going on. Communicate. Communicate. Communicate.” **LT**



BY AUDREY FISKE-ESBENSCHADE,
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SHEPHERDING YOUR TEAM through Transition One Phase at a Time



Are you in a leadership role at an organization that is trying to practice effective transition management techniques that will help your team, and you, embrace change and find greater success? Kedren Crosby of Work Wisdom LLC shares the three stages of transition and what you can do to make the journey positive and worthwhile every step of the way:

“There are three phases that people naturally go through as they internalize and then come to terms with the new normal.”

THE FIRST PHASE IS LETTING GO OF THE PAST.

People have to acknowledge and even sometimes grieve the old ways and old identity. Feelings without judgment can expedite letting go of the past. During this phase, leaders are wise to sell the problem well before they even begin to attempt to sell the solution. If people don’t understand WHY they need to transition, it is infinitely harder to change behavior when it’s necessary. A leader’s results depend on getting people to stop doing things the old way and start doing them the new way. Since people have a personal connection with how they work, it’s impossible to be impersonal about moving them to the new way of doing things. Leaders are wise to acknowledge any perceived or real loss the employees are experiencing, and then help people deal with their losses.

WILLIAM BRIDGES, THE FATHER OF TRANSITION MANAGEMENT, CALLS THE SECOND PHASE, “THE NEUTRAL ZONE.”

The famous author and professor Brene Brown calls this difficult period, “*The Murky Middle*.” This is the in-between time when the old ways and identity are gone, but the new isn’t fully operational or successful just yet. Realignment is happening in this phase and repatterning is taking place. It can be the most creative time in an organization’s life, if leaders frame and model high performing behaviors and norms. Without organizational trust, this phase is extremely painful and may never allow you to move to the next phase. I think this is when you’ve let go of one trapeze and you haven’t yet grasped the next one. It can be both scary and exhilarating, but you are moving forward! During this phase, I think the first rule of Behavior Economics (MAKE IT EASY for them to do what you want) is particularly important when establishing new behaviors and habits for your team.

THE THIRD PHASE IS THAT NEW NORMAL WHEN PEOPLE HAVE ATTACHED TO THE NEW IDENTITY AND ARE EXPERIENCING THE NEW ENERGY, PERFORMANCE AND SENSE OF PURPOSE.

Leaders are wise to recognize that not everyone reaches the new beginning at the same moment. We are wise to give grace to each other during this phase as different people embrace the New Beginning at different points in time. Be patient and continue communicating, modeling and supporting. **LT**



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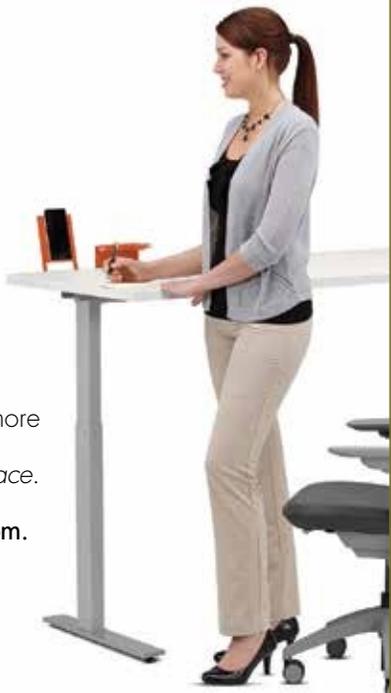


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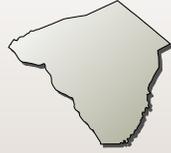
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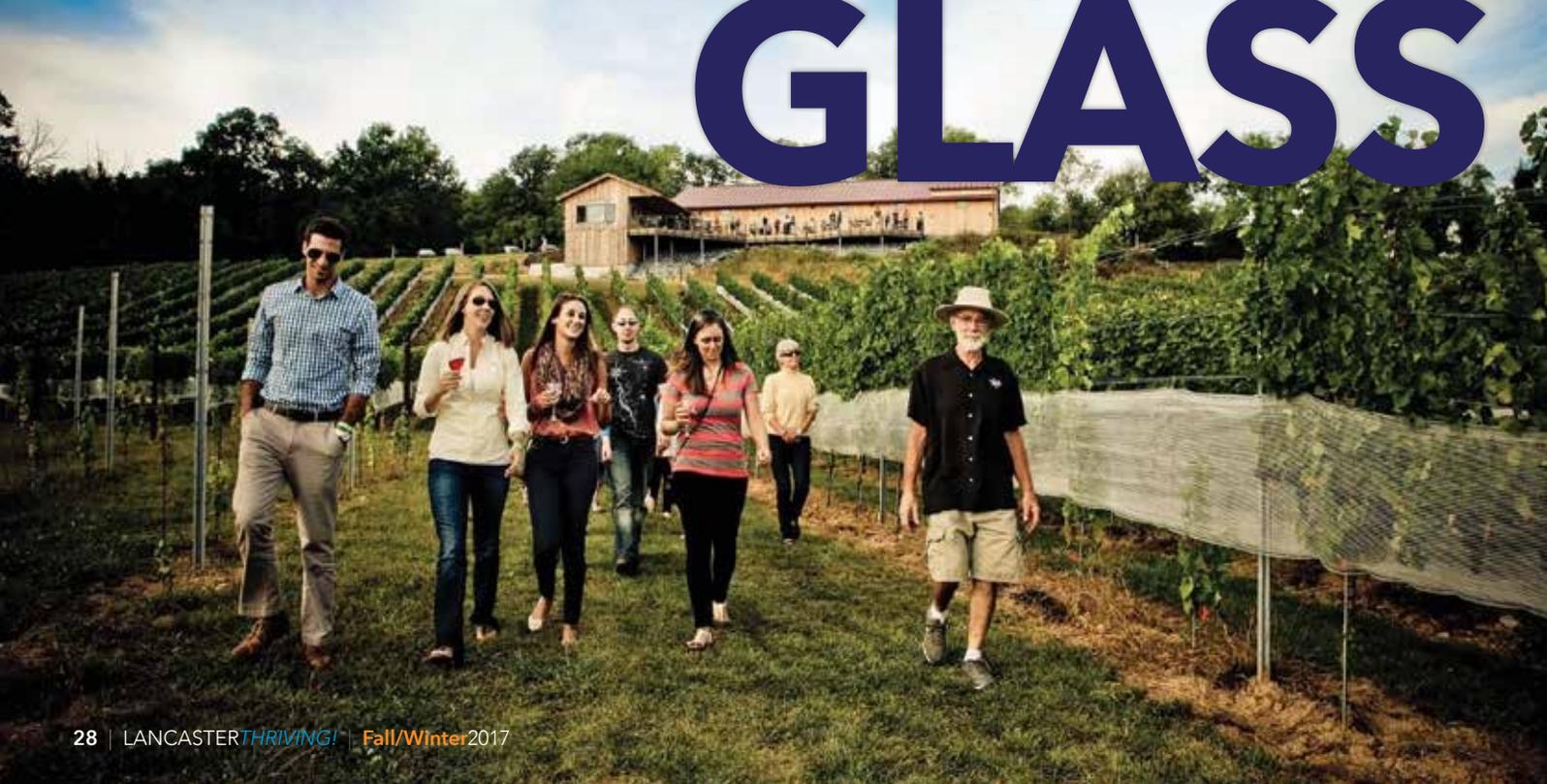
Lancaster

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

In our Fall/Winter edition, check out how the Vineyard at Grandview is producing world-class wines right here in Lancaster County.



From the **VINE** to the **GLASS**





For 30 years, Larry Kennel worked as a veterinarian. More specifically, he did embryo transfers in cattle. He bought acreage in Mount Joy in 1985 to board cattle that needed special care through the transfer process.

But the site looks a little bit different today.

In 2006, Larry learned the soil at his site was special - and particularly good for growing grapes.

And that's how the Vineyard at Grandview was born.

Larry, who was 62 at the time, says his family was interested in the venture right away. *"I think they saw I needed help,"* he laughs. *"They probably saw I wasn't young enough to continue for a long period of time by myself, so now the whole family's in trouble."*

But being *"in trouble"* looks good on the Kennel family. Larry's wife of 50 years, Marilyn, does the winery's book work. The couple lives on the property and they have four children, all of whom help or have helped out with the business. Their eldest son Reuben laid the beautiful wood flooring in the winery's tasting room, and their younger son Nathan developed their website. Their two daughters - Fran Kratz and Sarah Haines - continue to assist in the business, and have brought their husbands into it, as well.

Eldest daughter Fran, an emergency room physician at a local hospital, assists with marketing and events, even helping to create wine bottle labels. Her husband, Steve, is a trained mechanic and works as the winery's equipment



manager. Sarah is a physical therapist and handles the winery's social media and marketing. Her husband, Scott, has done all the winery's plumbing and dabbles in electrical and heating as well.

"My family's skills are quite extensive in terms of what we need here," Larry says. *"It makes it work."*

Larry says it was his daughters who had the idea to begin hosting weddings at the vineyard, something that has grown very popular over the last several seasons. The vineyard also plays host to many events throughout the year including trick-or-treat in the vineyard, paint nights, deck concerts and even a bluegrass festival.

And Larry is proud of his family for the work they do beyond the wine.

"One of the things we try to do best is hospitality," he says. *"Because that's what happens after the wine is made."*

"We have a good vineyard site here in terms of soil and sun exposure and slopes and all that. It's really good for growing grapes. But we also want to do the hospitality thing really well."

Though Larry grew up on a dairy farm and has been involved with farming since he was six years old, he needed





BUSINESS: MADE IN LANCASTER

some guidance when it came to winemaking. He says he hired some great consultants and also worked with the Penn State Extension to hone his craft.

Since its first vintage in 2011, the Vineyard at Grandview has greatly expanded their production, in number of cases (around 3,500 cases per year!) and varieties. Currently, they offer everything from sweet wines (their "Rock Candy" collection) to dry wines (chardonnay, gruner veltliner and cabernet franc, to name a few), and they even have several fruit wines available. And you can taste those great growing conditions and Larry's solid skill in winemaking in every bottle.

His current favorite, the 2014 cabernet sauvignon, is a full-bodied red with just the right balance of spice and tannin. His all-time favorite, Grande Rouge, is a Bordeaux-style blend aged in French oak for 22 months and is currently sold out. Both the Grande Rouge and his popular Crimson Quartette (a red blend with less time in oak), will be bottled again next summer.

And those fruit wines? Even folks who don't like sweet wines should give them a shot. There's a deliciously rich blackberry wine ("Mom Kennel's Blackberry wine," an homage to Larry's grandmother) and two cherry wines, one of which is aged in whiskey barrels. **LT**

Learn more online at www.thevineyardatgrandview.com



BY KRISTY AURAND,
Wine Columnist, Lancaster County Magazine
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NORTIFIED CRANBERRY SAUCE

Prep time: 10 min - Cook time: 20 min
Ready in 30 minutes - Serves 8

- 1 orange
- 1 (12 oz) bag fresh cranberries
- 1 cup dark brown sugar
- 1/2 cup Nortified wine from The Vineyard at Grandview
- 1 cinnamon stick
- 1/8 tsp salt



Step 1: Zest the orange. Then juice the orange and add juice to a saucepan along with the cranberries and zest. Add the sugar, port, cinnamon, and salt. Simmer over low heat for 20 minutes, stirring occasionally, or until cranberries pop and sauce thickens.

Step 2: Transfer sauce to a bowl and let cool slightly before removing the cinnamon stick. Chill, covered, until ready to serve.

Enjoy! From The Vineyard at Grandview

FIVE FUN FACTS

HOW LONG DOES IT TAKE FOR A GRAPE TO GO FROM THE VINEYARD TO SOMEONE'S GLASS?

Short answer - most whites or other wines not aged in a barrel take approx 6 months. Reds aged in barrel typically take 1.5-2 yrs.

Long answer - For our white wines not aged in barrel (Albariño, Riesling, Pinot Gris and Gruner Veltliner); after being picked in the fall (Sept/Oct) and fermented in an SS tank, they are aged in a tank and bottled in March or April. Some are released immediately. Others we may wait until 3-6 months later. So they are released as soon as 6 months after picking. For our red wines; after being picked in the fall and fermented in bins, they are aged in a barrel for 19-22 mo before bottling. We usually release 3-12 mo after bottling so they are released 1 1/2-2 years after picking.

HOW MANY TYPES OF WINE HAVE YOU MADE THROUGH YOUR EXISTENCE AS A WINERY?

25 total

- ~ From grapes grown here; Cabernet Franc, Merlot, Cabernet Sauvignon, Chardonnay, Albariño, Crimson Quartette (a Bordeaux blend) and Grande Rouge (our premium Bordeaux blend - made only in the best vintages), Sun-Kissed, Rose' of Pinot Noir, Pinot Noir.
- ~ From purchased grapes; Gruner Veltliner, Riesling, Pinot Gris, Moscato, Diamond Dust (sparkling semi-sweet), Blushing Ambrosia (made from the Steuben grape), Norton, Nortified (a fortified ruby style port), Tangled (semi-sweet blend of Merlot and Cab Franc), Sapphire White (Niagara) and Ruby Red (Concord), Precious Pink.
- ~ From fruits; Black Cherry, Black Jack Cherry (aged in Jack Daniels barrels) and Blackberry.

HOW MANY BARRELS DO YOU OWN?

We have wine aging in over 80 barrels.

HOW MANY DIFFERENT TYPES OF GRAPES DO YOU GROW?

Seven: Cab Sauvignon, Cabernet Franc, Merlot, Chardonnay, Albariño, Pinot Noir, Petit Verdot

HOW MANY SPECIAL EVENTS DO YOU HAVE EVERY YEAR?

Too many to count! Weekly Wine by the Vine deck concerts on Fridays, Saturday cigar nights once a month from spring through fall, plus normally about 2-3 special events a month ranging from chili dinners to release parties to wine maker dinners to paint nite to trail events. That doesn't include wine club events, which occur throughout the year, or weddings, which occur on weekends May through October.



Check out the digital version on LancasterChamber.com to see how they harvest the grapes.



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Strengthening Engagement from the Outside In: **COMMUNITY OUTREACH** Helps Companies Connect with Employees



An engaged workforce. A stronger community. Both can fuel successful businesses – and luckily, they can go hand in hand.

Companies recognize that highly engaged employees have a positive impact on workplace morale, employee retention and the bottom line.

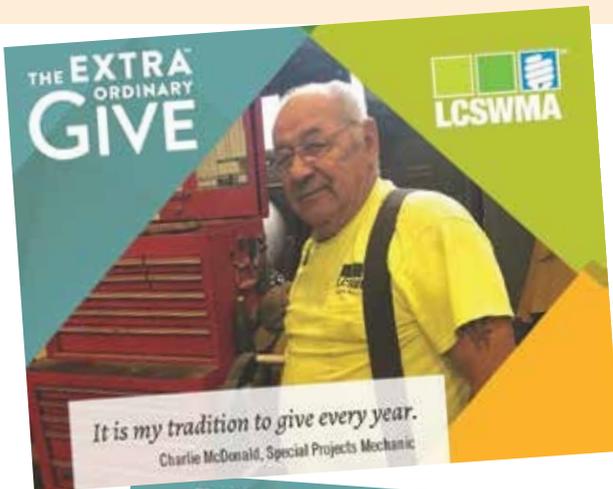
Ranking high on the list of effective ways to keep employees engaged over the long term is a company's involvement in community giving. This makes sense, because for many of us there's no greater feeling than knowing you're making a difference where you live and work. Fortunately, Lancaster County has a bounty of philanthropic events that can help companies to connect with the community and, at the same time, their employees.

One event that seems to captivate the county each November is the Extraordinary Give (*"the ExtraGive"*), Lancaster's largest day of individual giving, raising more than \$20 million since 2012. *"We have a tremendous amount of philanthropic energy in our community,"* said Tracy Cutler, executive vice president, Lancaster County Community Foundation, which organizes and presents the event. *"And there are several companies who are using that energy as a catalyst to engage and support their employees as they desire to make a difference in the community."*



THE EXTRA ORDINARY GIVE™

NOVEMBER 17, 2017



For companies like Rhoads Energy, the ExtraGive is an opportunity to celebrate a long tradition of community involvement. *"We're celebrating our 100th anniversary this year, so our involvement in events like the Extraordinary Give helps to reinforce a core value that's existed from the time Jerome Rhoads founded our company in 1917, which is giving back to our community,"* said Jennifer Goldbach, Rhoads Energy vice president of business development.

The Lancaster County Solid Waste Management Authority (LCSWMA) uses the ExtraGive to help reinforce shared values. *"At LCSWMA, we want our employees to be 'Safe, Well and Happy,'"* explained Kathryn Sandoe, LCSWMA Chief Communications Officer. *"Part of being 'Happy' is giving individuals an opportunity to practice gratitude in their functional role and in their personal life. This event provides a wonderful occasion to accomplish that aim."*

It also provides an opportunity for employees to take the lead in supporting a culture of community involvement. LCSWMA runs an employee-powered campaign that includes peer influencers (*"ExtraGive Champions"*) at each of its four sites to gain buy-in, plan and promote activities and create buzz.

Likewise, an employee-run committee at Advanced Cooling Technologies, Inc. (ACT) drives the company's participation in the ExtraGive and is responsible for a creative internal campaign to raise awareness. *"Our employees put a lot of effort into our campaign, and it's helped by the fact that Extraordinary Give is already a successful, well-known event on its own,"* said Amanda Hershey, ACT Marketing Specialist. *"We get to hitch an employee engagement effort to a wagon that already has a lot of momentum."*

Friendly competition between co-workers adds to the fun and heightens the ExtraGive's campaign buzz. ACT sponsors a dollar-for-dollar match for the first \$4,000 raised by its employees. *"Since it's a 24-hour event, people are actually waking up in the middle of the night to be one of the first to make a donation,"* said Hershey.





LCSWMA's campaign committee also organizes competitive challenges and prize incentives to create excitement and build momentum for the ExtraGive. "One of the most rewarding thing is that our employees feel so engaged in the process," said Sandoe. "They come up with the ideas, the activities, the prizes. It feels like their campaign, because it really is!"

In addition to giving their treasure, employees are also eager to give their time to making Lancaster's largest day of fundraising a success. On the day of the ExtraGive, Rhoads Energy employees are present at each stop of the "Giving-mobile" and also host a Happy Hour of giving, complete with several community giving stations, at the Federal Taphouse in downtown Lancaster.

Meanwhile, dedicated team members from Atomic Design are busy in the weeks and days leading up to the ExtraGive, brainstorming, designing, constructing and installing the eye-catching sets and staging for the ExtraGive's big celebrations at the Lancaster Marriott. "Most of the projects we work on are out of this area, so many employees don't get to actually see the fruits of their labor," said Atomic Design Chief Operating Officer Lydia Henry. "In addition to the fundraising aspect, volunteering our time to the Extraordinary Give appealed to us because it gives our employees an opportunity to showcase their incredible talents locally and celebrate what they do as professionals with their families and friends."

Companies that participate in this and other well-known philanthropic events often get questions like "Are we doing the ExtraGive again this year?" or positive comments on



TOGETHER WE RAISED 8.6 MILLION!

"Thank you to everyone who helped make the 2017 Extraordinary Give possible! Lancaster County is one of the most generous communities in the nation, and we couldn't make it happen without your continued support.

Lancaster is an extraordinary community, and together we're ready to shape the future of Lancaster County!"

Lancaster County Community Foundation

employee engagement surveys. There's plenty of anecdotal feedback to convince all of the companies interviewed that their involvement helps create happier, more engaged employees.

LCSWMA's Sandoe said, "It's fun, it's meaningful and it's a really great way for our employees to help make Lancaster a wonderful place to live, work and recreate. Who wouldn't want to be a part of that?" **LT**



BY ALISON VAN HARKAMP,

Director, Corporate Communications and Public Relations, Armstrong Flooring

Contact Alison at abvanharskamp@armstrongflooring.com

EMPLOYEE ENGAGEMENT BENEFITS

NO MATTER WHAT TYPE OF COMMUNITY EVENT YOU CHOOSE, HERE ARE A FEW WAYS GIVING BACK CAN HELP YOU INCREASE EMPLOYEE RETENTION AND ENGAGEMENT:

EMPLOYEES FEEL VALUED AND SUPPORTED:

Employers can show their support by matching employees' existing donations or giving them the day off to participate in volunteer efforts. It's a nice way for companies to recognize their great talent doing great things. "Employees have causes that are near and dear to them, so matching gifts is a way to acknowledge those interests," explains Amanda Hershey, ACT Marketing Specialist.

EMPLOYEES FEEL GOOD ABOUT WHERE THEY WORK:

Employees, especially the millennial generation, have a strong desire to make an impact in the world. For this reason, many companies are seeing employee engagement spike as they empower their employees to make a difference.

EMPLOYEES LEARN A NEW SKILL OR GAIN A NEW PERSPECTIVE:

Community service can be a creative and cost-effective way to develop employees. Whether it's leading committees, renovating a house, or fundraising, there are a variety of ways employees can serve their communities and continue their professional development.

EMPLOYEES BUILD RELATIONSHIPS WITH EACH OTHER:

A nice side effect of employees engaging in volunteer activities is that they learn to work together in a team. Volunteering can be a great time to learn how others in the company work and improve communication among departments.

PUTTING CONTROL BACK IN YOUR HANDS



EXPLORE RESOURCES TO HELP YOU BETTER PROTECT YOUR WORKFORCE.



WHITEPAPERS



TOOLS



GUIDES



HORST INSURANCE

EMPLOYEE BENEFITS NAVIGATOR

THE PLAN NEGOTIATOR

**FREE RESOURCES AT
GetTheHorstShield.com**



DO YOU HAVE A STORY TO SHARE?

We're always looking for positive stories about business and community partnerships that enhance quality of life in Lancaster County. If you have a story that might benefit our community we invite you to send a brief overview of your idea to Thriving@LancasterChamber.com

More than Numbers...

DID YOU KNOW?

- The median age of an individual in Pennsylvania is 40.7 years old.
- In 2011, the oldest Baby Boomers began celebrating their 65th birthdays and each day through 2029, 10,000 more will cross that threshold nationwide.
- 17% of the Pennsylvania population (2.2 million citizens) is 65 or over.
- The state ranks 4th among all states in the percentage 65 and older and in the percentage age 85 and older. (Maine, Florida and West Virginia are higher.)
- The only age cohort with net growth in PA was the 75 and older population - all others had a negative domestic net migration.

These demographic trends will play a significant role in the long-term future of Pennsylvania - from tax base erosion to expenditures. Income and spending patterns change over the lifetimes of workers and consumers, and the impact of these changes on state revenue can be substantial.

Most workers' earnings increase during their careers and fall at older ages. Similarly, consumer spending tends to increase as people move from early life to middle age, and then spending declines after retirement. And it is critical that our policymakers are aware of these demographic shifts in order to plan for schools, transportation, day care and elderly care, workforce development and many other areas.

Regarding Pennsylvania's population outlook, it is expected that the population will increase to 14.1 million in 2040, up from 12.7 million in 2010. Almost 72 percent of the increase will be due to domestic net-migration or overseas migrants arriving from 2010 to 2040, with overseas migrants accounting for more than 85 percent of this portion of the increase.

For counties, 13 of the 67 in PA will see an increase in population greater than 15 percent (Lancaster is one of seven counties expected to have overall growth in





It's Our Future

population of more than 20 percent), while 35 counties will see no change or a change of less than 15 percent and a total of 19 will experience population loss.

While Lancaster may experience population growth, the state's population demographics are leading to personal income tax base erosion and sales tax base erosion. The taxable wage, capital and business percentages all declined from 2004 to 2016, but non-taxable retirement and maintenance taxes increased. We've also seen reduction in the growth of the sales tax base - nominal gross domestic product, personal consumption expenditures, goods, services and healthcare. And all of these items have impact on the imbalance of the state budget and could lead to long-term structural imbalances.

As we look to the future, it is important for policy makers, business leaders and decision makers to note these challenges - and more importantly, to find the areas for opportunity.

In order to grow economically, Pennsylvania must remain competitive in attracting, retaining and growing new business and talent domestically and internationally. States and communities with strong economies are attracting young, educated workers searching for opportunities to grow their careers, build their company in business-friendly environments, and offering options outside of the workplace such as arts, outdoor activity and sense of place.

The Lancaster Chamber is committed to educating the business community on the impacts of projections, but we

are also committed to ensuring that we are helping to create a thriving economy that is attractive for the businesses and individuals we need in our community.

We are providing professional development and training for employees and the workforce, strategically planning for how to attract and integrate immigrants into our workplaces and advocating for long-term thinking and planning for Pennsylvania. These strategies will help to meet the demands and need for the future. **LT**

FOR MORE INFORMATION on the work of the Chamber or for a presentation that includes the data cited above from the Independent Fiscal Office, please contact Heather Valudes, Advocacy Director, at 717.397.3531 or hvaludes@lancasterchamber.com.



BY HEATHER VALUDES,
Advocacy Director, Lancaster Chamber
Contact Heather at
hvaludes@lancasterchamber.com

Community & INDUSTRY NEWS



SHARE YOUR COMPANY'S GOOD NEWS WITH THE CHAMBER

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

BROWN SCHULTZ SHERIDAN & FRITZ earns award

Brown Schultz Sheridan & Fritz recently received the When Work Works Award for exemplary workplace practices. Brown Schultz Sheridan & Fritz is a locally based accounting firm providing accounting and auditing, tax, business valuations, litigation support, small business accounting services, HR consulting and technology support.



SIR SPEEDY earns recognition

Sir Speedy in Lancaster recently received a Top 10 Sales Volume Award recognizing the business as one of the top 10 in the worldwide Sir Speedy franchise network. Sir Speedy is a print, signs and marketing services provider that helps small- to medium-sized companies grow through effective business communications.



BASS MECHANICAL earns AISC Advanced Steel Erector Certification

Bass Mechanical, Inc. received certification as a Certified Advanced Steel Erector by the American Institute of Steel Construction (AISC). This certification also included an endorsement for Metal Deck Installation which was also earned by Bass.

AISC Certification sets the quality standard for the structural steel industry and is the most recognized national quality certification program in the industry. This certification is awarded to companies that demonstrate a dedication to quality and show that they have the personnel, knowledge, organization, equipment, experience, capability, procedures and commitment to produce quality work within the industry.

Bass Mechanical, Inc. is an industrial contracting company located in Elizabethtown.



BANK OF BIRD-IN-HAND earns recognition

Bank of Bird-in-Hand recently ranked Number 17 on the *Central Penn Business Journal's* 21st annual Top 50 Fastest Growing Companies list.

MID-ATLANTIC PROTEL earns recognition

Mid-Atlantic ProTel was recently ranked number 2271 on *Inc.* magazine's 36th annual Inc. 5000 list of some of the most successful independent small businesses in America.



TOWER MARKETING celebrates its 20th Anniversary

The digital marketing agency provides web design and development, SEO, social media, and content marketing services, which began operations on January 1, 1997. Originally operating as Tower Data Systems, the company got its start offering traditional advertising and marketing services, website design, and web programming. Tower Marketing serves clients throughout Lancaster, York, and Berks Counties and beyond.

To celebrate their 20th Anniversary, Tower Marketing has launched a new company website (towermarketing.net) and is working to unveil Onyx, their proprietary reporting tool.

PARENTEBEARD WEALTH MANAGEMENT announces name change and rebranding to Domani Wealth

ParenteBeard Wealth Management, founded in 1996, announced that the firm has changed its name to Domani Wealth. Along with the new name comes a new logo, tagline and website. Domani Wealth remains a fee-only, independently owned and operated wealth advisory firm with the same group of experienced professionals who clients have come to know and trust, operating in the same six locations throughout Central and South Central Pennsylvania – Lancaster, Wyomissing, York, Hanover, Harrisburg and State College.





JBT donates to Habitat for Humanity

Jonestown Bank & Trust Co. (JBT) recently presented a \$620 donation to Lancaster Lebanon Habitat for Humanity (LLHH) in support of the organization’s mission within the community.

Funds collected were generated through employee events coordinated by JBT volunteers.

Founded in 1873, JBT currently has assets of more than \$500 million and 13 full-service locations. JBT serves customers in Lancaster County, Lebanon County, and surrounding areas.



RKL LLP earns recognition

RKL LLP has been named one of the nation’s “Top 100 Accounting Firms” by *INSIDE Public Accounting*.

RKL LLP offers its clients close, personalized service along with a wide range of capabilities including accounting, tax, business valuation, merger and acquisition assistance, succession planning, business risk management, fraud and forensic accounting and more, along with technology consulting and investment advisory/ financial management services through its subsidiaries.



CARGAS SYSTEMS earns award

Cargas Systems was recently named to the list of 100 Best Places to Work in PA in the small-sized company category. Cargas is an employee-owned business software and consulting company specializing in the following areas: Cargas Energy mobile and back office software for fuel delivery and HVAC service companies, Sage Intacct® cloud accounting, Microsoft Dynamics™, and custom software solutions.

**YWCA LANCASTER announces
2017 Women of Achievement Honorees**

YWCA Lancaster announced the six honorees for the Women of Achievement Awards. These deserving women have exemplified “women on a mission” – in their chosen fields and in our community.

The six honorees are:



Henrietta Heisler,
HH Heisler Interiors, Inc.



Jessica King,
Outgoing Executive
Director of ASSETS



Susan Landes,
Executive Director of
Lancaster Recreation
Commission



Jeannie Sadaphal,
Director of Membership
Development,
Discover Lancaster



Dr. Fariha Sarij,
Hospice and Community
Care of Lancaster



Kathlene Sullivan,
Social Media Director at
Lancaster City Alliance

Since 1889, YWCA Lancaster has invested in the power of women by providing a variety of services that help women take charge of their own lives. The YWCA is dedicated to the elimination of racism; the empowerment of women; and promoting peace, justice, freedom, and dignity for all.



**LANCASTER REGIONAL MEDICAL CENTER &
HEART OF LANCASTER REGIONAL MEDICAL
CENTER recently merged with UPMC Pinnacle**

PinnacleHealth System announced it has completed its acquisition of four central Pennsylvania hospitals after receiving the necessary regulatory approvals. The health system now oversees the Carlisle Regional Medical Center; Heart of Lancaster Regional Medical Center in Lititz; Lancaster Regional Medical Center in Lancaster; and Memorial Hospital of York.

**KEYSTONE
KOATING
earns
recognition**



Keystone Koating was recently named one of the best finishing shops in North America for the third consecutive year according to an industry benchmarking survey conducted by *Products Finishing* magazine.

Phone: 717.393.9900
Fax: 717.393.5981



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www.paramountcontracting.biz

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

DECEMBER 2017

13	Excellence Exchange 7:30 to 9 a.m., Lancaster Country Club
13	Mixer - Gravie Kitchen + Commons and Rock Lititz Pod 2 5 to 7 p.m., 201 Rock Lititz Blvd, Lititz
15	Tax Strategies for Retirement 8:30 to 10:30 a.m., 115 East King Street

JANUARY 2018

09	Lancaster City/Lancaster Township Consortium 7:30 to 9 a.m., Federal Taphouse
10	Ephrata/Cocalico Consortium 11:30 a.m. to 1 p.m., The New Main
17	Lititz/Manheim/Manheim Consortium 7:30 to 9 a.m., Simon Lever
17	Mixer - MindMotion Films 5 to 7 p.m., 824 First Street
18	Columbia/Donegal/Elizabethtown/Hempfield Consortium 11:30 a.m. to 1 p.m., St. John's Herr Estate
24	CV/Elanco/Pequea Valley Consortium 7:30 to 9 a.m., Lancaster County Career & Technology Center - Brownstown
24	Women-Owned Business Luncheon 11:30 a.m. to 1 p.m., Rocky Springs Entertainment Center
25	State of the County 7:30 to 9 a.m., Pennsylvania College of Health Sciences
26	Management Academy 9 a.m. to Noon, 115 East King Street
30	Solanco/LS/Penn Manor Consortium 7:30 to 9 a.m., Lancaster County Career & Technology Center - Willow Street
31	Industry Tour 8 to 10 a.m., TBD

WAS THIS THE LAST TIME YOUR ACCOUNTANT CALLED YOU?

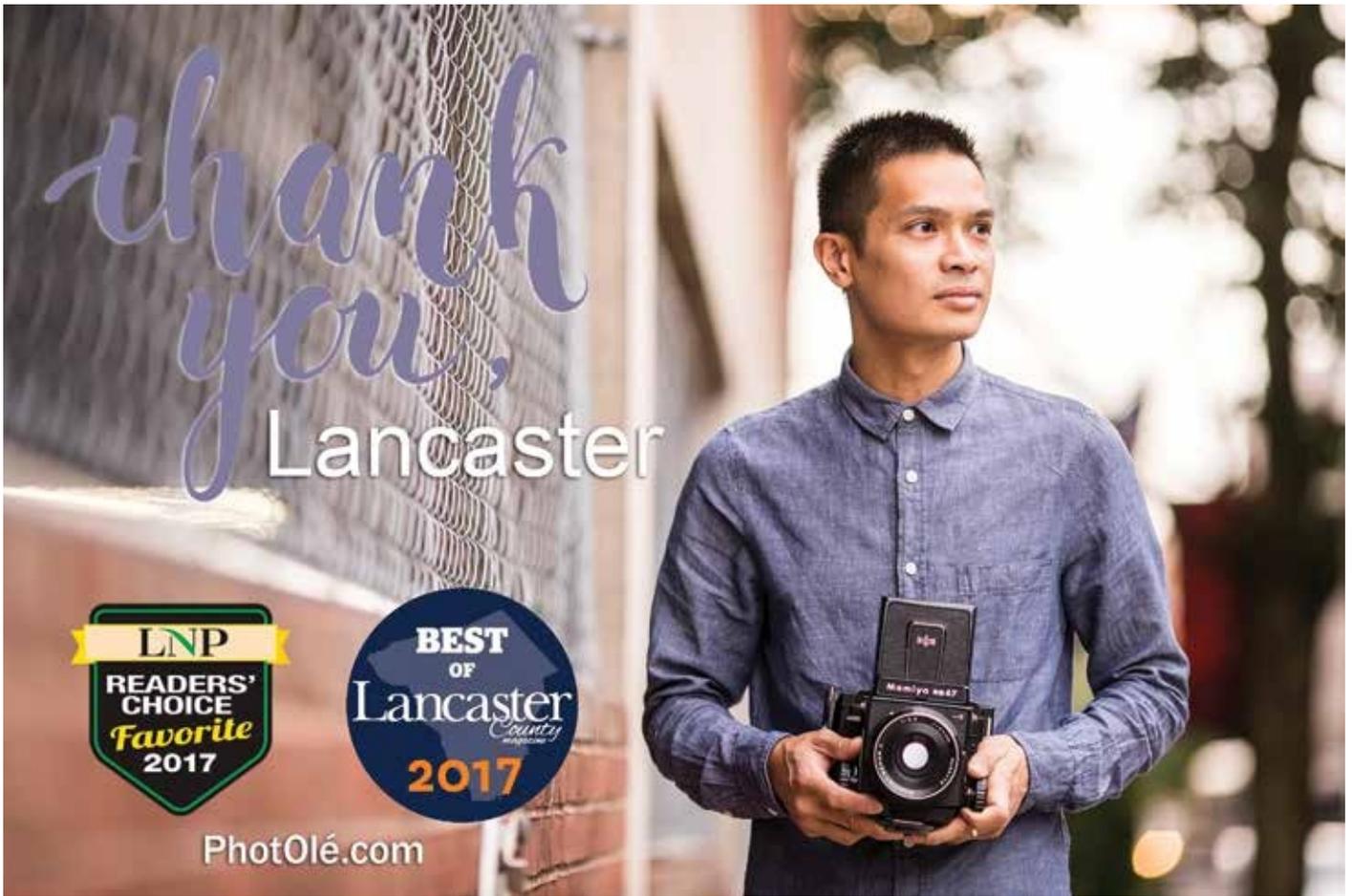


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Out & ABOUT

GRAND OPENINGS CONGRATULATIONS!



Farmers Insurance - Mike Haas opening at 1768 Oregon Pike, Lancaster. Farmers Insurance offers Auto and Home Insurance, Mortgage Protection and Liability Umbrellas, business insurance and workers compensation coverage, as well as covers motorcycles, boats, campers and ATVs.



The Growth Coach of Lancaster opening at 150 Eagle Drive, Ephrata.

The Growth Coach of Lancaster is a locally owned and operated business, but, on an international level, The Growth Coach is the largest provider of affordable group coaching workshops. Coaches around the world offer group and one-on-one coaching for sales professionals, managers, management teams, self-employed professionals and more. Other services include remote coaching delivered via phone and web, coaching for special projects, business valuation services, sales mapping and more. The Growth Coach of Lancaster serves Lancaster County, Lebanon County, Harrisburg and the surrounding areas.



NHS School opening at 2120 Oregon Pike, Lancaster. NHS specializes in working with students with special needs on the autism spectrum and who need emotional support. NHS offers a variety of programs and educational services to meet the needs of all its students, ages 5-21, in a least restrictive environment. Students in their schools benefit from their highly trained staff that are knowledgeable in special education, trauma informed care, Applied Behavioral Analysis, transition development, verbal behavior and social development. NHS Schools provide a safe environment for students to grow and learn both academically and socially.



UGI Utilities, Inc. (UGI) celebrated the official groundbreaking of its new corporate headquarters during a ceremony in East Cocalico Township in northeastern Lancaster County. UGI's planned 93,000-square-foot facility will be located on a 32-acre tract at the intersection of Route 222 and the Pennsylvania Turnpike. Construction is expected to last 12-15 months and will be complete by the end of 2018.



Univest opening at 4250 Oregon Pike, Brownstown. Univest provides a full range of financial solutions for individuals, businesses, municipalities and nonprofit organizations in the Mid-Atlantic Region.

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The holidays are a time when we often reflect on what we are thankful for so I took to the streets and to social media and asked local residents, "What are they thankful for personally and/or professionally? Check out what they had to say..."



HELEN EBERSOLE,
Account Executive,
Staffing Service USA

*"I am thankful for my job
and for the Chamber."*



PHIL HORNING,
Volunteer Coordinator/Development
& Maintenance Teams (part-time),
Friendship Community

*"I'm blessed to work in an environment
and community that includes individuals
with intellectual disability and autism
and I'm very grateful to be a part of an
organization that strives to uphold the
God-given value of all people."*



KATE ZIMMERMAN,
Executive Director,
Leadership Lancaster

*"Aside from being incredibly thankful
for two happy, healthy, and kind
children who love me as much as I love
them, I am so very thankful to have an
amazing job. I get to work with people
who care about this community and
want to do GOOD for others, and I am
able to assist them in that journey (with
a fantastic team by my side)."*

GIVING





LUPEER,
Full service digital
marketing agency

*"We are thankful for our wonderful
clients and the opportunity to
share our creative every day!"*

PATRICK AMBRON,
Co-Founder & CEO, BrandYourself

*"I'm thankful for all the new friends,
partners and connections we've added to
the BrandYourself family in Lancaster. It
really feels like we found a new home!"*



THANKS

MELISSA RAMOS, Owner, Lovin Letters

*"First I am thankful for my roots. I was born
and raised in Lancaster and feel so incredibly
blessed to be a part of such an amazing city
that focuses on community over competition.
Another thing I'm grateful for is the roles I
play. Not only do I get to be a small business
owner, but I'm also a sister, daughter,
granddaughter, aunt, and so many more."*



ROB MARCHALONIS,
Founder & Owner, LSP123 and
IncentShare.com

*"I'm thankful for just about everything,
even the struggles, but especially for my
faith, family, clients and health."*



BY ALLISON BUCHER,
Communications Director,
Lancaster Chamber
Contact Allison at
abucher@lancasterchamber.com



Bringing Life Changing Medicine to You.

As a neighbor in your community and a partner in your good health, Lancaster Regional Medical Center and Heart of Lancaster Regional Medical Center continue our long history of serving you and your family with the highest quality health care services — now as UPMC Pinnacle Lancaster and UPMC Pinnacle Lititz.

With UPMC — one of the country's leading providers of complex specialty care — and UPMC Pinnacle, we are able to bring a new level of innovation and advanced health care to our community. Together, we are bringing life-changing medicine to central Pennsylvania.

For more information, visit UPMCPinnacle.com/LancasterAndLititz.

UPMC Pinnacle