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Winter/Spring 2018

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Lancaster Thriving!

is published quarterly by
Hoffmann Publishing Group,
Reading, PA • 610.685.0914
HoffmannPublishing.com



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**Lancaster Thriving!
Magazine Online**
at LancasterChamber.com

Jeni Rathman, Graphic Designer
Photo Credits: PhotOle Photography
Front cover photo by Chuck Meyers of
Two Twenty Studios, LLC

LETTER FROM THE PRESIDENT



At the Chamber our internal core values are Authentic Communication, Trust, Accountability, Creativity and Excellence. Reflecting on these values, I realized that they are inter-woven into the articles featured in this edition.

You'll learn how entrepreneur Paul Bodell of VIZpin used *creativity* to revolutionize the security industry; how Manheim Township's football coach used *authentic communication* with his players to build a championship team; and how Art Dodge, Jr put *trust* into his son, Art Dodge, III to transform the company in an evolving marketplace.

As you continue to turn the pages you'll also read how we are all *accountable* for cleaning our local waterways and the Chesapeake Bay, and how our local elected officials are striving for *excellence* for our business community.

I hope you get ideas, discover opportunities and find solutions to issues facing your organization through the lessons shared. And I hope you find opportunities to reinforce your own company values by the stories shared throughout this publication.

And, as always, let us know how we can better serve you.

Sincerely,

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

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

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From the Gridiron to the Boardroom

Manheim Township football Coach Mark Evans shares how he built a winning team and how those lessons can be applied to business.

Photo by: Chuck Meyers of Two Twenty Studios, LLC

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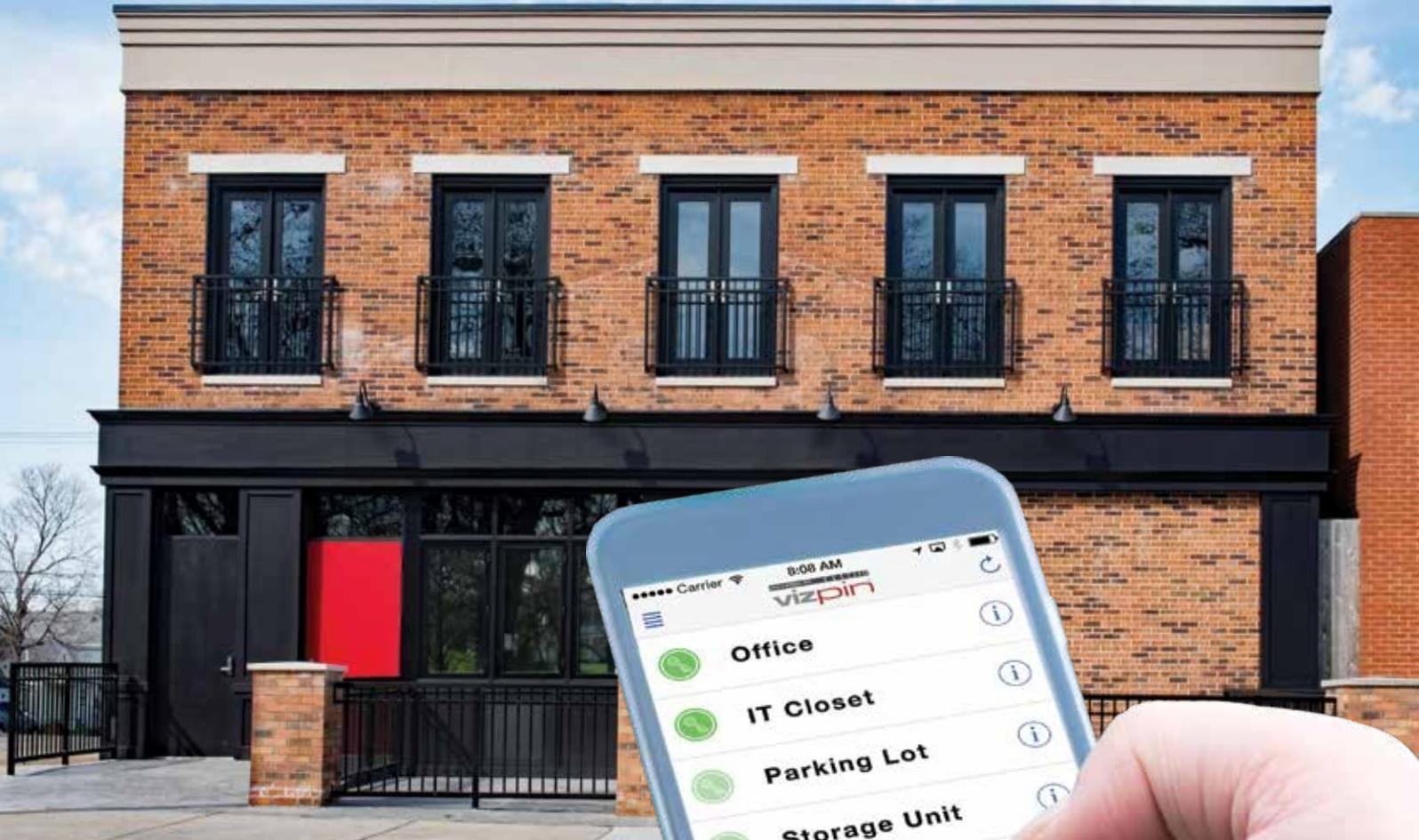
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State of Our County: Unique Perspectives, Progressive Approaches, Real Impacts

OPENING DOORS TO OPPORTUNITY



In telling the story of a tech startup, it's tempting to want to focus more on the birth of a shiny, new idea rather than the struggle required to make it a reality. But having the idea is only the beginning. A startup's story is usually filled with its fair share of ups and downs, often testing an entrepreneur's confidence, courage and creativity. And its setting is no longer only in large metropolitan areas like New York, San Francisco or Silicon Valley. In fact, it's likely that in the buildings you pass on your daily commute, a startup's story is being written.

FAILING FORWARD NUGGET #6: BIRTH

This would certainly be true if your travels take you past the 300 block of East Liberty Street in downtown Lancaster. Up a few flights of stairs and tucked in the back of an ordinary brick building is VIZpin Inc., a scrappy tech startup that is discovering new ways to “unlock” opportunity and shake up the commercial building security industry.

VIZpin designs, manufactures and markets a complete access control solution that includes cloud-based management tools, low-cost Bluetooth controllers and smartphone apps. Similar to how a virtual wallet gives us the ability to pay for items using our smart phones, VIZpin acts as a virtual key ring for property and business owners, building managers, and more, giving them the ability to send secure electronic keys to any smartphone, from anywhere. The technology makes it simple to control access and monitor activity for employees, tenants, visitors and vendors.

Drawing on his background from both the security and technology sectors, VIZpin Founder and CEO Paul Bodell recognized an opportunity to capitalize on the growing convenience of carrying and using a smartphone. In 2011, he acquired the business assets and patented technology from New Zealand-based ECKey. *“I was going to turn it into a real company, move it to the U.S., and turn the technology into a viable, marketable product,”* Bodell said.

But the story didn’t play out that simply. The first challenge was raising capital. *“Fundraising is extremely difficult especially in a new company because you have to convince people to invest in an idea that’s not proven yet,”* he said. *“It’s one of my least favorite parts of starting up a company, but it’s a really important discipline. You have to intimately know*

everything about your business and your plan can’t have any holes in it. It’s massively time consuming, but it’s invaluable.”

Invaluable, but not easy. *“The first couple of investor presentations I made, I flopped on my face,”* he said. *“Afterwards I’d go home, cry a little, have a drink, then wake up the next morning and start all over again.”*

Bodell explained that there was a lot of push back from investors in the early stages, but it helped reinforce that his idea had opportunity. *“Some of the things investors say are hard to hear, but I came to realize they were here to help me,”* he said. *“With each presentation, the focus became clearer, my presentations became better, and my confidence and my passion for the idea became stronger.”*

An important partner in VIZpin’s early stages was Ben Franklin Technology Partners, an initiative of the Pennsylvania Department of Economic Development which provides both early-stage, technology-based firms and established manufacturers with funding, business and technical expertise, and access to a network of innovative, expert resources. *“They were partners beyond the investment,”* said Bodell. *“I don’t think we’d be as far along as we are today without their support.”*

After securing enough funding to launch, Bodell tackled the next hurdle of actually bringing the product to market in 2013. The company tried introducing it to various channel partners, but quickly realized that the technology was not ready for prime time. *“It was cool you could use your phone as your key, but getting the phone to work as your key was kind of painful. The initial design of the system was way too manual so to try and deploy it on any scale was unworkable.”*

After missing revenue projections, Bodell found himself back in front of investors, appealing for more money. *“Most investors know that tech startups are going to require more*



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PEOPLE: PATH TO THRIVING



money and more time to get off the ground, but it's still embarrassing and stressful," said Bodell.

So the company decided to take a step back in 2014, seek out and listen to customer feedback, invest in development, and rebuild the product to ensure an exceptional customer experience. It got back on track in 2015 and rebranded itself from ECKey to VIZpin in 2016. Even with a solid product and delighted customers, there are still challenges. And the biggest, according to Bodell, is hiring the right people.

"Initially, I thought it would be easier to attract talent," he said. "We have a solid core team, but building it out further has been hard. When it comes to technical expertise like engineers and developers, the pool isn't very deep. The reality is that if Lancaster wants to attract more technology companies, we need to work together and think creatively to establish a bigger pool of technical talent."

The pages are still being written on VIZpin's future and even though some chapters can be tough, Bodell said he can always draw inspiration from his customers. *"Whenever I'm down and money is getting low, I talk to the people who are using our product," he said. "They tell me how much they love it, how it makes their job easier, and how much they appreciate what we do for them. Those conversations recharge me and keep me excited about our future."* **LT**



BY ALISON VAN HASKAMP,
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Public Relations, Armstrong Flooring*
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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.

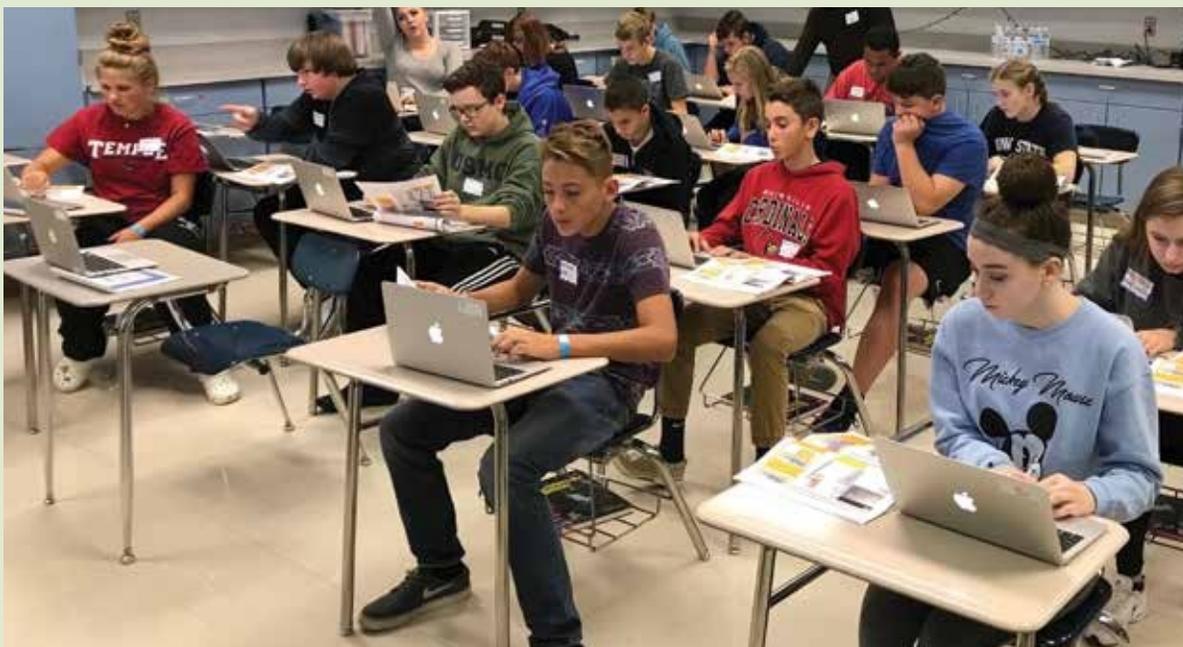
If you are interested in sharing how your company or organization overcame failure or risk-taking, please contact us at thriving@lancasterchamber.com.



BANKING on Our Future



PEOPLE: #IMPACTLANCASTER



Did you ever look at some of the innovative programs available to today's K-12 students and find yourself thinking, "Wow! I wish I had had that when I was growing up"? Thanks to the efforts of one local bank, there's another pioneering new program to add to that list!

As we all know, virtually every industry is facing a skilled worker shortage. As baby boomers retire in droves, taking with them invaluable knowledge and experience, employers have huge numbers of open positions to fill, and not enough skilled workers available to fill them. Couple that with the fact that emerging technology is creating a host of new STEM jobs that employers are also scrambling to fill, and it's no surprise that the competition to recruit and retain highly-skilled workers is fierce.

But despite strained budgets and limited resources and manpower, businesses and educational institutions are discovering more and more unique and innovative ways to better prepare students for the vast array of careers available in the region and to inspire students to pursue career paths they might not have otherwise considered.

And the banking industry is no exception.

When the Lancaster Chamber announced the #IMPACTLANCASTER Challenge in January 2016, Ephrata National Bank was the first to register a team, with a simple, yet profoundly impactful, concept in mind for their project – partner with local school districts to build a framework to help students better understand careers in the banking industry, and then share that framework with other industries that also have skills gaps to bridge.

"The project is called *Banking on Our Future*," said Mark

Thompson, Deposit Operations Manager for Ephrata National Bank and one of the Bank's #IMPACTLANCASTER team members. "Our mission is 'To improve awareness of professional opportunities in Lancaster County, to encourage Lancaster County students to build careers locally, and to allow Lancaster County to retain talented individuals into the next generation.' The program has created a lot of energy from all parties involved and has provided a win/win for the school districts and the Bank."

The content of the Banking on Our Future initiative was developed with the "Four Cs" in mind – creativity, collaboration, communication and critical thinking. "The four Cs are essential for today's workforce," said Thompson. "This partnership has the opportunity to bridge this gap; to better prepare our students for the workforce, and supply talent locally."

This program has three phases, Thompson explained: "The first phase involves members of Ephrata National Bank going into the classroom to better understand high school students' perception of the banking industry. We begin with students writing 'what they already know' about banking on the chalk board. We then go through each response and provide commentary. This is followed by breakout sessions where the Ephrata National Bank employees share their education and career stories. We walk through the decision-making process and the choices we made. We try to highlight key points that were/are instrumental to our success."

"We end with sharing the career opportunities in the banking industry," he continued. "During this final stage a survey is



PEOPLE: #IMPACTLANCASTER

delivered which includes a question on areas of interest in the bank. The students are given an opportunity to come and shadow at the bank in these areas of interest; which is part of phase two."

The third and final phase of the project is in the works - an internship opportunity. Thompson said the team hopes to have this portion of the program approved this year.

To launch the project, Ephrata National Bank first formed a partnership with Cocalico School District. According to Lyndon Engle, who teaches a 12th grade Financial Literacy course, *"We used the Ephrata National Bank program as a supplement to our Banking Unit. I think it is good for our*

"The most helpful part of the ENB program was the questions they answered, like why you can only transfer from savings six times a month," said Daniel F.

According to Taylor B., *"The most helpful part was learning the difference between all of the accounts that they offer."*

"One thing that I learned about the banking industry from the ENB program was that there are a lot of intricate parts to money that tellers need to pay attention to when depositing money," said Phillip F.

And what about considering a future career in the banking industry?



kids to hear the information from people that are employed in that field; I felt my kids felt reassured about some of the things that I presented when they heard similar information from people employed in that industry.

"Short-term benefits are knowing that the information we covered in our course is real, and our kids will be experiencing it in the very near future (checking accounts, savings accounts, credit cards, debit cards, and other banking services)," Engle continued. *"Some of the kids are already experiencing these services, and I think it was good for them to hear the information from people employed in the banking industry. I feel a long-term benefit was hearing how these three employees progressed to their current positions. The students heard stories of starting as a part-time employee, career changes, and networking with people in other industries to benefit themselves when opportunities presented themselves for advancement within the bank."*

Of course, the toughest crowd to impress is usually the students. So what did they have to say? When it came to better understanding how banking and finance works:

"I think I would consider a career in the banking industry," Shawn K. said. *"I feel like I would consider it because I'm good with numbers."*

A positive start for this program, which is still in its infancy!

In addition to their partnership with Cocalico School District, the team has started to expand their partnerships in a variety of ways, including using the principles of the Banking on Our Future program when they participate in programs already built into other school districts' schedules, such as Conestoga Valley's Career Day and Ephrata Mennonite's Mini Terms program.

The Bank also hopes to leverage the FDIC "Youth Banking Network" they recently joined to help improve the program. *"We hope to use this network to not only share our story but to get new ideas from our peers,"* said Thompson.

In terms of the future of the program, Thompson said that, while they are still learning as they go, exciting opportunities are on the horizon.

"Short-term we hope to build a model that we can replicate across all the school districts in which the bank has a presence," he said. "Long-term we hope to maintain our relationship with the school districts and do more to engage the students."

Thompson continued, "Another part of our long-term goals is to leverage the Bank's business relationships and use this model across all industries. Obviously banking has our hearts, but as we stated in our mission statement, it's not just about banking. This skill gap is a problem across most industries. The Bank only thrives if our business and consumer relationships are thriving, as well. This is a universal problem that we hope to influence."

Thanks to their leadership, innovation and commitment to sharing their model with other industries, the Ephrata National Bank won first prize in the 2016 #IMPACTLANCASTER Leadership Challenge. If you want to learn more about Banking on Our Future and all of the other 2016 and 2017 #IMPACTLANCASTER Challenge team projects, visit www.lancasterchamber.com/impactlancaster. **LT**



BY AUDREY FISKE-ESBENSHADE,
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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

PEOPLE:

What's On My Phone



BY SHELBY NAUMAN,
Vice President, Lancaster City Alliance
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BOOTS ON THE GROUND Google Earth

Lancaster City Alliance is focused on Community and Economic Development with a heavy focus on keeping our city clean and safe. When I am out in the city and see something like excessive trash or graffiti, I can search for a property owner name and work with my team to get quality of life issues resolved. On the flip side, when I see something positive I take a photo and write up the good things that I see for our We Noticed or Shop Small Dine Local Campaigns.



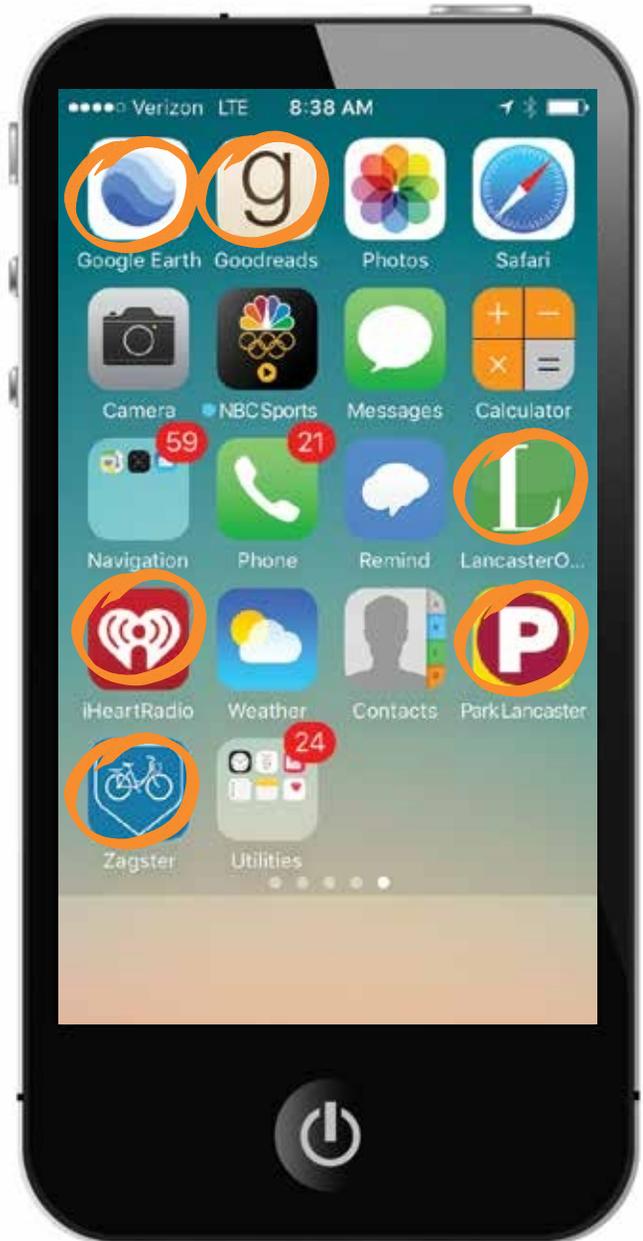
FOR FUN Goodreads

Quality time is all about reading and I am usually reading 3 books at once - something that helps me up my game (currently one about brain function), a fiction choice and something related to my career - *Tactical Urbanism* by Mike Lydon & Anthony Garcia is my lunchtime getaway right now. So I am always looking for hot titles to help me improve and celebrate some downtime. The love languages books have been great in relating to my 3 daughters who I love equally but are each VERY different.



BUTTS ON BIKES IN LANCASTER CITY Zagster

Lancaster City has on-demand transportation that is fun and convenient! We have 6 Bike Share stations where you can rent fun to ride bikes that come with docking stations throughout downtown and close by neighborhoods. The app is fast and easy to sign up for and rides are very affordable. Helmets are not required by law if you are over the age of 12 but I always feel more comfortable, so just remember it's BYOH.





OUT ON THE TOWN

Fig Lancaster

The Fig Lancaster event calendar is a great way to plan your weekend or see what's going on when I get an unexpected night out! The only issue is deciding what you want to do and where you want to go. There is always something going on in Downtown Lancaster and my friends at FIG are all over it!



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WORKING OUT REQUIRES GOOD MUSIC

I Heart Radio

Working out does not count as "me time" - it's required for the safety and welfare of my family! I need motivating tunes to make the most of my time on cardio equipment if I can't make a group exercise class at the Y. I Heart Radio allows you to pick your genre and flip like you're commanding your car radio.



IN THE KNOW

LNP

I read LNP EVERY SINGLE DAY. LNP's coverage of local news, politics, government, police log, Sunday deeds and letters to the editor are key sources of information that influence my body of work at the Lancaster City Alliance. I read it at home in the morning in hard copy but the mobile app is a must if I am at a networking event. I can use the app to remember a name or detail I read in the paper if I need to get more information from someone in the room.

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PODCASTS

for Marketing Professionals

After a recent article on content marketing in *Thriving!* I've had several readers curious about podcasts; specifically, ones that can help those of us in sales and marketing. And ideally, those particularly applicable for Central Pennsylvania.

A search through the Apple directory reveals that podcasts are still in their infancy locally. With the notable exception of churches, very few podcasts have demonstrated the staying power necessary to build a following. For those considering producing a podcast, this indicates opportunity. But for those seeking good content to listen to, it means you'll have to let your ears wander beyond the Susquehanna Valley.

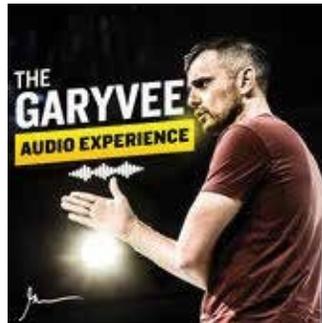
HERE ARE SOME OF MY FAVORITES:



JAMES ALTUCHER

He's been at the podcast game for a long time, having just celebrated the release of his 300th episode. Each episode is an interview format, and most of his guests are successful business people and creatives. There's a reason James is a heavyweight in the podcast space and he absolutely should be on your subscription list.

Don't miss it: I was shocked last fall to hear James interview Lancaster's Floyd Landis, who won the Tour de France, and was stripped of his title for doping. The interview was ignored by the media, which is a shame because Floyd pulled no punches. Forgive him or not.



GARY VAYNERCHUK

Yes, his attitude can be annoying. Yes, his ego is over the top. But truth is, most episodes of the GaryVee Audio Experience will give you actionable, tactical marketing insights that you can put into practice immediately. Unlike most podcasts with a predictable format, Gary simply records every keynote, Q&A and many company meetings at his company, Vayner Media, and uploads the content for you to hear. If you're a marketer curious about how to deploy digital strategies, this one is a must listen to.

Don't miss it: A Fireside Chat with Chase Jarvis at Photoplus. Chase Jarvis is well known for teaching creatives how to be better business people. In this episode, consisting of audience Q&A, you get two perspectives, often contradicting one another.



FREAKONOMICS

A podcast inspired by the books of the same title, *Freakonomics* is grounded in behavioral economics. Simply put, behavioral economics ignores how rational people should make decisions and operates from the understanding that few decisions are actually rational. If you're in sales and marketing, that's a critical concept and each episode of *Freakonomics* looks at a case study, directly from that angle.

Don't miss it: The Demonization of Gluten. In this boilerplate episode, the Freaks examine how and why humans have gone to war with wheat and water. Understand, it's not about the gluten, itself, but how we make some interesting (and odd) decisions.



LISTEN TO PODCASTS FOR PROFESSIONAL GROWTH?

What are some of your favorites? Please share with us on Facebook at Lancaster Chamber using hashtag #LCThriving or via email at thriving@lanasterchamber.com.



MARKETING WITH WALKER & GRIMM

Above, I expressed my disappointment that Lancaster doesn't have a marketing podcast that's in it for the long haul. As the saying goes, you can be part of the problem or you can be part of the solution. I'm happy to announce that John Walker from the LNP Media Group and I are launching our own show, which should be live when this issue of *Thriving!* hits your desk.

We'll be exploring everything a local marketer needs to know, keeping a special eye on digital trends that are hitting home right here in Central PA. Look for it under the Insights section of the LNP Media Group website or wherever you get your podcasts. **LT**

Check out the digital version of *Thriving!* to download these podcasts.



BY MARCUS GRIMM,
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Who Would You Have Lunch With?

In honor of Martin Luther King Jr. Day and President's Day, I asked attendees at our annual State of the County event and Regional Consortium, "If you could have lunch with any historical figure who would it be and why?" The answers were fascinating. Check out who these local leaders are inviting to the table.

Share with us on Facebook at LancasterChamberPA using #LCThriving who you would break bread with.

**Bob Byers, President,
Woodstar Productions, Inc.**

"I would have lunch with Bob Dylan. His original name is Robert Allen Zimmerman and he was born in Duluth, Minnesota. How does a guy from nowhere who can barely sing become the voice of a generation? He evolved tremendously through life, but always took his own path. He sold more than 100 million records and received the Nobel Prize for literature and did not show up at the ceremony. His life experiences and his creativity would be amazing to explore. Dylan is not Abraham Lincoln, or one of our founding fathers. He was not a humanitarian like Mother Teresa. He was not Jonas Salk and changed medicine forever. He just touched more hearts and inspired more creative people than anyone."



**Deepa Balepur,
Principal, Compass Real Estate, LLC**

"I would love to have lunch with Mahatma Gandhi, an Indian activist also known as the 'Father of the Nation.' I have always been fascinated by his practices and beliefs and would love to understand what influenced him and his humanitarian world views. Some of his quotes that I use as my guiding principles in life include 'Be the change you wish to see in the world,' and 'An ounce of practice is worth more than tons of preaching.'"



**Susan Connors, Marketing Manager,
Credit Bureau of Lancaster County, Inc.**

"Diana, Princess of Wales. To have lunch with someone with her beauty, her grace and her charitable heart would be inspiring."



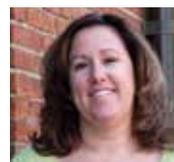
**Rick Jackson, RLA, Principal-In-Charge:
Landscape Architect, ELA Group, Inc.**

"Not terribly original but without hesitation, Abraham Lincoln. My list of questions includes: Considering your personal trials, how did you overcome it all and save a nation? Did you shape the times or did they shape you? Was it worth the price paid; have we become what you expected of us? So '#16,' what of the Civil Rights movement and #44; did either of them surprise you? And what about #45? Which is more accurate: 'Team of Rivals,' Daniel Day Lewis, or 'Lincoln in the Bardo?' What are you doing for lunch tomorrow?"



**Mark Koira, LYNX Computer Technologies -
A Stratix Systems Company**

"I would like to have lunch with Thomas Edison. He was able to make connections between business and technology that have changed the way that we live today. It would be interesting to speak to him about his inventions – and his experiences with failures."



BY ALLISON BUCHER,
*Communications Director,
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FEBRUARY 2018

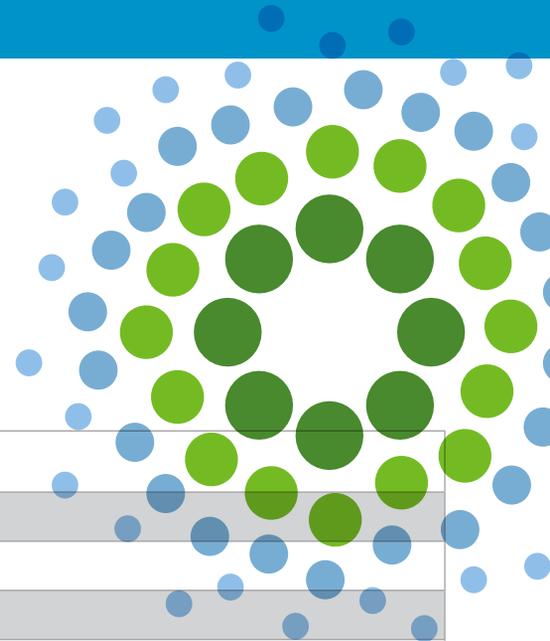
23	How to Use Marketing to Generate More Leads for Your Business 8:30 to 10:30 a.m., Lancaster Chamber
27	Annual Business Meeting 7:30 to 9 a.m., Lancaster County Convention Center

MARCH 2018

02	Professional Sales Forum 7:30 a.m. to Noon, 115 East King Street
06	2018 Employee Handbook Workshop 7:30 to 9 a.m., 115 East King Street
06	Women in Business Book Discussion 8 to 10 a.m., 115 East King Street
08	Strategic Leadership Academy 9 a.m. to Noon, 115 East King Street
21	Mixer - Lancaster County Motors Subaru 5 to 7 p.m., 1705 Manheim Pike
22	Sales Growth Academy 9 to 11 a.m., 115 East King Street
22	The Power of One Good Job 8 to 9:30 a.m., ASSETS
23	Industry Tour 8:30 to 10:30 a.m., TBD
29	Young Professional Network Morning Buzz 7:30 to 9 a.m., 115 East King Street
30	Brand Camp 8:30 to 10:30 a.m., 115 East King Street

APRIL 2018

03	Lancaster City/Lancaster Township Consortium - Regional Issue Conversations 7:30 to 9 a.m., The Groffs Family Funeral & Cremation Services, Inc.
03	Project Management Academy 5:30 to 8:30 p.m., 115 East King Street
04	Cocalico/Ephrata Consortium - Regional Issue Conversations 11:30 a.m. to 1 p.m., Weaver Markets, Inc.
05	Central PA Area Total Internship Management Workshop 8:30 a.m. to 3:30 p.m., 115 East King Street
06	Roundtable Discussion: The Story Behind Your Financials 11:30 a.m. to 1 p.m., 115 East King Street
10	Get Connected! - Speed Networking 3 to 4:45 p.m., 115 East King Street
11	Excellence Exchange 7:30 to 9 a.m., Lancaster Country Club
11	Lititz/Manheim/Manheim Township Consortium - Regional Issue Conversations 7:30 to 9 a.m., Chestnut Hill Villa
11	Presentation Skills Academy 9 a.m. to Noon, 115 East King Street
12	Columbia/Donnegal/Elizabethtown/Hempfield Consortium - Regional Issue Conversations 11:30 a.m. to 1 p.m., TBD
13	Professional Development Friday 8:30 to 10:30 a.m., 115 East King Street
17	YPN Pints & Perspectives 5 to 7 p.m., TBD
18	CV/Elanco/Pequea Valley Consortium - Regional Issue Conversations 7:30 to 9 a.m., Lancaster Cancer Center
18	Mixer - Luther Acres, a Luthercare community 5 to 7 p.m., 600 East Main Street
19	Wake Up to the Issues Forum 7:30 to 9 a.m., Cork Factory Hotel
24	Solanco/LS/Penn Manor Consortium - Regional Issue Conversations 7:30 to 9 a.m., Fireside Tavern
26	The Power of Local Impact Investing 8 to 9:30 a.m., 115 East King Street





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FROM CORKS TO TIRES...

Evolving in an Ever-Changing Marketplace

If you ask someone living in Lancaster if they've ever heard of Ecore, chances are they haven't. They would probably be surprised to learn that Ecore has been operating for 147 years, has products installed in 78 different countries, has been run by the same family for five generations, and generates more than \$150 million in annual revenue. Employing more than 450 people, Ecore also operates two plants - one in York and one in Lancaster, PA.

REINVENTING THE BUSINESS ONE TIRE AT A TIME

So what does Ecore do? Ecore manufactures and builds surfaces. The company is owned and operated by the Dodge family and began in Lancaster as the Dodge Cork Company in 1871. Its primary focus back then was manufacturing corks and caps. The Cork Factory Hotel

in Lancaster is the site of one of its original factories. In the early 1900s, Dodge Cork began manufacturing cork surfaces too. This continued until Arthur Dodge, III, current Ecore president and CEO, got involved in the business in 1988. At that time his father, Arthur Dodge Jr., presented him with the challenge of reinventing the business - since the manufacturing of cork products was shifting to Portugal. They needed to diversify into new product lines.

How could the company create recycled rubber surfaces using their existing manufacturing processes?

"We took a risk entering into an industry that absolutely nobody wanted to be in, more specifically, the business of taking scrap tires and converting them into highly-valued products," said Dodge. *"Ecore invented recycled rubber*



surfacing. A product that can be seen in virtually every country in the world”

Art had done some research on recycling industries while at Bain. Metal, plastics, paper and glass already had billion dollar recycling industries; only rubber did not. The basic characteristics of rubber – durability, energy absorbing with a high co-efficient of friction – made the material ideal for flooring.

In 1989, the company created its first rubber surface. It was black and white, and the pattern looked similar to the black and white composition notebooks kids’ use in school. Art presented a small sample to an architectural firm in New York City, which resulted in 40,000-square-feet of this surfacing being installed in Nickelodeon’s corporate offices in the Viacom Building in New York City. *“The whole experience was truly about being in the right place at the right time; but, at the same time, this sale made us realize we had something special,”* said Dodge. Around this time, the company merged with a German surfacing company, Regupol, and was renamed Dodge-Regupol.

PARTNERING ABROAD

“We needed to scale the business quickly and Regupol had learned to manufacture recycled rubber in large volumes. Process knowledge and opportunity met. Initially, there was a very collaborative work environment. Later, as we grew rapidly and sought to take additional risk, we faced fundamental disagreements,” said Dodge.

Dodge-Regupol continued to be successful; but, the company was only making a limited number of products for a handful of markets.





Art decided it was time for the company to evolve again and to make more products and reach more markets, in order to remain relevant. As a result, in 2007, Ecore separated from its former business partner and renamed itself Ecore International.

BACK TO ITS ROOTS (WITH A TWIST)

So, how did they come up with the name? With a nod to the green movement and the reclaimed materials Ecore utilizes, Ecore was born out of a combination of the pre-fixes “eco” and “re” in the words ecological and recycle.

In addition to expanding its product offering, Ecore also developed a patented process called itstru technology in 2012, whereby virtually any wear layer can be fusion bonded to a recycled rubber backing. This technology now enables Ecore to bond a wide variety of surfaces, everything from rubber to vinyl, carpet, and turf, to a high-quality performance backing. Itstru technology also presented Ecore with the opportunity to work with other flooring manufacturers to make exclusive surfaces just for them.

As a result, Ecore has experienced double-digit growth over the past five years. The company’s mission – “to transform reclaimed materials into unique performance surfaces that make people’s lives better” – is a mantra that all of its employees practice. Ecore makes the environment better by removing 86 million pounds of reclaimed materials annually that would otherwise end up in landfills. “We are the largest converter of reclaimed rubber in North America,” said Dodge. Ecore is also helping to make people’s lives better by creating surfaces that offer more - added safety,



ergonomic and acoustic benefits, which redeploy rubber’s inherent properties. Ecore makes more than 400 people’s lives better in central PA by providing good jobs and opportunities for growth and advancement.

“To be honest, Ecore’s success is a direct result of the people that come here to work every day,” said Dodge. “Without them, we wouldn’t be here. I’m most delighted about creating a truly sustainable corporate culture. Businesses have to change. Products have to change. Technology has to change. But cultures can remain driven by non-negotiables – your values and your mission. These things are what truly drive business; leadership and the people that decide to commit to tangible values and sustainable culture. That’s what truly makes a difference, and what I hope to look back on and see as my greatest accomplishment.” **LT**



BY GARNET SOFILLAS,
Communications & PR Manager, Ecore
Contact Garnet at
garnet.sofillas@ecoreintl.com

ECORE PROVIDES FLOORING SOLUTIONS FOR A VARIETY OF MARKETS.

YOU ARE PROBABLY FAMILIAR WITH SEVERAL OF ECORE'S CUSTOMERS.

- Fitness Market - Crunch Fitness, Anytime Fitness, Planet Fitness, and Gold's Gyms
- Athletic Market - Spooky Nook Sports, Virginia Tech, and University of Southern CA
- Pharmacies Market - CVS, Walgreens, and Duane Reed
- Retail Market - Nike Retail Stores, WaWa, and Santander Bank
- Healthcare Market - Johns Hopkins Hospital, Pennsylvania Presbyterian Hospital, Mayo Clinic
- Hospitality Market - Fitness centers in Hilton Hotels & Marriott

Ecore also has products installed in 78 different countries! Some of our more notable installations are:

- Sheikh Shakhbout Medical City - United Arab Emirates
- Matrix Fitness & Health - Pakistan

Ecore also has surfacing installed in a few notable places in Lancaster.

- Evolution Power Yoga
- Lancaster Country Day School
- Lancaster YWCA
- North Museum
- Hands on House



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TIPS LEADERS SHOULD KEEP IN MIND WHEN CONSIDERING EXPANDING OR REINVENTING THEIR PRODUCTS AND SERVICES:



- Clearly understand where and how your product or service adds value.
- Big risks deserve big margins, as mistakes are inevitable and costly. Fail fast.
- Corporate culture must be authentic, genuine and reflect the company values practiced daily. If your culture is weak, fix it first.
- Reinvention like evolution is the steady state. It must be an essential part of every business culture. It is the by-product of continuous teaching and learning.



From the Gridiron to the Board Room: **BUILDING A WINNING TEAM**



Mark Evans is a bit self-conscious about how much coaching lingo he uses in conversation. “I’m bringing out all my coaching clichés for you,” he says as he talks about the Manheim Township High School football program, where he is the head coach.

“Take care of business.”

“Row the boat the same way.”

“You miss 100 percent of the shots you don’t take.”

One thing is obvious: He’s passionate about coaching young men.

Something a bit less obvious - but no less important - is that most of the phrases, cliché or not, relate to the concept of growth.

And that’s just what’s happening with Manheim Township football, which Evans has taken to new heights in his six years at the helm. In 2017, the Blue Streaks captured the program’s first-ever District 3 championship (“They’ve had football for 72 years,” Evans points out), and nearly reached the state championship game, falling to nationally-ranked Pine-Richland. Along the way, Township beat Central Dauphin for the first time in school history and ended

Photos by LNP Media Group, Inc.

mighty Wilson's 68-game winning streak in Section 1 of the Lancaster-Lebanon League.

His peers are noticing. The Pennsylvania State Football Coaches Association selected Evans as head coach of Pennsylvania's Big 33 team when the best players from across the Commonwealth take on all-stars from Maryland on June 16.

Still, Evans says he is more interested in seeing personal growth in his players, as student-athletes and as young men, than in his program's wins and losses. He gives a lot of thought to his leadership and how he is molding his players into leaders themselves.

"I always model it after a business relationship," he says of his program. "I'm your boss, and if you're not showing up and doing your job, what's going to happen? We're building real-life examples with how we do our business."

There are also lessons to be learned by businesses who study high-functioning organizations - even if they are a high school football program, according to Janet Treer, president of The Treer Group.

"A good leader can function very well in a wide variety of settings and organizations, industries, for-profit and nonprofit," she says. Just as in football, "The way to have a successful business is to have strong leaders and people engaged throughout the organization doing things they excel at doing and things they enjoy."

So what are the lessons Mark Evans would want the Lancaster business community to learn? Here are three powerful "coaches' clichés" that resonate from the gridiron to board room.

'THE POWER OF TOGETHER'

The successful 2017 season *"was an evolution of the culture since I've been here for six years,"* Evans believes. *"You have to establish a culture."*

For Manheim Township football, that means two important things: Take responsibility, and take action.

"The 'power of together' is something we talk about regularly," Evans says. "Individual success is always a by-product of team success."



Photo by Chuck Meyers of Two Twenty Studios, LLC



Photo by LNP Media Group, Inc.

Each year, graduating seniors and coaches elect what the team calls "legacy captains"- rising juniors or seniors who are expected to be leaders and set an example of hard work for their teammates. For 2017, Rece Bender and Grayson Sallade served as legacy captains, the latter for two years.

"It's all about gaining the trust of your teammates," Sallade offers. "I don't think we were selected captain because of what we did on the field. I think people could tell what this game meant to us, coming in day in and day out, giving it our all."

To Evans, the legacy captain program is an important way to teach responsibility and build trust.

"I think from a business model standpoint, it's empowering your people," he says. "I think that's why we need more young people playing football. It teaches them to do their job. When you have 11 guys and one guy doesn't do his job, the other 10 guys suffer."

'TEACHABLE MOMENTS'

Of course, it's inevitable in a competitive sport with winners and losers that the team will suffer setbacks. You might say the same thing about business.

"You learn more from failing than you do from success," Evans believes, calling those low points *"teachable moments."* His team experienced one early in the 2017 season.

Township was riding high at 2-0, following its first-ever win over Central Dauphin and a 42-0 blowout of South Western.

Week 3: Governor Mifflin 49, Manheim Township 14.



"Some lessons are painfully learned," Evans admits. But, the loss "was probably the best thing that could have happened to us, because it allowed us to refocus."

The coaches turned up the intensity at practice, taking a calculated risk that they wouldn't lose the team by coming down too hard on them. It was the application of another of Evans's philosophies: WIN, or What's Important Now.

"Let's address the issue, let's figure out what we have to do, let's get mad from it, let's learn from it, let's grow from it, and let's get over it," he explains. "That's why we have two eyes in front of our head and not behind - so we can move forward."



'EVERYBODY HAS A STORY'

Another side of Mark Evans the football coach is Mark Evans the school counselor. It's clear his day job has a heavy influence on his coaching career.

"He enjoys watching us grow as people in general, way more than as athletes," Sallade believes. His teammate, Rece Bender, says Evans mentored him through the college search process before he decided on East Stroudsburg, where he will play football.

"You're not going to get anywhere in life without strong leadership," Bender says. Coach Evans "leads as a guidance counselor, too, and a person in the community. I think people respect him for that."

Evans admits that his job is different than a business owner's in one important detail: He doesn't choose his team. He works with the players who come through the pipeline. But

that, he says, is why it is so important to build relationships.

"I think there's a direct correlation to business," he believes. "You develop good, solid relationships with your employees, you empower them, and you have a culture that fosters growth."

Relationships are especially important given the diverse set of circumstances from which people come to school and to work. From students who don't get breakfast at home to employees with childcare challenges - getting to know everyone's "story" goes a long way to helping them navigate their challenges and make meaningful contributions to the team.

He tries to get his players to focus on the things in life that they can control.

"You can control your appearance; you can control your attitude," he tells them. "People are going to learn a lot about your attitude from the way you sit in your chair, the way you shake hands, the way you make eye contact."

'BTB'

It's fitting that a coach skilled in using phrases to connect with his players chooses one slogan as his theme for the program every year. In 2017, it was "BAM," which stood for "Be a Man." Past themes were "All In" and "Get it!"

Evans says the theme gives him a reference point for the lessons he's trying to teach. It's also a simple, straightforward culture builder.

What does he have in store for 2018? "BTB," or "Burn The Boats." As any business leader understands, it's one thing to reach the top. It's another thing to sustain success.

"It's a no-turning-back philosophy," he says. "We kind of took that into the playoffs. We're here now, and there's no turning back."

Neither Evans nor his players say so, but one suspects BTB also represents the prize these first-time champions are really seeking in 2018: Back-To-Back. **LT**



BY ADAM AURAND,
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FOUR DOWNS TO PAY DIRT

A playbook for building a winning team, from Janet Treer, President of The Treer Group

FIRST DOWN: Leverage Natural Talents.

In *Good to Great*, author Jim Collins argues successful businesses get “*the right people on the bus.*” Not everybody is a good linebacker, good placekicker or good quarterback. On a team, the coach looks for the natural talents of each player and then leverages the heck out of them.

It’s exactly the same in business. The best leaders assess their own talents and those of their team. Then they hire people who complement existing talents and make sure they are in positions where they will excel.

SECOND DOWN: Set Direction.

Like football teams, companies must know where the goal line is and achieve milestones (first downs) toward their goals. To set direction, create and follow a plan. Identify key strategic objectives, break those into achievable segments and develop actionable SMART goals. Then execute and track progress.

THIRD DOWN: Communicate Openly.

Good communication is critically important to business success. But, as George Bernard Shaw said, “*The greatest problem of communication is the illusion that it has been accomplished.*” Communication has only happened when the message has been given and received.

Speak the truth. Address problems right away while focusing on correcting behaviors and processes, not attacking or maligning people. Effective communication can be uncomfortable, but it’s essential to getting over the goal line.

Janet Treer founded The Treer Group in 2007 and specializes in leadership development, talent assessment, executive coaching, strategic planning and business management consulting. www.TheTreerGroup.com

FOURTH DOWN: Build Trust & Engagement.

Drive fear out of your organization. If there is fear, you don’t have trust. And when you do have trust, things go faster, costs are lower and success is greater. Trust brings everything together and contributes significantly to employee engagement. Employee engagement increases positive results.



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2018 Legislative Slate of Work **WORKING FOR BUSINESS IN HARRISBURG**

Legislation at the local, state and federal levels is constantly changing, and trying to stay on top of these issues and determining how or if they will affect you can be challenging. And, while we'd all like to think we are politically-savvy, let's get real... we aren't.

Two local leaders who are working for us are Senator Ryan Aument and Representative Bryan Cutler. They are working to move the needle on various issues and policies that will have a direct impact on your business. We've asked them to share some of the top issues they are working on to help you thrive, your business excel and our community prosper. Thank you to our elected leaders who are working to help Lancaster County and Central PA better compete.



PROMOTING OPPORTUNITY THROUGH BUDGET REFORMS

By: Pennsylvania Senator Ryan P. Aument

As we begin 2018, state government faces many real and serious challenges.

Our Commonwealth's population is rapidly aging, with the fastest growing age group being 80 years and older. According to best estimates, over the next several years we expect to see an overall decrease in number of people between the ages of 20 and 59.

These trends will have a significant impact on existing and future expenditures and revenues and also contribute to productivity, workforce participation, and employment challenges, and will result in continued tax base erosion and slow revenue growth.

These realities necessitate that we take action now to enact pro-growth policies that will help promote economic opportunity and upward mobility for all our people.

This includes focusing on policies that promote strong families, vibrant communities, quality schools and unleashing the power of the free enterprise system.

We must do all that we can to make Pennsylvania an attractive place for our children to go to a good school, learn a trade or skill, earn a degree, form families, become employed, and become entrepreneurs and employers.

Unfortunately, I have far too often found our budget approach and process a barrier to an opportunistic society and pro-growth economic policy in Pennsylvania.

The budget - which is the state's largest policy adopted each year - has been marred by unending debates and too much politics.

In the last 10 years, Pennsylvania has only seen an on-time, enacted budget three times and the vast majority of spending automatically increases without a proper review.

In short, our current annual budget process is time-consuming, repetitive, and inefficient, which is why I have championed returning Pennsylvania to a biennial budget.

A two-year budget cycle would help to facilitate comprehensive planning by incorporating a long-term perspective and allow for increased predictability, reducing the costs of both time and resources. And, it would allow for in-depth review and evaluation of state programs and encourage outcome-focused budgeting.

It would also remove the annual fiscal balance requirement which often serves as a barrier to pro-growth policies. Instead, fiscal balance would be achieved over a two-year cycle, when the full impact of economic development investments and pro-growth tax and regulatory reforms are more likely to be more fully realized.

It is unrealistic to expect to see the full benefit of these types of initiatives over the course of just one year, and our budget process should recognize this.

A biennial budget would also assist in implementing performance-based budgeting for the state, which was finally adopted this year through Act 48 of 2017, giving us another tool to keep control of expenses and outcomes.

While change is difficult, without taking a hard look at how we are making choices, it is doubtful that we can effectively obtain better results. I am hopeful that the Senate will take up serious budget reforms that can help Pennsylvania meet our ongoing challenges.



DEP PERMITTING PROCESS CAN IMPROVE PA'S ECONOMY, UNEMPLOYMENT

By Rep. Bryan Cutler (R-Peach Bottom)

A critical issue currently affecting business, and subsequently jobs, in the Commonwealth is the Pennsylvania Department of Environmental Protection (DEP) permitting process. Often, it takes a year or more before applications are reviewed. At that time, any applications that are incomplete or in need of modification must be adjusted before waiting at the back of the line for a second review - frequently taking another year or year and a half.

These delays are costly for business owners waiting to move forward with their work, as well as for the state economy. During those long periods of time where businesses cannot proceed, taxes aren't collected and people looking for jobs aren't hired. Our unemployment rate currently exceeds the national rate by 0.5 percent, demonstrating the need for significant improvements in DEP's process.

Due to the sheer volume of inquiries I received about this issue, I have met with local DEP Investigator Randy Wise, as well as South Central Regional Manager Joe Adams about these problems. I learned that, because of the long wait, many people call for updates, which further delays the review of permits.

There are a number of things that can be done to improve the situation, including the use of online permitting similar to PennDOT. Incomplete applications would not be accepted, eliminating the time staff would have to spend following up as they do now. Also, applicants could log in to quickly learn the status of their applications without using staff time.

It would also be beneficial to create conditional advancement and expedited review for projects that were already submitted but require modification before approval. If an engineer can certify that the DEP's requests were met, the project should be able to commence while review is finalized. This would result in the elimination of second-tier delays for many applicants.

As government entities, it is our responsibility to provide necessary services and protections while limiting intrusion into private lives. Making changes to DEP's permitting process would result in real benefits for Pennsylvania's business owners, workers and economy. **LT**



~MADE IN~

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 Winter/Spring edition, check out how Stoner, Inc. is leading the way in the automotive cleaning industry.



FORMULATING EXCELLENCE



What started from a chemist crafting solutions to release tires from molds has turned into a company of diverse brands including America's #1 selling automotive glass cleaner and the world's largest selection of rotational mold releases.

Early in life Paul Stoner learned the value of hard work and perseverance. Orphaned by the age of 12, he was raised by relatives and eventually graduated from Franklin & Marshall College in 1938 with a chemistry degree. He was able to find work, but was laid off twice as chemical companies struggled during The Great Depression.

By 1942, he returned to his home area of Quarryville and founded the Stoner Ink Company. In addition, he worked in part-time jobs, including one at a tire retread operation. They were having issues getting the tires



out of their molds. Paul jumped in and, after listening well, was able to formulate a lubricant that solved the problem. Soon after, that company and other tire molders became his customers.

By the '50s, he was an innovator in the field of lubricants for the rubber and plastic industries. Following that, he developed an aerosol spray polish for the Manheim Auto Auction, which led the company to develop cleaners and waxes for the automotive appearance market.

Along the way, Stoner developed a reputation for his willingness to come to the work site or plant, listen well, and then return quickly with a product that solved the problem. His legacy is found today in the company that bears his name and to continually stay on top of diverse markets in rapidly changing times.

For a company that started by serving industry, Stoner has adapted to changing market realities by selling to consumers as well. You can walk into big box stores and auto parts chain stores and find Invisible Glass, one of their most recognizable products.

Jeff Campbell, Director of Marketing, makes it clear how Stoner works to hear what the market wants and fill the need. *"We pay attention to our customer reviews and comments. We mine them for insights into changes that might be needed and have even discovered new applications for our products from those who use them."* He continued, *"Because we have in-house product development people who still travel to customers when needed, we can respond very quickly to their needs."*

Says Campbell, *"What makes Stoner different is our world class service. We make our products in Quarryville and ship them from Lancaster. Our products are always in stock, ready to be shipped the same day they're ordered. Our reliability keeps industrial manufacturers from shutting down while waiting for the supplies that fuel their business."*

Campbell also points to early adoption of technology as a driver of Stoner's responsiveness. Using Enterprise

Resource Planning (ERP) software, they are able to keep an eye on all parts of the process from raw material acquisition to shipping and distribution channels and even sales and marketing metrics. Their in-house technology staff are regular speakers at the ERP user conferences.

Today Stoner employs more than 80 persons in the County. Paul Stoner's grandson, Robert L. Ecklin, Jr., owns the company and has guided its growth into a leading manufacturer of industrial and consumer brands, including Invisible Glass, America's #1 selling automotive glass cleaner. Staying true to the quest for quality and performance begun by their founder, Stoner continues to be nimble and respond quickly, just like a pit crew of a racing team.

Ecklin, who races the #9 Aston Martin in IMSA's Continental Sports Car Challenge series, sees parallels between running a business and a race team. Rob's Aston Martin is sponsored by Stoner Car Care products, which have long been trusted by professionals and are now available to consumers. They perform as well or better than any product in the market, which is why the race car, as well as Stoner Car Care products, attest that Performance Matters!

LT



BY LARRY GUENGERICH,
Director of Communications and Church Relations, Landis Communities
Contact Larry at
lguengerich@landiscommunities.org





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

Cleaning our Waterways

The warm sun beating down on your face and the cool flowing water gently tickling your toes as you meander through the twists and turns of the Conestoga River. This picturesque moment takes us back to the days when our waterways were the recreation of choice during the summer. But, sadly, this will become a distant, fond memory if we don't take care of our waterways.

One local business is stepping up to the plate and helping Lancaster remain a place where people want to live, work and play.

When you think of Turkey Hill Dairy, based in Conestoga, PA, you may immediately think of their assortment of ice cream and other dairy products, along with their iced teas and lemonades. But, you may not realize that there are more to these products than just their taste. This local manufacturing giant is making a concerted effort to enhance our quality of life one pint and gallon at a time.

ONE FARM AT A TIME

In January 2018, Turkey Hill Dairy launched an initiative with the Maryland and Virginia Milk Co-Op, supported by the Alliance for the Chesapeake Bay, to ensure that good conservation practices are in place among dairy farmers to control soil and nutrient runoff into streams.

The long-term goal of this partnership is to improve the water quality of our local waterways, and ultimately the Chesapeake Bay. Turkey Hill Dairy's goal is to have 100% of its milk suppliers have conservation plans in place by 2019. This initiative won't come without a cost. Turkey Hill Dairy wants to buy the best milk from the best farms and will pay a small premium for milk that's produced on an eco-friendly farm.

So, how does the program work?

Photo provided by LandStudies, Inc.



One Pint and Gallon at a Time

Co-op farms that currently don't have conservation plans in place will be given the tools and resources needed to meet Turkey Hill Dairy requirements. Turkey Hill Dairy and the Co-Op will work with the Alliance for the Chesapeake Bay to provide farmers the assistance needed to develop a conservation plan and receive financial support to implement conservation practices. It's a simple concept, but will make a large, long-term impact.

"By making conservation plans a part of our supplier expectations and helping bring resources to the farmers for writing and implementing best management practices, we hope to help the farms achieve a more rapid compliance with existing regulations in a way that leads to being part of the solution for cleaning up Lancaster County water," commented Turkey Hill Dairy President John Cox.

"The Alliance is inspired by Turkey Hill Dairy's leadership and believes these first steps will result in major improvements on the health of Lancaster County's rivers and streams," stated Jenna Mitchell, Pennsylvania Director of the Alliance for the Chesapeake Bay.



BUSINESS: BUSINESS & COMMUNITY INITIATIVES

COLLABORATING TO MOVE THE NEEDLE

In 2016, the County Commissioners took another step forward toward improving our physical environment when it convened a group of business and community leaders to help improve our local freshwater resources, what is now called the Lancaster Clean Water Partners.

"Communities that take steps to improve the quality of their local freshwater resources will, in my opinion, have a competitive advantage in the future from both an economic development and quality of life standpoint," commented County Commissioner Craig Lehman. *"If we all want Lancaster County to continue to be the healthy, vibrant and strong community that we know and love, clean water is part of ensuring that."*

Lancaster Clean Water Partners is a unique effort to facilitate collaboration among more than 40 entities doing

progress in implementing good conservation practices," commented Cox. Since 2014, the Lancaster Farmland Trust has conducted 1,100 farm visits in nine municipalities in the County. From those farms, 12.5% are in "full" compliance with the necessary plans and implemented practices. That said, farmers have done much more than they are being credited for as demonstrated by the farm-by-farm visits, which documented all farmers are implementing BMPs with many of those not being captured or documented with the appropriate authorities.

And farms are only part of the issue - citizens, businesses, and municipalities all contribute to pollution and all need to do their part. And municipalities have been working hard and have made good progress, as well. But in spite of the progress, there is much left to do.

If we do not ALL work to find solutions to cleaning our waterways it will start affecting our County economically.



excellent work to improve water quality. The goal is to create an environment and forum for them to find areas of commonality in key areas where dramatic improvements in water quality could be made more effective by working together.

"We [Turkey Hill Dairy] engage with Lancaster Clean Water Partners as a way to foster collaboration among the many groups who have been working on cleaning up our streams and rivers because it is both the right thing to do and because it will enhance the quality of life for us," commented Cox.

IT WILL TAKE US ALL

You may be asking yourself, why should my business or I be concerned with cleaning our waterways? The farmers shoulder the burden.

"There is a perception that all Lancaster County farms are contributing to our water crisis, when in reality that's far from the truth. Lancaster County is making incredible

Our quality of life will be comprised and it will hinder our ability to attract and retain a quality workforce.

And, if that isn't enough, if we don't act now, we are... "likely to see stronger regulatory intervention that will likely drain county resources while not necessarily achieving clean water as effectively and quickly as would be desirable," stated Cox. *"For us [Turkey Hill Dairy], these could come in the form of stricter stormwater management requirements, for instance, when we want to expand our business that would add cost and make a return on investment more difficult."*

"I always say, 'You don't often see people tubing down the Conestoga River or floating on the Susquehanna River, but if we could, how would that change Lancaster?'"

Are you ready to help make the change? **LT**



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



Photo provided by LandStudies, Inc.

Did you know?

- Lancaster County has invested more than \$4.2 million in partnering with the Lancaster County Conservancy to help preserve natural areas which benefits air and water quality.
- More than \$9.5 million have been invested by the county for our urban and village growth areas, leveraging more than \$83 million in other investment to help our older communities be places where people want to live.

To learn more about Lancaster Clean Water Partners, contact Allyson Gibson at agibson@lancastercleanwaterpartners.com.

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GRAND OPENINGS CONGRATULATIONS!



Ephrata National Bank opening at 60 Historic Drive, Strasburg

The new full service branch replaces ENB's temporary office which was located at 460 Historic Drive.

ENB is an independent community bank with over \$1 billion in assets based in Lancaster County since 1881.

INVESTOR ANNIVERSARIES

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

FEBRUARY

10 Years

- Advantage National Lease
- Christina Maser Company
- Contegix
- Fairway Building Products, LLC
- Kleen-Rite Corp.
- Reyna ITS
- Valley Forge Pension Management, Inc.

20 Years

- Columbia Organ Works, Inc.
- Gretna Glen Camp & Retreat Center
- High Environmental Health & Safety Consulting, Ltd
- MACK Employment Services, Inc.

40 Years - Stevens & Lee

MARCH

10 Years

- Allied Veterinary Cremation, Ltd
- Aurora Films
- Emulous Communications, Inc.
- Entech Engineering, Inc.
- JNS Cleaning
- Patterson Logistics Services, Inc.
- Triangle Press, Inc.

50 Years - Bird-In-Hand Corporation

APRIL

10 Years

- Bass Mechanical, Inc.
- Byrnes Health Education Center
- MartinCFS
- Wizard Lock & Safe Co.

20 Years - PDQ Manufacturing

40 Years

- Armstrong World Industries, Inc.
- Kunzler & Company, Inc.
- Wohlsen Construction Company
- Woodstream Corporation

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LEARN MORE & GIVE ONLINE



LancasterChamberFoundation.org/challenge

\$100 & HIGHER

One of our community's greatest attributes is the power of all – and how much businesses of all sizes, ages and industries support one another and make Lancaster vibrant. Much of that driving energy is from our emerging leaders. And because what happens in this building is for them in so many exciting ways, we want to make it possible for everyone to demonstrate their support by giving at a practical level. With a gift of \$100 or more, your business or individual name will appear in the online listing and commemorative booklet.

\$1,000 & HIGHER

Another attention-getting feature in the lobby is the metal sculpture – symbolizing community connection – of the 62-mile portion of our Conestoga River that runs through the entire county. All givers of \$1,000 and higher will have their names permanently placed next to the artwork on our Community Impact Wall. Names will also appear in the online listing and commemorative booklet.

\$10,000 & HIGHER

People who enter the building's lobby are immediately struck by the beautiful artwork along the staircase. The design prominently and permanently acknowledges those who have supported the Campaign. Donors in this category have their names appear on a disk commensurate with level of gift. Your name will also appear on the lobby's Community Impact Wall and in the online listing and commemorative booklet.

\$25,000 & HIGHER

Spaces – and portions of spaces – in the building remain for naming opportunities **where a plaque with your logo will be permanently displayed.** Your name will also appear on a Founders Wall disk in the entrance lobby, where sizes are based on your giving level. Your name will also appear on the lobby's Community Impact Wall and in the online listing and commemorative booklet.

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.



UNIVEST Breaks Ground on Financial Center in Intercourse

Univest Bank and Trust Co. recently had a ceremonial groundbreaking at the site of what will be its fifth retail financial center in Lancaster County. The new office will be located at 1 Heritage Drive in Intercourse and is expected to open in 2018. This location will feature Univest's updated branch design focused on an improved customer experience delivered by personal bankers.

NIKOLAUS & HOHENADEL, LLP Announces Expansion

Nikolaus & Hohenadel, LLP, a Lancaster County law firm serving individuals, businesses and families throughout south central Pennsylvania, announced a strategic expansion that will increase its presence in Elizabethtown and surrounding areas. Effective in January, the attorneys and staff of Gingrich, Smith, Klingensmith & Dolan (GSK&D), based in Elizabethtown, PA, joined Nikolaus & Hohenadel, LLP. With this addition, Nikolaus & Hohenadel, LLP, will grow to a firm of 25 attorneys and 34 staff with offices located in Elizabethtown, Lancaster, Columbia and Strasburg.

**NIKOLAUS &
HOHENADEL, LLP**
ATTORNEYS AT LAW

LANCASTER GENERAL HOSPITAL Earns National Award for Quality

Lancaster General Hospital was named a Top Teaching Hospital by The Leapfrog Group, an independent hospital watchdog organization. The award is widely acknowledged as one of the most competitive honors American hospitals can receive. This marks the first time Lancaster General Hospital has been honored with this designation. Lancaster General Health/Penn Medicine (LG Health/Penn Medicine), a member of the University of Pennsylvania Health System (Penn Medicine), is a 631-licensed bed not-for-profit health system with a comprehensive network of care encompassing Lancaster General Hospital (LGH), Women & Babies Hospital and the Lancaster Rehabilitation Hospital (in partnership with Kindred Healthcare).



Jeff Hawkes



Lindsey Blest

LNP MEDIA GROUP Journalists Honored

Journalists Jeff Hawkes and Lindsey Blest were honored with a Hearken Champion of Curiosity award for stories that appeared on the LancasterOnline.com public powered journalism platform. Hawkes received the Best Investigative Story award for his story “Making ‘em Pay,” and Blest was recognized with the Hardest Story to Report award for her look at funding for volunteer fire departments.

LancasterOnline.com is a division of LNP Media Group. LNP Media Group Inc. publishes *LNP*, the state’s third-largest paid delivered print newspaper. LNP was the recipient of the 2017 Best in Show award presented by the Pennsylvania Associated Press.

GOOD SAMARITAN SHELTER AND BRIDGE OF HOPE LANCASTER & CHESTER COUNTIES Merge

Good Samaritan Shelter and Bridge of Hope Lancaster & Chester Counties recently merged to provide a full range of services to address homelessness. The new organization has been re-named Good Samaritan Services to reflect the progressive range of services available to homeless men, women and children in the two counties – from emergency shelter to rapid re-housing and permanent housing. Bridge of Hope Lancaster & Chester Counties is formally a “program site” under the umbrella of Good Samaritan Services.



coLAB Becomes B Corp Certified

coLAB, Inc. has become the fourth fully certified B Corporation in Lancaster County. Certified B Corporations are leaders of a global movement of people using business as a force for good. They meet the highest standards of overall social and environmental performance, transparency and accountability and aspire to use the power of business to solve social and environmental problems. coLAB facilitates data-driven decision making through strategic planning, feasibility studies and community impact assessments.

HIGHMARK Donates \$15,000 to Schreiber Pediatric Rehab Center

Highmark Inc. recently donated \$15,000 to Schreiber Pediatric Rehab Center



to purchase a new piece of equipment for the Physical Therapy Department. Schreiber Pediatric Rehab Center provides physical, occupational and speech-language therapy, as well as educational and recreational programs for thousands of children in central Pennsylvania. Highmark Inc. is a provider of health care benefits based in Camp Hill, Cumberland County.

THE COPE COMPANY SALT Donates to World Vision

The Cope Company Salt, Lancaster, donated \$2,000 to Mennonite Disaster Services (MDS).



MDS is a volunteer network of Anabaptist churches dedicated to responding to natural and man-made disasters in Canada and the United States. Their aim is to assist the most vulnerable community members, individuals, and families who would not otherwise have the means to recover.



QUALITY COPY PRODUCTS Chosen as a 2017 Elite Dealer

Quality Copy Products, Inc. DBA Quality Digital Office Technology has been selected as a 2017 Elite Dealer by *ENX Magazine*. The 100-plus 2017 Elite Dealers were selected based on numerous criteria, including growth initiatives, innovative marketing programs, outstanding customer service, charitable contributions to the community, progressive workplace cultures and adaptability to an ever-changing market.

RETTEW'S CEO named to PA Chamber's Board of Directors

RETTEW's president and CEO, Mark Lauriello, was elected to serve on the Pennsylvania Chamber of Business and Industry's Board of Directors. Directors are responsible for determining policy positions, assisting with membership recruiting and retention, and participating in committees. RETTEW is a civil engineering and surveying company with more than 350 employees.



THE MANUFACTURERS' ASSOCIATION Receives OSHA Grant

The Manufacturers' Association was recently named the region's lone recipient of the prestigious Susan Harwood Federal OSHA Grant for electrical safety training. Electrical safety courses will soon be provided throughout southcentral Pennsylvania and under terms of the grant will also be available to local companies interested in providing the course at their own facility in conjunction with the Association.



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A young girl with short dark hair is wearing large, grey over-ear headphones. She is looking off to the side with a focused expression. An older woman with short white hair is leaning in from the right, looking at the girl. The background is a blurred indoor setting, possibly a classroom or music room.

MUSIC FOR LIFE

Music is rising in Lancaster, and it's a beautiful thing. It's changing not only our city, but a lot of people's lives. In the process, it's energizing the vibrancy of our community and preparing our future workforce.

Thanks in part to an organization called Music for Everyone (MFE), the movement is past the tipping point. Keys for the City. MFE in the Schools. A summer camp and a Ukulele Uprising. A string ensemble, a community chorus, recording studios in schools and more.

The idea for MFE began with one event and one goal - raising money for instruments for school kids. Lancaster was quick to catch on, and the idea, and the organization, exploded. MFE became a launching pad for a city already launching itself as a creative arts destination. But it is in the music classroom where MFE is helping children connect their love of music with skills that will help them thrive for the rest of their lives.



Music and teaching children are what Matt Pavelko, a teacher at Carter & MacRae Elementary School, is all about. It's a good thing, too, because he's the only music teacher there. For 450 students. Lately Pavelko sounds so happy you'd think he'd found a way to clone himself. And in a way he did. A collaboration with Willow Valley Communities and MFE multiplies his ability to provide individual attention to students learning how to play musical instruments by at least tenfold...so far.



A MUSICAL INITIATIVE

Here's how it works: Pavelko keeps his eye on students in the younger grades. Notices the ones spending time in the music room before and after school and during recess. Assesses not only their talent but their intentionality. Then he makes a list of up-and-coming 4th and 5th graders with the characteristics that will help them do well in musical instruction. He checks with these kids' families and teachers. Next, he looks for mentors.

This is where Ross Fairweather comes in. She's the volunteer coordinator for Carter & MacRae and a resident of Willow Valley Communities. Fairweather not only provides the names of musically experienced volunteers from Willow Valley Communities who want to become mentors to students in the district, she also delivers academic tutors, including herself. (She helps 5th graders with math.)



Fairweather helps match volunteers with students at Carter & MacRae, working with Pavelko on the music side of things. As soon as the students are assigned a music mentor, BOOM. They receive a free instrument from Music for Everyone. The kids can keep the instrument as long as they continue to hold up their end of the bargain: practice, show up for mentoring sessions, and, of course, practice some more. They carry violins, saxophones, clarinets and trumpets back and forth to school.

A REAL LIFE MATH PROBLEM

"There's the instrument gap and the instructional gap," explains John Gerdy, executive director and the founder of Music for Everyone. *"You can provide a class of 30 kids with instruments, but if there's only one teacher, the instruments will never reach their potential."* While MFE supplies instruments to all 16 districts in Lancaster County, it's focusing the instructional program, so far, at Carter & MacRae.

Volunteers from Willow Valley Communities travel to Carter & MacRae to work with students, but most help with subjects like science and math. Currently there are 51 academic tutors and 10 music mentors. Other mentors come from scholarship recipients MFE awards to Music Ed majors at Millersville University and from MFE underwriting musicians for the program. Even so, the need is growing as quickly as musically experienced mentors can sign on.

Fairweather says, *"We've got 21 kids in the program now. When Matt Pavelko told me, 'I think we could do 60,' I was just floored."* A former computer programmer, Fairweather sees the program as much larger than the musical element.

"We see huge benefits in supplementing what the schools are doing," she says. *"The students are getting opportunities they wouldn't normally have - and*



getting a musical instrument on top of that. We're also developing STEM (Science, Technology, Engineering and Math) skills. If these kids can learn the intricacies in music, they will have no problem with higher levels of math and science."

SKILLS TO GROW ON

Gerdy says the programs help the next generation prepare for the future. "Creativity is the new currency," he states. "Every single issue we face as a town, state or nation, or even globally is becoming more complex. To address these problems, we need to develop in our populace a corresponding increase in creativity and thinking outside the box. These are the skills that music fosters, and they're right in line with what the workforce of the 21st century needs."

The students also learn accountability and responsibility, two key work skills.

They have to remember when their lesson is, bring their instrument to school, leave the classroom when it's time to head to the music room. Pavelko recalls one student whose mentor wasn't able to make it on her scheduled day. "What's really cool," he says, "is that this student came into my practice room and went through the routine exactly like her teacher would have had her do."

Gerdy estimates MFE music mentors interact with about 350 kids per week, and this is just the program's second year. He's excited about the Willow Valley Communities connection in particular. "We're doing a lot of things with kids, but that's a great intergenerational program that gives seniors the opportunity to interact with kids involving the power of music."

While the music mentors vary in age from 22 to 86, Pavelko values the kids

having "a connection with someone who realizes the long-term benefit and gain of focusing on the discipline of studying music." He says, "Having that one-on-one level of engagement, having someone invest the time and energy into the children and really help them grow, is something special I can't provide as well as this program can. It helps them see that milestone way off in the distance and see what joy can be had on the journey. They'll look back and see how they had someone in their corner encouraging them and they'll see how they persevered." **LT**



BY CINDY KALINOSKI,
The Word Helper
Contact Cindy at
cindy@thewordhelper.com



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-Lisa Miller, Practice Manager,
Lancaster Maternal Fetal Medicine

STATE OF OUR COUNTY



Unique Perspectives, Progressive Approaches, Real Impacts

Unique perspectives, progressive approaches, real impacts - that line drove how the Lancaster Chamber and our Prosperity Indicator Partners (County of Lancaster, LNP Media Group, Lancaster County Community Foundation and the United Way of Lancaster County) looked at the 2018 state of our county.

We explored collaborations making real impacts in our community, from how data can drive important economic decisions to how clean water impacts our quality of life, from how STEM (science, technology, engineering and math) exploration is changing our classrooms to how immigrants are integrating into our workplaces and from how EMTs are addressing opioids to how a local senior living facility is addressing housing affordability.

Our community is working together to move the needle on some of our most pressing issues, and we're pleased to shine a spotlight on these efforts.

ECONOMIC ENGINE

Lancaster's trends reflect what most of us probably feel about our local economy - that we are doing well. We are economically well diversified relative to our size, have a favorable public/private sector split, have strong commercial development underway, are a growing community and important sectors such as technology and live entertainment are growing in both size and importance in our local economy.

But our local economy is a complex story and while we celebrate our low unemployment rate, it begs further questions - who is left out of the economy, how many are working for less than family-sustaining wages, what sectors are best poised for future hiring and how does transportation affect employment?

And until recently, as a community we've largely been talking about those questions anecdotally, but that is changing. According to Lisa Riggs, president of the Economic Development Company, the organization will utilize its Center for Regional Analysis to be *"the primary source and driver of our community's economic knowledge, serving as a clearinghouse of considerable existing data at the federal and state levels, while developing its own proprietary information reflecting the needs and nuances*



of our regional economy. This will put us in a position to be a significantly better-informed community in order to help guide key decisions impacting our long-term future and improving our overall quality of life."

EDUCATION

"The work taking place in Lancaster County to promote and develop STEM initiatives, best practices and education-to-work pathways for skilled workers is, at the core, a fundamental element of economic development here," according to Barb Hough Roda, community liaison for LNP Media Group. A demonstration of that work is the externship program that took place at High Companies this summer for more than 50 educators to learn firsthand about STEM-related careers and apply that practical training to the classroom. (See the 2017 Fall/Winter edition of *Thriving!* to learn more about the externship.)



PHYSICAL ENVIRONMENT

Ensuring clean water in our community is a key piece of enhancing our quality of life in Lancaster. To learn more about how the community and a local business are addressing this issue, check out the article on page 34.

HEALTH & SAFETY

Lancaster County has seen a doubling of opioid- and heroin- related deaths over the last two years. To address the problem that is touching all demographics in our County, the County Commissioners have partnered with Lancaster General Health and many others to launch Joining Forces, a Countywide effort to align all anti-opioid work in the county. Learn more at www.lancasterjoiningforces.org.



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COMMUNITY & CULTURE

“Welcoming New Americans - immigrants and refugees - is part of our community’s DNA. We welcome people because it’s an important piece of what has made Lancaster strong and resilient.” These words were shared from Sam Bressi, president of the Lancaster County Community Foundation. The Chamber is partnering with the Foundation, New American Economy, and the Lancaster County Refugee and Immigrant Coalition to develop a strategic plan on immigrant integration in our community.

The plan is focused on three key strategies: 1) sharing the positive narrative of immigrants in our community based on facts; 2) providing employers with tools and resources for workplace integration; and 3) developing policy to advance regarding the legislative components of immigration reform. By developing concrete strategies and recommendations to maximize immigrant contributions, in the future we can expect to see population growth, increased tax base, new businesses and job creators, and further vibrancy and culture added to our social fabric.



WELL BEING OF PEOPLE

Housing affordability is an issue facing all age demographics in our community, inclusive of older adults that can’t afford the traditional retirement community model or market rate rental options. With this in mind, Garden Spot Communities “set out to establish a financially sustainable housing model that would provide safe, high quality housing in a manner that would be affordable for all without using any government subsidy,” according to Steve Lindsey, CEO of Garden Spot Communities. They built a cooperative living house with a month to month lease with sliding scale rent. Their hope is to develop a network of cooperative living homes in communities around the area to allow older adults an affordable housing option.

Our community is engaging in incredible work to make real impacts on pressing issues. We hope that as those impacts continue, the community will utilize the new website for Prosperity Indicators data, lanc.fandm.edu. The Prosperity Indicators and data are crucial in discussions on where we are, where we want to go, and how to get there. Using these findings for program actions and policies will move Lancaster County closer to the goal of being a model of prosperity. **LT**



BY HEATHER VALUDES,
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