

LANCASTER

Fall/Winter 2018

# Thriving!

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## PEOPLE

The Art of Transition:  
Leading a Family-Owned  
Business from the Outside, In

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## BUSINESS

A Nod to Tradition with an  
Eye Toward the Future

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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 courtesy of  
Kitchen Kettle Foods, Inc.

**LETTER FROM THE PRESIDENT**



In this last edition of *Thriving!* for 2018, I'd be remiss if I didn't reflect back on the inspirational stories, best business practices, and other resources shared throughout the year. From leadership lessons from the gridiron to tips on navigating the changes in marketing, from addressing the business community's role in the opioid crisis to preparing for the workforce of tomorrow, each edition had something for everyone to learn, connect and grow.

And, this latest edition is no different.

You'll learn tips for leadership succession (from the inside, out); the economic outlook for our community from a local financial expert; how local education institutions are working to prepare our future workforce with both soft and hard skills; and much more.

So as you read this end of the year edition, I hope you find value from the information in *Thriving!* and use it to help prepare you for the coming year. And, as always, let us know how we can help as your partner for business success.

In the meantime, Happy Holidays!....and best wishes for a Prosperous New Year!

Sincerely,

Tom Baldrige, President & CEO  
Lancaster Chamber



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## A Nod to Tradition with an Eye Toward the Future

Check out how the Burnley family is continuing tradition and creating a unique experience with their jellies and jams while keeping an eye toward the future.

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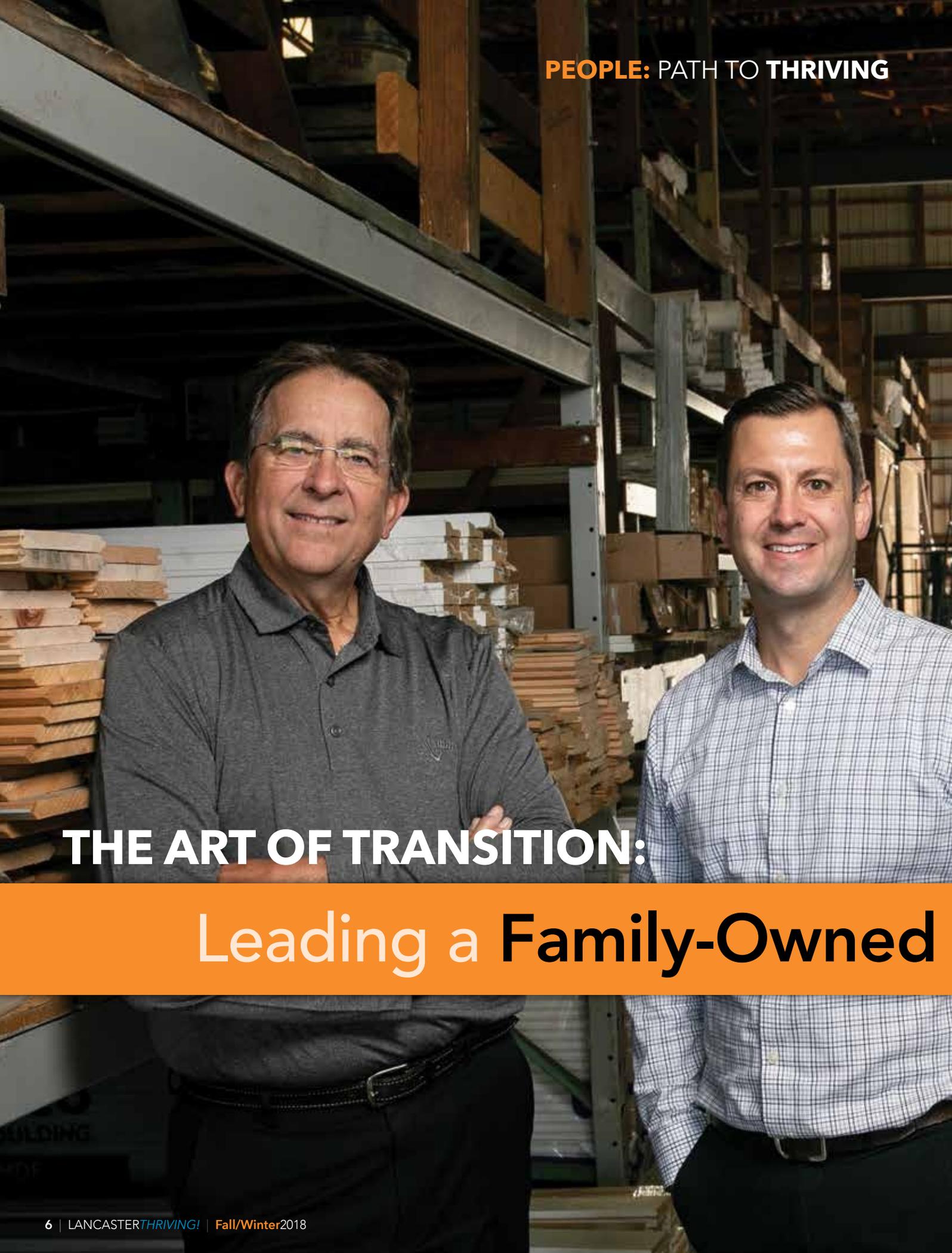
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Understanding Wage Growth Dynamics

A photograph of two men standing in a lumber yard. The man on the left is older, wearing glasses and a grey polo shirt, with his arms crossed. The man on the right is younger, wearing a blue and white checkered button-down shirt. They are both smiling. The background is filled with stacks of lumber and industrial shelving.

**THE ART OF TRANSITION:**

Leading a **Family-Owned**



If you do good for people, you'll do well. It's this philosophy that has guided GR Mitchell in serving its customers and expanding over the last 50 years to meet the demands of contractors, architects and homeowners. It's also this mindset that allows the company to continually raise the bar by making deliberate choices regarding how and when the company evolves, and who will lead the company's future growth.

The story started on June 1, 1969, when George R. Mitchell bought a feed, fertilizer, coal and building materials business located in Refton. He named it GR Mitchell. Over the years the business grew and Steve Mitchell entered the picture, learning the ropes until he bought the business from his father in 1985. After much planning and continued growth, GR Mitchell opened in Willow Street. The Refton location remained and continues today for the custom millwork operation. The company eventually set its sights on the kitchen and bath market, opening a cabinetry and design showroom in York and later at its Willow Street facility.

The business evolved and weathered the recession, eager to start a new chapter when Tom Keller joined the team as a sales manager in 2011. With a background as a commercial pilot, some may have wondered if Keller would be a good fit. Turns out, Keller was actually the missing piece to the succession planning puzzle that Mitchell was sorting out.

*"Knowing my children had career paths of their own made the decision to transition to a non-family member a necessary choice," says Steve Mitchell. "Selling to an outsider carries a lot of risks, so having the opportunity to begin selling the business to two employees was an ideal scenario, helping to retain the GR Mitchell culture, while providing stability and a level of comfort to the team."*

After five more years of deliberate planning and the gradual sale of GR Mitchell

## Business from the Outside, In

stock, Mitchell was ready to pass the baton and let Keller fly. Earlier this year Keller was named president and now shares ownership with Betty Marley, who serves as VP of Finance.

Together, Keller and Marley are charting a path to build upon the successes of the last decade and open up new opportunities for GR Mitchell to better serve its customers. Over the last few years, GR Mitchell has grown not only in size, but



## PEOPLE: PATH TO THRIVING



*"By listening to our customers, we saw an opportunity in the marketplace to provide turnkey services, taking the products we have always supplied and pairing that with the installation as well," explains Keller. "Essentially we've created a package service that simplifies the lives of our contractors by putting the entire scope of work and the liability on us."*

It was just that kind of thinking that reinforced Mitchell's decision to transition the business to Keller. And, Keller's leadership has paid off with Prime Builder Services growing steadily since 2016. Now a separate company, the business is already 23% the size of GR Mitchell and growing rapidly.

In addition to the expanded service for contractors, GR Mitchell is also seeing growth in its kitchen cabinetry division and retail hardware store. As part of its evolution toward better customer service, the building supply company will break ground in December 2018 on a 10,000 sq. ft. addition to expand the retail business and office space for the 45-member team. When complete, the expanded building will total 22,000 square feet. Construction is slated to wrap up in spring 2019.

Ask Keller who he gives credit for the company's success and he'll tell you the GR Mitchell team. Knowing a team is only as strong as its weakest link, Keller intentionally involved himself in the hiring long before he had ownership

also in its services. One of the fastest growing services is Prime Builder Services, a one-source supply and installation solution for contractors. By offering a turnkey service that combines the supplier and installer, GR Mitchell became one of the first building supply companies in the region to introduce a service that improves efficiency, accuracy, pricing, and accountability for contractors.



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and took over as president. "It was important that I sat in every interview with Steve and provided input on who we hired to ensure we had the right team in place moving into the future," said Keller.

Coming off a strong end to its fiscal year, Keller predicts the coming year to be exciting and rewarding for the staff and customers. "While the services and products may change as we grow, I am confident that GR Mitchell's foundation of keeping customers at the center of every decision made did not get lost in the transition."

With retirement on the horizon, Mitchell says he's excited about the future of GR Mitchell. "I feel really good about the business and the growth going on here in Southern Pennsylvania and in neighboring Philadelphia. We've come a long way since that little lumber company in Refton. It's been an amazing ride."

LT



**BY HOPE GRABY,**  
Communications Director, Scheffey  
Contact Hope at  
hgraby@scheffey.com

## SUCCESSFUL SUCCESSION PLANNING TAKEAWAYS

1. Create a culture to sustain and grow your business. Accept nothing less.
2. Start the process early and create a timeline that both parties agree to.
3. Keep the process simple.
4. Listen to what your customers are saying about the prospective owner.
5. Eliminate unnecessary steps. Use professional help in areas of legal and financial matters, but have goals set and ideas of what you want to accomplish first.

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 you, your company or organization overcame failure or risk-taking, please contact us at [thriving@lancasterchamber.com](mailto:thriving@lancasterchamber.com).



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## PEOPLE:

# What's On My Phone



**BY STACY WHISEL,**  
President, Godfrey  
Contact Stacy at  
swhisel@godfrey.com



### OFFICE COMMUNICATION

#### Outlook, Teams, Yammer, Workfront

Our office email, **Outlook**, is probably the app I use the most. It is a great companion to the desktop version and I use it to email myself notes to help keep track of my to-do list. I also use **Microsoft Teams** for quick chats.

We use **Yammer** as Godfrey's internal social network. It allows for creation of groups by interest and we can share company updates from HR and benefit information to organizing themed lunches. I can follow all of the Yammer groups easily in the app, too.

Godfrey recently launched a new project management platform called **Workfront**. The goal is to keep all schedules, tasks, details and communications related to every project in one system. The Workfront app allows me to see the status of projects, collaborate with team members and log time to client projects.



### STAYING CURRENT

#### BBC World News, USA Today, LNP, Twitter

These are my go-to apps to stay current on world, national and local news. I like getting the global perspective from **BBC** and **USA Today** has a mix of news and lifestyle coverage, including feel-good stories (which there doesn't seem to be enough of these days). As a weekend-only subscriber to **LNP**, I check the app during the week to get the local scoop. And most of what I follow on **Twitter** tends to be related to current events.



### WHERE AND WHEN

#### Calendar, Google Maps

I use the native iPhone **Calendar** to keep track of all my work and personal activities. When it comes to navigation, I still rely on the map reading skills my Dad taught me, but now I use **Google Maps**. I certainly don't miss trying to fold those old school paper maps, and the alerts on traffic conditions and alternate routes have saved me many times.



### SOCIAL

#### Twitter, Facebook, Instagram

Besides checking **Twitter** for trending current events, I regularly pop into **Facebook** and **Instagram** to check out friend, colleague and brand posts.



### TIME SAVERS

#### Amazon, OpenTable

I do a large portion of my shopping through **Amazon**. Their mobile app stores all your past orders and you can reorder with one click. I like **OpenTable** for last minute restaurant reservations, and with so many great restaurants in Lancaster, it allows for day-of decisions based on what you might be in the mood for.



### ENTERTAINMENT & LEARNING

#### Podcasts, HQ Trivia

I love **podcasts**. I tend to gravitate toward good interviews, like Alec Baldwin's "Here's the Thing," where he interviews a wide range of people from celebrities to authors. For the trivia nerd in me, occasionally participating in **HQ Trivia** is a fun diversion. It is like a live game show.



# Technology is complicated ... we are not.

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# 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](mailto:thriving@lancasterchamber.com).



### PROVIDENCE ENGINEERING Promotes Denning

Providence Engineering recently announced the promotion of Carol-Ann Denning to Director of Engineering. She is focusing on the company's technical deliverables,

from initial calculations through completed drawings. She is also working to ensure that quality, timely and affordable solutions continue to be the hallmark of Providence Engineering. Providence Engineering provides structural engineering design and analysis services, as well as many facets of construction compliance and delegated design services to the building industry.

## Barley Snyder

### BARLEY SNYDER Expands in Gettysburg

Barley Snyder recently opened an office in downtown Gettysburg. The expansion of the firm's presence in Gettysburg allows for the hiring of additional attorneys and staff at the 3,000-square-foot, state-of-the-art office. Barley Snyder is a law firm based in Central Pennsylvania with more than 90 attorneys, and serves businesses, individuals and organizations in all major areas of civil law.



### PHI SIGMA PI Hires Harvey

The Phi Sigma Pi National Honor Fraternity hired Elizabeth Harvey as its marketing and communications assistant. Harvey holds a corporate communications degree from Elizabethtown College. Phi Sigma Pi, with national headquarters located in

Lancaster, is a gender-inclusive fraternity with 54,000 members.



**RKL Ranked 67th Among Nation's Top Accounting Firms**

Leading industry publication *INSIDE Public Accounting (IPA)* ranked RKL number 67 on the 2018 installment of its annual "Top 100 Firms" roundup. This ranking is based on RKL's 10.4 percent growth. RKL first entered the IPA Top 100 in 2012 and has increased its position since. RKL LLP is a leading professional services firm offering a wide range of services – tax, accounting, data analytics, performance improvement, risk mitigation, human capital management, cybersecurity and more.



**GUNN-MOWERY, LLC Hires Commercial Account Administrator**

Gunn-Mowery welcomed Angela Mackey as its Commercial Account Administrator. As a Commercial Account Administrator, she works with the company's agency

management system, in addition to being responsible for servicing a designated group of commercial clients and providing support to their Sales Executives. Gunn-Mowery, LLC is an independent insurance broker providing commercial insurance, personal insurance, employee benefits, captive insurance, financial services and surety bonds to clients in Central Pennsylvania and beyond.



**MOM'S HOUSE OF LANCASTER Receives \$40,000 Grant**

Mom's House of Lancaster is pleased to announce it has received a \$40,000 grant from the Arconic Foundation. The funds will go towards furthering the organization's childcare and parent programs. Mom's House offers accredited childcare programs that allow children as young as six weeks old to six years old the opportunity to have an individualized curriculum ensuring they have a positive start on their educational journey.

**RETTEW Welcomes New Employees**

RETTEW is pleased to welcome Anu Datta, Brian Galida and Justin Gilmore.



Datta is a project technician in the firm's geophysics group. She manages project proposals, quality assurance, job schedules and budgets, and coordinates other group operations.



A construction manager for RETTEW's geotechnical group, Galida manages construction inspections, making sure contractors are completing work according to agreed-upon designs and specifications.



Gilmore is a party chief in the firm's surveying group. He is responsible for managing survey work on pipeline construction projects, including stake-outs, as-built evaluations, and restoration.

RETTEW, ranked on *Engineering News-Record's* 2018 list of top design firms, began providing civil engineering and surveying services in 1969. Today RETTEW has more than 350 employees and 11 offices.



**VISIONCORPS  
Hires Director of  
Human Resources**

VisionCorps has hired Beth Tice as Director of Human Resources. Tice oversees Human Resources functions and leads the organization in employee development. She also contributes to the

success of the organization by furthering VisionCorps' strategic initiatives with the Senior Leadership team. VisionCorps serves 2,000 individuals who are blind or vision impaired in Lancaster, Lebanon, Chester, York, and Adams Counties, through rehabilitation services and/or employment opportunities.

**GODFREY Hires Digital Marketing Manager  
and Proofreader**

Godfrey has hired Kayla Soders as a digital marketing manager and Emily Truman as a proofreader.



*Kayla Soders*

Soders manages paid and organic search programs (PPC, SEO) and assists with other digital marketing efforts including social media, link building, email, content optimization and website updates.

Truman is responsible for reviewing, proofreading and editing client content while ensuring it follows each client's individual style guide. Truman has over seven years of experience in proofreading and copywriting.



*Emily Truman*

Godfrey specializes in helping highly technical manufacturers market themselves better. Godfrey blends customer insight with strategic consulting, brand management, advertising, public relations, digital strategy and more.



**WARFEL CONSTRUCTION COMPANY  
Breaks Ground on Friends House Expansion**

Warfel Construction Company recently broke ground on the \$9.5 million Friends House expansion and renovation project in Sandy Spring, Maryland. Encompassing more than 21,000 square feet, the project includes renovations to the existing Commons building, which will feature a new kitchen, dining area, bistro and administrative offices. Sitework and infrastructure for the new addition to the campus are also included in the scope of the project. Established in 1911, Warfel Construction Company provides general construction and construction management services to clients throughout Pennsylvania and surrounding states.

**SAXTON & STUMP Hires  
Nancy L. Sperry as Senior  
Clinical Consultant**



Saxton & Stump is pleased to announce the hiring of Nancy L. Sperry, MS, APRN-FNP-C, MPH, BSN, RN, AHN-BC, as Senior Clinical Consultant. Sperry assists with mitigation efforts

on behalf of the firm's clients, helping them reduce the risk of lawsuits, and provides support through healthcare management and quality initiatives. Saxton & Stump is a full-service law firm serving businesses by providing legal and consulting services.

**BROWN SCHULTZ SHERIDAN & FRITZ  
Announces New Team Members**



*Samantha Carbaugh*



*Ashley Gonsar*

Brown Schultz Sheridan & Fritz recently hired Samantha Carbaugh and Ashley Gonsar.

Carbaugh joined the Brown Schultz Sheridan & Fritz team as an Audit Staff Accountant. She is working with the Insurance team.

Gonsar joined the company as an Administrative Assistant.

Brown Schultz Sheridan & Fritz services include accounting and auditing, tax and business valuations.

**GARDEN SPOT COMMUNITIES  
Receives National Innovation Award**



Garden Spot Communities' Ruth Dunlap, resident of Thistledown, the Cooperative Living House at Garden Spot Village, accepted the 2018 LeadingAge Innovation Award on behalf of Garden Spot Communities at the LeadingAge Annual Meeting & Expo. Garden Spot Communities was chosen for this award because its leadership team recognized the need for affordable housing for older adults on fixed incomes, explored different opportunities and concepts to develop a Cooperative Living House, and partnered with the local community to build the home instead of depending on government subsidies. Garden Spot Communities is a licensed, non-profit provider of innovative housing and lifestyle services for older adults.

**FULTON BANK, N.A.  
Promotes Andrews**



Fulton Bank recently promoted Colleen A. Andrews to commercial relationship manager in its Agricultural Department. In this position, she is responsible for developing and managing agricultural

commercial relationships throughout the Lancaster market. Andrews joined Fulton Bank in 2017 and most recently held the position of management trainee.



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Anna Ramos

**LANCASTER CHAMBER Promotes Employees and Hires Chief Revenue Officer**

The Lancaster Chamber recently promoted Anna Ramos to Workforce Initiatives Director, Heather Valudes to Community Impact Director, welcomed Scott Burky as its Chief Revenue Officer and promoted Sarah Maser to Operations Director. These changes reflect the organization's focus on developing workforce, ensuring a pro-business climate and delivering value for businesses.



Heather Valudes

Ramos is responsible for overseeing programs and trainings offered by the Chamber and assuring they are aligned appropriately with the needs of the business community to attract, engage, train and retain talent.



Scott Burky

Valudes is responsible for building, implementing and managing all aspects of the community impact work of the Chamber, inclusive of advancing pro-business policy, promoting public awareness on key topics affecting business and building relationships with local elected officials and staff.



Sarah Maser

Burky is responsible for revenue related activities designed to deliver value and grow the organization. This includes developing and implementing sales and marketing strategies and assisting with the overall strategy and direction for the Chamber.

Maser is responsible for overseeing all aspects of day to day internal operational functions to create an exceptional experience for employees and investors of the Chamber. In addition, she provides executive level administrative support to the President & CEO.

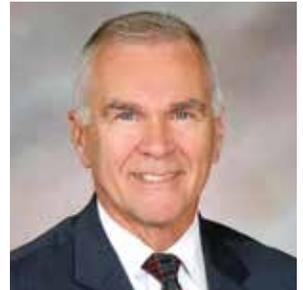


Steve Progin

The group is part of the Chamber's leadership team that also includes Finance Director, Steve Progin. Progin is responsible for managing cost and general accounting processes, accounts receivable/payable practices, managing the organization's budget process and leveraging the return on financial assets of the organization. He also ensures legal and regulatory compliance for all accounting and financial reporting functions.

**Groff to Retire from EPHRATA NATIONAL BANK**

The Board of Directors of ENB Financial Corp, the bank holding company of Ephrata National Bank, announced the retirement of President, Chairman and CEO Aaron L. Groff, Jr. in December 2019. Groff's retirement will bring a close to a remarkable career of 52 years of continuous service to Ephrata National Bank's customers, communities, employees, board of directors and shareholders.



Aaron L. Groff

Groff joined Ephrata National Bank in April 1967 as a teller and became president on January 1, 1999. During his tenure he also held the positions of co-manager of data processing, assistant cashier, systems analyst, director of marketing, and vice president and cashier. Under his leadership as president, Ephrata National Bank grew from four full-service branch offices in the greater Ephrata area to 12 full-service branch offices and two free-standing drive-thru facilities in Lancaster, Lebanon and Berks counties. Assets grew from \$338 million to over \$1 billion.



Jeff Stauffer

Succeeding Groff as President and CEO will be Jeffrey S. Stauffer who will become the 8th president in Ephrata National Bank's history. Stauffer started his banking career at Ephrata National Bank in February 1982, having most recently served as senior vice president and senior lender of commercial loans.

## LANCASTER CHAMBER

# December | January Programs & Events

To register, visit [lancasterchamber.com/events](http://lancasterchamber.com/events) or call 717.397.3531.

## DECEMBER 2018

06	<b>Industry Tour - Herr Foods</b> 3 to 5 p.m., 20 Herr Drive, Nottingham
07	<b>Professional Development Friday - Employee Financial Wellness: Empowering Employees to Take Control</b> 8:30 to 10:30 a.m., Lancaster Chamber
07	<b>Roundtable Discussion: Sticky Staff Situations</b> 11:30 a.m. to 1p.m., Lancaster Chamber
12	<b>Excellence Exchange with Ross Kramer of Listrak</b> 7:30 to 9 a.m., Lancaster Country Club
13	<b>Young Professional Network Holiday Social</b> 5 to 7:30 p.m., Mercedes Benz of Lancaster
14	<b>Economic Forecast Breakfast with Linda Duessel of Federated Investors, Inc. and Dave Hanson of Fulton Financial</b> 7:30 to 9:15 a.m., Lancaster County Convention Center
19	<b>Mixer - Lancaster County Motors Subaru</b> 5 to 7 p.m., Lancaster County Motors, Inc.
20	<b>Annual Legislative Issues Forum</b> 7:30 to 9:15 a.m., Lancaster Country Club



Lancaster Chamber  
People | Business | Community

Learn about our 2019-2021 Strategic Plan at the Regional

# CONSORTIA

**Lancaster City/Lancaster Township**  
1/8 - UPMC Pinnacle Lancaster  
7:30 – 9 am

**Cocalico/Ephrata**  
1/9 - Ephrata High School  
11:30am – 1 pm

**Lititz/Manheim/Manheim Township**  
1/16 - Mennonite Disaster Service  
7:30- 9 am

**Columbia/Donegal/Elizabethtown/Hempfield**  
1/17 - St. John's Herr Estate  
11:30 am – 1 pm

**Lancaster City/Lancaster Township**  
1/23 - Discover Lancaster  
7:30 – 9 am

**Solanco/LS/Penn Manor Consortium**  
1/29 - Willow Valley Communities  
7:30 – 9 am

register at [lancasterchamber.com/events](http://lancasterchamber.com/events)

# Out & ABOUT

## GRAND OPENINGS CONGRATULATIONS



**Bella Rose Bridal Boutique, 1571 Fruitville Pike, Suite 2**  
Bella Rose Bridal Boutique carries more than wedding dresses, providing a dress for any occasion. Their designer collections include wedding dresses, bridesmaid dresses, mother of the bride dresses, prom dresses, Quinceañera dresses, special occasion, and formal dresses. They also carry a variety of accessories that add the perfect touch to dresses, such as veils, headpieces, tiaras and jewelry.



**Clean EatZ, 1876 Fruitville Pike**  
Clean EatZ emphasizes healthy eating and offers weekly meal plans. They offer a range of customizable bowls, burgers, sandwiches, wraps and smoothies.



**CORE Design Group, 155 West Market Street, Suite 200, York**  
CORE Design Group is a firm founded on the fundamental principle that the greatest contribution of architecture is to strengthen and vitalize our communities. They believe that architecture, the natural landscape and a building's context, both in environment and history, are seamlessly connected.



**Girls Day Out at Kitchen Kettle Village, 3529 Old Philadelphia, Intercourse**  
A fun, friendly atmosphere filled with approachable clothing and accessories to enhance one's wardrobe. Lots of unique merchandise like fashionable Orange brand women's apparel, Coco + Carmen handbags and much more.



**Good Vibes at Kitchen Kettle Village,  
3529 Old Philadelphia, Intercourse**

Visitors will find a great selection of fun and comfortable attire from brands like Life is Good, Old Guys Rule, Laid Back, Natural Life and Lazy One, as well as their own Good Vibes line.



**Hobby Lobby, 2074 Fruitville Pike**

Hobby Lobby is primarily an arts-and-crafts store but also includes hobbies, picture framing, jewelry making, fabrics, floral and wedding supplies, cards and party ware, baskets, wearable art, home accents and holiday merchandise.



**Longhorn Steakhouse, 2310 Lincoln Highway East**

LongHorn Steakhouse, a brand of Darden Restaurants, features a variety of steaks as well as grilled chicken, salmon and ribs.



**Miesse Candies & Ice Cream Parlor,  
118 North Water Street**

The ice cream shop at the renamed Miesse Candies & Ice Cream Parlor features a historic soda fountain, which was originally used at Minnich's Pharmacy in York and had more recently been on display at Wolfgang Candy in York. The 12-foot soda fountain has been refurbished to operate like it would have originally. It features sodas made with 10 different syrups as well as eight flavors of hand-dipped ice cream from Penn State Berkey Creamery.

**CHAMBER ADVOCATES OF THE QUARTER**



Congratulations to **Michael Moeller**, Thryv, for being named Advocate of the Quarter for the Chamber's New MemberTeam.



Congratulations to **Suzanne Harman**, Members 1st Federal Credit Union, for being named the Advocate of the Quarter for the Chamber's RetentionTeam.



*Thank you to JC Snavelly & Sons, Inc. for investing in the work of the Chamber for 70 years.*

## **INVESTOR ANNIVERSARIES**

Congratulations to the following companies that are celebrating milestone anniversaries with us in November, December and January.

### **NOVEMBER**

#### **10 Years**

- Realty Settlement Services, Inc.
- Ric's Bread
- Willow Street Restaurant

#### **20 Years**

- Community First Fund
- Green's Tree Service

#### **30 Years**

- First United Methodist Church
- Kelly Cadillac, Inc.
- Northeast Agri Systems, Inc.
- Turkey Hill Dairy, LP
- Ultra Electronics-Herley
- Warwick Machine & Tool Company

#### **40 Years**

- UPMC Pinnacle Lancaster

### **DECEMBER**

#### **20 Years**

- Rainbow Carpet & Restoration

### **JANUARY 2019**

#### **10 Years**

- aideM Media Solutions, Inc.
- Benner Insurance Agency LLC
- City of Lancaster
- Elizabethtown College Lancaster
- Greiner Industries, Inc.
- PackShip USA

#### **20 Years**

- Good Samaritan Services
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**The Arc Lancaster Lebanon, 116 West Airport Road, Lititz**

The Arc Lancaster Lebanon assists people with Intellectual and Developmental Disabilities and Autism and their families to navigate an often complex system by coming alongside and asking what makes a meaningful life and help identify what is needed to make that life happen (including, but not exclusively, services and support).



EXCELLENCE SYMPOSIUM:

# Leading *with* Purpose

**BB&T's  
Kelly King  
shares his  
leadership  
insights and  
experience**

**W**hat does it mean to be a great leader? To some it's the degree to which they can inspire loyalty, effort and high levels of functioning. To others, it's leading by serving, guiding others by attending to their needs and interests. To Kelly King, Chairman and CEO of BB&T, being a great leader begins with understanding your purpose and helping others embrace theirs.

As the featured speaker at the Chamber's November Excellence Symposium at Lancaster Bible College, King spoke passionately about values-driven leadership.

*"You need to understand exactly why you do what you do," said King. "When you know your purpose, you're able to make more intentional choices for your business, your career and your life. It provides a path to a meaningful destination. I believe my purpose is to put more into this world than I take out and to make the world a better place, which is consistent with BB&T's mission and values. And because they are so aligned, it gives me peace and happiness every day doing my job."*

King has forged a lifetime of leadership experience, devoting 32 of his 45 years of service to BB&T as a member of Executive Management.

He has been instrumental in the bank's significant growth in recent years, from \$19 billion in assets 20 years ago to more than \$221 billion at the end of 2017. In addition to expanding the bank's footprint, King and his team kept the bank steady through choppy economic waters and challenging regulatory headwinds. Still, he maintains that his most important job has always been and continues to be nurturing and developing the company's strong culture.

*"One of my primary roles as CEO is to find a variety of ways to teach and reinforce beliefs and focus on culture," King says. "It should be the most important role for each and every leader throughout an organization because beliefs drive behaviors, and behaviors drive results."*

### POSITIVE LEADERSHIP

One of the beliefs that King holds true is that a positive attitude can boost productivity and well-being at work. His view stems from an experience early in his career working for a negative supervisor, which he said was detrimental not only to him, but to the organization and everyone he supervised.

*"The situation was so stark it instilled in me a keen interest in understanding how the best leaders led," said King. "After doing some research and gaining exposure to different approaches, like Dr. Norman Vincent Peale's Power of Positive Thinking, I began to investigate how beliefs impact behavior and whether you can change or shape beliefs. Ultimately, I became convinced you can shape beliefs and that will lead to behavioral change."*

King also emphasized the importance for leaders to reflect on their own behaviors and how self-awareness can be a psychological catalyst to success. It's an area that the company has explored deeply through The BB&T Leadership Institute, home of its immersive training programs located on a newly developed "retreat-like" campus in Greensboro, N.C. The programs, which are open to leaders both inside and outside the company, are focused on teaching leadership principles deeply rooted in self-awareness.

*"Humility and self-awareness are so important in leadership," said King. "Self-aware leaders understand where they are strong and where they may have some strength gaps. This can help them manage their behavior, often resulting in better relationships and better decision making."*

King also hosts the BB&T Leadership Series, a collection of video interviews with some of today's best and brightest behavioral science thought leaders, including Shawn Achor, Daniel Pink, and Carol Dweck. The videos can be viewed on BB&T's Website and YouTube channel.



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## LEADERSHIP IN ACTION

Reflecting on purpose is necessary to prepare to lead and to make a positive difference; however, King emphasizes that thinking about it is not enough. Action, he said, is an essential component of leading with purpose.



*"Demonstrating our purpose in the communities where we live and work is particularly important," said King. "Our BB&T Lighthouse projects are just one example of how we model our values with the goal of making our communities better places through hands-*

*on projects. We don't do them with a lot of fanfare. We do them because we are part of the community and it is the right thing to do. It is what leaders do."*

In addition to encouraging today's leaders, King is passionate about lifting up and inspiring the leaders of tomorrow through programs and initiatives created specifically for college and high school students. One element of this effort includes a one-day leadership program funded and hosted by The BB&T Leadership Institute which was held at more than 36 schools in 2017. The Emerging Leaders Certification Program offers key components of BB&T's Leadership Development curriculum to college students throughout its footprint. Since 2014, the program has reached more than 50 college and universities and certified more than 4,000 students.

## THE POWER OF ONE

King reminded the audience that you don't have to have a certain title to be a leader. In fact, there are small acts each of us can do every day to make the world a better place.

*"I'm a firm believer in 'The Power of One,'" King said. "What I mean by that is this: don't be that person who walks past people and doesn't see them. Treat everyone with dignity and respect. Show them that they matter. Whether it's a simple smile or a word of encouragement, we each have the power to plant seeds of hope every day." LT*



**BY ALISON VAN HARKAMP,**  
*Director, Corporate Communications and Public Relations, Armstrong Flooring*  
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~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 Fall/Winter edition, check out how Kitchen Kettle Village is leading the way as one of Lancaster County's top travel destinations.



KITCHEN KETTLE VILLAGE

## A NOD TO TRADITION

### with an Eye Toward the Future

It's like stepping back in time. As I traversed the parking lot and up the lane of quaint storefronts on a warm, yet brisk October Thursday, I was met with crowds of onlookers on the village main street – but what were they looking at? Ah yes, amidst the amber leaves falling from the trees stood a one-man band. Banjo in hand, cymbals on knees, down beat drum nestled underneath his feet. As I stood there, amused by the music playing and taking in the much-needed Vitamin D, my nose was pleasantly awakened by the sweet smell of kettle cooked... something. I couldn't place my finger on what the scent was, but the aroma smelled (and felt) like "home."

Photos courtesy of  
Kitchen Kettle Food, Inc.





I make my way to the Jam & Relish kitchen, the Village's anchor store and the place where in 1954, the Burnley family began creating their now famous recipes. Amongst hundreds of glass mason jars full of jams, relishes, pickles, salsas and more - I meet Michelle Rondinelli, Co-owner, President and third generation to lead the Kitchen Kettle company. We situate ourselves next to the production kitchen and beside the bakery (*Aha! I have found the intoxicating aroma my nose was delighted by outside the store*).

### THE PRODUCT

We begin by reviewing the products that line the walls, stalls and those of which I've already professionally taste-tested for freshness and quality (no worries, there). As we begin our conversation, Rondinelli points out the six Amish women managing the kitchen that consists of three steam jacketed kettles (hence the Kitchen Kettle name). In any mass production facility, product is pumped through fillers and other machines - but the beauty of the small batch process that the Jam & Relish Kitchen is famous for, is all of that is done by hand. Hand filled jars from the kettle, hand tightened lids, hand transported to the water bath that helps create the seal and finishes the cooking then handed off to be boxed for storage or sale.



Mike & Michelle Rondinelli

This kitchen, the ONLY kitchen, makes all the products, which could be upwards of 5,000 a day depending on the product. I watched intently at the day's creation: peach salsa, an important member of the Jam & Relish Kitchen. Grandma's original Chow Chow recipe sits at the forefront of the relish line, followed by pepper jam, the most popular jelly variety (and most delicious in my opinion), and all come in close to the emerging trends of the last 15 years - salsas and pickles. While not an original staple of the brand or recipe book, but with advice from the Kitchen Kettle culinary teams, market food trends and growing condiment popularity, Kitchen Kettle didn't skip a beat in adding these products to their repertoire. And they certainly do them well!

An astounding 90% of what they make is sold in the actual Jam & Relish Kitchen store, supplemented by wholesale and global online sales. The challenge, in the next few years, will be to keep the great product and overall experience going, yet still meet the demand.

### THE EXPERIENCE

Their products, while delicious, are only made better by the experience of Kitchen Kettle Village and specifically the Jam

& Relish Kitchen. There are not many production processes where you can watch the ingredients being placed into the kettle, watch your product be churned then bottled and then later, purchase what you just saw being made, from the shelf.

Rondinelli admits that there are probably more efficient ways of producing the jams and relishes, but the experience would not be the same. *"This operation is what has made this store so successful... If we didn't have this kitchen and we didn't focus on the experience, we wouldn't be unique."* The experience creates a better result.

### WHAT'S NEXT

As they face challenges in advertising tourism for the region, the long-standing belief in our unique culture is a guiding point for the company. As many local tourism industry leaders do, they foresee greater collaboration in private tourism efforts for the County in the future.

With a strong leadership team at the helm, Kitchen Kettle looks forward to a rewarding future, filled with changing food trends, intentionally grown production capabilities, telling the story of the local, family brand and creating grander experiences both in person and online. The Burnley family, the company's dedicated employees and the local community are eager to continue creating a place in their corner of the unique and diverse fabric that is Lancaster County. **LT**



### BROWN PAPER PACKAGES TIED UP WITH STRINGS, THESE ARE A FEW OF OUR FAVORITE THINGS

Experience the holidays at Kitchen Kettle Village and find the finest products from national stores like Brighton & Deerskin Leather or local treasures like handmade pottery, flavorful fudge and gift packages of jams and relishes. Oh, and while you're at it: toast a marshmallow, sing with the carolers & create memories while holiday shopping!

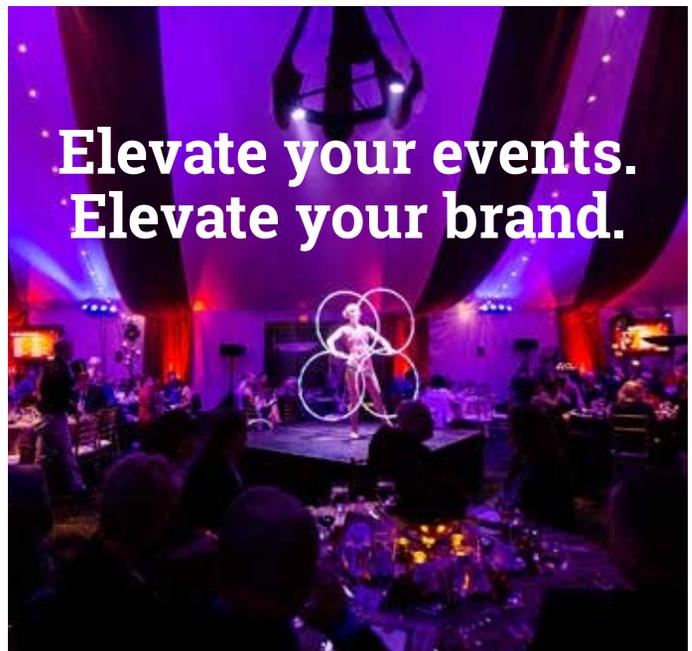
### WRITER'S *Holiday* PICKS:

- ✓ *Pepper Jam*  
Jams & Relish Kitchen
- ✓ *Minnetonka Moccasins*  
The Deerskin Leather Shop
- ✓ *Cinnamon Roasted Almonds*  
Pappy's Kettle Korn
- ✓ *Old Line Chardonnay*  
Waltz Vineyards Tasting Room
- ✓ *Fair Trade Artisanal Gifts*  
Ten Thousand Villages



**BY MOLLY CROUSER,**  
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# GET INSIGHT to Better Compete

## FASTEST GROWING

Lancaster has been receiving a *lot* of attention recently. *Forbes* named our “newly hip Victorian” city one of the 10 coolest places to visit across the United States in early 2018. That was followed a few months later by an article from Tom Friedman that graced the pages of *The New York Times* over the Fourth of July weekend, highlighting Lancaster as a model worthy of emulation for the rest of the country’s municipalities. Just a month ago, the metro topped *US News and World Report’s* 2019 list of Best Places to Retire. A glance at the area’s population distribution by age shows that many local residents were ahead of the curve; the Lancaster Metropolitan Statistical

Area (MSA) has substantially more retirees than the national average. But the area isn’t just great for card carrying AARP members, and the region’s newfound national attention is in many ways a result of the robust local economy. While many similar sized cities – both across the state of Pennsylvania and across the country – are struggling to adapt to the 21st century economy, Lancaster is thriving.

Though local economic data comes through with somewhat of a delay relative to national data, the most recently published survey of seasonally adjusted job growth, calculated from Bureau of Labor Statistics data, placed

Lancaster among the top 25 fastest growing job markets in the country. This has in turn led to one of the lowest unemployment rates in the state. Even the local manufacturing sector, the decline of which has led to economic despair across much of the state and the broader industrial Midwest, is seeing the strongest employment growth in over 20 years. In addition, the metro area is home to 10 businesses on *Inc. Magazine's* 2018 edition of their annual fastest growing privately owned businesses list. Lancaster has developed a very diverse economy for a city of its size, which will make the region more resilient during periods of national economic malaise and support continued growth in a variety of economic environments.

Lancaster's economic vitality is palpable, whether one is strolling the historic sidewalks downtown past the site that was, for a brief period in the 18th century, the capital of a young United States, or venturing out into the suburbs and outlying farmlands that are teeming with growth, driven by industries both new and old. Collectively, commercial developments totaling over \$400 million in investment are currently underway or have recently been completed, with even more future investment plans in the works. While concerns about the length of the current



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# TOP 25 JOBS GROWTH IN U.S.

economic expansion nationally have started to find a voice, the local economy tends to lag that of the national economy by 12 to 24 months (and, for what it's worth, we believe the national economy still has room to run as well, which you will hear more about at December's Economic Forecast Breakfast). Combining this tendency with strong population trends that continue to gain momentum creates a recipe for sustained economic growth in the years to come.

Lancaster is bucking the prevailing trend in Pennsylvania, experiencing population growth in line with the national average while the state as a whole and most of its municipalities are seeing population outflows, making Lancaster the fastest growing metropolitan area in the state. The area also has the highest birthrate in the state, a trend likely to continue as more millennials, who are finally forming new households in earnest after nearly a decade of depressed rates, are likely to continue to be drawn to the area for the strong economy and labor market, excellent schools, vibrant arts and social scene, and affordable housing market relative to the national and state averages (Full Disclosure: I am one of these millennials contributing to this uptick in household formations, having just tied the knot myself last month). These population and household formation trends have led to an extremely tight local housing market, which will be an economic driver over the next several years. The metro area has very low vacancy rates relative to the nation and the state in both the ownership and rental markets, which is putting upward pressure on prices. We expect this supply/demand mismatch will lead to a strong uptick in residential construction that will provide an additional boost to an already strong local economy. We analyze the local economic environment across the Fulton footprint - 26 MSAs spread across five states - representing everywhere we do business, and Lancaster stands out among the best. Lancaster is ranked 3rd across the footprint for expected employment growth and 4th in expected population growth over 2017 to 2022 as calculated by Moody's Analytics; the only MSAs ranked higher were Washington, DC itself and its suburbs in Maryland and Virginia.

When Lancaster joined the likes of Baltimore, Philadelphia, Louisville, and San Antonio on the aforementioned coolest cities to visit in 2018 list published in February of this year, *Forbes* declared that Lancaster was still one of the US's best kept secrets. A mere eight months later, we can definitively say that the secret is getting out. **LT**

**Join us on December 14** to hear from Linda Duessel, Equity Market Strategist, Federated Investors, Inc., and Dave Hanson, Chief Executive Officer, Fulton Financial Advisors, at the Chamber's Annual Economic Forecast Breakfast.

This is your chance to learn even more about the current state of our global, national and local economy, and how to leverage this insight to better compete. Register now to get real time data and trends to grow your bottom line.

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**BY MATTHEW T. BRENNAN, CFA,**  
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# #IMPACT LANCASTER



**“People are realizing that traditional schooling was created for a different time with different targets. There’s an awareness that we have to aim higher,”** observes Dr. Brian Troop, Superintendent of Ephrata District Schools.

## OUTFITTING FOR THE NEW FRONTIER

Imagine we’re pioneers heading out west. How are we preparing? What will we need to know when we get there? Back in the day, there was no pioneer training camp. No YouTube tutorials. No seminars.

We know what happened. Many people, short on survival skills, good weather and helpful neighbors, struggled. Today, we face a parallel scenario, only the frontier is the workplace of the future and the pioneers are high school students, with educators caught in the middle. How are we preparing the employees of the future?

This question engages an ever-widening group in Lancaster County as they grapple with relevant employability skills in a changing world. *“People are realizing that traditional*

*schooling was created for a different time with different targets. There’s an awareness that we have to aim higher,”* observes Dr. Brian Troop, Superintendent of Ephrata District Schools. *“The time is right for this kind of change.”*

### ROLLING OUT ANSWERS

At Ephrata School District, the change takes shape as a new model for student formation: the “Life Ready Graduate” (LRG), which fosters traits, aptitudes and overall wellness—from resilience and critical thinking to financial literacy and civic responsibilities. *“We want our teachers to invest in producing kids with skills and dispositions that don’t have a shelf life,”* Dr. Troop explains. *“Students will have to collaborate, be creative, and make decisions. So we need new measures; standardized tests alone aren’t adequate predictors of future success.”*

Each student develops a portfolio that presents potential employers with a broader picture of what he or she has

*Photos courtesy of Ephrata School District and Linden Hall*



## COMPONENTS

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 Collaboration & Teamwork

**DEMONSTRATE THE DISPOSITIONS**  
 Honesty, Integrity, & Responsibility  
 Adaptability  
 Continual Learning & A Growth Mindset  
 Resilience & Grit

been learning and doing. To earn the certificate, juniors and seniors need to achieve a 98% attendance rate and a set GPA. But they also need to manage outside activities (volunteering, extracurricular activities or working) to demonstrate they can handle these without affecting their work. Tracking these metrics gives students two years of tangible proof of their work-ready skills and motivation. Area businesses like Ephrata National Bank, Haller Enterprises, Wellspan and Astro Machine Works endorse the program; some offer preferential treatment to certified students.

Concurrently, Penn Manor School District worked with the Lancaster Chamber and the Workforce Development Board (WDB) to create the “Comet Credential,” named after the school mascot. From Lancaster’s SkillUp learning tool, the collaborators selected 46 online modules to prepare students for their next step. A grant through the WDB means the program is free for schools. They were refining the program when the PA Dept. of Education introduced a new requirement for public schools: they would now need to use some sort of program to develop critical employability skills.

Melissa Ostrowski, a school counselor at Penn Manor High School, and Janel Cross of Align Financial and a member of Lancaster SHRM\*, began gathering volunteers to craft a new credential for broader use, encompassing “soft skills.” The committee had representatives from 12 PA industry clusters (see blue box), and included members from IU13, the Chamber, SHRM, CareerLink, and WDB. They selected 18 online modules, from teamwork and listening to ethics and receiving feedback, to create a new standard: PA Work Aware.



### INDUSTRY CLUSTERS AS DEFINED BY THE DEPARTMENT OF EDUCATION

1. Advanced Manufacturing
2. Agriculture and Food Production
3. Bio-Medical
4. Building and Construction
5. Business Services
6. Education
7. Energy
8. Health Care
9. Hospitality, Leisure and Entertainment
10. Logistics and Transportation
11. Real Estate, Finance and Insurance
12. Wood, Wood Products and Publishing

These categories represent almost 82% of employment in Pennsylvania.



\*the Society for Human Resource Management



# BUILDING EMPLOYABLE SKILLS

At the Makerspace at Linden Hall School for Girls, the main currencies are collaboration and creativity. Yes, there are fun tools and technologies girls don't often have the opportunity to use. Makerspace Director Michele Archer says the students "act like they won the lottery when they get to use the saws and drills or the 3D printer."

But the focus isn't on the tools. "It's about building other skills," says Archer, "like collaborating, thinking outside the box, taking risks, trying something you've never tried." Learning STEM skills (science, technology, engineering and math) as they experiment means the girls are honing abilities employers need.

## HANDS-ON LEARNING

Students in LaunchX, an entrepreneurial club, meet here. They build on skills they learned in Makerspace engineering and invention classes, only now they're trying to launch a startup. In class, students engineer and construct sets for the school's next drama production and design and print unique 3D chess sets. The health class is filming and editing a video to define beauty, using the "green screen" video suite; the French class uses this to film weather reports—in French, naturally.

New drones help teach coding and other subjects. The art class plans to paint, but with a drone holding the paint brush. The Makerspace's ozobot mini-robot, scroll saw,

soldering iron, and more is a big draw, and students wonder what's next. Never fear: Archer's got "lots of projects" in the pipeline.

*The Makerspace currently partners with Thaddeus Stevens College and is seeking additional partners and collaborators. We welcome individuals and companies in the Lancaster area to collaborate with us as we teach our students current and relevant skills that are in demand in the employment marketplace. Opportunities include guest teaching, hosting field trips and internships, and donating items or funds to the Makerspace.*



**MAKING CONNECTIONS**

The Chamber is working closely with the WDB and the Lancaster community to

- 1) communicate the value of the PA Work Aware credential in the business community; and
- 2) to get the credential recognized by the state. Programs like PA Work Aware and the Life Ready Graduate could offer additional benefits locally. Ephrata's approach involves community connections for each grade level. Dr. Troop notes, "As kids have a common experience here, they'll feel closer to their community, which may help them to stay connected."

Other school districts, both locally and nationally, are expressing interest in these programs, which have been presented at various conferences. Ostrowski, who is running the PA Work Aware pilot, says "Penn Manor will use the program no matter what. The bonus would be if it can be counted as a credential. I'd love for all students to have access to it. For now, it's an idea we're just sharing." **LT**



**BY CINDY KALINOSKI,**  
owner, *The Word Helper*  
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# Building a Better Lancaster County in **2040**



# OUR IDENTITY



# WHAT THE BUSINESS COMMUNITY CAN DO TO HELP MOVE THE NEEDLE

**W**hether you've lived in Lancaster County your entire life, or moved here only recently, we all feel a special connection to this place we call home. We feel a strong connection to our world-class farmland and rural way of life, vibrant urban places like Lancaster City and our boroughs, and outstanding natural areas like the Susquehanna River gorge.

We also feel a strong connection to the people of this place: generations that have passed down customs and traditions including foods, crafts, and a strong work ethic. We also feel a connection to those who have moved here more recently - whether they come from near or far. All of them contribute to our quality of life.

This unique combination of people and place is what makes Lancaster County unique - a place that deserves careful planning to ensure it remains a special place in the future.

Just as companies need a business plan to be successful, communities also need a plan for the future. Over the last three years, the Lancaster County Planning Commission led our community on a three-year journey with one destination in mind - a better Lancaster County in 2040. We had no

preconceived notion of how to get there, but we knew the journey was just as important as the destination. So we asked the community to help us define a path toward the future all of us want to see.

It was an amazing journey. We traveled throughout the county, from downtowns to rural areas. We reached out to thousands of people at dozens of meetings, online, and in detailed surveys. In addition to those who heard our message, over 8,000 voices spoke up and offered their input.

To help build awareness, educate, and engage the public, we assembled 25 countywide, regional, and city organizations into an advisory group called Partners for Place. The Lancaster Chamber is one of these partners, and provided multiple opportunities for its investors to participate in meetings and events focused on the plan. These efforts helped to ensure that the voice of the business community was heard during the planning process - and will continue to be heard as we move forward with implementation.



As we traveled around to gather input, people told us what they love about Lancaster County, but they also expressed some concerns about the future. People are worried that our community is losing its special character. There's a new sense of urgency, because there seems to be a disconnect between what we say we want, and what we are actually doing.

The good news is, trend is not destiny. We can do things differently.

We have a new plan for Lancaster County's future, and it's called places2040. Just recently, the Lancaster County Board of Commissioners adopted it as our new county comprehensive plan. If we focus on implementing the plan's 5 big ideas, 26 policies, and 7 catalytic tools and strategies, we're confident that Lancaster County will remain a special place in the future.

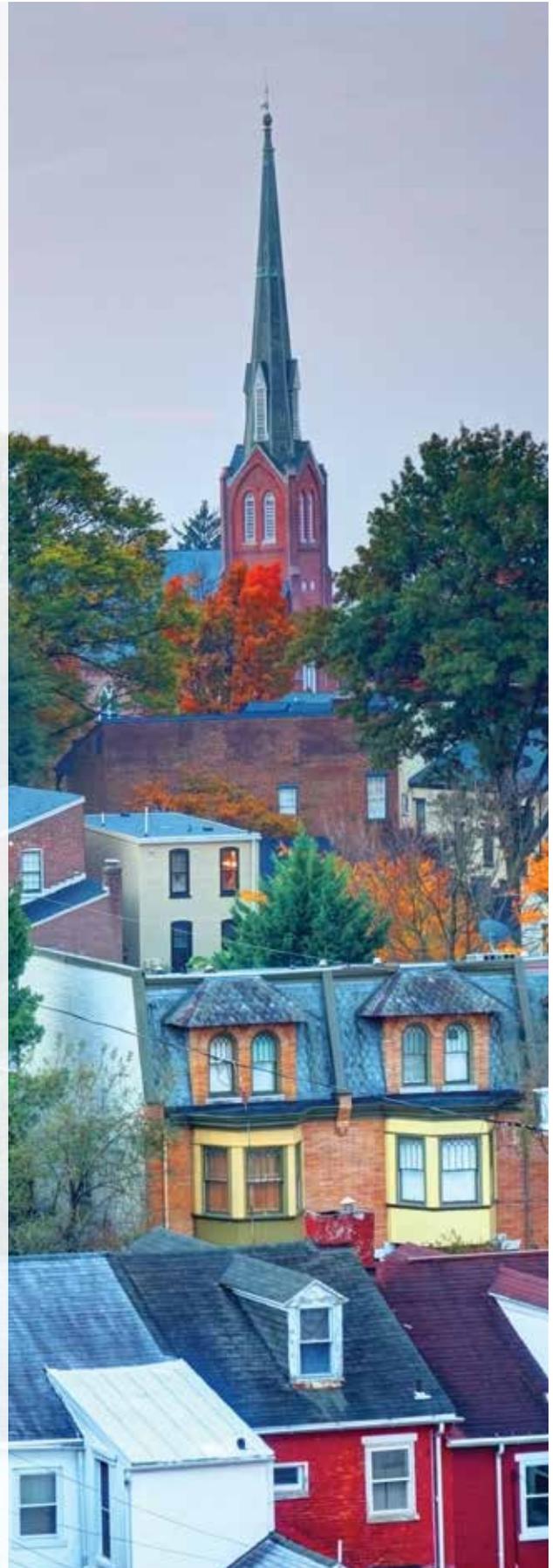
The 5 big ideas are the heart of the plan. Rather than focusing on the usual silos, they integrate our priorities in a more holistic way. **"Creating great places"** is about taking pride in our communities. **"Connecting people, place, & opportunity"** means strengthening the links between schools, jobs, and housing. **"Taking care of what we have"** spells out what's necessary to protect the land we treasure. **"Growing responsibly"** focuses on the location, pattern, and timing of growth. **"Thinking beyond boundaries"** encourages us to collaborate and look past the lines that divide us.

Lancaster County is changing, and will continue to change in the future. Upwards of 100,000 new people are expected to live here by 2040. The plan not only recognizes the importance of providing places for these people to live, but places for new jobs and businesses. Places2040 is a blueprint for growth that will help attract and retain a skilled workforce and ensure that the county's economy continues to grow.

Whether you work in business, government, or a nonprofit setting, we need your help to implement the big ideas in places2040. We need leaders throughout our community to get involved, encourage collaboration, and promote open dialogue about the plan's goals. If we stay engaged, we can continue to grow our economy, strengthen our communities, and maintain the quality of life that makes Lancaster County such an attractive place to live, work, and play. **LT**



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# ATTRACTING KEY TALENT

Isn't Just About Salary Anymore



Looking to attract the best to your organization? Salary and benefits alone will not attract top talent. The desire for adventure and quality of life can be just as important as money, particularly for millennials and Gen Xers, who combined make up two-thirds of the workforce.

According to census bureau data, the fastest growing cities for millennials are, from number 1 to 10: Seattle, WA; Columbia, SC; Sacramento, CA; Minneapolis, MN; Jacksonville, FL; Newport News, VA; San Jose, CA; Denver, CO; Norfolk, VA; and Virginia Beach, VA.

What is the correlation? Could it be opportunities for outdoor recreation and access to culture and the arts? The Lancaster Conservancy is betting on it.

In 2019, The Lancaster Conservancy will celebrate its 50th year. The founders of the organization were hunters and fishermen- a group that requires wild lands and clean waterways to maintain their lifestyle. Fifty years later, the mission is the same, but the scope and economic impact is greater in how it serves our entire community, directly or indirectly.

Many think of Lancaster Conservancy as an organization that purchases, protects, and maintains open, wild spaces. They steward over 6,000 acres of natural lands with 44+ miles of

hiking trails and 41+ miles of streams. Within those areas are 48 nature preserves and 3,100 acres open for hunting. These areas are open 365 days a year, at a cost of \$0 to end users.

While those numbers are impressive, the unquantifiable behind-the-scenes work of the Conservancy creates real value to businesses and organizations.

Wellness initiatives, like leading workday hikes at Conservancy preserves, with companies including Lancaster General Health / Penn Medicine and Turkey Hill, add an intangible value to work, and increase productivity and efficiency through healthier employees. This type of program helps Lancaster compete with surrounding areas where salaries might be higher- think the King of Prussia / Philadelphia area- but where quality of life is hampered by density of population, high traffic, and a lack of open public space.

Vast weed-free monoculture tracts of turf do not impress progressive top talent, and are an unnecessary cost to business. With companies like Rock Lititz, Conservancy provides guidance and knowledge of stormwater management, pollinators, and wetlands. Because of this cooperation, the Rock Lititz corporate campus is more than another sprawling corporate lawn- it actually serves to improve biodiversity, grow pollinator populations that assists farmers. And most importantly from a business perspective- the campus can attract new talent by competing with campuses you'd find in the Silicon Valley or Colorado Springs where "sustainability" is not just a buzz word but an asset.

Ecotourism in our region is a largely untapped and burgeoning industry. Lancaster Conservancy is the lead partner of the Pennsylvania Department of Conservation and Natural Resources on the bio-region known as The Susquehanna Riverlands that encompasses the lower Susquehanna on both Lancaster and York County shores and adjacent open spaces. Collaboration between Lancaster and York Planning Commissions and the National Park Service, and Susquehanna Heritage, is creating a real economic driver in tourism. The economic development in the towns of Columbia, Marietta, and Wrightsville are primed to expand at the locus of the 14-mile Northwest Lancaster County River Trail and the intersection of the

Mason-Dixon trail on the York side of the river. A new hotel in Columbia with 60 rooms at the former "Chip Factory", and an increased occupancy rate of 25% at B&Bs along the river, is just the beginning of the acceleration of ecotourism along the river.

Quality of life attracts more than just potential employees. It attracts artists. Think of Carmel, CA, or New Hope, PA- small rural towns where bohemian artists are drawn... and then money follows. Slated for the Fall of 2019, a "plein air" artist festival will channel the spirit of the tradition of the Brandywine Valley and Hudson River School painters, to take advantage of our river valley's scenic vistas and open spaces. Studio spaces are already opening up in Columbia and Marietta, as the spillover effect pushes the Lancaster City artist and craftsperson population into artist-friendly generative environments.

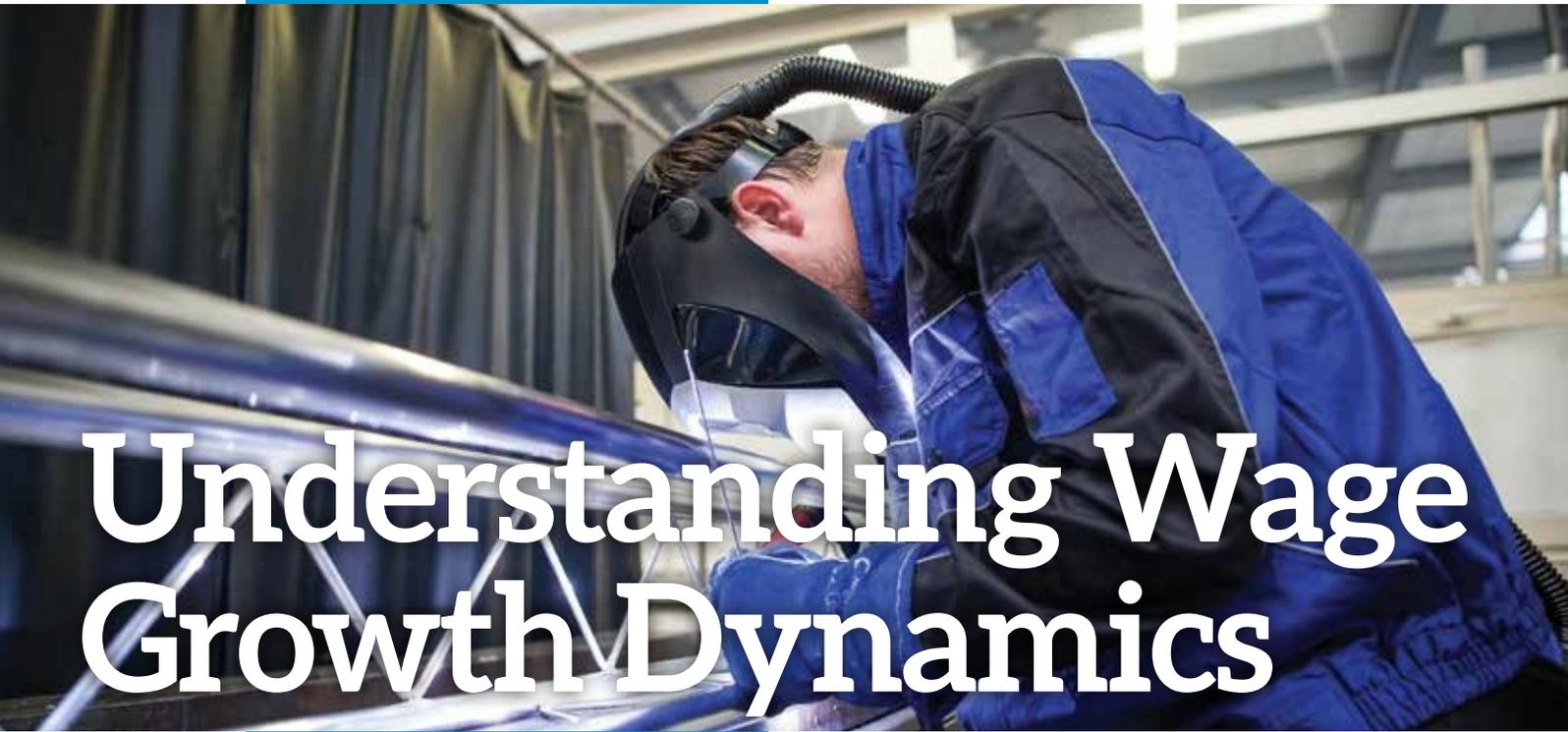
As partners in the places2040 initiative - a collaboration between 64 municipalities - Conservancy has taken a stance for a holistic view of planning to preserve what we love most about Lancaster County farmlands and open spaces. A lot of hard work went into the places2040 plan, and we enthusiastically and fully support it.

When a creek runs through five municipalities, we can't think of the creek as 5 chunks, but as a watershed. The places2040 plan can help us break down barriers, to prevent blight, and continue to clean up our waterways and improve quality of life.

In addition to attracting new talent to our area, wild public lands and preserves, clean water, and sustainable growth could help to keep existing local talent in place. Through Conservancy's social and educational events, and the direct environmental education of over 1,000 school students annually, our communities are learning that it's not just hunters and fishermen who benefit from wild spaces, but all of us. **LT**



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# Understanding Wage Growth Dynamics

**S**trong economic growth. Tight labor market. These two phrases are being consistently mentioned by employers, economists and government officials looking to understand the wage growth dynamics - and it is confounding people.

Around the world, a recent release from Oxford Economics reported that many firms are finding it increasingly hard to hire skilled staff. Across 33 countries, the skills shortage hit its highest level since the survey started six years ago and the talent mismatch has got worse in almost half the countries surveyed.

When you look to the United States, employers have added jobs for 95 straight months and the number of job openings has exceeded the number of jobless people looking for work. With a tight labor market comes a shift in employee confidence, causing them to more readily quit jobs - a movement that, according to JPMorgan Chase economist Jesse Edgerton, should lead to better wage growth.

## **SO, CONSIDER THESE STATISTICS:**

- The number of people unemployed for five weeks or less is trending near the lowest level since the early 1970s.
- The number of small-business owners who say they had unfilled job openings last month hit 38%, the highest reading in 45 years of records kept by the National Federation of Independent Business.
- And then the startling one: according to the Bureau of Labor Statistics, excluding more highly paid managers and supervisors, who make up 20% of the workforce, workers actually saw hourly wages slip 0.1% over the last year.

When you consider these statistics together with the market performance, it begs the question of what is leading to low wage growth.

For one, employers are boosting benefits at a faster pace than salaries - a move intended to provide flexibility should there be an economic downturn. And two, amongst high productivity companies there is a trend to use most of their higher levels of production to reduce prices, increase profit margins and increase the impact of digital technology.

Locally, talent needs and economic considerations are top of mind for employers. A recent Lancaster Chamber survey

of nearly 400 employers found that the vast majority of employers indicated the top concern for their business or organization over the next three years is a talent and labor shortage - with over 70% indicating that workforce availability and development is their most important local/regional priority.

At a time when labor and talent is top of mind, employers need to be evaluating employee compensation to stay competitive and attract the talent they need for their business to grow. Each year, the Lancaster Chamber collects data to analyze wage and benefits via a survey of employers in our local market. This year, we had nearly 160 employers participate and the results offered us insight into our local market.

For one, across various skilled positions - from construction workers to forklift operators to machinists - we are seeing wage growth. This is consistent with the market's demands in the skilled trades occupations and



reflects companies are reacting to the need to fill those positions. But, that growth isn't happening across all occupations, following national trends related to wage growth.

The other insight came in the form of employee benefits - bonus, perks, healthcare, etc. - as a portion of compensation. According to the Bureau of Labor Statistics, nationally, employer costs for employee compensation for private industry workers averaged \$34.19 per hour worked in June 2018, with benefit costs averaging \$10.41 and accounting for 30.4 percent of the total. As healthcare benefit costs rise, it pushes out the potential for compensation in raises. Locally, employers

are having to consider higher employee contributions and increases to deductible and out-of-pocket maximums in order to keep premium costs manageable and operate their plans efficiently.

At a time when the talent market is competitive and employers are looking for solutions on how to attract the workers they need, having access to tools and resources to assess wages and benefits is critical. Aggregated data on local employer compensation and benefits structure is available from the Lancaster Chamber. For more information on the wage and benefits survey or to find out more about how your company or organization can view the results, contact Paige Schober at 717-397-3531. **LT**

*As published in LNP's October 4 Sunday News edition*



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# Overwhelmed by your employee to-do list?

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need for  
sick time.*

*Keep employees  
and their  
families healthy.*

*Improve  
productivity.*

*Encourage  
prevention  
and disease  
management.*

*Create a  
path to better  
health.*

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