

LANCASTER Spring/Summer 2018

Thriving!

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PEOPLE

From waiting tables to President - A "Twist" on a Leader's Journey

BUSINESS

From Cow to Cone

COMMUNITY

Joining Forces to Address a Silent Threat to Business



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LETTER FROM THE PRESIDENT



We all have a journey - whether it's our individual paths to leadership or our organization's path to finding its identity. On that path we encounter challenges, rewards and many turns. But no matter our journeys, we can't do it alone.

That's where your family comes in; that's where your friends and co-workers come in; and, that's where your mentors come in.

I also like to think that's where your Chamber comes in. Walking side by side with you to help you grow professionally and help your business succeed. We provide opportunities for learning, connecting and growing, and in this edition of *Thriving!* you'll be exposed to all three.

You'll read about Auntie Anne's President's journey from waiting tables to commanding a boardroom and how one of the oldest hat manufacturers in the country is adapting to the changes in the marketplace. You'll get tips and resources for finding and hiring your next talent. And, you'll benefit from many more useful nuggets of insight from local leaders.

No matter where you are on your journey, think of us as your compass and the business community as your map - both helping to guide you toward continued success. After all, the more successful you are; the more we all benefit as a community.

Stay informed, stay engaged and let us know how we can help you!

Sincerely,

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



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Supporting Education Through Nutrition at Power Packs

A “**Twist**” On a Leader’s Journey



Photos courtesy of Auntie Anne’s



Heather Neary needed to declare a major. Her academic advisor told her she would not be able to register for classes as a junior without one. He mentioned that she already had a number of English literature classes.

"I said, great, that's what it will be," she remembers. "Done." So she was an English major.

"I didn't know what I wanted to do with my life," says Neary, reflecting on life in her late teens and early '20s. "Everybody else seemed like they had a plan. Everybody else graduated from high school and planned to major in this and then do this. And I was kind of like, 'I don't know what I want to do.'"

A decade later, she figured it out, and she's now president of Auntie Anne's, Inc. Neary recently sat down with *Thriving!* to talk about her winding early career path—from waiting tables to publishing to marketing on both U.S. coasts—to her drive for career and corporate milestones at one of her hometown's most recognizable corporate brands. She believes that it's important to set goals and say what you want out of your career.

It just doesn't matter when you do it.

A WINDING ROAD

Born and raised in Lancaster County, Neary graduated from Manheim Township High School in 1993. But she enrolled at LaSalle University in order to, she says, "get out" of her hometown.



PEOPLE: PATH TO THRIVING



"I was a little more social than I was academic at that point in my life, and maybe a little immature," she admits. Her parents told her they were not paying for her fun, but for her education. So after only a few semesters, she left LaSalle, took a few courses at HACC and ultimately enrolled at Millersville University—still not ready to declare a major.

While there, she did much more than study. She coached field hockey at Edward Hand Middle School and swim team at the Lancaster YMCA. She also taught swimming lessons and was a life guard. And she waited tables at Café Chuckles, the former restaurant at what is now The Station House on Fruitville Pike.

"I did all kinds of stuff. I was pretty hard-working, entrepreneurial, scrappy," she says. "But it was six years from graduating from Manheim Township until finishing at Millersville—a little bit of a winding road."

Neary earned her degree in 1999.

"I graduated on a Saturday, packed my car on Monday and two days later left for San Diego" with a friend, she says. "I had to find a job somewhere. Why not San Diego?"

She picked up waitressing again when she hit the west coast and landed a job with a biotech company through a temp agency. Her job was to certify all of the company's equipment for Y2K.

"In hindsight, I didn't have a great plan," she says. "I had no savings account, I had a car payment, I had student loans that were coming up to be paid soon, and didn't have a whole lot of plans there."

She turned down a full-time job offer from the biotech firm in favor of an editorial assistant position with a publishing company (*"I'm going to actually use my English degree. I'm going to prove everybody wrong,"* she laughs) and worked her way up to managing editor before the stock market crashed in the early 2000s and the company went belly-up.

"I didn't love publishing" anyway, she says, because the job was too cyclical and she spent too much time behind a keyboard. "I liked a little bit more activity, to be a little bit more people-facing."

In the meantime, she met her husband, a Marine, got married and followed him when he received orders to Brooklyn, N.Y. She took a temp job as a marketing assistant with Esselte, a company that manufactured office supplies.

"I kind of went back to square one," she says of the move back east. "I was making hotel reservations. I was making lunch plans. I got to sit in on some meetings."

But Neary did what she always had—she worked her way up to marketing associate. Only this time, she was really enjoying it—until her husband received orders overseas.





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Instead of move with him, she thought at the time that it could be a chance to return to Lancaster—but only for a year or so, until she found out where the Marines would send her husband next. It was January 2005, and she made a list of companies where she would want to work. Auntie Anne's was one of the companies, and it had an opening for a marketing manager.

She got the job. So she came home. And she hasn't left.

HUNGRY TO GROW

"From the day I met Heather, I knew she was a go-getter, very driven, very ambitious. She was my style," remembers Judy Shaffer, Auntie Anne's then-marketing director who hired Neary. *"I sensed that she was someone who could keep up with me."*

Neary joined Auntie Anne's at a dynamic time in its history. Established in 1988 with a pretzel and lemonade stand in a Downingtown farmers market, by 2005, the company was no longer owned by founders Anne and Jonas Beiler, and it had embarked on a dramatic re-branding, unveiling the now-iconic halo over the pretzel in its logo.

"As a marketer, it was fun to be able to say we were a pretzel company, and all of a sudden we were turning ourselves into a brand with a real brand identity, brand positioning," Neary explains. *"We were engaging with outside professional resources who were really going to bring the organization to a whole new level as an international brand that is a force to be reckoned with."*

But even that took some getting used to.

"I remember coming out of the office [after her first day on the job], and it was springtime and anyone who is from Lancaster knows that in springtime, the smells are ... pungent," she laughs. *"I remember looking around and going, Did I just completely sidetrack my career? Did I just take my career and throw it down the tubes? Where am I?"*

Her Gap, Pa., surroundings notwithstanding, she was part of an international company rapidly growing to more than 1,000 locations across 48 states and 28 countries. Auntie Anne's is now one of six prominent restaurant brands in the portfolio of Focus Brands, along with Carvel, Cinnabon and Moe's. And Focus is owned by a private equity firm, Roark Capital, along with other industry leaders Arby's, Buffalo



Wild Wings and Seattle's Best Coffee.

"When you create a brand, it's about everything—the people, the product, the placement and how all of those things are all working," Neary explains from a conference room in the company's new headquarters on Chestnut Street in Lancaster City. *"It felt great to exercise those muscles and be part of an organization that recognized the value of a brand."*

After a few months on the job, Neary met with Shaffer to discuss her career path. Where did she want to be in five years?

Neary told Shaffer: Your job.

"It didn't surprise me at all," Shaffer says. *"I want those who work for me to want my job, because I want them to be that hungry to grow."*

But I also sensed the humility that Heather knew she would have to earn her way there, so that impressed me too."

Shaffer did move on—she and her husband are now the owners of two Chick-fil-A franchises in Lancaster—and that opened the door for Neary.

At age 34, Neary was chief marketing officer and soon was managing operations as part her role as well. But she had bigger things in mind.

"I set a goal of becoming president—at Auntie Anne's or somewhere else—by the time I was 40, and I was pretty vocal about it," she says. She was named president of the company in 2015, at age 40 years and six months.

"I didn't quite hit my goal of 40," she says, *"but if I hadn't set the goal of being president when I was 40 and articulating that to other people, it wouldn't have become a reality."*

A GREAT PLACE

Transitioning from the "winding road" of her early years to fast climb at Auntie Anne's was not without its bumps along the way.

"I'm passionate about what I do. I don't always have the filter that I need to have," she acknowledges. *"I've learned along the way."*

Writing about her rise in the company for *Cosmopolitan*, Neary related the story of a verbal confrontation she had with a coworker.

"He had a position, I had a position, and we fought it out and not really in a professional manner," she explains. "It was a learning point for me. I was wrong in how I handled the problem. I was wrong in how I approached the issue. But we moved past it."

Neary talks a lot about leadership: stay true to your values, lead with integrity, never be above anything, surround yourself with a great team, communicate transparently, be authentic. She mentors young women through the Chamber's Women in Business program where she speaks on these topics.

But she believes—passionately—that her career path should not be the exception, if young people are encouraged to explore different things and set ambitious goals for themselves.

"At the end of the day, you spend a lot of time at work, so you need to be happy with what you're doing," she says.

And she has even come around to the idea of living back where she grew up.

"Lancaster County is a great place to live. It's come a long way. Having lived in two other very different parts of the country, Lancaster has a lot to offer," she says. "It's also a heck of a lot cheaper than New York or San Diego." **LT**



BY ADAM AURAND,
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The **Path to Thriving** column sheds light on the lessons learned from failure and risk-taking through transparent and candid conversations. If you are interested in sharing how you, your company or organization overcame failure or risk-taking, please contact us at thriving@lancasterchamber.com.



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HOW TO HIRE FOR A CULTURE FIT



No matter how much they try, pigs still won't fly

I'm sure you've all heard this popular adage - hire on skills, fire on attitude. You might have even uttered these words yourself. But the truth is few companies walk-the-talk at changing their hiring habits to reverse the process and include the critical criteria of culture fit.

Cynthia Kettering is an exception. She hires for culture. *"We employ people from 10 different nationalities and speak 5 languages,"* says the president of The Bagnall Shaw Company. *"But we focus the interview and selection on personality, honesty, loyalty, and being positive. I'm all about energy and body language ... and if the candidate smiles, has good manners, and I feel a good vibe."*

But let's get real. We now live in a world where skills are like currency and worker shortages cripple business plans. Desperation to fill open positions forces many managers to ignore personality and attitude and hire the warm body. It's just too painful to turn away a talented candidate when they come equipped with the right skills.

Before diving into how you can hire for culture, let's get one thing straight: When I refer to culture, I'm not talking race, ethnicity, gender, age, religion and so on. If this is how you or your company defines culture, you'll end up in big trouble. Of course, all these characteristics make up the culture but hiring (or not hiring) based on these characteristics is illegal. A person's skin color, origin, or sexual preference shouldn't matter.

What does matter? How can your company reverse hiring fortunes and tap into the benefits of hiring for culture?

GET ON THE SAME PAGE.

Culture is a pattern of shared assumptions and values about how things get done in an organization. It determines how people communicate in the organization and behaviors that are acceptable or not. Make sure management and employees are in sync. Your culture isn't what management says it is or believes it should be but how your people behave.

TIP#1. Make sure the culture you want is the one you have. Entertain an open and honest discussion about the importance of culture and what it means. Ask how both employees and customers would describe the culture at your organization.

DEFINE THE IDEAL CULTURAL FIT.

This sounds easy. It's not. You can't just say you're inclusive and open-minded when Millennials are bashed and Boomers are considered too old; when women or people-of-color are treated as minorities not peers; when the expression of alternative political or religious views is crushed. Sometimes cultural fit even comes down to personality such as the hugging, touchy extrovert invading an introvert's personal space! It seems everyone has a different perspective on what a good cultural fit looks like. Without agreement, it will be nearly impossible to hire a good cultural fit.

TIP #2. Be prepared to entertain difficult conversations. Meet with employees and ask for opinions and feedback but ensure a safe environment for criticism and opinions.

DON'T MAKE IT PERSONAL.

When an employee or candidate doesn't seem to fit into the culture, don't make it personal. Focus on the company's purpose and mission, not the personality. A bad cultural fit doesn't mean the person's values, attitudes, or values are bad. They may just be different. And while they may not align with the values of the organization, remember that a diversity of worldviews opens doors to greater understanding and new opportunities.

TIP #3. Here's a helpful tool, based on the attitude and values model of Eduard Spranger, that may help you identify 6 values that both support and divide people and organizations. Remember: None are better than the other despite our tendency to value some and judge others.

- 1. Conceptual Value: "Knowledge is power."** Individuals value continuous learning, research, subject matter expertise, and problem solving. Management offers on-going training and tuition reimbursement.
- 2. Aesthetic Value: "Express yourself."** Individuals tend to be inner-directed, idealistic, and self-actualizing, seeking a link between their job and a greater purpose. Management values design, creativity, innovation, and a visually appealing environment.



PEOPLE: CHANGES TO HIRING

3. Economic Value: "Money is power" or "Whoever dies with the most toys wins." Individuals value compensation, efficiency, and resourcefulness. Return on investment drives all management decisions and discussions.

4. Power and Authority Value: "Second place is the first place for losers." Individuals that thrive in this culture need a career ladder to climb and need to feel they are in control of their own destiny. These organizations encourage individual competition and power rankings, and dangle job promotion as rewards.

5. Social Value: "One for all, all for one" or "It's better to give than receive." Individuals thrive when they feel they are helping others, collaborating, working as part of a team. Management promotes a "family-like" culture and actively supports the community.

6. Doctrine Value: "This is how we do it around here." Whether driven by faith, patriotism, or political affiliation, individuals are passionate about a cause or belief. While the doctrines that organizations value are neither good nor bad, they may inherently find inclusion, diversity, and adaptation more difficult than any other value-driven culture.

QUESTIONS TO ASK:

- Which values drive management?
- Which values drive your employees?
- Are they in sync?

Failing to hire for culture has dire consequences. No matter how much they try, pigs still won't fly ... or as Ms. Kettering stated, cultural misfits typically don't work out. **LT**

Ira S Wolfe is president of Success Performance Solutions (www.successperformancesolutions.com) and author of the new best selling book Recruiting in the Age of Googlization (<http://amzn.to/2gPbTaB>).



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PEOPLE: What's On My Phone



BY CASEY FLORES,
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Use Em All The Time

I live in a fast paced world, but I have to keep up so I put my mobile device to work. An everyday go to for me would be my **Gmail**, **Calendar** and **Messages** apps. These keep my schedules with me at all times and my responses just a click away.



AM Routine

I like to start my day with my **Google Play** app where I store my custom stations and stream my music and podcasts uninterrupted by commercials and ads. I also try to spend my mornings checking my **LinkedIn** connections which I find is a helpful insight into trends, news and happenings from all of my clients. When I need a pick me up I use **YouTube** to listen to TED Talks.



On The Go

I love to drive and I live in the city, but sometimes when I find myself at events downtown, I turn to **Lyft**. It is so convenient - I do not have to account for parking limitations and I can arrive early or stay late, knowing Lyft will be a call away. I have recently started using **Waze**. This app offers real-time, community sourced traffic and road info and the best part is the automatic rerouting. It tells you where police are hiding and will automatically recalculate added time if you need to make a stop on the way to your destination. We all know the woes of gas prices. With **GasBuddy** I can better predict by knowing when to fill up when gas is cheapest or finding the cheapest gas in the area.



Out and About

Samsung Pay took a while to win my heart but with all of the credit card skimming going on I find myself feeling a lot more comfortable with using it these days. Now with the rewards system it becomes a no brainer to keep up with it daily.



Happenings'

I have a wonderful neighborhood and we are trying different methods to come together to be more connected. One way, is using the **nextdoor** app - it is great for communicating community events, woes, lost pets, yard sales, etc all centered around our designated neighborhood. In addition, we also use **Scanner Radio** to get a firsthand account on incident reports.



Shopping

As we continue to grow and add more shopping and business to Lancaster I like to use apps like **RetailMeNot** and **Dosh**. RetailMeNot generates coupons, weekly ad savings and online saving codes in one spot to apply to purchases at most shopping retailers in your current location.

Dosh will give you cash back when you shop at select retailers with options nearby or online. Just register your debit or credit card and it will notify you when your purchase qualifies and cash rewards will be accumulated which can be transferred directly to your account.

What's Your Favorite Quote?



We all find inspiration in a variety of places. It could be found on social media, through peer interactions and from quotes by historians to comedians to authors. A quote that has always stayed with me is ... *"It's nice to be important, but it's more important to be nice."* I asked young professionals at our YPN-focused events in early spring, *"What's your favorite quote?"* and check out who's inspiring our up-and-coming leaders ...



ERIN SELL, Programs Director, Leadership Lancaster

"Empathy is not a luxury for human beings, it is a necessity. We survive not because we have claws and not because we have big fangs. We survive because we can communicate and collaborate."



SARAH VERONIS, Marketing Manager, benefix

"Being positive won't guarantee you'll succeed, but being negative will guarantee you won't."



DAN LAFAUCI, Human Resources Manager, ATOMIC

"Whatever you do in life, surround yourself with smart people who'll argue with you." - John Wooden

BREE ROBINSON, Director of Sales & Marketing, Hampton Inn Lancaster

"As you navigate through the rest of your life, be open to collaboration. Other people and other people's ideas are often better than your own. Find a group of people who challenge and inspire you, spend a lot of time with them, and it will change your life." - Amy Poehler



JENNIFER AGUILA, Sales Associate, Martin's Flooring, Inc.

"If the opportunity does not knock, build a door." - Milton Berle

ZACH LOVE, Assistant Vice President, Branch Manager III, Union Community Bank

"It's acceptable – and advantageous – to show emotion and to demonstrate appreciation, to 'pull down the curtain' and let people know you experience the same challenges and reactions to situations that they do. Remarkable things can happen when people know they are trusted, valued, and recognized for their efforts." - Bill Johnson, CEO, Citi Retail Services



MATTHEW WARDECKER, Commercial Account Executive, Armstrong Relocation

"Have you ever stopped to consider what work is? Let me put work in its simplest form. Work is moving things and rearranging them. We have something over here and we work to put it over there." - A.W. Tozer



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PEOPLE: OUT ON THE STREET



CASEY FLORES, Promotional Marketing Specialist, White Oak Group, Inc.

"My message, especially to young people, is to have courage to think differently, courage to invent, to travel the unexplored path, courage to discover the impossible and to conquer the problems and succeed. These are great qualities that they must work towards. This is my message to the young people."

- Former President of India APJ Abdul Kalam



BENJAMIN O'BRIEN, Sales and Sourcing Specialist, Four Seasons Produce Company

"Show me your friends, and I'll show you your future." - John Kuebler



BY ALLISON BUCHER, Communications Director, Lancaster Chamber

Contact Allison at abucher@lancasterchamber.com



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SECOND CHANCE Employment:

Good for Business and the Community

Prior to joining the team at Penn Stone, Pablo felt like he was in a rut. Looking for work after a dark chapter in his life, he felt that no one wanted to hire him. He faced rejections from employers after the results of his clearances came back. He felt that his “*past mistakes kept him from the place I wanted to be.*” In short, he needed a second chance. Second chance employment refers to companies intentionally hiring individuals who have barriers to employment like criminal backgrounds. One of those companies is Lancaster Works, a for-profit enterprise of local non-profit ASSETS that offers temporary hires for local employers. Pablo got connected to Tyrone Miller, Director of Lancaster Works, who matched him as a yard attendant at Penn Stone that soon turned into a permanent job that he feels has helped him find his purpose.

In Lancaster County’s tight labor market, employers are finding it harder and harder to find qualified employees. Looking past a criminal background can open up a new

pool of good employees like Pablo. Eric Athey, attorney at McNees Wallace and Nurick, comments that hiring managers should be aware of federal and state laws that impact the hiring of individuals with criminal records. For example, the Pennsylvania Criminal History Information Act and federal EEOC Guidance both require employers to determine whether an applicant’s prior conviction truly affects his or her “suitability” for employment before making a hiring decision. Employers are expected to consider each candidate on the unique circumstances of his or her record as opposed to implementing rigid, broadly applicable bans on hiring individuals with certain types of convictions. Some factors to consider when making this determination include:

- **The severity of the conviction and its relevance to the role for which he/she is being considered.**

Certain violent or sexual offenses may preclude certain types of employment. But many other non-violent convictions are a different story. For example, consider

a DUI or a drug possession. Those might give a hiring manager pause for a bus driver position, but be less of a concern for a hiring manager seeking to fill a customer service position.

- **The date of the conviction.** For example, employers should ask themselves if a shoplifting charge from 15 years ago (when the applicant was 20 years old) is truly cause for concern when there have been no other convictions since.
- **Evidence of rehabilitation/education.** Has the candidate obtained training or taken other steps to establish readiness for the workforce?

Employees with a criminal record may face some unique challenges once on-board. These include:

- Challenges with opening a bank account, which can make direct deposit difficult
- Potential stigma from colleagues
- Dealing with the effects of traumatic experiences from incarceration
- Exercising soft skills (conflict management and effective communication among them)

But there are actions employers can take to set these new team members up for success. These include training for HR professionals about the unique barriers and training for the staff as a whole that communicates that your work place is a returning citizen-friendly environment.

There are many benefits to this approach to hiring and retention for both employers and the community as a whole. At Johns Hopkins Hospital, which has a long-standing commitment to hiring returning citizens, a five-year study of nearly 500 returning citizens found a lower turnover rate than the overall employee population. Among a subset with

serious records, 92.4 percent were still employed at the end of the study period.

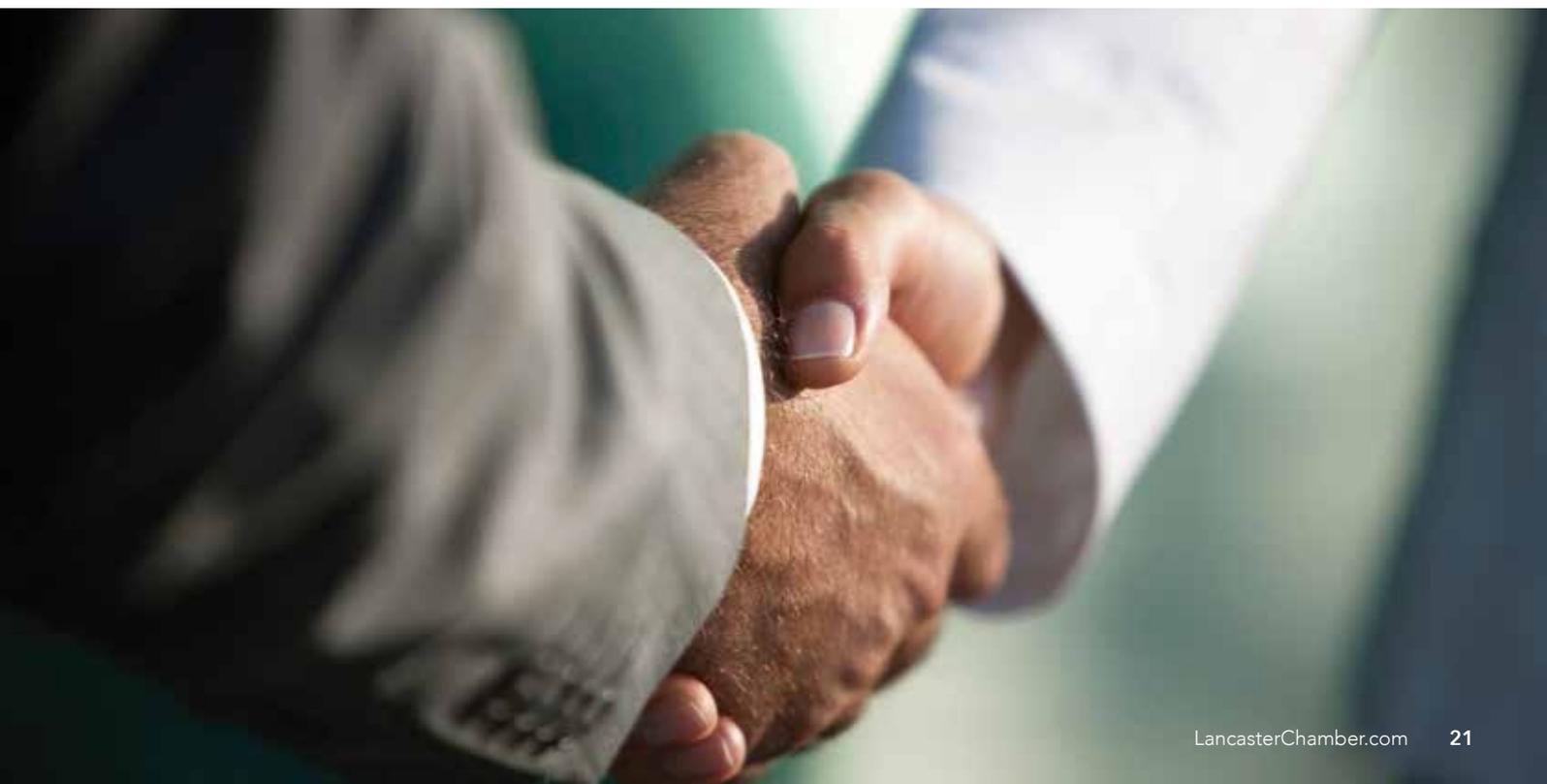
Successful employment is also associated with lower recidivism, leading to communities that are both safer and fiscally responsible (consider that a day of incarceration at Lancaster County Prison costs taxpayers \$90.68 per day, or nearly \$10,000 over the course of the average 110-day stay). Tyrone Miller sees these broad benefits quite clearly: *“As an employer I have seen the benefits of moving individuals off the public assistance rolls and onto livable-wage payrolls. The double economic benefit of increased tax revenues and decreased health and human service expenditures is outweighed by the transformational impact felt by the individuals themselves. Providing opportunities for individuals with barriers reduces poverty and builds hope.”* To realize a community where a strong economy is shared by all Lancastrians and one in which returning citizens can fully contribute, it’s important that employers make a true commitment to second chance employment. **LT**

Additional resources can be found at:

- Greater Baltimore Committee report on Hiring Returning Citizens: <https://gbc.org/wp-content/uploads/2017/11/Quick-Guide-HRC-Final-Small-Format-V2-LR.pdf>
- RMO for Returning Citizens, Lancaster County’s Re-Entry Coalition: <http://www.caplanc.org/Our-Programs/Household-Stability/RMO-for-Returning-Citizens>



BY MIKE MCKENNA,
Chief Impact Officer, Community
Action Partnership of Lancaster County
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mmckenna@caplanc.org



In 1868, the 14th amendment was adopted, guaranteeing citizenship to freed slaves. Andrew Johnson was the President of the United States, and the average laborer in America made less than ten dollars per week, based on the “average” sixty-hour work week. And up in Adamstown, the Bollman Hat Company opened for business. One hundred and fifty years later, they’re still at it, longer than any other hat company in America.

They were one of several hat companies to open in this part of the country. Many Germans brought their hat-making skills to Pennsylvania and set up factories near streams, where the fresh water provided a necessary resource for production. Even today, you’ll find one of Bollman’s competitors just down the road, where the “upstart” F&M

Hat Company has barely passed the century mark.

But the other hat companies are long-gone, victims of a society less interested in wearing hats and of retailers that prefer to purchase them cheaply abroad. And yet, Bollman continues to pivot and innovate, just as they have many times throughout their storied history.

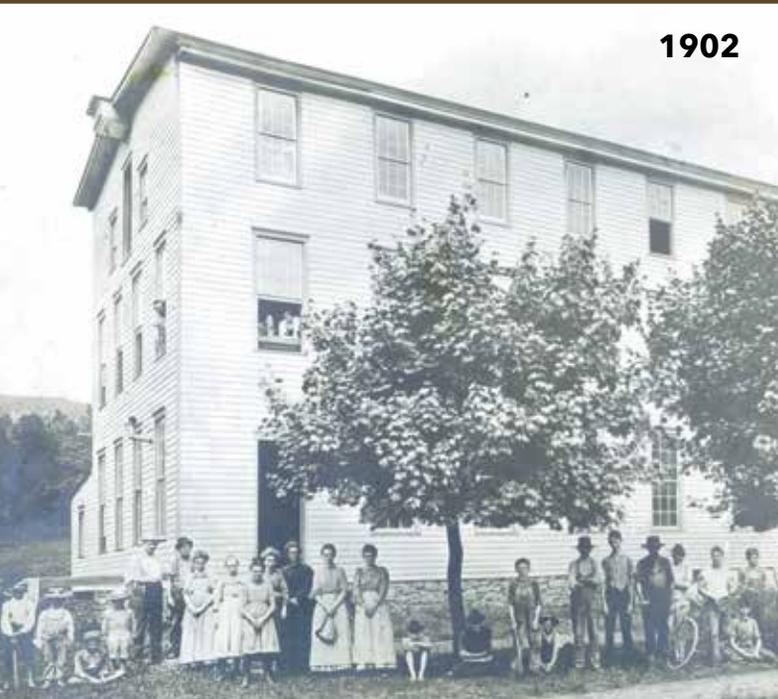
I sat down with Bollman’s president, Don Rongione, to discuss some of the key ways this outwardly traditional company has responded to changing dynamics in the marketplace. It occurred to me that a failure to respond to any one of these factors could have meant the death of Bollman and yet, there they are, surviving in an ever-changing world.

First Bollman-Owned Factory 1877



Photos courtesy of Bollman Hat Company

1902



Don Rongione, president

PIVOT *or* PERISH

1985 - A NEW TYPE OF SUCCESSION

For more than a century, after its founding by George Bollman, the company was a family-owned business, passing through three generations. That, in and of itself, is amazing. Research reveals that only one-third of family businesses are successfully passed to a second generation, and from there only a tenth pass to a third generation. These statistics have led to the adage that in a family-run business, *"The first generation starts it. The second generation runs it. And the third generation ruins it."*

And yet, when Bollman found itself without a fourth-generation owner, the company made a major pivot first to a management buyout and then to an ESOP, an employee owned stock ownership plan. Today 70% of the company is owned by all US employees, and the remaining 30% by members of Bollman's management team. Rongione firmly believes that the ESOP helps contribute to a more engaged workforce and a stronger survival instinct. And because the employees are owners, transparencies of financials are a requirement that helps the employees understand the reality of the company's finances, both in good times and bad.

1986 - A NEW TYPE OF BUSINESS

The ink had barely dried on Bollman's ESOP papers when the company made perhaps its most significant pivot. In an industry where competitors were closing seemingly every month, the company has a long history of acquisitions, though they tended to be focused on purchases that could increase their distribution or manufacturing capabilities. This changed in 1986, when in addition to acquiring The Bailey Hat Company's equipment, they also acquired the company's brand and related employees in design, merchandising and marketing.

Prior to then, Bollman was almost exclusively a "private label" manufacturer, producing exactly what a brand requested, with the latter having the responsibility of marketing and merchandising the product. The acquisition of Bailey moved Bollman into the role of designer, marketer, merchandiser, and brand owner for the first time.

"The Bailey acquisition moved us much closer to the audience," says Rongione. *"And because we were now able to have direct influence on the design choices and pricing,*





we found that we were able to have much more control than previously.”

As with all pivots, becoming a marketer and merchandiser wasn't without challenges. Managing designers, marketers and other creatives is far different than managing factory workers. But still, Bollman quickly realized that for them, this was the right strategy for the times. Over the next twenty years, they acquired the rights to Country Gentleman (men's hats and caps), Betmar (women's hats and accessories), and in 2001 rights to the popular British brand Kangol. The premium Australian fashion brand, Helen Kaminski, was purchased in 2008. These acquisitions, of course, also increased the company's global footprint as well. Today, Bollman has employees on four continents.

1999 - HERE COMES THE INTERNET

The advantage of documenting a company with a history as rich as Bollman's is that some decisions are strikingly brilliant, particularly through the rear view mirror. And none of these seems more so than the decision to acquire the URL hats.com in 1999. Keep in mind that in 1999, total ecommerce revenues worldwide were approximately 2% of what they are today.

For Bollman, hats.com serves several purposes. First, it's a revenue stream, contributing six percent to the company's revenues. Second, it serves as another window into the mind of the consumer, allowing the company to see how fashion trends are evolving. Finally, it enables the company to see consumer decisions on products they don't produce, as the site also includes non-Bollman brands that don't directly compete with "Bollman's portfolio."

Rongione speaks passionately about the portfolio, which he says is the deepest in the industry. And by having a varied selection, it enables the company to respond to the fickle whims of consumers more easily. *"History has taught us that*

brands or styles that aren't popular today can easily come back tomorrow," says Rongione. *"By having such a deep bench, we can ramp up or down when consumer trends change."*

Clearly, Bollman has figured out that in one hundred and fifty years, the only constant is change, so I was curious to see what the company has up its sleeve for the next century. And I wasn't disappointed.

2018 - THE BRANDER BECOMES A BRAND

Surprisingly, despite the fact that they have the oldest brand in the business, and even though the company has decades of merchandising and marketing experience, there's never been a Bollman Hat brand. Until now.

For their 150th anniversary, Bollman is releasing 12 men's and women's hats; one for each month of the anniversary year. These hats are the incarnate of everything the company has learned to do well.

Consider:

1. This is a limited collection. There will only be 150 hats of each type made, demonstrating the company's ability to produce short-run products, now more important than ever in a world where retailers are willing to store and commit to less inventory.
2. The collection is immaculate, made from the company's finest raw supplies and manufactured entirely in the company's Adamstown factory.
3. Each of the hats is named after one of the company's two dozen employees with more than thirty-five years of experience with Bollman. (Actually, there's a 25th; Rongione, who declined to name a hat after himself.) This is a direct nod to the committed employees responsible for the heritage and longevity of the brand.

Like the time Bollman started merchandising the Bailey brand or when the company launched hats.com, Rongione considers the collection to be an experiment. If the market responds to the Bollman Hat Brand - and there's ample reason to believe it will - it could become the next big pivot for the company, if it weren't for the other one, also going on three thousand miles away.

2018 - BRICKS AND MORTAR

If you've read the news, this is arguably the worst time to open a retail store. Closures, vacancies, and bankruptcies are rampant, as we continue to move more and more of our dollars online. And yet, Bollman has recently launched the company's first store (aside from the outlet in Adamstown) in Santa Monica, California. And after discussing it with Rongione, I think it is brilliant.



The inspiration came from a retailer who knows the Santa Monica market well. He shared with Rongione that the majority of his sales came from Bollman brands, anyway, so why not open a Bollman specific store? Rongione was intrigued.

"I realized that a concept store - and that's what we're calling this - gives us the ability to get great feedback at the moment of purchase. We can experiment like never before, with really limited cost."

Rongione also said that he's seeing a wave of technology being released in the retail sector and if brands like his are going to be asked to share in deployment costs, having his own store is the best way to beta test the tech.

While others might question the retail move, there's much to admire here. First off, most of Bollman's sales still come from retail and there's no better way to understand the industry than from right on the front lines.

Moreover, several years ago, just when the sector started to plummet, another brand chose to dive headfirst into the retail space. They were ridiculed by many of the so-called

"experts." And yet, today, Apple is considered to be the world's most valuable brand in the world; boosted - in part - by their retail success.

Not bad for a company that still has more than a century to go before it catches Bollman in longevity.

BUILT FOR SURVIVAL

For all of the positive news, Rongione is quick to point out that the company is more "surviving" than "thriving" at present.

"But at the same time, that's nothing new for us," Rongione says. "Time and time again, circumstances have forced us to react to the market and we've demonstrated our ability to do that. My instinct is that the future is bright and that we'll continue to find ways to respond to the needs of the consumer while celebrating the history of America's oldest hat maker." LT



BY MARCUS GRIMM,
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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 Spring/Summer edition, check out how Fox Meadows Creamery and Country Market is leading the way as one of Lancaster's hottest ice cream shops.



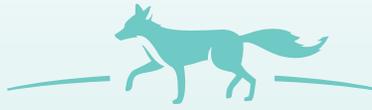
from COW to CONE

Photos courtesy of Fox Meadows Creamery and Country Market

There is a lot to take in when you first walk through the doors of Fox Meadows Creamery and Country Market, nestled next to the picturesque Fox family dairy farm, just west of Ephrata. There is the spacious, farmhouse-style interior and high beamed ceilings. The welcoming market of hand-picked treats and other local delectables. The team of smiling faces working hard behind the counter to care for hungry guests. But it's the display board of 24 farm-fresh, hand-crafted ice cream offerings that will likely stop you in your tracks.

More than just ice cream flavors, the daily offerings at Fox Meadows are probably better described as ice cream creations where the unusual choices can include Brown Butter Almond Brickle, Mocha Brownie, Midnight Mint + Cookie Dough, Honeyed Lavender and, one of the newest additions, Purple Ube & Coconut Cream.

"We believe our ice cream is as much of an art as it is a science," explained Andrea Fox, one of Fox Meadows' six



FOX MEADOWS®

CREAMERY



owners, which include Fox's husband Chad Fox; brother-in-law, Corey Fox; sister, Krista Fox; father-in-law, Bob Fox; and mother-in-law, Ruthie Fox.

And according to Fox, the secret to Fox Meadows' amazing flavors and success lies in the daily practice of the company's five core values: Intentional Stewardship, Uncompromising Quality, Unforgettable Service, Empowering Leadership and Positive Teamwork.

"We believe that we are stewards of our land, our cows, and even of our team," she said. "So we operate in a way that honors those gifts and protects them."

To care for the land, Fox Meadows follows sustainable practices such as no-till farming, a way of growing crops

from year to year without disturbing the soil through tillage. It also practices responsible manure and pasture management. For example, the company partnered with the local conservation district to determine the best place for their cows to cross the farm's stream without disturbing the riparian buffer that supports improved water quality. For Fox, a focus on the fields is where the "Cow to Cone" experience at Fox Meadows begins.



"Our ice cream really does start in the fields and with what we grow to feed our cows," she said. "We believe that happy cows make better milk. So we do whatever it takes to keep them healthy, well-fed, comfortable and happy. All of our ice cream is made only using the fresh milk from our farm. You can



BUSINESS: MADE IN LANCASTER



definitely taste the difference, so we care deeply about our milk quality."

Fox Meadows' value of Uncompromising Quality also extends to the other ice cream ingredients, most of which are made on site. "Our commitment to quality has caused us to become a bakery as much as we are a creamery," said Fox. "We make Italian sponge cake and soak it in Espresso to make our Tiramisu ice cream. We make the brickle that goes in our Brown Butter Brickle. We spend many hours each week making what gets added to our ice cream because we want it all to be fresh and just right."



Signature flavors like Honeyed Lavender use real honey and lavender flowers. The kitchen staff can be found zesting lemons for the Lemon Crunch and pureeing real strawberries to make its Simply Strawberry, a customer favorite. Being natural and real is important to Fox Meadows, even when it comes at a price. "Because of the cyclones in Madagascar, pure vanilla has gone up five times in price," explained Fox. "Staying true to having pure vanilla has been hard, but it's important to us so we're sticking with it."



Fox Meadows pours a lot of time and investment into research and development, with most flavors taking about two to three months from concept to completion. It's that type of dedication and care that produces the unique flavors that distinguishes Fox Meadows.

"There are interesting flavors to explore throughout the entire year here, even in the winter months," said Fox. "This past Christmas we offered a Foraged Pine and Rosemary flavor. We actually had to go out foraging for pine needles,

which are safe to eat and actually have a lot of vitamin C in them. It turned out to be a really refreshing flavor combination and people, including me, were pleasantly surprised at how good it tasted!"

Celebrating its third anniversary in May, Fox Meadows has grown from 11 team members to more than 45 and counting. According to Fox, one thing that hasn't changed since it opened its doors is its focus on people.

"Yes, we care deeply about creating incredible ice cream, but we believe that beyond the ice cream business, we're in the people business," Fox said. "We love our team and our guests dearly. It's a family here. And to us, that's the best thing about being in business." **LT**

Fox Meadows Creamery and Country Market is open year round, Monday through Saturday, offering ice cream and lunch/café items. It's located at 2475 West Main Street, Ephrata, PA 17522. For more information visit foxmeadowscreamery.com.



BY ALISON VAN HARKAMP,
Director, Corporate Communications and Public Relations, Armstrong Flooring
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Community & INDUSTRY NEWS



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**JONESTOWN BANK & TRUST CO. (JBT)
Makes Donation**

JBT recently presented Kochenderfer United Methodist Church with a donation of \$709.71 in support of its involvement with the Mission Central "Flood Bucket" assembly program. The Flood Bucket program supports the needs of flood and hurricane victims, most recently helping those who continue to recover from severe weather events in Florida and Texas. JBT serves customers in Lancaster County, Lebanon County, and surrounding areas.

MOOVE IN SELF STORAGE Expands

Moove In Self Storage has recently expanded their portfolio into the Middletown, New York market. This acquisition will add an additional 28,300 SF of storage to the Moove In Self Storage portfolio, which now stands at 23 locations throughout PA, MD, NJ and NY. The company offers drive up, interior access and temperature controlled self-storage units in a variety of sizes, outdoor parking spaces at many locations, and a full retail shop in every rental office.



**UNITED DISABILITIES SERVICES (UDS)
Relocates Headquarters**

UDS recently moved into its new headquarters at 2270 Erin Court, Lancaster. With its new, larger home, the organization has gained much needed space, allowing them to serve clients more efficiently and effectively. Care management, their largest program, will be able to grow at least 10 percent; mobility, rehab, and custom wheelchairs and home modifications by 20 percent each; and (larger) dog training facilities resulting in three times more service dog placements.



**FAIRMOUNT HOMES
Celebrates Milestone
Anniversary**

Fairmount Homes is celebrating its 50th anniversary. Fairmount rests on 51+ acres on two adjoining campuses that include cottages, apartments, Personal Care residences, Health Care beds, in-patient and out-patient Rehab services, and Fairmount at Home, a home care service. Plans are underway to break ground on a 45-unit residential living apartment building in the summer of 2018. Fairmount Homes is a nonprofit continuing care retirement community located near Ephrata.



**MURRAY SECURUS Honored for Excellence in
"Employee Ownership" Communications**

Murray Securus has been selected by The ESOP Association as the winner of the 2018 Annual Award for Communications Excellence (ACE). The ACE Awards recognize the outstanding communications and educational programs of its members. Murray Securus is an employee-owned insurance broker serving the Mid-Atlantic and Eastern States Regions of the U.S.

TRISTARR Wins Best Staffing Award

TriStarr has won the Best of Staffing® Awards in both Client and Talent categories for the third consecutive year. The awards are presented annually to recognize superior service to business clients and job seekers by Inavero. TriStarr is the only staffing firm in central Pennsylvania to receive Best of Staffing Awards for both Talent and Client services for three years running. TriStarr is a staffing, recruiting and consulting agency serving client companies, as well as temporary and permanent workers, in the Lancaster, Harrisburg, York and southern Berks County markets. With experience in a wide variety of businesses and industries, TriStarr has developed specialized tools and processes to ensure that its people will be the best fit possible for any company.



COLDWELL BANKER RESIDENTIAL BROKERAGE Receives Award

Coldwell Banker Residential Brokerage in Central Pennsylvania has been named a Platinum Award winner by the Cartus Broker Network for



its outstanding performance during the past year. Coldwell Banker Residential Brokerage, a leading residential real estate brokerage company, operates 17 offices with approximately 650 affiliated real estate agents in Berks, Cumberland, Dauphin, Franklin, Lancaster, Lebanon, Perry and York counties in central Pennsylvania.



WORLEY & OBETZ Nets Nearly \$10,000 for Veterans Honor Park of Lancaster County

Worley & Obetz, Inc. and their customers contributed almost \$10,000 to the Veterans Honor Park of Lancaster County through the first year of the company's "RoundUp Program." The Veterans Honor Park of Lancaster County is a permanent tribute to area U.S. Armed Services veterans. It is being built in Warwick Township adjacent to the Lititz Public Library. Worley & Obetz is a retail and commercial total energy provider that has been serving Central PA since 1946.

PENNSYLVANIA DUTCH COUNCIL, BOY SCOUTS OF AMERICA Announces New Board Members



The Boy Scouts of America recently welcomed the following business leaders to their Board of Directors:



Milzy Carrasco, Director of Neighborhood Engagement, City of Lancaster



Sarah Young-Fisher, President, RKL Wealth Management



Robert Pontz, ESQ., Founder and Partner, Brubaker, Connaughton, Goss & Lucarelli



Christopher Smith, Vice President of Operations, Benchmark Construction



Jill Welch, Partner in Barley Snyder's Labor and Employment Practice Group



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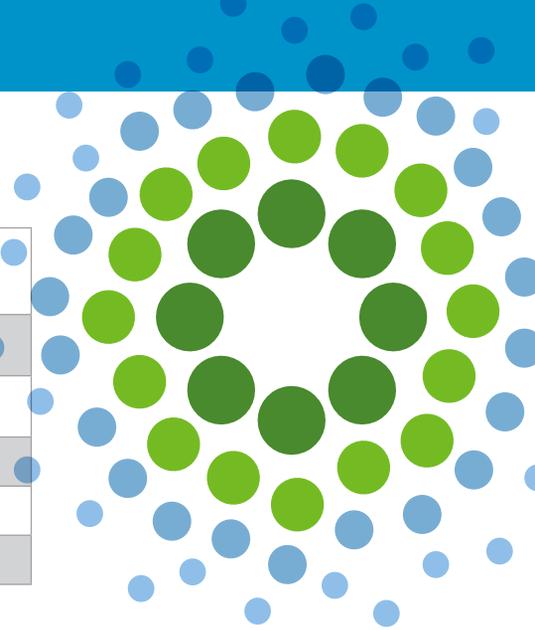
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MAY 2018

18	Professional Development Friday - How to Build a Successful Marketing Plan 8 to 10:30 a.m., 115 East King Street
23	146th Annual Dinner - SOLD OUT! 5 to 9 p.m., Lancaster County Convention Center & Lancaster Marriott
23	Champions Pub on Vine 7 to 9:30 p.m., Lancaster County Convention Center & Lancaster Marriott
24	Ag Issues Forum 7:30 to 9 a.m., Farm & Home Center
30	The Power of One Good Job 8 to 9:30 a.m., ASSETS
30	Doing Business in the Cloud 2 to 6 p.m., 115 East King Street

June 2018

01	Professional Development Friday - Strategic Business Mindset 8:30 to 10:30 a.m., 115 East King Street
01	Roundtable Discussion: Customer Service vs. Customer Experience 11:30 a.m. to 1 p.m., 115 East King Street
05	Unemployment Compensation Seminar: Suitable Work 8:30 to 10:30 a.m., 115 East King Street
07	Women-Owned Business Showcase and Conversations 11:30 a.m. to 1 p.m., Upohar
12	The Many Faces of Immigration 7:30 to 10 a.m., Farm & Home Center
13	Excellence Exchange - "Adaptability in a Fast-Paced Food Environment" 7:30 to 9 a.m., Lancaster Country Club
14	Wake Up to the Issues Forum 7:30 to 9 a.m., Cork Factory Hotel
19	Using Business as a Force for Good 8 to 9:30 a.m., ASSETS
20	Ethics in an Age of Hashtags & Transparency 7:30 a.m. to Noon, 115 East King Street
20	Mixer - Pennsylvania College of Health Science 5 to 7 p.m., 850 Greenfield Road
21	Next 2018! Smart Strategies for Local Business Leaders 7:45 a.m. to 2 p.m., Lancaster Country Club

July 2018

10	Lancaster City/Township Consortium 7:30 to 9 a.m., VisionCorps
11	Cocalico/Ephrata Consortium 11:30 a.m. to 1 p.m., WellSpan Ephrata Community Hospital
17	Get Connected! 8 to 9:45 a.m., 115 East King Street
18	Lititz/Manheim/Manheim Township Consortium 7:30 to 9 a.m., Landis Communities
19	Unemployment Compensation Seminar: UC Appeals & Hirings 8:30 to 10:30 a.m., 115 East King Street
19	Columbia/Donegal/Elizabethtown/Hempfield Consortium 11:30 a.m. to 1 p.m., Union Community Bank, Marietta
31	Solanco/LS/Penn Manor Consortium 7:30 to 9 a.m., Millersville University





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**ARTIFICIAL
INTELLIGENCE**

AND
**The Business
Software
Apocalypse**

Our concept of the artificial intelligence apocalypse is not what we thought. At least for now, I'm not too worried about steroidal cyborgs being sent back in time to eliminate the leader of the resistance. I like the Terminator movies as much as anyone, but that doesn't seem to be where AI is heading.

Instead, artificial intelligence (AI) is seeping into our lives and we haven't even noticed. The largest five tech companies by market capitalization (Google, Apple, Facebook, Amazon and Microsoft) have thousands of employees working on artificial intelligence projects, not to mention all the other technology companies pouring effort into AI.

AI is taking on many small tasks in our daily lives. Maybe Alexa turns on your lights or orders some laundry detergent. Maybe Siri plays a song for you. Maybe Google or Facebook AI feeds you search results or ads. Maybe Microsoft Cortana automatically creates a chart for you in Excel. These are just nice little helpers that smooth out the edges of life, but it does make you start to worry. Is this how the apocalypse begins, with thousands of virtual helpers running around doing things for us? Do we become so dependent we forget how to function without them, and then they turn on us?

The rise of AI has revived the debate of whether the machines will ever become so powerful they pose a threat to humanity. There are some very smart people, like Elon Musk, calling for regulation of AI and saying it could be an existential threat to humans. That's a scary thought, and it should give us all some pause. There are others who say AI isn't yet smart enough, and if we rely on it too fast for important things, it could be biased or, worse yet, cause harm when it malfunctions. Only by having it become smarter can it really impact our lives in a positive way.

No matter where you sit on that debate, it's probably helpful to articulate what artificial intelligence and machine learning actually are. At a high level, artificial intelligence is the ability for machines to do things that typically require human intelligence. Machine learning is a specific way to achieve artificial intelligence. It's the ability for a machine to learn how to do something without being explicitly programmed. For example, you feed a machine learning algorithm thousands of random images and it's able to pick out the cat pictures.

Machine learning is now used in speech, text and image recognition. It's used in data classification tasks of many types, including spam filtering and network security. It's

used by all the major tech companies in consumer-facing apps, such as social media and search, and it's becoming the next big buzzword for business software. There's a gold rush going on where software companies are looking to AI as the next great frontier of efficiency gains.

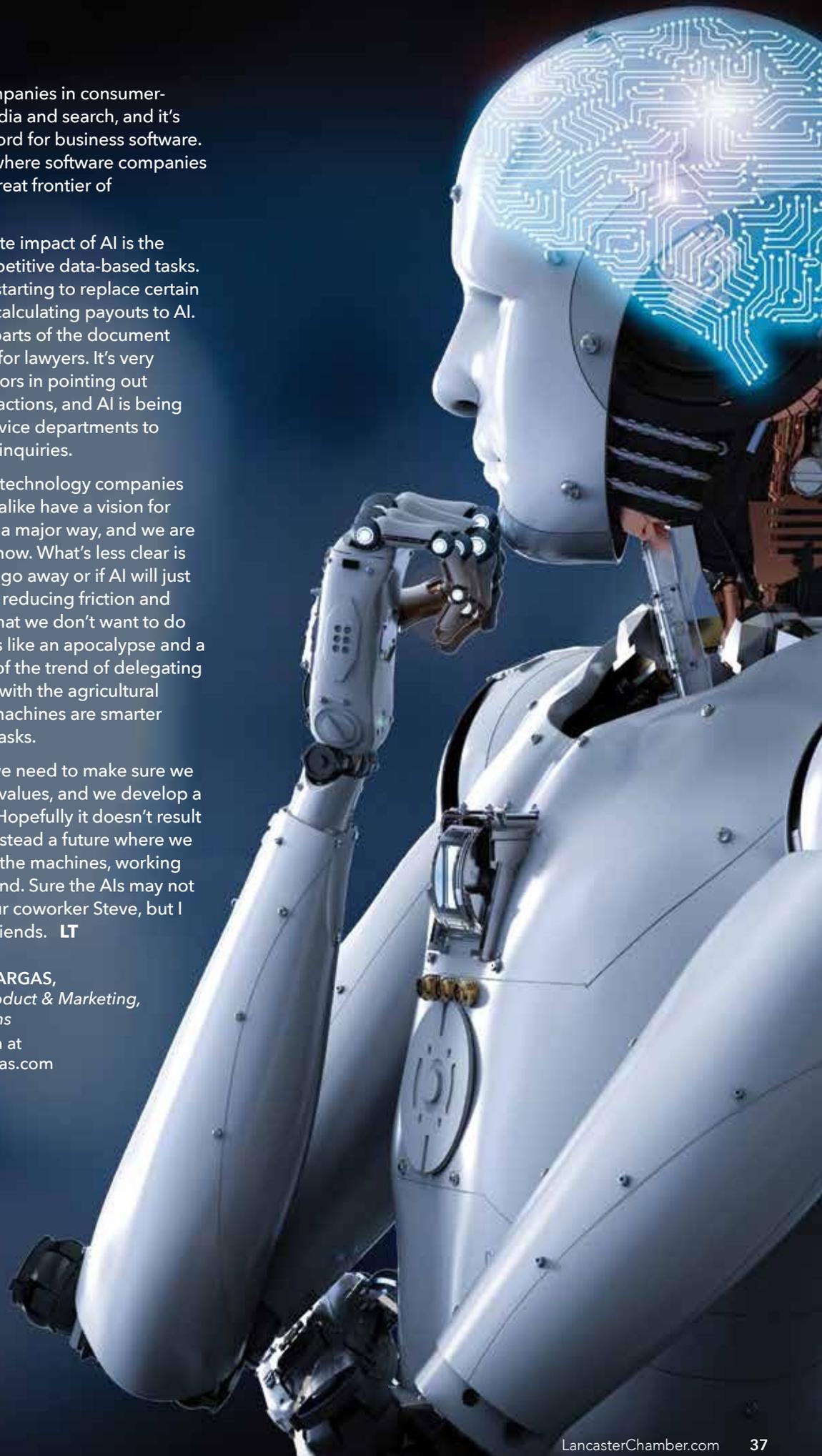
In business, the most immediate impact of AI is the automation of very specific repetitive data-based tasks. Insurance companies are just starting to replace certain tasks of assessing claims and calculating payouts to AI. There's talk of AI automating parts of the document review and discovery process for lawyers. It's very conceivable AI will assist auditors in pointing out anomalies in accounting transactions, and AI is being implemented by customer service departments to automate repetitive customer inquiries.

It's becoming clear that major technology companies and very smart entrepreneurs alike have a vision for how AI will impact business in a major way, and we are beginning to feel that impact now. What's less clear is if specific jobs will completely go away or if AI will just help smooth out our workday, reducing friction and getting rid of the grunt work that we don't want to do anyway. That seems a little less like an apocalypse and a little more like a continuation of the trend of delegating tasks to machines that started with the agricultural revolution. It's just that these machines are smarter and can do different kinds of tasks.

No matter how far this goes, we need to make sure we use AI for good, it reflects our values, and we develop a symbiotic relationship with it. Hopefully it doesn't result in the Terminator future, but instead a future where we have a good relationship with the machines, working side by side, hand in virtual hand. Sure the AIs may not be as fun at happy hour as your coworker Steve, but I would hope they can be our friends. **LT**



BY AARON CARGAS,
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JOINING FORCES:

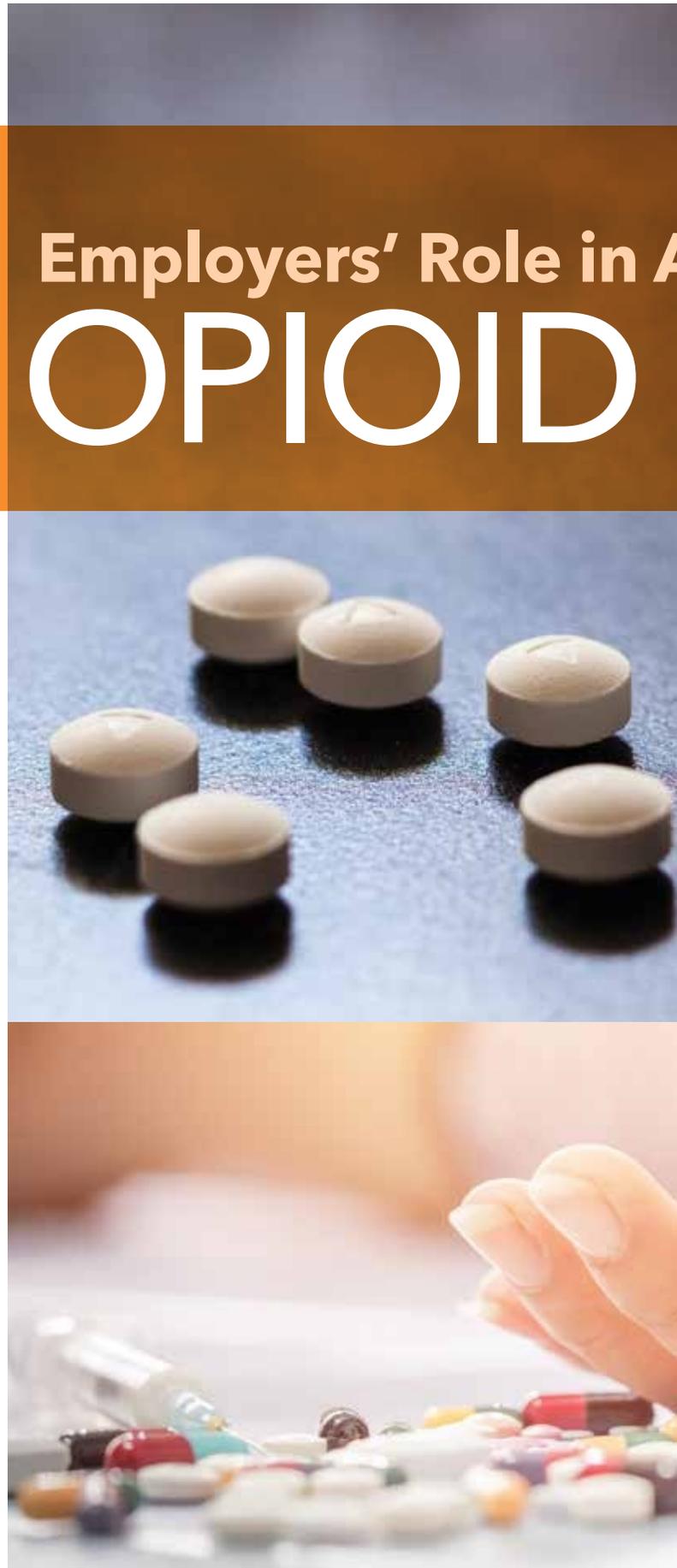
Employers' Role in A OPIOID

IF NOTHING IS DONE, MORE PEOPLE WILL DIE.

In Lancaster County, the rate of opioid overdoses is higher than the nationwide average. In 2017, there were 168 drug-related overdose deaths in the county, which calculates to about 32 deaths per 100,000 people. From 2014 to 2017, the number of drug overdoses in Lancaster County rose 180 percent.

Addressing the opioid crisis requires a comprehensive community approach, including health care, insurers, law enforcement, schools, community partners and businesses. Opioids in the workplace critically impact business as well as the health of the community. It is estimated that 71 percent of U.S. employers have been affected by employee misuse of legally prescribed medications, including opioids¹. Statistics also show that opioid abuse costs U.S. businesses close to \$26 billion a year, and lost work and productivity accounts for \$10 billion². Opioid addiction presents new challenges but also new opportunities for employers to support employees and family members to get treatment.

In 2017, a community collaborative – Lancaster County Joining Forces – was launched to coordinate countywide efforts to reduce deaths from opioid and heroin overdoses. Joining Forces brings together key stakeholders to strengthen existing initiatives across all sectors; identify gaps in programs and services; and implement unified strategies for prevention, intervention and monitoring.



Addressing the CRISIS



HELP IS HERE

Joining Forces works with local employers to provide resources and guidance. It has developed an “Employer Toolkit for Opioid Misuse and Abuse,” and the website (www.lancasterjoiningforces.org) provides a wealth of information. After sending 1,600 information packets to employers in Lancaster County, Joining Forces was invited in to meet employees. For example, Joining Forces representatives will staff an information table at the Employee Appreciation Day at Shank’s Extracts, a business located in Lancaster.

The business community plays a key role in addressing opioid misuse, opioid use disorders and opioid-related overdoses. According to the National Safety Council, companies of all sizes play an important part in promoting the safety of employees and managing risks in the workplace. Employers that have strong workplace policies, education, health benefits programs and well-trained managers create safe and healthy environments in which both employees and businesses thrive.

FOCUS ON PERFORMANCE

How can Lancaster County employers address this crisis?

Start by cultivating an open and transparent work environment, which goes a long way toward creating a culture of safety in the workplace. We urge employers to focus on the quality of work and adherence to workplace policies and procedures. We want to help employees succeed - not judge them.

“It is most effective if companies extend an olive branch to employees and allow them to come forward voluntarily. It also is important that businesses partner with the medical and addiction counseling community to provide the care their employees need,” says Jennifer Craighead Carey, an attorney at Barley Snyder LLP who provides legal presentations and counsel on opioids in the workplace. *“This is a public health crisis, and today, simply having a zero tolerance policy is not helpful, because it doesn’t encourage employees to come forward.”*

ENCOURAGE EMPLOYEES TO USE EAP ON TREATMENT RESOURCES

A multipronged approach works best. Most companies offer employee assistance programs (EAPs), which help employees deal with issues ranging from substance abuse, to emotional distress, to major life events such as an accident or a spouse’s death, and much more. First and foremost, companies should actively promote their EAPs

FIVE PROACTIVE STEPS EMPLOYERS CAN TAKE: OPIOIDS IN THE WORKPLACE

Source: PASTop.org



Drug-free workplace programs are cost-effective plans that will help employers keep their employees safe and healthy. Effective programs should consist of these five components:

1. A Clear, Written Drug-free Workplace Policy

2. Employee Education

Make sure that employees receive information about how opioid medications could affect health, job performance and safety. This includes:

- Talking to doctors about non-opioid options for pain management
- Avoiding driving and operating machinery while under the influence of drugs, including prescribed medications
- Safe storage and disposal of medications
- Not to share medications with family, friends or colleagues
- How to seek help for opioid addiction

3. Supervisor Training

Managers should have up-to-date knowledge on opioids and they must understand company drug policy. They also should have set steps to follow if they suspect problematic drug use.

4. An Employee Assistance Program

Employee Assistance Programs (EAP) offer people the option to access services for mental health and other personal concerns privately.

5. Drug Testing

A Drug-Free Workplace Policy was more easily enforced when illegal drugs were the only drugs banned under the policy. Now, the increased use of prescription medicines, especially opioid painkillers, has created an important need to revisit these policies.

throughout the year and set goals to increase utilization.

Leslie D. Wireback, Chief Human Resources Officer at Lancaster County Solid Waste Management Authority (LCSWMA), notes that LCSWMA promotes caring for employees' well-being holistically. Employees are encouraged and receive credit for utilizing EAP visits. To provide further encouragement and to diminish the stigma associated with utilizing an EAP, LCSWMA employees share testimonials on EAP usage.

"Through lunch and learn sessions, I shared about my EAP usage at a time when I was struggling to manage stress," Wireback says. "Through my five free visits, I was able to overcome that struggle and gain tools needed to manage stress and enhance my well-being. After I shared, an employee informed me that after he heard me share, he made the decision to call the EAP and get the assistance he needed."

There are other strategies companies can use as well. Education programs that help employees understand opioid misuse help create workplaces that encourage transparency, increase the likelihood of employees seeking help, and boost support among co-workers. Offering education on how addiction affects the brain helps reduce the stigma of opioid misuse. That is significant, because people's misunderstanding of substance-use disorder can create a barrier to seeking care and receiving family, peer and colleague support.

UPDATE YOUR POLICIES AND PROCEDURES

It also is critical that businesses have a written workplace drug and alcohol policy. It should specifically address how regular employee drug testing will be handled and offer guidelines for situations like how to report a new prescription for pain medication if you work in a safety-sensitive position.

Given the prevalence of the misuse of prescribed medications, it also may be helpful for employers to re-evaluate their policy and their list of prescription drugs. Testing not only for heroin but also for prescription opioids can help identify misuse as well.

With the opioid crisis receiving so much attention, Craighead Carey recommends that companies send an open letter to employees explaining that drug abuse is grounds for termination and that it provides a certain period of time for employees to come forward to obtain voluntary treatment. The letter also would explain that there will be no repercussions for coming forward.

INSURANCE COVERAGE

The good news is that treatment is more available than ever before since the Mental Health Parity and Addiction Equality Act required insurers to cover behavioral health

and substance abuse treatment at the same level of benefits provided for Medicare. This level of insurance coverage needs to be at least maintained or enhanced – although current proposed legislation indicates this benefit may be negatively impacted. Addiction is a common illness that affects a wide array of people. Like medical conditions, substance abuse disorders are diseases like any other.

Joining Forces encourages employers to consider these efforts to prevent and treat employees’ opioid use as an investment: an investment in their business, an investment in their most valuable asset – their employees; and investment in a healthy community. **LT**

For a workplace toolkit and additional resources, visit lancasterjoiningforces.org.

References:

- ¹Society for Human Resource Management. March 17, 2017. “As Opioid Epidemic Rages, Worksite Policies Overlook Prescribed Drugs.”
- ²SAMHSA Drug Free Workplace Toolkit: samhsa.gov/workplace/toolkit. Drug Free Workplace PA: drugfreeworkplacepa.org/. National Safety Council: [/forms.nsc.org/substance-use-employer-calculator/index.aspx](http://forms.nsc.org/substance-use-employer-calculator/index.aspx)



BY ALICE YODER, MSN, RN
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Out & ABOUT

GRAND OPENINGS CONGRATULATIONS



Thank you to the Burnely family and Kitchen Kettle Foods, Inc. for investing in the work of the Chamber for 60 years.

INVESTOR ANNIVERSARIES

Congratulations to the following companies that are celebrating milestone anniversaries with us in May, June & July

MAY

10 Years

- Lancaster County Convention Center & Lancaster Marriott at Penn Square
- Landis Technologies LLC
- Risser's Poultry, Inc.
- Synapse Marketing Solutions

20 Years

- East End Storage
- Ja-Lyn Builder/Developers

50 Years - Lancaster Leaf Tobacco Company of PA Inc.

JUNE

10 Years

- The Janus School
- Milestone Construction, LLC

20 Years

- Longenecker's Hatchery, Inc.
- Stoltz Mfg., LLC

JUNE continued

30 Years - IK Stoltzfus Service Corp

60 Years - Kitchen Kettle Foods, Inc.

JULY

10 Years

- Precision Coating Technology & Manufacturing, Inc.
- Utility/Keystone Trailer Sales, Inc.
- Woodstar Productions, Inc.

20 Years

- Gage Personnel
- Hi-Tech Concrete Coatings, Inc.
- Lancaster Container, Inc.
- McConkey Insurance & Benefits

40 Years

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



Brushstrokes On Canvas opening at 1183 Erbs Quarry Road, Lititz

Brushstrokes on Canvas offers instructional classes led by artists and gives customers a chance to get creative, have fun and take home something they've made. They can accommodate parties, group gatherings, team building events, social events, and more.



FirstLight HomeCare opening at 349 West Main Street, Leola

FirstLight HomeCare of Lancaster, Manheim and Lititz provides leading home care and caregiver services for adults of all ages, so they can live comfortably with dignity and peace of mind.



Fulton Financial Corporation Breaks Ground at Penn Square

Fulton Financial Corporation recently broke ground on its expanded headquarters. The three-story office building will contain approximately 60,000 square feet of space, including 1,500 square feet of street-front retail space. The new building has space for 400 employees and will house existing employees and projected new hires based on Fulton Financial Corporation's 10-year growth plan. Fulton anticipates dedicating the building in the first quarter of 2019. Fulton Financial Corporation, a \$20 billion Lancaster, PA-based financial holding company, has approximately 3,700 employees and operates more than 240 offices in Pennsylvania, Maryland, Delaware, New Jersey and Virginia through six subsidiary banks.



Gift CPAs opening at 151 Good Drive, Suite 2

Gift CPAs provides a full spectrum of services - from tax preparation and planning services to business financial consulting.

CHAMBER ADVOCATE OF THE QUARTER



Congratulations to **Ken Wu**, Branch Manager, First National Bank, for being named the Advocate of the Quarter for the Chamber's New Investor Team



Congratulations to **Scott Dichter**, independent agent, NTI Group, for being named the Advocate of the Quarter for the Chamber's New Investor Team.

In Lancaster County, nearly 30,000 students are eligible for free or reduced lunches through the National School Lunch Program. This represents **43% of the nearly 70,000 kids** enrolled in our County's schools. For many of these children, the meals they receive at school are the only meals they will eat that day. When Power Packs' founder Joan Espenshade learned this, she knew she needed to help.

SUPPORTING THROUGH

Photos courtesy of Power Packs



In 2005, Espenshade was a volunteer at an elementary school in the School District of Lancaster. At the time, approximately 97% of students in the school were receiving free or reduced lunches. Espenshade asked a colleague what happened over the weekend when school was not in session. The answer? For many students, food at home was scarce, and they were not guaranteed a meal during the entire weekend. Espenshade was moved to action, and that spring, she founded Power Packs.

Each pack is filled with the fresh ingredients and a recipe to make a nutritious, low-cost meal for the entire family, as well as staples like cereal, milk, peanut butter and fresh produce. In addition, Power Packs include homemaking or cooking tips. Recent tips include such topics as how to cook a turkey, smart shopping tips, or how to read the ingredient panel on packages. With this combination, families end the school year better equipped to buy, prepare, and share healthy meals.

Espenshade notes that while other afterschool or weekend meal food programs for students exist, they are filled with processed snacks or meal alternatives that aren't healthy. She says, "The downside is that kids were hoarding or gorging on this food because they know that as soon as they get home, it will be taken away from them." Power Packs stands alone in offering fresh ingredients for a home cooked meal.



EDUCATION NUTRITION AT POWER PACKS

At first, Power Packs served just 13 families at Carter and McRae Elementary School in the spring of 2005. It quickly expanded to Fulton Elementary School and continued growing. Today, Power Packs delivers 2,200 packs each week to schools and pick-up sites across Lancaster and Lebanon counties.

But Power Packs isn't just about the food, and arguably, you could say that the benefit to families who receive a pack is much more than just a healthy lifestyle. That's because the overall goal of Power Packs is to position students to be ready to learn at school. The program is connected through schools in several ways: eligibility is extended to all families who are income-eligible to receive either a free or reduced lunch at school, sign-ups are conducted through the school, and families pick up their packs at school. Each school has a volunteer Power Packs liaison, often a member of the school staff, who administers the program. In addition to being an energetic, friendly face, school liaisons build strong relationships with their participants, and are able to keep tabs on each student and family.

According to the Food Research and Action Center, students who are food insecure are more likely to have *"behavioral, emotional, mental health and academic problems; lower math scores and poorer grades."* Hunger can greatly contribute to a lack of focus in the classroom and leads to disruptive behavior and acting out.

Power Packs' Interim Executive Director Lori Roscoe notes that Power Packs families report spending more time together cooking and eating their meals from Power Packs. In addition, teachers at Power Packs schools have noted greater focus and performance from students throughout the school day. Espenshade says, *"When kids don't have the added worry or stress about where their next meal is coming from,"* they will do better in school. According to data Power Packs has collected, 97% of their families report that children are learning more after enrolling. Ninety percent of families say receiving a pack has improved their family life.

Espenshade's dream is to expand Power Packs to other



“Our family has been participating in the Power Packs Project since 2015. We are a large family with a limited food budget and have been so grateful for the supplemental meals they offer. Not only are they healthy and simple, they are fun. Our children have a blast making the suggested recipes each week and we’ve seen a noticeable growth in their confidence in the kitchen! It has been a great way for us to connect as a family while also teaching our kids how to create healthy meals.”

- Power Pack User

counties in Pennsylvania, but, she says, they will go where there is a need and an interest. It is her hope to continue to serve in areas that are also served by the Central Pennsylvania Food Bank, one of their critical partners, and where a large volume of Power Packs’ food is purchased.

It truly takes a village of dedicated volunteers and donors to keep Power Packs running. Volunteers work at Power Packs warehouses, separating orders and filling pallets bound for each school and distribution point based on the number of recipients for the week. Then, volunteers pick up from the warehouse and deliver the order to the schools, where distribution volunteers get each order ready for pick up. There are many opportunities for individuals and businesses to get involved, both as hands-on volunteers working in the delivery process, or as sponsors or donors. A community that supports its students is one that will thrive. As Espenshade says, “Education is the path out of poverty.” **LT**



VOLUNTEERING OR DONATION OPPORTUNITIES

Power Packs relies on a dedicated force of volunteers and community supporters.

Here’s how you can help:

- Volunteer as a distribution partner
- Assist with milk delivery to schools (requires an SUV or minivan)
- Donate plastic grocery bags
- Volunteer to help with rolling and preparing grocery bags to become Power Packs
- Donate reusable cloth bag for produce packing
- Hold a protein drive to collect peanut butter, canned chicken or canned tuna
- Help Power Packs grow by providing warehouse space in Lancaster County
- Monetary donations



BY SARAH MASER,
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Workforce of TOMORROW



“BUSINESS NEEDS

In April, I attended the “Workforce of Tomorrow” conference in Washington, DC, sponsored by *U.S. News & World Report*. It was a fascinating program featuring people from all over the country talking about changes in the workforce. Business leaders, educators, elected officials and government employees all took turns sharing their take on the future and offering suggestions on what will be needed to thrive.

And, on the whole, I am happy to report there was solid optimism expressed by all sectors; yet, there was also a clear message about the need for change.

First some statistics.



TO TAKE THE LEAD"

By some accounts, it is anticipated that more than 50% of current jobs will be replaced or transformed over the next 10 years; a statistic that would suggest that up to 140,000 of our local workforce would be impacted by the change.

Yet, despite that amount of disruption most of the speakers at the conference believe the end result will be a net gain in employment opportunities, just not the same opportunities that are available now.

One stunning example shared at the conference that we can all relate to is apps. Sometimes I find it difficult to imagine that less than a decade ago no one knew what an app was,

let alone how they could become part of our everyday life. This was the great unknown that awaited us when Apple launched the first "app store" in July 2008.

Today, almost two million people now find employment in the development of apps, with an average wage of around \$100,000; more than 950,000 companies are registered as app development companies around the world; and, many, many more people are benefitting from the industry itself through sales, services and entrepreneurial opportunities.

And, less than ten years ago no one saw this coming.

A WORD FROM **YOUR CHAMBER**

PEOPLE **BUSINESS** COMMUNITY



What this one example clearly illustrates nationally – and, of course, locally – is that we need to double-down on the concept of life-long learning, we need to bolster our local efforts to provide job shadowing, internships and job awareness; and we need to strengthen the connections and partnerships between education and business, with a renewed emphasis on the “business” part of that equation.

With no knock to education, the fact is we simply can't expect our educational system to keep up with the pace of change needed to adequately address the wave of change that is in front of us. Additionally, the need to “educate” now clearly goes beyond the parameters of a K-12 experience, it doesn't stop at trade school, college or university, a certificate program simply isn't enough and it needs to find ways to include all learners, young to old.

Further, the innovation, the evolving skill needs, the changing workplace cultures and expectations are being driven by business and it is unrealistic to think that our educational systems alone can adjust accordingly.

In fact, the most often-used phrase I heard at the conference was, “*Business needs to take the lead*” – a phrase that did not suggest that education wasn't doing its job, but rather that business needs to do more.



2018 Health Summit

Building a Culture of Health

THURSDAY, MAY 24, 2018
7:30 AM TO NOON
THE LANCASTER COUNTY CONVENTION CENTER
25 SOUTH QUEEN STREET, LANCASTER

In 2018, we are focused on creating a culture of health in our community. At this event we will share the results of the hard work being done to achieve our goal, recognize some of the top performers and re-energize the community to keep this goal top of mind.

Our keynote speaker will be Susan Dentzer. Susan is a former Senior Policy Advisor at the Robert Wood Johnson Foundation. She works closely with foundation leaders to carry out the organizational mission of improving the health and healthcare of all Americans.

Title Sponsor:
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The cost to attend is \$45 / \$20 for non-profits.
Visit www.lancasterhealthsummit.org to register.



The upside to this challenge for us locally is the fact that we have a very engaged business community and educational system, with many strong business-education partnerships already established. Additionally, we have a “civic infrastructure” through organizations like the Chamber, the Workforce Development Board, the Economic Development Company, ASSETS and others that are committed to furthering the discussion and bridging the gaps, where necessary. And, I’m happy to report, all of the above have the same goal in mind - producing a quality workforce to fill quality jobs that lend to our County’s ongoing prosperity.

For now, my charge to local businesses is to assess your current and, as importantly, future workforce needs and be proactive about sharing them - with the Chamber, with the educational institution of your choice and with the broader public to ensure awareness.

Working together, we can confront this pending disruption head-on and take advantage of it as the opportunity that it is. But it requires your involvement. Let us know how you want to be heard!

Finally, it should be noted with some pride that Lancaster had one of (if not the) largest delegations at the conference, thanks largely to the ongoing work of the STEM Alliance and the support of the Steinman Foundation. The STEM Alliance is dedicated to promoting STEM awareness and education to ensure our community capitalizes on future education, training and workforce opportunities. Such activity by the STEM Alliance has earned Lancaster County a ranking of one of only 56 certified-STEM Ecosystems in the country and represents a strong foundation for our future. And our future workforce. For more information, visit www.lancasterstem.org. **LT**

Note: this article appeared in the April 22 edition of the Sunday LNP.



BY TOM BALDRIGE,
President & CEO, Lancaster Chamber
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Better health

+

Smarter spending

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