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Summer/Fall 2018

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PEOPLE

A Perpetual Entrepreneur:
Striving for Perfectionism

BUSINESS

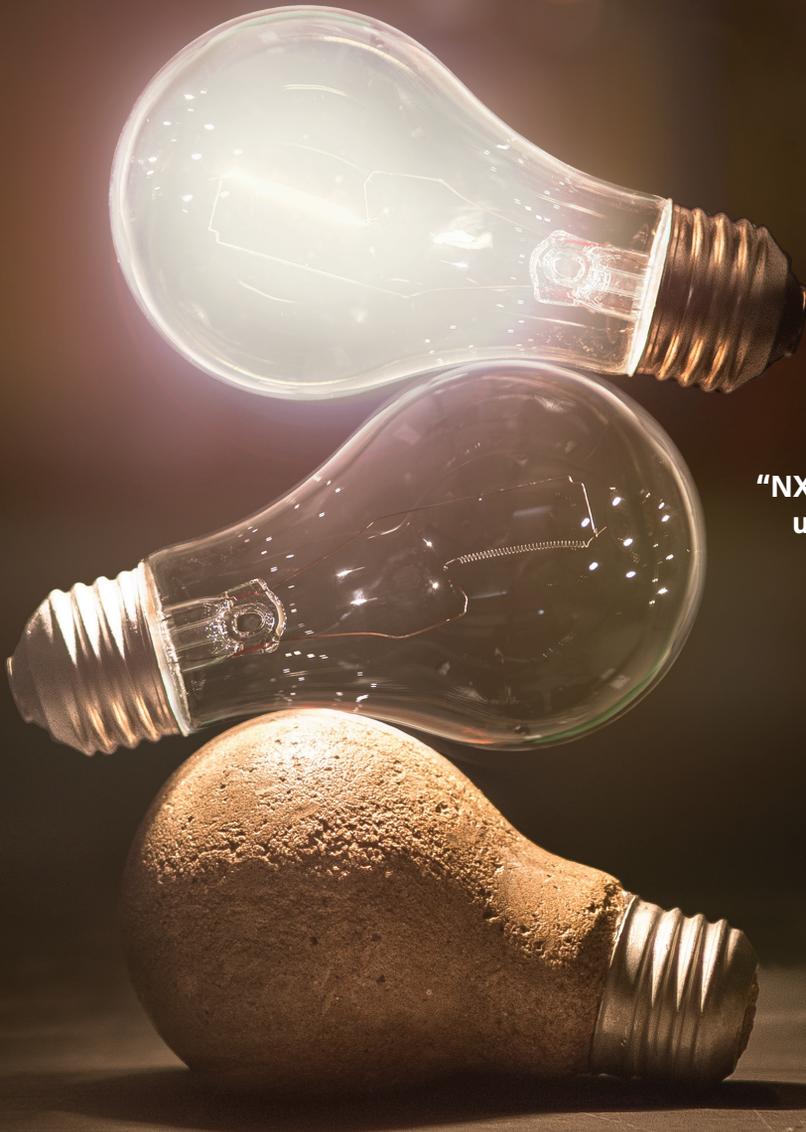
Harvesting Fear.
Harvesting Crops.

COMMUNITY

Immigrant Integration:
Addressing Our
Workforce Needs



THE BRIGHTEST IDEAS COME FROM SOLID FOUNDATIONS



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**- DJ Risk, President
Paul Risk Construction**

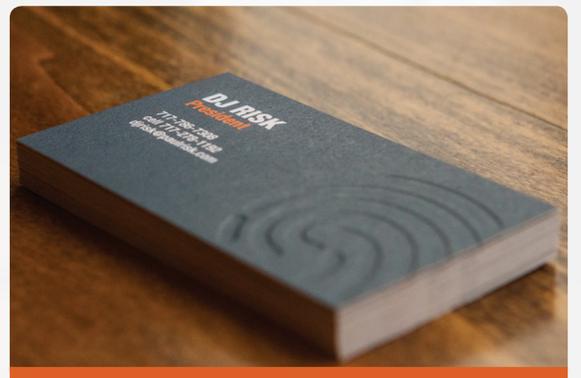
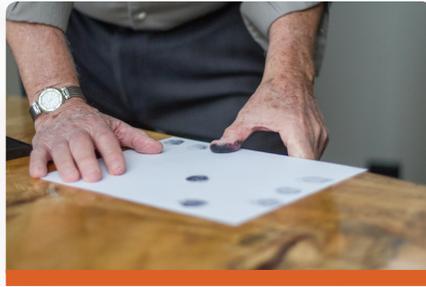
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Field of Screams

LETTER FROM THE PRESIDENT



Lancaster County's business community was built by dreamers, innovators and risk-takers - and it hasn't stopped. These individuals continue to help shape and grow our economic success. And, each of these entrepreneurs has a story to tell - from successes to challenges to failures. In each edition of *Thriving!* we shine a spotlight on these individuals' journeys, best practices and lessons learned, and this edition is no different.

You'll read about two brothers who took their love of Disney's "Haunted Mansion" vinyl record and turned it into a nationally-recognized attraction that has been scaring visitors for 25 years. You'll learn about a serial entrepreneur's new business venture that's embracing virtual reality on a whole new level. And, we'll explore how we can all pass along this entrepreneurial spirit to immigrants, as we integrate them into our workforce.

As you start your innovative journey, be sure to think of us - think of us to make connections that matter; think of us to learn from your peers; and think of us to access information and resources.

And, as always, stay informed, stay engaged and let us know how we can help!

Sincerely,

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

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

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Check out how the Schopf brothers have taken their childhood dream and made it into one of the top haunt attractions in the nation.

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Lancaster Business Community Responds

A Perpetual Entrepreneur

Striving for Perfectionism





Eric Kazda calls himself a perpetual entrepreneur. Since he was young he has always been self-motivated to look for ways to find shortcuts, improve systems or justify the status quo; even if it only applied to his chores or homework. As can be expected, that attitude of defiance wasn't always well received.

"I always joke that I became a bit unemployable," Kazda chuckles. "People don't particularly enjoy somebody that constantly bucks the system."

This left Kazda with a world of experience in various industries. He has worked as a dishwasher, a butcher, an omelet chef, a metal fabricator, a kitchen manager, a communications director, a book binder and more. *"I've had more jobs than I can remember, but every experience just left me more motivated."* In all these jobs, Kazda found two resounding truths; every system has areas for improvement and most managers have forgotten where they came from.

In 2008, with no money, no investors and no knowledge of running a business, Kazda and his brother Craig struck

out on their own in an attempt to discover if he could run a company differently than all of those in his past. They named their small business Quantum Dynamix.

Quantum Dynamix started as a web design and development company. He spent his time on website development and Craig focused on client relations and administration. *"It was real touch-and-go at first,"* he remembers. *"We worked out of our bedrooms and I remember days we would sit around and stare at each other because we didn't have anything to do. We lived that way for years until we got enough breaks to grow."*

That growth didn't start until year four. *"I remember sitting in a big pitch meeting, and the potential client asking me if landing this job was going to help us grow. It took so much energy to express how much the gig would mean to us and our little infant company."* They ended up getting that job with a large local company, and they hired their first full-time



PEOPLE: PATH TO THRIVING

employee. *"Hiring our first employee was one of the best decisions we ever made. I only regret not being able to make it sooner,"* Kazda says.

Quantum Dynamix is celebrating their 10th anniversary this year and is still growing. They now employ 10 dedicated staff members and work with clients from the United States, Canada and the United Kingdom. They have grown to focus

on a "scientific approach to marketing" with capabilities that include marketing strategies, content and inbound marketing, and digital, web and traditional marketing services. They work tirelessly to deliver more quality leads or an attractive website to their clients.

"Surrounding myself with people that I trust is how we've built this company," reflects Kazda. *"I've never forgotten that I came from nothing, and I haven't forgotten the people that have helped me get this far. Sharing this company with those people means the world to me."*

However, the entrepreneur in Kazda is never satisfied with sitting still and he is excited for the new project he is bringing to Downtown Lancaster. During a recent trip, he made a discovery.

"My friends and I walked into this shady arcade in a tourist town to kill some time. What I discovered was virtual reality. I was blown away. I couldn't believe how real this was. I walked out of there and knew that I was going to bring an even better virtual reality arcade experience to Downtown Lancaster."

Within 48 hours he had the idea, the business plan, the venue and knew that this was going to be big. It's a business that will grow and change very quickly and will be an experience like none other for both Kazda and the customers.

The Lancaster Virtual Reality Lounge was born. *"The plan is to have 10-14 dedicated virtual reality bays so that people can move around and play a variety of different games. We will be located in The Keppel Building at 323 North Queen Street in Downtown Lancaster, so be sure to follow us online for the big launch party,"* Kazda says with a grin.

But the virtual reality video game is just an entry point. *"I see a world where virtual reality helps combat veterans recover from PTSD, helps people overcome their worst fears, and even helps people with physical therapy programs recover in a more stimulating environment."* He plans to make his new arcade a part of the community. He wants to work with local schools and universities to help students learn how to code video games. He wants to hold contests for games and provide grants to the games with the most play time. He wants to reward students that have good grades and even wants



to offer homework help during weeknights. *“And there are many ways that it will fit into the STEM curriculum. It’s a bit unorthodox, but students learn better from experience and application,”* Kazda stated. Internet and digital media jobs will only become more prevalent in the future, and there was no pathway to success for him when he was younger in this business. *“I got a two-year degree and got to work, so I want to give local kids the opportunities that I didn’t have when I was entering this industry.”*

While he still loves to code and design new projects, he finds himself in a new role with his companies. He has learned that you need to find one or two great mentors and network. Everyone has had the same issues you are experiencing, and they will give you free advice. His free advice, *“Stay in your lane and don’t stray too far. Strengthen your strengths, and let the rest go. Focus on what only you can do and hire people to do the rest.”* He’s still realizing that there are lots of lessons to be learned from failure. He said, *“Always ask the questions: What could we have done better? What were our successes and areas of opportunity that we missed? And always strive for that perfectionism.”* **LT**



BY DENISE TRUPE,
Vice- President of Marketing,
APEX Touring
 Contact Denise at
DTrupe@prathertouring.com

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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PEOPLE:

What's On My Phone



BY CHARLES WHITE,
*Vice President, Brands
& Marketing, DAS Companies*
Contact Charles at
CWhite@dasinc.com



Overall

My smartphone is the iPhone X, because as a marketer, I'm a sucker for the latest, greatest thing. Seriously though, as a mobile marketing professional, I depend on my smartphone to empower my on-the-go lifestyle. I primarily use it to stay informed, digitally communicate, be productively organized & connected, and relax & refresh (R&R). I've organized my home screen from the lower right corner, with like apps in groupings. And, I've built like apps into folders so I can drill into the main screen, avoiding swiping to find apps across multiple screens. Does that make me efficient or OCD? Don't answer... Lastly, I have a photo of my two kids peeking through app tiles; it brings a subliminal smile, to a frantic day.



Relax & Refresh

Within R&R, I primarily depend on music, sports and social apps. My "music" has really evolved beyond a song collection to feature "digital audio"- custom music channels from **Pandora**, educational insights from **Ted Talks**, and podcasts on a variety of content topics. Socially, like most, I rely on **Facebook** for personal, and **LinkedIn** for professional contact. Intentionally, I'm trying to avoid the "time trap" of other media apps like Twitter and Pinterest. Call me old fashioned, but social actually works pretty well face-to-face. For sports, I subscribe to **MLB at Bat** (Go Red Sox!), rely on a couple of golf apps like **Golf Logix**, a GPS tracker, and a few fantasy football apps like **CBS Fantasy**, and **Draftsharks**. I try to avoid spending time in gaming, but **Blackjack** is a great mindless escape for a few minutes on a crowded tarmac. And, it's less damaging to my wallet than Las Vegas.



Productively Organized & Connected

Largely standard, I sync the Apple calendar, phone and contacts apps to my Microsoft business tablet. Personally, I utilize a shared **Google Calendar** to stay informed of my family's schedule. Checking it at the end of a busy work day has saved my hide more than once. For travel, I depend on **American Airlines** app in the sky, **Amtrak** on the rails, **Uber** on the ground, and **Marriott** to put a pillow under my head. Perhaps most importantly, **Yelp** helps me satisfy my taste buds. I am quick to open it when my travel companion proposes a chain restaurant when we're travelling in a "foodie-friendly" city. In my commerce folder, I have financial apps like **Fidelity**, **NetXInvestor**, and **Citizens Bank**. **Concur** is a handy digital expense report app. **Apple Wallet** stores pertinent travel documents and loyalty cards. And, I satisfy a quick nourishment fix with my **Dunkin Doughnuts** and **Sheetz** apps.



Digitally Communicate

Here again, I use two apps for email communication - **Apple mail** for work, and **Comcast Connect** for personal. I use the Apple messages app for texting. After resisting emoji communication, I finally broke down and downloaded **Bitmoji** to create a personal avatar. Despite how cool it is, my daughter claims it's lame. Surely, she's just jealous of my digital prowess, right?



Stay Informed

If only there was a place where all the world's information was readily accessible. Oh wait, there's **Google!** Increasingly, I ask Google specific questions about important topics, and (for some trivial reason) random questions about pop culture. For navigation I trust **Google Maps**, particularly now that it has embedded Waze (crowdsourced accident reports). I also can't resist the daily temptation to check my **Stocks** app. Each day it reminds me that I didn't hit the financial lottery.



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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.



WARFEL CONSTRUCTION COMPANY Promotes Peterson

Warfel Construction Company recently promoted Luke Peterson, LEED AP, to Project Manager. In his new role, Peterson is responsible for complete project oversight, coordination, schedule and budget. A graduate

of Bucknell University, Peterson joined Warfel in 2014 as a Project Engineer, following his work as an Operations Intern. Established in 1911, Warfel Construction Company provides general construction and construction management services to clients throughout Pennsylvania and surrounding states.



C.S. DAVIDSON, INC. Announces Leadership Change

C.S. Davidson, Inc., an employee-owned consulting engineering firm with regional offices in central Pennsylvania, named Christopher W. Toms, P.E., Chief Operating Officer

(COO). As COO he continues to build upon the Firm's long-standing commitment to civil engineering excellence by providing strategic and tactical leadership. In this role, he serves as a member of the Senior Leadership Team and oversees the day-to-day operations of the Firm.



BARLEY SNYDER'S Lobach Named Leader of York County Community Foundation Board

Barley Snyder's managing partner Jeff Lobach was named the chair of the board of the York County Community Foundation. The Foundation, started in 1961, strives to create a vibrant York County by engaging donors, providing community leadership, and investing in high-impact initiatives while building endowment for future generations. Barley Snyder serves businesses, individuals and organizations in all major areas of civil law including: business, employment, immigration, employee benefits, finance & creditors' rights, intellectual property, litigation, estate planning and administration, real estate, tax, and more.



**THE WENGER GROUP
Names President & Chief
Executive Officer**

The Wenger Group recently named Phil Rohrbaugh President and Chief Executive Officer. In this position, he assumes total responsibility for Wenger Feeds, LLC, Nutrify, LLC,

Dutchland Farms, LLC, and all other companies in the holding company. He also serves as Vice Chairman of the Board of Directors. The Wenger Group is a leading family-owned agricultural products and services organization, which includes Wenger Feeds, Nutrify, and Dutchland Farms.



**Frey Named WELSH
MOUNTAIN HOME
Executive Director**

Landis Communities announced the appointment of Mona Frey as Executive Director of Welsh Mountain Home.

Frey brings more than 25 years of experience to the position. For nearly 100 years, Welsh Mountain Home has been providing facilities, services and programs for older adults and dependent persons. Welsh Mountain Home is committed to maintaining an atmosphere of simplicity and integrity with a Christian emphasis. It is an affiliate of Landis Communities.



TINY TOWN'S Founder Recognized

Hannah Harris, founder of Tiny Town, was recently recognized in the IAAPA (International Association of Amusement Parks and Attractions) publication, *Fun World*. The IAAPA is focused on the preservation and prosperity of the amusement industry worldwide and represents over 5,000 members from over 99 countries. The article, which was part of a monthly feature focused on women in the industry and their businesses, talked about Harris' unique - and relatively uncommon - practice of allowing her staff to bring their children to work. Tiny Town is Lancaster's newest indoor play place, nestled in a refurbished warehouse in the old stockyards. Open just shy of a year, Tiny Town has provided employment to over 30 local families.

Photo by Hello Sweetheart Photography



**MARTIN INSURANCE
AGENCY Welcomes
Ryan Finger**

Martin Insurance Agency recently welcomed Ryan Finger as Producer in the Commercial Lines department. He is responsible for leading the agency's new business insurance sales and

growth initiatives. Martin Insurance is a family-owned independent insurance agency whose experience in the industry spans more than 100 years, serving Pennsylvania businesses and residents.



**LANCASTER PARKING
AUTHORITY Executive Director
Elected to 2018 International
Parking Institute Board**

Lancaster Parking Authority Executive Director Larry Cohen, CAPP, was recently elected to the 2018 International Parking Institute Board of Directors. The IPI Board of Directors is the voice of the membership and plays an

instrumental role in directing initiatives to advance the profession. Cohen has more than 25 years of experience in the parking and transportation industry.

Vision Corps

VISIONCORPS Receives Grant from High Foundation and Private Donations to Expand Technology

VisionCorps Foundation received \$30,000 in grants from The S. Dale High Family Foundation and a private donor. The S. Dale High Family Foundation awarded VisionCorps \$15,000 and a private donor matched these funds. The funds will be added to the newly-established Technology Fund and will be used to purchase new, advanced technologies to serve current and prospective VisionCorps clients who are blind or experiencing vision loss. VisionCorp serves more than 2,000 individuals who are blind or vision impaired in Lancaster, Lebanon, Chester, York, and Adams Counties, through rehabilitation services and/or employment opportunities.

SCHREIBER PEDIATRIC Hires Lewis and Sollenberger



Courtney Lewis



Kaitlyn Sollenberger

Schreiber Pediatric recently named Courtney Lewis director of the Financial Development Department and Kaitlyn Sollenberger a social worker in the Social Services Department.

Schreiber Pediatric is a nationally recognized nonprofit organization that provides physical, occupational and speech-language therapy, as well as educational and recreational programs for nearly 4,000 children in Lancaster County living with congenital and acquired disabilities, and developmental delays.

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September 2018

11	Business Disaster Essentials: Are You Really Ready? 7:30 a.m. to 1:30 p.m., Susquehanna Valley EMS
12	Young Professionals Academy 1 to 3 p.m., Lancaster Chamber
13	Sales Growth Academy 9 to 11 a.m., Lancaster Chamber
13	Young Professional Network Peer Leaders Forum 11:30 a.m. to 1:30 p.m., Southern Market Center
14	Professional Development Friday: Building Speed 8:30 to 10:30 a.m., Lancaster Chamber
14	SCORE Roundtable Discussion 11:30 a.m. to 1 p.m., Lancaster Chamber
19	Presentation Skills Academy 9 a.m. to Noon, Lancaster Chamber
19	After-Hours Networking Mixer - Hosted by Mid Penn Bank 5 to 7 p.m., Bent Creek Country Club
27	Professional Women's Forum 1 to 5:30 p.m., Millersville University

October 2018

02	Young Professional Network Skills Accelerator: Leading Innovation 8 to 10 a.m., TBD
02	Get Connected! - Facilitated Networking 3 to 4:45 p.m., Lancaster Chamber
05	Positioning Your Business for Growth in 2019 8 a.m. to 10 a.m., Lancaster Chamber
05	Marketing Academy 8 a.m. to Noon, Lancaster Chamber
05	Professional Development Friday: Jump Starting Your LEAD Journey 8:30 to 10:30 a.m., Lancaster Chamber
08-12	Ag Week - Industry Tours
09	Lancaster City/Township Consortium 7:30 to 9 a.m., Greiner Campus for Advanced Manufacturing
10	Cocalico/Ephrata Consortium 11:30 a.m. to 1 p.m., Martin's Flooring Fivepointville Showroom/Outlet
17	Lititz/Manheim/Manheim Township Consortium 7:30 to 9 a.m., The General Sutter
18	Columbia/Donnegal/Elizabethtown/Hempfield Consortium 11:30 a.m. to 1 p.m., New Story Schools
19	Industry Tour - The Cope Company Salt 8 to 10 a.m., 549 West Roseville Road
24	CV/Elanco/Pequea Valley Consortium 7:30 to 9 a.m., Shady Maple Smorgasbord & Banquet Center
25	Expo Launch Party 5 to 7 p.m., Spooky Nook Sports
26	Business Expo 9 a.m. to 2 p.m., Spooky Nook Sports
30	Solanco/LS/Penn Manor Consortium 7:30 to 9 a.m., Lancaster County Career & Technology Center (Willow Street)



146th Annual Dinner - An Evening to Celebrate Lancaster's Business Community

In May, more than 2,500 business and community leaders mixed and mingled, while helping to celebrate our vibrant business community. The event featured the recognition of **Penn Ketchum** of Penn Cinemas with the Small Business Person of the Year Award; **Jen Strobel** of Flagger Force with the ATHENA Award; and **Dave Keller** of Barley Snyder with the Exemplar Award; and entertaining remarks from Philadelphia Eagles Quarterback **Carson Wentz**. Thank you to everyone who made this event an success!



Out & ABOUT

GRAND OPENINGS CONGRATULATIONS



ERC opening at 1116 Manheim Pike

ERC, the largest residual waste processing facility in the mid-Atlantic region, recently rehabilitated a former industrial building on its property into its new headquarters. ERC's new headquarters currently houses approximately 17 sales, marketing and administrative employees and is designed to accommodate more than 35 as the company expands. ERC currently employs 115 team members and serves customers within a 175-mile radius of Lancaster County.



Manpower opening at 2079 Fruitville Pike

With a global presence and local expertise, Manpower is dedicated to enriching people's lives with meaningful employment and development opportunities.



Lancaster Behavioral Health Hospital opening at 333 Harrisburg Avenue

A partnership between Penn Medicine Lancaster General Health and Universal Health Services, the new Lancaster Behavioral Health Hospital serves adolescent, adult and older adult patients. The facility features Lancaster County's only dedicated inpatient unit for adolescents, as well as a dedicated women's trauma unit, for sexual-assault victims or women with a history of traumatic injuries because of domestic violence.



Citadel opening at 340 Rohrerstown Road

This branch is the first of Citadel's newest branch model interior design which features the latest in convenient, self-serve digital banking tools. This location offers Full Service Express Banking inside and out.



Fairmount Homes Retirement Community groundbreaking on Wheat Ridge Apartments

The new Wheat Ridge Apartment project is underway. The 4-story, 45-unit building will offer 11 apartment floor plans, each with its own private patio or balcony. Sizes will range from a 510-square-foot studio to a 1,416-square-foot, two-bedroom unit with two full bathrooms. Each apartment will have a patio or balcony, and common areas in the building will include a gathering room with a full kitchen, a dining room, library and wellness room.



Enterprise Car Sales opening at 5169 Main Street, East Petersburg

Enterprise is the largest transportation solutions provider. They offer car and truck rentals, as well as car sharing and car sales. They're in over 85 countries with more than 7,600 locations.

P.J. Whelihan's Pub opening at the Shoppes at Belmont

The new outpost of P.J. Whelihan's is dedicated to serving families, sports fans, happy hour patrons and those just seeking a night out.



Univest Corporation opening at 1 Heritage Drive, Gordonville

Univest provides a full range of financial solutions for individuals, businesses, municipalities and nonprofit organizations in the Mid-Atlantic Region.

CHAMBER ADVOCATE OF THE QUARTER



Congratulations to **Karen Kieffer**, Owner, AdvantaClean, for being named Advocate of the Quarter for the Chamber's Support Team.



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



Sunbelt Rentals opening at 2026 Auction Road, Manheim

Sunbelt Rentals is one of the largest equipment rental companies in North America with more than 700 locations.



Landis Communities opening the Calvin G. & Janet C. High Learning & Wellness Center at The Crossing Apartments at Landis Homes at 1001 East Oregon Road, Lititz

The new center, which is centrally located on the 114-acre campus, includes an indoor pool, fitness room and studio, bistro, hair salon, pharmacy, bank, art gallery, offices and classrooms. The top two floors in the 103,000-square-foot, four-level center hold 22 apartments. Now under construction, additional apartments will be added, and will open in late 2018 and spring of 2019.



Lancaster Health Center and Medicine Shoppe Pharmacy opening at 802 New Holland Avenue

For 43 years, Lancaster Health Center has offered high-quality and compassionate medical and dental care to all in our community, regardless of economic status.



Garden Spot Communities opening its Cooperative Living House on Ranck Road

The Cooperative Living house offers affordable housing for five members of the local community and does not rely on government programs or subsidies for funding. The house offers a month-to-month lease with a sliding scale rent, based on a percentage of residents' social security income (see p48 to learn more).



Thank you to the Lancaster County Redevelopment Authority for investing in the work of the Chamber for 50 years.

From left to right: Katherine Walsh, Jennifer Peters, Marilu Gonzales, Jess Russo, Matthew Sternberg, Aimee Tyson, Terry Danforth, Marian Joyce, Justin Eby, Michael Brightbill, and Michaela Allwine.

INVESTOR ANNIVERSARIES

Congratulations to the following companies that are celebrating milestone anniversaries with us in August, September and October.

AUGUST

10 Years

- CPS Management Services, LLC
- Conversations, Inc.
- Reliance Environmental, Inc.
- Tower Marketing
- Garden Spot Mechanical, Inc.

20 Years

- Achenbach's Pastry, Inc.
- MultiGraphic Marketing
- Phi Sigma Pi National Honor Fraternity, Inc.

30 Years

- Smucker Company
- Thos. Somerville Co, Inc.
- Junior Achievement of South Central Pennsylvania

40 Years

- Benjamin/Roberts, Ltd.

SEPTEMBER

10 Years

- Atomic Design, Inc.
- Maher Duessel
- Hinkle Insurance Agency, Inc.
- Central PA Equestrian Center
- Milestone Construction, LLC

20 Years

- East Cocalico Township
- Rettew's Catering, LLC

30 Years

- Special Occasions
- Distinctive Affairs Catering

50 Years

- Lancaster County Redevelopment Authority

OCTOBER

10 Years

- American Music Theatre
- Dillow Associates Architects
- D.L. Landis, Inc.
- Land Grant Surveyors, LLC
- JML Ingredients, Inc.
- PhotOle Photography
- Larson Design Group
- PNG Logistics Co. LLC

20 Years

- Emerald Asset Management
- Versatek Enterprises, LLC
- Horst Group

30 Years

- Northwest Savings Bank
- Cargas Systems

40 Years

- Dyer Company
- Cargill Cocoa & Chocolate

5

BENEFITS
(and their challenges)
**OF CREATING
A FLEXIBLE
WORKPLACE**





Working remotely is no longer solely claimed for traveling digital nomads or the home office entrepreneur. Instead, a growing trend for traditional “9 to 5” companies is to create flexible workplaces. A survey conducted by Deloitte Global in 2017, taken by 8,000 professionals born after 1982, concluded “the percentage of millennials able to work outside of their primary office locations [is] 64 percent.” The reason, we’ll explore below.

But it’s not just millennials. The 2017 Annual Survey from Flex Jobs showed the demographic breakdown of their 5,551 participants reflected a multigenerational appreciation for flexible work schedules. Seventy-six percent of their survey was taken by those ages 30-59 years of age. The “why” remains the same across generations - work/life balance, family, time-savings and commute stress. The level of importance varies by region, age, socioeconomic status or employment level - the truth remains the same. Our changing workforce is looking for flexibility. Is remote working an opportunity your company is willing and able to accommodate? Let’s dig into the benefits (and challenges to consider) of a flexible or remote work schedule.

1 CREATE A NEW SET OF SKILLS

For potential employers, hiring someone with experience in remote working enhances a soft skill set that’s an invaluable asset to your company. Consider the level of resourcefulness a remote employee has (they’re basically their own IT person) or the type of communicator they are, given their proximity (or lack thereof) to their colleagues.

The challenge here for employers is to hire smart. Rely on references from past companies that have supervised the candidate who is working remotely and skills that seem strong in the interview process that align with your company’s expectations for working remotely or flexible schedules.

For potential employees, remote working offers the opportunity to create new professional habits. These new habits can include setting daily goals, creating incentives for self-motivation, the ability to problem solve without face-to-face collaboration, and the technological know-how to make telecommunication, Skype, email work for you ALL the time as you’ll be relying on it to do your job.

2 INVESTMENT IN COMPANY-WIDE TECHNOLOGY

Welcome to the 21st Century! Your network should be accessible outside of your four walls. Without the right technological resources, working remotely can become more of a disaster than helpful to your company culture. From access to networks and telecommunication features in your phone system to cloud-based team collaboration tools - these resources must be established before offering the ability to work remotely. When this technological infrastructure is part of your company-wide operations, you give the ability for staff to move in and out of your brick and mortar office while staying connected, efficient and effective in their job roles.

While investment in these technologies may come with upfront costs, think about the long-term financial benefit (less resources constrained by constantly training new employees, commuting costs, leasing office space to accommodate staff needs, etc.) for your company.



TOOL TO TRY: Slack, a cloud-based set of team collaboration tools and services.



PEOPLE: WORKING REMOTELY

3

EFFECTIVE & IMPORTANT COMMUNICATION

As part of my research for this article, I polled several people who work remotely to learn about their challenges and opportunities when working remotely. Each response included one consistent theme: communication. Communication is arguably the most important element of a thriving company culture across any business size, industry and level.

The challenge is evident: when you are not constantly face-to-face with a supervisor, colleague or team there would be a natural tendency for lines of communication to falter. But there's also an upside to distance.

When some or all staff work remotely or on different schedules, the time spent face-to-face is intentional and meaningful. That hour-long meeting you had every week that felt more cluttered with trivial information (that, let's face it, could have been shared in an email), will end up being filled with collaborative conversation or strategic planning. There's also a stronger level of responsibility on the individual and the company to communicate information in a timely fashion and in a way that creates trust within the organization.

4

CREATING THE BEST WORKSPACE

The opportunity for employees to create their own workspace based on their individual work styles helps the company promote the maximum efficiency of each of its employees. So much so, that in the Flex Jobs survey I referenced earlier, when asked "whether they would be more productive working remotely or in a traditional office space," two thirds (66%) of the respondents reported they are most productive at their home or home office.

Local businesswoman Denise Trupe, Vice President of Marketing for Apex Touring, recently made the change to remote working. *"The biggest benefit [of remote working]: the peace and quiet to think through the projects that I am working on has been invaluable, where I was interrupted quite a bit [in her last role]. It's also easier to prioritize projects since you own everything that you are working on. Having my dog at my feet every day isn't bad either."*

Challenge? Trupe and many others find a lack of collaboration and human interaction (especially if working from home). For home office employees, it may mean a sense of disconnect from the larger company. It is vital to have a strong sense of company culture and community so your remote workers feel like they are part of the larger organization.



5 EMPLOYEE RECRUITMENT & RETENTION

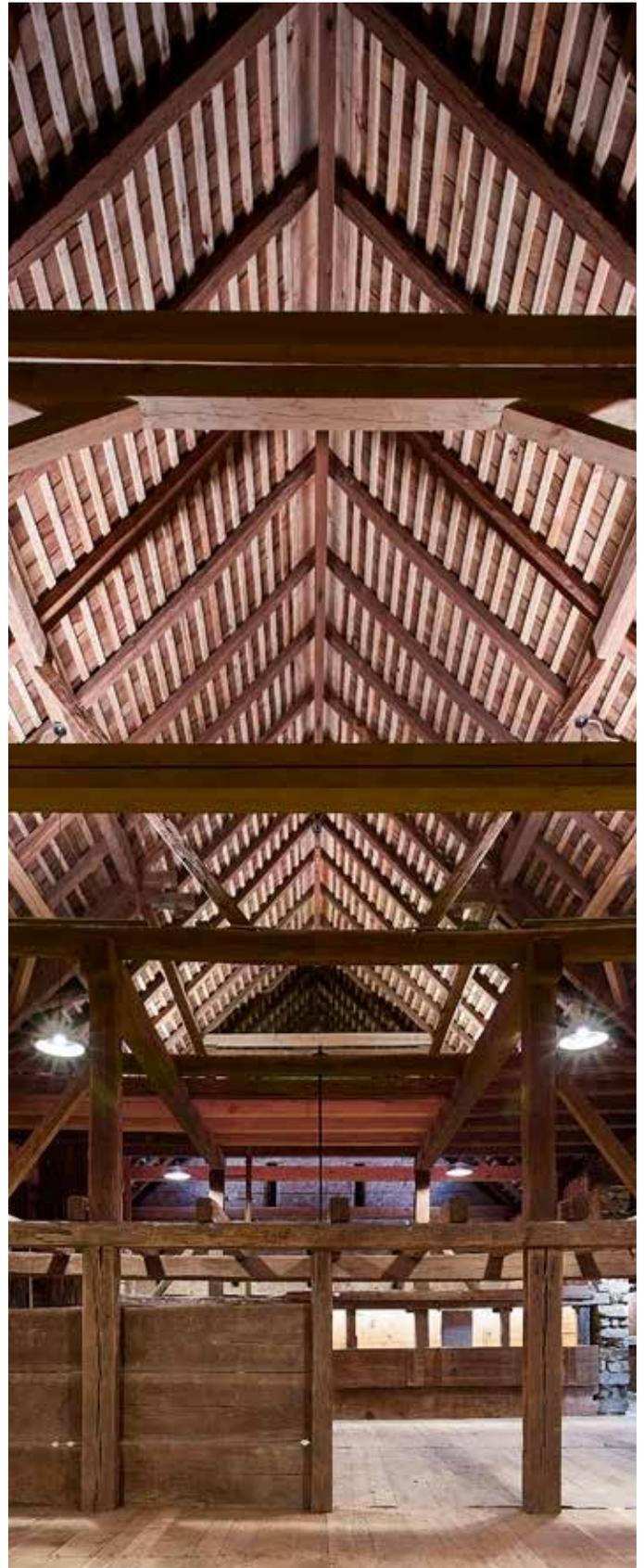
Dedicated employees are essential to the success of a company. We know workforce, within Lancaster County, is a challenge. But what happens when you hire a stellar employee? In this economic climate you, the company, must work hard to retain him or her.

While the benefit of a flexible work schedule is seemingly easy to justify for employees, the Flex Jobs survey relates the benefits to employers. For instance, 79% of respondents said they would be more loyal to their employers if they had flexible work options and 73% think remote work is conducive to having strong work relationships. With a workforce shortage, it is pertinent that employers take these opportunities into consideration to stay competitive.

The five benefits above only scratch the surface of the reasons your company could move to a flexible schedule or remote work friendly culture. A new workforce is on the horizon, and they aren't looking for tradition. While they appreciate collaboration and strong leadership, a sense of independence and flexibility is desired. Creating remote working opportunities, whether it's full-time, partial schedule or flexible, your company is bound to feel the results of a happier, energetic and loyal workforce. **LT**



BY MOLLY CROUSER,
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MENTAL HEALTH IN THE WORKPLACE:

Making the Unmentionables Mentionable

A CNN story about mental health recently sparked a national conversation. It involved Madalyn Parker, a software engineer working for a small company in Michigan, who wrote the following email to her team:

“Hey team,

I’m taking today and tomorrow to focus on my mental health. Hopefully, I’ll be back next week refreshed and back to 100%.

Thanks,
Madalyn”

To her amazement, her boss and company CEO Ben Congleton responded with:

“I can’t believe this is not a standard practice at all organizations. You are an example to us all and help cut through the stigma, so we can all bring our whole selves to work.”

Ben urged employers to create a place where employees feel safe talking about what’s bothering them, including when one is experiencing some type of emotional distress (“the unmentionables”).

SO, WHAT IS THE CURRENT STATE OF MENTAL HEALTH IN THE WORKPLACE?

- 20 percent of people are experiencing a diagnosable mental health issue or disorder (estimates are even higher if we consider those who are experiencing emotional distress, but have not sought help).
- Suicide is the 10th leading cause of death in the U.S. and suicide rates in Pennsylvania have increased 34 percent since 1999.





- Depression is the number-one leading cause of disability worldwide.
- In 2016, the American Psychological Association Workplace Excellence Report showed these results for 18- to 35-year-olds:
 - 28 percent said mental health problems such as depression, anxiety or other mental health issues kept them from achieving goals at work.
 - 26 percent said job challenges were harder to handle because of mental health problems such as depression, anxiety or other issues.
 - 46 percent said they typically feel tense or stressed out during their workday.

WHAT ARE THE SIGNS OF EMOTIONAL DISTRESS?

(from The Campaign to Change Direction
www.changedirection.org)

- Personality changes (person doesn't seem like him or herself)
- Uncharacteristically angry, anxious, agitated or moody
- Withdrawal or isolation from other people
- Neglect of self-care and engagement in risky behavior
- Feelings of overwhelming hopelessness

While this is certainly not a comprehensive list, these are important indicators that someone could be having a difficult time, particularly if multiple indicators have been displayed over several days or longer. People with these signs may begin to show differences in work performance, such as increased distractibility, increased tardiness and/or absences, increased coworker conflict and a decline in productivity and/or quality of overall work.

WHAT CAN EMPLOYEES AND EMPLOYERS DO TO HELP?

- If someone is struggling, connect and reach out - offering to help talk it out and find support. Take the time to show compassion and care. It will make all the difference in the world. You don't have to have all the answers.
- If someone is in crisis, call **Lancaster County Crisis Intervention** at 717-394-2631. Additional support and crisis resources are available at:
National Crisis Text Line: Text "CONNECT" to 741741
National Suicide Prevention Lifeline: 1-800-273-8255
- If an employer has an Employee Assistance Program, create ongoing awareness of the counseling benefit available to your employees (and family members if eligible). Make sure your employees know how to access the free, confidential EAP counseling services.
- Make employees aware of any other benefits, including wellness, recreational, legal, financial, etc., that could help address the underlying stressors someone may be experiencing.

The key is that we can all have that caring conversation or check in with someone who may be struggling emotionally. By doing that, we validate that person's situation and allow them to pause, feel supported and move in a direction to get further help as necessary. In other words, we create a culture of caring where we have made the unmentionables mentionable, made it clear that you are not alone, and that we want you to bring your **"whole selves to work."** **LT**



BY MICHAEL DILLER, PSYD,
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Who INSPIRED YOU?

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. In our May 2018 edition of *Thriving!*, I asked young business professionals what quote inspires them and the feedback was fantastic. Their quotes ranged from leadership development to personal growth. So to continue with the theme of inspiration, as well as to coincide with "back-to-school," I took to the streets and asked Lancasterians "Who Inspired You?" - whether it was a mentor or teacher. Check out who inspired our leaders...



**Rachel Stebbins, Owner,
RS Consulting, LLC**

"My middle school English teacher was amazing. Lenore Vargo was a no-nonsense teacher who had high expectations. She was not easy, but she was fair and always encouraged your BEST - not your 'just enough to get by.'"



**Wayne Groff, CPA, Vice
President of Finance, Lancaster County
Community Foundation**

"My inspiring teacher was Diane Donat (4th and then again in 6th grade). She was a very fun and engaging teacher - but more importantly I hated reading at that age, and she had a really robust library of age-appropriate books to read, and encouraged me to read for fun. Something that I despised became something that I really enjoyed then - and still as an adult today."



**Stu Metzler, Director of Sales,
Executive Coach**

"My kindergarten teacher, Lois Montgomery. She is an amazing woman with much the same energy as I remember almost forty years ago! She absolutely loves children and animals and does an amazing job caring for her husband Bob. When I think of Mrs. Montgomery, I think of back to school, walks all around Ephrata, afternoon naps and snacks. To me she embodies who a teacher should be and her consistent example is to be admired."



Brett Calabretta,
Vice President of Work Acquisition,
Warfel Construction Company

"For my first job, I was hired along with my identical twin brother to work for Jimmy Markey - a local York County farmer. He took a risk hiring me as I had no prior experience in farming (or working at all for that matter). Little did I know then, I would end up working those fields each summer for the next decade and the life lessons in hard work, commitment, time management, loyalty, respect and helping others would serve as the foundation to my path forward in school, sports, and business. A good part of my formative years was developed in the fields of J-Mar Farms, and I will be forever grateful to both Jimmy and his wife Debbie for all they invested in me. He'll always have the best sweet corn in PA!"



Vance Miller, Director of
Transportation Technologies,
Lancaster County Career &
Technology Center

"My mentor was Ernie Frey Sr., owner of Frey Brothers Inc. Without him taking a chance on me when I had cancer, I would not be who I am today. He was a great man and changed my life."



Sharon Tschudy,
Owner of Trump Tschudy Design

"During my high school years I attended Manheim Township HS, and was so happy to have an innovative art teacher like Mr. Gallagher. He validated my hope to go to art school. Gallagher showed me how to think about art in other ways than just what you see, but how things form to create images that provided interactions with others and your surroundings. He was a pro at clay throwing, but encouraged my knack to build clay slab structures, which, after 38 years I still have some of them displayed in my home."



BY ALLISON BUCHER,
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MARKETING INSIGHT:

The Costly Signaling

At least a few times a year, and for as many years as I've been in marketing, I've been presented with what vendors call "branding opportunities." Oftentimes attached to events, these are opportunities where my company's logo is presented alongside other "valued partners" or sponsors.

As the world has become more and more digital, there's a part of me that loathes these packages. There are no analytics for such investments other than, "We're expecting X number of attendees and all of them will see your logo." With no ability to truly measure who sees a given logo or how many of those are prospects within the buying funnel, it's impossible to discern the true value of such opportunities.

Many times, I've outright avoided such packages. Through the years, I have told many sponsorship vendors that I was far more interested in thought leadership or lead generation opportunities. I asked them not to bring me mere "name on napkin" sponsorships. For the most

part, that strategy has been sound. Most of the brands I represented were in start-up mode or in the phase of growth where they were keen to offer differentiation. I'd argue those two marketing strategies will always yield greater ROI (or at the very least, a more measurable ROI) than traditional brand advertising.

But researchers will tell you that your logo - be it on a billboard, banner or even a napkin - has its place, due to something known as the "costly signaling bias." Let's examine it further.

Before delving deeper, though, it's important to realize that there are many, literally hundreds, of biases. Biases are defined as things that cause us to show an inclination for or away from something. The decisions we make on a daily basis are constantly being shaped and manipulated by the biases we form, and as marketers, it's up to us to use these biases in a way that helps our brands.

The costly signaling bias was first observed by Darwin as he



Bias

examined evolution. While he believed that evolution was always driving us toward the most efficient species, he was perplexed by animals like the peacock. The plumage of the peacock, as we all know, is anything but subtle. It draws attention to itself not just to potential mates, but to potential predators as well. In 1975, the biologist Amotz Zahavi first defined this behavior as costly signaling, leading to multiple studies and papers since then.

Researchers have applied the costly signaling bias to job applications, where HR departments look for signals that certain candidates are likely to be superior to others. One of the simplest forms of costly signaling are the degrees we receive from college. With obvious but limited exceptions, most of us would agree that after



a certain period of time, the knowledge gained from our degrees has limited relevance to positions that we are hired for. And yet, what degrees one has and where they came from are often used as a primary filter for job applications because such costly signals are harder to fake and therefore, more trustworthy. That's the costly signaling bias in action.

Researchers go on to explain that the costly signaling bias can naturally be applied to branding opportunities, where companies will pay to merely display their logos, much like the peacock will display its broad plumage in the hopes of attracting a mate. Like the peacock, unafraid of being struck down by a nearby fox, it's theorized that such brand messages demonstrate faith in our own ability to afford such



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BUSINESS: MARKETING



messaging. And it stands to reason that our prospects and customers will believe in us more if we believe in ourselves.

Over the years, given this framework, I've somewhat relaxed my opinion on pure branding opportunities. In situations where I'm launching or defining a brand, I'll always allocate most of my spend to new leads or thought leadership. After all, even the peacock is more concerned about eating today than growing feathers tomorrow. But once those concerns are cared for, utilizing the costly signaling bias is a way to subconsciously relay our own faith in our brands to the public.

For more marketing insights, be sure to listen to Marketing With Walker & Grimm, a podcast for marketers in Central PA.

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 Summer/Fall edition, check out how Field of Screams is leading the way as one of the nation's top haunts.

HARVESTING FEAR. HARVESTING CROPS.

Halloween isn't a just holiday for creators of Field of Screams Jim and Gene Schopf; it is a yearlong event. The brothers' knack for haunting originated from memories of local haunted houses and Disney's "The Haunted Mansion" vinyl playing on repeat on their mother's record player. Growing up with no television, the roots of the enterprise sprouted from creativity and childhood fun which has developed into a successful business that has been operating for over a quarter of a century.

When it first opened in 1993, Field of Screams was no more than a rowdy group of Millersville University wrestlers (Jim and Gene's Alma Mater) out to scare anyone who was brave enough to take a haunted hayride through the family farm. Today, as the company prepares to enter its 26th season, Field of Screams brings in thousands of thrill-seekers every weekend from September through November.

Though the haunting season is only three months long, Schopf explains that the production process never ceases. During the off-season, the team works endlessly to improve



This is how it all got started - the Schopf family in 1976. Left to Right - Kim (12 years old), Jim (4 years old), Carol (2 years old), and Gene (10 years old).

everything from the attractions, to marketing strategies, to infrastructure, and so much more. Brainstorming for each fall begins a year in advance while the creativity is flowing, and everyone is in tune; "We are always working towards the best scare," says Schopf.

Constant planning is one of many factors that puts Field of Screams ahead of its competition. But, the real separator is passion. Comprised of family members, full-time employees, and seasonal volunteer actors, Schopf describes his team as amazing. "We have a true passion for what we are doing. They're [the actors] there because they have a good time. They like the

community, they like the family and the social aspect of it." This passion has attracted quite the publicity over the years. The destination was featured on the Travel Channel in 2009, was voted number one by *USA Today* in 2015, was given an "Oscare" award from the Haunting Attraction Association and was inducted into the "Haunt-Rater Hall of Fame" by enthusiastic bloggers.

As the team gears up for the 2018 season, they are excited to announce new elements that will be added to the park.

Photos courtesy of Field of Screams





BUSINESS: MADE IN LANCASTER

FIELD OF SCREAMS





New features include changes to existing attractions as well as an exciting addition: escape rooms. The escape rooms, each five-minutes long, are suited for small groups seeking a fast-paced, exhilarating experience in between scheduled events.

If scary isn't your style, the property is also home to Corn Cob Acres, a family-friendly hub for fun fall-time activities. The area is open during the day and features activities such as pig races, an inflatable obstacle course, goat feeding, and gemstone mining. Offsite, Jim and Gene run Schopf Bros., an agriculture business which they started in

elementary school going door to door selling produce from their grandmother's farm in a red Radio Flyer wagon. Today, the roadside stands operate seasonally selling Easter and Mother's Day flowers, sweet corn, pumpkins, Christmas trees, and produce.

Looking towards the future, Schopf hopes to keep expanding upon his passion. He says that he never imagined Field of Screams to be as successful as it is today. Twenty-six years ago, he never would have thought he would have traded his teaching career to pursue his hobby of haunting full-time. The most rewarding part of the whole business? Opening day. With a smile on his face, he told me that seeing all of the hard work from the past 10 months in action and the reactions of the customers are what makes it all worth it. Opening day is September 8th for the 2018 season. Enter if you dare! **LT**



BY ERIN GAMBLE,
Intern, Leadership Lancaster



Immigrants Help to Ensure Job Growth and Security for Everyone



We all have heard the emotional, unenlightened rhetoric regarding immigrants. But here is one important fact pertaining to us in Lancaster County. In 2016 (our most recent data), our population would have declined had it not been for immigrants.

Why should everyone care about this? Because population growth, and the workforce within it, is a key factor for companies choosing to come to Lancaster - or whether to leave.

SETTING THE RECORD STRAIGHT

When immigrants choose to settle in an area, they bring with them a rich cultural and economic infusion to the local community. The Lancaster Chamber partnered with a nonpartisan group, New American Economy, to study the economic impact of these immigrants and refugees in Lancaster County. That partnership has grown to include support from the Lancaster County Community Foundation and strategy building with the Literacy Council, the IU-13, Church World Services and the Lancaster County Refugee & Immigrant Coalition.



From the report, we learned information that runs counter to much of the current rhetoric around immigration in the United States.

- Foreign-born residents have higher levels of education than U.S. born citizens in Lancaster County; filling critical employment needs at all levels of our economy.
- Immigrants here are more likely to be self-employed or start their own businesses.
- They're responsible for creating or retaining over 1,000 manufacturing jobs in Lancaster.
- Immigrants contribute over \$1.3 billion dollars to our annual GDP.
- This translates to \$155 million in State, Local, and Federal Taxes paid.
- It also brings \$440 million in annual spending power to our community.

OTHER COMMUNITIES ARE GETTING THE MESSAGE, TOO

Consider this; as Amazon narrowed its options for its second headquarters from 200 to 20, a theme emerged that showed all the remaining cities actively recruit, retain and integrate immigrants.

And in communities such as St. Louis and Detroit they are launching large-scale initiatives to address issues of depopulation, demographic aging, and economic decline by being strategic and purposeful in their approach to immigrant integration.



And finally, in the neighboring greater Philadelphia region, nearly 75% of the labor force growth since 2000 is attributable to immigrants, compared to just 36% of the growth in the 1990s. They have invested in language across programs that help make government services more accessible and promote immigrant entrepreneurship and workforce development programs in community-based organizations.

With workforce being the number one issue that businesses face, it is imperative that we have a strategy. Many partners across the county are developing plans for immigrant integration in our community and, specifically, within businesses.

Recently, the Chamber surveyed Lancaster County businesses regarding the foreign-born in their workforce. A few highlights:

- 86% of respondents feel that immigrants and refugees are a valuable source of talent in Lancaster County.
- 63% feel that immigrants and refugees offer the same ability to fill skill demands as local talent.
- 66% feel that immigrants and refugee workforce integration can lead to less turnover, higher productivity and higher levels of company loyalty.
- Respondents noted that immigrants, refugees and visa employee's strengths include that they are hard workers, loyal and want to learn.

WHAT'S THE PLAN?

With this information, the Lancaster Chamber's task force is focused on developing three key strategies: 1) sharing the positive narrative of immigrants in our community based on facts; 2) providing employers with tools and resources for workplace integration; and 3) developing policy to advance regarding the legislative components of immigration reform.

By developing concrete strategies and recommendations to maximize immigrant contributions, in the future we can expect to see population growth, increased tax base, new businesses and job creators, and further vibrancy and culture added to our social fabric.



IMMIGRANTS ENHANCE THE QUALITY OF LIFE IN A COMMUNITY

At our core, we're a compassionate nation that welcomes immigrants. As we consider the contributions of immigrants as entrepreneurs in our community, it is also important to recognize their individual contributions to our companies and organizations. The foreign-born expose us to sights and tastes from around the world and demonstrate what hard work and adventurism can get you in this country.

These contributions are on full display in Lancaster County and for many reasons, the story of our community cannot be told without telling the story of immigrants and refugees.

In the 17th century we were welcoming people from

Germany, Ireland, and Scotland who were fleeing religious persecution. Today, we welcome families from the Congo, Bhutan, Somalia, Syria and many countries around the world because the dream has remained the same - to find freedom and opportunity.

If you are interested in learning more about our efforts or engaging in the initiative, visit <https://info.lancasterchamber.com/immigration>, contact me at 717.397.3531 or hvaludes@lancasterchamber.com. **LT**



BY HEATHER VALUDES,
Community Impact Director,
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Moving the Needle Toward Ending Poverty, Collectively

Lancaster City has been gaining attention as a vibrant, up and coming place to be. Named the “new Brooklyn” by the *New York Post* and listed as one of the top 10 cities to visit by *Forbes* magazine, Lancaster’s downtown is booming with new coffee shops, galleries and even a pop-up beer garden. We love this small city for all of its culture and charm but there is more to the story - while the downtown is developing and growing at a rapid pace, the poverty rate in the surrounding neighborhoods is growing as well. As development continues, it is clear that changes need to be made to ensure *all* of Lancaster City is prospering. The Coalition to Combat Poverty was formed to do just that.

A little over two years ago, the former Mayor Rick Gray initiated a Commission to Combat Poverty as a response to the growing poverty rate in our city. The Commission spent 14 months researching best practices, holding community

meetings, and drafting an actionable plan to address the needs of Lancaster residents and cut poverty in half by the year 2032. The results were a more comprehensive understanding of our community and the publication of the *One Good Job* plan. The Plan outlines the findings of the Commission along with the steps Lancaster must take to create a more equitable and just community.

But as we know, a plan is nothing more unless it is put into action. The Coalition was formed to bring new faces to the table and push the community to think about poverty differently.

While much of year one was dedicated to building the structure of the Coalition, many year-one goals have been accomplished, and in some cases surpassed. Many months were spent meeting with community leaders from Lancaster’s neighborhoods, businesses and nonprofits to form the well-rounded Action Teams outlined in the *One Good Job* plan. Through these conversations and subsequent planning within the Action Teams, the County’s narrative around poverty is beginning to change - clearly

showing that affordable housing, community, education and workforce are all connected. The issue of poverty has been raised into the view of our community in a different and more powerful way. We have taken local control and ownership of this issue, turning to ourselves and asking what we can do to help each other. With the guidance of residents, support from the city government and businesses, and the United Way of Lancaster County’s innovative collective impact model, resources are being connected in a different way.

To date, the Coalition has leveraged \$1.4 million to support a number of innovative programs such as a shared, County-wide data social services database (Empower Lancaster) and Capital Construction, a program that hires residents with barriers to employment to rehab blighted properties for sale to those living in poverty.

In the first year, Lancaster Housing Opportunity Partnership, the newly formed Lancaster Equity Community Development Corporation, and Capital Construction have worked together and exceeded our year-one goals to

Combating Poverty. The Numbers

YEAR-ONE PROGRESS

	Year-1 Goal	Year-1 Accomplished
Living Wage Employment	50 families connected	97 Combined through Navigation and CWS
Pre-K Access	20% access	23% access
Post-Secondary Completion	26% completion rate	19% completion
Affordable Rentals	4 properties	5 Affordable rentals
New Homeowners	5 properties	42 New Homeowners
Block Captains	3	2
New Neighborhood Groups	1	4



15-YEAR GOALS

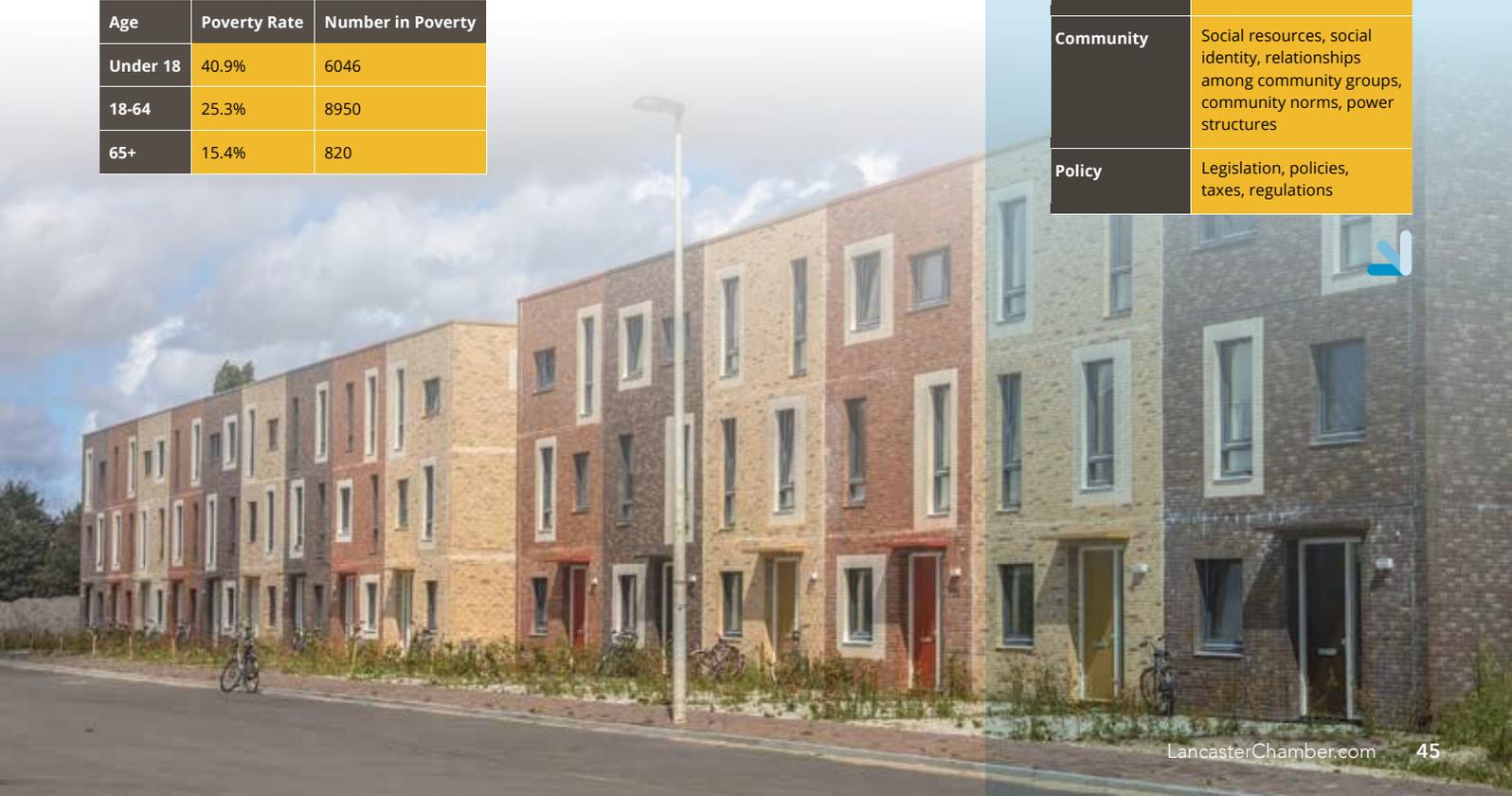
	Year 1	Year 5	Year 10	Year 15
Living Wage Employment	50 families connected	700 families connected	1700 families connected	3000 families connected
Pre-K Access	20% access	35% access	65% access	100% access
Post-Secondary Completion	26% completion rate	34% completion rate	46.5% completion rate	66.5% completion rate
Affordable Rentals	4 properties	12 properties	34 properties	60 properties
New Homeowners	5 properties	27 properties	61 properties	100 properties
Block Captains	3	10	15	20
New Neighborhood Groups	1	3	5	7

AGE DEMOGRAPHICS

Age	Poverty Rate	Number in Poverty
Under 18	40.9%	6046
18-64	25.3%	8950
65+	15.4%	820

POVERTY DETERMINANTS

	Determinants
Individual	Knowledge Attitudes Skills Intentions Values
Interpersonal	Social norms Social influence Social support system Informal social networks Families Work and peer groups Neighbors
Organizational	Organizational: culture, policies, norms, incentives for health, management styles, communication
Community	Social resources, social identity, relationships among community groups, community norms, power structures
Policy	Legislation, policies, taxes, regulations



COMMUNITY: COMMUNITY PARTNERS



successfully rehab five affordable properties. The Coalition recognizes the great need for affordable housing in the city and is moving with urgency to rehab eight affordable homes in year two.

Along with affordable housing, the Coalition is working to build stronger and better connected neighborhoods. With guidance from residents and support from local businesses, nonprofits, and Lancaster City Mayor Danene Sorace, the City's first Neighbor to Neighbor Forum took place - which gathered over 100 neighborhood leaders together to provide support for existing and future neighborhood groups. Through the Block Captains program and funding from Lancaster Equity CDC, residents on Beaver Street have organized to build a park in a vacant lot on their street. Neighbors involved in this project have advocated in front of city government and met countless times to plan, and even take part in designing the park. Initiatives such as



these make it clear that there is a shift in the way residents, organizations, and local government work together.

As the plan's title suggests, connecting families to "one good job" is the most certain way to move the needle on poverty. The Community Action Partnership of Lancaster and Church World Services have successfully connected 97 families to living wage jobs. The Literacy Council, along with the IU-13 and Tec Centro, has taken the lead on providing non-English speaking professionals with the necessary training to obtain family-sustaining jobs. And, while connecting adults to training and living wage jobs is a priority, the Coalition strongly believes it is the community's role to provide children a solid foundation for their education - beginning with access to Pre-K. In the first year, 103 additional children were connected to Pre-K programs in the county.

While many great goals have been accomplished and many new faces were brought to the table, the Coalition's work is far from over. This is just the beginning. With much of the strategic planning and formation behind them, the Coalition to Combat Poverty is at a pivotal point to hit the ground running and meet even bolder goals in year two. If you would like to learn more or get involved with the work of the Coalition, please visit www.combatpoverty Lancaster.org. **LT**



BY JEN KOPPEL,
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BUILDING A NEW

When Ruth Dunlap began to seriously consider downsizing from her home in Ronks, PA, she was discouraged by the lack of affordable housing for people 62 and over. Even though she owned her home, she couldn't afford the entrance fee or the monthly fees required by traditional retirement communities.

When she read an article in February 2017 in *LNP* about the Cooperative Living House Garden Spot Communities intended to build in 2017, she was intrigued and she reached out to learn more.

Garden Spot Communities, recognizing a need for affordable housing in Lancaster County and across the nation, planned to build a home where individuals could live together affordably. Each person would have his or her own bedroom and bathroom and would share common kitchen, dining and living



Photos courtesy of Garden Spot Communities

COMMUNITY

spaces. In early 2017, when Dunlap learned about the Cooperative Living House, the project was still visionary – Garden Spot was looking for partners, donors and volunteers to help build the home. The plan to build the home was unique because it relied on individuals, churches and the local community for long-term sustainability instead of government grants or subsidies.

Beyond the building, the plan for the home is two-fold, says Garden Spot Communities CEO Steve Lindsey. First, and foremost, the Cooperative Living House provides affordable and safe housing. A steering committee with representatives from Garden Spot, CrossNet Ministries, the New Holland Business Association and local churches embraced the vision and helped to achieve affordability by raising funds and connecting with volunteers from companies like Weaver Construction & Roofing, Revelations of Freedom Ministries, Franklin & Marshall College, the New Holland Rotary, New Holland Mennonite Church





and Garden Spot High School. Garden Spot Communities allocated the land for the home.

But secondly, and somewhat more importantly, Lindsey says, *"The Cooperative Living House replaces isolation with community. Isolation has psychological impacts; our social and physical health deteriorates when we live in isolation. Living in community - with a small group of other people that you know, that you care about, that you learn to live life with together - helps to mitigate all of those challenges that a lot of people face as they age."*

As 2018 rolled around, Dunlap realized that she could no longer financially and physically maintain her home. About the same time Garden Spot put the finishing touches on the Cooperative Living House and reached out to her, asking if she was still interested in the opportunity to live in the home.

The timing felt right so she applied for the opportunity. She says, *"I also connected with the idea of being a pioneer. Pioneers have a vision for the future but they also have a problem to solve, investigate and figure out how to navigate the unknown."*

Throughout the application process, Dunlap says, Garden Spot representatives were transparent and respectful. *"There was no pressure, no rush for me to make a decision,"* she says. *"The process was very respectful, very honest and everyone was upfront about the opportunity. They were very patient with my questions and concerns and often said, 'take your time' to make a decision."*

Once she made a decision to move, she put her house up for sale and it sold within a week. *"It just went so fast,"* she says. *"It was such a relief."*

Dunlap moved into her new home on Ranck Road April 26 and spent the spring and summer settling in and connecting with her housemates.

"This is my home. I'm very happy I made the decision to make this move," Dunlap says. *"It's nice to be with people who are in different, but similar, stages of life. Together we're making the house into a home."*

In the coming years Garden Spot Communities hopes to build four more Cooperative Living Houses on the Ranck Road property. Lindsey says, *"We believe the Cooperative Living House is one of those projects that can be scalable into the future. Obviously, a house for five people isn't going to change the world. But if we can build a house here for five people and a house in another neighborhood for five people and help a church in the neighboring community build a house for five people, pretty soon, it can start to gain the momentum where it really could have an impact on the way we care for and the way we serve older adults in our community, as we go into the future."*

HOW DOES IT WORK?

Dunlap and her housemates each rent a bedroom and bathroom at the 3,400-square-foot Cooperative Living House with a month-to-month lease and a sliding rent scale based on 30 percent of their monthly income. They share a common kitchen, dining and living spaces as well as storage areas and a two-car garage.

Dunlap's rent covers utilities as well as lawn and ongoing home maintenance. In addition, she can use of all the amenities at Garden Spot Village including the pool, theater, community gardens and restaurants. **LT**



BY JUANITA FOX,
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There's no denying that the local business chatter over the past months has been all about the closure of Worley & Obetz. And while the loss of such a long-standing, civic-minded company has been head-spinning, the story behind it will likely take weeks, months and even years to be fully told. Suffice it to say, however, it's a real loss to Lancaster and, in particular, the 200-plus employees and their families that had long enjoyed their work with the company.

So, while it will take time to know (and learn from) the details of what happened, it was much more important that we act immediately in the interest of the people and organizations that have been affected.

And, I am proud to say the private sector responded with gusto, doing all they could to turn a negative into a positive for those most directly affected.

It started with quick action by Rhoads Energy Corporation as they advertised a Job Fair for June 12. Sure, Rhoads needs employees, but they also saw the opportunity to demonstrate immediate hope to those who found themselves suddenly unemployed.

It was followed by calls coming into the Chamber with offers of help. While the answers as to "how" weren't always clear, the concern and compassion was a consistent factor in all the calls. It was akin to a family - the business-community family - rallying to help one of their own. Almost all the reach-outs ended with, "just let me know what I can do to help."

And, in less than 24 hours, we were able to align our efforts with those of Rhoads Energy, engage 60-plus businesses with job openings (putting the room at capacity...and with a waiting list), partner with the Workforce Development Board to offer specific services to prospective employees, secure a translator to assist with Spanish-only speakers and advertise a Job Fair. Given the demand, we were further thrilled when the Emerald



A WORD FROM **YOUR CHAMBER**

PEOPLE **BUSINESS** COMMUNITY



Foundation volunteered to host another Job Fair. This one, thanks to the benefit of a lot more time to plan, boasted more than 100 company participants and, again, hundreds of job seekers.

The quick hustle and positive response of the business community has been inspiring. But it certainly isn't unique. In some ways it is simply "more of the same" and, for that, Lancaster is beyond fortunate with the civic-mindset that drives so many of our businesses.

Yet, while some center their energies on speculation and rumors, others (in fact the vast majority) look for ways to help. And, yet again, I am pleased to see the Lancaster community responding.

We live in a community where companies like Emerald Asset Management start a foundation; the Prince Street Café earns B-corp status; and Thaddeus Stevens College of Technology adopts kindergarten classes...all as a means of creating even greater impact in our community.

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It's a place where elected officials, government, schools and business work well together; where 10 of the top 100 high schools in the *US News & World Report* ranking hail from Lancaster County; where we rank as one of only 56 STEM Eco-systems in the United States; and where unprecedented collaboration is on display as our community deals with issues like homelessness, hunger, poverty, opiates and immigration.

It's a place where business people make a great difference, using the platform of their company to create lasting community impact. People like Janel Cross of Align Financial who took a sleepy Manufacturing Day and turned it into Manufacturing Week, which this fall will engage more than 3,000 students; or Steve Risk, of Risk Construction, who consistently demonstrates his commitment to education through service on the Solanco school board, the Career and Technology Center and the Chamber's mentorship program; and Lisa Graybill, of Graybeal Farms, who has leveraged her service on the Ag Council to become the voice of farmers throughout Lancaster County at a critical time in their history.

In short, while the short-term chatter may have been focused on what could be considered the worst-case scenario for a business, the long-term reality suggests we actually have the best-case scenario of all businesses. And our community consistently benefits from it.

That is a fact worth celebrating every day! **LT**

Note: this article appeared (slightly edited) in the June 10 edition of the Sunday LNP.



BY TOM BALDRIGE, *President & CEO, Lancaster Chamber*
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