

LANCASTER

Winter/Spring 2017

# Thriving!

Powered by the Lancaster Chamber

## PEOPLE

### PATH TO THRIVING

*Baptism by Fire...*

Casey Baum, CEO of Bass Mechanical

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## BUSINESS

Mastering the Succession  
Planning Process

---

## COMMUNITY

Eradicating a Silent  
Threat to Business





# PEOPLE BUSINESS COMMUNITY

# Thrive!

*building for  
greater impact*

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Lancaster Chamber

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## LETTER FROM THE PRESIDENT



### People. Business. Community.

You may think these are just words. But, they are more than that. When **people** thrive our businesses excel and, when our **businesses** excel, our **community** prospers. And, the essence and cohesion of these words are captured through the stories and best practices found inside the pages of *Thriving!*

But, they extend beyond the pages. It's woven into the Chamber's new direction and core focus. It is how we are working to better serve you and the entire business community. It is how we are creating access to accelerate ideas, opportunities and solutions. It's opening up the possibilities associated with connecting all local businesses and individuals to one another and to resources.

And, *Thriving!* is just the start.

In this edition, you'll learn how one CEO is overcoming trials by finding the right people in life and business. Employees are an organization's greatest asset. When employees are successful in their positions and thriving, they do their best work for their employers and go above and beyond as engaged employees. When this happens, businesses excel.

A prosperous community needs thriving individuals and successful businesses, and it also needs support and involvement of the business community to help maximize the opportunities and solve challenges in order to continue to grow and prosper. In this edition, business and community members came together to find a solution to issues impacting local elementary-aged students.

So, as you can see, alone they are just words. But, together, People, Business and Community evoke a sense of strength, unity and impact!

As you turn the pages of *Thriving!*, our hope is that you come away with nuggets of information to help you thrive, your business excel and our community prosper.

Sincerely,

Tom Baldrige, C.C.E., President & CEO  
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## **INTRODUCTION**

In our first issue, we mentioned Steve Jobs and Apple as failing forward examples. For this issue, we thought we'd remind everyone who can't live without their Post-It Notes that global giant 3M didn't think much of this "stumbled upon" technology for several years.

In 1968, Chemist Spencer Silver was working at 3M trying to create super strong adhesives for use in the aerospace industry. He accidentally managed to create an incredibly weak, pressure sensitive adhesive that did not interest 3M management as it was seen as too weak to be useful. Five years later, Spencer found the right manager to listen to his idea, and co-worker (Art Fry) perfected the application after hearing Silver share his findings.



# Baptism by Fire

## *Bass Mechanical's Second Generation CEO Overcomes Trials by Finding the Right People in Life and Business*

Imagine you're the child of a successful entrepreneur and the family business has been entrusted to you. Feeling some pressure, right? Now imagine that you're only 25, leading employees twice your age and industry tenure, without the benefit of guidance from the company's founder. Three more things: the company is in the midst of uncontrolled growth, you're bleeding cash and you're dealing with a devastating personal tragedy.

For Casey Baum, CEO of Bass Mechanical in Elizabethtown, this isn't a scenario. It's the last few years of his life. *"Insanely stressful doesn't begin to cover it,"* he said.

Baum's father, Aldus "Al" Baum, started Bass Mechanical in 1996 and, over time, expanded the business to the 23,000-square-foot facility in Elizabethtown where it operates today. The company, which serves customers throughout the United States, was founded to offer custom steel fabrication services, and has since grown into two core business units: Industrial Services and Fabrication & Erection.

As a child, Casey saw construction as a "bit of a rough industry" and was ambivalent about joining the family

business. *"The industry didn't really appeal to me, so through college I had my sights set elsewhere,"* he said.

When Baum graduated from Juniata College with a bachelor's degree in marketing in 2011, he was ready to take a job in California. When the position was put on hold, he decided not to wait for it and instead joined Bass as director of business development. His primary role at Bass was to start a grass roots marketing campaign for a distributorship his father obtained just weeks prior with a company located in Norway. *"It was a great opportunity to work with my father on something I was passionate about, but as a small business we didn't have the marketing budget to do what needed to be done,"* Baum explained. *"Because of the slow progression, I got involved with many facets of the business including safety, finance, estimating, and more. I was really struggling to find my way. It was a lonely time personally and professionally."*

Then, in 2013, a headhunter called and told Baum about a job that was more in line with what he thought he wanted, with a company that showed a lot of opportunity both financially and professionally. Ultimately, he didn't get the



## PEOPLE: PATH TO THRIVING

job, but going through the process was a wake-up call. *"I wanted that job so badly, but I told myself that if things didn't work out, I was going to find a way to change my situation."*

*"It is frustrating for anyone to feel that they are not reaching their potential professionally,"* Baum said. *"When you're part of a family business, this dynamic can be complicated, at best."*

So he decided to take the reins and poured himself back into his dad's business. He wrote a 15-page strategic plan that focused on how Bass could be more forward-thinking by hiring and developing the right people and streamlining and improving processes. The effort re-energized Baum and he enthusiastically presented it to his father. His dad appreciated the effort, but wasn't ready to implement Baum's suggestions.

was in the midst of what Baum describes as *"uncontrolled growth,"* as a result of adding an electrical division and hiring several external sales reps. Revenue increased from \$3.8 million in 2013 to \$7 million in 2014, and the number of employees doubled to more than 40 during that timeframe.

Taking on the roles of owner and leader during this tumultuous time, Baum knew he needed help. He started attending leadership roundtable meetings at the High Center at Elizabethtown College. The Center's mission is to serve and strengthen families in business through succession planning, family leadership training and legacy building.

The peer group showed Baum that facing personal hardship in the midst of business struggle wasn't unique to Bass Mechanical. *"You quickly see that everyone is either going*



*"My dad was the entrepreneur. He did everything: sales, strategic planning, budgeting, etc., so in hindsight it is no surprise that he took my suggestions for change a little personally,"* said Baum. *"It can be a struggle to get someone to look at things differently in this industry, especially when it involves critiquing the business that they have dedicated their life to."*

That exchange made the next few months tense between Baum and his father. And then the unthinkable happened. In May 2014, Al died in an accident on his all-terrain vehicle. In addition to the family's pain and grief was the reality that no succession plan was in place for Bass Mechanical – a common pitfall of family-owned businesses.

Working with an outside consultant, the family decided to have Casey assume the CEO role. *"It was baptism by fire,"* he said. And being the founder's son didn't make it easier. *"Let's put it this way, when you're the owner's son, no one is lining up to put a crown on your head,"* he said.

In addition to the succession challenges, the company

*through or has gone through some pretty dark times, personally and professionally,"* he said. *"I have found that by practicing empathy and compassion I am able to learn from other's experiences."*

*"We are so fortunate in Lancaster County to have resources like the High Center and just an overall business community where people are willing to go out of their way to help each other,"* said Baum. *"Having a supportive peer group to weather the storm with you is very powerful. They can encourage you and hold you accountable to make the tough decisions needed to grow a business."*

Tough decisions like attracting and retaining talented people who fit the company culture, and letting go of those who don't. *"You can't accomplish much or create something sustainable without the right people; it's so important,"* said Baum, who has a passion for psychology and employs tools like the Myers-Briggs Personality Indicator when hiring. *"I'm so adamant about culture fit that we only have two employees in the company left who were with us in January 2014. It was tough, but we now have an awesome team*

that appreciates and supports the direction in which Bass Mechanical is moving.”

Things were progressing, but Baum admits that most days it was hard to see any light at the end of the tunnel. “Right before my dad died we experienced some significant financial losses on projects, so we were bleeding cash and facing the ceiling of our line of credit after his death,” explained Baum. “For two years straight it just felt like one thing after another. I got to a point where I didn’t know if I could do this. Frankly, at times, I didn’t know if I wanted to do this. After a significant loss on a project was brought to light in early 2015, I remember going home one afternoon, totally exhausted, falling on my bed, crying. I felt hopeless.”

In the spirit of the Vince Lombardi quote, “It’s not whether you got knocked down, it’s whether you get back up,” Baum picked himself up, got dressed, and returned to the office.



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“That day was life changing for me. I realized in that moment that if the situation could improve I had a responsibility to make it happen. I often reflect on that moment when things get tough, because you can’t look ahead with your head in your hands.”

To raise the company’s business acumen, he hired a COO and CFO with decades more experience than him; both with impressive resumes including running their own companies. “Their expertise and leadership has been transformational for the company’s systems and processes,” said Baum. Bringing in the right talent allowed Baum to function in a more strategic capacity and focus on long-term needs, including nurturing management development in all areas so succession doesn’t become a fire drill in the future.

Baum is also experimenting with new approaches to enhance open communication with his direct reports, including scrapping traditional annual performance reviews in favor of monthly one-on-ones. He admits that after he took on the CEO role, he struggled with addressing



performance and behavior issues immediately. *"I would put things off and let things fester, and when you do that you can create a false story in your own mind about something or someone. I've learned from those mistakes so I'm now finding ways to hold myself accountable for communicating quickly and honestly with others when there are issues."*

Despite being in a stable position after the two and a half year transition, Baum knows that he'll face more tests in the future. *"Running a business can be grueling,"* he said. *"But I'm definitely better prepared because of the connections I've made, the mentors I've gained, the support of my family and, most importantly, the love of my girlfriend, Rebecca, who really saw me through it all."*

Baum believes that the best way to run a business is by mixing realism with a dose of optimism, and by building sustainable relationships—both internally and externally. *"This results in employees that are empowered, vendors that are engaged, and customers that feel our business is an extension of their own,"* he said. *"By doing this, we ultimately drive innovation and profitability for all companies involved, as a team. Plus, it's hell of a lot more fun this way!"* **LT**



**BY ALISON VAN HARKAMP,**  
*Director, Corporate Communications and Public Relations, Armstrong Flooring*  
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## Everyone fails, but it's what you do with that failure that makes you a success.

In business if you are not failing, you are not taking risks. And if you are not taking risks, you are not moving forward. Stories of failure are often overshadowed by those of great success. The Path to Thriving column will shed light on the lessons learned from failure and risk-taking through transparent and candid conversations.

We'd like to thank Casey Baum for sharing his story of adversity and persistency. Baum sums it up best, *"I realized in that moment that if the situation could improve I had a responsibility to make it happen."*

If you are interested in sharing how your company or organization overcame failure, please contact us at [thriving@lcci.com](mailto:thriving@lcci.com).

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## PEOPLE:

# What I **Subscribe to**

### NEWS JUNKIE

My New Year's resolution was to read the newspaper every morning (I've been moderately successful so far), but I get my quick news fix with daily news distributions from:

[LancasterOnline](#)  
[CPBJ](#)  
[Wall Street Journal](#)  
[The New York Times](#)



### ECONOMIC DEVELOPMENT

As part of my job, I try to stay up-to-date on the different trends, news and data in the industry. I subscribe to a handful of economic development-related newsletters; some of the big players include:

[IEDC \(International Economic Development Council\)](#)  
[The Brookings Institute](#)  
[Area Development](#)  
[Urban Land Magazine](#)  
[U.S. Bureau of Economic Analysis](#)  
[Syneva Economics](#)



### LOCAL FLAVOR

I love to explore the events and activities going on locally, so to stay in the know and force myself to interact with other human beings, I subscribe to [Fig Lancaster](#) and [Tellus360's](#) emails.

### STAYING IN THE LOOP

I keep informed about various groups and organizations by subscribing to newsletters such as:

[Lancaster Chamber News Extra](#)  
[Young Professional Network](#)  
[Lancaster City Alliance's Quarterly Reports](#)  
[Lancaster Young Professionals](#)  
[Girls on the Run Lancaster](#)



### COACHING

I coach at Manheim Central, with a local club and for the Futures program through USA Field Hockey, so naturally I subscribe to [USA Field Hockey's](#) e-newsletter and the [National Field Hockey Coaches Association](#). Not too surprising, there are not a whole lot of field hockey newsletters to subscribe to - and for that, my inbox is thankful.

### OUTDOORS

I love the outdoors and so does my dog, Duck, so we subscribe to [Camping with Dogs](#) and [Trail Runner Magazine](#). To receive other outdoorsy/environmental news, we also read news from [PA Environment Digest](#), [Chesapeake Bay Journal](#) and [Lancaster County Conservancy](#).



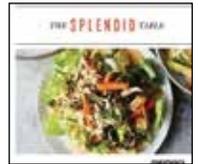
### PENN STATE

I always like to read about my alma mater and other alumni, so I subscribe to the [Penn State Field Hockey](#), [Nittany Lion Club](#) and [Penn State Alumni Association](#) newsletters.

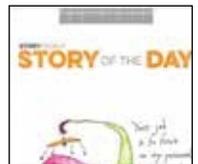


### WANNABE FOODIE

I'm no chef - my diet is mostly comprised of omelets, apples and raw carrots - but I have a passion for food and agriculture and love to read the emails from [The Splendid Table](#), based on the weekly radio program; [Good Food Jobs](#), a weekly update about "meaningful food work;" and [Food Corps](#), a national initiative (modeled after AmeriCorps) that connects kids to healthy food in school.



My one daily "fun" email is from [StoryPeople](#). StoryPeople was created by the artist Brian Andreas. I get daily emails with one of his quirky illustrations, paired with sayings that usually make me smile, scratch my head, or both.



**BY LAURA GEBHART,**  
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Economic Development Company  
of Lancaster County*  
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# LGH ENERGY CENTER of the Future

## Ensures Reliability for Patients and Caregivers

When Hurricane Sandy struck in 2012, two major hospitals within the path of the storm lost electricity, resulting in the emergency evacuation of more than 200 patients. But it doesn't take a Category 5 storm to disrupt a hospital's power. A blown transformer led to a 15-hour power interruption at the Bon Secours Medical Center in Virginia in 2015, and similar disruptions have occurred at other facilities in recent years.

While a loss of electricity can be an inconvenience for some, in a hospital environment it can easily be the difference between life and death. A typical day at Lancaster General Hospital (LGH) on Duke Street in Lancaster City includes 85 surgeries and hundreds of tests and procedures, each with a reliance on related technology. Being in the dark, literally or figuratively, is not an option, which is why LGH is investing in enhancing the safety of its patients and employees.

Soon, the \$28 million LGH Energy Center of the Future will go live, increasing system reliability and lowering costs. The project has been helped along the way by a grant from the PA Department of Community and Economic Development and teams of talented contractors from central Pennsylvania and beyond.

### HOW IT WORKS

The heart of the Energy Center of the Future is a nearly \$8 million Combined Heat and Power Plant (or CHP), comprised of a Combustion Turbine and Heat Recovery Boiler. Additionally, a Steam Driven Turbine Chiller was added. By itself, the CHP is often referred to as a cogeneration plant (providing electricity and heating). The addition of the chiller (and its cooling capabilities) means that LGH will have a trigeneration system, creating electricity, heating and cooling from a single source.

Not intended as an "off-the-grid" system, the CHP is powered by a high-pressure natural gas line, buried deep beneath the surface of the road. Simply put, LGH is shifting connectivity from the electric grid to the natural gas grid. Troy Hafer, Benchmark Construction's project manager for the Energy Center, explains.

*"While electricity reliability is at an all-time high, LGH's tolerance for failure is literally zero. During surgery or at other critical moments in patient care, even a flicker of power has the potential to impact outcomes. In our homes and offices, we've all experienced periodic electricity failures. In contrast, few of us have ever dealt with the inconvenience of a gas leak. LGH values the proven reliability of natural gas."*

The gas from UGI will be delivered along Frederick Street via an eight-inch main at 55-60psi. Inside the building, the pressure will be upcycled to 200 psi and used to power a 3.5 megawatt gas turbine with a similar appearance to a passenger-jet engine. Upon combustion from the gas line, the turbine will spin, producing up to 75-85% of the electricity required by the hospital, depending on the season.



*LGH's Energy Center of the Future (lower right with smokestack) had to fit neatly within the complex's footprint in downtown Lancaster.*

The heat from the turbine will then be used to fire a new heat recovery steam boiler, which in turn creates steam. This steam will be used by LGH for cooking, humidification, food-prep services, HVAC, sterilization and laundry services. This single boiler will handle all the hot water needs for the entire facility, enabling the hospital's remaining three boilers to be on stand-by.

Finally, additional steam will be used to spin another turbine. The energy from this turbine will be used to drive a 1000-ton chiller, providing the hospital with consistent, 42-degree-chilled water for cooling. The new chiller will be tied into LGH's existing chilled-water loop, consisting of five additional chillers.



## POWERFUL BACKUP

By itself, the Energy Center of the Future is impressive. A loss of electricity - even a catastrophic one - would have little impact on the system's operation, which gets its power from natural gas. But what happens in the event of an electrical failure and a leak to the 8-inch gas line, buried deep within the streets?

In this scenario, responsibility for powering the hospital would go to a new pair of two-megawatt backup generators, fueled by a massive 50,000-gallon tank of ultra-low sulfur diesel fuel. In conjunction with two existing 2.1 megawatt generators, power would be restored to the hospital. These backups have the capacity to power LGH for four full days. After four days, LGH would require either a restoration of electricity or gas, or a refueling of the storage tank.

The change from regular fuel to ultra-low sulfur has been coming for years and means a big difference for the environment. With only 15 parts-per-million of sulfur content, the new fuel is 97 percent cleaner than standard, highway-use diesel fuel.

The new EPA standards are particularly stringent, and most facilities making the switch, including LGH, opt to swap out their existing tanks for new ones, rather than risk trace amounts of old fuel corrupting the new.

In totality, it's a powerful system, one that will enable the hospital to operate at full capacity during a loss of electricity, while saving money along the way. Equally intriguing, however, is that the structure of the Energy Center of the Future is quite different than plants with similar functions.

### IT TAKES A LOT MORE THAN A VILLAGE

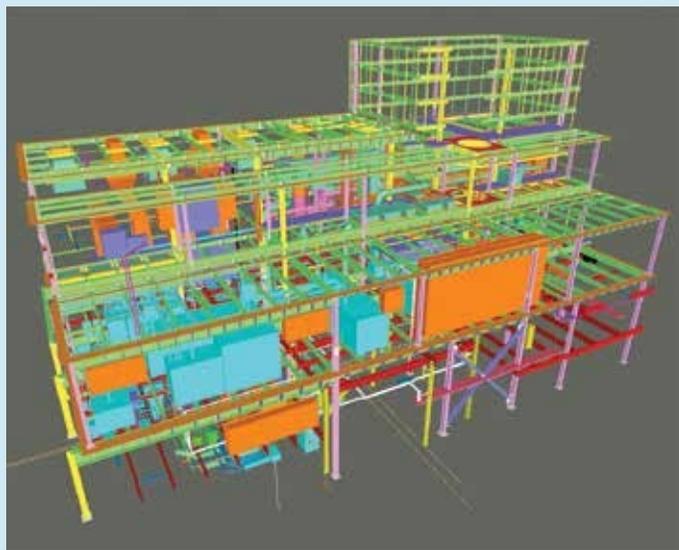
Benchmark Construction was chosen to manage the project - one of several they've undertaken for LGH in the past several years. Still, Troy Hafer is quick to point out the Benchmark team is far from the only company involved.

*"With a project like this, Benchmark is here to orchestrate the teamwork of a wide variety of subcontractors. We're pulling from a highly-experienced team of more than two dozen workers, but we also need people comfortable with accomplishing something new, because there are many aspects of this project that have simply not been done before."*

Choosing subcontractors for healthcare means taking special attention to select those who've been around active patient environments before. As always, whenever possible, Benchmark works with local firms.

For the Energy Center of the Future, more than 10 of the subcontractors selected hail from Lancaster County. Hafer thinks that matters.

*"Everyone on this job has an LGH story," he says. "Great subs like Protech Mechanical out of Landisville and Enck Brothers Drywall out of Quarryville haven't just worked at LGH. They've been here as patients and family members. It simply increases the pride and dedication our local workers bring to the job."*



Detailed BIM models on the Energy Center of the Future detected key "clashes" in the office prior to them becoming issues in the field.

### AN ENGINEERING FEAT

Those familiar with LGH understand the physical limitations of an ever-expanding facility surrounded on four sides by neighbors and busy downtown streets. For LGH, upward was the only logical way to expand.

Early plans dictated that the Energy Center of the Future would be built on top of the existing boiler house, on a roof that was never intended to support the more than 1,000 tons of equipment and thousands of gallons of water that would fill the boilers and cooling towers.

To support the new equipment, 15 structural steel beams were lowered by crane through the roof of the boiler plant and secured to a new independent structural foundation, creating a skeleton on which to build, all while the boiler plant continued to run. The fit was often snug, with multi-ton beams coming to rest inches from delicate equipment.

In many situations, the beams forced existing mechanical and electrical work to be rerouted, forcing coordinated power shutdowns with the hospital.

*"Hospital projects require tight communication," said Hafer. "There's constant back and forth about what we'll be doing and when we'll be doing it."*

The structure of the facility wasn't the only challenge, however. While trigeneration plants are becoming more common, the vast majority are built on grade, not three stories above the ground. Further complicating matters was the reality that the gas turbine, measuring 35 feet and weighing more than 40 tons, arrived from the factory fully

### BUILDING INFORMATION MODELING

While coordination in all industries offers its challenges, in construction an increasingly powerful tool to get multiple subcontractors on the same page is BIM, which stands for **Building Information Modeling**.

With BIM, each subcontractor submitted their own electronic drawings where they indicated where their work would reside in the finished building. Then Benchmark pulled it all together, detecting "clashes" where, for instance, a plumbing fixture might run exactly where an electrician intended to run conduit.

Clash detection on a project like this is a key time-saver as problems can be solved in the office ahead of time. According to Hafer, the first BIM models for the Energy Center detected more than a thousand clashes. Through meetings with multiple subcontractors, those clashes were resolved prior to them becoming an issue in the field and work could proceed on schedule.



assembled. And because the turbine was being installed on the third floor, with a roof above, it required clever engineering to secure it in place.

*"While this project has incredibly experienced people working on it, the third-floor installation of the turbine was something new for many of us,"* said Hafer.

To position the turbine, engineers worked hand-in-hand with the crane operator. The front edge of the turbine was placed on the edge of the floor and the crane tilted the rear end higher. This allowed gravity to take hold of the massive equipment, which literally slid itself into position.

Installing the back-up generators above grade added an additional level of reliability to the system as well. While not located in a flood plain, best practices call for backup power to be placed well above grade in the event of excessive flooding. The Energy Center of the Future accomplished that and more, by having all critical components elevated to a height of 30 feet above street level.

Having all this equipment required numerous structural, seismic and acoustical tests as well. The structural plans were reviewed for four months to ensure the integrity of the building. Meanwhile, major sound attenuation was deployed to ensure noise pollution did not affect neighbors. While visitors inside will be required to use hearing protection, the noise immediately outside will only reach the same decibel level as a kitchen blender.

### **A MEASURED ROLL-OUT**

Even when all the equipment was in place, far too much was at stake to simply flip a switch. Over a 90-day period, the Energy Center of the Future has gone through a variety of tests and procedures to ensure everything was working as usual.

The first step in the roll-out was to bring each piece of equipment online independently, determining its performance outside of the system. Prior to Christmas, the back-up generators were the first to be tested under load, and they performed perfectly.

Following a short test run of the gas turbine in mid-January, the Energy Center of the Future will go through multiple weeks of testing the relays and electrical switch gear before the final transition happens around March.

### **COST SAVINGS, AND MORE**

Equally as impressive as the added reliability of the Energy Center of the Future are the cost savings realized on the project. Bolstered by a \$1.3 million grant from the PA Department of Community and Economic Development to partially offset the nearly eight million for the CHP portion of the twenty-eight million-dollar total project cost, LGH anticipates a full pay-back in less than eight years for a system that will also lower emissions by 52 percent.

In their successful grant application, LGH noted that the Energy Center of the Future hopes to serve as "a 'light on the hill' - literally in the event of a power grid failure and figuratively as a model for other hospitals." **LT**

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





A steel skeleton was built over the existing boiler plant to hold the weight of more than 1,000 tons of equipment.



A new 50,000 gallon fuel tank provides ultra-low sulfur diesel fuel for backup generators.



New cooling towers were placed on the roof of the Energy Center of the Future.

Lancaster's skyline near LGH appears different thanks to the hard work of cranes and local workers.



Photo courtesy of Benchmark Construction

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**LGH's Energy Center of the Future was partially funded by a grant from the PA Department of Community and Economic Development. Specifically, LGH received an ACE grant for a project that qualified under the Alternative Clean Energy Program.**

Such grants are specifically intended for businesses or organizations for the utilization, development and construction of alternative and clean energy projects in the state. Grants have a matching investment requirement of at least one dollar for every dollar funded and cannot exceed two million dollars. Last year, the application period was from February 1 to April 1. Details can be found at [dced.pa.gov](http://dced.pa.gov).

The Energy Center of the Future is one of five projects in Lancaster County to receive funding since 2015. The other three to receive grants are:

**1.) Eden Resort and Conference Center**

\$337,930 for a co-generation plant. A smaller version and without the chilling capabilities of a tri-gen plant, this CHP is used to lower emissions and power costs for the Eden.

**2.) Doe Run Elementary School**

\$2,000,000 for a variety of green features, including a "green" roof that will be covered in vegetation. The grant is being applied to construction of the new school, scheduled to be completed by August of 2017.

**3.) S&A Kreider & Sons**

\$632,848 for an expansion to the Kreider's farm digester. Digesters are used to convert manure into methane gas and electricity.

In addition to grants, the PA DCED also awards loans. Since 2015, one has been awarded in Lancaster County to QuantaPanel for the purposes of growing their energy efficient window manufacturing operations. The loan is for \$145,442.



**BY MARCUS GRIMM,**  
*VP of Market Growth & Innovation,  
Benchmark Construction*

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# Mastering the **SUCCESSION PLANNING PROCESS**

If you are a leader/owner of a business, someday you will exit your business. It may be planned or unplanned, expected or unexpected, but one way or another it will happen. Unfortunately, many leaders/owners live in denial of this simple and certain reality. In a recent survey conducted by the **High Center** at Elizabethtown College, only 33% of businesses had a formal succession plan. This lack of planning is one of the main reasons that only 30% of businesses are successfully transferred to the second generation of the founding-family owners.

So what is succession planning and how should a business prepare for it? Leaders of three companies that are successfully navigating the succession planning process were interviewed in hopes that their responses will inspire other businesses to begin the journey. These individuals included: Chip Cargas, Cargas Systems; Chuck Manners, Godfrey; and Ralph Simpson, Warfel Construction Company.

## 1. What does succession planning mean to you?

**Cargas:** Succession to me means leadership and ownership succession. There is interplay between the two but they are separate plans. We have a plan for a normal transition and an abrupt transition. Each year our plans are reviewed and updated by the board.

**Simpson:** It's standard operating procedure here at Warfel. Since I joined in 1987, we've been continuously planning and implementing. You are either introducing new partners or planning for the day new partners will join the company.



Chip Cargas,  
Cargas Systems



Chuck Manners,  
Godfrey



Ralph Simpson,  
Warfel Construction  
Company

## 2. Taking the first step is sometimes the hardest part of the succession planning journey. What led you to take the first step and how did you get started?

**Cargas:** Turning 50 was a milestone and I knew I needed to develop a plan. I began by speaking with peers and advisors. There were a couple of starts and stops along the way but in a few years we had developed an estate plan and a plan for any abrupt change. We then slowly became more intentional about a normal leadership transition.



**Manners:** Six partners purchased the business on December 1, 1999 and we joke that succession planning began on December 2. In 2010 we became very intentional about leadership and ownership succession. It took us about three years to develop a solid plan. We received a lot of assistance in developing the plan as we spoke with our peers in our local groups and in our industry and with our accounting and legal advisors.

### 3. What were your biggest challenges in the succession planning process?

**Cargas:** On the leadership side, whatever you do some people won't be happy with the decision. You need to think about the company first and find roles where everyone fits. On the ownership side, as I was heading below 50% ownership and no longer looking to be the "capital safety net," it took a long time for our employee-owner board members to fully appreciate the responsibility of managing capital.

**Manners:** We did not have any major challenges but we underestimated the amount of time and effort that was needed to put together the plan. Communication was important to us and we were very intentional about the timing and substance of communication with our employees, clients and business partners.

**Simpson:** Identifying the next partner revolves around the building of trust, and this takes time and patience. We need to understand that there isn't a perfect employee and hopeful employees need to understand that they are being evaluated on many different levels.

### 4. Did the process result in any cultural changes?

**Cargas:** Employee ownership added another dimension to employee engagement and the feeling that "this is my company." Seventy percent of our employees are now owners.

**Manners:** The new leadership may change the culture in time but we will always maintain the open and honest aspects of our culture. This new team has used the transition as an opportunity to ask our employees for ideas for change and improvements.

### 5. How long did the succession process take and can you comment on the quote, "Succession planning is not an event, it is a process"?

**Cargas:** So far it has taken 18 years and it is still going. It took a few years to build a solid plan and now we review it each year and keep improving upon it.

**Manners:** It took several years for initial discussion and development of our succession framework and documents. We are over a year into our transition of leadership and our ownership transition is still ahead of us so it is a long process. It is not just the mechanics of going through a checklist, it is important to maintain the trust and confidence of your team.





**Simpson:** In our business a succession plan can easily take between 10 to 15 years. The period of analysis and decision making can take three to five years and the transition of ownership from five to 10 years.

**6. Any other advice that you would like to share about the succession planning process?**

**Cargas:** Employee ownership is like family business where we consider all employees as family members. Relatives that do not work in the business are, for the purposes of business, not part of the family. This results in a very engaged team of employee owners.

**Manners:** Succession is not a do it yourself process. We had a lot of formal and informal help along the way. Also, the leadership transition works best if the exiting leaders invest the time to share their knowledge and experience with the new team.

**Simpson:** Don't look at succession planning as an impulse buy. Identify potential candidates and listen closely to your team when they talk about your candidate(s). Put candidates in difficult situations and allow them to fail. They need to know how to lose so they can appreciate winning.



**BY MICHAEL MITCHELL,**  
*Executive Director, The High Center*  
Contact Michael at [mitchellm@etown.edu](mailto:mitchellm@etown.edu)

**WHAT LESSONS CAN WE LEARN FROM THESE THREE SUCCESSFUL COMPANIES?**

***Begin succession planning now***

Succession planning can be a long process and the earlier you start the more options you will have. These companies took several years for initial discussion and development of their succession framework and documentation. Another several years were needed to successfully transfer leadership and ownership. These companies have concluded that succession planning needs to be a regular part of their strategic planning process.

***Consider both leadership and ownership succession***

All the companies interviewed clearly addressed the unique aspects of both the leadership and ownership succession process. They also stressed the need to consider both planned and unplanned succession.

***Talk with other businesses***

Begin by reaching out to other businesses that are successfully navigating the succession journey. These businesses can be a great source of knowledge, inspiration and support.

***Use your trusted advisers***

Succession planning consultants can be a cost-effective way to help you consider succession options, develop a plan of action and hold you accountable to stick to your plan. Your board of directors, attorney, accountant and financial advisers are also important partners for the journey. **LT**

## Check out some tips from local experts to keep in mind when beginning the succession planning process:

### ACCORDING TO JOHN STONER, CPA, CVA, PARTNER IN THE BUSINESS CONSULTING SERVICES GROUP OF RKL LLP

Business owners considering or just starting the succession planning process should ask themselves the below questions:

- What is our most likely ownership succession strategy? (i.e., family transfer to next generation, transfer to key employees, sale to outside party)
- How much is our business currently worth?
- What are the estimated after-tax cash proceeds if we were to sell our business now?
- How well are we set financially for retirement, considering the current value of the business?
- What is the preferred/likely timeline for ownership transition?

Stoner notes that the answers to these key questions will drive action items to help prepare for the succession planning process, such as:

- Implement needed training and skills development for the next generation of leaders
- Recruit outside employees as needed to support leadership goals
- Identify ways to increase business value and maximize the transferability of that value
- Prepare transition plan after end of operational and ownership involvement by key executives



*John Stoner, CPA, CVA, Partner in the Business Consulting Services Group of RKL LLP*

### ACCORDING TO JEFF OUELLET, ESQUIRE, APPEL & YOST LLP

- Be sure your business documents have realistic payment terms for buyouts of departing owners (example - how much will be paid immediately by the purchaser, as opposed to how much is financed whether by the purchaser or a bank).
- Define, in writing, obligations of departing partners after they step away or sell their business interest (example - are they required to be involved in retaining key clients?).
- Work with your lending institution to make sure the departure of an owner does not trigger a default under any business loan documents.
- Make sure that your business, estate planning and insurance documents all work together to accomplish your goals.
- Appreciate the need for liquidity/the financial commitment of ownership.
- Have a professional transition team - an attorney, an accountant, and potentially a banker, insurance agent or wealth manager.



*Jeff Ouellet, Esquire, Appel & Yost LLP*

### ACCORDING TO KAREN MECK, MT, PRESIDENT, KBM CONSULTING, LLC



*Karen Meck, MT President, KBM Consulting, LLC*

- Identify key employees and consider the purchase of key person life insurance to provide for expenses that might occur for finding and training a replacement, covering business expenses, and/or covering debt obligations.
- Carefully evaluate the options for future ownership. Among the myriad of questions to consider:
  - ~Are family members interested and/or capable of taking over?
  - ~Are key employees qualified and interested in an ownership stake?
  - ~How would those potential owners 'fit' with current management and staff?
- How will the transfer of ownership occur? Legal agreements for the ownership transfer, called 'buy-sell' agreements, should clearly specify to whom, the method and the cost of the transfer of ownership. Consider the purchase of life insurance or other funding to facilitate the purchase of ownership shares.
- The sale of the business may be an option to provide income for current ownership and maintain business viability over the long term.



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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 highlights companies helping to make Lancaster County stand out regionally, nationally and globally.

In this edition, check out how **Ross Technology** is leading the charge to protect us all...



## Protecting People and Products Around The World From Leola, PA

When you manufacture products designed to protect people and property, it's easy to lose sleep at night. The stakes get even higher when your products are used by the Department of State (DOS) to safeguard U.S. citizens on foreign soil or by its industrial customers to safely store 35 million pounds of steel up to 100 feet in the air.

Jay Otto, president of Ross Technology, knows this all too well. It's his job, along with his team of 140 employees. Based in the quiet town of Leola, Lancaster County, Ross engineers and manufactures a diverse line of physical security and public safety solutions for a wide range of applications including building security, workplace safety and heavy-duty industrial storage.

Think blast- and bullet-resistant windows and doors made to protect against terrorist attacks, such as those carried

out against U.S. Embassies in the Middle East in 2012. Or, perhaps anti-ram vehicle barriers used to secure borders and entrances of high-risk government, military and commercial facilities, like high security fencing for oil fields and refineries in Saudi Arabia.

Ross is also the company behind ALGRIP® slip-resistant flooring and various public utility products, which include custom-fabricated access covers and gratings for Consolidated Edison, best known as the grates we walk and drive over while traveling the streets of New York City.

Visit a large steel service center or major automobile manufacturing plant and you could find Ross' structural racking systems, which hold the unique distinction of being able to store products with weights exceeding 80,000 pounds per shelf. In fact, Ross' innovation in vertical storage

is changing the face of industrial warehousing by creating a system that not only protects the workers inside these plants, but also increases profits by reducing product damage and streamlining the material handling process. Industry insiders call Ross' integrated racking system a game changer. Closer to home you'll find Ross' cantilever racks inside of Lowes® and Home Depot®.

Given the magnitude and intensity of what they produce, it's a wonder Ross has managed to fly under the radar in our local business community.



### FOR A DIVERSE PRODUCT LINE, PROTECTION IS THE COMMON DENOMINATOR

When people learn about Ross, they are instinctively impressed by the complexity of its arsenal of anti-terrorism products. Equally impressive, however, is the innovation behind its massive industrial storage systems and the impact on improving safety for the men and women who work in industrial plants across North America.

*"Our responsibility to our industrial storage customers is what can actually keep me up at night,"* states Otto.

*"We engineer every beam, every weld and every bolt to withstand a given load. We can control the design quality and durability of what we build, but we can't control the human element and the potential that someone may overload a rack, compromising the safety of human lives. To me, that is stressful and is the reason we design our products to exceed industry loading standards."*

The R&D and testing of Ross' architectural and perimeter security products carry their own load of stress, as each

product is designed to meet specified standards based on potential attack conditions. And, it doesn't come cheap, especially crash-testing the perimeter security product line. The most recent test for Ross' Anti-Ram Post and Beam Fence had a price tag of \$100,000 for each round of testing.

**Check out the digital version of *Thriving!* to see Ross' product testing in action!**



### OPPORTUNITY AND EMPLOYEES BREED SUCCESS

Otto says the company's success is two-fold, starting with its founder, Donald E. Speicher, and ending with the talent and work ethic found inside the company's three locations.

Otto describes Speicher's business model as successfully opportunistic. Racking was just one of the opportunities he grabbed onto in the '70s after being approached to fabricate products for one of the largest racking manufacturers in the country. It was that job which gave birth to an idea that would later become significant to Ross' success.

*"The genius of what Don did was deciding to manufacture unique products for niche markets and diversifying the company's product portfolio to weather economic downturns. And, in many cases there are only a handful of other companies making products like ours. Ross was built on finding and capitalizing on these opportunities."*

### THE FUTURE LOOKS BRIGHT

As for the future, Otto says it's exciting. Ross is currently focused on developing new and innovative products that provide value for its customers and increase profitability for the company. As with any business, Otto believes it is crucial to constantly examine the product lines and evaluate the relevancy in each market. Having the flexibility to change when needed is another way Otto says Ross maintains its competitive edge.

*"We still evaluate every new opportunity, but we are committed to leveraging our position as an industry leader within each of our existing markets. Our focus is being better at our chosen product lines, creating quality products and delivering outstanding customer services."* **LT**



**BY HOPE GRABY,**  
Communications Director, Scheffey  
Contact Hope at [hgraby@scheffey.com](mailto:hgraby@scheffey.com)

**It's 5:00 on Tuesday, and Atomic Design's Running Club gathers in the kitchen.**

Earlier, the Fun Club was plotting an art show. Employees are living out the company's belief that "Valuing our individuality makes us a stronger team," but they're not doing it because of top-down decrees. That's because reassessing value statements is more than just some corporate exercise—it can help chart a company's course.

# Deconstructing Corporate Values



Shawn Barron,  
Director of Marketing  
& Communications  
for RETTEW

Before RETTEW revisited its values, there were seven, and they weren't single words like they are now. It wasn't that their values had changed, but they'd expanded to nine offices in five states since they'd last reviewed them. Shawn Barron, Director of Marketing & Communications for RETTEW, recalls he used to get the "deer in the headlights" look when he asked employees about them. He says, "We wanted to make them more digestible and ingrain them into our culture."

Barron thinks most employees would be able to rattle off the five values now. To announce its rephrased statements, RETTEW staged a premiere. Cue the red carpet, the popcorn, the big screen. A film debuted five "Core Value Ambassadors," one for each value. To keep them circling in the employee-sphere, staff are Survey-Monkeyed for new ambassador nominations.

## THE TAKE-A-WAYS

Prior to creating its next strategic plan, Barron says, "It became clear redefining our values was the place to start, because they became the basis of everything else." They were a valid litmus test as the team revisited their vision, mission and purpose statements.

In the process, they realized they needed to add one more value: safety. Barron explains, "We're out on job sites sometimes in very risky situations, with heavy machinery and holes in the ground and drilling. It's not just keeping our employees safe but maintaining a safe worksite for sub-consultants or even our clients. Safety is huge for us."

Barron calls their values "rules of engagement" but says they're also a metric of their success. "It's not just about our financial performance," he points out. "It's how we're tracking on our relationship value, which is not as easily measured." They also use them to vet clients and partners, making sure they share the same values.



Lydia Henry, Vice  
President, Strategy/  
HR at Atomic

Lydia Henry, Vice President, Strategy/HR at Atomic, says that the process had as much to do with the maturation of their leaders as individuals, adding, "It's become less about what we do and more about the people involved, how we interact, and how we treat others." Their last reassessment centered around managing change. "It's always been a strong piece here," states Henry, "but we focused on our 'never fearing tomorrow' value, recognizing change is inevitable, and talking about how we embrace it."





Photo courtesy of Atomic Design



Photo courtesy of Manheim Pennsylvania Auto Auction



Darren Teague of Manheim Pennsylvania Auto Auction

### THE EVERYDAYS

Darren Teague of Manheim Pennsylvania Auto Auction (a subsidiary of Cox Enterprises) believes their employees demonstrate the company's values every day with clients. *"We live them out through how we run our business,"* he says, adding, *"I'm especially fond of the first one: 'employees being our most important resource,' and also 'being good citizens within our communities we serve.'"* (Check out p28 to see Manheim Auto Auction's corporate values.)

As a team, staffers walk for St. Jude Children's Research Hospital, pitch in with River Clean Ups, and run a Spring sale benefitting Save a Warrior, founded by veteran Jake Clark, who grew up here. Teague says, *"These events, along with visual reminders, reinforce the behaviors and actions we want to see from our company and ourselves."*



Kedren Crosby, Work Wisdom

Work Wisdom's Kedren Crosby agrees: *"Once you figure out the values that undergird behaviors, you can name them and weave them into the aspired culture."* Take originality. Work Wisdom hires with this in mind, rewards original





## THE DECONSTRUCTING PROCESS: A CLOSER LOOK

Revisiting your core values can be a game changer. The process helps you tease out what is most important, which values can be combined, and what has—and has not—changed.

RETTEW was able to capture its existing seven statements in five memorable affirmations. The explanations here reflect the shaping of the new pronouncements.

**1. EXCELLENCE** - This new statement doesn't capture a new cultural norm, but embodies aspects of previously stated values, such as:

- An Empowered Workforce: An empowered workforce is more motivated and better serves our clients. Employees are trusted and respected to do what's best for the client and for RETTEW.
- Continuous Quality Improvement: We must continually measure and evaluate our effectiveness to determine how we can do better. Everyone in the organization is responsible for finding ways to improve things. Close enough is never good enough.

**2. INTEGRITY** - Remaining virtually intact from its previous declaration, integrity continues to reinforce its culture.

**3. RELATIONSHIPS** - A newly stated value, this combines three prior core values: Family Atmosphere, Superior Client Relations and Teamwork.

**4. SAFETY** - The importance the company places on safety was not new, but this value needed to be officially stated because of the type of work the company performs.

**5. STEWARDSHIP** - The previous value that most informed this new one was Develop Workforce to Its Fullest Potential. Stewardship can mean so much more, which is why it was expanded to include internal and financial stewardship as well as external, community, and environmental stewardship.

ideas and programs, and builds an environment that fosters originality. *"It's really a fantastic means of taking what is implicit in your culture and making it explicit, and then shaping the future of your company,"* she says.

### TO DECONSTRUCT...OR NOT TO DECONSTRUCT

RETTEW finds its value of stewardship can attract desirable employees. *"What a company believes and does in the community is a major driver in deciding who millennials want to work for,"* says Barron. *"All things being equal, if one company has a much stronger social responsibility, most are going with that company because that's a personal value they want supported."* Henry also keeps the values handy while interviewing: *"I'll ask candidates which value they most gravitate to or struggle the most with, and we'll talk about that."*

Unless a company regularly examines its values, successful recruiting can be a challenge. Crosby notes, *"A common problem is that some organizations lack clarity around their cultural identity. They'll hire people who don't fit, and they're confounded as to why those people aren't helping the organization move forward the way they want it to."* Recognizing unspoken norms and values is a must. *"Let's say the essence of that organization is actually rigor or prudence,"* she points out, *"but they keep hiring people who are creative innovators. It ends up being a misfit."*

Ultimately, revisiting values can clarify behaviors companies want to cultivate. *"Maybe they need to become more agile,"* Crosby suggests. *"What does that look like? Or what does valuing the customer mean in terms of changing culture?"* Once the values are discerned, she says, *"You can micro-manage less because you have these beacons, and you tell everyone: 'We know what they are, and we're living into these.'"* **LT**



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



## REVISIONING TRIGGERS

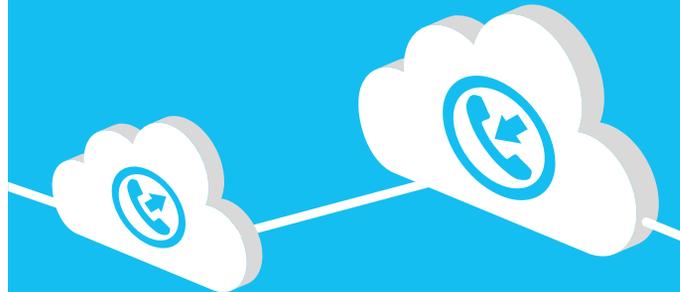
So you're thinking it might be a good idea to deconstruct your own value statements. But when does it make sense to do this? We asked Lisa Campbell of Scheffey. This marketing communications firm tied its values reassessment to its 25th anniversary rebrand. She recommends taking another look:



Lisa Campbell,  
Scheffey

- **Continuously.** Your core values of who you are and what you believe don't change, but external factors can impact how you emphasize and prioritize them. So you should be measuring your values against the current landscape all the time.
- **When there's a major leadership change.** Ensure that values remain in alignment with that new leader and the culture of the organization.
- **Anytime there's a change to the business model.** Maybe you opened a new division or introduced a new product or service. This would be a good time to do a litmus test of that introduction versus those values.
- **Quarterly or semi-annually.** Set aside a few times a year to reexamine your values as a leadership team or a company, depending on how much evolution occurs within that year.

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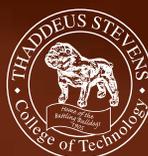
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# Cox Values



- **Our employees are our most important resource.** We encourage entrepreneurship and initiative. We recognize and reward achievement.
- **We are committed to having a diverse workforce that reflects the communities we serve.** We embrace and foster an environment that builds on the unique talents that come from a variety of people and perspectives.
- **Our customers are our lifeblood.** We're dedicated to building lasting relationships with them and meeting their needs with high-quality service beyond their expectations.
- **We embrace new technology** to give our customers the variety and quality of services they demand.
- **We invest in new business opportunities** with a mixture of caution and initiative, to enhance our growth.
- **We believe it's good business to be good citizens of the communities we serve** through volunteerism and financial support.
- **We are committed to helping shape a better world** through responsible company and individual actions.



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# Community & INDUSTRY NEWS



## THE WENGER GROUP Earns Process Verification

The Wenger Group recently announced that all its Pennsylvania-based mills are now Process Verified through the USDA's Process Verified Program. The company is the first independent feed mill in the country to achieve certification. This verification offers Wenger's customers a unique way to market their food products using clearly defined, implemented, and transparent process points. The Wenger Group™ is a comprehensive agricultural company offering feed, ingredients, eggs and egg marketing, flock services, and pullet growing.



## FORKLIFT & PALATE RESTAURANT Earns Award

Forklift & Palate Restaurant was recently awarded the Best Restaurant with Private Dining Space distinction at the 2016 Best of PA Awards hosted by PA Meetings & Events.



## WAREHOUSE HOTEL AT THE NOOK Earns Award

Warehouse Hotel at the Nook was recently awarded the Best Hotel with Meeting/Event Space (Less Than 200 Guest Rooms) distinction at the 2016 Best of PA Awards hosted by PA Meetings & Events.



## FIG INDUSTRIES Earns Award

Fig Industries was recently awarded a Benny, the highest honor in the 2016 Premier Print Awards, for Fig Lancaster Holiday 2016. The Fig Industries team provides services across branding, packaging, marketing, photography, letterpress, web design and Fig.



**CARGAS SYSTEMS Earns Award**

Cargas Systems was recently awarded the Samaritan Counseling Center's 2016 Ethics in Business Award in the medium-to-large size business category. Cargas Systems is an employee-owned business software and consulting company specializing in the following areas: Intacct® cloud accounting, Microsoft Dynamics™, custom software solutions, and Cargas Energy mobile and back office software for fuel delivery and HVAC service companies.

**THE STANDARD GROUP Earns Awards**

The Standard Group recently earned two Bennys, the highest honor, for its Countdown Celebration Holiday Promotion and Fig Lancaster Holiday Magazine at the 2016 Premier Print Awards. The Standard Group is a print management and marketing logistics company.



**Barley Snyder**  
ATTORNEYS AT LAW

**BARLEY SNYDER, LLP ATTORNEYS Earn Award**

Barley Snyder, LLP recently announced that eight of its attorneys have been selected by their peers for inclusion in The Best Lawyers in America© 2017:

- Lauralee Baker (based in the Lancaster office in the category Litigation - Health Care)
- Kathleen Gray (Lancaster office, Municipal Law)
- Stephen Lazun (York office, Corporate Law)
- Jeffrey Lobach (York office, Commercial Litigation, Corporate Law)
- Christopher Mattson (Lancaster office, Personal Injury Litigation - Defendants)
- Michael Mixell (Reading office, Trusts and Estates)
- John Reed (Lancaster office, Closely Held Companies and Family Businesses Law)
- George Werner (Lancaster office, Commercial Litigation, Litigation - Banking and Finance, Litigation - Construction, Litigation - First Amendment)

Barley Snyder, LLP 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, construction, environment and energy, health care, education and municipal authority.

**BENCHMARK CONSTRUCTION COMPANY, INC.'S IRELAND Earns Certification**

Benchmark Construction Company, Inc. recently announced that Phillip Ireland, director of safety, received his Construction Health & Safety Technician (CHST) certification.



Lancaster Regional  
Medical Center



Heart of Lancaster  
Regional Medical Center

**LANCASTER REGIONAL MEDICAL CENTER AND HEART OF LANCASTER REGIONAL MEDICAL CENTER Earn Recognition**

Lancaster Regional Medical Center and Heart of Lancaster Regional Medical Center were recently awarded the Gold Seal of Approval for stroke care by The Joint Commission. Both hospitals offer a comprehensive, personalized range of inpatient and outpatient medical and surgical services administrated by compassionate, experienced physicians and staff; beautifully appointed patient rooms; and the latest medical technology.



**WOHLSEN CONSTRUCTION COMPANY  
Earns Awards**

Wohlsen Construction Company recently received 14 awards from the Keystone Chapter of Associated Builders and Contractors (ABC) at the association's 27th Annual Excellence in Construction Awards Gala:

*Ten first place Excellence in Construction Awards*

- The DoubleTree Hotel, located in Reading, PA
- The U.S. Boiler Company's Lab & Engineering Office, located in Lancaster, PA
- Martin's Famous Pastry Shoppe's Warehouse Addition and New Corporate Office, located in Chambersburg, PA
- Eastern University's Fitness Center Renovation, located in Saint Davids, PA
- Masonic Villages at Elizabethtown's Roosevelt Healthcare Center Renovation, located in Elizabethtown, PA
- Oak Tree Development Group's Gateway Business Park, located in Lancaster, PA
- Red Rose Cardiology Suite Fit-out, located in Lancaster, PA
- Sunrise Senior Living's Quadrangle Skilled Nursing Renovation, located in Haverford, PA
- ITT Industrial Processes' Exercise Path and Flag Pole Installation, located in Lancaster, PA
- Woodworking at Tel Hai Senior Living's StoneCroft Independent Living Community in Honeybrook, PA

*Four Awards of Merit*

- Oak Tree Development Group's Hampton Inn at Donegal Square, located in Manheim, PA
- Penn State Harrisburg's Science and Technology Laboratory Renovations, located in Middletown, PA
- Lift Development's Nittany Place, located in Middletown, PA
- Tel Hai Senior Living's StoneCroft Independent Living Community, located in Honeybrook, PA

Wohlsen Construction Company, founded in 1890, provides construction management, general contracting and design/build services to clients throughout the Mid-Atlantic Region.



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**ARCONIC recently earned a perfect score**

Arconic recently earned a perfect score of 100 on the 2017 Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices related to lesbian, gay, bisexual and transgender workplace equality in the U.S.



**GUNN-MOWERY, LLC'S REED  
Earns Recognition**

Gunn-Mowery, LLC recently announced that Krista Reed, AIS, CISR, CPIA, AINS, CPIW, DAE, commercial account administrator, was named PA Council Member of the Year from the Pennsylvania

Association of Insurance Professionals. Founded in 1985, Gunn-Mowery, LLC is an independent insurance broker providing commercial insurance, personal insurance, employee benefits, captive insurance, financial services and surety bonds to clients in Central Pennsylvania and beyond.

**HORST INSURANCE'S ROWE  
Earns CISR Designation**

Horst Insurance's Marissa Rowe, CISR, has successfully achieved a Certified Insurance Service Representative (CISR) designation from The National Alliance for Insurance Education and Research. Horst Insurance is dedicated to providing legendary insurance and risk management services to its clients.

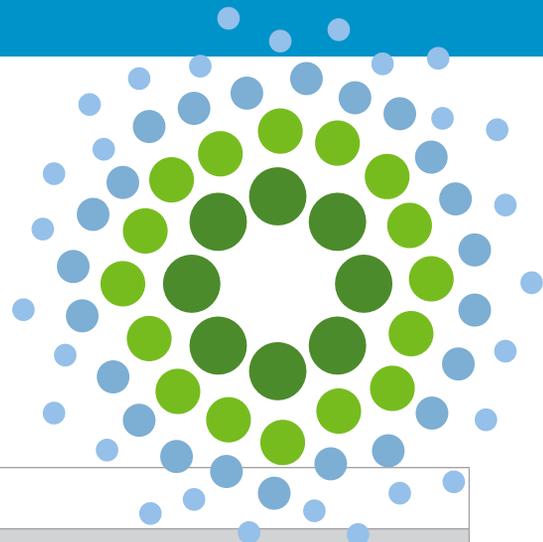


## LCCI FEBRUARY/MARCH/APRIL PROGRAMS & EVENTS

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

### FEBRUARY 2017

22	<b>Creating Targeted Marketing Lists for B-to-B or B-to-C</b> 8:30 to 10:30 a.m., Southern Market Center, 100 South Queen Street
24	<b>Prosperity Indicator Issue Conversation – Heroin</b> 9 to 10:30 a.m., Pennsylvania College of Health Sciences, 850 Greenfield Road
24	<b>Intro Session: Creativity &amp; Innovation Academy</b> 2:30 to 4:30 p.m., Southern Market Center, 100 South Queen Street



### MARCH 2017

02	<b>YPN Skills Accelerator – Authentic Leadership</b> 8 to 10 a.m., Lancaster Bible College, 901 Eden Road
03	<b>Wake Up to the Issues Forum</b> 7:30 to 9 a.m., Cork Factory Hotel, 480 New Holland Ave.
03	<b>Building a Culture of Fun in the Workplace</b> 8:30 to 10:30 a.m., Southern Market Center, 100 South Queen Street
07	<b>Get Connected!</b> 11:45 a.m. to 1:30 p.m., Lancaster Marriott & Convention Center, 25 South Queen Street
14	<b>Sales Growth Academy</b> 9 to 11 a.m., Southern Market Center, 100 South Queen Street
15	<b>Mapping Your B-to-B or B-to-C Target Markets</b> 8:30 to 10:30 a.m., Southern Market Center, 100 South Queen Street
15	<b>Mixer - Larson Design Group</b> 5 to 7 p.m., 201 East Oregon Road, Suite 110, Lititz
16	<b>Creativity &amp; Innovation Academy</b> 8:30 to 11:30 a.m., Southern Market Center, 100 South Queen Street
22	<b>Industry Tour</b> 8 to 10 a.m., QVC, 1000 Stony Battery Road
29	<b>Women in Business Program</b> 8 to 9:30 a.m., Henrietta Heisler Interiors, Inc., 217 West Walnut Street



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# APRIL 2017

04	<b>Lancaster City/Lancaster Township Consortium</b> 7:30 to 9 a.m., The Conference & Training Center at IU13, 1020 New Holland Avenue
04	<b>Presentation &amp; Voice Academy</b> 9 a.m. to Noon, Lancaster Chamber, 115 East King Street
04	<b>Get Connected!</b> 11:45 a.m. to 1:30 p.m., 1787 at Franklin & Marshall College, 929 Harrisburg Pike
06	<b>Columbia/Donnegal/Elizabethtown/Hempfield Consortium</b> 1:30 a.m. to 1 p.m., St. John's Herr Estate, 200 Luther Lane, Columbia
06	<b>YPN Community Leaders Forum</b> 11:30 a.m. to 1 p.m., TBD
07	<b>Professional Development Friday - The Foundation of a Strategic Marketing Plan</b> 8 to 10:30 a.m., Lancaster Chamber, 115 East King Street
12	<b>Excellence Exchange</b> 7:30 to 9:45 a.m., Lancaster Country Club, 1466 New Holland Ave.
12	<b>Cocalico/Ephrata Consortium</b> 11:30 a.m. to 1 p.m., Ephrata National Bank, TBD
19	<b>Lititz/Manheim/Manheim Township Consortium</b> 7:30 to 9 a.m., Heart of Lancaster Regional Medical Center, 1500 Highlands Drive, Lititz
19	<b>Mixer - Mercedes Benz of Lancaster</b> 5 to 7 p.m., 5100 Main Street, East Petersburg
20	<b>Wake Up to the Issues Forum</b> 7:30 to 9 a.m., Cork Factory Hotel, 480 New Holland Avenue
25	<b>Solanco/LS/Penn Manor Consortium</b> 7:30 to 9 a.m., Ephrata National Bank, TBD
26	<b>Conestoga Valley/Elanco/Pequea Valley Consortium</b> 7:30 to 9 a.m., Lapp Electrical Service, Inc., 2420 Gehman Lane

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## PREVIOUS LCCI PROGRAMS AND EVENTS

### STATE OF THE COUNTY

*"A more concerted effort to lift up the benefits of skilled careers that require associates degrees or less, particularly in STEM (Science, Technology, Engineering and Math) fields, can go a long way in improving our unemployment and poverty numbers over time. This should be supported by a more integrated approach to help address challenges that prevent heads of households from acquiring and maintaining consistent employment,"* commented Mike Shirk, CEO of the High Companies.



Referencing our Prosperity Indicators report, Shirk spoke at the State of the County event - highlighting how business and community leaders can find solutions to the issues facing our economy. Shirk was one of six presenters who shared insight and perspective and challenged the group to work collectively to build a prosperous community.



### ECONOMIC FORECAST BREAKFAST

*"Lancaster County benefits from a well-diversified economy, low unemployment, a good supply of young workers and a growing leisure and service sector,"* stated Dave Hanson, CEO of Fulton Financial Advisors. *"I expect overall economic growth in Lancaster County over the next five or six years to exceed that of the state and the country."*

While Lancaster County's future is bright, Hanson also spoke to our growing wage gap, housing market and affordability issues and need to develop higher-paid, skills jobs. In addition to Hanson's remarks at our Economic Forecast Breakfast, Linda Duessel of Federated Investors provided broad perspective on our economy, impact of the new administration and international markets.



### WAKE UP TO THE ISSUES FORUM

*"Attending the Wake Up to the Issues forums is a great way to stay informed on a variety of topics such as governmental services and community issues. As a mother of two elementary aged students currently attending the School District of Lancaster, I was thrilled to have the opportunity to hear how Pennsylvania's Secretary of Education, Pedro Rivera, is bringing positive changes to our state's education system. Investing in our children will create a stronger economy, in turn creating a well-educated workforce that meets the needs of our ever changing communities,"* commented Nicole Seuffert, Business Development, RGS Associates, Inc.

Secretary of Education Pedro Rivera met with business leaders at Wake Up to the Issues and shared how the Department invested more than \$640 million in additional funds over the past two years in classroom programs from pre-kindergarten to post-secondary that will positively impact student achievement. He also noted that gathering input from people around the state helps to develop smart education policy that best serves students.

## PREVIOUS LCCI PROGRAMS AND EVENTS



### CHESAPEAKE BUSINESS FORUM

Speaking at the Chesapeake Business Forum: Linking Businesses and Waterway Protection, Dante Parrini of Glatfelter summarized by noting a commitment to sustainability, the fact that science and data are critical elements for responsible regulations and that stakeholder communication is key to the triple bottom line: social, environmental and financial.

The forum, hosted by the Lancaster Chamber and the Alliance for the Chesapeake Bay, highlighted the importance of the business community as a partner in the environmental protection and restoration effort and showcased various ways businesses can serve as leaders and influencers of environmental progress.

*"It was exciting to see business and industry leaders gathering in the wonderful restored barn to think and learn together with the goal of protecting this important resource. For me, it was a chance to learn what other organizations and businesses are doing in this effort. Kelly Gutshall, President, LandStudies, used an illustration that connected well with me. She contrasted a single function landscape feature (drainage ditch) with a multiple function feature (natural wetlands) using the example of a rotary dial telephone and a modern smart phone (NOTE: You can see that here: <http://businesses.allianceforthebay.org/wp-content/uploads/2016/12/Kelly-Gutshall-B4B-Panel-Presentation-LandStudies.pdf>).*

*I also really enjoyed the presentation from Jim MacKenzie, President of Octoraro Native Plant Nursery, who shared how they have reduced water needs by 75% or more using new irrigation tactics and equipment and how they have created wetlands to treat runoff water before it enters the streams feeding into the Bay."*

Larry Guengerich, Director of Communications and Church Relations, Landis Communities



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# Out & ABOUT

## GRAND OPENINGS CONGRATULATIONS!



**Advanced Counseling and Testing Solutions opening at 2121 Oregon Pike, Suite 201.** ACTS of Lancaster delivers comprehensive behavioral health services including Psychological Testing and Neurofeedback to treat, educate and advocate for the children, adolescents, adults, seniors and families within the Lancaster community.



**Alzheimer's Association Greater PA Chapter opening at 706 Rothville Road, Lititz.** The Greater Pennsylvania is one of more than 70 Alzheimer's Association chapters serving communities across the United States.



**Intulse opening at 29 South Market Street, Suite 5, Elizabethtown.** Intulse provides cloud-based business phone systems with big business features, small business prices and unbeatable local support.



**Mid Penn Bank opening at 1817 Oregon Pike.** Headquartered in Millersburg, Pa., Mid Penn offers a comprehensive portfolio of products and services to meet the personal and business banking needs of the community.



**Orrstown Bank on their ground breaking at 566 Lausch Lane.** Orrstown Bank provides a full range of financial services including personal banking, business banking, mortgages, retirement and wealth management, and a special selection of services designed for small businesses.



**PeoplesBank, a Codorus Valley Company opening at 3002 Hempland Road.** PeoplesBank is focused on acquiring and nurturing financial relationships with small and mid-sized businesses. They also provide personal banking, mortgage banking, wealth management and real estate services.



**Rêve Body Sculpting opening at 352 East Main Street (in Trinity Natural Suite 100), Leola.**

Rêve offers LED light sessions for targeted fat loss to help individuals achieve their dream bodies fast. In contrast to other body sculpting methods, they offer all natural weight loss, detox programs and food coaching.



**LUCA: Wood-burning Italian Kitchen opening at 436 West James Street.**

LUCA specializes in Neapolitan-style pizzas, handmade pastas, salumi and antipasto, simple roast meats and seafood. Their menu focuses on various regions of Italy and the dishes and ingredients of those indigenous areas.



**Univest opening their first financial center in Lancaster County at 90 Willow Valley Lakes Drive, Willow Street.**

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



**Signature Senior Living - Personal and Memory Care Community opening at 80 West Millport Road, Lititz and 31 Millersville Road.**

Signature Senior Living offers a choice of personal care and memory care services in a homelike environment with a variety of apartment floor plans to select.



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# USING BUSINESS *as a* Force for Good

Over the holidays, **The Stroopie Company** was making as many as 8,000 of its cinnamon waffle treats with a caramel center in its small kitchen on Duke Street in Lancaster. From there, the Stroopies were distributed to more than 70 supermarkets and specialty food stores across the United States. The company is getting ready for a June food show in New York, which will be the first time they put their product directly in front of consumers.

*"We're ready for a substantial growth in our company,"* says Jennie Groff, CEO and part owner with her husband, Jonathan.

But it may not be the hard-to-find traditional Dutch treats that make the company unique. It's their social mission. The Stroopie Company hires refugee women to make and package their products and offers English classes to their employees—who are, currently, three women from Syria and three from Burma. Their manager is certified to teach English as a second language.

*"Our company went through the Great Social Enterprise Pitch,"* the project organized by the Lancaster County Community Foundation and ASSETS, Groff says. That's where she learned about becoming certified as a B Corporation, which the company achieved in May 2016.

The B Corporation certification is a project of the B Lab, a global nonprofit that aims to build a community of businesses with shared social and environmental goals and committed to public transparency and accountability. The Stroopie Company is one of nearly 2,000 "B Corp" certified companies worldwide—and one of three in Lancaster County—to complete the rigorous certification process.

*"Our company was established in 2008 to provide meaningful employment to refugee women settling in Lancaster—and to produce a top-notch product and be profitable,"* Groff explains. *"It was interesting to me that for-profit businesses were writing their social mission into their company's mission."*



## FORCE FOR GOOD

According to the B Lab website, B Corps “lead a growing global movement of people using business as a force for good.” The certification process scores a company in a host of areas, including governance, ethics, workers, environment and community. The evaluations are specialized by industry and company size. Companies must score at least 80 out of a possible 200 points to be certified.

That sounded like a “slam dunk” to Peter Barber, who founded Two Dudes Painting Company with Brian McCaskey in 1987 and has become well known in the Lancaster area for his firm’s rapid growth and involvement in the community. In its initial assessment, the firm scored a 50.

*“To see we were that far from meeting the requirements, it was a little humbling,”* he admits. Undeterred, the company made the necessary improvements and became certified in September.

For many companies, necessary short-term improvements are writing policy and documenting practices. Both The Stroopie Company and Two Dudes spent time documenting their operations in ways that aligned with their mission.

Certification *“really demonstrates a holistic approach to how we’re developing our business and it’s a sustainable business*

*model—not just from an environmentally, earthy, crunchy model, but sustainable financially,”* Barber says. *“It does no good to have these great environmentally sustainable business practices if you can’t be financially sustainable.”*

## REDEFINING SUCCESS

The B Lab says B Corps will “redefine success” in business. It aims to provide a framework for businesses *“to measure their social and environmental performance with the same rigor as they measure their financial performance,”* says Jonathan Coleman, director of programs at ASSETS.

For example, the assessment asks manufacturing companies if they monitor and record emissions. But it’s not enough to answer yes. B Lab also wants to know if the company has specific reduction targets and has met them during a specified period of time—or, better, eliminated types of emissions entirely.

On the employee side, the assessment wants to know not only whether a company offers a retirement plan, but whether there is an employer match, how much and even whether it includes a “socially-responsible investing option” for employees.

Some of these areas are *“a little down the road”* for The Stroopie Company, Groff says, *“but it got the wheels turning”* in laying a foundation for what the company looks like in the future. *“We’re still a start-up, so the benefits we’re offering our employees are a meaningful wage and English classes. As we grow, we hope to offer health insurance, employee ownership and other benefits like that.”*

## THE NEXT STEP

There’s also a destination of sorts for companies who become certified—and that’s to become entities known as *Benefit Corporations*.



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**COMMUNITY:  
#IMPACTLANCASTER**

In the United States, a benefit corporation is a type of for-profit company currently authorized in 30 states, including Pennsylvania, and the District of Columbia. The Commonwealth requires state businesses to have a "corporate purpose" of creating public benefit in order to file articles of incorporation or amend existing articles to elect benefit corporation status. So incorporated companies must provide an Annual Benefit Report to shareholders describing its public benefit during the preceding year.



Modo, a web and web application design studio in Lancaster, became a benefit corporation last year. The company, which has national and international clients working to drive social change, earned its B Corp certification in 2010.

"Many of the clients we had were B Lab certified, so we thought, 'we're in great company, they're our clients, we share similar philosophy in how we work,' so we wanted to be B Lab certified as well," recalls Kristine Newswanger, co-founder and managing principal at Modō. "We enjoyed being the first B Corp in Lancaster County and the south-central PA region, and still do believe in the social impact mission."

But Modō made the decision to discontinue certification in favor of reincorporating.

"While the social impact mission is still paramount to us, the certification did not hold more value for us than the Benefit Corporation incorporation," she says, pointing to the significant staff time for their small firm and annual fees associated with maintaining certification status.

Whether it's certification or incorporation, Coleman, of ASSETS, says it's all about "using the power of the private sector and business to transform communities."

"It's not a zero sum game," he says. "A business doesn't thrive unless the community's thriving." **LT**

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**BY ADAM AURAND,**  
Director of Marketing and Public Relations,  
Thaddeus Stevens College of Technology  
Contact Adam at:  
[aurand@stevenscollege.edu](mailto:aurand@stevenscollege.edu)

## My name is Mary Myint.

I was born in Myanmar. I have four siblings. One day, the Burmese army came to my village. The army talked to the chief. The chief called everybody to his house for a meeting. Everybody went to his house. He said that the army needed everyone (boys and girls) who were 19 years or older to do army training. If you didn't want to go, you had to give money - two hundred thousand Burmese dollars (approximately \$2,000 USD). I couldn't give the money. My parents and my husband's parents said that my husband and I needed to go to Malaysia. Malaysia was safe for us.

We left Yangon (our city in Burma) on March 5, 2009. We found a guide. The guide said, "I have a friend. He lives in Malaysia. If you want to go, I can talk to my friend. I also have a friend in Thailand who can help you." We left Yangon to another city (I don't know the name of that city), and then in the evening, we left for another city. Finally, the next evening, we arrived in Thailand. It was a hard trip. We had to cross rivers and some people couldn't swim. We walked a lot in the jungle without shoes. A lot of people got thorns in their feet. We also climbed mountains. From Thailand, we went to Malaysia by bus. If Thailand soldiers saw



us, we could get arrested, so we had to squeeze many, many people in a hole in the bottom of a bus. After that, my legs didn't work anymore. Many people cried.

I lived in Malaysia with my husband for four years. My two children were born in Malaysia. I came to the USA 7/7/2013 through Church World Service. My family was very excited because in the USA, we can go to church and my children can go to school. Rivercorner Mennonite Church helped our family a lot.

In 2015, I met Jonathan and Jennie through a friend. Jonathan said he needed a worker for 3 months because The Stroopie Co. was very busy. Jonathan and Jennie have been very good to me. They are not angry with me when I make mistakes. When my children are sick or if I have an appointment, I can stay home and it's okay. I cannot speak English well and I cannot go to English classes

because of my busy schedule. The Stroopie Co. gives 1/2 hour paid English class every day. The teacher is good and very nice.

Because I work for The Stroopie Co., my husband and I have money to pay bills, buy food, buy clothes for my children, and help our family still in Burma. God has been good to my family; we are very thankful to Him for The Stroopie Company and for everyone who works there. It is a blessing.

## Pursuing B Corporation Certification - Where to Begin...



Jonathon Coleman,  
ASSETS

ASSETS doesn't just hope Lancaster County businesses will pursue B Corporation certification. It's going to start pushing them to.

Founded in 1993, ASSETS offers business training and mentoring for low- and moderate-income individuals in the county as well as microlending and other programs aimed at reducing poverty. The organization sees private

business—led by certified B Corps—as a better avenue to social improvement than traditional charity and government programs.

*"Philanthropy has its limits and the traditional nonprofit world has its limits to solving these social and environmental problems,"* Coleman says, pointing out that Lancaster County residents are perhaps the most generous in Pennsylvania, and yet the city's poverty rate continues to rise.

That's why ASSETS' real goal is to get businesses measuring and improving their social and environmental performance using B Corp certification as a guide.

Measuring these impacts and improving can *"pay off—in lower turnover rates, higher employee commitment and lower utility bills,"* Coleman says. *"If businesses are focusing on improving social and environmental performance, those things pay off financially as well."*

ASSETS, 100 South Queen Street, Lancaster, can be reached at 717.393.6098 or [info@assetspa.org](mailto:info@assetspa.org).

To solve the issues facing Lancaster County it requires business and community leaders at the table sharing ideas, discussing opportunities and finding solutions. This article demonstrates how business professionals and community members collaboratively leveraged their assets to solve a problem affecting our local community. While this solution helped address the immediate problem, it's also having lasting effects that will help both our future workforce and our quality of life prosper.



# GOOD MORNING

Imagine, for a moment, the desperation of a parent who is forced to leave her young child unsupervised in the school yard in the early hours before the building opens so she can get to work on time. Then consider the struggle it is to remain focused and productive at work knowing she had to put her child's safety at great risk. She could be your employee or co-worker, or perhaps you find yourself facing this daily dilemma.

### A HARSH REALITY

According to former Fulton Elementary School Principal, Dr. Jill Martin, "[Parents] share their stories in tears with me at the beginning of the year - mom has to be at work at 7 a.m. No one is at home. She can't afford the other child care options. The concern and anxiety about how to be sure their child safely arrives at school is overwhelming."

Many Lancaster County families face this challenge - insufficient finances and other unfortunate circumstances force them to make hard decisions. While some families may qualify for assistance to help cover child care costs, many families in our community make just enough money to disqualify them for social services yet not enough to pay for necessities like child care. The demand for quality, affordable child care in Lancaster County far exceeds the





# from Orange Street

supply, and when coupled with the national shortage of qualified early childhood educators and families spending an average of 1/3 of their household expenses on child care, it's no surprise that children can sit on waiting lists to be enrolled in affordable programs for months or even years, if they get in at all.

According to the 2016 Prosperity Indicators Report, an initiative that measures the level of prosperity we are experiencing in Lancaster County and in what areas we could improve, research indicates that children who cannot read at their grade level by the time they reach third grade are more likely than their peers to drop out of school later in life. Readily available, quality, affordable child care opens up more doors for pre-kindergarten and elementary school students to succeed in school and beyond, which has far-reaching effects on their future employment and overall quality of life. In other words, since we do not have adequate child care options for those in our community who need it most, we are putting the future of our neighborhoods, our businesses and our economy at great risk.

The good news is grassroots efforts are beginning to transform this bleak picture into one of hope, opportunity and relief.

## THE MAKING OF MORNINGS ON ORANGE STREET

In 2006, former Fulton Elementary School principal Matt Stemm approached Covenant United Methodist Church, located across the street from the school, and asked if they would provide before-school child care at no cost to families who were forced to drop their children off at school before the building opened. In October of 2007, Covenant United Methodist Church entered into a partnership with Community Mennonite Church of Lancaster, just half a block away, and launched Mornings on Orange Street (MOOS).

The goal of the program is simple - provide a safe, fun and nurturing place for students in the morning before school. How does MOOS accomplish this goal? With a relaxed yet engaging schedule of activities designed to help students start their days off well. The mornings kick off at seven o'clock with the activity of the day, which may include journaling, arts and crafts or enjoying a special guest speaker. The calendar also includes theme parties, fitness, computer time, games and more. At 8:30, MOOS staff escort the children to the school.

Thanks to the creativity and nimbleness of MOOS program



director Amber Rieger and her dedicated volunteers, the Churches are able to provide maximum impact on a small budget. Volunteers bring their creativity and expertise to the program. For example, one volunteer is a computer programmer, and when he discovered that some of the students were interested in computers, he began teaching them basic coding. Generous donations from the community help keep the program running.

And the benefits of the program to the students extend far beyond education. *"I see the most change in students who are here for several years. It's neat to see their character and confidence develop even with little things like journaling day - some of the kids were timid about sharing their journals with the group at first, then as time went on, they became more like actors on stage when they were reading their journals,"* Rieger said with a laugh.

*"Two of our students are English language learners,"* added MOOS board member Rachel Eck. *"It's neat to see them learn new words and see the other students support them. Some of our kids even asked me how to say, 'I want to be your friend,' to our English language learners."*

For the parents and guardians of the students enrolled in MOOS, the program is often referred to as a blessing. One parent commented, *"I have to be at work at 4 a.m., and my husband has to be at work early, so if we didn't have this program, we would have to rearrange our entire schedules. I don't know how we would do it."*

*"One mom said she has talked about our program at work, and other parents have said, 'Man, when can we get a program like that?'"* Rieger noted.

The benefit to the school is also significant, as they now have a reliable, quality resource for families who need it.

*"We can see from the number of families who have kept their children in MOOS for year upon year that this program is a valued part of their daily family life,"* said Dr. Martin. *"Students come to school from MOOS ready to learn and chatting happily about their morning. They sit together in the cafeteria when they arrive, and they interact as a family would - sharing about their lives, asking about each other's days and generally looking out for each other. These relationships would not exist to this depth without the bonds created at MOOS each day."*

To learn more about what makes the MOOS program so successful or to find out how you can get involved in MOOS, contact Amber Rieger at [thomaar05@gmail.com](mailto:thomaar05@gmail.com). **LT**



### WANT TO START A BEFORE-SCHOOL PROGRAM IN YOUR NEIGHBORHOOD?

Rieger and Eck have the following advice to offer:

1. Establish a strong support network, including financial support and a committed, quality volunteer base.
2. Strive for a high ratio of volunteers to students in your program, which will help maintain order and ensure students are productively engaged.
3. Maximize your budget:
  - Inventory the supplies that you have and be creative with those things.
  - Teach students to use resources wisely. This is an important life skill and will also help to control waste.
  - Keep it simple. For example, Rieger used to purchase cereal bars for her students, but discovered that purchasing large bags of cereal and giving it to the students in cups reduced costs and lasted longer, while still providing a good snack.
  - Get creative about securing donations from key stakeholders. Last year, MOOS set up a Christmas tree with tags on it that listed items needed for the program. Church members could purchase items on those tags to donate to MOOS. The Churches also print the MOOS newsletter for a reasonable cost, helping to reduce printing charges.

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



**BY AUDREY FISKE-ESBENSHADE,**  
*Communications Manager,  
Lancaster Chamber*  
Contact Audrey at  
[afiskeeshade@lcci.com](mailto:afiskeeshade@lcci.com)

Does reading about how local organizations have successfully partnered to solve a serious community problem inspire you to make a bigger difference in Lancaster County?

If you answered yes, then join with the 29 teams from across Lancaster County who are already making a positive impact in our community, and **take the 2017 #IMPACTLANCASTER Challenge!**

**HERE'S HOW IT WORKS:**

**Step 1:** Form a team of two or more organizations, including at least one for-profit business. Then identify a business and/or community-building solution or opportunity for your team project. **Submit your proposal by February 24** to [impactlancaster@lcci.com](mailto:impactlancaster@lcci.com).

**Step 2:** Launch the project! It must be completed by November 3. Along the way, your team will have the opportunity to earn points towards three \$100 cash incentives that will be awarded throughout the Challenge for things like posting regularly about your progress to social media and having a successful check-in with our panel of judges.

**Step 3:** Submit detailed project stories to [impactlancaster@lcci.com](mailto:impactlancaster@lcci.com) by November 3. A panel of judges will select three prize-winning teams who will receive cash and recognition for their projects in Chamber publications.

**PRIZES:** Third Prize: \$500  
Second Prize: \$750  
Grand Prize: \$1,000

Interested in participating as a team? Visit [lancasterchamber.com/impactlancaster](http://lancasterchamber.com/impactlancaster) to learn more, and check out #IMPACTLANCASTER on Facebook, Twitter and Instagram for ideas and inspiration for your team project!

*Please see p54 to check out the projects from our 2016 #IMPACTLANCASTER Challenge*

# Bigger challenge. Bigger impact. Better Community! #IMPACTLANCASTER 2017



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This article highlights and supports the work that's being done in the community to satisfy the Health & Safety dimensions of our Prosperity Indicators.

# Heroin: A Silent Threat to Business and Community

**Heroin and other opioids contributed to more than 100 drug-overdose deaths last year in Lancaster County. More people died here in overdoses than from murders and vehicle crashes *combined*.**

## THE PROBLEM

The opioid epidemic's impact on local commerce and public safety, while not as easily quantified, is detrimental for certain.

Countless crimes, many serious, are rooted to the still-escalating scourge that has resulted in more drug abusers also becoming street dealers and heroin prices at all-time lows locally.

That presents a harrowing scenario and uphill battle going forward for law-enforcers, medical professionals, community leaders - and business owners.

Impact on an abuser and his/her family and social circles are fairly obvious. But the economic intrusion is also far-reaching.

For a small restaurant business in the East Petersburg area, the impact was devastating.

Last year, an employee dealing with addiction issues

intentionally left a door unlocked after closing time. His friend, also addicted to opioids, burglarized the restaurant, stealing thousands of dollars and causing thousands of dollars more in damages.

The restaurant, left in financial hardship, was closed within six months.

That is a direct-impact example, and the epidemic presents other threats to tourism and recreation.

No one wants to visit an area where they feel unsafe.

No one wants to visit a town or city where drug use is visible in alleys and behind buildings.

In addition to the impact on our economy and safety of our businesses, drug addiction can have a significant impact on private health insurance. According to a report by Fair Health, published in August 2016 on CNBC, "Opioid-related insurance claims rose more than 3,000 percent 2007 to 2014," the number of private health



## COMMUNITY: BUSINESS & COMMUNITY INITIATIVES

insurance claims related to opioid dependence diagnosis soared by 3,204 percent from 2007 to 2014.

The current escalation in drug users and heroin availability makes these potential realities in our county.

### HOW IT STARTS

Drugs are at the root of so many crimes in Lancaster County.

“Drug-related” crimes are not just drug-dealing or possession charges. Most property crimes (i.e. burglaries), store robberies, and purse-snatchings here involve a drug motive. They are drug-related crimes, make no mistake, and they make up the majority of felony and misdemeanor offenses in the county.

Several criminal defendants charged in the past year or two for sprees of armed robberies at local stores told police they did it to get money for their addiction.

A young man in Lancaster County Court last month burglarized several homes and broke into vehicles, stealing several guns which are likely now illegally possessed on the streets.



While standing for sentencing, he pointed to heroin addiction as his motive.

For many who engage in criminal behavior, the spiral to theft and robbery started with a legal prescription, when they were law-abiding members of society.

It has been well-documented that abuse of prescription medications - i.e. painkillers and other

opioids - can lead to heroin abuse.

The powerful painkillers in a pill bottle are just too difficult to put down. When the prescription runs out, the user will seek more prescriptions. If that fails, it is on to street drugs, primarily heroin, which is currently a cheaper alternative.

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And the spiral continues.

But it is rare when an offender's first crime is of extreme violence, and that is where policing and the criminal-justice system plays an important part.

An offender's plight often involves an escalation of behavior. A drug user who begins by stealing mom or dad's cash and jewelry can become the masked robber with gun in hand.

It happens. Local police and prosecutors are focused on intervening before a path turns from petty theft to strong-arm robbery.

From a law-enforcement perspective, investigators in Lancaster County are devoting more time and resources than ever to combat opioid-dealing, specifically to trim the number of dealers and minimize the heroin that crosses our county borders, primarily from Philadelphia, New York, and Wilmington, Del.

The Lancaster County Drug Task Force, a division of detectives who use informants and surveillance tactics, estimated about 60 percent of their investigative work and drug seizures involve heroin and opioids.

The scourge has hit hard and fast.

### THE EPIDEMIC

Eight percent of Lancaster Emergency Medical Services dispatches last year were for opioid-related incidents - a three-percent climb from 2015. (Lancaster EMS covers all or parts of at least 25 municipalities in Lancaster County, including Lancaster city.)

The rate of Drug Task Force felony drug arrests involving opioids has more than quadrupled since 2010.

Last year in Lancaster County, the Drug Task Force seized 1,200 grams - or 40,000 doses - of heroin.

The Drug Task Force targets larger-scale dealers and trafficking operations across the county. Lancaster City Police's Selective Enforcement Unit targets dealers within city limits. Both teams have full plates.

Something else for business owners to be aware of: Lancaster City Council recently passed an ordinance, being enforced by police, which outlines where pan-handlers cannot loiter - close to banks or ATMs, cafes, private properties, and public transportation stations.

It would be unfair to characterize all pan-handlers, but many have substance-abuse issues.

Moving forward, a larger scale downshift in the number of individuals using opioids must be a societal change implemented within the household. Lancaster County, and the country at whole, cannot arrest its way out of this epidemic.

Drug dealers charged and incarcerated will be replaced.

Drug abusers who are arrested or check into in-patient treatment facilities, upon release, are targeted by dealers who previously sold to them because predatory dealers work to keep their customers in line with supply, which is abundant.

Police will continue to protect and serve. Prosecutors will

## How Can Business Owners Get Involved?

- Promote community events
- Direct patrons to neighborhood resources
- Know your employees
- Advertise outreach/prevention efforts
- Host or help finance a community event

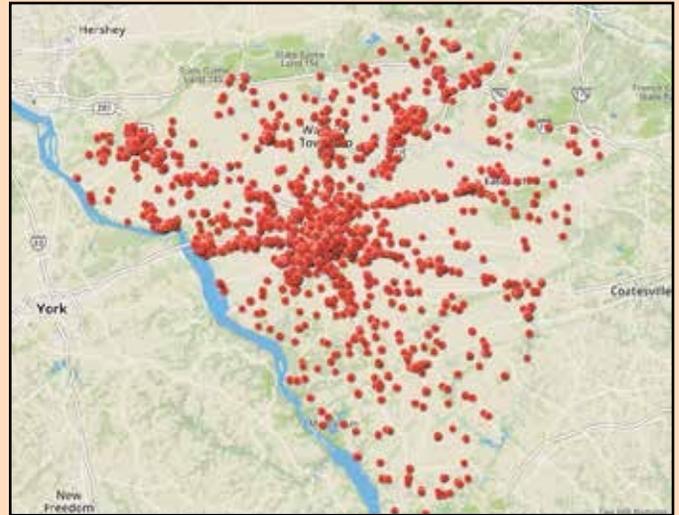
## Did you know?

### FATAL OVERDOSES IN PA.

- 1979: 134
- 2015: 3,383

### LANCASTER COUNTY DRUG TASK FORCE OPIOID-INVOLVED FELONY CASELOAD

- 2006-10: 13%
- 2016: 59%



Map represents overdose responses in Lancaster County. (Data thru November 2016)

litigate vigorously and with diligence. Treatment facilities will do all they can despite limited means.

But business owners and their staff can join the fight so that never happens.

### WHAT THE BUSINESS COMMUNITY CAN DO

The law-enforcement community urges business owners to promote local events aimed at halting the epidemic - and there are plenty around - to their patrons. Awareness and education is essential in stopping potential drug abusers before they start.

Become involved in those community events. Offering financial resources, a location for the event, or input on planning goes a long way in reaching a target audience.

Advise your employees and customers of resources, i.e. nearby prescription pill disposal boxes, which are located at many police stations in the county.

Business owners have a part to play as well, for it will take a unified approach for sweeping change to become visible. **LT**

(Just a note: "last year" does refer to 2016)



**BY CRAIG STEDMAN,**  
*Lancaster County District Attorney*  
Contact Craig at  
stedmanc@co.lancaster.pa.us

## Lancaster Chamber's Prosperity Indicator Community Conversation - HEROIN

**February 24 from 9 to 10:30 a.m.**  
**at PA College of Health Sciences, 850 Greenfield Road**

*Featuring Lancaster County District Attorney Craig Stedman; Chief of Police Don Bowers, New Holland Police; Chuck Mazitti, Mazitti & Sullivan*

To solve the issues facing Lancaster County it requires business and community leaders at the table sharing ideas, discussing opportunities and finding solutions. The Prosperity Indicator Community Conversations are helping to get those conversations started - focusing on broad issues that impact both the business and broader communities.

During our inaugural program, we are focusing on the heroin and opioid epidemic that is crippling Lancaster County and our region. We will start with a national and regional assessment on this crisis and then localize the issue and its impact. Our local experts will share how business can play a role in combating this crisis, the impact heroin is having on the community and signs employers can look for, potential treatments options and more.

Launched in November 2011, the Chamber, in partnership with local organizations, unveiled Prosperity Indicators to measure and monitor on an annual basis the level of prosperity we are experiencing in Lancaster County and in what areas we need to improve.

**(See p32 to register)**

# community Conversation

## COMPROMISE – A Sign of Strength OR Weakness?



Dr. Peter Teague,  
President of Lancaster  
Bible College

*"I believe one of the biggest hurdles to compromise is our insatiable desire to be right. Some philosophers posture it as rooted in our desire to be our own god. It's not enough to express our opinions in an articulate and civil manner - we have to win. So much more can happen in public square dialog if we are open to compromise. It's a mindset,"* stated President of Lancaster Bible College, Dr. Peter Teague.

In business and politics, compromise is often viewed as a sign of weakness. Whether it's having to compromise on a large merger that could have lasting impact, a piece of legislation or on an internal work issue, why is it so difficult in today's environment to embrace compromise and leverage those partnerships and relationships for the betterment of the whole? Truth is, often we have more in common than not, but we get caught up in our different viewpoints.

In this edition of *Thriving!* we are shining the spotlight on compromise and taking a deeper look at this leadership practice. When leaders embrace the concept of compromise and assess each situation individually and

critically, *"it adds to the collective good of the whole,"* stated Representative Bryan Cutler.

To help get the conversation started, three local leaders shared their perspectives and insights on compromise and lessons learned.

### **FACING COMPROMISE HEAD ON**

According to Dr. Teague, when Lancaster Bible College was going through the acquisition phase of its academic program of a peer institution, there were many moments where the amount of change was evident, and unsettling. This dialog literally took four years and while at the time there were moments of uncertainty as to the wisdom of that course, the reality is that today it is a thriving division of the institution with hundreds of adult students enrolled. *"If being right was our goal we wouldn't have stayed at the table. There was a bigger picture to drive process,"* stated Dr. Teague.

*"In my profession, there are extra layers to compromise than in the business world,"* stated Representative Cutler. *"Politics can hinder compromise, however, it can also help at times. With more people watching political leaders, compromise can happen quicker."* Such was the case when Representative Cutler co-authored House Bill 1190



Representative  
Bryan Cutler

with Democratic Representative Pamela Delissio. Both legislators, representing differing parties, created a bill that would eliminate redundant hospital accreditation procedures. Hospitals that met national licensing requirements would no longer have to repeat the process for state-level accreditation, saving hospitals time and money.

A bill that failed to be passed for 30 years, Representatives Cutler and Delissio “...started big with the end goal in mind and then distilled it down,” commented Representative Cutler. “We assessed the desired solution and selected bipartisan supporters, then convened stakeholders to learn about their needs and potential impact of the legislation, and then focused on the end goal which was to streamline the licensing process.”

## LESSONS LEARNED ALONG THE WAY

*“A surprising lesson is that you can go further to meet people in compromise than you think you can,”* stated Dr. Teague. *“The world doesn’t end. In fact, I’ve found the long-view objectives can actually be advanced with this approach. But in the process [mentioned previously] we had to be disciplined enough to keep our emotions in check and not let being right become the ultimate win.”*

As Dr. Teague shared, through compromise “hundreds of adult students are enrolled in the program.” Many of these students are also part of our local workforce, getting the skills and knowledge needed to play an even greater role in their workplace and community, and because of this program and focusing on the end goal, the individual, College and workforce won.

Representative Cutler learned that you need to be willing to understand the other side and seek it out - being proactive; communicate and be transparent; give and take and be willing to sit down and be honest; and think through all of the scenarios before reacting.

As a result of political compromise, Representatives Cutler and Delissio helped save on resources, improved the quality of patient care and updated government.



### “Out of adjusting to change comes success.”

~Representative Bryan Cutler



Jennifer Craighead, Esq., partner, Barley Snyder, LLP

Jennifer Craighead, Esq., partner, Barley Snyder, LLP, has spent 23 years counseling businesses on employment conflict and found that “...companies are surprised at the lessons that can be learned through compromising workplace disputes.”

Workplace conflict may arise from differing work styles, goals, or values, among other sources. Strong leaders recognize the value in resolving conflicts among teams before they escalate. Ideally,

this effort requires a direct approach that identifies the conflicts among work teams, sets ground rules and seeks to establish consensus. Indeed, criticism, when channeled constructively, can lead to new ideas or approaches.

### COMPROMISING YOUR CORE VALUES

So what should you do when you’re presented with an unexpected situation that may test or compromise your core values, but the overall outcome could have a larger impact on the community or business sector?

Craighead recommends seeking legal counsel. “When an unexpected situation arises in the workplace, legal counsel can assist the company in working through a strategy that respects the core values of the company. Strong leaders understand the value of compromise and that there are many ways to structure a compromise without undermining corporate integrity and also benefitting the greater good.”

Dr. Teague states that, “We need to remember that decisions are made around large tables of multiple interests with lots of bright people from varying personal experiences. Pushing away from that table assures one thing - our perspective will never be heard and as a result has no ability to shape a decision. However, that approach can be accomplished without compromising core values. There is an important distinction between reasoned compromise, which keeps a seat at the decision table, and blind appeasement, which is nothing more than hoping for the best.”



## CHANGING OUR MINDSET

As Dr. Teague, Representative Cutler and Jennifer Craighead can attest, changing your mindset and embracing compromise can have far reaching and lasting impacts on your business and our community. How are you embracing compromise? What can business and community leaders do to change their mindset and view compromise as a sign of strength? **LT**



**BY ALLISON BUCHER,**  
*Communications Director,*  
*Lancaster Chamber*  
 Contact Allison at [abucher@lcci.com](mailto:abucher@lcci.com)

## SHARE YOUR PERSPECTIVES WITH US!

To continue the conversation, contact us at [thriving@lcci.com](mailto:thriving@lcci.com) or share your thoughts on the Chamber's facebook page at "The Lancaster Chamber of Commerce & Industry."



## TIPS FOR SUCCESSFULLY COMPROMISING TO ADVANCE AN INITIATIVE

- Strive to understand the other side and seek it out - be proactive
- Communicate and be transparent
- Give and take
- Be respectful and listen
- Recognize that it's okay to lose the battle to win the war
- Focus on the end goal
- Think through each scenario before reacting



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# 2016 IMPACTLANCASTER Challenge

**Art of Recycle** in Ephrata is making a difference in the lives of local students, teachers and non-profit agencies and their clients by collecting and distributing free art supplies as part of their #IMPACTLANCASTER project - "Art is a Necessity."



**The Hand's Woods Restoration Team**, made of up students, parents and educators from Hand Middle School, as well as representatives from Thaddeus Stevens College of Technology, the Sierra Club and the Lancaster County Conservancy, are working together to restore Hand's Woods in Lancaster's southeast community, while also helping provide career-readiness, STEM education and character-building opportunities for the Hand Middle School students.



For their #IMPACTLANCASTER project, **Friendship Community's Meaningful Day Academy** is providing meaningful employment opportunities for members of the community who have disabilities.



The **LNP Volunteer Corps** #IMPACTLANCASTER projects includes several community-building initiatives, such as creating little free libraries for neighborhoods in Lancaster.





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# Love in the Workplace: Couples Who Work Together

**Love is in the air.** Cupid is shooting his arrow, and couples everywhere are celebrating their love, admiration and appreciation for one another. In honor of Valentine's Day, I took to the streets and asked couples who work together, "What is one thing you love about working with your spouse?" They also provided a few tips to ensure a successful working relationship with a spouse or partner. Check out how these local business owners are able to balance their personal and professional relationships.



## Gary & Susan Griffith, Painting with a Twist

*"I love seeing my wife in an environment where she can thrive; a place where she can use her gifts and bless others."*

**[Tip]** Make sure you make time and space for each other apart from work. Don't let it consume you 24/7.



## Gaylord & Nadine Poling, Tiger's Eye

*"Working together means that our evenings and weekends are truly ours. We do not need to update our spouse on the specifics of 'what happened at work today' but we talk about the 'bigger' events of the day - what is selling, our great customers, etc. We can also honestly spend time relaxing and talking about upcoming events, dreams, etc. We NEVER stop communicating."*

**[Tip]** We each have our own talents which equate to individual roles in the shop. Although we totally support one another, we also work independently and respect each other's space.



**Mary & Tad Renner,  
The Digital Workshop**

*"No one cares about building your business as much as you do, except another person who has as much at risk with the same goals and vision for the future."*

**[Tip]** Have clearly defined roles within the company; don't assume your spouse knows what you're thinking about by osmosis or proximity; respect the other's space when they need it; most importantly, make each other laugh every chance you get!



**John & Karen Kieffer,  
AdvantaClean of Lancaster**

*"As partners, the decisions we make are for the good of both our personal and professional goals."*

**[Tip]** The best tip I can give to working couples is to divide and conquer. We each have different strengths, so we divide the work responsibilities based on our strengths. That division of tasks along with constant communication makes us a strong team.



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**Jeff & Emily Mitchell,  
Lancaster Cupcake**

Emily: "Jeff is a constant advocate and my biggest supporter. Whenever we have new ideas or projects to get done he is always the first to jump into action. I can always count on him, even if he is 'off the clock.'"

Jeff: "I love that I can support her dreams. In that, I get to use my talents, education and be who God created me to be and take her dreams on as my own dreams. It just brings us closer every day to be running towards the same destination."

**[Tip]** Encouraging one another. Always be supportive of one another by understanding the differences and individual talents you both possess. When you do argue, make up and move on.



**BY ALLISON BUCHER,**  
Communications Director,  
Lancaster Chamber  
Contact Allison at [abucher@lcci.com](mailto:abucher@lcci.com)



**Kyle and Rachel Kline,  
John Kline Septic Services**

"We love that we get to see each other a lot. It's also fun because Kyle gets to see our daughters whenever I'm in the office. (Since they are 19 months and 6 weeks old they pretty much go wherever I go!) I personally love that I get to see what my hubby does at work - driving the trucks, handling clients, crunching numbers. It's really rewarding to see each other succeed and to work with each other in an environment that's different than taking care of the kids, managing housework, etc. I think that when you work together you have a new respect for what your spouse does each day."

**[Tip]** Make sure you keep your work life and personal life separate. We talk to each other about work sometimes but we try to use our time at home together to focus on each other and our family. If Kyle forgets to ask me about marketing stuff when I'm in the office I'll ask him to wait and put it in an email for me because if it's not in writing it often gets forgotten.

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# How do you anticipate the business climate for your business being in the next six months?

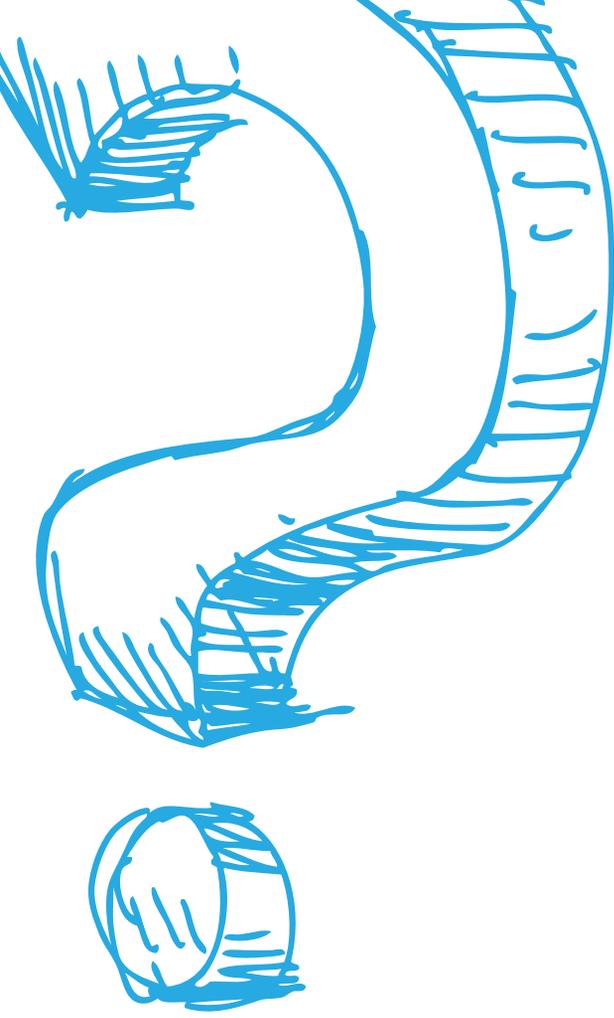
Share with us how you anticipate the business climate for your business being in the next six months at [thriving@lcci.com](mailto:thriving@lcci.com), post to the Chamber's social media channels - **Facebook: The Lancaster Chamber of Commerce & Industry** or **Twitter: Lanc\_Chamber** using **#LCCIThriving** or **take the survey found in the digital edition of Thriving!**.

In the next six months, do you see the business climate for your business:

- A. Improving
- B. Declining
- C. About the Same
- D. Not Sure



What factors do you feel will most contribute to it improving or declining?



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A WORD FROM **YOUR CHAMBER**  
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# Lancaster Chamber

People | Business | Community



**BY TOM BALDRIGE, C.C.E.,**  
*President & CEO*  
*Lancaster Chamber*  
 Contact Tom at [tbaldrige@lcci.com](mailto:tbaldrige@lcci.com)

# OPEN TO ALL

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## As many of you may be aware, the Chamber has been on a journey.

To some, the journey has been over the past few years as we've taken apart our business model and assessed ways to strengthen our value.



In reality, however, our journey has been going on for decades, dating back to July 22, 1872 when a group of downtown Lancaster business owners got together in the Cooper Hotel at 35 East King Street to discuss how they could work together to get the City's roads paved.

The meeting was based on the premise that by working together they could get something done that they couldn't do by themselves. The meeting marked the birth of the Lancaster Chamber.

Over the decades, the premise of getting something done together that you couldn't do yourself provided the unique value of the Chamber. And, it emboldened successive decades of business people to leverage the power of the private sector for the betterment of Lancaster County. After achieving some success with the roads, attention shifted to other significant projects aimed at improving the business climate and overall quality of life in Lancaster County. Projects like building schools, advocating for water and sewer infrastructure, mobilizing around the War effort, leading the charge for a local airport and helping to launch local organizations such as the Lancaster County Community Foundation, the Economic Development Company of Lancaster County, Discover Lancaster, Leadership Lancaster and the Urban League. Again, all of these initiatives



*Cooper Hotel, 35 East King Street  
 (Photo courtesy of Lancasterhistory.org)*



*33 West Orange Street*



# Welcome

## TO THE ORRSTOWN TEAM

The union with Orrstown and the addition of their trust expertise will enable us to better serve our current and prospective clients for many years to come and I am excited about this next step in Wheatland's evolution.

**RICHARD HEILIG**  
Managing Director  
Wheatland Advisors, Inc.

## WHEATLAND ADVISORS, INC.

A Subsidiary of Orrstown Financial Services, Inc.

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100 South Queen Street



THE LANCASTER  
**CHAMBER**  
OF COMMERCE & INDUSTRY

were based on the premise that by working together we can make a difference.

In the 1970s, chambers across the country - including the Lancaster Chamber - started to evolve beyond the basic premise of their founding and into other areas: professional development and training; networking; events; etc. Over time, these services became viewed as the "value" of chamber membership and, as such, gradually diminished the unique impact and opportunity of leveraging the private sector to get something done. In other words, we evolved in to an organization that prioritized "getting something done" to one that prioritized "getting something from" and it served us and our community well for decades.

But, to state the obvious, times have changed since the '70s. We gather differently, we "join" less (think civic clubs, country clubs, churches, etc.), we access information from countless sources and we seek customization wherever possible (as opposed to a one-size-fits-all model).

It is these changes, and more, that have led us to think differently about the unique value of the Chamber. And, it is these changes, and more, that form the basis of our new platform.

In simplest terms, we're creating **two unique business units**: **1. Business Services** - an entity open to all companies and workers in Lancaster County (no "barrier" of traditional membership); and **2. Community Impact** - an entity seeking investments from companies to ensure we're doing all we can to leverage the collective impact of the private sector. The two units will have separate budgets, dedicated staff and unique measurements to ensure both their success and, as importantly, their accountability to you.

## BUSINESS SERVICES UNIT

Our Business Services unit will offer a robust offering of professional development and training (identified as the number one barrier to success among our local business community); advance partnerships with local colleges and universities; offers Mixers and other networking events to connect ALL Lancaster County businesses; and provide value-added products and services to help your bottom-line. It's a pay for service a la carte model, with no requirements or distinction of "membership" as you know it.

## COMMUNITY IMPACT UNIT

Our Community Impact unit will dedicate itself to our founding premise: leveraging the private sector to create a better Lancaster. This unit will be seeking "investors," or people and companies that believe in the power of the private sector. With your financial support, we will engage the business community to address issues that are fundamental to our County's overall success: health care; insurance costs; taxes; regulations; transportation and infrastructure; workforce; housing; and the list goes on. In other words, there is no shortage of opportunity for the business community to be plugged in to how we advance our community.

We invite you to contact the Chamber to learn more about how we are positioned to help you, your company and our community. Whether it be taking full advantage of our Business Services or supporting our Community Impact efforts through your investment, we are committed to connecting with all businesses. *We hope to hear from you!* LT



## Lancaster Chamber

People | Business | Community

For more details on how to engage with the community impact and/or business services units, call **717.397.3531** or email us at [invest@lancasterchamber.com](mailto:invest@lancasterchamber.com).

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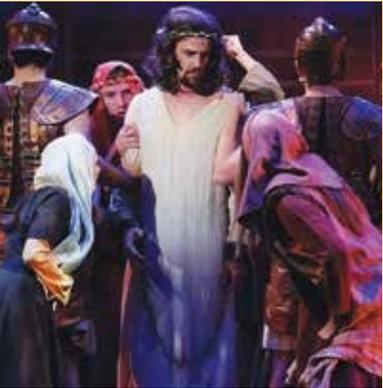
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Savor each bite of the menu.  
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