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Progress

MEETING CHALLENGES MOVING FORWARD

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This 2022 edition of *Lancaster County Progress* looks at how we, as a community, are finding ways to meet challenges, whether it's COVID-19, a lack of diversity in medicine, substance abuse or watershed pollution.

You'll meet entrepreneurs who used economic adversity as an opportunity to change careers, a CEO who's developing innovative ways to help struggling farmers, a business whose technology has far-reaching benefits for the environment, and a developer whose miniature satellite recently hitched a ride aboard SpaceX. You'll also read about the latest plans to expand housing in the city and health care throughout the county.

Enjoy this look at how Lancaster County is making progress and moving forward.

Content Editor: Margaret Gates

Cover Artist: Angel Luciano

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Cover photos: From top, Blaine Shahan and Suzette Wenger



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COMMUNITY



BLAINE SHAHAN | STAFF PHOTOGRAPHER



GETTY IMAGES

Rec-Cap program helps those seeking sobriety return to a life without substance abuse

MIKE ANDRELCZYK
MANDRELCZYK@LNPNEWS.COM

The word reentry implies a transition. And whether it's a rocket returning to the earth's atmosphere, someone rejoining an organization or a person coming back to a place they've left, there's a process involved.

For the Donegal Substance Abuse Alliance — the Mount Joy-based addiction support organization — reentry means the process of attaining sobriety and returning to one's life before substance use.

The alliance was awarded a grant in July 2021 from the Pennsylvania Commission of Crime and Delinquency for \$75,000 annually to implement the Rec-Cap program. The program, a guided multifaceted approach to recovery, was initially set to be introduced in the Lancaster County Prison, but COVID-19 restrictions have put that aspect of it

on hold. The program operates from the Mount Joy facility as well as an office in the Adult Probation and Parole building on King Street in Lancaster.

"Reentry can mean a lot of different things," said Scott Theurer, a member of Lancaster County Recovery Alliance and consultant with the Donegal Substance Abuse Alliance. "Yes, it can be people leaving the prison, but it can also be people leaving a recovery house and trying to get back into the community at large. It could be people in probation that are trying to rebuild."

'Tools in the tool bag'

The Rec-Cap program stands for Recovery Capital. Its focus is to provide those seeking sobriety with a peer support specialist to help them stay on track and meet their goals. Peer support specialists also share

resources from groups the alliance is partnering with, such as PA Career Link Lancaster County, Lancaster Works, Tenfold and the United Way of Lancaster County.

"Recovery capital is the stuff that helps people remain stable in recovery," Theurer said. "So, if you look at it as tools in the tool bag, it's things like a job, education, overall physical, mental, spiritual health, satisfying legal obligations, family relations, but most importantly it's what they call human capital which is your ability to deal with life on life's terms. It's coping skills. Just being effective with dealing with life — only you're doing it sober, so you have to relearn how to do that."

The program, which has 37 current participants, helps people in their recovery journey with one-on-one peer support, family support and a digital application that helps track progress and can even recommend

the nearest recovery meeting using its GPS function.

The recovery process is often associated with support group meetings such as Alcoholics Anonymous or Narcotics Anonymous. And while those groups obviously can play a big part in recovery, Theurer stressed that each person's recovery journey is different and an individual approach can be useful.

"Approaches need to be diverse and flexible. It's essential. If you try to cookie-cutter your way through recovery, I think it leaves you more vulnerable than successful," he said.

Theurer said the group is open to anyone serious about recovery, but they are targeting vulnerable groups who are at a higher risk of overdosing or relapsing.

"Not everybody is initially successful in early recovery," Theurer said. "It can be very difficult at times

Recovery

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and a lot of times when you relapse you get disqualified from a lot of the programs. You can get thrown out of your outpatient provider or you can get thrown out of your recovery house for using. So this program is really trying to close those gaps and trying to keep folks that experience that stuff moving forward so it doesn't get worse."

Della Hewitt, of Lancaster Township, is one person interested in participating in the Rec-Cap program, and said she is talking to representatives at the Donegal Substance Abuse Alliance to get involved. Hewitt said she's struggled for decades with substance use and lost her father and her son to issues related to substance use.

"I've been an addict for at least 30 years. I've overdosed seven times. It's destroyed my life. I keep trying to get on the right path," Hewitt said. "After my son died, a part of me died with him. I'm working on getting some grief counseling now."

Hewitt said she is now six months sober. She said one of her goals is to someday be able to speak to junior high kids about her experiences with substance use.

"I've wanted to do that since my son died, but I never had enough clean time to even pursue that," Hewitt said. "I think I have my life on the right path this time."

A bridge from prison

The Rec-Cap program is designed to benefit people like Hewitt who are working on their recovery, but the program will be essential for people battling substance use disorder who are being released from the Lancaster County Prison.

That's an aspect of the program that Theurer is particularly excited about starting once COVID-19 restrictions make it possible. Theurer said the plan is for specialists to go into the prison and connect with candidates and work with them as

they approach their release date.

"When they're released we will literally meet them when they come out of the door on their release date," Theurer said. "If you want to go get a job, you've got probation requirements, you have legal requirements, you want to take a shot at trying to get some career enhancement — it's hard to do all that stuff when you can barely get out of bed in the morning because you're dealing with anxiety and depression you don't understand. That's why peer support is so effective."

Joe Shiffer, the deputy warden of inmate services at Lancaster County Prison, is excited about the bridge the Rec-Cap program could provide.

"When they leave the institution, they're faced with a lot of choices and a lot of pressures. You want to separate yourself from the old people, places and things and some of them can't for whatever reason and it's a challenge for them," Shiffer said. "These folks have to make a decision hundreds and hundreds of times not to use again ... So to have that support in the community is a tremendous opportunity."

As someone working in the prison, Shiffer sees firsthand the toll that substance use disorder takes on the community.

"It is a crisis, I believe strongly. It destroys their lives, their families, their children, their friends — there's nothing good about it. That's why we work so hard to put these programs in place."

Even for people that have put together some sober time while in prison, staying sober after reentry can be difficult, Theurer said.

"The initial space of time can be very difficult and I think people are often caught off guard and are surprised by how difficult it is," Theurer said. "Your body is healing, your brain is healing and that can be a significant barrier if the right support isn't in place. It can feel very strange."

● If you or someone you know wants to get involved with the DSAA Rec-Cap program, call 717-492-4596 or email dsasquared@gmail.com.



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VINNY TENNIS | STAFF PHOTOGRAPHER

Technology specialist Jeff Ehly prepares for an Eastern Lancaster County School Board meeting using Zoom at Garden Spot High School in New Holland.

THE LASTING POWER OF LIVESTREAMING

CAROLE DECK
FOR LNP | LANCASTERONLINE

County churches, schools and local government all faced the same challenge when Gov. Tom Wolf shut down all non-life-sustaining businesses in March 2020 due to COVID-19. How would they connect with congregants, parents and residents if in-person contact was no longer permitted?

Welcome livestreaming. The technology of streaming — live or recorded images — delivered to computers and mobile devices via the internet in real time wasn't new, but was an advanced concept for most.

When the pandemic shut things down, this technology took on new life for houses of worship, municipalities and educational institutions. And it looks like it's here to stay.

Staying connected

For the Rev. Maureen L. Seifried, lead pastor at Ascension Lutheran Church, 600 E. Penn Grant Road, Willow Street, using livestream seemed a natural transition. The computer savvy pastor sets up the camera for the 6 p.m. Saturday worship service, which began livestreaming in March 2020.

“As a millennial, I grew up with technology,” Seifried said with a chuckle. Her knowledge was a benefit to help the church quickly move forward with livestream services.

In-person worship was suspended from March to mid-June. The church held outdoor services until July, when in-person, indoor services resumed with stringent guidelines. At the end of December, services were again shutdown with the governor's mitigation order until February 2021.

Ascension Lutheran now holds in-person services Saturdays at 6 p.m. and Sundays at 9:30 a.m. Seifried said

the church continues to follow CDC guidelines with socially distanced seating, face masks and accessible sanitation dispensers. The church continues to livestream its Saturday service on its website, ascensionws.org, via Facebook and YouTube.

Seifried believes the church worship service livestream will continue even after the coronavirus lessens or is no longer a threat.

“The benefit of livestream is it keeps members connected whether away on vacation, sick and unable to come to worship, or fearful to congregate due to COVID,” Seifried said.

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GRIEF SHOULD NOT BE DELAYED



Melanie B. Scheid

Owner, Funeral Director

Melanie Scheid lost her father at the beginning of the COVID-19 pandemic. While his death was not due to the coronavirus, she still faced the prospect of planning his funeral amid government restrictions.

“There was no way I was not going to have the funeral my dad deserved or the one I needed to properly grieve,” she says.

As a funeral director and operator of three funeral homes in southcentral

Pennsylvania, Melanie makes that same commitment to all families she serves.

Much has been made of the heroic efforts of the first responders – the doctors, nurses and medical staff on the front lines who have worked tirelessly to save lives and risked their own in the process, especially during the early days of the pandemic.

Sometimes, it’s easy to forget the effort

and sacrifice of the last responders – the funeral directors. For them, the fight against COVID-19 never leads to a happy ending.

While funeral directors are used to dealing with death, the last two years of the pandemic have taken their toll, Melanie says, with long hours, a lack of help, the higher cost of supplies and the fear of contracting the virus.

“COVID has no age limit or requirement,” she says. “Facing more deaths in the middle-age categories makes us face the reality that we are not immune from death. ... Life is short, COVID is real. I’ve faced deaths of healthy people that I personally knew who lost their life to COVID. There were points in the last year that I thought, ‘It’s not will you get it it’s WHEN will you get it.’”

Through it all, Melanie and her staff have always put grieving families first, allowing them to have

the funerals they want and need. In general, the public’s wants have changed, and funeral directors have adapted, she says.

More people are requesting cremation rather than traditional casket burials, and she expects that will continue. Simple funerals have also become the norm, often with only a graveside service. At one point, funeral attendance was about 50% of normal, but it is now on the rise again.

Melanie believes no one should tell a family how to care for a loved one or honor them when they die.

Just as first responders will continue to work tirelessly to save lives, last responders will work tirelessly to give those who have lost their lives – and their families – the memorial they deserve, she says.

“Grief should not be delayed.”



Melanie B.
Scheid

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ADVERTISING FEATURE

Streaming

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Calvary Church, 1051 Landis Valley Road, Lancaster, has been livestreaming worship services since 2017. Leadership recognized people were virtually viewing churches before visiting brick and mortar ones.

That put the church at an advantage over those who were new to the technology.

“We were fortunate to already be prepared for the changes brought by the pandemic,” said Josh Reinert, director of communications, noting they only had to make a few minor adjustments without a huge investment.

The church doors were closed from March 2020 to the end of June 2020, and worship was livestreamed via YouTube on the church website. Calvary resumed in-person services in June for the 9:30 and 11 a.m. worship following strict CDC

guidelines, while also continuing to livestream both services. They do not livestream the 8 a.m. service.

Viewers can log into the church website, calvarychurch.org, for live services or to watch videos of recorded services. There are options for live and private chat or prayer requests. Volunteers operate the numerous cameras with staff oversight.

Going totally live in 2020 resulted in a new group of people using livestream, and some users needing help, Reinert said. The church provides a livestream troubleshooting page with tech support on its website.

“Calvary has no plans of stopping livestreaming,” Reinert said. “We’ve advanced technologically and have increased the quality of our productions with our global partners worldwide.”

Remote meetings

Mayor Danene Sorace made the



VINNY TENNIS | STAFF PHOTOGRAPHER

The Rev. Maureen Seifried, pastor of Ascension Lutheran Church, continues to livestream two services every weekend.

decision to livestream Lancaster City Council in-person meetings in 2018. When the governor’s state of emergency shutdown in-person meetings in 2020, council continued to hold meetings virtually via Zoom.

“At that time, the public could either join the Zoom webinar on the website directly to participate in public comment or simply watch the stream on YouTube,” said Amber

Strazzo, director of communications.

In-person meetings resumed when the emergency was lifted in summer 2021. Strazzo handles the streaming most of the time, but two other communications staff members are trained and can fill in when necessary.

Broadcasts now are for viewing only without comment. Viewers can

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Streaming

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access the link to the City Council YouTube channel on the city website, cityoflancasterpa.com

The livestream typically draws 20 or fewer live viewers with 100 to 200 viewing recordings of meetings, she said.

With the large number of community members showing interest in virtually attending meetings, council has no plans to discontinue livestream.

“As we did livestream before the pandemic, we will continue to livestream meetings in the future,” Strazzo said.

A few municipalities, like West Hempfield Township, provided remote access to meetings using Zoom to livestream via YouTube.

“We realized the pandemic was long-term so quickly had to find a

way to communicate and do business as usual with the board of supervisors,” said Andrew Stern, West Hempfield Township manager.

While in-person meetings continued, Stern believes the township was one of the first municipalities to also offer remote access to live meetings in March 2020 due to the shutdown.

Viewers can access the shared link to the live supervisors meetings via Zoom on the township website, westhempfield.org. Remote attendance is by invitation 24 hours prior to a meeting. Zoom viewers can participate in the meeting using the raise-hand symbol or chat comments.

The township does not save recordings or offer them for viewing after a meeting. It takes up too much storage, is costly and no one’s ever asked for it, Stern said. Copies of meeting minutes are always available. Currently only supervisors and municipal authority meetings have a remote

option. Zoning hearing board and planning commission meetings are in-person only.

“As long as demand will accommodate it, remote access will continue even after the end of the pandemic,” Stern said.

‘It’s a new world’

Columbia and Eastern Lancaster County school districts both use Zoom Webinar, a platform for streaming the live school board meetings, said Lotsie Wooten, director of technology for both districts.

Wooten said both school boards have been pleased with the response of the public to the virtual meetings. Agendas posted in advance of the meetings draw viewers, she said.

“Columbia had over 150 virtual attendees in October/November 2021 for the board discussion about possibly posting the superintendent position,” Wooten said.

Attendees can join a meeting at elanco.org or columbiabsd.org any time during a meeting using a link on the board of director’s page. To have a comment read during a virtual meeting, participants must fill out a public comment sign-up form on the website. Anyone wishing to address the board in person must complete the form and attend in-person.

Only audio versions and print copies of past meeting minutes are available on the district websites.

Technical support staff from each district handle the cameras and use identical hardware technology to livestream meetings.

Even when COVID-19 is a thing of the past, Wooten said both districts will continue the virtual option along with in-person meetings.

“It’s a new world where technology is more reliable and acceptable by the public,” Wooten said.

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PROMOTING DIVERSITY IN MEDICINE

LAURA KNOWLES
FOR LNP | LANCASTERONLINE

Dr. Cherise Hamblin is founder and president of Patients R Waiting, a nonprofit organization started in 2019 and dedicated to eliminating health disparities by increasing diversity in medicine.

As a full-time, board-certified OB-GYN with Penn Medicine Lancaster General Health's Family & Maternity Medicine practice on Good Drive, Hamblin, 40, spends most of her days caring for women's health needs, monitoring expectant mothers and delivering babies at Women & Babies Hospital.

A graduate of Franklin & Marshall College, Hamblin attended medical school at Northwestern University in Chicago and did her residency at Maricopa County Hospital in Phoenix, Arizona.

She and her husband, Shaun Murphy, a professor at HACC and community health educator at UPMC, live in Manheim Township. They have two young children: a daughter, Violet, and a son, Shaun II.

What is the mission of Patients R Waiting?

Only 5% of American doctors are Black, despite the population being over 14% Black. Our mission is to have a better correlation by increasing the pipeline of minority clinicians, making the pipeline less leaky by supporting students, and supporting minority clinicians in practice.

Who are the board members?

Dr. Sharee Livingston and Dr. Wendy Goodall McDonald. Dr. Livingston received her medical degree from the Philadelphia College of Osteopathic Medicine and did her residency at Penn State Hershey Medical Center in Hershey, then began practicing as an OB-GYN at UPMC Lititz. We live less than a mile away from each other and we worked in outreach for plan-



LAURA KNOWLES

Dr. Cherise Hamblin, an OB-GYN with Family & Maternity Medicine and founder of Patients R Waiting, stands outside Women & Babies Hospital.

ning the third annual Diversity in Medicine Conference. Dr. McDonald is a board-certified OB-GYN at Women's Health Consulting in Chicago, Illinois. She attended medical school with me and we became close confidants and friends.

What does the name Patients R Waiting mean?

It represents the idea that patients are waiting for doctors to whom they can relate, good outcomes and meaningful health care relationships. It is a way of encouraging those who are interested in medicine to know they are needed and wanted by patients. In other words, "Don't believe anyone or anything that tells you you can't contribute, you are needed."

Why do Black patients do better when their doctors and health care providers are Black?

Studies have shown that Black pa-

tients do better with Black doctors. Black babies with Black doctors have better outcomes. There is research to support that. It may have to do with being able to make a connection with your doctor, building trust or your doctor going the extra mile to meet your needs. There may be many factors. ... It's a starting point of commonality. For some patients having common ground opens up conversations. Patients often tell me things they haven't told their doctors before. I think it gives us a connection. Studies show that having a connection is so important in medicine.

What are some of the obstacles for Black students to pursue medical degrees?

Racism and implicit bias affects students, from elementary education funding and opportunities, through college. If students successfully overcome these hurdles and ap-

ply to medical school there are more challenges. Navigating the medical school application process is a challenge for anyone, but for Black students it is even more daunting. There are expenses, like having to pay up to \$5,000 to apply to medical schools. The fees add up. Test preparation also costs thousands of dollars. The process is subjective and despite commitments from medical schools to representation, the stats remain the same. Too few make it through the process. We need a better process.

How does Patients R Waiting help to overcome those obstacles?

We are here to help mentor students and guide them through the process. We help pay for application fees and test preparation, while we try to change the system. We teach students how to network, send them

HAMBLIN, page 13

Hamblin

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to conferences and more. Some of our initiatives have been sponsoring a STEM Summer Camp, F&M Mentoring, and making connections through internships and shadowing.

What is your own background?

I was born and raised in the Bronx, N.Y. Both of my parents were college educated and always encouraged my sister, brothers and me to go to college.

What was your educational background?

I excelled in science and was accepted at the Bronx High School of Science, which is a prestigious high school that focuses on math and science. That was how I heard about Franklin & Marshall, when we visited various colleges.

Did your family have a medical or health care background?

My mother, Violet Hamblin, was an OR nurse. She often talked about her work in the hospital operating room. My uncle, Milton, is a doctor. And my pediatrician was a Black woman.

How did your mother's death influence you?

My mother died when I was in ninth grade. She had lupus and high blood pressure. She died from a heart

attack when she was still young. Thankfully I have had people in my life step up to play mother roles where I needed. It made me not take my family for granted.

Who encouraged you to go into medicine?

I always thought I would be a teacher, but my father, Carlyle Hamblin, encouraged me. When I liked biology class, he would say, "You should be a doctor."

What made you choose F&M for your pre-med education?

I first discovered F&M when I attended a minority recruitment weekend. There were 50 Black and brown students, all excellent students, and I thought, this is great. They treated us so well and I felt that I really fit in.

What was your first impression of F&M when you began as an undergrad?

I don't want to say it was a bait and switch exactly, but when I showed up as an undergrad my first year, not all 50 students who visited with me had enrolled. I hadn't realized that my experiences during recruitment were different than what I was expecting.

What was your experience like at F&M?

As it turned out, while I was at F&M, I ended up coordinating the same minority recruitment weekends for students while I was an in-

tern for the admissions office. I had a great academic and social experience, and was involved as Black Student Union vice president. I made lifelong friends and connections.

What drew you back to Lancaster?

I thank Dr. Dan Weber for that. He was my mentor in undergrad at F&M. He is an F&M alum who is about 25 years older than me. We both had the same experiences, studying in Guadalajara and going into OB-GYN.

I had the opportunity to shadow him. He encouraged and taught me so much. We stayed in touch and he asked me to interview for a position at Lancaster General, which turned out to be a great fit for my love for teaching and serving. ... He has been a great mentor. And that is something we want to provide with Patients R Waiting. Mentors like Dr. Weber can make all the difference. Someone who sees the best in you and sees your worth is imperative.

How did you choose OB-GYN as your specialty?

I always knew I wanted to do OB-GYN. When I did my clinical rotation, I knew that I loved surgery, working with my hands, and working with people.

What do you like to do in your free time?

Shaun and I enjoy spending time with our children, and as a family we like to travel to New York and to Barbados, where we have family.

Who are contributors to Patients R Waiting and how can people donate?

Some of our biggest supporters last year were UPMC Pinnacle Foundation, High Foundation and Lancaster Osteopathic Health Foundation. Donations can be made on the website at www.PatientsRWaiting.com or checks can be mailed to Patients R Waiting, P.O. Box 562, East Petersburg, PA 17520.



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ELANCO LIBRARIAN LOOKS TO SERVE ALL

CAROLE DECK

FOR LNP | LANCASTERONLINE

Libraries have changed over the years. Still home to knowledge, shelves are filled with books, audio books, music CDs and movies. Computers are available for online usage by patrons. Today's library has become a community center with social and civic programs for all ages.

The Eastern Lancaster County Library in New Holland serves almost 25,000 residents in Caernarvon, Earl and East Earl townships along with New Holland and Terre Hill boroughs. It's a member of the Library System of Lancaster County.

Anna D'Agostino, the new library director since November, always loved reading, learning and spending time in libraries. Her passion for a career as a librarian grew from a desire to share books, stories, art, music, ideas and information to expand readers' horizons and perspectives — and to promote greater understanding among people with different backgrounds and life experiences.

She holds a master's in library and information science from Catholic University of America, and a bachelor's in Spanish language and literature and a bachelor's in music with a minor in flute performance from University of Maryland, College Park.

Past employment as assistant branch manager/librarian at Brooklyn Park Library and electronic resources librarian, Loyola/Notre Dame Library, Baltimore, led to her current director position.

The soft-spoken and congenial D'Agostino shared her challenges, goals for the library's future.

How do you like living in New Holland compared to Baltimore?

I like the quiet community ... and the countryside is beautiful. People are friendly.

What drew you here?

That the library is an independent-



VINNY TENNIS | STAFF PHOTOGRAPHER

Anna D'Agostino took the helm at Eastern Lancaster County Library in November.

ly operated 501(c)(3) governed by individuals who live in the community was very appealing to me. The library collections, programs and services can really be tailored to and responsive to the needs, interests and standards of the local community, which I think is very important.

What is your biggest challenge?

Libraries face a variety of challenges, from the practical and mundane, such as securing adequate funding, to societal changes of the way people use libraries especially over the past two years. Another is maintaining an environment where freedom of inquiry, research, reading, information and speech are respected and embodied in an era when these values are continually being challenged and limited.

Libraries have a responsibility to provide accurate information and combat obvious misinformation. They do not censor or inappropriately label ideas or viewpoints as misinformation merely because they are unpopular or disfavored by persons in positions of authority and power — primarily for information

and reading materials for adults.

When it comes to children, an even greater duty of care is needed to select the most high-quality, beneficial, age-appropriate materials for the library and respect the parental role in selecting while having a variety of suitable materials for all members of a diverse public on our shelves.

Do you think libraries will survive in years to come?

Yes, although they will continue to grow, change, develop, look and function differently from libraries of today. Three needs which libraries fill are not going away: 1. Access for all ages and incomes to high-quality educational and entertaining materials at no charge; 2. A freely accessible, welcoming public space to be away from home or work and meet to connect with others in the community; and 3. A reasonably sized, quality curated collection of books, online resources and more as the amount of available information (print and online material) proliferates.

Your vision is to partner with municipalities, organizations,

ELANCO LIBRARY IN 2021 BY THE NUMBERS

- 38,354 people entered library
- 2,545 attended in-person programs and outreach events
- 574 attended virtual online programs
- 2,066 devices connected to library Wi-Fi
- 1,650 times in-library public computers used
- 21,565 users viewed or interacted with website
- 11,545 eBooks & eAudiobooks checked out
- 102,299 items checked out
- 434 new library card registrations

schools and public groups to make the library an all-inclusive community resource. What have you done toward that goal?

We are doing a program with Elanco School District and Penn Medicine LGH to offer a seven-week Strengthening Families Program for caregivers and youth of 10 to 14 years of age.

Have you seen a return of people to the library since reopening for 51 hours a week on June 1, 2021?

More people have been visiting the library in person and circulation of books is slowly and steadily on the increase. Children's books and audio books are in the highest demand, followed by adult books and audio books, then movies and young adult books.

Are there any changes you want to make immediately?

I'm taking it slow, listening, learning and reviewing the programs and services patrons want and need. Our circulation numbers show a large percentage of children using the library. I'd like to add more adult programming. The library should be a welcoming, friendly space for all ages.

ECONOMY



ANDY BLACKBURN | STAFF PHOTOGRAPHER

PANDEMIC PIVOT

Meet 6 people who embraced their entrepreneurial spirit during COVID-19

REBECCA LOGAN
FOR LNP | LANCASTERONLINE

As the pandemic continues to shake up the business landscape, here's a look at six Lancaster County residents who are making money in ways they might otherwise not be doing — at least not yet — had it not been for COVID-19.

Brian Cline, 42
Owner, Smokestack Masonry and Hatchet & Axe Co., Lancaster

Brian Cline was already plenty busy running a thriving chimney sweep and masonry company. But adding a mobile ax-throwing business to the mix mid-pandemic seemed too perfect an idea to pass up.

The seed for Hatchet & Axe Co. was planted when Cline threw axes in the Poconos. The man hired to bring that activity to a resort there told Cline he

was constantly booked three months out. Cline envisioned putting a similar ax setup onto a mobile trailer. That was in November 2020. The seed germinated until March.

"I woke up. It was a Sunday morning — like 5:30 — and I felt like I heard the words 'ax throwing.' By 7 o'clock I had a full business plan," he said. "I woke my wife up and said, 'We're going out for breakfast. I think I have another business we're going to start.'"

Gatherings have been happening outdoors. Ax throwing has gained popularity in recent years. Cline decided that was a winning combination. By Thursday he had about 60% of the business in place.

"I have business ideas all the time but they don't typically come together like that," he said. "I knew this was something that was going to work for me. So we put two trailers on the



GABE MCMULLEN

Emma O'Brien left her New York internet job to open Nook Books in Lancaster city.

road last year ... and just today, actually, we picked up a third."

Hatchet & Axe will also open lanes at the Shops at Rockvale in May.

Cline said at his age he may or may not want to be doing what he's doing on chimneys in 10 years. And finding skilled labor in the construction trades is a challenge. Hiring is easier for Hatchet & Axe, he said. Timing also works, said Cline, who started his chimney business in 2008 just before the recession.

"What I've learned out of that is it's always good to start things when it looks like everything's crashing," he said. "There's always opportunity."

Does he like the word pivot? "Sure. If you don't pivot and you don't flex, you're going to fail. You have to stay flexible and move with the market."

Would he have started a new business had it not been for the pandemic? "Absolutely."

Has the workplace fundamentally changed or will we look back on this as a blip? "Fundamentally

changed. I don't think we'll ever get back to where we were at."

Emma O'Brien, 34
Owner of Nook Books, Lancaster

Emma O'Brien did not enjoy living in Brooklyn during the early days of the pandemic.

When she and her husband learned they were expecting, it was time to go.

The question was where. The couple had worked internet jobs for about 10 years — him as a designer and her in strategy and copywriting for startups. With that flexibility they thought about her native Australia, Virginia, Colorado and Los Angeles.

They put in offers in the Catskills but her husband got cold feet about the isolation. They looked at Philadelphia. She started having doubts about another big city.

A Lancaster listing randomly showed up in an email. The couple toured the house, ate at Central Mar-

PIVOT, page 18



MARK BUCKWALTER

Brian Cline added a mobile ax-throwing business to his repertoire in 2021.



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Pivot

Continued from 16

ket for lunch and Luca for dinner.

“That was actually the day that Joe Biden got elected and I feel like the town was just very celebratory,” she said. “It was a beautiful fall day and we fell in love with it.”

Neither knew a single person in Lancaster.

“So it was kind of crazy,” she added. “But we bought the house, moved here in February, had a baby in April and opened the bookstore in November.”

Nook Books sells children’s books that O’Brien says adults can also appreciate. Nook sells some online but pushes in-person.

Working online in a pandemic had benefits.

“But it was also very isolating ... from physical interaction with people,” she said. “I think I was already starved of that anyway from just being on the internet for that long.”

O’Brien senses a retail resurgence as people miss the “curious nature” of in-person shopping and reject being marketed to 24/7.

“I know I’ve been part of that industry for a long time. So maybe I’m just jaded,” she said. “But there is

something really special about going and discovering something (for which) you weren’t targeted.”

Does she like the word pivot? “I hate it. It feels so strategic and tactical. I don’t like this idea of you were doing one thing and now you must go and do something else. This was very much ... realizing the things that are important to me, which I think maybe were just clarified when I had my daughter.”

Would she have started this business had it not been for the pandemic? I don’t think ... I probably would have stayed in New York a lot longer.

Has the workplace fundamentally changed or will we look back on this as a blip? “Everyone’s completely rethinking the workplace.”

Colin Rihn, 26

Owner of 717 Demolition & Hauling, Lancaster

Working on construction crews for projects like modular home assembly meant many out-of-town jobs for Colin Rihn.

That wasn’t ideal in 2020.

“Things were a little tough during the pandemic, having to travel, having to stay at hotels with people, not



VINNY TENNIS | STAFF PHOTOGRAPHER

Melissa Shreve went from bartender to owner of a vintage store in Quarryville.

being able to social distance ...,” he said. “I was out of town all the time and I’d come home and ... (worry about) older relatives. It kind of put a damper on being able to see them.”

Rihn said he’d been doing some demolition on the side for a Realtor friend.

One day he just decided to go that route full time and start his own demolition business. He made things official by filing business paperwork in January 2021.

Rihn bought a dump truck for \$2,500.

“It was really old and outdated but it worked,” he said. “I started doing jobs and then eventually got more money and bought a bigger and nicer dump truck. I started acquiring more tools and taking on more jobs.”

Rihn is the primary employee of 717 Demolition & Hauling but he will bring in a crew of helpers for bigger jobs.

His favorite so far was a multistory barn in Lancaster on which the roof had collapsed. Permitting took a while, he said, but added it only took about a week to haul that massive structure away.

Rihn hopes to continue expanding, landing bigger jobs and becoming more efficient. He said job stability is always a concern so he’s glad he went out on a limb.

“I kind of took a shot in the dark that things would work out,” he said. “And things have been going great.”

Does he like the word pivot? “I do.”

Would he have started his own business had it not been for the pandemic? “I’ll be honest with you, I never expected to do this. So I don’t know.”

Has the workplace fundamentally changed or will we look back on this as a blip? “I think it’s changed for sure. A lot of re-evaluation has gone on. ... A lot of people’s mindsets have changed.”

Melissa Shreve, 51

Owner of Nostalgia A&M, Quarryville

Melissa Shreve’s current workday includes pricing items like rattan lamps and Cabbage Patch kids at the vintage and retro shop she opened

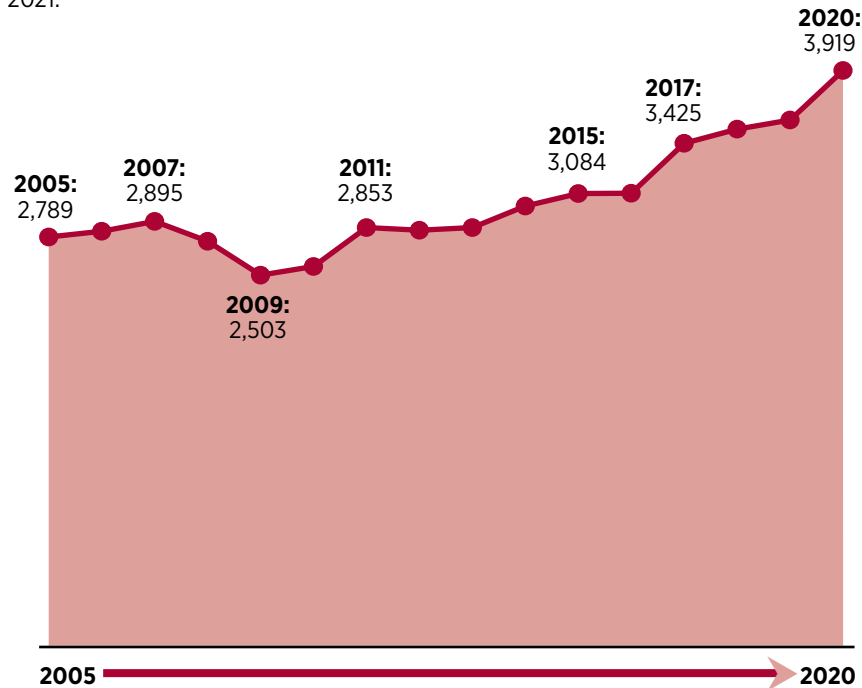


VINNY TENNIS | STAFF PHOTOGRAPHER

Colin Rihn pivoted from a construction job to owning his own demolition business.

SEIZING OPPORTUNITY

From 2019-20 Lancaster County saw a 9.4% increase in the number of business applications. It's impossible to say how much of that increase is related to COVID-19, but there's no doubt some pandemic pivot was involved. Here are the number of business applications filed in Lancaster County by year, according to the U.S. Census Bureau. These were released in July. A breakdown by county is not yet available for 2021.



Note: The Census Bureau's reference date for geographic entity boundaries in all geographic and statistical data products is Jan. 1 of the reference year (e.g., Jan. 1, 2020.)

SOURCE: U.S. CENSUS BUREAU

Pivot

Continued from 18

last year in Quarryville.

Nostalgia A&M is just up State Street from J&B Hotel. Shreve worked there as a bartender for 15 years. The pandemic changed that.

"We were closed. And because we were bartenders, we got next to no pay..." Shreve said. "It was horrible."

She knows other bartenders who took classes and transitioned to new jobs. Shreve decided it was time to pull the trigger on her dream of owning a shop and use the money she'd been saving for that.

"I just started gathering everything together and looking at spaces," she said. "I found this space and thought it's perfect."

Nostalgia opened in June. Shreve said she now has repeat clientele. Some have her searching for things they can't find themselves.

Shreve said her coolest sale so far was a 1940s, sparkly red porcelain table set she discovered online, picked up north of Harrisburg, sold within two weeks and quintupled her money.

She said at times she misses bartending, some of the people and the constant interaction. Shreve can now go two to three hours without any in-person contact. As she talked, she was alone and wrapping a shipment.

"In a way it's also kind of nice because it's giving me a break. The people I deal with now are always in search of something," she said. "They come in here and are like, 'Oh my gosh, where did you find that? I've been looking for one of those forever.' In the bar scene it's, 'Hey, bartender, make me a drink.'"

Does she like the word pivot? No
Would she have done this had it not been for the pandemic? "I still would have done it. The pandemic

PIVOT, page 20



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Pivot

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kind of pushed me. I wasn't making anything. I wasn't doing anything. I didn't want to live off my savings and I thought, 'I'm going to put my money into me and see if I can make this work.'

Has the workplace fundamentally changed or will we look back on this as a blip? "It's changed. ... It's not going to go back ever to the way it used to be."

Nate Graham, 33

Realtor and owner of Coach Graham Training, Landisville

Although Nate Graham has always been passionate about being a personal trainer, he let go of the gig a few years ago while building his real estate business.

"When you work (as a personal trainer) for someone else they take a cut. You don't make that much. So it wasn't worth my time, really," he says. "I decided to put that time toward real estate. But I kept in touch with a lot of those people."

When the pandemic hit, he heard from some.

"Obviously lots of gyms closed and people quit their memberships," he says. "They were reaching out to me and I just started training some of

them ... I trained some at a baseball facility as well as some home visits ... It just kind of started like that."

By it, he means Coach Graham Training. He filed his business paperwork with the state on the same day his wife, Victoria, filed hers. She's a speech pathologist who also decided to go the independent route.

Graham grew up in New York and wrestled at Bloomsburg University. He's got a wide range of training clients. Some are athletes whose routines had slipped and who wanted to get back to training hard, he said.

"And I have some older people who got really sedentary during the pandemic," he said. "They wanted to get back on their feet."

Graham works around his real estate day.

"I do a lot of this training in the early morning and the evenings as well as on weekends," he said. "My schedule is much more flexible."

Does he like the word pivot? "Yeah. Sounds like you're adapting to new environments and that's obviously important, especially now."

Would he have done this had it not been for the pandemic? "This really kicked it into gear. It's something I was planning on doing one day but this pushed me into it. So I guess yes and no."

Has the workplace fundamentally changed or will we look back on this as a blip? "It has fundamen-



VINNY TENNIS | STAFF PHOTOGRAPHER

Personal trainer Nate Graham, right, works with students at Elite Baseball in Mount Joy.

tally changed. Most people now would rather work from home and have more of a family life. I think that's what they realized during COVID."

Jadan Willis, 21

Owner of Jadan Tanner Photo, virtual assistant, Drumore

Jadan Willis has little interest in an office existence.

She's onboard with the pandemic-fueled embrace of working from home and counts that among the reasons she's decided to try her hand at being a virtual assistant.

"Virtual assistant is a very vague term, I know," she said. "You can make it look however you want to make it look, basically."

Willis isn't a graphic designer but is adept at using a design platform that might suit plenty of clients' needs. She's been talking to Realtors about doing database organization and mailing notecards for them. She's handling social media for clients like a consignment shop for whom she designed a spring consignment guide.

Willis tried real estate for a time but decided around October that it wasn't for her. She said virtual assistant seemed a fitting way to supplement what she makes through her photography business.

Willis supports a growing "anti-work movement" and said the way

many employees are treated in the United States is unacceptable.

"I'm fortunate enough to not have personally experienced a 'typical' work environment from my several endeavors," she said. "But I still stand by the movement. I view my own dreams as 'beating the system' and just working for myself."

Practicality is also involved. From her rural home, it takes Willis 17 minutes just to drive to Quarryville.

"This may seem small, but particularly in winter, I don't want to have to worry about driving in awful, dangerous weather to get to work," she said. "Whether that would be driving to a showing (or) driving to a 9-to-5 ... Not worth the stress."

Does she like the word pivot: "I do. And it's obviously very relevant to what a lot of people have had to do during COVID."

Would she have done this had it not been for the pandemic? "Possibly. I enjoy working from home. I would say COVID encouraged it."

Has the workplace fundamentally changed or will we look back on this as a blip? "A lot of companies have realized that you can have Zooms and get as much done. I feel like in the older generation it's harder to convince people of that. ... I know plenty of employees that are much happier working from home and are resistant to going back to the office."



JACOB KONDRATH

Jadan Willis works from her Drumore home as a virtual assistant.

COMMUNITIES WEIGH RESCUE FUND USES

REBECCA LOGAN
FOR LNP | LANCASTERONLINE

The basketball court at Elizabeth Township Municipal Park hasn't been renovated since it was installed in 1998.

Upgrades never made it into the budget.

That changed last year after supervisors there learned the township — home to villages like Brickerville, Elm and Poplar Grove — would be receiving more than \$418,000 in American Rescue Plan Act funds. The supervisors voted to spend some of that improving the court.

This is the type of project residents of many Lancaster County communities could see more of this year as township supervisors and borough council members decide what to do with the money.

When it comes to where officials opt to spend what is coming through the rescue plan, much attention is being paid to Lancaster County and Lancaster city, which received \$106 million and \$39.5 million respectively. County leaders have outlined plans for only a fraction of that. City officials have surveyed residents about what they think the money should go to while committing some out of the gate — such as \$5 million toward affordable housing projects.

Add up the American Rescue Plan Act money awarded to non-entitlement communities in the county — generally those with populations of less than 50,000 — and it's far less than the city and county have to work with. But a few thousand here and there does have some potential for businesses that are paying atten-

tion and for nonprofits with persuasive presentations.

Projects like that basketball court — slated to get underway once weather warms up — are likely too small to attract bids from any huge paving companies, said Elizabeth Township Administrator Loren Miller.

"So this kind of thing could be a good win for a mom-and-pop," Miller says.

In East Cocalico Township it's been proposed to use some of that township's allocated money to pay farmers who are participating in a sediment-reduction program. Brecknock Township supervisors have talked about using their funds for a new garage.

They are among several leaders who have discussed possible uses



VINNY TENNIS | STAFF PHOTOGRAPHER

Elizabeth Township will use rescue plan funds to renovate this basketball court in the municipal park.

FUNDS, page 22



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Funds

Continued from 21

but haven't committed to anything until receiving further clarification on how funds must be spent and reported.

Townships got that clarification in January when the U.S. Treasury Department released a final set of American Rescue Plan Act rules.

Anne Gingerich, a Lancaster resident who is executive director of the Pennsylvania Association of Non-profit Organizations (PANO), hopes more of the allocated money not only starts moving, but that it starts moving in the direction of nonprofits.

As of January, more than \$6 billion of \$7.3 billion in funds that the state itself received under the plan remains unspent, Gingerich said.

"Because the state is sitting on money a lot of the local municipalities are too," she said. "Not everybody. But many are because they want to hold it back for their rainy day funds. Our comment is: We are in a rainy day as a nonprofit community and these dollars would be incredibly helpful."

The funds can't sit there for too long. Recipients are required to obligate their money by the end of 2024 and spend it by the end of 2026.

PANO in February published a tool kit designed to help nonprofits approach elected officials at all levels about sharing some of the rescue act money with them. That tool kit is available at pano.org

"We believe that based on relationships that they either hopefully already have, or can create with their local officials, that they can make their cases to get some of these dollars for their operations," Gingerich said.

About 88% of nonprofits in Pennsylvania have annual operating budgets of less than \$500,000, Gingerich said.

"So when you are that small you really don't have the time to figure out how to do the relationship building, which is why we want to get our tool kit out," she said. "Then, on the flip side, many local municipalities and

townships have not been in a position of distributing funds, so they don't really know how to do that."

That's just part of a steep learning curve.

When the American Rescue Plan Act guidance first came out it listed specifically allowed uses for the money, such as sewer and water infrastructure, broadband upgrades and responding to the COVID-19 emergency.

It also allowed for some spending on general projects and uses that don't fit neatly into one of the specifically spelled-out categories. But it tied the amount that can be spent on more general projects to the amount of revenue that was lost due to the pandemic. Those calculations were causing some confusion.

The final rules released in January say communities can now opt to take a standard allowance of up to \$10 million in revenue replacement without calculating a thing. Larger municipalities are likely to still calculate losses and see if that method works better for them. But that \$10 million cap covers all the money allocated to nonentitlement communities in Lancaster County. Many of those are likely to opt for that route.

"This means that the first \$10 million of your ARP dollars can be spent on nearly anything that would normally be paid for from your general fund," said Holly Fishel, director of policy and research at the PA State Association of Township Supervisors. She was speaking during an ARPA webinar in January.

"Keep in mind it does not matter if you do not have actual losses," she told attendees. "That is irrelevant to your ability to take this standard allowance."

There are a handful of things the money can't be spent on, such as legal settlements or pension plan payments. The January rule revision also added a caveat that the funds can't be spent on anything that would undermine COVID-19 mitigation efforts.

During the virtual town hall, Fishel fielded questions submitted online

AMERICAN RESCUE PLAN FUNDS

The following table is a look at the American Rescue Plan Act fund allocation in Lancaster County. Lawmakers must obligate all funds by the end of 2024 and spend them by the end of 2026.

Lancaster city: \$39.5 million

Lancaster County: \$106 million

All other municipalities combined: \$51.26 million

The table below shows the allocation breakdown for Lancaster County's non-entitlement communities (which generally have populations of less than 50,000), according to the Pennsylvania Department of Community and Economic Development.

MUNICIPALITY	AMOUNT	MUNICIPALITY	AMOUNT
Adamstown	\$196,778	Little Britain Township	\$445,681
Akron	\$420,246	Manheim	\$507,541
Bart Township	\$352,630	Manheim Township	\$4.24 million
Brecknock Township	\$803,545	Manor Township	\$2.2 million
Caernarvon Township	\$507,122	Marietta	\$272,558
Christiana	\$122,567	Martic Township	\$545,535
Clay Township	\$724,729	Millersville	\$874,929
Colerain Township	\$409,465	Mount Joy	\$866,451
Colerain Township	\$409,465	Mount Joy Township	\$1.17 million
Columbia	\$1.08 million	Mountville	\$297,993
Conestoga Township	\$406,221	New Holland	\$571,912
Conoy Township	\$360,794	Paradise Township	\$597,661
Denver	\$403,081	Penn Township	\$1.04 million
Drumore Township	\$281,455	Pequea Township	\$558,828
Earl Township	\$752,571	Providence Township	\$738,755
East Cocalico Township	\$1.12 million	Quarryville	\$288,573
East Donegal Township	\$875,662	Rapho Township	\$1.28 million
East Drumore Township	\$404,023	Sadsbury Township	\$363,830
East Earl Township	\$721,275	Salisbury Township	\$1.19 million
East Hempfield Township	\$2.58 million	Strasburg	\$317,147
East Lampeter Township	\$1.78 million	Strasburg Township	\$453,113
East Petersburg	\$471,430	Terre Hill	\$150,200
Eden Township	\$233,726	Upper Leacock Township	\$936,056
Elizabeth Township	\$418,258	Warwick Township	\$2.04 million
Elizabethtown	\$1.19 million	West Cocalico Township	\$785,123
Ephrata	\$1.45 million	West Donegal Township	\$948,617
Ephrata Township	\$1.09 million	West Earl Township	\$879,116
Fulton Township	\$332,324	West Hempfield Township	\$1.75 million
Lancaster Township	\$1.79 million	West Lampeter Township	\$1.67 million
Leacock Township	\$603,313		
Lititz	\$990,694		

SOURCE: PENNSYLVANIA DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT

including some seeking confirmation that certain projects would be allowed.

"Somebody says: 'What about a

new salt shed?' Yeah. That would apply ...," she said. "(So would a) plow truck. Guy to run the plow truck. The salt. The place to put the salt."

Spreading Their Wings at Bank of Bird-in-Hand



Left to right: Kenny Wu, AVP, Deposit Growth Officer, Lori Maley, President & CEO, Bill O'Brien, EVP, Chief Revenue Officer and Chief Lending Officer, Christine Boettlin, SVP, Chief Retail Officer, Andrew Worth, Branch Manager Ephrata, Daria Kreider, VP, Commercial Lender, Shawn Orndorff, SVP, Chief Credit Officer, Lori Marini, AVP, Consumer & Small Business Lender, Dwight Rohrer, SVP, Commercial /Ag Lender

In the banking industry, Bank of Bird-in-Hand is about as rare as a unicorn - a startup that has grown exponentially in just a few short years since opening in December 2013.

The Bank's original skeleton crew of 10 employees has grown to nearly 100.

Its geographic presence has grown from a headquarters in Bird-in-Hand to a network of brick-and-mortar offices and mobile bank buses serving a total of 20 locations.

And its initial \$17 million in starting capital has grown to over \$800 million in total assets.

"That's a lot of growth," says President and CEO Lori Maley, who's been with Bank of BIH from the start and took the helm in 2017. "When you look at banks, there are some banks that are 100 years old that aren't as large as us.

It shows there really was a need in this market."

Part of that need was to serve the Plain community, which makes up about 50% of the Bank's customer base, Maley says. Meeting that need has required some out-of-the-box thinking.

"How do we get to all these people that call us and say put a branch here, put a branch there?" Maley says.

The answer turned out to be simple: "What if we bring the Bank to you?"

In June 2018, Bank of BIH's first mobile bank on wheels hit the road. The Gelt Bus, named for the word "money" in Pennsylvania Dutch, offers an ATM, a walk-up teller window and the option of going inside to handle transactions.

The success of that bus led to two

more buses in 2020 and then a third to replace the original Gelt Bus #1. A fourth Gelt Bus is set to launch in March 2022 to serve two locations in upper Dauphin County at the request of that region's Plain community.

The mobile locations join four brick-and-mortar branches: Bird-in-Hand, Paradise, Intercourse and Ephrata. The Bank will likely weigh additional brick-and-mortar locations in the coming year, Maley says.

"Our community is different," she says. "The core of it still wants to be able to come in and talk to somebody. I don't think you want a hundred branches, but just a couple of strategically located branches. That, combined with the network of Gelt Buses, enable the Bank to cover an incredible amount of territory."

Filling a community need has been one key to Bank of BIH's success, but it's not the only one, Maley says. Another is a company culture where employees realize their value and offer exceptional service and an outstanding Board of Directors who guide the Bank's destiny.

A final component is shareholders, who have given the Bank the capital it needs to grow. When Bank of BIH offered shares of common stock last fall, the offering sold out in five weeks, generating \$25 million, Maley says.

At a time when other banks are shrinking their footprint, Bank of BIH has learned how to grow.

"You need all sizes of banks: community, regional, large," Maley says. "Everybody fills their place in the community. All you have to do is find that niche."



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LABOR CHALLENGES LOOK TO CONTINUE

CHAD UMBLE
CUMBLE@LNPNEWS.COM

Nearly two years after forced shut-downs brought many parts of the local economy to a halt and put tens of thousands of Lancaster County residents out of work, business activity is getting back to normal and unemployment levels have returned to pre-pandemic levels.

Although new variants of COVID-19 have recently caused the number of cases and hospitalizations to surge, such troubling news no longer creates the business worries it did early in the pandemic, when shut-downs and business restrictions were mandated by the state. Those mandates appear unlikely to return because of several factors. Vaccines are easily accessible and new treatments are becoming available. The Legislature and voters have moved to limit Gov. Tom Wolf's ability to impose closures and restrictions, and Wolf has said he intends to avoid them.

Nevertheless, businesses are confronting a new, intractable problem: a persistent labor shortage.

The competition for a shrinking pool of workers is prompting wage increases that have driven up businesses costs and upset long-held assumptions about what certain jobs should pay. While the recent rate of wage increases is likely to ease, the need to quickly boost pay to get workers has left many businesses reeling.

"The lower the pay rate, the higher those percentage increases have been up to now," said Scott Fiore, president of TriStarr, a Lancaster County staffing agency. "Our across-the-board increase is around 15% year-over-year, which is pretty high."

Fiore said an entry-level wage for a clerical worker with basic office skills used to be \$13 to \$15 an hour, but is now at between \$16 and \$20 an hour.

"For someone with a decent skill set, the competition is fierce," he said.

State wage data illustrates the point. During the year ending July



FILE PHOTO

1, 2021, median weekly wages for retail trade workers jumped 5.5% to \$644, while such wages for accommodation and food service workers rose 12% to \$399, according to state Department of Lancaster and Industry data supplied by the Lancaster County Workforce Development Board.

"I have started to see a slowdown in the increase," Fiore said. "I expect wages to continue to increase but I don't think they're going to increase at the percentage we've seen in the last six to 12 months."

But even if annual wage growth slows to a more normal 3%, Fiore says some industries, particularly the restaurant and hospitality industries, will still have to adjust to the fact that fewer people want to work for them for what they've traditionally paid.

"In my opinion, what COVID did was make some of those folks that did some of those jobs aware that they could go and work at an Amazon distribution center or a Nordstrom distribution center for around 20 bucks an hour," he said.

Many restaurants were forced to lay off workers when their dining rooms were closed to limit the spread of COVID-19. To get workers back, they quickly realized they'd have to pay more, and they're still paying more.

In mid-January, potential dishwashers were being courted with ads offering a median wage of \$12.70 an hour, according to a Chmura Economics & Analytics analysis of Lancaster County postings run by the county Workforce Development Board.

With entry-level restaurant workers in high demand, Fiore noted that a dishwasher that was making the federal minimum wage of \$7.25 an hour before the pandemic could easily have doubled their salary.

The Lancaster Chamber's annual salary survey shows a similar increase in wages, particularly for lower paid workers. The survey, which collected responses from 74 local companies through the middle of 2021, shows that the average annual wage for a housekeeper was nearly \$30,000, a 22% jump in two years.

Tom Baldrige, president and CEO of the Lancaster Chamber, said the need for businesses to pay employees more could be a reality for years to come, especially as wages spiked over the past year amid pitched battles for workers.

"Companies are completely transforming their workforce and their hours and their pay structure and their flexibility in ways that wouldn't have been considered two years ago, but now are essential for them to compete," Baldrige said. "That's only going to get more acute in the coming months and years."

Baldrige said that a particularly "aggressive and bold" play for workers came from Tyson Foods in New Holland, which began a pilot program in January that offers employees a three-day workweek that pays them for 27 hours they actually work,

and nine hours they don't.

"Do you know what that does to the local market?" Baldrige said. "How many people might jump out of a third shift at some other company to take advantage of the Tyson opportunity? And then what's that other company left with?"

More than wages

While offering higher wages may continue to be a business necessity, Fiore says there are other things companies should be doing to keep employees.

At TriStarr, Fiore said he is making significant investments in technology that can quickly process and respond to job applicants since delaying hiring decisions can often mean losing a good candidate.

In addition to offering very competitive wages, Fiore says large employers such as Amazon have a highly streamlined hiring process that uses automation to quickly turn applicants into employees.

"If your process isn't set up to move quickly right from the start to identify the best candidates quickly, to get in touch with a community quickly, get interviews done quickly, and job offers really quick, you're going to lose to someone who's faster," he said.

Fiore says he also advises companies to offer flexible scheduling, hire the first qualified candidate they find, and refrain from rejecting anyone who seems overqualified.

And as companies are trying to attract new employees with better benefits and higher wages, Fiore cautions against overlooking existing employees since they can quickly become someone else's sought-after job applicant.

"Be careful about raising wages for new folks without taking care of the people you have," he said. "I'd much rather give someone a raise today than to try to find a new person."

A fresh new take on banking in downtown Lancaster!



Walking into a bank is no longer just about depositing a check or getting a loan, at least not at PeoplesBank. Rather, it's being asked, "What are your dreams?" — and then getting help financially to achieve them.

In the past several decades, there hasn't been much change in the way customers interact with their bank, says Craig Kauffman, President and CEO of PeoplesBank, a Codorus Valley Company.

"It's easy to make sure the ATM works and ensure we can help someone cash a check," Kauffman says. "But the true value a bank brings to the table is in helping people achieve more. That's what we're here to do."

Forming a Clear Vision

Fulfilling that mission is part of PeoplesBank's bigger vision through its new Connections Center locations. The first Connections Center opened in Downtown Lancaster just days before the pandemic hit and subsequently closed for a short time. Now, the Lancaster City Connections Center is open and

eager to serve the Lancaster community at 101 North Queen Street.

It's where visitors interact with digital Vision Boards that help bring their dreams — whether it's to buy a house, save for college, or plan for retirement — to life.

Rather than tellers, financial mentors greet you, ready to help with basic banking needs and make the connections to the right people within the bank. They aren't just there to talk about loans or lines of credit; they want to learn how you hope to grow your business or hear about your wishes to start a family.

"When people have a clear vision of their priorities, we can help them make the plans and take the next steps to fulfill those visions," Kauffman says. "That's what it means to be a community bank."

Take your dreams to the bank.

The Vision Board technology that helps you map out your future is now available at all PeoplesBank locations, including Lancaster - Downtown and

Oregon Pike.

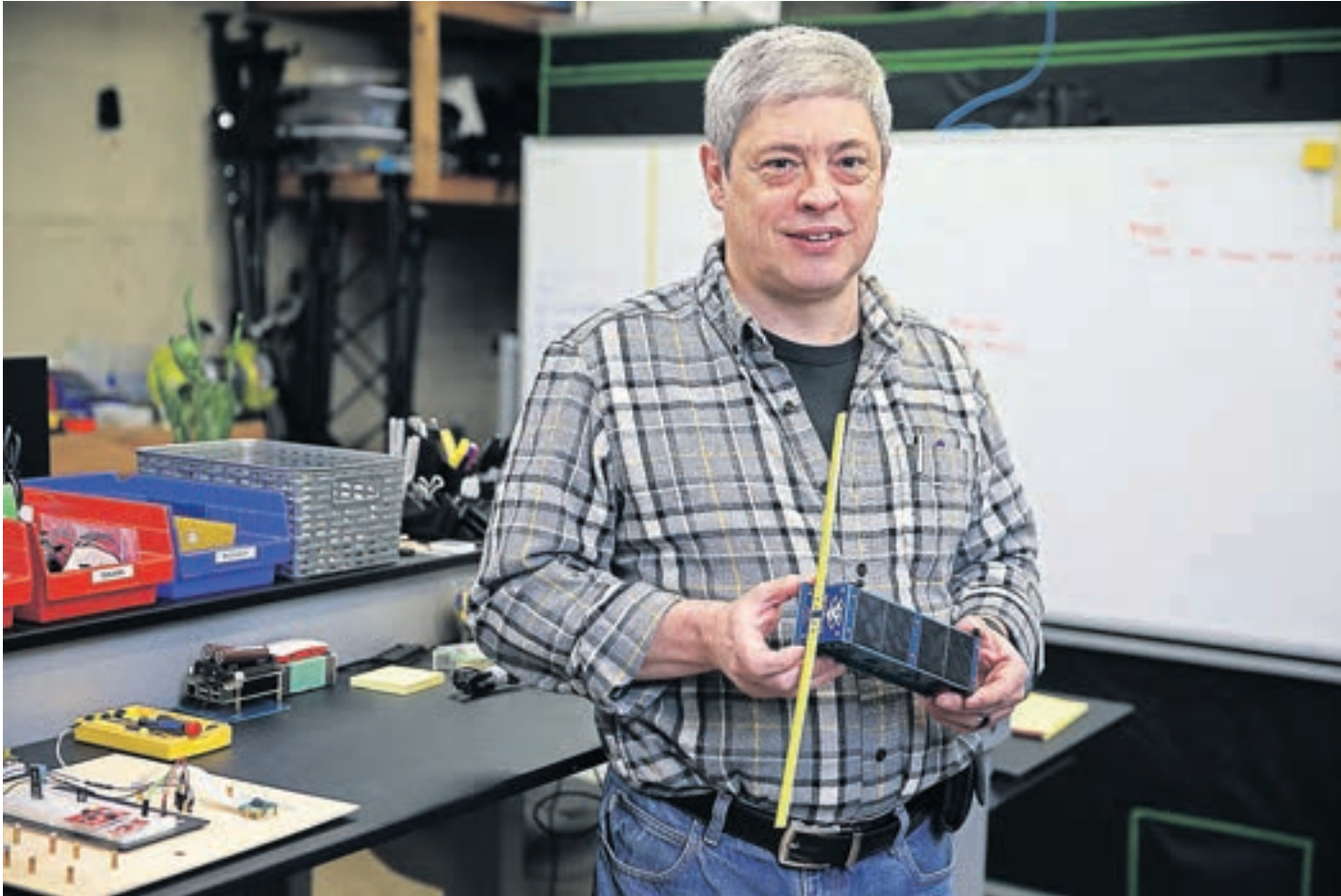
"It changes the conversation from the banker telling the customer what we have to offer, to the client telling the banker what they hope to achieve," says Chad Clabaugh, Senior Vice President and Chief Consumer Banking Officer at PeoplesBank.

It gives the person walking in the door a chance to dream big, to have hope for the future, Clabaugh adds. It has the ability to adapt based on someone's place in life, he says, from planning for that first rainy day to getting ready to spend more time with grandchildren.

"We recognize that PeoplesBank has the opportunity to make a difference in someone's life," Clabaugh says. "It starts with a conversation. That's what we're hoping to spark."

To learn more about the PeoplesBank Vision Board Experience, visit www.peoplesbanknet.com/VBX. Or, stop by a PeoplesBank near you to complete your unique vision board with a financial mentor. Visit us at 2343 Oregon Pike or 101 North Queen Street in Lancaster today!





VINNY TENNIS | STAFF PHOTOGRAPHER

Joe Latrell holds a prototype of his satellite in his Akron lab.

REACHING FOR THE STARS

Akron developer puts his first mini-satellite in orbit with hopes of helping planet Earth

REBECCA LOGAN
FOR LNP | LANCASTERONLINE

Joe Latrell co-hosted a Zoom rocket launch watch party on Jan. 13.

A self-described “rocket nut” since seeing the Apollo 11 landing as a very young boy, Latrell matter-of-factly walked guests through each step that unfolded following SpaceX’s liftoff from Florida.

Then someone announced that satellites that had hitched a ride aboard the Falcon-9 rocket had just been deployed. It suddenly sunk in for Latrell, 54, that one of those satellites was his.

“It was like wow, OK. What do you do when you achieve a goal that you’ve been striving for? Especially when it’s in a field you’ve been enamored with as a child,” Latrell says. “What does that moment feel like? There are no words in the English language to describe it.”

Weighing in at about 2 pounds, this satellite can fit in your hand. Latrell made it in Akron, in a lab not far from his Lancaster County home. And it was among about 105 satellites tucked inside the cone on that SpaceX flight. Latrell thought about all the people who had worked for

years to make that happen.

“Did we just do what we said we were going to do? Did we fulfill a promise we made to ourselves that long ago?” he says. “Yeah. OK. Now the hard work begins.”

Latrell is playing in a competitive field.

There are more than 4,500 active satellites in orbit, SpaceNews reported in January.

“While it took more than five decades to reach a thousand simultaneous active satellites, the growth in the active orbital population has exploded over the last decade, driven

largely by companies like SpaceX designing satellite constellations to provide internet access,” the publication reported.

SpaceX calls its constellation Starlink. It’s made up of more than 1,700 satellites with thousands more planned.

Latrell is expecting to eventually see 400 of his satellites in space in a yet-to-be named constellation.

The satellite up there now was dubbed “Challenger.” It was a test of sorts for a partnership between Latrell’s company — called Quub — and

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Space

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Intuidex Inc., a Bethlehem-based provider of defense software and technology.

“The first of many, this launch is opening up a new market for space data as a service,” Intuidex CEO Bill Pottenger announced in a press release.

The release describes Intuidex technology as being able to process and fuse multiple-source sensor data and quickly identify objects and events, even in situations where limited data is available for making decisions.

The release credits Quub as having “best-in-class ... picosats: low-size, low-weight, low-power and low-price” with various sensor types that can stay in orbit for up to five years with little or no debris upon re-entry.

Here’s an idea of what their partnership is aiming to do.

“Let’s say I am running a water treatment plant and there is a sewer spill up the Susquehanna River from my water intake pipes,” Latrell said. “I want to know about that. And I usually don’t until I’ve already sucked in sewage water.”

There are thousands of people running such plants, Latrell said, adding that many may want to buy a subscription to Quub and Intuidex satellite data and text messages that would allow them to take action.

So might emergency responders who don’t want to wait for wildfires to burn through massive acreage before they even know what’s happening, he says.

“Think of it as a smart watch for planet Earth,” he said. “We are monitoring all these different aspects of what’s going on. Hot spots with fire. We can measure water content with crops and see what’s going on in the rivers and streams.”

Until a few months ago, Latrell’s company was called Mini-Cubes LLC. An attorney came up with that name, Latrell said. Among the reasons for a change? Google “mini-

cubes” and you’re likely to come up with something about the game Minecraft. Latrell said Quub better captures the vibe of what’s actually going on.

Latrell’s path to this point was not a direct one.

He worked in construction, which was the family business. He developed video games for a while. He worked in software development and was a project manager for Agilent Technologies. He also worked in water quality analysis. Between it all, he started his own rocket company in 1998 and incorporated that in 2003.

“In 2006 is when I realized that to make a little money in rocketry you have to start with a lot of money,” he said.

He turned his attention to other ventures.

“As I was doing the water quality stuff, I’d been playing around with satellites as a hobby,” he said. “I thought, ‘I wonder if I could use these to do a better job at monitoring water than what our current systems are doing?’ And I decided to give it a try.”

He developed a satellite that he’d hoped to launch in 2019 working with a company out of Scotland. He didn’t get U.S. Federal Communications Commission approval. “Basically it was so small they didn’t know what to do with it,” he said.

Latrell went back to the drawing board and, through what he said was a long stream of events, ended up in the same room as Pottenger.

He described their quick partnership formation as being like the old Reese’s commercials: You put your peanut butter on my chocolate, you put my chocolate in your peanut butter.

“And we’ve been working together on several different concepts,” he said.

As that SpaceNews piece points out, more than 100,000 new satellites have been proposed, with nearly 40,000 proposed to the FCC in November 2021 alone.

“While not all these proposed constellations will move forward, the ones that do and all future constel-

lations will still need to find space in orbit and available spectrum to communicate,” SpaceNews wrote.

Announcements are one thing. Execution is another, Latrell said, adding that many launch companies are trying to branch out into satellites.

“The problem is, rockets and satellites are two very different things,” he said. “Having worked in both fields now: If you’re good at building rockets, you’re typically not good at building satellites. And if you’re building satellites, you’re not particularly good at building rockets.”

He pointed to what he describes as the separate company working on Starlink for SpaceX.

“It might not say that on paper, but it’s literally a whole separate area,” he said. “They do their thing and SpaceX does theirs. And unless companies take this approach they’re going to fail.”

The market must make financial sense, he said, adding that in many cases it doesn’t.

“If all you’re doing is providing information about, say, oil spills, how many satellites can you build and how much can you charge to let people know there is oil on the surface of the water?” he said.

Multiple revenue streams are essential, he added.

“You have to have other things that your satellite can do,” he said. “That’s why we’ve shifted the paradigm. Instead of being a satellite company we’re a data company. The satellite is just a tool we use to get the data.”

Again, it’s going to take about 400 satellites for them to see what’s happening on every spot on Earth every 15 minutes, Latrell said.

The one that Quub and Intuidex just put up there is a test. The next phase would include 24 satellites. Timing for those depends on funding, though the tentative plan is within the next two years. The companies are currently raising seed money.

The price tag for booking a ride share on SpaceX was \$1 million. Quub and Intuidex did not pay that.

“For those companies that are buying 220 kilograms (485 pounds)

of space on SpaceX, \$1 million is a sweetheart deal,” Latrell said. “But most people don’t have satellites that weigh 220 kilograms anymore, especially if it’s a ride share.”

There’s extra space and a chance to essentially sublet.

“They offer (some of) that space to guys like me,” he said. “I really can’t release the price because that was a private deal between me and the launch provider.”

He stressed, however, that it was inexpensive enough that when all the costs — including development, the ride and parts — are factored in, Challenger cost less than \$250,000.

Quub and Intuidex are hoping to get the cost for the next 24 to be under \$100,000 per satellite with the ultimate goal of under \$50,000, Latrell said.

Speaking a few days after the launch, Latrell said about a third of the satellites in their particular launch group had still not “phoned home.”

Challenger was among them. Part of the process is identifying whose satellite is whose. When they thought they knew which was theirs, they pointed their equipment at it and attempted to communicate. If they were wrong, they had to wait another 24 hours to give another one a try.

“Was there too much shock? Did something break lose that we weren’t expecting even though we tested it nine million ways from Sunday?” he said. “Did the antennas deploy correctly? Did the solar panels?”

Latrell was still hoping that they’ll establish communications. If not?

By mid-February, they had received on weak signal. “We will continue trying for the next couple of months but it is a longshot,” Latrell said. And if the silence continues?

“Would that be a failure? In one sense, yes, but in another no because we have done all the steps we need to make the next one a bigger success...,” he said. “If it does not communicate back with us it’s not a total loss. It’s a wonderful learning opportunity because the next one will be better.”



KEYSTONE FARM FUTURE

Regional farmers, including some from Lancaster County, are raising cattle to supply Karns Quality Foods. The program allows them to stay in business without the costs of purchasing a herd or the worries of marketing the beef.

NEW PROGRAM A BOOST FOR STRUGGLING FARMERS

ROCHELLE A. SHENK
FOR LNP | LANCASTERONLINE

A new Pennsylvania program is innovating the future of farming with a new approach to raising beef.

“It will reshape one of the most complex sectors of the ag industry — the beef sector,” said Larisa Miller, CEO of Keystone Farm Future.

After two years in development, the program was launched in late last year. “We wanted to get it just right before we launched it,” Miller said.

The program connects clients such as supermarkets and restaurants with local farmers. Keystone Farm Future’s first client is regional grocer Karns Quality Foods, which has stores in Dauphin, Cumberland, York and Perry counties.

Farmers in the program will feed, house and care for the cattle that supply beef to the regional supermarket chain and future clients, but they will not own them,

Miller said.

Keystone’s individual clients, such as Karns, will own the cattle and Keystone will manage the herd of Angus beef.

“Grocers and restaurants have control of their supply chain, and they know they’re getting locally raised beef,” Miller said. “It allows farmers to keep cattle on their farms without the outlay of purchasing the herd and the uncertainty of marketing it when they’re raised.”

“This will change the way cattle raising is done in Pennsylvania,” said Dave Rodgers, Keystone Farm Future herd manager. “Most farmers have to look for sales after they raise the beef. We secure the sales before the farmer raises the beef. Since the farmer doesn’t have to get a loan to purchase the cattle that means they can go after loans for things like making improvements on the farm.”

Keystone is currently working with about a dozen

LARISA MILLER: CEO KEYSTONE FARM FUTURE

Larisa Miller is proof that you can go home again.

“I’ve had an interesting and diverse career. Who would have thought a farm girl from Lebanon County would work in Abu Dhabi (United Arab Emirates),” said Miller, Keystone Farm Future CEO. “I’ve come full circle. Growing up I couldn’t wait to get off the farm, and now I’m back to being involved in farming in Pennsylvania.”



Larisa Miller

Miller began her career with the Commonwealth of Pennsylvania, working as assistant to the secretary and deputy secretary of agriculture, and later for Gov. Tom Ridge with a focus on public policy.

She spent several years as a personal adviser and head of business development for members of the royal family in Abu Dhabi, focusing on investment in sustainable development innovation, technology, energy and agriculture. She also led the royal family’s large nonprofit foundation, which focused on women, youth, literacy and education. In that role, she worked with women and children in refugee camps in the Middle East and Africa, providing tools, knowledge and resources to help them become entrepreneurs.

In addition to serving as CEO of Keystone Farm Future, she also currently serves as CEO of Phoenix Global LLC, a global investment and consulting firm headquartered in Miami.

“My previous business experience gave me the credibility to initiate a program of this magnitude,” Miller said of Keystone Farm Future. “After seeing innovative ag businesses in other countries, I began to think about what could be done to support farmers in Pennsylvania. There are real-world problems like food security that will impact all of us. The next generation is very aware of these issues and will hold businesses accountable.”

Growing up on a family farm, Miller said she realized the challenges farmers face.

“We’re urban spreading ourselves out of farmland. That has a real impact on the ag industry and food security. I’ve seen when you are faced with a challenge that’s when innovation occurs,” she said.

Miller said Keystone Farm Future is one of those innovations to help keep farming sustainable.

— Rochelle A. Shenk

Beef

Continued from 28

farmers in Lancaster, Lebanon, Chester, Perry and Juniata counties. Rodgers said most of the Lancaster County farmers are Amish.

“Low milk prices and not enough demand are putting economic pressure on dairy farmers, and some of them are selling their herds,” Miller said. “Our program can help them transition from dairy cows to Angus beef and maintain an income stream so they can keep their farms. We have a staff member who can aid in the transition.”

A farmer himself, Rodgers has raised cattle, mostly Red and Black Angus, for over 40 years on a family farm in the Honey Brook area. In addition to serving as Keystone Farm Future’s herd manager and raising cattle through his company, DJR Cattle Co., Rodgers also has a 90-

“It allows farmers to keep cattle on their farms without the outlay of purchasing the herd and the uncertainty of marketing it when they’re raised.”

— Larisa Miller,
CEO of Keystone Farm Future

head Angus herd with Keystone.

“I wanted to expand the herd on my farm, and this was a good way to do it,” he said.

Rodgers said he puts the knowledge gained from working with his own herd to use for Keystone’s program. He visits farms before they’re accepted into the program.

“It’s important to choose the right farmers — farmers who can grow the cattle to meet the client’s specific needs, for example to meet the USDA’s criteria for choice and prime beef,” Miller said.

Rodgers also purchases all the Black Angus cattle for program. Dr. James Holt serves as chief veterinarian, over-

seeing the induction, preventive care, diagnostics and critical care for herds under the management of Keystone

Farm Future. The team also includes nutritionists Jackie Behr and Kevin Smith, who work with the farmers to create the rations for the beef they raise, Rodgers said.

Keystone Farm Future works with medium-size local processors. The finished beef product can bear the PA Preferred logo, which identifies foods that are produced and processed in the state.

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Our nation's most celebrated chocolatier, Milton S. Hershey, began his career in Lancaster when he launched the Lancaster Caramel Company in 1886. His wife Catherine's lifelong philanthropy also started here, with the Lancaster Charity Society.



Lancaster Caramel Company, Duke Street



Milton and Catherine Hershey in 1905

To further the Hersheys' legacy of education, in 1963, The M.S. Hershey Foundation helped to create the **Milton S. Hershey Medical Center** and Penn State College of Medicine in Derry Township.

Since 1974, Penn State Health and its providers have supported patients at medical group locations throughout Lancaster County. And the county's youngest patients have benefited from the region's only locally based Children's Hospital, located nearby in Hershey.



Penn State Health Children's Lancaster Pediatric Center
Opening in 2022



Penn State Health Lancaster Medical Center
Opening later this year



Penn State Health Milton S. Hershey Medical Center main campus

Expanded access in 2022

This year, we're expanding access to expert primary and specialty care in the county. **Penn State Health Children's Lancaster Pediatric Center** will provide high-level pediatric care in an environment designed for children, teens and families. And when the new **Penn State Health Lancaster Medical Center** opens, Lancaster County residents will have easier access to Penn State Health's expertise, where they want it — close to home.

Penn State Health's health care providers aren't just your partners in medical care — we're your friends and neighbors. We're here to listen and care for you, so we all can have the health we need to live the way we want. **Right here in Lancaster County.**





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Opening later this year



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EDUCATION



ANDY BLACKBURN | STAFF PHOTOGRAPHER

SUB SHORTAGE A LONG-TERM PROBLEM

ASHLEY STALNECKER
ASTALNECKER@LNPNEWS.COM

After five years of substitute teaching, teachers know Susan Clough, 76, the second she walks through the door.

Students greet her with “Hello, Mrs. Clough, remember when you had me in” She credits her success as a sub to focusing on interaction with her students.

“I personally like engaging in personal connections with the students, not just doling out orders,” she said, adding that the profession is often “dumbed down.”

This City of Lancaster-based sub, however, is one in an ever-shrinking pool of substitutes in the county.

Since the onset of the pandemic, school districts have seen a decrease in fill rate, or the percentage of substitute teachers that are able to cover full-time teacher absences.

For example, the county’s largest district, the School District of Lancaster, has seen a drop from an 80% fill rate prior to the COVID-19 pandemic to between 60% and 65% more recently, said Angie Williams, assistant director of human resources in the district.

Substitute Teacher Services provides substitutes to all but two districts in Lancaster County. The Aston-based educational staffing provider services 19 counties in Pennsylvania.

To attract more substitutes to the School District of Lancaster, Williams said last year administration raised pay rates from \$125 to \$135 a day for a regular substitute and from \$150 to \$220 for substitutes who take a single assignment over 15 days – or for building substitutes (a substitute dedicated to one school).

Penn Manor School District, on the other hand, is not raising its pay rates. It doesn’t need to.

While the district saw a decrease from its usual 90% to 95% fill rate



SUZETTE WENGER | STAFF PHOTOGRAPHER

Substitute teacher Susan Clough speaks to students Luis Montero, Hector Maldonado and Nissiah Reason at McCaskey High School.

prior to the pandemic, it still maintains a fill rate around 80%.

“We have a higher fill rate (than other districts) because people do want to work for the district,” said Penn Manor human resources director Theresa Chiodi. “We have a wonderful reputation. We’re known for our academic excellence. We treat our employees very, very well.”

Yet, Lancaster County schools are among those in Pennsylvania that have seen a decrease not only in substitute teachers but in those receiving teacher certifications in general, even before the pandemic, according to Pennsylvania Department of Education data.

Not a short-term problem

Enrollment in teacher preparation studies statewide is down 65% since the 2009-10 academic year, ac-

ording to the department. That’s a decrease from 40,739 enrolled that year to 14,387 enrolled in 2015-16.

With a smaller pool of certified teachers in general, Phil Gale, assistant superintendent in the Penn Manor School District, said qualified individuals are quickly snatched up to fill full-time positions.

“More people who were substitutes in the past may have found permanent positions,” Gale said, noting the district has hired more in the past year. “Some of the folks that normally would have been coming out of college or substituting got hired for permanent positions.”

In a Jan. 4 message to Donegal School District parents, Superintendent Michael Lausch noted not only a shortage of substitute teachers but also custodians and food service personnel. As COVID-19 cases skyrocketed in Lancaster County following

the holidays, the district saw so many absences that it planned for remote instruction should a building come up short-staffed.

At the end of the letter, he put out a call for parents and guardians with a bachelor’s degree to consider serving as a substitute teacher.

Gov. Tom Wolf signed a bill into law Dec. 17 that increased the number of people eligible to substitute in public schools, including an extension to those 25 or older with at least 60 college credits or three years of experience as a paraprofessional.

Yet, schools are still struggling to fill vacancies.

“We have open positions every day that create a challenge for class coverage,” Lausch said in an email to LNP | LancasterOnline. “I do not believe this is a short-term problem as the number of teacher certifications issued

A VISION FOR LANCASTER MENNONITE

From Uganda to Lancaster County: Principal Michael Badriaki brings unique perspective to job

DONNA WALKER
FOR LNP | LANCASTERONLINE

Michael Badriaki assumed duties as principal of Lancaster Mennonite High School and Middle School in July 2021. The path that led here began in Africa — he was born in Kenya and raised in Uganda — where family, community and religion created in him a desire to work with children in an educational setting.

Now 42, Badriaki moved to Lancaster in 2018 from Oregon with his wife and daughter. They were drawn here, he said, because the Anabaptist traditions and values reflected their own beliefs about peace.

“I find it a high point being in a community that takes that seriously even amongst our relationships with each other. I see (peace) practiced here probably more than any place I’ve been,” he said.

Early years

Uganda during Badriaki’s childhood was a country recovering from war, fighting the HIV/AIDS epidemic and struggling to protect its children from consequences of both. Uganda was among the highest HIV/AIDS-infected countries in the world. Many died.

“Uganda is also one of the youngest nations in the world. There were lots of children without parents during that time. Many orphanages were understaffed and we saw the need to avail ourselves,” he said, noting that communal hospitality is part of African culture.

“In Uganda if a child doesn’t have a home, a neighbor will take the kid in. My family, too. My aunt’s kids who I grew up with in the same house, to this day we call each other brother and sister. They were orphans and my parents took them in, and we were this big family. I thought that was what you did. That’s why I wanted to work with



LANCASTER MENNONITE

Michael Badriaki took the helm of Lancaster Mennonite in July.

children,” he said.

Eventually, however, the enormous numbers of homeless children outweighed the community’s ability to help, creating the need for orphanages. When he was 18, Badriaki helped in orphanages, reading to children or sometimes physically carrying them to a hospital for care because they had no cars.

“Later on in college when I was studying about community development, community engagement, public health, prevention and promotion, I realized: Oh, that’s what we’d been doing. I started drawing parallels and seeing how I could have done it better by gaining knowledge,” he said.

Now at work on his second doctorate, Badriaki credits his parents for his passion for learning.

“My dad would say, ‘You need to be sure you’re always learning something new.’ My parents saw learning and formal education as the ramp on to meaningful work, honest work and maybe even gainful employment,” Badriaki said. “But for my dad, it was always about: What need is there; how can we serve the need; what can be done?”

His older sister, Elizabeth, a role model and mentor of whom he speaks with affection and admiration, also advised him, “Learn everything you can.” But his father’s counsel echoed: “Michael, if you get all these degrees and you never use them to help others, what is the learning for?”

Experiences and beliefs

At Lancaster Mennonite, his work and life experiences come together to lead a school based on Anabaptist traditions he first read about in a small library in Kampala, Uganda. He was moved by the stories of early martyrs and the idea of peace. When he was a boy, his aunt had taught him as much.

“You cannot go anywhere in Africa and not feel some kind of spiritual note,” he said. “My aunt was deeply Christian. She always told me about the Bible. She told me I would find peace in life, in Christ. She told me that over and over again.”

He said the peace that permeates Anabaptist beliefs can be applied to the broader issue of race relations today.

“There’s a way to embrace hardship

and adversity like Christ did. ... That means you don’t have to have an outburst when you’re being persecuted. There’s a way in which these values give you a sense of clarity and contentment, clarity to emit love, to emit patience even during suffering, which I think is a miracle. That’s exactly what happens in race relations here. That’s not talked about enough.”

Lancaster Mennonite faces change next year. The Locust Grove and New Danville campuses will merge at the 90-acre Lincoln Highway site where all students, kindergarten through grade 12, will attend.

Badriaki spoke about that unification and his vision.

How will uniting the campuses impact the school?

All of it coming together is very exciting. From an organizational standpoint, there’s the issue of efficiency, practicality, maintenance, logistics and streamlining everything, (for example) when teachers won’t have to travel between campuses. And then with aesthetics and design, there’s more to dream about. It means coming together even from a diversity standpoint, male to female, different ways of thinking, different ways of pedagogy. Sometimes distance doesn’t allow us to see what we’re all doing but that’s all now coming to one campus.

The student population is 64% white and 36% people of color. Can you comment on LM’s progress in bringing diversity to the school?

I look at it broadly. When it comes to ethnicity, students from all backgrounds would be at home here. There’s still some ways to go. We’re also cognizant of the need for clarity on what diversity is. For many people it’s critical race theory. We don’t teach that. We should be looking at diversity

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Subs

Continued from 34
by the Department of Education has been steadily decreasing over the past few years.

“A sustainable, long-term solution through partnership with legislators, the Department of Education and institutions of higher education is needed to create solutions and overcome this growing issue,” he wrote.

For now, districts are improvising.

To make up for the 20% of teachers whose absences aren’t filled by substitutes at Penn Manor, Gale said other full-time teachers are pulled out of their prep periods to cover classes. Or, administrators, counselors and even support service teachers pitch in.

In rare cases, classes are combined, doubling the student-to-teacher ratio for that period.

“For these teachers to be such a team, they give up their free period to cover for another teacher — that’s phenomenal,” Clough said. “And, they’re all doing that so they’ve got to be exhausted.”

‘I don’t think it’s just us’

Education isn’t the only sector experiencing labor shortages as the pandemic stretches into its second year.

“It’s probably pandemic related,” Williams said. “It’s just matching the trends that we’re seeing in labor throughout the workforces. I don’t think it’s just us.”

In what has now been dubbed the Great Resignation, the United States has seen a record number of workers quitting their jobs. From April 2020 to November 2021, the rate of resignations doubled, according to the U.S. Bureau of Labor Statistics.

And, as COVID-19 variant after variant are discovered, people still aren’t comfortable with in-person work.

At a CareerLink job fair, where Chiodi was looking for future Penn Manor employees, she noted many searching for work would prefer a remote job.

“COVID has given employees a different perspective,” Chiodi said. “They made a very conscious decision as to

when to return because many people are still just uncomfortable coming back into the workforce because they’re not sure who’s vaccinated, who isn’t, who wears masks, who doesn’t.”

Clough said it’s easier to continue subbing because she doesn’t live with family and doesn’t risk infecting children, grandchildren or aging parents.

“I do think if I had family around, I’d be more conscientious,” Clough said.

To feel safe in school districts, Clough double masks and tries to stick to districts, like the School District of Lancaster, that still have mask mandates in place. Additionally, she has limited her teaching to three days a week in hopes of lowering her risk.

Clough said her friends question why she continues to sub, despite the risk. Though she was nervous at the start of the pandemic, Clough said, “I really like the kids.”

Vision

Continued from 35
from the point of, “Who’s not in the room? And why?”

What is your vision for the school?

We have a wonderful mission. It’s been here for many decades. The people who have come before me have faithfully put their shoulder to it and brought it this far. Our faculty has done a great job. I hope we can continue to show up that strength, curriculum wise, because through curriculum we can deliver on ... what sets us apart here, our Anabaptist ethos. The question is: How is what we’re doing fulfilling the mission of the school, which is what their parents are sending them here for, to point them to Christ and to equip them with excellent academics.

Do you see yourself staying in Lancaster County?

When I was offered the job, I felt the stars were aligning. Moving here was the best decision we ever made. Our daughter, Teniel, 10, attends LM. My wife Kristen and I see ourselves here for a very long time.

ENVIRONMENT



A COOLING COMPANY

Advanced Cooling Technologies finds thermal solutions for the environment, NASA and more

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Looking for a succinct way to describe the work done at Advanced Cooling Technologies Inc., Richard Bonner found the words right in the Lancaster-based company's name.

"We are a cooling company," said Bonner, the firm's vice president of research and development.

That may be an oversimplification, he said, emphasizing that Advanced Cooling Technologies isn't an average heating ventilation and air conditioning company. It's focus is on providing thermal engineering services from its base inside Burle Business Park in Lancaster city.

"We are more like a company that comes in to cool a satellite or a military radar system, so it's cooling but applied to very advanced ... systems," he said.

Bonner shared that description just weeks after the U.S. Department of Energy awarded the company a \$3.3 million grant to support the development of improved flaring equipment.

These flares are designed to burn excess gas when it's released as waste from sites like oil and natural gas wells. With the three-year grant, an ACT research and development team is working to create improved combustion components, with the goal of producing higher temperatures to more completely burn the methane that often leaks from drilling sites.

That's important in the larger fight against climate change, company officials noted, because methane is a powerful greenhouse gas. And the flares can be put to use right here in Pennsylvania, where a boom in hydraulic fracking has spawned a multi-billion-dollar natural gas industry stretching from the state's southwestern corner to the former



COURTESY ACT

Engineers assigned to Advanced Cooling Technologies' orbital systems team perform a final inspection on NASA hardware at their building in Burle Business Park.

anthracite coal region in the northeast corner.

The research on better flares is just one of multiple projects related to environmental protection in development at Advanced Cooling Technologies, according to Bryan Muzyka, sales and marketing manager. However, he said the company's focus extends well beyond just the environment, specifically noting work related to COVID-19 testing equipment and the design of thermal components for a NASA rover that will be used to explore the moon.

At a given time, Advanced Cooling Technologies' research and development teams are working on two to three dozen projects, competing with similar companies to develop and manufacture "thermal solutions" for both government, defense and private-sector clients, Bonner said.

Bonner compared the company to

a university, explaining how teams evaluate each project, pitching ideas and prospective solutions before the best concepts are selected, researched and potentially developed. Not all projects pan out, but that's common in the field of research and development, he said, proud of the company's success rate.

The vast majority of that work, he said, takes place within the company's Burle location, where its operations occupy more than 83,000 square feet. According to officials, Advanced Cooling Technologies has expanded five times since 2003, when it was founded as a research and development company by President and Chief Technical Officer Jon Zuo and Vice President Scott Garner.

Last year, the company acquired Tekgard, a York-based engineering and manufacturing company, which added about 60,000 square feet to

the Advanced Cooling Technologies footprint, Bonner said.

Early this year, Bonner and Muzyka celebrated the company's location in central Pennsylvania, touting the number of qualified workers graduating from nearby colleges and universities, as well as a wealth of talented and experienced machinists and manufacturers.

Job listings on the Advanced Cooling Technologies website sought engineers, a quality inspector, a West Coast sales manager and a spacecraft thermal analyst among others.

The privately held company has 217 employees, 164 in Lancaster and 53 in York, according to an Advanced Cooling Technologies spokesperson.

"All of them have unique backgrounds in thermal management," Bonner said. The workforce, he added, has "gotten more professional and certainly larger as time goes on."

SMALL ACTS MAKE BIG DIFFERENCE

Emily Broich helps community do its part to improve the Chesapeake Bay Watershed

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Lancaster County has more miles of impaired streams than any other county in the state. Nearly 90% of our streams are impaired by things like mine drainage, farm runoff and storm sewer runoff.

All of this pollution and sediment flows downstream, making Lancaster County the state's largest polluter in the Chesapeake Bay Watershed.

Solving this problem requires action from local government, community partners and every Lancaster County resident. It sounds daunting but these actions can be as small as turning off the water while brushing your teeth or a little bigger, such as adding a green roof.

Emily Broich is helping spread the word about these types of conservation as the Alliance for the Chesapeake Bay's new green infrastructure projects coordinator for Pennsylvania. The group's Pennsylvania field office covers an area of central Pennsylvania within the Chesapeake Bay Watershed. The office is based in Lancaster County with a lot of the work focused on the city of Lancaster.

In Lancaster, Broich partners with the city to identify public and private areas to limit runoff into the sewer system. That could mean identifying a spot for a rain garden, connecting people with free trees or sharing a grant program for water-related residential projects.

Her work in conservation has taken Broich from the Hempfield area to wildlife refuges throughout the country and then back to Lancaster County.

While she is more interested in focusing on conservation work, Broich shared more about her career path. Growing up in West Hempfield



SUZETTE WENGER | STAFF PHOTOGRAPHER

Emily Broich, second from right, the new Pennsylvania green infrastructure projects coordinator for the Alliance for the Chesapeake Bay, shares information with Wanda Jones, left, the Rev. John Knight and Francine Harley, all members of Team 24 at Brightside Baptist Church in Lancaster. The church is working on plans for adding plants to their property that would help with stormwater management.

Township, she spent a lot of time outdoors. At University of Pittsburgh, Broich gravitated toward natural sciences and earth sciences, which led to a degree in environmental studies.

"So many of the environmental issues captured my attention," she said.

After college, Broich provided classroom support and after-school help at La Academia Partnership Charter School in Lancaster through the AmeriCorps program.

To get back into conservation work, she accepted seasonal positions with the federal Fish and Wildlife Service. She led field trips at Tamarac National Wildlife Refuge in Minnesota, a host site for more than 250 species of birds. At Crystal River National Wildlife Refuge in Florida, she helped ensure manatees could get to protective spaces in the site's

warm natural springs.

An avid birdwatcher, Broich saw more birds in Florida during the winter that would stop briefly or infrequently in Lancaster County during migration.

"That was definitely one aspect of the position that I really, really enjoyed," she said.

One highlight was seeing roseate spoonbills, and not just the one-day wonder sighting seen in Lancaster.

Closer to home, Broich joined Lancaster County Conservation District, where she worked in erosion and sediment control for five years. She

joined the Alliance in the fall to focus on conservation throughout a wider region: the entire watershed.

One major focus is connecting with the community to find areas to add green infrastructure and share what people can do to reduce runoff. Communicating these ideas may be difficult, she said, but these small steps can be more cost-effective than spending millions on storage tanks.

A simple step that doesn't even involve a shovel is to limit water use when it's raining.

"Wait to do that load of wash until the storm is over," Broich said.

This is especially important in Lancaster city, where rainwater rushes into a system that combines sewage and stormwater. When the treatment plant can't keep up, the water goes into the river.

Take the simple actions a step further and add a rain barrel. Redirect a rain spout to drip onto plants, not pavement. Look into planting a rain garden or adding permeable pavers. Plant a tree to absorb water and support wildlife. Broich will assess a site to see what's possible, share grant information and connect them with a contractor.

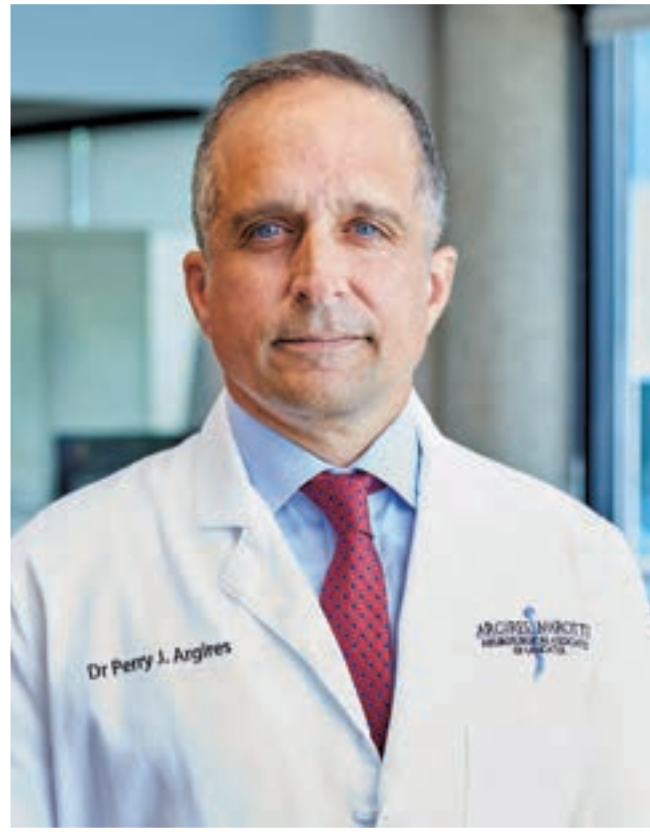
Much of this work is happening in Lancaster city but long term, Broich would like to take these ideas into other areas, especially historic areas developed before stormwater management rules were in place.

"We're excited to think about those efforts on a larger scale," she said.

MORE CONSERVATION TIPS

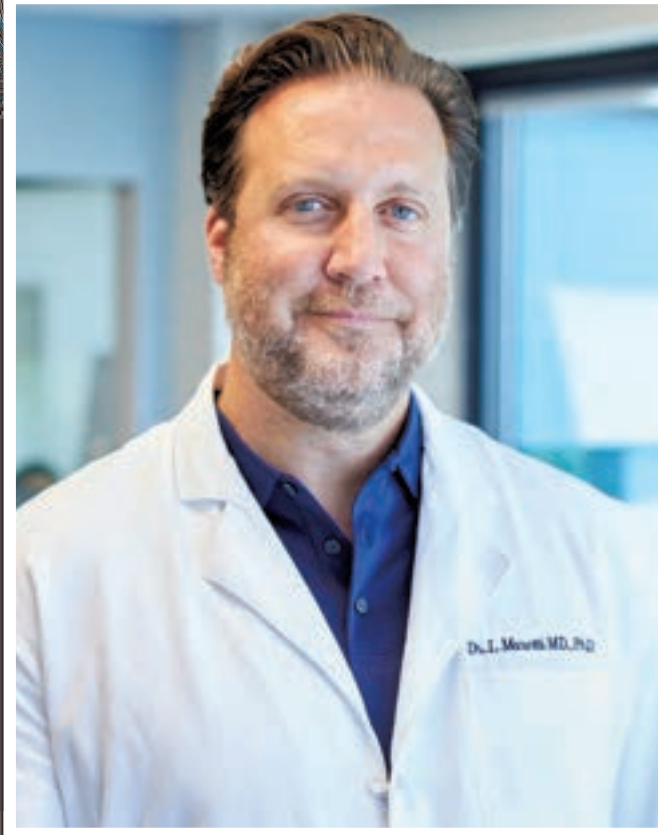
● To learn more about conservation and water quality, email Emily Broich at ebroich@allianceforthebay.org or follow the Save It Lancaster Facebook page at facebook.com/GreenItLancaster.

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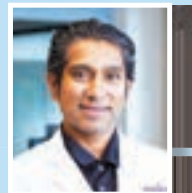
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HEALTH





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TELEMEDICINE HERE TO STAY

Fueled by the pandemic, virtual health visits remain a popular choice for patients of all ages

KARYL CARMIGNANI
FOR LNP | LANCASTERONLINE

While COVID-19 and its multiple mutations have made many people more cognizant of their health, it has also made patients less eager to visit their doctor in person. Fortunately, virtual doctor appointments — called telemedicine — can be a safe, convenient and effective option.

The technologies surrounding virtual health visits have been around for years, but the pandemic added jet fuel to the supply and demand for telemedicine. Nationally, statewide and locally, the health care field stepped up to meet the unprecedented challenge, investing in secure, user-friendly platforms and train-

ing staff to dispense their expertise online and help their patients feel at ease. Insurance companies have waived restrictions on their telemedicine coverage during the pandemic.

Not surprisingly, major health care systems in Lancaster County report significant increases in telemedicine use during the pandemic.

“Although historically telemedicine was reserved for people in rural areas who do not have ready access to in-person care, telemedicine has provided convenient and safe care during the pandemic and I believe it should continue to be offered,” Dr. Brian Pollak, WellSpan’s medical director for connected health, wrote in an email.

Pollak said about 11% of outpatient visits use telemedicine, with slightly more women using it.

Dr. Vito DiCamillo, clinical director, corporate partnerships for Penn Medicine Lancaster General Health, also saw an uptick in use. He noted a surge in telemedicine appointments in early January (coinciding with the highly contagious omicron variant), from the usual 5%-10% to 30% of all primary care appointments.

Penn Medicine implemented two platforms within two weeks of the start of the pandemic: On Demand, a virtual urgent care service available to the public and an internal platform available to Penn Medicine members. According to data, 68% of

On Demand patients are women.

“Monday is the busiest day,” DiCamillo added.

In the beginning

Telemedicine started more than a decade ago with urgent care for stroke victims, where “every moment is golden,” said Dr. Salim Saiyed, UPMC vice president and system chief medical information officer.

With seven hospitals in the UPMC system, it wasn’t practical to have a neurologist at each site. Having one neurologist available 24/7 in a central location via telemedicine was the

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Virtual

Continued from 42

most efficient for patients and staff. The concept proved to be a valuable springboard for the COVID crisis.

Since the pandemic, Saiyed said, telemedicine use is up about 1,000%. When COVID-19 started, 80% to 90% of doctor appointments were virtual, then about 50% over the summer, and now 20% use telemedicine, he said, which is largely in step with national trends. UPMC has conducted about 200,000 telemedicine visits since March 2020, he said.

The top age group using telemedicine at UPMC is 51- to 60-year-olds, followed by patients ages 40 to 50 and those ages 60- to 70, Saiyed said. More women use telemedicine, likely because they are often charged with coordinating health care for the family, he said.

At Penn Medicine, the age group with the highest usage throughout the pandemic has been 30- to 39-year-olds, but DiCamillo added that all ages use it, even geriatric patients.

Data from WellSpan also showed that all ages are using video and telephone visits.

“The people who do video visits tend to be in their 20s to 40s and people who do telephone visits are usually in their 60s,” Pollak said.

Referring to video visits, Pollak said that it’s a population of “busy people” with responsibilities of young families, careers and aging parents.

“If telemedicine were not available to this population, my concern is whether they would take time to schedule an in-person visit, or potentially decide to forgo care,” he said.

Health choices

There are 24 specialties available through UPMC virtual appointments, from heart health to pediatric care to infectious diseases, sleep medicine, chronic pain, brain care and many more. Patients can make acute, urgent, on-demand

and chronic care appointments. But there’s always the option to see a doctor if needed, Saiyed said. UPMC provides satellite locations for in-person follow-up care, including blood draws, lab work and vaccines.

Recently, UPMC added a virtual diabetes boot camp to its online offerings.

“There’s a lot of touch points for care and checkups for patients,” Saiyed said.

The 12-week virtual program focused on diet, medications and education. “Seventy-five percent of patients that completed the program have much, much improved,” he said.

Another way to improve health care outcomes is through a post-hospital stay video program. A few days after discharge, UPMC patients do a telemedicine follow-up, to make sure they are doing well and taking medications.

“Outpatient medical wellness via video avoids coming into the office,” said Phil Witkowski, UPMC’s director of telemedicine. That is safer for all concerned.

DiCamillo of Lancaster General Health said most primary care virtual appointments were COVID-related, but telemedicine is also a popular choice for behavioral medicine — psychiatry and psychology — and consultations with specialists.

Coverage and care

Telemedicine appointments usually cost the same as in-person visits, and patients get the same level of care in a safe and convenient way. Insurers currently cover these virtual appointments.

But that could be a fly in the ointment, post-pandemic.

While experts agree that telemedicine is here to stay, “If it’s not a covered service, you will see patients face-to-face again,” said Dr. Charles Barbera, vice president, pre-hospital and unscheduled care, for Tower Health.

Ultimately, the future of telemedicine is up to consumers. “Patients may not choose an insurer that

doesn’t cover telemedicine,” he added.

However, according to a July 2021 article in Healthcare Law Brief, “The ability of providers to continue to provide telehealth services at profitable levels depends on whether laws and regulations allow for it.”

The efficacy and efficiency of telemedicine is not in dispute. Once patients log on and get used to the platform, they are, by and large, satisfied with the interaction and the outcome — and the convenience. However, some patients get frustrated with their health care app and don’t like waiting — even on their couch — for an appointment.

“There’s a digital health gap,” Saiyed said, noting that lack of broadband or digital literacy can impact access to telemedicine.

UMPC has several centers, including at the YWCA, where patients can get assistance to securely access their doctor online, he said.

“The transient population can still access health care,” he added.

DiCamillo agreed. For Penn Medicine Lancaster General Health, keeping care local and accessible to everyone is a high priority, he said. They, too, strive to provide “high-quality care regardless of socioeconomic status.”

The rapid increase in telemedicine use requires well thought-out strategies, Witkowski said. “We don’t want to leave any population behind and make the gap worse.”

Guarding privacy

Security and privacy are the top priorities for telemedicine providers, and they said they’ve made huge investments to make sure the platforms are safe. At UPMC, doctors and staff receive training for effective online interactions, including facial expressions and proper lighting so patients still experience those “warm and fuzzies,” Saiyed said.

Penn Medicine Lancaster General Health implemented “Webside Manner” training for its staff, with practical camera tips and the IT team

providing the infrastructure for successful virtual appointments.

“We want to create clinical pathways similar to what’s in person,” DiCamillo said, adding they’ve increased providers during the pandemic and also during weather events so patients can still receive care from home. Even staff on quarantine still serve patients from home, as needed.

Tower Health demonstrated its commitment to patient care by forming a remote patient monitoring system, Barbera said. The innovative “community paramedicine” team sets up necessary health monitoring equipment in the patient’s home with wireless capabilities so doctors at the Reading Hospital can track their health and intervene if necessary.

The closing of the Jennersville Hospital earlier this year may impact people in southern Lancaster County (data is not in yet), but patients can still get in-person care at urgent care sites in Chester County, as well as telemedicine appointments.

Virtual care is an option for non-life-threatening issues like allergies, bronchitis, COVID-19 concerns, cold and flu symptoms, pink eye, rashes, sinus problems or urinary tract infections. The doctor can assess the symptoms and prescribe medication, which the patient can pick up at their pharmacy.

But sometimes, a trip to the hospital is unavoidable.

“We don’t want to provide the wrong level of coverage for convenience,” Barbera said.

As the patient answers questions on the website, they are directed to continue to a virtual visit, get fast-tracked to an immediate in-person appointment, or to call 911.

Technology platforms are always improving, and telemedicine is here to stay, Barbera said.

“It’s a way to streamline health care and keep people well,” he said. “We’d rather you didn’t need it, but if it can catch you before you need an ambulance, it would be worth it.”



VINNY TENNIS | STAFF PHOTOGRAPHER

A new emergency entrance at Lancaster General Hospital is currently under construction on North Duke Street.

EXPANDING HEALTH CARE

New Penn State hospital, expanded LGH emergency department coming in 2022

NICOLE BRAMBILA
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A new, 129-bed, acute-care hospital and a renovated emergency department that is expected to nearly double its capacity are expected to serve Lancaster County residents before the year's end.

Here's the nitty gritty:

Lancaster General Hospital

For roughly the past 13 months, the downtown Lancaster hospital has been undergoing work for its 40,000-square-foot, \$182.5 million trauma and emergency department expansion.

Currently under construction, the

emergency department entrance on Duke Street has temporarily moved to Lime Street.

That will change in September when the expansion is expected to be completed.

Then, the hospital's existing emergency department space will undergo a renovation that will nearly double its capacity once completed in 18 months.

Originally designed to accommodate 90,000 annual visits, the emergency department was last renovated in 2003.

With both the expansion and renovation in place in spring 2024, the emergency department will be able

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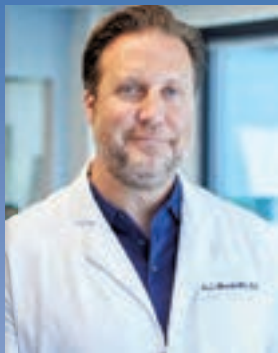
VINNY TENNIS | STAFF PHOTOGRAPHER

Construction of Penn State Health Lancaster Medical Center continues along Harrisburg Pike and State Road in East Hempfield Township.

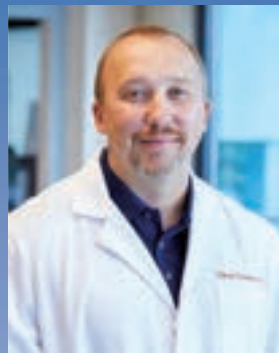
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Dr. John Smith helps patients improve the quality of their daily lives through innovative pain management techniques. "Regenerative medicine is a unique focus in which a patient uses their own body's healing ability," he explained. "For example, we use

platelet-rich plasma (PRP) injections, which are a concentration of a patient's own platelets, to accelerate the healing of injured tendons, ligaments, muscles and joints. This is a great option for patients who have arthritis, or tendon, joint or muscle pain."

Dr. Steven M. Falowski, honored to be elected to the Board of Directors of the International Neuromodulation Society provides spinal cord stimulation when nonsurgical pain treatment options have failed to provide sufficient relief. Spinal cord stimulators may be used to treat or manage different types of chronic pain, including

back pain, post-surgical pain, arachnoiditis, nerve-related pain, peripheral vascular disease, complex regional pain syndrome, pain after an amputation, and visceral abdominal pain and perineal pain. Spinal cord stimulation can improve overall quality of life and sleep, and reduce the need for pain medicines. It is typically used along with other pain management treatments, including medications, exercise, physical therapy and relaxation methods.

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ADVERTISING FEATURE

Hospitals

Continued from 44

to treat 140,000 patients annually with 95 beds.

“The project is one of the largest investments in facilities and technology in LG Health’s history,” John Lines, a Penn Medicine Lancaster General Health spokesperson, said in an email. LG Health is the health system that operates the hospital.

As part of the project, the hospital is also revamping its food service department with expanded storage and refrigeration and a restaurant-style production kitchen that allows for locally sourced menu options for patients, visitors and staff.

Originally, the expansion project was to be completed by December but is now set to open in April.

Project costs are included with the emergency department overhaul.

“The dining offerings will empha-

size healthful eating and wellness, as well as to promote a sense of community through upgraded seating areas,” Lines said. “Demand for meals is projected to increase by 20% as a result of the expansion, necessitating a food-prep design featuring multiple stations that flex production based on daily demand.”

And this summer, LG Health anticipates offering proton therapies — believed to be the first in central Pennsylvania — at the Ann B. Barshinger Cancer Institute in East Hempfield Township.

Penn State Lancaster Medical Center

Penn State Health is constructing a \$375 million, 129-bed medical center in East Hempfield Township that, once opened, will mean Lancaster County residents will have four hospital choices in the county.

Built with some flexibility, the

health system will also be able to add an additional 24 beds when volume warrants an increase.

The hospital — which at full capacity will employ 900, mostly patient facing, staff — is expected to open this fall.

Given the difficulty recruiting health care workers, the health system began recruiting efforts about 18 months ago, Deborah Addo, Penn State Health president and chief operating officer, told LNP | LancasterOnline recently.

“Penn State Health is now hiring and utilizing future Penn State Health Lancaster Medical Center staff to fill some positions at our other facilities,” Scott Gilbert, a Penn State Health spokesperson, said in an email. “This hiring practice gives staff the chance to learn the processes and systems on which the new hospital will operate before they step into the physical space in East Hempfield Township, allowing for

faster orientation.”

While the employee search is underway, it’s unclear what percentage have already been hired. Gilbert did not directly respond to this inquiry.

Also coming from Penn State Health to the county this year is a new, \$11.2 million pediatric outpatient center in the former Toys R Us store on Harrisburg Pike at Route 30 in Manheim Township.

The 47,000-square-foot center, which will employ about 40 people, is expected to offer high-level pediatric care without having to leave the county.

And, the Hershey-based system also recently paid \$2.4 million for about 3 acres near routes 30 and 222 in Manheim Township, for a three-story, 56,000-square-foot office building with 200-plus parking spaces.

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PET WELLNESS A BOOMING INDUSTRY

REBECCA LOGAN
FOR LNP | LANCASTERONLINE

Alyssa Tickle is familiar with pandemic pets.

“When we were all in quarantine and nobody was doing anything, all of a sudden everyone said, ‘Oh, maybe we should get a dog,’” said Tickle, manager of Keystone Pet Place in Lancaster.

Keystone’s grooming business suddenly skyrocketed. Now, sales of CBD-infused dog treats are booming.

“All these people started going back to their offices,” Tickle said.

Customers seeking ways to help pets cope with separation anxiety is just one of the ways that COVID-19 is impacting an already evolving business of pet well-being.

Tickle uses the CBD treats with her own anxious dog. She said giving them as prizes for games of hide-and-seek as well as a treat upon her return helps her pup realize that at the end of each workday she’ll eventually be found.

The American Society for the Prevention of Cruelty to Animals reported in May that nearly 1 in 5 U.S. households got a dog or cat since the beginning of COVID-19. That’s according to a poll of 5,020 respondents.

The majority of these households still had that pet in the home — 90% for dogs and 85% for cats — and were not considering rehoming them in the near future, according to the ASPCA.

Some people who got pandemic pets are now calling folks like Chris Moritzen, co-owner of Lancaster’s Moritzen Family Pet Sitting. They’re looking for extra visits and walks.

“We’ve seen a lot of puppies. They got them and then realized, ‘Oh, I have to go back to work,’” Moritzen said. “From a business standpoint that’s great for us. For the pets, it’s something they’ve never had to deal



VINNY TENNIS | STAFF PHOTOGRAPHER

Alyssa Tickle, manager of Keystone Pet Place in Lancaster, grooms Leydi. She says business is booming thanks to all the people who got pandemic pets.

with.”

Exercise and interaction can do wonders, he said.

Others are asking their veterinarians about anxiety medication. Lisa Knokey, client specialist at Strasburg Veterinary Health, hears plenty of inquiries about that.

Add those to an already full plate

being handled by a profession that is, as are many, facing shortages.

“Definitely we’ve noticed a lot of people trying to find a vet’s office and a lot of people not taking new pets because they are just at their max,” Knokey said.

Her office had already stopped taking new patients before spring 2020.

The calls have since intensified. The front desk keeps a wait list.

“But I don’t really think we’ve made much headway with that yet because we are very full and we’ve got two doctors,” Knokey said. “So that’s kind of a struggle.”

It’s a hot topic in vet circles. Consider a letter sent to the American Veterinary Medical Association by 24 industry leaders, according to a report from Today’s Veterinary Business.

That publication said the letter expressed disappointment in an article that described shortages as a “temporary cyclical economic factor” and said “adding veterinarians to the companion animal sector is unlikely to address the profession’s current workforce issue.”

“We see the effects of a workforce crisis every day, including delayed and denied care, suffering pets, (and) veterinarians and their teams struggling emotionally, mentally and physically,” the letter continued, per the vet magazine. “It’s clear to us that the shortage is real and growing. There are few things more difficult for veterinarians than turning away pets in need. It challenges our purpose as well as our oath.”

The letter calls for more seats to be added at vet schools.

Go to the staff bio page of any Lancaster County vet office and there’s a good chance you’ll see at least one degree in veterinarian medicine from the University of Pennsylvania.

That university has graduated 1,281 vets over the past 10 years, according to John Donges, spokesman for the university’s School of Veterinary Medicine.

Dr. Carlo Siracusa is associate professor of clinical behavior medicine and head of the behavior service there. Staffing issues are just one of the stressors vets are dealing with today, Siracusa says.

DOCTOR ON FRONT LINES OF COVID-19

KARYL CARMIGNANI
FOR LNP | LANCASTERONLINE

Dr. Chinenye “Chi” Onyekachi Emuwa has had a very, very busy couple of years. A pulmonary expert who is board-certified in critical care and internal medicine, Emuwa’s skill set has been priceless during the COVID-19 pandemic, with its plethora of symptoms and sicknesses.

Emuwa, medical director of pulmonary rehabilitation at UPMC Lititz, is also a Fellow of the American College of Chest Physicians, putting him in an elite group of physicians who are experts in chest medicine.

Juggling his time between office visits, telemedicine appointments, pulmonary consults and keeping patients alive at UPMC Lititz, Emuwa remains present and engaged with

his patients.

As for what motivates him day in and day out: “My desire to take care of my patients and make them better,” he said.

His deep compassion and keen intelligence hark back to his childhood. Growing up in Nigeria’s Enugu state, he was 13 when his father died from complications of a ruptured appendix. That tragic event inspired him to go into medicine, he said.

He graduated medical school from the University of Benin in Nigeria. He managed a clinic there for a couple of years, but found the lack of technology and tools to manage critical care patients challenging. Emuwa continued his studies in London, where he was introduced to his future wife, Ada, by a family friend. She



VINNY TENNIS | STAFF PHOTOGRAPHER

Dr. Chi Emuwa at Lancaster Pulmonary and Sleep Associates in Lancaster.

too was studying medicine.

In 2008, Emuwa began a three-year internal medicine residency program at Meharry Medical College School of Medicine in Nashville, Tennessee. He was named resident of the year in 2011, and chief medical resident in 2011-2012. From there, he landed a pulmonary and critical care fellowship at the Rutgers University Graduate School of Biomedical Sciences in Newark, New Jersey, which he completed in 2015.

The Emuwas landed in Lancaster in August 2015 with their two children. Ada Emuwa practices family medicine at Penn Medicine Lancaster General Health.

Since the health crisis began in March 2020, Emuwa has seen illness ranging from mild to more severe, “especially in people over 65, and people with chronic disease like asthma, COPD, (the) immunocom-

promised and organ transplant recipients.”

Once a person is admitted to the ICU and put on a ventilator, prognosis is poor, with a 60% mortality rate, he said. COVID can also cause a patient’s kidneys to fail, and once on dialysis, the prognosis is even worse, with a 70% mortality rate, he added.

The goal is to avoid a trip to the ICU altogether.

Emuwa said that the COVID-19 vaccine boosts the immune system so patients can better fight off the virus. “I encourage everyone to get vaccinated,” he added.

Emuwa said his goal is to be a better doctor every day.

What keeps him going?

“Helping people get better, my faith in God and a lot of exercise,” he said. That includes running about 3 miles two to three times a week.

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HOME



RICHARD HERTZLER

POST-PANDEMIC LIVING

Health concerns, lifestyle changes driving new design priorities for homeowners

LIS KING

FOR LNP | LANCASTERONLINE

It had to happen. The COVID-19 lockdowns have left us much wiser about our homes, a fact of great interest to think tanks studying consumer trends, and builders and home goods manufacturers are paying close attention.

This means that homeowners can look forward to rafts of new home designs and products that respond to demands caused by the pandemic.

It's hard to think of a group more interested in shifting consumer attitudes than the National Association of Home Builders, and its research shows major post-pandemic changes.

Rose Quint, an NAHB economist and researcher, explained that once forced into isolation, we became aware of needs that weren't obvious before the pandemic. For example, the open floor plan finally lost its luster. When families were forced to live together 24/7, they realized how noisy and chaotic this layout can be.

"People now understand that a much more calculated layout is needed to work and relax better," she said. "So now their priorities are outdoor spaces, porches, more space for working at home, in-law suites, privacy, organization, and surfaces and home systems that defy contamination.

"The connection between health and home design is well-established," she added. "Changes like this also happened after the Spanish flu epidemic of the early 1900s. Wood and oil cloth floors gave way to easier-to-clean tile or linoleum. Built-in kitchen cabinets replaced free-standing units that were too heavy to move for effective cleaning underneath and behind, and wallpapers got easy-clean coatings. White subway tile became hugely popular because it wasn't just easy to clean, but it practically shouted cleanliness."



SUZETTE WENGER | STAFF PHOTOGRAPHER

John and Brenda Clark's pandemic project included an expanded kitchen and enclosed porch at their Lititz home.

Similarly, she said, second-floor porches that allowed open-air sleeping became popular during the tuberculosis epidemic of the late 19th and early 20th centuries.

Lancaster follows suit

Lancaster County builders and architects agree that the pandemic has changed homeowner priorities in major ways, and their newest projects reaffirm NAHB's findings.

Architect Dana Clark of Tippetts/Weaver, an award-winning Lancaster architectural firm, sees great interest in porches, better connections with the outdoors, and extra space that can be used in multiple ways,

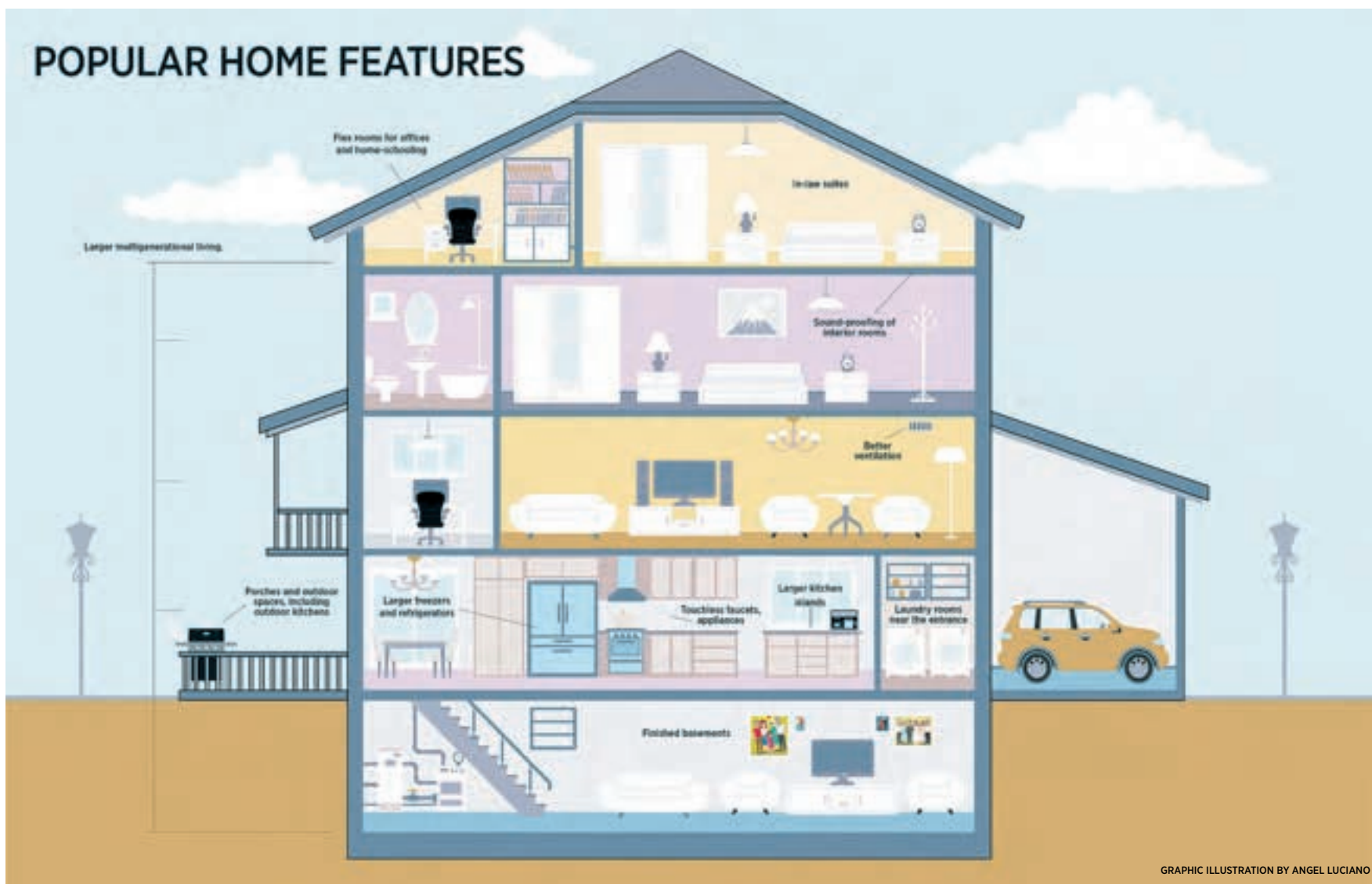
while Jared Erb of Custom Home Group, Quarryville, finds unexpected increased interest in larger homes.

"This is the first time in many years that people want larger homes," Erb said. "People want room for more family members, more activities and privacy. And we have been surprised by lots of requests to soundproof rooms. Extra insulation is something previously limited to exterior walls. Also, buyers are now ordering finished basements right off the bat. That used to be something they would do down the road."

Clark agreed.

"People are clamoring for well-designed, healthy homes that work well for the entire family, and that

almost always translates into more space," he said. "For one thing, so many people, aghast at losing connection with elderly relatives during the pandemic, now want to bring them into their homes. Then there's the home office, which had lost much of its popularity in recent years. Now people want two home offices, virtually his and hers. Home schooling is another activity that has entered the picture. So we're seeing lots of remodeling aimed at expanding home sizes and also an increase in ADUs, accessory dwelling units. This could be a converted garage or barn or even a large backyard shed."



Living

Continued from 50

Expansion strategies

Clark's own parents, John and Brenda Clark, chose 2021 to start an expansion of their Lititz home. For them Clark designed a much larger, airy kitchen plus an enclosed porch.

"I love cooking and baking for my family and friends," Brenda Clark said. "And in this new kitchen, I have lots of windows for natural light, great views of the garden, and room for socializing without people being too close."

Adding a porch to his Manheim Township home was something Paul

Fulmer had wanted for years, and he finally went ahead with the project.

"Knowing the restrictive effects of COVID on indoor socializing, we made the jump," Fulmer said. "We wanted a space to enjoy the company of family and friends even when the pandemic made this very difficult. It has worked well. We spend more time outside now, which I think is good for the soul. Our children, too, love the porch for entertaining their friends."

Health by design

Sanitizing the house has become a top concern, with entrance ways, kitchens and baths requiring the most attention.

Speaking for the National Kitchen and Bath Association, designers

mention buffer zones and sanitizing stations in entrance halls and mud rooms, and laundry rooms are now being placed near the entrance. It's convenient to be able to throw masks and clothes right into the washer when you get home, they explain.

Kitchen islands are becoming larger to meet their expanding roles, such as a homework spot for both kids and parents. Valerie Corsaro of cabinet manufacturer Clive Christian Furniture notes that 10-foot islands are now replacing 8-foot versions, and she was recently asked for a 16-foot version in a remodeling project. Also, easier-to-clean large slabs of stone are replacing intricately tiled surfaces. Anti-bacterial materials are in high demand as well.

Freezers and refrigerators are

growing bigger to make fewer grocery shopping trips.

"The 42-inch french-door refrigerator/freezer is the new 36-inch," Corsaro said. "And because they're cooking more, people are now asking for two sinks and two dishwashers."

The NKBA calls good ventilation a definite must in the post-pandemic kitchen, and since fresh air is newly appreciated outdoor kitchens are more sought after than ever.

New germ-defying features for the kitchen include edgeless sinks, touchless faucets, and voice-activated ovens, dishwashers and refrigerators.

The pandemic has driven many bathroom upgrades as well. For example, more people started asking for bidets, especially with the toilet

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Living

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paper disaster at the beginning of the pandemic. And while self-flushing toilets and touchless faucets have long been staples in public restrooms, they are now coming home.

Actually, current bath design can appear a bit schizophrenic. A Houzz survey shows that 41% of homeowners want a spa-like bath, soothing and relaxing. On the other hand they are also attracted to ultra techy features, such as self-filling tubs, toilets capable of analyzing their contents and chromotherapy showers.

But much more is on the radar. A wellness toilet and a bathroom-specific fridge to store beauty products were among the “future” products shown at the recent Consumer Electronics Show. But already here is a free-standing tub with 42 jets providing massage while also keeping the bathwater warm, LED-lighted mir-



SUZETTE WENGER | STAFF PHOTOGRAPHER

rors that can be tweaked to different settings and also stream the news, and a shower that'll blast you with a 3-gallon-a-minute-spray while using 80% less water than a typical shower.

But will the legacy of the pandemic's effect on home design last? Architects and designers point out that during the quarantines we did more than adopt hygiene-related routines.

We also learned to make the most of our home-bound lifestyles. So yes, they believe that the focus on design that improves both our physical and mental well-being will continue.

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LIVING IN LANCASTER

Here's a status check on 9 big development projects that will bring new housing to the city

TOM LISI

TLISI@LNPNEWS.COM

New housing in Lancaster city can't come fast enough.

A nationwide stall in new housing construction came at a bad time for the city, where soaring rents and unmet demand at both ends of the income spectrum were a problem before the emergence of the coronavirus pandemic.

After a difficult year for the building industry, which saw seesawing prices for materials and trouble finding available workers for projects, LNP | LancasterOnline checked in on the major residential projects planned for the city in the coming years. The following is an update on those projects and where they are in the development pipeline at the start of 2022.

The former Rebman's site

Almost a year removed from a zoning approval, the developer group for the former Rebman's building at 800 S. Queen St., Lancaster-based JPF Venture Group, presented a land development plan to the Lancaster city Planning Commission in January.

The group is led by Jeremy Feakins, a local entrepreneur. JPF Venture Group has billed the project as Lancaster's first workforce housing development in more than 50 years.

A few specifics of the project have changed slightly since last year. The number of one- and two-bedroom units proposed is now 69, down from 72. The project also calls for ground-level space meant for a grocery store. The plan also includes a rooftop garden on the five-floor building, ac-



SUBMITTED

The proposal for the former Rebman's site includes a ground-level grocery market shown in this rendering.

ording to the city's chief planner, Douglas Smith.

In December, JPF Venture, under the name OZ Fund Inc., won a \$1 million state grant to build affordable homes for working families in Lancaster. The developer had originally applied for \$5 million.

The project is using the federal Opportunity Zone program — an economic development initiative funded through tax breaks on income generated by capital gains. Instead of getting taxed on profits made by selling assets like real estate or stocks, wealthy individuals or investors can opt to receive a break by parking those profits in a fund for at least 10 years.

Feakins said Opportunity Zones are not widely known, but JPF Venture has been able to attract investors in the region who care about creating affordable housing.

"That's probably a more overriding factor for investors rather than what the government's giving back in terms of tax breaks," Feakins said.

Former West King Street LNP Media Group headquarters

Pittsburgh-based Zamagias Properties is redeveloping the former LNP headquarters and neighboring building at 4-18 W. King St., "as we speak," according to Dave Martens, president at Zamagias.

The upper floors of the property will make up about 45 market-rate units, Martens said. The mix will include studios, one-bedrooms and two-bedrooms. The plans also include moving nonprofit HDC MidAtlantic's fifth-floor offices down to the second floor to make room for the apartments, Martens said.

The construction cost for the redevelopment project is about \$10 million, Martens said.

The coronavirus pandemic caused some delays for the project, Martens said, but he said Zamagias expects the redevelopment to finish in early 2023.

LNP Media Group and its parent company, Steinman Communica-

HOUSING, page 54



SUBMITTED

This rendering shows Mosaic, the 20-story high-rise apartment complex planned by Willow Valley Communities at the site of LNP's former production building.

Housing

Continued from 53

tions, left its former home in 2020 and moved into another Zamagias property, the former Bulova building, now 101NQ. Steinman Real Estate and Steinman Foundation employees also moved to the new office.

Mosaic

The downtown high-rise from Willow Street-based Willow Valley Communities geared toward older adults won approval for its preliminary development plan in November.

That means Willow Valley can move on to the last step with city planners — a final land development plan for the 20-story building.

The proposed 147-unit building is for people 55 and older on a site previously owned by LNP Media Group. The project would raze LNP's former production building and save the historic Jasper Yeates home that is also on the site.

Willow Valley CEO John Swanson told LNP | LancasterOnline in January he expects the company will submit a final plan in the next couple of months and will look to sell a large share of units before beginning construction.

But if that goes according to plan, Willow Valley could start building by the end of the year, Swanson said.

The Hager building parking lot project

The Planning Commission reviewed an early plan of the Hager building parking lot redevelopment project in December, and the reviews were favorable. The project, with a price tag likely north of \$35 million, got high marks for pursuing affordable housing options, Smith said.

The project would include between 120 and 130 apartments built on the parking lot of the Hager building.

The structure would be brand new but preserve the façade of the building at 43 W. King St. The developer, Doug Shand, said last year 10% of the units would be set aside as affordable housing.

In January, the developer group presented its plan to the city's Historical Commission. It includes demolishing several of the block's buildings: 43 W. King St., except for the façade, 47.5 W. King St. and 49 W. King St.

Queen and Chestnut streets high-rise

After the city's Historical Commission unanimously approved a third version from Berger Rental Communities' of its 202 N. Queen high-rise, the developer has since tweaked the plan again.

The 202 N. Queen plan now calls for



SUBMITTED

This rendering shows a proposed apartment and retail development in the first block of West King Street, built atop a parking lot next to the Hager Building.

a 12-story building with 142 luxury apartments and various amenities, said Berger's director of marketing, Brian Miller. The \$35 million building will also have a 2,800-square-foot retail space at the corner of North Queen and Chestnut streets, Miller said.

That's more units than presented to the Historical Commission in August, when Berger Rental proposed a 12-story building with 126 units. An original proposal called for 16 stories, but the developer scaled down the proposal following the rising costs to build during the pandemic.

Berger hopes to begin construction in the fall and open by spring 2024.

215 N. Queen St. and 221-227 N. Prince St.

Developer Eberly Myers received an extension from the Planning Commission in February for its 221-227 N. Prince St. project, since more than a year had elapsed since the developer won plan approval with some conditions attached. The developer now has until the end of May to submit plans that meet those conditions.

Due east, Eberly Myers' other development site at 215 N. Queen St. got final city approval with conditions attached. The site has an active building permit, according to Smith.

St. Joseph Hospital site

The joint market-rate/affordable housing redevelopment of the former St. Joseph Hospital continues to march forward. The 213 College Ave. proposal from Lancaster-based HDC MidAtlantic went before the Planning Commission on Feb. 2, but the commission tabled a vote to approve an early version of the plan for a Feb. 22 meeting.

That plan consists of 48 one-bedroom units and 16 two-bedroom units. In addition to a \$2.25 million grant from the Steinman Foundation and United Disabilities Services Foundation, HDC's plan also secured \$850,000 in federal grant money from Lancaster city.

Last year, the project also won \$1.25 million in Low Income Housing Tax Credits from state officials.

In July, Baltimore-based Washington Place Equities presented an early plan to the Planning Commission for the market-rate side of the larger St. Joseph Hospital redevelopment at 210 College Ave.

The newer plan lowered the number of townhouses in the development from 73 to 52 and eliminated an office space component. Washington Place Equities also presented a plan for 150 market-rate rental units.

"Further submissions will likely

HOUSING, page 56



SUBMITTED

This rendering shows the proposed redevelopment of the Stockyard Inn property, looking south from Marshall Avenue. The former restaurant would be used as a clubhouse.

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Housing

Continued from 54

not occur until property closing occurs," Smith said.

Former El Capitan site

The developer of the former El Capitan Coffee site at 301-304 E. Liberty St. won a rezoning application last year that changed the property from commercial to mixed-use zoning.

The city is expecting a 60-unit project there from Larry DeMarco,

but he has not submitted any development plans to the city as of early this year.

"Nothing's happening today or tomorrow or next week or probably next year. A process like this takes years," DeMarco told LNP | LancasterOnline in July.

Stockyard Inn

After winning a needed zoning change in November, developer Ben Leshler said his team is now working on their submission to the Historical Commission for the \$48 million

project.

Nothing in the plan has changed since their zoning application was approved in November, Leshler said.

The plan calls for 216 units and 12,000 square feet of commercial space.

The former Stockyard Inn restaurant building would remain but be moved from the center of the site to a corner of the development, according to Leshler's plans. It would be used as a clubhouse for the development's tenants.

The approved zoning changes include variances to build two 65-foot-tall apartment buildings, 5 feet above what's allowed in the zoning district.

Landis Place

Construction of the Landis Place site at 239 W. King St. began last year, and crews have already installed walls from the foundation on the site.

Demolition of the existing structures that were previously home to Rendezvous Steak Shop and House of Tacos began in June. The \$28 million project from Landis Quality Living consists of a seven-story building with 79 units for people 55 and older.

Construction is scheduled to finish in the fall. In November, Landis Quality Living opened the units to reservations.

Of those, 30 will be one-bedroom apartments, and 49 will have two bedrooms.

Eight to 10 units will have income restrictions, so lower-income residents can also live in the building.

The developer, part of Landis Communities, unveiled the plan in 2020. The costs of the project grew from \$22 million originally thanks to the economic effects of the pandemic on the building industry.

A \$1.5 million loan from the High Foundation, a \$752,000 federal housing grant and \$550,000 from a fundraising effort called City Vision Campaign will offset the lower rents for the income-restricted units.

Pets

Continued from 47

As for the pets? There was concern in the vet community that there might be widespread anxiety among animals as their owners returned to a more typical routine.

"I have to say that this did materialize but in a relatively lean amount of cases," he said, adding that those cases are often with people who live alone with their animals.

"I do think that the start of the pandemic was much more of a problem," Siracusa said. "If I have to compare the two, going back to the old routine is being better tolerated."

The difference is, this is not night and day.

"It's not like all of a sudden we're back to a full week at work," he said. "It's been much more nuanced."

Planning ahead is key, he said. Siracusa used to travel often for work but hasn't during the pandemic. He's gearing up again for some trips and was on this particular day testing a camera to use with his own cat. He wants to watch for warning signs.

Particularly with dogs it's good to keep an eye out for constant pacing, not drinking or just plopping down in one spot and not moving, he said.

"All of these are signs of stress," Siracusa said. "It might not be disastrous. It might not be causing problems for you or your neighbor, but it means the dog is in distress and things might get worse if we don't intervene."

If a return to the office will be changing the time dogs go for walks, start moving the walks closer to that time now, he advised.

"Don't abruptly change the name of the game," he said. "And progressively make your dog used to longer absences especially at times that would correspond to your (work) absence."

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Fox Country Sheds owners Jeannie and Adam Kontis, and their son Alexander, welcome you to stop by their sales office.

For almost 25 years, Fox Country Sheds has built a reputation for quality hand-crafted sheds. The Kontis family – Adam and Jeannie Kontis and their son Alexander – have continued that tradition as owners since 2008, manufacturing backyard storage sheds and prefabricated garages.

Fox Country Sheds a manufacturer/wholesaler, who also sells directly to retail customers through their website and from their manufacturing facility in the Brickerville area. A number of styles, sizes and colors are available to meet your storage needs while matching your home for a complementary look. Available selections include pool houses, prefabricated garages, and standard garden sheds, with options such as lofts, workbenches and cupolas. Custom sheds can include specialty buildings such as She Sheds or Man Caves, home offices, art studios and even home gyms.

They are also retailers of locally-made Amish gazebos, backyard playsets and outdoor furniture. Standard delivery of a pre-assembled shed is included for all local customers. For hard-to-access areas, you can ask about their "Mule" delivery service. For more information check out the website, or social media such as Facebook or Instagram.



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MEN OF IRON CELEBRATING 15 YEARS OF IMPACT

Men of Iron is a local nonprofit dedicated to improving the lives of men through mentorship and has a vision to change a culture one man at a time. Bryan and Heather Zeamer founded Men of Iron in 2006 as a passion project to help men live their best lives through accountability, balance and spiritual growth. Progress is achieved through mentorship in Men of Iron's "Five F Framework": faith, family, friends, fitness and finances.

Men of Iron has experienced significant growth as an organization and success in its mission, and it has a bold plan to become a worldwide leader in men's mentorship.

"For the last 10 years we've worked with over 50 church partners who want to make men's mentorship a priority," says President and CEO Garret Barbush. "Our new initiative is to meet men where they're at, which is why we are

developing a platform to match mentors and protégés. A guy can fill out a profile to be vetted to become a mentor, or a guy can fill out a profile to become a protégé. Men can meet in person or online, which means a guy can mentor another guy

our mentorship model as a protégé-driven process," Barbush adds. "Good mentors don't just tell someone what to do. Instead, mentors need to ask really good questions so proteges can come to conclusions on their own."

be an uplifting experience full of personal stories from men who have been mentors and protégés, testifying to the powerful impact this program has had on their lives. The evening will include a silent auction, a fantastic meal,

testimonies of men and a few words from Men of Iron's founders and staff.

The keynote speaker will be Super Bowl-winning NFL coach Tony Dungy, who mentored many young men over the course of his career. Dungy retired from coaching in 2009 and has devoted his energies to supporting men's development through writing best-selling books, on-going mentoring and connecting with organizations

like Men of Iron.

To purchase tickets to this inspirational evening, or to become a sponsor, visit MenofIron.org/Dungy. Use discount code IRON25 for a \$25 discount per ticket.

from anywhere around the world. Our goal is to reach as many men as possible who desire accountability, balance and a solid relationship with God.

"What is unique about Men of Iron is that we've established

Men of Iron is hosting a dinner event, Iron Sharpens Iron, at 5:30 p.m. Tuesday, April 19th at the Lancaster Marriott at Penn Square. The evening will celebrate 15 years of improving the lives of men through mentorship. This will



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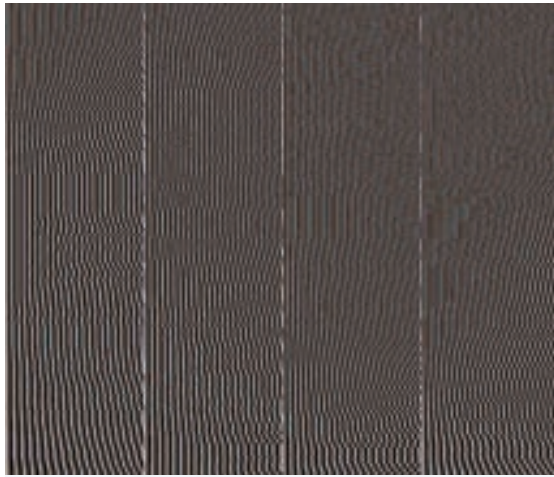
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