LOOKING TOWARD THE FUTURE FOR YORK COUNTY’S WORKFORCE

Evolving Education | Rise of the Rest in York
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Representatives from three York County-based employers reflect the industries available to professionals within the York County workforce. From front to back, Renee Comrey, BSN, RN Clinical Leader of M4 at Hanover Hospital; Darryl Jones, Vice President of HACC’s (Central Pennsylvania’s Community College) York Campus; and Chris Davis, Laborer, Stewart & Tate Construction

Cover photography by Eric Forberger for YRK Creative
The York County Economic Alliance (YCEA) proudly celebrates the diverse industrial makeup of York County. With an annual economic output of $15 billion, we boast a labor force just shy of 240,000 people. Of that number, 18 percent are employed in Advanced Manufacturing. That percentage is nearly twice the state and national average.

We are home to Fortune 500 companies; small niche precision stamping, component, and logistics shops; our sweet and salty snack market; growing innovative healthcare systems, with WellSpan and Memorial Hospital leading the way; and expansive, world-class education institutions.

With this success, we recognize the challenges that come with ever-evolving, innovating, and automating industries. Our baby boomers are retiring leaving unforeseen employment gaps and the loss of institutional knowledge.

Compound this scenario with the Gen X priority of four-year degrees, and a millennial generation strapped with student loan debt averaging $33K per graduate in Pennsylvania, and we are left facing a critical technical skills gap. Our healthcare, manufacturing, and construction sectors are feeling this pinch most painfully.

YCEA engages its business community, educators, and community providers to bridge the connection for our future workforce. Students are able to dive into conversations about career exploration opportunities at a faster rate. Businesses are investing in our students to spark that interest in an unknown field. Programs such as Construction Days and Manufacturing Days introduce high school seniors to potential careers in construction.

Additionally, after hearing concerns from some of our members in the healthcare industry and their goal to provide the utmost of care to the neediest patients, we’ve embarked on finalizing an action plan to uncover and address short- and long-term causes and solutions.

Our skilled team at YCEA continues to work on ways that we can shift the needle for our current and future workforce. As a community, we must ask the difficult questions of what comes next. It is our job to forecast the challenges and workshop solutions. We know that industries will continue to embrace innovative automation solutions that could create leaner workforces. We know geographic proximity makes us an attractive place for distribution centers. We know that enhancing our quality of place attributes will retain young, talented employees.

For these reasons and more, we embarked upon an unprecedented regional partnership to draw the national spotlight shone by Steve Case’s RISE OF THE REST® initiative. We will embark upon a collaborative vision plan for our county in 2018. We recognize that we do not hold all of the solutions, nor is there a monopoly on good ideas. Collectively, however, we are truly stronger than the sum of our parts. We invite broad participation to help us shape a prosperous future.
EDUCATION EVOLVES TO MEET YORK WORKFORCE NEEDS

STORY AND PHOTOGRAPHY BY SAMANTHA GALVEZ
MANAGER, MARKETING AND COMMUNICATIONS
YORK COUNTY ECONOMIC ALLIANCE

Post-secondary education options have evolved greatly over the past 50 years. Two York institutions —YTI Career Institute and the York Campus of HACC, Central Pennsylvania’s Community College—have made strategic, workforce-responsive changes to their curriculum.

“There’s a tremendous need for training and education in career fields that don’t necessarily require a four-year degree,” explains Adrienne Scott, vice president of operations and education at YTI Career Institute. “It’s summertime. If your AC goes down, you’re going to want someone to come fix it. And there needs to be people trained on how to do that.”

Over the past five decades, programs have been added and the curriculum has been updated to help students get jobs in a number of industries faster. At any of YTI’s four campuses, students can achieve degrees in as little as nine to 21 months. Want to become a dental assistant? You can do it in nine months.

“We understand that there are many paths to success, and many doors within the community college to get you there.”

- Vic Rodgers, HACC

Less than 6 miles away from YTI, a familiar institute shares similar views. “We stress that it’s no longer a question of getting a college education for success—it’s ‘when’ you decide to get that experience,” says Vic Rodgers, HACC’s associate provost for workforce development. “For many students, it makes sense to enter into the world of work first; it’s a way to make a better decision when you do decide what you’d like for a career. We understand that there are many paths to success, and many doors within the community college to get you there.”

HACC’s York Campus has made considerable capital investments to meet industry needs. Programs including heating, ventilation, and air conditioning (HVAC), welding, electrical occupations (ELOC), and automotive were all created as a response to employer and community needs. “Our industry-focused approach allows us to customize our training to maintain its relevance to today’s workforce,” Rodgers says. “We have stayed in tune with our business partners by responding to their specific needs, be it short-term training, a diploma, certificate, or associate degree.”
Several months ago, Zachary Ensor had no idea he would be starting his career only four days after graduation. Now, the Kennard Dale graduate is a full-time general laborer at Stewart & Tate Construction headquartered in York.

“I knew I wanted to go into some sort of trade,” Zach says. “Whether it was being a mechanic or whatnot, but it was all up in the air.”

He admits that his entry into York County’s workforce wouldn’t have been possible without experiencing Construction Days, a York County Economic Alliance event piloted this past spring. Construction Days is modeled after the successful Manufacturing Days event the YCEA hosts each fall. This experience gives high school juniors and seniors an introduction to what a typical day in the construction or manufacturing industry is like.

“We want students to know the trade industry is always looking for young and energetic people who are willing to put their best foot forward. There are hundreds of jobs available here in York County, and employers are ready to hire them at a great starting salary,” says Kevin Schreiber, President and CEO of the York County Economic Alliance.

Stewart & Tate hosted the first Construction Days and showcased work in safety, estimating, and project management. Students also received a tour of the equipment repair facility and got the opportunity to check out the equipment.

“Construction Days made me more aware of what was out there. And a lot of the people I’ve met seem to enjoy what they’re doing. I felt like I could find my own spot with them.”

—Zachary Ensor, Stewart & Tate Construction

For Stewart & Tate, Construction Days gave the company an engaging opportunity to promote its industry to a new audience.

“It blew us out of the water,” he says. “When I spoke to the students, I couldn’t believe how interested they were and how I basically had everyone’s attention for 45 minutes.”

Fast forward several weeks later…Zach has already helped pave a parking lot for a new building in Maryland. He hopes to learn more about excavating and — one day — drive the machinery.

“Construction Days made me more aware of what was out there to do,” Tim adds. “It’s a very rewarding career. When you’re finished at the end of the day, you can go home and look and see what you did.”

950 Smile Way, York, PA 17404 | 717.854.9581

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_/StewartTateConstruction stewartandtate.com_
MANUFACTURING DAYS RETURN OCT. 2-6

York County-based manufacturers will offer tours and demonstrations, and connect with high school juniors and seniors who have expressed an interest in manufacturing and those who are still making decisions about their future careers. Each school in the area will be matched with one manufacturer.

WHO: Participating manufacturing sites & high school juniors and seniors
WHAT: Manufacturing Days 2017
WHEN: October 2–6
WHERE: Participating manufacturing sites in York County
WHY: Introduce students to the importance of manufacturing to our community and country. This experience will also promote rewarding careers among local manufacturers and emphasize the need for science, technology, engineering, and math skills in today’s manufacturing workplace.

The York County Economic Alliance (YCEA) Internship Program welcomed nine interns from various institutions and backgrounds this summer. Our interns gain firsthand experience working on economic development initiatives, large- and small-scale event planning, organizational marketing efforts, community outreach, and membership support. The many facets of the YCEA come together to create a special internship experience, and we are proud to have hosted these nine incredibly talented students, listed at right.

INTERNSHIP OPPORTUNITIES ARE AVAILABLE THROUGHOUT THE YEAR. Interested applicants can email Kyle Joines, Manager, Community Outreach and Special Projects, at kjoines@ycea-pa.org.

Thank You TO OUR YCEA SUMMER INTERNS

Mia Becker:
Senior at Muhlenberg College majoring in international studies

Ximena Diaz:
Junior at George Washington University majoring in international affairs

Devon Hornberger:
Sophomore at George Washington University majoring in international politics

Madison Miller:
Sophomore at Juniata College majoring in political science

Susie O’Rourke:
Freshman at Temple University

David Ponta:
Freshman at York College

Anna Schmittle:
Sophomore at Washington College majoring in economics

Dylan Shue:
Senior at West Virginia University majoring in history

Shaniece Wilson:
Recent graduate of William Penn Senior High School
Throughout the centuries, candy makers, silk weavers, wallpaper manufacturers, healthcare companies, major equipment suppliers, and others have served as the nucleus for industry and innovation in the south-central Pennsylvania region. Names past and present — York Safe & Lock, York Ice Machinery (York International), Hanover Shoe, York Barbell, Continental Wire and Cable, Glatfelter, S. Morgan Smith, Dentsply, Caterpillar, and Harley-Davidson — occupy historical accounts and continue to arise in conversations locally, regionally, nationally, and internationally.

Advances in technology and transportation over the decades further fueled those connections inside and outside York County and Pennsylvania. York has brought the country and the world air conditioners and automobiles, machine tools and motorcycles, shoes and snack foods, tanks and turbines — and this list doesn’t begin to cover everything fashioned and forged here.

Behind these companies and organizations are men and women, young and seasoned professionals, and York County natives and non-natives. They are the grandparents, parents, friends, and neighbors who are the face of York County’s workforce. Today, you can witness this workforce heritage alive in the generations of family members who still work for the companies that either their grandparents or parents founded or the businesses that have employed them and their family members for generations.

Recognizing the importance of building upon this workforce legacy, businesses, organizations, and educational institutions are stepping up efforts today to cultivate the future of York County’s workforce.

Created in 1988, the York-based nonprofit MANTEC is one of seven Industrial Resource Centers (IRCs) across the state supported by the Pennsylvania Department of Community and Economic Development. MANTEC assists businesses as a manufacturing consultant on matters relating to operational efficiencies, innovation, technology, and workforce development.

Leigh Ann Wilson, marketing manager at MANTEC, says that as businesses think about their future workforce needs, innovation is an important consideration. “It’s fostering a culture for innovation where employees are expected to contribute new ideas,” she says, such as creative design thinking for new product development.

That innovation can be witnessed in the work of businesses such as metal stamping engineering firm die-tech of York Haven. Company President Richard Dennis says that democratizing innovation...
keeps people engaged in their work. Through MANTEC, die-tech was introduced to the Innovation Engineering Institute and national innovation practitioner Doug Hall. Hall—who returns to York September 14 and 15 to host the Innovation Engineering Institute’s Executive Course—focuses his work on infusing a mindset of innovation excellence into organizations.

Employee involvement, Wilson adds, is key to getting young people engaged and interested in career exploration. “One CEO told me that you need to get them matched up with someone early on so that they can find that mentor and get them introduced to the culture,” she adds. Additional strategies include creating apprenticeship programs for skill development, focusing on elective training to permit growth, and offering pay-for-skills grades with cross-training mastery levels.

Naturally, technology also occupies a significant role in the attraction of talent to the manufacturing industry. Earlier this year, MANTEC announced its addition of a YuMi collaborative, dual-arm robot — pioneered by York-based firm PennAir — that resides in the organization’s Smart Manufacturing Lab. Technology introductions like YuMi demonstrate how a future workforce can apply innovation toward continuously improving operations within assembly and manufacturing.

Susquehannock High School in Glen Rock — within the Southern York County School District — is likewise responding to the need to cultivate the future workforce through a renewed focus on teaching methods and curriculum. “What we’re doing is preparing students of our community for the array of jobs available in York County,” says James Sterner, assistant principal at Susquehannock. “We are sending our educators out to businesses to find out what’s happening in our backyard. Within these businesses, we want to identify what their standards are so that we can make sure we incorporate these standards into our curriculum with the side goal of being to create working partnerships with these businesses. We have a business department dedicated to preparing students for the workforce including entrepreneurship classes, which is something we’re proud of, and a diversified occupation program.”

Apprenticeship programs can also be the fuel for workforce development, and the Hanover Chamber of Commerce offers one such example. Earlier this year, the chamber became the first chamber in Pennsylvania to submit a charter apprenticeship program model approved by the Pennsylvania Department of Labor and Industry. Hanover-area high school students can enter into a pre-apprenticeship during their senior year with the program tailored to their high school curriculum and work with four participating companies that include Elsner Engineering Works, Inc.; KLK Welding, R.H. Sheppard Co., Inc.; and Utz Quality Foods, Inc. Upon graduation, students will be able to complete a second year as a paid employee and apprentice within their respective companies.

This apprenticeship program further builds upon another workforce development effort the Hanover Chamber of Commerce organized several years ago, an 18-week program called “Introduction to Manufacturing” that serves as an introductory course for high school students aimed at exposing them to manufacturing career opportunities.

Sterner admits that overcoming misconceptions about career opportunities available locally is still a challenge. “York County has amazing innovation in a very impressive way. It’s not something that people see on the surface, but as I go into these businesses on visits, they are doing amazing things and producing amazing products. We need to do a better job as a community promoting the hidden gems in York County where innovation is happening.,”
BY KATIE MAHONEY
VICE PRESIDENT, MARKETING AND COMMUNICATIONS
YORK COUNTY ECONOMIC ALLIANCE

On October 10, York will be the first stop of Revolution's RISE OF THE REST® tour with Steve Case, co-founder of AOL. Together, the cities of York, Harrisburg, and Lancaster partnered to receive a designation as one of Case’s stops for 2017. RISE OF THE REST® is a nationwide effort to work closely with entrepreneurs in emerging startup ecosystems.

“This designation is an incredible success for York and our region,” states Kevin Schreiber, President & CEO of YCEA. “RISE OF THE REST® shines a spotlight on the innovation that is and will continue to occur in communities like ours. It has brought our region together around the partnership of entrepreneurship, disruptive innovation, and the future of our workforce. I’ve no doubt that RISE OF THE REST® will galvanize our community to resurrect and develop a YORK PLAN 2.0. York changed the world in World War II in creating the plan to convert manufacturing to munitions; we can once again lead by doing in technology, advanced robotics, and manufacturing.”

The October visit will begin with Case and Project Revolution in York, then travel to Lancaster, and end in Harrisburg, where a Pitch Competition for $100,000 will take place. In addition to the pitch competition, RISE OF THE REST® will spend the day bringing together local entrepreneurs, businesses, nonprofits, universities, and public officials to discuss possibilities for and challenges of fostering startup growth and host a fireside chat covering the opportunities for regional entrepreneurship today.

Case and Project Revolution will then journey to Ann Arbor, Michigan; Indianapolis, Indiana; Columbus, Ohio; and Green Bay, Wisconsin, to complete the tour.

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The bus stops here.
October 10, 2017
Harrisburg - Lancaster - York, PA

www.riseofrest.com | @RiseOfRest

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BY MANDY ARNOLD
CEO
GAVIN™

As most businesses can attest, recruiting and retaining top talent can be a challenge. Our region has the potential to pull talent from many places, but companies must meet the demands of the modern worker.

Job seekers are not swayed solely by a salary number; instead, they’re considering your company’s culture, leadership style, flexibility, community involvement, and other benefits, including parental leave.

In the six years that Gavin has been open in York, I’ve found it is vitally important to provide a supportive workplace for team members to grow and build their professional careers without having to sacrifice a strong home and family.

This spring, we adapted our parental leave policy to offer up to 14 weeks of maternity leave and 12 weeks of paternity leave for full-time employees. Since families represent all varieties, combinations, and forms, our expanded parental leave benefits are offered to domestic partners, married partners, and single parents for both child birth and adoption.

Our policy is progressive, especially for companies our size. Just a few months ago, U.S. Sen. Bob Casey hosted a press event at our office to highlight our policy as he reintroduced legislation to support strong families and flexible benefits. Currently, the Family and Medical Leave Act (FMLA) guarantees only unpaid job-protected leave. According to the BBC, the United States is one of only nine nations that does not offer a national paid family leave plan to new parents.

As a business owner, I believe that supporting strong communities begins with supporting strong families. Our flexibility in doing so provides a platform for our company to succeed.

We hope our pledge to families and the community will help other business owners see the potential impact their benefits can have beyond office walls.

STRONG FAMILIES & COMMUNITIES
BUILD STRONGER COMPANIES

With more than 15,000 employees, WellSpan knows how vitally important engaged employees are to delivering exceptional results—every day. That is why we offer proactive programs and services to support their physical and mental health. And, with south central Pennsylvania’s most comprehensive coordinated system of care, it is only natural that we offer the same high quality, integrated services to our business neighbors here in York County.

Your goal is to manage the health and safety of your employees while controlling costs and improving your bottom line. WellSpan can help you get there.

To learn more, call (888) 949-9882 or visit WellSpan.org/EmployerServices
If your business offers products and services to women, you won’t want to miss the 20th Annual Women’s Show, Saturday and Sunday, October 7 and 8, at the York Expo Center. The Rocky 98.5/Froggy 107.7/MediaOnePA Women’s Show, presented by Memorial Hospital, features shopping, exhibits, entertainment, seminars, cooking, fashion shows, prizes, and more activities.

As an exhibitor, you can introduce yourself and your businesses to thousands of area women who make important buying decisions for their families. Members of the York County Economic Alliance receive an additional $25 discount on their exhibitor booth registration.

Sponsored by Weis Markets and Advanced Vein & Laser Center, The Women’s Show is the premier event in York County focused on the purchasing power of women. Reserve your booth today by calling Sandra Angel at 717-637-3831, ext. 231. Find more details online at www.foreveryork.com/womens-show-2/.
Main Street Hanover welcomes you downtown for some cool events happening in the borough.

BY JUSTINE TRUCKSESS
MAIN STREET HANOVER

2nd Saturday:
**Saturday, September 9 | Downtown Fashion Show**
Downtown boutiques and businesses are ready to showcase their style during the 2nd Saturday Downtown Fashion Show. Browse displays of awesome apparel and alluring accessories. Visit mainstreethanover.org for more details.

**Fall Sip & Stroll**
**Saturday, September 30, 1–6 p.m.**
Explore downtown Hanover businesses and taste a variety of wine, beer, and food from Hanover-area businesses. Plus, explore works from artists at each location for a gallery-crawl experience for participants. Purchase Sip & Stroll tickets at the registration table in front of the M&T Bank building in the square. Ticket holders ages 21 and older must present their tickets on the day of the event to receive their participant wristbands.

**Clarks Warehouse Sales**
Shoe lovers rejoice! Clarks will be having its warehouse sales during the following days: 
*August 31–October 2 and November 24–December 3*
Enjoy deep discounts, extended hours, and tons of great shoe shopping!

**State of the County | 5:30–7:30 p.m.**
Spring Grove Area High School

**Spirit of York County Awards | 7:15–9 a.m.**
York Expo Center

**Manufacturing Days**
See page 10 for more information

**Member Orientation | October 12 | 8–9:30 a.m.**
York County Economic Alliance Headquarters

**Economics Club Breakfast | October 25 | 7:15–8:30 a.m.**
The Bond, Downtown York | Political Update
HanoverWorks Occupational Health Services
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- DOT Physicals
- Hearing & Vision Screening
- Vaccines / Immunizations
- Substance Abuse Testing (Drug & Alcohol)
- On-site Wellness Services

**LOCATIONS:**

- **South Hanover Express Care / HanoverWorks**
  Grandview Shopping Center
  1404 Baltimore Street, Hanover, PA
  Phone: (717) 637-0470, option 4
  Fax: (717) 637-4987

- **Spring Grove Express Care / HanoverWorks**
  Thistle Hill Professional Center
  2030 Thistle Hill Drive, Spring Grove, PA
  Phone: (717) 225-9869, option 4
  Fax: (717) 225-6552

- **New Oxford Express Care / HanoverWorks**
  New Oxford Medical Center
  5615 York Road, New Oxford, PA
  Phone: (717) 624-1337, option 4
  Fax: (717) 624-1795

Hanover Hospital Emergency Department 300 Highland Avenue, Hanover, PA  P: (717) 316-2000 (Emergency work injuries occurring between 8 p.m. and 8 a.m.)

HHExpressCare.org