



Lancaster Chamber



LANCASTER COUNTY, PA
Economic Development Company

May 11, 2020

The Honorable Ray D'Agostino
Commissioner
County of Lancaster
150 North Queen Street, Suite 715
Lancaster, PA 17603

Dear Commissioner D'Agostino:

One week ago, we submitted to you a proposal seeking considerable funding for several key economic recovery strategies. That proposal is attached as Appendix 3. We were pleased to see the framework you proposed at the Wednesday, May 6, 2020 Board of Commissioners meeting outlining the County's three overarching priorities and aligning the significant CARES Act funding received to those priorities. We believe there is strong alignment with your framework, the Lancaster County Economic Recovery Plan ("LCER Plan") that we made public on April 26, 2020, and our proposal from May 4, 2020.

In this short period of time, the urgency to re-open Lancaster's economy safely has grown considerably. We know that time is of the essence for many businesses while the public health threat remains. It is this extraordinary pressure that is driving our organizations and now a team of approximately 50 volunteers to advance the strategies we outlined last week, with a clear focus on rapid implementation. This effort, in our view, is Lancaster County at its best.

Specifically, coming out of the LCER Plan, key efforts include:

- Advancing county-wide testing and contact tracing in coordination with local health systems as an essential public health measure;
- Outlining steps related to bulk purchasing and expediting mass distribution of Personal Protective Equipment (PPE) to Lancaster County small businesses;
- Preparing to deploy equitably a \$25 million fund to assist Lancaster County small businesses with working capital and to defray capital expenses related to public health mitigation requirements ranging from physical plant reconfigurations to Lexan shields and floor stickers;
- Developing industry-specific protocols, procedures and guidelines that are clear, simple and easy for small businesses to implement;
- Evaluating child care resources to ensure employees called back to work have safe and adequate options; and,
- Implementing a robust communications process so that every business is aware of the opportunities within the plan, as well as the protocols and additional resources available to ensure success.

We are also continuously seeking and gathering feedback on community needs and on our approach through a wide range of discussions with elected officials, businesses of all sizes and partner organizations. Please note that we have put considerable effort into communicating, while we are advancing major strategies that are evolving quickly. Here are a few key points of clarification and updates related to our efforts:

- An essential step for the safe re-opening of business in Lancaster County is the rapid implementation of a county-wide testing and contact tracing program. We did not include a request for funding in our proposal of May 4th or herein as we are aware of the Penn Medicine Lancaster General Health proposal. This critical need is integrated into the LCER Plan, underpinning the importance and alignment of public health and economic recovery.
- The LCER Plan's focus is to support Lancaster County's small businesses. We are broadly focused on businesses with 100 and fewer employees and are fully aware and prioritizing those businesses with fewer than 20 employees. As the Plan notes, businesses of these sizes reflect the majority of establishments in the County.
- Lancaster's larger businesses have stepped up to help, as they have practices, expertise, and human resources that can benefit small and micro-businesses. We are extremely grateful for the talent that is supporting our Plan and committing countless volunteer hours, connections and guidance to the greater community.
- While EDC and the Chamber are the lead entities, the Plan and its success is built on collaborations and partnerships. For example, the proposed large fund to support small businesses is being developed jointly between our two organizations, Community First Fund and ASSETS. The communications strategy is inclusive of other Chambers and economic development organizations in the County. This inclusiveness is essential given the urgency and limited resources of our two organizations.

Enclosed as Appendices 1 and 2 are revisions to our May 4 proposal (Appendix 3.) We are not modifying the amounts of our request. We have included additional detail based on the rapid evolution of our program and we have included recommendations on how funds could be managed.

While we recognize there are considerable details to be finalized, we respectfully request action on this time-sensitive emergency funding request at the May 13, 2020 Board of Commissioners meeting, including taking whatever appropriate actions to ensure these funds can be deployed quickly, that accountability measures are in place and that the community will have full transparency for these critical public dollars.

Sincerely,



Lisa Riggs
President
Economic Development Company



Tom Baldrige
President & CEO
Lancaster Chamber

cc: Commissioner Josh Parsons, County of Lancaster
Commissioner Craig Lehman, County of Lancaster
Robert M. Krasne, Chair of the Board, EDC
Troy Clair, Vice Chair of the Board, EDC
Michelle Rondinelli, Chair of the Board, Lancaster Chamber
Scott Fiore, Vice Chair of the Board, Lancaster Chamber
Bob Macina, Lancaster County Economic Recovery Plan, Leadership Team
Brett Tennis, Lancaster County Economic Recovery Plan, Team 1 Captain
Ed Hurston, Lancaster County Economic Recovery Plan, Team 2 Co-Captain
Mayor Danene Sorace, Lancaster County Economic Recovery Plan, Team 2 Co-Captain
Mark Lauriello, Lancaster County Economic Recovery Plan, Team 3 Captain
Bob Zorbaugh, Lancaster County Economic Recovery Plan, Team 4 Captain
Mike Reynolds, Lancaster County Economic Recovery Plan, Team 5 Co-Captain
Alison Van Harskamp, Lancaster County Economic Recovery Plan, Team 5 Co-Captain

Appendix 1: Revisions to May 4th, 2020 Funding Proposal to the Lancaster County Board of Commissioners To Facilitate Reopening of Lancaster County’s Economy

Summary Request (unchanged):

Amount	Purpose
\$6 million	Bulk procurement and mass distribution of PPE (masks, thermometers, face shields, gloves)
\$25 million	Small Business Recovery & Sustainability Fund – to be distributed in two phases – and with funds targeted toward (1) Working Capital and (2) Specific Public Health physical retrofit needs, such as physical barriers (Lexan shields), space re-configurations of offices, warehouses and operating areas, signage, sanitation stations.
\$1.5 million	Broad scale communications plan to reach small businesses and small business owners and employees across the county, to include website, advertising, collateral material, translation services
\$900,000	Administrative costs related to implementation
\$33.4 million	TOTAL

Information included here is considered supplemental to the May 4th (Appendix 3) request.

\$6 million for PPE Procurement and Distribution

An option to advance this critical strategy is to leverage the County of Lancaster’s recent expertise in bulk purchasing of PPE through its own Procurement Office and working collaboratively with emergency management services. A key discussion point on this option must be what approach results in the fastest timing, balancing all other needs including cost-effectiveness, as all parties fully realize the lengthening lead time for these materials. Through this option, the County of Lancaster maintains direct oversight of the CARES Act funding, entering into purchase agreements for specific items and handling all payments and accounting. EDC and the Chamber will provide the County with data and information on the quantities and types of PPE needed to support the diverse small business landscape, from manufacturing to retail. EDC and the Chamber will also be responsible for the development and implementation of a mass distribution operation. Cost estimates related to a mass distribution operation are included in this \$6 million request. As a result, further discussion is needed immediately to clarify how operational costs, such as space rental, would be handled.

\$25 Million for Small Business Recovery & Sustainability Fund

The May 4th proposal outlined core elements of this Fund to deliver funds to Lancaster County’s small businesses. There are considerable best practices in existence, given this tool is being utilized in many communities today (including Lancaster).

Key updates from May 4th:

- The development of Fund guidelines is being led by EDC, the Lancaster Chamber, Community First Fund and ASSETS. The intent is to provide full clarity for the application process prior to the fund opening, to avoid complicated applications and requirements, and to leverage technology infrastructure as much as possible recognizing that low-tech options may be required for portions of our community.
- The target audience for this Fund is small businesses in Lancaster County. Guidelines are being developed that will factor in a broad range of eligibility components including number of employees, annual revenue, industry, classification related to PA Governor Wolf's lifesustaining/non-life sustaining list and the 'red, yellow and green' timing.
- Two or three phases of the fund are anticipated, in part to recognize that not all businesses may be re-opening on the same time table.
- This fund will not be set up on a first come, first served basis. Accepting applications will be done through an announced period of time and then will be evaluated based on criteria that are still being developed.
- The County of Lancaster will approve final guidelines before the Fund opens.
- The successful implementation of this fund will require broad communication, leveraging community partnerships and significant communications tools to ensure that small businesses across Lancaster County are knowledgeable.

Potential Fund Disbursement: As conceived, this Fund will provide grants, not loans, based on the current interpretation of the CARES Act. Assuming this key distinction doesn't change, EDC, the Lancaster Chamber, Community First Fund and ASSETS support the concept that the County of Lancaster retain and disburse the \$25 million, with the application and review process outsourced to these four entities to implement. Through this approach, awards to individual businesses will be presented to the County of Lancaster for final approval, in accordance with approved guidelines, to ensure full transparency of the use of the funds.

\$1.5 Million for Communications/Marketing

The budget for marketing and communications is significant because the success of the LCER Plan will be gauged by the breadth of small businesses reached across Lancaster County. Included below is a line item breakdown of the budget of expected activities and expenses that reflects the need for print materials, deploying technology, purchasing advertising and billboards and translating materials for Lancaster's Spanish-speaking business base. Additional detail related to each of these line items is included in Appendix 2. While the Communications Team driving this strategy is being led mostly by volunteer experts from the community, it is neither fair nor reasonable to approach implementation assuming services will be discounted, contributed or provided pro bono, particularly given the daunting timelines to get key tools operational immediately.

A robust, well-designed and highly functioning custom website is the linchpin of the marketing plan and is essential to the goal attainment of the LCER Action Teams actively working today. Immediate action is required this week or the plan runs the risk of not meeting its objectives and deadlines. The proposed website requires special functionality (based on the needs being outlined by the LCER Plan teams) and will take custom design and development. Even in an expedited situation this typically

takes 4 – 6 weeks to complete. This plan is driving toward work completion in almost half that time. The funding request assumes the engagement of a full-time agency, with experts in digital planning, design, development and marketing, to complete this heavy lift with the urgency required, the flexibility to pivot as plans shift, and the expertise to ensure on-time delivery of a highly effective user experience for our Lancaster businesses.

Line Item Communications/Marketing Budget

Activity	Cost Estimate
TV Advertising	\$ 300,000
Digital Advertising (online/social)	\$ 225,000
Outdoor Advertising (Billboard/Transit)	\$ 125,000
Collateral Material	\$ 100,000
Radio Advertising	\$ 90,000
Website - Development and Maintenance	\$ 95,000
Video Production	\$ 80,000
Print Advertising	\$ 80,000
Branding/Creative Services	\$ 75,000
Email/SMS Marketing Strategy/Channel Management	\$ 60,000
Social Media Strategy/Channel Management	\$ 60,000
Signage	\$ 55,000
Direct Mail	\$ 50,000
Public Relations	\$ 50,000
Content Development	\$ 35,000
Translation Services	\$ 20,000
TOTAL BUDGET	\$ 1,500,000

\$900,000 for Administration

This total reflects the following two components:

- A 3% fee on the proposed \$25 million fund, which equates to \$750,000, for the oversight and implementation of the Small Business Recovery and Sustainability Fund. This fee covers all aspects of program development, online tool development, and applicant review activity and will be split among the four coordinating organizations: EDC, the Lancaster Chamber, Community First Fund and ASSETs.

A 3% fee is below market and is not expected to cover the full cost of the partners' work. It is anticipated that grant funds sought by businesses will far exceed the amount of available funds. The partners have direct experience in managing COVID-19 emergency funds already and have strong knowledge of the significant need and demand for these funds. Other markets have seen applications seeking up to 30 times the amount of funds available. As a result, the partners expect that the grant review process will require considerable staff and staff hours.

- \$150,000 to be used for specific staff support and other related costs incurred by EDC and the Lancaster Chamber for the operations and implementation of the Economic Recovery Plan. This line item is proposed as a reimbursement account for eligible costs to include personnel, technology-related costs directly tied to the Plan, and other activities to be worked out between the County and the Lancaster Chamber and EDC. Set up this way, the County will be able to provide transparency for the costs incurred.

Appendix 2: Detailed Communications/Marketing Budget

As of May 11, 2020

TV Advertising **\$300,000**

TV Advertising would utilize a variety of channels to reach different demographics. This touch point is critical to get those who are accessing various programming and local news for needed information.

Digital Advertising (online/social) **\$225,000**

Digital advertising will be key to target specific demographics, industries, and assorted-sized businesses by strategically targeting throughout the County. Social media, specifically, is where most of the audience is right now and to have extensive touch-points in this medium is crucial—this includes messaging that pertains to audiences that may differ (such as Mount Joy businesses, Lititz businesses, etc). It's also crucial to have multiple languages in these targeted digital ads for the diverse business community.

Outdoor Advertising (Billboard/Transit) **\$125,000**

As transportation and mobility ramp up, we need to have a solid brand presence and call-to-action on outdoor advertising ranging from billboards, to bus stations, to signage across the County.

Collateral Material **\$100,000**

In order to continue heavy touch-points, we will need to prepare for an abundance of collateral material to go along with the overarching plan and to include any campaigns we continue as the plan evolves (i.e. Back to Business campaign, pins, bumper stickers, window stickers, etc., to help both businesses and also consumers get back on track with confidence).

Radio Advertising **\$90,000**

We need to target key radio audiences for another touchpoint and run similar campaigns ranging from awareness of website hub of resources, importance of PPE and loan exploration, and more. This advertising would evolve as the messaging shifts and we also promote the safety of consumers to support business in Lancaster.

Website - Development and Maintenance **\$95,000**

This is foundationally key in producing a consistent, cohesive communications plan. This website will act as an all-encompassing hub of information and resources where all call-to-actions in other promotion and media lead back to this site. It is needed to have an extensive site that captures user data, has dynamic portals for PPE, workforce connections, Health Mitigation, and more, and that has effective customer service capabilities to ensure successful, accessible, and streamlined support for users/visitors (i.e. businesses).

Video Production **\$80,000**

Video is the most successful way of information sharing, and it is important to utilize video in order to showcase a variety of resources, and then push that video out on multiple media channels (TV, social, etc). It is crucial to see experts on film explain various resources available and it is necessary to have quality production for this content.

Print Advertising **\$80,000**

In order to capture comprehensive audiences and demographics, the goal for print advertising is to utilize multiple newspapers, merchandisers, and more, with advertising curated to that demographic and area of the County. It is also important that this is ongoing, with many opportunities for readers to see this information.

Branding/Creative Services **\$75,000**

To be cohesive, clear, and be able to cut through the noise, the hiring of a creative brand agency is pertinent to the success of this initiative. These funds would be for brand design, continued branding work (i.e. email templates, social graphics, ad designs, and other collateral) that would be pushed out to a variety of stakeholders (other Lancaster County chambers, partner organizations, etc).

Email/SMS Marketing Strategy/Channel Management **\$60,000**

The email/SMS Marketing strategy would be an avenue that gets information and updates to a target audience as a database begins to build over the course of the next weeks and beyond.

Social Media Strategy/Channel Management **\$60,000**

In addition to paid social media ads, it is crucial to ramp up a solid, comprehensive social media presence to get followers and manage the social media platforms as a huge customer service touchpoint. This will need staff hours and consistent monitoring and strategy.

Signage **\$55,000**

As businesses begin to open, it is important to create a variety of signage that can be used to help businesses understand what needs to happen in order to be safe and comply with health suggestions (i.e. signage for washing hands, staying certain distances away, what to do if you feel sick, etc). These can be printed and distributed.

Direct Mail **\$50,000**

In addition to other channels, direct mail is important, especially at the beginning, to get awareness of this initiative and this resource hub. Utilizing data from a variety of sources, direct mail will need to be sent in a variety of languages to get to businesses all across Lancaster County.

Public Relations **\$50,000**

A robust PR strategy is needed to get in front of the questions of the business community, and a consistent presence via news sources, press releases, media announcements, and more, is crucial to keeping this hub on top of mind for everyone as they begin to reopen regardless of size, location, etc.

Content Development **\$35,000**

This content development means teams would be creating shareable digital articles, content for the website, updates resource, and more, that needs to be managed and curated as the needs grow and grow.

Translation Services **\$20,000**

It is extremely important to include translation services in this communications plan. Whether it is a social media targeted ad, a print postcard, a radio placement (i.e. SACA radio for instance), or signage, it is key to have the ability of a professional translator to create these touch points in a variety of languages for accessibility and reach.

TOTAL BUDGET **\$1,500,000**

APPENDIX 3: May 4th Request to Lancaster County Board of Commissioners



Lancaster Chamber



LANCASTER COUNTY, PA
Economic Development Company

May 4, 2020

The Honorable Ray D'Agostino
Commissioner
County of Lancaster
150 North Queen Street, Suite 715
Lancaster, PA 17603

Dear Commissioner D'Agostino:

Safely re-opening Lancaster's economy while navigating through a continuing public health crisis are our collective highest priorities. As we outlined in our April Lancaster County Economic Recovery Plan ("LCER Plan"), the work ahead to ensure Lancaster County businesses get back to or create a financially viable 'new normal' is considerable and urgent.

We are all too aware that resources being made available by the federal government will not be enough to meet all needs. However, we also believe several key well-executed and coordinated actions can be critical to rebuilding momentum and confidence. EDC and the Chamber are continuously leveraging best practices identified through our networks as well as deploying the expertise of business community leadership to craft specific solutions that we need to advance as soon as possible. To deploy the LCER Plan, we urgently request the Lancaster County Board of Commissioners consider committing \$33.4 million of the Title V CARES Act Funds to the LCER Plan as outlined below. Please note that this request does not include critical funding resources needed to support further testing and a County-wide contact tracing effort, which is cited as an essential activity within the LCER Plan. EDC and the Lancaster Chamber are fully supportive of allocating the funding needed for these activities as testing and contact tracing are required for businesses to re-open safely.

As you know, our organizations broadly serve the business community of Lancaster County. We are acutely aware that the vast majority of businesses are small (under 100 employees) and micro (under 10 employees). This volume of small and micro businesses is one of our community's strengths and explains in part why Lancaster County has such a history of economic steadiness. It also means that in this COVID-19 crisis, the vast majority of Lancaster County's business base is desperate for help, as small businesses are the least equipped to navigate zero cash flow and furloughing/temporarily laying off employees and are struggling the most to adapt to evolving public health/social distancing protocols and procedures. It is this focus on the breadth – across industry and geography – of Lancaster's 13,000 businesses (of which more than 97% are small or micro businesses) that we seek

considerable funding support that we will deploy to assist this audience as best possible, given the urgency and overwhelming demand the pandemic has created.

We cannot move quickly enough to ensure the safe preparation and return of business operations for these thousands of local businesses. We also cannot launch the actions we have outlined below without the funding commitment. With the spirit of collaboration, we urgently request the Board's favorable consideration of this request and ask for your guidance on how we can proceed cooperatively as quickly as possible.

Sincerely,



Lisa Riggs
President
Economic Development Company



Tom Baldrige
President & CEO
Lancaster Chamber

cc: Robert M. Krasne, Chair of the Board, EDC
Troy Clair, Vice Chair of the Board, EDC
Michelle Rondinelli, Chair of the Board, Lancaster Chamber
Scott Fiore, Vice Chair of the Board, Lancaster Chamber
Bob Macina, Lancaster County Economic Recovery Plan, Leadership Team
Brett Tennis, Lancaster County Economic Recovery Plan, Team 1 Captain
Ed Hurston, Lancaster County Economic Recovery Plan, Team 2 Co-Captain
Mayor Danene Sorace, Lancaster County Economic Recovery Plan, Team 2 Co-Captain
Mark Lauriello, Lancaster County Economic Recovery Plan, Team 3 Captain
Bob Zorbaugh, Lancaster County Economic Recovery Plan, Team 4 Captain
Mike Reynolds, Lancaster County Economic Recovery Plan, Team 5 Co-Captain
Alison Van Harskamp, Lancaster County Economic Recovery Plan, Team 5 Co-Captain

Funding Proposal to the Lancaster County Board of Commissioners To Facilitate Reopening of Lancaster County's Economy

Summary: The impact of the COVID-19 pandemic prompted EDC and the Lancaster Chamber to craft Lancaster County's Economic Recovery Plan, which was released to the public on April 26, 2020. The plan was created to be a road map for Lancaster's business community to ultimately reopen for

business. It focuses on preparing businesses to resume operations safely, effectively and efficiently in accordance with federal and state public health guidance.

The overwhelming majority of the 13,000 businesses in Lancaster County have neither the financial nor technical wherewithal to navigate the unprecedented challenges they face as a result of the COVID-19 pandemic. Assessments conducted by EDC and the Chamber confirmed that our county’s business community is desperate for access to working capital, access to Personal Protective Equipment (PPE) and both guidance and funding for physical improvements needed to meet public health guidelines to enable them to reopen.

We therefore respectfully request funding to support the breadth of small businesses across Lancaster County who, by no fault of their own, are facing an extraordinary crisis that we know will result in some – perhaps many – businesses not surviving. Nonetheless, we propose to use our best efforts to help them again stand up and provide employment for the 275,000 who were employed in Lancaster County prior to the pandemic.

Specifically, the following resources are being sought, tapping into the Title V CARES Act funding received by the County of Lancaster.

Amount	Purpose
\$6 million	Bulk procurement and mass distribution of PPE (masks, thermometers, face shields, gloves)
\$25 million	Small Business Recovery & Sustainability Fund – to be distributed in two phases – and with grant funds targeted toward (1) Working Capital and (2) Specific Public Health physical retrofit needs, such as physical barriers (Lexan shields), space re-configurations of offices, warehouses and operating areas, signage, sanitation stations.
\$1.5 million	Broad scale communications plan to reach small businesses and small business owners and employees across the county, to include website, advertising, collateral material, translation services
\$900,000	Administrative costs related to implementation
\$33.4 million	TOTAL

Component Details (As of 05.04.20):

\$6 million for PPE Procurement and Distribution

PPE will be one of the larger hurdles to getting a business started back up quickly and safely. A countywide PPE distribution strategy would allow all businesses to get access to quality approved PPE efficiently and affordably. Access to PPE is uncertain for many businesses as there are a multitude of vendors with long lead times and increased prices. Bulk ordering could reduce lead times, decrease pricing and would allow quality control of PPE used in our community.

Benefits:

- Help offset some of the high start-up costs associated with new procedures to safely operate.
- Reduce lead time and efficiently get PPE to businesses to start operations safely.
- Drive consistent quality of PPE across the county to ensure broader safe environments for employees and consumers.
- Provide documented procedures with handouts to ensure proper use and implementation of screening, cleaning and PPE use.
- Make it easy and efficient for ALL business across the county – specifically small or minority owned businesses that might require additional support.
- Create savings opportunities with bulk purchasing

Implementation:

- Create 2-3 distribution centers spread geographically to best cover the county.
- Bulk order PPE for the county businesses. Order as much from Lancaster County or PA based vendors to drive more into the local economy.
- Provide PPE (with a pre-determined quantity per employee count) **FREE** to all businesses.
- Create sample forms, procedures and best practices (English and Spanish) to be handed out with PPE. Note – training and more detailed information will also be available by industry.
- Target 2 months of operations as a gap that allows companies to get back on their feet and distribution/suppliers to catch-up.

Use of funds:

- Procurement of PPE (potential examples – masks, thermometers, face shields, gloves and cleaning supplies)
- Set-up of Distribution centers (space, equipment, signage, etc.)
- Staffing for set-up, delivery, training and distribution of PPE

\$25 Million for Small Business Recovery & Sustainability Fund

The fund will be established to allow Lancaster County small businesses to receive critical working capital as well as funds specific to public health-related physical retrofit needs. Best practices of two established business funding tools in Lancaster County, the CRIZ Small Business Grant Program and the Lancaster City Small Business Emergency Fund, have been utilized to develop the initial fund framework. Additionally, similar COVID-19 relief funds in neighboring communities including Chester and Delaware Counties are serving as models.

Outlined below are the key proposed aspects of the funds as they exist today. The intent is that these funds **not** be deployed on a first come, first served basis. Final guidelines are being developed now, including the timing of making these funds available (two rounds are being considered), the amount of funding available per business, and the structure and terms of grants to be awarded. Additionally, a

full communications plan will be developed to ensure broad awareness of this funding pool exists in the community.

The oversight and implementation of this fund will be coordinated by EDC (with assistance from the EDC-Finance team), the Lancaster Chamber, Community First Fund and ASSETs, the four lead organizations in Lancaster County that are providing technical business assistance and economic development financing.

Benefits:

- Reduce financial barriers to businesses reopening, especially smaller firms experiencing the greatest financial and cashflow challenges.
- Encourage businesses to create a fully-safe operating environment.
- Help offset the costs associated with meeting physical social distancing guidelines required to reopen safely.
- Ensure that businesses county-wide can provide safe environments for employees and consumers.

Implementation:

Two rounds of funding (first round of \$15 million, second round of \$10 million) are being explored. Considerable work remains to set the fund guidelines and ensure a smooth and efficient application and review process. The lead entities are working now on these guidelines, however, no specific timetable to deploy these funds is set, other than knowing that the needs are urgent. Demand for these funds are expected to far exceed supply.

Use of funds:

- Grants to businesses with physical operations in Lancaster County, PA with 100 employees or fewer.
- Eligibility criteria to include aspects such as operations generating revenue and/or positive cash flow prior to March 1, 2020.
- Proposed target is up to \$25,000/company.
- Grants to be used for working capital and/or physical retrofit of businesses.

\$1.5 Million for Communications/Marketing

A critical component to the successful deployment of the funds identified above is ensuring that businesses and our county's workforce across Lancaster County are able to tap into the proposed activities. A more detailed budget is anticipated during the week of May 4th and will include the development of a robust website as well as a multi-faceted outreach campaign.

\$900,000 for Administration

Executing this plan quickly (likely a 30 to 60 day time frame) and effectively is critical for the success of the overall effort. All the best intended plans created will fall short if we are unable to efficiently and swiftly deploy them to the entirety of Lancaster County.

We are seeking \$900,000 to cover all necessary administrative expenses, as outlined below. Given the urgency of the work, there is no other option than to proceed quickly as any time taken to raise funds from other sources simply delays the proposed action to get businesses operational.

Importantly, the Lancaster Chamber and EDC each have pledged to donate \$50,000 in staff service to support this effort.

BENEFITS:

- Ensure prompt deployment of efforts at a time when prompt deployment has never been more critical.
- Provide necessary expertise in the establishment of complex systems ranging from grant review and execution, comprehensive communications, public health mitigation coordination, promotion of ongoing collaboration, and leveraging of resources through the Economic Recovery Plan.
- Allow full focus on execution of the plan, removing the distraction of fund-raising beyond the commitments of the EDC and Lancaster Chamber to together donate \$100,000 during this challenging and time-sensitive period.

IMPLEMENTATION:

- The process for disbursement of funds will be implemented to comply with CARES Act requirements.
- Chamber and EDC will provide documentation of their organizational pledges of \$50,000 in staff time.

USE OF FUNDS:

- \$750,000 to be dedicated to the oversight and implementation of the Small Business Recovery and Sustainability Grant Fund described above. This 3.0% fee will cover all program development, online tool development, applicant review activity, grant awards, documentation and follow up. Likely recipients of portions of this fee will include EDC, the Lancaster Chamber, Community First Fund and ASSETs as anticipated lead partners.
- \$150,000 of the funds to be used for specific staff support and other related costs to the operations and implementation of the Economic Recovery Plan. As noted above, these dollars will be leveraged by the staff work of the Lancaster Chamber and EDC. All expenses will be fully documented and any unused portion of the \$150,000 will be returned to the County.
- The Lancaster Chamber and EDC will work to ensure complete transparency with the County regarding the use of all funds allocated to this effort by the County.

Core Team Members
(As of May 1, 2020)

Leadership Team

- Tom Baldrige, Lancaster Chamber
- Commissioner Ray D'Agostino, County of Lancaster
- Bob Macina, Penn Medicine Lancaster General Health
- Lisa Riggs, Economic Development Company

Action Team 1 – Funding Business (Strategy 1)

Captain: Brett Tennis, Walz Group
Team Leaders: Lyle Hosler, EDC
Heather Valudes, Lancaster Chamber

Action Team 2 – Public Health Mitigation (Strategy 2)

Captains: Ed Hurston, County of Lancaster
Danene Sorace, Mayor, City of Lancaster
Team Leaders: Hilda Shirk

Action Team 3 – “New Business Normal” (Strategy 2/3)

Captain: Mark Lauriello, Rettew
Team Leaders: John Biemiller, EDC
Andrea Shirk, Rock Lititz

Action Team 4 – Economic Analysis/Measurement (Strategy 4)

Captain: Bob Zorbaugh, LCSWMA
Team Leaders: Naomi Young, EDC Center for Regional Analysis
Larry George, County of Lancaster

Action Team 5 – Communications (All)

Captain: Mike Reynolds, Lancaster Barnstormers
Alison Van Harskamp, Armstrong Flooring Inc.
Team Leaders: Barb Huesken, LNP
Tony Gorick, Lancaster Chamber