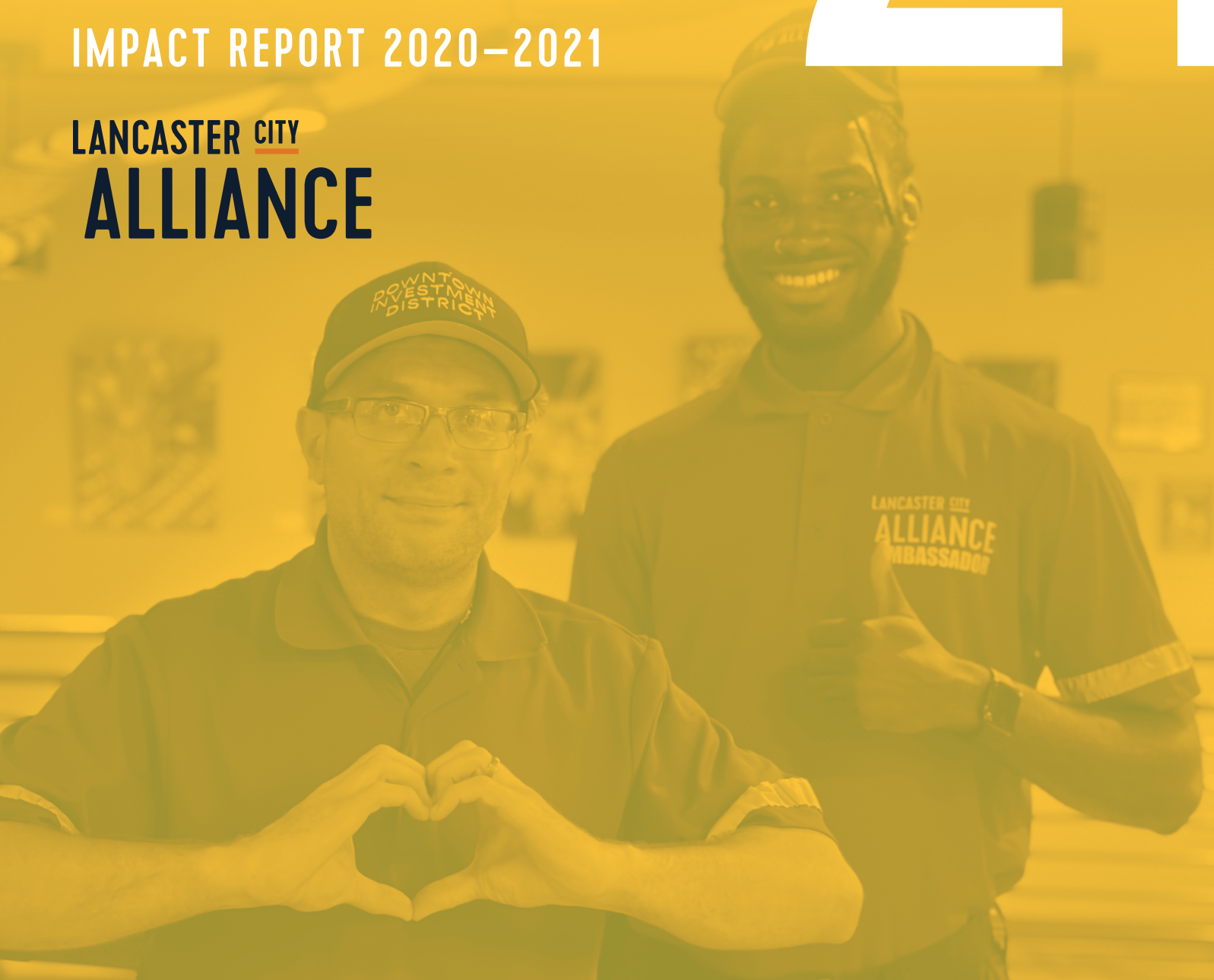


20/21

IMPACT REPORT 2020–2021

LANCASTER CITY
ALLIANCE



Thank You To Our Legacy Donors



Penn Medicine
Lancaster General Health

FRANKLIN & MARSHALL
COLLEGE

THE
Steinman
FOUNDATION

Fulton Bank

 **HIGH**



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Investment District

Thank you to our Visionary Sponsors.



A Message from Lancaster City Alliance Leadership

WE CAN SAY with certainty that the Lancaster community is resilient. In a challenging year, we rallied around our community and the City saw more businesses open than we had close. Investment didn't stall but actually increased, announcing nearly \$390 million in new projects that will bring in business opportunities and nearly 1,300 new housing units all across the City. Our collective work in the neighborhoods continued to expand; and through critical partnerships, we worked tirelessly to better assist our most vulnerable populations.

Throughout it all, the Lancaster City Alliance team served as conveners, organizers, advocates, subject matter experts, and messengers, working vigorously to provide the appropriate support needed for the Lancaster Community. We are proud of how everyone came together, but acknowledge that it was also a year of great loss and we share in the burden of this difficult time.

“We had to pivot, but in doing so we remained true to **our mission and values**”

This year we also partnered with Millersville University Office of Social Justice and the Office of Community Engagement, Government, and Economic Development to form a diversity, equity, and inclusion committee. We are using the expertise of the University and committee members to audit and review our work to ensure we truly are living up to our core principle, that Lancaster City Flourishes and Everyone Shares in its Success.

In the past year, like everyone else, we had to pivot, but in doing so we remained true to our mission and values, and Lancaster City Alliance remains fiscally strong. We will continue to support our community as it recovers, because the work of ensuring a clean, safe, and vibrant City is not yet done. Therefore, we hope you will use our Impact Report as an opportunity to review our work and are inspired to support our efforts in the years to come.

Sincerely,

Robert “Teke” Drummond, *Chair*
Marshall W. Snively, *President*



Left: Marshall W. Snively, President, Lancaster City Alliance
Right: Robert “Teke” Drummond, Chair

Lancaster City Alliance is

**a non-profit working
to ensure Lancaster
is a clean, safe, &
vibrant city for all.**

Executive Leadership Teams

Our seven executive leadership teams are comprised of executive level or upper management volunteers representing local corporations, small businesses, and City stakeholders that advise and support the Lancaster City Alliance staff. The seven teams are: Advocacy, Chairpersons Council, Community Safety, Finance and Development, Economic Development & Planning, Marketing, and Neighborhoods.



*Back Row Left to Right: Danny Torres, Alex Otthofer, Anne Williams, Marshall Snively, David Aichele
Front Row Left to Right: Jeremy Young, Colleen Wagner, Kathlene Sullivan, Lori Herr*

Staff Achievements

Danny Torres, promoted to Ambassador and Clean Team Operations Manager

Marshall Snively, President, appointed to Acting Executive Director of the CRIZ Authority

Anne Williams, Director of Communications, 2020 Leadership Lancaster Core Class Graduate

Jeremy Young, promoted to Director of Community & Economic Development and named 2020 Central Pennsylvania Business Journal Forty Under 40 honoree, and a 2020 Lancaster Housing Opportunity Partnership “Spirit of LHOP” awardee



Our Winning Aspiration:

Lancaster City flourishes and everyone shares in its success.



Our Values:

We value collaboration.
We value integrity.
We value the collective good.
We value diversity, equity, and inclusion.
We value action.



Our Differentiators

We connect diverse stakeholders for the common good of Lancaster City.
We harness the power of the private sector. We hold a reputation as trusted stewards.
We leverage a broad network of engaged leaders with expansive influence.

Maintaining the City's Strength in a Year Like no Other

LANCASTER CITY ALLIANCE OVERSEES the Building On Strength Community and Economic Development Plan, which contains 33 recommendations to guide the City's growth. It is our job to ensure each strategy is moving forward. We work with a network of over 100 stakeholders who play a lead role, ensuring a prosperous future for our City. Learn more about the impact of year six of the Building On Strength Plan.

- This year, we saw the *Building On Strength Economic Development Strategic Plan*, one of our largest bodies of work, through year six of implementation. As the world pivoted, so did we, and with guidance from the Economic Development & Planning ELT

and the more than 50 private and public sector partners, we leveraged the Building On Strength Plan as a tool to stabilize our community – ensuring we could keep the momentum going, and transitioning from Building On Strength to *Maintaining Strength*.

- COVID-19 recovery-specific actions were developed as part of this plan addendum, including a collaboration between Lancaster City Alliance and the City to create a temporary sidewalk café ordinance to allow restaurants with capacity restrictions to expand into the outdoors even in the colder months.
- The Cultivate Lancaster Entrepreneurship Coalition, co-led by Lancaster City Alliance and

ASSETS, was leveraged as a key resource to advance *Maintaining Strength's* business stabilization actions, and took a lead role in understanding business needs during the early stages of the pandemic and coordinating access to much needed financial resources to keep the City's small businesses afloat.

- Prior to COVID-19, we were tracking over \$800 million of privately led investment tied to the Building On Strength Plan, in all phases of development. In the early months of the pandemic, there was uncertainty about the future of planned projects. Guided by the *Maintaining Strength* plan addendum, we identified over \$277 million of investment at risk and



Lancaster City Alliance identified EpitomeFit Owner Gregory Tshudy whose story of pandemic adaptation was featured in the Recovery Lancaster Mask Up Campaign

had strategic conversations with developers, financing partners, and builders to understand the status of these projects and what could be done to mitigate delays or the need to cancel those projects.

- Thanks in part to low interest rates, we saw a record amount of new investment announced - nearly \$390 million - including several catalytic development projects that will shape the future landscape of the City. **Much of this new investment includes nearly 1,300 new residential units including a significant number of affordable units.** This new development offers mostly mixed-use space, planned and under construction, not only in downtown, but in the Building On Strength commercial hubs and City neighborhoods.
- Six years into the implementation of Building On Strength we are now seeing significant investment increasing in key commercial hubs at levels not seen in many years, particularly along West King Street and south of King.
- Effective June 1, Lancaster City Alliance assumed the management of the City Revitalization & Improvement Zone (CRIZ) Authority. Management of the CRIZ directly aligns with our economic development work, bringing in state and local tax revenue generated in the CRIZ districts back to those districts in support of new investment. **Last year, the program brought in \$8.7 million in support, including \$3 million in grants to support small businesses affected by the COVID-19 pandemic.**
- Lancaster City Alliance continues to serve as the local coordinating agency for the PA Department of Community & Economic Development's Keystone Innovation Zone (KIZ) Program, which provides tax credits to qualified young businesses in the tech sector and other industries in designated areas of the City, to support their growth. Over the last year we provided support to Lancaster City KIZ businesses and have assisted new businesses with entering the program.
- Team members played a role in the Recovery Lancaster initiative, assisting with the Mask Up campaign to help keep our businesses community safe as they reopened.

“We had our best month ever, officially, since we opened (in August 2017), which is not something that should happen in July – but it did happen – and it is kind of a tipping point for us. It beat our previous best July by over 300%. Having the CRIZ COVID-19 Recovery funds helped us make strong moves rather than timidly limping our way forward. I feel like the store might actually achieve its mission, and ... I really think that the grant money really helped us bring that home. The support is something we are really grateful for.”

- Evan Young, Co-owner of Larkstone (formerly Realm and Reason)
along with Emily Moccero, 213 W. King Street

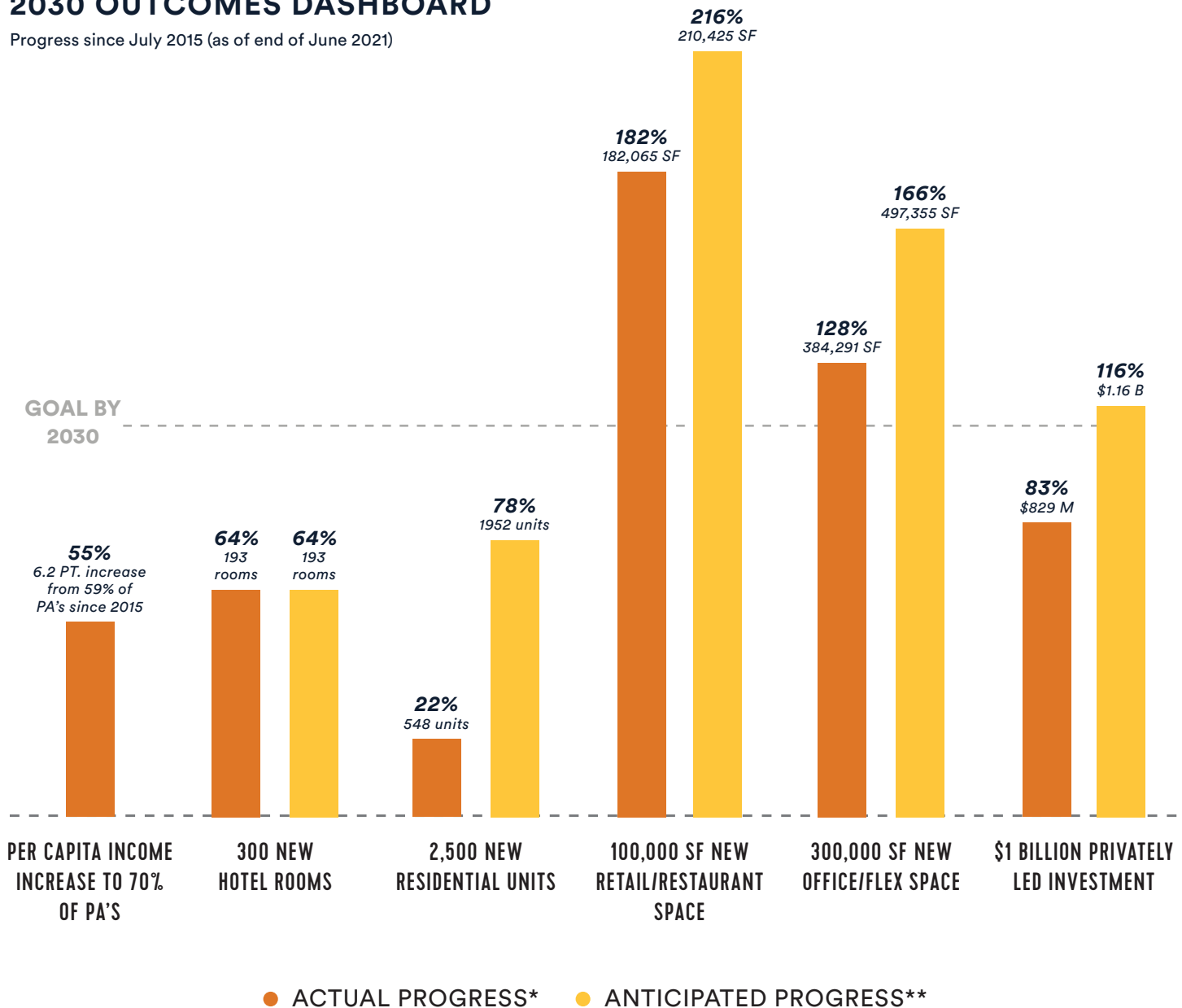
Building On Strength

Economic Development Strategic Plan for the City (2015–2030)

LANCASTER CITY ALLIANCE oversees the Building On Strength Plan, which contains 33 recommendations to guide the City's success. It is our job to ensure each strategy is moving forward. We work with a network of over 100 stakeholders who play a lead role, ensuring a prosperous future for our City.

2030 OUTCOMES DASHBOARD

Progress since July 2015 (as of end of June 2021)



* For development-related outcomes, "actual progress" reflects only projects recently completed and currently under construction.

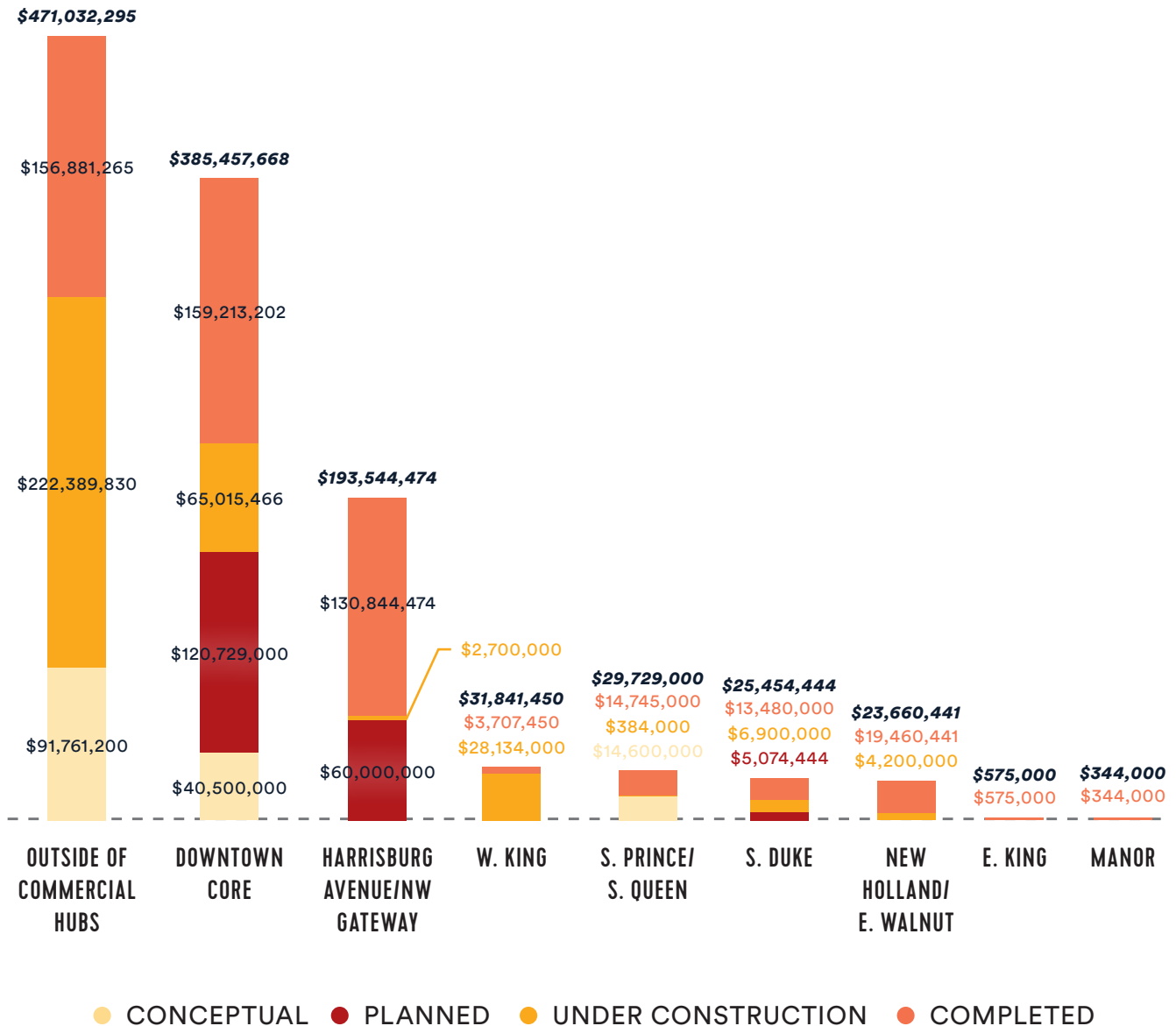
** For development-related outcomes, "anticipated progress" reflects projects recently completed and currently under construction, and assumes all planned and conceptual projects will come to fruition.

Privately Led Investment in Dollars

SINCE JULY 2015, By Commercial Hub and Current Phase of Development (as of July 2021)

TOTAL PRIVATELY LED INVESTMENT: \$1,161,638,772

All Development Phases, Citywide



Neighborhood Development

NOW IN ITS FOURTH YEAR, our Neighborhood Façade Improvement Grant Program has invested more than \$1 million into City neighborhoods and commercial hubs on King Street and south of King. The program provides homeowners, property owners, and small businesses the opportunity to make exterior property improvements in underserved areas of the City. **As of the end of June 2021, there were 31 projects completed, 31 actively under construction, and 38 projects in the pipeline being designed and estimated.** Projects are within the program's target areas of S. Prince Street, S. Queen Street, Beaver

Street, Manor Street, W. King Street/ Columbia Avenue, and the entirety of the SoWe (Southwest) Neighborhood Revitalization Area.

Façade upgrades include structural stabilization, a fresh coat of paint, repointing of brick, new windows and doors, and lighting. Working in partnership with neighborhood property owners, the Façade Improvement Program aims to strengthen neighborhood pride, enhance the City's architectural charm, rejuvenate the streetscape, and inspire additional investment.

Since 2018, thanks to generous contributions from the BB&T

(now Truist) Economic Growth Fund via the Lancaster County Community Foundation, the High Foundation, the Wells Fargo Regional Foundation, The Steinman Foundation, and the Pennsylvania Department of Community & Economic Development's Keystone Communities Program, **more than \$657,000 has been made available to award matching grants to property owners, making possible more than 100 façade improvement projects.** Lancaster City Alliance will be seeking additional funding contributions to enable the program to continue into 2021-22 and beyond.



The buildings at the corner of Manor and Ruby Streets received a significant facelift thanks to the Façade Improvement Grant Program. Old exterior signage and hardware were removed, window sills were repaired, trim was repaired and painted, formstone was updated with fresh coats of paint, and commercial gooseneck lights on dusk to dawn sensors were installed to illuminate the storefronts at night as well as uplighting to highlight the set-back Victorian building from Manor Street's early years.



- In collaboration with the City of Lancaster our Neighborhoods ELT began serving as the steering committee for the development of the City's latest comprehensive plan, the first since 1993. This provided the opportunity to expand the Neighborhoods ELT to better represent the demographic and socioeconomic makeup of our community and provide new leadership opportunities for City residents, while helping to lay out the vision for the future of Lancaster City.
- In partnership with the City of Lancaster, leveraged a total of \$95,000 in corporate contributions for the Neighborhood Assistance Program to invest in safety and enhancement measures for Beaver Street, including installation of porch lights, public lighting, and traffic-calming infrastructure. This builds on the momentum on the 300 block of Beaver Street, which includes our façade improvements and the preparation of a wall surface for a vibrant new mural at the entrance to the planned Beaver Street pocket park, which will provide a much-needed access to green space.
- In partnership with SoWe, Lancaster City Alliance conducted outreach in both English and Spanish for the SoWe Neighborhood Façade Improvement Grant Program for its fourth year, receiving a record 31 applications. **Demand for the program far exceeded the \$80K available and we**



Neighborhood Assistance Program work on Beaver Street will provide important property acquisition and rehab, including façade improvements. Photo Credit: Google Maps

were able to award 20 grants to property owners in the SoWe Neighborhood. With a focus on equity, grants were awarded prioritizing homeowners, including homeowners of color, and projects that hired City-based and neighborhood-based contractors, as well as women-owned and person-of-color-owned contracting businesses.

- In partnership with Lancaster Tree Tenders and Lancaster Clean Water Partners via the Lancaster County Community Foundation, **planted 20 street trees along the commercial hubs of West King Street/Columbia Avenue, and South Prince/South Queen Streets**, an achievement during the pandemic with limited resources including funding and labor challenges. This builds on the efforts of Lancaster Tree Tenders,

a partnership between Lancaster City Alliance, the City of Lancaster Department of Public Works, the Alliance for the Chesapeake Bay, and formerly the Lancaster Conservancy, which has planned and **implemented the planting of nearly 900 new street trees since 2017**, in addition to hundreds more bareroot yard trees and riparian buffer trees along the Conestoga River.

- In partnership with local coffee roaster Wanderlust Coffees, Lancaster City Alliance unveiled our own blend of organic, fair trade coffee. Our Love Your Neighbor blend of coffee is inspired by our City and offers another way to connect with our community. Thank you to Wanderlust Coffees, who donates a portion of the proceeds from the sale of our blend, to Lancaster City Alliance.

Engaging the Community

THE LANCASTER CITY ALLIANCE TEAM knows that Lancaster's hardworking community is part of what makes our City so special. Therefore we use our expertise to engage and connect individuals and organizations to create positive change for our City.

- March 2021 Hired Alex Otthofer, Programs and Outreach Coordinator. **Alex speaks both English and Spanish and is helping to expand our reach in the community** and connect with neighbors about important quality of life opportunities like façade improvements and other neighborhood enhancements.
- On June 1, 2021 the **Lancaster City Alliance team began administration of the City Revitalization and Investment Zone (CRIZ) Program.** The new Lancaster City Alliance CRIZ team

offers an expanded CRIZ staff and resources and will ensure the continued success and growth of this important economic development tool for the City.

- Serve on the interdisciplinary team with LanCoMy Home and several county agencies with the goal of assisting people in our community who are experiencing homelessness.
- Participated in regular communication with City government, Police, and property owners during periods of social unrest in the City.
- Host and develop monthly Merchant Meetings to provide timely information and networking opportunities for the City's merchant community. We also **recognized 65 business owners for reaching one, five, 10, 15, 20**

and more years of doing business in Lancaster City. Virtual meetings average over 30 participants each month.

- Merchant Intra-Marketing Committee members **delivered 36 welcome packets to new City businesses.** Packet deliveries provide an opportunity to meet and greet new business owners and supply them with resources to help them do business in the City.
- Over **16,000 people from Lancaster and beyond follow us on social media** and enjoy our posts celebrating the City, including timely updates about City life.
- We ran several social media campaigns in support of health and safety efforts in our community and we also used social media to inspire the community to shop and

Alex is helping to expand our reach in the community by

connecting with neighbors in both Spanish and English about important quality of life opportunities.

dine locally. As a result, our social media reach soared.

- VeloCity, held virtually in 2020, celebrates the City and serves as the annual fundraiser benefitting Lancaster City Alliance and the Downtown Investment District, raised over \$7K during the virtual event.
- Founding member of the Lancaster City Indie Retail Week planning committee to support shopping at the City's independent retail stores. Just weeks after quarantine was lifted, over **50 merchants participated in Indie Retail Week** and the event received widespread media coverage from around the region.
- We continued our strategic relationships with the Lancaster Safety Coalition to strengthen and raise awareness about this important community resource.
- Since 2014 Lancaster City Alliance has served as a sponsor of the biannual, citywide celebration of Lancaster City Restaurant Week. Our financial support allows for marketing and promotion of Restaurant Week events each fall and spring. **The September 2020 week included 37 participating restaurants, with six new businesses joining the celebration. The April 2021 event enjoyed 41 participants, including eight new businesses.**



The Lancaster City Alliance team finds creative ways to support our community.

Advocacy in Action

LANCASTER CITY ALLIANCE and our partner organizations joined together in new and unique ways to ensure a stronger and more equitable Lancaster.

Working with the City, the Lancaster City Alliance Board and Executive Leadership Team supported an effort to give the City improved revenue tools that would strengthen the City's finances and lower the reliance on real estate taxes. In March of 2021, Lancaster City Alliance approved a position statement in support of this effort, which includes giving Lancaster more local control and decision making related to the Local Services Tax and the Earned Income Tax.

While the City characteristically is fiscally responsible and in doing so is currently in a stronger position than others in the Commonwealth, it is clear that under current fiscal restraints, we continue to face deficits that would have to result in higher real estate taxes. This increases the burden on City residents and property owners, but would eventually end in Act 47, in which the Department of Community and Economic Development would declare Lancaster City as financially distressed.

In working with the City and Advocacy ELT, the Lancaster City Alliance Board supported an effort to give the City the same types of revenue tools that it would have access to while in Act 47, without having to go into Act 47. In March of 2021, Lancaster City Alliance approved a position statement in support of the State allowing Lancaster City to have access to Act 47-type tools to address its structural deficit without having to enter

Act 47 status; specifically supporting local control and decision making related to the Local Services Tax and the Earned Income Tax.

- In response to the murder of George Floyd, the Lancaster City Alliance Chairpersons Council members committed to address diversity, equity, and inclusion in our community. The council formed a steering committee and an advisory committee made up of volunteers from, Lancaster City Alliance, Community Action Partnership of Lancaster County, Community First Fund, Lancaster County Community Foundation, Lancaster Chamber, United Way of Lancaster County, and the High Foundation. With the YWCA in the lead, and with the help of a consultant, these volunteers are taking steps to address racial equity across Lancaster County.
- Lancaster City Alliance partnered with Millersville University to explore diversity, equity, and inclusion within our organization. We began by hosting three half-day workshops with our Board and Executive Leadership Teams. Millersville also assisted us with a survey for our staff and volunteers to determine our strengths and areas for improvement. The next step was to create a Diversity, Equity, and Inclusion Taskforce consisting of members of the Board and ELT's. The taskforce is currently reviewing internal documents and identifying opportunities for Lancaster City Alliance to be more inclusive in our work and better reflect the community that we serve.



Lancaster City mural
on Beaver Street, by
Salina Almanzar

Ambassadors & Clean Team

OUR CLEAN & SAFE AMBASSADOR PROGRAM is one of the most visible services we provide and this program is essential to our work in supporting a clean and safe City. After using the same clean and safe contractor for the past seven years, we felt it was time to issue an RFP for services to review the program.

Last December the Lancaster City Alliance and Lancaster Downtown Investment District Authority advertised a Request for Proposals for our Bicycle Safety, Hospitality and Clean Team Ambassador programs. A review committee was formed to evaluate the received RFPs, with a final decision to contract with a new vendor, Streetplus. The committee felt strongly that Streetplus' employee culture, training, benefits, and the commitment to their customers' needs, made them the right choice for Lancaster. Streetplus also offers a strong social service outreach program and we look forward to building out this new opportunity for our community.

Streetplus began their contracted services with us on May 1, 2021.



Left to Right, Danny Torres and Dylan Ormond
Ambassador uniforms will remain the same under the new clean and safe contractor.

Our Ambassadors performed the following services for the City:

18,291

BIKE MILES

742

REMOVED GRAFFITI

6,704

FOOT PATROL HOURS

215

CITY MAINTENANCE

403

EXCESSIVE TRASH ON PROPERTY

62

PPL ISSUES

5

BIKE REGISTRATIONS

Services Delivered to the DID Property Owners

OUR IMPACT: The Lancaster City Alliance oversees the Downtown Investment District, which provide the blue shirt clean team and red shirt ambassadors to keep the downtown clean, safe, and vibrant. Property owners in the DID pay for this service through an assessment and we work to maximize the contribution through efficient management of the ambassador program, our monthly merchant meetings, and supporting City events like Indie Retail Week.

This year, the Clean Team partnered with the City to maintain the outdoor dining tables so people could more safely dine in the City during the pandemic. They also wiped down high touch areas in the Downtown Investment District with disinfectant solution.

The new DID Operating Plan was approved by City Council on April 27, 2021. The plan renewal process included notifying all property owners by letter, public meetings, and presenting the new plan to the Economic Development Committee of City Council.

Plan highlights include:

- Continued outreach to the 84 tax-exempt properties in the DID to help expand DID revenue
- The current millage rate of 1.57 will remain the same over the two years of the plan
- Strengthen the identity of the DID by celebrating more broadly DID accomplishments and enhancing advocacy on behalf of small business owners and property owners in the DID

The plan is available to view at lancastercityalliance.org.



Members of the clean team keep the Downtown Investment District looking sharp seven days a week. Pictured: Riley McBrayer



Our Clean Team performed the following services within the Downtown Investment District



4,568

SIDEWALK SWEEPER
(HOURS)



1,228

BUSINESS CONTACTS



36

TRASH (TONS)



118

DELIVERIES



8,045

RESIDENT CONTACTS



1,128

TRASH CANS MONITORED



351

DIRECTIONS GIVEN
(GENERAL)



41

SAFETY ESCORTS



456

GRAFFITI POSTERS &
STICKERS REMOVED



10

LEAVES REMOVED
(TONS)



35

SNOW REMOVAL (HOURS)



1,150

MULCHING (LBS.)



540

TREE WELLS MAINTAINED

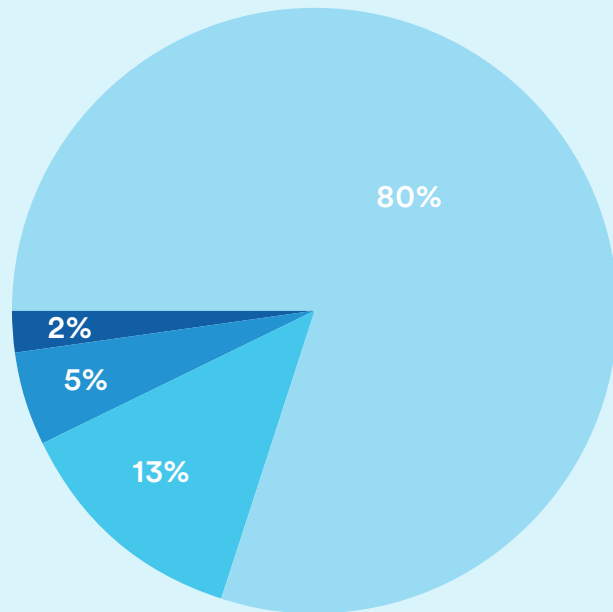
The Downtown Investment District was created in 1992 by property owners and City stakeholders focused on the well-being of Lancaster City. Since the creation of the DID, the district has undergone two boundary expansions at the request of property owners and seen enormous growth because of the exceptional quality of life provided by the DID. The Downtown Investment District is managed by an Executive Director and an 11-member Board of Directors consisting of City residents, business owners, and stakeholders. The Executive Director, with board oversight, is responsible for managing the DID plan, which outlines the services provided, financial budgets, the financial assessment rate for property owners. The DID and the Executive Director are managed by the Lancaster City Alliance.

Lancaster Downtown Investment District Annual Budget: \$496,700

Lancaster City Alliance manages the Downtown Investment District by providing clean and safe services to property owners invested in the downtown core.

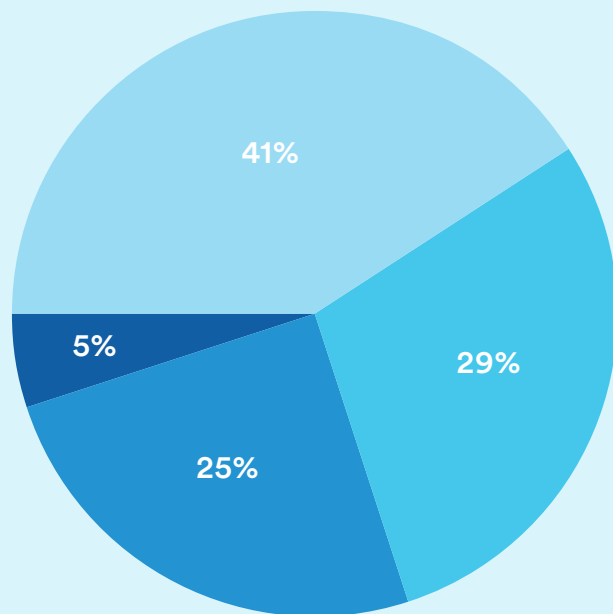
Revenues

- Assessments
- Tax-Exempt Contributions/Donations
- Marketing/Downtown Dollars
- Contracted Services



Expenses

- Safety
- Appearance
- Operations
- Marketing/Downtown Dollars

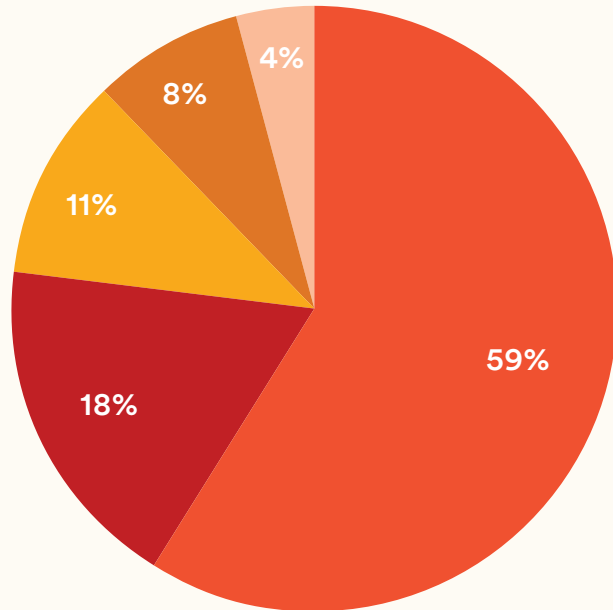


Lancaster City Alliance FY 20/21 Budget: \$1.25M

We leverage corporate and private contributions with supplemental funding from grants and successfully manage each dollar we receive.

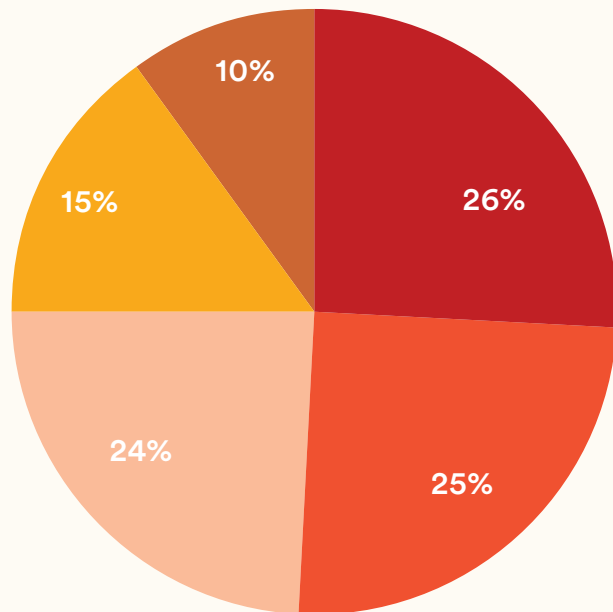
Revenues

- Corporate/Business
- Contracted Services/
Management Fees
- Foundations/Grants
- Individuals
- Other



Expenses

- Public Safety
- Community Development
- Economic Development
- Marketing
- Administration



Thanks to the guidance of our Finance and Development Executive Leadership Team, Lancaster City Alliance remains fiscally strong. With the help of our Board and ELTs we have maintained almost 100% of our corporate investors while bringing in additional contributors even in a challenging year. This has allowed us to maintain our \$1.25 million operating budget.

We are most proud that we have leveraged those dollars to support very impactful neighborhood projects and initiatives. In fact, it leverages over \$800K in community work as demonstrated in the proceeding pages.

With gratitude to our volunteers,
we are thankful for your
investment of time and
talent to our community.

LANCASTER CITY ALLIANCE**Marshall W. Snively**, President**David Aichele**, Director, Clean & Safe Services/Executive Director of DID**Lori Herr**, Team Coordinator**Alex Otthofer**, Programs and Outreach Coordinator**Kathlene Carroll Sullivan**, Social Media and Engagement Manager**Danny Torres**, Streetplus Operations Manager**Colleen Wagner**, Executive Leadership Teams Manager**Anne Williams**, Director of Communications**Jeremy Young**, Director, Community and Economic Development**BOARD OF DIRECTORS**Chair, **Robert “Teke” Drummond**
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MurraySecretary, **Mark C. Fitzgerald**
High Real Estate Group LLCTreasurer, **Mark R. McCollom**
Fulton Financial Corporation**Brett Calabretta**
Warfel Construction**Jennifer Craighead Carey**
Barley Snyder**Jack Crowley**
Water Street Mission**Matthew K. Eynon**
Franklin & Marshall College**Jane McMinn**
S&T Bank**Dr. Vilas A. Prabhu**
Millersville University**Chris Stahl**
Steinman Communications**Crystal Weaver**
Commons Company
Chair, Downtown Investment DistrictEx-Officio, **Jess King**
City of LancasterPast Chair, **Peter Barber**
Two Dudes Painting Company**LANCASTER DOWNTOWN
INVESTMENT DISTRICT
BOARD OF DIRECTORS**Chair, **Crystal Weaver**
Commons Company/DID ResidentVice-Chair, **Pastor Tim Mentzer**
Trinity Lutheran ChurchBoard Secretary, **James J. Wagner**
Fulton BankBoard Treasurer, **Nancy Neff**
City ResidentSolicitor, **Bill McCarty**
Barley SnyderAssistant Secretary, **Alicia Byler**
Telltale Dress/City Resident**Laura DeMatteo**
County of Lancaster/City Resident**Joe Donaldson**
Steinman Communications**Patrick Hopkins**
City of Lancaster**Jami Rhynes**
City Resident**Mark Stoner**
City Resident**Bernard Truong**
Rice and Noodles/Sprout Eatery**LANCASTER CITY ALLIANCE
EXECUTIVE LEADERSHIP TEAMS****Advocacy****David Hornberger** (Chair)
Orrstown Bank**Thomas T. Baldrige**
Lancaster Chamber**Doug Brossman**
Burnham Corporation**Clarence Kegel**
Kegel, Kelin, Almy & Lord**Robert M. Krasne**
Steinman Communications**Don Nikolaus**
The Donegal Group**John T. Reed**
Barley Snyder**Daniel Youngs**
Lancaster County Solid Waste
Management Authority**Chairpersons Council****Jane McMinn** (Chair)
S&T Bank**Jeff Kenderdine** (Vice Chair)
Willow Valley Communities Charitable
Foundation**Sam Bressi**
Lancaster County Community
Foundation**Betty Tompos**
Thaddeus Stevens College of
Technology**Community Safety****Chris McMurtrie** (Chair)
Community Organizer**Wes Farmer** (Co -Chair)
Consultant, Community Organizer**Milzy Carrasco**
City of Lancaster**Jack Crowley**
Water Street Mission**Gene Duncan**
Thaddeus Stevens College of
Technology**Patrick Egan**
Egan Security GroupChief **Scott Little**
Lancaster City Fire Department**Bill McHale**
Franklin & Marshall Department of
Public Safety**Tim Miller**
Lancaster Safety Coalition**Freddy Ramos**
Boys & Girls Club of Lancaster**Jake Thorsen**
SoWe Neighborhood, Tenfold**Diversity, Equity and Inclusion
Taskforce****Peter Barber**
Two Dudes Painting Company**Chris Ballentine**
Willow Valley Communities**Jack Crowley**
Water Street Mission**Victor DeSantis**
Millersville University**Justin Manning**
S&T Bank**Dr. Vilas Prabhu**
Millersville University**Freddy Ramos**
Boys & Girls Club of Lancaster**Dr. Marian Wilson**
Thaddeus Stevens College of
Technology**Pedro Rivera**
Thaddeus Stevens College of
Technology**Hope Schmid**
Millersville University**Economic Development & Planning****Andy Gilburg** (Chair)
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Retired, High Real Estate Group**Alex Brame**
BB&T (Now Truist)**Fred Briggs**
Capital BlueCross**Brett Calabretta**
Warfel Construction**Chris Delfs**
City of Lancaster**Paul Fulmer**
NAI Commercial Partners, Inc**Ed Gordon**
Retired, Wohlsen Construction
Company**Jeff Horst**
RKL**Lyle Hosler**
Economic Development Company**Tom Koppmann**
M&T Bank**Justin Manning**
S&T Bank**Randy Patterson**
CRIZ Authority**Vanessa Philbert**
Community Action Partnership**Tom Ponessa**
TW Ponessa & Associates**Todd Shertzer**
CCS Building Group**Jordan Space**
S&T Bank**Chris Stump**
HARSCO**Ann Swartzbaugh**
Burnham Holdings**Sara Tuscher**
Ecklin Group**Jeff Vrabel**
Baker Tilly Virchow Krause, LLP**Shane Zimmerman**
The Steinman Foundation**Finance & Development****Joe Crosswhite** (Chair)
M&T Bank**Mark R. McCollom**
Fulton Financial Corporation**Amy Nilsen**
EHD**Lori Pickell**
Irex Corporation**Hope Schmid**
Millersville University**Governance and Nominating
Committee****Karen Bousquet**
City Resident**Jack Crowley**
Water Street Mission**Dr. Vilas Prabhu**
Millersville University**Pedro Rivera**
Thaddeus Stevens College of
Technology**Marketing****John Lines** (Chair)
Penn Medicine Lancaster General
Health**Chris Ballentine**
Willow Valley Communities**Deborah Brandt**
Fig Industries**Erika Herold**
Woodstream Corporation**Jennifer Johnson**
Armstrong World Industries**Barbara Stambaugh**
Franklin & Marshall College**Annie Weeks**
City of Lancaster**Neighborhoods****Holly Kutz** (Chair)
Murray**Milzy Carrasco** (Vice Chair)
City of Lancaster**Ehsan Al-Hussaini**
Resident, City of Lancaster**Juan Aviles**
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