

May 9, 2020

Governor Tom Wolf
Commonwealth Of PA
508 Main Capitol Building
Harrisburg, PA 17120

Dear Governor Wolf,

As elected officials from across Lancaster County, we call on you to formally move Lancaster County from the “red designation” to the “yellow designation” of your COVID-19 Phased Reopening Plan immediately. We, as a county, are prepared to do so on Friday, May 15, 2020. We prefer to act with your cooperation, but we intend to move forward with a plan to restore Lancaster County.

As you have stated numerous times, one of the key goals of the stay-at-home effort was to ensure our hospitals and health care systems were not overwhelmed by COVID-19 patients. We can now report that this goal has been met and our hospitals have the capacity to handle the needs of our communities.

As of May 9th, Lancaster General Hospital has 43 COVID-19 patients, with six patients requiring ventilators and Ephrata Hospital has two COVID-19 patients. All hospital systems report an ample supply of beds and ventilators, so much so, that they are resuming normal operations. With the knowledge that our hospitals stand ready and able to provide the care necessary to protect our constituents, it is time for us to begin to look forward.

To do that safely, we will continue to work together and stay in constant contact with our health care professionals and industry representatives to stay in tune with the needs of our communities and be able to identify and swiftly respond to increased numbers in the event of a resurgence.

In fact, since the outset of the crisis, a working group consisting of representatives of all hospital systems in Lancaster County, the Hospital Association of PA, the Lancaster County Emergency Management Agency, County Commissioners, state legislative delegation, Congressman Smucker, the PA Department of Health, and others, has been established. The group convenes a weekly conference call to review data and metrics, discuss issues and ways to work together to solve concerns.

Lancaster County's world-renowned collaborative spirit and work ethic are being brought to bear in an unprecedented manner. Thanks to the direct allocation of \$95 million of CARES Act Title V funds, we have the financial resources to implement plans to:

- Protect the health, safety and welfare of the County,
- Maintain public service continuity of operations and emergency response, and
- Reopen and support the local economy so that individuals, families and businesses can once again thrive.

Attached please find draft framework for a Lancaster County COVID-19 Relief Fund developed by a County Commissioner to deploy the CARES Act Funds to advance these priorities. In addition, we understand the decision to reopen our economy means ensuring that our business community, the backbone of our economy, is ready from a public health and financial standpoint. To this end, we applaud the development of a Lancaster County Economic Recovery Plan by our Economic Development Company and Chamber of Commerce (see attached).

To assist with all our efforts, Lancaster County has hired a highly qualified Public Health Emergency Advisor (PHEA) to provide dedicated technical, administrative and logistical advice and assistance during the current COVID-19 public health emergency. The PHEA is embedded with the Lancaster County Emergency Management Agency and works directly with the health care systems, DOH, PEMA, local organizations and others to implement many aspects of the aforementioned plans and policies.

One of our areas of focus has been nursing home and long-term living facilities. Unsurprisingly, these facilities have become hotspots for this virus. According to current reports from our Coroner at the time this letter was written, Lancaster County has seen 207 total deaths due to COVID-19. Of those, more than 90 percent originated from long-term living or nursing home facility residents.

Unfortunately, the unilateral decision made by your administration and Department of Health to force nursing homes to accept COVID-19 patients without providing clear and concise policies and the appropriate oversight to ensure the safety of those patients and the residents of those homes has resulted in a spike in cases and deaths in those facilities. This strategy, or lack thereof, is shocking when every scientific report stated that older Americans are most at risk.

To that end, Lancaster County Commissioners have developed a four-pronged approach to dealing with the crisis by offering the following to these facilities:

- Testing of all residents and staff – through a contract with a lab, and with the guidance of health systems, we are offering COVID-19 testing of symptomatic and asymptomatic individuals.
- PPE –shortages have hindered effective spread mitigation efforts, so the County will offer supplies to the facilities.
- Decontamination cleaning – professional environmental cleaning companies have already completed decontamination of some facilities and are making it available to all facilities that request the service.

- Review of and training on spread mitigation measures by a health consultant. The Reserve Medical Corp Director completed this in the Mennonite Home; however, they do not have the bandwidth to handle the number of facilities we have in Lancaster County and suggested hiring private companies.

We will continue to do all that we can to help the residents and staff of these facilities and urge you to direct your administration to follow suit and put in place similar plans in other parts of the Commonwealth where such outbreaks are occurring. However, it is important to note that when appropriately accounting for the data from high risk populations that can be safely isolated and provided further protections, such as prisons and nursing homes, Lancaster County's positive cases drop dramatically.

Lancaster County, as well as many others across the state, has been patient. Residents have followed your orders and guidelines despite a lack of clear benchmarks or consistent application of your own actions. They have come together to support our essential workers, and our Amish community has made and donated thousands of masks to our Lancaster Health Center, churches, hospitals, prisons and retirement communities.

However, after many weeks without answers, without transparency, and without an end in sight, that patience is waning. The lack of answers from Secretary Levine during the hearings last week before the Senate of Pennsylvania offered no relief. In fact, Secretary Levine was asked multiple times why certain counties who have met your own metrics for reopening were not included in the original list of counties allowed to move to "yellow" in your COVID-19 Phased Reopening Plan. Each question was met with deflection that the Department would continue reviewing and discussing the individual counties.

Further, your administration has stymied all attempts at acquiring data and information that is critical to our ability at the local level to mitigate the spread of COVID-19 as well as the economic damage by the shutdown. This data should be communicated to our elected officials in the General Assembly and available either through existing public health law or under the state's Right To Know law.

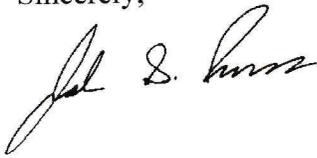
Case in point, the business waiver system you established created winners and losers all while keeping the public in the dark; the information released on Friday about this waiver program also clearly illustrates that the businesses and workers of Lancaster County are more than able to operate in the same safe fashion as those you arbitrarily chose at the beginning of this program.

Governor, we don't question your motives; however, given all that has unfolded over the past several weeks, we must question your methods. We have consistently called for a data-driven, collaborative and transparent approach to getting through this crisis. In refusing to do so, you have lost the will of many people to continue on the extremely narrow path you have outlined. And that serves no one well.

We believe we share the same goals: public health, safety, and an economy that can begin to recover so that individuals, families and businesses can once again thrive. Having faith in and working alongside local elected leaders, those closest to the people, is the only path forward. Otherwise, hope darkens and people suffer.

The time is now to begin restoring and rebuilding a strong Lancaster County. This is what our citizens want and deserve.

Sincerely,



Josh G. Parsons
County Commissioner



Ray D'Agostino
County Commissioner



Chris Leppler
Sheriff



Lloyd Smucker
11th Congressional District



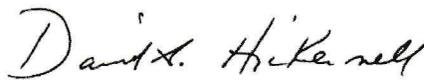
Ryan Aument
36th Senatorial District



Scott Martin
13th Senatorial District



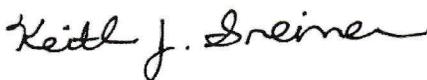
Bryan Cutler
100th Legislative District



David Hickernell
98th Legislative District



Mindy Fee
37th Legislative District



Keith Greiner
43rd Legislative District



Brett Miller
41st Legislative District



Steve Mentzer
97th Legislative District



Dave Zimmerman
99th Legislative District

LANCASTER COUNTY COVID-19 RELIEF FUND

Background

Since the emergence of the COVID-19 coronavirus in December of 2019 in China, the world has been in the grip of a pandemic. Countries around the world, including the United States, individual states, including Pennsylvania, counties and municipalities, including Lancaster County, have declared states of emergency due to the public health crisis.

March 6, 2020 - Governor Wolf issued a [Declaration of Disaster Emergency](#)

March 13, 2020 - President Trump issued a [Proclamation of Disaster Emergency](#)

March 17, 2020 - Lancaster County Commissioners approved a [Declaration of Disaster Emergency](#), and since that time, the County has taken the following actions in response to the declared emergency:

- Implemented its Continuity of Operations Plans, upgraded our IT capabilities to increase remote access and developed modified personnel policies to maintain essential public services
- Lancaster Emergency Management Agency leads efforts to deploy some PPE, provide situation reports, be point of contact with state agencies, hospital systems, etc.
- Established a webpage and dashboard on County website to provide the public with access to accurate and up-to-date information and guidance
- Hold weekly conference call meetings with County EMA leadership and community leaders within the health systems, federal and state legislature, emergency services, long-term care facilities, and the Pennsylvania Department of Health (DOH)
- Hold regular press conferences including several community leaders to provide updates
- Engaged a Public Health Emergency Advisor to provide technical, administrative and logistical advice and assistance during the current COVID-19 public health emergency

In order to protect and save lives, business shutdowns, stay-at-home orders, social distancing and virus spread mitigation measures have been enacted. To assist with the economic fallout from these measures to protect public health, state and federal governments have provided financial assistance.

In March, Congress and the President worked on several bills that are now known as the Coronavirus Aid, Relief and Economic Security ([CARES](#)) Act. Following is a timeline of the CARES Act and actions taken by Lancaster County:

3/27/2020 – CARES Act signed into law by President Trump

4/15/2020 – County submits certification to receive direct allocation of Title V Funds (due 4/17)

4/22/2020 – U.S. Treasury issues initial guidance on use of funds

- County receives direct deposit of funds

4/24/2020 – County internal working group begins to discuss fund accounting and deployment

4/28/2020 – National Association of Counties hosts a webinar / Q&A with Treasury Department

5/04/2020 – U.S. Treasury issues more guidance through FAQs

5/06/2020 – Board of Commissioners reviews draft proposal for deployment of funds

Lancaster County is fortunate to have received funds through the CARES Act, including being only one of seven counties in Pennsylvania to have received a direct allocation of \$95,224,630 in CARES Act Funds through Title V, and other funds as listed later in this document.

Title V of the CARES Act provides that payments from the Fund may only be used to cover costs that (directly quoted from the Act):

1. are necessary expenditures incurred due to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19);
2. were not accounted for in the budget most recently approved as of March 27, 2020 (the date of enactment of the CARES Act) for the State or government; and
3. were incurred during the period that begins on March 1, 2020, and ends on December 30, 2020.

In addition, according to guidance, which is still evolving, from the U.S. Treasury Department, any Title V CARES Act funds which are not expended and still remain on 12/30/2020, and/or expenses deemed by Treasury to not be in compliance with the Act, must be returned to Treasury. It was also made clear that these funds “may not be used to fill shortfalls in government revenue” and must be used for “expenditures that are for actions taken to respond to the COVID-19 public health emergency.”

Treasury guidance provides examples of eligible and ineligible expenses; however, and importantly, they acknowledge flexibility. “The statute (CARES Act) also specifies that expenditures using Fund payments must be ‘necessary.’ The Department of the Treasury understands this term broadly to mean that the expenditure is reasonably necessary for its intended use in the reasonable judgement of the government officials responsible for spending the Fund payments.”

Compliance with the statute and provided guidance will be through audits by the Treasury Inspector General, therefore accounting for, and having proper documentation of expenses and rationale for said expenses, will be important.

Given the urgent needs created, and yet still evolving, by the COVID-19 crisis, the aforementioned priorities and guidance provided by Treasury, the County must have a plan to deploy the funds in an effective, efficient and transparent manner, and in compliance with the authorizing legislation and regulations. This document is meant to provide that plan, realizing that it will require flexibility and updating as further guidance is provided, to respond to needs as crisis continues to evolve, and/or if more funding is provided.

The COVID-19 Relief Fund Framework

This Plan was developed using the guidance received from U.S. Treasury, through situational awareness, lessons learned and feedback given from the deployment of federal and state funding, and input from internal County and various community leaders.

The Board of Commissioners has three overarching priorities during the COVID-19 pandemic crisis: protecting the health, welfare and safety of County citizens; maintaining County services in a safe and secure manner; and, the reopening and support of the local economy so that individuals, families and businesses can once again thrive. CARES Act funds wholly support the priorities identified. These priorities are more fully described, with examples based on Treasury guidance provided to date.

Protecting the health, welfare and safety of the county

The goal is to provide funds that will enhance virus spread mitigation efforts and provide assistance to at-risk and vulnerable populations.

Examples

- Costs related to cleaning / sanitizing private and public group living facilities necessitated by coronavirus disease (above routine cleaning), purchase of PPE, providing training on mitigation efforts for high risk / vulnerable populations
- Expenses by emergency responders to assist with specific pandemic related service costs that have not been or will not be reimbursed through other sources (such as federal and/or state emergency assistance)
- Costs associated with testing and contact tracing
- Development of communications efforts to the community and businesses for social distancing and spread mitigation efforts
- Funds for community services (housing, food, etc.) provided by public and non-profit agencies to assist pandemic vulnerable populations to augment existing funding, or provide funding for, expenses for which no other funding sources exist.

Maintaining public service continuity of operations and effective emergency response

The goal is to ensure that essential public services by the County, municipalities and school districts can be maintained in a safe manner and providing for an effective emergency response.

Examples:

- Costs related to cleaning and/or sanitizing public facilities and properties necessitated by coronavirus disease (above routine cleaning)
- Purchase of PPE and equipment for social distancing / spread mitigation measures
- Payments for the Public Health Emergency Advisor
- Costs associated with improving telework / remote work capabilities
- Costs for equipment and/or services to improve safety for employees and the public in physical county locations (buildings, prison, parks, etc.)
- Communication efforts to the public related to the public health emergency
- Costs associated with departments providing specific services necessitated by coronavirus disease to pandemic vulnerable populations
- Salary and benefits of existing employees who are reassigned from normal duties or new employees hired to perform COVID-19 related duties, public health and safety personnel, and hazard pay.
- Reimbursement of expenditures made by municipalities and school districts in Lancaster County for responding to COVID-19 that have not been or will not be reimbursed through other sources (such as federal and/or state emergency assistance) – [Note: At the time of adoption of this plan, Congress is deliberating on a “CARES Act 4,” which may specifically include funds for this and loss of revenue.]

Reopening and support of the local economy so that individuals, families and businesses can once again thrive

The goal is to provide “economic support to those suffering from business interruptions due to COVID-19-related business closures” in order to reopen or maintain operations during the crisis.

- Training and technical assistance on social distancing and spread mitigation efforts to private and non-profit businesses
- Purchase of PPE and equipment and physical retrofits to increase for social distancing and spread mitigation measures
- Providing grants or forgivable loans to public, private, and non-profit businesses suffering from closure and commerce interruptions, which may cover such things as rent, debt and/or utility payments, and working capital (including reasonable administrative costs to those administering an application/recommendation program)

Allocation of Funds

It is clear from what we see in our community and across the nation, that a local robust response to mitigate the public health and economic effects of the crisis are necessary. To provide a concept of the potential outlay of funds for each category, the following allocation plan is an initial “budget.” This is based on rough estimates from various internal county and external organizational contact and not meant to be strict or “hard and fast.”

Allocation by Category for Title V Funds

Protecting the health, welfare and safety of the county	\$35,000,000
Maintaining public service COOP / emergency response	\$ 7,224,630
Reopening and support of the local economy	<u>\$53,000,000</u>
TOTAL	\$95,224,630

It should be noted that other *substantial* state and federal government funding and resources have been, and are continuing to be deployed to address the first category. To be most effective in meeting the needs of the County during the timeframe it has the ability to utilize the funds (12/30/20), the funds should be deployed in 3 “tranches.”

Why 3 tranches? The reason is based on experience, uncertainty in regard to the evolving situation, and a desire to be flexible and prudent. Consider the following:

1. Recent experience has taught us that when Congress rapidly launched the Paycheck Protection Program (PPP) to assist small businesses with the dire economic effects of closure, while it certainly helped many struggling businesses, unintended consequences can occur (discussed further later). Providing funds at different times, ensures that we have the ability to assess the effectiveness of any programs and expenditures, and to make adjustments as needed.
2. We are in uncharted territory. As we move through the crisis, the situation on the ground, guidance from high level governments, and priorities will undoubtedly change. Providing funds at different times will allow for needed flexibility.
3. The timing and amounts of the tranches are an effort not only to be flexible, but to be prudent given what we know at this time regarding the economy and COVID-19. Tranches 1 and 2 are planned to happen during the spring and summer, while tranche 3 will be held for the fall to respond to a possible resurgence of the virus (a reserve). It is recommended that a reserve of at least 5% be set aside (\$4,750,000).

When reviewing proposals and/or contracting with entities, the County should seek to allocate funds in a phased approach, as appropriate and applicable. For example, if a business grant fund is established, there would be 2 or 3 separate application and award periods. Also, from past experience with other state and federal fund outlays, a “first come, first served” methodology should be avoided. Such a system has led to disparity in the provision of needed assistance to businesses, especially smaller businesses.

Process of Awarding and Expending Funds

County expenses which fall under the category of “*maintaining public service continuity of operations and effective emergency response*” will be handled through existing, long-established protocols for expending public funds, ultimately leading to formal approval by the County Commissioners. Working through the Chief Clerk, County elected officials, including the Controller, the directors of Purchasing and of Budget Services, expenses will be vetted to ensure compliance with this Plan. With respect to local governments (municipalities, school districts, and authorities) a review team that will consist of people from Lancaster County Emergency Management, Controllers Office and Budget Services to review and make recommendations for reimbursing eligible expenses.

Funds provided to “*protect the health, welfare and safety of the county*” will be expensed working with our Lancaster Emergency Management Agency (LEMA) and the Public Health Emergency Advisor (PHEA). Given the nature of the public health crisis, providing funds to support existing and/or new efforts to protect lives by mitigating the spread of COVID-19 is vital and exigent. This work may be in conjunction with work by Pennsylvania Department of Health, county hospital systems, nursing homes / long-term care facilities, emergency service providers, etc. Requests for assistance will be directed to LEMA for urgent assessment in conjunction with the PHEA and a recommendation made to the County Commissioners for action. Protocols and agreements for ongoing and expedited assistance may also be made on an individual basis.

It has been said that Lancaster County is one of, if not the most, collaborative and relational counties in Pennsylvania. This is a source of pride as it has undoubtedly led to Lancaster County being seen as successful and named to many top 10 lists indicating all manner of prosperity. Lancastrians work together and care for each other in many meaningful and innovative ways. This is important to us and has led to success in ordinary and tough times, and it will therefore be absolutely critical as we look to get through this unprecedented crisis. Put another way, government cannot and should not do this alone, particularly when it comes to “*reopening and supporting the local economy so that individuals, families and businesses can once again thrive.*”

Therefore, the County will use existing public-private collaborations to deploy a portion of these funds. Examples include the potential of:

- Allocating funds to the Economic Development Company (EDC) of Lancaster County to assist in the implementation of parts of the Lancaster County Economic Recovery Plan developed in partnership with the Lancaster County Chamber of Commerce and Industry (Chamber).
- Allocating funds to other County agencies to deploy funds using their expertise and existing processes, such as the County Housing & Development Authorities for provision of housing and economic development assistance for low-to-moderate income individuals and businesses. Such an allocation will be used to augment or otherwise “backstop” funds they have already received for the same or similar purposes.
- Allocating funds to non-profit organizations to provide for the health and welfare of county citizens suffering negative economic and well-being effects. For example, the Lancaster County Community Foundation, who, in conjunction with the United Way of Lancaster County, developed the Lancaster Cares Fund, the County may provide an allocation to augment or otherwise “backstop” funds they have raised. In addition, the Foundation has an already well-established and highly successful grant program to increase the capacity of charitable non-profit businesses and organizations, which may be used to provide grants to offset the effects of closure.
- Contracting with a public health entity or entities to manage an extensive county-wide testing and contact tracing program.

At each step along the way, the County will exercise oversight. The County will accept proposals from agencies providing these services, review the proposal, and render a decision at a public meeting. The County will look to the agencies to develop criteria, vet applications and recommend individual grant awards to be approved by the County Commissioners. Agencies receiving funds will be required to sign an Agreement with the County which will provide for, among other things, invoicing, certification of adherence to regulations and established

guidance, record keeping, and reporting. The County will not be accepting applications from individuals for financial assistance.

It will also be important to ensure accounting and coordination of all funds received which are dedicated to the COVID-19 response. The County has appointed the Director of Budget Services to provide this important function.

Below are various CARES Act funds the County has received to date:

CARES Act - Title V	\$95,224,630
CARES Act – CDBG (LCHRA)	\$ 1,724,064
CARES Act – ESG (LCHRA)	\$ 854,500
CARES Act - Elections	\$ 501,173
CARES Act - Office of Aging	\$ 1,496,352

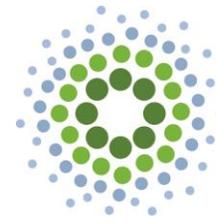
Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) funds awarded to the County are administered by the Lancaster County Housing & Redevelopment Authorities (LCHRA). Planned uses of the CDBG and ESG funds are handled through a public process, including approval by the Board of Commissioners at a public meeting. Other grant funds are administered by the County through appropriate departments and existing protocol to augment existing programs and services.

Finally, as always, the public has the ability to communicate and request action by the County Commissioners. Realizing that funds can only be utilized for COVID-19 related expenses, to the extent that some believes there to be a gap in need not filled by this framework, those issues can be brought directly to the Board of Commissioners.

Record Keeping and Transparency

The County must ensure and be able to demonstrate compliance with funding requirements. Therefore, it will require internal departments, elected offices, and external agencies receiving funds to provide documentation on the expenditure of these funds. Such documentation may include, but not be limited to, receipts, invoices, and reports that provide a brief explanation of the necessity of the expenditure(s) in relation to addressing COVID-19.

As previously stated, all expenditures will be tracked by the Director of Budget Services, who will issue regular reports (not less than monthly). These reports will be provided to the County Commissioners for review and/or approval as necessary, and at a minimum, include a detailed summary of expenses which shall be posted on the County's website. Specific inquiries with respect to the use of funds may be made through existing "right-to-know" protocols.



Lancaster Chamber

Lancaster County Economic Recovery Plan

APRIL 2020

“Persistence and resilience only come from having been given the chance to work through difficult problems.”

- GEVER TULLEY

Key Phases to Economic Recovery

DOING
TODAY

Phase 1: Navigating the Public Health Need + Stop-Gap Economic Relief



PLAN TODAY
BE READY

Phase 2: Preparing to Re-Open/ Transition (need to plan today and be ready to implement)



PLAN TODAY
GET READY

Phase 3: Recovery/ “New Normal” (need to start planning today and recognize its fluidity)

Guiding Principles to Economic Recovery

Leadership is required. Everything can't be a priority. Decisions have to be made.

Coordination and **collaboration** are essential and centralization is necessary.

Success is contingent on consistent, frequent, timely, accurate and transparent **communication**.

We are a **caring** community, sensitive to populations where need may be greater.

Important to Note:

1. Until marked as final, this draft is intended to spark debate, discussion and improvement. It is considered a starting point and requires perspective and feedback from key community leaders and individuals/organizations with niche expertise.
2. This plan is not inclusive of the anticipated tremendous need for social/human services, including it does not address the public health crisis (other than as it relates to getting business operational), food insecurity, housing insecurity or K-12 educational needs.
3. Today's priority remains following current public health guidance.

Getting Ready to Get Back

As a community, we need to be prepared to:

1. Operationalize businesses as quickly and safely as possible
2. Accelerate the safe re-entry into the workforce for displaced workers
3. Ensure Lancaster County maximizes federal and state resources
4. Lay the groundwork for the exploration of new markets for existing businesses and new business development

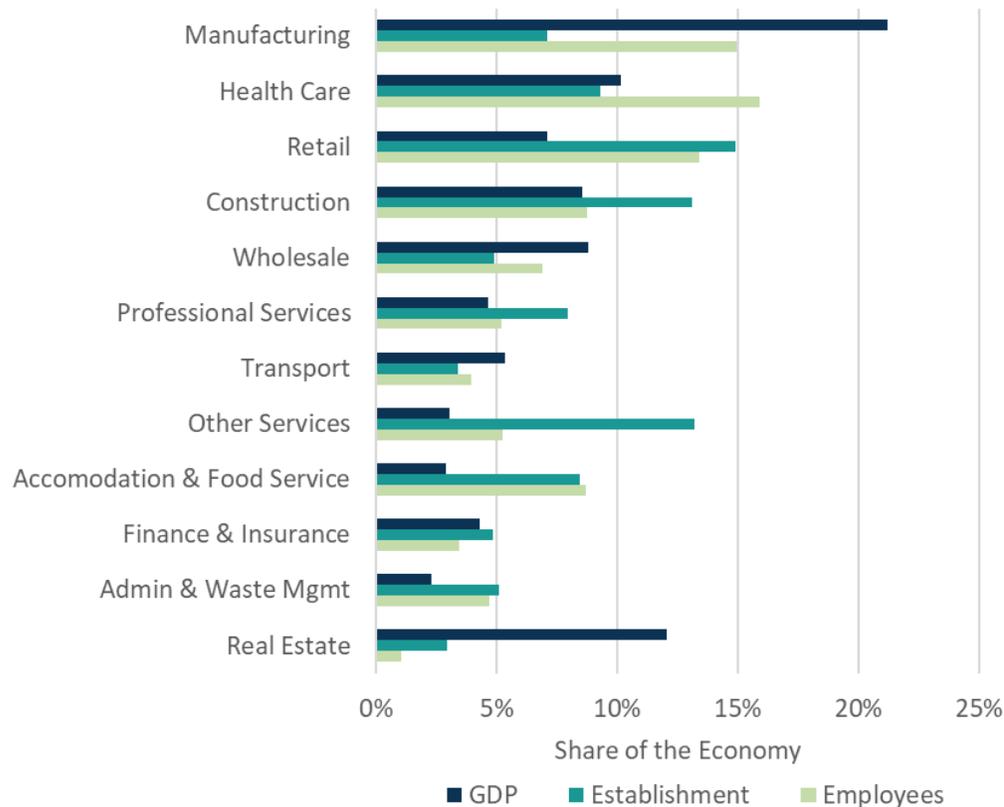
Lancaster's Economy 1Q2020

1. \$26.4 billion GDP
2. 540,000 residents in 200,000 households
3. 10,000 businesses, 3.6% unemployment¹ (2/20), 276,800 employed
4. 5,108 farms totaling 393,949 acres²
5. 95% Class A office and industrial occupancy rates³
6. 300K+ s.f. office proposed; 1.3MM s.f. industrial proposed³

Sources: 1. PA L&I, CWIA, Feb 2020 | 2. 2017 Census of Agriculture | 3. High Real Estate's 2020 C&I Presentation

Lancaster Economic Sectors

Sector Significance: GDP, Establishments & Jobs

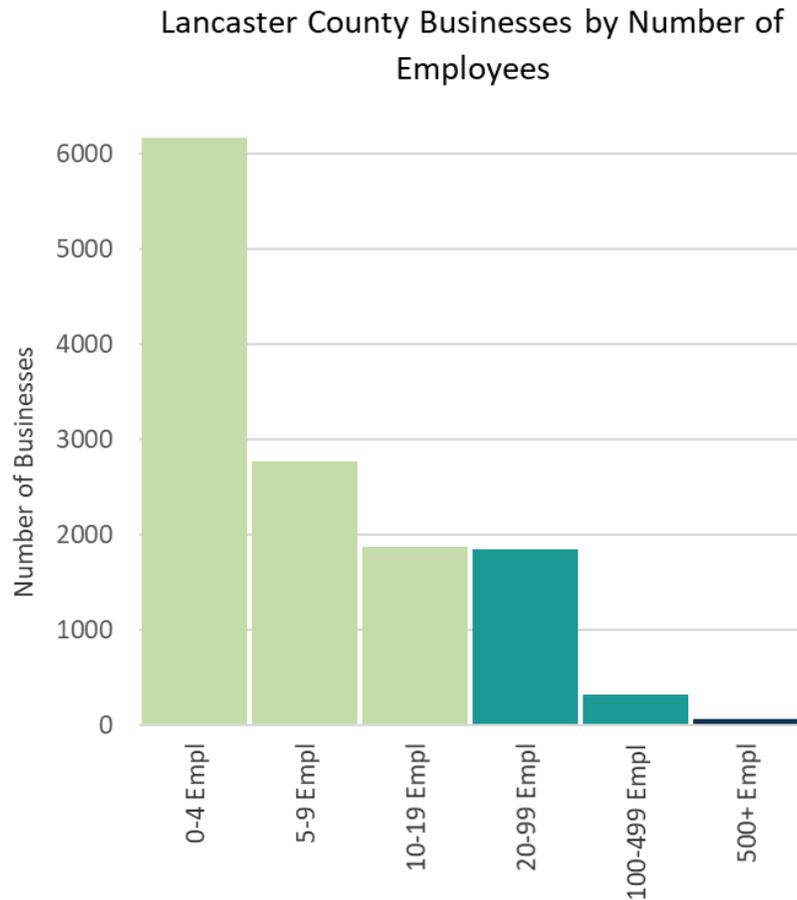


No single sector dominates Lancaster’s economy. This diversification means disruptive shocks to the economy, *and the needed stimulus to jumpstart it, must be widespread and multi-sector.*

18 super sectors make up the economy (excluding public administration). The 12 on the graph represent at least 90% of the economy.

Based on three headline metrics – GDP, number of establishments & jobs – the most any one sector contributes is 15%; the exception is manufacturing.

Lancaster's Small Business Impact



Lancaster County's economy is made up of small businesses.

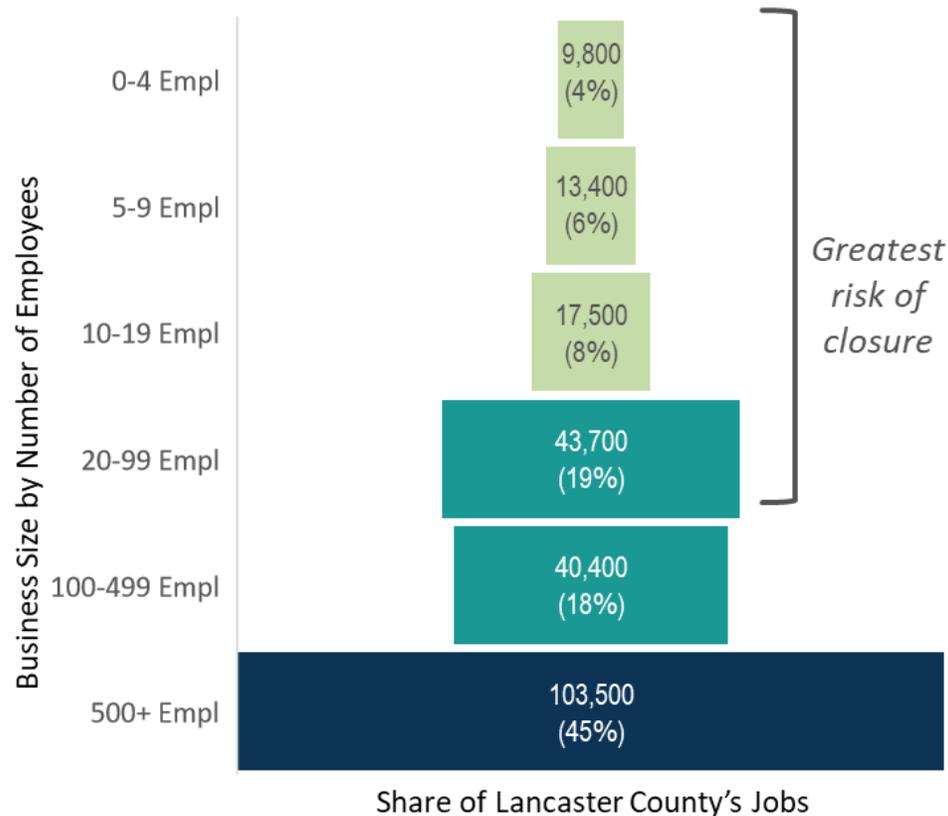
Out of over 13,000 businesses in the County, almost half have less than 5 employees.

These very small firms makes up less than 5% of the County's jobs.

Nearly 40% of Lancaster's jobs are with small businesses that have 20 to 499 employees.

This segment makes up just 15% of businesses in Lancaster County and is a significant source of jobs in nearly every sector.

Lancaster's Small Business Impact



Small businesses are often the hardest hit in economic downturns. A business assessment conducted by EDC and the Lancaster Chamber in late March signaled this to be emerging for Lancaster County.

Among the businesses that participated in the assessment and reported partial or full closures:

- **80% of the closures were with companies that have fewer than 100 employees; and**
- **Of these, and no participating company with more than 250 employees reported fully closing.**

Lancaster's At-Risk Jobs

LOWER RISK 145,300 Jobs (54%)

These are jobs and sectors:

- deemed essential/life-sustaining services – hospital stores, grocery stores, food manufacturing & distribution
- able to transition to working remote and service delivery “virtually”
- characterized by strong forwards sales and contracts providing certainty in the near terms on revenue

HIGHER RISK 74,500 (28%)

These are jobs and sectors:

- most directly and immediately impacted by the Governor's order
- dependent on gathering of crowds and people or being in the field or onsite
- do not have a “virtual” platform for service delivery

MEDIUM RISK 50,800 (19%)

These are jobs and sectors that:

- rely on demand from (sales to) sector closed by the Governor's order
- not characterized by “pipeline” for revenue projection

An at-risk job depends on the extent to which businesses can maintain operations or manage the loss of revenue during the pandemic. Below describes characteristics that define the loss risk for jobs and sectors.

Lancaster's At-Risk Jobs

LOWER RISK 145,300 Jobs (54%)

AGRICULTURE | Agricultural Support Services

EDUCATION | Primary & Secondary Schools, Higher Education, Trade & Training Schools

CONSTRUCTION | Heavy & Civil Engineering

HEALTH CARE | Hospitals, Home Health Care Services, Medical & Diagnostic Services, Nursing & Residential Care

INFORMATION | Publishing, Broadcasting, Data Hosting, Telecommunication

LEASING & RENTALS | Commercial & Residential

MANUFACTURING | Machinery & Equipment, Minerals & Metals, Petro & Chemical

RETAIL | Groceries and Gas

TRANSPORTATION | Goods & Products

FINANCE & INSURANCE | WHOLESALE | WAREHOUSING | UTILITIES | WASTE MGMT & REMEDIATION

HIGHER RISK 74,500 (28%)

ACCOMMODATION & FOOD SERVICE

ARTS & ENTERTAINMENT

ADMIN & SUPPORT

RETAIL | Nonessentials

MFG | Nondurables, Paper & Wood

PERSONAL CARE & LAUNDRY

REPAIR & MAINTENANCE

TRANSPORTATION | Scenic & Passenger

MEDIUM RISK 50,800 (19%)

CONSTRUCTION | Buildings, Specialty Trade

PHYSICIAN & MEDICAL OFFICES

MGMT OF ENTERPRISES

NONPROFITS

REAL ESTATE

RETAIL | Personal & Health

Lancaster County has approximately 275,000 employed persons at the start of 2020. The unemployment rate was around 3.6%, with 10,300 unemployed. Between weeks ending 3/28 and 4/11, around 20,100 initial unemployment claims were filed.

Today's Environment (mid-April)

1. Considerable uncertainty around public health, consumer behavior, business financing and the regulatory environment make planning/preparation challenging;
2. Lancaster County business supply chain and demand segments are local, regional, national and global; broad impacts to supply chains and market disruptions are unclear;
3. Certain business segments are recalibrating budget forecasts to reflect prolonged negative impacts (live events/hospitality), while some businesses/sub-industries (food processing) are seeing demand-driven growth. In general, businesses remain highly concerned about operational continuity;
4. With each passing day, there is increased urgency by business owners and employees.

Four Core Strategies for Lancaster's Business Recovery

1. Get financial aid out the door to businesses as efficiently and quickly as possible
2. Develop a plan to get businesses to a 'new normal' safely and efficiently
3. Be prepared to move leading economic drivers while supporting areas of the economy that will be slower to recover
4. Measure progress – to build confidence and if needed, to course correct

#1: Get Financial Aid to Businesses

1. Deploy federal relief funding (CARES Act, Families First Act and Treasury Department tools)
2. Track additional federal stimulus legislation
3. Maximize non-lending federal aid, as applicable, to business
4. Advocate on behalf of business at the local, state and federal levels to fill potential funding gaps, monitor the changing regulatory environment and design programs to enhance business recovery

#2: Get to a “New Normal”

1. Follow national and state guidance related to the need for social mitigation, testing, and contact tracing to minimize new spread/re-occurrence
2. Develop and disseminate ‘re-entry’ protocol/guide/check list for businesses across industry sectors and establishment size
3. Map equipment, physical improvements required for businesses to meet CDC/PA Department of Health guidelines for social mitigation
4. Develop plan for activities requiring government involvement/approvals (permits, inspections, funding)
5. Develop a dynamic plan to train and connect workers to job opportunities

#3: Segment and Scale Efforts

1. Develop specific cluster/targeted strategies (e.g. Businesses <20 employees, by Industry, by Geography)
2. Protect less-advantaged business community(ies)
3. Understand anchor institutions/employers and their impacts as outsized drivers
4. Identify high risk assets/businesses/industries
5. Create a supported remote work community
6. Promote the “Think Local!” campaign and other initiatives aimed at encouraging the use of local resources.
7. Conduct robust business outreach program

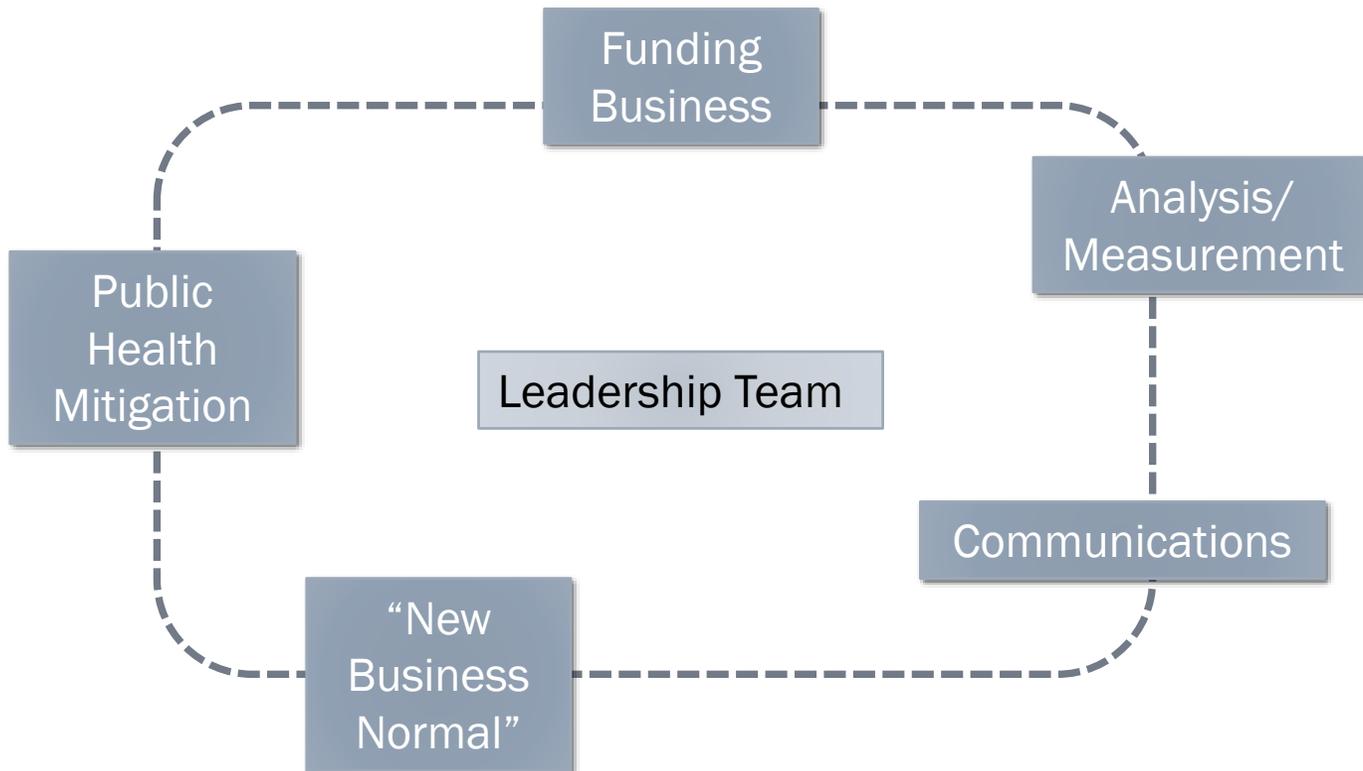
#4: Measure Progress

1. Leverage business and consumer assessment tools to get ‘real time’ insights
2. Develop and track local economic indicators
3. Identify new metrics that help define success, progress and/or set-backs
4. Continue monitoring of public health, health system capacity

Activating the Plan

General Structure:

- Three to five-member Leadership Team: EDC President, Chamber President/CEO, County Commissioner; public health expertise; private sector operations expertise
- Five Action Teams, each with a chair and designated staff lead(s); teams a mix of private, non-profit/quasi and government reflecting key skills and expertise needed



NOTE: Implementation/execution of this plan will require financial resources. At this stage, sources of financial resources have been generally identified, such as through certain CARES Act funding options, however, federal guidance is still being developed. A critical next step is for the Leadership and Action Teams to develop cost estimates and budgets to align with different scenarios.

Team 1: Funding Business (Strategy 1)

Mission: Ensure all available federal, state, local and private resources are deployed to businesses in need.

Implementing NOW/Planning NOW

- Assessing effectiveness/distribution of CARES Act
- Tracking next federal stimulus projects
- Evaluating other tools – USDA, CDBG, Main Street funding, Other direct assistance, City Emergency Relief Fund
- Assessing other traditional banking tools and/or deferments/workouts
- Developing clear information businesses can understand
- What is the impact of \$ for employees (u/c and PPP) have?

Key Targets:

30- days – Deploy toolkit for businesses to easily understand options; Gaps analysis in business funding support → what’s needed and how to fill gap?; criteria for prioritization of funding – how to assess which businesses may not survive?

Team 2: Public Health Mitigation (Strategy 2)

Mission: Mobilize resources to manage public health and safety.

Implementing NOW/Planning NOW

- Scenario plans on timing and on availability of testing (30, 60 or 90 day hit go; testing at current levels/for all first responders; 50% of workforce; 100% of residents)
- Scaled testing operational plan to include sites/facilities; staffing levels; equipment needed; customer service; communications; training; costs, etc.
- Tracing operations plan
- Connections to/between human services needed

Key Targets:

30- days – Two ops plans completed; potential to begin hiring within that window or be prepared to hire; prepared to run simulations if/when safe to do so

Team 3: New Business Normal (Strategies 2 & 3)

Mission: Prepare all businesses with the necessary protocols and procedures for re-opening and ongoing operations.

Implementing NOW/Planning NOW

- Phasing/staging of re-entry by sector/Governor’s order
- Assess realities of business closures;
- Strategy specific for small business sub-group <20 empl
- Assess critical path activities (day-care/child care)
- Distrib plan for social mitigation requirements to meet PA Dept. of Health guidelines → utilize local best practices; template HR policies; legal/insurance implications information
- Dynamic/aggressive employment re-hiring/match making plan (testing protocols; training needs)

Key Targets:

30- days – Clear plan for rolling re-opening of business to align with testing capabilities and to meet public health/safety needs

Team 4: Analysis/M Measurement (Strategy 4)

Mission: Monitor and analyze economic conditions and activities to gauge progress.

Implementing NOW/Planning NOW

- Development of plan to track economic recovery; model scenarios; provide guidance to other teams for basic information and more complex analysis
- Pre/post-COVID-19 workbooks
- Public health tracking component
- Cross-team sharing of data/information to guide other team efforts

Key Targets:

30- days – Data/analysis regular updates for business community/community leadership; policy makers; general public; ‘signals’ to inform teams of challenges/opportunities and/or need to course correct

Team 5: Communications (All Strategies)

Mission: Create a comprehensive communications strategy to maximize understanding and awareness of recovery process.

Implementing NOW/Planning NOW

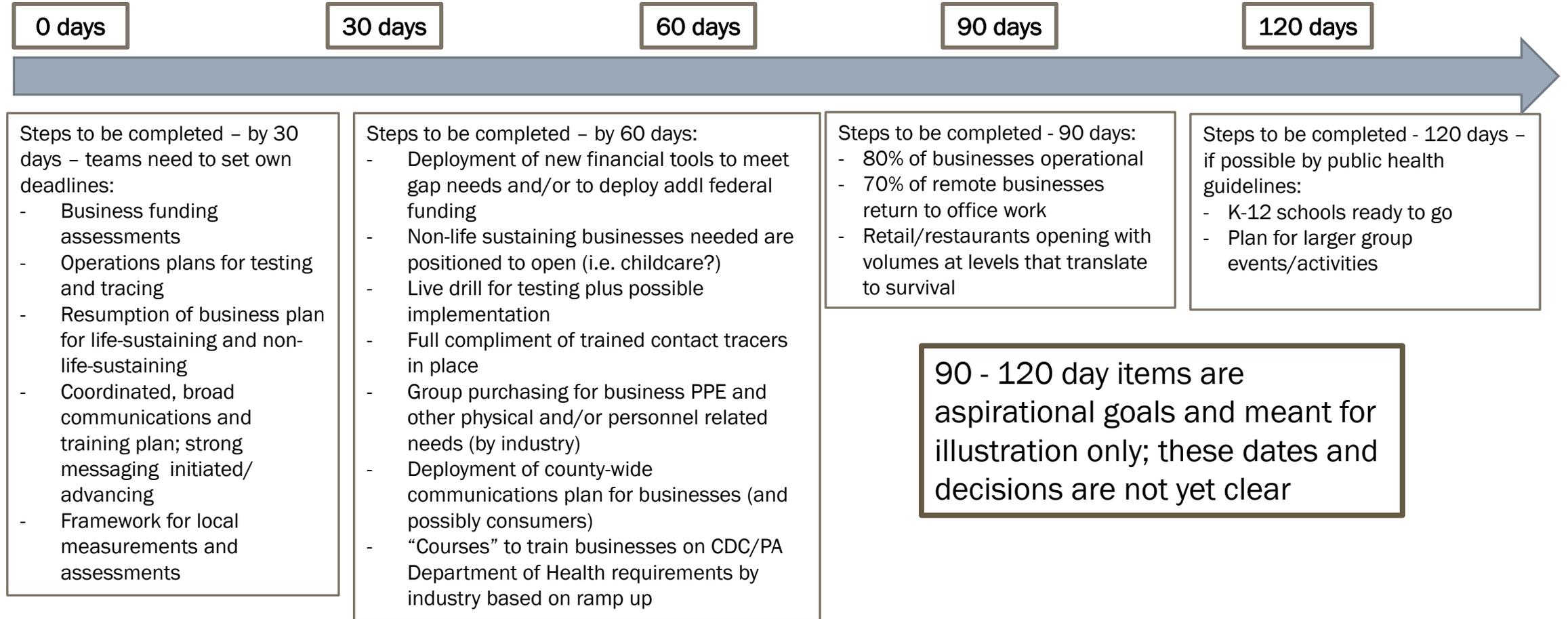
- Development of coordinated, consistent, easily accessible plan to communicate info from Teams 1 – 4
- Requirement of accessibility to all (Spanish translation, non-internet based)
- Package of trainings and training materials
- Filtering of noise to ensure accuracy and current info in fluid market
- Acknowledge differences for businesses/employees/consumers

Key Targets:

30- days – Communications plan; ready to go systems/platforms with target audiences

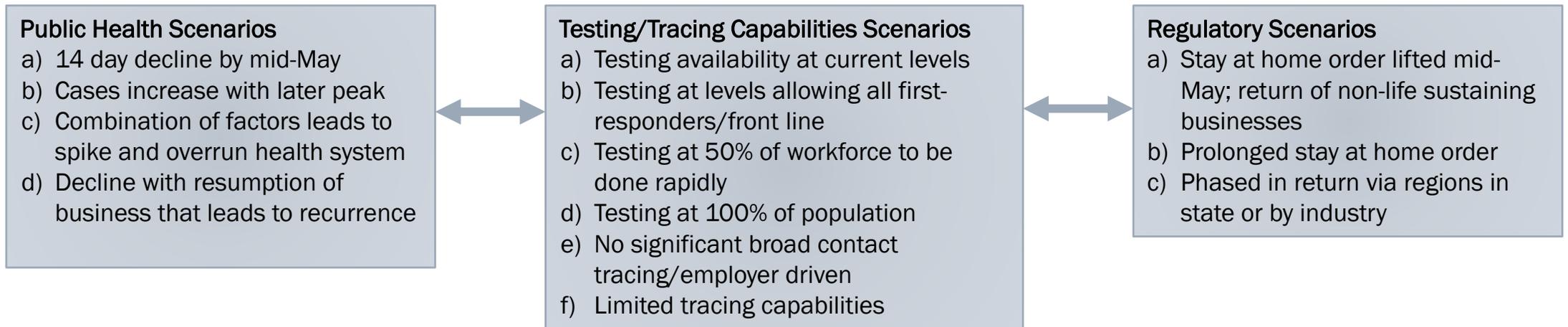
Illustration Time Line – Urgency Needed

Actions included below reflect potential activities needed to be planned and implemented



Planning with Uncertainty

Uncertainty exists on many fronts. Planning for a variety of scenarios – which are inter-related - is needed to ensure the resumption of business operations can occur as safely, smoothly and efficiently as possible.



NOTE: Scenarios are included for illustration purposes and reflect reasonable options based on the current national and state dialogue

We Need Your Help

The Leadership Team is seeking the following specific information:

- Vetted internal documentation for a ‘best practices’ inventory:
 - Specifically, looking for industry-specific social distancing protocols, updates to HR manuals, public health activities like temperature taking/hand washing/sanitizing that meet CDC/PA Department of Health guidelines;
 - Particular interested in hearing from construction, organizations/individuals connected to child care or youth operations, professional offices, manufacturing, and food service operations (including restaurants).
- Translated protocols and procedures in Spanish or other languages;
- References of national or state trade associations that are providing well-crafted tools and guidance for specific industries that may be applicable to others in the community;
- Specific types of data and data sources to help track the health of businesses or industries

And as always, Think Local – supporting our local businesses, organizations, and people will only help expedite our economic recovery

Contact Us

To provide information and feedback from the previous slide or to offer general comments or questions about the plan, please email EDC and the Lancaster Chamber at: info@recoverylancaster.com.

We've set up this specific email to gather information and feedback so it can be accessible to both organizations.