The Commissioners' Public Meetings are currently being conducted remotely during the COVID-19 pandemic State of Emergency declaration. The public is invited to view and participate in a live, moderated broadcast. Public is encouraged to submit questions for the Board in advance of the meeting by e-mailing commissioners@co.lancaster.pa.us. In addition, during the meeting livestream, the public is also invited to submit questions by following the link https://stream.lifesizecloud.com/extension/1428173/d5548e95-91e3-4345-84d3-cf20c482d12 to view and participate in the meeting. Please sign in with your first and last name and include municipality as well. Due to a slight delay during the broadcast, submitting questions online as early as possible is strongly encouraged.

1. Meeting Called to Order: This morning’s meeting will be conducted by Commissioner Joshua G. Parsons.

2. Pledge of Allegiance

3. Minutes as Distributed: Postpone approval of the January 15, 2020 Commissioners’ Meeting Minutes, March 11, 2020 Commissioners’ Meeting Minutes, March 25, 2020 Commissioners’ Meeting Minutes, April 1, 2020 Commissioners’ Meeting Minutes, April 8, 2020 Commissioners’ Meeting Minutes, April 15, 2020 Commissioners’ Meeting Minutes and April 22, 2020 Commissioners’ Meeting Minutes.

4. Executive Session Announcement

5. Old Business:

   a. **Lancaster County Property Tax Collection - Discussion**
      Amber Martin, County Treasurer

6. New Business:

   a. **Announcement:**
      The County Commissioners’ Work Sessions scheduled for May 12, 2020, May 19, 2020 and May 26, 2020 at 10:00 a.m. have been cancelled.

"continued"
b. **Resolution No. 30 of 2020 – Emergency Temporary Contract Amendment with PrimeCare Medical Inc. for Health Care Services at the Prison and Youth Intervention Center**  
Warden Cheryl Stieberger, Prison  
Tammy Moyer, Director of Administration, Prison

c. **Administrative Agreement with the Redevelopment Authority of Lancaster County to Administer the U.S. Department of Housing and Urban Development (HUD) Grant Programs for Grant Year 2020**  
Matthew Sternberg, Executive Director, Lancaster County Redevelopment Authority  
Justin Eby, Director of Housing and Community Development, Lancaster County Redevelopment Authority

d. **Resolution No. 31 of 2020 – Amendment to Lancaster County’s Entitlement Grant Programs Citizen Participation Plan**  
Matthew Sternberg, Executive Director, Lancaster County Redevelopment Authority  
Justin Eby, Director of Housing and Community Development, Lancaster County Redevelopment Authority

e. **Resolution No. 32 of 2020 – Substantial Change Amendment to Lancaster County’s 2016-2020 Consolidated Plan and Annual Action Plan for Fiscal Year 2019**  
Matthew Sternberg, Executive Director, Lancaster County Redevelopment Authority  
Justin Eby, Director of Housing and Community Development, Lancaster County Redevelopment Authority

f. **Resolution No. 33 of 2020 – Budget Adjustments re. COVID-19 Response Account and Federal CARES Act Funding**  
Patrick Mulligan, Director, Budget Services

g. **Resolution No. 34 of 2020 – Notice of Intent – Requesting Election Security Grant Funds**  
Randall Wenger, Chief Clerk/Chief Registrar, Election and Voter Registration

h. **Resolution No. 35 of 2020 – Notice of Intent – Requesting CARES Act Grant Funds**  
Randall Wenger, Chief Clerk/Chief Registrar, Election and Voter Registration

i. **Facilities Management – Change Order No. 2 for Conoy No. 1 Bridge Replacement Project**  
Robert Devonshire, Interim Director, Facilities Management  
Mark Lauriello, County Engineer, RETTEW

j. **Appointment - Lancaster County Workforce Development Board – Business Representative**

7. Business from Guests – Public Questions and Comments

8. Adjourn
RESOLUTION NO. 30 OF 2020

EMERGENCY TEMPORARY AMENDMENT TO THE PRIMECARE MEDICAL INC. CONTRACT TO HOLD THE REVERSE PER DIEM PROVISION IN ABATEMENT UNTIL 90 DAYS AFTER THE COVID-19 PANDEMIC IS DECLARED OVER

On motion of Commissioner ________, seconded by Commissioner ________;

WHEREAS, on or about March 11, 2020 the Center for Disease Control and Prevention (“CDC”) and the World Health Organization (“WHO”) declared the COVID-19 disease to be a global pandemic; and

WHEREAS, the County of Lancaster (“County”) entered into an Agreement for health care services at the Lancaster County Prison (“LCP”) and the Lancaster County Youth Intervention Center (“LCYIC”) with PrimeCare Medical Inc. effective as of February 1, 2019 through December 31, 2022 (“the Agreement”); and

WHEREAS, Agreement provides that a reverse per diem of $0.52 will be applied to the monthly cost of the health care services for each inmate that the Average Daily Population of CCP drops below 900 and $0.52 for each resident that the Average Daily Population of LCYIC drops below 40, See Agreement Section XII.B. and Attachment B; and

WHEREAS, in an effort to reduce the adverse impact of the pandemic the County has taken appropriate steps to temporarily reduce the inmate and resident population at LCP and LCYIC; and

WHEREAS, despite the reduction of the inmate and resident population, PrimeCare will not be able to reduce its staffing at LCP or LCYIC and, in fact, has had to devote substantial additional resources in its effort to combat the pandemic; and

WHEREAS, enforcement of the reverse per diem during the temporary reduction of the inmate and resident population during the pandemic will have significant adverse consequences on PrimeCare and could adversely impact its ability to provide necessary appropriate care to the inmate and resident population at LCP and LCYIC; and

WHEREAS, PrimeCare is making a similar request of all facilities that have a reverse per diem in their contract to hold the same in abatement during the pandemic and for a period of 90 days after the pandemic is officially declared over; and

WHEREAS, Section XXXVII of the Agreement requires that any amendment to the Agreement must be in writing signed by authorized representatives of the parties.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE COUNTY OF LANCASTER, PENNSYLVANIA, That the Board hereby approves the Emergency Temporary Amendment between the County of Lancaster, on behalf of the Lancaster County Prison and the Lancaster County Youth Intervention Center, and PrimeCare Medical Inc. as follows:
1. For the period from the date WHO declared a pandemic on March 11, 2020 until 90 days after the pandemic is declared over by either the CDC or WHO, the reverse per diem provision of the Agreement shall be held in abatement and no reverse per diem shall be charged against PrimeCare.

2. In the event the inmate or detainee population returns to the same level as the average population for the three month period immediately preceding the pandemic declaration and the pandemic has not been declared over by either the CDC or WHO, the parties agree to meet to negotiate the possible reinstatement of the reverse per diem.

3. All other provisions of the Agreement remain in full force and effect.

ADOPTED this 6th day of May, 2020 by the Board of Commissioners of the County of Lancaster, Pennsylvania in lawful session duly assembled.

ATTEST:

______________________________
Lawrence M. George, Chief Clerk
County of Lancaster, PA
Date: May 6, 2020

______________________________
Joshua G. Parsons, Chairman

______________________________
Ray D’Agostino, Vice Chairman

______________________________
Craig E. Lehman

Board of Commissioners of
Lancaster County, Pennsylvania

5/06/20
<table>
<thead>
<tr>
<th></th>
<th>Days</th>
<th>Reverse Per Diem</th>
<th>Estimated ADP</th>
<th>Population under 900</th>
<th>Estimated Credit in Abatement</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>21</td>
<td>0.52</td>
<td>729</td>
<td>171</td>
<td>$1,867.32</td>
</tr>
<tr>
<td>April</td>
<td>30</td>
<td>0.52</td>
<td>654</td>
<td>246</td>
<td>$2,686.32</td>
</tr>
<tr>
<td>May</td>
<td>31</td>
<td>0.52</td>
<td>650</td>
<td>250</td>
<td>$2,730.00</td>
</tr>
<tr>
<td>June</td>
<td>30</td>
<td>0.52</td>
<td>660</td>
<td>240</td>
<td>$2,620.80</td>
</tr>
<tr>
<td>July</td>
<td>31</td>
<td>0.52</td>
<td>670</td>
<td>230</td>
<td>$2,511.60</td>
</tr>
<tr>
<td>August</td>
<td>31</td>
<td>0.52</td>
<td>680</td>
<td>220</td>
<td>$2,402.40</td>
</tr>
<tr>
<td>September</td>
<td>30</td>
<td>0.52</td>
<td>680</td>
<td>220</td>
<td>$2,402.40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$17,220.84</strong></td>
</tr>
</tbody>
</table>
On motion of Commissioner ________, seconded by Commissioner ________, it was agreed for the County of Lancaster to approve the following:

**Administrative Agreement With:** Redvelopment Authority of Lancaster County
Lancaster, Pennsylvania

**Purpose:**
To designate the Redevelopment Authority of Lancaster County to administer the U.S. Department of Housing and Urban Development (HUD) Grant Programs for grant year 2020 in conformance with applicable program regulations for the Community Development Block Grant Program, the HOME Investment Partnerships Program, and the Emergency Solutions Grant Program and all other applicable local, state and federal laws, rules and regulations. This Agreement also includes the CARES Act funding language for audit purposes.
RESOLUTION NO. 31 OF 2020

RESOLUTION OF THE BOARD OF COMMISSIONERS APPROVING
AN AMENDMENT TO THE LANCASTER COUNTY'S ENTITLEMENT
GRANT PROGRAMS CITIZEN PARTICIPATION PLAN

On motion of Commissioner ________, seconded by Commissioner ________;

WHEREAS, the Lancaster County Redevelopment Authority (Authority), on behalf of the County
of Lancaster, created a Citizen Participation Plan to outline the rights and responsibilities of the public; to
provide an approach for citizen involvement that is conducted in an open manner; to offer freedom of
access for all interested persons in the planning, development, and evaluation of the County’s Entitlement
Grant Programs; and

WHEREAS, the Coronavirus Aid, Relief and Economic Security Act (CARES Act) (Public Law 116-
136) enables the County to obtain waivers from the U.S. Department of Housing and Urban Development
(HUD) to amend the public participation requirements for the use of Community Development Block
Grant Coronavirus (CDBG-CV) and Emergency Solutions Grant Coronavirus (ESG-CV) funds including
amendments to Fiscal Years 2019 and 2020 Annual Action Plans in order to prevent, prepare for and
prevent COVID-19; and

WHEREAS, the Authority recommends amending the County’s Citizen Participation Plan to update
the policies and procedures for citizen participation that complies with the CARES Act and allows for
expedited public participation to enable immediate use of CDBG-CV and ESG-CV funds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE COUNTY OF
LANCASTER, PENNSYLVANIA, to approve the amended Lancaster County Citizen Participation Plan as
enabled by the Coronavirus Aid, Relief and Economic Security Act for the use of Community Development
Block Grant Coronavirus (CDBG-CV) and Emergency Solutions Block Grant Coronavirus (ESG-CV) funding
to prevent, prepare for and respond to COVID-19.

ADOPTED this 6th day of May, 2020 by the Board of Commissioners of the County of Lancaster,
Pennsylvania in lawful session duly assembled.

ATTEST:

____________________________
Joshua G. Parsons, Chairman
________________________________
Lawrence M. George, Chief Clerk
County of Lancaster, PA
Date: May 6, 2020

________________________________
Ray D’Agostino, Vice Chairman

________________________________
Craig E. Lehman

Board of Commissioners of
Lancaster County, Pennsylvania

5/06/20
RESOLUTION NO. 32 OF 2020

RESOLUTION OF THE BOARD OF COMMISSIONERS APPROVING A SUBSTANTIAL CHANGE AMENDMENT TO LANCASTER COUNTY’S 2016-2020 CONSOLIDATED PLAN AND ANNUAL ACTION PLAN FOR FISCAL YEAR 2019

On motion of Commissioner _______, seconded by Commissioner _______;

WHEREAS, the County of Lancaster (the County) has been designated as an entitlement community under the Community Development Block Grant (CDBG) Program, the HOME Investment Partnerships (HOME) Program and the Emergency Solutions Grant (ESG) Program by the U.S. Department of Housing and Urban Development (HUD); and

WHEREAS, the Coronavirus Aid, Relief and Economic Security Act (CARES Act) (Public Law 116-136) has provided the County with an additional allocation of $1,724,064 in Community Development Block Grant Coronavirus funds (CDBG-CV) and $854,500 in Emergency Solutions Grant Coronavirus (ESG-CV) funds, to prevent, prepare for and respond to COVID-19; and

WHEREAS, through the CARES Act, the Lancaster County Redevelopment Authority, on behalf of the County, may request waivers from HUD for public participation and planning requirements for program years 2019 and 2020 to allow flexibility in the use of CDBG-CV and ESG-CV funds; and

WHEREAS, the Lancaster County Board of Commissioners approved the 2019 Annual Action Plan to implement the goals and objectives described in the 2016-2020 Consolidated Plan; and

WHEREAS, in accordance with the federal regulations governing the use of CDBG and ESG funds, the County’s Substantial Change Policy, and the CARES Act, the Lancaster County’s 2016-2020 Consolidated Plan and 2019 Annual Action Plan will be amended to include the intended expenditure of CDBG-CV and ESG-CV funds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE COUNTY OF LANCASTER, PENNSYLVANIA, to approve the Substantial Change Amendment to the 2016-2020 Consolidated Plan and 2019 Annual Action Plan to include the Community Development Block Grant Coronavirus (CDBG-CV) and Emergency Solutions Block Grant Coronavirus (ESG-CV) funding to prevent, prepare for and respond to COVID-19.

ADOPTED this 6th day of May, 2020 by the Board of Commissioners of the County of Lancaster, Pennsylvania in lawful session duly assembled.

ATTEST:

______________________________
Joshua G. Parsons, Chairman

______________________________
Lawrence M. George, Chief Clerk
County of Lancaster, PA
Date: May 6, 2020

______________________________
Ray D’Agostino, Vice Chairman

______________________________
Craig E. Lehman
Board of Commissioners of
Lancaster County, Pennsylvania

5/06/20
This completed document must be submitted to the Chief Clerk by 9:00 am the Wednesday prior to the County Commissioners’ Work Session and Commissioners’ Meeting. Please don’t wait until the deadline to submit the request.

**COVER SHEET FOR**

**CONTRACTS/AGREEMENTS/GRANT APPLICATIONS/ CHANGE ORDERS, ETC.**

**Submitted by:** Matthew T. Sternberg, Executive Director

**Department:** Lancaster County Redevelopment Authority

**Date:** April 28, 2020

**Board Action Requested:**
(Specify Agreement, Amended Agreement, Grant App., Change Order, Bid Award etc.)

- Administrative Agreement FY 2020
- Substantial Amendment to the County Citizen Participation Plan
- Substantial Amendment to the Consolidated Plan for 2016-2020 and 2019 Annual Action Plan

**Provider Information: (Name, Address):**

U.S. Department of Housing and Urban Development
Office of Community Planning and Development
The Wannamaker Building
100 Penn Square East
Philadelphia, PA 19107-3380

**Proposed Program Budget Information:**

<table>
<thead>
<tr>
<th>Service</th>
<th>2020/2021 Amount to be Approved</th>
<th>2019/2020 Amount</th>
<th>Amount Increase/Decrease</th>
<th>Percent Increase/Decrease</th>
<th>Percent Funding Source (Co., State, Fed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development Block Grant Coronavirus (CBDG-CV)</td>
<td></td>
<td>$1,724,064</td>
<td></td>
<td></td>
<td>100% Federal</td>
</tr>
<tr>
<td>Emergency Solutions Grant Coronavirus (ESG-CV)</td>
<td></td>
<td>$854,500</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reprogrammed Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Term of Contract:** Annual – 2019

**Budget Comments:** Additional CDBG and ESG funding to prevent, prepare and respond to COVID-19
**Program Information/Description of Service:**

Please see attached memo concerning CARES Act CDBG and ESG funding.

---

**Complete sections pertaining to bid awards and Request for Proposals:**

<table>
<thead>
<tr>
<th># of Bids Received</th>
<th>Is Proposed Contract to the Lowest Bidder (Y/N)</th>
<th>If No, Please Explain</th>
<th>Performance Bond Required?</th>
<th>Define Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Complete Sections Pertaining to Construction Projects:**

<table>
<thead>
<tr>
<th>Amount of Change Order</th>
<th>Amount of Original Budget</th>
<th>Revised Total Budget Reflecting Change</th>
<th>Define Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Date you would like the County Commissioners’
To take official action on this item?:**

May 6, 2020

**Who will be in attendance at the County Commissioners’ Work Session? Please include name and title:**

Matthew Sternberg, Executive Director
Justin Eby, Housing & Community Development Director

**Who will be in attendance at the County Commissioners Meeting to comment on this item? Please include name and title:**

Matthew Sternberg, Executive Director
Justin Eby, Housing & Community Development Director

---

This completed document must be submitted to the Chief Clerk by 9:00 am the Wednesday prior to the County Commissioners’ Work Session and Commissioners’ Meeting. Please don’t wait until the deadline to submit the request. When there is a holiday, the request must be submitted no later than 12:00 noon on the Tuesday prior to the Meetings.
MEMORANDUM:

Date: April 28, 2020
To: Lancaster County Commissioners
CC: Matthew Sternberg, Executive Director
From: Justin Eby, Director Housing & Community Development
Subject: Agenda Items for May 6th, 2020 Commissioners Meeting related to CARES Act Funding

Please find below information related to the three (3) agenda items (Administrative Agreement, Substantial Change to the County Citizen Participation Plan, Substantial Change Amendment to Con Plan and Annual Action Plan) for action at the May 6th Commissioners Meeting. A few details have been added since the April 22nd memo outlining the planned use for FY 2020 funding as well CARES ACT Funding. Please Note that the 2020 Annual Action Plan will be included in a future Commissioners Meeting Agenda during the month of May, after conducting a public notice and hearing on the budget.

Introduction

In addition to the 2020 Fiscal Year allocation of Community Block Grant (CDBG), Emergency Solutions Grant (ESG) and HOME Investment Partnership (HOME), HUD has provided the County with an allocation of CDBG Coronavirus (CDBG-CV) and ESG Coronavirus (ESG-CV) to address funding gaps in its ability to respond to COVID-19. The Redevelopment Authority continues to receive guidance from HUD regarding the additional funding provided through the CARES Act.

During the past few weeks, Redevelopment Authority staff have been communicating with HUD; landlords of affordable and market rate housing; non-profit service providers and public facilities; economic development organizations; municipalities; the City of Lancaster; and other counties in our region. Based on the current guidance and the information, data and analysis of current needs and other available resources a proposed plan to address core funding gaps is discussed below.

Annual Administrative Agreement

The Redevelopment Authority will provide the annual administrative agreement for the CDBG, ESG, and HOME programs for review and approval. This agreement will also include the CARES Act funding language for audit purposes. No other changes are being proposed to this agreement.

Substantial Change to the Citizen Participation Plan

The Redevelopment Authority has amended the County’s Citizen Participation Plan for the CDBG, ESG, and HOME programs in order to obtain waivers from HUD to allow flexibility in getting information and financial resources out into the community. An amendment at the end of the Citizen Participation Plan addresses the changes allowed by the CARES Act for the Coronavirus funding as well as for program years 2019 and 2020 annual plans. Deadlines for plan submission were extended and virtual meetings were permitted to enable public comments. A copy of the amended plan is available on our website. A notice was sent for publication on Friday April 24th for public comment.
CARES Act Details

The CDBG-CV and ESG-CV funds are to be used to prevent, prepare for, and respond to the COVID-19 crisis.

Programmatic Requirements and Flexibilities:
CDBG-CV

- The same activities eligible under CDBG are eligible under CDBG-CV.
- All CDBG-CV activities must meet a national objective.

- Public Service Cap is suspended for CDBG-CV funds and for years 2019 and 2020 for use of COVID-related activities.
- Reimbursement for costs that have already occurred is allowed for COVID response activities regardless of the date.
- CDBG-CV funds are to be used as gap funding only.
  - Funds may not be used if another source of financial assistance is available to pay that cost. This includes SBA and FEMA assistance and loans.
- CDBG-CV funds will not impact the County's Timeliness Test.

ESG-CV

- Funds may be used to cover or reimburse allowable costs before the funding award for COVID related activities.
- ESG-CV is not subject to the spending cap on emergency shelter and outreach.
- ESG-CV is also exempt from ESG matching requirements.
- Procurement standards for goods and services may be deviated from normal processes.
- Additional 10 percent of ESG-CV may be used for administrative costs.

Accessing the Funds:
Funds will be included in a substantial amendment to the 2019 Action Plan. The Amendment will identify the proposed use of all funds and will allow for the submission of the SF-424 forms which is the formal application to receive the funding.

The Redevelopment Authority will monitor the needs of the core programs and funding gaps and adjust the plan for CDBG-CV and ESG-CV funds by future amendment(s) of the 2019 Action Plan, if needed.

Substantial Change to 2016-2020 Consolidated Plan and 2019 Annual Action Plan
CARES Act Proposed Activities

Emergency Rental Assistance and Public Services: **$774,064 CDBG-CV**

Over the past week and a half, the Redevelopment Authority surveyed affordable housing management organizations and landlords throughout Lancaster County. Initial COVID-19 effect on larger affordable housing agencies (30-60+ units per property) shows a possibility of 15-25% of reduction of collected rents due to individuals/families unable to pay rent in May and perhaps beyond. Landlords with properties of 2-10+ units particularly in Columbia Borough (most low-to-moderate income population) expressed a concern of a potential loss of 25-50% of collected rents for the month of May. For the large part, affordable housing agencies have tenants on other sources of fixed income, especially senior housing and properties with rental assistance vouchers and were developed with the LIHTC program. There may be a greater negative effect for all other rental units within Lancaster County and there is a concern of an increase of evictions or unsafe housing due to loss of operating income to the Landlords.

To provide temporary relief and support for those who have been furloughed, experienced a reduction of pay or have been laid off due to COVID-19, an emergency rental assistance program would be established to provide up to 3 months of assistance to income qualified individuals and families. Under CDBG regulations, the funding can
be used for this limited period to address an emergency need. The funds will be used for direct rental payments to eligible tenants with incomes within 80% of area median income (AMI). Due to various CDBG restrictions on income and eligible expenses, the Redevelopment Authority will continue discussions and coordination with the Lancaster CARES Fund to address gaps such as funds for food, utility payments and perhaps tenants making more than the 80% AMI threshold for the CDBG Program.

The Redevelopment Authority would coordinate with the Eviction Prevention Network (EPN) for intake, eligibility determination, invoicing and Landlords relations on behalf of qualified individuals/families. LHOP serves as the lead agency in the EPN, a Home 4 Good funded project, which also includes Tabor, CAP, Good Samaritan Services, The Factory Ministries, and 2-1-1 East. Additionally, service hubs Columbia Life Network, ECHOS, and REAL LIFE Community Services, among potentially other partners would be able to assist and access the funding.

Additional thought has been given for emergency mortgage assistance for low-to-moderate income homeowners. The foreclosure process takes place during a period of many months and currently most banks are working with homeowners during COVID-19. The consensus for the immediate need in affordable housing would be to support rental payments for which the eviction process can occur within 30 days. Other resources such as PHFA’s Homeowners' Emergency Mortgage Assistance Program (HEMAP) could be provided to Lancaster County homeowners. This will be reevaluated with subsequent CARES Act funding allocations.

Other areas that this funding could assist with is to assist our low-moderate income public service providers with the necessary equipment and supplies to make sure their organization can respond to client needs in a way that prevents the spread of COVID-19.

**Public Facilities:**

$600,000 **CDBG-CV**

CDBG-CV funding would support physical improvement needs at shelters and community hubs that provide food, counseling and other services to low-to-moderate income individuals affected by COVID-10. This may include improvements to maintain safe working conditions, or expanding or new public facilities, such as temporary or permanent shelter.

Letter of Intent were submitted for the construction of a new shelter and support services in Elizabethtown Borough through ECHOS. Additionally, the Factory Ministries in Paradise township needs a new roof and HVAC replacement. Factory Ministries serves as a food bank, financial literacy classes, counseling for low-to-moderate individuals, and rapid rehousing support for people experiencing homelessness and could also be used as a temporary shelter. Depending on approvals, bidding and construction schedules, these public facilities may be funded with 2020 CDBG funds and CDBG-CV funding reallocated to other areas.

The Redevelopment Authority will survey additional needs throughout the county in response to changing constraints and operations to support these public facilities, including but not limited to food bank capacity or testing in low-to-moderate income areas of the County.

**Homeless Prevention and Extended Shelter Operations:**

$854,500 **ESG-CV**

ESG-CV funding would go to ongoing operational support for the homeless shelters, rapid rehousing as well as the eviction prevention program.

The Redevelopment Authority has developed a budget and will continue to monitor the need for changes in coordination with LanCo MyHome and City of Lancaster to provide services and housing for individuals in shelters or immediately at risk of becoming homeless.

**Economic Development:**

$350,000 **CDBG-CV**

A set aside for a supporting small or microenterprise businesses is proposed for CDBG-CV funds. The Redevelopment Authority is collaborating with the Economic Development Company (EDC) in figuring out the
gaps that might exist for businesses that qualify for CDBG funding. This may include technical assistance to navigate other loan programs or funding to help small business meet CDC guidance and social distancing measures. Additionally, it could be used for small business loans for working capital when no other federal sources are available. As EDC monitors the needs of the county, the Redevelopment Authority will continue to review the regulations of the CDBG program and stay in contact with other counties within our region such as Cumberland County, Dauphin County, York County and Berks County. The Redevelopment Authority has also been in communication with Community First Fund to discuss their thoughts on needs within the county and region.

Please note that the Redevelopment Authority would only be able to provide assistance to businesses that were unable to obtain other federal assistance such as SBA or FEMA. HUD has made it very clear that there would be penalties for duplication of federal funds. Also, the businesses must be in a census tract with a low to moderate income (LMI) population or provide income information demonstrating that they employ 51% or more low-to-moderate income employees.

Additionally, further guidance and waivers from HUD would assist the Redevelopment Authority in development of a program.
## Substantial Change to Include Community Development Block Grant Coronavirus (CDBG-CV)

<table>
<thead>
<tr>
<th>CDBG Expected Resources</th>
<th>Annual Allocation</th>
<th>Program Income</th>
<th>Reprogrammed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDBG-CV (CARES Act Allocation)</td>
<td>$1,724,064.00</td>
<td>n/a</td>
<td>n/a</td>
<td>$1,724,064.00</td>
</tr>
</tbody>
</table>

### Amended Consolidated Plan and Annual Action Plan Goals

<table>
<thead>
<tr>
<th>Amended Consolidated Plan and Annual Action Plan Goals</th>
<th>CDBG-CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Facilities</td>
<td>$600,000.00</td>
</tr>
<tr>
<td>Public Services</td>
<td>$774,064.00</td>
</tr>
<tr>
<td>Support Economic Development</td>
<td>$350,000.00</td>
</tr>
</tbody>
</table>
Substantial Change to Include Emergency Solutions Coronavirus (ESG-CV)

### ESG Expected Resources

<table>
<thead>
<tr>
<th>ESG Expected Resources</th>
<th>Annual Allocation</th>
<th>Program Income</th>
<th>Reprogrammed</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESG-CV (CARES Act Allocation)</td>
<td>$ 854,500.00</td>
<td>n/a</td>
<td>n/a</td>
<td>$ 854,500.00</td>
</tr>
</tbody>
</table>

### Amended Consolidated Plan and Annual Action Plan Goals

| Support Rapid-Rehousing Services           | $ 148,614.00      |
| Assist Emergency Shelter Activities       | $ 470,436.00      |
| Homeless Prevention                       | $ 150,000.00      |
| Administration (7.5% - Up to 10% for CV)  | $ 85,450.00       |

### ESG-CV 3 Month Budget

<table>
<thead>
<tr>
<th>ESG-CV</th>
<th>ESG-CV</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency Overnight Shelters</td>
<td>$ 207,207.00</td>
</tr>
<tr>
<td>Day Shelter</td>
<td>$ 42,375.00</td>
</tr>
<tr>
<td>Quarantine Hotel Stays</td>
<td>$ 217,854.00</td>
</tr>
<tr>
<td>One-time Supplies</td>
<td>$ 3,000.00</td>
</tr>
<tr>
<td>Eviction/Prevention</td>
<td>$ 150,000.00</td>
</tr>
<tr>
<td>Rapid Rehousing</td>
<td>$ 148,614.00</td>
</tr>
</tbody>
</table>
What are CDBG and ESG Funds Used For?
The County of Lancaster receives an annual allocation of Community Development Block Grant (CDBG) funds and Emergency Solutions Grant (ESG) funds from the Department of Housing and Urban Development (HUD) to fund community development, infrastructure and public facility, housing rehabilitation, rapid rehousing and emergency shelter, and economic development programs and projects.

What are CARES Act CDBG ESG Funds?
HUD has provided the County with an allocation of CDBG Coronavirus (CDBG-CV) and ESG Coronavirus (ESG-CV) to address funding gaps in its ability to respond to COVID-19. These funds are to be used to prevent, prepare for, and respond to COVID-19.

CARES Act Planning
During the past few weeks, Redevelopment Authority staff have been communicating with HUD; landlords of affordable and market rate housing; non-profit service providers and public facilities; economic development organizations; municipalities; the City of Lancaster; and other counties in our region.

View and Comment on the Proposed Substantial Changes

- Visit our website: www.1chra.com
- Submit Written Comments: To Justin Eby, at jeby@1chra.com
- Attend a Virtual Public Meeting: May 5th at 4pm via zoom. Video Conference Information Available at www.1chra.com
RESOLUTION NO. 33 OF 2020

On motion of Commissioner _______, seconded by Commissioner _______, it was agreed for the County of Lancaster to transfer $400,000 from the COVID-19 Response Account in the Commissioner’s Office to the Lancaster County Unrestricted General Fund Balance (Fund-A). The purpose of this request is to refund the County’s initial funding allocation utilized to address those immediate, extraordinary, and direct costs incurred by the County during the early stages of the COVID-19 emergency declaration as is being done since CARES Act fund have been received by the County for the same purposes.

FROM:
Commissioners’ Office -
COVID-19 Response Account
7300-A-A1111-45006 $400,000.00 (-)

TO:
Lancaster County -
Unrestricted General Fund Balance (Fund-A)
2951 A A1111 45006 $400,000.00 (+)

In addition, it is further agreed to have the County of Lancaster realize $5,224,629.70 from the total amount allocated in Federal CARES Act revenues for its initial purposes. Of the initial realized amount, $1,000,000 of those CARES Act funds are being allocated for spending to address immediate and necessary expenditures. Those expenditures meet the criteria established for eligibility established under the CARES Act and represent only a segment of the eligible costs expected to be incurred by the County of Lancaster to address the COVID 19 pandemic.

REVENUE ACCOUNT:
Lancaster County -
COVID 19 Revenue Account
6311 A A1111 45006 $5,224,629.70 (+)

EXPENDITURE ACCOUNTS:
Commissioners’ Office -
COVID-19 Response Account
7200 A A1111 45006 $ 500,000.00 (+)

Commissioners’ Office -
COVID-19 Response Account
7300 A A1111 45006 $ 500,000.00 (+)

I, Lawrence M. George, Chief Clerk to the County of Lancaster, Pennsylvania, do hereby affirm that the above motion was adopted by the Lancaster County Board of Commissioners at its regularly scheduled meeting held on the 6th day of May, 2020.

ATTEST: ________________________________
Lawrence M. George, Chief Clerk
County of Lancaster, Pennsylvania
Date: May 6, 2020

5/06/20
RESOLUTION NO. 34 OF 2020

Notice of Intent - Requesting Election Security Grant Funds

On motion of Commissioner ________, seconded by Commissioner ________;

BE IT RESOLVED BY the Board of Commissioners of Lancaster County, Pennsylvania to request and accept Election Security Grant Funds from the Pennsylvania Department of State pursuant to the Consolidated Appropriations Act of 2020 (Public Law 116-93), to “make payments to states for activities to improve the administration of elections for Federal office, including to enhance election technology and make election security improvements, as authorized under sections 101, 103, and 104 of [HAVA].” The Board of Commissioners understands these funds must be used for permissible expenditures occurring between December 21, 2019 and December 31, 2022, and preferably for expenditures related to the 2020 elections. Funds must be used for measures such as:

- Increased personnel, equipment, and/or other approved expenditures related to Act 77 and expansion of the provision and administration of election services;
- Ransomware, DDOS Protections, and other cyber security measures;
- Increased security of voting systems and ballots; and/or
- Increased expenditures to expand vote by mail and other voter services.

BE IT FURTHER RESOLVED that Joshua G. Parsons, Chairman of the Lancaster County Board of Commissioners, is hereby authorized to contract and execute the Election Security grant funds on behalf of the County of Lancaster, Pennsylvania.

ADOPTED this 6th day of May, 2020 by the Board of Commissioners of the County of Lancaster, Pennsylvania in lawful session duly assembled.

ATTEST: ________________________________
Joshua G. Parsons, Chairman

Lawrence M. George, Chief Clerk
County of Lancaster, PA
Date: May 6, 2020

Ray D’Agostino, Vice Chairman

Craig E. Lehman

Board of Commissioners of
Lancaster County, Pennsylvania

5/06/20
RESOLUTION NO. 35 OF 2020

Notice of Intent - Requesting CARES Act Grant Funds

On motion of Commissioner _______, seconded by Commissioner _______;

BE IT RESOLVED BY the Board of Commissioners of Lancaster County, Pennsylvania to request and accept CARES Act Grant Funds pursuant to the Coronavirus Aid, Relief and Economic Security ("CARES") Act (Pub. L. 116-136), to be used for the prevention of, preparation for, and response to COVID-19, both domestically or internationally, for matters relating to the 2020 Federal election cycle. The Board of Commissioners understands these funds must be used for expenses incurred between January 20, 2020 and December 31, 2020 and must be used for measures and increased expenditures arising due to COVID-19, including but not limited to voter notifications and education, increased costs related to mail-in and absentee voting, supplies to mitigate the spread of COVID-19, and increased equipment, staffing, training, or other needs permissible under the CARES Act.

The Board of Commissioners also understands that within 20 days after each election in the 2020 Federal election cycle, including after the primary election, it will need to provide accurate accounting of its expenditures, for the required report of the state and counties’ use of the funds and an explanation of how such uses allowed Pennsylvania to prevent, prepare for, and respond to the coronavirus.

BE IT FURTHER RESOLVED that Joshua G. Parsons, Chairman of the Lancaster County Board of Commissioners, is hereby authorized to contract and execute the CARES Act grant funds on behalf of the County of Lancaster, Pennsylvania.

ADOPTED this 6th day of May, 2020 by the Board of Commissioners of the County of Lancaster, Pennsylvania in lawful session duly assembled.

ATTEST:

_____________________________
Joshua G. Parsons, Chairman

_____________________________
Ray D’Agostino, Vice Chairman

_____________________________
Craig E. Lehman

________________________________________
Lawrence M. George, Chief Clerk
County of Lancaster, PA
Date: May 6, 2020

5/06/20

Board of Commissioners of
Lancaster County, Pennsylvania
April 28, 2020

Josh Parsons, Commissioner
Lancaster County
150 N Queen Street, Ste 715
Lancaster, PA 17608-3480

Dear Commissioner Parsons,

We are writing with good news about two new federal appropriations related to election administration, portions of which we are distributing directly to counties for you to appropriate to areas of your greatest needs that meet the terms required under the federal legislation.

First, early this year, Congress passed the Consolidated Appropriations Act of 2020, which authorizes and appropriates federal funds, for Election Security Grants, “to make payments to states for activities to improve the administration of elections for Federal office, including to enhance election technology and make election security improvements, as authorized under sections 101, 103, and 104 of HAVA.”

Subsequently, in March 2020, the federal government appropriated additional funds to the states via the Coronavirus Aid, Relief and Economic Security Act (Pub. L. 116-136), or CARES Act, to prevent, prepare for, and respond to COVID-19, domestically or internationally, for the 2020 Federal election cycle. This funding will provide additional resources to protect the 2020 elections from the effects of COVID-19.

Pennsylvania will receive $15.1 million from the Election Security grant, and $14.15 million from the CARES Act grant. Portions of both these grants will be expended directly by the Commonwealth for statewide efforts such as election security and technology enhancements for the counties and state, post-election audit implementation, training and support for election officials, notifying and educating voters of the change in primary date and the opportunity for all voters to vote by mail, providing precinct protection kits containing masks, sanitizers, and other supplies to all counties, implementing a statewide online accessible vote by mail option so that voters with disabilities can vote by mail, and other efforts consistent with the Acts.

The Commonwealth will also disburse $13,000,000 in subgrants to the counties, $7 million from the Election Security funds, and $6 million from the CARES Act funds, distributed proportionately to the counties, for reimbursement of allowable costs as described below. Attached are two Notices of Intent, one for each grant, which must be tracked separately. Please sign and return both notices to indicate your intent to accept your funds. As we did with the 2018 federal grant, after you return these forms to us, we will send you the contracts necessary to receive your funds, which will be very similar to those you executed for the 2018 federal funds. The sooner you send back the notices and the contracts, and later, documentation of your approved expenditures, the sooner we will be able to provide your funds.

The Department implemented a funding distribution formula based on voter registration numbers in each county as of April 13, 2020, with a minimum grant of $3,750 for each grant.

Your county is entitled to receive $269,895.79 from the Election Security grant and $231,277.18 from the CARES Act grant. Please pay close attention to the important information below on requirements for use of these funds.
ELECTION SECURITY GRANTS

Funds from the Election Security Grants must be used for permissible expenditures occurring between December 21, 2019 and December 31, 2022, and preferably for expenditures related to the 2020 elections. Funds must be used for measures such as:

- Increased personnel, equipment, and/or other approved expenditures related to Act 77 and expansion of the provision and administration of election services;
- Ransomware, DDOS Protections, and other cyber security measures;
- Increased security of voting systems and ballots; and/or
- Increased expenditures to expand and support vote by mail and other voter services.

Feel free to reach out to the Department with any questions you may have about covered expenses.

CARES ACT COVID-19 GRANTS

For funds from the CARES Act, counties must incur permissible costs only between January 20, 2020 and December 31, 2020, and they must be used for increased election expenses arising due to COVID-19, including but not limited to voter notifications and education, increased costs related to mail-in and absentee voting, supplies to mitigate the spread of COVID-19, and increased equipment, staffing, training, or other needs permissible under the CARES Act. Feel free to reach out to the Department with any questions you may have about covered expenses.

Within 20 days of each election in the 2020 Federal election cycle, including after the primary election, we will need to file a report that includes a full accounting of the state and counties’ use of the funds and an explanation of how such uses allowed the State to prevent, prepare for, and respond to the coronavirus. Consequently, we will need you to keep careful records of and report to the Department what funds you use for the primary and what funds you spend for the general election. We will send additional information and deadlines for you to submit reports to the Department shortly.

For both appropriations, to request your county’s grant allocations, please have an individual with the authority to contract on behalf of the county sign and return the attached notices of intent to us by email at RA-ST-PADOS-GRANTS@pa.gov by May 11, 2020. If your county chooses not to accept the allocation(s) or does not respond, your funds will be redistributed to counties that have accepted the grants.

After you make your approved expenditures, please contact the Department to begin the simple process for requesting and receiving your grant reimbursement funds. If you have any questions, please don’t hesitate to call Jessica Mathis, Director, Bureau of Election Services and Notaries, 717.787.5280.

As always, we appreciate your commitment to Pennsylvania voters.

Sincerely,

Jonathan Marks
Deputy Secretary for Elections and Commissions

Cc: Mr. Randall O. Wenger, Chief Clerk/Chief Registrar
On motion of Commissioner ________, seconded by Commissioner ________, it was agreed for the County of Lancaster, acting on behalf of the Facilities Management Department, to approve the following:

**Change Order No. 2 With:**
Rylind Construction Company, Inc.
Lewisberry, Pennsylvania

**Purpose:**
This change order reflects a compromise on a payment amount to Rylind Construction Company, Inc. for extra, unanticipated rock encountered during the Conoy No. 1 Bridge Replacement project. Upon payment of this $20,000.00 change order, Rylind Construction Company, Inc. releases the County of Lancaster (including its agents, employees and officials) from any claim or action for any additional payment for its work performed on this project, except for the balance of its contract amount.

**Total Change Order:**
Add $20,000.00

**Total Project Cost:**
$969,334.00 (Act 13 funding)
This completed document must be submitted to the Chief Clerk by **9:00 am the Wednesday** prior to the County Commissioners’ Work Session and Commissioners’ Meeting. Please don’t wait until the deadline to submit the request.

**COVER SHEET FOR CONTRACTS/AGREEMENTS/GRANT APPLICATIONS/ CHANGE ORDERS, ETC.**

**Submitted by:** Robert Devonshire, Interim Director of Facilities & Mark Lauriello, County Engineer

**Department:** Facilities Management and County Engineer

**Date:** May 1, 2020

**Board Action Requested:** Change Order 2 for Conoy #1 Bridge Replacement.

**Provider Information: (Name, Address):**

Rylind Construction Company, Inc.

686 Yorktown Road

Lewisberry, PA 17339

**Proposed Program Budget Information:**

<table>
<thead>
<tr>
<th>Service</th>
<th>2020/2021 Amount to be Approved</th>
<th>2019/2020 Amount</th>
<th>Amount Increase/ Decrease</th>
<th>Percent Increase/ Decrease</th>
<th>Percent Funding Source (Co., State, Fed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requesting $20,000 in Act 13 Funds</td>
<td>$20,000</td>
<td>$20,000</td>
<td></td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

**Term of Contract:**

**Budget Comments:** Act 13 Funds

**Program Information/Description of Service:**

Change Order #2 in the amount of $20,000 is being requested for work at the Conoy #1 bridge. The change order consists of additional costs for excavation of unanticipated rock that was required to be removed to complete the construction of the bridge. Contractor originally requested $124,000.00 change order. Following negotiations with the
contractor we are recommending approval of $20,000.00. This project is being funded through Act 13 funds.

Complete sections pertaining to bid awards and Request for Proposals:

<table>
<thead>
<tr>
<th># of Bids Received</th>
<th>Is Proposed Contract to the Lowest Bidder (Y/N)</th>
<th>If No, Please Explain</th>
<th>Performance Bond Required?</th>
<th>Define Funding Source</th>
</tr>
</thead>
</table>

Complete Sections Pertaining to Construction Projects:

<table>
<thead>
<tr>
<th>Amount of Change Order</th>
<th>Amount of Original Budget</th>
<th>Revised Total Budget Reflecting Change</th>
<th>Define Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>$20,000.00</td>
<td>$949,334.00</td>
<td>$969,334.00</td>
<td>Act 13 Funds</td>
</tr>
</tbody>
</table>

Date you would like the County Commissioners’ To take official action on this item?:

May 6, 2020

Who will be in attendance at the County Commissioners’ Work Session? Please include name and title:

Robert Devonshire, Facilities Management Interim Director & Mark Lauriello, County Engineer

Who will be in attendance at the County Commissioners Meeting to comment on this item? Please include name and title:

Robert Devonshire, Facilities Management Interim Director & Mark Lauriello, County Engineer

This completed document must be submitted to the Chief Clerk by 9:00 am the Wednesday prior to the County Commissioners’ Work Session and Commissioners’ Meeting. Please don’t wait until the deadline to submit the request. When there is a holiday, the request must be submitted no later than 12:00 noon on the Tuesday prior to the Meetings.
Commissioners’ Meeting – May 6, 2020

Lancaster County Workforce Development Board – Business Representative

Appointment – Three-year term through June 30, 2022

Kristi N. Casey
Strategic Human Resources Business Partner
Penn Medicine Lancaster General Health
Lancaster, PA 17602

Ms. Casey is a resident of Berks County.

5/06/20
April 23, 2020

Commissioner Joshua Parsons  
150 North Queen Street  
Seventh Floor, Suite 715  
Lancaster, PA 17603

Dear Commissioner Parsons:

Please accept this nomination of Kristy Casey to the Lancaster County Workforce Development Board, representing business. Ms. Casey’s impressive experience in human resources, involvement with the Workforce Development Board, and optimum policy-making authority at Penn Medicine Lancaster General Health, make her an exceptional candidate for the Board. Ms. Casey has been an active member of the Workforce Development Board and remains engaged in the workforce system. Her term will begin on your appointment through June 30, 2022.

If you have any further questions, please do not hesitate to contact me.

Sincerely,

[Signature]

Thomas T. Baldrige, CCE  
President and CEO  
The Lancaster Chamber

Enclosures
February 13, 2020

Mr. Tom Baldrige
Lancaster Chamber of Commerce
115 East King Street
Lancaster, PA 17602

Please accept this letter as a nomination for Kristi Casey, Strategic HR Business Partner, to serve on your Board of Directors.

Kristi has optimal decision making authority for the company. Penn Medicine Lancaster General Health supports her membership on the Lancaster County Workforce Development Board of Directors. She provides strategic human resource consulting to leaders on broad range of human resource issues in support of developing and advancing organizational goals. Translates business unit strategy into talent and workforce strategies to accomplish results. Serves as primary contact for HR initiatives and serves as expert in full life cycle of HR services for the client. Consults in areas of talent strategies, organizational development, leadership coaching and support and leads HR team to address employee relations, performance management alternatives and solutions. Utilizes human capital analytics to improve and influence key decisions and prioritize human capital initiatives.

Thank you for your consideration of this nomination.

Sincerely,

Alexandra Jorgensen
Chief Human Resources and Organizational Officer

Enclosure: Resume – Kristi Casey
Kristi N. Casey, SHRM-SCP, SPHR

226 Mulberry Hill Road
Barto, PA 19504

kmacasey@gmail.com
215.272.3117

Professional Profile

Results oriented, performance driven strategic Human Resources leader with experience in: Employee Relations, Talent Acquisition & Management, Organizational Development & Design and Change Management across multiple industries and business environments. Successful relationship builder and business partner to executives, management and employees in both field and corporate offices. Ability to quickly identify business needs, develop solutions and implement initiatives/change plans to impact business results.

Professional Experience

PENN MEDICINE LANCASTER GENERAL HEALTH, Lancaster, PA
Director of Human Resources - Strategic HR Business Partner
2018 - present

Responsible for providing strategic HR consulting to executive leaders on broad range of HR issues in support of developing and advancing organizational goals. Lead a team of 4 HRBP’s in support of Hospital Operations and Corporate Services including Nursing, ED/Trauma, Surgery, Pharmacy, Guest Services, Facilities, Security, Finance and IT which is approximately 5,500 employees.

- Translate business unit strategies into talent and workforce strategies, remaining focused on retention.
  - Decreased first year turnover in Patient Care Assistant role by 50%.
- Consult on talent strategies, organizational development, leadership coaching and support to drive successful outcomes for both employees and patients. Key strategies developed in support of Surgery to ensure key talent in specific clinical roles were engaged and retained.
- Utilize human capital analytics to improve and influence key decisions and prioritize human capital initiatives. HR scorecard utilized to drive continuous improvement throughout HR processes and in partnership with business leaders.

GATEWAY TICKETING SYSTEMS, Gilbertsville, PA
Senior Manager, Human Resources
2016 - 2018

Responsible for all human resources functions for software development company, consisting of approximately 150 employees across 3 countries. Lead a team of 3 responsible for all aspects of human resources including talent acquisition, talent management, employee relations, employee development and training, compensation, benefits, and payroll. Member of the Senior Management team responsible for the leadership of company.

- Participated in acquisition of UK based company and led all human resources integration efforts
- Increased employee engagement by conducting listening sessions and partnering with leadership to develop action plans for improvement
- Established formal programs relative to performance management, talent management and incentive compensation

APPLE LEISURE GROUP, Newtown Square, PA
Corporate Director of Human Resources - North America
2014 - 2016

Responsible for all human resources functions for North America based operations, comprising approximately 2,000 employees across 3 distribution brands. Led a team of 12 managers and business partners responsible for corporate compensation, benefits, training and development, talent acquisition, employee relations, leave administration, performance management and talent management. Developed 3 year HR strategic plan.

- Implemented HR Business Partner model by developing positions responsible for change, leadership development, succession planning, talent acquisition, employee relations and compensation management which aligned with each business unit.
- Improved HR partnership with the executive team through relationship building and development of programs to assist in driving business results. Increased employee retention and engagement through communication and service delivery.
- Established a formal corporate compensation structure and plan for all of North America including the development of salary ranges, compensation guidelines and incentive plans.
NATIONWIDE MUTUAL INSURANCE/HARLEYSVILLE INSURANCE, Harleysville, PA 2007-2014
Director, Human Resources — Nationwide Insurance 5/2012 - 10/2014
Appointed Director, Human Resources for Nationwide after the company acquired Harleysville Insurance. Serve as the business partner to Regional Vice Presidents, Chief Underwriting Officer and Vice President of Personal Lines including their leadership teams.
- Manage two HR Business Partners and oversee the day to day operations of the HR department
- Responsible for leading the integration work streams for Talent Acquisition, Compensation/Job Mapping and Employee Relations. Actively participate on several other HR work streams including Onboarding, Fleet and Talent Management
- Successfully integrated both HR and business leadership teams into the Nationwide Center of Excellence Model (COE) for talent acquisition, employee relations, compensation and talent management

Promoted to Director, Human Resources while still serving in the business partner role to Field Operations. Led a team of 4 HR Business Partners and oversaw the day to day operations of the HR department for approximately 1,700 employees.
- Provide leadership consultation on people related issues and initiatives across the organization specifically for those 800 employees located in the field offices by ensuring all policies and practices aligned appropriately to the corporate office
- Ensure consistent practices among HR Business partners in the areas of recruiting, employee relations, compensation as well as their service delivery to their respective business unit

Business partner to the Senior Vice President, Field Operations and the senior regional management team which included 15 field offices and approximately 525 employees spanning across the Northeast, Mid-Atlantic, Southeast and Midwest regions. Consulted on all people related initiatives and oversaw employee relations, recruitment and retention, talent management, succession planning, strategic planning, organizational design and project management within this business unit. This position involved extensive travel to our 15 locations.
- Provide management/leadership coaching, training and counsel to business unit on all facets of human resources; facilitate leadership feedback sessions
- Facilitate staffing, succession planning and retention initiatives, performance management, compensation programs, change management, employee relations, and reductions in work force (RIF)
- Consult and coach Regional Presidents, business leaders and management staff during the annual performance appraisal and compensation planning process as well as partner with the AVP, HR to manage the compensation and equity budget and allocation for entire organization

TARGET CORPORATION, Quakertown, PA
Executive Team Leader, Human Resources 2007
Responsible for managing all aspects of human resources for a brand new store opening in Quakertown, PA store, which included the following:
- Planned and executed new store opening including the recruitment and selection of 100+ team members and leaders; oversee new hire orientation and introduction of core values; ensure completion of learning and development plans
- Coached store leadership on performance management and annual review process for entire store of 100+ team members; assisted in planning, executing and tracking professional development programs
- Led all staffing processes; proactively planned for hiring needs to ensure appropriate staffing levels for peak times; analyze quick turnover and develop solutions; accountable for managing the payroll budget and forecast based on previous year's sales and retail market trends

Education & Certification
Alvernia College, Reading, PA, Bachelor of Arts, Business Management
Pennsylvania State University, Reading, PA, Certificate in HR Management
- Senior Professional in Human Resources, SHRM-SCP and HRCL, SPHR
- ADKAR Change Management Methodologies, ProSci
- DDI Facilitator Certification, Development Dimensions Incorporated
POSITION SUMMARY: Provides strategic human resource consulting to leaders on broad range of human resource issues in support of developing and advancing organizational goals. Translates business unit strategy into talent and workforce strategies to accomplish results. Serves as primary contact for HR initiatives and serves as expert in full life cycle of HR services for the client. Consults in areas of talent strategies, organizational development, leadership coaching and support and leads HR team to address employee relations, performance management alternatives and solutions. Utilizes human capital analytics to improve and influence key decisions and prioritize human capital initiatives.

ESSENTIAL FUNCTIONS: Qualified individuals must have the ability (with or without reasonable accommodation) to perform the following duties:

- Partners and consults with leaders of business units to identify strategic human resource practices and programs which support business strategies and objectives.
- Designs and applies organizational development and change management strategies that influence organizational change in support of business strategies.
- Provides guidance and recommendations on workforce planning, succession planning and other talent development engagement and retention plans to deliver business results.
- Identifies training and development needs of assigned business areas; works with various educational resources in system to support development of business-critical workforce and leadership competencies.
- Leads committees and work groups charged with implementing organizational and departmental improvement strategies.
- Manages complex employee relations issues requiring consultation with legal and other areas of the business to achieve resolution.
- Provides direction to human resource business partners to respond to client needs. Utilizes human capital analytics to improve and influence key decisions and prioritize human capital initiatives.
- Facilitates meetings and retreats as appropriate to identify, clarify and resolve problems or business challenges.
Problem solves using information, policy, procedure, data and compliance information to identify best fit approach/response to meet customer requirements.

- Partners with HR functional areas to roll-out enterprise wide HR policies and programs.

SECONDARY FUNCTIONS: The following duties are considered secondary to the primary duties listed above:

- Other duties as assigned.

JOB REQUIREMENTS

MINIMUM REQUIRED QUALIFICATIONS:

- Bachelor's Degree in Human Resources or related field.
- Seven to ten years of related professional experience required with in-depth knowledge of Human Resources.
- Demonstrated business acumen, consulting and coaching skills; advanced communication skills with ability to communicate with tact, diplomacy and sensitivity.
- Critical thinking, decision making and proven relationship building skills.
- Advanced training and presentation skills.

PREFERRED QUALIFICATIONS:

- Master's Degree in Human Resources or related field.

COGNITIVE REQUIREMENTS

Attention/Concentration: The following level of ability is essential for the jobholder to focus on certain aspects of current experience and reject others.

- The position requires strong concentration skills. The individual must have the ability to voluntarily sustain concentration to a task over an extended period of time as a result of an effortful and usually deliberate heightened and focused state of attention.

New Learning and Memory: The following level of ability is essential for the jobholder to learn and retain material.

- A large portion of this position required reliance on verbal memory and new learning. Efficiency in processing of verbal information, either in written or spoken form, is a major requirement and prerequisite of the job. The individual must be able to attend to and process multiple bits of information simultaneously. The individual must be able to organize and categorize this information effectively so that later recall is feasible.

Problem Solving, Reasoning and Creative Thinking: The following level of ability that is essential for the jobholder to think (in order to solve a
problem) by combining two or more elements from past experience or imaginative thought.

- The position required much autonomy of thought and problem solving. The individual must be able to apply principles of logical or scientific thinking to define problems. The individual must be able to think abstractly, which is manifested in the ability to form concepts, use categories, generalize from single instances, apply procedural rules and general principles, and be aware of subtle or intrinsic aspects of a problem. The development of hypothesis and potential solutions to problems involves careful interpretation, analysis and diagnosis. The individual must be able to collect data, establish facts, and draw valid conclusions. The individual must be able to think creatively with a degree of inventiveness, experimentation and intuition. They must be able to deal with a variety of concrete and abstract variables.

APTITUDES: The following are essential requirements of the position in relation to job-worker situations. These items describe how a worker must adapt, adjust, conform or act.

- **Leadership, control and planning:** Ability to accept responsibility for leadership, direction, control, planning, negotiating, organizing, directing, supervising, formulating practices, or making final decisions.

EQUIPMENT USAGE REQUIREMENTS
Equipment/Tools: Computer, Phone, Copier, Printer, Fax, Office Supplies
Software: Microsoft Office Products

PHYSICAL REQUIREMENTS
Rarely 0-10%; Occasionally 11-35%; Frequently 36-70%; Continuously 71-100%

Body Position/Movement:

- Sit: Continuously
- Stand: Frequently
- Walk: Frequently
- Bend: Rarely
- Push: Rarely
- Pull: Rarely
- Kneel/Squat: Rarely
- Reach: Rarely
- Twist: Rarely
• Balance: Rarely
• Climb: Rarely

Lifting: Degree of physical exertion is: Light, exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to move objects.

Sensory Abilities specifically required:

• Vision
• Hearing

PHYSICAL ENVIRONMENT
WORKING CONDITIONS: Exposure to hazardous conditions/ materials is negligible.

Disclaimer: This job description is not intended and should not be construed to be an exhaustive list of all responsibilities, skills, efforts, or working conditions associated with the job. It is intended to be a reflection of those principal job elements essential for recruitment and selection, for making fair job evaluations, and for establishing performance standards. The percentages of time spent performing job duties are estimates, and should not be considered absolute. The incumbent shall perform all other functions and/or be cross-trained as shall be determined at the sole discretion of management, who has the right to amend, modify, or terminate this job in part or in whole. Incumbent must be able to perform all job functions safely.

Additional Job Description
Job Title Default
Restrict to Country
Management Level
Job Level
Job Family
Job Classification
010 - Director (LGH Job Classifications-United States of America)
1.1 - Executive/Senior Level Officials and Managers (EEO-1 Job Categories-United States of America)
18 - Directors (Affirmative Action Plan (AAP) Codes)
51100 - Supervisory (GL Expense)
Non-Clinical - Non-Clinical (SumTotal Designation)

Work Shift Required
No

Public Job
Yes

Referral Payment Plan

Characteristics

Difficulty to Fill
Critical Job: No

Compensation
### Qualifications

### Certifications

<table>
<thead>
<tr>
<th>Certification</th>
<th>Required</th>
<th>Country</th>
<th>Certification (Predefined)</th>
<th>Certification (Not Predefined)</th>
<th>Issuer (Not Predefined)</th>
</tr>
</thead>
</table>

### Accountabilities

<table>
<thead>
<tr>
<th>Accountabilities</th>
<th>Required</th>
<th>Accountability</th>
<th>Target Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>DIREXEC Communication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIREXEC Customer Service and Partnership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIREXEC Deliver Results</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIREXEC Financial Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIREXEC Innovation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIREXEC Outcomes and Regulatory Compliance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIREXEC Problem Solving</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DIREXEC Professional Knowledge</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Accountabilities from Other Sources

<table>
<thead>
<tr>
<th>Required</th>
<th>Accountability</th>
<th>Target Rating</th>
<th>Source</th>
<th>Source Type</th>
</tr>
</thead>
</table>

### Education

<table>
<thead>
<tr>
<th>Education</th>
<th>Required</th>
<th>Degree</th>
<th>Field of Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td></td>
<td>Bachelors of Science</td>
<td>Masters of Science</td>
</tr>
</tbody>
</table>

### Languages

<table>
<thead>
<tr>
<th>Languages</th>
<th>Required</th>
<th>Language</th>
<th>Ability</th>
<th>Proficiency</th>
</tr>
</thead>
</table>