



York Economic Action Plan

**Responding to the COVID-19 Economic Crisis
and Planning our Economic Future**

April 30, 2020

Thank You to...



J. William Warehime Foundation

York County Commissioners

Agenda

01 Introduction

02 The York Economy in December 2019

03 The Economic Impact of COVID-19 Crisis in York

04 What's Ahead for York

YORK COUNTY

ECONOMIC ACTION PLAN

Planning Process

Our goal is to create a sustainable, equitable and dynamic economy that elevates well-being throughout the county.

This is an opportunity to drive future economic growth that will position York as a highly desirable location to live, learn, work, and play.

yorkcountyeap.org





What was York's Economy like in December 2019?

Industry Strengths



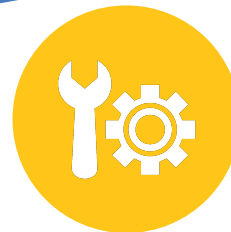
Leading Industries

- Healthcare
- Manufacturing



Other Strengths

- Accommodation
- Food
- Arts, Entertainment, and Recreation



Industry Growth

- Construction
- Logistics/warehousing
- Healthcare

Manufacturing on the decline

Top Sectors and Occupations

	City of York		County of York	
Number of Employed Residents	17,653		224,002	
Top Employment Sectors	1. Manufacturing	3,496	1. Manufacturing	34,633
	2. Health care	2,721	2. Health care	33,000
	3. Retail trade	1,935	3. Retail trade	23,927
	4. Accommodation/Food	1,512	4. Education	16,380
	5. Transport/Warehousing	1,228	5. Construction	15,642
Top Occupations	1. Material moving	2,221	1. Management, business, financial	30,525
	2. Production	2,190	2. Office and admin	27,719
	3. Office and admin	1,950	3. Sales	21,456
	4. Food preparation and serving	1,679	4. Education, legal, community	19,983
	5. Sales	1,355	service, arts, and media	
			5. Production	19,753

York City Growth

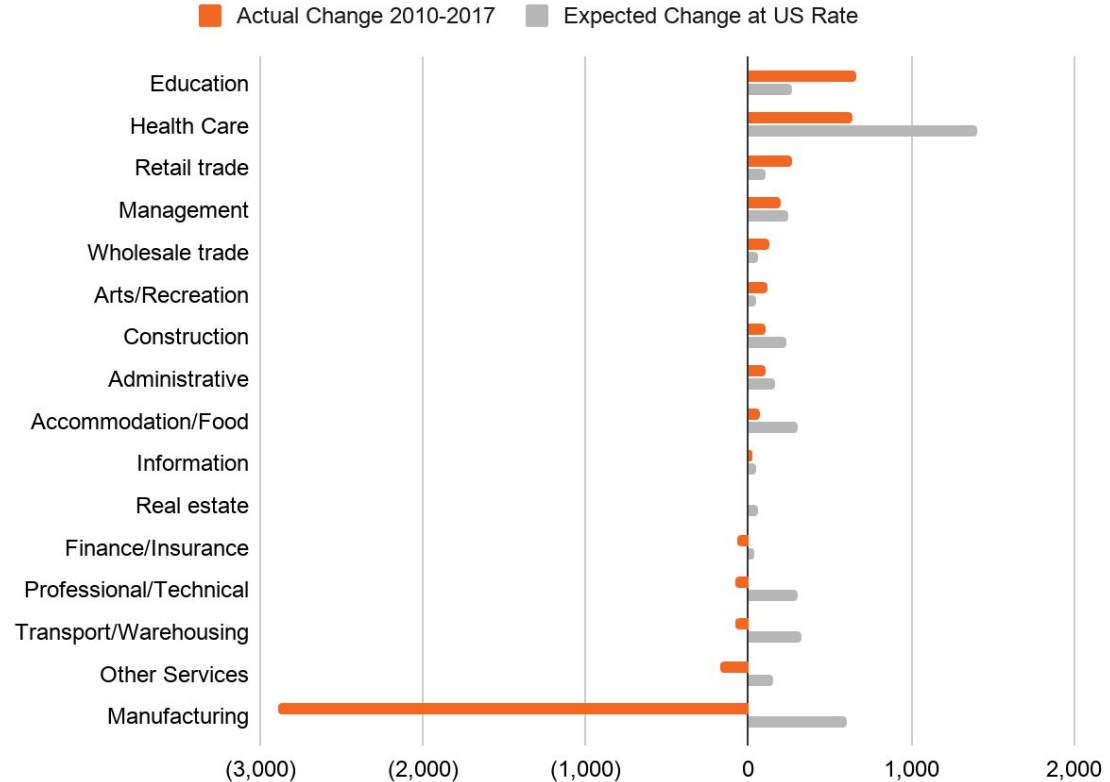
12 of 16 Industries in the City grew between 2010-2017.

Five industries grew more than expected compared to the US growth in that industry:

- Education (+662, +391 vs US)
- Retail (+268, +167 vs US)
- Wholesale (+125, +70 vs US)
- Arts/Rec (+121, +76 vs US)

Note: Excludes several small industries: Forestry, Mining and Utilities

Employment Change in York City 2010-2017 Sorted by Absolute Change in the City



Source: BEA (US)
Census LEHD On the Map (City)

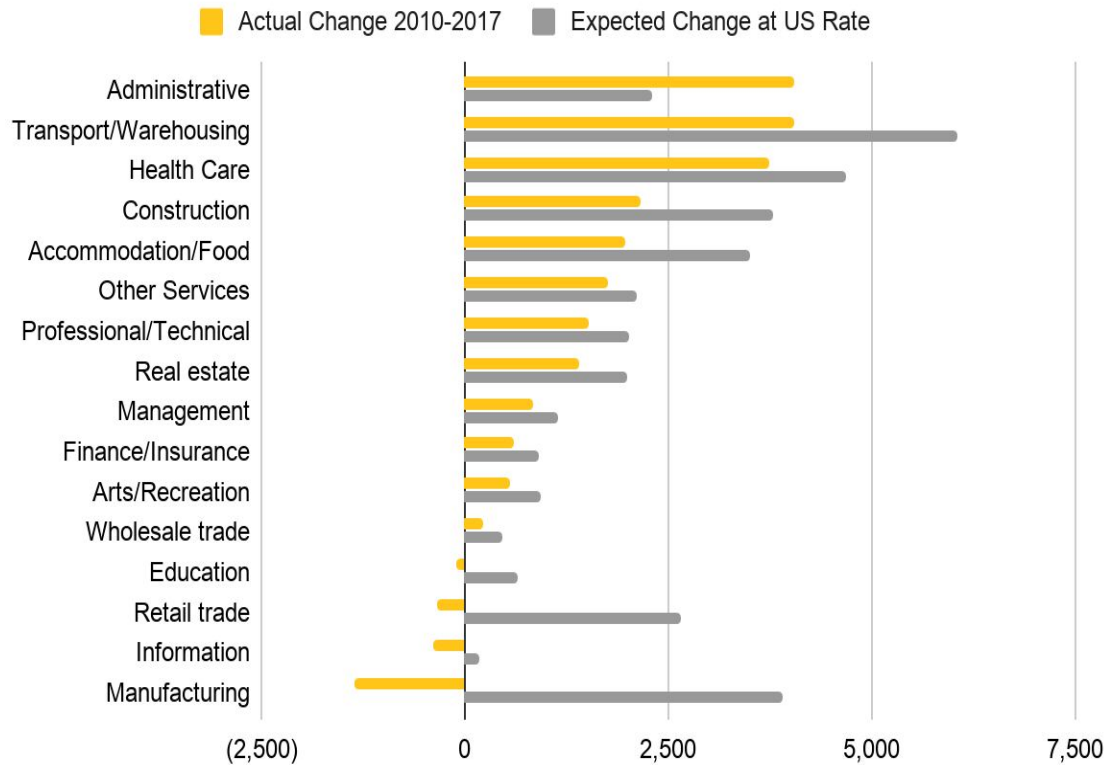
York County Growth

12 of 16 Industries in the County grew between 2010-2017.

Only one industry, Administrative, grew more than expected compared to the US growth in that industry.

Note: Excludes several small industries: Forestry, Mining and Utilities

Employment Change in York County 2010-2017 Sorted by Absolute Change in the County



Equity and Economic Mobility

High growth of low paying jobs

Over **80%** of York County's fastest growing industries pay **lower** than the county's living wage of \$44,450.

Race, ethnicity, and employment

Hispanic workers are **6x more likely** to earn lower than living wage.

Note: Labor force participation rates remain consistent across race and ethnicity, hispanic/latino and **african american workers experience much higher unemployment.**

Education and career pathways

Jobs that pay a living wage requiring a bachelor's degree are more than **twice as prevalent** than those that don't.

We should prioritize **upskilling workers** through training and education.

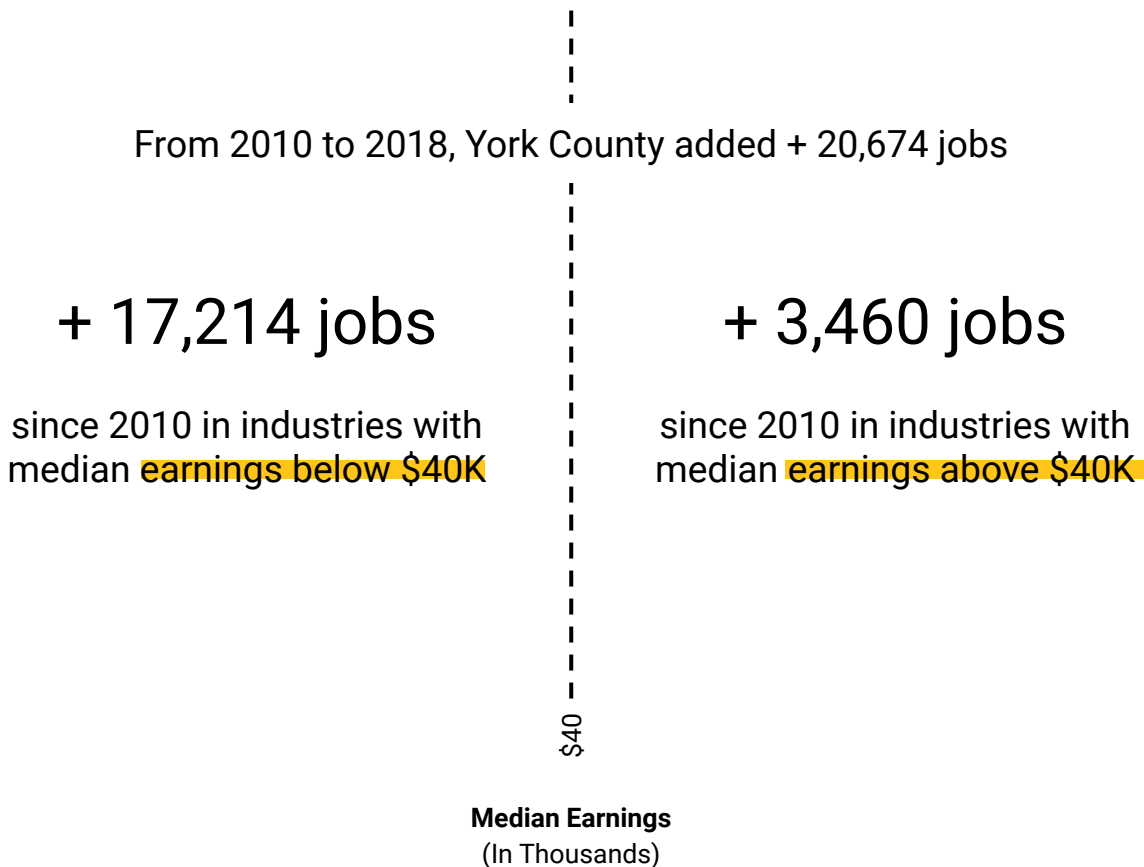
\$44,450

\$21.37 per hour

Living Wage in York County, PA of a two adult family with one child and one working adult (full-time 2080 hours per year).

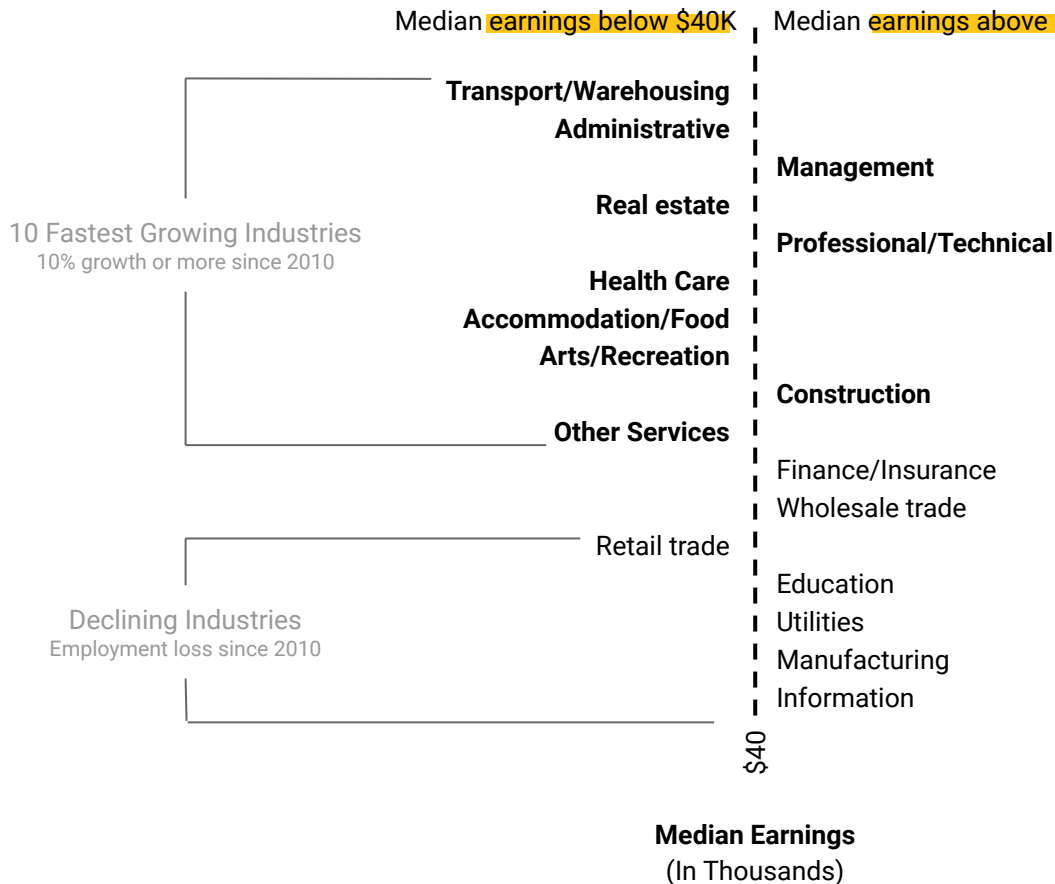
Source: MIT Living Wage

Low Earnings in Growing Industries



Low Earnings in Growing Industries

Sorted by Percent
Change
in York County



The **fastest growing industries** in York County typically pay below \$40K

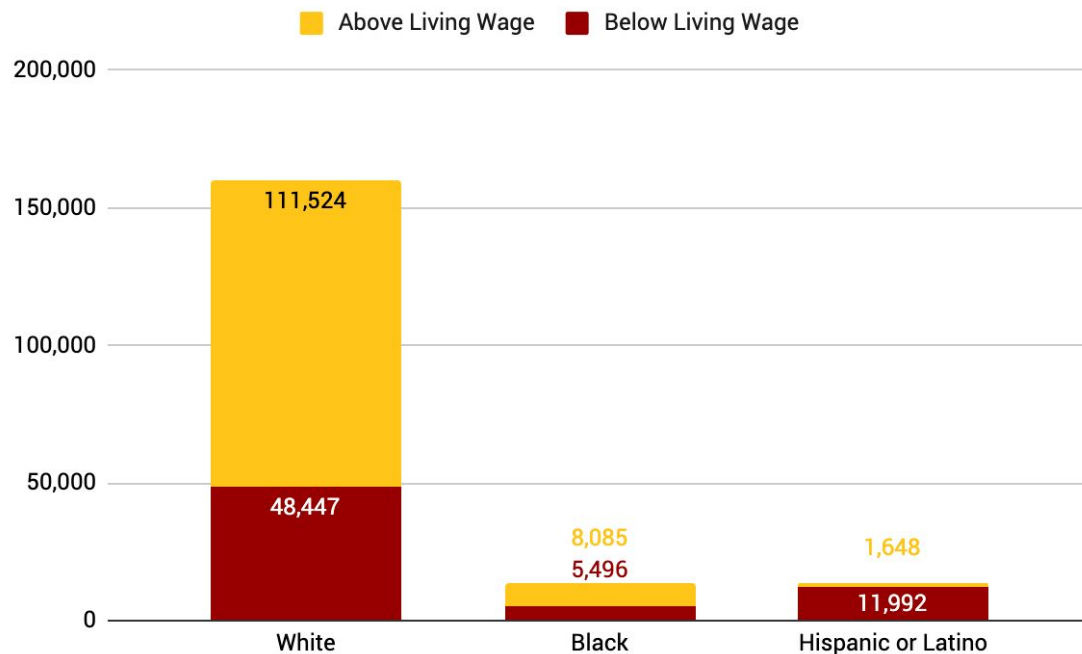
7 of 10 top growing industries in York County pay median earnings of \$40,000 or less. Management, Professional, Scientific, Technical, and Construction pay median earnings above \$40,000.

The **slowest growing industries and declining industries** in York County typically pay above \$40K

With the exception of Retail Trade, all industries that had employment growth of less than 10% or lost employment from 2010 to 2018 pay median earnings of \$40,000 or more.

Source: Census American Community Survey, 2017

Living Wage: White, Black, and Hispanic Workers



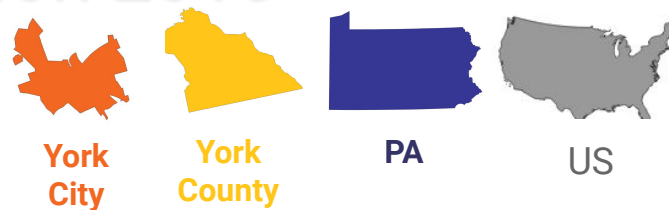
Source: **Quarterly Workforce Indicators**, 2018. *Note that some Hispanic or Latino Workers are also counted as White and Black.*

60% of black workers in York County earn a living wage, compare to 70% of white workers.

Only **12%** of Hispanic or Latino workers make a living wage in York County.

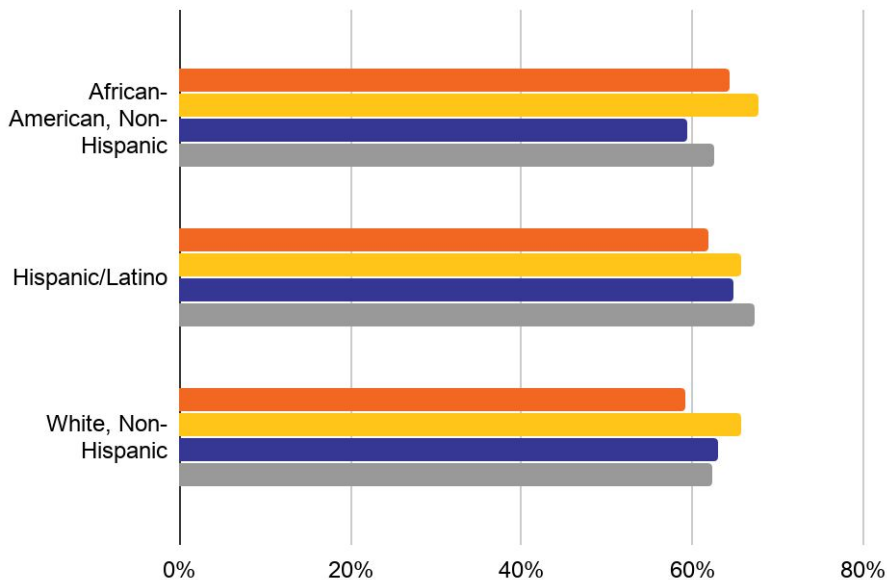
Workers who are not hispanic or latino are nearly **6x** more likely to have a living wage job.

Diversity: Labor Force Participation 2018



Labor Force Participation Rates in 2018

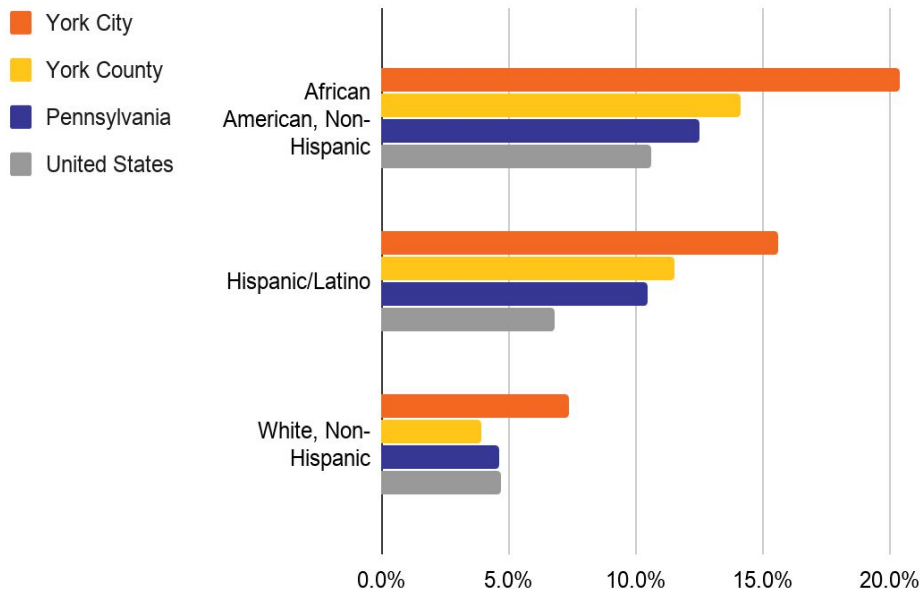
- York City
- York County
- Pennsylvania
- United States



Labor Force Participation across race and ethnicity in the city and county is comparable to state and national rates.

Diversity: Unemployment 2018

Unemployment Rates 2018



York City



York County



PA



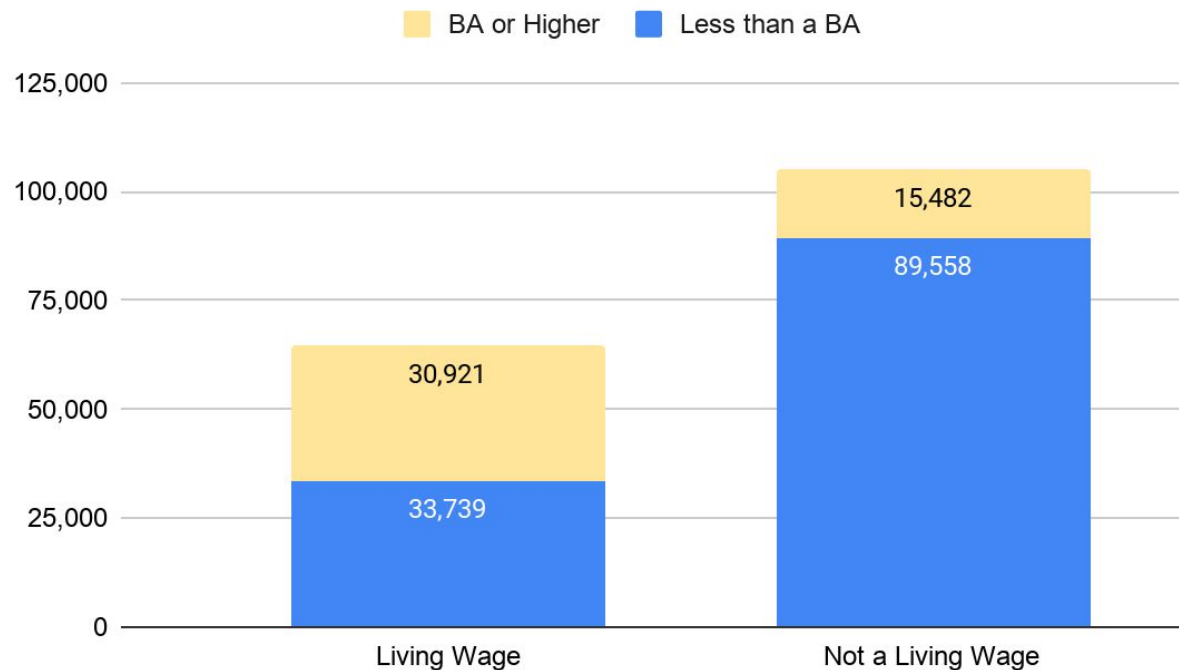
US

Despite high labor force participation for African American and Hispanic residents, **unemployment is higher in all geographies.**

The county has the lowest unemployment rate for White, Non-Hispanic residents than the city, state, or country.

A Need for More Living Wage Jobs

Are Living Wage Jobs Accessible in York County?



For workers with less than a BA, 27% of the jobs available in York County pay a living wage, compared to 67% for those with a BA or higher.

Priorities: Upskilling for workers and creating more living wage jobs

Entrepreneurship and Small Business Support

Entrepreneurship rates

York County has much **lower rates of women, minority, and disadvantaged business ownership** than Pennsylvania and the U.S.

Small business growth

Overall **business births are low and not growing**, which indicates a less dynamic economy with lower innovation and churn.

Quality of place

Quality of place drives **recruitment and retention**.

Over the last 15 years York County has had much progress in **reducing vacancies** on main streets and in town centers in boroughs all across the county.

Minority-Owned Firms



York
City



York
County

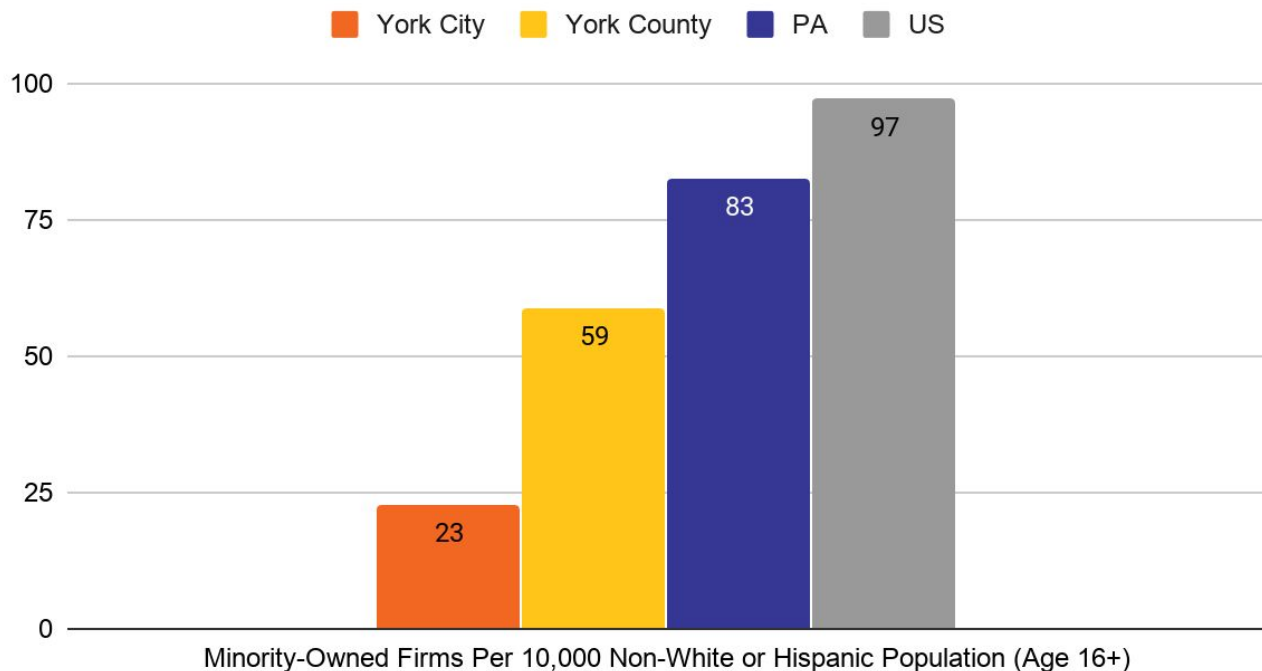


PA



US

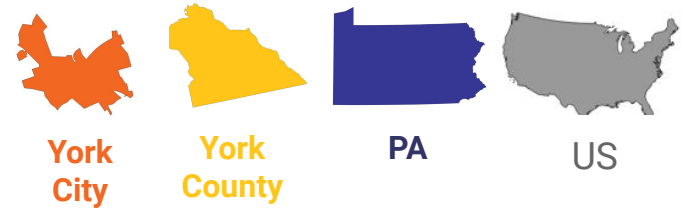
Minority-Owned Firms, 2012 (Paid Employees)



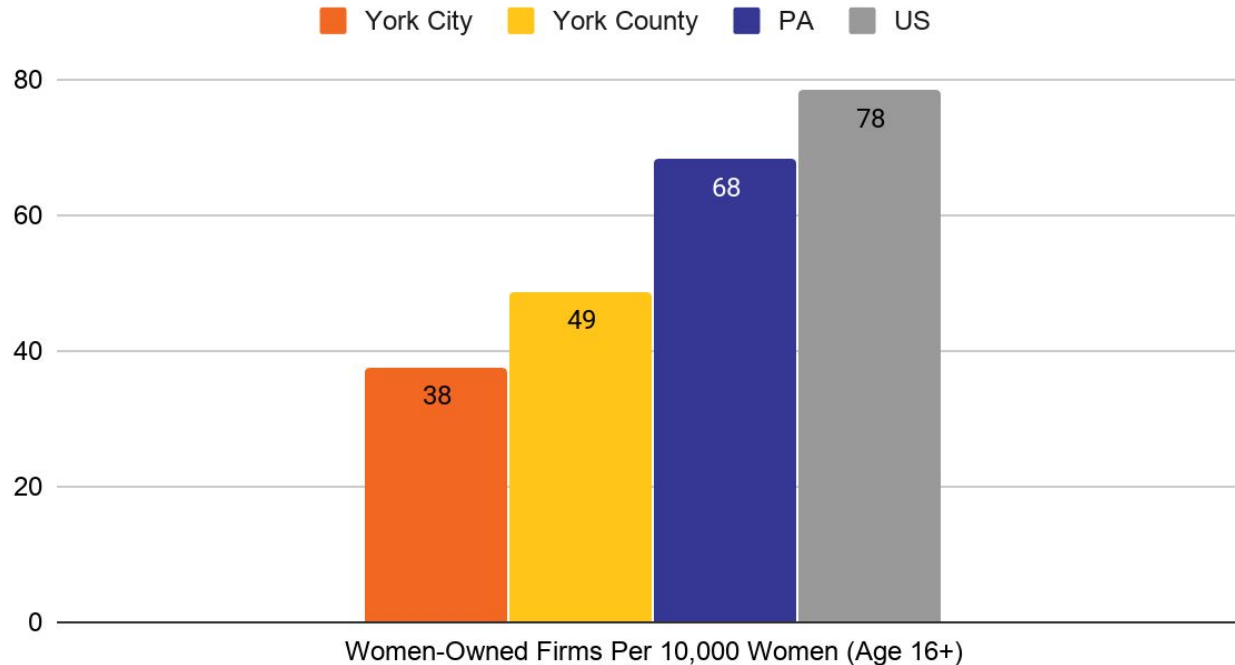
Non-White and Hispanic residents in the U.S. own businesses at 4.3 times the rate in York City, 1.6 times the rate in York County and 1.2 times the rate in PA.

(2012, Census Survey of Business Owners and Self-Employed Persons, SBO)

Women-Owned Firms



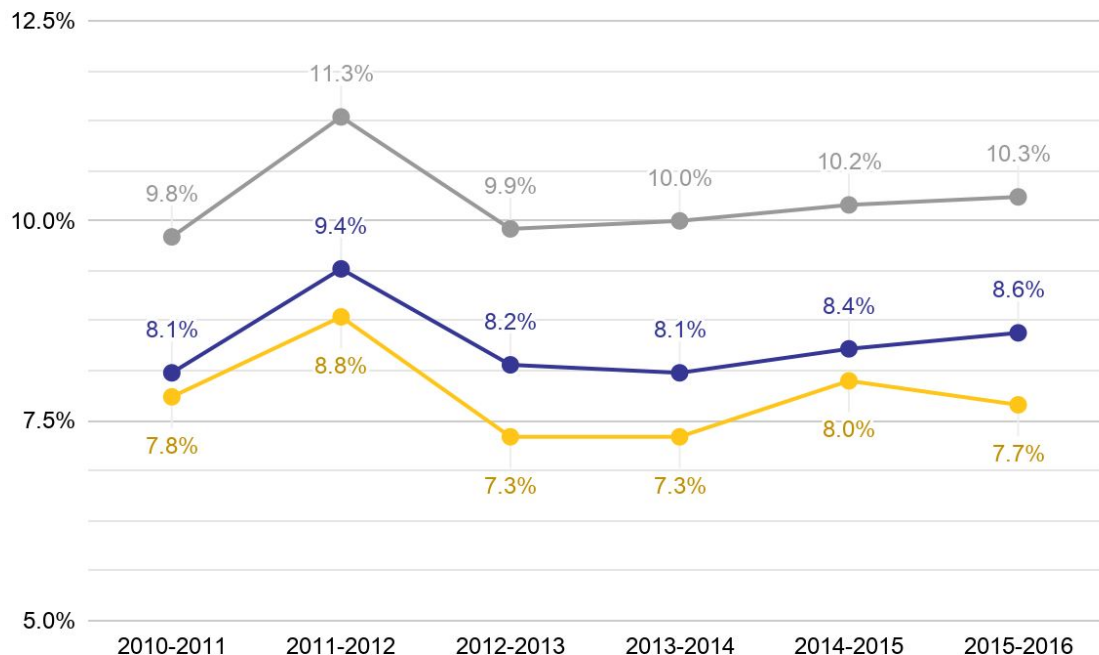
Women-Owned Firms, 2012 (Paid Employees)



Women in the U.S. own businesses at 2.1x the rate in York City, 1.6x the rate in York County, and 1.1x the rate in PA.

(2012, Census Survey of Business Owners and Self-Employed Persons, SBO)

Business Birth Rate



Source: Census Statistics of U.S. Businesses, 2010-2016



York
County



PA



US

● York County

● Pennsylvania

● United States

The number of total establishments in York County increased from **7,948** in 2010 to **8,084** in 2016.

2010-2016: York County had a business birth rate of 7.8%, averaging 626 business births per year.

To match Pennsylvania's rate of **8.5%**, York County would need an additional **51 business births** (for a total of 677 births) per year.

Business Death Rate



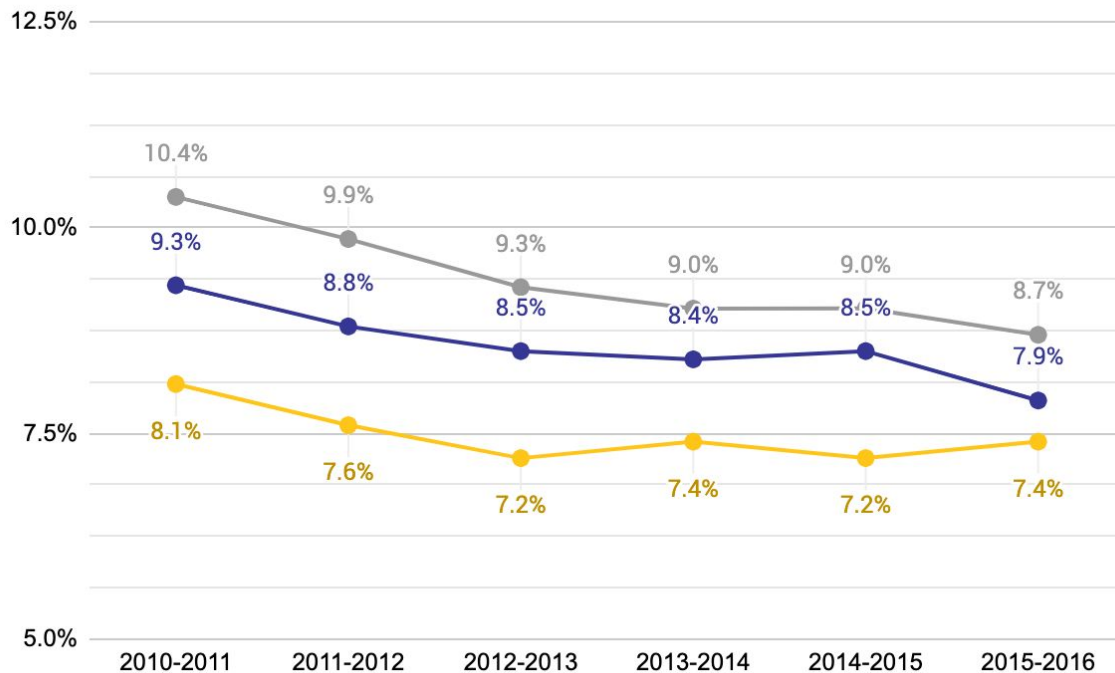
York
County



PA



US



Source: Census Statistics of U.S. Businesses, 2010-2016

- York County
- Pennsylvania
- United States

York has a lower rate of business deaths than PA or the U.S.

Combined with the lower business birth rate, this points to a less dynamic economy.

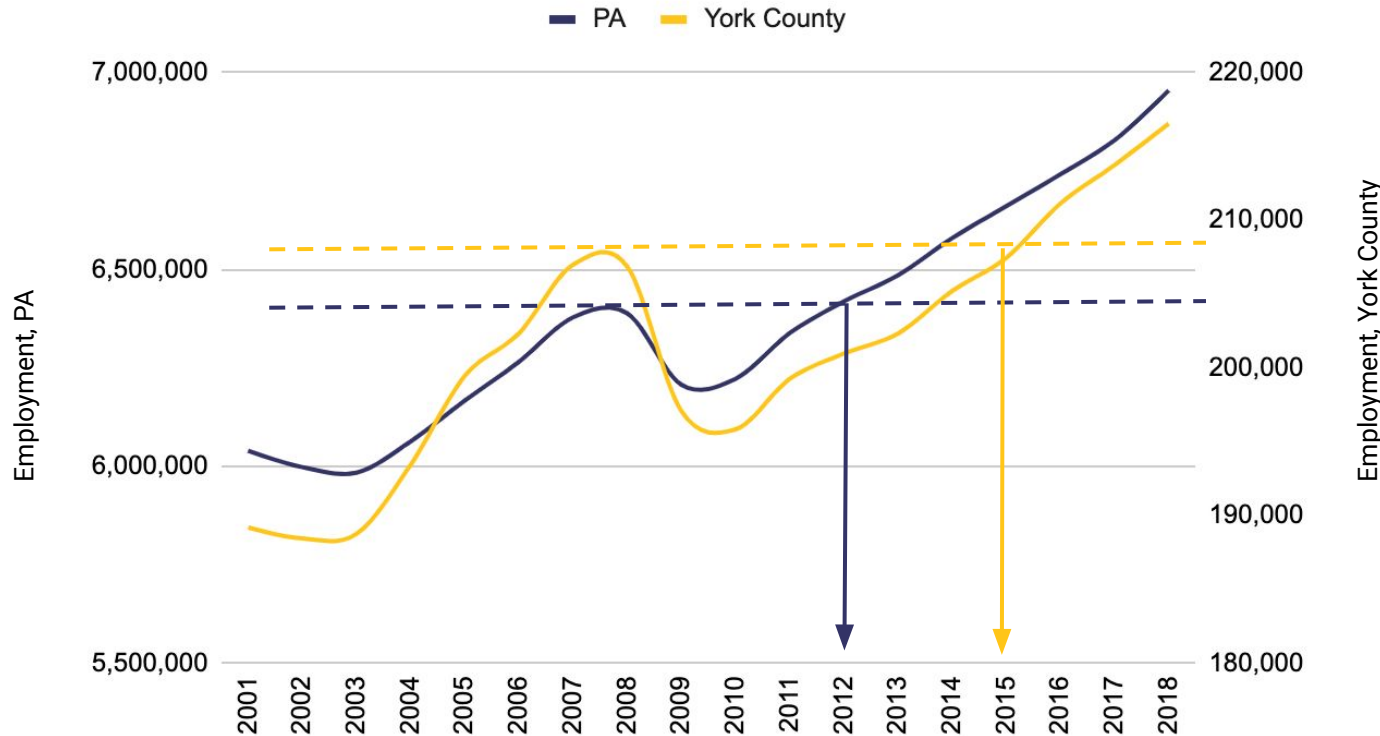
Efforts to reduce business deaths and closures will be harder to achieve because the rate is already lower by comparison.

Business Births and Deaths in York County

	Births	Deaths	Net Change
2010-2011	620	646	- 26
2011-2012	701	602	+ 99
2012-2013	584	580	+ 4
2013-2014	589	593	- 4
2014-2015	640	581	+ 59
2015-2016	619	600	+ 19
Average 2010-2016	626	600	+ 26

Source: Census Statistics of U.S. Businesses, 2010-2016

Recovery from Recession York County



We want to do better than the Great Recession Recovery:

PA employment peaked in 2008 with employment **recovering by 2012**. York County employment **did not recover until 2015**

Source: BEA (PA, County)



What are the Economic Impacts of the COVID-19 Crisis in York?

PA Business Closure Order

“Non-life-sustaining” business mandated to close. Organized by 4-digit NAICS codes.

How many businesses and employees are affected?

York County



3,960

Private businesses operate in sectors that will be forced to close physical operations.

These businesses employ **56,200 people.**



620

Private businesses operate in sectors that have limitations on their operations. (Most of these are restaurants.)

These businesses employ **12,000 people.**



4,200

Private businesses operate in sectors that will continue physical operations.

These businesses employ **76,400 people.**

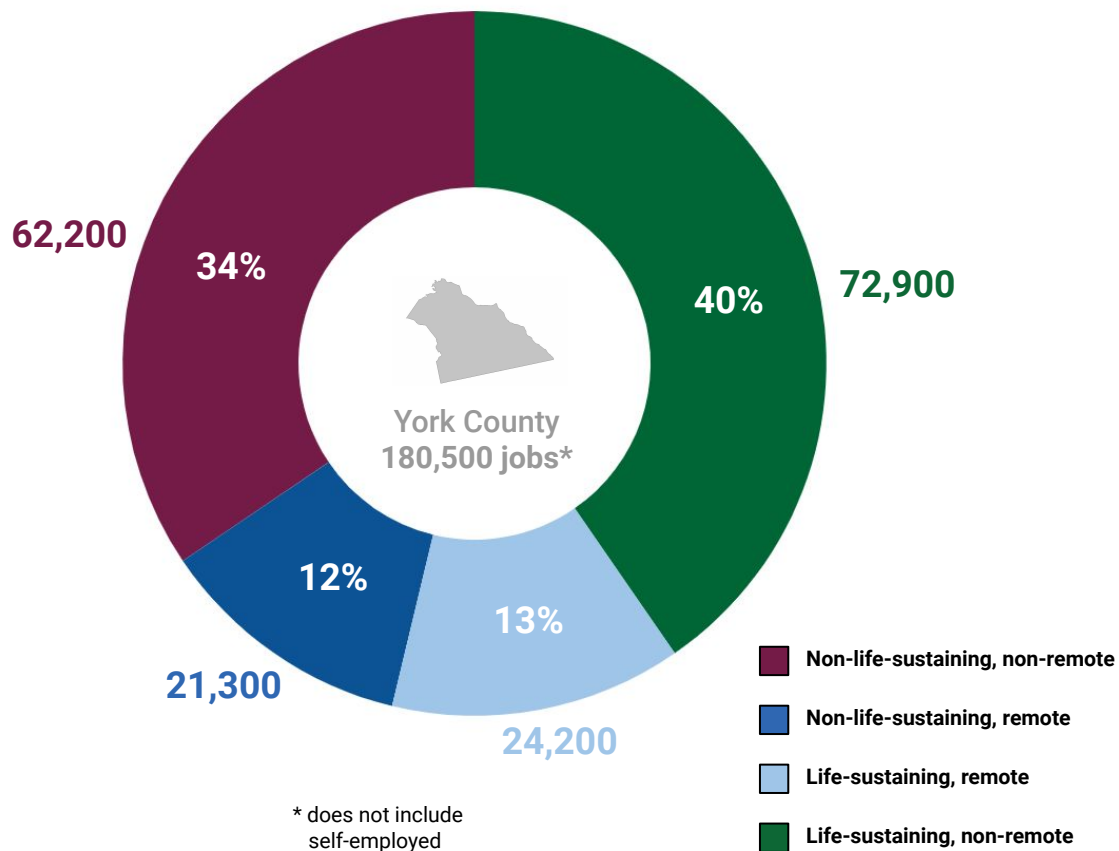
Estimates based on 2018 Bureau of Labor Statistics Quarterly Census of Employment Wages (QCEW) data.

How do closures affect
industries and workers?

Closure/Remote Status Overall

Within York County, jobs are split between three categories:

- Those at life-sustaining businesses that *can't* work remotely
- Those at non-life-sustaining businesses that *can't* work remotely
- Those that *can* work remotely

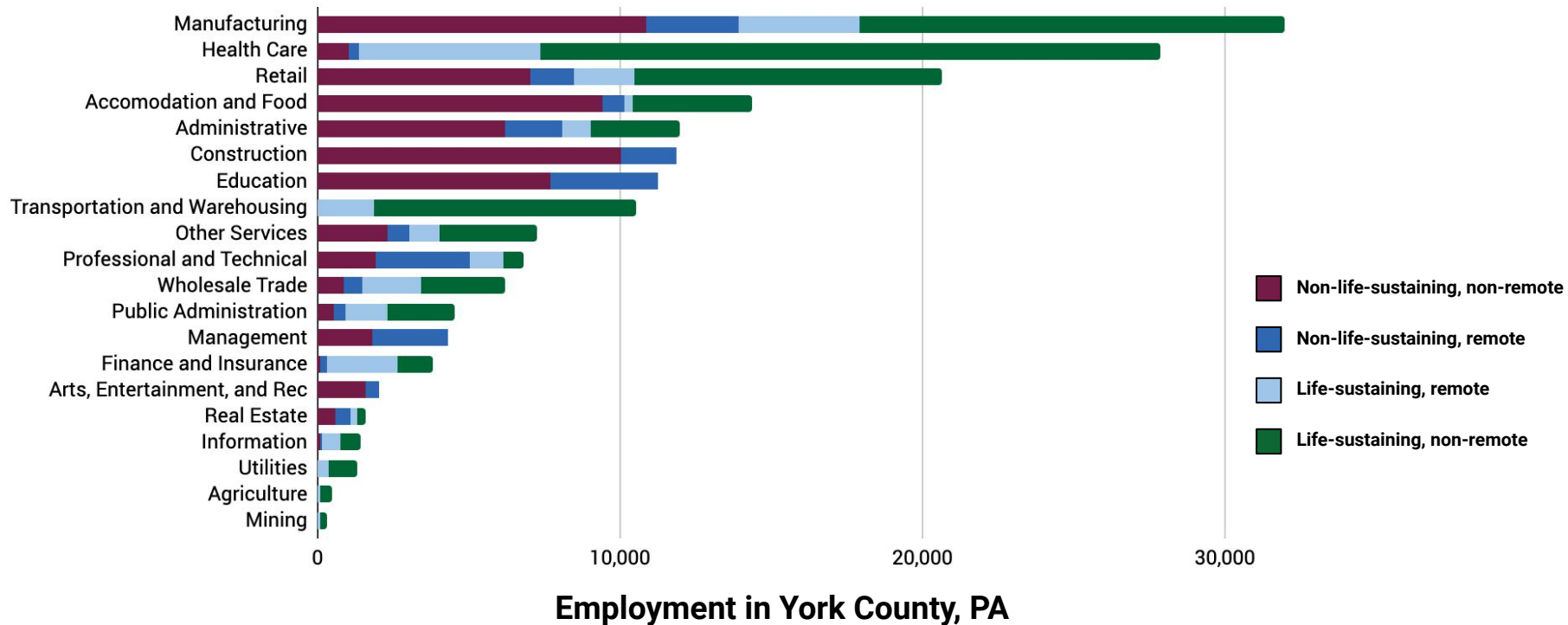


Closure status based on March 20th PA closure order data.
Estimates based on 2018 Quarterly Workforce Indicators (QWI) data.



Closure/Remote Status by Industry

Sorted by total employment

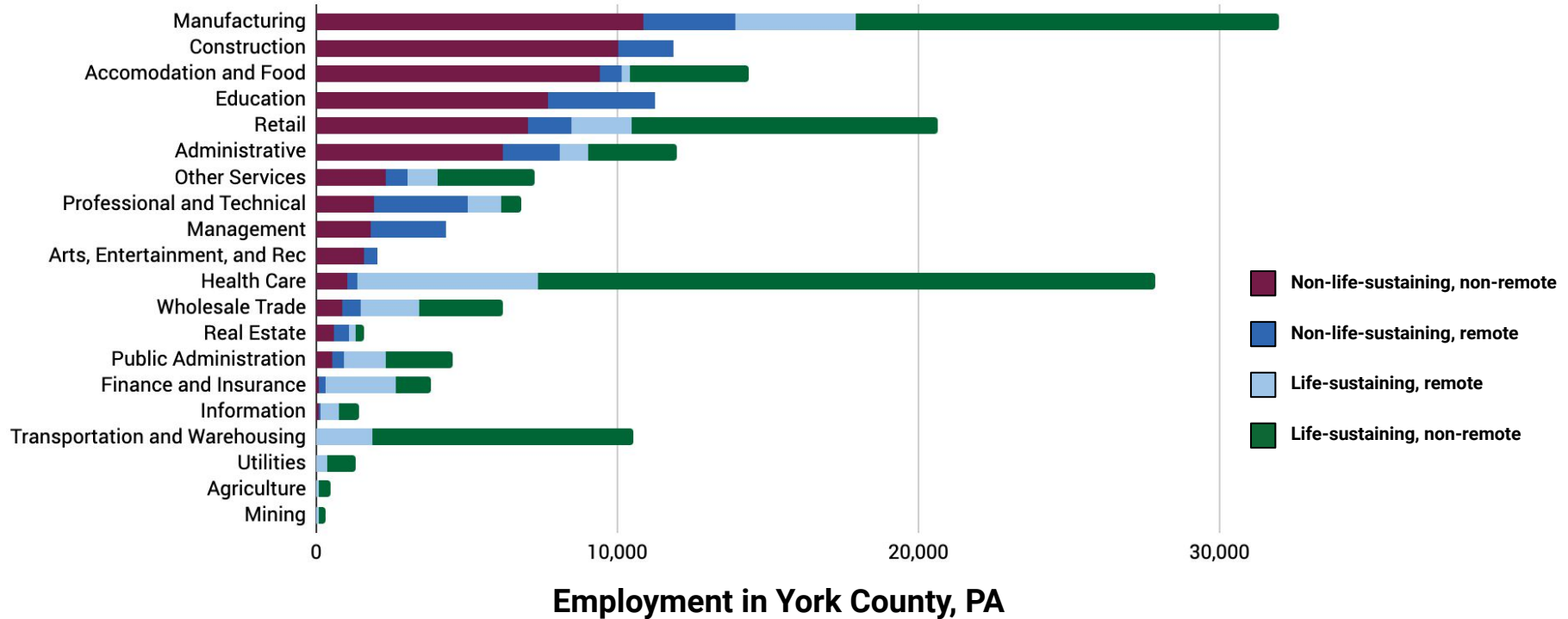


Closure status based on March 20th PA closure order data.
Estimates based on 2018 Quarterly Workforce Indicators (QWI) data.



Closure/Remote Status by Industry

Sorted by employment in non-life-sustaining, non-remote



How do closures affect
vulnerable businesses?

PA Business Closure Order

“Non-life-sustaining” business mandated to close. Organized by 4-digit NAICS codes.



4,700

Small businesses (less than 500 employees) in total, across all industries.

These businesses employ **86,000 people.**

Estimated based on 2018 BLS annual Industry employment data.

How many small businesses and employees are affected?



1,860

Small businesses in Non-Life Sustaining Industries and No Ability to Work Remote.

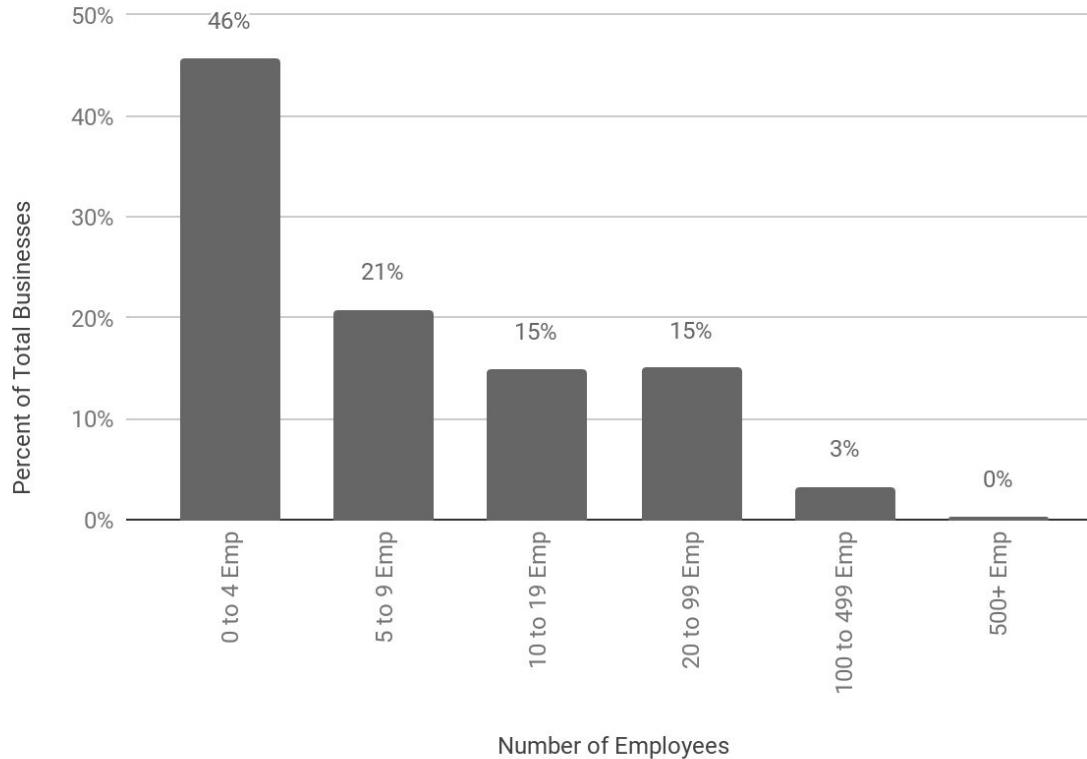
These businesses employ **33,200 people.**

39% of Small Businesses
39% of Small Business Employment

These small businesses are not generating revenue, yet they still have costs like utilities, rent, and payroll (assuming they aren't furloughing employees).

Small Businesses are the Most Vulnerable

A majority of businesses in York County have fewer than 20 employees

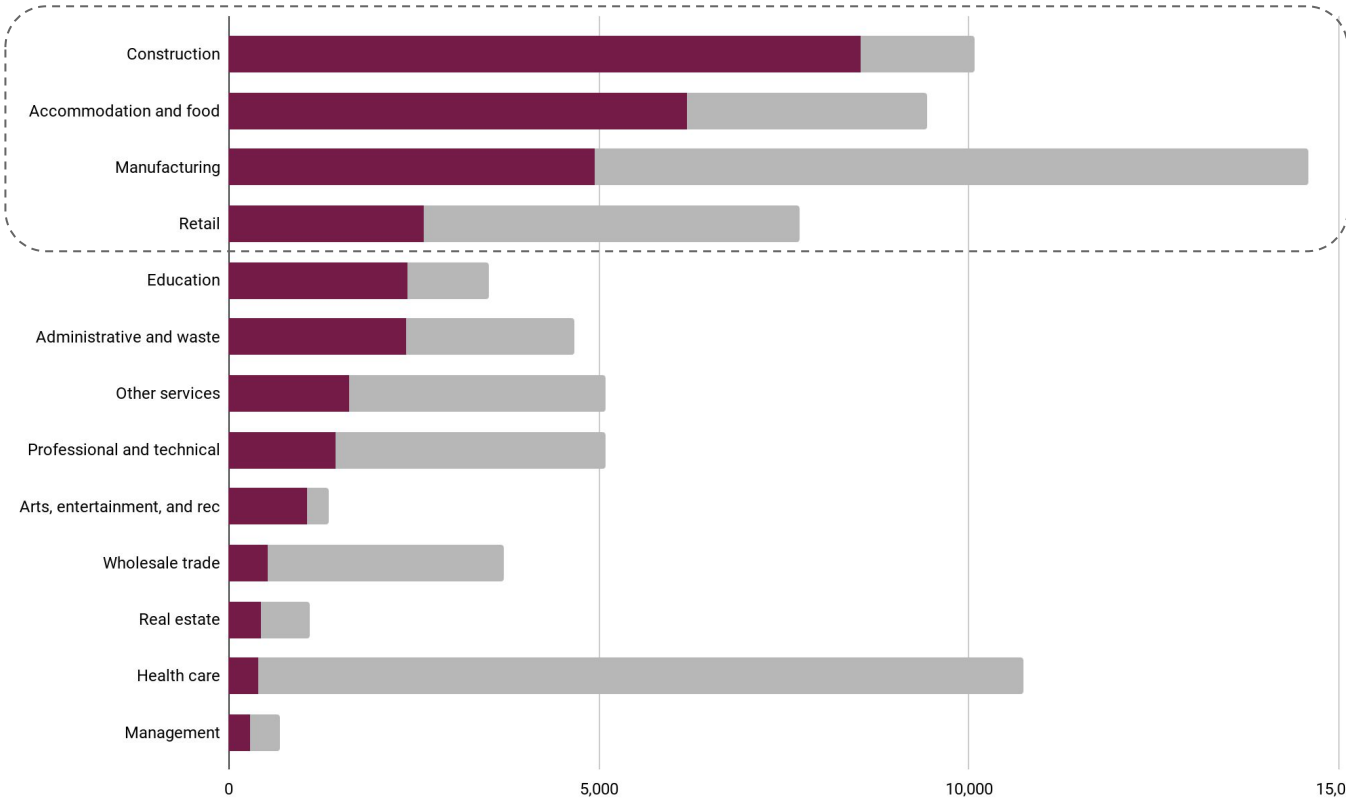


The following analysis of small business risk includes only small businesses directly impacted by the closure order. In addition, we took into account several factors:

- Small business characteristics like industry and size of business. We know that the smallest businesses are the most vulnerable, they have the least liquidity, and will be impacted first.
- Efforts of businesses to reduce expenses or use government supports to mitigate impacts.
- Duration of the covid-related impact.

Small Business Closures by Industry

1,860 of 4,700 small businesses in York County are in non-life sustaining industries and no ability to work remote.



Many of the closure order impacts for small businesses are in main street industries like Retail and Accommodation and Food.

Closure order impacts also affect a number of small businesses within Construction and Manufacturing.

Small Businesses

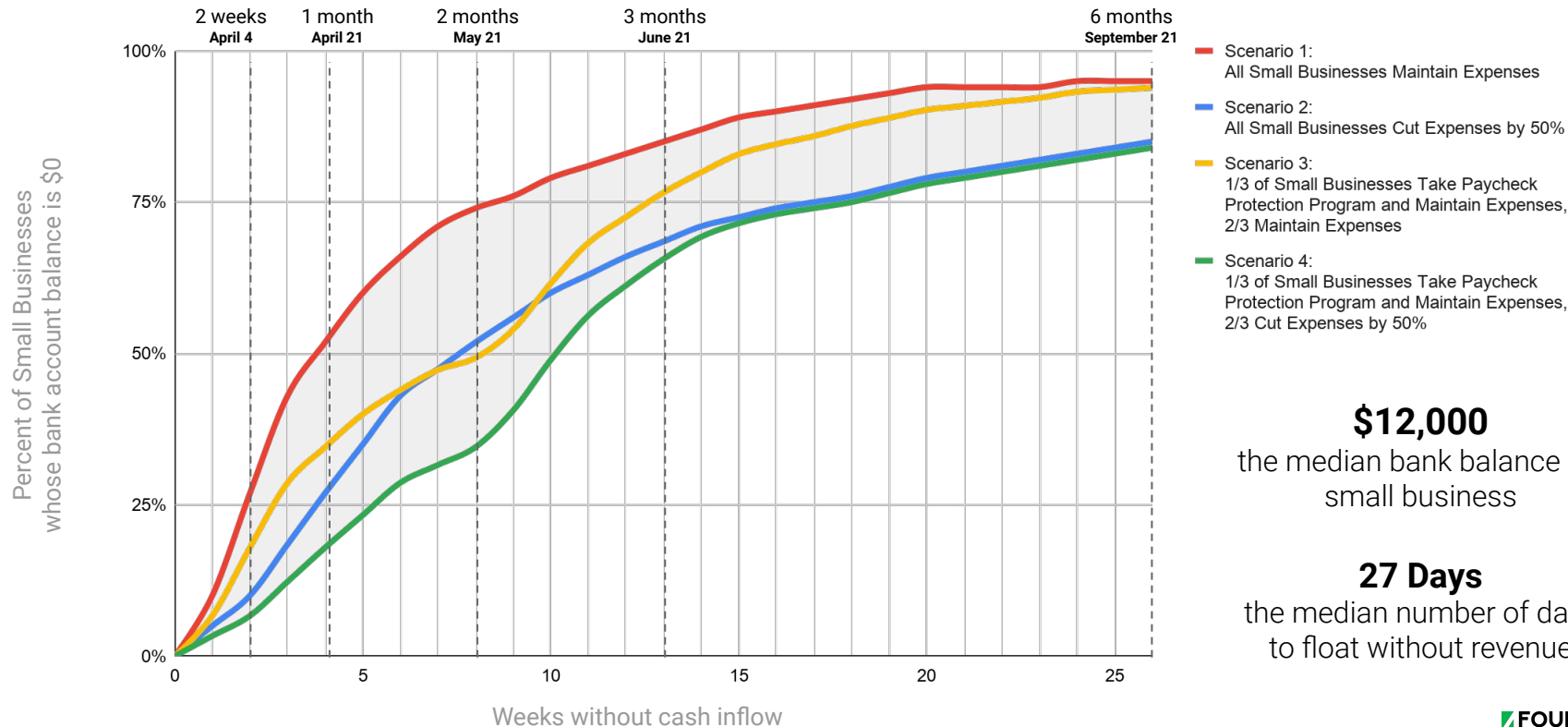
- Non-life-sustaining, non-remote
- All other small businesses

Employment in York County, PA

Closure status based on March 20th PA closure order data.
Estimates based on 2018 Quarterly Workforce Indicators (QWI) data.

Small Businesses Risk

1,860 of 4,700 small businesses in York County are in non-life sustaining industries and no ability to work remote.



\$12,000

the median bank balance for
small business

27 Days

the median number of days
to float without revenue

Range of Small Business Risks

1,860 of 4,700 small businesses in York County are in non-life sustaining industries and no ability to work remote.

		2 weeks April 4	1 month April 21	2 months May 21	3 months June 21	6 months September 21
Scenario 1: All Small Businesses Maintain Expenses	Businesses with No Cash (% of all small businesses)	700 14%	1,100 23%	1,500 31%	1,600 34%	1,800 38%
	Total Employees Impacted (% of all small businesses employment)	5,000 6%	9,000 11%	13,000 15%	15,000 17%	17,000 19%
	Cumulative Wages Lost	\$6 M	\$21 M	\$77 M	\$129 M	\$320 M
Scenario 4: 1/3 of Small Businesses Take Paycheck Protection Program and Maintain Expenses, 2/3 Cut Expenses by 50%	Businesses with No Cash (% of all small businesses)	200 4%	400 9%	900 19%	1,300 28%	1,600 34%
	Total Employees Impacted (% of all small businesses employment)	1,000 2%	4,000 4%	7,000 8%	12,000 14%	15,000 17%
	Cumulative Wages Lost	\$2 M	\$8 M	\$35 M	\$75 M	\$239 M

York County may not be a part of the first openings on May 8.

A range of closure order impacts could be expected based on the duration of closure and businesses' access to PPP and ability to mitigate expenses.

How do closures affect
vulnerable workers?

Who is ALICE?

Asset Limited, Income Constrained, Employed



ALICE Households

ALICE households earn more than the Federal Poverty Level, but less than the basic cost of living for the state. The “ALICE Threshold” is based on the “Household Survival Budget,” a measure that estimates the minimal cost of the six basic household necessities — housing, child care, food, transportation, health care, and a basic smartphone plan.



ALICE Workers

ALICE workers primarily hold jobs in occupations that build and repair our infrastructure and educate and care for the workforce — sometimes referred to as “maintainers.” This range of jobs is broader than the service sector, and these occupations ensure that the economy runs smoothly. Many ALICE workers hold low-wage jobs that do not meet the “Household Survival Budget.”

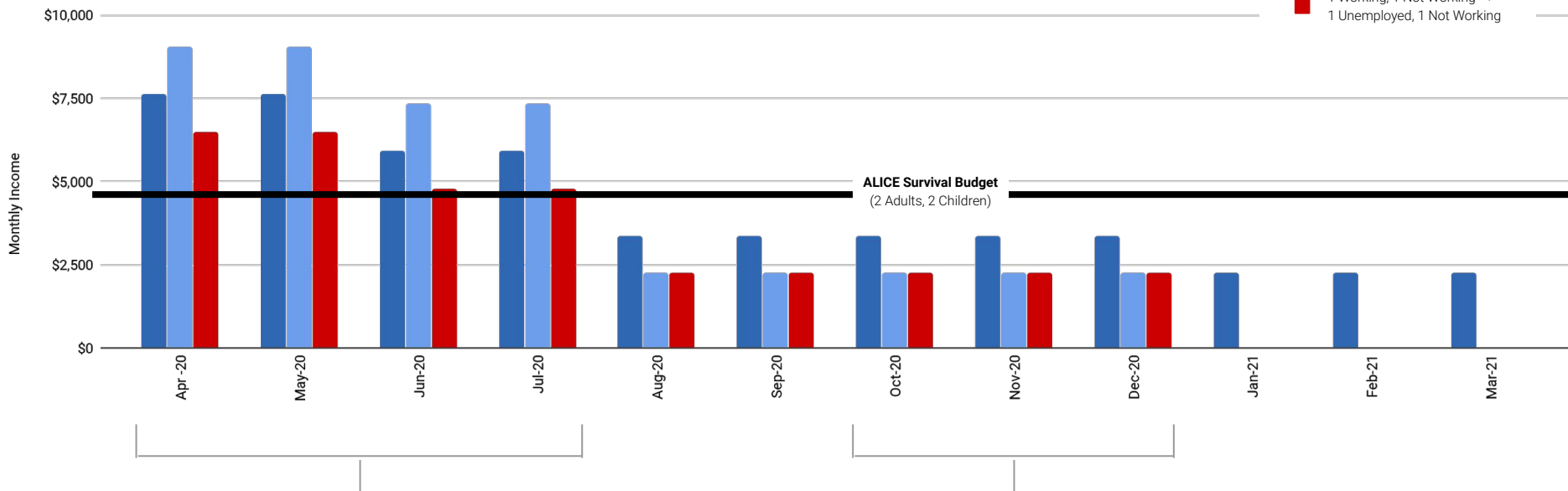
How are these vulnerable households impacted?

How are ALICE Households Impacted?

Scenarios for 2 Adult, 2 Child Households
with pre-impact income at ALICE Survival Budget

2 Adults

- 2 Working, 0 Unemployed → 1 Working, 1 Unemployed
- 2 Working, 0 Unemployed → 0 Working, 2 Unemployed
- 1 Working, 1 Not Working → 1 Unemployed, 1 Not Working



A majority of CARES Act benefits, like the one-time stimulus and additional weekly unemployment benefit, occur before July 31.

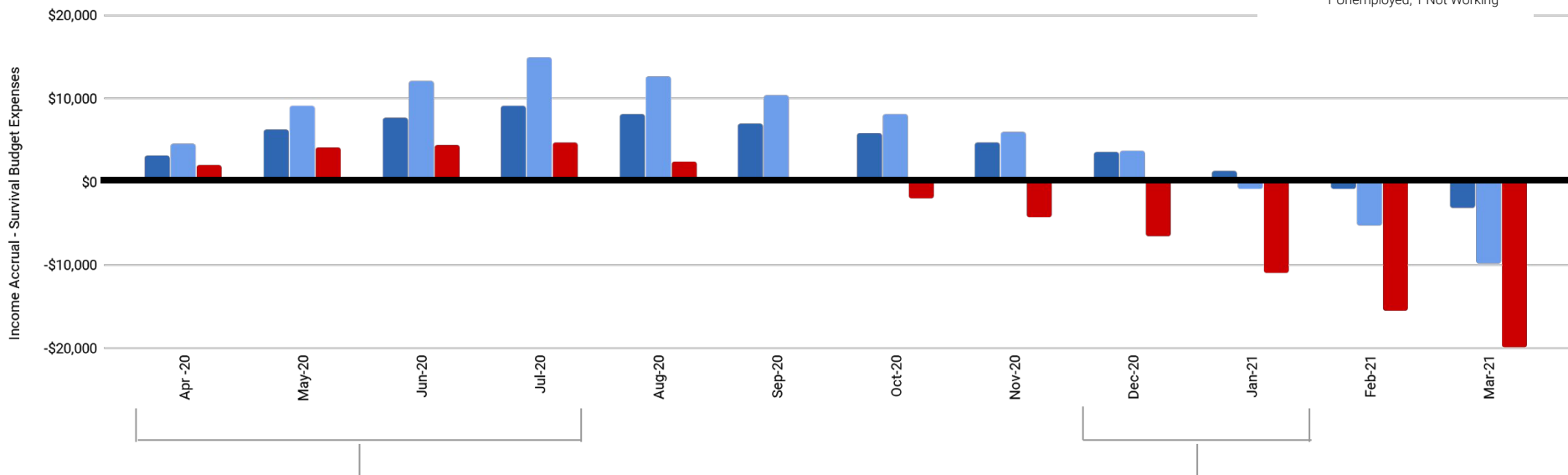
Unemployment compensation extends by an additional three months, for a total of nine months of coverage. Unemployment Benefits end December 31.

How are ALICE Households Impacted?

Scenarios for 2 Adult, 2 Child Households
with pre-impact Income at ALICE Survival Budget

2 Adults

- 2 Working, 0 Unemployed → 1 Working, 1 Unemployed
- 2 Working, 0 Unemployed → 0 Working, 2 Unemployed
- 1 Working, 1 Not Working → 1 Unemployed, 1 Not Working



Benefits accrue in the first few months.
Household income accrual above survival wage
reaches its highest point in July.

December to January represents a benefits cliff,
when unemployment compensation ends. By
January, many households begin to see a net deficit.

3 Months

April 1 - June 31

Household Income
Prior to Employment Impact

3 Months
of Income

		2 Adults 2 Working, 0 Unemployed → 1 Working, 1 Unemployed	2 Adults 2 Working, 0 Unemployed → 0 Working, 2 Unemployed	2 Adults 1 Working, 1 Not Working → 1 Unemployed, 1 Not Working	1 Adult 1 Working → 1 Unemployed
\$100,000	\$25 K	\$30 K	\$31 K	\$24 K	\$21 K
\$90,000	\$23 K	\$28 K	\$30 K	\$22 K	\$20 K
\$80,000	\$20 K	\$26 K	\$29 K	\$21 K	\$19 K
\$70,000	\$18 K	\$24 K	\$27 K	\$20 K	\$18 K
\$60,000	\$15 K	\$22 K	\$26 K	\$19 K	\$16 K
\$50,000	\$13 K	\$20 K	\$25 K	\$17 K	\$15 K
\$40,000	\$10 K	\$19 K	\$24 K	\$16 K	\$14 K
\$30,000	\$8 K	\$17 K	\$22 K	\$15 K	\$13 K
\$20,000	\$5 K	\$15 K	\$21 K	\$14 K	\$11 K

Income Gain

Income Loss

6 Months

April 1 - September 30

Household Income
Prior to Employment Impact

6 Months
of Income

\$100,000

\$50 K

\$51 K

\$49 K

\$39 K

\$36 K

\$90,000

\$45 K

\$47 K

\$46 K

\$36 K

\$34 K

\$80,000

\$40 K

\$44 K

\$44 K

\$34 K

\$31 K

\$70,000

\$35 K

\$40 K

\$41 K

\$31 K

\$29 K

\$60,000

\$30 K

\$36 K

\$39 K

\$29 K

\$26 K

\$50,000

\$25 K

\$32 K

\$36 K

\$26 K

\$24 K

\$40,000

\$20 K

\$29 K

\$34 K

\$24 K

\$21 K

\$30,000

\$15 K

\$25 K

\$31 K

\$21 K

\$19 K

\$20,000

\$10 K

\$21 K

\$29 K

\$19 K

\$16 K

2 Adults

2 Working, 0 Unemployed →
1 Working, 1 Unemployed

2 Adults

2 Working, 0 Unemployed →
0 Working, 2 Unemployed

2 Adults

1 Working, 1 Not Working →
1 Unemployed, 1 Not Working

1 Adult

1 Working →
1 Unemployed

Income Gain

Income Loss

9 Months

April 1 - December 31

Household Income
Prior to Employment Impact

9 Months
of Income

		2 Adults 2 Working, 0 Unemployed → 1 Working, 1 Unemployed	2 Adults 2 Working, 0 Unemployed → 0 Working, 2 Unemployed	2 Adults 1 Working, 1 Not Working → 1 Unemployed, 1 Not Working	1 Adult 1 Working → 1 Unemployed
\$100,000	\$75 K	\$70 K	\$61 K	\$51 K	\$49 K
\$90,000	\$68 K	\$64 K	\$58 K	\$47 K	\$45 K
\$80,000	\$60 K	\$59 K	\$54 K	\$44 K	\$41 K
\$70,000	\$53 K	\$53 K	\$50 K	\$40 K	\$38 K
\$60,000	\$40 K	\$47 K	\$46 K	\$36 K	\$34 K
\$50,000	\$38 K	\$42 K	\$43 K	\$32 K	\$30 K
\$40,000	\$30 K	\$36 K	\$39 K	\$29 K	\$26 K
\$30,000	\$23 K	\$30 K	\$35 K	\$25 K	\$23 K
\$20,000	\$15 K	\$25 K	\$31 K	\$21 K	\$19 K

Income Gain

Income Loss

12 Months

April 1 - March 31

Household Income
Prior to Employment Impact

12 Months
of Income

		2 Adults 2 Working, 0 Unemployed → 1 Working, 1 Unemployed	2 Adults 2 Working, 0 Unemployed → 0 Working, 2 Unemployed	2 Adults 1 Working, 1 Not Working → 1 Unemployed, 1 Not Working	1 Adult 1 Working → 1 Unemployed
\$100,000	\$100 K	\$82 K	\$61 K	\$51 K	\$49 K
\$90,000	\$90 K	\$75 K	\$58 K	\$47 K	\$45 K
\$80,000	\$80 K	\$69 K	\$54 K	\$44 K	\$41 K
\$70,000	\$70 K	\$62 K	\$50 K	\$40 K	\$38 K
\$60,000	\$60 K	\$55 K	\$46 K	\$36 K	\$34 K
\$50,000	\$50 K	\$48 K	\$43 K	\$32 K	\$30 K
\$40,000	\$40 K	\$41 K	\$39 K	\$29 K	\$26 K
\$30,000	\$30 K	\$34 K	\$35 K	\$25 K	\$23 K
\$20,000	\$20 K	\$27 K	\$31 K	\$21 K	\$19 K

Income Gain

Income Loss

More than 1 in 3 ALICE Households will be impacted

39,500

ALICE Households

ALICE households earn more than the Federal Poverty Level, but less than the basic cost of living for the state. The “ALICE Threshold” is based on the “Household Survival Budget,” a measure that estimates the minimal cost of the six basic household necessities — housing, child care, food, transportation, health care, and a basic smartphone plan.

13,400

Impacted Vulnerable Households

There are 39,500 economically vulnerable households living below the ALICE threshold in York County. An estimated 100,400 people live in these households.

Of the 39,500 vulnerable households,

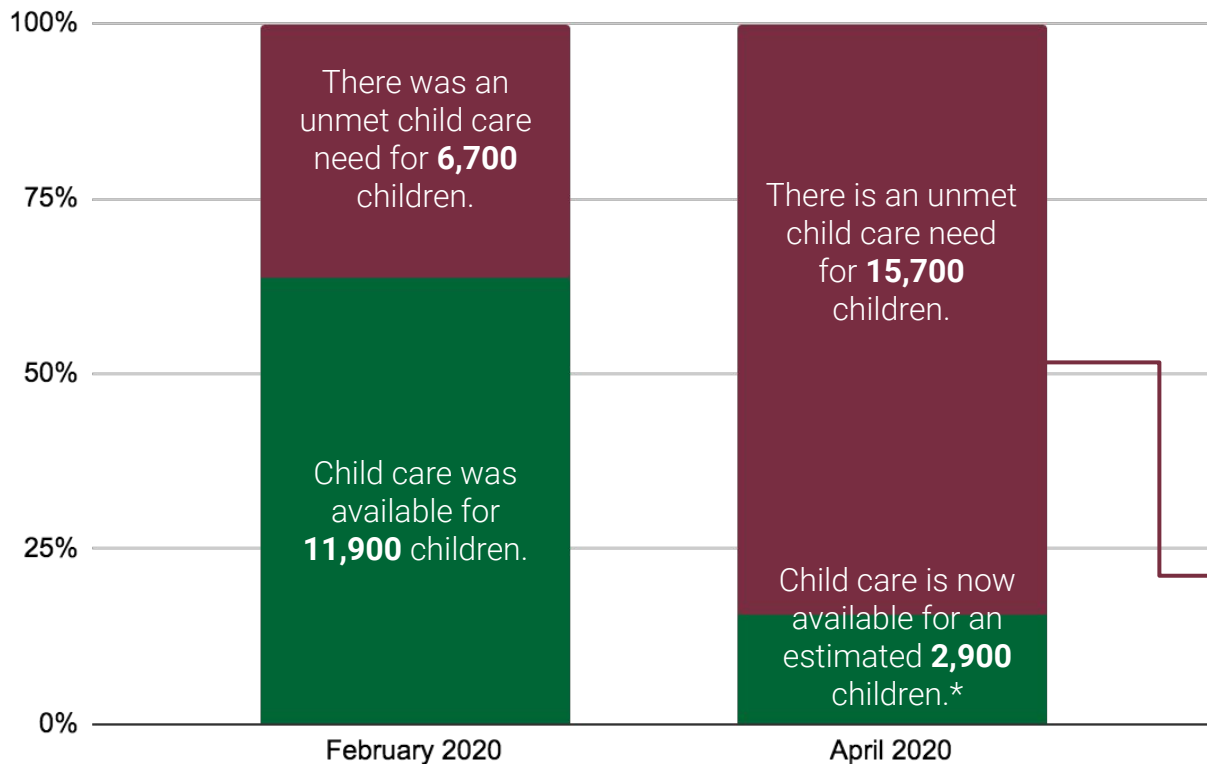
- 15,500 fall below the poverty threshold.
- 24,000 are above the poverty threshold, but make less than the ALICE survival budget.

We don't know exactly how many vulnerable households will be impacted by lost wages related to COVID-19. We assume, conservatively, that it's at least **13,400 households** and **34,000 people** in the county.

Child Care Capacity + Child Care Need

18,600 Children Under 5 Need Child Care in York County

Percent of All Children Under 5 Needing Child Care



Before COVID-19, there were already gaps in child care in York County.

Now, the gap is even more extreme.

46%

of child care providers are currently closed, at a minimum.*

*Based on 4E estimates and PA Department of Human Services numbers of "open" facilities.
Sources: PA Partnerships for Children & PA Department of Human Services



**What will the
'new normal' look like?**

Health directives will
be important to
follow to allow for a
sustained reopening

COVID-19 REOPENING PHASES

WORK AND CONGREGATE SETTINGS

SOCIAL SETTINGS

RED PHASE

- Life-Sustaining Businesses Only
- Congregate Care and Prison Restrictions in Place
- Schools (for in-person instruction) and Most Child Care Closed

- Stay-at-Home Orders
- Large Gatherings Prohibited
- Restaurants/Bars Limited to Carry-Out and Delivery
- Only Travel for Life-Sustaining Purposes

YELLOW PHASE

- Telework Must Continue Where Feasible
- Businesses with In-Person Operations Must Follow Safety Orders
- Child Care Open with Worker/Building Safety Orders
- Congregate Care and Prison Restrictions in Place
- Schools Remain Closed for In-Person Instruction

- Stay-at-Home Restrictions Lifted in Favor of Aggressive Mitigation
- Large Gatherings Prohibited
- In-Person Retail Allowed, Curbside and Delivery Preferred
- Indoor Recreation, Health Wellness Facilities (such as gyms, spas), and all Entertainment (such as casinos, theaters) Remain Closed
- Restaurants and Bars Limited to Carry-Out and Delivery

GREEN PHASE

- All Businesses Must Follow CDC and PA Department of Health Guidelines

- Aggressive Mitigation Orders Lifted
- All Individuals Must Follow CDC and PA Department of Health Guidelines

The economic restart will be slow
and will face significant
headwinds...

Consumer Confidence

Travel

- A **45% decline is expected** for the entire year is in the travel industry (Oxford Economics)
- **84% of American travelers** are **changing their travel plans** for the next six months

Hospitality and Dining

- **61%** of potential diners say they **will definitely avoid eating out** even after restrictions lift
- **Hotels revenue losses of 50% or more** for the first half of the year, and are projecting occupancies below 20% for future. At **occupancy rate of 35% or lower, hotels may simply close their doors**
- Within three months of the curve flattening: **one-third of Americans (33%) say they'll stay in a hotel and barely a quarter (28%) will be ready to fly**

Arts, Culture, and Entertainment

- Even after restrictions are reduced and people are given the “all clear” **consumers predict they will err on the side of caution.**
 - 70% would not be comfortable attending large gatherings, like concerts or sporting events
 - 52% would not be comfortable eating in dining areas, restaurants
 - 69% would not be comfortable going to bars/nightclubs

Outdoor Recreational Amenities

- **43% of Americans say that they will be doing more outdoor activities** as a result of Covid-19. Hiking, visiting parks, and boating activities are some of the most popular activities.

Manufacturing

- **95% of organizations** will be or have already been impacted by coronavirus **supply chain disruptions**
- Domestic manufacturing is operating at **79% of normal capacity**.
- **50%** of manufacturers **seeking domestic sources** for supply chain
- **22%** of North American manufacturers are **concerned about price surges** for cost of goods
- Over **21% of U.K manufacturers have pivoted to producing PPE** in response to government calls for assistance, several U.S. states are creating purchasing portals

Sources: Institute for Supply Chain Management, Thomas Industrial Survey, Medical Plastic News

Warehousing/Logistics

- Growth in two areas—e-commerce and inventory held on hand— will significantly impact **demand for warehouse space across the country.**
- More **retailers are seeking short-term, on-demand warehousing options.**
- **Flexibility** in the warehousing industry **will be critical** as retail demands take significant swings
- **28% of carriers** surveyed reported last week as their “**worst week ever**” for business.

Healthcare

The impacts to the healthcare industry are significant, some initial surveys indicate...

- Close to **half of doctors are now using telehealth** to treat patients, up from 18% of physicians using telemedicine two years ago
- 14% of doctors plan to **change practice settings** as a result of COVID-19
- 30% who are treating COVID-19 patients are feeling great stress but will continue to see patients
- **21% of physicians have been furloughed** or experienced a pay cut
- 18% plan to retire, temporarily close their practices, or opt out of patient care

Education System

Higher Education

- College enrollment nationwide has fallen about **11% over the past 8 years** as a result of the strong economy.
- Four-year colleges may face **a loss of up to 20 percent in fall enrollment** (does not include decline in international enrollment).

K-12

- In communities where more than three-quarters of **students are from low-income families, nearly 1 in 3 students are not participating in remote learning**, compared with 12 percent in districts in which a quarter or fewer students live in poverty.

Future Considerations

- As an immediate need for **telework** has occurred, **what resources** (broadband, training) do workers need for long-term success?
- What will **future demands for office space** look like as a result?
- With unknown future federal resources and limited state support, **the recovery will have to be supported locally.**
- Our **entrepreneurs**/small business owners are being hurt the most, **there will be a need to help them regroup and start over.**
- Can the community **prioritize employment** opportunities that support middle class wages?



How do we respond and recover?



#YoCoStrong

Unprecedented Challenges, Unprecedented Collaboration



Key Findings

- This is a crisis. The scale of impact is very widespread and lasting.
- Vulnerable businesses and populations will suffer disproportionately, especially:
 - Main Street businesses
 - ALICE population
- Duration of closure is key to business survival rates, so assisting with phased re-opening is incredibly important.
 - Businesses that survive will have very limited cash on hand to restart

YoCo STRONG RECOVERY TASK FORCE

- Multi-Faceted Recovery Task Force comprised of subject matter experts across seven core areas of focus.
- Task Force is charged by the County Commissioners to return an initial report by May 8 and final report by May 20.
- Seeking evaluation of the following over the six focus areas:
 - Continuous improvement of what has and has not worked
 - Mitigating future impact and resurgence
 - Activating all county assets to assist recovery
 - Community resilience
 - Public policy recommendations

YoCo STRONG RECOVERY TASK FORCE

Areas of Focus

- Emergency Management, Resources & Preparedness
- Healthcare Readiness & Resurgence Mitigation
- Vulnerable Populations
- Education & Childcare
- Non-Profit & Social Services
- Equitable & Inclusive Recovery *

* This area will be woven throughout all focus areas.

YoCo STRONG RECOVERY TASK FORCE

AREAS OF FOCUS

Emergency Management, Resources, & Preparedness

To assess operations, collaborations, and develop a plan for continued management and communication for emergency personnel throughout the COVID crisis and to develop any preparations for virus resurgence or future pandemic events. A sub area of focus will be **Local Government Recovery**.

Court System

To evaluate the judicial system amidst a pandemic event and understand and recommend operational opportunities to ensure the continuity of government of service to all our citizenry.

Law Enforcement / Criminal Justice

To evaluate the criminal justice and law enforcement systems amidst a pandemic event and understand and recommend operational opportunities to ensure the continuity of government of service to all our citizenry.

Healthcare & Resurgence Mitigation

To evaluate the healthcare resources management of the COVID 19 crisis, to evaluate and understand current and future challenges for York County citizens, and to develop a plan for ongoing healthcare management and accessibility of resources.

Economic Recovery & Restart

To evaluate the economic impact of the COVID 19 crisis and develop a plan for recovery and restart, including public and private financial outcomes for small business assistance. Given that the economic restart is a vast, overarching issue, there are many sub areas of focus. For example **Technological Capacity**.

Non-Profit & Social Services Restart

To ensure our non-profit and social service organizations who have remained on the front lines during this crisis are economically sustainable and able to restart and recover.

Social services are on the front lines of serving our most vulnerable populations and are among the hardest economically hit.

Education & Childcare

To ensure communication with the K-12 school system is aligned, and to assess the restart capacity of the Pre-K early education system, and child and infant care.

Vulnerable Populations

To identify the challenges to meet the needs of our vulnerable and at risk populations and develop a planned course of action to better serve and protect those in those communities.

Equitable & Inclusive Recovery

To develop overarching recommendations across these areas of focus to ensure recovery tactics promote that equitable health and economic opportunities are provided to all York County residents.

YoCo STRONG RECOVERY TASK FORCE

- Economic Restart & Recovery
 - Pivoting our County's Economic Action Planning already underway
 - Inclusive of industry and individual recovery
 - Technological Capacity to recover

Opportunities to Mitigate Impact

Federal CARES Act

- Paycheck Protection Program Loans
- SBA Debt Relief Program
- EIDL & Emergency Economic Injury Grants

EDA Economic Adjustment Assistance Grants

Seek to position the workforce for the future

- Broadband
- Business incubators/accelerators

Pennsylvania

Loans from DCED - PIDA exhausted quickly

York County and City of York

CDBG funding to assist businesses

YoCo Strong Recovery Fund

- Revolving loan fund aimed at assisting businesses to restart or rescale to full operations.
- Seeded with York County's CDBG funds and matched with private philanthropic support and CRA funds from financial institutions
- Launched as a *restart* fund rather than an emergency fund

Thank you!

Questions?



Any questions?

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