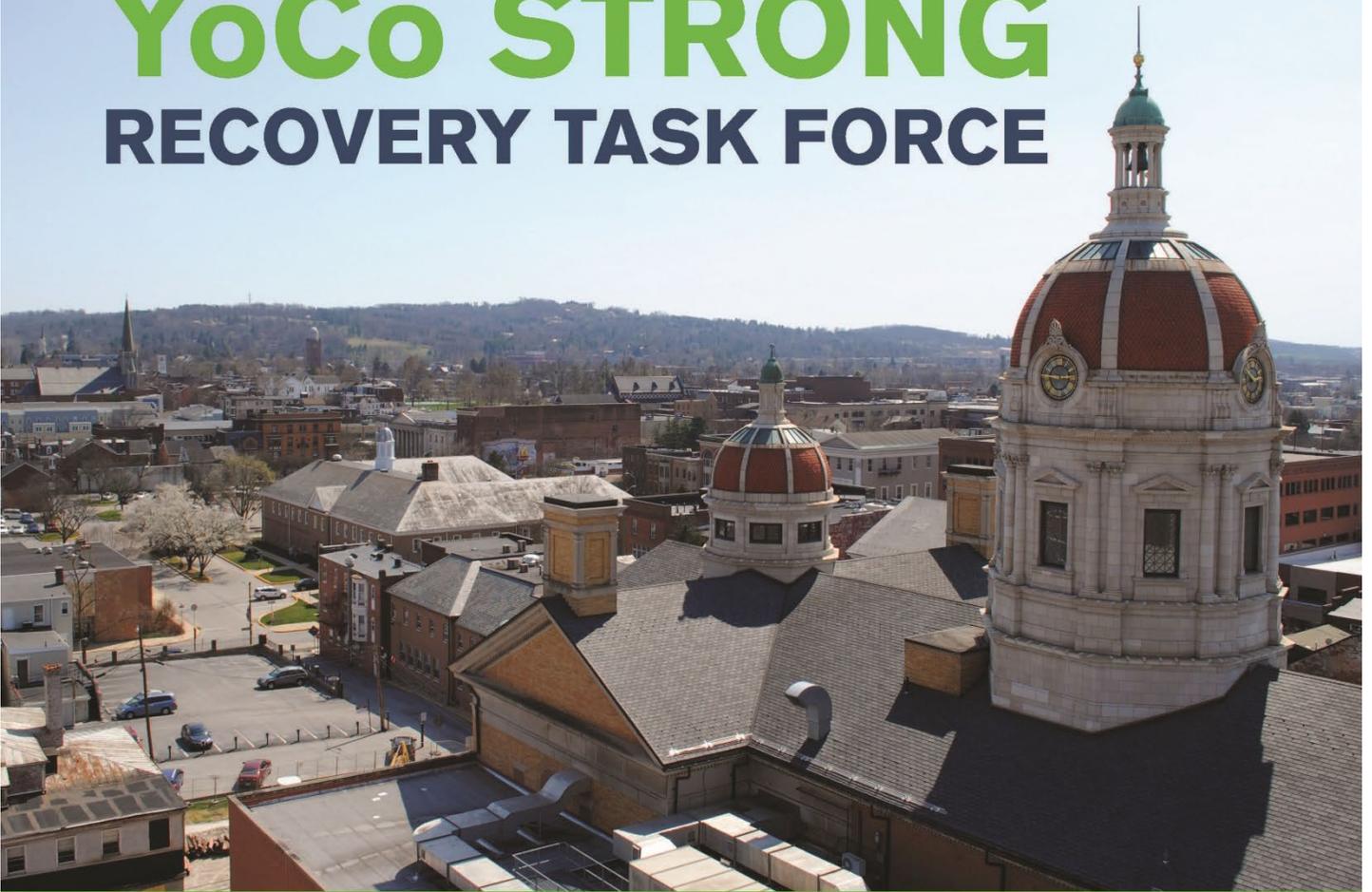


YoCo **STRONG** RECOVERY TASK FORCE



FINAL REPORT & RECOMMENDATIONS

May 29, 2020

YoCo **STRONG** RECOVERY TASK FORCE

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Task Force Input

Thank you to the dozens of additional committee members who provided input as part of the recovery task force process.

BACKGROUND

On April 29, 2020 the York County Commissioners announced the YoCo Strong Recovery Task Force and tasked its members with assessing the strengths and weaknesses of the current response, formulating recommendations for recovery, and providing input on lessons learned to inform recovery from future economic and public health crises.

The task force provided a final report by May 29, 2020.

PRIORITY RECOMMENDATIONS

The full task force report identifies dozens of important recommendations that should inform the county's current and future recovery. However, there were a number of recommendations that appeared across numerous focus areas and are clearly shared as priorities by the task force.

Those priority recommendations are:

Establish a County Health Bureau to coordinate the county's public health response to current and future pandemics and other emergencies.

- The County of York managed the public health aspects of COVID-19 admirably. This is affirmed by comparing our health statistics to those of neighboring counties. However, there is still significant room for improvement, and this can only be achieved by an investment in permanent public health officials responsible for protecting the entire county. Use the bureau to align public health information across sectors, in consultation with subject matter experts.

Establish a permanent emergency response and recovery task force.

- The creation of the YoCo Strong Recovery Task Force has demonstrated the importance of empowering a holistic range of perspectives to inform the recovery process. During future emergencies, such a task force could also inform the response process in the earliest days of a disruption and provide a reciprocal communication function with the county's public and private sectors.

Produce and distribute ongoing pandemic and crisis planning tools.

- The current crisis has revealed gaps in advance planning in both the public and private sectors. County emergency management, in collaboration with the planning commission and other partners, can provide technical assistance to community organizations, businesses, and local governments by serving as a clearinghouse for crisis planning information both during and in advance of crises and providing easy-to-implement tool kits.

Close the digital divide in York County by investing in broadband infrastructure for all residents.

- With residents relying on the internet for education, news and information, telecommuting, and health care delivery, the disparity between those with access and those without has been exacerbated during this crisis. Broadband access is also crucial to retaining and recruiting businesses that provide employment to our current and future workforce. The county should leverage its own resources and attract federal and state investment to build out appropriate digital infrastructure to address the digital divide facing low-income communities, people of color, and rural communities.

Establish a permanent countywide funding pool to support small businesses.

- Emergency funding programs at the state and federal level served only a small portion of York County's small businesses, leaving many of them vulnerable to failure during this period of business restrictions. The county should establish and seed with its own funding a revolving loan and grant fund to support small businesses throughout the county, with an emphasis on supporting businesses serving vulnerable populations, minority business enterprises, and Main Street businesses serving our downtowns and boroughs. The county should also explore the creation of a York County-based Community Development Finance Institution (CDFI) to secure, leverage, and deploy such funding.

Ensure access to Personal Protective Equipment and other crucial supplies.

- The county should take a lead role in coordinating the stockpiling and/or joint purchasing of PPE to ensure all front-line public employees, non-profit social service providers, educational institutions, and essential businesses have affordable and reliable access to PPE and other supplies required by state and local regulations for safe operations. This coordination should take advantage of York County's entrepreneurialism in manufacturing and technological sectors to source as much of the equipment locally as possible.

Deploy a communications strategy that reaches all county residents.

- During the current crisis and in future disasters, the county should play a lead role in developing and implementing a communications strategy that deploys a variety of communication channels, technologies, and community networks to deliver critical information to all residents. Key components of this strategy should be ensuring all communications are multilingual and that county government is empowering trusted community leaders to participate in disseminating the information.

Advocate for the task force's public policy agenda.

- The commissioners should use their political influence to advocate for legislative action and public policy reform that benefits York County residents, organizations, and businesses. A policy agenda is included in the full report.

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EMERGENCY MANAGEMENT, RESOURCES & PREPAREDNESS

Chair: Bill James

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - Early EOC activation including ESF 8 Public Health and Medical
 - Early and comprehensive county Disaster Declaration
 - Appointment of and collaboration with Chief Health Strategist
 - Frequent press conferences from Governor and Secretary of Health to keep Commonwealth informed
 - Established Joint Information System (JIS)
 - York City EMA, County OEM, York City Health, WellSpan, UPMC discussion of evolving situation
 - Reaching out to stakeholders like long term care facilities, schools, and day cares
 - York City Health maintained PPE stocks/ restocked after H1N1
 - York City maintained vision of possible outbreak on planning & training radar

- Didn't work:
 - Each county department working independently instead of working through OEM
 - Significant shortages of PPE
 - Conflicting initial guidelines from the healthcare community on wearing of masks and types of masks and level of PPE
 - School closure adversely impacted emergency workers' ability to report to work
 - Clear guidance from State DOH, in their defense reliable data was non-existent
 - PPE shortages and available PPE needed to be altered/modified
 - Lack of coordination between school districts, colleges, and municipalities
 - Lack of long-term vision, information, guidance from the state. Decisions and operations were executed with tunnel vision without a longer-term view

- Recommendations:
 - NIMS training for elected officials and department heads, municipal leadership
 - Adopt guidance from medical community (CDC, PA DOH) for all emergency workers
 - Meet with the York County emergency management community to learn firsthand what worked well and what did not during the COVID-19 Pandemic
 - Document after action reports to resolve identified deficiencies
 - Stockpile PPE and install barriers for public transaction work areas
 - Check temperature and symptoms of all county workers upon arrival
 - Practice social distancing for all workers and require the wearing of masks by workers and the public
 - Frequent disinfection of common high touch areas
 - Work with York County Economic Alliance to develop a partnership for the PreparedYork website to include emergency preparedness and safety info

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Minimize the impact of a pandemic on York County.

- Recommendations:
 - Applicants for federal assistance receive clear and functional guidance from PEMA so that reimbursement paperwork is processed without error by the appropriate deadlines
 - Adopt guidance from medical community (CDC, PA DOH) for all county workers
 - Prior to dispatch of emergency workers, PSAP should obtain as much information on potential infection to properly protect emergency workers
 - Check temperature and symptoms of all workers upon arrival
 - Place signs throughout facilities reminding workers of social distancing and COVID-19 symptoms
 - Stockpile all necessary PPE (masks, gloves, face shields, gowns etc.)
 - Distribute PPE to employees at the earliest indication of an epidemic/ pandemic to reduce the spread of infection
 - Implement telework practices and cancel assembly of large gatherings
 - Implement frequent disinfection of common high touch areas
 - Establish frequent information sharing with county employees for situational awareness
 - Continue strong public messaging
 - Weekly meetings with JIS partners
 - Provide, communicate, and coordinate reopening guidance and procedures with stakeholders – especially day cares and schools

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals:
 - Identify assets from the private and public sectors as well as non-profit organizations that can assist the York County Emergency in a pandemic.

- Recommendations:
 - Activate Recovery Committee
 - Adopt guidance from medical community (CDC, PA DOH) for all workers
 - Meet and establish a memorandum of understanding or contract with the identified assets
 - Conduct a tabletop exercise with the identified assets to determine capabilities and limitations of assets
 - Document after action reports to resolve identified deficiencies
 - Develop contingency plans in case the situation worsens or destabilizes

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goals:
 - Develop Pandemic Plans for each county department that include lessons learned from the COVID-19 pandemic
- Recommendations:
 - Test the plans and stockpile all PPE

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- Establish the Recovery Committee as an ad hoc committee of the county
- Create a Public Information Officer housed at OEM to perform full-time public information duties and assist with community resilience
- Create a Community Resilience Coordinator position at OEM to participate in overall strategic development, operationalization, implementation, maintenance, review and updates for the emergency preparedness campaigns and related programs for York County
- Review and update Pandemic Plans and restock PPE inventory
- Open lines of communication with York County hospitals to track all new cases of infection in York County
- Stockpile all necessary PPE (masks, gloves, face shields, gowns etc.)
- Adopt guidance from medical community (CDC, PA DOH) for all workers
- Make provisions within the SCTF region to assist York County Emergency Management Community with emergency personnel in the event of worker shortage
- Ensure countywide recovery plan matches the FEMA National Recovery Framework phases of short-term (first 30 days), Intermediate-term (30-60), Long-term Recovery (>60 days)
- Establish a county Department of Health to promote healthy behaviors, assess needs, prevent injury and disease, assure the safe delivery of quality health care for all people, conduct contact tracing, track case numbers, tracking outbreaks, vaccine distribution, etc.
- Work with state government to allow county EMAs the ability to see where disease outbreak is occurring so appropriate mitigation and preparation can occur
- Greater need to utilize YAMMRS as a medical intelligence resource than viewing it as only a response arm
- Examine York County to divide into emergency management areas
- Within municipal planning discussions there needs to be a franker discussion about unpleasant aspects of these types of events
- Acknowledgement of the interconnected nature of our municipalities and counties and how cross jurisdictional situations are handled or even actions expedited

#

EQUITABLE & INCLUSIVE RECOVERY

Co-Chairs: Kim Brister, Dr. Larry Walthour, Kristy Bixler, Delma Rivera

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - Adaptability of County Economic Development to launch Prepared York Website with nonprofit and private partners - countywide resource for COVID-19
 - Sheltering in place options for individuals without stable housing, unable to socially distance themselves, in congregate housing from the York Planning Commission and the Coalition on homelessness
 - Community relationships were already established which increased the ability to respond quickly
 - Spanish translation services quickly incorporated into messaging
 - School systems operationalized virtual learning resources, communication, & food pantries
 - Emergency Funding from philanthropic community
 - Community coming together to support those in need and front-line essential workers

- Didn't work:
 - Initial confusion on how to navigate resources for yourself, your organization or business
 - Lack of assessment of impact and support to underrepresented communities (i.e. mental health, addictions, elderly, homeless etc.) and how this impacted their everyday life, emotional wellbeing and access to help
 - Lack of data to recognize health disparities in communities impacted by COVID-19
 - Lack of outreach to share critical messaging, workers' rights and availability of tools for interpretation services
 - Lack of health and safety guidance for communities of color and front-line workers.

- Recommendations:
 - Develop a diverse rapid response network to work alongside emergency response management to include but not limited to:
 - Multi Cultural
 - Faith Based
 - K-12
 - Aging
 - Food Security
 - Healthcare Systems
 - Grassroots
 - Lower income populations
 - Build a Unified Response Network Map to distribute to stakeholders to identify who/where to go for information and resources. (This map will need to be updated every year and should be overseen by the *York County Planning Commission*)
 - Provide investments in county administration for interpretation and translation services for vulnerable populations.
 - Development of an outreach and communications plan to strengthen community partnership and share critical messaging and employee rights that can be accessible to vulnerable populations; diversity in age, technology literacy skills and languages.

- Resources through the lens of equity (i.e. mental health, elderly, addictions, homeless etc.)
- Track ongoing cases, testing and outcomes disaggregated by race, ethnicity, and other socio-economic statuses to understand where immediate resources are needed.
- Connect displaced workers during the pandemic with resources to navigate unemployment, identify a new job, childcare support, training opportunities, access food and household services.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

* Recommendations are designed to be ongoing instead of being completed in the outlined timeframes

*“People Centered Approach”

- Goals:
 - Ensure that proper lines of communication and resource alignment are in place and maintained for success.
 - Advocate for the support for racial and cultural community groups
 - Address financial insecurities for small business owners, front line workers, and displaced employees.
 - Align resources for services of basic needs, PPE, small business support.

- Recommendations:
 - Continue efforts to share resources on Prepared York Website
 - Add on weather related emergencies
 - Expand marketing reach to include social media presence
 - Incorporate printed resources to reach populations with limited or no access to technology.
 - Establish Recovery Task Force Committee as a formal committee to conduct ongoing check in meetings
 - Expand to include representatives from Municipalities
 - Invest in Community Based Organizations to provide services to the most affected portions and populations throughout the county.
 - Establish emergency funding for small and minority owned businesses that do not meet federal support guidelines.
 - Leverage data to identify occupations at most risk and the laborforce behind them.
 - Provide investments to develop a countywide Health Bureau for alignment of data, outreach and communications to work alongside healthcare partners and municipalities and various stakeholders.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals:
 - Provide equitable business support to cultivate entrepreneurialism and business development.

- Enhance communication mechanisms to reach all populations- “Getting the information into the right hands that need them”.
- Recommendations:
 - Ongoing use of Prepared York Website with enhanced capabilities
 - Develop and launch recovery based small business classes
 - Develop Equity Management /Local Supply Policies
 - Create information in print to share with community partners
 - Working with essential and operating businesses, share emergency preparedness information with them.
 - Partner with Food Pantries, meal delivery programs to include emergency preparedness contact info (accessible in several languages)
 - Increase promotions for resource hotline, PA 211
 - Funding for printed collateral, marketing efforts of resources
 - Funding for Translation Technology
 - Robo Call Alerts
 - Invest in Technology and Digital Literacy programming to bridge gaps of access for families and learners.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goals:
 - Implement a race conscious approach for policy development to educate on and eliminate racial disparities.
- Recommendations:
 - Develop a county-wide Human Relations Commission
 - Establish a countywide office of Equity and Inclusion to support the implementation of these initiatives.
 - Update the York 2045 Transportation Infrastructure Plan to include emergency preparedness and social distancing solutions.
 - Create mindfulness and collaboration across various areas of government offices in order to reduce confusion and to promote clarity and collective vision to support the entire community.
 - Explore in a Racial Equity Impact Assessment for the county.
 - Join the Local and Regional Government Alliance on Race and Equity to share best practices of outreach for vulnerable populations.
 - Establish community accountability policies to adhere, enforce, and educate the community on government/CDC guidelines.

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- (Federal)- Provide local governments smaller than 500,000 in population with the access for emergency stimulus funding to be leveraged to community based organizations.
- (Federal/County)- Expand financial resources for small businesses through emergency situations to include minority owned businesses with fewer than 10 employees.
- (County)-Develop Local Supplier Diversity Commitment policies to increase the percentage of locally sourced purchasing from the County.
- (Federal/County)- Invest in Transportation Infrastructure to expand bus access for front line/essential workers and populated employer campuses.
- (State/County)- Invest in broadband infrastructure to provide equitable access to technology.

#

HEALTHCARE & RESURGENCE MITIGATION

Chair: Dr. Matthew Howie MD, FAAFP

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - All major hospitals and healthcare systems in our region are members of the Hospital and Healthcare Association of Pennsylvania and report daily to a regional agency which monitors bed capacity, PPE supply, ventilator capacity, number of COVID-19 patients in Med/Surg beds, intensive care units, along with many other metrics.
 - Our local health systems spooled up incident command structures and developed a clear response strategy to the pandemic.
 - The York County Office of Emergency Management monitors key metrics including, but not limited to: hospital bed capacity, ICU capacity, ventilators and Personal Protective Equipment. This information is tracked over time, generating a custom report including key trends and critical thresholds.
 - Skilled nursing facilities, personal care homes, correctional institutions, and other high-risk congregate care settings have been the source of significant illness and loss of life in our country during this pandemic. Ongoing monitoring continues to occur through our emergency operations center for York County. Reports are provided on a daily basis.
 - We have fortunately not seen a spike in cases in residence or staff of these facilities in York County yet. Presently, cases have been sporadic.
 - Within the city, the capacity for more robust contact tracing of high-risk individuals has been maintained.

- Didn't work:
 - Ramping up of testing capacity has been a particularly challenging area nationally and locally. Timeliness, changing testing criteria, and the emerging awareness and appreciation for shedding of virus without symptoms continues to cause health officials to rethink testing strategy.
 - There was significant delay in testing capacity and timeliness of results that limited the ability of our healthcare and public health systems to respond as efficiently and as effectively as possible.
 - Monitoring and testing for COVID-19 along with the institution of appropriate counter-measures in high-risk populations, including communities of color: one of the emerging concerns out of the present pandemic has been the disproportionate impact of COVID-19 infections on communities of color as well as vulnerable populations.
 - Particular attention has been paid to the homeless population in our community. Processes have been put in place for appropriate isolation and quarantine when appropriate for individuals who are at risk for homelessness.
 - For communities of color, we have seen a significant disproportionate impact on our Hispanic as well as African-American population. Within the city of York, tracking of cases in our Hispanic and African-American communities continues to occur with outreach to individuals affected as well as their contacts.

- Within the county, the more limited contact tracing paired with case investigation recommended by the state has continued.
- Recommendations:
 - Continue daily tracking of bed capacity, supplies, and tracking of infection with reporting to acute care facilities in our region to allow for continued coordination of efforts in response. Communicate this information to the hospitals as well as emergency operations center for the County to assist with planning and coordination of response for any changes that are occurring in the pandemic.
 - Work to expand testing capacity in our region. Consideration for expansion of testing criteria to allow for more complete monitoring of novel coronavirus infections in our community.
 - Develop and improve capacity for contact tracing paired with established case investigation practices to move from not only mitigation but potentially to control measures.
 - Review latest guidance regarding testing and infection control measures in long-term care facilities and improve monitoring processes at the county level to better support these facilities.
 - Promote documentation within the health records, orders in electronic systems, as well as state-level tracking of race, ethnicity, and language preferences in our community. Use it provide education and outreach to communities at risk.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Recommendations:
 - Monitoring of Critical Hospital Bed Capacity, Ventilators, and Supplies including PPE
 - Continue testing as noted in *Crisis Intervention: Immediate Term* section
 - Establish more comprehensive contact tracing at the county level in coordination with the state health center and health systems as resources allow. Expansion of efforts in this area will be region specific.
 - Proactive support of high-risk congregant living settings.
 - Work to review new facilities under the jurisdiction of the State Department of Health as well as the State Department of Human Services.
 - Develop dashboard to allow clear line of sight to cases both in residents and staff. Ensure clearer tracking of PPE needs in anticipation of increased cases in this high-risk environment.
 - Monitoring and testing for COVID-19 along with the institution of appropriate counter-measures in high-risk populations, including communities of color.
 - Promote consistent race, ethnicity, and language preferences in labs being ordered. Coordinate with Department of health and state health center to ensure clearer understandings of infection patterns in high-risk populations, with the intent to more effectively respond and limit spread within our community.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Recommendations:
 - Case Investigation and Contact Tracing.
 - Partner with public health partners, healthcare systems and other community partners to better coordinate identification of infection, case investigation, and contact tracing processes to allow for improved effectiveness, efficiency, data collection and analysis.
 - Proactive support of high-risk congregant living settings.
 - Continue as noted in *Impact Mitigation: Short Term* section.
 - Monitoring and testing for COVID-19 along with the institution of appropriate countermeasures in high-risk populations, including communities of color.
 - As noted before, data collection should facilitate early identification and appropriate countermeasures to limit the impact of COVID-19 in a culturally competent manner.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Recommendations:
 - Case Investigation and Contact Tracing.
 - Continue as noted in *Asset Activation: Mid Term* section.
 - Monitoring and testing for COVID-19 along with the institution of appropriate countermeasures in high-risk populations, including communities of color.
 - Continue as noted above in *Asset Activation: Mid Term* section.

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- With regards to the above recommendations, all processes should be established and supported in a sustainable manner as part of an ongoing strategy to prevent infection with COVID-19. In addition to responding to the pandemic, efforts should be made to promote wellness in the greater York community.
- The COVID-19 crisis clearly exposed our County's vulnerabilities in its ability to manage and mitigate a pandemic event. York County has a population of 450,000 and it is estimated that 14% of the population are without healthcare insurance. This equates to approximately 63,000 of our residents. Now is the time that county government should evaluate and consider the implications of the creation of a countywide health department.

#

HOSPITALITY & TOURISM

Co-Chairs: Laura Gurreri & Eric Menzer

The hospitality sector is at the “tip of the spear” for this crisis. It was the first to close, will be the last to reopen, and even when it reopens, will be hurt by distancing restrictions and reduced travel and economic activity for years. Many York County businesses in this sector – especially restaurants – are small and locally owned and do not have the capacity to take on additional debt.

Please refer to [this summary](#) of surveys, reflecting one hotels, one for restaurants and the third for attractions.

The results of those surveys show a sector that is severely distressed financially but eager to reopen even with restrictions, and attempt to recover financially over up to 18 months.

It must be noted that “reopening” in this sector has challenges beyond almost all others. Consumer behavior – frankly, fear – will inhibit the return to normalcy. For example, even in states that are “reopening” the restaurant sector, traffic is down sharply. According to data from Open Table, at restaurants in Florida, Georgia and other states that have led the way, restaurant patrons are not returning quickly. For example, OpenTable tracking data showed that the volume of seated diners was down 82.5% in Florida and 89% in Georgia on May 18 compared to the same day of the week a year ago. The recommendations below are predicated on similar expectations for consumers in Pennsylvania.

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - Many businesses in this sector were remarkably adaptable to using various tools such as take-out service, Zoom chef’s tables, online tours and serving community meals.
 - Advocacy organizations such as Downtown Inc and Explore York organized campaigns to assist in generating business for those businesses that could offer alternative delivery methods.
 - Providing virtual experiences allowed for destinations and businesses to stay top of mind for the traveler, at least in the short term – coloring pages, puzzles of scenic local images, video tours of museums, scavenger hunts, etc.
- Didn’t work:
 - Restaurant delivery/take-out services were a band-aid for some, but in most cases generated a fraction of pre-pandemic revenue and are not a tool for long-term survival.
 - The hotel sector was most challenged, since the business is not as amenable to “virtual” services.
 - Some attractions reported feeling as if there was not a level playing field on which business could take advantage of gray areas to stay open, while others could not.
 - PPP provided short-term relief to some of this sector, but in many cases government restrictions made it pointless to return employees to work because the business/organizations were closed.

- The end of the PPP employment period on June 30 represents a “cliff” for many businesses who will still not be able to conduct regular business or generate sufficient revenue to keep employed those who were covered by PPP loan forgiveness.
- Recommendations:
 - Enforce government restrictions on operations so no business is competitively disadvantaged for following the rules.
 - In advance of publishing what operations are allowed to remain open and to what extent, consult with industry experts for best methods to clearly communicate.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Provide a substitute for the PPP program to kick-in on July 1 when that support ends.
 - Provide a financial bridge to help businesses/organizations reopen at extremely reduced revenue levels due to social distancing, travel restrictions and severe economic distress.
- Recommendations:
 - Prioritize hospitality sector businesses for the existing business relief grant programs that are being created at the local and county level.
 - Incorporate government distancing and hygiene guidelines into municipal code enforcement and hotel and restaurant inspection regimes, to insure that businesses who follow those rules are not put at a competitive disadvantage should some operators not do so. No business should be forced to choose between promoting public health measures and their economic survival.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals:
 - Provide financial support to hospitality businesses that are reopening, with the goal of providing a “bridge” for 12-24 months of operation at reduced income levels.
- Recommendations:
 - If York County receives direct relief funds from the federal or state government, use a portion to fund the operating budget of Explore York and the York Expo Center, so that all available room tax receipts can be used to fund a restart of the tourism grant program.
 - Prioritize tourism grants to measures required by businesses and organizations to adapt to long-term (year+) impacts from the pandemic and resulting recession.
 - Create a local equity investment pool for community-focused investors to make patient equity investments into small businesses in this sector. This could be a for-profit subsidiary of the YCIDA. For a template on how to do so, see:
 - <https://nextcity.org/daily/entry/local-economy-preservation-funds-plan-local-businesses-create-prosperity>

- Coordinate the targeting and delivery of relief programs in the hospitality sector through place-based or sector-based organizations, such as Downtown Inc, Main Street Hanover and Explore York
 - Ramp-up education and advocacy efforts to assist small business people who are often the “chief cook and bottle washer” in very small enterprises
 - Coordinate the delivery of assistance (grants, loans and equity investments) to insure the right solution for each business.
- Provide training opportunities for front line staff in hospitality industry.
 - Provide access to sample policies, best practices and/or professional resources at a reduced fee for small businesses that aren’t as savvy in these measures.
 - Customer service training for de-escalation of issues around wearing masks or limiting numbers in groups.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Recommendations:
 - Continue to prioritize tourism grants to measures required by businesses and organizations to adapt to long-term (year+) impacts from the pandemic and resulting recession.
 - Continue to advocate to the state and federal level for hospitality support and that meets the needs of small businesses, not the larger retailer.

#

LAW ENFORCEMENT

Co-Chairs: Dave Sunday and Kyle King

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - The York County District Attorney's Office immediately worked with local law enforcement agencies (including the Pennsylvania State Police and Sheriff's Dept) to create a task force intended to:
 - Assess the PPE and sanitization needs of departments;
 - Gather and share information in a uniform manner;
 - The development of emergency protocols; and
 - The ability to quickly spot issues and adapt to rapidly changing information/guidance. This task force quickly expanded to include MDJ Eshbach, Kyle Benser (Court Administration), Warden Clair Doll, Coroner Pam Gay and Dr. Matthew Howie.
 - The expansion of our task force allowed law enforcement to gather vital information from its criminal justice partners, providing them up-to-date information for the quick life-saving decisions often expected of them.
 - Law enforcement agencies altered schedules and internal procedures to mitigate exposure. The District Attorney's Office immediately issued a press release prohibiting access to its office without approval/appointment. Shortly thereafter, we began working in shifts and allowed for remote work, where possible.
 - MOU's were enacted allowing neighboring agencies to assist with personnel and call volume, and in a worst case scenario take over for an entire department infected with COVID-19.
 - The immediate outpouring of support from the business community and individual citizens has been absolutely humbling. These people changed their business models and devoted their personal time to provide PPE's such as masks, gloves, hand sanitizer and cleaning supplies for departments and vehicles. At one of the absolute worst times in American history, York County not only stepped-up, but they shined!
- Didn't work:
 - The biggest frustration during this period was the rapid and often contradictory spread of information from those with competing interests.
- Recommendations:
 - Use the York County EMA daily information sheets as a means to provide consistent information to law enforcement agencies.
 - Work together as a county to stockpile PPE's and sanitization supplies in the event of a second wave and/or future pandemics.
 - Create a task force within the County of York designed to prepare for events such as these ahead of time. This group could be tasked with the creation of a policy and procedure on how

to react to a global pandemic, while addressing the safety of all county residents so that everyone is moving forward on the same path instead of working against one another.

- The creation of a self-evaluation flowchart distributed countywide for those jurisdictions that do not have an assessment tool.
- Create and maintain relationships with local businesses in each jurisdiction.
- Provide employees with time off and means of support if needed.
- Clear lines of communication!!!

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Getting back to and maintaining normal staffing levels, while keeping all personnel safe.
 - Continue to stock-up on PPE's and disinfectants. Implement plans for the sanitization of departments and their vehicles
 - Have a plan developed to limit exposure to officers and civilian staff.
 - Continue with proactive enforcement.
 - Continue our task force approach in an effort to share information in the event of a resurgence of the virus.
 - On a County level, there needs to be interdepartmental coordination between all directors and elected officials to properly protect employees and develop standardized protocols for safety and screening purposes in accordance with local medical guidance.
- Recommendations:
 - Continue to protect officers and civilian staff, while either implementing additional protocols or reinforcing those in existence based on CDC and Department of Health guidelines
 - Collaboration with other agencies (public and private) to enhance LE's success.
 - Develop regional plans between neighboring jurisdictions to ensure minimum staffing is met throughout the emergency.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals:
 - Resume normal pre-pandemic operations while maintaining CDC and Department of Health guidelines.
 - Increase the amount of PPE's on hand to properly protect officers and civilian staff.
 - Begin to open departments to the general public.
 - Continue to utilize community resources (e.g. – Bailey Travel and their vehicle sanitization services).
- Recommendations:
 - Standardize reopening response in order to make the process easily understandable to the general public.

- Work with municipal officials and other public professionals to maintain confidence in law enforcements functionality and effectiveness.
- Continue task force operations and remain vigilant.
- Maintain countywide list of community partners that can and will assist law enforcement agencies with PPE's and sanitization supplies at little to no cost.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goals:
 - Develop best practice guidelines for officers and civilian staff to remain healthy when in contact with the public.
 - Fully re-open and engage the public in pre-pandemic atmosphere. This will include establishing confidence that municipal government and community members will be safe and will be provided with public safety resources.

- Recommendations:
 - Staying vigilant with standards and transparency. Communicating with community partners and other stakeholders. Continuing to maintain services to the community at a level that is expected and deserved.
 - Increase community outreach.
 - Look for new ways to engage the community, such as a “drive-by” for children’s birthdays. This keeps the officers visible and grounded in the community, and shows that we are all in this together.

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- The County of York needs to implement a County Health Department in conjunction with WellSpan and UPMC.
- Standardize the reopening response for law enforcement and educate the general public for better understanding. Avoid contradictory information.
- Providing vaccines to first responders, once developed.
- Maintain an open line of communication.
- Audit monetary and human cost of the pandemic as it relates to law enforcement and the criminal justice system (e.g. overdose deaths).

#

LOCAL GOVERNMENT RECOVERY

Co-Chairs: Felicia Dell and Philip Given

*A survey with 32 questions was sent out to all 72 municipalities

* 58 total responses were received from 26 Townships, 24 Boroughs, 1 City, and 5 unknowns. There were also 2 known municipalities who filled out the survey twice.

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - Initial effects from COVID-19 had minor staffing impacts on reporting municipalities resulting in approximately 10 percent of staff being furloughed. Half of municipalities reported no staff furloughs.
 - Many municipal services, including board and committee meetings, permits and approvals, trash collection, emergency services, and road work and repairs, were able to be continued.
 - Municipalities reported minor revenue impact, with most experiencing 10 percent or less in lost funding.
 - Nearly two-thirds of municipalities felt they were able to effectively communicate COVID-19 updates and impacts to residents. Digital communications were overwhelmingly the primary medium of communication used, though there is concern pockets of residents were not being reached due to few hard mediums, such as postcards and mailers.
 - State Associations, County and local resources were viewed as strong sources of information by municipalities.

- Didn't work:
 - Other municipal services other programs that have more public access and interface such as parks and community events had to be closed or canceled.
 - There is concern pockets of residents were not being reached due to few hard mediums, such as postcards and mailers.

- Recommendations:
 - Develop communication plans that include expanded avenues, including text alerts and hard mediums (postcards, mailers, etc.) as not all areas of the County have broadband.
 - Expand county and local information sources as municipalities indicated preference to rely upon them more heavily.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Research and communicate steps and planning models for advancement to Yellow, Green, and All Clear phases.
 - Develop and disseminate revenue stream projection models for municipalities to anticipate full scale of potential impact and variables.
- Recommendations:
 - Work with municipalities to develop a matrix of possibilities and needs based on the timeframe and effects of phase progression.
 - Develop recommendations and best practices for municipalities to begin restoring suspended services, notably inspections, reporting and other mandated activities.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals:
 - *Improve roundtable communications and projections for COVID-19 impact and lingering effects on municipal services.*
 - *Identify cluster issues for strategic grant funding requests.*
- Recommendations:
 - Numerous municipalities skipped or did not answer survey questions related to mid-term and long-term COVID-19 effect, and many cited that they had not thought about it yet. Lack of information related to phases and progression, lack of initial impact data, and lack of staffing, may be hindering future projection capabilities.
 - Work with Municipalities to identify topical areas where grant funding is needed and consider having the County apply for a block of funds on behalf of the municipalities.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goals:
 - Enhance continuity planning at the municipal level.
 - Improve technology resources available to local municipalities.
- Recommendations:
 - In partnership with municipalities, develop a template for a municipal continuity of government plan to provide an easy way for municipalities to have a plan, and in the process learn more about their issues and concerns.
 - Create a technology sharing resource for municipalities to expand their capabilities.

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- Short term: Something to improve communications
- Short term: Purchasing Consortium for PPE, business supplies for reopening (screens, signage, hand sanitizer, etc.)
- Mid-term: Something to address municipal needs and funding
- Long term: Technology capabilities - minimum recommendations for all municipalities to work toward
- Long term: Technical assistance for continuity planning

#

PUBLIC POLICY

Co-Chairs: Bob Reilly & Michael Gaskins

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Didn't work:
 - Tax deadline confusion and fragmentation.

- Recommendations:
 - **FEDERAL & STATE ASK:** In the event that Federal and State tax deadlines are extended, county and local governments should be given the immediate option at the same time to extend their deadlines. Our local municipalities noted that many businesses and individuals paid their taxes before the local governments were given a clemency to change their deadline. This adjustment will give the local governments the opportunity to adjust their deadlines as soon as the Federal and State government decide to do so.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Address Issues in Public Health
 - Address Issues in Emergency Management
 - Restructure EITC

- Recommendations:
 - Thanks to significant effort and sacrifice, the people of York County have made progress in our efforts to minimize the impact of COVID-19 and reopen our community in a safe and orderly manner. Maintaining this progress will require coordinated public health strategies to ensure infection doesn't resurge – including potential public/private funding and regulatory policy to support those efforts. These public health strategies could include:
 - **LOCAL ASK:** Maintaining Adequate Critical Hospital Bed Capacity and Supplies;
 - **LOCAL ASK:** Expansion of timely testing;
 - **LOCAL ASK:** Case Investigation and Contact Tracing;
 - **LOCAL ASK:** Proactive support of high-risk congregant living settings;
 - **LOCAL ASK:** Prioritizing high-risk populations, including workers in high-risk occupations, those with housing instability and communities of color;
 - **LOCAL ASK:** Review the potential creation of a county-wide health department or other expansion of public health capacity in York County.
 - **LOCAL ASK:** Planning for the availability of mass vaccination of residents of York County once a vaccine becomes available.

- The existence of such funding allocated for emergency preparedness will ensure the county and other communities will be more resilient for future pandemics or emergencies.
Recommendations include:
 - LOCAL ASK: Establish the Recovery Committee as an ad hoc committee of the county.
 - LOCAL ASK: Review the possibility of creating a Community Resilience Coordinator position at OEM to participate in overall strategic development, operationalization, implementation, maintenance, review and updates for the emergency preparedness campaigns and related programs for York County.
 - LOCAL ASK: Maintain open lines of communication with York County hospitals and local stakeholders established through COVID-19 response to track all new cases of infection in York County.
 - LOCAL ASK: Ensure countywide recovery plan matches the FEMA National Recovery Framework phases of Short-term (first 30 days), Intermediate-term (30-60), Long-term Recovery (>60 days).
 - STATE & LOCAL ASK: Improve coordination among the county and state government EMAs to better monitor disease outbreak and implement appropriate mitigation and preparation efforts.
- STATE ASK: Allow EITC recipients more flexibility in regards to allocate program funding.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals:
 - Ensure business COVID-19 recovery dollars reach small/micro businesses
 - Ensure businesses COVID-19 recovery dollars reach minority and women-owned businesses
 - Local and State Government Funding to Assist with COVID-19 Related Expenses
- Recommendations:
 - FEDERAL ASK: Direct future COVID-19 recovery funds to small/micro business to ensure equitable distribution to most vulnerable businesses.
 - FEDERAL ASK: Any future COVID-19 recovery allocations or amendments should target resources for Community Development Finance Institutions (CDFIs) and Minority Depository Institutions (MDIs) to ensure women and minority owned small businesses have access to crucial resources.
 - FEDERAL ASK: Build off of COVID-19 allocation that allocated funding to counties with greater than 500,000 residents. Call for more equitable distribution to counties with smaller populations, based off of proven economic impact – business closures, wages lost, etc.
 - Call for future COVID-19 relief legislation to consider previous inequitable community allocations and provide greater flexibility in how states and local governments can spend existing CARES Act funding.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goals:
 - Expand Broadband Use

- Recommendations:
 - FEDERAL & STATE ASK: Push in future federal/state legislation for broadband investment to build out appropriate digital infrastructure to address digital divide facing low-income communities, people of color, and rural communities.

#

REAL ESTATE RECOVERY

Co-Chairs: Dave Bode and Shanna Terroso

Real estate is integral part of the overall economy in York County. In Pennsylvania the real estate industry accounted for \$133.6 billion or 16.4% of the gross state Product. In York County in 2019 all real estate sales totaled \$2.4 billion. According to the National Association of REALTORS® for every home that is sold in Pennsylvania it generates an additional economic impact of \$65,056 through income generated from real estate industries, expenditures related to home purchase, multiplier of housing related expenditures and new home construction. With over 6,400 home sales in 2019 for your county that would be an additional economic impact of \$400 million.

Arguably 2019 was the strongest year for year real estate in York County's history. It reflected the largest number of homes sold in one single year in York County and the highest median home sale price of \$185,000. The real estate year in 2020 was off to even stronger start than 2019.

On March 19th Governor Tom Wolf issued shutdown orders of non-essential businesses that were not life sustaining. Unfortunately, Governor Wolf deemed real estate a non-essential business, that means that in-person real estate activities including showings, appraisals, home inspections, final walk-throughs and in-person settlements were prohibited. The Federal Department of Homeland Security's guidance deemed real estate essential. Forty-nine out of fifty states have deemed real estate essential as of May 7, 2020. Pennsylvania is the only state in the entire country where real estate was not considered essential, despite Governor Wolf's statement that he would take into consideration the guidelines developed by DHS.

Finally, after 9 weeks of the government closure of the real estate industry, Governor Wolf issued new guidance on May 19th to allow for in-person real estate activities to occur with guidelines across the entire commonwealth.

For the purpose of this report we are outlining the impact by 4 different sectors in the real estate industry: residential sales, residential rentals, commercial/industrial sales & rental.

Residential Sales

As result of the shutdown orders there has been a detrimental impact on real estate in York County. Real estate practitioners have been very creative conducting virtual showings, desktop appraisals and limited remote closings. It has been extremely difficult to get clients to the settlement table. There are numerous stories of the following:

- Buyers who are moving into the area because of a job relocation are unable to find housing because they cannot see homes in-person. Some of these buyers are starting employment as a front-line essential worker in our hospitals and emergency rooms.
- Buyers are being left homeless because they sold and settled on their existing home but have been unable to settle on their new home due to the in-person restrictions. This has led to families needing to live in hotels during the pandemic because they can't close on their home.

The impact in the last 45 days has been a significant. The number of new listings entering the market in April has decreased 47.5% compared to March. The number of listings going under contract has decreased by 51% compared to March. The number of homes that sold decreased 18.7% compared to March.

To provide context to these numbers, the vast majority of the transactions that sold in April were in place prior to the March 19th shutdown orders as it typically takes between 30-60 days for a home to settle once it is under contract. We expect the number of home sales to drop even further in the month of May.

Comparatively, Baltimore County in Maryland has seen a 1.8% decrease in the number of home sales in the month of April compared to the month of March. Maryland has deemed real estate an essential business and has allowed limited in-person real estate activity. We strongly believe as a result of the Governor's determination that real estate as non-essential had significant impacts to the real estate industry.

Residential Rentals

In York County the home ownership rate is high at 74%. That means roughly 26% of York County's population lives in a rental property or long-term care facility. There is a concentration of non-homeowner occupied properties in the City of York. In the City of York there is a home ownership rate of 41%. The vast majority of residents in the City of York live in rental properties.

The Pennsylvania Supreme Court ordered courts closed to eviction proceedings due to the COVID-19 state of emergency. The court's order is applicable to all Pennsylvania property owners, managers, landlords, as well as mortgage brokers and lenders. While this is a good thing to ensure our citizens do not become homeless during the pandemic, it has had ripple effects in the real estate community. Some renters have the misconceived notion that because there is a moratorium on evictions that they do not need to pay rent during this time period. That is not the case and tenants are still responsible to make payments on their rent. If tenants do not make their rental payments and/or work out a payment plan with their landlord after the moratorium is lifted all rent will be due at that time. If tenants do not pay they could be subject to evictions at that time.

Anecdotally we are receiving reports from our property management companies that 10-15% of their tenants did not make their rent payments in May.

There are some limited programs available on rental assistance at the county level. There is an emergency services grant from HUD that has been increased to \$600,000 in 2020. There are various opinions as to whether CDBG funding could be used for rental assistance. Bottom line is it with the funding availability at the federal level and on income restrictions those that could take advantage of rental assistance funding is very limited.

The result of tenants not making their rental payments could lead to landlords inability to make their mortgage payments. There are a number of federal programs that landlords may be eligible for.

Owners of single-family rentals are eligible for the same forbearance as homeowners, if they have some federally related loan (FHA, VA, RHS, Freddie Mac, Fannie Mae). These same owners are also required to halt evictions for 120 days.

Owners of commercial and multifamily rental real estate whose primary business is owning/managing that property may be eligible for a new provision in the CARES Act that allows businesses to carry back tax losses against earlier years when tax was paid. Specifically, the bill allows businesses to carry back net operating losses from 2018, 2019 or 2020 against profitable years, up to five years, and get immediate refunds. The

current taxable income limitation is also temporarily removed to allow a net operating loss to fully offset income.

This issue will continue to be educating both landlords and tenants on what programs are eligible to them during this time period.

Commercial/Industrial Sales

Commercial Real Estate is made up of several Primary Industry types Retail (includes: Auto, Banks, Hospitality & Entertainment, Restaurants, Retailers, Personal Services, etc.), Office (includes: Professional Services, Medical, Government, Institution, Technology / Communications, etc.), and Industrial (includes: Contractor, Manufacturing, Warehouse/Distribution, etc.). The impacts of this Pandemic vary greatly across each Industry sector as businesses were classified as Essential or Non-Essential. There are several businesses who benefited greatly, others were able to maintain a portion of their businesses with the help of financial aid, by modifying the delivery of services, and working remotely, and there are many businesses that will never recover.

Please refer to [this document](#) for the 2019 Q-4 York County Statistics that summarizes that Retail was already beginning to experience an increase in vacancy rates and a reduction in rents, due to ecommerce prior to the Pandemic. However, both Office and Industrial had record low vacancy rates and rising rental rates.

That document also includes 2020 Q-1 York County Statistics that summarize that Retail footprints were continuing to decrease, and the negative absorption was continuing to have a sharp impact on the increase in vacancy rates. However, the Office and Industrial vacancy and lease rates held steady. The impact of COVID-19 did not have an impact on Q-1 Statistics, due to the timing and the lengthy process for a Commercial transaction to close.

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - Real Estate practitioner's capability to adapt to telework with virtual showings, etc.
 - Retail
 - The restaurants who had existing drive-thru facilities quickly benefited until other restaurants integrated delivery & curbside pickup.
 - Banks were able to continue business utilizing drive-thru.
 - Office
 - Due to technology most office users, excluding Medical, were able to work remotely.
 - Industrial
 - Most industrial users were deemed essential and business continued as usual, with some e-commerce distributors seeing sharp increases in sales.
 - Some industrial users required hiring additional staff to support the increased demand.
 - General
 - Some companies quickly pivoted their operations in support of COVID-19 mitigation & relief and provided new products and services.

- Banks in many cases provided temporary cash flow relief in the form of payment forbearance, for borrowers and tenants impacted by COVID-19.
 - Digital video and audio communications, such as Zoom, WebEx, and other tools have generally replaced the need to meet face-to-face.
- **Didn't work:**
 - It is next to impossible to purchase real estate without any in-person activity. Bottom line it is necessary to allow for in-person activities even if limited.
 - Retail
 - Nothing worked, unless you were labeled as an Essential Business. Several Essential Retailers experienced an increase in sales, especially since most of the other retailers were not prepared for e-commerce to deliver their product (ie: Retail-Apparel).
 - 70+% of the national retailers did not pay their April 2020 rent.
 - Office
 - Since most businesses were forced to work remotely, a majority of the businesses now feel that they will not return a majority of their workers back to a traditional office.
 - Industrial
 - With increased demand for e-commerce most were not prepared for the immediate need to hire more employees to fulfill online orders at a time most were receiving better pay through unemployment.
 - Some manufactures that supported other suppliers / assemblers of Essential products, were not initially identified as an essential business.
 - General
 - No clear list of what businesses that were essential and those that were non-essential. The Commonwealth's determination of essential and non-essential businesses, combined with the waiver process, lacked transparency and created competitive inequities. The messages were mixed as some businesses that were publicly labeled as non-essential, obtained a response as being essential when they applied for a waiver. Later a list was published for other businesses that applied for the waiver and obtained a formal waiver. Therefore, those businesses who received an email stating they were essential were omitted from the two lists that were made available to the public.
 - Shortages of personal protective equipment and supplies have been a major drain on building owners. Hand sanitizers, cleaning supplies, paper products, etc. have been in short supply.
 - The inability to sell and lease commercial real estate. The Commonwealth mandated limitations on appraisal activity, property inspections, property showings, and settlement agents were severe impediments to serving the needs of the community.
 - With the restrictions on Real Estate Agents that may not conduct "in-person" meetings, including vacant spaces or properties, it precluded this industry from even creating video tours to allow virtual tours thereafter.
 - The announcement from the Governor that prohibited foreclosures and evictions was detrimental in leveraging or enforcing Tenant default language. At this stage many retailers still had strong retail sales in March and should have been able pay their April rent.
 - 70+% of Retail Tenant did not pay or refused to pay April 2020 Rent.
 - 5+% off Office Tenants did not pay April 2020 Rent.

- Most Industrial Tenants did pay their April 2020 Rent.
 - The impact of COVID-19 on property values has yet to be determined.
 - Courthouse property records permitted limited title searches in York to only 60 years and limited the ability to settle on some transactions.
 - With the generous compensation package that was provided to most of the US Population, including retired individuals who were not working, many of these people are making out the same or better while being unemployed. It will be difficult when York is in the Yellow Phase to encourage workers to return. How do we reengage our workforce as employees return with uncertainty and fear?
 - The constraints arising from Covid-19 has impacted the working practices on construction sites where social distancing will need to be implemented and managed. This will invariably add to construction costs.
- Recommendations:
 - On May 19th, Governor Wolf signed an executive order allowing for in-person real estate activity across the Commonwealth. From March 19th through May 18th in-person real estate activities were prohibited through the entire commonwealth. We need to ensure that if there is a resurgence of COVID-19 that leads to a future government shutdown that real estate is on the list of as a life-sustaining industry. The York County Commissioners and the York County Economic Alliance need to advocate alongside the REALTORS® Association of York & Adams Counties to ensure real estate is always considered essential.
 - Continue to explore if the County providing additional rental assistance funds is a possibility.
 - The waiver process, while understandably challenging in its implementation given the urgency to establish it, was nonetheless inconsistent, confusing and many businesses became extremely frustrated with the process and the decisions, especially as the rules changed rapidly. Also, there are many who feel the decisions on who did and did not get a waiver were influenced by political factors.
 - All businesses are essential and guidelines should be created so that all businesses could remain open if they abided by established guidelines in each of their specific industries (example: all retailers would remain open and would be permitted 1 guest for every 250 SF of retail area, along with all of the other requirements.
 - Identify the chain of suppliers, manufacturers and assemblers of essential products by the actual company names/locations to have an immediate identification of what businesses truly are essential.
 - Bringing multiple voices together to urge progress and cooperation would be a helpful counter against the loud voices of the minority advocating disregard.
 - Encourage municipalities to continue providing the tax benefits (LERTA, etc.) that attract businesses and will continue the Commercial development. This type of development generates a significant tax revenue that offsets the cost of services that are required as the population of the County continues.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

Real Estate is all about the pipeline and right now the pipeline is very dry as a result of the Governor's restrictions on real estate. Most likely we will see a more significant drop in the number of home sales in May and June as a result of less homes going under contract in April & May. However, we expect to see an increase in the number of home sales in July and August since real estate was allowed to have in-person activity starting on May 19th.

- Recommendations:
 - Get businesses back and operational ASAP, because some buyers are now beginning to terminate their Purchase Agreements forfeiting \$100,000+ deposits on Industrial properties (strongest of the three primary Industries), beginning eight weeks after the shutdown order was in place.
 - To have all elected officials in the County (county commissioners, federal and state legislators, and city, township and borough officials) to agree to unite to encourage compliance with the directives in place, while at the same time being aggressive advocates for the County and businesses to urge changes that are required. The Commonwealth's approach has not been flawless, but the response should be advocacy for change, not flagrant disregard or political attacks. This is a crisis of both health and economy. While there is room for disagreement on methods and policies this should not be turned into an "us vs them, Rep vs Dem, city vs. county battle." Disregard for the rule of law and the democratic process threatens our health, economy, and our democracy.
 - Bring multiple Associations and Organizations together (Economic Alliance, Manufacturers Association, Realtors Association, Bar Association, etc.) to urge progress and cooperation that would be helpful in countering the loud voices of those advocating disregard.
 - Most likely we will see a significant drop in the number of Commercial transactions beginning in May which will dramatically reduce and the income of Commercial Real Estate Professionals beginning in Q-3 and will most likely be prolonged well into 2021. Commercial Real Estate has a longer timeline for generating revenue and the longer businesses are prohibited from operating their businesses the real estate values will drop, the vacancies will increase, and the number of transactions will be minimal due to financial crises and uncertainty of the future of economy.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

We are hopeful we will see a surge of residential real estate activity as a result of pent up demand. However, this all contingent upon how long Pennsylvania remains under strict shutdown orders and the job employment numbers in Pennsylvania. People don't buy homes when they are unemployed or fear they will be unemployed.

- Recommendations:
 - All businesses want to be open and operating and most have appropriate plans on how to protect their employees and guests.

- Need to publicly promote that these safe measures are suitable to reengage the workforce to overcome their uncertainty and fear.
- Wide dissemination of a vaccine as one becomes available.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goal:
 - 35% of real estate activity in residential sales is done during the months of March, April, May and June. In the real estate world these months are known as our “Black Friday.” Unfortunately, the pandemic is falling on the worst possible time for the real estate sales. The National Association of REALTORS Chief Economist Dr. Lawrence Yun is predicting that nationally we will see the number of home sales drop of 10%-15% but the home prices will remain steady. Keep in mind every other state in the country allows for real estate activity to occur. Pennsylvania is a bit of an outsider in this realm and we believe as a result York County will see a larger loss of home sales compared to national trends.
- Recommendations:
 - Develop a list of all manufactures, what they produce, what they could produce in a Pandemic, and have a prepared plan to implement a redirection of goods being manufactured when needed in the future.
 - Develop a list of all businesses (Essential & Non-Essential) and evaluate how these businesses may safely operate during any Pandemic.
 - Develop resources to further educate small businesses, for every industry, on best practices to create safe working environments.
 - Assess internet services for all of York County and ensure access to enable working remotely, online schooling, communicating, etc.
 - Greater utilization of robotics, where possible, to reduce the risk of social transmission of disease through close working quarters.

WORKING REMOTELY: Short, Mid, and Long Term

Ability to have your associates work remotely and at what %?

- Office: Most of the office professionals, including government are working remotely and will likely continue at a 50% basis for many months.
- Retail: Retailers must incorporate e-commerce if they want to survive going forward.
- Industrial: Some of the office staff are working remotely, but the warehouse workers are not able to.

Would you continue working remotely on a permanent basis and do you plan to reduce your facility square footage?

- Approximately 30% of these businesses will continue working remotely and will reduce their future office square footage requirement.
- The more office workers work remotely will have a negative impact on local retailers who may typically benefit from these workers on a daily basis (ie: Central Business District in the City of York).
- The pandemic has caused some businesses to think long-term about space planning. It is risky to have a large number of assets in one location. Geographic dispersal will help mitigate this risk.

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- Create statewide online portal of all business, by use classification, with approved procedures that will allow ALL businesses to operate during a Pandemic.
- Permanent implementation of remote notarization, improvement of e-recording procedures, and acceleration of response times on remote filings at PA Department of State.
- Ensure all county records are accessible to allow title companies to provide title insurance (currently limited to 60 years in York).
- Examine how to convert hotel(s) with the goal of caring for low-acuity COVID-19 patients and/or the possibility of transitioning school type facilities into functional patient care spaces to ensure we are prepared for the worse in the future.

#

TECHNOLOGY CAPACITY

Co-Chairs: Mark Kandryawatz & Andrew Paxton

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

- Recommendations:
 - Survey Creation – gather insight on county resident temperature for the following technological uses:
 - What Kind of Technology is Used at the Home?
 - Food Services
 - Meal Delivery
 - Grocery Delivery
 - Have Technological Needs Grown During this Experience?
 - Education, Work, Health, Entertainment, Family Contact, etc.
 - Is There an Appetite for More Technological Capabilities at Home?
 - Survey was launched by Focus Area, feedback will help to develop further insights for report.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Develop understanding of local resident technological capacities and needs.
 - Understand if necessary funding and policies need to be adjusted to incorporate technological needs, based off of resident needs and use.
- Recommendations:
 - Provide findings to board of commissioners for informed insight.
 - Review ability for contact tracing at the county-level. How does our community feel about digital health passports, contact tracing apps like Apple and Google's collaboration)?

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals:
 - Opportunity for Future Surveys:
 - Review previous survey and adjust to find other critical findings that may have gone unanswered or expand on items necessary for future development.
 - Understanding community's attitudes and beliefs about technology and internet is essential for investment since those factors ultimately affect adoption and utilization of technology.

- Recommendations:
 - Launch a follow up survey, as COVID-19 pandemic starts to unwind.
 - Increase intensive push and utilized stakeholders to help Shepard promotion and completion. More involvement equals more success.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goals:
 - Ensure every household gets accurate information. Urgent alerts. Updates. Policy changes, etc. (i.e., iPhone amber and tornado alerts)
 - Begin putting forth efforts to review communication with residents.
- Recommendations:
 - Review communication capabilities and reach from the County Government/Emergency Management.

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- Broadband Infrastructure Funding & Incentives
 - Proven need that'll limit our competitiveness, technological capacity, and inclusion of communities without access. Prove internet access isn't a luxury and is a necessity.
 - Online Education
 - Conduct Business
 - Telehealth
 - Food delivery (groceries and prepared items)
 - Financial Transactions
 - More businesses and citizens will likely look to telecommuting as a norm, how can York County be ahead of the curve to ensure competitiveness and access.
- Dedicate Funding for Broadband Access through Conduit on Rail Trail
 - Expand reach, in noninvasive way to public
 - Utilize buried conduit, as a feeder to Southern York County to John Rudy Park.
 - Use example for future rail trails through York County (Hanover Trolley Trail, etc.)

#

VULNERABLE POPULATIONS

Co-Chairs: Jenny Englerth, Tannisha Fuentes, Bev Mackereth, Jose Santiago

The Vulnerable Populations Task Force has appreciated the opportunity to focus on the specific assets and challenges of existing and emerging vulnerable community members. Our co-chairs each brought robust and diverse experience and we received formal feedback through a survey completed by over 100 individuals serving the population of focus. This cumulative input and experience informed our report. Two critical limitations should be noted; based on the time frame and COVID-19 related restrictions people with lived experience did not directly contribute to this report and emerging vulnerable populations were identified but again did not directly contribute and were identified based on our best information as of the completion of this report.

Both are important to keep in mind in reading our report. This task force asks that anyone reviewing our recommendations considers that pre-COVID many of our neighbors were experiencing economic challenges, including finding health care unaffordable. The impact of COVID-19 will only worsen the situation and will drive many that did not previously perceive themselves as vulnerable into that category. Only by ensuring a voice in decision making for those, existing or emerging vulnerable community members, will we have the ability to create lasting stability for those that need it most. Prioritizing and modeling inclusion is a muscle that needed strengthening prior to the onset of COVID-19. Let's leverage this opportunity to build new ways of engaging those so many are trying to help, this change in approach is the foundation of all of our recommendations.

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - Healthcare providers were agile and provided testing quickly along with maintaining access to needed health care services both in person and virtual
 - Wellspan's ability to provide technical assistance to congregate living providers to slow the spread
 - City Health Department- Helpful in providing information and assistance to city residents and businesses and had the ability to conduct contact tracing which supported the identification of "hot spots" and allowed them to be addressed.
 - Service providers were able to adapt business models
 - Leveraged technology for remote work
 - Were able to continue to provide immediate services to most vulnerable populations
 - Used social media effectively to share information
 - Residents and employees largely followed stay-at-home orders, keeping York's COVID numbers comparatively low
 - Community philanthropic efforts were robust including funding and volunteers
 - Significant public support of front line public service providers and health care providers

- Recommendations:
 - Lack of a public health approach at the county level- not having this infrastructure impacted the ability to:
 - Did not have county wide approach to contact tracing and lacked ease of information sharing and timely accurate release of data
 - Provide timely technical assistance to providers and employers about how to minimize workplace exposures
 - Reach vulnerable populations including: the Latinx population, African Americans and individuals who live in rural areas. We do not think that we always got the right messages to the right people, in a timely manner. Some entities/areas are just getting critical information now. There is a disconnect, because we do not leverage our informal community leaders well enough to engage vulnerable populations quickly. Increasing diversity amongst decision makers will assist in engaging the Latinx and African American populations.
 - Possibly shut down a business/program that was not operating in a safe manner.
 - Provide a cohesive message. Many entities were pushing out information often times in a duplicative way or in a way that did not resonate with the vulnerable populations.
 - Lack of public support of all essential workers, transit workers, retail clerks, housekeeping, food processing etc. that were more likely to have been experiencing income and health challenges and been part of a vulnerable population pre-COVID-19.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Ability to re-open safely, minimizing risk of new infections for all community members, including vulnerable populations that are more likely to be in high contact or essential positions
 - Ensure adequate PPE
 - Facilities set-up in a manner which provides for social distancing
 - Support continued safe and sanitary practices to avoid re-freezing economy due to rise in infections.
- Recommendations:
 - County Commissioners can provide guidance and resources on safe workplaces practices. To protect vulnerable populations and the non-profit workforce. There is an overwhelming amount of guidance right now, and agencies want to know how to open safely with simple and direct strategies.
 - The guidance should include a clear plan that includes: hand washing, social distancing, temperature/wellness screening, and wearing of masks to reduce risk of transmission.
 - Technical assistance should be provided in a non-punitive manner, where employers can feel safe to seek guidance without fear.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- **Goals:**
 - For employers to identify any gaps in staffing due to funding limitations or change in staffing complement due to COVID related issues (child care, fear to return to work, etc.).
 - Leverage the warmer weather and conduct more in-person visits outside.
 - Explore further collaboration among entities regarding alternative use of space at schools, churches, etc.
 - Provide for additional support in navigating the social service system. COVID's impact will lead to many first-time and non-traditional system users.
 - Communicate with churches and employers to reach out to these individuals on where and how to receive assistance.
 - Utilize this opportunity to be creative in developing a county-wide Health Department that meets the specific needs of York County.
 - To strive to ensure that the number of children living in poverty does not increase post-COVID and to improve programming and resources for children who are currently living in poverty.
 - To continue to build upon the network and resources that were established in response to COVID-19 for long-term care facilities.

- **Recommendations:**
 - To create an advisory group comprised of cross-sector representatives that reviews funding requests and allocates resources to ensure that funds are being utilized in a coordinated, efficient and effective manner.
 - The advisory group should include a subcommittee focused on children living in poverty.
 - Establish community priorities that will align with funding allocation, and if the priorities do not align with resources, advocate for those resources.
 - Utilize expert community knowledge to ensure decisions are aligning with priorities and needs. Ensure that systems are put in place in recovery that engages those with lived experience.
 - As a community, we need to improve upon building diverse and trusted relationships. Ex. Allegheny County has an infrastructure they were able to activate to communicate directly with vulnerable populations. Community leaders were used in PSAs and information was dispersed quickly and effectively. Messages should not always come from the government.
 - Utilize available data resources through the York County Planning Commission and other data-rich organizations to guide decision making and prioritization processes.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- **Goals:**
 - Begin the vision and infrastructure design for a county-wide Public Health Department. This is the time to be creative and design what York County needs.
 - Allow for information sharing for vulnerable populations through a shared case management information system.

- Manage reoccurrences of COVID and provide tools and resources to vulnerable children and adults with intentional messaging focused on mental health and education.
 - To engage vulnerable populations in health care and not drive them away due to fear. Provide fact-based information to vulnerable populations with trusted messengers that resonate with the population.
 - Address the 10-30% increase in newly un-insured individuals due to loss of employment during COVID.
- Recommendations:
 - Non-profits will need support in understanding that funding will be impacted negatively after the crisis. Resources will be limited and greater collaboration amongst community partners will be needed. As a community, we can use this time to support deeper collaborations and positively support mergers, closures, and consolidations.
 - Ensure adequate access at the county level to affordable healthcare to newly un-insured individuals.
 - Build upon public/private partnerships to enhance educations for under-served, vulnerable populations.

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- Support the broadband internet expansion policy, ensuring equal access for all
- Support the flexibility to direct funding outside of traditional funding formulas to ensure equal access to learning due to varying levels of support and abilities of guardians at home and due to inequities/poverty issues.
- For the Commonwealth’s Insurance Commission to create a more robust marketplace to ensure coverage for newly un-insured individuals.
- To analyze and determine impact of recent House Bill focusing on funding for long-term care facilities to determine the impact on York County Seniors and other vulnerable populations.

#

ECONOMIC RECOVERY & RESTART

Co-Chairs: Abe Amoros and Kevin Schreiber

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - On March 16, 2020, the York County Commissioners issued an emergency declaration. On March 17th the YCEA, along with several partners including County government, launched www.PreparedYork.com, this site was utilized as a clearinghouse for economic information related to the COVID-19 crisis. On March 27th Governor Tom Wolf issued Stay-At-Home orders for several Pennsylvania counties including York. The stay at home order and closure of non-life sustaining businesses was unprecedented in modern Pennsylvania and York County history. Subsequently, the Commonwealth amended the definition of life sustaining and rolled out a waiver application process.
 - These measures led to an overwhelming sense of confusion and anxiety.
 - Both www.PreparedYork.com and www.PreparedCentralPA.com were helpful information resource tools. The County Incident Command Center was a resourceful central command center to coordinate and align efforts.
- Didn't work:
 - Many of the areas for improvement were beyond county control. As state and federal government reacted and responded to the crisis as information became available it was naturally subject to confusion and in need of clarity. This is not limited to unemployment resources, life sustaining business definition and the waiver process for business closure.
 - The high demand and limited supply of PPE caused consternation with businesses that remained operable. The York County Economic Alliance assisted the creation of a local sourcing initiative to connect those in need of PPE with businesses who were able to produce it.
- Recommendations:
 - For any future Pandemic Response Plan, a pathway for local supply of PPE for front line organizations, individuals, and businesses to access needed equipment.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

Financial resources for employers and individuals was a prevailing concern from the start of the crisis. National averages suggest the average small business has access to \$12,000 and can float the businesses for up to 27 days.

Banking institutions moved with varying speed to address concerns of existing customers through voluntary deferments.

The federal and state government moved to create access to financial programs for employers such as the SBA's Paycheck Protection Program, and the Commonwealth Working Capital Access Program. Attached as Addendum A is COVID economic impact data compiled by Fourth Economy, on behalf of the York County Economic Alliance. As of April 15, 2020, Fourth Economy it is estimated that approximately 4,700 small businesses in York County were subject to the closure order. 46% of small businesses in York County have under 5 employees. It is anticipated that up to 30% of small businesses in York County may fail because of this crisis, and nearly 70% were unable to access state or federal financial support programs such as PPP. The failure rate will disproportionately impact Main Street businesses, independent retail and restaurants, and minority and female owned businesses.

- Goals:
 - Expedite education, awareness, and information sharing.
 - Provide access to financial support resources for businesses, organizations, and individuals.
 - Provide business continuity planning to weather the economic disruption.
 - Assess economic impact to industries and individuals to help guide policy and programmatic priorities.

- Recommendations:
 - Create a York County based Community Development Finance Institution (CDFI) or strengthen the relationships with existing CDFIs. These organizations exist to make financial resources to Main Street style businesses, and those small businesses owned by women and people of color.
 - Establish an ongoing ability to provide economic modeling and assessment across industry sectors and individual demographics to adequately prioritize limited resources. The 4E economic impact analysis provided beneficial to understand the breadth and depth of the crisis, consideration should be given to ensure that capability exists in York County on an ongoing basis post COVID-19.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

To ensure continued mitigation of economic impact and begin the steps towards recovery, York County will follow the Commonwealth's pathway to recovery as set forth by the Wolf Administration's Red, Yellow, and Green phasing. On May 22, 2020 York County moved to the Yellow Phase of Recovery by the Commonwealth, thus taking the first considerable step forward to recovery and economic restart.

Financial resources to individuals and industries will remain most vital to hasten the economic restart and recovery.

Fourth Economy offered economic modeling across industries sectors of recovery in York County, this has provided a greater understanding of recovery in York County. [Click here for a recording of the webinar presenting that data.](#)

Federal and state financial support is necessary to adequately address the financial needs to weather the economic crisis and phase in recovery.

It is likely that social distancing guidelines and standards may be deemed a regulatory necessity for the immediate future. This could continue to disproportionately impact certain industries such as hospitality, retail, entertainment, and food and beverage.

- Goals:
 - Hasten economic recovery of individuals and industries.
 - Equip business sectors with regulatory guidelines related to reopening, recovery, and social distancing.
 - Provide financial restart resources to businesses and organizations who have weathered the storm.
 - Develop a strategy to deploy assistance and resources to vulnerable businesses, specifically those unable to access financial resources such as the SBA PPP program.
 - Ensure resources are made available in multi-languages.
 - Develop a Restart Main Street strategy to assist the commercial viability of our main street communities throughout York County.
 - Activate innovation and entrepreneurship to drive the start up economy.
 - Connect dislocated workers with employment opportunities.
 - Support services organizations, such as childcare, have been severely crippled in this economic crisis and will arrest our ability to mobilize the workforce effectively.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

Benefitting our York County economy is the diversity of industries. We are not entirely dependent upon one primarily industry. Rather manufacturing remains a dominant industry and one that may recover quicker. Healthcare is our second largest sector and largely remained operation through the crisis. The construction industry, also dominant, resumed most operations on May 1, 2020.

Together, these three industrial sectors comprise over 40% of the labor force in York County pre-COVID.

It remains difficult to predict the speed with which these industries will return to production and employment levels pre-crisis.

Main Street businesses, i.e. independent retail, restaurateurs, hospitality and tourism will likely be among the hardest hit sectors and those that may remain impacted by ongoing social distancing guidelines.

Historically, business birth rate does increase in the wake of an economic crisis. This is an opportunity area to help grow entrepreneurship and small businesses.

- Goals:
 - Monitor Manufacturing, Healthcare, and Construction economic metrics and assess the speed of recovery for York County’s dominant employment sectors.
 - Develop a mechanism to track employees dislocated by the COVID-19 crisis and their return to employment.
 - Establish economic metrics through the Countywide Economic Action Planning initiative to track and report on an ongoing basis.
 - Utilize a York County based CDFI to strategically deploy resources to aid business startups and early stage growth.
 - Establish a “Fund of our Future,” of strategically targeted economic development dollars to be utilized to advance and propel high priority projects and programs identified through the County’s Economic Action Plan and COVID response planning.

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- Advocate for additional federal stimulus funds for York County, comparable to the investment made in Lancaster County
- Advocate for federal and state funding programs that benefit businesses of all sizes, including micro-enterprises with five or fewer employees
- Advocate for federal and state investments in broadband infrastructure to close the digital divide and ensure York County remains competitive for retaining and recruiting business
- Create a diversity and equity office or officer at the county level to advocate for equitable response and recovery now and during future disruptions

#

EARLY CHILDHOOD EDUCATION

Co-Chairs: Christy Renjilian & Jean Treuthart

Acronym Definitions:

- ECE- Early Childhood Education
- CCW- Child Care Works
- EHS/HS- Early Head Start/Head Start
- ELIC- Early Learning Investment Coalition
- OCDEL- Office of Child Development and Early Learning
- PDE- Pennsylvania Department of Education
- ALICE- Asset Limited, Income Constrained, Employed

Early Childhood Education (ECE) is the broad term that includes Child Care centers, group, and home-based family providers, Early Head Start, Head Start, Pre-K Counts, and School Age Child Care (SACC).

The ECE field, prior to COVID-19, is one that has struggled with low wages, high staff turnover, and underfunded support from both public and private resources.

The COVID-19 pandemic only exacerbated the issues facing the field. In mid-March, when K-12 schools closed and ECE programs were ordered to close, Child Care programs were given the opportunity to apply for a waiver to remain open to serve the children of essential workers. This reinforces the dual nature of Child Care; it is both an educational and a workforce development programs. It serves a key role in ensuring that employees, particularly essential employees, can work. For many of the EHS/HS, Pre-K Counts and SACC programs that are housed in K-12 buildings, they were required to close by the declaration for school districts to close from the administration, furthering the impact on essential employees and businesses.

Home based family providers could operate without requesting a waiver and centers had to request a waiver and remain open to serve the children of essential employees. As of 5/18/2020, 98 centers requested a waiver. Of those, nine never closed, 25 closed but have since re-opened, and 111 remain closed. There are 39 home-based family programs that remained open and 31 closed. All EHS/HS and Pre-K Counts programs were ordered to close. Representing about 6% of the typical capacity in York remained open. Of these programs, most were operating at 50% capacity due to CDC guidelines and parent concerns regarding having their children in care.

The economic impact of COVID-19 is based in part, on the funding streams supporting the ECE program. Public funding for Early Head Start and Head Start (EHS/HS), Pre-K Counts, and Child Care Works (CCW) continued at the same level as the program's enrollment on 3/13/2020 regardless of how many children they were serving of if they were closed. Programs with significant CCW enrollment are better able to weather the storm than those who rely primarily on private pay families. Families who were not previously eligible for CCW funding, but due to changes to their household income, became eligible were faced with long waiting lists for funds. Other families, the "ALICE" families who are not eligible, but don't make enough to pay for care are caught between remaining in the working force and paying for Child Care thus impacting their families' safety and livelihood. The recommendations below were gathered with input from providers from Community Progress Council, YWCA York, Crispus Attucks Early Learning Center, York JCC, Creative Kids Day Care, United Way of York County and Child Care Consultants.

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - Waiver program for ECE programs to request to remain open to serve children of essential employees
 - CCC remained open (working remotely) to assist people in finding ECE and administering the CCW and STARS program
 - Access to funds to keep ECE programs running.
 - Ability for Child Care providers to access Paycheck Protection Program funds.
 - Partnering with area businesses and YCEA to share information about open programs for employers and essential employees.
 - Sharing of tools and tips on how to educate children and students virtually among sector and peer groups.
 - Centralized resources provided through PreparedYork.com
 - Child Care agencies seeking input from employees and families.
 - Support from governing bodies (ELRC, Keystone Stars, OCDEL)

- Did Not Work
 - Lack of access for cleaning supplies and PPE for sites that wanted to remain open
 - Not enough spaces in DHS certified programs to meet the need (families using non-certified care)
 - Lack of clarity from the state/PDE regarding school closures, ECE programs and associated protocols
 - Support for essential employees
 - Health benefits
 - Disparity among k-12 and ECE to operate with waivers
 - Lack of Support from provider governing bodies. (OCDEL)
 - Waiting lists for families to access quality Child Care
 - Information overload for providers to disseminate to families and community.

- Recommendations:
 - Establish a clear foundation of resources to provide providers and districts with guidance on procedures and safety guidelines that can be shared with learners and families. (PreparedYork.com to house sector-based information)
 - Evaluate the need for Child Care to support healthcare/essential workers for the next wave.
 - Explore the use of K -12 buildings if they are vacant, for the children of essential employees.
 - Extend the length of time providers will get paid to ensure the stability of the sector.
 - Add an Education & Child Care representative for emergency management
 - Establish contingency plans for providers with guidance on how to proceed with unexpected closures. This plan should be regularly updated.
 - Identify contingency plans for stockpiles of equipment that is accessible and affordable.
 - Increase/ provide Emergency Hazard Pay for Essential employees

- Establish peer and sector-based communications to help provide best practices on resources on navigating layoffs, restart efforts and more.
- Strengthen communications among school district, ECE providers, community partners and businesses.
- Leverage shared training resources

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Ensure access to sufficient PPE and cleaning supplies, particularly given the unique demands of serving young children
 - Continue offering quality educational, recreational and enrichment opportunities given restrictions under mitigation phases.
 - Increase access for quality Child Care.
 - Strengthen distribution of resources for learners and families.
 - Create a multiple phase plan to be able to function and meet the needs of families, members, and staff.
 - Support ongoing contingency plans for reopening.
- Recommendations:
 - Hazard pay for ECEs that remain open (centers, groups and home based)
 - Explore individual/shared positions for physician’s assistants and nurses between ECE’s to follow safety protocols.
 - Private and/or County investments in ECE to support medical and other essential workers in accessing Child Care.
 - Identify locations for satellite support in ECE
 - Invest in funding for families who are not eligible for CCW but need help paying for ECE
 - Invest in financial support for programs opening before Green Phase of mitigation.
 - Analyze and reduce operational expenses to ensure financial health of parent organization and ECE program
 - Improve access to IT equipment and internet access for employees and families
 - Provide training resources to ensure employee’s ability to utilize technology for teaching students and connecting with families.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals: Provide resources to all
 - ECE programs able to meet demand for care
 - ECE programs are operating at high quality
 - Families have resources to pay for ECE (CCW and other supports)
 - Activate phased plan that your program follows to help mitigate lost.
- Recommendations:

- Adequate supplies available
- Reliable and affordable internet access
- Review financial reserves to see what can be adjusted as well as look at staffing to reduce cost during the 4-6 month loss.
- Access to 2nd and 3rd shift Child Care

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goals:
 - All ECE centers are re-opened
 - Families have resources to pay for care
 - Facilities have sufficient workers
 - Ensure the financial health of an entire organization which may have an ECE services component to it.

- Recommendations:
 - Distribution of a COVID-19 vaccine once developed
 - Reevaluate countywide recovery plan to ensure recommendations are active and stakeholders are aware of the information
 - Increase financial support
 - Shared services for bulk purchasing of PPE and cleaning supplies
 - Establish paid apprenticeship program for ECE workers.

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- County and private investments in ECE
- Expedite background checks and clearances process for ECE workers. Lengthy waits will continue to harm the economy.
- Clear guidance from DHS, OCDEL and CDC that aligns with the reality of caring and educating young children.
- Reliable and affordable internet access
- Address the pay inequities for Child Care essential workers. Without a robust, stable, high quality ECE workforce the economy can/will suffer.
- Increase funding and eligibility requirements for Child Care subsidies so families can get back to work fast.
- Expansion of all types of ECE programs (Infant toddler programs, child care works, private pay slots, head start, and early head start.)
- Equitable distribution of stimulus funding
- Develop policies for onsite employer supported child care or employer subsidized child care.

K-12 EDUCATION

Co-Chairs: Dr. Joshua Doll & Dr. Eric Eshbach

Acronym Definitions:

- PDE- Pennsylvania Department of Education
- ECE- Early Childhood Providers

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked
 - Partnering with area businesses and YCEA to share information about open programs for employers and essential employees.
 - Sharing of tools and tips on how to educate children and students virtually among sector and peer groups.
 - Centralized resources provided through PreparedYork.com
 - Communication from local government with superintendents
 - Response and coordination from Emergency Management and superintendents
 - Adaptability for school districts to shift to remote learning
 - Ability to focus on nutritional needs for student learners.
 - Response from school districts to donate supplies
 - Partnership with County Food Bank to distribute meals to families.
- Didn't Work
 - Ever changing guidelines from the federal government to the state to local sending mixed messages.
 - Lack of clarity from the state/PDE regarding school closures, ECE programs and associated protocols
 - The communication between government officials and local school districts.
 - Information overload for districts and providers to disseminate to families and community.
 - Geographical disparities precluding school districts from county conversations. (Northern York County School District and West Shore School District border Adams and Cumberland Counties and are part of the Capital Area Intermediate Unit, all other school districts in York County are part of the Lincoln Intermediate Units)
- Recommendations:
 - Establish a clear foundation of resources to provide providers and districts with guidance on procedures and safety guidelines that can be shared with learners and families.
 - Increase communications between government officials and school districts.
 - Explore the option of establishing a Countywide Health Response Protocol to centralize information for districts and providers in support of decision making.
 - Add an Education & Childcare representative for emergency management

- Establish this task force into an ad hoc committee to be inclusive of various perspectives to support emergency managements and external communications and eliminate waiting periods in starting this group again.
- Establish contingency plans for providers and districts with guidance on how to proceed with unexpected closures. This plan should be regularly updated.
- Identify contingency plans for stockpiles of equipment that is accessible and affordable.
- Continue peer and sector-based communications to help provide best practices on resources on navigating layoffs, restart efforts and more.
- Strengthen communications among school district and ECE providers
- Leverage shared training resources

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Continue offering quality educational, recreational and enrichment opportunities given restrictions under mitigation phases.
 - Strengthen distribution of resources for learners and families.
 - Support ongoing contingency plans for reopening.
- Recommendations:
 - Provide clarity of attendance and truancy protocols upon return to school year from magistrates since some may elect not to attend
 - Streamline county wide food distribution to supplement federally funded programs each school district offers.
 - Improve access to IT equipment and internet access for employees and families (school districts have opened school parking lots for learners to access internet and have purchased additional hotspots for learners.)
 - Provide training resources to ensure employee’s ability to utilize technology for teaching students and connecting with families.

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals:
 - Define plans for reopening and possible reoccurrence of COVID-19 in School Districts
 - Identify sources for enhanced remote learning solutions for areas with limited access to internet across the county.
 - Establish contingency plans for transportation coverage in school districts
- Recommendations:
 - County to communicate emergency management protocols to support school district planning.

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goals:
 - School Districts can reopen safely
 - Clear guidance is available for districts
 - Access to PPE and additional safety resources
 - Facilities have sufficient workers

- Recommendations:
 - Distribution of a COVID-19 vaccine once developed care for essential workers and providers to ensure families' and employee safety.
 - Maintain up to date points of distribution plans for school districts.
 - Reevaluate countywide recovery plan to ensure recommendations are active and stakeholders are aware of the information.
 - Enhanced support from Children & Youth since foresee increased abuse reporting rates upon reopening of school;
 - Shared services for bulk purchasing of PPE and cleaning supplies

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- Adjustments to the school code, such as required seat hours and the amount of money districts are required to pay for cyber and charter tuition.
- Establish defined roles of the county and its administrative offices in matters of emergency for stakeholders.
- County to work with broadband providers for investment in technology infrastructure and connectivity access for areas with limited access to internet across the county.
- Coordination among government recovery plans to eliminate duplication of efforts and provide clarity on protocols (State to Local)
- Work with State Health Bureau to assess mandate of vaccines when available
- Equitable distribution of stimulus funding.

#

NONPROFIT SECTOR

Co-Chairs: Anne Druck, Kelley Gibson, Jane Conover

CRISIS INTERVENTION: Immediate Term

Timeline: 45 days from the start of the crisis

What worked, what did not:

- Worked:
 - Prepared York is a good resource
 - Initial survey of nonprofits by White Rose Leadership Institute
 - Establishing a COVID-19 response fund
 - Collaborative nature of the nonprofit sector was conducive to information sharing and may have led to the majority of nonprofits still being able to provide services on some level.
 - Give Local York
 - County representative served on COVID Response Fund Advisory team

- What didn't work:
 - Resources for nonprofits were not sufficient - PPP worked for some – those who had capacity, connections, but only short-term fix, didn't work for those trying to conserve cash and needed to furlough staff
 - Technical assistance for those without expertise to apply for resources
 - Central location for emergency resources – samples/templates for emergency plan
 - Consistent communication from local and state government on closure guidelines
 - Consistent communication/coordination between government and philanthropy regarding funding streams to respond to crisis

- Recommendations:
 - County's Emergency Management Team compiles toolkit for emergency preparedness and promotes training for all business including nonprofits
 - Nonprofit sector sits on Emergency Planning Team and there are point people who are responsible for sharing key information with their nonprofit partners/sector
 - County advocate for separate funding streams for nonprofits within SBA loans and other state and federal funding
 - Develop communication strategy when closures announced that can be followed/adapted by nonprofit organizations and small businesses.

IMPACT MITIGATION: Short Term

Timeline: 2-4 months from closure and significant disruption

- Goals:
 - Restarting after a crisis is smooth and nonprofits have the information and resources needed to ensure safety of staff and clients.

- Measurement: At least 80% of nonprofits surveyed have capacity to reopen within their respective organization’s timeframe to restart.

- Recommendations:
 - County provides clear guidelines for restarting that are consistent with state/federal guidelines
 - County develops bulk purchasing strategy to assist small businesses and nonprofits with access to PPE to save time and costs
 - County provides technical assistance and grant funding for facilities preparedness as non-profits prepare to re-open to the public.
 - County processes grant applications in timely way rather than delaying

ASSET ACTIVATION: Mid Term

Timeline: 4-6 months

- Goals
 - Government is deploying all its resources to respond to the crisis.

- Measurement: Nonprofit sector is included as a critical resource in County plans.

- Recommendations:
 - County uses its planning resources to understand the impact of the nonprofit sector on providing essential services that the County needs and the economic impact of the sector
 - County uses its relationships with service providers to inform and develop coordinated strategies for vulnerable populations.
 - Market York County as a great place for social distancing

RESILIENCE: Mid to Long Term

Timeline: 6 months to 1 year and beyond

- Goal:
 - Reduce the loss of services that the nonprofit sector provides.

- Measurement: The number of clients served prior to the crisis does not decline one year after the crisis.

- Recommendations:
 - Restore dedicated funding for the non-profit sector and enlist leading grant-making organizations to coordinate and guide allocation process
 - County uses its political leverage to be an advocate for County to receive resources and has established list of partner advocates to ‘sign-on’ to advocacy efforts

- 100 non-profit agencies estimate over one million units of service being lost to York County citizens in 2020 at a time when unemployment is at historic highs and human service needs are skyrocketing
- In coordination with non-profit sector leadership, conduct a follow-up survey to assess the non-profit sector's evolving needs

PUBLIC POLICY RECOMMENDATIONS: Short, Mid and Long Term

- Increase and extend the charitable deductions exceptions in the CARES Act
- Expedite County grant dollars – get them out the door so that staff can be retained and services provided, particularly to organizations providing critical services such as child care, food, housing, and employment training
- Coordinate with open/closed policies with our neighboring state of Maryland to avoid outflow of people to purchase supplies
- Advocate for DCED to allow re-programming EITC funds to operations
- Include philanthropic organizations in the Emergency Planning process and align with charitable giving responses
- Provide more notice to non-profits (and others) of intent to close, so they can prepare to meet increased demand and transition to operating remotely through better development and utilization of a county-wide plan
- Evaluate funding streams that the county oversees to determine if and how they can be redeployed in a crisis

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COURT SYSTEM

Co-Chairs: President Judge Joe Adams and Court Administrator Paul Crouse

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PUBLIC POLICY RECOMMENDATIONS

Emergency Management, Resources, & Preparedness

- (County) Establish the Recovery Committee as an ad hoc committee of the county.
- (County) Review the possibility of creating a Community Resilience Coordinator position at OEM to participate in overall strategic development, operationalization, implementation, maintenance, review and updates for the emergency preparedness campaigns and related programs for York County.
- (County) Maintain open lines of communication with York County hospitals and local stakeholders established through COVID-19 response to track all new cases of infection in York County.
- (County) Ensure countywide recovery plan matches the FEMA National Recovery Framework phases of Short-term (first 30 days), Intermediate-term (30-60), Long-term Recovery (>60 days).
- (State & County) Improve coordination among the county and state government EMAs to better monitor disease outbreak and implement appropriate mitigation and preparation efforts.
- (County) Review and update Pandemic Plans, restock and stockpile PPE inventory.
- (County) Adopt guidance from medical community (CDC, PA DOH) for all workers.
- (County) Make provisions within the SCTF region to assist York County Emergency Management Community with emergency personnel in the event of worker shortage.
- (County) Work with state government to allow county EMAs the ability to see where disease outbreak is occurring so appropriate mitigation and preparation can occur.
- (County) Greater need to utilize YAMMRS as a medical intelligence resource than viewing it as only a response arm.
- (County) Examine York County to divide into emergency management areas.
- (County/Local) Acknowledgement of the interconnected nature of our municipalities and counties and how cross jurisdictional situations are handled or even actions expedited.

Equitable & Inclusive Recovery

- (County) - Consider Local Supplier Diversity Commitment policies to increase the percentage of locally sourced purchasing from the County.

Healthcare & Resurgence Mitigation

- (County) With regards to the above recommendations, all processes should be established and supported in a sustainable manner as part of an ongoing strategy to prevent infection with COVID-19. In addition to responding to the pandemic, efforts should be made to promote wellness in the greater York community.
- (Federal) Recommend Congress considers and reviews expanding health care coverage options for individuals and families and support employer efforts to support them during the crisis and during immediate recovery period. Opportunities include offsetting costs for both employers and employees, expanding use of Health Savings Accounts, Special Enrollment Periods, and opportunities to lower premium costs.
- (County) Evaluate the creation of a focus group of necessary stakeholders to plan for future disasters and streamline processes necessary for emergency responses, identify future community sites for overflow health needs, and other rapid response needs of the community.

- Focuses could include advocacy efforts for permanent regulatory flexibilities for medical providers who are retired, out of state, or a foreign national to be re-engaged during crisis periods.
- (County) Maintaining Adequate Critical Hospital Bed Capacity and Supplies
- (County) Expansion of timely testing
- (County) Case Investigation and Contact Tracing;
- (County) Proactive support of high-risk congregant living settings
- (County) Prioritizing high-risk populations, including workers in high-risk occupations, those with housing instability and communities of color
- (County) Planning for the availability of mass vaccination of residents of York County once a vaccine becomes available.
- (County) The COVID-19 crisis exposed our County's vulnerabilities in its ability to manage and mitigate a pandemic event. York County has a population of 450,000 and it is estimated that 14% of the population are without healthcare insurance. As a result, the county should review the potential creation of a county-wide health department or other expansion of public health capacity in York County.

Hospitality & Tourism Sector

- (County) Future direct relief funds from the federal or state government should be reviewed for the purposes of the tourism grant program to assist with both physical projects and marketing dollars for the county.
- (County/Local) Incorporate government distancing and hygiene guidelines into municipal code enforcement and hotel and restaurant inspection regimes

Law Enforcement

- (State) Standardize the reopening response for law enforcement and educate the general public for better understanding. Avoid contradictory information.
- (State/County) Providing vaccines to first responders, once developed.
- (County/Local) Maintain an open line of communication.
- (County/Local) Audit monetary and human cost of the pandemic as it relates to law enforcement and the criminal justice system (e.g. overdose deaths).

Local Government Recovery

- (Federal & State) In the event that Federal and State tax deadlines are extended, county and local governments should be given the immediate option at the same time to extend their deadlines. Our local municipalities noted that many businesses and individuals paid their taxes before the local governments were given a clemency to change their deadline. This adjustment will give the local governments the opportunity to adjust their deadlines as soon as the Federal and State government decide to do so.
- (County/Local) Review current county and local communication plans and continuity of government operation plans for common understanding once the county announces a emergency declaration.
- (County/Local) Review the potential creation of technology sharing resource for municipalities to expand their capabilities.

Real Estate Recovery

- (State) Advocate for clarity on the state level or a template to determine which businesses can operate during a pandemic or other crisis.
- (State) Permanent implementation of remote notarization, improvement of e-recording procedures, and acceleration of response times on remote filings at PA Department of State.
- (County) Ensure all county records are accessible to allow title companies to provide title insurance (currently limited to 60 years in York).

Technology Capacity

- (Federal/State) Advocate for broadband infrastructure funding and incentives to aid in connectivity, technological capacity, inclusion of communities without access, and competitiveness
- (Federal & State) Call for specific build out of appropriate digital infrastructure to address digital divide facing low-income communities, people of color, and rural communities.
- (County) As more businesses and citizens will likely look to telecommuting as a norm, York County will need accurate data to inform use of resources to strengthen technology use. Utilize early findings from Technology Assessment survey and consider launching a broader survey.
- (County) Review existing public infrastructure throughout the county to expand broadband access.

Vulnerable Populations

- (Federal) Direct future COVID-19 recovery funds to small/micro business to ensure equitable distribution to most vulnerable businesses.
- (Federal) Any future COVID-19 recovery allocations or amendments should target resources for Community Development Finance Institutions (CDFIs) and Minority Depository Institutions (MDIs) to ensure women and minority owned small businesses have access to crucial resources.
- (Federal) Build off of COVID-19 allocation that allocated funding to counties with greater than 500,000 residents. Call for more equitable distribution to counties with smaller populations, based off of proven economic impact – business closures, wages lost, etc.
 - Call for future COVID-19 relief legislation to consider previous inequitable community allocations and provide greater flexibility in how states and local governments can spend existing CARES Act funding.
- (State/County) Support the flexibility to direct funding outside of traditional funding formulas to ensure equal access to learning due to varying levels of support and abilities of guardians at home and due to inequities/poverty issues.
- (State) Advocate for the Commonwealth’s Insurance Commission to analyze the need of a more robust marketplace to ensure coverage for newly un-insured individuals.
- (State) Allow EITC recipients more flexibility in regards to allocate program funding.

Non-Profits and Social Services

- (Federal) Increase and extend the charitable deductions exceptions in the CARES Act.
- (Federal) Expedite allocation of County grant dollars to non-profit organizations providing critical services such as child care, food, housing, and employment training.
- (State) Allow EITC recipients more flexibility in regards to allocate program funding.
- (State/County) Include philanthropic organizations in the Emergency Planning process to meet potential increased demand, play active role in county-wide plan, and align with charitable giving responses.

- (County) Evaluate funding streams that the county oversees to determine if and how they can be redeployed in a crisis.

Education

Early Childhood Education (ECE)

- Federal, State, & County: Review county and private investments in ECE to expand access to childcare for families in preparation of future emergencies and workers as country navigates recovery to ensure safety for learners, families and employees.
- (State) Expedite background checks and clearances process for ECE workers, as it applies to COVID-19 mitigation and recovery period.
- (State) Identify clear guidance from DHS, OCDEL and CDC that aligns with the reality of caring and educating young children during a pandemic.
- (State) Equitable distribution of COVID-19 stimulus funding among childcare centers.
- (State) Develop policies for onsite employer/employment centers supported child care or employer subsidized child care for increased access and resiliency in future pandemics.

K-12 Education

- (State) Adjustments to the school code, such as required seat hours and the amount of money districts are required to pay for cyber and charter tuition, to assist with district planning for budget pitfalls and alternative teaching when normal district operation is upended.
- (State) Establish defined roles of the schools and its administrative offices in matters of emergency for stakeholders. In a similar effort, ensure clarity and coordination of recovery plans among varying levels of government.
- (State) Equitable distribution of COVID-19 stimulus funding among school districts.

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