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Annual Report 2018



A PUBLICATION OF THE
DELAWARE STATE CHAMBER OF COMMERCE

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Senator Carper, Senator Coons, Representative Blunt Rochester and DSCC President Rich Heffron, at the 7th Annual Taste of Delaware in Washington, D.C.

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On The Cover

Former U.S. Vice President and Delaware Senator Joseph R. Biden with wife, Dr. Jill Biden, during Joe's American Promise Book Tour. PHOTO BY BRAD GLAZIER

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Message from the President

BY RICH HEFFRON

As we enter a new year it is time to revisit last year's accomplishments and to look ahead.

Overall the Delaware State Chamber of Commerce had a very good year. This can be attributed to the hard work of the staff and

the contributions of our members. Once again, our events were well attended, and included the 2017 Annual Dinner featuring DuPont CEO Ed Breen, who outlined plans to have the Dow DuPont Specialty and the Agriculture products spinoff companies headquartered in Delaware. As the year progressed we received more positive news regarding these two companies. This year's key note speaker is former Delaware Senator and Vice President Joe Biden. Traditional annual events such as the two spring Legislative Brunches, Superstars in Education reception and Superstars in Small Business luncheon were packed, the Delaware Principal for a Day Program had 125 schools statewide as participants, the Chamber Chase golf tournament was once again sold out, and this year we continued our quarterly Leadership Breakfast series. Our partnership with Senator Chris Coons in sponsoring the Taste of Delaware reception on Capitol Hill attracted 23 Delaware restaurants and vendors serving 700 guests. There were numerous smaller events attracting hundreds of members during the year. The secret to the success of these events is the ability of the Chamber staff to take a hard look at every event with the purpose of making them valuable to our members.

On the legislative front, we had two very big victories: the modernization of the Coastal Zone Act, targeting the potential development at 14 sites designated for heavy industry; and the legislation enabling the creation of a public/private economic development entity, the Delaware Prosperity Partnership (DPP), an organization funded with three million dollars of public and private contributions. Currently the regulations for the conversion of the coastal zone sites are being created, while the structure of the DPP is in the formation stages.

This coming legislative session, the State Chamber will focus on opposing any legislation that puts undue burdens on Delaware businesses. We will be advocating for necessary structural improvements to the state budget, and supporting legislation targeted to small business growth, such as access to venture capital and the expansion of the network necessary for startup companies to thrive. We will keep our antenna up for any other issues that will have an impact on the Delaware business community. With your help 2018 will be another successful year in Dover.

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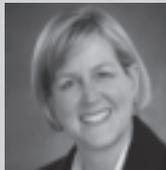
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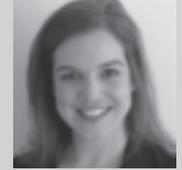
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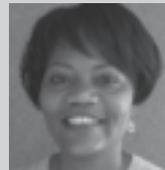
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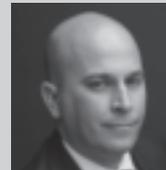
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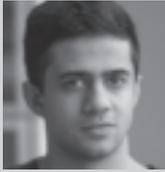
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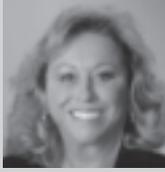
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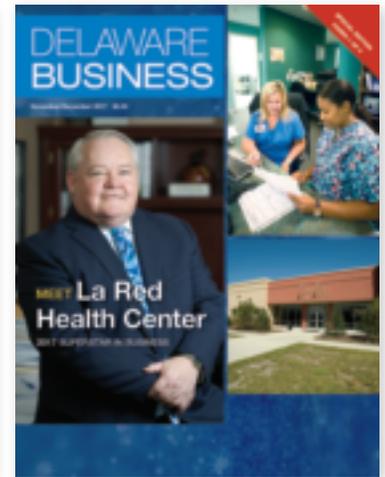
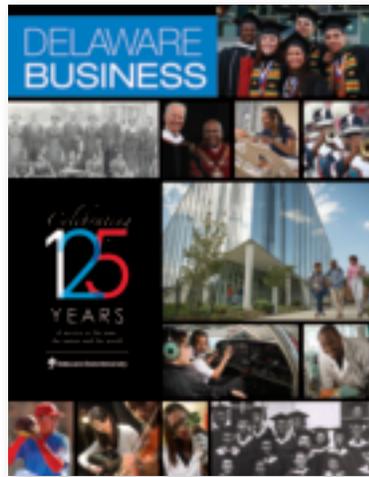
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Delaware Business magazine covered a variety of topics—from education to fitness to restaurants—in 2017. Above, the covers of 2017.



DELAWARE BUSINESS 2018 EDITORIAL CALENDAR*

The Delaware State Chamber of Commerce's *Delaware Business* is published six times a year, featuring a wide range of editorial content of interest to the business community. Below is the 2018 editorial calendar, including special advertising sections and advertising space reservation deadlines:

March/April

Guide to Real Estate & Construction
 Guide to Health Care & Insurance
 Guide to Taxes
 Guide to Career & Internships
Space reservation: January 19, 2018

May/June

Superstars in Education Guide
 Guide to Education
 Guide to Legal Services, Government Affairs and Incorporating Services
 Guide to Beaches
Space reservation: March 9, 2018

July/August

Restaurant, Meeting & Banquet Guide
 Guide to Higher Learning
 Insurance & Financial Services
Space reservation: May 11, 2018

September/October

Guide to Health + Fitness
 Back to School Guide
 Manufacturing Guide
 Guide to Election Issues
 Guide to Delaware Schools
Space reservation: July 13, 2018

November/December

Superstars in Business Guide
 Guide to Construction & Real Estate
 Guide to Technology
 Guide to Banking
Space reservation: September 14, 2018

January/February 2019

State Chamber Annual Report
 The State Chamber's Year in Review, and a look at Delaware's economic development.
Space reservation: November 16, 2018

* This calendar lists cover story topics and special advertising segments. Editorial topics are subject to change. Advertisers will be notified of any significant changes to content. All ads are due one week after space reservation deadline.



Message from the Chairman

Thank you and let's keep the momentum going strong

BY CHIP ROSSI

I wanted to take this opportunity to thank you all for the support you have provided during my two years as board chairman of this great organization. In addition, I want to thank Rich Heffron for his leadership and his many contributions over the years and I wish

him and his family all the best. It has been my honor and privilege to work with each of you to promote economic progress here in the First State. Every one of you, whether on the board or a member or on the staff, contributes to improving the economic vitality of Delaware.

Working together these past few years, we have created a more unified voice for the business community. You shared your feedback on what matters to you and helped shaped the goals and direction of this organization. You supported stronger partnerships with other local chambers and with the Delaware Business Roundtable. You worked collectively and independently with public officials across the state, including the state assembly and the governor's office. All of these efforts have resulted

in a more integrated and informed business community.

Look at what we've been able to do together: The Coastal Zone Act has been modified so that coastal areas that previously were brownfields can now be cleaned up and used for economic development opportunities. We worked with the state government to establish the Public Private Partnership that will attract new businesses to Delaware and support innovators and entrepreneurs. And, we supported the Pathways to Prosperity program that provides occupational training for 9,000 young people in 41 schools across the state. Amid this collaboration and progress, the Chamber remains on sound financial footing as membership has continued to grow over the past two years.

Despite all this, our work is not done. Looking ahead, we now need to implement and grow these initiatives. We must continue to develop partnerships that create jobs for Delawareans. That is how we will sustain responsible growth in Delaware.

None of this is easy and to be successful, we must continue to face challenges head on and have the courage to do things differently, especially in the areas of healthcare, education, the state budget and job growth. We must keep our young people on the path to success and ensure there are opportunities for skills training and higher education for all Delaware students. Specifically, we can look for ways to expand Pathways for Prosperity so young adults stay here and have meaningful careers that lead to financial security.

You are a terrific group of people and it has been my honor to serve you through the Chamber. I am optimistic about the future of the Chamber and the future of our state. While we are in the process of searching for a new president, we are in great hands with the talented chamber staff and Gary Stockbridge as our new chairman. Gary is a well-respected business leader who I know will guide us in working together to shape the future for all Delawareans. Thank you again for all you have done for our great state.

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Chamber Survey Translates into Legislative Priorities

BY JAMES DECHENE

IN DECEMBER the State Chamber conducted its annual membership survey asking members to prioritize issues facing their businesses, taking their temperature on their view of Delaware's economy, and, among other things, if they have plans to expand their workforce in 2018.

The results weren't terribly surprising, and echo much of what the Chamber has focused on in Dover over the last few years. The answers do show that businesses remain optimistic about their operations, but are facing real hurdles that need to be addressed at both the state and national level.

First, the highlights:

- 67% of the respondents work in a business with less than 100 employees
- The top four policy priorities for respondents are: economic development; cost of healthcare; government spending; education reform (K-12)

Over the past year, 40% of respondents are more optimistic about the outlook for their company, and 40% remain neutral, 37% of respondents believe they will grow staff size in 2018 and 60% expect their company revenue to grow. Most companies are aware of the threat of cyber security and have a plan in place to deter, or respond to, a cyber attack.

As for the "lowlights":

- 67% of respondents view Delaware's economy as "needing improvement"
- The top four obstacles to the growth of business: cost of employee health care; lack of qualified applicants; concerns about crime/safety; concerns about local schools; permitting and regulation compliance

Views of Delaware's education system remain overall negative, with the majority rating it as not effective, coupled with a mixed response on the skills sets of recent college grads.

Members of the General Assembly will have opportunities this legislative session to continue their work on addressing economic development issues they began last year by passing legislation to modernize the Coastal Zone Act and creating the Delaware Prosperity Partnership to help better market Delaware for outside investment. As the survey responses show, however, there remains much to be done to help better the overall environment for business to succeed.

So where does the Chamber go from here? First, we will continue to oppose legislation that adds cumbersome regulations or frivolous increased costs onto businesses. Second, we will continue to advocate for structural changes to be made to Delaware's budget that allow for pro-growth policies for Delaware businesses and will put the state's long-term economic future on the right track. Third, we will continue to support policies and legislation that will help Delaware's small business community thrive, such as increasing access to venture capital, creating networks for startups and searching for ways to decrease government related costs that hinder growth.

To be successful, the Chamber will need help from its members. Meeting with your elected officials to educate them on your business, your successes, and your needs, testifying at committee hearings on legislation that will impact your business, as well as reaching out to Chamber staff to provide feedback on legislative and regulatory actions, are all part of a strategy to help Delaware, and its business community, flourish. It will be an exciting and productive year, and I look forward to working with you to achieve these goals.

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Member news & Notes

A Message from the Incoming DSCC Chairman

BY GARY STOCKBRIDGE

» January is a time to examine the challenges and opportunities for the year ahead. As the incoming chairman, I look forward to the opportunities we have in 2018 to drive economic and community development and improve workforce education across Delaware. I also recognize the challenges that we face. Across industries, rapid changes and modern technologies are advancing how we do business, while at the state level our legislators are working hard to solve the state's budget concerns. As we embark on 2018 and face these challenges, we remain committed to serving our members and supporting our businesses – small and large.

We fulfill our commitment to our members by advocating for policies that create a more business-friendly environment and promote economic development. Through my experiences at the Chamber, as well as the Business Roundtable, I understand the importance of working with government to create effective solutions for our economy. Public-private cooperation fosters innovative ideas like the Delaware Prosperity Partnership, which will provide our state with a nimble tool to attract new businesses. At the Chamber, we also see opportunity in entrepreneurship and hope to expand our role in advancing a culture in Delaware that supports entrepreneurial endeavors.

As business leaders, we understand that a skilled workforce is a key component of a strong economy. I have been working to improve education and training opportunities my entire career, both as a business leader and as chairman of the state's Workforce Development Board. While I will work hard at the Chamber advocating for policies that support workforce development, I also recognize that it is our shared responsibility as corporate leaders to collaborate directly with nonprofit organizations, high schools, colleges and others to identify new opportunities to train the state's workforce. This year, we have the opportunity to do our part by building on successful initiatives like Delaware Pathways, an education program that combines an employer-driven curriculum on emerging careers with work-based experience. By 2020, the program is expected to have helped over 20,000 students, preparing our workforce for Delaware's future needs. Across the business community, we must continue to create opportunities for our students to experience the world of business, improve their soft skills and decide their future based on real-life experiences.

One of the most pressing issues for the Chamber in 2018 is to play our part in resolving the state's budget concerns. We will continue to advocate for a forward-thinking budget that provides responsible solutions to address both short-term challenges and long-term structural needs. We know our elected officials understand the issues we face, and we continue to offer them our support and input as we work toward a sustainable solution for Delaware.

I am honored to be this year's chairman and to continue our 180-year tradition of serving our members. As a state, we are strengthened by our diversity, and the Chamber is here to help businesses from across Delaware – small and large, women-owned, minority-owned, veteran-owned, from any industry. I look forward to working with all of you this year and having an open dialogue about how we can work together to best serve and support our great state. We have many opportunities in 2018 and by working together I am confident we can continue to create jobs, opportunity and prosperity across Delaware.



Gary Stockbridge is President of the Delmarva Power Region for Exelon Corporation, and the incoming Chairman of the DSCC Board of Directors.

BUSINESS SPOTLIGHT: Short Order Production House

BY ASHLEY STAHMER

» Previously known as the Kitchen, Short Order Production House has changed their name, but it's not because people kept calling for restaurant reservations. The company wanted to revamp their brand so they could focus solely on film production. They've come a long way since opening their office in the Wilmington train station. Having expanded into a new location in October, the production group is making the most of their 15,000 square feet and two full soundstage studios. The move to Orange Street in Wilmington gave Short Order Production House the ability to explore their new focus.

When it comes to production, Short Order strives to think outside the box and are continuously looking for clients who do the same. They want to create videos that go beyond building a brand for their client, aiming for content that is informational, as well as emotionally engaging, for viewers. Zach Phillips, one of the current directors and original founder of the Kitchen, said, "It's not worth making something if people aren't going to enjoy watching it."

Short Order Production House proves their creativity in their projects. Their portfolio includes a musical about what to do if your car breaks down, and an exit video for former governor Jack Markell, based on *It's a Wonderful Life*, in addition to many other innovative videos. It is not only their creative style that sets them apart from other production studios, however. Short Order Production House does almost every-



thing in-house, instead of outsourcing the production process for every project. They have a designated full-time staff consisting of producers, directors, editors, and technicians, and are well-stocked with all the necessary equipment for production. This gives them the ability to work with clients from the beginning concept development phase, all the way through to post-production composition.

"We're filmmakers first, but we also have great technical abilities. We start from the storytelling perspective, and then have the in-house capabilities to execute projects," Phillips said.

Keeping most of the work inside Short Order Production House certainly keeps them busy. They often have multiple shoots a day, and try to make each project different from the last. While they do a variety of stand-alone projects for different organizations, Short Order has also worked on multi-video campaigns. They recently produced a series of spots for the Delaware Department

of Education with the goal of drawing more teachers to the state. Instead of simply listing the features and benefits of teaching in Delaware, the production company added a humorous spin to the sometimes challenging, but ultimately rewarding, reality of being a teacher.

Despite their expanding client list and capabilities, Short Order still finds time to work with nonprofits. Some of their first clients were nonprofits, and the company believes it's important to stay involved with those organizations. One particular nonprofit is the Challenge Program, which helps trainees gain on-the-job experience in the construction field. As Phillips is on the board of directors for the Challenge Program, he was glad to have the opportunity to collaborate with the organization.

Short Order Production House looks forward to using their new equipment and office space to help companies think outside of the box in order to strengthen their brands and tell their stories.

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A Lifetime of Giving

DSCC GILMAN BOWL AWARDED TO PETER MORROW

» The Delaware State Chamber of Commerce awarded the Marvin S. Gilman Bowl to Peter Morrow on Wednesday, November 8, 2017, at the Annual Marvin S. Gilman Superstars in Business awards luncheon. Peter Morrow is currently the president of the Welfare Foundation, and past president of the Longwood Foundation. During his sixteen-year tenure, the Foundations have collectively contributed approximately \$1 billion to various charities and causes under his leadership. Peter, a member of the DSCC Board of Governors, accepted the award, along with his wife, Linda.

“I have no prepared remarks, so I’ll just say that I’ve had a lifetime of good experiences. It’s been a great run, I’ve got so many friends in this group out here - they’ve all been so very helpful to me. This is a great surprise, thank you very much,” said Peter upon accepting the award.

The Gilman Bowl was established to recognize those who have exhibited exceptional small business leadership. It is named in memory of Marvin S. Gilman, who served as an exemplary leader and a paragon of small business in Delaware. The identity of the winners of the Gilman Bowl was held in

confidence until its presentation at the awards luncheon.

Peter has freely given his time, counsel, and expertise to our community, helping organizations like Christiana Care, West End Neighborhood House, Children & Families First, and Food Bank of DE. The Community Services Building, Beebe Medical, La Red Health Center, the Riverfront Development Corporation and the Wilmington Housing Partnership have also benefited from his passion and generosity. His roles in companies like DuPont, Longwood Foundation, and the Welfare



Foundation, have had a direct impact on schools, hospitals, human services, job creation initiatives, early childhood development, and more.

He was born in Wilmington, Delaware, and graduated from Wilmington Friends School. He received his Bachelor of Science in Business Administration from the University of North Carolina at Chapel Hill. He is an avid tennis enthusiast, a member of the Delaware Tennis Hall of Fame, and a national platform tennis champion. Peter and his wife, Linda, live in Wilmington and have three children.

The event, held at the Hotel du Pont's Gold Ballroom, also honored eight outstanding companies as Superstars in Business and Award of Excellence winners. The winners can be viewed at www.dscc.com/superstarsinbusiness. The program included video tributes to the Superstars in Business award winners, as well as keynote remarks by Ben du Pont, CEO and co-founder of Zip Code Wilmington.

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Saint Francis Healthcare is affiliated with the Saint Francis Foundation and Saint Francis LIFE (Living Independently for Elders), Delaware's only PACE (Program for All-inclusive Care for the Elderly) model.



NONPROFIT SPOTLIGHT Easterseals

BY KATIE CONSTANTINE

» In 1907, Ohio-businessman Edgar Allen lost his son in a streetcar accident. The lack of medical services available to save his son prompted Allen to sell his business and begin a fundraising campaign to build a hospital in his town of Elyria, Ohio. Through this new hospital, Allen was surprised to learn that children with disabilities were often hidden from public view. Inspired to make a difference, Allen founded the National Society for Crippled Children in 1919, the first organization of its kind.

In the spring of 1934, the organization launched its first Easter “seals” campaign to raise money for its services. To show their support, donors placed the seals on envelopes and letters. In 1945, the Easterseals vision was expanded across the country. Easterseals Delaware & Maryland’s Eastern Shore was established in 1948.

Easterseals is a valuable resource for the community, serving children, adults, and seniors with disabilities. The organization serves 1.4 million people, offering a wide range of services at 73 affiliates nationwide. Adults with physical and intellectual disabilities, including veterans, spend their days in adult day programs where they can choose from activities such as day trips, shopping, arts, activities and games. Seniors living with Alzheimer’s or dementia are given the option to participate in an adult day program, or an in-home services program, which allows them to live



Bryson participates in our Early Intervention program. He is pictured with his parents.

in their own homes with the help of a caregiver. Children are given access to Child Development Centers, and early intervention programs, which help young children with disabilities achieve their goals in cognitive, social/emotional, communicative, adaptive and physical development. Services may include occupational, physical, or speech therapy. Most early intervention services take place in the home or, in the case of working parents, at child care facilities in the local community

“Easterseals isn’t just for children, Easterseals is the “go to” place for families to find the answers, programs, therapies and services they need, and for the community to understand the population we serve,” said CEO Kenan J. Sklenar. “We serve people through the entire life spectrum.”

Easterseals is dedicated to aiding caregivers through specialized programs and their community outreach program. They provide support

groups, trainings, and other caregiving resources. They also provide programs like Camp Fairlee, a dynamic outdoor program that provides a break for both patients and caregivers from their normal routines.

The respite camp at Fairlee Manor in Chestertown, Maryland works with Easterseals to serve children and adults with disabilities. Fairlee Manor’s residential camp serves an average of 50 to 75 children and adults each week throughout the summer, and on select weekends year-round. The camp provides outdoor recreation for children and adults. Sessions offer a wide range of activities, including arts and crafts, sports and games, and nature walks.

“I enjoy watching campers grow each year during their time away from home. Their stories of growth and transformation are always touching. I love hearing from the parents about how much camp means to them as it gives them a break for a



Mark enjoys the freedom and independence that Camp Fairlee offers. His parents are able to enjoy vacations without having to cater to the constant demands of Mark's needs.

weekend. They can relax knowing their child is in capable hands and enjoying themselves,” says Kenan. “We just expanded the campus and the transformation is astounding.”

In addition to outdoor enrichment activities, Easterseals encourages “brain games” through their Brain Health Center, which provides information, tools, and services to help patients on their brain health journey. Easterseals promotes brain health through a variety of approaches, such as ongoing learning and skill-building experiences.

“I hope Easterseals continues to grow and touch lives. I hope we make changes by educating our community about disabilities, and the value of Easterseals,” says Kenan. “I would like more people to know about our programs and services and the impact we make in the lives of the people we serve, who happen to be your neighbors, friends, and coworkers. I would like Easterseals to be able to serve even more families and change lives.”

The Ambassador Committee

»» The Ambassador committee is made up of four volunteer Chamber members, coordinated by Sr. VP of Membership, Chuck James. The ambassadors come from a variety of member categories: big companies, small business, retail stores, sole proprietors, etc. The purpose of the Ambassador Committee is to increase membership and retention, and to act as a liaison between the State Chamber staff and the membership at large. The Ambassadors attend Chamber events to welcome new members to the Chamber, assist in connecting existing members with each other, and help to recruit prospective members. Ambassadors “take the temperature” of existing members with monthly member satisfaction calls and bring issues to the attention of the Chamber staff that may not come to the surface otherwise.

In 2016, the Ambassadors made nearly 1,000 phone calls to existing members, noting changes in contact information and surveying them on various topics related to their Chamber experience. They attended 30 events, and spoke with countless members.

The Ambassadors earn points for all these activities. The points are totaled up at the end of the year and an Ambassador of the Year is named.

This year’s Ambassador of the Year is Ralph Petti of Ripcord Solutions Risk Management, and locally for Keller Williams Real Estate, for an unprecedented fourth year in a row. Please congratulate Ralph when you see him – and you will see him often at Chamber events up and down the state. Thanks, Ralph! Well done.

The committee is looking for some new members for 2018. If you have been a member of the DSCC for at least two years and are interested in devoting some extra time and energy to the Chamber, we’d like to talk to you. Please contact Chuck James.



Ralph Petti, Keller Williams/Ripcord Solutions, 2017 DSCC Ambassador of the Year.

Members of the 2017 Ambassador Committee:

- Eric Bentley, *Microsoft Store*
- Jack Coleman, *Stouch Lighting*
- Ralph Petti, *Keller Williams/Ripcord Solutions*
- Mike Schwartz, *Legal Shield*

2017 Ambassador of the Year:

- Ralph Petti, *Keller Williams/Ripcord Solutions*

WELCOME New Members



New member GymSource, a fitness equipment store on Concord Pike, hosted a ribbon cutting ceremony in November.

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The 180th Annual Dinner took place on Monday, January 9, 2017, and featured Edward Breen of DuPont as the keynote



Carroll M. Carpenter received the Josiah Marvel Cup





Marianne Antonini retired after 25 years of serving the State Chamber as its CFO

Dan Rich of University of Delaware was honored with the John H. Taylor, Jr. Education Leadership Award at Superstars in Education



DuPont surprised the audience by awarding five education programs grant money during the Superstars in Education awards ceremony



Announced at the Spring Manufacturing Brunch, the Frank Masley Memorial Scholarship program supports students pursuing careers in engineering, manufacturing and entrepreneurship



CHAMBER SCENE



Greenhill Pharmacy celebrated the opening of their second location on Market Street



The State Chamber welcomed its new members at the Meet the New Members orientation



The Delaware Young Professionals Network hosted a panel discussion on how to join a nonprofit board and best practices as a board member



Alan Levin discussed his '11 Rules for Being Successful in Business Today' at a Chamber Leadership breakfast

During Small Business Day in Dover, Senator Greg Lavelle spoke with Bill Smith of Environmental Alliance, whose company resides in Lavelle's legislative district



Mark Stellini of Assurance Media met with his company's legislator, Senator Antony Delcollo



Representative Michael Ramone and Senator Gerald Hocker were honored with the 2017 Small Business Guardian Award



On DYPN Community Outreach Day, young professionals volunteered at the Delaware Special Olympics Summer Games



The 24th Annual Chamber Chase Golf Tournament was held on September 7 at Kings Creek Country Club in Rehoboth



Governor John Carney signs HB190, which modernized the Coastal Zone Act



The State Chamber partnered with U.S. Representative Lisa Blunt Rochester and Facebook to hold a workshop on how to use Facebook for business

CSC celebrated the grand opening of its new global headquarters in June





Wilmington University at their exhibit table during the 2017 Delaware Networking Station at the Chase Center



Former Governor Markell finished his cross-country bike trip in Rehoboth

 Governor John Carney signs HB226, which created what is now called the Delaware Prosperity Partnership



JPMorgan Chase and Mission BBQ were honored with the Warrior Friendly Award, presented by the Joint Military Affairs Committee



CHAMBER SCENE

The 19th Annual Marvin S. Gilman Superstars in Business awards luncheon featured keynote Ben du Pont



Peter C. Morrow of the Welfare Foundation was honored with the 2017 Marvin S. Gilman Bowl





The State Chamber and honorary host Senator Chris Coons were joined by Senator Tom Carper and Representative Lisa Blunt Rochester to ring in Delaware's 230th anniversary in Washington, D.C. at the 7th Annual Taste of Delaware event



Senator Chris Coons keynoted December's Chamber Leadership breakfast at the University & Whist Club





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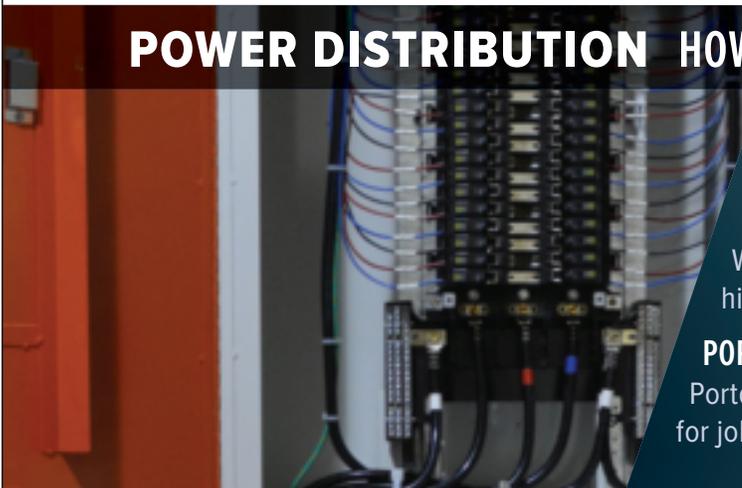
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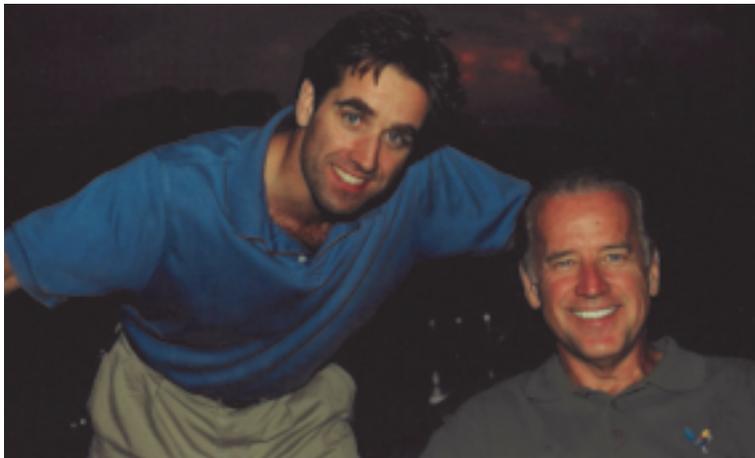




Vice President Biden and Melinda Gates wave to the crowd at Seattle's Benaroya Hall as part of his book tour for Promise Me, Dad. Photo Courtesy of David Lienemann. At right, Biden family portraits from the Biden family personal archive.

Hope, Purpose & a Promise

Former U.S. Vice President and Delaware Senator Joe Biden
opens up about his book and what it means **BY JOHN SWEENEY**



FOR JOE BIDEN, it has always been about purpose. Always. Back when he was kid growing up. In the U.S. Senate. As vice president of the United States. And today -- when he talks to strangers about the loss of his son Beau, when he presses doctors and scientists for a cure for cancer, and when he urges everyday Americans to take heart and return to the values that have always held the country together.

The former vice president and his wife, Dr. Jill Biden, have been touring the country on behalf of his book, "Promise Me, Dad: A Year of Hope, Hardship, and Purpose." It is a tense, fast-paced account of a heart-breaking 12 months. Readers come face-to-face with the maneuvering of presidential candidates, the intrigue of international diplomacy, and, of course, the anguish of a father fighting and praying that his son would live.

Most of all, it is a book about hope.

That is the reason he wrote the book. But -- and this surprised Biden -- it is the reason people are reading it.

The book has hit Number One on the New York Times bestseller list. He has spoken to packed audiences in forums in major cities. What strikes

most readers, and reviewers, is the honest portrait of a father and his family struggling with the pain and turmoil of young man's death. Beau Biden, Delaware's former attorney general, died from brain cancer in 2015.

In city after city, in bookstores and at forums, the vice president says, "Scores of people came through the line and many said, 'I read your book.'" They then would softly say that their son or a daughter had just died.

"I was always stunned and I'd say, 'My God, what are you doing here?' "Then they'd tell me, 'Your book gave me hope.'"

That made him contemplate the second reason for writing the book: People have to move forward.

Including Joe Biden.

In the book, he quotes the late New York Senator Daniel Patrick Moynihan: "To fail to understand that life is going to knock you down is to fail to understand the Irishness of life."

When asked about being knocked down, Biden agrees. It is something the Irish know. But they also know that you have to pick yourself up. This is where the themes of his book -- hope and moving forward -- come together.

Cover Story

It applies to people and nations.

His son, Beau, retaught him that in his last days.

When Beau realized what was happening to him, he said he was going to be all right. “Then he said to me, ‘You’ve got to promise me, Dad, that no matter what happens, you’re going to be all right. Give me your word, Dad. Give me your word as a Biden. You’re going to be all right.’”

I knew what he meant. He was afraid that I would withdraw. ‘I won’t,’ I promised him.”

This is why he helped form the Beau Biden Foundation to combat child abuse and why he is rallying the medical community to find a “moonshot” cure for cancer. It is why he is engaged in what he sees as the fight to save the American values of civility and community.

The book, he says, is about that invisible fabric that holds up society.

“There are a lot of reasons for middle-class and working-class people to be frightened,” the vice president says. “The world is changing. I was talking to a man from Claymont. I asked him how he was doing. He is doing all right he said, but he said he is afraid his son won’t have a job in 10 years. That’s frightening.

“People are hungry for a reason to hope. But that’s no reason to go for this phony populism.

“I have never been so optimistic about America’s chances. Our worker productivity is second to none.”

“I think the American people have the same values they have always had. The vast majority of people have become disenchanted with the way our political system has been going. This sense of us against them is so pernicious. Why divide us? Instead, we should appeal to what we always had, a common purpose. We should remember our post-World War II values.”

“Truth matters,” he says. “Common goals matter. That is where most Americans are today.

“I have never been so optimistic about America’s chances. Our worker productivity is second to none. None. We have the greatest research universities in the world, thanks to Dwight D. Eisenhower’s foresight. We have the smartest venture capitalists.

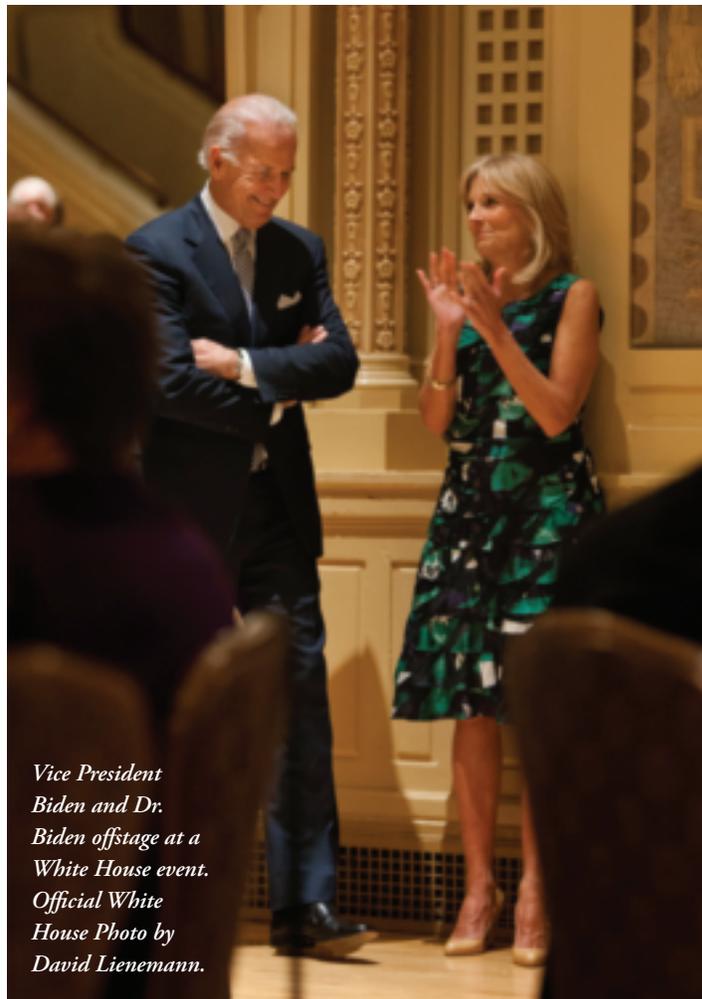
“But what are we doing to ourselves? Of course, we get knocked down. But the story of America is getting knocked down and getting back up stronger.

“I have always said, ‘It’s never a good bet to bet against America.’”

In the book, Biden remembers his “grandfather Finnegan” as always telling the young boy as he went out the door, “Keep the faith, Joey.”

It was a reminder of purpose, Biden says today. Purpose was always a part of it. Especially in the hard times. In December 1972, when he had just become Delaware’s senator-elect, his wife Neilia, and his daughter, Naomi, were killed in an automobile accident. His sons Beau and Hunter were badly injured. Biden can still see and hear Beau, barely 4 years old, reassuring his younger brother, that everything was going to be all right.

“From the accident to this, it’s always been purpose,” he adds. “Beau may be gone, but he’s still a part of me.” ■



Vice President Biden and Dr. Biden offstage at a White House event. Official White House Photo by David Lienemann.

A Note from Dr. Biden

Dr. Jill Biden has a message for Delaware’s business leaders: If you want our young people to succeed in tomorrow’s economy, step up today.

The former Second Lady of the United States spent much of the last decade crisscrossing the nation, talking to students and studying the challenges young people face. With changing technology and global competition for jobs growing ever greater, she said one thing is clear: Twelve years of schooling does not do the job any more, not for tomorrow’s economy.

“We have to make college more affordable for all students,” she said. That is why she is behind the movement to give all students 14 years of free education. Adding that extra time will allow more students to gain the skills they need for the future. It is a step that will pay dividends.

“Business also needs to offer more apprenticeships to round this out,” Dr. Biden added.

“I am a big proponent of mentoring,” she said. All young people can benefit from mentors, especially young women and minorities.

This is where Delaware’s businesses can help. Get involved, start or expand your mentoring programs.

“We have a responsibility to come together and provide mentoring for our young people.”

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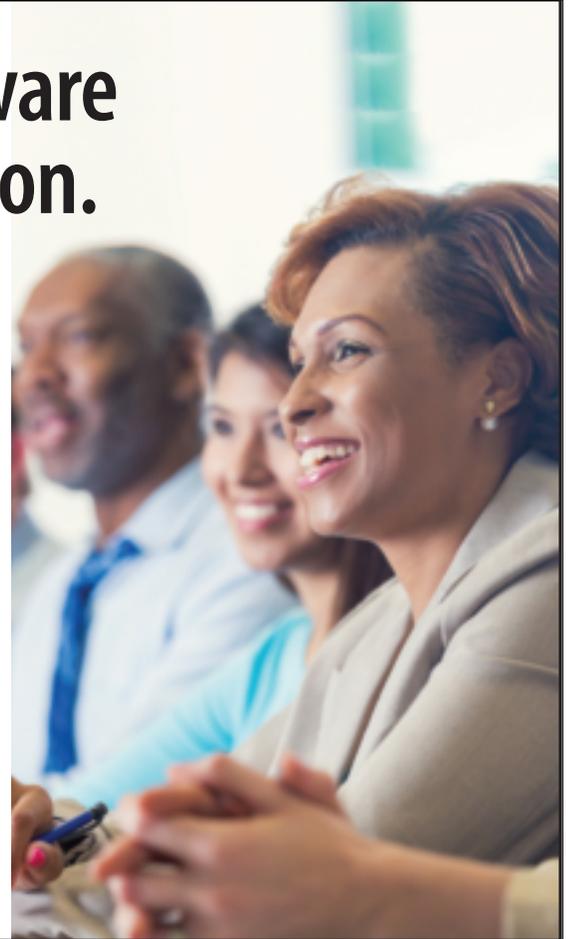
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Tackling Type 2 Diabetes

With more than 29 million US adults diagnosed with diabetes and 84 million US adults living with prediabetes, health care providers are increasingly seeing prediabetes as a serious health condition that raises a person's risk of developing Type 2 diabetes, a costly chronic disease.

Effective January 1, 2018 Highmark Delaware began covering a new diabetes prevention program as a preventive benefit for group customers. The structured lifestyle and health behavior change program, which is recognized by the Centers for Disease Control and endorsed by the Centers for Medicare and Medicaid Services (CMS), can help prevent Type 2 diabetes in people who are identified as pre-diabetic.

“Prediabetes is a serious health condition that increases a person's risk of developing Type 2 diabetes, but it is reversible, so it's important that we address it,” said Lori Hough, vice president of Clinical Care and Wellness for Highmark.

Prevention not only leads to a healthier community, but in the case of costly chronic diseases like Type 2 diabetes prevention leads to lower health care costs for members and employers. The primary goal of diabetes prevention program is to help participants achieve at least 5 percent weight loss.

“Our estimates show that employers could see \$400 to \$1,300 per year in savings per member when a participating member reaches the 5 percent weight loss goal through the program,” said Hough. “So not only does the employee and/or their family member benefit from being healthier and

avoiding diabetes, but the employer benefits too. Plus, healthier employees benefit everyone — themselves, their families and their employer.”

The new diabetes prevention benefit consist of a 12-month life style behavior change program. Two program options are available — in person through a local YMCA or online/mobile through Retrofit, a leading provider of weight-management and disease-prevention programs. Both programs include structured sessions led by a trained Lifestyle Coach that includes food, weight and activity tracking, as well as group support. The

YMCA's Diabetes Prevention Program option is for members who might prefer the in-person meetings and support of the coach and others who are on the journey together.

For those who prefer the flexibility of an online/mobile format, Retrofit offers a proprietary lifestyle-patterns assessment to drive personalization. Retrofit also includes one-on-one live sessions and unlimited messaging with an expert coach, expert-led online interactive lessons and missions to encourage learn-by-doing. Retrofit also includes access to an app, online dashboard and self-monitoring tools for tracking weight, food, mood, steps and exercise.

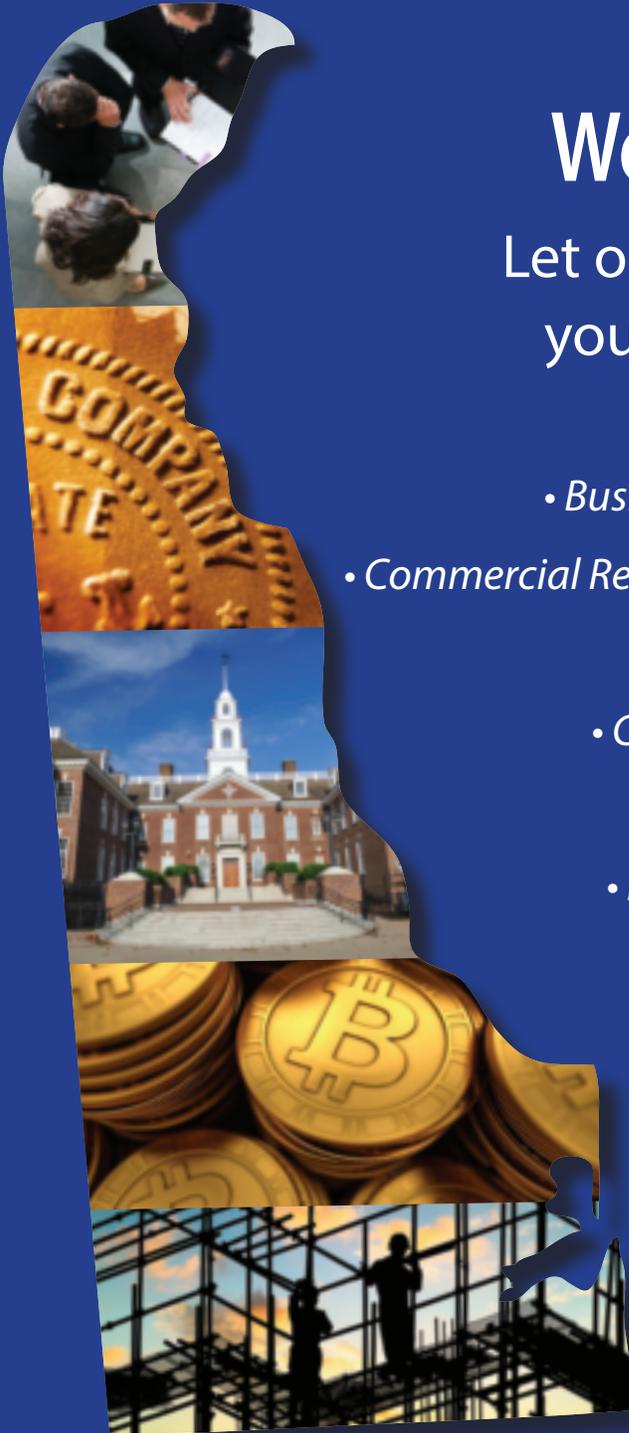
Highmark is proud to partner with these successful diabetes prevention programs to reduce the threat of Type 2 diabetes. Prevention leads to a healthier person, workplace and community. ■





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The Experimental Station: An Innovation Ecosystem

DUPONT HAS ALWAYS BEEN deeply committed to scientific innovation. We have a long-standing reputation for innovation excellence, and that continues under DowDuPont. A key element of our long-term success has been our ability to adapt to the evolution and direction of science and engineering and to connect our innovation to the changing demands of the marketplace. We are committed to leveraging our science infrastructure and competencies to nurture emerging science and technology innovation hubs in Delaware.

The Experimental Station has been an important source of that innovation for over a century, and it will continue to be an essential site for our science and engineering teams. It also will be a hub of science and innovation for Delaware and the mid-Atlantic, complementing area facilities and programs to advance the state of technology and to increase the impact of our innovation investments on business growth.

We are revitalizing the Experimental Station to stimulate a culture of innovation, optimize our infrastructure and improve how we operate. That includes modernizing most of the buildings as part of a more than \$200 million investment. The site will largely host the Specialty Products Division businesses of DowDuPont, as well as third parties.

The transformation we are going through is making the Experimental Station more conducive to third party tenants and creating attractive environments to do business and recruit people. With an increased focus on collaboration, we aim to better harness the power of partnerships and

external networks to drive innovation. We are targeting early 2020 to be finished with our modernization work, which includes a new town center expected late in 2018.

The creation of the Delaware Innovation Space is the next step at the Experimental Station to attract and create an ecosystem composed of diverse organizations to stimulate and enhance collaboration and accelerate business results. Startups, in particular, play an important role in building an innovation culture. We believe that this, in turn, will provide new opportunities for the future, not only for Delaware but also for our businesses. The new non-profit, a home for entrepreneurs which opened last summer, will support deep science for sectors including renewable energy, biotechnology, health science, nutrition, advanced materials and chemicals.

Our vision for the Experimental Station is to harness the power of collaboration to drive innovation. Together, with the State of Delaware and the University of Delaware, we have created an innovation space where entrepreneurs, scientific leaders, and businesses can benefit from best-in-class talent, resources and culture.

All of these changes will strengthen our collective mission, help grow Delaware's businesses and improve competitiveness, creating stronger, innovative companies. ■

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Christiana Care Rates Top in the Nation for Medical Excellence and Patient Safety

Barbara Albani, M.D., and Greg Zoarski, M.D., perform a neurointerventional procedure at Christiana Care Health System.

CHRISTIANA CARE HEALTH SYSTEM'S national prominence as The Best in the United States in quality and safety is a reflection of our mission, which is simple and profound: We take care of people.

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Christiana Care is rated the No. 1 health system in the entire nation for medical excellence in neurological and stroke care, and the No. 1 health system in the nation in patient safety for pneumonia and trauma care. And, Christiana Care received top performance ratings in: orthopaedics, chronic obstructive pulmonary disease (COPD), gall bladder removal, gastrointestinal hemorrhage, heart attack treatment and spinal fusion.

– CareChex 2018 Hospital Quality Ranking

Christiana Care is rated a 5-star health system. Five stars is the top rating for quality, safety and patient experience.

– U.S. Centers for Medicare & Medicaid Services (CMS)

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- the Best Hospital in Delaware
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Christiana Care is also among just 1 percent of U.S. hospitals earning top ratings across the board for abdominal aortic aneurysm repair; aortic valve,

colon and lung cancers, hip and knee replacement and heart bypass surgeries; heart failure procedures and COPD care.

– U. S. News & World Report Best Hospitals Listing

Christiana Care is ranked as one of America's 100 Best Hospitals for orthopedic surgery, joint replacement surgery, spine surgery, stroke care, general surgery, gastrointestinal care and pulmonary care.

– Healthgrades

Christiana Care is among the:

- 100 Great Hospitals in America
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- Best Hospitals for Joint Replacements in all 50 States

– Becker's Hospital Review

Christiana Care's patient-centered care coordination service Carelink CareNow was honored with the country's preeminent recognition for quality and safety — a John M. Eisenberg Patient Safety and Quality Award. Eisenberg recognizes innovation and effectiveness in helping patients manage their health while achieving higher quality care at lower costs.

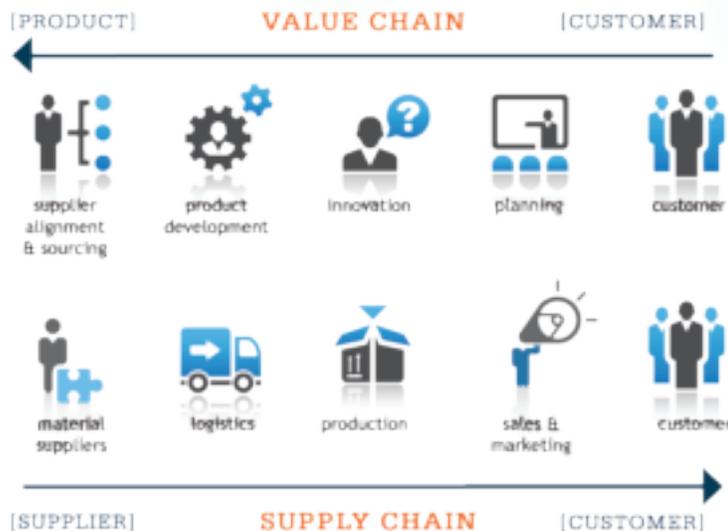
– The Joint Commission and National Quality Forum

“High-quality, high-value health care comes from great health care providers,” said Janice E. Nevin, M.D., MPH, president and CEO of Christiana Care. “The extraordinary people of Christiana Care serve our patients and our community as expert, respectful partners in their health. These recognitions are national acknowledgements of the innovation and commitment of our health care team and the difference they make every day in the lives of our neighbors.” ■

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The Biden Institute at the University of Delaware

DISTINGUISHED UNIVERSITY OF DELAWARE alumnus and 47th United States Vice President Joseph R. Biden, Jr., AS65, recently joined UD in a strategic partnership to offer students, faculty and staff new opportunities around public policy and civic engagement. Biden, a man who grew from humble origins, has consistently championed hard work, potential, relentless spirit and compassion for all people.

Part of the School of Public Policy and Administration, and supported by the College of Arts and Sciences and University administrators, the newly established policy institute and research center approached its first fall semester intent to acclimate and galvanize campus interest in policy and public service. Excited about the future and the enrichment of student experience, University of Delaware President Dennis Assanis remarked that Biden's "insight and experience will lend invaluable enhancement to programming, education and research initiatives as the University of Delaware helps shape the future leaders of our society."

Led by Vice Chair Valerie Biden-Owens, Managing Director Mike Donilon, and Executive Director Cathy McLaughlin, the institute builds upon the enduring tenets of Biden's career in public service. The former vice president is keen to empower students who wish to effect change through public policy and civic engagement.

Biden has long held that each of us has an obligation to be engaged and will often recall, from his time as a student at the University of Delaware, that it was his professors who convinced him he could make a real difference. The institute's efforts to foster honest dialogue from all sides of the political spectrum are established through recognizing that our similarities as Americans are greater in number and in strength than our differences, especially in the face of real challenges.

The 47th vice president invokes memories of the many challenges he's seen America overcome—memories of cynicism and stark policy and ideological differences, more divisive than those we see today. As such, a fundamental objective of the Biden Institute is to reify the notion that progress is possible while empowering students from every corner of the University to be engaged in public affairs. By bringing together policy makers, stakeholders and experts in various policy arenas, and convening audiences from across colleges and disciplines, the Biden Institute aims to inspire future leaders to engage in the important policy discussions that ultimately shape their future.

In addition to laying the groundwork for a student-led civic engagement

initiative, this past fall the policy staff at the Biden Institute examined a topic that many across the nation have described as the "Future of Work"—how, in the midst of automation and other transformations, we can create a future of quality jobs that will spur growth and carry the middle class forward in a rapidly changing economy. More specific themes included changing labor laws and regulations, emerging industries and their workforce needs, social and psychological impacts of long-term unemployment, access to and improvement of job training, and potential policy responses to the "gig" economy. These conversations will culminate in a set of policy proposals the institute will put forward in 2018.

Former Vice President Biden often reminds us that this generation of students is more open, more tolerant, better equipped, better educated and more informed than any before. As a resource and a

platform for student ideas, the Biden Institute is uniquely positioned to harness the leadership and the talent of UD students, empower them to shape a better future, and further establish the University of Delaware as a world-class intellectual center and destination for scholars, activists, policy makers and national leaders. ■



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Sallie Mae Celebrates 10 Years in Delaware with Continued Growth, Expansion, and Investment

THE YEAR 2018 marks Sallie Mae's 10th anniversary in Delaware, and the saving, planning, and paying for college company is celebrating by significantly increasing its presence in the First State. Already one of New Castle County's largest private employers, with more than 800 employees at its Newark headquarters, the company plans to add 285 customer service jobs and cut the ribbon later this year on space it is renovating in the Churchman's Corporate Center in New Castle.

Although its name dates to 1972, Sallie Mae became a new company in 2014, after spinning off its legacy business of servicing federal student loans to become a consumer bank focused on providing private student loans. The company incorporated in Delaware in 1997 under its formal name, SLM Corporation, opened an office here in 2008, and moved its headquarters from Reston, Virginia, in 2011.

Today Sallie Mae is the nation's leading provider of private student loans, with more than 1,500 employees across the U.S., offices in five states, the largest sales force in the industry, and more than 1 million customers. The company promotes responsible personal finance and helps students and families make college happen with products and services that include:

- Free online tips, tools, and resources to help with college planning, finding scholarships, and managing credit.
 - FDIC-insured savings products.
 - Private student loans for undergraduates and grad students, and the Sallie Mae Parent Loan.
 - Industry-leading research on how America saves and pays for college.
- Sallie Mae is committed to customers, employees, and the communi-

ties in which employees live and work. To create an exceptional customer experience, the company has moved all private student loan customer service to the United States, adopted the Agile framework for delivering technology platforms, launched innovative, award-winning mobile apps for iPhone and Android devices and the Apple Watch, and made other improvements.

The company offers fulfilling careers doing work that makes a difference in individual lives, competitive compensation, and attractive benefits, including a free, fully equipped fitness center at its Newark headquarters and an outdoor fitness trail that winds through its 22-acre campus.

Sallie Mae has awarded more than \$3 million in charitable contributions and student scholarships since 2014, including more than \$470,000 in scholarships to the children of employees. In Delaware, recent beneficiaries have included Big Brothers Big Sisters, the Food Bank of Delaware, the University of Delaware, and the Music School of Delaware, among others. The company encourages employees to be involved in their communities and offers paid time off for volunteer activities.

"Delaware's favorable business climate and talented workforce warrant our continued commitment to and investment in the First State," said Martha Holler, senior vice president, Sallie Mae. "We look forward to continuing our investment in Delaware and its citizens for years to come."

For more information about saving, planning, and paying for college, and careers at Sallie Mae, visit SallieMae.com.

Sallie Mae employs more than 800 people at its national headquarters in Newark, Delaware. ■

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Delaware Prosperity Partnership

Changing the way Delaware tackles Economic Development **BY JOHN RILEY**

IN A 2012 WHITE PAPER released by the National Governor's Association (NGA) Center for Best Practices, entitled "Redesigning State Economic Development Agencies", the organization identified "three foundational strategies that can greatly increase the effectiveness of economic development agencies." They are:

- Engage and sustain private sector involvement
- Create mechanisms to encourage collaboration, and
- Institute a quantitative evaluation system

In 2016 the Delaware Business Roundtable, concerned that Delaware needed to do more in a changing and highly competitive economy, retained the national economic development firm, TIP Strategies to review options for state economic development efforts going forward. TIP Strategies interviewed numerous individuals in both the public and private sectors and compared Delaware to other state's and regions around the country. Their final report, "The Delaware Growth Agenda", made a series of recommendations, but their core recommendation was to involve the private sector in a meaningful way by forming a public-private partnership.

"The strategy behind transitioning from the Delaware Economic Development Office to the Delaware Prosperity Partnership is to involve the business community in economic development matters. The business community will now share responsibility with the state for bringing in talent, creating jobs and increasing investments in Delaware. Business leaders have made it clear through their recent advocacy success on coastal zone modernization, the public-private partnership, and in their fundraising efforts for the DPP, that they're willing to put in the work and funding necessary to affect change and drive growth" says Bob Perkins, Executive Director of the Delaware Business Roundtable.

Within 24 hours of taking office, Governor John Carney signed Executive Order Number One, appointing a working group consisting of business, government and educational leaders, with a mission to consider the formation of a public-private partnership for economic development. The working group endorsed the concept, which resulted in the passage

of legislation in June by the Delaware General Assembly. The legislation established the new entity, and transferred certain functions of the Delaware Economic Development Office to the Department of State. The legislation called for "a non-profit corporation to focus on investment attraction, entrepreneurship and innovation, talent development and retention, research and analysis."

The Delaware Prosperity Partnership (DPP) held its organizing meeting on September 20, 2017. The board, co-chaired by Governor Carney and Rod Ward, CEO of CSC, consists of seventeen additional members. Members come from all three counties, representing the General

Assembly, education, and the business community. Thirty-six Delaware organizations have made financial commitments to the DPP, totaling approximately \$1.3 million. This funding will be complemented with \$2 million in state funds. The added financial support from the business community will allow for a more robust effort to promote Delaware's advantages as an ideal business location.

"By restructuring our economic development efforts, we're positioning Delaware to create good-paying jobs, build an entrepreneurial ecosystem, and ensure that Delaware remains a leading state to do business," said Governor Carney. "We will partner with private business to draw on new resources, and ideas, for improving our economy. And we will offer new, targeted support for small businesses and entrepreneurs who are responsible for much of our economic growth and job creation."

Rod Ward, CEO of CSC and co-chair of the Delaware Prosperity Partnership states that Delaware is on an economic upswing, including the expansion of Chemours, the growth at Incyte, and the commitment from DowDuPont to maintain key operations in Delaware. It is complimented by the renaissance of our entrepreneurial community with The Mill, 1313 Innovation and other incubators attracting entrepreneurs to launch new businesses especially in the "fintech" space. Ward believes DPP's role is to expand upon these economic development efforts in areas such as workforce development and enhance the state's ability to attract, grow and retain companies to our state.



DPP co-chairs, Governor John Carney (above) and Rod Ward, CEO of CSC.



In addition to completing our fundraising efforts, the DPP is focused on the basics of getting established. In addition to the appointment of officers and forming of committees, we have filed for our 501c3 status, set up shop at One Commerce Center in Wilmington, and launched our website, www.deprosperitypartnership.com. On the website you will find information on our board, our governance, the CEO search, and helpful information about Delaware, plus the catchy video developed as a part of the Amazon RFP response.

One early initiative by our board is to identify areas on which to focus our business attraction efforts. This exercise will review Delaware's current strengths and existing business clusters to assist with the development of strategies to support growth in these industries, and to attract other companies from the same sectors. Two related areas of concentration will be determining what is needed to continue fostering the development of entrepreneurial ventures focused on innovation, and how best to support our employers with a well-prepared workforce. These advisory councils will rely on existing expertise in our business community, so we will be reaching out to many of you for your advice or participation.

If you have questions about the DPP, please contact John Riley at jsriley@deprosperitypartnership.com or by calling 302-477-7497 ■



John Riley is the interim President of the Delaware Prosperity Partnership.

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New Delaware Division, New Approach to Economic Development

BY DELAWARE DIVISION OF SMALL BUSINESS, DEVELOPMENT & TOURISM

THE DELAWARE DIVISION of Small Business, Development & Tourism is committed to making Delaware a great place to start and grow a business. It was created in summer 2017 when Gov. Carney signed into law HB 226. The bill eliminated the Delaware Economic Development Office and created both a public/private partnership, called the Delaware Prosperity Partnership, and the new Division.

The Division is focusing on assisting small businesses and entrepreneurs, including minorities, women and veterans, by connecting companies and communities with essential services and tools. It is also helping existing businesses to grow and thrive while making the state a more attractive place to start or expand a company. The Division is serving as gatekeeper for the Delaware Strategic Fund. Lastly, the Delaware Tourism Office and its mission to market and promote the state as a tourism destination to increase out-of-state visitation reside within the Division, as well.

Staff have continued their work to better the state, while handling many of the functions the DPP will be responsible for as the new organization stands itself up. At the same time, the Division has worked to take a step back, look at Delaware's overall economic picture and define how to best achieve its own goals. With assistance from the University of Delaware's Institute for Public Administration, the Division has sought input directly from businesses, service providers and local government. IPA hosted multiple listening sessions during the month of October across the state.

"As Delaware reimagines its approach to economic development, we asked our customers—Delaware's residents and business owners—to



help," said Cerron Cade, Director of the Division of Small Business, Development & Tourism. "We wanted to hear from the public, so the chosen approach can be one that serves the needs of residents and the business community."

The Division plans to present its new vision publicly in the new year. ■



Cerron Cade
Director, Division of Small Business,
Development and Tourism

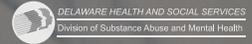
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The Partnership Inc.



John Moore, United Way of Delaware, talks to students at Postlethwait Middle School.

THE PARTNERSHIP, INC. IS THE 501(C)(3) education affiliate of the Delaware State Chamber of Commerce. It was created to promote charitable and educational activities by developing and fostering programs that encourage private sector involvement in workforce development and education. Superstars in Education and Delaware Principal for a Day are the organization's flagship programs.

Superstars in Education is charged with recognizing outstanding educational programs and individual achievements. This event highlights excellence in science teaching, integrated classroom technology practices, and school-to-career partnerships. It also serves the business community and its investment in the future. Delaware's future depends on the foundation we build in our schools today. It is imperative that today's students have tangible skills when they are ready to enter the workforce. Whether college bound, preparing for a trade job or working in the manufacturing world, students need to be equipped with the knowledge and skills to be productive employees and citizens. Today's students are tomorrow's workforce.

The Partnership, Inc. recognized seven programs at the annual Superstars in Education Awards Ceremony hosted at Wilmington University's Doberstein Admissions Center Auditorium on May 8, 2017.

- **Farm to School**, William Penn High School, Colonial School District
- **ExCEL**, Georgetown Elementary, Indian River School District
- **Growing the Pipeline for Stem Education**, Brandywine School District

- **War on Waste**, Clayton Intermediate School, Smyrna School District
- **Highlander Café**, Thomas McKean High School, Red Clay Consolidated School District
- **Project SEARCH**, Kent County Community School, Capital School District
- **Take Two, Own Two:** Teacher to Student Mentoring, Shue-Medill Middle School, Christina School District



Dan Rich

The John H. Taylor, Jr. Education Leadership Award was also presented at the Superstars in Education ceremony. The 2017 honor was given to Dr. Daniel Rich, Professor of Public Policy, and Director of the Community Engagement Initiative at the University of Delaware. This award recognizes someone within the community who has provided sustained leadership in advancing Delaware education and who, by doing so, has also made Delaware a better place in which to live and work. In addition to his extensive community service, Dr. Rich has nearly 50 years of experience as an educational leader at the University of Delaware. He is applauded for his passion, vision, and commitment.

This past year saw another successful Delaware Principal for a Day week, as well, with 128 schools across the state hosting 131 business leaders. Since its inception in 1993, the Delaware Principal for a Day program has facilitated several thousand school visits, joining principals with local business leaders to build grassroots partnerships that are key to developing the workforce of tomorrow. ■

2017 DELAWARE
Principal FOR A DAY

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“The Chamber is fortunate to have such direct access to both educators and business leaders in our state, bringing the two communities together to

facilitate dialogue and relationship-building for the advancement of programs beneficial to the state. It is through the legacy of this dialogue that we will be able to advance and replicate the success of recognized programs and schools!”

Katie Wilkinson, Sr. Vice President, Delaware Commercial Banking
Fulton Bank, The Partnership, Inc. Board of Directors Chair



Stuart Comstock-Gay of Delaware Community Foundation reads to students during Delaware Principal for a Day week.

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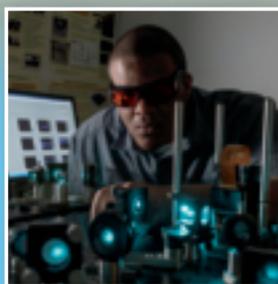
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2017 Small Business Alliance Year in Review

BY G. KEVIN FASIC, ESQ.

CALENDAR YEAR 2017 was an active one for the Small Business Alliance's (SBA) Board of Managers. In furtherance of our efforts to connect the small business community with the General Assembly, our annual "Small Business Day in Dover" was held on May 18. The event coincided with the monthly House Small Business Caucus meeting, which brings together members of the General Assembly who are small business owners, or actively represent their interests. Our keynote speaker was veteran government affairs expert Bob Byrd of The Byrd Group, who provided attendees with a primer on Legislative Hall, a how-to for engaging with members of the General Assembly.

This event stresses the importance of communicating with one's legislators, both with the district where one resides and district where one conducts business. Direct involvement is key to shaping policy and legislation. Topics discussed this year included the legalization of marijuana, mandating apprenticeship programs on public projects, modernization of coastal zone regulation, and long-term budget sustainability. Over 50 business owners attended along with 11 members of the General Assembly. The State Chamber also arranged for many attendees to meet individually with their representatives.

Later in the year the SBA sponsored the 19th annual Marvin S. Gilman Superstars in Business awards program, held on November 8, in the Hotel DuPont's Gold Ballroom. This event celebrates outstanding small businesses and nonprofits, and awards the Marvin S. Gilman Bowl to a recognized leader and small business community advocate. Anchored by keynote speaker Ben du Pont, vice president and co-founder of Zip Code Wilmington, this year's event was another sold-out success.

Superstars in Business winners include: B+H Insurance, LLC (BHI), 1-30 employees; Karins and Associates, 31-69 employees; Duffield Associates, 70-150 employees; and La Red Health Center, nonprofit. Award of Excellence recipients include: Whisman, Giordano & Associates, 1-30 employees; Cover & Rossiter, 31-69 employees; Belfint, Lyons & Shuman, CPAs, 70-150 employees; and Delaware Humane



Association, nonprofit. This year's Gilman Bowl was awarded to a very surprised and humble Peter C. Morrow of the Welfare Foundation. The 20th annual event will be held on November 7, 2018.

In 2018, the State Chamber is pleased to become a Federation Partner of the U.S. Chamber of Commerce. This partnership offers eligible State Chamber small business members a myriad of benefits, including

complimentary memberships to the U.S. Chamber of Commerce and Rocket Lawyer; online subscriptions to FreeEnterprise.com and Above the Fold; access to Small Business Nation's website, toolkits and communications; member discounts on U.S. Chamber publications, products and services; and access to U.S. Chamber affinity programs.

The SBA looks forward to another stellar year in 2018. Under the leadership of co-chairs Bob Smith of Santora CPA Group, and Mike Vanderslice of Environmental Alliance, we hope to expand our board to include new members in Kent and Sussex Counties, continue our efforts to connect small business people with their representatives, and advocate for the interests of the small business community. ■



MARVIN S. GILMAN
SUPERSTARS
IN BUSINESS

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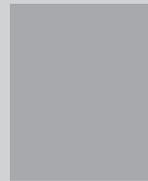
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DMA Chair Paul Morris, DTCC, moderated the Spring Manufacturing & Legislative Brunch's Pathways panel.

Delaware Manufacturing Association

Much accomplished in 2017, much ahead for 2018

THE DELAWARE MANUFACTURING ASSOCIATION (DMA) kicked off 2017 by hosting guest speaker Congresswoman Lisa Blunt Rochester. DMA was honored to be Congresswoman Blunt Rochester's first official meeting in Delaware since taking office in January. The Congresswoman stressed that she ran for Congress to foster an environment where business could thrive in an economy that provided well-paying jobs and to bring people together to make it happen. She will use her committee assignments on both the House Committee on Education & Workforce and the House Committee on Agriculture to advance policies that will help advance Delaware's manufacturing sector, an issue of critical importance to her. Congresswoman Blunt Rochester was joined by her State Director, Sylvia Banks, formerly with DuPont.

Delaware Technical and Community College hosted our annual Legislative Brunch and Manufacturing Conference at DTCC's Terry Campus in Dover. The event brings manufactures and legislators together each spring to highlight the importance of manufacturing on Delaware's



The DTCC Frank Masley Memorial Scholarship was announced at the Spring Manufacturing & Legislative Brunch.

2017 Delaware Manufacturing Association Board of Managers



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economy. This year over 250 attendees listened to a panel discussion focused on "Building the Manufacturing Pipeline" by way of Delaware's Pathway to Prosperity program. Governor John Carney's keynote address further supported the panel discussion by highlighting the need for highly skilled workers in a growing manufacturing industry.

At the direction the DMA Board of Managers, a DMA working group was formed and met over the summer months redefining DMA's mission and vision along with developing a strategic plan framework. Led by co-chairs Neal Nicastro (PPG Industries) and Paul Morris (Delaware Technical and Community College), the DMA working group developed strategic framework that is designed to get results, not just "go to a meeting" document. The blueprint also created DMA sub-committees tasked with developing the tactical plans with measurements to accomplish DMA's strategic goals in these key issue areas: Energy, Regulatory, Health Care, Education, Workforce Development, Legislative Advocacy and Marketing DMA.

From a legislative perspective, the Delaware General Assembly passed legislation creating the Delaware Prosperity Partnership (replacing DEDO). The new organization will highlight manufacturing as one of the key advisory groups assisting the Partnership as it becomes a fully functioning organization. Delaware's manufacturing sector will benefit from the passage of the Coastal Zone Act Modernization Act. This legislation was signed into law by Governor Carney and requires DNREC to develop and promulgate regulations for the issuance of conversion permits by October 1, 2019. ■



Mark A. DiMaio

Director for Grassroots and Research
Delaware State Chamber of Commerce

Delaware Public Policy Institute

YEAR IN REVIEW

THE DELAWARE PUBLIC POLICY INSTITUTE (DPPI) was formed more than 25 years ago to provide thoughtful, fact based, and non-partisan analysis to encourage informed discussion of policies, programs and issues affecting the State of Delaware and its citizens. During 2017 DPPI focused on three key policy areas and Trustees reviewed our past in an effort to improve our future.

DPPI began examining the application and permitting process for land use and development in New Castle County in 2009. We issued a comprehensive report in 2010 that identified several major impediments. Noteworthy was the Level of Service (LOS) analysis used by DelDOT and the County to gauge traffic congestion. Regardless of original intent, LOS has been used to delay or block development in unincorporated areas of the County. As a consequence, development has leap frogged to less congested and rural areas creating unwanted sprawl.

2017 brought a new Governor and County Executive to office. Both individuals had heard from stakeholders of their ongoing frustrations with the process. DPPI worked with the Committee of 100 and WILMAPCO to evaluate alternative methodologies to gauge potential traffic impact. Progress is evident and more is anticipated.

A second area of focus was the funding method for Delaware's public schools. The Trustees hosted Delaware's Secretary of Education Dr. Susan Bunting to discuss her vision and anticipated challenges. Per pupil investment by the State is significant and increases annually yet the results are underwhelming. We collaborated with Ed Ratledge, Director of the Center for Applied Demography & Survey Research at the University of Delaware to explain our antiquated unit based, funding formulas.

The unit funding formulas were created more than 70 years ago by the Delaware General Assembly and, like property reassessment have been recognized as contributing to a funding approach that is neither responsive nor progressive. The justification offered for continuation is predictability.

Our work was published in The News Journal and Delaware Business.

A third policy focus was examining the cost of health care paid for by the State. Big ticket items are Medicaid, Medicare and health coverage for 124,000 individuals which is comprised of 25,000 current employees plus 45,000 retirees plus dependents. In 2016 we quantified the disparity in benefits and wages versus Delaware's private sector. The State's defined benefit pension plan and medical benefits were 53% to 102% greater than the private sector.

In his first Practical Politics course, Professor James Soles, political scientist at the University of Delaware, told his students that policy change was intended to be incremental in the American political process. Dr. Soles explained that America's founders did not want government to move too quickly and intentionally put layers of checks and balances in place to make any change more deliberate. Our founding fathers might therefore

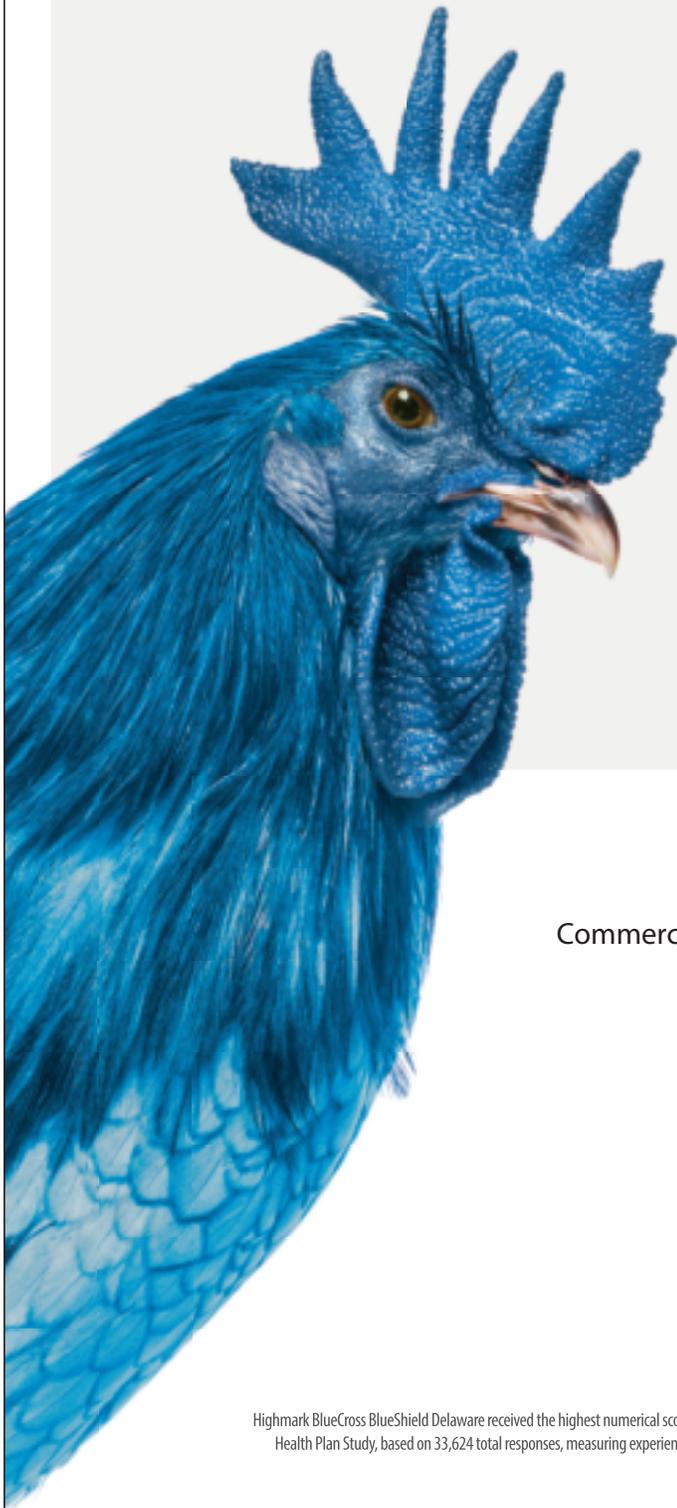
be pleased with today's political reality. We often lament partisan gridlock where progress seems impossible and politicians appear motivated by reelection prospects thus settle on the status quo rather than labor for improvement. Often lacking is the political will to make change even in the presence of sound analysis. ■



Bill Osborne
Interim President
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Senator Coons, 400+ Delaware Leaders Call for Continued U.S. Global Leadership

In November 13, the U.S. Global Leadership Coalition (USGLC) hosted Senator Chris Coons (D-DE), USAID Administrator Mark Green, top foreign policy experts, and over 400 local leaders today for a series of panel discussions on the importance of American diplomacy and global development programs for our national security and Delaware's economy. The Delaware State Chamber of Commerce joined the Delaware Business Roundtable, World Trade Center Delaware, Central Delaware Chamber of Commerce, World Affairs Council of Delaware, Global Delaware, Bunker Labs Philadelphia, Economy League, Care, and Sister Cities International in partnering with USGLC.

Senator Coons, a member of the Senate Foreign Relations and Appropriations Committees, kicked off the USGLC's half day conference. "Investing in our nation's diplomatic and development programs is in the best interest of every American," said Senator Chris Coons (D-DE). "By making these long-term, strategic investments, we not only empower the world's most vulnerable, we advance our security interests and expand opportunities for local businesses right here in Delaware. As we contend with humanitarian crises and escalating security threats around the world, funding programs that save lives and help keep Americans safe has taken on a renewed sense of urgency."

With over 125,000 local jobs tied to trade and exports to foreign markets totaling \$4.4 billion a year – building new markets for American goods is of tremendous importance to Delaware's economy.

USAID Administrator Mark Green joined Senator Coons and USGLC President & CEO Liz Schrayner for one of the event's panels, where he underscored the need for continued investment in America's diplomatic and development tools.

"From a national security perspective, if you leave communities to be taken over by despair and hopelessness – you make them vulnerable to the worst kinds of influences in the world," said USAID Administrator Mark Green. "If we are really going to make this world a safer place, if we're really going to take on as a generational challenge – violent extremism – we have to make these investments."

"We are facing a critical moment– from refugees to famines, to millions of lives at stake," said Liz Schrayner, President and CEO of the U.S. Global Leadership Coalition. "Delaware is lucky to have Senator Chris Coons in Washington. A long-time champion of America's diplomatic and development programs, who understands that these programs are not only effective – but make a difference here at home for our national security and economy."

Also participating in today's conference was Congresswoman Lisa Blunt Rochester (D-DE), The Coca-Cola Company's Curtis Etherly, Ambassador Linda Thomas-Greenfield, former Assistant Secretary of State for African Affairs, Delaware Secretary of Labor Patrice Gilliam-Johnson, Rachel Glennerster, Chief Economist for the UK Department for International Development, and Mark Schweiker, former Governor of Pennsylvania.

Agilent Sponsors International Food Analysis Symposium in Prague

Agilent Technologies Inc. showcased some of its most recent technological advances at the 8th International Symposium on Recent Advances in Food Analysis (RAFA), held November 7-10, 2017 in Prague.

Agilent is a major sponsor of RAFA which is held every two years. A premier scientific event addressing food analysis applications, RAFA draws food scientists from academia and industry, as well as government regulators from around the world. Agilent showcased its most recent innovations, including the Agilent 7250 Q-TOF GC/MS system and the Agilent Ultivo Triple Quadrupole LC/MS system.

"Agilent offers a comprehensive portfolio of validated solutions—from sample preparation to data reporting—to help food analysis labs run their operations more efficiently," said John Lee, Agilent's global food marketing manager. "We recognize that securing food safety is vital for public health. Through powerful collaborations, Agilent is supporting the testing and surveillance of the supply chain to ensure the world's food supply is safe and wholesome."



Agilent Technologies

Richards Layton Leads Delaware Firms in U.S. News Rankings

Richards, Layton & Finger has been recognized for excellence in 23 practice areas in the U.S. News - Best Lawyers 2018 "Best Law Firms" rankings. The firm received the survey's top Tier 1

Delaware ranking in 19 practice areas, the most Tier 1 rankings of



any firm in the state. In addition to its Delaware ranking, Richards Layton's Mergers & Acquisitions Litigation practice was also ranked nationally.

Several clients praised Richards Layton's "outstanding knowledge and experience," with one commenting, "Superb legal service and excellent responsiveness make Richards, Layton & Finger our go-to firm."

"We remain committed to providing our clients with exceptional legal counsel across a full range of practice areas," said Gregory Varallo, president of Richards Layton, "and we're proud to be recognized by U.S. News for our preeminence in Delaware law."

St. Francis Healthcare names Sinnott to be President and CEO

Saint Francis healthcare welcomed Daniel Sinnott as their new president and chief executive officer, effective November 13, 2017. Sinnott was previously Saint Francis's senior Vice President for Business Development.

"In today's complex healthcare environment, Dan's exceptional leadership and broad health care experience will help St. Francis continue to deliver people-centered care in the Wilmington community," said St. Francis board Chairperson Dennis M. Salter.

"Dan is the right choice to lead St. Francis into the future. His experience is a great match for strategic health care leadership, and he is fully committed to our mission and to the communities we



serve. We are pleased Dan is joining our national team of ministry leaders," said Mike Slubowski, President and chief operating officer of Trinity health, which owns St. Francis healthcare.

Sinnott brings more than 30 years of diverse healthcare leadership experience to his new role. Before joining St. Francis as SVP, he was CEO of Sinnott Executive Consulting, which works with executives nationwide to develop and strengthen leadership skills.

Nemours/Alfred I. DuPont Hospital for Children Receives \$100,000 Grant

Nemours Children's Health System is honored to be the recipient of a two-year, \$100,000 grant from Kohl's to help meet the mental health needs of children in the Delaware Valley.

With the grant support, Nemours is going to dedicate a full-time staff member to collaborate and connect with local agencies and individual providers, creating a seamless referral process for children who need mental health services. Nemours will also create an online, continuously updated directory of evidence-based services.



Also using the funds from Kohl's, Nemours will provide high-quality workshops to 150 community mental health providers in the area and will enroll 10 of its primary care providers in the REACH Institute's mini-fellowship program. This fellowship provides comprehensive training in the most effective therapies, from psychotherapy to pharmacology.

"We are so grateful to Kohl's for helping us fill this urgent need in the community," says Dr. Jennifer Shroff Pendley, director of psychology at Nemours/Alfred I. duPont Hospital for Children. "Emotional and behavioral health are critical to a child's overall development, and we want to make sure kids and families get the support they need."

AmeriHealth Caritas Delaware Appoints Emmilyn Lawson Market President

AmeriHealth Caritas Delaware, a Medicaid managed care health plan that cares for Delawareans using Medicaid and long-term services and supports, has appointed Emmilyn Lawson as its market president.

Lawson is a longtime health care executive with more than 20 years of experience in Medicaid managed care in Delaware and Pennsylvania. She



most recently served as vice president of Delaware Medicaid markets and chief operations officer for Highmark Blue Cross Blue Shield Delaware Health Options Inc. At Highmark, Lawson led all core operations for the insurer's Medicaid, Children's Health Insurance Program, and long-term services and supports products.

"For many years, I have observed from afar how AmeriHealth Caritas has built healthier communities and transformed lives throughout Pennsylvania and other parts of the nation. I am excited to join that effort," said Lawson. "I look forward to leading the team that will bring AmeriHealth Caritas' award-winning expertise in serving those most in need to this great state."

PPG's Dover paint and coatings plant hosted students, teachers to mark National Manufacturing Day

PPG held an educational event on Oct. 4 for local students at its Dover plant to mark National Manufacturing Day, an initiative organized by the National Association of Manufacturers (NAM) to address the skilled labor shortage, connect with future generations of manufacturers and ensure the success of the manufacturing industry.



The PPG Dover plant welcomed high school students from Delaware Technical Community College's Advanced Manufacturing Pathways Program and instructors and representatives from the Delaware Manufacturing Extension Partnership (DEMEP). The event included a tour of the facility followed by presentations on the plant's processes and products, PPG's global operations and career opportunities in manufacturing.

This was the Dover plant's fourth year hosting an event with local students for National Manufacturing Day. For the past three years, the facility also worked with the Advanced Manufacturing Pathways Program to allow students to work various jobs at the plant tailored to their personal interests or career goals.

"National Manufacturing Day is exciting for PPG because it presents an opportunity to show students and community members what a manufacturing plant is really like," said Neal Nicaastro, PPG plant manager, Dover. "We educate the students about the advances in science and technology that have transformed manufacturing into a great industry with many career options."

Navient announces agreement to acquire Earnest, a leading financial technology and education finance company

Navient, a leading provider of asset management and business processing solutions, announced it has entered into an agreement to acquire Earnest, a leading financial technology and education finance company.



"Combining Earnest's best-in-class data science, digital marketing, and technology with Navient's industry and capital markets experience create an exciting platform to deliver value for consumers and investors," said Jack Remondi, president and CEO, Navient. "Together, we will create and deliver consumer-centric education credit products for the digital age."

As part of Navient, Earnest will continue as a distinct brand and will be led by its current management team, including founders Louis Beryl and Ben Hutchinson. Earnest clients will continue to enjoy the same customer service, rates, terms and benefits.

Saint Francis Healthcare Verified as Level III Trauma Center

Saint Francis Healthcare has been verified as a Level III Trauma Center from the American College of Surgeons Verification Review Committee. The hospital is currently the only adult verified Level III Trauma Center in New Castle County, DE.

"As a Level III Trauma Center, Saint Francis can now better serve

our community's needs and ensure the best possible outcomes," says Dr. Seyedmehdi Jadali, MD, FACS, Trauma Center Director. "We now provide faster assessment, resuscitation, stabilization and emergency operations for trauma victims."

Saint Francis made a multi-year investment to training, facilities, surgical and support staffing to enhance trauma care for all patients. Over the past 12 months, the hospital successfully completed a rigorous American College of Surgeons site visit to be recommended for full Level III Trauma Center state designation by Delaware's Trauma System Designation Committee.

Saint Francis Healthcare has the shortest emergency room wait times in New Castle County and the largest private ambulance service in Delaware. The hospital is Joint Commission Stroke Certified and has been designated as receiving center for cardiac and stroke patients in New Castle County.

Read Why Law360 Named Potter Anderson & Corroon LLP a Delaware Powerhouse

As Delaware's courts continue to draw the country's most complex and high-stakes corporate litigation to the First State, Potter Anderson & Corroon LLP continues to secure successful results for its clients, including the dismissal of a shareholder suit against the directors of Qualcomm over alleged Foreign Corrupt Practices Act violations and the court-ordered sale of TransPerfect Global in the ongoing battle between its co-founders.



Since its founding in 1826 with a single attorney, the firm has grown to become one of the largest in the state, representing and advising some of the world's largest companies in matters that impact business across the globe, making Potter Anderson & Corroon one of Law360's Delaware Powerhouses.

Potter Anderson boasts one of the largest rosters of attorneys in the state, with 90 lawyers in its Wilmington and Dover offices focused solely on Delaware law, giving it an edge when litigating before the state's accomplished and respected judges in the federal courts and the Chancery Court.

Children & Families First DE HOPE Grant Aims to Help Substance Exposed Infants

Children & Families First (CFF) has received a five-year federal grant of more than \$2.9 million from the Administration for CFF to launch Delaware Healthy Outcomes with Parent Engagement (DE HOPE), designed to help substance exposed infants (SEI). Since 2015, Delaware has seen an almost 50% increase in the births of SEI. These infants are at risk for poor outcomes related to lack of safety, placement instability, and compromised well-being due to parental substance use issues.

Working with local hospitals, Delaware Division of Family Services, the Division of Public Health, the Division of Substance Abuse and Mental Health, the Office of the Investigation Coordinator in the Office of Child Advocate, and Casey Family Programs among others,



CFF submitted a proposal to study the impact of an integrated model of evidence-based home visiting and peer recovery coaching on the outcomes for moms and babies impacted by substance use.

Belfint, Lyons & Shuman, P.A. Welcomes Valerie C. Middlebrooks, CPA as Principal

Belfint, Lyons & Shuman, P.A. (BLS) is proud to welcome Valerie C. Middlebrooks, CPA, back to the BLS family as a principal in the firm's Tax & Small Business Department.

Valerie joined the firm in 2005 and then again in 2017 after working for a Top 100 firm in Bethesda, Maryland, and a local firm in Delaware. Prior to moving to the East Coast, Valerie spent eight years with a Midwest CPA firm and seven years working in the tax department for a law firm in Wisconsin.

Valerie's experience includes working with large privately held companies, nonprofits, small businesses, high-net-worth families, and international businesses (and individuals). Valerie is a council member of the American Institute of CPAs and a member of the Delaware Society of CPAs. She is also very involved with the Fund for Women.



World Trade Center Delaware joins U.S Department of Commerce trade mission to southeast Europe

World Trade Center Delaware participated in the U.S. Department

of Commerce-led Trade Winds trade mission and business forum from October 16-20. This is the 10th year the Department of Commerce's U.S. Commercial Service has led Trade Winds, and the program has directly supported more than \$240 million in U.S. exports in six global regions.

Trade Winds—Southeast Europe features a three-day business forum in Bucharest, Romania, plus optional trade mission stops in Bulgaria, Croatia, Greece, and Serbia. At each mission stop, attending companies met directly with government leaders, market experts, and pre-vetted potential business partners.

"It is great to see such a strong delegation of companies and organizations targeting southeast Europe," said U.S. Assistant Secretary of Commerce for Global Markets and Director General of the U.S. and Foreign Commercial Service Erin Walsh. "The companies joining Trade Winds are truly ahead of the business curve, targeting a region that is poised for rapid growth and expansion."

M. Davis & Sons, INC. Acquires Val-Tech, INC.

M. Davis & Sons, Inc. announced the recent acquisition of Valtech, Inc., a manufacturer of VTi Power Distribution Equipment. M. Davis will continue the manufacturing and sale of this equipment under the new brand name "VTi by M. Davis".

The types of power distribution equipment that will be manufactured at the Newark, Delaware facility located at 24 McMillan Way are Portable Power Distribution Equipment (PPDC), Fused Distribution Panel (FDP) and Unitized



Newsbites

Distribution Substation (UDS). The UDS equipment is the main product that is currently produced.

The UDS equipment is utilized by engineering firms, plants and facilities due to their smaller footprint. “Facilities that have space constraints are looking for the UDS because of the compact footprint and the ability to distribute local, clean power” stated Edward J. Harrison, Project Manager for the VTi by M. Davis production facility. Additionally, the UDS equipment is customizable for color and accessories such as lighting contactors and heat trace EPD breakers.

NAI Emory Hill Leases Several Spaces in Peoples Plaza

NAI Emory Hill’s retail brokerage team of Jim O’Hara Jr., Jim O’Hara III and Kevin O’Hara have negotiated several leases at Peoples Plaza in Glasgow, DE.

The most recent leases include: Sparklean Laundromat, which leased 3,508 SF and Cricket Wireless which leased 800 SF, both retail stores in Peoples Plaza shopping center; and Women’s Healthcare Consultants, which leased 2,334 SF of office space in one of the office buildings located on the Peoples Plaza campus.

Peoples Plaza is a 547,694 SF major retail and office complex at the intersection of Rt. 40 (Pulaski Highway) and Rt. 896 in Glasgow, Delaware. Current availabilities include several 1,200-8,323 SF retail spaces and office availabilities in two buildings (2,526 SF in Building 1230 and several spaces ranging from 981-8,002 SF in Building 1400).

Current tenants of Peoples Plaza include Safeway, The Home Depot, Rite Aid, Regal Cinemas, Wells Fargo, Game

Stop, Burger King, Red Robin and more. The center is conveniently located in a prime commercial corridor with easy access from multiple highways in all directions and is minutes from I-95, the University of Delaware, Christiana Hospital and Christiana Mall.

Saint Francis Healthcare Welcomes Dr. Michael K. Conway, MD, as Chairman of the Department of Surgery

Saint Francis Healthcare is pleased to announce that Michael K. Conway, MD, assumed the role of Chairman of the Department of Surgery on October 1, 2017. Dr. Conway, a Delaware native and board-certified surgeon with several decades of surgical experience, comes to Saint Francis from Christiana Care Health Systems, where he was Chief of General Surgery.

“Dr. Conway brings a wealth of surgical expertise to Saint Francis, where he will oversee and manage all aspects of our surgical program, including general and sub-specialty surgery, including trauma, bariatrics and orthopedics,” said Dave Ricci, Saint Francis Healthcare President and CEO. “He will direct the development of new surgical offerings and engage the surgical community to better utilize Saint Francis Healthcare’s services.”

Dr. Conway hopes to streamline the efficiency and utilization of the surgical suites, as well as continuing the department’s mission to improve quality outcomes for surgical patients.

Drone Workforce Solutions Begins Training Local Residents in Drone Technology

Drone Workforce Solutions (DWS) began its inaugural class training

aspiring drone pilots on September 30, 2017, with the help of a grant from the Delaware Department of Labor.

Twelve Delaware students were selected and enrolled in the 70-hour, 10-week drone training course that covers everything from the mechanics of flying, to aviation safety, to the aeronautical information they need to become a certified and FAA licensed commercial drone pilot.

“Our students will receive a top-notch education in drone technology that will help them seize job opportunities in this \$100 billion dollar industry,” said Drone Workforce Solutions CEO and General Counsel Theophilus R. Nix Jr.

Christiana Care Health System Announces Harrington Value Institute Community Partnership Fund

The Harrington Value Institute Community Partnership Fund at Christiana Care Health System is taking applications for projects that advance scholarship and improvements in health by addressing social determinants of health.

The fund supports research and program development in population health to address community needs, such as eliminating barriers to health care for the disadvantaged or underserved and reducing disparities in health.

Applications are encouraged from community-based organizations that partner with Christiana Care employees or physicians. Project proposals should seek to create programs that improve the health of the population and communities of Delaware. The application deadline is March 15, 2018.



CHRISTIANA CARE
HEALTH SYSTEM

“The Harrington Fund gives us a unique opportunity to combine our organization’s clinical expertise with the meaningful insights of our neighbors so together we can help our community achieve optimal health,” said Edmondo Robinson, M.D., MBA, FACP, Christiana Care’s chief transformation officer, who chairs the advisory group for the fund. Projects are funded for one year with an option to renew funding for a second year based on the progress of the project.

Dr. Ray Blackwell Named Chief of Cardiac Surgery at Christiana Care Health System

Ray Blackwell, M.D., has been appointed chief of Cardiac Surgery at Christiana Care Health System’s Center for Heart & Vascular Health and also has been named the W. Samuel Carpenter, III, Distinguished Chair of Cardiovascular Surgery.

“Dr. Blackwell’s strong leadership and clinical expertise will contribute to optimal health and an exceptional experience for our neighbors,” said Janice E. Nevin, M.D., MPH, president and CEO of Christiana Care. “With Dr. Blackwell in this important role, Christiana Care can make an even greater positive impact on cardiovascular care in our community.”

Since joining Christiana Care in 1996, Dr. Blackwell has been recognized among the top cardiac physicians in our region, and has helped guide the Cardiac Surgery program to deliver greater quality and value. In 2011, he became the surgical director of the Mechanical Circulatory Support Program and led the initiative to establish Christiana Care’s Ventricular Assist Device program.

Easterseals Walk With Me Delmarva Event Raises over \$50,000!

Easterseals Delaware & Maryland’s Eastern Shore’s fifth annual Walk With Me & 5k Fun Run Delmarva event recently raised more than \$50,150 to support services for children and adults with disabilities! Easterseals credits the success of the event to the support from the Easterseals Sussex Advisory Board, team members, their families, community sponsors, volunteers and staff. More than 300 people, including 33 teams, participated in the walk which featured local families served by Easterseals.

“Easterseals is overwhelmed by the incredible support of the local community for our fifth Walk With Me Delmarva event,” Kenan Sklenar, President/CEO of Easterseals Delaware & Maryland’s Eastern Shore, said. “I would like to thank the community for their hard work and dedication to supporting people with disabilities.”



Home for the Health Professions

After several moves, the University of Delaware Center for Health Profession Studies (CHPS) now has a permanent home. Center director David Barlow, College of Health Sciences’ Dean Kathleen Matt, College of Arts and Sciences’ Dean George Watson and former Provost Domenico Grasso cut the ribbon on the revamped space in Pearson Hall.

“It’s been a real joy to watch the evolution of this effort,” said Watson. “This started from a realization that pre-med is not just about being a biology major. This center can have a big impact on launching our students into their [medical] careers.”

Matt said she sees CHPS as an opportunity to transform healthcare — nationally and in the state. She mentioned the Delaware Institute of Medical Education & Research Program (DIMER), which provides opportunities for Delawareans to obtain a high-quality medical education.

“It has always been challenging for residents of Delaware to achieve a seat in medical school. Having the DIMER program has helped tremendously,” explained Matt. “But the development of the Center for Health Profession Studies under the leadership of Dave Barlow has changed the landscape. With the help of this center and the programs they offer, our students are now much more competitive — achieving placement in some of the nation’s top medical schools.”

AlphaGraphics Announces Availability of Digital 5th Color in Delaware

AlphaGraphics Wilmington and AlphaGraphics Newark are proud to announce immediate availability of Digital 5th Color for its customers. AlphaGraphics Wilmington and Newark are locally owned businesses and have served Delaware and neighboring areas since 1987.

What is Digital 5th Color? Digital print has traditionally used CMYK, a four color



Newsbites

system to achieve the colors needed. The 5th color option adds features such as a white ink and clear toner to digital prints, allowing designers and marketers to enhance marketing materials, direct mailers, invitations, tickets, catalogs etc. This capability is now available for small and large print runs.

The range of uses includes but is not limited to direct mail, packaging, gift certificates, store catalogs, wall decals, and business cards.

Health Insurance Associates Merges with Savoy and Ascela

Health Insurance Associates has proudly served the community for over 40 years. To better serve their clients and increase efficiencies, they recently merged with two agencies, Savoy and Ascela. This strategic initiative further enhances the services and compliance resources Health Insurance Associates provides to its clients. As part of their service initiatives, they are also pleased to announce the opening of a new office in Newark, Delaware. The new address is 200 Continental Drive, Suite 305, Newark, DE 19713.

However, their email addresses remain the same. The new, state-of-the-art office is only minutes away from our previous Chapman Road location and includes ample parking.

Assigned Counsel Celebrates A Silver Anniversary

Assigned Counsel® proudly announces the celebration of 25 years of continuous service. Assigned Counsel provides corporations, law firms,



Beebe Medical Group Announces the Opening of Beebe Women's Healthcare – Plantations

Beebe Healthcare and Beebe Medical Group are proud to announce the opening of Beebe Women's Healthcare – Plantations. This new practice offers advanced obstetrics and gynecologic care – for women, by women.

Five female physicians, who have been practicing in the community, joined Beebe Medical Group to open the new office. Practicing at Beebe Women's Healthcare – Plantations are: Katrin Arnolds, MD; Angela Caswell-Monack, DO; Cathleen Doane-Wilson, MD; Holly McKiel, DO; and Adeline Nukuna, MD.



"As President of Beebe Medical Group and an OB/GYN physician myself, I am especially excited to be working with such an incredible group of quality physicians. They are the next generation of women's healthcare for this community and have exceptional clinical skills and compassion for their patients," said Dr. George Jirak, President, Beebe Medical Group.

Beebe Medical Group is currently comprised of 19 medical specialties in 28 locations throughout southern Delaware, with more than 110 medical providers and more than 175 support staff.

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CALENDAR OF Events

2018

**MEET
the NEW
MEMBERS**

January

16

Meet the New Members

8:30 to 10:30 a.m.

DSCC 1st Floor Board Room

1201 N. Orange Street, Wilmington, DE, 19801

January

24

Networking Breakfast with Connecting Generations

7:30 to 9:00 a.m.

University of Delaware's STAR Campus

540 S. College Avenue, Newark, DE 19713

State of the Guard Address

presented by JMAC Committee

8:00 to 11:00 a.m.

Delaware National Guard Joint Force Headquarters

250 Airport Road, New Castle, DE 19720



February

22

March

14



Networking Breakfast

7:30 to 9:00 a.m.

B+H Insurance, LLC (BHI)

111 Ruthar Drive, Newark, DE 19711

April

9

Spring Legislative Brunch & Manufacturing Conference

9:00 a.m. to 12:30 p.m.

Delaware Technical Community College

Del-One Conference Center @Terry Campus

100 Campus Drive, Dover, DE 19904

View our full calendar at www.dsc.com

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list of discounts online, visit www.dscc.com and click on Member2Member Discounts.

Notary Service

Did you know that Notary Public services are free for Chamber members? Call (302) 655-7221 to make an appointment to stop in for a notary seal on your documents.

Certificate of Origin Documents

Certificate of Origin documents are \$20 for Chamber members (\$100 for non-members). Call (302) 655-7221 for more information.

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UD Online MBA Scholarship

Through an Affiliate Partnership with the Lerner College of Business & Economics, Chamber members will receive a 10% discount off of their tuition for the University of Delaware Online MBA Degree Program.

The Lerner College Online MBA is an AACSB-accredited program that can be completed in as little as sixteen months. This powerful new education option offers the quality, flexibility, and convenience to earn an MBA degree from a highly regarded, nationally ranked, public university.

Visit www.pcs.udel.edu/business-programs to get started.



completed in as little as sixteen months. This powerful new education option offers the quality,

Prescription Drug Discount Card

The Delaware Drug Card will provide savings of up to 75% on prescription drugs at more than 50,000 pharmacy locations across the country. The Delaware Drug Card has no restrictions to membership, income or age, and you are not required to fill out an application. This program helps all residents of Delaware afford their prescription medications.

Member-to-Member Discount Directory

State Chamber members offer substantial savings on products and services to fellow members. To see the full

Dental and Vision Plan

Dominion Dental Services provides dental and vision benefits on a group and individual basis with competitive, member-exclusive rates. Dental care coverage for most diagnostic and preventive services is 100% with up to 80%

coverage for restorative care including fillings, root canals, crown and bridge work, periodontal treatment, oral surgery and more. Go to www.dscc.com/chamber/dental_plan.aspx or call (888) 518-5338 for more information. No application fee for DSCC members.



Constant Contact Email Marketing Service

State Chamber members are eligible to receive discounts on their Constant Contact account subscriptions. Members can save 20% if they prepay for 6 months and 25% if they prepay for 12 months. That is a 10% deeper discount than what is available to other customers. To sign up, visit the Constant Contact link on the State Chamber's members-only page or call (866) 876-8464 to activate your member discount.

Continuing Education Certificate Discounts

The University of Delaware offers a 10% discount to State Chamber members when they choose to sign up for continuing education certificate programs.

LegalShield

All Delaware State Chamber members and member companies now have the opportunity to access affordable legal services. LegalShield is one of the nation's leading providers of legal safeguards for individuals, families, small businesses and employee groups.

Member companies can join the more than 37,000 companies currently offering LegalShield's personal legal plans as a voluntary benefit to their employees. Through LegalShield's personal legal plans, employees gain access to unlimited personal legal advice from LegalShield provider attorneys on topics such as mortgages, wills, contracts, and more. Employees also have the option to enroll in LegalShield's identity theft plans for the added benefits of identity monitoring and identity restoration services. LegalShield's personal legal plans also effectively reduce employee stress and absenteeism while driving increased productivity.

The Small Business Plan provides member companies with legal advice and counsel on any business legal issue, contract and document review, debt collection, trial defense and more. In eliminating cost barriers associated with obtaining legal counsel, LegalShield's Small Business Plan ensures members have access to the legal support they need to grow and protect their businesses. Currently, LegalShield services 140,000 businesses.

LegalShield now offers Launch – a superior program that helps people start and protect new business entities, such as DBAs, LLCs and corporations. LegalShield helps people looking to start their own business. To get started with LegalShield, visit www.legalshield.com/info/dscc. For more information, contact Independent Associate Mike Schwartz at (302) 275-8898 or visit www.legalshield.com/hub/mikeschwartz.

Access full details on these benefits of membership in the members-only section of the DSCC website. For more information about obtaining your company's members-only login credentials, please email info@dscc.com.



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CHAMBER Committees

State Chamber members play a visible, active role in the business community by serving on committees. If you would like to get involved, contact the committee's Chamber representative or register online at www.dsc.com.

Health Care Committee

This year the Health Care Committee continued to focus on changes in the industry across Delaware including innovation and ways to institute cost controls. 2018 will bring a renewed focus on what Delaware's opioid crisis means for employers and their employees, as well as continued monitoring of changes to healthcare laws facing employers.

Environmental Committee

The committee heard from DNREC Secretary Garvin on his priorities for his tenure. Members of the committee served as resources during the debate over modernizing the Coastal Zone Act, as representatives on the Clean Water Taskforce, the Cybersecurity Preparedness Taskforce, Delaware's Noise Taskforce, and the Ecological Extinction Taskforce.

Tax Committee

Members continue to provide feedback to state government on the impact of proposed changes to Delaware's tax code, including testifying in Dover on the impacts of changes to Delaware's personal income tax rates, meeting with the Congressional delegation to weigh in on federal tax changes, and offering suggestions to help Delaware's tax code be more responsive to the economy.

Employer Advocacy & Education Committee

This year was an active one for this committee. Asked to weigh in on legislation including banning questions on salary history, on the impacts of legalizing recreation marijuana, and on legislation related to how employers are to provide leave for caregivers, the committee was able to utilize its expertise to ensure legislators and regulators were aware of the potential impacts of legislation to businesses.

Transportation & Infrastructure Committee

The committee focused on reviewing the proposals submitted



DSCC's Chuck James and Fred Miller (center left and right) participated in the 2017 JMAC Golf Tournament.

by the Clean Water Taskforce and providing feedback on items impacting businesses. They hosted DELDOT Secretary Cohan who provided an overview of transportation related projects taking place around Delaware, and also heard from representatives of DELDOT regarding the pending I-95 "mega-project" to start in 2019 to essentially re-lay the road from the 495 split to above the Brandywine Bridge.

Joint Military Affairs Committee

The Joint Military Affairs Committee aims to build efforts to support the hiring of military veterans, and to support the local branches of the military on other relevant issues. Its goals include building business relationships to support the military community, and to create jobs for reserve components and veterans. In 2017, JMAC awarded JPMorgan Chase with a Warrior Friendly Award, pictured here.

Contact James DeChene at (302) 576-6560 or jdechene@dsc.com.

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Delaware Young Professionals Network

In 2017, the Delaware Young Professionals Network (DYPN) hosted several events to promote networking and professional development among its next generation of leaders. DYPN members and colleagues gained valuable insight to participating on nonprofit boards, with a dynamic panel discussion; enjoyed two casual happy hour events; networked over a round of golf; and volunteered for the Summer Games hosted by Special Olympics Delaware.

Contact Kelly Wetzel at (302) 576-6564 or kwetzel@dsc.com.

Economic Development Committee

The committee is tasked with advancing economic policies that facilitate the expansion of existing companies and advocate for strategies that increase the tax base and create higher-income employment opportunities. Committee meetings were highlighted by key guest speakers including: Dr. Kathy Matt, University of Delaware; DNREC Secretary Shawn Garvin; and New Castle County Executive Matthew Meyer. The committee played a major role in the State Chamber's trip to the Philadelphia Navy Yard and participated in a Chamber's Sussex County Advisory Committee meeting.

Contact Mark DiMaio at (302) 576-6575 or mdimaio@dsc.com.

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The State Chamber of Commerce staff works for you, serving our member companies and organizations statewide. This State Chamber staff directory lists phone numbers and email addresses, as well as individual areas of responsibility. If you need business assistance or information, please don't hesitate to call.



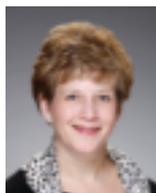
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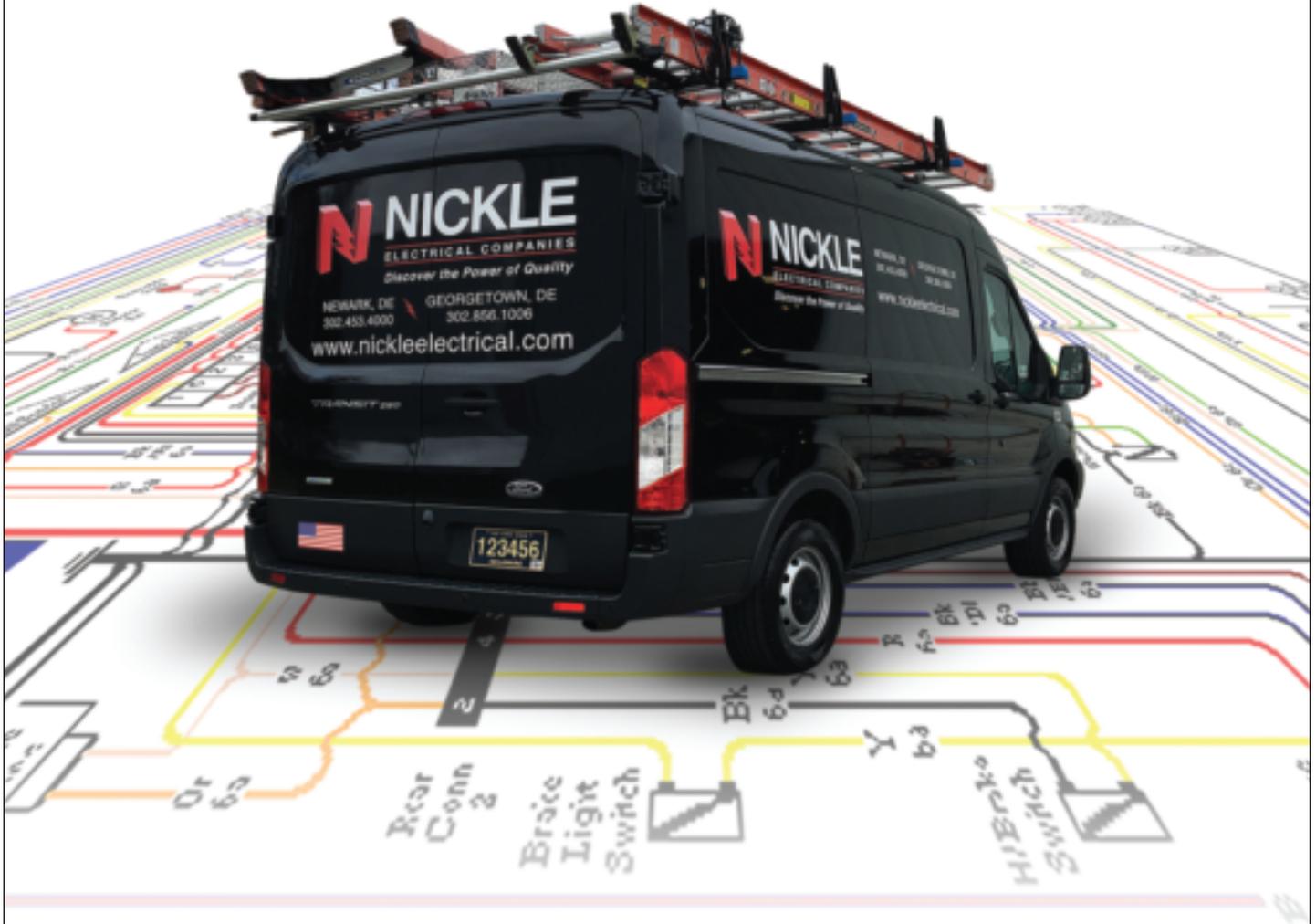


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The mission of the Delaware State Chamber of Commerce is to promote an economic climate that strengthens the competitiveness of Delaware businesses and benefits citizens of the state. The Chamber will provide services members want; it will serve and be recognized as the primary resource on matters affecting companies of all sizes; and it will be the leading advocate for business with government in Delaware.

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