

DELAWARE BUSINESS

SPECIAL EDITION
COVER 1 OF 4

November/December 2019 \$3.00

2019 SUPERSTAR IN BUSINESS

Assurance Media



A PUBLICATION OF THE
DELAWARE STATE CHAMBER OF COMMERCE



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BUMPERS & COMP

2019 SUPERSTAR IN BUSINESS

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SPECIAL EDITION
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2019 SUPERSTAR IN BUSINESS

Exceptional Care for Children



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2019 SUPERSTAR IN BUSINESS

Ferris Home Improvements



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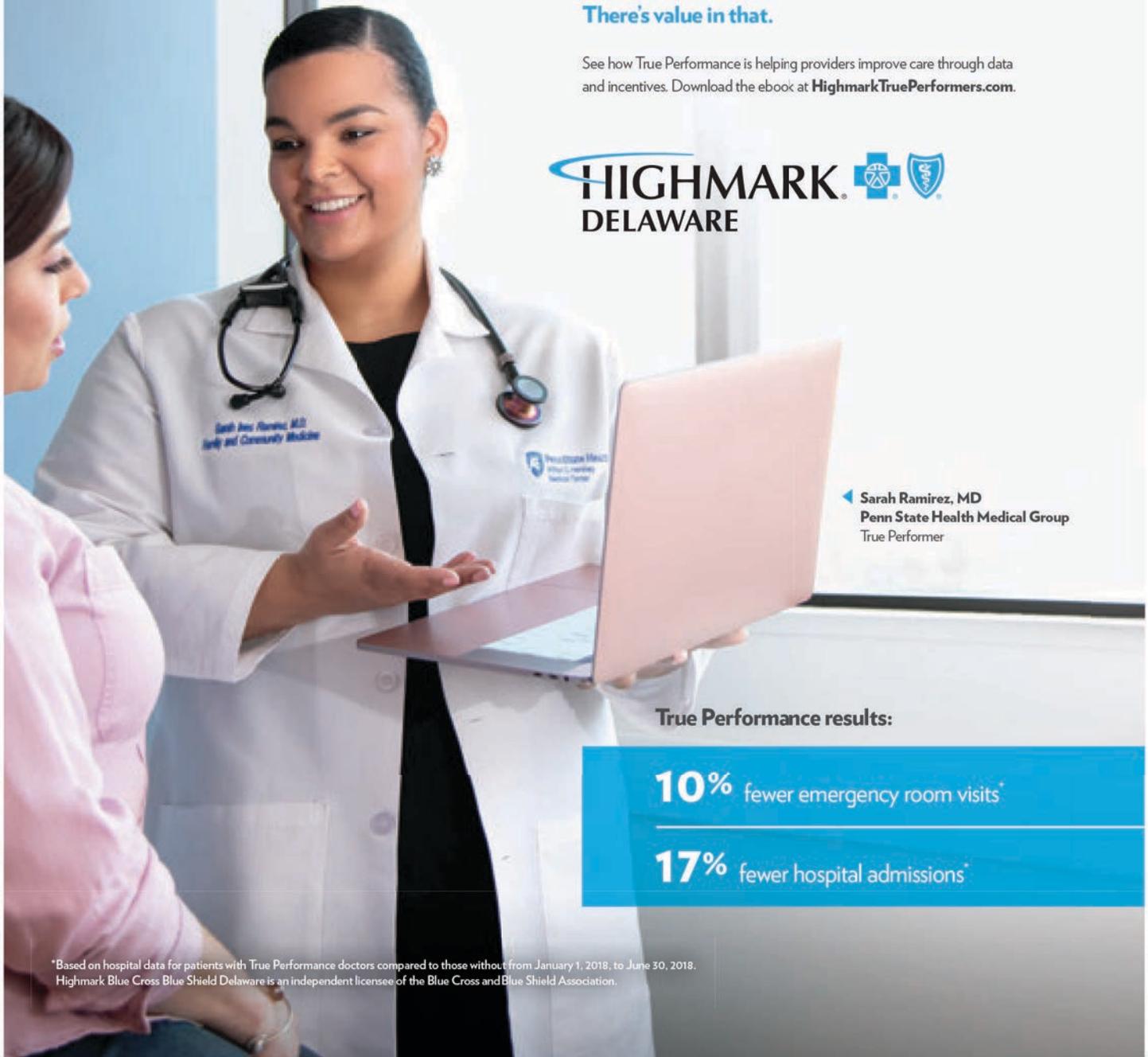


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◀ Sarah Ramirez, MD
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*Based on hospital data for patients with True Performance doctors compared to those without from January 1, 2018, to June 30, 2018. Highmark Blue Cross Blue Shield Delaware is an independent licensee of the Blue Cross and Blue Shield Association.



Commander of the 166th Airlift Wing for the Delaware National Guard, Colonel Carla Riner quotes Vince Lombardi to our Chamber Leadership audience in August — “The man on top of the mountain, didn’t fall there.”

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On the Cover: 2019 Superstars in Business *Photos by Nick Wallace Photography*

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Message from the President



Michael J. Quaranta

As we near the end of the calendar year, we hope you and the business you either own, operate or are employed by, had a successful year. We celebrate the good work all our members do and in particular, our Superstars in Business winners! Now in its 21st year, the Superstars in Business award winners from the last two decades have grown and gone on to great things. While

some think of the State Chamber as a place for big companies, more than 85 percent of our membership is made up of businesses with 150 or fewer members.

A main emphasis this year has been on workforce development. My friend Kurt Foreman of the Delaware Prosperity Partnership (DPP), and his two Co-Chairs, Rod Ward of CSC Corporation and Governor John Carney, frequently remind us that as businesses here grow or seek to expand, we need to have the skilled workforce to meet these needs. This is true for businesses that are already here, and important when the DPP recruitment efforts get serious with a business looking to locate here in Delaware. Those business leaders want to know we can do a couple of things: 1) have the workers trained and ready to work the day the business opens its doors, and 2) have the programs necessary to retrain employees as technology and customer needs evolve. This has been a focus for our programs and now is a top policy priority of the State Chamber.

In closing, when I reflect on the year, I am grateful for the State Chamber team, past and present, and our shared success. We have gone through some changes and I'm confident we'll be as strong as ever. 2020 will be a very busy year and we're excited to kick that off! However we have plenty to do between now and the close of the year, and we look forward to that journey along with you.

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LEGISLATIVE PRIORITY

Gearing up for January

BY RHETT RUGGERIO

THE FALL SEASON HAS ARRIVED, brining crisp air and changing leaves, football and tailgating, Halloween, and if you work in government relations, talk of legislation in Dover that is on the horizon for January – such as minimum wage.

Proponents of a minimum wage increase assume this increase will result in a fair living wage for employees, all while stimulating the economy and increasing employee productivity. Increasing the minimum wage would in fact do the opposite. A minimum wage increase would be detrimental to businesses, the economy, and most importantly, would result in low employment rates due to the fact it would become increasingly difficult to find employment.

The Congressional Budget Office estimated that if the federal minimum wage was increased to \$15 per hour, 1.3 million Americans would lose their jobs. This is due to the fact that it is becoming more and more expensive to hire employees. The average cost for a business to hire a new employee is \$4,000, according to a Kaiser Family Foundation study. An employer pays on average \$20,000 annually for a family medical plan, a 5% increase just in the past year. A minimum wage increase will only heighten the burden put on employers and result in a decline in entry level jobs.

We have already seen the effects of higher employment costs. Many entry level jobs such as fast food chains, large retailers, and warehouse facilities have decided to move towards automation. This alleviates many of the employee costs that have substantially risen over the years. According to a new report by the Brookings Institution, titled, “Automation and Artificial Intelligence: How Machines Affect People and Places.” Individuals aged 16-24 are most at risk to have their jobs taken over by automation. The studies show that as an individual ages, becomes more established, and leaves the entry level positions, their chances of losing their job to automation substantially decrease.

An increase in minimum wage would not only negatively impact readily available entry level jobs, but it would create hardships for the job market as a whole. Employers from all industries would have to raise the wages of 17 million employees. This would cut the number of readily available jobs substantially.



The minimum wage is intended for entry level employees who are working to become established and move towards a better career, leaving an opening for the next generation to follow that same path. A minimum wage increase will not result in the benefits many advocates have promised such as economic growth, and a spike in employment opportunities. Increasing amounts of evidence from studies conducted indicate that higher minimum wage levels lead to fewer jobs. Entry level jobs requiring low skills are the jobs most likely to decline with increased minimum wages.

Although a minimum wage increase is well meaning, the facts are facts, the “Fight for \$15” is not only a job killer, but an employment opportunity killer as well. Minimum wage increases reduce employment opportunities in the long run. If the Delaware General Assembly passes a minimum wage increase, the negative impact on individuals seeking employment will be immense. Our economy will also see significant negative side effects due to the fact that businesses will be forced to downsize and look at other options in order to make up for the significant costs a higher minimum wage creates.



Rhett Ruggerio is the founder of Ruggerio Willson & Associates



Secretary of Labor Cerron Cade explains how the new online tool will position Delaware as a premier destination for businesses, entrepreneurs and their workers.

New Delaware One Stop Helps Entrepreneurs Start, Operate, and Grow their Businesses

Online portal to streamline business licensing, registration, employer requirements

STARTING A BUSINESS can be daunting for even the most committed entrepreneur, but Delaware has a powerful new online tool to help make sense of the things state government requires for new businesses, all in one place. The new Delaware One Stop, available at onestop.delaware.gov, allows businesses to interact with core state agencies whether they're starting out or ready to grow.

Delaware One Stop is a convenient, centralized transactional platform created to help businesses owners work through the necessary steps to get up and running. Using one website, businesses can apply and pay for a Delaware business license, make required filings with the Department of

Labor, and create formation documents for a legal entity with the Division of Corporations.

“One of the things we hear all the time from small businesses is how hard it can be to figure out what you need from the state in order to open your doors. We know that entrepreneurs just want to take care of those things quickly and get to work, but state government doesn't always make it easy,” said Governor John Carney. “Today we're taking a big step in that direction and bringing many of those functions together on a single portal – Delaware One Stop.”

One Stop is the product of a collaborative effort among multiple state agencies and real-world entrepreneurs that allows users to access many



Governor John Carney and Dan Freeman of Horn Entrepreneurship at the One Stop launch.

services via a single login. This offers a clear roadmap to ensure continuous engagement between businesses and various state agencies.

“We want to make it easier for businesses to succeed in Delaware,” said Finance Secretary Rick Geisenberger. “With the new Delaware One Stop portal, we’re partnering among multiple state agencies to leverage technology that makes registering a business seamless, faster and more efficient.”

The core functions of the new site include business license registration via the Division of Revenue, hiring reporting through the Division of Unemployment Insurance and coverage verification with the Office of Workers’ Compensation.

“We’re excited about the launching of Delaware’s new One Stop portal,” said Secretary of Labor Cerron Cade. “Leveraging technology to create better efficiencies in business creation and compliance only continues to reinforce Delaware’s position as a premier destination for businesses, entrepreneurs and their workers.”

New to One Stop is a step-by-step guide to creating business entity formation documents for submission to the Division of Corporations, helping users on the path to organizing a Delaware corporation, partnership or LLC.

“Delaware’s world-leading corporate franchise isn’t just for the Fortune 500, our home-grown small businesses have the same access to the services of the Division of Corporations when it comes to forming their own legal entities,” said Secretary of State Jeff Bullock. “One Stop will absolutely change the way Delaware entrepreneurs think about dealing with state government.”

The new site is a significant rebuild of the original One Stop portal, launched in 2005. Designed and built by vendor Breakline Digital in cooperation with the Delaware Government Information Center (GIC) and the Department of Technology and Information (DTI), the modern design prioritizes user experience and revolves around an account dashboard that tracks and saves progress. The new One Stop is hosted in cloud-based

architecture built on the trusted Salesforce platform.

“The Delaware Business One Stop portal is the initial iteration of our new unified citizen engagement platform,” said state CIO James Collins. “We’re striving for all citizens and businesses to have access — anywhere, anytime and from any device — to an array of secure digital government services through a single point of entry. We couldn’t be more proud of this initiative to ease the process of doing business in Delaware.”

One Stop also features an integrated survey that takes the pulse of users who seem stuck on one screen for an extended period of time, allowing for real-time feedback and suggestions for improvement.

Before launch, One Stop was tested by members of the business community for its real-world usability.

“The new streamlined process brings an efficient solution to form a new business in Delaware. The State Chamber applauds the Governor’s initiative to make the new One Stop website a reality,” said Mike Quaranta, president of the Delaware State Chamber of Commerce, which assisted with reviewing and testing the One Stop site prior to launch.

Delaware One Stop Tips - can we make this a fun call-out box?

The Division of Revenue Business License is \$75 per year and is prorated (renew by the end of December for the next calendar year.) You can print a temporary business license from the One Stop; you’ll receive your official copy in the mail in about a month if all looks good.

After you register your business, you’ll need to pay gross receipts tax.

Businesses that hire employees need to register with Department of Labor - with both the Division of Unemployment Insurance and the Division of Worker’s Compensation - you can do this from One Stop under “Report Hiring” as soon as you know you’ll have employees.

Other licenses - such as professional licenses, environmental permits, and local/county licenses are not yet included in the One Stop system, so you’ll need to apply for these separately. ■

The Demand for Skilled Talent

Why Hiring Managers are Facing Big Challenges

CONTENT PROVIDED BY JONATHAN DIPASQUANTONIO, ROBERT HALF

IT'S A CANDIDATE'S MARKET right now. Last year, the overall unemployment rate was at a historically low level. In Delaware it currently stands at 3.3% (as of July 2019). The unemployment rate for workers with bachelor's degrees or higher is even lower, at 2.1% (as of June 2019).

Organizations in the business and professional services sectors added an average of 35,000 jobs per month through the first half of 2019. And over the past year, wages have climbed by 2.9%. The bottom line: Workers have increased confidence about seeking better opportunities and making career moves that are to their advantage.

What does that mean for hiring managers? With a record number of job openings and not enough available works to fill them, it is a challenge to attract and retain top talent. While all these numbers might seem daunting if you're a hiring manager, hiring doesn't need to be difficult. If you're worried about how the current hiring climate might be impacting your business needs, think about these 5 tips the next time you post a job:

1. Think beyond compensation: Pay is essential and often the first item a candidate will want to know. But instead of just making it about money, craft an offer that promotes flexibility and other benefits that sell them on the organization – for example remote work options or health and wellness benefits.

2. Recruit everyone: Including former and current employees. Nine in 10 senior managers said they would rehire someone who left on good terms. Former employees already know the organization and might be proven. And don't forget about your current employees! Conduct regular check-ins to ensure they are happy and aren't looking elsewhere.

3. Offer trainings: It is hard to find the perfect candidate. In today's competitive market, that person might not even exist. Focus on hiring someone who is a good fit for your organization, even if they don't meet all the skills required. You can always train and develop for different tasks.

4. Consider referral bonuses: Often, the best way to find good people is to use your current employee base. They can be your best advocates. Referral bonuses will incentivize them to find good people for your organization.

5. Don't overlook recent grads: More than 80 percent of senior managers are likely to hire new grads for two reasons: they are enthusiastic and they provide fresh ideas. Don't let the lack of experience stop you from adding a new grad to your team. ■

JOB OPENINGS REMAIN HIGH
7.3 million jobs are open.¹



CANDIDATES WEIGH MULTIPLE OFFERS

59% of job seekers have received two or more offers simultaneously. The top factors affecting their decision are salary and benefits.²

SOME CANDIDATES RENEGE

28% of workers said they have backed out of an offer after initially saying yes.³



HIRING CHALLENGES PERSIST

Industry leaders who report difficulty finding skilled candidates for professional-level roles:⁴

94% Accounting and finance

89% Technology

87% Legal

86% Advertising and marketing

EMPLOYERS WEIGH IN ON HIRING HURDLES⁵

In today's candidate-short market, employers have to work harder to overcome recruiting challenges and hire for vacancies and new positions.

The most difficult aspects of the hiring process include:

35% Generating interest from qualified candidates

20% Asking the right interview questions

19% Developing compensation packages and negotiating salaries

13% Reviewing application materials

12% Creating job descriptions

TOP REASONS CANDIDATES REJECT AN OFFER⁶

30% compensation and benefits lower than expected

30% accepted another job offer or a counteroffer



¹Research Reveals Hiring Hurdles From Job Posting to Job Offer, Robert Half, May 29, 2019
²Ibid

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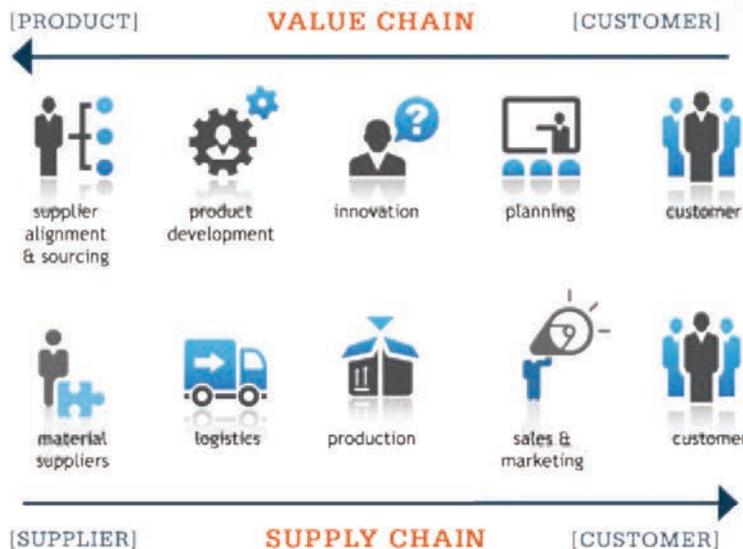
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Member news & Notes

BUSINESS SPOTLIGHT

1440 Film Co.

BY TYLER MICIK

» Although 1440 Film Co. was launched in January of this year, its founder Mike Pfeifer has worked in the film industry his entire life. “From the time I was a kid, I always had a passion for taking pictures and had a camera in my hand,” said Mike. His passion for film and desire to give back to the local community led him to create 1440 Film Co., a full-service video production company. Specializing in commercial, documentary and branded content, they produce work for a variety of clients like Aloysius Butler & Clark, American Heart Association and Ronald McDonald House of Delaware.

One question Mike gets asked a lot is why he named the company 1440 Film Co. The number has a double meaning. “There are 1,440 minutes in a day and our goal is to make every minute count,” said Mike. More importantly, it serves as a tribute to his father who passed away from lung cancer. Both Mike and his father shared a love for the sport of lacrosse. Fourteen was Mike’s number and his father’s was forty.

While the work done on screen is important, the work off screen within the community is special. Mike’s philanthropic passion is why he started Project Giveback within the company to help local nonprofits with storytelling.

“Many nonprofits don’t have the resources to properly tell their own story,” said Mike. So 1440 Film Co. pledged to



“I would not be able to do what I love without the support of my family,” reflects Mike.

set aside a percentage of company profits each year. These funds allow a project committee, which is comprised of a diverse group of individuals from a variety of industries, to select one local nonprofit at the end of the year to receive a story, free of charge.

This year’s recipient is TeenSharp. The nonprofit will receive approximately \$50,000 worth of services to tell their story of how they prepare talented low-income, black and Latino students for top colleges.

While 1440 Film Co. may be a young startup, it’s safe to say their future is bright. They are more than just a film

company, they are dedicated to serving the Delaware community by making every minute count, all 1,440 of them every day. “Everyone serves their community in different ways, we do it through telling a story,” said Mike.



Tyler Micik

interned for the State Chamber in the fall of 2019. He is a second year graduate student at the University of Delaware majoring in communications.



NONPROFIT SPOTLIGHT:

Q&A with Captain Lauren of the *Kalmar Nyckel* BY KELLY BASILE

» In August the State Chamber hoisted its sails and hosted an Evening Mixer on the *Kalmar Nyckel*. We gave 100 attendees pirate alter egos and enjoyed perfect summer weather on Delaware's Tall Ship. One pirate in particular caught our attention: Captain Lauren Morgens, Ship's Master. We caught up with her before she set sail again on the high seas...

You're the captain of a ship! How did you end up with this career?

I discovered tall ships by doing a college semester program at sea. Academically, it was focused on Oceanography, but I fell in love with the sailing and with experiential education programs. I wasn't quite 19 years old when I went home and told my parents I was going to be a sea captain. They were intrigued, to say the least!

When did you start working for the Kalmar Nyckel Foundation?

I was hired at the *Kalmar Nyckel* as Chief Mate (second in command) in 2004. I had sailed a number of tall ships already, but I applied to the *Nyckel* because it was one of the most interesting ships in the country. Joining as a mate was quite a challenge because not only is the *Nyckel* a complicated ship in her own right, but the volunteer crew is a very large, very active community. It's important to get to know each and every crewmember to learn how to make the crew function as a "superorganism."

What are your daily responsibilities on the ship and what do you love most about your job?

First and foremost, my job is always to be thinking about keeping the ship, crew and passengers safe in everything we do. For example, I pay a lot of attention to weather forecasts so we can attempt to not be surprised by bad weather when out sailing. On a daily basis, I am navigating, sailing and docking the ship; teaching the two mates who work under me how to do those jobs; thinking about how to structure and train the crew; planning our daily schedule; planning our maintenance and time off. Hopefully I can even find time to participate in things like maintenance as well!

It's easy to say that I love sailing the ship, because who wouldn't? Tall ships are such a romantic spectacle – sometimes it's strange to think I get paid to do it! But if one digs a little deeper, this is a job like any other. It's sometimes rewarding, sometimes exhausting, but also very demanding of time and energy. I love sharing the ship's experience with others.

The *Kalmar Nyckel* has a rich history from being a warship to establishing present-day Wilmington. Why is it important to continue this Tall Ship's legacy by sailing her and educating the community through the Kalmar Nyckel Foundation?

Proximally, I think it's important for us as a nation to understand how we came to be who we are today. This story involves a tiny sliver of the colonial

story, but it's amazing how nuanced a story it is, and how often it deviates from the "expected" narrative of American colonization.

More broadly, the ship offers a great opportunity to look at human ingenuity in a very different form than the technologies we use every day. The ship is large and complex – a bit of an engineering marvel – and yet it relies on the power of human muscle to set the system in motion. That's really a very unusual approach by today's standard. It forces us all to coordinate into a "super-organism," where the crew and even the public work together to get a job done. In the 21st century, we are so accustomed to valuing productivity on an individual level that this can be a very new experience for people. Understanding all the different ways that work can be achieved keeps our minds and our "toolbox" open to innovation.

And finally, academically, the ship offers a platform where nearly any subject can be brought to life. Our education programming on the *Kalmar Nyckel* focuses most on the social studies (history, economics, geography) and math/physics (navigation, simple machines) elements of our story, but with more time there is almost no subject that cannot be taught through the lens of a sailing ship. It's always my hope that after a school program on the *Kalmar Nyckel*, teachers back in the classroom can leverage the experience to spark kids' enthusiasm for learning on a wide variety of subjects.

Just about everyone in Delaware knows what the *Kalmar Nyckel* is, but do you have any parting secrets you can share?

You know, even after fifteen years of working on the ship, I'm still surprised sometimes by what people would consider secrets of the ship! Many are fascinated by the fact that, when we are traveling, the entire crew lives on board together. Others by the fact that, when the ship is in the ocean, we have to take turns being awake all night because there's no real way to "pull over" and take a nap.

Another tall ship sailor would be surprised by neither of these but are usually amazed that we have a washing machine and dryer on board. Luxury living!

Home in Wilmington, I think it surprises people that there is a bridge at the entrance to the Christina River (I-495) that the ship's masts don't fit under. We have to lower the top half of them just to get home. Putting them back up takes a whole lot of work using those human-powered simple machines I mentioned.

There are so many details. The best way to discover them is to come for a sail and talk to the crew. Most are volunteers who have taken our crew training class and learned how to sail a 17th-Century ship. Or, even better, take that class and come learn the secrets in person!

To learn more, visit:
www.KalmarNyckel.org

The State of Delaware's first EDGE Grant awardees stand with Gov. John Carney and Division of Small Business Director Damian DeStefano following the announcement of all the winners.



Ten Delaware small businesses announced as first-ever EDGE Grant awardees

» Ten Delaware small businesses were recognized Wednesday as the awardees of the first-ever EDGE Grants from the state Division of Small Business.

Gov. John Carney and Division Director Damian DeStefano announced the companies at an event at the Carvel State Office Building in Wilmington. The grant recipients, located across the state, represent a variety of industries, including agribusiness, medical devices, food services and apparel. They include woman-owned, minority-owned and veteran-owned businesses.

“Delaware is fortunate to have a vibrant small business community comprised of 25,000 companies that employ more than half of all Delaware workers,” Gov. Carney said. “Through these grants the State of Delaware is helping to support small business owners who take risks to realize their dreams of building companies from the ground up.”

EDGE Grants provide a 3-to-1 match for each dollar an eligible business invests on qualified expenses that improve the company’s long-term chances of success.

The state is awarding a total of 10 grants. Five in the STEM (Science, Technology, Engineering and Math) class totaling \$500,000 and five in the Entrepreneur class tallying \$248,000. The businesses are putting up almost \$375,000 in matching funds.

“These grants will assist these creative, driven entrepreneurs get the capital support they need to reach their full potential,” said Secretary of State Jeff Bullock. “They will help the companies grow and level the playing field as they compete against larger, more established businesses.”

The innovative program launched in May and had more than 140 companies apply. Eight finalists were selected in the STEM class and eight in the Entrepreneur class. Five winners in each category were chosen after public presentations before a panel of judges on Aug. 13 and 14 at Del Tech in Dover.

“It was challenging to narrow a field filled with so many great applicants,” said DeStefano. “Over two days our team of judges listened carefully to the presentations, asked thoughtful questions and offered valuable insights and comments.”

The recipients are:

STEM class

Avkin (New Castle)

This woman-owned business develops medical simulation equipment to train healthcare professionals. It will use the grant to accelerate its efforts to market its products to hospital systems across the U.S.

EZY Venture (Harrington)

This woman-owned business processes industrial hemp and extracts CBD oil. It will use its grant to purchase the equipment it needs to extract and process the oil at scale, helping it to meet the growing demand for this product.

Napigen (Wilmington)

The company is developing a hybrid, non-GMO variety of wheat which may help ease the world’s shortage of the grain. It will use the grant for achieving two milestones critical for launching seed production.

Neurothera (Newark)

The company uses light (photobio-modulation) to treat diseases and injuries

affecting the brain. It will use the grant to complete a preliminary study to investigate the technology as a possible treatment for Parkinson’s disease.

W7 Energy (Wilmington)

This spin-out company from the University of Delaware is using a new class of hydroxide exchange membranes to power zero-emission fuel cell electric vehicles. It will use the grant to rent larger laboratory space and market to potential new customers.

Entrepreneur Class

BBD MidAtlantic (Greenville)

This woman-owned business operates a successful blow out-bar in Greenville called Blo Blow Dry Bar. It will use the grant to move to a larger space which will enable it to expand its staff and serve more customers.

entreDonovan Wholesale (Wilmington)

This women-owned company uses 3D technology and digital pattern making to produce custom-made women’s apparel

for the workplace. It will use the grant to pursue its national growth strategy.

Grey Fox Capital (Wilmington)

This veteran-owned firm manages a fund which raises money to invest in real estate projects in Opportunity Zones in Delaware. It will use the grant for market analysis, marketing and legal fees.

Impact Graphix and Signs (Seaford)

This woman-owned business installs commercial signs and awnings in southern Delaware and on the Eastern Shore of Maryland. It will use the grant to purchase a second bucket truck to better meet demand for the company’s services.

Tomeka’s Homestyle Eatery (Dover)

This minority- and woman-owned business plans to open a home-style, soul food restaurant in downtown Dover. The owner already sells her food at the city’s weekly farmers market. She will use the grant to help build a commercial kitchen in the downtown building she plans to use for her restaurant.

W. L. Gore & Associates Celebrates the 50th Anniversary of ePTFE Discovery

October 28, 2019 marked 50 years since the landmark discovery of a little known, yet widely used material that today serves as a core component for many everyday products including a wide array developed and produced by W. L. Gore & Associates. Expanded polytetrafluoroethylene (ePTFE) is a revolutionary material central to products with high societal value including implantable medical devices such as sutures and vascular grafts. Other diverse products include protective apparel, data transmission cables aboard the International Space Station, automotive fuel cells, guitar strings and mobile phone vents. While widely known for its use in the highly recognized GORE-TEX Brand waterproof yet breathable apparel, the first such apparel of its kind, ePTFE is vital to thousands of other products produced daily for consumer, industrial and medical applications worldwide.

McCarter & English, LLP Names Joseph Lubertazzi, Jr. Chairman of the Firm's Executive Committee

» The law firm of McCarter & English, LLP is pleased to announce that Joseph Lubertazzi, Jr. has been named Chairman of the firm's Executive Committee, effective October 1, 2019.

Lubertazzi has been with McCarter & English for almost 35 years and is a partner in the firm's Bankruptcy & Commercial Litigation practice. He has served on the Executive Committee since 2015. He will succeed Michael P. Kelly, who decided to step down after a decade as Chairman of the Executive Committee. Kelly will devote himself to doing what he loves, trying cases.

"McCarter & English is incredibly fortunate in its people—to have leaders who are brilliant, energetic and selfless. Our firm and our clients have had the benefit of Mike Kelly's guidance for a decade as Chairman. His vision, integrity and dedication to others have embodied the character of our firm and been the driving force behind our strategic advances," said Joseph Boccassini, firmwide Managing Partner. "Like Mike, Joe Lubertazzi is a determined and visionary leader. Joe was appointed by the Executive Committee for his unique management ability, commitment to the firm's strategic plan, and because he has consistently set an example of putting the interests of his clients and the firm ahead of his own."

Kelly, who is a partner in the firm's Business Litigation practice, added, "I have witnessed firsthand Joe's commitment to pro bono and diversity,



From left: Michael Kelly; Joseph Boccassini, managing partner for the McCarter & English; and the new chairman of the firm, Joseph Lubertazzi

and to maintaining the firm's collegial culture, including his mentorship of lawyers in every office and practice area. He has the foresight, wisdom and enthusiasm to lead McCarter into another era of success with a continued focus on providing exceptional client service."

"I am grateful to have served alongside Mike on the Executive Committee over the years, and look forward to continuing to work with him. Undoubtedly, his leadership has helped prepare the Firm to overcome the challenges of a dynamic industry, and reinforced McCarter's commitment to delivering the very best in client service," said Lubertazzi. "I take this position on with a pledge to support the firm's culture, to consistently exceed our clients' expectations and help them

accomplish their legal and business objectives, to assist my partners, to enhance the firm's diversity profile, and to continue serving our communities."

Lubertazzi continued, "Next year we will celebrate McCarter's 175th anniversary. Our firm today looks much different than when I started 35 years ago, but one thing we have never done is stand still. I look forward to leading a team that continues to evolve and innovate, and that has been at the forefront of legal practice from complex litigations and sophisticated transactional work to blockchain, cryptocurrency and cybersecurity matters. We will continue to be a robust, vibrant and profitable firm in which to enjoy a fulfilling professional life."

Lubertazzi earned his J.D., cum laude, from Seton Hall University School of Law and his B.A. from Seton Hall University. Following law school, he served as a law clerk for the Hon. Vincent J. Commisa, Chief Judge, U.S. Bankruptcy Court, District of New Jersey.

DIVERSE SUPPLIER SPOTLIGHT:

Q&A with Dr. Kim Allen of A Friend of the Family, Inc.

» The State Chamber recognizes the importance and value of its members who qualify as Diverse Suppliers. Diverse and inclusive workplaces ultimately foster innovation and increase economic performance in the community. We want to share these stories:

Tell us about A Friend of the Family. What do you do and what services do you offer?

A Friend of the Family, Inc. (AFOF) is an educational firm that provides alternative learning strategies and programming to students and families within various school districts across Delaware.

What inspired you to start this business?

Drawing from my background with a Masters in Social Work and Doctorate in Educational Administration, I recognized the need to serve children with learning differences and behavioral challenges. I also saw the need to support parents in working effectively with their children. AFOF was established in 2001 and we have been fortunate to continue our contributions within the State of Delaware ever since.

What personal satisfaction do you derive from being in business for yourself?

Being in business for myself allows me to have a greater influence in the decision-making process to help children. It is very



Dr. Kim L. Allen and William L. Allen host The Allen Celebrity Golf Challenge annually in partnership with The First Tee Delaware. The goal of the Challenge is to expose students to celebrities and/or potential role models, provide educational opportunities and teach values through the game of golf.

has meaning and it brings a diverse perspective as a woman and a minority.

What gives you your daily inspiration?

I'm inspired by seeing our children strive to rise above

fulfilling to collaborate with school districts to make an impact on these families.

Tell us why it is important to your business to be classified as a diverse supplier?

Classifying as a diverse supplier is important because it identifies with the majority of the children and families AFOF serves. It also shows my students that if I can be a business owner, they too can embark on the path to entrepreneurship if they chose.

We list you as a Minority-Owned Business, but you are also a Woman-Owned business! What are some of the benefits you have realized being recognized as a diverse business?

I appreciate helping to bring diversity into the school districts supply chain. More importantly, I believe my voice at the table

their learning and behavioral challenges each day. There have been many success stories through the years of children and parents sharing the impact AFOF has had on their lives. Seeing our children and families succeed gives me such joy. Each day brings new challenges and it keeps me inspired to continue my work in this field.



Dr. Kim L. Allen is CEO of A Friend of the Family, Inc. To learn more, visit: www.AFriendoftheFamily.com



Keeping up with Adesis

» Adesis, Inc., a wholly owned subsidiary of Universal Display Corporation, UDC, (Nasdaq: OLED) is a leading chemical outsourcing organization, offering world-class research, development and manufacturing of Regulated Starting Materials (RSMs) by the brightest minds in the business.

Adesis prioritizes expertise, integrity and longevity – from both their colleagues and clients.

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gies and services to suit your project needs including Custom Synthesis, Research & Development and Specialty Manufacturing.

Adesis specializes in organic and organometallic synthesis in all sizes – from milligram to multi-kilogram quantities. Their chemists excel in both Discovery Chemistry and Process and Scale-Up for Manufacturing.

Adesis appreciates that rapid communication, confidentiality and security are critical in today's competitive market, so they incorporate these values into every engagement.

On June 27, 2019, Adesis announced the expansion of its manufacturing services portfolio with the construction of a Process Development Laboratory at its New Castle headquarters. The new state-of-the-art lab will identify and design economical paths to scale from R&D to high-volume manufacturing for customers across various industries.

This expansion further bolsters Adesis' commitment to invest and create high-tech jobs in Delaware. "The formation of a dedicated Process Development Team is another milestone in our long-term strategic growth road-



map for Adesis,” said Andrew Cottone, Ph.D., President of Adesis.

“We believe that this expansion will enhance Adesis’ capabilities to meet the increasing requirements in Contract Research and OLED. With the support of our parent company, UDC, Adesis is committed to attaining growth and excellence for our employees, customers, partners, and the Delaware community.”

“Process Development is a critical scientific tool commonly used to achieve safety and economic standards for manufacturing,” said Venugopal Gudipati, Ph.D., Senior Director of Process Chemistry of Adesis. “We believe that this new team will broaden our core competencies, and position Adesis to be a global leader in specialty chemical manufacturing for the foreseeable future.”

In July 2019, Adesis was recognized as one of Delaware’s fastest 50 growing companies by Delaware Business Times (DBT). DBT stated that these 50 companies embody the entrepreneurial spirit critical for innovation, leadership, and success. Adesis was selected based on a three-year average of revenue and employee growth. Adesis was profiled in the July 23rd issue of Delaware Business Times and was celebrated at a gala on July 25th.

In August 2019, Adesis was recognized as one of 60 companies or organizations in Delaware’s Top Workplaces for 2019. “At the heart of Adesis’ success is our people, so we strive to create an environment focused on continuous improvement, it is an honor to be recognized as one of Delaware’s Top Workplaces”, said Cottone. “Adesis

fosters a culture where our team can be proud of the company being built and our culture fosters that pride.”

For more information on Adesis, visit their website at <http://adesisinc.com> or call (302) 323-4880.



Andrew Cottone,
Ph.D., President,
Adesis



Venugopal Gudipati,
Ph.D., Sr. Director of
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»» Artesian works hard to make every drop of water count. Since 1905 Artesian's primary objective has been to protect our precious groundwater resource and implement business practices that instill the highest standards of environmental stewardship. We understand the importance of protecting the environment and strive to be a leading environmentally-conscious, ethical and responsible corporate citizen. We are continually working with partners in business and government to develop new and innovative solutions to water and wastewater treatment and service challenges, always focusing on Total Water Resource Management. We remain steadfast in our commitment to improve the environment.

Artesian is committed to providing high quality drinking water and exceptional service to our customers at a fair price. We continue to meet new and evolving water quality standards by utilizing advanced treatment technologies to remove natural and man-made impurities from our water supply. We approach our wastewater treatment processes with the same focus on protecting our environment and communities. We believe that land application techniques which keep treated wastewater as part of the local water cycle, using it to recharge groundwater aquifers and even provide nutrients for crops, are the most environmentally sound options for disposal.

Our on-going utility investments stimulate the economy and create jobs and help to provide the needed infrastructure to support economic growth. Artesian is a proud member of the Delaware State Chamber of Commerce and we support their mission to promote economic vitality in the State of Delaware.





We hit the high seas and hosted an evening mixer on the Kalmar Nyckel



Evening Mixer at Bethany Beach Ocean Suites in September



Networking Breakfast at Macy's in Christian Mall in September





26th Annual Chamber Chase Golf Tournament at Kings Creek Country Club in Rehoboth Beach



The State Chamber and the Better Business Bureau of Delaware host the Delaware Networking Station at the Chase Center each September



CHAMBER SCENE



MARVIN S. GILMAN
SUPERSTARS
IN BUSINESS

Making up more than 85 percent of our membership, small businesses are the backbone of the Delaware economy. Every year, The Delaware State Chamber of Commerce (DSCC) and the Small Business Alliance (SBA) honor businesses that not only have effective business models with demonstrable results, but have also made a positive impact in their communities. All of these honorees have been in business for at least three years, are small businesses based on number of full-time employees, and are members of the Delaware State Chamber of Commerce. Awards of Excellence are also granted to deserving companies. Superstars in Business has recognized outstanding organizations throughout the state since 1998.



2019 SUPERSTARS IN BUSINESS AWARD WINNERS



Exceptional Care for Children (Nonprofit Category)

Exceptional Care for Children (ECC) is a nonprofit, pediatric skilled nursing facility and the only organization in Delaware to provide long-term, skilled nursing care to medically-fragile children in a residential setting. ECC provides long-term care, transitional care, and palliative/end-of-life care to children between the ages of birth and 21.

Bumpers & Company, Certified Public Accountants (1-24 Employee Category)

Bumpers & Company is a full-service CPA and consulting firm that has been providing outstanding accounting, auditing, tax and management advisory services to businesses, professional, non-profit and individual clients since 1922.

Ferris Home Improvements, LLC (25-59 Employee Category)

Headquartered in Newark, Ferris Home Improvements is a locally & family-owned and operated home remodeling company that specializes in roofing, windows & doors, siding, decks, kitchens and bathrooms. Ferris Home Improvements serves tens of thousands of residential and commercial customers annually in & around Delaware, delivering

industry-leading professionalism, products, craftsmanship, and, above all, award-winning customer service.

Assurance Media, LLC (60-150 Employee Category)

Assurance Media is a rapidly growing commercial technology company that creates custom premise security, audiovisual, and cabling solutions. Located in Wilmington, this woman-owned business enables clients to improve their operational efficiency and focus on growth by providing inter-related services from a single vendor.

AWARDS OF EXCELLENCE

Preston's March for Energy (Nonprofit Category)

AlphaGraphics (1-24 Employee Category)

**Whisman Giordano & Associates, LLC
(25-59 Employee Category)**

Tidewater Utilities, Inc. (60-150 Employee Category)



SUPERSTARS IN BUSINESS WINNER

HOME FOR SUPERHEROES, CAPES OPTIONAL

It's not always easy being a kid, but ECC is committed to ensuring kids get to do just that, and to helping them discover their super powers along the way.

BY DENÉE CRUMRINE | PHOTOS BY NICK WALLACE PHOTOGRAPHY

WHEN YOU'RE AN EXTRAORDINARY KID, you need lots of special people and high-tech gadgets to help you develop your super powers. At superhero training center, Exceptional Care for Children (ECC), you might be in a classroom with your teacher learning math, telling your nurse what you accomplished in Occupational Therapy, or playing a game with a volunteer. And you might need a feeding tube backpack, a tracheostomy tube, or an adaptive bike to help charge your powers. That's why ECC is the coolest place for superhero kids who have unique medical needs and technological dependencies (and super powers!).

Exceptional Care for Children is Delaware's first and only skilled pediatric nursing home for superhero kids. It was founded by a pediatric nurse who recognized children were surviving medical emergencies at higher rates due to advancements in medical technology, but because community systems and services were slower to adapt, those children ended up living in hospitals. ECC instead provides a true home-like environment, in addition to taking a comprehensive approach to their growth and development. They opened in 2006 and have grown to support up to 42 superheroes, providing long-term, transitional, and palliative/end-of-life care to children



from birth through 21 years old, who require around-the-clock skilled nursing care due to their complex medical needs, such as gastrostomy, tracheostomy, or mechanical ventilation.

Thanks to nearly 170 nursing and administrative staff, the grown up superheroes of ECC, the young heroes in training receive social, educational, emotional and developmental opportunities and support through various therapies, as well as education services. ECC's over 900 sidekick volunteers enable residents to experience the stuff of childhood, like holiday celebrations, birthday parties, and even trips to Disney World. Over 125 families have benefited not just from the medical provisions of this home, but from the genuine care and dedication of the ECC family and community within.

"For superheroes and the children of ECC alike, nothing in this world seems impossible or unachievable. Our children do not realize the depth of their medical complexities and that's because our staff does not accept their grim prognoses, instead encouraging them to defy the odds," said Shannon McLaughlin Abel, ECC Director of External Affairs & Development.

One of just approximately 40 pediatric nursing facilities in the United States, ECC received five-star ratings in all categories by the Center for Medicare and Medicaid (CMS), has been named a Top 100 nursing home by the U.S. News & World Report, and achieved the Pathway to Excellence in Long Term Care designation by the American Nurses Credentialing Center (ANCC). Along with its achievements, ECC finished its largest renovation project in 2018, turning underutilized building space into a state-of-the-art therapy, education and enrichment wing.

Now they hope to address a major challenge in pediatric nursing: caring for residents transitioning out of pediatric care into the decentralized, adult healthcare system upon turning 21. For kids like Matthew, who has lived at ECC for the majority of his life, turning 21 likely means placement in an adult nursing home, separating him from his home environment and potentially stalling progress he has made. ECC is planning a contiguous building to bridge the gap between adolescent and adulthood healthcare.



MARVIN S. GILMAN
SUPERSTARS
IN BUSINESS

This "Bridge Unit" would allow Matthew to continue receiving the award-winning and innovative healthcare at ECC.

"The success of ECC is a direct result of the dedicated staff who lovingly provide care to each individual child as if he/she were their own," said Tracie Martin, RN, MSN, Interim Administrator/Director of Nursing. "It is an incredible honor to win this award. As a very small

business in the healthcare entity, we are exhilarated with this recognition and motivated to continue achieving new heights." ■



Denée Crumrine is the Corporate Communications Manager at Highmark Delaware.



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SUPERSTARS IN BUSINESS WINNER

THE BUMPERS & COMPANY APPROACH

A story of legacy and transformation

BY TYLER MICIK | PHOTOS BY NICK WALLACE PHOTOGRAPHY

FOR 97 YEARS, Bumpers & Company has been serving the community as a full-service CPA and consulting firm by providing accounting, auditing, tax and management advisory services to businesses, professional, nonprofit and individual clients.

The firm's story began in 1922 with its founder Alfred H. Coe, CPA, who was the eleventh CPA to be licensed in Delaware. From there, the firm saw many Managing Partners that led in their own way, including renaming the company each time.

That is until Wesley Bumpers, CPA took the reins during the 70s. As

the firm moved into the 80s, the leadership team decided to maintain the same name in perpetuity, in order to establish and cement their identity and brand as a firm.

Yet the values exhibited by previous Managing Partners still served an important purpose. They formed the foundation for the firm's current reputation and success. Those values are: 1) a diligence in one's work and profession, 2) an extremely strong commitment of service to clients, and 3) the desire to achieve excellence and success for clients as well as the firm.

"Something we hear from new clients is how amazed they are with our



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IN BUSINESS



availability and responsiveness,” said Kook. “Our firm takes great pride in responding to all calls or emails within 24-48 hours and does not charge for every conversation or question.”

This is because developing a strong relationship with the client is number one to the Bumpers team. “It’s been part of the Bumpers & Company approach for many years to engage with clients all year long, not just at tax time.”

Focused on your future; Present for your success. Beyond how this phrase represents their mission and client focus, it also embodies how the partners choose to lead and cultivate the firm’s culture. In an industry focused on what has happened in the past, Bumpers & Company is focused on the future and embracing transformation.

Presently, the average partner age is 38 – well below the national average of 55 for firms of similar size. The firm is focused on developing its staff into future leaders of the industry. Moreover, the makeup of the firm is more diverse than ever. Ten years ago, only 20 percent of the accounting team was female, but now that number is up to 50 percent. Today the firm is proud to have a multicultural staff that is more representative of the community around them.

While Bumpers & Company has kept the same values it was once founded on, it looks quite different than it did nearly 100 years ago. “The Bumpers story is one of both legacy and transformation, balancing the two to take the best practices that made the firm successful, with the innovative path to sustaining and growing our business into the future,” reflected Kook. ■



Tyler Micik interned for the State Chamber in the fall of 2019. He is a second year graduate student at the University of Delaware majoring in communications.

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SUPERSTARS IN BUSINESS WINNER

AN HONEST JOURNEY TO SUCCESS

Treating customers and employees like family

BY COLIN HEFFINGER | PHOTOS BY NICK WALLACE PHOTOGRAPHY

ONE EMPLOYEE. ONE TRUCK. On October 5th, 2004, Walter “Reds” Ferris decided to pursue his dream while young and living rent-free in his parent’s basement. Sacrificing stability for a work truck filled with nothing more than confidence and a vision to create a better brand of homegrown home improvements for Delaware, Ferris Home Improvements was born. Fifteen years later, Ferris Home Improvements employs 54 full-time employees, owns more than 35 trucks and two showrooms.

Ferris Home Improvements is a leader in Delaware’s home improvement industry, specializing in roofing, windows and doors, siding, decks, kitchens and bathrooms. Their reach includes tens of thousands of residential

and commercial customers annually within Delaware and the local region. They are truly a stand-out company because they prioritize delivering industry-leading professionalism, products, craftsmanship, and above all, award-winning customer service.

Reds points to the people on the Ferris Home Improvement team as their best asset to sustained growth. “We take pride in being a great company to work for, attracting top professionals with higher pay than the competition, a commitment to career development and uncapped earning potential,” said Reds. “Our employees are empowered with opportunities for leadership, rewarded for exceptional performance and encouraged to recruit like-minded friends and family that they believe



MARVIN S. GILMAN
SUPERSTARS
IN BUSINESS

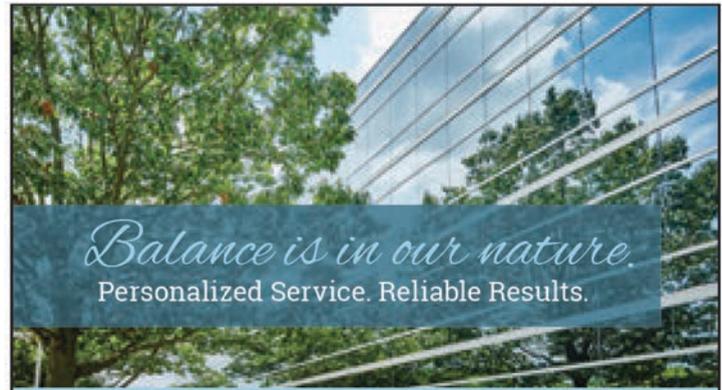


would be a great fit for our team.”

Through continuous dedication, the team at Ferris Home Improvements has earned honors like Owens Corning’s top installer and fastest-growing company awards in the mid-Atlantic as well as Readers’ Choice Awards for Best Home Improvement, Best Roofing, and Best Bath and Kitchen Specialists for eight years running. While these awards portray the team’s impressive work, acquiring the 2019 Top Workplace in Delaware through their own votes speaks volumes to how incredible and fierce the foundation of their team is built.

Ferris Home Improvements provides first-class benefits, supports community activism, flexible work arrangements and unlimited earning potential to attract and maintain the best employees. As a result, the staff is composed of those who are actively bought into the company mission, share the same work ethic and values, and are inspired to take ownership of their portion of the business. Ultimately, this fuels the success and team cohesion of Ferris Home Improvements regardless of the challenges that may arise.

As Reds reflects on receiving the Superstars in Business award, “People ask me all the time, what’s the secret to your success? The secret is to pay your employees, because you want the best. Our employees are second to none and I’m comfortable saying that because they’re like family here. Our workplace culture is based on talent. We take care of our employees, and they, in turn, love being part of a company that recognizes their contributions.” ■



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For more information or to make a nomination contact Cheryl Corn at (302) 576-6572 or ccorn@dsc.com.

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December 2, 2019





SUPERSTARS IN BUSINESS WINNER

THE ASSURANCE MEDIA WAY

Becoming an industry leader by thinking outside the box

BY KELLY BASILE | PHOTOS BY NICK WALLACE PHOTOGRAPHY

ASSURANCE MEDIA REACHED an important milestone this year. The company is celebrating its 10th anniversary. This is no easy feat as the U.S. Small Business Administration reports that one in three small businesses survive to see ten years. So how did Assurance Media get to where it is today?

The story officially begins in 2009 when Jennifer McKenzie and Miriam Stellini acquired the 20-person cabling division from a national company called MTM Technologies. After purchasing Info Systems in 2005, MTM Technologies incorporated its services into their IT offerings and support. However, after a few years, it was apparent to MTM that the cabling division obtained through Info Systems was difficult to implement and service at a national level.

MTM offered the cabling division along with a few faithful customers to McKenzie and Stellini, who saw an opportunity to turn the cabling division into who it is today: a multi-faceted commercial technology company that delivers cost-effective services in cabling, premise security and audiovisual solutions. They named it Assurance Media.

From the beginning, this woman-owned business recognized the importance of establishing a company vision, mission statement and values. “These are not just pipe dreams or words plastered on the walls, they are lived and breathed,” said McKenzie. “Leadership is constantly communicating company goals to the team in order for everyone to do their part to reach the common goal.”





MARVIN S. GILMAN
**SUPERSTARS
IN BUSINESS**



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- | | |
|---|--|
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MilliCare by EBC |
| Kevin DiSabatino
DiSabatino Construction
Company | Michael Reath
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| G. Kevin Fasic, Esq.
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Gilman Development Company |
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Chair
Santora CPA Group |
| Chad Moore
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- | | |
|--|---|
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Colonial Parking, Inc. |
| Dr. Peter Bailey
Wilmington University | Chip Rankin
EBC Carpet Services Corp. |
| Patrick J. Carroll
Delaware Humane Association | Michael Reath
Delaware Today |
| Pam Cornforth
Ronald McDonald House
of Delaware | Christopher L. Scarpitti
WSFS Bank |
| Joseph Farley, Jr.
Associates International, Inc. | Scott A. Schaffer
TD Bank |
| Dan Freeman
Horn Entrepreneurship,
University of Delaware | Jordan Schulties
Delaware Division of
Small Business |
| Martha S. Gilman
Gilman Development Company | Robert S. Smith
Santora CPA Group |
| Marie Holliday
Cover & Rossiter | Brett G. Smith
Gilman Development
Company |
| Mark R. Hutton
M&T Bank | Rep. Michael F. Smith
College of Health Sciences,
University of Delaware |
| Rev. Thomas Laymon
Sunday Breakfast Mission | |

This company mindset and culture continues to drive the company forward as it grows. Yet, with rapid growth, comes challenges. One major challenge is finding talent. The skills needed to perform this line of work require years of experience that the current labor market simply lacks. Average tenure in this industry is one to three years, but it takes at least three years to gain the experience needed to perform well on a jobsite.

True to its innovative roots, Assurance Media tackled this barrier by thinking outside the box. The company's highest performing technicians and project managers built inhouse training programs for each of its three practice areas around national code and standards. While the roots of these classes were based in raw skill and performance of tasks seen in the field, the presentation of the classes is uniquely The Assurance Media Way.

"The Assurance Media Way is always finding a solution to service our customers in the best way possible. One of our company values is to be completely customer-focused. We found that offering skills development courses inhouse allows us to provide top-notch, innovative service to our customers while also developing the industry's top professionals," said McKenzie. "Our training classes are the key to delivering the leading edge done right."

Taking things a step further, Assurance Media also worked with the Department of Labor, Polytech Adult Education, vo-tech schools and even competitors to develop a state standard for this specialty work as well as create co-op and apprenticeship programs. These training programs didn't exist before Assurance Media approached the State and offered to help create them.

"I find that the most important part of being a business owner is choosing the correct team to work with you," reflects McKenzie. "Hiring people based on skill, yes, but attitude and drive are even more important. A team with a great attitude needs only a clear direction, the right tools and the freedom to do their job, and they will be successful at anything." ■

WHAT IT TAKES ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ TO BE A SUPERSTAR IN BUSINESS



★ The Organization

- ★ Must be a member of the Delaware State Chamber of Commerce, in business for a minimum of three years and employ 150 or less
- ★ Illustrate that the organization has a clear mission statement, vision statement, guiding principles or strategies for success that is demonstrated to not only business and community partners but also to those within the organization
- ★ A company that is always searching for strategies to continue to grow, prosper and foster a better community for its employees and Delawareans

★ The Application

- ★ Tell a story of passion and how the organization came to be
- ★ Provide detailed examples of how the organization has continued to sustain and grow through recent economic challenges
- ★ Show profitability and viability of the organization
- ★ Explain why the organization stands apart from the rest
- ★ Present challenges and demonstrate how the organization solved those issues
- ★ Prove a commitment to the community
- ★ Share customer, employee and community partner testimonials

★ The Selection

- ★ Withstand a review process comprised of 15-20 prominent leaders in the community
- ★ Tell a compelling story that stands out from the rest



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Recent Changes to Delaware Construction Law

Disclaimer: This article is not intended to provide legal advice. Contractors and subcontractors whose business may be affected by these changes to Delaware Law should seek the advice and guidance of counsel with respect to compliance with the referenced statutes and regulations.

SIGNIFICANT CHANGES to the law were passed by Delaware's 150th General Assembly that all construction firms doing business in the First State should be aware of. Generally, these changes amend the Workplace Fraud Act (19 Del.C. §§3501-3515), create the Delaware Contractor Registration Act (19 Del.C. §§ 3601-3611), and establish an apprenticeship training requirement under the Large Public Works Contract Procedures statute (29 Del.C. § 6962).

Senate Substitute 1 to Senate Bill 95 modified the Workplace Fraud Act and implemented new requirements for firms conducting construc-

tion business in the First State. This statute is specifically limited to the "construction services industry" and makes no distinction between public and private construction projects, or between commercial, industrial, or residential construction. The Workplace Fraud Act prohibits employers that engage in construction in the state of Delaware from misclassifying employees as so-called "1099 independent contractors." The Act provides a fairly detailed explanation of what is and is not considered construction services and should be consulted to determine whether a business falls within the Act's authority. This article, however, is concerned with the two important changes adopted by the noted legislation: 1) businesses subcontracting with other businesses are now permitted to subcontract with other businesses that offer the same or similar services or that conduct the same core business; and 2) all individuals or businesses engaging in construction must (as of October 1, 2020) be registered with the new Delaware

Contractor Registry Office in order to lawfully engage in construction work within the state.

The change to subcontracting represents a significant departure from what was previously unlawful conduct under the act. Until this amendment, businesses could be fined or debarred for subcontracting to another business or individual engaged in the same core business or offering the same services. This meant, for example, that a company offering plumbing services could not subcontract with a different plumbing company to do a portion of a plumbing contract. The Act was interpreted to require fines for each such violation, with a violation being counted for each individual employee working pursuant to such a subcontracting arrangement. Under the change to the Bill, this prohibition was removed, thus permitting subcontracting to any construction firm so long as they are registered under the additional major change introduced by the Bill.

Regarding the noted registration, the Bill also imposes a new requirement that a company register to lawfully carry out construction services in Delaware. To register, companies must pay a fee and certify that they are complying with a number of preexisting legal requirements (such as being registered to pay taxes, having proper licenses, and active workers' compensation insurance). A company is then designated as a "registered" contractor and may be free to contract its services within Delaware. Businesses that fail to register and engage in construction services, after the effective date, can be barred from doing further business in Delaware and fined at differing levels depending upon whether there was a knowing violation. Although the removal of the subcontracting prohibitions resolves a significant pitfall for the unwary, the new registry requirement could lead to severe consequences.

While Workplace Fraud applies to all contractors, Senate Substitute 1 to Senate Bill 48 (apprenticeship training) applies only to firms bidding on public works projects that are subject to prevailing wage requirements (that are not federal highway projects) and that have ten or more total employees (Note: the minimum does not distinguish between field personnel and office or shop employees). This amendment requires the bidding firm to have active training programs for apprentices and journeymen at the time that a project is awarded, though it is unclear what process exists for a registered journeyman program. If a contractor fails to maintain such a training program, the contractor may be suspended or debarred from bidding on public works projects for a period of up to five years (additional penalties exist for other violations of the procurement statute, including permanent debarment). To qualify for providing craft training, the contractor may either have their own program (approved by the Department of Labor) or participate in a collective training program as a company member of an organization that offers such training.

The apprenticeship amendments provide that the Delaware Department of Labor will promulgate regulations, but alleged violations may only be initiated by the contracting agency. Alleged violations are filed with the Director of the Office of Management and Budget, who will hold a hearing to determine if a violation in fact occurred, and what penalty to assess. These decisions are appealable (on the record) to the Delaware Superior Court.

The upshot of these new laws and amendments is that construction is becoming a far more regulated field. Contractors and subcontractors, regardless of the type of construction (industrial, commercial, residential) and the ownership of the project (public, private) must take steps to ensure compliance now, and not delay until the effective dates of these changes. ■

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Optimizing Real Estate Assets and Human Capital through “Place-Making” and Inclusive Economic Development

BY DAVID J. WILK, MAI, CRE, FRICS

THE MOST IMPORTANT decision people make today is the “place” they choose to live.

Communities that recognize this new market paradigm and develop innovative real estate and “place-making” strategies targeting the “creative class”, will capture more than their fair share of future market demand, economic growth and new jobs. For the State of Delaware and its municipalities, telling our market story as one of innovation, entrepreneurship and diversity is critical to attracting new businesses and residents.

How are we doing in Delaware and Wilmington in developing “place-making” and branding strategies that help articulate “why” someone would locate their company or family here? What is the outside perception of Delaware, Wilmington and our other municipalities? A mixture of positive and negative is probably accurate. My question to all is: How can we elevate our game with measurable impact?

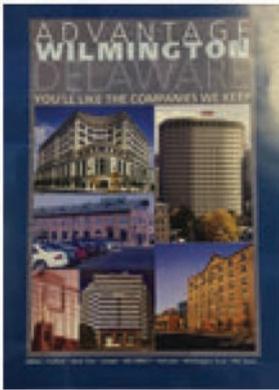
Place-making and real estate are the “currency for economic development and innovation” in today’s economy. What many great places around the country (Philadelphia, NY, DC, Boston, Seattle, Austin, SF, Raleigh Durham, Dallas, San Diego) have discovered is how to optimize their public and private real estate assets simultaneously with human capital.

What does Delaware have in common with all these places that have established their mojo? They are all homes to major university and enterprise clusters that foster innovation and entrepreneurship, thereby stimulating new demand and private investment.

New Castle, Kent and Sussex counties are blessed to have, or be very close to, major universities (University of Delaware, Delaware State University, Wilmington University, Goldey-Beacom College, Delaware Technical Community College, Wesley College, Salisbury University, University of Maryland Eastern Shore, Widener Law) which are the hubs of future economic development. We are also internationally

Guide to Real Estate & Construction

known as the Corporate Capital, and home to Dupont, JPMorgan Chase, AstraZeneca, Barclaycard, AAA, Bank of America, Artesian Resources, ILC, Perdue, M&T, TD Bank, PNC, WSFS, Christiana Care, Bayhealth, Beebe and Nemours.



If we can do a better job of telling our market story, won't the demand for, and value of, all our assets and enterprises increase? What are the gaps we need to fill to "place-make" and elevate our brand?

A New Branding and Strategic Plan that hooks the market will transform our undervalued urban neighborhoods into Innovation Districts and Opportunity Zones for economic development and attracting new investment in the City of Wilmington.

There is no reason why Wilmington could not be the Monaco of the Northeast Corridor, except that our current market perception needs to be overtaken by a "wow" story.

Wilmington has it all, irreplaceable location, innovation ecosystems, housing affordability, deep talent pools, amazing universities, colleges, and healthcare systems, negligible traffic and gridlock, easily accessible government leaders, close-knit business leadership, great arts and cul-

ture, more patents than people, and a candidate running to be the next President of the United States.

All we have to do is collaborate in creating a future market story for our community that resonates with today's lifestyle, professional, and personal choices. Without a compelling market story or brand, why would anyone choose our product? The answer is they won't, unless we hook them with great marketing and storytelling. ■



David J. Wilk, MAI, CRE, FRICS, is Assistant Professor of Finance and Director of the Real Estate Program at Temple University Fox School of Business. He is an Adjunct Professor at Johns Hopkins Carey Business School and Georgetown University. David is the Managing Director of Colliers International Washington, DC management consulting practice where he creates value in today's market for corporations, private equity firms, governments, universities, healthcare systems and nonprofits through asset optimization strategies that generate new earnings, cost savings and community impact.



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Incyte: Driving Scientific Innovation in Delaware and Beyond

Incyte is a global biopharmaceutical company focused on the discovery and development of novel medicines to meet serious unmet medical needs. Since 2002, Incyte has been headquartered in Wilmington, demonstrating our commitment to helping Delaware's life sciences and healthcare ecosystem grow and flourish, while also advancing medicines that can positively impact patients around the world.

As our portfolio has expanded with new clinical candidates, our team has grown along with it. Today, Incyte is home to a talented and passionate team of over 1,400 people in the U.S., Europe and Japan, including 600 world-class scientists who are leading the field of biopharmaceutical research.

In addition to Incyte's focus on science, giving back to our communities is an integral part of the Incyte culture. Therefore, we are proud to work in partnership with stakeholders across the state of Delaware on initiatives intended to support local innovation, economic development and talent recruitment. ■





Local Simulated Care Startup Expands Operation

Members of the Avkin team : (left to right) Enrique Nieves, Amy Bucha, Dave McGonigle, and Olivia Smith

Partnering for Success:

DEMEP Provides Avkin Lessons for Business and Life

By Allison Hayes

When Amy Bucha is approached about having a “hot” conversation by a coworker, she vows to keep an open mind and listen. That hot conversation may not be what you think, however. Hot stands for honest, open, and trusting, and Bucha and her team at Avkin learned about it during a leadership class with the Delaware Manufacturing Extension Partnership (DEMEP).

Bucha, chief scientific officer for Avkin, said her team calls on DEMEP regularly for help with issues big and small. Based on this help, executives have created processes for everything from how to deal with vendors and inventory levels to how to run an effective meeting.

“When you are new to business, it helps to have a trusted advisor,” said Bucha. “We are learning from experts who have experience with a variety of companies. Our problems are unique to us, but not to the DEMEP experts.”

DEMEP is Delaware’s official representative of the MEP National Network™, a unique public-private partnership that delivers comprehensive, proven solutions to U.S. manufacturers, fueling growth and advancing U.S. manufacturing. DEMEP is administered through Delaware Technical Community College in partnership with the United States Department of Commerce, the National Institute of Standards and Technology, the Delaware Division of Small Business, and the Delaware State Chambers of Commerce. Through these partnerships, DEMEP draws its resources from local and national universities, community colleges, research institutions, private consultants, and a network of 51 MEP Centers located in all 50 states and Puerto Rico. With these unique relationships, the DEMEP can provide its clients with confidential access to their industry’s best practices, processes, and business improvement methodologies.

Bucha said the lessons she and her Avkin colleagues have learned from DEMEP are evident every single

day. For example, the company gathers daily from 11 – 11:15 a.m. for “gemba time” where each department reports on their progress and plan for the day. The quick meeting keeps everyone on track, and highlights the big picture of how different areas of the company influence each other.

“It allows us to set metrics and go from being subjective to being objective about each problem,” said Bucha. “Gemba time lets us be deliberate in our work.”

Founded by nurse educator Amy Cowperthwait in 2015, Avkin is a small – and growing – company that creates and provides products that improve the learning experience and training of future healthcare providers. Through collaboration and ingenuity – and “hot” conversations – Avkin is dedicated to improving healthcare by significantly elevating patient-centered simulation experiences.



Production Manager Enrique Nieves quality checks the Avtrach by listening to the lung sounds.

Avkin is a growing company that creates wearable technology for patient-centered simulation. Their mission is to imagine, create, and provide products that improve the learning experience and training of future healthcare providers.



Amy Bucha, Chief Scientific Officer, Avkin

The Avkin team develops products that allow future healthcare providers to practice such skills as drawing blood, placing catheters and caring for tracheostomy patients, while using patient actors rather than mannequins. The actors wear simulation products to provide a human element to the experience for the provider-in-training. For example, an actor might have a silicone product made to resemble skin with simulated “veins” draped over her arm, so a future phlebotomist could practice drawing blood.

Over the past five years, Avkin has grown in capacity, while maintaining a lean operation. This contributes to their ability to be nimble and react to the market and their customers’ needs.

“One thing we focus on a lot at Avkin is customer discovery,” said Bucha. “We have the advantage of being customers of this technology, so we know the pain points.”

The company is funded through the BH-POC Grant from the Horn Program at the University of Delaware, and was recently awarded the EDGE grant from the Delaware Division of Small Business. They also receive support for training from the Workforce Training Grant from the Delaware Division of Small Business.



Members of the Avkin team review the components of a new product as it transitions from Research and Development to Manufacturing.

Photography by Cherie Roberts

“When you are new to business, it helps to have a trusted advisor. We are learning from experts who have experience with a variety of companies. Our problems are unique to us, but not to the DEMEP experts.”

~ Amy Bucha, Chief Scientific Officer, Avkin



Bucha said that over the years Avkin team members have taken a variety of DEMEP courses for small and mid-size manufacturers, including Lean Six Sigma and Exporthex.

“When production began, it was slow and variable,” said DEMEP consultant Jim Jones, who works with Avkin closely as a business advisor. “Avkin saw the need for developing good processes that would allow them to scale production levels efficiently while maintaining good quality for customers.”

Amy Bucha, Chief Scientific Officer, and Olivia Smith, Product Development Engineer, review the app Olivia is developing for a new product to be released this winter.

Operations Manager Dave McGonigle has grown with the company, starting as an intern in high school. As his role has expanded, he has found value in the DEMEP classes he has taken and believes they have made him a better professional and leader.

“I have gained a tremendous amount of knowledge from the classes,” he said. “I’ve learned how important it is for the whole company to buy into these concepts. It has changed our culture.”

What’s next for Avkin?

The company is currently securing a new, larger facility, where it will be able to expand and grow. DEMEP is helping set up the new space by using 3P – an exercise that maps the company’s processes, sets up the space accordingly, and then simulates a day to see what might need to be changed.

“It’s a new way of thinking for us. We are looking to keep growing and releasing more products,” said Bucha. “We are offering disruptive technology, as well as more affordable and realistic solutions.”

“We offer something that is next level,” said McGonigle. “It’s about staying innovative and on top of the game.”



Mitigating your Business Risk

Board Responsibilities in Cybersecurity

BY WILLIAM R. DENNY, POTTER ANDERSON & CORROON LLP

HIGH-PROFILE CYBER BREACHES have affected millions of customers and employees, resulting in unprecedented losses to businesses through direct costs in responding to the breaches, regulatory penalties, lawsuits brought by customers and business partners, business disruption, reputational damage and loss of shareholder value. Officers and directors are increasingly facing the possibility of personal liability for these losses.

A Director's Fiduciary Duties

In the past, directors were generally free from personal liability for cybersecurity breaches, because directors' cybersecurity duties were unclear. Personal fiduciary liability claims against Wyndham, Target, and Home Depot directors were all dismissed because the directors' cybersecurity monitoring duties were not clear enough to be "known duties" that would give rise to personal liability. Courts also concluded that claims that directors should have known of threats or had access to information about threats did not create liability for fiduciaries.

However, current trends suggest that directors might be more likely to face personal liability for cybersecurity breaches in the future as directors' cybersecurity responsibilities become clearer. Just this year, a judge in Georgia declined to dismiss a claim against a director of Equifax, Inc., who had personal knowledge of cybersecurity vulnerabilities, yet misrepresented the strength of the organization's technology. Also, this year, a judge in California approved the first settlement against directors and officers of Yahoo! Inc. relating to a data breach. The complexity and frequency of cybersecurity breaches, the severe consequences of a breach to corporations, and the growth of the cybersecurity industry all appear to clarify directors'

cybersecurity duties.

When directors fail to institute or monitor cybersecurity measures, or when they consciously disregard red flags that they have a known duty to address, shareholders may bring claims to hold directors personally liable. A recent decision by the Delaware Supreme Court in June of 2019 called *Marchand v. Barnhill*, illustrates the importance of boards exercising reasonable oversight.

Marchand involved an ice cream manufacturer, Blue Bell Creameries, which operated numerous manufacturing plants in the U.S. In 2015, Blue Bell suffered a listeria outbreak in several of its manufacturing plants, which spread and caused the deaths of three people. The company was forced to recall its products, shut down production at several of its plants and lay off a large part of its workforce. Blue Bell had a history of food safety violations, but there was little evidence that the board was addressing those concerns. Shareholders sued the officers and directors, alleging that they breached their fiduciary duties of loyalty by failing to make good faith efforts to ensure that the company's regulatory compliance programs were adequate. According to the complaint, the board had no committee overseeing food safety, no board-level process to address food safety issues and no process to be advised of food safety reports or developments. Although the Delaware Court of Chancery dismissed the case against the directors, the Delaware Supreme Court reinstated the case, ruling that the complaint adequately alleged that the directors violated their duty of loyalty by consciously failing to attempt to assure that reasonable information and reporting systems existed and by failing to conduct reasonable investigations.

Guide to Innovation & Technology

The principles of *Marchand* apply directly to cybersecurity risk. If a company suffers significant losses due to data breach and it is revealed that the directors failed to design board-level systems to oversee and monitor organization risk, or consistently failed to monitor those systems for red flags or cyber threats or conduct reasonable investigations, they could face personal liability. In June of 2014, then-SEC Commissioner, Luis Aguilar, counseled boards of directors that they are “already responsible for overseeing the management of all types of risks ... and there can be little doubt that cyber risk also must be considered as part of the board’s overall risk oversight.”

Practical Guidance for Directors and Officers

The following are practical steps that directors and officers should take to minimize cybersecurity risks for their organizations as well as to minimize risk to themselves of personal liability.

- Understand the laws, regulations and guidance relating to data security and privacy that are applicable to your organization by consulting with the appropriate experts. Be aware of which regulatory bodies have authority over the organization.
- Ensure that your organization has conducted a cyber risk assessment and understand your vulnerabilities. Be aware of what type of data your organization collects or maintains and how the data flows through the organization.

- For public companies, ensure that there are effective controls and procedures to address cybersecurity risks and incidents in required public filings and disclosures.
- Ensure that your organization has a written information security program and data privacy and security policies that are tailored to your risk profile. Make sure that employees receive regular and frequent security and privacy training, that policies are regularly updated, and that policies are properly implemented and enforced.
- Implement cybersecurity reporting systems and controls and monitor these systems to remain abreast of potential risks, red flags, and cybersecurity threats.
- Ask cybersecurity personnel about the security practices and policies of the organization and about any changes or red flags related to cybersecurity. Consider deficiencies revealed in audits and adopt a security plan that is tailored to the organization’s specific risk profile.
- Be aware of which members or committees of the board have cybersecurity responsibilities. Make sure that at least one director is sufficiently technically educated to lead board discussions and questions on information security.
- Include cybersecurity as a regular topic at board meetings and make sure that, in both appearance and substance, the board is focused on the organization’s security.
- Establish a culture of security by consistently updating and enforcing physical and technological security policies. A “tone at the top” is critical to achieving a culture of security.
- Oversee the prudent selection and monitoring of vendors and service providers to ensure that information of the organization remains free of unnecessary risk and that contracts with vendors contain appropriate security and privacy obligations, remedy for breach and audit rights.
- Be familiar with insurance policies that cover cyber risk and data breach response. Ask about their policy limits and exclusions, and whether they cover both first- and third-party data losses.

Conclusion

Directors and officers have a duty to oversee an organization’s management of its cybersecurity risks. Instituting, updating, and monitoring system controls is key to avoiding personal fiduciary liability, and directors should give special attention to any red or yellow flags. As cybersecurity threats continue to proliferate, directors’ good faith efforts to fulfill their oversight duties will not only protect them from potential personal liability, it will also protect the organization, its customers, employees, and shareholders. ■

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William Denny is a Partner and Head of Cybersecurity, Data Privacy and Information Governance Practice Group at Potter Anderson & Corroon LLP.



Is your cyber security stuck in the middle ages?

A False Sense Of Security

Yesterday's security technologies have not kept pace with today's evolved security challenges. Twenty years ago, organizations had centralized IT with a physical perimeter. Similar to the medieval approach of building a mote around the castle. Today, it is almost impossible to secure corporate infrastructure using technologies that have not fundamentally improved for over two decades.

Historically organizations built hardened perimeters with firewalls, VPNs and Network Access Controls (NACs) to protect their internal networks. However, these antiquated tools are complex and expensive to operate and no longer are a deterrent for cyber criminals to attack. As a

company you may feel you have the best antivirus, the best firewall in place. However, you cannot account for human error. More than 99% of attacks in the past year relied on human error to gain access.

Today's IT strategies reveal a disparity between users and network resources. Your people and the cyber risk extend beyond the boundaries of the network, the footprint of risk is much broader. Applications are in globally-distributed public clouds, running on third-party managed hosting platforms, collocated in data centers, and corporate data centers. Yet users are mobile and distributed, connecting to business systems from home offices and airport lounges on personal and corporate devices. And these users aren't just your employees.

Guide to Innovation & Technology

“Instead of attacking computer systems and infrastructure, threat actors focused on people, their roles within an organization, the data to which they had access, and their likelihood to ‘click here’ –2019 Human Factor Report

Where The Truth Lies

The reality is we live in a connected, hybrid world, where our systems and users need simple – and secure – methods of connecting and interacting with customers, partners and vendors.

With old security models in place, attackers find it much easier to exploit opportunities both internally and externally. It’s been the case despite the moat and castle strategies that have failed in securing assets inside the castle. The perimeter doesn’t exist. It’s gone. Perimeter security must begin elsewhere.

Zero Trust Framework

Just as the name suggests, Zero Trust framework is a strategy that lives by its name of trusting nothing. It’s a strategy that enforces protection even within the network on the assumption that it’s already compromised. The strategy aims to identify, isolate and minimize the extent of the exploit. A system might have been hacked already, but the incident isn’t determined yet. As a company, it is important to consider your environment may already be compromised.

Today, a phishing attack on a midsize business costs on average of \$1.6 million

Zero Trust is going mainstream. The entire security industry is talking about Zero Trust, and numerous vendors have embraced it and now use it to market and position their capabilities as well as guide their future road maps. The time to implement the Zero Trust Framework into your organization’s security plan is now.

95% of all hacking attacks and data breaches involve email

Diamond Technologies Cyber Edge is helping customers implement Zero Trust. Our cyber security experts believe you don’t need an expensive platform or software package to better protect against threat, it starts with transforming your organization into a security-positive culture. ■



Jennifer Peters, Cyber Security Program Director, Diamond Technologies, Inc.

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Move Over 4-year Degrees

Make Room for Immersion Trainings and Bootcamps

DELAWARE FINDS ITSELF on the forefront of non-traditional education: Zip Code Wilmington, a nonprofit coding bootcamp, is changing the way people get critical tech knowledge by immersing them in a bootcamp experience.

Gone are the days of thinking a 4-year college degree, plus master's, plus certifications, plus, plus, plus...are needed to succeed in white collar careers. Today, it is becoming more of the norm, due to time and financial constraints and other personal factors, for adults to seek non-traditional education options to learn and earn, especially in the technology industry. As this new way of learning becomes more mainstream, senior business leaders need to keep up with this changing mindset. While recruitment continues at a fevered pace, an emerging key to staying competitive is placing skills ahead of degrees when hiring technical talent.

Say goodbye to strict hiring requirements

With the World Economic Forum predicting that 65 percent of children entering primary school will end up in jobs that don't yet exist, now is the time to start building short-term and long-term hiring roadmaps for your organization. Pivot your hiring requirements to become more flexible, agile, and diverse and aim to reduce turnover by valuing skills alongside education. You can waive the traditional four-year degree hiring requirement when you need to because you can find highly-skilled and passionate tech talent that have attended immersion programs or coding bootcamps like Zip Code Wilmington.

The behemoth job search engine, Indeed.com, conducted a survey of more than 1,000 HR managers and technical recruiters at U.S. companies of all sizes, and found that 72 percent of employers think bootcamp grads are "just as prepared" to be high performers as degree holders.

Guide to Innovation & Technology



Plus, more than half of those surveyed said that hiring bootcamp graduates is a good way to find job seekers from underrepresented groups in the technology sector.

Additionally, bootcamps are flipping the script on college debt and helping employers find employees who are not saddled with “mortgage-size” college loans.

Lowering the financial burden of 4-year degrees

Across the country, the median cost for tuition continues to be a jaw dropper. On average, public four-year institutions charge a median tuition of \$10,270 per year, while private nonprofit four-year schools charge a median tuition more than three times that amount at \$35,260 per year, according to LendingTree’s “Average Cost of College in America Report.” Comparatively in Delaware, the average cost for in-state tuition is \$12,270 per year, and out-of-state tuition comes with a price tag of \$30,970 per year, potentially leaving recent graduates with debt approaching \$125,000.

In contrast, coding bootcamps range in cost between \$10,000 and \$20,000 for three to six months of instruction and high-intensity training. Coding bootcamp graduates can make upwards of \$70,000 after their program. While Zip Code Wilmington charges \$12,000 in tuition, students only pay \$3,000 upfront. If the student receives and accepts a job with one of Zip Code Wilmington’s corporate partners and remains employed for at least six months, the remainder of their tuition costs are paid by the corporate partner.

All signs point to recognizing that high-quality immersion programs and bootcamps are smart options for training and hiring. Zip Code Wilmington is putting Delaware on the map for this paradigm shift.

Something big is happening in Delaware

Local Delaware companies – including many Fortune 500 companies – are starting to recognize the value of changing their hiring requirements to welcome candidates who have non-traditional education experience by hiring more than 300 people from Zip Code Wilmington since 2015. Leaders at M&T Bank and CSC have expressed their support of non-traditional education paths. In fact, several Zip Code Wilmington corporate partners have modified their employment requirements to no longer require a four-year college degree.

Making room for immersive training programs and bootcamps can make a positive impact on the business’s bottom line and the lives of its employees. ■



Kristofer Younger, Director of Education, Zip Code Wilmington

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Wilmington: A top destination for tech talent

CONTENT PROVIDED BY M&T BANK

THE FUTURE LOOKS BRIGHT for Delaware. With unemployment rates in the state not seen since 1988, and a huge demand for technologists, now is the perfect time for reinvestment in The First State.

M&T Bank aims to be part of the solution in cultivating and bringing talent to Delaware and to that end, we're working to make Wilmington a top destination for tech talent.

Earlier this spring, we announced plans to hire hundreds of professionals including 200 technologists in Delaware over the next few years. Our new tech hires will be embedded along with our other employees to drive growth in our downtown Wilmington offices. To put it simply, we're bringing our use of technology in-house and placing it within the communities we serve. We think this gives us an edge in differentiating our products and services, while challenging us to build a strong tech community in Delaware.

Choosing Wilmington was no mistake. Wilmington offers businesses a unique opportunity to work with local government, higher education, non-government organizations, startups, and other private corporations to create a unique ecosystem conducive to the very tech talent hub we are working to build. Not to mention the lower cost of living and stronger sense of community when compared to the top-tier cities competing for the very same tech talent.

Collaboration across sectors and strong workforce development will be critical factors in building a tech hub here in Delaware. To create alternate pipelines for hard-to-find tech talent, we will establish a technology development program in partnership with higher education institutions such as the University of Delaware and other colleges. We have also committed to partnerships with programs such as Zip Code Wilmington, which coaches motivated people from diverse backgrounds into skilled, professional developers. It's through these public/private partnerships that amazing things will happen.

As a company, we recognize that our success is dependent on our ability to drive an internal culture of innovation. By utilizing various pipelines to find and develop talent, we have pledged to cultivate an environment that allows for team members to collaborate and innovate to achieve common goals.

All in all, we expect to grow Delaware into a compelling destination for talented, innovative, tech-savvy professionals who are dedicated to solving the issues of our quickly changing world.

Together, we can create a culture and community of innovation that will drive sustainable job growth and overall economic development in Delaware. ■





Several students from the UD Trust Minor program celebrate before their graduation in June

Building a Successful Talent Pipeline

“POMP AND CIRCUMSTANCE.” No other words immediately evoke all that is synonymous with graduation. “Within a single musical line, Edward Elgar, the composer, seems to blend emotions of triumph with feelings of melancholy, capturing the bittersweet sense of excitement for the future fused with the sorrow of leaving the present and the past.” - JJ Abernathy, Music Times

I would imagine these emotions of ‘triumph and excitement’ were felt by the first class of students in the University of Delaware’s Trust Management Minor during their graduation ceremony on June 1, 2019. This is quite an accomplishment, especially when you consider that it was only three years ago that the Delaware Financial Education Alliance (DFEA) and the Lerner College of Business and Economics at the University of Delaware introduced the Trust Management Minor.

The Trust industry’s growth rate has skyrocketed over the past decade to the point that acquisition of knowledgeable talent could not meet the demand. The demand for graduates with a degree in Trust and Wealth Management is not limited to Delaware or the Tri-State region but is national in scope. Over the next ten years, the industry will encounter a retirement wave of trust officers, as many of the baby boomers who have been working in the field since the 1980s leave their careers.

In 2014 the DFEA with backing from the Delaware Bankers Association and the industry, approached University of Delaware’s Lerner College to create a Minor in Trust Management.

The goal was to provide a talent pipeline for the Trust and Wealth Management industry in the State of Delaware and create a permanent solution to the workforce gap.



Professor Jennifer McCloskey introduces the first class of students enrolled in the Minor.

As the first accredited trust and wealth management minor in the nation, the opportunity seemed like a perfect fit for Delaware. Delaware has long been considered a premier state for trust planning due to the high quality of its trust companies, the attorneys who practice in the trusts and estates field, and its well-respected court system. The program was made possible through the generous support of corporate sponsors and individual donors who represent some of the top trust companies and law firms in the State of Delaware.

The Minor was envisioned as a conduit, providing experienced candidates for employment by trust companies in Delaware in well-paying jobs. This, in turn, would increase the state's tax base. By requiring every student enrolled in the program to work with a mentor in the trust field and complete an internship with a financial institution, all students would be job-ready upon graduation. The average salary, as noted by the Bureau of Labor and Statistics, is \$65,200, with the potential to grow to \$100,000+ within ten years. When combined with a law degree, a student could expect a starting salary of more than \$100,000.

Over the past three years, significant milestones have been reached. These include: having the Trust Management Minor at the University of Delaware officially approved by the UD Faculty Senate; hiring the Professor of Practice; establishing an Advisory Board; implementing the curricula; developing and implementing the mentor and intern programs; and, enrolling the first students. Each of these goals has been met, resulting in wins for all! We thank the multitude of industry subject matter experts who gave so freely of their time and talents to ensure the success of the Minor.

The first graduating class of the Trust Minor totals fifteen students (thirteen in June 2019 and two in December 2019). Seven of those graduates will be working in the Delaware Trust Industry, one will be

attending law school, and two more will be working in the financial services industry. On the heels of these graduates are nineteen returning seniors, along with twenty-one new students entering the program. We congratulate the inaugural class of the Trust Management Minor and wish them the best for success. ■



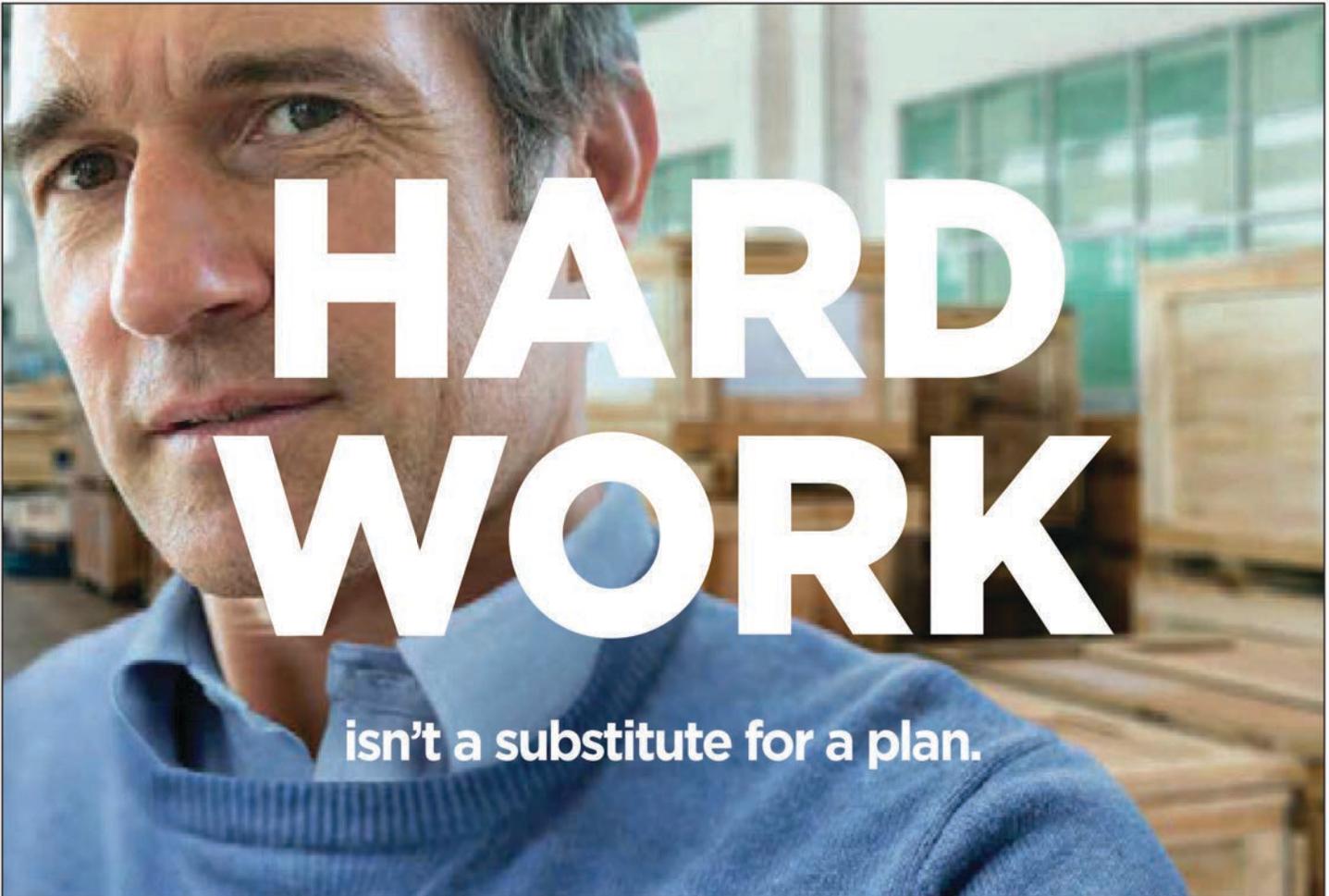
Sarah A. Long, President & CEO, Delaware Bankers Association and Delaware Financial Education Alliance

About the Delaware Financial Education Alliance (DFEA)

The DFEA is a 501(c)(3) organization that provides financial literacy education targeted to persons of low- and moderate-income in the State of Delaware through a variety of educational programs designed to promote economic development and stability. The DFEA is also a provider of quality training programs available to employees of member banks in the financial services industry in Delaware.

About the Delaware Bankers Association (DBA)

The DBA is a not-for-profit, private trade association that represents its members chartered to do banking business in the State of Delaware. The Association serves in the areas of State and Federal advocacy, education, community outreach, communications, and events.



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Fulton Bank Chairman and CEO Curt Myers (second from right) joins in the fun at the annual Culture Champions event, which empowers “champions” to actively shape culture throughout the year.

As Banking Evolves, the Need to Attract Diverse Talent Intensifies

WITH NEAR RECORD UNEMPLOYMENT for the past year, the competition for talent in the financial services industry is tighter than ever, even as customers’ digital needs rapidly evolve and banks are forced to respond to growing fintech pressures.

Banks have always focused on winning customers by offering the latest products and services and the best pricing. Today’s digital demands add a new layer to the competitive landscape.

So how can banks meet their customers’ need for traditional services and product innovation? To succeed, banks must build a customer-focused team with diverse knowledge, technical skills and financial services experience.

Unfortunately, all banks are vying for the same top talent they need to be successful – the people who create an outstanding customer experience and the innovators of new digital solutions and future financial product advances.

In today’s job market, the interviewing process is a two-way street as candidates ask probing questions to determine compatibility and employers face a new reality of being “ghosted” by their top selection.

That is why it is vital for banks to differentiate themselves as an “employer of choice” by offering the right balance of both tangible and intangible benefits, like purpose, culture and an inclusive work environment.

At Fulton Bank, we understand the important role each team member plays in our success, and we emphasize building long-term relationships with both customers and employees. That is why we took the time to evaluate who we are as a company, the prominence of purpose in our everyday work lives, and what we can uniquely offer to current and future team members.

Here are seven steps Fulton Bank has taken to become a standout in a crowded field of financial employers:

- Refined our company purpose statement and engaged our team in purpose discussions so every employee understands their role in how we “change lives for the better.”
- Created the Fulton Forward™ initiative to provide additional structure and guidance for our corporate giving and volunteering programs and to allow us to better tell the story of all the ways we support the communities we serve.
- Involved employees at all levels in our culture shaping effort so they understand that they “own” our corporate culture.
- Invested in learning opportunities for employees to develop their knowledge through our online learning portal, with in-class skills training, and by encouraging coaching conversations with leaders.
- Conducted open focus groups to create a dialogue about how our company can attract diverse talent and foster a sense of inclusion for all employees.

Guide to Banking

- Built a candidate pipeline to attract emerging talent with our Diversity Scholarship, Military Internship, Internship Development Program and Management Trainee Program.
- Established Fulton Future to provide a channel for employees to network, collaborate to innovate and join forces to volunteer as a team.

We also took the time to consider what employees really want in a workplace when we developed our employee value proposition:

“Our values define us and our culture inspires us to change lives for the better. Our employees are the heart and soul of our company and every success we experience begins with them. We hire team members who raise the bar, who are collaborative and inclusive, who build relationships, and who are looking for a long-term career with Fulton. We strive to promote a culture of work-life balance, to unplug and recharge to be your best self, at work and at home.”

Fulton is continuing to transform as a financial services provider and as an employer to stay relevant in a swiftly shifting banking and employment landscape.

With fierce competition in the financial services industry for diverse talent, all banks must take the time to deeply consider how they can attract and retain talent and what they can offer to enrich the lives of

Fulton Bank's Talent Acquisition Team is dedicated to finding candidates who will bring diverse experience to the organization.



employees. Ultimately, this focus on employee engagement translates to a happier, more connected team that comes to work each day excited by the opportunity to change lives for the better. ■



Katie Wilkinson, Commercial Market Executive with Fulton Bank, N.A.

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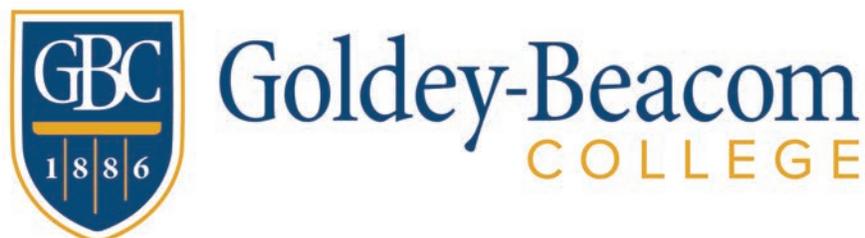
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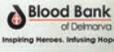
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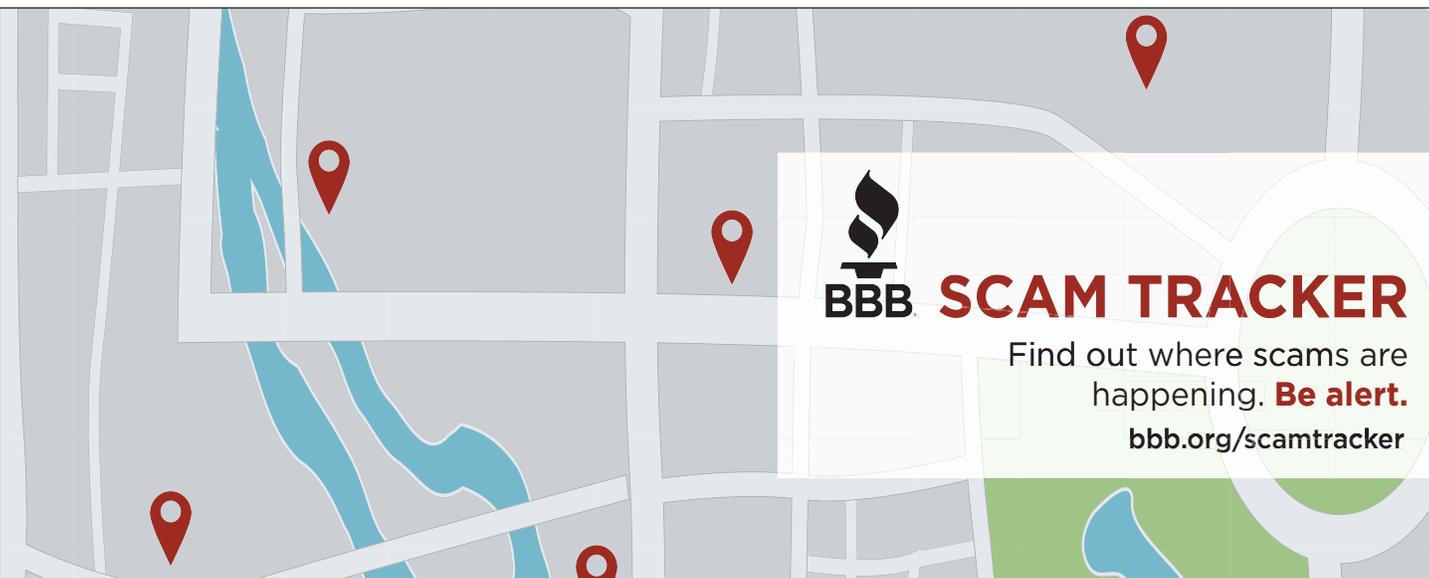
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IN CASE YOU MISSED IT



This video is a **#MustWatch**: Beginning March 2021 **Delaware Department of Transportation (DelDOT)** will be doing major rehabilitative roadwork on I-95 from I-495 to north of the Brandywine River Bridge. This project will have major traffic implications, but will ultimately extend the life of this vital roadway for at least 30 years. **#ExpectDelays** so **#PlanAhead**. Visit <https://bit.ly/2mlfGmq> for more information and updates along the way. **#excellenceintransportation** **#economicdevelopment** **#netde**



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Introduction to the I-95 Corridor Rehabilitation Project

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A great morning at **ChristianaMall** with **Macy's** **#networking** **#debiz**

A fantastic **#RibbonCutting** with State Chamber members **DelmarvaBlood**, **Discover_News**, **DelCommunity & Longwood Foundation**. This **#PayforSuccess** partnership will help increase blood donations from the millennial generation **#savinglives**



DSCC President Mike Quaranta talks 2020 **#policypriorities**, **#SuperstarsinBiz** & **#ChamberLeadership** with Jill Horner of **Comcast Newsmakers** <https://bit.ly/2lpGEJj>



#NEWS: We are thrilled to announce our 2019 Class of Superstars in Business! <https://bit.ly/2ka5ln0> **Exceptional Care for Children, Bumpers & Company, Certified Public Accountants, Ferris Home Improvements, LLC, Assurance Media** **#smallbusinesses** **#SuperstarsinBiz** **#netde**



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#MemberNews: Ten Delaware small businesses announced as first-ever EDGE Grant awardees <https://bit.ly/2m1hpwQ> #netde #debiz #smallbusiness Delaware Division of Small Business



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Officials push for complete Census count <https://bit.ly/2l7B0eZ> LtGovHall Long, SenatorCarper, DE_Nonprofit



Col. Carla Riner shares with grace and humor how a random invitation to sit in the cockpit during a ferry flight as a flight attendant led to her role as Commander of the 166th Airlift Wing #leadership #netde #airnationalguard #delaware



Mountaire Farms Wins Top #Safety Awards at 7 Facilities... <https://bit.ly/34PuGL5> #MountaireFarms #agriculture

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Member posts from the 2019 Delaware Networking Station #DNS19 #netDE



The Arc of Chester County Receives Donation from Arthur Hall Insurance and the Chubb Charity Challenge

Arthur Hall Insurance is proud to present a \$3,000.00 check to The Arc of Chester County as part of the 2019 Chubb Charity Challenge. The Chubb Charity Challenge is an annual golf tournament, now in its 20th year, aimed at raising funds for local charities across North America. Agents, brokers, and clients form teams and play in local tournaments organized by Chubb's nearby branch offices. Each team plays on behalf of a local charity of their choosing. The winning team in each regional tournament is invited to play in the finals tournament during the fall for a chance to win up to \$50,000 in donations for their chosen charity.

Arthur Hall Insurance's Dan Mackarevich and Bob Hackett teamed up with Rob Brown and Ryan Moyer of MVP Capital in early July to play on behalf of the Arc of Chester County.

The Arthur Hall Insurance/ MVP Capital Team earned an impressive second place finish in the tough field of thirteen other highly competitive groups. Money donated through the tournament helps local charities expand their impact in their communities. We are proud to be involved in giving back to organizations like The Arc of Chester County that make a difference in our lives and our communities.

Pictured left to right: Robyn Fryberger, Director of Administration, The Arc of Chester County; Dan Mackarevich, Account Executive, Arthur Hall Insurance; Janet Schneider, Director of Quality and Compliance, The Arc of Chester County.

Coastal Delaware Paddling Map unveiled July 30

At a public ceremony on Tuesday, July 30 at 11 a.m. at the Cape Henlopen State

Park Fishing Pier, a cadre of private and public partners unveiled the first-of-its-kind Coastal Delaware Paddling Map and website -- PaddleCoastalDelaware.com. Elected leaders were on hand, and a short

paddle around Lewes Beach followed the release. Participants brought their own SUP or kayak, and Quest Kayak had a limited number of boats available for free.

Funded by the University of Delaware's Sustainable Coastal Community Initiative, the free map was designed by some of Lower Delaware's most experienced paddlers, tourism professionals, and outdoor guides.

"A critical part of our mission at Delaware Sea Grant is to encourage sustainable, low impact economic development. When we looked at the numbers we couldn't ignore the expanding enthusiasm for paddling nationwide and the tourism boost this activity has brought to local economies," said Ed Lewandowski, Sustainable Coastal Communities Coordinator.

Scott Thomas, the director of Southern Delaware Tourism agreed. "As the paddling boon continues, we wanted to be upfront to tap this substantial tourism draw. You can hardly imagine a more diverse and beautiful range of paddling opportunities than we have right here in southern Delaware."

Indeed, the 16 trips ranging from 1-10 miles will give paddlers a taste of the unique landscape and natural beauty of coastal Delaware. Both beginner and seasoned paddlers can pick what best suits their fancy. The map's seven designated paddling zones offer a medley of sojourns through marsh, woodlands, bay, and ocean. Visit www.PaddleCoastalDelaware.com for more.

Christiana Care Among Top 1% in U.S. News & World Report Best Hospitals Rankings

For the fourth year in a row, Christiana Care Health System has been rated a Best Hospital and recognized for high performance in all nine surgical procedures

and chronic conditions evaluated by U.S. News & World Report.

Out of more than 4,500 hospitals across the nation, Christiana Care was one of only 57 to achieve the highest ratings in every common adult condition or procedure. Christiana Care was also recognized as the best hospital in Delaware and was ranked No. 3 among the 90-plus hospitals in the Philadelphia region.

Christiana Care was also ranked No. 24 in the nation in gynecology and was rated as high performing in care related to geriatrics, nephrology, orthopaedics, gastroenterology and GI surgery, and neurology and neurosurgery.

“At Christiana Care, we serve together, guided by our values of Excellence and Love, to make a positive impact on the health of our community,” said Janice E. Nevin, M.D., MPH, Christiana Care president and CEO. “This recognition by U.S. News & World Report reflects our commitment to be exceptional today and even better tomorrow. Our community can count on us to provide high-quality, effective, safe care and a truly exceptional experience.”

Cover & Rossiter Announces Promotions

Cover & Rossiter is pleased to announce that Wendy Rafferty, Mitchell Byerly and Cheyenne Tucker have been promoted within the firm. Wendy Rafferty was promoted to Supervisor in our Business Accounting Services department. She joined Cover & Rossiter in July 2013. Prior to that, she was owner of Affordable Business Solutions, Inc., where she provided accounting and payroll services to small businesses. She received her Bachelor’s degree in Accounting and Finance from Wilmington University. Having been a business owner herself, Rafferty understands the compliance aspects of running a business. Her

clients value her technical expertise with accounting software and the consultative approach she takes in understanding their needs in order to provide a workable solution. Mitchell Byerly was promoted to Senior Accountant in the Tax department. Byerly joined Cover & Rossiter in January 2019 after working one year at a CPA accounting firm in Baltimore. He received his Bachelor’s degree in Accounting and Master of Business Administration from Salisbury University’s Perdue School of Business. He earned his CPA license from the state of Maryland. In a short period of time, Byerly has become a valuable member of the Tax department, working primarily on complex tax returns for some of our larger business clients. Cheyenne Tucker was promoted to Senior Accountant in the Audit department. Tucker joined Cover & Rossiter in November 2017. She earned her Bachelor’s degree in Accounting and Finance from West Chester University. She has steadily taken on more challenging assignments and continues to do excellent work for our clients.

Lyons Companies invests in its human capital

Lyons Companies is pleased to announce the addition of three new employees to its team of risk management and insurance professionals. Combined, these associates bring a wealth of experience that enriches the company’s award-winning expertise and service while strengthening the company’s position as one of the region’s leading insurance brokers.

Expanding the Commercial Insurance division, Lyons Companies welcomed Wendy S. Pierce as a Senior Account Manager. She has earned two insurance designations—Certified

Insurance Service Representative (CISR) and Certified Insurance Counselor (CIC)—and has licenses in Property & Casualty and Life, Accident & Health. Wendy brings more than 30 years of commercial insurance experience to the team and works closely with Lyons Companies Risk Advisors to manage account renewals and day-to-day client account service needs.

Erin Widmaier also joined the Commercial Insurance division as an Account Manager. Prior to joining Lyons, she spent six years with an industry leader in the field of fuel- and energy-related insurance. She earned her Bachelor of Science in Elementary Education from Wilmington College. In her role, Erin manages a portfolio of client relationships and continually consults with them about their changing needs to help protect them from risk.

Lyons’ newest Quality Assurance Analyst is Caroline Martin. Caroline recently graduated from the University of Delaware with a Bachelor of Science in Operations Management and a minor in Management Information Systems. She helps review internal processes and services to improve operational functions and increase efficiency to enhance the client experience. She is also tasked with helping improve data integrity and analyze company data to demonstrate value.

“Our employees are at the heart of the superior customer service and risk management and insurance expertise that we proudly provide our clients,” said Catharine N. Lyons, President and CEO of Lyons Companies. “We continually seek out the best people to improve our services, preserve our valued relationships and enhance our company through their contributions. We are thrilled to welcome our newest employees and congratulate employees who have received promotions



Newsbites

as a result of their hard work and commitment to our company's success."

Lyons Companies' recent growth builds upon its continuous efforts to invest in human capital.

One Year Later: Celebrating the launch of DART Pass

Today, DART celebrates the anniversary of the launch of DART Pass, DART's free mobile fare payment app. With DART Pass, riders can conveniently pay their bus fare from their phones. The app displays a digital pass on the phone's screen, eliminating the need for a paper ticket or cash. Available on the free DART Transit app, DART Pass is convenient, easy to use and allows for faster boarding, enhancing the customer experience.

As of the one-year mark, 13,240 riders have downloaded and signed up for DART Pass, with over 153,000 passes sold. The most popular fare purchased is the One-Way Ride, with over 91,000 purchased, representing 59% of all passes purchased. This is followed by the Daily Pass, with over 43,000 purchased.

Riders can also purchase the increasingly popular 7-Day and 30-Day Passes, which were designed to offer a great value for those who ride DART more frequently, providing the best of both worlds: the convenience of using mobile payment and the opportunity to use extended day passes. Later this month, multi-zone passes and paratransit fares will also be available for purchase on DART Pass.

John Sisson, CEO of Delaware Transit Corporation, said, "Over the past year, DART Pass has provided our customers with the flexibility and convenience to purchase their bus pass on their cell phone. We have seen a steady growth in the number of customers utilizing DART Pass, and we hope to see more customers take advantage of the app, as we add

ticket options for both fixed-route and paratransit services in the near future."

For more information, please visit: <https://bit.ly/319MyxC>

Wohlsen promotes project engineer

Wohlsen Construction Company is pleased to announce the promotion of Ana Collins from project engineer to project manager.

Ana Collins began her career 10 years ago as a project engineer in residential construction and has since been working in commercial construction. Her experience and commitment to supporting Wohlsen's project teams throughout the entire construction process have provided her with significant professional growth. Her efforts to advance both her own career and Wohlsen's is recognized through her promotion to further support Wohlsen projects as a project manager. Collins holds a Bachelor of Science in Civil Engineering from University of North Carolina at Charlotte and a Certification in Project Management from University of Delaware.



Ana Collins

Catholic Charities receives grant award for Casa San Francisco

The Casa San Francisco program, of Catholic Charities of the Diocese of Wilmington, recently received a \$5,000 grant from the Carl M. Freeman Foundation and its Freeman Assists Communities with Extra Support (FACES) program. Funding will purchase transportation services from local vendors so that clients can attend appointments, apply for

jobs, and attend job interviews.

Casa San Francisco, in Milton Delaware, is a 12-bed emergency shelter, giving single adults a 30-day stay in which to find the necessary supports to end their homelessness. During their residence, clients work with a case manager to identify their individual needs and develop an action plan to meet those needs. The Casa case manager empowers clients by referring them to appropriate community services, supporting and encouraging any attempt at employment, and helping them to plan for more permanent housing once their shelter stay ends. The case manager also coordinates integrated health services with state service centers and appropriate drug, alcohol, mental health agencies, and medical facilities.

"We are grateful to the Freeman Foundation and the FACES program for this funding," said Richelle A. Vible, Catholic Charities' Executive Director. "We know that lack of transportation is a leading service gap for the homeless. Sussex County also has limited evening and weekend public transportation services, and transit service between urban and rural areas. These shortages prevent Casa clients from accessing jobs in the suburbs and rural areas in Sussex County. The funding we have received from the FACES program will empower our clients in their journey towards self-sufficiency and breaking the cycle of homelessness."

Mountaire awards \$70,000 in scholarship funds to students

Mountaire Farms, the nation's sixth largest chicken producer, recently awarded 28 students with \$2,500 scholarships to help them pay for college.

Children and grandchildren of employees, growers, and grain suppliers are all

eligible for the scholarships, which were announced at luncheons in Delaware and North Carolina recently.

“We are proud of this program because it embraces everything that we care about – our employees, our growers, our grain producers and their families,” said Phillip Plylar, President of Mountaire Farms. “And these students have all demonstrated a commitment to their education, and to their communities, which we believe should be celebrated.”

Speaking to the students and their families this year was Daniel Reifenstein, who is participating in Mountaire’s Management Trainee program after successfully serving as an intern at the company. The Management Trainee program accepts recent college graduates and other candidates for leadership roles and exposes them to every aspect of the business during a 50-week training period.

Easterseals/CAI Volleyball Challenge Raises Over \$300,000

Easterseals recognizes the following top fundraising teams and individuals in the Easterseals/CAI Volleyball Challenge who helped raise over \$300,000 for people with disabilities and their families. A special thanks to the 2019 Ambassadors, Jackie Witzman and her husband, Jack and Isaiah Romeus and his family.

“The critically needed dollars raised in the Volleyball Challenge mean so much to the families served by Easterseals. Once again, the Challenge was a success for people with disabilities, raising over \$300,000. Easterseals exceptional services and programs play a crucial role in increasing the independence of thousands of individuals with disabilities of all ages and abilities,” Christine



AAA Mid-Atlantic collects supplies to help local students

While no one is ready to think summer is over quite yet, the reality is that back-to-school time is here. In an effort to help local schools, AAA Mid-Atlantic collected school supplies at all AAA locations, including its Retail and Car Care Centers in Wilmington, Christiana, and Dover.

The campaign encourages AAA associates, members, and the public to donate new, unused school supplies. The local schools supported by the collection drive are chosen by AAA associates and include:

- Booker T. Washington Elementary School, Dover
- Gallaher Elementary School, Newark
- John G. Leach School, New Castle
- The Bancroft School, Wilmington
- Harry O. Eisenberg Elementary School, New Castle

“AAA cares deeply about the communities in which we live and serve,” says Ken Grant, Manager of Public and Government Affairs. “The school supply drive aims to ensure that students and teachers have what they need when they get to school, which takes pressure off children and families and gets the school year off to a great start.”

Sauers, Chair of the Easterseals/CAI Volleyball Challenge, said. “Thank you to everyone for helping us support the needs of people with disabilities and their families in our area. Together we really make a difference!”

For 100 years nationally, Easterseals has served as an indispensable resource for individuals with disabilities, veterans, seniors and their families. Easterseals

Delaware & Maryland’s Eastern Shore offers a range of services, including children’s therapies, assistive technology, recreational camping, day programs for adults with physical or intellectual disabilities, and respite services for caregivers. To learn more about how your local Easterseals helps children and adults with disabilities, call 1-800-677-3800 or visit www.de.easterseals.com.



Sharp Energy Receives Industry Award for Support of Alternative Fuels

Chesapeake Utilities Corporation (NYSE: CPK) announced that its propane subsidiary, Sharp Energy, Inc., was recently selected by the Eastern Pennsylvania Alliance for Clean Transportation (EP-ACT) as a recipient of its Industry Support Award. Sharp Energy was nominated and selected by EP-ACT's nominating committee to receive the award for Sharp's support of alternative fuels and technologies. EP-ACT is one of nearly 90 coalitions in the U.S. sponsored by the U.S. Department of Energy (DOE) Vehicle Technologies Program.

The Industry Support Award recognizes Sharp for immediate and consistent action in placing alternative fuel vehicles, fuel supply or technologies on the road within EP-ACT's territory and for promoting the entire alternative fuel industry.

"We are strongly committed to operating our business in the most environmentally responsible manner and that's what our customers want from us," said Andy Hesson, Vice President of Sharp Energy. "This award highlights our focus on sustainability by offering our customers a clean and reliable alternative vehicle fuel such as AutoGas.

Propane AutoGas is a cost-efficient, flexible, alternative fuel solution for light to medium duty vehicles. Propane is a cleaner burning fuel than gasoline, resulting in a 60 percent reduction of carbon dioxide in AutoGas powered vehicles. With 48 AutoGas stations in operation in Delaware, Maryland, Virginia, Pennsylvania and Florida, Sharp Energy has deployed 87 propane-powered vehicles within its own fleet displacing approximately 155,000 gallons of gasoline annually.

Navient named "Top 10" Military Friendly Employer

Navient has earned the 2020 "Top 10" Military Friendly Employer designation from VIQTORY, publisher of G.I. Jobs and Military Spouse Magazine. It is the sixth consecutive year Navient has earned the Military Friendly designation.

"At Navient, we value the service-oriented experience military veterans bring to our company and that translates into a focus on our customers," said Paul Hartwick, vice president and U.S. Army veteran. "We're honored to be recognized for our commitment to providing opportunities for military veterans to build meaningful careers here."

NAVIENT

Wohlsen Expands Delaware Valley Team

Due to continued growth throughout the Delaware Valley region, Wohlsen Construction Company is pleased to announce the addition of two new construction professionals to the team.

Dennis Herr of Lincoln University, PA joins the team as a superintendent on the CA Senior Living project. With 35 years of experience and vast knowledge of the construction industry, he will be responsible for planning, organizing, and managing resources to bring about the successful completion of Wohlsen's project. Herr has held numerous managerial roles within the industry and brings hands-on experience to this leadership role, along with a proven record of delivering projects throughout a variety of markets including hospitality, higher education, healthcare, commercial and multi-family complex's.

Steve Crandall of Parkesburg, PA joins Wohlsen as a senior project manager. He began his career in construction as a

project engineer and has since worked as a project manager, estimator, and owner's representative. His 34 years of experience in the construction industry will enable him to successfully lead the Wohlsen team on a day-to-day basis to meet the goals of Wohlsen's recently awarded projects. He is ASHE Certified, Green Advantage Certified, and OSHA 30 Hour Certified.

Amanda J. Bernard, CPA, CFE, CMA of Maillie LLP Appointed to IMA Global Board of Directors

Montvale, N.J., USA, June 25, 2019 – IMA® (Institute of Management Accountants), one of the largest and most respected associations focused exclusively on advancing the management accounting profession, is pleased to announce that Amanda J. Bernard, CPA, CFE, CMA, Principal of Maillie LLP, has been appointed to serve as a member of the IMA Global Board of Directors for a two-year term through June 30, 2021.

Comprised of more than 50 volunteer members from IMA's general membership, the IMA Global Board of Directors oversees the activities of IMA's strategy, chapters, and volunteer committees. As part of her responsibilities as a Board member, Bernard will also participate as a member of IMA's Performance Oversight & Audit Board Committee.

"With a 100-year history of management accounting innovation and insight, IMA continues to maintain a leadership role in advancing the profession under the guidance of our Global Board, while meeting the career development and certification needs of accounting and finance professionals," said 2019-2020 IMA Chair Christian Cuzick, CMA. Bernard will support the development of IMA's programs and strategic planning, while promoting the CMA® (Certified Management



Bank of America Kicks Off Hispanic Heritage Month

Bank of America Delaware Chapter of The Hispanic/Latino Organization for Leadership & Advancement (HOLA) hosted its Kick-Off event for their Annual Hispanic Heritage Month Celebration in Newark Delaware on September 12th. Employees from the Delaware/NJ/Philadelphia area came together to celebrate diversity and inclusion, focusing on the culture and contributions of employees whose ancestors come from Spain, Mexico, the Caribbean and South America. The keynote speaker for the event was Alberto Garofalo, Chief CRA Officer and Head of Community Banking Development for Consumer and Small Business. Alberto spoke passionately about his commitment to the Hispanic community and the importance of engaging Bank of America clients in a meaningful way. He shared what drives his success, and what initiatives he is championing to focus on one of the fastest growing segments at the bank. In addition, Alberto expressed the importance of the roles employees play every day at Bank of America, bringing their true self to work to contribute to the success of the organization. He concluded with a practical demonstration of how to achieve your goals by visualizing success. The event ended with networking, and employees left feeling inspired, energized and driven to act.

Accountant) program. I congratulate her for accepting this important volunteer leadership position and offering her time and expertise."

Amanda started her career with Maillie LLP in 2003 and obtained her CPA designation in 2004, followed by her CMA designation in 2008. Her sixteen years of

professional work experience with Maillie LLP includes audit, taxation and advisory services for a wide range of clients in the manufacturing, service and construction industries, as well as homeowner's associations, not-for-profit organizations and local governmental agencies. As a Certified Fraud Examiner, Amanda also

performs forensic investigations and related work. Amanda is a 17-year member of IMA and volunteers as a board officer for the MidAtlantic Council, including holding the role of Council President for 2017 through 2019.

About IMA® (Institute of Management Accountants) IMA®, named the 2017 and 2018 Professional Body of the Year by The Accountant/International Accounting Bulletin, is one of the largest and most respected associations focused exclusively on advancing the management accounting profession. Globally, IMA supports the profession through research, the CMA® (Certified Management Accountant) program, continuing education, networking and advocacy of the highest ethical business practices. IMA has a global network of more than 125,000 members in 150 countries and 300 professional and student chapters. Headquartered in Montvale, N.J., USA, IMA provides localized services through its four global regions: The Americas, Asia/Pacific, Europe and Middle East/India. For more information about IMA, please visit www.imanet.org.

Whisman Giordano & Associates, LLC welcomes new manager, Edward Devenny, CPA

Whisman Giordano & Associates, LLC, is pleased to welcome to our team, Edward Devenny, Certified Public Accountant. Serving as a manager, Edward brings nearly 15 years of diverse experience and expertise to our firm, allowing us to continue to expand and improve the services offered to our clients.

“We are delighted to be adding Edward Devenny,” says Julie Morgan, Partner at



Recruiting New Board Members

BlindSight Delaware is an organization of volunteers and professional staff dedicated to improving the quality of life for blind and visually impaired adults and children in Delaware through programs of recreation, enrichment, communication and education. They offer services such as peer support, programs for adults and children, recording services as well as access to their specialty resource store. The organization has a rich history of serving those with vision impairments in Delaware that dates back to 1909.



Under the new leadership of Executive Director Loretta Harper-Brown, BlindSight is looking to recruit viable board members with expertise in marketing, banking, financial services, legal, etc. Ideal candidates will have the ability to assist and/or advise with fundraising efforts. This is an opportunity to be part of rebuilding the governance of an organization that provides valuable services to our community statewide and to help them grow a vibrant organization that changes the lives of those they serve. Please contact Loretta Harper-Brown for more information at 302-998-5913 or lhbrown@bsdde.org.

Whisman Giordano & Associates, LLC. “Ed brings another high-level voice to our team, with different ideas, experiences, and a fresh perspective that will help enhance the services that we provide to our clients. Most important to me is he fits in with our group. He encapsulates our firm’s culture, Building Extraordinary Relationships.

“I’m excited to be joining Whisman Giordano,” says Edward Devenny. “I joined Whisman Giordano largely because of their reputation and for the opportunity to grow with a practice that puts clients first. I hope to push my career to the next level, and I believe Whisman Giordano has many meaningful development opportunities. The firm has the potential to become both a leader in professional services and in the community. I will do my part to make this a reality.”

Short Named President of Nanticoke Memorial Hospital

Nanticoke Health Services and its Board of Directors are pleased to

announce Penny Short, RN, BSN, has been named President of Nanticoke Memorial Hospital. As President, Ms. Short will be charged with overseeing all facets of operations for Nanticoke Memorial Hospital including assuming the executive duties of the hospital.



Penny Short

Wheeler Wolfenden and Dwares, CPAs ranked as a Best of the Best CPA Firm two consecutive years by INSIDE Public Accounting

Wheeler Wolfenden and Dwares, CPAs (WW&D) has been named to the INSIDE Public Accounting (IPA) 2019 Best of the Best CPA Firms list. The firm also earned this prestigious industry recognition in 2018, which ranks WW&D in the top 10% of the 550 firms that participate in the

annual IPA Survey and Analysis of Firms.

“We are proud to receive this recognition again this year,” says Dave Wolfenden, CPA, CVA, MS, managing director of WW&D. “It shows how highly WW&D ranks among the nation’s most successful public accounting firms. Most importantly, it acknowledges our commitment to our clients, our people and our community.”

WW&D was honored for its performance on more than 70 criteria related to growth, income, productivity, governance, staff turnover and other areas integral to a successful public accounting firm.

Firms of all sizes are eligible to participate in the annual IPA Best of the Best CPA Firms survey. IPA’s proprietary scoring system removes imbalances that could be attributed to the size of a firm or its proximity to a major metropolitan area.

Christiana Care Hospitals Earn Top Honors in LGBTQ Healthcare Equality Index

Christiana Care Health System has again been recognized as a leader in LGBTQ health care equality. Christiana Hospital and Wilmington Hospital were the only health care facilities in Delaware to be designated 2019 LGBTQ Healthcare Equality Leaders – the highest recognition from the Healthcare Equality Index.

Business leaders join forces to discuss Autism at Work initiatives

The Precisionists, Inc. (TPI) and Disability:IN Delaware hosted a corporate leadership summit focused on Autism at Work initiatives. In attendance were Delaware business executives with shared interest in expanding their workplace inclusion initiatives. The summit provided attendees the history of Autism at Work



Delaware Libraries celebrate reading and back to school

Delaware’s First Lady Tracey Quillen Carney and Delaware Libraries celebrated libraries and reading during Summer Library Reading Celebrations at the Milford Public Library and Route 9 Library and Innovation Center. The First Lady, Delaware Libraries, United Way and other partners encourage all children and teens to continue to use their most valuable school supply, a library card, year-round!

“Promoting early literacy and school readiness is a critical part of giving all of Delaware’s children a ‘first chance’ to succeed,” said First Lady Tracy Quillen Carney. “The library habit is about literacy, as well as parent-child engagement and access to other services that support strong and healthy families. To support our families and a First Chance for all of our children, I encourage every Delawarean to get and use a Delaware library card.”

“Librarians help to generate a passion for reading and learning,” said Jeffrey Bullock, Delaware’s Secretary of State. “A healthy reading habit motivates, inspires, encourages creativity and ensures school success.”

“Opening a book opens children’s minds to possibilities and expands their view of other worlds,” said Dr. Susan Bunting, Delaware’s Secretary of Education. “Libraries are a wonderful place to start those adventures for all readers.”

“To borrow a line from Emily Dickinson, libraries allow us to ‘dwell in possibility,’” said State Representative Krista M.Z. Griffith. “They are lighthouses for learning and oases for imagination.”

in Delaware, including a how Former Governor Jack Markell inspired the hiring individuals with disabilities movement to take hold in our state. Business leaders discussed the return on investment of company-sponsored initiatives, advice

for successful implementation, and tips to access a vast amount of untapped talent. Employees on the autism spectrum also shared their journeys and discussed how working in a professional setting has impacted their lives.

WSFS Financial Completes Integration and Rebranding of Beneficial Bank into WSFS Bank

WSFS Financial Corporation (NASDAQ: WSFS) (“WSFS”) has completed the systems integration and rebranding of Beneficial Bank into its primary subsidiary, WSFS Bank.

All Beneficial Bank accounts have successfully converted to WSFS Bank accounts. All legacy Beneficial Bank Customers, now WSFS Bank Customers, have full access to WSFS Bank services and solutions, including more than 90 retail banking offices across Delaware, the City of Philadelphia, southeastern Pennsylvania, and southern New Jersey; and a network of nearly 500 WSFS ATMs.

WSFS President and Chief Executive Officer, Rodger Levenson said, “We welcome our newest Customers to WSFS Bank. This integration and rebranding effort caps a year-long process to thoughtfully combine the two longest-standing community banks of the Greater Delaware Valley to create the largest locally headquartered bank with the benefit of over 300 combined years of service to our region.”

Potter Anderson Adds Chancery Litigation Counsel

Potter Anderson & Corroon LLP today announced the addition of Nicholas D. Mozal as counsel in the corporate litigation practice. Mozal joins Potter Anderson after a clerkship with Vice Chancellor Morgan T. Zurn of the Delaware Court of Chancery.

“We’re thrilled to be growing our Corporate Group with additions like Nick Mozal,” said Peter J. Walsh, Jr., chair of the firm’s Corporate Group. “Nick’s addition will strengthen our team’s already-robust Chancery litigation practice as well as bol-

Chesapeake Utilities Corporation welcomes Steve Baccino

Steve Baccino joined Chesapeake Utilities Corporation in August of 2019 as the Director of Regulatory and Government Affairs. In this role, Mr. Baccino oversees all internal and external regulatory and governmental strategy and initiatives for Chesapeake Utilities, the corporation’s Delmarva natural gas distribution operation, serving approximately 79,000 residential, commercial and industrial customers in Delaware and Maryland. Mr. Baccino has 29 years of energy industry experience. Prior to joining Chesapeake Utilities Corporation, Mr. Baccino served as Senior Rate Analyst for Delmarva Power. He serves on the Board of Directors for Jobs for Delaware Graduates and on the Board of Governors for the Delaware State Chamber of Commerce.



Steve Baccino

ster our roster of lawyers who have served on or clerked at the Court of Chancery.”

Potter Anderson partner Myron T. Steele, former Chief Justice of the Supreme Court of Delaware, served as a Vice Chancellor for six years. Partners Peter J. Walsh, Jr., and J. Matthew Belger both clerked for the Delaware Court of Chancery prior to joining the firm.

“Potter Anderson’s corporate litigation group is recognized as among the finest in Delaware,” said Mozal. “I’m looking forward to applying my background and experience to further the superior quality of the team and their work for clients.”

Potter Anderson was recently named to Law360’s list of Delaware Powerhouse firms. The firm has previously been recognized for its successes in corporate litigation, mergers and acquisitions, corporate governance, alternative entities and more.

Louis Capano Family Foundation Announce Exceptional Care for Children as Beneficiary of Annual Fundraiser Event

The Louis Capano Family Foundation announced Exceptional Care for Children (ECC) is the beneficiary of its 2019

annual Golf Outing fundraiser event. As Delaware’s first and only pediatric skilled nursing facility, ECC improves the lives of technology-dependent children and their families through skilled nursing, transitional services, and palliative care in the homelike setting of their Newark facility.

M&T Bank and The Precisionists, Inc. announce an innovative partnership to employ individuals with autism

M&T Bank, a leading financial services company serving the northeast region, recently began collaborating with The Precisionists (TPI), a Wilmington, Del.-based organization focused on employment for adults with disabilities. The pilot program, about to celebrate its first anniversary, uses the talents of a team of autistic adults from TPI’s workforce to tackle critical business needs within M&T’s Banking Services/Systems Administration, Data Solutions Reporting and IPDS departments.

“When properly assessed and trained, people with autism are extremely high-performing employees working in critical and challenging

M&T Bank



jobs such as administrative business functions, including scanning documents and data entry, software

testing, website QA, and data analytics,” said Ernie Dianastasis, CEO of The Precisionists. “When you consider that more than 80 percent of people with autism in the country are either unemployed or underemployed, we are making a true difference in engaging a significant, untapped labor force. We are thrilled to partner on this project with M&T a highly respected company, that continues to demonstrate leadership and commitment to the community.”

Driven to Success: AAA Membership Reaches 60 Million Member Milestone

AAA has hit the milestone mark of 60 million members, making the iconic brand one of the largest membership associations in North America.

Since 1902, AAA has evoked feelings of safety, security and peace of mind, with 1 in 4 U.S. households today relying on membership in AAA. This achievement is a result of AAA’s intense focus on meeting the evolving needs of members in an ever-changing technology and travel environment, while also staying focused on the qualities millions have relied on for generations.

Richards Layton Honored with Two Christopher White Distinguished Access to Justice Awards

The Delaware State Bar Association honored Richards, Layton & Finger with two Christopher W. White Distinguished



Rodney Square Groundbreaking

Rodney Square Works is a multi-phased public-private project led by the Rodney Square Conservancy (RSC), City of Wilmington and the State of Delaware that involves an estimated \$7 million dollar renovation of Wilmington’s iconic public space in the heart of the city.

Originally constructed in 1921, the Square has suffered from deferred maintenance in recent years and needs a major aesthetic and infrastructure overhaul. Phase One will cost an estimated \$4 million and is expected to be completed early next year.

The multiple-phased publicly and privately-funded renovation project will include new masonry and paving, improved irrigation systems, upgraded lights and electrical system, lighted fountains, planters, benches and tables, trash and recycling collection bins, as well as new trees, shrubs and green areas.

The new square is also being designed to accommodate a wider range of smaller community events in addition to the more traditional larger events staged at the square. Improved accessibility to the square and more community-based activities are the primary goals of the renovation project.

Access to Justice Awards. The firm has been awarded the 2019 Access to Justice Leadership Award, which is presented to a legal organization that has demonstrated outstanding leadership in the field of pro bono service. An associate at Richards Layton, Jane Trueper, has received this year’s Access to Justice Achievement Award in recognition of her exemplary contribution to pro bono services.

“At Richards Layton, we understand the importance of giving back, and we are proud to receive these awards recognizing our deep commitment to pro bono service,” says Doneene K. Damon, president of the firm. “Through their pro bono efforts, our lawyers create deep roots in the community, experience the fulfillment that comes from doing meaningful work, and, most importantly, work together to improve the lives of others.”

Newsbites

\$10.56 million NCORP Award Boosts Cancer Research at Christiana Care's Helen F. Graham Cancer Center & Research Institute

With an "outstanding" evaluation, Christiana Care's Helen F. Graham Cancer Center & Research Institute has earned a \$10.56 million six-year grant from the National Cancer Institute to continue its participation in the NCI's Community Oncology Research Program (NCORP). The Christiana Care NCORP includes affiliate programs at Beebe Healthcare and Nanticoke Health Services in Southern Delaware.

NCORP is an elite network of cancer centers across the U.S. that brings cancer research to people in their own communities. The Graham Cancer Center is one of only 32 community sites, 14 minority/underserved community sites and seven basic research sites to receive these latest grants.

National Portrait Gallery to Feature Selected Works from Pre-Raphaelite Collection

In the 1880s, American textile mill owner Samuel Bancroft, Jr. was "shocked with delight" upon viewing a painting by Dante Gabriel Rossetti. The Wilmington industrialist purchased his first Rossetti oil painting, *Water Willow*, around ten years later. By the time of his death in 1915, Bancroft had amassed what is now the largest and most significant Pre-Raphaelite collection outside the United Kingdom. In 1935, Bancroft's family donated his entire collection to what is now the Delaware Art Museum, along with 11 acres of land on Kentmere Parkway to construct a museum.

Today, the Delaware Art Museum is home to this important collection of Pre-Raphaelite artwork, and this fall, for a special exhibition at the National Portrait Gallery in London, select works from the collection will return to the U.K. On view at the National Portrait Gallery in London October 17, 2019, through January 26, 2020, *Pre-Raphaelite Sisters*, curated by Jan Marsh, emphasizes the stories of the women in the Pre-Raphaelite Brotherhood. Through paintings, photographs, manuscripts, and personal items, *Pre-Raphaelite Sisters* explores the significant roles they played as artists, models, muses, and help-meets who supported and sustained the artistic output of the Pre-Raphaelite Brotherhood.

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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.

Delaware Young Professionals Network

The Delaware Young Professionals Network was formed to encourage young professionals, aged 21 to 40, in Delaware to get involved in the Chamber, develop relationships with peers, colleagues and mentors, and encourage personal growth through professional development opportunities.

Contact Kelly Basile at (302) 576-6564 or kbasile@dsc.com.



[facebook.com/DSCCDYPN](https://www.facebook.com/DSCCDYPN)

Ambassador Committee

The Ambassador Committee is a specially chosen group of volunteers that assists in increasing membership and retention, and acts as a liaison between the State Chamber staff and the membership at large.

Contact Chuck James at (302) 576-6562 or cjames@dsc.com.

Economic Development Committee

The Economic Development Committee promotes policies and regulations that facilitate the expansion of existing companies, and advocates for practices that expand the tax base and create higher-income employment opportunities. The committee will also act as a key resource for businesses that are considering locating in Delaware by partnering with the Delaware Prosperity Partnership, County and City Economic Development Offices and local chambers, to promote innovative strategies that foster a business climate that attracts new and cutting-edge companies to Delaware.

Employer Advocacy and Education Committee

The Employer Advocacy and Education Committee discusses and evaluates human resource and personnel issues, advises Chamber leadership on the impact of proposed legislative and regulatory measures, and educates the membership about regulatory requirements affecting their bottom line.

Environmental Committee

The Environmental Committee works closely with the Department of Natural Resources and Environmental Control (DNREC) and is involved in the review and shaping of environmental legislation and regulation.

Healthcare Committee

Members of the Health Care Committee discuss key health care issues facing Delaware businesses and provide feedback to the Chamber legislative team to assist in formulating policy.

Infrastructure and Transportation Committee

The Infrastructure and Transportation Committee monitors issues, policies, and trends affecting Delaware's infrastructure and transportation systems, as well as advises the Chamber's Board of Directors on related policy issues.

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.

Small Business Alliance

The Small Business Alliance serves Delaware businesses of fewer than 150 employees by coordinating with the Chamber at-large in legislative advocacy. The SBA and DSCC work to ensure the business climate in Delaware is conducive to the support of new and existing small businesses in a dynamic economy, safeguarding their long-term competitiveness and the retention of private-sector jobs.

Tax Committee

The Tax Committee reviews tax legislation, and lobbies for the reduction of personal and business taxes in Delaware.

Delaware State Chamber of Commerce

SMALL STATE. BIG BENEFITS.

To learn more about member benefits and how to activate them, visit the Member Benefits section of www.dscc.com/whythechamber.

UPS Shipping Discounts: Save up to 34% on a broad portfolio of shipping services. DSCC members can receive these discounts even if you already have a UPS account.



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.

Member-to-Member Discount Directory: State Chamber members offer substantial savings on products and services to fellow members.

Notary Service: Notary Public services are available to Chamber members free of charge.

Certificate of Origin Documents: Certificate of Origin documents are \$20 for Chamber members (\$100 for non-members).

Delmarva Broadcasting Company: 15% in bonus air-time on commercial orders placed by new advertisers on any Delmarva Broadcasting radio station.



Dental and Vision Plan: Dominion Dental Services provides dental and vision benefits on a group and individual basis with competitive, member-exclusive rates.



Constant Contact Email Marketing Service: State Chamber members are eligible to receive discounts on their Constant Contact account subscriptions.

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.



Some information about member benefits may require signing into your member portal. If you need assistance accessing your account, please email info@dscc.com or contact your membership representative.

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WHAT'S NEXT? Chamber Calendar

**delaware
online**

LOCALiQ

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NOVEMBER 13, 2019

**Networking Breakfast
at the News Journal**

Simplifying and streamlining your online presence starts with LOCALiQ and Delawareonline. Start your morning with a cup of coffee and some networking at the News Journal's headquarters!

FREE to attend



DECEMBER 11, 2019

**9th Annual
Taste of Delaware**

Join our honorary host US Senator Chris Coons for our annual Taste of Delaware - a crowd favorite in the nation's capital that showcases the finest culinary traditions from the First State.

FREE to attend



DECEMBER 19, 2019

**Chamber Leadership with
Collin O'Mara**

Collin O'Mara serves as President and CEO of the National Wildlife Federation, America's largest wildlife conservation organization. Prior to that, O'Mara was appointed in 2009 as Cabinet Secretary for the Delaware Department of Natural Resources and Environmental Control. At that time he was the youngest state cabinet official in the nation. Hear his story of leadership...

\$35 Members

\$45 Future Members



JANUARY 6, 2020

183RD Annual Dinner

The Annual Dinner is Delaware's premier business event. It has always been the place to be in January for high level networking with 1,000 business leaders, dignitaries and elected officials. This year Sam and Mariah Calagione of Dogfish Head Craft Brewery will keynote the dinner.

\$275 Members / **\$350** Future Members

When you think of the Delaware State Chamber, think of

#NETWORKING

Fill up your calendar by visiting our events page online at

web.

DSCC
.com/events

CALL THE CHAMBER

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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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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