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May/June 2018 \$3.00

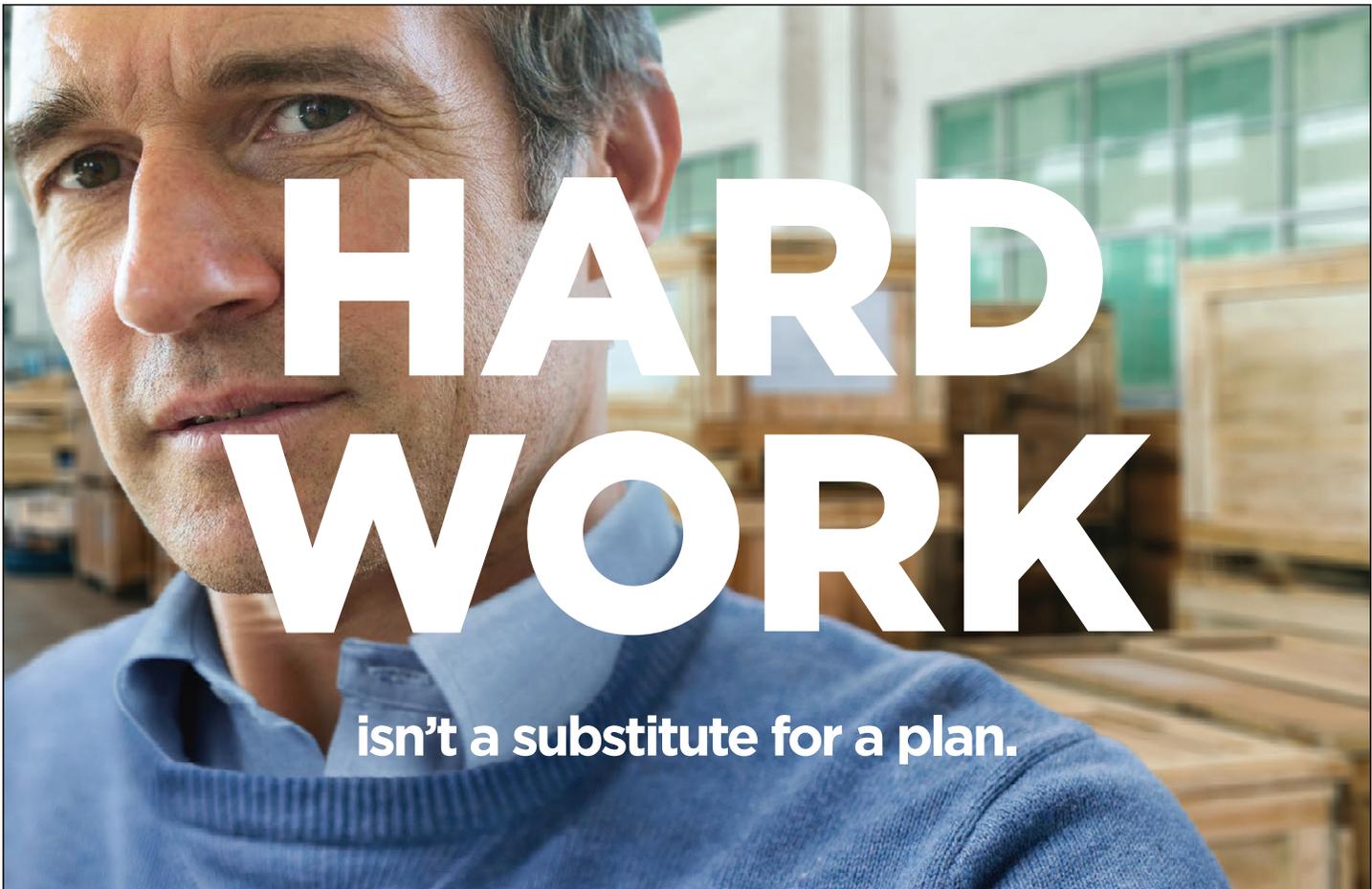
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DSCC President Rich Heffron with Kevin Reilly and Dr. Mark Brainard of Delaware Technical Community College. Kevin Reilly, former NFL football player and broadcaster for Philadelphia Eagles Network, recently authored of his memoir, Tackling Life. He spoke at the March installment of the Chamber Leadership series, sharing his inspirational and powerful story.

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On The Cover

DSCC President Rich Heffron at Legislative Hall in Dover.

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Volume 23, Number 3 / Delaware Business (USPS 012098) (ISSN 153253542) is published bi-monthly by the DSCC Center for Business Management. Subscription price is \$18 a year (included in membership dues). Known office of publication is 1201 N. Orange St., Suite 200, Wilmington, DE 19801. Periodicals postage paid Wilmington, DE 19850. Postmaster: Send address changes to Delaware Business, c/o DSCC Center for Business Management, P.O. Box 671, Wilmington, DE 19899-0671. Telephone (302) 655-7221.

Message from the President



Rich Heffron

This will be my final President's letter, as I will be retiring on June 30. My last official function will be attending the 149th General Assembly closing legislative session, which will recess some time on the morning of July 1. This will be the conclusion of a 26½ year career with the Delaware State Chamber, having served as Senior Vice President for Government Affairs, three times as interim president, and concluding with a 3½ year term as President.

It has been an interesting experience, coupled with my time with the City of Wilmington during the administration of Dan Frawley, I spent 30 years as a lobbyist. This has covered the terms of five Governors (Castle, Carper, Minner, Markell and Carper), five United States Senators (Roth, Biden, Carper, Kaufman and Coons), four members of the US House of Representative (Carper, Castle, Carney and Blunt-Rochester), and too many legislators, cabinet officials, and city and county officials to list.

Issues I've been involved with run the gamut from economic development to workers compensation. Many successful endeavors include moderation of income on home ownership, Port of Wilmington expansion, expanding mental health insurance coverage, reform of the state's workers compensation, modernization of the Coastal Zone Act and the approval of a public/private economic development organization, to name a few. More successes than failures, but I have learned a lot from both.

Along the way I've met a lot of interesting people, many who have become friends. Success can only be accomplished with the help of others. State Chamber staff I worked with during my tenure have been extraordinary people – hardworking, intelligent and loyal. Loyalty that encompasses three attributes: giving the best advice and expressing an opinion even if it might not be in line with my thinking, admitting then correcting mistakes, and working as a team to the benefit of Chamber members.

There are many memories from my time at the State Chamber, but there is one that stands out. Back in 2006 I was contacted by a former exchange student at the University of Delaware who was pursuing a graduate degree in government at the University of Delaware. What was intriguing being that this student, Mohammed Ghanim, was a citizen of Yemen and here on a student visa. That spring he attended legislative sessions, meetings, Chamber events and bill signings. The day before heading home in July, he asked if we could visit Legislative Hall one last time. Session was over so the building was vacant. After the tour we were standing on the floor of the House of Representatives and looking around. He commented, "What happens in this this place is why you live in a great country." I thought he was right, and sometimes we don't appreciate our government and political process as much as those who live under a different system of government. It has been my pleasure to make a small contribution to making it a great state and country. I am a lucky man.

I wish all the best for the new President Mike Quaranta, the staff and members of the State Chamber.

As for me to quote a line from a Frank Sinatra, "Please excuse me as I disappear."

DELAWARE BUSINESS

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LEGISLATIVE PRIORITY

Increased Revenues Pushing Off Budget Debate

BY JAMES DECHENE

LAST YEAR June 30 came and went without the General Assembly adjourning for the first time in nearly 40 years. Instead, they entered “extraordinary” session to address how to bridge a \$350 million budget deficit. Through a combination of painful tax and fee increases, along with spending cuts, the budget was balanced, and lawmakers went home on July 2, with the knowledge that going through this process caused ranker and agita between colleagues and chambers, something they’d rather not repeat in the future. They also knew the budget passed contained no long-term fixes, but instead was a band-aid on a serious wound.

Fast forward to the March 2018 DEFAC meeting where it was reported the state had a projected surplus of \$101 million and revenue growth of over 6%. The whooshing noise you heard that day was a collective sigh of relief across the state, which may have drowned out the reporting that next year’s projected growth is expected to, again, be under 2%, potentially putting the state back in a budget deficit if changes aren’t made.

Governor Carney and his administration cautioned from the outset, urging legislators not to use that surplus to create new spending programs. The State Chamber of Commerce agrees, especially as there have been no conversations surrounding how to address the long-standing budget issues that remain, even in an “up” year.

Instead, focus so far this year has been on issues like sexual harassment training, increasing the minimum wage, predictive scheduling, gun control, and family planning. While all these issues have their place in public discourse, and should be debated in Legislative Hall, they come at a time when the elephant in the room remains Delaware’s budget.

Astute readers of this column over the years will recognize

the angst with which I write on this issue. Harkening back to the halcyon days of 2015, when DEFAC was tasked with looking at how state revenues are collected, there were several recommendations made related to structural changes. Some of these have been passed by the General Assembly, including moving to a single sales factor corporate tax structure, eliminating the estate tax, and making changes to how the state handles abandoned property. The State Chamber remains supportive of other recommendations



made by the Taskforce, including broadening the personal income tax (PIT) and examining property tax reassessment.

The opportunity presented to the General Assembly during the boom part of this ever-present boom-bust cycle, even in an election year, is to start the process of making these changes while not in crisis, reactionary mode. Taking on broadening the PIT and reassessment should not be knee-jerk reactions, but require careful thought, and that time is made possible by having an easier budget year. The alternative is facing not a can to kick down the road, but what’s turned into a 55-gallon drum. No one wants to again go through a budget process like 2017, but the only way to avoid it is to start the reform process now.



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Member news & Notes

BUSINESS SPOTLIGHT

CAI BY SARAH BRAATZ

» A hidden gem within the Diamond State, Computer Aid, Inc. (CAI) offers a wide variety of IT services to clients throughout the region. For those who are not familiar with the company or the work they do, Glen Gray, local executive, states “we have built our client offerings on industry best practices and methodologies (ITIL and AGILE being two good examples). We are building new solutions based on emerging technologies and approaches; we have recently started a practice focused on Artificial Intelligence, Robotic Processing Automation and Machine Learning and will continue to evolve current offerings such as DevOPS. We provide the full range of IT consulting and outsourcing capabilities (including application development and support) out of our 24/7 service center in Newark. We have approximately 300 consultants that work out of the center and we have been there for over 10 years. We really help clients succeed with IT. Driving Innovation through technology is a key objective we try to achieve with all of our clients.”

Yet, while CAI is touted for their ability to help clients implement best practices, drive innovation, and save money, they do not see their role solely as a consulting firm. From programs like CAI Cares and Autism2Work, a commitment to the community is woven into the culture at CAI. The mission of the company is to provide high-quality customized services for their

clients, while also creating a positive atmosphere for their employees and the surrounding community.

The world of IT consulting covers a wide scope of potential services. CAI intentionally designed their business offerings to be broad, as they tailor their services to each clients’ needs. They understand that every organization faces unique circumstances and want to ensure they can effectively meet all of those needs in an ever-changing technological landscape. This process begins with identifying all IT and business systems problems down to their root causes. Gray elaborated that “when you have ten different people in a room, you’ll have ten different ideas of what the problem is.” CAI analyzes those different ideas to come to the underlying issues. Then they work with the client to develop a set of goals and ideal outcomes. Finally, an action plan to get from current state to ideal state is created. The design, implementation, and support of said plan are where CAI

excels. The overall management and governance of these projects have also become a key growth segment for the company.



*Glen Gray
Advisory Client Executive
CAI*

The company leverages this approach when evaluating their community impact efforts. They look to see where issues exist that they could positively impact.

One such area they found was the systemic under- or unemployment of individuals who fall on the autism spectrum. Their commitment to this issue is highlighted CAI’s involvement with the Autism2Work program. They are one of the largest employers of autistic individuals in the state. They believe that bringing in individuals who are focused and dedicated benefits both

their own company and the community as a whole.

Computer Aid, Inc. marries a dedication to the clients with a strong commitment to community outreach. The company uses their strengths to ensure they are always on the cutting edge of innovation.

Innovation: Delaware's New Introduction

»» Innovation is more than just creating a new product, program or device. It's a mindset that challenges conventional thinking. It's an environment that celebrates fresh perspectives and transformative thinking. True innovation doesn't occur in a vacuum, but by taking what already exists and making a substantive, potentially disruptive change to maximize outcomes.

That's a pretty good way of describing what's going on right now at the University of Delaware Science Technology and Advanced Research Campus. From the game-changing research undertaken by UD faculty to the businesses that are discovering the many benefits of being located here, the STAR Campus is driving sustainable economic change in Delaware.

For more than 200 years, Delaware's identity was dependent on the companies who called the state its home. Changing financial dynamics, including the merger of DuPont with Dow Chemical and the closure of two car manufacturing plants, have prompted the First State to seek a new economic identity.

STAR is a leading force in the development of that identity. In just four years, the STAR Campus has become a hub for innovation. Built upon the site of the former Chrysler plant, STAR has created an ecosystem that enhances collaboration, provides space to ideate



and prototype while feeding discovery and serving the community.

When you walk into the STAR Health Sciences Complex, it's hard to believe this open, welcoming space is the former Chrysler administration building. As you enter, you see the Translation Hallway, with research labs on the right side of the building and patient clinics to the left.

But these aren't parallel spaces that will never intersect. Our research directly feeds into clinical care in the areas of chronic disease, mobility, rehabilitation and more. A great example can be found in the Move to Learn Lab, where graduate students studying biomechanics work with fashion students to create wearable technologies

for children and adults with mobility impairments. In the past year, the lab has four patents pending.

By bridging and connecting research and clinical care, the College of Health Sciences at the University of Delaware was able to help more than 5,000 patients last year across 30,000 visits. These visits for primary care, physical therapy, speech language and hearing, and prevention and wellness services are key to keeping our Delaware community healthy and vibrant.

STAR's redevelopment of a manufacturing property into a top-flight academic health center makes it a natural space for collaboration and collision with industry partners.

Independence Prosthetics-Orthotics, which offers custom-developed prosthetics and orthotics as well as ready-to-wear products, opened its fifth location at the University of Delaware STAR Campus.

With embedded treadmills for research and testing, STAR has been the ideal location for IPO to innovate. The experience has been so impactful owner John Horne has invested his own money into prosthetics and orthotics research at UD so his company and the university can continue to explore and innovate together.

The South End of the STAR Health Sciences Complex also includes the mix of wet lab incubator companies through the Delaware Technology Park. With companies that focus on cancer therapeutics, agriculture, composite materials and more, DTP offers growth opportunities for the greater Newark area and state of Delaware.

While business and academic endeavors stay busy inside the Health Sciences Complex, it's the flurry of construction on the rest of the STAR Campus that has recently attracted the most attention.

When finished, the Tower at STAR, the Chemours Research and Development Headquarters and the Biopharmaceutical Innovation Building, along with the Newark Regional Transportation Center, will provide the proper introduction to the region and country.

As healthcare delivery changes, the College of Health Sciences continues to offer the latest technology and advancements so our students are prepared to be leaders in the field upon graduation. The Tower at STAR, slated for completion in September, will showcase the science of health, backed by education and research.

We expect the Tower at STAR to ignite the "butterfly effect," based on the idea that small changes can have a dramatic impact on a larger system – in this case, the health of Delaware and beyond. The building itself has been designed to allow for interaction on all floors through connecting "neighborhoods" designed with stairways and easy elevator access. A 300-person auditorium will be available for events, meetings and lectures, along with a demonstration kitchen for nutrition and dietetic students.

Near the tower, construction is underway for the Biopharmaceutical Innovation building, which will make the state of Delaware the hub for efforts to mass produce cutting-edge biopharmaceuticals.

Two stories of this six-story building will serve as headquarters for the National Institute for Innovation in Manufacturing Biopharmaceuticals. The NIIMBL project partners more than 150 universities, private companies and nonprofit organizations from around the country. Directed by Kelvin Lee, NIIMBL's focus is to bring safe drugs to market faster while also developing workforce training.

Scientists from around the country will have the opportunity to collaborate in this shared laboratory space. The other four floors will be dedicated to UD-led science and technology programs.

Given the activity at STAR, it's no surprise Chemours decided to build its Research and Development Headquarters here. Its 312,000-square-foot building is expected to be completed in 2020 and will focus on new process, titanium and fluoropolymer products and application developments to better meet customer and market needs.

With a \$150 million investment

and hundreds of new jobs expected, Chemours is making STAR its place for discovery.

But it's not just building new spaces. Transportation options also are critical for companies that would like to find their next location as well as people deciding which community to make their home.

Bringing the area together – and beyond – is the soon-to-be-finished Newark Regional Transportation Center. Located between Washington, D.C., and New York City, the transportation center will give Delaware and STAR Campus even greater access to markets and partnerships. This center will be an economic development driver for the entire state of Delaware.

As you can see, Delaware is being revitalized at the University of Delaware STAR Campus. I encourage you to visit us and walk the halls of the STAR Health Sciences Complex. Come for the grand opening of the Tower at STAR and see all of these projects in motion.

STAR brings the critical piece of innovation together. It bridges gaps between education, research and industry. Discovery breathes invention through customer and patient access. Problem solving becomes interdisciplinary engagement for the real world.

Come find Delaware's new economy at the STAR Campus.



Michael F. Smith
Director of Strategic Initiatives
College of Health Sciences
University of Delaware

The Future is Now

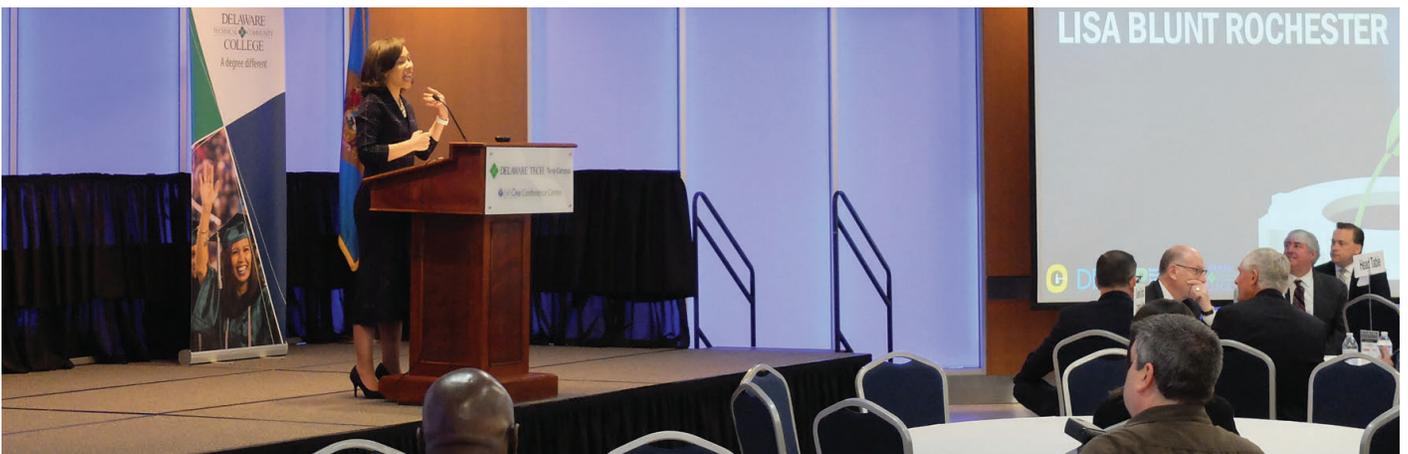
REINVENTING MANUFACTURING IN DELAWARE BY MARK DIMAIO

» Over 250 people attended the State Chamber's annual Spring Legislative Conference & Manufacturing Brunch. This year's conference, called "The Future Is Now: Reinventing Manufacturing in Delaware," highlighted Delaware's commitment to energizing its manufacturing base.

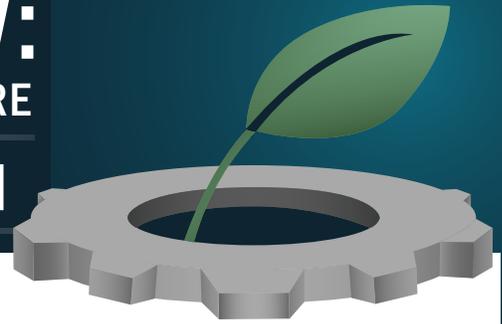
"Manufacturing makes Delaware stronger," said Congresswoman Lisa Blunt Rochester during her opening remarks highlighting the importance of manufacturing in Delaware. The conference keynote speaker was lean manufacturing expert Gary Convis, formerly with the Toyota Motor Corporation and now a senior advisor at Bloom Energy. Mr. Convis brought the "Toyota Way," a management and manufacturing approach that offered streamlined processes and leadership that is committed to continuous employment for its workforce. He spoke to the importance of developing leaders that create an environment that empowers their employees to stop a manufacturing production line if they detect a problem.

Governor John Carney provided the brunch keynote speech focusing on working together in a bipartisan manner, like the creation of the public-private Delaware Prosperity Partnership to enhance Delaware's high-quality workforce. The Governor also highlighted the importance of a regulatory and tax environment that encourages manufacturers to grow and locate in Delaware. A special thank you to Dr. Mark Brainard for hosting the conference at Delaware Tech's Del-One Conference Center.





THE FUTURE IS NOW: REINVENTING MANUFACTURING IN DELAWARE SPRING LEGISLATIVE BRUNCH



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NONPROFIT SPOTLIGHT: **The First Tee of Delaware** BY DANIELLE FAHEY

» In 1994, the McDonald's Ladies Professional Golf Association (LPGA) Championship Tournament was held at the DuPont Country Club in Wilmington, sparking an increase in golf's popularity and support in the New Castle County area. As golf grew its presence in the state of Delaware and across the country, many people appreciated the sport's potential for community building and envisioned a unique scholarship opportunity for children. That's when The First Tee was founded, and in 2005, the First Tee of Delaware was formed.

The First Tee of Delaware, a partnership among the LGPA, the Masters Tournament, the PGA of America, the PGA TOUR, and the USGA, is Delaware's branch of the youth development program. The First Tee seeks to change children's lives by providing educational golf opportunities that build character, introduce important life values, and create lasting friendships. For over ten years, the First Tee of Delaware has sought to give children of all ages, backgrounds, experiences, and abilities to come together and play golf. While forming valuable communities across the state, the program hopes to teach kids its nine core values: honesty, integrity, sportsmanship, respect, confidence, responsibility, perseverance, courtesy, and judgment. The program also

emphasizes physical, emotional, and social health for children.

"There's something for everybody here. We want our kids to succeed both on and off the course, to find their passions, and to reach their potential as much as possible," said Charma Bell, Program Director of The First Tee of Delaware. "With an inclusive and family-focused environment, we welcome everyone."

The First Tee of Delaware has been recognized extensively for its efforts. Last year at the First Tee's 20th Anniversary National Network Meeting in Orlando, Florida, they received the First Tee National's ACE recognition for the highest level of Chapter

Performance nationwide. They also received the "Growing Girls Through the Game" Award, which recognizes a superior commitment to gender diversity and support for female participants in the scholarship portion of the program. Bell was celebrated as a First Tee Recognized Program Director for her outstanding ability to educate The First Tee of Delaware's participants.

With so much recognition and such a large impact on Delaware communities, where is the First Tee of Delaware headed for the future? "We want to grow in all three counties, and our big goal is to develop learning centers that any child can go to and enjoy," said

Charma Bell. "Sponsoring with various communities, we want to create a home away from home for kids where they can learn life skills."

The First Tee serves over 10 million children nationwide, and the First Tee of Delaware provides community service initiatives, mentoring, and scholarship opportunities for children across the state. On golf courses, in schools, and at youth centers, the First Tee seeks to make a difference in as many communities as possible. Programming is offered year-round at many different locations in all three counties, and volunteers and equipment donations are always needed. For more information, visit <http://www.thefirstteedelaware.org>.



An elementary school team poses for a team photo.

The Heroes MAKE America Program

BY CAROLYN LEE, EXECUTIVE DIRECTOR, THE MANUFACTURING INSTITUTE

»» Every year, more than 200,000 U.S. service members return to civilian life. These are our nation's best and brightest men and women who are used to putting their talents to work in a mission larger than themselves, who are accustomed to working in teams, and who possess the very skills and talents that would make them excellent additions to any manufacturing shop floor. So, at a time when there are about 364,000 unfilled jobs in manufacturing—and an anticipated more than 2 million that could go unfilled in the years ahead—why would we not connect these heroes to the job opportunities that can enrich their lives while also helping to move our industry forward? It's just common sense. Well, that's where Heroes MAKE America comes in.

The organization I lead—the National Association of Manufacturers' Manufacturing Institute, which is dedicated to building the manufacturing workforce of today and inspiring the manufacturing workforce of tomorrow—worked to develop the Heroes MAKE America program to connect manufacturers with highly qualified veteran candidates and give those veterans the tools and training they need to not only find a perfect manufacturing job, but excel in it.

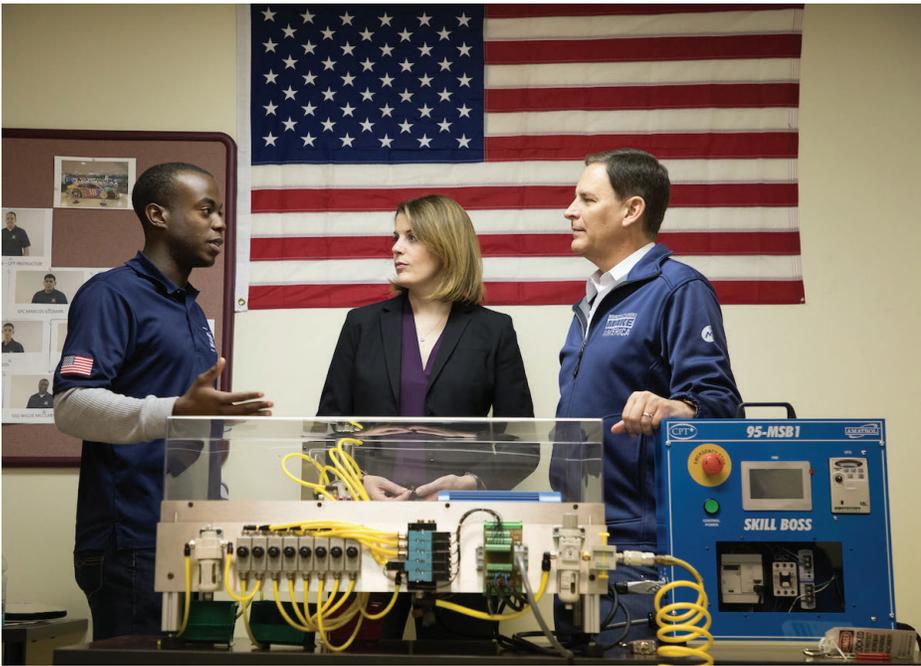
In January, we launched Heroes at an event in Fort Riley, Kansas and inaugurated the first class of 13 heroes. Then in March, we returned to officiate their graduation ceremony. In the 10 weeks that had passed since the program began, those soldiers received career training in everything from résumé



Top: The Manufacturing Institute created the Heroes MAKE America program in an effort to build a pipeline from military to manufacturing careers for transitioning service members. Bottom: Jay Timmons and Carolyn Lee with the inaugural class of Heroes MAKE America.

writing, to social media management, to personal finance. They participated in a range of networking opportunities, facility

tours, job interviews and assessments. At the end, they earned 14 college credits and nine industry certifications, along



Top: Jay Timmons, CEO of the National Association of Manufacturers, and Carolyn Lee, Executive Director of the Manufacturing Institute, attend the launch event for Heroes MAKE America. Left: Heroes MAKE America is a full-time, 10-week career skills program, that launched in partnership with the U.S. Army Soldier for Life – Transition Assistance Program at Fort Riley and the USO Pathfinder Program at Fort Riley.

with more than 50 job interviews, nearly a dozen job offers and with about half of the graduates receiving a job offer they planned to accept already (all before these soldiers had even graduated from the program).
 Not only does the Institute plan to run the Heroes program four times a year at Fort Riley moving forward, but this summer,

it will expand the opportunities of the Heroes program by launching at Fort Hood in Texas. This means that the Institute and our partners in the Heroes program can train even more service members for rewarding careers in manufacturing. It also underlines the fact that, with company support, the Institute can do even more to grow the pipeline from military to

manufacturing, as we rely on contributions from manufacturing leaders to fund important programs like this one.

The program has already secured the support of sponsors the Arconic Foundation, the Walmart Foundation and Parker Hannifin Corporation, as well as manufacturing partners Amarr Entrematic, Arconic Aerospace Center, Berry Global, BNSF Railroad, Cargill Protein, Caterpillar, Florence Corporation, Georgia-Pacific, The Goodyear Tire & Rubber Company, Hallmark Cards, Hormel Foods Corporation, Koch Industries, Manko Windows, Mars Chocolate North America, Orbital ATK, Smithfield Foods, Spirit AeroSystems, The J.M. Smucker Company, Tyson Foods and the Kansas Chamber of Commerce & Industry. Program partners at Fort Riley include USO Pathfinder, KansasWorks, Kansas State University and our education provider, Washburn Institute of Technology.

Our nation owes a lot to its heroes in uniform. They don't ask much in return. Mostly they want the opportunity to serve—with honor and respect, with the tools and training to get the job done, with the means to make a decent life for their families. When these heroes come home, they should have similar opportunities too. That's what I believe, that's what the Institute believes, and that's what the Institute's Heroes MAKE America program is all about. That's why I think Heroes is going to be a game-changer for an industry in need of skilled workers, why it's going to be such a life-changer for the veterans and their families who continue to fill those jobs and why I know this exciting opportunity will continue to expand, grow and make a difference moving forward. ■

Member news & Notes

Mr. John Hollis, right, talks with Dr. Robert Rescigno of Wilmington University, left, and James DeChene of the Delaware State Chamber of Commerce, center, before his video interview. Students from DelCastle Technical High School recorded and edited footage from the visit for his award video.



John Hollis receives John H. Taylor, Jr. Education Leadership Award

» The Delaware State Chamber of Commerce and its affiliate, The Partnership, Inc., are pleased to present the John H. Taylor, Jr. Education Leadership award to Mr. John Hollis. Mr. Hollis is the founder and director of MERIT – Minority Educational Regional Incentive Training. This prestigious award is presented at the Superstars in Education Reception & Awards Ceremony. This year's event was on Monday, May 14, 2018, at 4:45 p.m., at

Wilmington University.

The John H. Taylor, Jr. Education Leadership Award recognizes someone within the community who has provided sustained leadership in advancing Delaware education and who, by doing so, has also made our community a better place in which to live and work. The Partnership, Inc. is the 501(c)3 education affiliate of the Delaware State Chamber of Commerce.

"It is extremely exciting to honor such

a deserving man – a lifelong and second-generation Delaware educator – who has successfully focused his passion toward the recognition and development of the human capability of young people," said Katie Wilkinson of Fulton Bank, chair of The Partnership, Inc.'s Board of Directors.

In collaboration with a group of engineers from DuPont's Seaford plant in 1974, Mr. Hollis created MERIT to provide academic enrichment and



Former MERIT participant Chelina Tirrell, with Mr. Hollis. Chelina is now a science teacher for the Indian River School District.

college preparatory opportunities for minority students from the Greater-Seaford area, and across Sussex County. It provides challenging engineering experiences, teaches powerful leadership skills, and encourages participants to earn college degrees. To date, 370 MERIT alumni have gone on to achieve a college degree, accounting for approximately 97% of its participants. Many return to volunteer, creating a strong alumni base, which has helped shape the evolution of the program. He encourages parental involvement that he notes is instrumental to success. Mr. Hollis has overseen MERIT for 42 years.

In addition to his work with MERIT, Mr. Hollis was a longtime administrator, teacher and coach in the Seaford School District, and was the Personnel Director for Delaware Technical Community College. He has also served as Senior Vice President of the Delaware Community Foundation, President of the Western Sussex Boys and Girls Club in Delaware, and the Sussex County Manager of Community and Government Affairs at Nemours Health and Prevention Services. He is the founder of Sussex Outdoors, an adjunct faculty member at Wilmington and Salisbury Universities.

“John Hollis looks at the world through a lens of service and humility.

Over decades, hundreds of young people who needed a leg up have been inspired by his passion for engineering and math through the MERIT program. His work has changed countless lives. Supporting children in need is his ministry. He has given his heart to the community and never asked for acknowledgement. I have every confidence that the namesake of this award, John H. Taylor, would have been honored to give him some of that recognition,” said Dr. Paul Herdman, President and CEO of The Rodel Foundation, and chair of the John H. Taylor Education Leadership Award Committee.

Mr. Hollis is a graduate of the University of Delaware and earned a Master’s degree in counseling from Salisbury University. He has received numerous recognitions, including the Jefferson Award for “Outstanding Service by an Entrepreneur,” Connecting Generations’ Robert A. Kasey Lifetime Achievement Award, MLK Community Recognition Award, 2015 Blue/Gold Leadership Award, Rural Educator of the Year Award, Family Focus Award, Governor’s (Gov. Tom Carper) Volunteer of the Year Award, among many others. He was inspired by his father, president of the Seaford Board of Education, who was extraordinarily committed to the community.

Mr. Hollis shares that the key to be a great mentor of young people consists of three E’s: Encouragement, Empathy and Enthusiasm.

“I knew John [Taylor] well. He was one of my heroes, so I couldn’t be more honored,” said Hollis when told he was selected as the award recipient. “This made my day, my month, my year!”

Member news & Notes



“It is extremely exciting to honor such a deserving man - a lifelong and 2nd generation Delaware educator - who has successfully focused his passion toward

the recognition and development of the human capability of young people.”

— *Katie Wilkinson, Sr. Vice President, Delaware Commercial Banking, Fulton Bank*



“John Hollis looks at the world through a lens of service and humility. Over decades, hundreds of young people who needed a leg up have been inspired by

his passion for engineering and math through the MERIT program. His work has changed countless lives. Supporting children in need is his ministry. He has given his heart to the community and never asked for acknowledgement. I have every confidence that the namesake of this award, John H. Taylor, would have been honored to give him some of that recognition.”

— *Dr. Paul Herdman, President & CEO, Rodel Foundation*



“John Hollis is a person that gives of himself, his legacy of what he has done for students will live on forever, a man of humility and kindness. I have been

blessed to know him and have watched

his unwavering commitment and the successes that he has brought to the students of Delaware.”

— *Rob Rescigno, Assistant Vice President of Academic Affairs, Wilmington University*



“John’s advocacy work has positively impacted Delaware families and youth. His extraordinary investment of time, energy, resources and most importantly his love for

the students in Seaford and throughout our state has been incredible – and his support will be felt for generations to come.”

— *Rick Deadwyler, U.S. Mid-Atlantic/Northeast Region, Government & Industry Affairs, DuPont*

“John has meant the world to me as a teacher, a coach, a mentor and a lifelong friend. He’s been there for me in good times and bad. There are some special people who make a true difference in the lives of others. John has been there for me and so many others and for that, I will always be grateful.”

— *Larry Windley, Senior Director for Projects and Economic Development, Office of U.S. Senator Tom Carper*



“John Hollis has had an enormous impact on our state. From the many youth he coached over the years to all of the people he’s touched through Nemours and his

myriad activities. John has been a leader among leaders in Delaware. He is certainly one of the finest people I have ever met, in part because he is a servant first. He always knows it’s not about him but it’s about those we serve. This award, named for another of Delaware’s great leaders, John Taylor, is incredibly well-deserved.”

— *Jack Markell, Governor of Delaware, 2009-2017*



“John lets his life speak. His work in our community, and on behalf of our children in particular, is a powerful and lasting example of how to turn commitment and

values into action and change.”

— *Jill Rogers, Executive Director, Delaware Guidance Services for Children and Youth, Inc.*

“John Hollis’ leadership and mentoring of young people is his legacy. He has changed the world around him with his passionate advocacy of encouraging higher education for youth across Sussex County. Mr. Hollis is the

example of inspiring youngsters to become future leaders.”

— *Rich Heffron, President Delaware State Chamber of Commerce*



“I have had the extreme honor of knowing both John H. Taylor, Jr. and John Hollis. Both men are individuals



that have the unique ability to impact you for the better by being in their presence. Both men are true to the core value of service to others, especially

those who experience inequities. I met John Hollis back in the early 80s as we were advocating for individuals with intellectual disabilities. John never tires from this core principle of service to others and his passion and energy are endless. He works to advance the health and well-being of all but especially our children and youth. He is the most humble man and is quick to shy away from self-recognition extending the recognition to all that have been blessed to share his journey. Just like our dear friend John Taylor. True leaders, role models and a huge heart that leaves an everlasting hold on your soul. Delaware is a much better place because of these incredible, unique human beings and I am a much better human because of having the privilege to have known and know these men.”

— Rita Landgraf
Professor of Practice and Distinguished Health & Social Services Administrator in Residence, University of Delaware College of Health Sciences

“John Hollis is a national treasure and legend. He epitomizes service leadership, personal sacrifice, and exhibits the strongest commitment to developing young people. His efforts have positively impacted thousands of students and families over the decades. One can only imagine how different



many students’ trajectories would be without the opportunity to cross paths with John Hollis: we would have fewer college graduates, state

champions, doctors, engineers, nurses, businesswomen, executives, lawyers, teachers, principals, professors, bankers, policemen, volunteers, and many other vocations. But most importantly John encourages the development of great human beings and leaders who “pay it forward” and impact their chosen communities in wonderful ways beyond measure. In this sense, John’s impact is not limited by geography, generation, class, race, or creed. He reflects the highest ideals of our communities, country, and society. It is an honor and privilege to know him.”

— Omar Scott Simmons
Howard L. Oleck Professor of Business Law and Director, Business Law Program Wake Forest University School of Law - Worrell Professional Center



I can’t think of an individual more deserving of the John H. Taylor Education Leadership Award than John Hollis. The impact that he has made on the lives of

everyone that he has come in contact with is immeasurable. With a character that is above reproach, his legacy is sure to endure through the ages.

— Chelina Tirrell, STEM Teacher Selbyville Middle School

“It’s the care for the community that Mr. John Hollis has demonstrated through his work at MERIT that makes our nation truly great. Thank you, Mr. Hollis, for your commitment and for investing in future generations.”

Dr. Ben Carson
Secretary, U.S. Department of Housing and Development



ABOUT THE JOHN H. TAYLOR, JR. LEADERSHIP AWARD

Throughout his professional career, Mr. Taylor was an educator. He began his career as a teacher, then served as the assistant to the superintendent of the Wilmington Public Schools. Taylor’s education background, coupled with his ability to share information and make connections, served him well as he rose to become editorial page editor for The News Journal before becoming president of the Delaware Public Policy Institute in 2005. As founding member of the Vision Coalition, Taylor’s leadership and directness were instrumental in building an impactful public-private partnership to advocate for improved education in Delaware. Taylor’s leadership style was always straightforward, clear-headed and unwavering. At the same time, he was a humorous and truly humble man.

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New Members at the January Meet the New Members event, held at the State Chamber.

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Former NFL football player and now author of his memoir, *Tackling Life*, Kevin Reilly shared his inspirational story as a Chamber Leadership breakfast keynote



The State Chamber hosted the State of the National Guard address with the New Castle County Chamber in February



Mike and Betsy Schwartz adopted two sister puppies at our Brandywine Valley SPCA networking breakfast in April



Owner of B+H Insurance (BHI), John Boykin, welcomed guests to their office at our March networking breakfast





Congresswoman Lisa Blunt Rochester visited Emory Hill at their exhibit table during the Spring Legislative Brunch & Manufacturing Conference



Governor John Carney stopped by Croda's exhibit table at the Spring Legislative Brunch & Manufacturing Conference





FOR THE LOVE OF Politics

How a childhood interest grew into a fulfilling career
for the State Chamber's Rich Heffron

BY JOHN SWEENEY | PHOTOS BY DICK DUBROFF/FINAL FOCUS PHOTOGRAPHY

IT WAS A FLICKERING black-and-white TV image that hooked Rich Heffron on politics.

It wasn't just any image. It was the live, grainy pictures broadcast from the 1960 Democratic Convention in Los Angeles. The convention had all of the ingredients of a thriller – drama, suspense and bigger-than-life personalities.

The party's giants – Adlai Stevenson and Lyndon B. Johnson – battled for the convention's top prize. But it was John F. Kennedy, the photogenic war hero, who went home with the crown. Forget the clarity of hindsight. His nomination was never certain. To millions of Americans watching from home, it was touch-and-go all the way. The late night roll call of the states went all of the way down to Wyoming before the Democrats had their nominee.

For 12-year-old Rich Heffron, sitting in the family den with his dad, that was all he needed.

Politics was for him.

He got an even bigger taste four years later when the teenager served as a page at the Democratic Party Convention in Atlantic City. And in a way that only true students of politics can understand, a friend of a friend of the family secured his page credentials – from the New Mexico delegation.

Today, the grown-up (and soon-to-retire) Rich Heffron confesses with a smile, "I loved it."

It is the strategy and the thinking through of problems that he loves. Bringing opposing sides together, discussing issues frankly, advocating a position, splitting differences, and making progress – they are the challenges he enjoys. That's where the satisfaction comes from. Heffron never enjoyed the partisanship, the name-calling or the in-your-face brawls that mark so much of today's political world.

You can tell, Bobby Byrd of the Byrd Group, says.

"Rich understands politics as well as anyone I know," Byrd, a lobbyist who has known Heffron for decades, says. "But he does things the old-fashioned way. He knows what it takes to get to an understanding. You have

to build relationships. And you have to know how people look at the issue."

Heffron started as a lobbyist in Dover in 1985 while he worked for the administration of Wilmington Mayor Dan Frawley. He joined Delaware State Chamber of Commerce as a lobbyist in 1992. He was named the Chamber's president in 2014.

Fittingly, he will retire June 30 – the end of the current General Assembly session. "There's still work to do," he says.

Heffron grew up in Springfield, Pa. He is a graduate of Temple University – a fact he has never been shy about telling anyone. He holds a law degree from Widener Law School. Heffron taught high school in Philadelphia for two years and then went into the publishing business.

Still, that old bug from the 1960 convention didn't go away.

He recalls 1972 when he was looking for a way to get involved. He was advised to try helping a little-known Democratic candidate. Heffron was told, "He's a young guy running for Senate. He's not going to win." Rich Heffron, meet Joe Biden.

There were more campaigns to follow. In the early 1980s, he met a young DuPont Co. lawyer named Dan Frawley while playing rugby. When Frawley ran for mayor of Wilmington, he called on his old friend for help. After the election, Heffron began his stint as a lobbyist in Dover. Later, he became Frawley's director of real estate and housing. As always, there were some good-and-capable people and some not-so-good-and-capable people in the organization. There he learned what it takes to move an entrenched bureaucracy, picking up lessons in how to define and then reach goals. The successes taught him something else too. "It was fun seeing people who never thought they could afford a house moving in and starting over."

In 1992, John Burris, president of the State Chamber, asked Heffron to be the group's lobbyist in Dover. Now the battles were of a different sort. How do you represent businesses, big and small? How do you get legislators, feeling heat from one constituency or another, to keep regulations balanced and policies clear-cut?

This is where Heffron's patient approach paid off. The big example, Byrd says, is Heffron's work on workers compensation. It was a complicated issue with wide differences of opinion. So the first job was to help all sides understand the effect high rates had on businesses of all sizes. It took a lot of meetings and a lot of explaining. "His ability to listen paid off," Byrd says. He represented business in the discussions, but he never forgot the viewpoint of the people on the other side of the table. "Rich was able to lead all sides to compromise.

"Rich did this with every issue."

James DeChene, the Chamber's vice president for government affairs, says, "Rich doesn't need or want the credit for success. For someone in this business, when your own success often depends on showing others what you have done, this is rare."

DeChene says Heffron taught him important lessons. "Always be honest,' he would say, 'always be true to your word. That's what you trade on.'"

Of course, the issues change. The economy is far different from when he joined the Chamber. He remembers going to Europe with his son and his soccer team in the late '90s. When the games were over, the adults got together in one room and the kids got together in another. Of course, the



"I will miss all the great people I have had the good fortune to work with over the years. I feel lucky that I found something I loved doing, that I was able to turn into a fulfilling career."

adults got along. Everyone was friendly, but there was a gulf between the adults from the various countries. Not so with the kids. They mixed it up. They shared games and music. "I thought, 'This isn't the world I grew up in.'"

It wasn't. It was another sign of globalization. The business world was changing rapidly. Then came the "Great Recession." Delaware's economy took a big hit.

"We are lagging behind," he says. "We didn't recognize the change fast enough."

But Delaware is making good progress. People lament the loss of the "old" DuPont, but Heffron points out the work of Edward Breen, CEO of DowDupont. "He came to Delaware," Heffron points out. Two of the three businesses from the merger will be in Delaware. The revitalization of the Experimental Station as an innovation center will pay off for Delaware.

Heffron also is optimistic about the development of the STAR campus at the University of Delaware, the creation of the Delaware Prosperity Partnership to involve businesses in economic development, and changes to the Coastal Zone Act Modernization that will allow business growth. He points to the great strides in workforce training at Delaware Technical and Community College.

All of this points toward a more prosperous future for Delaware. And Heffron is confident that his successor as Chamber president, Michael Quaranta, will build on these developments when he takes over.

Even so, Rich Heffron thinks it is time to leave. He admits Delaware politics isn't as much fun as it used be. Partisanship has increased. While rivalries always existed, he says, the opposing sides knew they were working for the same end – a better Delaware. Today, however, you can see more of the bitterness of Washington politics seeping into the Delaware scene.

Still, he believes, working at the real business of politics – identifying problems and solving them – is worthwhile. That is what lured him into the business in the first place.

He hasn't lost that feeling. There is good work to be done. So, first, a short family vacation. Then in the fall, it's back to the classroom. He will be teaching government – what else! -- at Delaware Tech and Wilmington University. He wants students to know that politics isn't something for other people. "I want to make it personal for them," he says. He wants them to understand how and why our political system works. Most of all, he wants them to realize that they can make things better and that their opponent is not necessarily their enemy.

And perhaps, if they are lucky, they may get some of that feeling the young Rich Heffron felt watching the convention with his dad. ■






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Why Continuous Learning Matters in Business

BY DORA CHEATHAM, DIRECTOR EMERGING ENTERPRISE CENTER, NEW CASTLE COUNTY CHAMBER OF COMMERCE

“It does not matter how slowly you go, as long as you do not stop.” — Confucius

WHEN I FIRST ENTERED the world of business more years ago than I care to remember, it was a very different place. Word processors were just making an appearance and sending a fax was the ultimate in high speed communication, the internet barely existed and Amazon wasn't even a glimmer in Jeff Bezos' eye.

Fast forward to 2018 and while the basic principles of business remain the same, the way we DO business is infinitely different. Technology has changed how we make decisions, how we execute on strategy, how we transact business, how we communicate. Equally, we have access to more information and educational resources than ever before. For the small business owner today – more than ever – to ignore the need for continuous learning is to remain stagnant at best, fail at worst.

At the Emerging Enterprise Center we hone in on business processes that every small business and entrepreneur needs while tying into the ever-evolving business environment, with one-on-one business coaching, Growth Wheel Workshops, and Learn with the Experts seminars. Areas of continuous change include:

Data & Innovation: “Innovate or die” has become a 21st century mantra and rightly so. Failure to innovate led to the slow demise of companies like Eastman Kodak, Blockbuster, Sears and, more recently, Toys ‘R’ Us. In today's world we are seeing shorter and shorter life cycles due to rapid technological development, changing tastes and increasing competition. And data is everywhere – customer interactions, marketing metrics, and industry data. Megabytes of data are available for analysis. Businesses that fail to use data and update their products or services are gradually squeezed out

of the market. Innovation doesn't have to be disruptive – it can be gradual and incremental. The key is to remain relevant!

Globalization: Globalization can be a hotly contested topic but has nevertheless had a profound impact on business with increased competition, expanded markets, increased resources, and technology transfer. The increased ease with which business can be transacted internationally means that even the smallest of businesses can access customers and markets which in the past may have seemed unreachable, either directly or through strategic business alliances.

Sales, Marketing & Communication: Thirty years ago sales and marketing were almost synonymous. Today the world of sales and marketing couldn't be more different. At the Emerging Enterprise Center, sales and marketing is a key focus area as we work with member companies to clarify the nuances between strategic marketing, marketing communications, advertising, and sales so that they can develop and implement more effective business growth plans.

Mobility: Working at a desk with a computer and phone system is more and more a thing of the past. Virtual offices, applications managed by a third party in the cloud, online collaboration tools, and virtual meetings are becoming daily realities for large and small businesses alike. Do you know what's out there and how to leverage these tools to maximize operations and profitability?

For more information on upcoming workshops at the Emerging Enterprise Center, or if you would prefer a customized on-site workshop, please contact Erica Crell at crelle@ncccc.com or (302) 294-2063. ■

The Many Costs of DELAWARE'S OPIOID CRISIS

THE HUMAN COST of Delaware's opioid epidemic has become too well known to us in recent years. Over 300 Delawareans have died from overdoses in each of the last two calendar years. Delaware emergency room visits for overdoses have spiraled. Many law-abiding citizens have been drawn into criminal activity because of their addictions. The list of human tragedies goes on and on, and there are few Delawareans these days who do not know someone directly touched by the crisis.

Although the financial cost of the opioid crisis is secondary to the human cost, it is also impossible to ignore. The White House Council of Economic Advisors produced a formal report last year titled "The Underestimated Cost of the Opioid Crisis," which included cost burdens imposed on the private sector as well as those imposed on government. The Council of Economic Advisors' national estimate just for calendar year 2015 – and the crisis has only worsened since then – was \$504 billion nationally. Downsized to Delaware's population, that's about \$1.4 billion per year. Using one small subset of these costs that is familiar to employers – employee health insurance – the Kaiser Family Foundation recently released a report suggesting that private insurance costs dedicated to opioid addiction treatment have increased nine-fold since 2004. The numbers are staggering.



There are a number of worthwhile suggestions for getting this opioid crisis under control, and successfully fighting it will require a variety of different steps. But in my view, one essential element of effectively dealing with the epidemic is making available to Delawareans drug treatment that is of a type and duration that will get them well. We don't yet do that in Delaware (nor does any other state, as far as I can tell). And one area where we are particularly lacking is in the number of sober living and inpatient

treatment facilities where people with addictions can get well with an appropriate level of help and supervision. Not everyone needs to be in a sober living or inpatient program to successfully beat an addiction. Some people, especially with the aid of medications such as Suboxone and Vivitrol, can do so with the support of family and friends on an outpatient basis. But many cannot – and with 11,000 Delawareans struggling with addiction, we have fewer than 200 treatment and sober living slots available at any given time.

Again, there are other important areas of focus in addressing the opioid epidemic in our state, including continuing efforts to responsibly reduce the use of prescription opioids for patients who do not need them and efforts to expand the use of medication assisted treatment. But investing in sober living and inpatient residential treatment is a critical part of the equation. Will it cost the state money? Yes. But as noted above, an uncontrolled opioid addiction epidemic is costing the state far more. Should the federal government be doing far more to help us bear the cost. Absolutely. But we can't wait for that to happen. Because it makes financial sense, and much more importantly because we have a responsibility to care for our neighbors, the state should make investing in solutions to the opioid epidemic a priority. ■

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Matthew P. Denn is the Attorney General for the state of Delaware.



DELAWARE'S SCHOOLS: Responding to a Changing World

BY PAUL HERDMAN

EACH YEAR, *Superstars in Education* shows us that positive change in Delaware public schools is not only possible—it's happening as we speak.

That claim may seem obvious, especially when the pages that surround this one are celebrating five standout school programs. But what about the rest of the year? In my day-to-day travels as the president of the Rodel Foundation of Delaware, I find that some old narratives cling to our public schools.

Are there some significant challenges, particularly in our most impoverished communities? Absolutely.

However, typically our schools tend to make the headlines only when there's bad or controversial news to report. And, like any government-run agency, public education conjures up thoughts of endless gridlock and bureaucracy.

But beneath the headlines, the tide is turning; parents are opting in. Parents used to say that their only options when coming to Delaware were to send their kids to private school or to "live across the line" in Pennsylvania. Some may still believe that, but in the last decade, the parents of more than 13,000 students every year are choosing public schools. So in this same decade, not only are more parents choosing to attend our public schools, but our non-public schools have seen a drop in enrollment of roughly 25 percent.

The narrative is changing, and for good reason.

Some of this may be driven by pure economics, but our public schools are offering new, innovative, approaches and producing results. Our traditional schools are becoming more responsive and dozens of new schools have been created or redesigned to offer everything from science and engineering to Spanish immersion and the arts.

Kids inside our schools are utilizing technology in ways we've never seen before. They're designing rotorless drones, and Skyping with classrooms across the ocean. Unlike me and most of my peers who didn't even start learning a language (unsuccessfully) at 14, there are thousands of kids in Delaware now entering high school already fluent in Mandarin or Spanish. Thousands more are taking college-level courses inside the classroom or online.

The world is simply demanding more of our schools. Massive shifts in the economy, politics, social issues, immigration, and health are creating a new reality. Our schools are responding.

In particular, it's changed how we think about preparing our young people for the world they'll inherit after graduation. Through automation, we've lost big employers like the car industry and through globalization, mainstays like DuPont have reduced their footprint here and expanded globally. Our many banks are more about information technol-

ogy, than what we might traditionally think of as banking. The point is that the world our young people are entering is changing fast.

The good news is that those changes are creating thousands of new opportunities that didn't exist even a decade ago.

To address that disconnect between high school, college, and career—and the fact that we have tens of thousands of jobs in emerging industries like IT and healthcare that are currently unfilled—Delawareans again blazed new territory for our schools and students.

In 2014, public- and private-sector leaders aligned around the need to build connections between students and careers. Delaware launched the state's first Career Pathway in advanced manufacturing with 27 students at William Penn High School in partnership with Delaware Technical Community College. Today, there are 9,000 students in career pathways, earning college credits and industry credentials, gaining skills and work experience.

Given the infrastructure the state has now built and the fact that Delawareans can essentially go to college for free for the first two years through the SEED and INSPIRE scholarships, we are excited to take on our collective goal of 20,000 students—or half of our high schoolers statewide—involved in a pathway by 2020.

Over the last decade, there have been several breakthroughs like that. Here are a couple more:

Knowing that we needed to modernize and expand kids' access to

online content, in 2010, districts combined their resources and ideas to expand their options. Today, about 80 percent of public school students (over 100,000) have access to Schoology, the state's tech management system and online learning portal.

Knowing that we needed to get kids off to great starts as early as pre-K, state leaders invested and created a framework to improve the quality and accessibility of early learning programs. Ten years ago, only about seven percent of low-income students had access to high-quality early learning; today, that percentage is 55 percent and growing.

Is there still plenty of work to do? Of course. Improving our schools is an evergreen challenge. The world isn't slowing down, but we can keep pace if we work together.

In the meantime, visit a school to see the great stuff going on, or better yet, become a principal for a day through the Chamber. Look beyond the headlines and see for yourself: Become a mentor, volunteer for College Application Month, find out how your company or non-profit can host a young person in work-based learning. Join a Delaware Readiness Team to support our youngest learners. Advocate for something you care about.

This is Delaware. We all know each other, and we know how to get things done. We have a great foundation—bolstered by innovative and agile Superstars in Education—to build upon, so let's write the new narrative, together. ■



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Superstars in Education

The Delaware State Chamber of Commerce and its affiliate, The Partnership, Inc., are pleased to announce the 2018 Superstars in Education award winners

THIS YEAR MARKS THE 26TH YEAR that we celebrate educators and their programs and students, recognizing them for their innovative thinking and passion in building a brighter future for Delaware.

The 23 members our Selection Committee, led by Chair Ralph Kuebler and Dr. Linda Poole, met over the course of three months to choose our winners. The rigorous process included reading and grading applications, meeting to discuss the merits of each application and finally, making site visits to get a firsthand look at the finalists in action. Our selection committee returned full of excitement and fun stories from the site visits. This year we are proud to recognize five programs from around the state as our 2018 Superstars in Education award winners. These dedicated educators are creative and passionate about their programs. The students are engaged and eager to be lifelong learners, sharing meaningful and impressive testimonials about the impact these special programs have made on their lives.

Superstars in Education is charged with recognizing out-

standing educational programs and individual achievements. This event highlights excellence in science teaching, integrated classroom technology and school-to-career partnerships. It also serves the business community and its investment in the future. A strong workforce is imperative to economic development in the state. A skilled and educated workforce draws businesses to our state and encourages existing businesses to expand right here in Delaware. Whether college bound, preparing for a trade job or working in the manufacturing world, students need to be equipped with the knowledge and skills to be productive employees and citizens. Today's students are tomorrow's workforce.

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

SUPERSTARS IN EDUCATION AWARDS CEREMONY

Monday, May 14, 2018

4:45 p.m.

**Wilmington University's Doberstein
Admissions Center Auditorium**

2018 Superstars in Education Selection Committee



Ralph Kuebler, Chair

As Chairman of the Superstars in Education Selection Committee, each year I look forward to reviewing all the applications and visiting those schools that are finalists. I am always impressed by the professionalism and dedication of the educators and the high level student learning that is taking place in schools throughout the state. I encourage business

leaders to sign up for the upcoming Delaware Principal for a Day, so they can also see first hand all the wonderful and innovative programs that are taking place in our schools on a regular basis.



Rob Eppes, Junior Achievement

I hold a special place in my heart for Superstars in Education. In my early career with Junior Achievement of Delaware we were among the first recipients of the Award for what is now "JA Career Success." The redeveloped program that had humble beginnings as a Superstar reached over 84,000 students across the U.S. last academic year.



Jenna Ahner, The Rodel Foundation

This year's winners highlight the commitment of our community to support students in exploring their interests and preparing for both college and career success. We are encouraged by the partnership and collaboration that make these programs possible and hope they will inform the development or expansion of similar programs statewide.



Vicki Gehrt, New Castle County Vocational Technical School District

As a member of the Partnership Board, I have the role to be on the Selection Committee for the Superstars in Education awards. We have the opportunity to review and discuss the many beneficial and exceptional programs that are afforded to the students in our schools whether they be public, private or non-public. It "warms my heart" and reinforces for me as an educator whose career has thus far encompassed 46 ½ years, a continuing high regard for the work that our educators do to help students achieve and excel in their educational settings.



Eric Bentley, Microsoft Store at the Christiana Mall

As a first-time committee member, I wasn't really sure what to expect from the applications and the process. What we saw was the best of what education is all about: whether it was a program for Special Needs students aimed at providing them with gainful employment; a major shift in the attitudes around

who should be or could be in honors/advanced placement courses; or a feel-good story about young people creating an inclusive environment by building wheelchairs for young Special Needs students that allows them to have the mobility they need to be part of the community. As a member of the Chamber, I was proud to serve on the committee and thoroughly enjoyed making the site visits to witness firsthand how these educators are making changes in their school communities. These stories need to be widely shared, we need everyone in our great state to read and hear about the amazing work happening in our schools.



Kathy Janvier, Delaware Technical Community College

The highlight of my involvement with Superstars in Education has been visiting the finalists in their schools and talking with educators and students to validate our selection of Superstar winners. The school visits introduced me to many dedicated teachers and administrators working creatively and passionately in Delaware schools throughout the state.



Nick Christine, Microsoft Store at the Christiana Mall

My involvement with Superstars was a really positive experience. It was great to get to know some of the fellow community and educator members of the board. This part of the experience proved to be helpful in regards to networking with a handful of new contacts. I also really enjoyed getting to get

out and see what schools are doing, and how they are progressing in their programming that they deliver. Most of the time I run into more challenges in education, rather than programs that are working well.



Connie Montaña, Bank of America

It was inspiring to see so many applications from qualified and talented teachers, dedicated to preparing the leaders of tomorrow. In my book, everyone who was entered was a winner.



Linda Poole, Educationally Speaking, LLC

The Superstars in Education program is more than a recognition established by the business community. It is an opportunity to focus upon data-driven, effective educational programs that prepare Delaware's youth for success.



Meg Rafalli, M&T Bank

I was amazed by the quality of the applicants and the creativity shown by our finalists. Most important to me in the selection process was that the program could be implemented easily and cost effectively at any school. I think that's what makes this program so important and unique. It provides great ideas that can be easily leveraged.



Carolyn Zogby, Ursuline Academy (retired)

Visiting schools and witnessing the enthusiasm and involvement of students is extremely rewarding as well as very impressive. Dedicated teachers provide the support and foundation to our youth to analyze and create innovative projects which benefit both our children and our community.



Rob Rescigno, Wilmington University

Each year I am amazed at the creativity, innovation, and commitment of our applicants. They show incredible dedication to providing all students opportunities to learn and develop.



**Kim Allen,
A Friend of the
Family, Inc.**



**Mary Liz Biddle,
PNC Bank**



**Donna Covington,
Delaware State
University**



Pat Smith, Holmes Smith Consulting

My interest in serving on the Superstars in Education Selection Committee comes from my passion and life work in education. Serving on the committee broadened my appreciation for how administrators and educators in Delaware are applying their creative strategies to continuously improve instruction practices and students' preparation

for post secondary education and the workforce



**Michael Marinelli,
Archmere Academy**



**Kendall Massett,
Delaware Charter
Schools Network**



PJ Simon



**Beverly Stewart,
Back to Basics Learning Dynamics**

Being able to have a hand in choosing and honoring exemplary education programs in Delaware is a true joy! Every school should consider entering in this highly worthwhile program of self-reflection and recognition.



**Peggy Strine,
Community
Development
Consultant**



**Vicky Yatzus,
Independence
School**



Carol Vukelich, University of Delaware

Each year what participating on the Superstars in Education Selection Committee teaches me is that there are many incredible learning opportunities being offered to Delaware children. Few of Delaware citizens know about these projects. Superstars in Education celebrates these unknown gems, making their excellence visible to the general public. Each project is the result of the work of a team of outstanding Delaware educators. I am honored to have the opportunity to learn of these educators' dedication and their students' learning.



Meet The Partnership, Inc. Board of Directors 2018



**Katherine K. Wilkinson, Chair,
Fulton Bank. N.A.**

The Partnership Board is very excited about our five Superstars this year. These unique, creative and innovative programs are solid examples of the amazing things going on in Delaware schools. The Selection Committee worked very diligently to carefully review each application and select only the best of

the best. We continue to encourage ALL schools in Delaware to share their ideas and programs for the benefit of all students in Delaware. Congratulations to our 2018 winners!



**Kathy Janvier, Delaware Technical
Community College**

It is gratifying to serve on The Partnership Board with a group of dedicated and diverse business and education professionals who celebrate the positive work of our K-12 partners in education.



**Dr. Victoria C. Gehrt, New Castle County
Vocational Technical School District**

I am most fortunate and honored to participate on the State Chamber Partnership Board where we as a collective group have opportunities to discuss legislative matters, the very important and popular Delaware Principal for a Day and Superstars in Education. This is an energized and vital

Board that represents public, non-public, post-secondary, business and other important partners that have an open discourse about issues or concerns that arise regarding education in Delaware as well as to share the exceptional programs and events that are occurring in our schools across the state.



**Chris Manning,
Nemours Children's Health System**

There are so many amazing things happening in Delaware's classrooms, but Superstars in Education gives us a chance to showcase the best of the best!



Linda Poole, Educationally Speaking, LLC

As a repetitive recipient of the Superstars in Education Award, as well as two replication awards, I have witnessed the powerful impact that this award has had on educators, students and communities. Superstars provides the positive feedback that generates even more ideas. Because of these experiences, I serve on the Chamber's Partnership Board

and the Superstars in Education Selection Committee.



**Dr. Paul A. Herdman,
Rodel Foundation of Delaware**

Superstars is an inspiring reminder of the innovation going on in our schools and the power of building bridges. Rodel and the business community have been working to build a common vision for our schools with educators for decades, so it's exciting to see new ideas consistent with that

long-term vision bubbling up in our schools and being recognized, like increasing access to both college and career experiences and personalizing the educational experience to support students in solving real world problems.



Rob Rescigno, Wilmington University

It is a great opportunity to work with a group of committed individuals to discuss the challenges of education and to work on ways to advocate and support education. The Superstars in Education Program gives the State Chamber a chance to recognize those schools that are being innovative and improving schools for our Delaware students. The Delaware Principal for a Day program allows

business, nonprofit and community leaders to see the outstanding work of our principals and teachers. The feedback from our principals for a day is always the same, I did not know or understand the great work that our educators are doing to create an outstanding learning environment each and every day.



Carolyn Zogby, Ursuline Academy (retired)

As a member of the Partnership Board, it is a privilege to be able to recognize the significant and valuable contributions that our teachers and administrators make to our community. Their hard work and devotion to their students is remarkable.



2018 Superstars in Education winners



A. Richard Heffron,
President, Delaware
State Chamber of
Commerce



Mary Liz Biddle
PNC Bank



Rick Deadwyler
DuPont



Ralph A. Kuebler
MBNA America
Bank, Retired



P.J. Simon



Peggy Strine
Community
Development
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Joseph L. Yacyshyn
M&T Bank



Bettina Riveros
Christiana Care
Health System

THOMAS MCKEAN HIGH AVID PROGRAM

Thomas McKean High School
Red Clay Consolidated School District
Thomas McKean High School's AVID initiative is a systematic program whose mission is to close the achievement gap by preparing all students for college readiness and success in a global society. AVID stands for Advancement Via Individual Determination and serves not only as a guiding principle for teaching practices that best prepare students for collegiate work, but also for the demands of careers post high school.

THE WILL TO SKILL PROGRAM

Milford High School,
Milford School District
At Milford High School, we tell students every day, "If you have the will, we will provide the skill." Over the past five years, Milford High School and Milford Central Academy have partnered to establish a system to identify students who have honors, Dual Enrollment, and AP potential. This identification system has created a culture of access that has grown these programs by over three hundred percent in the past five years.

S³ STEM SUMMER SCHOLARS

Office of Curriculum Instruction
Red Clay Consolidated School District
The S³ STEM Summer Scholars program is a multi-week summer enrichment program, offered to all students living or attending school in the Red Clay Consolidated School District, following the students' fourth through eighth grade year. S³ STEM Summer Scholars Program provides participating students with the experience of applying the principles of STEM (Science, Technology, Engineering, and Mathematics) to solving real world problems in a carefully structured environment.

SPECIALIZED TRANSITION TO EMPLOYMENT PATHWAY (STEP) PROGRAM

Delcastle Technical High School
New Castle County Vocational Technical School District
The STEP Program is a district-wide certificate program that is part of the continuum of special education services within NCCVTSD's inclusion model, housed at Delcastle Technical High School. The curriculum is based on the extensions of the Common Core Curriculum, individually modified to best meet the academic and vocational learning needs of each student. The STEP Program focuses on providing students tailored instruction that is aligned with the common core standards, expanding academic knowledge across functional and vocational settings, and developing employability and vocational skills.

GOBABYGO

Smyrna Middle School
Smyrna School District
Smyrna Middle School, in collaboration with Smyrna School District, has partnered with the University of Delaware in an exciting, innovative, mobility project. Currently at Smyrna Middle School, approximately 90 STEM (Science, Technology, Engineering, and Mathematics) students are designing and modifying 6- and 12-volt battery-operated cars with adaptable gears, programming, switches and safety supports, specifically tailored for children to meet their mobility potential.

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Baron, age 17, runs a custom embroidery machine in the vocational career area. The class makes custom bats, shirts and other wearables with custom Delcastle embroidery logos. Photo by Thomas Nutter Photography.

Stepping into the Workforce



From special education classes to specialized workforce opportunities **BY MATT AMIS**

FOR THE EXCEPTIONAL STUDENTS enrolled in the STEP Program, every opportunity is important. Because each one represents a chance to apply their unique talents to a job of their dreams.

STEP, which stands for Specialized Transition to Employment Pathway, is a certificate-based academic and career training program for special education high schoolers in the New Castle County Vocational Technical School District.

“It’s a program that’s investing in students’ strengths,” says Nathalie Princilus, the district special education transition coordinator. “At times, those can be difficult to see.”

The district-wide program, housed at Delcastle Technical High School, combines a typical academic environment (using a modified

set of Common Core standards tailored to individual students’ learning needs) with on-the-job training—and a dash of the all-important “soft-skills” or employability skills. Students participate in teacher-designed, community-based outings throughout the year, and in volunteer or cooperative employment when opportunities arise. All the while, they work on tackling the crucial real-world challenges that every young person entering the adult world does: like transportation, functional living skills, social or interpersonal skills, organizational skills, safety, and employability skills.

Teachers and staff work closely with students to match their unique skills and abilities to promising careers, often utilizing partnerships in the local community. Job placements for STEP students range from

Superstars in Education

retail giants to supermarkets to daycare centers and restaurants. The News Journal, Masley Enterprises, Inc., St. Francis Hospital, and the Wilmington Blue Rocks all count themselves among STEP employers.

“A student [who is on the special education] spectrum thrives on sameness and routine, same thing every time,” Prencilus says. “That may not always be great in social situations, but in a technical work setting that can be very fruitful.”

In 2010, David Jezyk, who heads the district’s exceptional students department, spearheaded a program review and subsequent reboot that was in-line with national best practices. The district then went out to the local business and nonprofit community to forge connections for their students, ranging from part-time, full-time, volunteer, or even job-shadowing opportunities. In every year since then, STEP has met its ambitious goal of connecting every single student with work experiences has come to fruition.

STEP not only introduces students—who are often overlooked by employers—to the world of work, it also provides an important sense of independence and transition for entire families at a time. While students enrolled in STEP can choose to remain on after senior year through the district’s 18-21 program, question marks often remain for special needs students and their families once they’ve aged out of school, and the supports that come with it. STEP has erased many of those fears.



A student attendant discusses the different designs and custom embroidery being offered at the Delcastle school store. Photo by Thomas Nutter Photography.

“What I’m most proud of is that you’re not only impacting that student’s life, you’re impacting that entire family,” Prencilus says. “I’ve seen so many parents who are fearful of the transition, fearful of the unknown, because who’s going to take care of their kids? But when they see the positivity of the transition and their child saying, ‘I can conquer work, I can conquer my community, my transportation,’ and so on, they realize my young adult is self-actualizing, and they can too.” ■

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S3 Scholars in the early stages of building model rockets.

Summer of STEM

S³ puts a new spin on summer school **BY DANTE LAPENTA**

STEM RELATED JOBS are on the rise ... with no end in sight. The United States projects significant increases in the national demand for STEM related jobs. By 2024, growth rates in mathematics and science occupations will balloon by more than 28 percent; computer occupations, which already account for a large amount of jobs, will increase another 6.5 percent. And these jobs pay well with 93 out of 100 STEM positions boasting wages higher than the national average. In Delaware, our state, business, and academic leaders have repeatedly asserted that a significant pool of First State future jobs will come from STEM industries. You only have to look as far as the Delaware Technology Park or University of Delaware's Science, Technology and Advanced Research (STAR) Campus to see those prophecies in action.

In response, Red Clay Consolidated School District is using the summer to get future STEM professionals ready. From June to August, Red Clay offers the STEM Summer Scholar Program (S³) for rising fifth through eighth graders. Using challenging, problem-based investigations,

it prepares students for the rigor of high school science and technology coursework. Lessons cover research application, expository writing, and public presentation of scientific arguments, to name a few.

District science supervisor Edward McGrath launched the program in 2011 using funds from the Race to the Top initiative, and stretching the budget by using lab equipment already owned by the district and reusing as many materials as possible. S³ reached 370 students in 2017, up from 181 since its inception. He sees it as a chance for students to creatively solve problems and make the world a better place.

"When people think of 'summer school,' they picture dragging kids away from summer fun to make up work or to reinforce skills that need to be strengthened. This program is neither," explained McGrath, who coordinates projects, enrollments, and staffing. "S³ is an opportunity for students to explore some nugget of curiosity that they didn't get to explore during the school year."

Parents agree.

Superstars in Education

“My daughters both enjoyed the enrichment opportunities to deeper explore interesting topics, like the science of musical instruments, computer programming and robotics,” said Red Clay parent and teacher Brandi Mycoff. “The program showcases STEM in a fun, interactive way that promotes greater interest in the field. That’s something I, as a science teacher, feel passionate about — especially raising two daughters.”

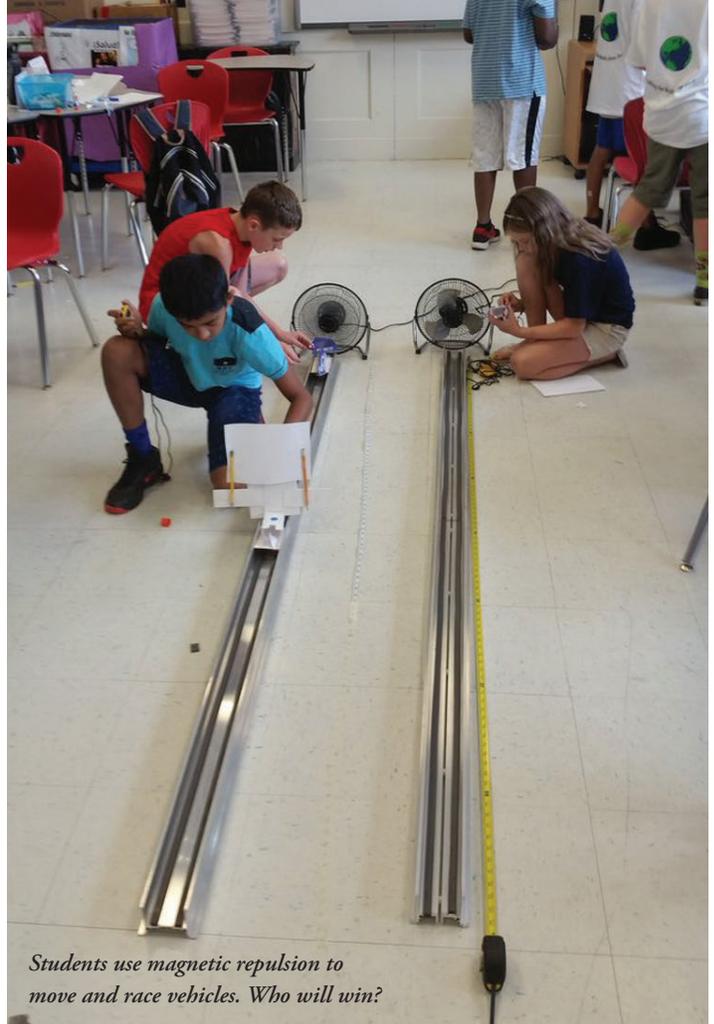
While the program takes place during students’ latter elementary and middle school years, its impact is felt later — even during college decision-making.

“The program gave my daughter a clearer idea of which direction she wanted to pursue in college — the field of engineering,” added Lori Spector, whose daughter graduated from Conrad Schools of Science.

Additionally, S³ goes beyond STEM concepts and into the modern workplace, which necessitates that employees solve problems from a variety of perspectives, work on interdisciplinary teams and develop novel strategies.

“These strategies take time to develop, and day-to-day demands of the school day often detract from the ability to develop these skills,” stressed McGrath. “Our program allows students to spend an entire morning working on a specific challenge, or several days to solve a larger problem.”

In a relaxed, camp-style environment, Red Clay students team up to create unique solutions to challenges. If a solution is ineffective, the students refine their strategy or test a different one. While the solutions are wonderful, perhaps equally as important is the development of collaboration and compromise skills, which are essential in today’s team-based work environments. ■



Students use magnetic repulsion to move and race vehicles. Who will win?

DSU ONLINE.

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Undergraduate and Graduate Programs

<h3>BACHELOR’S DEGREES</h3> <ul style="list-style-type: none">• ACCOUNTING, BS• CRIMINAL JUSTICE, BA• GENERAL MANAGEMENT, BS• PSYCHOLOGY, BS• PUBLIC HEALTH, BS	<h3>MASTER’S DEGREES</h3> <ul style="list-style-type: none">• BUSINESS ADMINISTRATION, MBA• PUBLIC ADMINISTRATION, MPA• SOCIAL WORK, MSW• SPORT ADMINISTRATION, MSA
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Delaware State University
Making our mark on the world

From left, McKean juniors, Destiny and Jennifer, work on their AP lessons while AVID and Social Studies teacher, Shana Mattes, offers some instruction. Photo by Thomas Nutter Photography.



Bridging the Gap

AVID prepares students for the college and career transition after high school **BY DANIELLE FAHEY**

FOR MANY HIGH SCHOOL STUDENTS, college preparation can be a daunting and stressful task. While course curriculum aims to get kids as academically ready as possible, many students still need individual assistance. A number of schools within the Red Clay Consolidated School District found that students from low socioeconomic status were less likely to achieve academic potential than those of median socioeconomic status. Looking for resources, the district discovered the Advancement Via Individual Determination (AVID) program. The AVID program seeks to instill teaching practices that best prepare students for college coursework and post-high school careers. About six years ago, Thomas McKean High School in Wilmington implemented this initiative, and the result has been immensely successful. Thomas McKean is now one of the proud winners of the Superstars in Education Award.

Thomas McKean offers AVID courses for participants, where students can develop themselves personally and academically for college. Teachers

trained in the program provide notetaking, study and time management skills, tutoring, and service and leadership opportunities. Students then learn more about the college experience and how to prepare for it efficiently, so they won't feel overwhelmed or intimidated by the process.

"We aim to expose students to a wide variety of college options and give them the best choice possible," said Mary Caputo, the overseeing administrator of the AVID program at Thomas McKean. "We want to allow them to envision their individual needs and desires for college."

Over the years, the AVID program has developed a synergy within Thomas McKean High School. Out of 850 students, 60 of them participated in the AVID program, with an 85% college retention rate. Last year, nine AVID seniors earned over \$1 million in scholarship money to go towards college funding, and this year the seniors have earned over \$1.2 million.

At Thomas McKean, the teaching methods of the AVID program aren't limited to AVID-specific courses. Brandi Mycoff, one of the AVID coor-

Superstars in Education

dinators and elective teachers for the program, says that the program's policies can be found in almost every class. "We decided to implement AVID teaching methods into all of our courses, so all of our students can prepare for college efficiently."

With abundant support from both faculty and staff, as well as a universal AVID model schoolwide, where is the program headed for Thomas McKean in the future? "We don't have as much impact at the middle school level, and we want to change that," said Caputo. "We would love to see our ninth grade cohorts grow to reach more and more kids."

Sandra Lopez, a Thomas McKean student and now first-generation college student, has been very thankful for the teachers and staff in the program. "When I had a hard time, they never let me give up," she said. Lopez will attend Delaware Technical Community College in the fall on scholarship to study dental hygiene.

Overall, the success of the program at Thomas McKean has been outstanding. "Our site team is amazing," Caputo said, "More and more teachers are willing to be trained in the AVID curriculum. The faculty and students really believe in this process." ■



A group of AVID students discuss the day's plan with teachers (left to right standing) Lowell Buford, Junior AVID co-coordinator, and Brandi Mycoff, Senior AVID teacher. Photo by Thomas Nutter Photography.

Dear Educators, Thank you for inspiring our students to reach for the stars!

DuPont proudly salutes
The Winners of Superstars in Education 2018.

RECOGNIZING EXCELLENCE IN EDUCATION

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*Milford High School Biology teacher Ken Outten gets students ready for the day's lesson.
Photo by Thomas Nutter Photography.*

Quest for the Best

Students achieve more through Advanced Placement coursework

BY SARAH BRAATZ

IN 2012, Milford High School administrators were looking for a diverse group of older students to speak to their younger peers about the importance of taking advanced classes. However, they could not find one. In fact, they saw that only 90 students in a school of approximately 1,000 were enrolled in AP classes. From this startling realization, the Will to Skill Program was born.

Prior to 2012, students could not take AP classes unless they had been enrolled in honors courses in middle school. If students ever earned below a C, no matter any extenuating circumstances, they were disqualified from taking upper level classes into the future. This led to dwindling numbers of students in these courses as students reached junior and senior year.

The goal of the Will to Skill program is twofold: increase advanced course placement (honors, AP, and dual enrollment) and improve performance in those classes. While it is generally the case that increased enrollment leads to lower average scores, in creating the program,

Milford staff believed that it was possible to achieve both. This goal guided them to design a program that removed barriers to taking advanced classes and to provide no-cost tutoring for students who were struggling.

A key component to ensuring the success of the program was having buy-in from staff and students. The motto of the program, "if you have the will, we will provide the skill," speaks to the responsibilities of both parties. Students must want to learn and staff has to provide support. The results of the program go far beyond what anyone would have predicted.

Since the program was started, AP course enrollment grew 240% to 306 students. Paired with this increase is a rise in AP Exam pass rates. The percentage of students who got a 3 or higher rose from 44% to 61%, meaning Milford is well above the national average of 55%. Dual Enrollment Courses also saw a substantial jump in enrollment, growing 321% from 34 to 143 students.

Superstars in Education

The statistics about the program speak for themselves. Yet, that doesn't stop Milford Principal Shawn Snyder from speaking about them. Snyder, who was invited to speak at The Passion behind the Power of the Principal Forum by CollegeBoard, touts the AP growth and pass rates as crowning achievements of the program. He is proud of the culture Will to Skill has woven into the day-to-day at Milford. He highlighted that "it's become a badge of honor to be seen carrying around an AP Bio textbook." Students' sense of prestige and honor from being enrolled in advanced courses has encouraged other students to push themselves and take higher level courses.

The Will to Skill Program has a lasting impact on the students who were provided access to a more rigorous high school education. Snyder hopes to see the program expand to ensure all Milford students who have the ability and desire to take advanced level courses have the means to do so. Efforts at Milford High School have provided motivated students a whole new set of opportunities to succeed. ■



Photo by Thomas Nutter Photography.



Congratulations to the 2018 Superstars in Education

We stand with you in your mission to empower students. Your continued commitment in the community we've called home for ten years is an inspiration to us all.

Thank you!

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Smyrna Middle School students, (from left to right Rylee, Elise, Aubrey, Rebecca and Nicholas, smile for a photo with Marcos and his new modified car.

Compassion on the Move

Combining coursework and compassion in the classroom to give back to the community **BY DENÉE CRUMRINE**

STUDENTS STUDYING STEM curriculum at Smyrna Middle School (SMS) are currently applying their knowledge to modify battery-operated cars with adaptable gears, programming, switches and safety supports. Why? Staff at SMS desire to empower students to lead their own discovery and project-based learning, while incorporating the district's core value: compassion. The cars, in partnership with GoBabyGo!, are being tailored to meet the needs of children with mobility challenges.

At early ages, healthy children discover items that capture their interest. This creates opportunities to learn from their environment and form important neurological connections for brain and behavioral development. Children that have mobility challenges miss out on this integral part of growth. GoBabyGo! was created in 2012 by Dr. Cole Galloway through

the University of Delaware Mobility Lab. Dr. Galloway and his team modified off-the-shelf power cars (think Power Wheels) into mobility devices for these children with disabilities that limit or prevent normal mobility.

A teacher at SMS became personally involved with GoBabyGo! when her son was given a modified car. She saw the opportunity for the Smyrna School District to learn and give back at the same time.

"As teachers, often our lesson plans are focused on standards and assessments. But it is important to recognize that school is not entirely about academics. This project fosters activities that encourage compassion, leadership, perseverance, team work, and opportunities to build relationships within our community," said Denise Boyles, teacher at Smyrna Middle School. Denise and fellow instructor, Brian Hurd, oversee the program at

Superstars in Education

Smyrna Middle School.

In 2013, Smyrna Middle School began offering STEM learning opportunities to students through adopting the curriculum, Project Lead the Way. This new GoBabyGo! chapter at SMS allows students to address a need in their community in a meaningful way. Research from the 2010-2012 U.S. Census Bureau American Community Survey, Delaware reported approximately 1.41% of children under the age of five years old having an ambulatory disability. Additionally, there are currently zero pediatric power wheelchairs available for children under the age of two. GoBabyGo! at SMS not only expands students' understanding of STEM concepts, but also tackles the problem of young children needing access to mobility devices.

This year, students have designed and modified a total of four off-the-shelf cars with adaptable gears, programming, switches and safety supports. Students generally modify the ride-on cars by wiring in a switch and electrical relay,



Students wire in a switch, electrical relay and a speed controller to modify this car for a child.

changing the way in which the car moves, along with a speed regulator that the parent can control. Additional modifications like body and head supports further customize the car to each child's needs, and design-based changes like stickers and LED lights make the car unique.

Of the students involved, 65 percent are girls, whose participation is usually sparked by the district's core value of compassion – wanting to help the children in need. But now many of them have developed STEM-related interests and career aspirations, serving as proof that compassion and innovation go hand in hand.

“When a school project reaches beyond the walls of the classroom into the community to create a greater good for our families, education has reached its pinnacle. This is proof that classrooms in the Smyrna School District are full of amazing teachers and students whose generosity and social conscience are a hallmark of our Eagle spirit,” said Patrik Williams, Smyrna School District Superintendent. ■

Whether they're off to college or heading directly into a trade or technical career,
**Delaware students benefit from the hard work
of the SUPERSTARS IN EDUCATION.**

*The Delaware Department of Education
salutes your efforts in science and
classroom technology. We thank you
for partnering with our schools.*



www.doe.k12.de.us

A photograph of Sal Khan, founder of Khan Academy, smiling and looking to the right. He is wearing a purple sweater over a blue and white checkered shirt. The background is a chalkboard filled with mathematical equations and diagrams.

Sal Khan
Founder, Khan Academy

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Recognizing the need to foster working relationships between business leaders and educators, The Partnership, Inc. created the Delaware Principal for a Day program to provide the business community an opportunity to spend the day in a Delaware school, carrying out the daily responsibilities of a principal.

DELAWARE Principal FOR A DAY

In 2017, 128 schools statewide hosted 131 visits with business leaders and elected officials.

APPOQUINIMINK SCHOOL DISTRICT

Bunker Hill Elementary School
Dr. Edmond Gurdo, Principal
Maureen Rozanski, BSA+A

Cedar Lane Elementary School
Melisa Stilwell, Principal
Jerry Doherty, EDiS Company

Meredith (Everett) Middle School
Nick Hoover, Principal
Chris McCone, EDiS Company

Redding (Louis L.) Middle School
Dr. Edward Small, Principal
Dawn Mosley, IAM Filmworks

Silver Lake Elementary School
Cynthia Clay, Principal
Chris Manning, Nemours Children Health System

Waters (Alfred G.) Middle School
Thomas Poehlmann, Principal
Melissa Hopkins, DE Alliance for Nonprofit Advancement

BRANDYWINE SCHOOL DISTRICT

Brandywine High School
Keith Rolph, Principal
Avie Silver, Delaware Business Times

Carrcroft Elementary School
Mark Overly, Principal
Ronald Logue, Wilmington Trust

Claymont Elementary School
Tamara Grimes-Stewart, Principal
Carolyn Zogby, The Partnership, Inc. board member

Concord High School
Yolanda McKinney, Principal
Lora Johnson, Delaware Technical Community College

P.S. duPont (Pierre S.) Middle School
Delethia McIntire, Principal
Munish Pahwa, Bank of America

Forwood Elementary
Michael McDermott, Principal
Rachel Lindeman, M&T Bank

Hanby Elementary School
Veronica Wilkie, Principal
Deborah Hamilton, Hamilton Goodman Partners

Harlan (David W.) Elementary School
Hekima Wicker, Principal
Madeleine Bayard, Rodel Foundation of DE

Lancashire Elementary School
Lavina Jones-Davis, Principal
Lori DiBattista, M&T Bank

Lombardy Elementary School
Linda Jarman, Principal
Bruce Colbourn, PNC Bank

Maple Lane Elementary School
Yulonda Murray, Principal
Beryl Barmore, M&T Bank



BRANDYWINE SCHOOL DISTRICT

Mount Pleasant Elementary School
Matthew Auerbach, Principal
Jeff Moran, Discover Card

Springer Middle School
Tracy Todd Woodson, Ed.D., Principal
Yvette O'Donnell, M&T Bank

Mount Pleasant High School
Heather Austin, Principal
Irphan Vahora, Any Lab Test Now

Talley Middle School
Mark Mayer, Principal
Greg Sawka, Bancroft Construction

CAESAR RODNEY SCHOOL DISTRICT

Postlethwait (F. Niel) Middle School
Kristina Failing, Principal
Amy Jolly-Van Bodegraven, Junior Achievement of DE

Welch (Major George S.) Elementary School
Jason Payne, Principal
David Zolandz, Barnes & Noble

Star Hill Elementary School
Nicole Kurz-McDowell, Principal
Michelle Bergold, M&T Bank

CAPE HENLOPEN SCHOOL DISTRICT

Beacon Middle School
David M. Frederick, Principal
Bill Osborne, DE Public Policy Institute

Rehoboth Elementary School
Susan Donahue, Principal
George Meldrum, Nemours Childrens Health System

Cape Henlopen High School
Nikki Miller, Principal
Sen. Ernie Lopez, Delaware State Senate
Kathy McGuinness, City of Rehoboth

Shields (Richard A.) Elementary School
Jennifer (Jenny) Nauman, Principal
Sheryl Forbes-Houston, M&T Bank

Love Creek Elementary School
Trish Mumford, Principal
Jeffrey Fried, Beebe Healthcare

Sussex Consortium
Vivian J. Bush, Ph. D., Principal
Jvonne Oliver, M&T Bank

Mariner Middle School
Fred Best, Principal
Jerry Esposito, Tidewater Utilities, Inc.



Senator Ernie Lopez at
Cape Henlopen High School

11 elected officials
and statewide
dignitaries
participated in 2017



Catrina Jefferson from CSC at Richardson Park Learning Center

M&T Bank

20 participants statewide!

CAPITAL SCHOOL DISTRICT

Central Middle School

Shan Green, Principal
Donyale Hall

East Dover Elementary School

Julie Giangulio, Principal
Paul Herdman, Rodel Foundation of DE

William Henry Middle School

Charles Sheppard, Principal
Bill Hickox, Advantech, Inc.

North Dover Elementary School

Dr. Kelly Green, Principal
Jerry Doherty, EDiS Company



CHRISTINA SCHOOL DISTRICT

Bancroft Elementary School

Harold (Butch) Ingram, Principal
Peggy Strine, CRA and nonprofit consultant

Christiana High School

Sam Poslethwait, Principal
Rich Heffron, DE State Chamber of Commerce

Delaware School for the Deaf

Daphne Werner, Principal
Ric Cumming, Christiana Care Health System

Gallaher (Robert S.) Elementary School

Jacqueline A. Lee, Principal
Rick Deadwyler, DuPont

Jones (Albert H.) Elementary School

Shevena Cale, Principal
Jamee Boone, United Way of DE

Keene (William B.) Elementary School

Mariellen Taraboletti, Principal
Tahnaya Peoples, M&T Bank

Newark Center for Creative Learning

Bette Balder, Principal
Barry Crozier, Belfint, Lyons & Shuman, CPAs (retired)

Newark High School

Aaron Selekman, Principal
Martha Gilman, Gilman Development Company

Shue-Medill Middle School

Michele Savage, Principal
Michael Smith, University of Delaware

Stubbs (Frederick Douglass) Elementary School

Jeffers E. Brown, Principal
Fred Sears, DE Community Foundation (retired)

West Park Place Elementary School

Ledonnis A. Hernandez, Principal
Rep. Paul Baumbach, DE House of Representatives

COLONIAL SCHOOL DISTRICT

Castle Hills Elementary School

Janissa Nuneville, Principal
Joy Isabelle, Junior Achievement of DE

Downie (Carrie) Elementary School

Doug Timm, Principal
Sherry Dorsey, Bryn Mawr Trust Company of DE

Eisenberg (Harry O.) Elementary School

David Distler, Principal
Chuck Boyce, Brandywine Executive Center

William Penn High School

Brian M. Erskine, Ed.D., Principal
Major General Carol Timmons, DE National Guard

Pleasantville Elementary School

Jennifer Alexander, Principal
Pam Cornforth, Ronald McDonald House of DE

George Read Middle School

Holly G. Sage, Principal
Michelle Taylor, United Way of DE
Michael Crispin, University & Whist Club

Wilbur (Kathleen H.) Elementary School

Elizabeth Howell, Principal
Lisa Lindsey, Delaware City Refining Company

Wilmington Manor Elementary School

Stacie Ruiz, Principal
Peggy Strine, CRA and nonprofit consultant

DELMAR SCHOOL DISTRICT

Delmar Middle and Senior High School

Andrew (Andy) O'Neal, Principal
Rep. Tim Dukes, DE House of Representatives

POLYTECH SCHOOL DISTRICT

Polytech High School

Dr. Ryan Fuller, Principal
Eric Bentley, Microsoft Store at Christiana Mall

INDIAN RIVER SCHOOL DISTRICT

East Millsboro Elementary School

Kelly Dorman, Principal
Debora Tyre, M&T Bank

Georgetown Kindergarten Center

Janet Hickman, Principal
Richard DiSabatino, EDiS Company

Long Neck Elementary School

Clara Conn, Principal
Victoria Pachuta, M&T Bank

Millsboro Middle School

Renee Jerns, Principal
Lisa Truitt, Wilmington Trust

Sussex Central High School

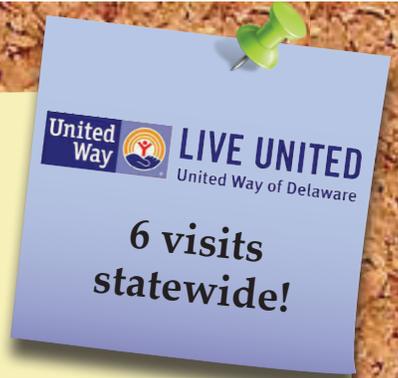
Bradley Layfield, Principal
Mark Stellini, Assurance Media



Roxane Ferguson of the
Middletown Area Chamber of Commerce at
St. Georges Technical High School



Brian DiSabatino of EDiS
Company at St. Mark's High School





Jerry Esposito of Tidewater Utilities at Mariner Middle School



Carolyn Zogby at Claymont Elementary School

LAKE FOREST SCHOOL DISTRICT

Lake Forest North Elementary School
Alexis Ray, Principal
Bill Osborne, DE Public Policy Institute

Lake Forest East Elementary School
Douglas Brown, Principal
Katie Wilkinson, Fulton Bank

Lake Forest High School
Theadora White, Principal
Ryan Venderlic, Junior Achievement of DE

MILFORD SCHOOL DISTRICT

Banneker (Benjamin) Elementary School
Dr. Bobbie Jo Kilgore, Principal
Jo Schmeiser, Chamber of Commerce for Greater Milford

Milford Central Academy
Nancy Carnevale, Principal
Tyrone Jones, United Way of DE

Milford High School
Mr. Shawn Snyder, Principal
Rob Rescigno, Wilmington University

NCC VOCATIONAL TECHNICAL SCHOOL DISTRICT

Delcastle Technical High School
Clifton Hayes, Ed.D., Principal
Laurie Jacobs, Rodell Foundation of DE

Hodgson (Paul M.) Vocational Technical High School
Gerald Lamey, Ed.D., Principal
Vicki Gehrt, NCC VoTech School District

LAUREL SCHOOL DISTRICT

Laurel Middle School
Rick Evans, Principal
Sen. Tom Carper, U.S. Senator

North Laurel Elementary School
David Hudson, Principal
Rep. Tim Dukes, DE House of Representatives

Mispillion Elementary School
Teresa Wallace, Principal
John Moore, United Way of DE

Ross (Lulu M.) Elementary School
Cynthia McKenzie, Principal
Claudette Satchell, M&T Bank

Howard High School of Technology
Stanley Spoor, Ed.D., Principal
John Gooden, MDavis
Michael Smith, University of Delaware

St. Georges Technical High School
Shanta Reynolds, Principal
Roxane Ferguson, Middletown Area Chamber of Commerce

RED CLAY CONSOLIDATED SCHOOL DISTRICT



Baltz (Austin D.) Elementary School
Amy P. O'Neill, Principal
Brian Gaerity, Connecting Generations

Brandywine Springs School
Stephanie Armstrong, Principal
Mark DiMaio, DE State Chamber of Commerce

Cab Calloway School of the Arts
Julie A. Rumschlag, Dean
Nick Lambrow, M&T Bank

Charter School of Wilmington
Dr. Samuel Paoli, President
Chris Nichols, M&T Bank

Conrad Schools of Science
Mark Pruitt, Principal
Jerry McNesby, Delaware Technical Community College

Cooke (William F.) Jr. Elementary
Linda Ennis, Principal
Tim Houseal, Young, Conaway, Stargatt & Taylor, LLP

Dickinson (John) High School
Byron Murphy, Principal
Janice Nevin, Christiana Care Health System

duPont (Alexis I.) High School
Kevin Palladinetti, Principal
Stewart Wiggins, Medi-Weightloss

du Pont (Alexis I.) Middle School
Susan Huffman, Principal
Caroline Jones, Kind to Kids Foundation

du Pont (H.B.) Middle School
Jay Bastianelli, Principal
Amy Jolly-Van Bodegraven, Junior Achievement of DE

Forest Oak Elementary School
Erin NeCastro, Principal
Katie Wilkinson, Fulton Bank

Heritage Elementary School
Alice Conlin, Acting Principal
Rob Belfiore, EDis Company
Mark Hutton, M&T Bank

Highlands Elementary School
Barbara Land, Principal
Stuart Comstock-Gay, DE Community Foundation

**Lewis (William C.)
Dual Language Elementary School**
Mark Phelps, Principal
Shiela Bravo, DE Alliance for Nonprofit Advancement

Linden Hill Elementary School
Thomas Glennon, Principal
Kathy Janvier, Delaware Technical Community College

Marbrook Elementary School
Melissa Phillips, Principal
William LaFond, Wilmington Trust

McKean (Thomas) High School
Brian Mattix, Principal
Pete Booker, The SmartDrive Foundation

Mote (Anna P.) Elementary School
Anthony Gray-Bolden, Principal
Ralph Kuebler, The Partnership board member

North Star Elementary School
Dr. Karin Jakubowski, Principal
Mary Liz Biddle, PNC Bank

Richardson Park Elementary School
Alice Sylvester, Principal
Michael Freda, EDis Company

Richardson Park Learning Center
Gail Mackenzie, Principal
Catrina Jefferson, CSC

Richey Elementary School
Dorothy Johnson, Principal
Laura Kowel, Nemours Childrens Health System

Shortlidge (Evan G.) Academy
Maribeth Courtney, Principal
Greer Firestone, Heart in the Game

Skyline Middle School
Frank Rumford, Principal
Ralph Kuebler, The Partnership board member

Stanton Middle School
Tawanda Bond, Principal
Rep. Kim Williams, DE House of Representatives

Warner Elementary School
Dr. Chrishaun Fitzgerald, Principal
Pamela Lucas, Lau Associates, LLC

SEAFORD SCHOOL DISTRICT

Seaford High School

Terry Carson, Principal
Ken Simpler, State Treasurer

SMRYNA SCHOOL DISTRICT

Clayton Intermediate School

David Paltrineri, Principal
Jim Donahue, United Way of DE

WOODBRIIDGE SCHOOL DISTRICT

Woodbridge Early Childhood Education Center

Kim Mitchell, Principal
Deanna Killen, DE State Senate

Woodbridge Middle School

Tina Morroni, Principal
Mark Brainard, Delaware Technical Community College

PAROCHIAL SCHOOLS

Albert Einstein Academy

Rabbi Jeremy Winaker, Head of School
Sharon Kurfuerst, Christiana Care Health System

Holy Angels School

Barbara Snively, Principal
Kathy McGuiness, City of Rehoboth Beach

PRIVATE SCHOOLS

Archmere Academy

John Jordan, Principal
Andy DiSabatino, EDiS Company

Saint Edmond's Academy

Dr. Patricia Scott, Principal
Dennis Rochford, Maritime Exchange for the DE River & Bay

SUSSEX TECHNICAL SCHOOL DISTRICT

Sussex Technical High School

John L. Demby, Ed.D., Principal
Ken Anderson, DE Div. of Small Business, Development
& Tourism

North Smyrna Elementary School

Kelly Holt, Principal
Jerry Hunter, United Way of DE

Woodbridge High School

Kent Chase, Principal
Patricia Carter, M&T Bank

Phillis Wheatley Elementary School

Lynn Brown, Principal
Sen. Brian Pettyjohn, DE State Senate
Justin Brown, Fulton Mortgage Company

St. Elizabeth Lower School

Tina Wecht, Head of School
Bill Farrell, Wilmington Trust

St. Elizabeth High School

Shirley W. Bounds, Head of School
Jim Randall, Caldwell Staffing

Serviam Girls Academy

Kate Lucyk, Principal
Nick Christine, Microsoft Store at Christiana Mall



Nick Christine of Microsoft at
Serviam Girls Academy

Nemours

Children's Health System

4 participants
statewide!

CHARTER SCHOOLS

Early College High School at Delaware State University
Dr. Evelyn Edney, School Leader
Enid Wallace-Simms, Delmarva Power

EastSide Charter School
Rachael Mattson, Principal
Rick DiSabatino, EDiS Company

Kuumba Academy Charter School
Sally Maldonado, Head of School
Chip Rossi, Bank of America

**MOT Charter School - Academy of Science
& Technology**
John Scali, Head of School
Bob Shenkle, IFS Benefits

MOT Charter School - Academy of the Arts
Elaine Elston, Head of School
Guillermina Gonzalez, DE Alliance for Nonprofit Advancement

MOT Charter School (K-8 Campus)
Terry Howarth, Head of School
Neal Nicastro, PPG

Sussex Academy of Arts and Sciences
Patricia Oliphant, Principal
Joe Yacyshyn, M&T Bank

First State Military Academy
Patrick Gallucci, Commandant
John Boyles, PPG



ADMISSION
No. 11241989

SAVE THE DATE!

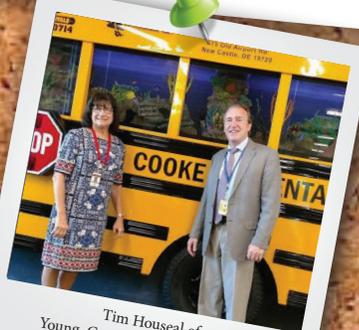
2018 DELAWARE
Principal FOR
A *DAY*

October 22 - 26, 2018

ADMISSION
No. 11241989



Senator Brian Pettyjohn at Phyllis
Wheatley Elementary School



Tim Houseal of
Young, Conaway, Stargatt & Taylor
at Cooke Elementary School

FROM THE MAYOR'S OFFICE

Mayor Purzycki shares current challenges and triumphs of the City of Wilmington

AS WE MOVE THROUGH the second year of a new City Administration, the state of our city is good and getting better. There's much to be optimistic about. Our economy is solid. There are 1,000 rental units under construction and three hotels that are getting started. While some traditional employers are contracting in size, smaller ones are growing and see Wilmington as a place to build their businesses. We are becoming more of a financial and technical hub for entrepreneurs. More restaurants are opening downtown and enthusiasm there is high. The Riverfront also continues to thrive.

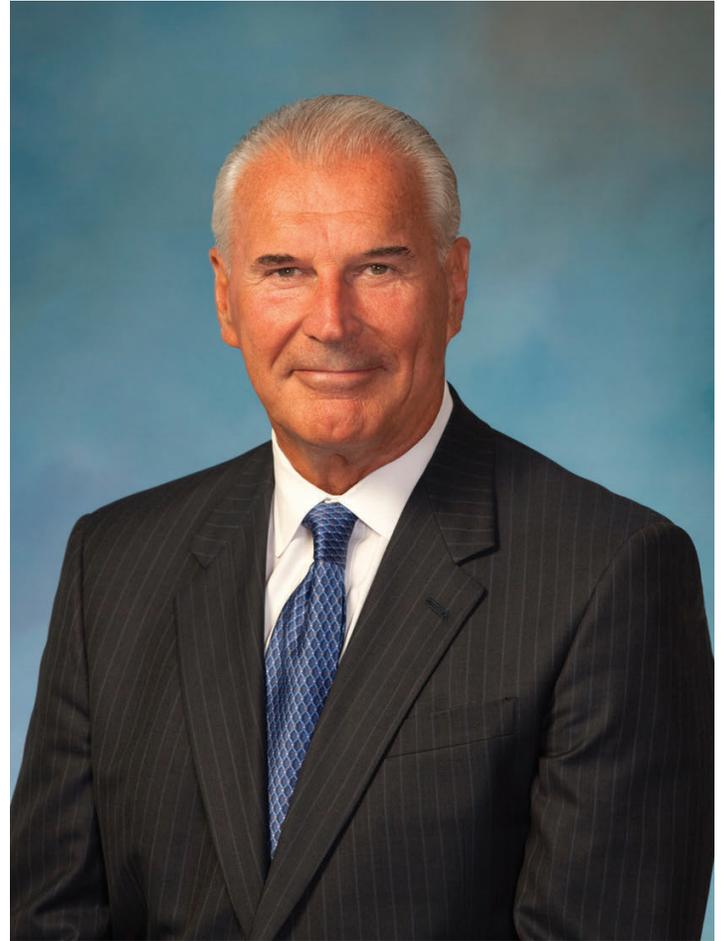
City government still faces budget deficit challenges. Structural financial constraints impede our ability to adequately fund needed capital projects and services. Aged infrastructure drains our resources. Too many neighborhoods are beset by poverty and crime. And too many citizens live in sub-standard rental housing.

When elected, my first job was to reduce crime and improve public safety. So I hired Robert Tracy as the first police chief to come from outside the department in the city's history. Chief Tracy has brought data-driven policing to Wilmington, improved deployment, and created a culture that's led to strong relationships with our neighborhoods. We have more police officers on the street than ever before. And with two new long-term union agreements, our police officers are compensated fairly while more efficient police deployment resulted in the lowest overtime usage in over five years.

After 2017 saw record levels of violent crime, the trends now are encouraging and results matter. Violent crime is below where it was last year at this time, with shooting incidents alone down 57%. It's too early to declare victory, but I feel very good about the direction of our police department.

Our most pressing goal is improving neighborhoods. Last May, I announced our first Neighborhood Stabilization Project in West Center City—a pilot project for the redevelopment of other city neighborhoods. The overall results in West Center City have been encouraging, with community members reporting increased satisfaction with our efforts.

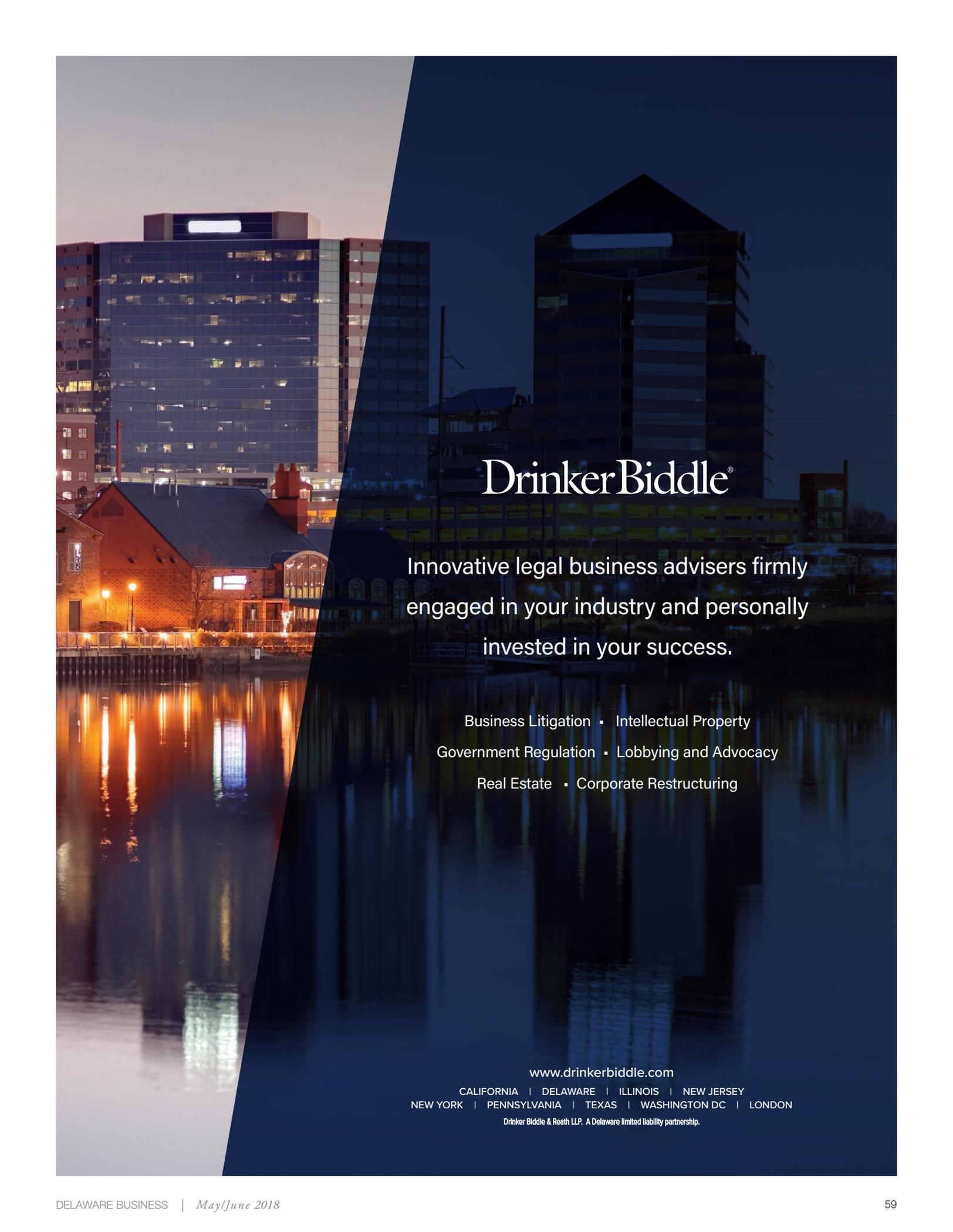
We have about 17,000 rental units. Many landlords are responsible. Too many though are unlicensed and take advantage of residents by charging high rents and not maintaining their properties. Children are raised too often in homes unfit for human habitation, negatively affecting their physical and emotional well-being. Poorly maintained rental units



ruin neighborhoods. We have resumed pre-rental inspections for the first time in ten years, and we are working with City Council to approve our amended Anti-Crime and Blight legislation. We need more tools to deal with irresponsible commercial property owners while protecting responsible homeowners. We are also formulating a plan to offer more affordable homeownership opportunities to qualified renters.

We have a number of internal initiatives to bring our city up to acceptable standards and practices. L&I is launching a digital plans submission and review system to shorten the period of time for plan approval. We are testing a 311 call center to better receive and resolve complaints and requests for information. We also plan to implement an Open Government information sharing platform to make government more transparent.

We are working non-stop to put our city on the right path -- a path to better housing, better and cleaner neighborhoods, better technology, more beautiful public spaces, and a safer city. It is a path to attracting business, jobs and vital tax revenues. It is a path, above all, of inclusion and shared prosperity. None of this is easy. Still, changing history's legacy is our chosen responsibility and our highest calling. ■



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Adesis, Inc. president, Andrew Cottone, makes remarks at the company's expansion ceremony.

Delaware Prosperity Partnership Progress Report

THE DELAWARE PROSPERITY PARTNERSHIP (DPP) has been busy with planning and prepping, especially William Kurt Foreman, the organization's newly selected President and CEO. Mr. Foreman started work in Delaware in April, with an initial focus on building the organization and implementing the DPP strategic plan to enhance Delaware's economy.

Mr. Foreman previously led the 16-person economic development team of the Greater Oklahoma City Chamber, one of the nation's largest Chambers of Commerce. The organization serves a 10-county area, with a population of nearly 1.5 million. Prior to his present position, Mr. Foreman served as CEO of the North Louisiana Economic Partnership. Originally from the northeast, Mr. Foreman has held senior economic development positions in Pittsburgh and the Washington, D.C. area. He was recognized in 2017 as one of North America's Top 50 Economic Development Leaders by Consultants Connect

"I am honored to have this chance to work with both the board and many current and future partners to build something that can make a long-term difference for the citizens of Delaware," said Mr. Foreman on taking this role.

Mr. Foreman has participated in planning discussions on workforce/talent and entrepreneurial ecosystem elements; assisted in the interview process

for additional DPP staff; and attended various meetings and events, including the Delaware State Chamber of Commerce's Spring Manufacturing Conference & Legislative Brunch, the Greater Kent Legislative Briefing, sit downs with Governor Carney, former Governor Markell, Senator Carper, and various visits to Delaware organizations and businesses.



DPP's Interim CEO John Riley, left, with the organization's newly hired President & CEO, Kurt Foreman.

Key to the future success of the DPP is to get the organization design and strategic plan in place and begin to execute on that plan. Foreman, interim CEO John Riley, board members and staff have been working with the economic development consulting firm, TIP Strategies on the strategic plan. They have met with various business and government leaders to gain their perspective on Delaware assets and future job growth opportunities. The carefully developed plan is expected to be finalized next month.

In addition to planning and organization work, DPP contract consultants Andy Lubin and Ariel Gruswitz have been working with potential development projects with existing industry and companies

outside the state looking at Delaware for expansion. DPP has been supported throughout the start-up phase by the Delaware Small Business Development & Tourism division, the Delaware State Chamber of Commerce and the Delaware Business Roundtable. Mr. Riley will continue to assist CEO Kurt Foreman with transition through April and into May. ■

Adesis Expands with Help from DPP

The Delaware Prosperity Partnership joined Adesis on March 2, at their New Castle facility for an expansion ceremony. The company, along with its Universal Display associates, hosted state and local officials, including Governor John Carney, Senator Tom Carper, the Delaware State Chamber of Commerce, and other members of the community to celebrate the groundbreaking of its new state-of-the-art laboratories. The new suite of labs, which includes additional ancillary work and meeting space, will augment Adesis' on-going operations at McCullough Drive.

The expansion is supported with a grant of approximately \$450,000 through the Delaware Strategic Fund. The DPP was integral in assisting Adesis through the grant process. "This has been an exciting first project for the DPP. The expansion of Adesis is, in part, made possible by the broad support the company has received from both public and private sectors, which reflects why the DPP was established," said John Riley, Interim CEO of the DPP.

Citing their investment in the building, Delaware's central location to its customers, and the number of employees who live near the facility, the decision to purchase the facility and stay in Delaware, was relatively easy to make. The company also announced this past December that it would join the entrepreneurial innovation community of the Delaware Innovation Space (DISI). Adesis signed an agreement with DISI for approximately 7,000 square feet of laboratory space at the Experimental Station in Wilmington, Delaware.

Adesis, Inc., is a contract research organization (CRO) supporting the pharmaceutical and biopharmaceutical industry, biomaterials, and catalysts industry. They began operations in Delaware in 1991 and has grown in size of operations and employees ever since. It was acquired in 2016 by Universal Display Corp., of Ewing, New Jersey.



From left to right, John Riley, Delaware Prosperity Partnership; Ving Lee, Adesis; Governor John Carney; Andrew Cottone, Adesis; and Julie Brown and Sidney Rosenblatt, Universal Display Corporation, at the Adesis expansion ceremony.



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CANNABIS CONFUSION

WHILE CANDID ABOUT ITS OPPOSITION to legalizing marijuana, the Delaware State Chamber of Commerce has worked hard to offer constructive feedback regarding HB 110, the Delaware Marijuana Control Act. If passed, recreational marijuana use would be legal in Delaware, subject to not-yet-known regulation. The State Chamber's Employer Advocacy and Education Committee (EAEC) was called to serve on the Adult Use Cannabis Task Force per House Concurrent Resolution No. 52. As chair of the EAEC, I filled that seat.

At the Task Force's first meeting in September, co-chairs, Representative Helene Keeley and Senate Majority Leader Margaret Rose Henry, outlined specific issues to be addressed during meetings: local authority and control; consumer safety and substance abuse prevention; packaging and labeling requirements; impaired driving and other criminal law concerns; and taxation, revenue, and banking issues. A report for the General Assembly was the end goal of the Task Force, though it was not to be about HB 110 specifically.

Assigned to the group for local authority and control, the EAEC offered more general language revisions to HB 110 that addressed issues raised by Delaware businesses, and offered feedback about the impact marijuana legalization would have on the business community.

Several concerns were raised, including, but not limited to, the impact on workers' compensation and unemployment compensation. The EAEC's primary suggestion was that legislation clearly keep Delaware businesses from shouldering any greater risk, legal or otherwise, than any other citizen, should legalization occur. Furthermore, any legislation should not prohibit employers from making decisions, including adoption and enforcement of policy, based on marijuana-related issues. For example, an employer may enforce total prohibition (e.g., a "zero tolerance policy"), at least for as long as it remains a federally illegal drug, without repercussion. The EAEC advocates that employers should retain the choice to make such decisions, and not face ambiguity, on the matter in any new law which can often translate to time consuming and costly litigation.

Although the EAEC was not invited to weigh in on Delaware's medical marijuana use statute, it recommended that it, too, be reconsidered. Two of several suggestions were to clearly define the terms "under the influence" and "impaired by," assuming they are intended to carry different meanings; and to address that there is no identified valid and reliable means of testing for either state, a defect HB 110 also carries.

In February, as the Taskforce's work was coming to an end, multiple drafts of the Taskforce report were circulated for review and input. A revised draft was circulated but remained unsatisfactory to many members. The draft implied that "actionable solutions" within the report were those of the Task Force. From EAEC's perspective, this was not only inaccurate, but the "solutions" themselves were inadequate. Also, the entire record was not yet fully compiled, or available for review.

The EAEC shared its terms for a "yes" vote:

- Definitions necessary to implement the terms "impaired by" and "under the influence";
- A study performed that would produce or provide a statistically valid and reliable test for assessing "impaired by" and "under the influence" as it relates to marijuana, in a manner that identifies each in a distinguishable way;
- Specific clarification of employment provisions for employers;
- Clear statement of what the report is meant to be, or not to be; and
- A draft of the report in its intended final form, provided prior to voting, that includes all information to be linked to and referenced, to ensure completeness and accuracy.

On February 28, a vote was called despite many members identifying problems with the report that would render any vote meaningless. The report was declared passed, though its purpose and outcome remained unclear. It was later confirmed that it did not pass due to a counting error.

The Task Force reconvened in March, following the counting error, though the report to be voted on remained defective. Even if the "yes" requirements from the EAEC were not met, the EAEC would still have voted affirmatively if the report clearly stated at its start that: (1) it is only a summary of meetings held by the Task Force, and some, but not all, of the material submitted during meetings would be available at a provided location; (2) nothing in the appendix of the report should be considered as proposed amendments to HB 110; (3) no "actionable solution" contained therein was approved by the Task Force, as the Task Force did not examine "actionable solutions"; and (4) a Task Force member's vote for the report did not represent support of marijuana legalization.

Ultimately, these terms were not met, and the EAEC believes a majority of its fellow Task Force members were equally disappointed that the draft was considered suitable for release.

It may seem upon review that the work of the Task Force has been underwhelming. But the Taskforce at least provided the opportunity for advocates and opponents of legalized recreational marijuana to provide input on the issues surrounding legalization, and to alert members of the General Assembly of the pitfalls they will encounter on any path to legalization. There remains significant work to be done and the EAEC, and the State Chamber, will continue to weigh in on any efforts to legalize marijuana to make sure employer concerns are addressed – or at least heard. ■



Tim Holly is a partner at Connolly Gallagher, focusing his labor and employment law practice on diverse areas of law impacting human resources. He serves as chair of DSCC's Employer Advocacy & Education Committee.

WHY A RIGHT-TO-WORK LAW IS GOOD FOR DELAWARE

AT PRESENT there are twenty-eight states with Right-to-Work laws, including six states that passed these laws since 2012. The closest are Virginia (passed in 1947) and West Virginia (passed in 2016). There are currently no states in the Mid-Atlantic or New England regions with Right-to-Work laws, though efforts are underway to pass these laws in several states within these regions. Passage of a Right-to-Work law would provide a “tool” in the “toolbox” to give Delaware an advantage over our closest neighbors when seeking to attract business, economic investment, and employment opportunities. It will also level the playing field with states that already have Right-to-Work laws.

WHAT IS RIGHT-TO-WORK?

A considerable amount of misinformation exists as to what Right-to-Work laws are, what they do, and the impact they would have on Delaware’s work force. The National Labor Relations Act (29 U.S.C. §§ 151-169, the “NLRA”), at Section 158(a)(3), allows employers and unions to enter into agreements whereby membership in the union is a mandatory condition of employment. These so-called “Union Security Agreements” are limited however, by Section 164(b), which allows states or territories to enact laws prohibiting such agreements. Right-to-Work laws accomplish this exception to Union Security Agreements: they prohibit employers and unions from mandating union membership as a condition of employment. Workers in states with Right-to-Work laws have the “right to work” for an employer without being forced to become a member of the union (or pay fees for union benefits) if they choose not to do so.

WHAT RIGHT-TO-WORK IS NOT.

Advocates for organized labor routinely argue that Right-to-Work is anti-union. This premise is simply false. No aspect of a Right-to-Work law would prohibit or prevent workers from joining a union, or companies from entering into agreements with a union. Workers would still have the freedom to form or join a union, if they chose to do so. If it accomplishes anything, Right-to-Work forces unions to become more responsive to their members. And passage of Right-to-Work laws may actually help to increase union membership. “Between 2005 and 2015, union membership grew in right-to-work states by about 1.3 percent, but fell around 9 percent in non-right-to-work states.” (Source: “As Right-to-Work Expands, So Do Union Membership Rolls”, F. Vincent Vernuccio and Jason Hart, Mackinac Center for Public Policy, June 6, 2016).

Another argument against Right-to-Work claims that such laws damage state and local economies. Contrary to this myth is the example of Kentucky, which passed Right-to-Work in early 2017. Since that time “the state has attracted a record \$9.2 billion in ‘corporate expansion and new-location projects ... , bringing commitments to create more than

17,200 jobs,’ the most since 2000.” The top five sectors for investment in 2017 were “motor-vehicle related, high technology, advanced manufacturing, distribution and logistics, and primary metals.” These are clearly not low-wage sectors of the economy, and all result in family-supporting employment opportunities. Data from Michigan, which passed Right-to-Work in 2012, indicate expansion of its labor force every year since 2013, the year the law took effect. This reversed a downward trend in Michigan’s labor force that had been occurring every year since 2005. (Source: “New Right to Work Laws Already Boosting States”, National Right To Work Committee, March 26, 2018). While no one is suggesting that Right-to-Work, in and of itself, has been the sole cause of these positive trends, it is clearly a “tool” in these states “toolbox” to attract investment and job-creation opportunities.

WHAT ABOUT DELAWARE?

Efforts to pass Right-to-Work laws at the state and local level have been thwarted in Delaware by misinformation campaigns and threats by organized labor. Bills introduced in the General Assembly have failed to make it out of Committee, in the face of union threats to remember how legislators voted at election time, and where campaign contributions would be spent. A recent effort by Sussex County failed to gain traction when local legislators were intimidated by the threat of litigation. While the Town of Seaford passed a Right-to-Work ordinance, a Bill recently introduced in the General Assembly, Senate Bill 165, would declare Union Security Agreements to be the public policy of the State. Passage of Senate Bill 165 threatens to dilute or moot the Seaford ordinance. Is forced unionization, which is prohibited in twenty-eight states, truly the State’s public policy? Is quashing legislative efforts to provide tools for the economic development toolbox by threats, ballot-box revenge, or litigation how Delaware does business? What exactly does organized labor have to fear? Maybe having a product that employees actually want to buy, versus one that is force-fed to them?

Right-to-Work is not a new concept. Laws have been in effect in some states since the mid 1940’s, and ample data exist on the impact of Right-to-Work on state and local economies. Delaware, if it truly wants to be a force in the 21st century global economy, must take advantage of every available “tool”, and provide incentives to foster economic growth.

Ignoring the benefits of a Right-to-Work law does not further these goals. ■



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Offit Kurman, P.A.



Neurodiverse hiring brings Chase benefits

Autism at Work program is succeeding, expanding

WHEN ANTHONY MOFFA joined JPMorgan Chase in December 2016, he was excited about the opportunity but nervous because he didn't know what to expect. After all, it was the first job he'd ever had where his colleagues would know he was on the autism spectrum right from the start.

Moffa joined the firm as part of the Autism at Work program, an initiative to hire people on the spectrum — a population that generally has extremely high rates of unemployment and under-employment — for positions that can put their talents to use while catering to their specific environmental needs.

Moffa said that his new colleagues “accepted him as anyone else on the team, with inclusion and without judgment. This was a new experience for me.” Not having to pretend he was a “neurotypical” person “boosted my identity, confidence and self-esteem.” And unlike his past jobs, his role as associate software engineer in Chase's payments technologies group is “perhaps a better match for my personality and abilities.”

JPMorgan Chase launched its Autism at Work in July 2015 as a four-person pilot in the Delaware office of Consumer & Community Banking's technology quality assurance group. Since then, it's grown to 80 people in multiple roles across JPMorgan Chase businesses in nine locations and six countries (U.S., India, England, Scotland, Brazil and the Philippines).

“This is not a charitable effort — it's a talent play,” said James Mahoney, global head of Autism at Work. “We are constantly looking for talented, qualified people and this provides us with a new source for that talent.”

Most of the roles are technology functions, such as software engineering, application development, quality assurance, tech operations and business analysis, but one employee is a personal banker, which speaks to the breadth of roles available, Mahoney said.

“Our aspiration now is to get to 300 people in the program by 2020 and we're focusing on 14 locations,” Mahoney said. “We're also likely to expand beyond those 14.”

Six months into the pilot program, the results were dramatic. Compared

to peers who are not on the spectrum, the Autism at Work employees were 48 percent faster and as much as 92 percent more productive.

“There are multiple factors that contribute to this, but the commonalities are strong visual acuity, attention to detail and a superior ability to concentrate,” Mahoney said.

Part of the reason unemployment rates are so high for this population is that conventional interviewing techniques are inappropriate for these candidates because their communication styles are different.

“We knew we weren't set up to interview them properly,” Mahoney said.

So the firm initially found a Delaware-based vendor — Computer Aid Inc. — to help implement a more appropriate process. It's now leveraging and training its own recruiters and managers on this alternate process as well.

Mahoney and his team also get leads from career fairs, nonprofit and campus recruiting/university outreach and employee referrals. Most of the people in the program enter the firm on a contract-to-permanent basis. If the role is a fit for both sides, they become employees. Thus far, one employee has made the shift to a new position and another moved to a new job and was promoted.

Past the hiring stage, the firm trains managers on how to understand autistic communication styles and provide precise directions. Program leaders are also developing a buddy system of mentors and creating a network to foster inclusivity and support.

One of the additional benefits of the program is that many people, some of whom have children or other family members on the spectrum, have come forward to volunteer. Still others have become comfortable enough to disclose the autism they previously felt they had to keep secret.

Mahoney was chief quality officer for Mortgage Banking Technology when he was asked to run the Autism at Work pilot, and he has no personal connection to autism. But he agreed to lead the program when he witnessed the success of the hires and their business results.

“We knew we had to find more people,” he said. ■

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AmeriHealth Caritas Partners with Hospital Systems of Delaware

BY DANIELLE FAHEY

AMERIHEALTH CARITAS DELAWARE, a Medicaid managed care organization, has recently announced its partnership with all six hospital systems in Delaware, covering 272 primary care providers, 1,424 specialists, and eight hospital campuses throughout the state. AmeriHealth Caritas Delaware can now provide local, in-network care to more Delawareans than ever. These systems include both campuses of Bayhealth, Beebe Healthcare, both campuses of the Christiana Health Care System, Nanticoke Health Services, Nemours Children's Health System, and Saint Francis Healthcare.

"Contracting with all of Delaware's hospital systems demonstrates our commitment to offering our members high-quality, value-based care, and a robust provider network throughout the state," said AmeriHealth Caritas



Delaware Market President Emmilyn Lawson. "These hospital systems include large groups of affiliated physicians and other providers, and are also attuned to the unique needs of the populations and communities they serve. We look forward to working with these organizations to build healthy communities throughout Delaware."

One of the hospital systems it partnered with is Nemours Children's

Health System, the parent organization for Nemours/Alfred I. DuPont Hospital for Children in Wilmington. Now that AmeriHealth Caritas Delaware is partnered with them, more children and families can receive healthcare from Nemours's physicians, hospitals, and other healthcare facilities. AmeriHealth Caritas Delaware is pleased to be working with one of the nation's leaders in pediatric services. It can also now work closely with Christiana Care, one of the nation's largest healthcare providers and one of Delaware's most prominent hospital systems. Lawson says that AmeriHealth is excited to give its members "access to such a well-respected system."

The partnership will primarily allow low-income and chronically ill families in Delaware to obtain affordable healthcare services, and ensure they have the best healthcare possible. This holds true for Bayhealth, a hospital system serving central and southern Delaware. Its Chief Financial Officer Michael Tretina says that Bayhealth is "committed to providing the best care for the residents." Southern Delaware residents in particular can now have access to healthcare with Bayhealth, the Sussex County system Beebe Healthcare, and Nanticoke Health Services, a Seaford-based hospital service. New Castle County residents can benefit from the partnership with Saint Francis Healthcare, a system that has the largest ambulance service in the state and the shortest emergency room wait times in the county.

AmeriHealth Caritas Delaware is part of the AmeriHealth Caritas Family of Companies, a unit of the Philadelphia-based Independence Health Group. AmeriHealth Caritas Family of Companies operates in 16 states and the District of Columbia, with approximately 5.6 million members nationwide. It also participates in the Diamond State Health Plan and the Diamond State Health Plan-Plus Programs in Delaware. In October of 2017, AmeriHealth Caritas Delaware received a contract from Delaware's Department of Health and Social Services to give Medicaid support across the state, and for over 30 years, AmeriHealth Caritas has been dedicated to fostering healthy communities and helping people obtain care.

AmeriHealth Caritas Delaware and all six hospital systems are members of the Delaware State Chamber of Commerce (DSCC). DSCC is pleased to see such a strong partnership among its member companies, and looks forward to working with AmeriHealth Caritas Delaware and the six hospital systems. ■



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Guide to Wellness and Health



Former Delaware Governor Jack Markell riding his bike for Motivate the First State.



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CHOOSING TO STAY HEALTHY is a daily commitment. It's a promise to ourselves and our loved ones to take care of our physical, emotional, and mental wellbeing. The pledge to stay healthy is one which we must commit to every day, and it is much easier to accomplish with the support of our family, friends, and community. Staying motivated to make healthy choices takes willpower, a solid support group, and a purpose.

Because of Motivate The First State, sharing our healthy activities can now do more than improve our own wellbeing; it can support local Delaware charities.

Motivate The First State puts the power of healthy living to work for the greater good of Delaware communities, organizations, and people. This mission encourages healthy habits and then converts them to financial contributions to help local communities.

When people log their health and wellness activities online, they earn "kudos." Because of generous corporate and foundational contributions, those kudos then turn into cash donations to seven Delaware non-profits: Boys & Girls Clubs, Fellowship of Christian Athletes, Jewish Community Center, Special Olympics, Urban Promise, YMCA, and Young Life.

You can log physical fitness activities like spin class, kayaking, and volleyball, earning points for the duration of your workout. The more activities you complete and the longer you work at them, the more kudos you earn and the more money you're able to donate!

It doesn't stop there, though, because health and wellness is more than just exercising. It's eating fruits and veggies, flossing your teeth, and visiting your family members. It's paying your bills on time, taking care of your pets, and making homemade meals. It's playing a musical instrument, engaging in random acts of kindness, and applying sunscreen. By doing any of these activities, you will earn kudos to donate to a Delaware charity!

This all got started in 2014, when former Delaware Governor Jack Markell wanted to encourage the people of Delaware to get out and walk,

run, bike, and exercise, and needed a way to track their cumulative movement. Motivate The First State was officially launched in 2015 and has since gained numerous sponsors, nonprofit partners, and participants. To

raise further awareness, during the summer of 2017 Jack Markell rode his bike from the Oregon coast to Rehoboth Beach under the banner of Motivate The First State. His goal was "to inspire Delawareans to get active and make their activities count for charity." Markell's ride across America raised \$120,000 for Motivate The First State, which will be moved to the participating non-profits as users log their healthy activities online.

Motivate The First State allows Delawareans to support local charities in an easy, fun, and attainable way. It encourages community bonds, physical health, and social connectedness. Healthy living is an essential part of contributing to our own wellbeing,

and it's a wonderful thing to know that while we're focusing on improving our own health, we can also help to improve the lives of people in our communities. ■

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Chamber Chase benefits "The PAC," the Political Action Committee of the Delaware State Chamber of Commerce

The Value of Health Equity

THE CHRISTIANA CARE WAY is to “serve our neighbors as respectful, expert, caring partners in their health. We do this by creating innovative, effective, affordable systems of care that our neighbors value.”

The Way is Christiana Care’s touchstone. One of the best ways to understand our mission of service and value is through the neighbors in our community who experience it, like 70-year-old Irlene Roane.

Recently, Irlene visited St. Patrick’s Center in Wilmington, located in the state’s lowest income ZIP code. St. Pat’s offers food, clothing and other essentials for people experiencing homelessness.

Irlene sought nourishment and warmth but had other concerns on her mind. Alzheimer’s disease runs in her family, and Irlene was worried she might be at risk. That day, Christiana Care’s Swank Memory Care Center experts were at St. Pat’s for a health fair. They tested Irlene on-the-spot for memory loss. (She tested fine!)

Through a longtime partnership between Christiana Care and St. Pat’s, Christiana Care social workers embed at the center five days a week, year round to connect people with housing, transportation, financial assistance and medical and behavioral health care.

Our relationship with St. Pat’s grew out of many cold winter nights when people with nowhere else to go went to Wilmington Hospital Emergency Department seeking help. Most didn’t require emergency medical care—they needed assistance with shelter, food and clothing.

We knew that to fulfill our value promise we had to address basic needs and barriers to good health—poverty, food insecurity, inadequate housing and homelessness—before people even got to the Emergency Department. Partnering with St. Pat’s is one solution.

Christiana Care is working to build health equity, which the Robert Wood Johnson Foundation defines as meaning that “everyone has a fair and just opportunity to be healthier” and that we work to address “obstacles to health such as poverty, discrimination, and their consequences.”

Non-clinical conditions that influence health and well-being such as income, education, occupation, race and ethnicity, housing and environ-



ment are known as “social determinants of health” —and their impact is powerful.

A 2012 State of Delaware Community Health Status Assessment by the Delaware Department of Health and Social Services (DHSS) finds “quality of life and health status are intrinsically linked to economic, income and educational attainment of Delaware residents.”

Data from a 2015 DHSS Health Equity Guide support this finding:

Children in poor families are four times more likely to be in less than optimal health than children in higher-income families. Infant mortality rates for babies born to mothers with 12 years or fewer of schooling are double the rate for babies born to women with 16 years or more of schooling.

Non-high school graduate adults are more than twice as likely as college graduates to be in less than very good health. Hispanic and non-Hispanic black adults are approximately 30 percent more likely than non-Hispanic white adults to be in less than very good health.

Delaware isn’t alone. In 2015, the Kaiser Family Foundation presented a meta-analysis of 50 studies of the impacts these determinants have on health outcomes in the U.S. Among the findings: social determinants account for more than a third of total deaths annually; the likelihood of premature death increases as income decreases; lower education levels correlate with shorter life expectancy; and children of parents without a high school diploma are more likely to live in environments that pose barriers to health.

Clearly, the human, social and financial costs of health inequities are high.

A 2009 analysis estimates that between 2003 and 2006 in the U.S., the combined cost of inequalities and premature death was \$1.24 trillion. Elimination of health disparities for minorities would have lowered direct medical care expenditures by approximately \$230 billion. And indirect costs, like lost productivity, resulting from illness and premature death were estimated at more than \$1 trillion. (LaVeist, Gaskin, and Richard)

Going Beyond the Bounds of Medicine to Build Health Equity

Christiana Care is one of the nation's largest health care systems. With our size and scope, Christiana Care is intrinsically linked to the health and well-being of our region. We work internally to advance health equity, and we also partner in our community to help address the devastating effects of the social inequities that negatively impact health, even moving beyond the traditional bounds of medicine.

We collaborate with community organizations, nonprofits, government agencies, foundations and other health organizations to break down barriers to good health.

In addition to St. Patrick's, our partnerships and health equity initiatives include:

Carelink CareNow Community, our specially trained field-based team, works with individuals who have chronic disease coupled with behavioral health, substance use disorder and significant socio-economic issues. This program has reduced hospital utilization by a very significant 37 percent. The program also supports St. Pat's, serving 2,000 individuals in the past year with 9,200 interventions including links to medical care, transportation, health education and financial assistance, helping to cut down on Emergency Department visits or hospitalizations.

Christiana Care's Medical Legal Partnership with the Community Legal Aid Society of Delaware empowers patients with the help they need to address legal problems, such as with housing, utilities or coverage, that create barriers to good health.

With Urban Acres Produce, which provides community-owned farm stands in the city, Christiana Care and Westside Family Healthcare are piloting Produce Rx, a nutrition incentive program. Based on successful national models, the pilot offers participating prenatal and diabetic patients a "prescription" from a clinician that serves as a voucher to buy fresh produce from Urban Acres.

Our Community Health Worker training program prepares lay individuals from some of Delaware's most vulnerable areas to work in their home community to address barriers to optimal health. This model has been shown to improve health outcomes and reduce costs, and our program aligns with recommendations from the Delaware Center for Health Innovation and the Center for Medicare & Medicaid Innovation.

Our promotoras, a Spanish term for "health promoters," provide diabetes and mental health information and promote cancer screenings in Hispanic communities, where the rates of diabetes are almost double those of non-Hispanic whites.

For women and infants, our Healthy Beginnings program with the Delaware Division of Public Health seeks to reduce infant mortality rates by helping patients identify and address pregnancy risks before conception, with the support of our Community Health Workers.

On a city-wide scale, we're working with Reeds Refuge, a Wilmington youth development nonprofit, to provide critical dental care to children who might not otherwise receive it.

Christiana Care's 17 school-based health centers, in collaboration with school districts and DHSS, provide comprehensive medical and mental health care services in schools, eliminating many of the reasons teens don't

seek care—cost, confidentiality, lack of transportation and appointment times conflicting with school or work.

To address the barriers to care for patients with limited English proficiency, Christiana Care has a team of 25 medical interpreters in Spanish, American Sign Language, Mandarin, Bengali and Hindi and a program of dual role medical interpreters (staff also trained as medical interpreters) in 24 different languages.

The eBrightHealth alliance joins Christiana Care with Nemours/A.I. duPont, Bayhealth Medical Center, Beebe Healthcare, Nanticoke Health Services and other health providers to collaborate statewide on best practices, heightening care quality and patient experience and reducing the cost of care.

This is just a glimpse at some of the many steps Christiana Care is taking toward health equity and creating value in our state.

Value and Gain

Christiana Care Health System is powered by people who dedicate their lives to serving others. We are committed to advancing health equity because we are committed to serving our neighbors and ensuring that everyone in our community has the opportunity to achieve their best health.

In today's complex world, too many Delawareans face challenging obstacles to good health. As a state we must confront these barriers to good health head on – by working together to improve the social and environmental conditions impacting the lives and health of members of our community. The social and economic costs of ignoring health inequities are high – much higher than partnering to address barriers to good health.

Advancing health equity makes a genuine difference in the lives of individuals like Irlene -- and a positive impact socially and economically for the entire community we all serve together. ■



Bettina Tweardy Riveros, Esq.
Chief Health Equity Officer
Christiana Care Health System

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Engaging Business in Healthcare Value Improvement: A Delaware Imperative

BY NEIL I. GOLDFARB

PRESIDENT AND CEO, GREATER PHILADELPHIA BUSINESS COALITION ON HEALTH

THE VALUE PROBLEM IN HEALTHCARE is well-recognized: healthcare costs are high, and continue to increase, while quality and safety problems persist. The Commonwealth Fund's ongoing tracking of key performance metrics for healthcare systems in 11 industrialized nations continues to show that the US ranks first in cost, but last on almost every other metric, including health outcomes, access to care, and equity. Delaware is no exception, with the third-highest per capita healthcare costs in the nation, and an overall state ranking of 30 on America's Health Rankings.

The toll of poor population health and a poorly-performing health care system on businesses (other than those in the healthcare sector) is significant. Increasing healthcare costs lead to higher production costs and consumer prices, making American businesses less competitive on the domestic and global stages. Unnecessary dollars spent on healthcare are dollars not invested in technologic advancement and innovation. These opportunity costs are especially problematic when considering that 30-40% of healthcare spending is believed to be waste (unnecessary service, duplicative service, treatment of preventable conditions, etc.).

Ongoing national, regional and local efforts all are addressing the value dilemma by seeking to improve population health and healthcare quality and safety, and/or reduce the costs of care. Despite fits and starts associated with political turbulence, the Centers for Medicare and Medicaid Services (CMS) continues to move forward with payment reform and "value-based purchasing" for the Medicare and Medicaid programs. CMS, other payors, and most healthcare system stakeholders recognize that a "fee-for-service" payment system promotes inefficiency and in many cases rewards poor quality, and increasing efforts are being made to determine which payment reform models (such as incentive systems, bundled payments, or global budgets) are administratively feasible and most likely to lead to lasting change.

Employers, as purchasers of healthcare on behalf of half of all Americans, need to be engaged in multi-stakeholder efforts to address health system transformation. In its broadest sense, from the employer lens, "value-based purchasing" can include any of the following:

- Collecting information and data on quality and cost, and holding

vendors such as benefits consultants and health plans accountable for producing relevant, actionable data on population health, utilization, and cost metrics

- "Value-based insurance design (VBID)" – reconfiguring benefit plans to eliminate coverage or increase co-payments for low-value services, and improving coverage for high value services (e.g. covering diabetes drugs and supplies without a co-pay or co-insurance requirement)
- Identifying, steering business toward, and/or selectively contracting with high-quality plans and providers, as well as holding health plans and other vendors accountable for demonstrating that both quality and cost are considered in developing the provider network and routing care
- Promoting new models of payment that move from fee-for-service's incentives to do more, and provide incentives to do less and to do better
- Offering education and appropriate incentives to engage consumers in making informed healthcare seeking decisions based on need, price, and quality considerations
- Designing health and disease management programs that promote healthy lifestyles and support consumers when faced with acute or chronic conditions

Employers have the opportunity and economic power to demand that the healthcare system, including care providers, health plans, benefits consultants, industry, and others, do better on behalf of employers and their covered populations. The Greater Philadelphia Business Coalition on Health (www.gpbch.org) represents employers in southeastern Pennsylvania, southern New Jersey, and Delaware in seeking to move the value agenda forward. In partnership with the Delaware Chamber of Commerce and the Delaware Health Care Commission we will be holding a Delaware Employer Summit on Healthcare on the morning of May 21st, to learn more about the efforts already underway to transform and improve care and reduce costs in Delaware, and to discuss how employers can and should engage in these efforts. Change will not occur, or will not occur quickly, until purchasers step up and demand it!



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Boulden Brothers Breaks Ground On New Headquarters

What Omar & Urie Boulden, Sr began as a Newark-based coal delivery company in 1946 grew another step today when Urie Jr. joined the third Boulden generation, brothers Tim and Mike, in breaking ground on the new Boulden Brothers Heating, Air Conditioning, Plumbing, Electrical, and Propane headquarters at 107 Sandy Drive.

"This new facility has been designed from the ground up so our team can better serve even more of our neighbors," says Tim Boulden, President, Boulden Brothers. "We're proud to continue the Boulden Brothers tradition of family service to our community begun in 1946."

In addition to Tim, Mike, Urie and Cindy Boulden, Gary Stockbridge, President of Delmarva Power and Chairman of the Delaware State Chamber of Commerce, and Polly Sierer, Mayor of Newark assisted in breaking ground on the new 12,000 square foot facility which will house the company's heating, air conditioning, plumbing, electrical and propane services—reuniting all services in one location. The building is scheduled to be completed this September of this year.

The Buccini/Pollin Group Launches BPG|360

As part of its 25th anniversary year celebration, The Buccini/Pollin Group, Inc. (BPG) is thrilled to announce the re-launch of its commercial division to BPG|360, an organization that manages more than six million square feet of commercial properties in the Mid-Atlantic region, including both properties controlled by The Buccini/Pollin Group, as well as third-party owners.

BPG|360 is a reflection of the firm's evolution into a comprehensive service provider for the all-encompassing nature of today's demanding modern workplace requirements. With a focus on best-in-class service, BPG|360 touches nearly every aspect of a tenant's workspace experience. BPG|360 benefits from a close working relationship with BPG's hotel affiliate PM Hotel Group (ranked top 20 in the U.S); residential affiliate, ResideBPG; parking affiliate ParkBPG; construction affiliate, BPGS Construction,

and co-working affiliate, The Mill. The team brings an experienced and diverse background to their portfolio, providing owners and investors with a unique business platform formed by marrying institutional practices and entrepreneurial spirit, creating a very pro-active tenant-focused model.

Adesis Grows Business and Expands its Fundamental Chemistry Capabilities in Delaware

Adesis, Inc., a wholly-owned subsidiary of Universal Display Corporation (Nasdaq: OLED), announced that it will open a new suite of state-of-the-art laboratories in Delaware and expand its organic chemistry team and R&D programs. This additional footprint is expected to help drive growth opportunities in areas including next-generation OLED (organic light emitting diode) emitter and host materials and meet the growing demand for the Company's custom organic synthesis, research & development, and specialty manufacturing services.

Adesis also announced that it became a sponsor of Delaware

Innovation Space (DISI) and joined its entrepreneurial innovation community. Working with DISI, Adesis signed an agreement for approximately 7,000 square feet of laboratory space at the Experimental Station in Wilmington, Delaware. The new suite of laboratories, which includes additional ancillary work and meeting space, is expected to augment Adesis' on-going operations and recently-purchased 47,500 square foot headquarter building in New Castle.

Adesis has also been assisted by the newly formed Delaware Prosperity





Members of families known for city development investing themselves in DCAD fundraiser

Members of two Wilmington families already heavily invested both in the art world and in the success of Wilmington and its Creative District came together to chair Delaware College of Art and Design's 2018 spring fundraiser – the DCAD@20 Art Party – in April.

Mati Bonetti de Buccini is a partner and the director of Atelier, an art preservation and storage organization with facilities in Delaware and Pennsylvania. Cindy Pettinaro Wilkinson owns COCA Art, a local art gallery and retailer. Their family businesses develop and invest in real estate in and around Wilmington, Buccini/Pollin Group since 1993 and Pettinaro since 1965.

"DCAD brings so much energy and creativity to Wilmington – it's what prompted me to join the Board of Trustees four years ago," said Buccini, who moved to this area with her family nine years ago and has seen many changes downtown since then. "Bringing more creativity to the city is always the right answer. Technology and robotics and automation are surging, but creativity and art can never be automated."

The DCAD@20 Art Party took place in DCAD's Market Street galleries and on Sixth Street between those two indoor spaces. It raised funds to support general operations and scholarships at the College, which was founded in 1997, and is celebrating its 20th anniversary through the graduation of its 20th class in May.

Partnership (DPP). The DPP was recently created by Delaware as a public/private partnership to accelerate economic development efforts.

Richards Layton Again Ranks First in M&A Deals in Delaware

Richards, Layton & Finger acted as Delaware counsel on 57 M&A transactions valued at or above \$100 million in 2017, more corporate deals than the other listed Delaware law firms combined. Richards Layton has led the state in The Deal and Corporate Control Alert's annual rankings of high-value deals for more than 20 years running.

"Richards, Layton & Finger continues to set the bar as Delaware deal counsel," said Gregory Varallo, president of the firm. "We have outstanding, innovative lawyers who handle challenging, high-stakes matters, and we're proud that our clients continually rely on our commitment to service and excellence."

Belfint, Lyons & Shuman, P.A. Launches Enhanced Website

'We are listening' is something we stand by, and our new site has been carefully crafted to reflect what our clients, friends, recruits, and users told us they want. Immediately, you will notice streamlined menus, simple navigation, and easy access to the information you need. In addition, to be more meaningful and engaging to future employees, we have designed an entirely new careers section as a beneficial resource for those considering joining the BLS Team.

The logo for Belfint, Lyons & Shuman, P.A. consists of the letters 'BLS' in a large, stylized, red script font.

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BLS is constantly expanding and updating our online content to bring you relevant information, so we encourage you to bookmark our site, check back often, and connect with us on Facebook, Twitter, and Instagram to receive notice when updates and new content are added.

DCAD-NextFab partnership will enrich college curricula, city arts district

A recently launched collaboration between the Delaware College of Art and Design and NextFab makerspaces aims to enhance DCAD's programs of study, increase NextFab's footprint on the city's Creative District and further the redevelopment of Wilmington's downtown.

DCAD (dcad.edu), the Mid-Atlantic Region's only two-year professional art and design college, offers the associate of fine arts degree in animation, fine arts, graphic design, illustration and photography and has served as an anchor institution in the revitalization of Wilmington since its founding in 1997. NextFab (nextfab.com), which has three locations in the Mid-Atlantic, provides access to tools, technology, training, events, consulting and capital for creatives of any skill level.

The first phase of the partnership, already under way, provides NextFab memberships to all DCAD faculty to help them develop ways of integrating the latest in traditional and digital technology and artistic innovation into DCAD's curricula while furthering their own development as artists. Subsequent phases will include field trips to NextFab for students to use the state of the art equipment, software and instruction for class assignments and provision of NextFab memberships to all degree-program students for use in completing coursework and for creating extracurricular art and design projects.

Tidewater Utilities Inc., selects Connecting Generations as 2018 charity tournament beneficiary

Tidewater Utilities, Inc. is pleased to announce it has selected Connecting Generations as the beneficiary of its Annual Charity Golf Tournament to be held August 13, 2018. Connecting Generations was selected following a judges' panel review of scores of applications and presentations by several finalist organizations.

Connecting Generations is a creative mentoring program spanning 90 plus schools throughout all three counties in Delaware with the mission to help children become emotionally strong, resilient, and socially competent individuals who can succeed in school and life.

"We're excited that our eleventh annual charitable tournament will be supporting Connecting Generations' work in providing mentors and support to children here in Delaware from kindergarten to twelfth grade," said Jerry Esposito, President of Tidewater. "Since this tournament's inception, we've partnered with thirteen different non-profit organizations – donating over \$147,000 to support various great causes in Delaware. We're delighted to be partnering with Connecting Generations to make a positive difference in the life of children in Delaware." To learn more about this year's outing, please call 302-747-1308 or visit our website www.tuiwater.com.



Easterseals Welcomes New Board Member

Easterseals Delaware & Maryland's Eastern Shore recently welcomed Thomas Wren, of Wilmington, to its Board of Directors.

"I am really excited to try and help," Wren said. "Easterseals mission is really important."

Wren retired in 2006 after serving as the Treasurer at MBNA America Bank for 11 years. Before joining MBNA, he was the Chief Investment and Funding Officer with Shawmut Bank. Wren currently serves as a board member of Financial Trust. He has served in many positions with Delaware Hospice, Christiana Care Health System and Delaware Community Foundation. He graduated from Rutgers University and is married to Diane Wren.

Karins Engineering, Inc. Continues Growth with Additional Staff

Capitalizing on their award-winning year, Karins Engineering, Inc. has added several new staff members as they continue their growth into 2018. Karins is a regional full-service engineering, planning and surveying firm headquartered in Newark, DE, and branch offices in Georgetown, DE, and Bryn Mawr, PA.

Last year, Karins won the prestigious "Superstars in Business Award" from the Delaware State Chamber of Commerce, was awarded a coveted spot on the Zweig "2017 Hot Firms List" and earned a highly sought-after position on the "Inc. 5000 Fastest Growing Private Companies" List in 2017.

Looking ahead to a successful 2018,



Newsbites

Karins has added four new staff members to their team. "I am excited about the possibilities that lie ahead for our company, its people and our clients," stated Dev Sitaram, President. "With our additional personnel we're better equipped to improve our client-focused services and strong relationships as we move forward."

Linda R. Layer, P.E., has joined the Bryn Mawr, PA, office as a Senior Civil Engineer and Professional Engineer. Nora L. Weder has been hired as Chief Administrative Officer and will be based in the Newark, DE office. Laura Enghofer joins Karins as a Registered Landscape Architect in the Newark, DE office. Dave Rosenberger has joined Karins and Associates in the Newark, DE, office.

Catholic Charities celebrated national CACFP Week in March

During National CACFP Week, March 11 to 17, 2018, Catholic Charities of the Diocese of Wilmington joined with Delaware family child care providers in acknowledging the many ways our community benefits from the Child and Adult Care Food Program (CACFP). Catholic Charities, as one of three Delaware sponsors of the program, works to help licensed child care homes and centers to serve nutritious meals to the children in their care.

Richelle A. Vible, Executive Director, said, "Catholic Charities is happy to support these thoughtful child care providers in their quest to do what's right for the children and families they serve. It's a program that fulfills our mission of promoting the well-being of people. Children cared for by providers participating in the CACFP benefit by not only being fed nutritious USDA regulated meals, but also by receiving nutrition education that helps them establish positive eating habits they can apply throughout their life."

Chesapeake Utilities Corporation Commits to Further Expansion of Natural Gas Services Throughout the Delmarva Peninsula and Surrounding Region

Chesapeake Utilities Corporation (NYSE: CPK) is committed to bringing more natural gas to the Delmarva Peninsula including areas in Maryland and Virginia's Eastern Shore. Through the Company's interstate natural gas transmission pipeline, Eastern Shore Natural Gas Company (ESNG), and its natural gas distribution division, Chesapeake Utilities, the Company aims to expand its service offerings to new areas. Natural gas is safe, clean, reliable, affordable and domestic, and promotes economic development while preserving the environmental integrity of a region.

ESNG has initiated a nonbinding Open Season for its Market Hub Services and Pipeline Expansion Project, which would expand the availability of natural gas on the Delmarva Peninsula and the neighboring region. Through this project, ESNG would reach communities and businesses currently not served by clean natural gas, and provide additional natural gas service.

In 2016, Chesapeake Utilities partnered with a local Cecil County, Maryland business, Warwick Mushroom Farms, to replace the mushroom grower's supply of fuel oil with clean natural gas, marking the first time the more economical option has been made available in the southern portion of the county. Chesapeake Utilities has committed to further expanding its natural gas service in western Cecil County in 2018.

In 2013, Sandpiper Energy began introducing natural gas service in Worcester County, and most recently Ocean City, Maryland. When the Ocean City system is fully converted to natural gas, the net effect will be a reduction in CO2 emissions by over 3,500 tons a year, the equivalent of

taking over 600 cars off the road. To date, the company has converted more than 5,800 homes and businesses in the area.

DowDupont Announces Brand Names for its Independent Companies

DowDuPont™ (NYSE:DWDP) today announced the corporate brand names that each of its divisions plans to assume once they are separated as independent companies as intended. While certain product names will change at separation, many products within each intended company will continue be sold under their current, widely known brand names.

Agriculture Division to be Corteva Agriscience™, reflecting its purpose of enriching the lives of those who produce and consume.

Materials Science Division will be called Dow, and will retain the Dow diamond as its brand, building on the Company's globally recognized 121-year history of innovation and value creation.

Specialty Products Division to be the new DuPont, carrying forward a 215-year legacy of science-based innovation to transform industries and everyday life.

Ed Breen, chief executive officer of DowDuPont, said, "Our selection of these company names is a major milestone in the process of creating three, strong independent companies, and each name reflects the unique strengths and value proposition of the company it will represent. As we move forward, a critical part of our work will be to build and strengthen the global corporate brands that express the commitment we are making to our customers, employees, investors, and all of our stakeholders, to grow value through innovation."

SSD Recognized for Excellence in Managed IT Services

SSD Technology Partners announced today that CRN®, a brand of The Channel

Delaware Prosperity Partnership Announces Appointment of President & CEO

William Kurt Foreman currently leads economic development team of Greater Oklahoma City Chamber

Following a national search, the Board of Directors of the Delaware Prosperity Partnership (DPP) has selected William Kurt Foreman to lead the organization as President and CEO. He will report to DPP's Board.

Mr. Foreman currently leads the 16-person economic development team of the Greater Oklahoma City Chamber, one of the nation's largest Chambers of Commerce. The organization serves a 10-county area, with a population of nearly 1.5 million. Prior to his present position, Mr. Foreman served as CEO of the North Louisiana Economic Partnership. Originally from the northeast, Mr. Foreman has held senior economic development positions in Pittsburgh and the Washington, D.C. area.

Mr. Foreman will begin work in Delaware in April. He will initially focus on building the organization and implementing the DPP strategic plan to enhance Delaware's economy.

"We remain focused every day on making sure that Delaware's economy is competitive, and that all Delawareans have access to good, high-quality jobs," said Governor John Carney, co-chair of DPP. "That's why we have partnered with the private sector through the Delaware Prosperity Partnership to bring additional resources to our economic development efforts. The bottom line is this: Delaware remains a great location for businesses to put down roots, grow, and create jobs. Kurt has the knowledge and experience necessary to tell our story and help us attract business and jobs

to Delaware. We're thrilled he has accepted this new role, and I look forward to our work together."

The DPP was established in 2017 as a 501(c)(3) organization to lead the state's economic development efforts. A partnership between state government and the private sector, the DPP will have a budget of approximately \$3.4 million annually, with 38 private sector investors, and will draw upon both state resources and the expertise of many of Delaware's business leaders.

"Kurt has put successful teams together, is highly respected and well known in the field and can hit the ground running," said Rod Ward, co-chair of DPP, and President and CEO of CSC.

"I've been impressed with what I've learned during the search process. The state has a great deal to offer companies, both those that start here and others that will choose to locate and grow here going forward. It was the contagious optimism and clear commitment of DPP's leadership and board that truly sold me on wanting to join the DPP at this important juncture," said Foreman. "I look forward to returning to the Mid-Atlantic where my family roots are and where I got my start in economic development. My wife and I are excited to get to know the various areas of the state and become active members of the community. I am honored to have this chance to work with both the board



and many current and future partners to build something that can make a long-term difference for the citizens of Delaware."

Mr. Foreman is a graduate of Franklin & Marshall College and holds an MBA from Wake Forest University. He is active in several economic development professional organizations including the International Economic Development Council.

"Given the role of the DPP and its importance to the State, it was critical that we conducted a national search in order to find the best person for the job. We knew that traditional economic development experience would be important, but the ability to expand Delaware entrepreneurship and innovation opportunities was also an important factor. We had a very talented diverse pool of applicants to consider and Kurt was the unanimous choice of the committee. We are thrilled to have him join us as we set a new course for our State", said Doneene Damon, member of the DPP Search Committee and Director, EVP of Richards, Layton and Finger.

Mr. Foreman was recognized in 2017 as one of North America's Top 50 Economic Development Leaders by Consultants Connect. "I can't imagine anyone more qualified than Kurt. He would certainly rank in the top 10% of economic development professionals in the country," said William N. Hearn, Senior Vice President, CBRE Advisory and Transaction Services of Atlanta, GA.

Newsbites

Company, has named SSD to its 2018 Managed Service Provider (MSP) 500 list in the Managed Security 100 category. This annual list recognizes North American solution providers with cutting-edge approaches to delivering managed services. Their offerings help companies navigate the complex and ever-changing landscape of IT, improve operational efficiencies, and maximize their return on IT investments.

SSD provides a comprehensive suite of managed security services that go well beyond traditional MSP offerings. SSD's Assurance program takes a layered security approach to protect mission-critical systems and data from cyberattacks. The SSD team also conducts regular security reviews and assessments and helps organizations implement best practices and develop and maintain effective security policies.

"We are very proud to have been recognized by CRN for our managed security services," said Lisa Detwiler, President, SSD Technology Partners. "Cybersecurity is a significant business and IT challenge for our customers, and they look to us for help in reducing the risk of business disruption due to a security breach. Our highly trained and experienced team uses our proven methodologies and the latest security tools to monitor, manage, maintain and protect our customers' IT environments.



Jason Field to Succeed Terri Kelly as President and CEO of W. L. Gore & Associates

W. L. Gore & Associates today announced that Jason Field, global sales and marketing leader for Gore Medical

Products Division, will succeed Terri Kelly in the role of President and CEO effective April 1, 2018. Terri Kelly will continue to serve on Gore's Board of Directors through July 2018.

Jason Field joined Gore in 2005 as a product specialist focusing on medical devices that treat thoracic aortic aneurysms. He continuously broadened his commitments, serving as a co-leader of Gore's highly successful aortic business before moving into sales and marketing leadership roles. Jason is also a member of the Medical Products Division leadership team and a key contributor to global Enterprise initiatives.

"I am excited to work alongside my fellow Associates to shape the future of our Enterprise," said Jason Field, global sales and marketing leader for Gore's Medical Products Division. "We have strong organizational momentum, and I look forward to creating value for all our stakeholders by applying my passion for exceptional customer experiences, innovation and Associate engagement to improve life for our customers, communities and Associates."

Agilent Technologies to Acquire Advanced Analytical Technologies, Inc.

Agilent Technologies, Inc. announced that it has signed a definitive agreement to acquire privately-held Advanced Analytical Technologies, Inc. (AATI), a provider of capillary electrophoresis-based (CE) solutions for fully-automated analysis of a range of molecules for \$250 million in cash. This acquisition will enhance Agilent's existing expertise and technology, while giving customers a more comprehensive set of solutions.

Automated electrophoresis is a com-



monly used separation technique to analyze biomolecules such as nucleic acids (RNA and DNA), proteins, carbohydrates and small molecules. It has a broad range of applications and is used across a variety of industries segments including pharma and biopharma, academia and government, clinical and diagnostics, food, environmental and forensics, and chemical and energy.

"Technology advances in genomics, metabolomics, and proteomics are driving growth and demand for innovative new solutions," said Dr. Stefan Schuette, vice president and general manager of Agilent's Liquid Phase Separations Division. "The value of this acquisition is in the expanded capabilities for emerging applications that Agilent and AATI together can offer."

Delaware National Guard swears in Honorary Commanders

The Delaware National Guard recently assembled its Class of 2018 Honorary Commanders.

The Honorary Commanders were officially sworn in during a meeting of the Delaware Chamber of Commerce's Joint Military Affairs Committee, according to Col. Len Gratter - public affairs officer for the Delaware National Guard.

"Each year we induct 30 Honorary Commanders into the Delaware National Guard. And what that is, it's a program where we will partner civilian leaders, business owners, educators and elected officials with a military commander and a military unit. The goal is to inform and educate what we're doing in the Delaware National Guard and how we're spending your tax money," Gratter said.

Gratter says Honorary Commanders have the chance to visit National Guard troops during training, tour National Guard facilities, receive hands-on experience with training aids and get an orientation flight in a military aircraft.

Two High-Tech Companies Taking Their Businesses to the Next Level in Delaware with Help from the Division of Small Business, Development & Tourism

A company working to make NASA spacesuits stronger and safer and another providing data to millions of drivers to help them avoid traffic jams are both growing in Delaware.

Assistance from the state Division of Small Business, Development & Tourism is helping STF Technologies and TrafficCast take their businesses to the next level.

"Growth in Delaware's economy through projects like these stems from an ecosystem created in the state," said Linda Parkowski, Acting Director of the Division of Small Business, Development & Tourism. "Delaware has a business environment that encourages research and innovation and has programs in place to provide the ready space and produce a well-trained workforce for high-tech companies."

STF Technologies, which is based at the University of Delaware STAR Campus in Newark, develops advanced thickening materials that can change form between liquid and solid to improve the protective abilities of NASA spacesuits, making them more puncture- and impact-resistant.

Last year STF began manufactur-

ing and selling shear thickening fluids. Previously a material mostly confined to research labs, these materials are now being used by a number of different companies to create next-generation protective materials and motion-control devices.

At its February meeting, the Council on Development Finance recommended a \$50,000 Technical Innovation Program grant for STF to help provide a bridge between Phase I and Phase II Small Business Innovation Research funding from NASA.

"This technology could protect and save astronauts venturing to Mars," said Richard Dombrowski, Co-Founder of STF Technologies. "It is gratifying to see the state showing confidence in the company by helping us find Earth-based markets for our materials. We are also grateful for the TIP grant, which helps us to maintain our research and product development activities between rounds of NASA funding."

TrafficCast, which is based in Madison, Wis., is relocating its East Coast Traffic Operations Center to Delaware. The company uses data from 1.5 billion GPS trace points and its own road-based sensors to monitor traffic

flow nationwide and provides real-time traffic data to more than three-quarters of all in-dash vehicle navigation systems.

The company is relocating 10 jobs and creating an additional 58 new jobs in a new office at The Mill, a coworking space in downtown Wilmington. At its February meeting, CDF recommended awarding TrafficCast a \$171,600 Performance Grant from the Delaware Strategic Fund.

Many of the new jobs will involve software development so proximity to Zip Code Wilmington, which is also located at The Mill, is an important selling point for moving there.

Both The Mill and Zip Code Wilmington have benefited from past assistance through the state's economic development efforts.

"Delaware provides a great opportunity for TrafficCast to grow and create a footprint in a state-of-the-art location in Wilmington," said Al McGowan, CEO of TrafficCast. "Access to the talent required for that growth attracted us to Delaware, and the support we have found here in the private sector and in state government has shown us it was the right choice."

Sallie Mae Introduces New, Flexible Graduate School Loans For Medical And Dental Programs

Sallie Mae, the nation's saving, planning, and paying for college company, announced new, competitively-priced, graduate student loans for medical and dental professions. Both loans offer fixed and variable rates with no origination fees or pre-payment penalties, plus multiple payment options and enhanced repayment flexibility to cover 100 percent of the

school-certified cost of attendance.

The Sallie Mae Medical School Loan is available to graduate students pursuing a degree in allopathic, general, osteopathic, podiatric, radiology, sports, and veterinary medicine at degree-granting institutions. The Sallie Mae Medical School Loan offers fixed interest rates ranging from 5.74 percent to 8.36 percent annual percentage rate and variable interest rates ranging from 3.62 percent to 8.36 percent APR.

"We know that graduate school continues to be the expectation for many stu-

dents and families, and our research also found that most plan to borrow to pay for it," said Kelly Christiano, senior vice president, Sallie Mae. "These students value choice, flexibility, and options tailored for specific programs. We've designed our new graduate products to provide just that: competitively priced solutions with benefits, like extended grace and deferment periods that outpace the federal program, and repayment terms that allow students to focus on their studies and transition to their careers."

Jewish Federation of Delaware Honored as 2018 Top-Rated Nonprofit

Jewish Federation of Delaware announced today that it has been honored with a prestigious 2018 Top-Rated Award by GreatNonprofits, the leading provider of user reviews about nonprofit organizations.

“We are excited to be named a Top-Rated 2018 Nonprofit,” says Seth J. Katzen, Chief Executive Officer of the Jewish Federation of Delaware. “This is the seventh consecutive year that Federation has received this accolade reinforcing our steadfast commitment to excellence.”

The Top-Rated Nonprofit award was based on the large number of positive reviews that Federation received – reviews written by volunteers, donors and clients. People posted their personal experience with the nonprofit. For example, one person posted, “Federation is an exceptionally well run organization administered and staffed by people who really care about their mission and run a very efficient agency.” Another reviewer posted, “Jewish Federation of Delaware does an outstanding job of convening the Jewish community, supporting the Jewish agencies and organizations in our area, and representing our interests on a local level, and, through their allocations, in Israel and around the world.”

Delaware Tech's Mardi Gras Fundraiser Tops \$110,000 Raised

The Stanton and George Campuses' 14th annual Mardi Gras gala, held March 3, 2018, drew nearly 500 guests and raised more than \$110,000 to support student scholarships. The funds bring the event's 14-year total to more than \$1.4 million, which is used to help students in need pay for tuition, books, and other



Nanticoke Weight Loss Recognized for Quality in Bariatric Surgery

Highmark Blue Cross Blue Shield (BCBS) Delaware has recognized Nanticoke Weight Loss & General Surgery with a Blue Distinction® Center for Bariatric Surgery designation as part of the Blue Distinction Specialty Care program. Blue Distinction Centers are nationally designated hospitals that show expertise in delivering improved patient safety and better health outcomes, based on objective measures that were developed with input from the medical community.

To receive a Blue Distinction Center for Bariatric Surgery designation, a health care facility must demonstrate success in meeting patient safety measures as well as bariatric-specific quality measures, including complication and readmission rate for laparoscopic procedures in sleeve gastrectomy, gastric bypass and adjustable gastric band. A health care facility must also be nationally accredited at both the facility and bariatric program-specific levels.

essentials while attending Delaware Tech.

Guests were treated to exceptional New Orleans style music, entertainment and food as well as music from The Blind Date Band, wine and beer glass painting, tarot card readings, dueling pianos and line dancing. The event also featured a large silent auction.

“Every year, our crew of more than 200 staff and community volunteers comes together to create a fabulous event for our guests,” said Dr. Kathy A. Janvier, vice president and campus director of the

Stanton and George Campuses. “We hear often that our Mardi Gras is the best party in town, and we love to see guests return year after year to help us meet our fundraising goal for our students.”

Recycled computers to find new homes with seniors, students

Hempfield-based CyberCrunch, a data destruction and e-waste recycling company, will donate 10 refurbished laptops to Westmoreland County residents and

organizations in need.

Laptop recipients are partners of United Way of Southwestern Pennsylvania, including senior citizens who volunteer with United Way's Open Your Heart to a Senior program and local pre-k centers who collaborate with United Way's early education programs.

As part of their e-waste recycling business, CyberCrunch promotes reuse of refurbished laptops and electronic equipment. CyberCrunch partnered with United Way to find local recipients who may benefit from a refurbished laptop, including seniors on fixed incomes and early education centers with limited budgets.

The Grand Opening of Stitch House Brewery

Wilmington-based developer, The Buccini/Pollin Group, Inc. (BPG) is pleased to announce the Grand Opening and Ribbon Cutting Celebration for its latest retail tenant, Stitch House Brewery, which occurred on March 16, at 3:00 PM. Speakers included Governor John Carney, Mayor Michael S. Purzycki, Michael Hare, Executive Vice President of The Buccini/Pollin Group and Dan Sheridan, Co-owner and Chef of Stitch House Brewery. Following the ribbon cutting ceremony inside the restaurant located at 829 N Market Street in Wilmington, guests enjoyed the much-anticipated beer during happy hour from 4:00 PM to 7:00 PM.

Stitch House is only the second downtown Wilmington brewery in over 60 years and will be the first micro-brewery to open on Market Street in over 15 years. Co-owners and Wilmington natives Dan Sheridan and Robert Snowberger are excited to bring brewing back into city limits.

Staying true to the history of the space, Stitch House is named after the building's former occupants a linen mart and tailor shop, and its previous use as

both a coal house and ice house. The 7,000-square-foot restaurant space, designed by Stokes Architecture of Philadelphia, will seat upwards of 160, including 40-plus in the bar area and a back room for private dining.

Stitch House is committed to staying open until 1:00 AM seven days a week as a place for city residents to casually socialize. On tap will be several different beers brewed on site that guests will be able to purchase in to-go growlers and smaller crows. The new American menu will feature a variety of options including cheese and meat plates, soups, salads, share-size skillet dishes and sandwiches piled high with meat smoked directly at the restaurant.

Navient recognizes Wilmington employee for his efforts in supporting Puerto Rico in the wake of Hurricane Maria

Chris Kozicki, director of crisis management and business continuity at Navient, received Navient's Navigator Leadership Award for his role in supporting a Puerto Rico-based team recovering from the massive destruction caused by Hurricane Maria.

Presented by President and CEO Jack Remondi at a ceremony at the company's headquarters in Wilmington, Delaware, the award is given to one company leader who demonstrates excellence in business, people, results and personal leadership.

"Chris' commitment and dedication during these events were more than what was required of his job," said Remondi. "His actions were from the heart."

In Kozicki's honor, The Navient Foundation made a contribution to support The Andrew McDonough B+ Foundation, a nonprofit that provides financial assistance to families of kids with cancer nationwide.

Agilent Receives 2018 Scientists' Choice Awards

Agilent Technologies Inc. announced today that it has received two 2018 Scientists' Choice Awards — Best New Separation Product for the Agilent 1260 Infinity II Prime LC system, and Best New Spectroscopy Product for the Agilent Ultivo Triple Quadrupole LC/MS system.

SelectScience announced the winners of the 2018 Scientists' Choice Awards during a special ceremony held on February 28 at the international conference Pittcon 2018 in Orlando FL.

This year marks the third time Agilent products have won Scientists' Choice Awards in both best new separation and best new spectroscopy categories.

"We are focused on innovation with purpose, bringing innovative products to market that meet the needs of our customers and exceed their expectations," says Patrick Kaltenbach, senior vice president of Agilent and president of the Life Sciences and Applied Markets Group. "Being nominated for and winning both awards in one year is a real recognition of our exceptional reputation for separation and spectroscopy products among the analytical customer base."

Jewish Federation of Delaware Earns Guidestar Platinum Seal of Transparency

Jewish Federation of Delaware announced that it has earned the 2018 Platinum GuideStar Profile Seal of Transparency, the highest level of recognition offered by GuideStar, the world's largest source of nonprofit information. By sharing metrics that highlight progress Jewish Federation of Delaware is making toward its mission and helping donors move beyond simplistic ways of nonprofit evaluation such as overhead ratios.

"In accordance with our long-held belief in being transparent about our work," said Seth J. Katzen, Chief Executive Officer of the Jewish Federation of Delaware, "we are excited

Newsbites

to convey our organization's results in a user-friendly and highly visual manner."

To reach the Platinum level, Federation added extensive information to its Nonprofit Profile on GuideStar: basic contact and organizational information; in-depth financial information; qualitative information about goals, strategies, and capabilities; and quantitative information about results and progress toward its mission. By providing this information, Federation has demonstrated its commitment to transparency and to giving donors and funders meaningful data for effective evaluation. You can visit Federation's GuideStar profile at: <https://www.guidestar.org/profile/51-0064315>.

Richards Layton Announces Its Newest Members of the Delaware Bar

Richards, Layton & Finger is pleased to announce that four associates of the firm were admitted to practice in the State of Delaware in a ceremony today in Dover. The associates newly admitted to the Delaware bar are Travis J. Cuomo, Sara M. Metzler, Kevin M. Regan, and Christian A. Truman.

"We proudly welcome our newest members of the bar and look forward to the contributions they will make to our clients, our firm, and our community," said Gregory Varallo, president of Richards Layton. "Each one of them is a valuable addition to our firm, and I know they all share our enduring dedication to service and excellence."

Introducing Impactivate: The Impact Investing Exchange

The Glenmede Trust Company, a privately-held and independently owned investment and wealth management firm with \$40 billion in assets under management (AUM), announced today the launch of Impactivate, a website that



Navient Foundation supports college tour for at-risk youth

Navient Foundation, the company-sponsored philanthropic fund, announced a \$7,500 grant to support Duffy's Hope annual cross-country college tour. The nonprofit encourages Delaware's at-risk youth to learn outside of the classroom.

"Thanks to Navient's support, we've made a difference in the lives of several students from the city of Wilmington and surrounding areas," said Allen "Duffy" Samuels, founder and chief executive officer of the nonprofit Duffy's Hope. "Students will have the opportunity to see colleges and universities in other states. For many of them, this is the first time they've left Delaware."

"The Duffy's Hope college tour offers a fun and engaging way for students to explore their options," said Patricia Nash Christel, vice president, Navient. "We're proud to support these young people, many of whom will be the first in their family to pursue post-secondary education, on their journey to succeed in college and a future career."

The annual tour had its beginnings in the spring of 2013. This year, 15 students will participate in the college tour including 13 from Wilmington. The tour will begin on April 2 through April 6. Students will also visit universities in Delaware at the end of April.

showcases articles from journalists and thought leaders on the environmental, social and governance continuum.

"An expanding body of research has resulted in the beginning of an exciting era in the discipline of impact investing, with a spectrum of approaches emerging, from identifying companies that adopt ESG-aware policies and practices to

direct value-based investing," said Casey Clark, Director of Sustainable and Impact Investing at Glenmede. "Given the tenured history we have implementing impact strategies for foundations and endowments, we saw an opportunity to sponsor a dedicated resource that has the potential to align values with investments."

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CALENDAR OF Events

2018

DYPN 6th Annual Golf Outing

2:00 to 7:00 p.m.
Deerfield Golf Club
507 Thompson Station Road, Newark, DE 19711

May
18



June
7

End of Session Legislative Brunch

9:30 a.m. to 12:30 p.m.
Dover Downs
Ballroom C
1131 N. DuPont Highway, Dover, DE 19901

June
14


girl scouts
of the chesapeake bay

Networking Breakfast

7:30 to 9:00 a.m.
Girl Scouts of the Chesapeake Bay
225 S. Old Baltimore Pike, Newark, DE 19702

Chamber Leadership with Chip Rossi

7:30 to 9:00 a.m.
University & Whist Club
805 N. Broom Street, Wilmington, DE 19806



June
21

Dates, times and locations subject to change. Stay up-to-date by checking www.dscc.com/events.

MEET the NEW MEMBERS

July
17

Meet the New Members

8:30 to 10:00 a.m.

Delaware State Chamber of Commerce
1st Floor Board Room

1201 N. Orange Street, Wilmington, DE 19801

July
24



Networking Breakfast

7:30 to 9:00 a.m.

Short Order Production House

625 North Orange Street, Wilmington, DE 19801

View our full calendar at www.dsc.com/events.

Newsbites

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Delaware Tech Honors Lt. Governor Bethany Hall-Long

Delaware Technical Community College honored Lt. Governor Bethany Hall-Long at its Women's History Month Celebration on March 20 in recognition of her many contributions to healthcare, education, and public service in Delaware.

"Lt. Governor Hall-Long has spent her professional life giving back," said Delaware Tech President Mark T. Brainard. "Because of her service as a representative, senator, and now as lieutenant governor, we have all benefitted from her expertise and commitment to making changes that improve the health and welfare of the citizens of Delaware."

Since January 2017, Lt. Governor Bethany Hall-Long has served as Delaware's 26th Lt. Governor. Formerly, Lt. Governor Hall-Long served as a Delaware State Senator from 2008-2017 and a State Representative from 2002-



2008, where she focused on issues involving behavioral health, cancer, education, and the environment.

{photo and caption --- Pictured left to right: Dr. Lora Johnson, assistant campus director for the Stanton/Wilmington Campus, Dr. Mark Brainard, college pres-

ident, Lt. Governor Bethany Hall-Long, Dr. Sandra Gibney, who introduced the honoree at the event, Dr. Kathy Janvier, vice president and campus director for the Stanton/Wilmington Campus, and Cornelia Johnson, dean of student affairs at the Stanton/Wilmington Campus.

CHAMBER Committees

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

Delaware Young Professionals Network

The DYPN, along with the Economic Development Committee, hosted over 100 attendees for an all-star panel discussion about economic development, including New Castle County Executive Matt Meyer; Greater Kent Committee's Gregg Moore; Delaware Division of Small Business's Linda Parkowski; Delaware Business Roundtable's Bob Perkins; and Delaware Prosperity Partnership's Kurt Foreman. They also held their 6th annual golf outing at Deerfield that groups young professionals with seasoned leaders for networking on the course.

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.

For more information about these committees, contact Kelly Wetzel at kwetzel@dsc.com or (302) 576-6564.

Health Care Committee

This year the Health Care Committee will continue to focus on changes in the industry across Delaware including innovation and ways to institute cost controls. 2018 will bring a renewed look on what Delaware's opioid crisis means for employers and their employees, as well as continued monitoring of changes to healthcare laws facing employers. Look for a fall event for employers focused on the Human Resources and legal issues surrounding addiction in the workplace.

Transportation & Infrastructure Committee

The Transportation & Infrastructure 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.

Environmental Committee

The Committee continues to focus on the establishment of regulations surrounding the conversion permit process created from HB190 related to areas in the Coastal Zone. The committee will also be reviewing legislation calling for increased investment in solar energy, along with other bills related to the environment and economic development.

Tax Committee

Members continue to provide feedback to state government on the impact of proposed changes to Delaware's tax code, including testifying in Dover on the impacts of changes to Delaware's personal income tax rates, meeting with the Congressional delegation to weigh in on federal tax changes, and offering suggestions to help Delaware's tax code be more responsive to the economy. With the passage of Federal Tax legislation, the committee is keeping abreast of what changes there may be related to businesses, and will provide updates as necessary.

Employer Advocacy & Education Committee

The Committee continues to review draft legislation related to employment law, as well as wrapping up involvement in the Legalizing Recreational Cannabis taskforce. Already this year there have been a number of bills the Committee and the State Chamber have weighed in on, including increasing the minimum wage and a bill mandating sexual harassment training for all employees.

Joint Military Affairs Committee

The JMAC met in 2018, with a renewed focus on increasing communications between the military and the business community highlighting areas of partnership and potential activity. The group is also prepping for another awards season, and getting word out to businesses who want to apply for the Warrior Friendly Business award. Details to follow.

For more information about these committees, contact James DeChene at jdechene@dsc.com or (302) 576-6560.

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.

For more information about this committee, contact Mark DiMaio at mdimaio@dsc.com or (302) 576-6575.

Delaware State Chamber of Commerce

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

Notary Service

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

Certificate of Origin Documents

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

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

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

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



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

Prescription Drug Discount Card

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

Member-to-Member Discount Directory

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

Dental and Vision Plan

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

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



Constant Contact Email Marketing Service

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

Continuing Education Certificate Discounts

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

LegalShield

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

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



and identity restoration services. LegalShield's personal legal plans also effectively reduce employee stress and absenteeism while driving increased productivity.

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

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

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

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



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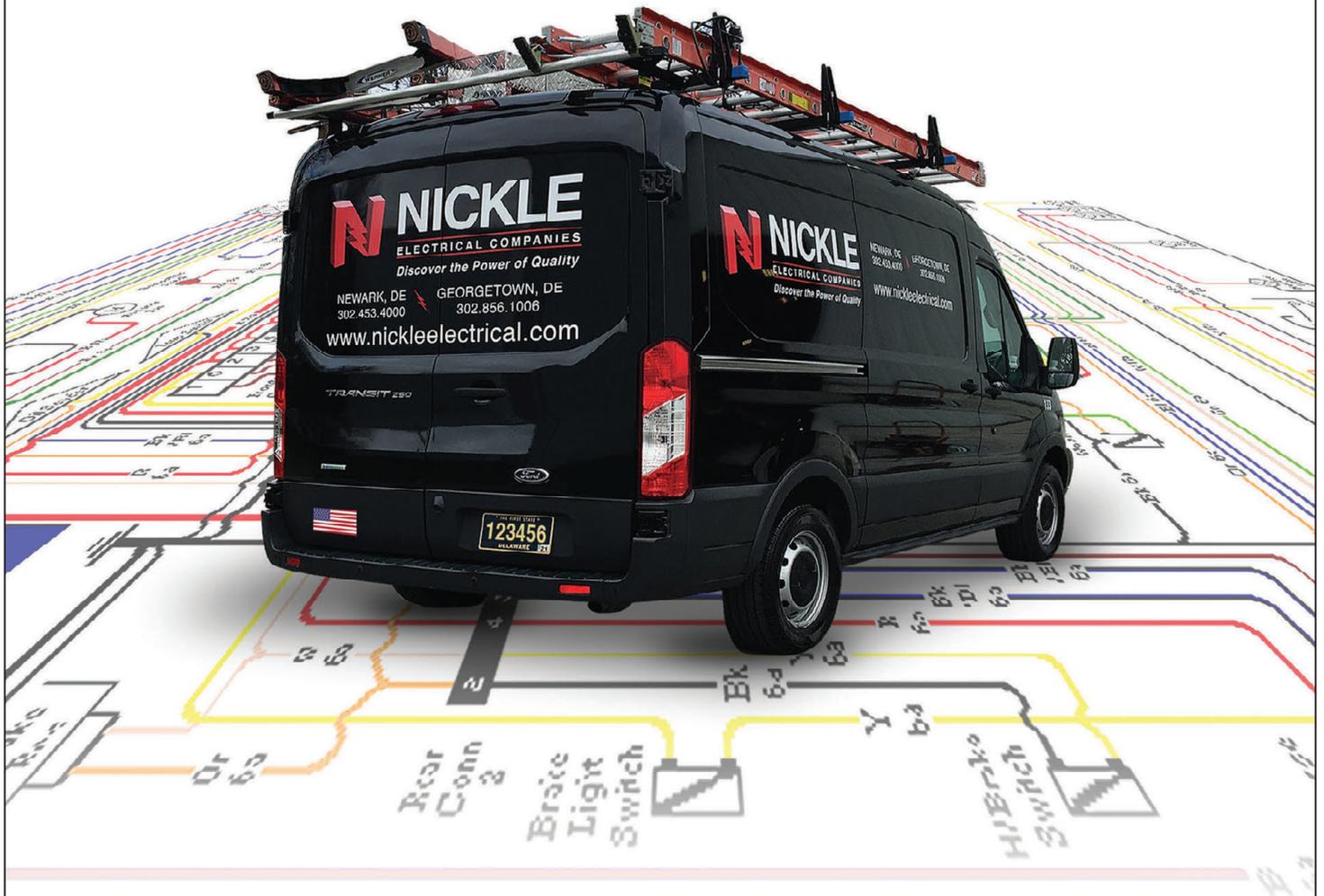
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The mission of the Delaware State Chamber of Commerce is to promote an economic climate that strengthens the competitiveness of Delaware businesses and benefits citizens of the state. The Chamber will provide services members want; it will serve and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

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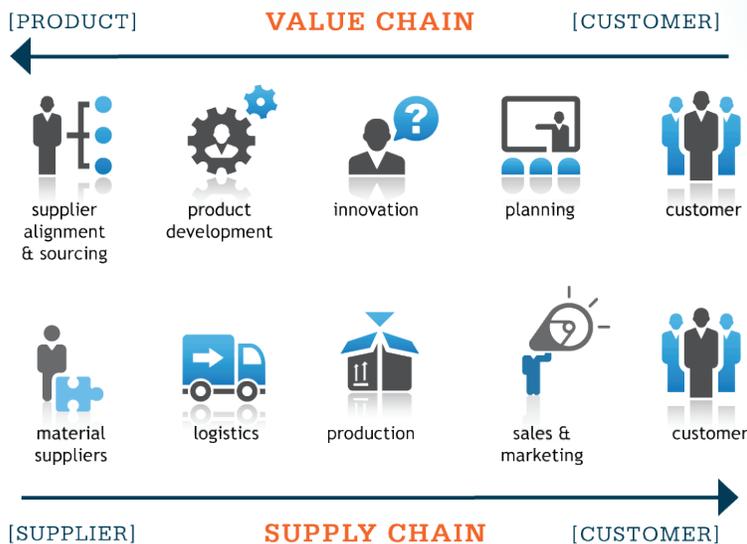


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