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DSCC President Mike Quaranta attended the Delaware National Guard Appreciation Day Flight, where guests also learned about the capabilities and mission of Delaware's Hometown Force visited Camp Colwell. Photo courtesy of the Delaware National Guard.

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On The Cover

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Message from the President



Michael J. Quaranta

Thousands of Delawareans and millions of Americans find themselves underemployed. They work jobs necessary to our economy's success, but perhaps in positions without much upward mobility or in a wage bracket that is unlikely to grow. Adding to the challenge, many of these good people have homes, children and financial obligations, making it nearly impossible to leave their

current employment to develop a new set of skills or pursue a different career. While it was normal some years ago to go straight from high school and into the workforce, as we saw with many Delawareans finding work at Chrysler, GM or DuPont, that is no longer the case. Because of technology, international competitiveness and other factors, many of those highly compensated jobs that required limited training are gone. It's difficult in today's workforce to go straight from a high school graduation ceremony and into the job market with a viable career path. By obtaining some form of vocational skills training, certificate or more, the average citizen can increase their odds for higher wages and growth opportunities.

Here at DSCC, we are actively engaged in this debate on many fronts and have been for decades. What you will witness in the coming months is a new focus on concrete proposals that we believe can fill employment shortages while simultaneously changing families and people for the better.



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LEGISLATIVE PRIORITY

A Hand Up

BY JAMES DECHENE

THE MANUFACTURING INSTITUTE recently released a report highlighting that one quarter of those working in manufacturing are over 55 years of age. Delaware's most recent labor report (July) made mention of the state's 65 year old male population seeking work in higher numbers than in prior years, and as an outlier compared to the national average. The Bureau of Labor Statistics reports that roughly 7.3 million jobs are currently unfilled nationally, and that's 1 million more than there are unemployed workers. Add in a 3% unemployment rate, and you have the outline of about as close to full employment as we get, with plenty of room on the margins with open positions, and it's truly an employee's market right now.

As with most cyclical patterns, it's only a matter of time before the economy shifts again, the job market cools and many of those reported job openings disappear as employers choose to scale back hiring in favor of increasing productivity with their current labor force.

What happens then?

Much of that question can be answered if Delaware continues down a path of supporting minimum wage increases to \$15 per hour, continues to add burdensome regulations that discourage new business formation and current business growth, and makes it more expensive in general to operate a business in Delaware.

According to a Wall Street Journal article from July, low skill workers are benefiting from a tight labor market. For those with just a high school diploma those aged between 25 to 54 saw a 6 point drop in employment from 2008 to 2010. Starting in 2014 was a sustained jobs recovery for that bracket, and by last year had recovered all the ground they had lost related to wages. It took about 8 years, which has happened in each cycle since 1980. Highlighted in the article was a 2016 study that reported as unemployment increased between 2007 and 2010 the percentage of job postings requiring a bachelor's degree went up 10%, and then fell over the next few years. The report cites a correlation between unemployment and employers raising the requirements of jobs, and then lowering those requirements

when the job market becomes tighter. The need for skills doesn't change, but the initial barriers to entry can be modified.

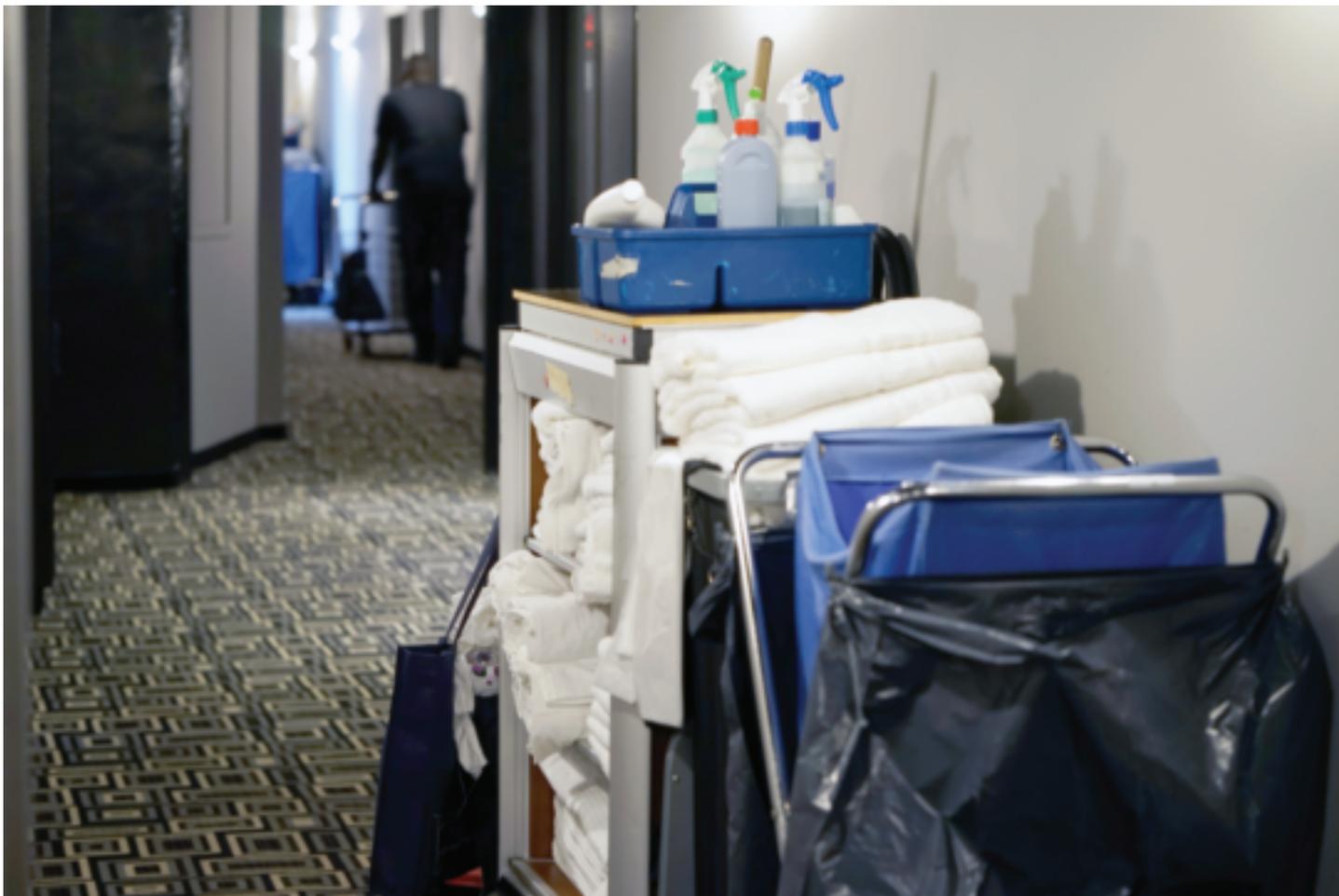
The concern related to the next economic downturn is what happens to those low skill workers if they are laid off and unable to find work because they lack the skills to compete in a tight job market? Add to that



an inflated minimum wage that acts as a secondary barrier to employment, and Delaware could face an unemployment crisis.

A way to mitigate that outcome is to focus on "training up" Delaware workers. Finding providers like the Delaware Skills Center that offer training in jobs needed today, as well as planning for the wave of retirements set to come in construction, manufacturing, health care and other industries is the answer.

Instead of artificially raising labor costs, which leads to job loss, raises prices for people on a fixed income, exacerbates youth unemployment issues, hastens automation and ultimately hurts low skilled workers, we should be focused on ways to train workers with skills warranting a higher wage that can provide stability during a down market. The State Chamber looks forward to having those conversations with interested leaders in Delaware to provide Delawareans with creative, nimble, real lifestyle changes that will benefit employees, employers and their families.



Minimum Wage Increases Unintended Impact

MINIMUM WAGE is a hot button issue across the country and appears to be getting hotter in Delaware. In 2014, the Delaware General Assembly passed a minimum wage increase from \$7.75 to \$9.25. While we have not yet seen the full effects of this bill – \$9.25 will be required by Oct. 1, 2019 – this past 151st General Assembly saw the introduction of Senate Bill 105, an act to increase the minimum wage in Delaware to \$15 by 2024. The bill ended in the Finance Committee during this legislative session but remains live during the next legislative session. Understanding the impact a bill like Senate Bill 105 would have across Delaware industries is therefore vital for Delaware business owners, customers, and lawmakers.

During discussions of Senate Bill 105 in June, a handful of business owners explained the unique issues this legislation would have in their industries. One such community, the nonprofit sector, was represented by Verna Hensley, the Vice President of Public Affairs for Easterseals Delaware & Maryland Shore Inc. Hensley spoke about the need to renegotiate state

contracted rates for nonprofit providers if minimum wage were to change.

“The State sets the reimbursement rates for the contracted services... nonprofit providers are greatly constrained in what wage they can offer the direct care workers. For example, the contracted rates for our day services for adults with intellectual disabilities only support a wage of \$9.50 an hour,” said Hensley.

This allows for the majority of Easterseals employees to be paid more than the current minimum wage, as well as earning other workers’ benefits. However, if the state minimum wage was adjusted without an adjustment to state contract rates, Easterseals and other nonprofits would have to fundraise or pull resources from other areas. Further, because their funding comes through state contracts, nonprofits cannot pass increased costs along to customers through increased prices. Hensley fears that this would lead to a significant impact on Easterseals and other nonprofits’ ability to meet a growing need for services.

Robert Bird, the founder and owner of Home Instead Senior Care in Delaware, and serving President of the Delaware Association of Home and Community Care, has similar concerns on the need to adjust other state legislation if minimum wage were to change. What legislators may not be aware of, Bird explained, is the growing gap in the labor market for homecare workers. Delaware already has a much older population, and with such high demand but no growth in the supply of labor, the cost of supply of homecare workers keeps increasing. A \$15 minimum wage would only exacerbate this problem; exponentially growing labor costs would be challenging for businesses to absorb and would result in higher prices for service. The problem becomes more complicated with many homecare patients receiving Medicaid. Bird is concerned that if the state budget allotted to Medicaid is not renegotiated, there will be many families facing burdensome homecare costs they cannot afford. On the other hand, if the state budget is renegotiated, there would have to be a yearly increase in state taxes or cuts made to other state programs.

Labor supply is a growing scarcity in not only the homecare industry, but also the hotel industry. Given that entry-level hotel work is often very labor intensive, William Sullivan, managing director of Courtyard by Marriott at University of Delaware, says that there is a natural scarcity, and in turn, economic push for higher wages for entry-level hotel workers. This same concept is also reflected in Delaware: unemployment is currently very low and has led to higher wages because labor supply is so competitive. Therefore, Sullivan thinks that natural supply and demand should be left alone to do its own work. While Courtyard by Marriott at University of Delaware has not taken a strong position either way – in fact with larger businesses like Amazon and Christiana Care paying higher wages, Courtyard by Marriott is attempting to follow suit – Sullivan believes that \$15 would be a shock to the system. Like many businesses, it would be unlikely that hotels could absorb growing labor costs, resulting in higher prices. But hotels face a unique challenge: the new popularity of unregulated online marketplaces and hospitality service brokerage companies, like Airbnb. The popularity of these online marketplaces, in combination with higher hotel room prices, would lead to a decrease in demand for rooms. Further, hotels determine worker hours by how many rooms will be filled, so a decrease in demand for rooms will not only hurt hotel business in general but will specifically target entry-level hotel workers.

Businesses are sympathetic to issues a \$15 minimum wage aims to solve; many are already making efforts to make up for what minimum wage may lack. The businesses mentioned here either pay most or all employees more than the current minimum wage. They also offer benefits like paid training to encourage workforce development. However, many businesses are wary of the unintended consequences a \$15 minimum wage would have on Delaware business owners, consumers, and taxpayers. ■



Kelly Harwick interned for the State Chamber during the summer of 2019. She is a senior at Drew University majoring in economics with minors in international relations and Chinese studies.

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Member news & Notes

Mid-Atlantic Alliance for Performance Excellence

BY ROBERT BITNER, PRESIDENT AND CEO

» The Mid-Atlantic Alliance for Performance Excellence (MAAPE), is one of 31 state and regional Baldrige Programs across the country. Headquartered in Lancaster, PA, we serve Pennsylvania, New Jersey, and Delaware. Prior to becoming a regional program in 2016, we served Pennsylvania organizations since 2005. To understand MAAPE and the work that we do, it's important to understand the Baldrige Program and its origins.

In the mid-80s US leaders realized that American companies needed to improve quality in order to compete in an ever-expanding global market. Then Secretary of Commerce

Malcolm Baldrige believed that quality management was key to US prosperity and sustainability. After he died in a rodeo accident in July 1987, President Reagan named the award in his honor.

The goal of the Malcolm Baldrige National Quality Improvement Act of 1987 was to make US manufacturers more competitive. In 1999, its scope was expanded to include healthcare and education organizations. In 2007 nonprofit organizations were encouraged to adopt the Baldrige framework. As the drivers of long-term success have evolved, so, too, have the award and the

Baldrige Framework and Criteria. Today, the Baldrige Award recognizes U.S. organizations that are role models for organization-wide excellence.

The Mid-Atlantic Alliance for Performance Excellence is modeled after the national program. We work with organizations from all sectors that want to use the Baldrige framework to be more competitive. There are a number of ways that you and your organization can get involved:



- Submit an application – The Criteria used at the national level serves as the basis for our process and for providing each applicant with a comprehensive feedback report that details the organization's strengths as well as their most significant opportunities for improvement. Applicants have said that the MAAPE process is one of the best, most cost-effective and comprehensive assessments available. Organizations that receive our Excellence Award are eligible to apply at the national level.

- Serve as an examiner - Strengthen your ability to use the Criteria

for Performance Excellence for organizational assessment Network with some of the region's foremost experts in business, education, health care, and government and other not-for-profit organizations Learn how leading organizations achieve performance excellence Use your expertise to improve our region's competitiveness and quality of life. Receive valuable training and experience in understanding and applying the Criteria to all types of organizations to develop analytical and consensus-building skills and a systems perspective that can be applied at your home organization.

- Attend our conference
- Our 14th Annual Awards

Banquet & Conference will be held on November 13 & 14 at the Desmond Hotel in Malvern, PA. This two-day event features pre-conference workshops, an Awards Banquet where we recognize our 2019 MAAPE Award Recipients. We'll also have keynote presentations from three of the 2018 Baldrige Award Recipients in addition to breakout sessions with topics of interest for all sectors.

We rely almost entirely on volunteers who share our passion for performance excellence. Call Bob Bitner at (717) 737-6470 to learn more about how your organization can get involved.



NONPROFIT SPOTLIGHT **Energize Delaware** BY ANTHONY DEPRIMA

»» Energize Delaware, also known as the Delaware Sustainable Energy Utility (DESEU), is a nonprofit 501(c)(3) organization created by the State of Delaware in 2007 to operate as the premier one-stop-shop for connecting and empowering Delaware energy consumers with the resources to reduce costs, improve

the environment and ensure energy independence for future generations. Now in its 12th year, Energize Delaware helps home owners, businesses, farmers, schools, religious organizations, nonprofit agencies, hospitals and local governments save money by providing access to high-efficiency heating, cooling, ventilation, insulation and all

renewable energy technologies.

One option for businesses looking to lower their utility bills and reduce their environmental impact is the Energize Delaware Revolving Loan Program. The program's appeal is the attractive return on investment. The loans are structured to be cash positive from day one, and savings over the life of the project must be greater than the investment, including financing. These low-interest loans, which range from \$10,000 to \$2,000,000 based on availability of funds, can be used for energy efficiency projects such as onsite generation of renewable energy and greenhouse gas reduction measures. In 2018, Energize Delaware awarded 15 loans totaling \$7,821,694. The average loan size was \$521,000; however, they ranged from \$2,000,000 loans for office buildings in Wilmington to a \$15,575 loan for a farm in Sussex County.

When the new Lewes Public Library was built back in 2016, the installation



of solar panels and other energy efficiency improvements were made possible in part by a low-interest loan from Energize Delaware: \$415,000 to be repaid over 10 years. The library's green design resulted in savings of about \$47,000/year in energy costs. That means a better experience for everyone who visits the library, according to the President of the Board of Commissioners, Hugh Leahy. "The less we have to spend to maintain and operate our facility, the more we can devote to the services that our clients wish and expect," he said.

A new addition this year to Energize Delaware's programming opportunities is a Property Assessed Clean Energy program, or D-PACE, for commercial buildings. D-PACE enables building owners to seek private sector financing for clean energy and energy efficiency projects through a voluntary property assessment by participating counties. As the legislatively designated D-PACE administrator, Energize Delaware has spent the year developing program guidelines, working with counties interested in participating and marketing the program.

Energize Delaware offers programs by fully utilizing the authority granted by the State of Delaware to issue tax-exempt bonds, use Regional Greenhouse Gas Initiative (RGGI) funds and bank solar renewable-energy credits (SRECs). Energize Delaware also utilizes private sector entrepreneurial strategies.

For more information about any of Energize Delaware's programs, call 302-883-3048 or visit energizedelaware.org. You can also follow, share and like us on Twitter (@EnergizeDel), Facebook (@EnergizeDelaware), and Instagram (@energize_delaware).



CHAMBER DIVERSE SUPPLIER SPOTLIGHT: **AlphaGraphics**



AlphaGraphics is a full-service print and marketing services firm, offering services that cover design, print, sign production and installation, mailing, marketing services and promotional products. We serve primarily businesses and organizations in the Delaware and surrounding areas. Our customers include large organizations to non-profits to small businesses.

AlphaGraphics has been in business in Delaware for the last 31 years. We work with our customers directly and service them at their locations. We provide local delivery and ship to any location in the world. We are very well equipped with digital, sign and offset machines with a variety of finishing equipment. We also provide web print portal for our clients that allow them to order print on demand.

Our employees are the key to our

success and the reason why we have repeat customers. Our key employees have at least a decade of experience in the organization. Our internal culture is focused on defining roles clearly, providing our employees the tool and freedom to meet their goals and then allowing them room to meet and exceed our client's requirements. We have incentive programs in place that ensures that all of our staff share in our success.

We believe that strong businesses are vital as they provide the economic impetus that grows the community. In that context, a diverse business community is essential as it reflects the diverse environment in which we all live. We are proud to be a Minority Owned Business and look forward to expanding our reach in Delaware and beyond.

The Delaware Safety Council

» The Delaware Safety Council celebrated its Centennial and honor the DuPont Company on June 7, and featured Irenee du Pont Jr as the event keynote.

The DuPont Company's commitment to continuous safety process improvement was honored with the Delaware Safety Council's inaugural "Irenee du Pont Award for Safety Innovation" at the Council's Centennial Luncheon. The event, a "Century of Safety" in Delaware, was held at the DuPont Country and kicked off with a "Parade of Decades" vehicle display.

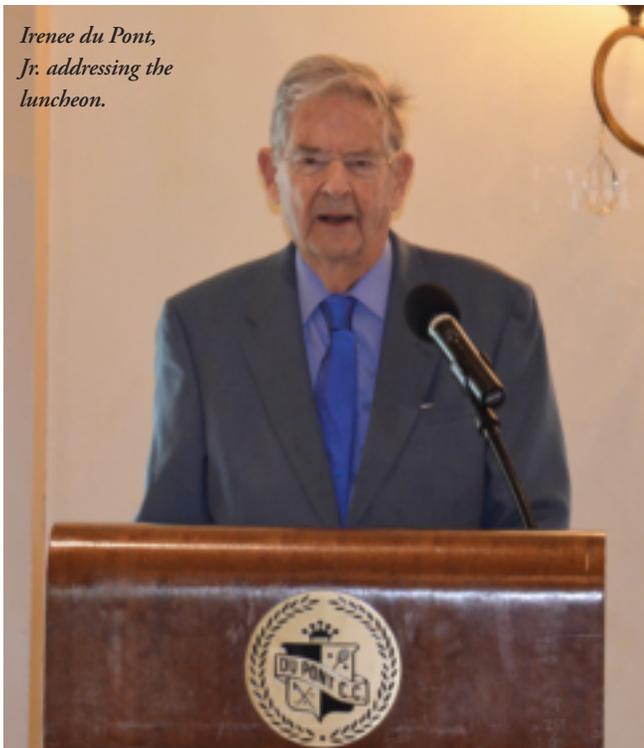
Also featured was a compelling presentation from nationally renowned highway safety leader Pam Shadel Fischer: "We've Come A Long Way Baby, Well Maybe." In addition, highlights from the Delaware Safety Council's 100 years of safety training and advocacy was shared, along with a look at the organization's "New Century of Safety" programs geared toward today's safety and security realities.

The Council honored Mr. Leo Hamilton with the Reverend David B. Mumford Award for safety advocacy.



Kimberly Markiewicz, SHE Director at DuPont receiving the inaugural Irenee du Pont Award for Safety Innovation from Board Co-Chairs Sam Waltz and Bruce Swayze.

Irenee du Pont, Jr. addressing the luncheon.



Lindsay Hamilton accepting the Rev. David B. Mumford Award for Safety Leadership on behalf of her father Leo Hamilton, the award winner. Award presented by Sam and Bruce.

ASTRAZENECA

PARTNERING WITH THE DELAWARE COMMUNITY FOR BETTER HEALTH

» As one of the world's leading pharmaceutical companies, AstraZeneca operates in more than 100 countries, producing innovative medicines used by millions of patients.

With North America commercial headquarters in Wilmington and manufacturing in Newark, AstraZeneca is committed to supporting the health of the Delaware community and beyond as well as providing a myriad of resources for local employees to approach health and wellness with a positive mindset.

As the first company to put patients first in a very public way through their advertising - if you can't afford your medications, AstraZeneca may be able to help- AstraZeneca continues to deliver on this commitment, including through their AZ&ME Prescription Savings Program, one of the longest standing programs in the industry. Since 2007, AstraZeneca has helped over 4.6 million patients access their medications throughout the US.

In their home state, AstraZeneca supports and partners with Delaware based non-profit organizations that provide access to underserved communities. One such organization is Christiana Care Health System. In 2017, AstraZeneca partnered with Christiana, donating to the Blood Pressure Ambassador Program. The program, launched in 2011 provides healthcare and resources for individuals with hypertension in

New Castle, focusing on medically underserved areas. By 2018, the Ambassadors reached their milestone of screening over 10,000 individuals at risk for hypertension.

Another non-profit working towards disruption of healthcare barriers AstraZeneca frequently supports is Westside Family Healthcare. In the past, AstraZeneca has partnered with Westside to operate the Rural Health Outreach Program, which brings health services to migrant and seasonal agricultural workers and their families in rural Delaware communities. Utilizing a two-exam room mobile health unit, Westside dispatches primary care teams during the agricultural season. Westside's care teams provide onsite primary care services and educational resources on preventing the onset of disease and illness. Similarly,

AstraZeneca donates in support of the Nemours/Alfred I. duPont Hospital for Children Nemours Telehealth program. The program allows for remote, real-time patient/doctor consultations that accommodate working parents by helping them to proactively tend to their children's needs. The Telehealth program sees to it that despite economic or geographic challenges, patients and their families



can still seek out reliable and timely medical attention. Telehealth provides immediate, quality healthcare to at-risk families who for many reasons may not have access to medical care. From the comfort of their own homes, families are able to proactively address their children's health concerns in a calm, comfortable environment.

In addition to the support AstraZeneca provides patients and the community, AstraZeneca is supporting the health of their Delaware employees. This includes onsite benefits like access to a fully equipped fitness center, wellness classes, and healthy food options in the cafeteria. These systems and amenities put make living a healthy lifestyle as easy as possible.

With strong ties and deep roots in the state, AstraZeneca is an organization that understands the impact of giving back within the local community. Just as with pushing the boundaries of science to deliver life-changing medicines, supporting the health and vitality of the Delaware community, employees and patients worldwide is only possible through partnership.



NONPROFIT SPOTLIGHT: **St. Patrick's Center**

» *“Where, after all, do universal human rights begin? In small places, close to home... where every man, woman and child seeks equal justice, equal opportunity, equal dignity without discrimination.” —Eleanor Roosevelt*

St. Patrick's Center is one of those small places close to home that aims to serve the more complex needs of its community. To its staff and volunteers, providing basic physical necessities like food, shelter and clothing is simply not enough. Love, respect, inclusion and kindness accompany all their charitable transactions, and in doing so, they care for the whole person or family. This holistic approach enables them to support the people of

Wilmington, Delaware in positive and meaningful ways.

In 1971, St. Patrick's Center was founded as a senior center after the closing of St. Patrick's School. They provide midday meals for seniors, aged 60 and older, both onsite and through delivery service, serving more than 10,000 meals each year, in cooperation with City Fare, a meal distribution program of Saint Anthony's Community Center. They help the Food Bank of Delaware in delivering over 2,500 USDA food boxes through the federal Commodity Supplemental Food Program for Seniors. Additionally, they provide over 20,000 trips each year that enable seniors and others to receive health care, go grocery shopping

and participate in other activities that might otherwise be inaccessible due to disability or lack of transportation.

The organization has since grown and evolved to care for a diverse range of needs in its community, from emergency food supplies and fresh produce sharing to shelter and home-like amenities and a clothing bank. Their low-cost breakfast program serves over 14,000 people throughout the year and they provide the space for group activities like Bible studies and game nights. St. Patrick's also offers pharmacy services for those who need co-pay assistance, with help from Greenhill Pharmacy, and social work services that address a variety of challenging situations.

Did you know...

Most Delawareans are familiar with the St. Patrick's Day Society Communion Breakfast on St. Patrick's Day, a celebration of Irish culture and the organization's main fundraising event.

But you might not know that:

- The daily meals program serves over 100 seniors a day
- The morning breakfast program is open to all and feeds over 50 people daily.
- The Center provides fresh produce twice a week to over 800 individuals per month.
- It provides emergency food to over 1,300 households monthly.
- The Center maintains a Clothing Closet for those in need.
- Its Homeless Respite program is open every day and provides showers, laundry, storage and computer.
- A partnership with Christiana Care provides access to social workers, resulting in over 250 appointments per month, and has reduced recidivism at the Wilmington Hospital ER by 10%.
- Through a partnership with Greenhill Pharmacy, the Center offers a free prescription service for qualified clients.
- Through National Able, the Center has a Senior Employment program.
- The St. Patrick's Center provides all its services with a full-time staff of four people.

Chairman's Message

BY GARY STOCKBRIDGE

»» As business leaders, we all understand the importance of a strong workforce and how crucial early development is for an individual's success in our ever-changing economy. To continue to nurture these characteristics here in Delaware, the Chamber continues to strengthen its partnership with Delaware Pathways and we encourage our members and the broader business community to look for opportunities to get involved.

Delaware Pathways works to ensure all youth are given the opportunity to fulfill their educational goals and career aspirations. Engagement from the Delaware business community is crucial to the program's success and feedback from businesses is vital to identifying the skills and educational requirements needed for various roles in industries, such as biomedical sciences, computer science, energy, finance, and many others that are prominent in Delaware.

At Delmarva Power, we have spent years working through Delaware Pathways to partner with selected schools around Wilmington to enhance their curriculums. With their support, we've built amazing relationships with our partner schools that have allowed us to create job shadowing, internships, co-op experiences, as well as mentoring and coaching opportunities. We have found that meeting with these schools on a regular basis and providing seed funding has helped us all understand the value in creating effective, work-based learning experiences for students and our communities.

One of the Delaware Pathways' key partners, the Delaware Technical

Community College's Office of Work-Based Learning (OWBL), has been

invaluable in our effort. Since its inception in 2017, OWBL's mission has been to increase employer engagement and build a network of work-based learning opportunities for students in grades seven through the first two years of college. Together, we've seen first-hand how work-based learning not only exposes students to a potential career and strengthens their occupational knowledge, it also helps illustrate the relationship between education and training, fostering an appreciation of how academic concepts are applied in a real-world setting.

In the coming year, Delmarva Power has plans to partner with other companies to build on our relationships with our partner schools and make these experiences even more beneficial for educators and students. While I recognize that every business has different levels of resources to devote to this effort, I strongly encourage all Delaware business leaders to take the initiative to learn where their workforce is heading and how you can act now to prepare your future employees. Whether it's through OWBL or the many community-based organizations, such as Junior Achievement, the Boy Scouts, the Girl Scouts, FAME or United Way, we all have resources available to us to deliver meaningful experiences to youth in need of assistance, and it's all of our responsibility to lay the foundation for Delaware's future workforce.



Delaware agribusiness

FARMING THE 21ST CENTURY WAY CONTRIBUTED BY THE DELAWARE PROSPERITY PARTNERSHIP

» Delaware's agribusiness sector is growing. Last month, FMC Corporation (NYSE: FMC), a publicly traded agricultural sciences company, announced a three-year, \$50M investment to completely reconfigure the greenhouse and research facility at its global R&D headquarters in Newark, Del. The company plans to hire 13 employees over the same time period, which would bring its total of full-time R&D employees at the Delaware campus to approximately 375.

"Over the years, FMC has been a leader in developing agricultural products that our farmers need," said Delaware Secretary of Agriculture Michael T.

Scuse. "As a global agricultural leader, we are excited to have their research facilities based in Delaware and their continued investment in the First State."

In addition to the FMC expansion recent agribusiness announcements include:

- Corteva Agriscience, which spun off from DowDuPont in June (keeping its Delaware headquarters) to become the leading agricultural sciences firm, with an estimated \$14B in annual revenue.
- Belchim, a Belgian chemical crop protection company, which established its U.S. headquarters in Delaware last year, in order to capitalize on the state's unmatched concentration of bioscience firms and talent.

Agriculture in Delaware

Ag-science and Agtech are reinventing one of America's legacy sectors – farming. That's part of the reason Delaware has one of the nation's most successful farm industries in the country. Ed Kee, Board member for the Delaware Prosperity Partnership and Delaware's former Secretary of Agriculture explains, "Nothing can replace the experience, know-how and powers of observation of the farmer."

In Delaware, agriculture is the single largest land use with nearly 40 percent of land across 2,500 farms devoted to agricultural production. And it pays off—in 2017, Delaware ranked second in the nation in per-farm sales, with an average of \$637,000 per farm, which was significantly greater than the national average of \$190,000 per farm.

Most farms in Delaware, 39 percent of the total, are between 10 to 49 acres and produce commodities such as lima beans, soy, corn, and wheat. In fact, Delaware produces the most lima bean of any state in the nation—more than one-third of the U.S. total. The annual harvest of more than 350,000 acres of corn and soybeans is used to produce chicken feed, with almost \$1 billion of chicken feed ingredients purchased across the Delmarva Peninsula in 2017.

As Kee observes, "I've always said that Delaware should be looked at as a food shed for the eastern United States. With that concept comes incredible challenges,



but also incredible opportunities, and if you couple those challenges and opportunities with the skill sets and the dedication of our farmers and then the industries and the university that support agriculture, it's a noble industry. We're producing food not for our country and indeed for the world."

Poultry Production

Statewide, Delaware farmers produced 1.87 billion pounds of chicken in 2017. Sussex County, Delaware is the #1 producer of poultry and eggs in the nation. The county is considered the birthplace of the broiler chicken industry, and it continues to be the top broiler producing county in the United States. Poultry production companies like Mountaire Farms and Allen Harim Foods call the state home. Perdue Farms in Milford, Delaware is the nation's largest USDA-certified organic chicken plant. Overall, the broiler chicken industry supports more than 8,500 jobs statewide and generates more than \$1 billion in sales annually, establishing Delaware as one of the country's leading poultry producing states.

About Delaware Prosperity Partnership Created in 2017, Delaware Prosperity Partnership (DPP) is a not-for-profit organization that leads the state of Delaware's economic development efforts to attract, grow and retain businesses, including agribusiness companies. DPP works with site selectors, commercial developers and business executives focused on where to locate or grow a business. The team helps with reviewing potential sites, cost-of-living analysis, quality-of-life intel and funding opportunities, including available tax credits and incentives. For more information, visit www.choosedelaware.com.

On to new adventures...

THE STATE CHAMBER GIVES ITS BEST TO COLLEAGUES DENÉE AND JAMES

Denée Crumrine, Communications Manager, was offered the Corporate Communications Manager position at Highmark Delaware, under the leadership of Nick Moriello. During her three years at DSCC, Denée managed the Delaware Business magazine, digital communications and social media, press relations and our internship program.

"Working with the Delaware State Chamber of Commerce has been a tremendous experience (both times!) that no other organization can replicate. Being able to network with business, government and community leaders, getting exposed to all types of industries, learning about the state of Delaware, and working with the amazing team here, all on a regular basis, has given way to great personal and professional growth. It is an experience for which I am truly grateful. I will miss my Chamber family and friends, but am very excited for this new opportunity!"



James DeChene, Senior Vice President of Government Affairs, will be joining forces with another local lobbyist to form their own firm. James led the Chamber's advocacy mission and ensured our members' voices were heard in Dover. "I'm grateful to have worked for the State Chamber for the last five plus years. Specifically, I've enjoyed learning about the variety of Delaware businesses, and the personalities of those who own and operate them. I have a deep appreciation for the members I've worked with who've shared their expertise and knowledge helping to shape policy and



talking points on the issues that impact the business community. It's with mixed emotions that I leave the State Chamber—sad not to see so many people I enjoy on a regular basis, but excited at the prospect of starting my own small business, a contract government relations firm. I plan to stay active with the State Chamber, and hope to see you soon."

Update from Sussex County

» Sussex County officials announced on Tuesday, July 16, 2019, that Eric A. Littleton of Bridgeville will take the controls as manager of airport and business park operations this October when current manager Jim Hickin retires after 14 years of County service, a dozen of those as manager. Littleton was selected from a field of five candidates for the job that oversees day-to-day operations of the complex near Georgetown, which sees some 35,000 landings and takeoffs annually from a variety of aircraft.

Littleton comes to Sussex County after having worked in various roles since 2006 at the Virginia Commercial Space Flight Authority and NASA's Wallops Flight Facility on the Eastern Shore of Virginia, where he has served as an air traffic controller, surveillance coordinator/recovery director, and assistant airport manager for NASA, and most recently as the Mid-Atlantic Regional Spaceport unmanned aerial systems (UAS) airfield manager for the Authority.

"As a Sussex County native, I am excited for the opportunity to join the airport team, continuing my career in aviation as the manager of the Delaware Coastal Airport and Business Park," Mr. Littleton said. "I look forward to working with the County and FAA while maintaining the legacy of this local asset, and bolstering the facility infrastructure to prepare us for an evolving industry."

County officials said Mr. Littleton's background in various capacities with the spaceport and NASA, his ability

to develop policies, educational programs and manage projects, his familiarity in working with the Federal Aviation Administration and regional airport operators, and, more recently, his understanding of UAS systems and the future potential it represents to aviation and economic development, made him the ideal candidate for the post.

"We look forward to Eric continuing our recent efforts to modernize the airport and attract employers to the adjacent business park, and we're confident he will help take our Delaware Coastal facilities to new heights in the years ahead," County Administrator Todd F. Lawson said.

The airport, built in the 1940s and utilized at one point by the U.S. Navy, is a general aviation facility popular with pilots of small aircraft and corporate jets. For more than a decade, the County has made a host of multi-million-dollar improvements at the airport, from new tie-down aprons and state-of-the-art lighting to a new crosswind runway and extended main runway. The latter project – extending the main runway from 5,000 to 6,000 feet – would accommodate larger aircraft, including Boeing 757s, which would fly into the airport for conversion work at manufacturer ALOFT AeroArchitects in the adjacent Delaware Coastal Business Park. The first of two extension phases has already been completed, with the runway now at 5,500 feet.



Mr. Lawson said the airport and its image in the aviation community have soared in recent years, thanks to the various facility improvements supported by the County Council,

as well as a re-branding effort in 2015 when the Delaware Coastal Airport moniker was adopted. Through it all, the airport benefited from Mr. Hickin's guidance and expertise, as a former pilot, a one-time project manager, and as someone who intimately understood aviation operations and how to work through the federal regulatory system.

"Jim has been a great asset to the County, and has really helped to propel the airport forward," County Council President Michael H. Vincent said. "We wish him all the best as we turn to Eric Littleton to continue the mission. The airport and business park are true gems in the county, particularly from an economic development standpoint. So it's important that we have a steady hand guiding our operations and leading us into the future. We look forward to Eric doing that."

Mr. Littleton, who holds certifications from the Community College of the Air Force, the American Association of Airport Executives, the Airport Councils International, and the FAA, began his work with Sussex County on July 15. He is expected to work closely with Mr. Hickin for the next few months before taking over full-time as airport manager later this fall.

Delaware Business Community Aims to Turn 24 into 6

»» When it comes to business climate, Delaware has a lot going for it. Low taxes. High quality workforce. Proximity to major economic centers.

But there is one significant roadblock standing in the way of economic growth for Delaware businesses. That roadblock is a cumbersome and archaic permitting and regulatory process, which is hindering companies already here and also those companies considering opening up shop in the First State.

There is a fundamental lack of clarity and certainty in the state regulatory review process for economic development projects, including costs, what is needed when, and how long it will take. In fact, reviews by many agencies, including the state Departments of Transportation and Natural Resources and Environmental Control, can take as long as 24 months – putting Delaware at a distinct disadvantage when it comes to attracting and growing business.

The disadvantage is huge. Last fall, a group of “site selectors” – individuals who help businesses determine where they will locate their businesses – told the Delaware Prosperity Partnership that the state is not being considered by many corporations because of that 24 month permitting process. For the state to even compete with other states, they said, Delaware needs to get its permitting window down to six months.

That’s why the Delaware Business Roundtable, in collaboration with organizations statewide, has launched the

“Ready in 6” campaign, calling on state, county and municipal agencies to work with the business community to develop processes by which it can significantly cut the amount of time it takes to approve development projects. The coalition includes the Delaware State Chamber, Kent Economic Partnership, Greater Kent Committee, Sussex County Economic Development Action Team, ACEC Delaware, Committee of 100, the Central Delaware Chamber, the New Castle County Chamber, Delaware Contractors Association, the Delaware Chapter of Associated Builders and Contractors, and the Home Builders Association of Delaware.

So how do we get from 24 to six? The Roundtable believes the state needs to adopt common sense solutions to speed the process, which could include:

- Implement concurrent reviews among agencies and different levels of government. This would significantly reduce the amount of time needed.
- Develop a single point of contact to help shepherd strategically important or large projects through the process, helping reduce redundant requests and questions.
- Evaluate whether state and local governments both need to conduct certain types of reviews.



- Drive accountability at agencies to meet review time goals.
- Create an accelerated review process – such as the U.S. Food and Drug Administration conducts with high priority medicines – for key projects.

Taken together, these and other steps the coalition will recommend, could drastically reduce review times, provide badly needed certainty in the review process, and make Delaware much more competitive in the economic development game.

This does not mean Delaware would win all of the battles for corporate relocation. But it makes it significantly more likely that Delaware – with all of the other business advantages we enjoy – would be more competitive as we work to grow, retain and attract businesses to our state.



Robert Perkins is the executive director of the Delaware Business Roundtable.

Chamber Insider

CATCH UP WITH CHAMBERS FROM AROUND THE STATE!

Lewes Chamber of Commerce: Summer Reflections

Summer in Lewes is a special time with many events that attract visitors and locals. 4th of July in Lewes is a charming day that only a small town in America can offer, and this year was no different. For more than four decades, the City of Lewes has staged free old-fashioned games on its Main Street (in Lewes, called Second Street). Children from toddlers to teenagers can participate in races, competing against those in the same age group – three-legged, sack, potato relay, drum roll, ice block and bike races. There are hula hoop, egg carry plus egg toss, milk drinking and pie eating contests that delight both participants and spectators. Later, the boat parade wends its way down the canal, followed by our very own Doo Dah parade, entertaining hundreds of people. The culmination of this authentic Old Fashion 4th of July is a fireworks display from a barge off Lewes Beach.

Among the other special events include the annual Lewes Garden Tour of privately-owned gardens with a Garden Market, the Sea Glass festival and our Craft Fair. There is also no end of farmers markets, movie series, concerts, and other activities to suit any interest, from yoga and Zumba to World War II exhibits and wine cruises. Visitors and residents alike also enjoy tours of the area, whether by foot or by water taxi.

Visit www.leweschamber.com for future events!

The Bethany-Fenwick Area Chamber of Commerce

The Bethany-Fenwick Area Chamber of Commerce, heading into its 44th year in operation, is continuing to grow in membership and evolving to better serve its members, as well as the local community as a whole. In addition to monthly networking events and educational meetings, the Chamber hosts five large scale community events annually, in an effort to attract visitors to the area and into local businesses during the area's "off-season." For each of these events, the Chamber works with business members for all aspects of the event, investing thousands of dollars into the community. These community events also provide Chamber members with an opportunity to get both their name and brand in front of thousands of visitors as sponsors – not just during the event, but also in all promotion leading up to the event.



Advocacy is also largely important to the Bethany-Fenwick Area Chamber as a service to its members. The Chamber attends monthly Town Council meetings, Planning & Zoning Meetings, and County Council Meetings so that they can inform members on any updates pertaining to the business community. Similarly, the Chamber provides members with opportunities to meet and speak with local representatives in the State Senate and House, as well as on the county and town levels, through meetings and Q&A sessions held with dignitaries.

The Bethany-Fenwick Area Chamber also works with the local business communities in each of the municipalities through business development committees. With ten towns in its

service area, the Chamber hopes to soon have a business development committee established in each. Through each of these committees, the Chamber serves as a liaison between the businesses and the towns, and as an advocate

for the business community.

In its work with the Fenwick Island Business Committee, the has taken on assisting with the town's monthly "Fenwick First Friday's", an effort to help stimulate traffic and sales in Fenwick Island businesses year-round.

The Bethany-Fenwick Area Chamber also works with the Bethany Beach Business Development Committee to promote "Weekend Wonderland in Bethany". Held the first three Saturday's in December, the event includes winter and holiday activities, and brings in visitors from out of town on weekends that have been historically slow for Bethany Beach businesses.

As the Bethany-Fenwick Area Chamber of Commerce continues to grow, its main focus will continue to be supporting local businesses, and providing assistance and promotion whenever possible.

Save the date for the next two upcoming events hosted by the Chamber – the Exercise like the Eskimos Plunge on New Year's Day, and the 3rd Annual Fire & Ice Festival, January 24 – 26.

Western Sussex Chamber of Commerce

The Board of Directors of the Western Sussex Chamber of Commerce is pleased to announce the appointment of Terry Carson, as it's new Executive Director.

Terry brings a variety of experiences including 31 years as an educator in Delaware. Terry holds a Bachelor of Arts in Communication from the University of Delaware, Masters Degree's in Business Administration and a Master's Degree in Educational Counseling from Wilmington University. Terry is an avid fitness enthusiast, reader, antique collector, gardener and enjoys revitalizing homes in



our communities.

Besides her love of education, Terry has always believed in relationships and working together to move a community forward. Terry is a life long resident of Sussex County and has lived in Western Sussex for the past 8 years. During this time, she has met many talented people and come to appreciate the landscape, history and unique qualities of Western Sussex County. Terry looks forward to working with the Chamber Board, businesses and organizations of our communities to celebrate all Western Sussex has to offer.

Terry and her husband Kevin live on the Nanticoke with their two pups-Nello and Sophie.

On June 1, 2019, Western Sussex County welcomed over 400 riders at the 8th Annual Broad Creek Bike and Brew, sponsored by the Western Sussex Chamber of Commerce. Riders were able to explore the beauty and unique charm of our area and were later treated to an after party with unlimited beer samples from local microbreweries and live music

from Charlie and the Cool Tones at Janosik Park in Laurel, Delaware.

The Chamber will be hosting their 3rd Annual Extravagant Bridal Show on September 22, 2019, from 1-4 p.m. at Heritage Shores in Bridgeville, Delaware. We welcome brides and their friends and family to engage with local vendors, enjoy live entertainment by Steve Moody, a designer fashion show and a chance to win fabulous door prizes. Brides are free and can visit www.westernsussexcoc.com/bridalshow to pre-register to claim a free goody bag.

On October 24, 2019, the Chamber will be hosting our Annual Excellence in Leadership Recognition Dinner & Auction at the Seaford Fire Hall in Seaford, Delaware, to honor our local business leaders.

The Rehoboth Beach – Dewey Beach Chamber of Commerce – A Full Service Chamber.

The Rehoboth Beach and Dewey Beach Chamber of Commerce and Visitors Center was founded in 1940 and

Member news & Notes

is the State's largest local membership Chamber. Our full time, year-round staff creates and organizes programs that benefit business, the community, and the visitor. As the main marketing arm for the Resort Area, the Chamber also greets & assists visitors, answers thousands of questions, and acts as a referral service for 1,300 business Members.

The Rehoboth Beach-Dewey Beach Chamber of Commerce & Visitors Center is a powerful voice responding to issues of legislation at all levels. The Chamber's legislative representative is the voice of the business community at Legislative Hall. General membership meetings are held throughout the year, and Members are provided with newsletters, invited on a regular basis to business after hours networking events and depend on the Chamber for unity. Serving two municipalities and the surrounding Route One area requires Chamber representation and attendance at municipal and other meetings to respond to various resort town issues.

In order for all members to have a voice, the Chamber Board of Directors consists of representatives from each of the six major business categories: Accommodations, Retail, Restaurant,

Real Estate, Services, and Attractions. The Board also provides representation of the main geographic locations of Rehoboth Beach, Dewey Beach, Route One and other.

We are proud to be members of many organizations including the Association of Chambers, Delaware State Chamber, US Chamber of Commerce, etc., and have representation or hold a Board seat on a number of Tourism and Business Boards.

Recent accomplishments include additional new member services and development of tourism events such as Beach Goes Red, White and Blue and the continuation of The Sea Witch® Festival, which is celebrating 30 years.

With a mission statement "To Promote Business, Tourism, and Civic Responsibility," the Chamber needs to serve many masters and can be a catch-all for a high number of community, business and visitor requests. Our Members are working together to improve the economic and civic vitality of the community.

Central Delaware Chamber In the Middle of it All

2019 marks 100 years of service to the businesses and the communities that

make up the Central Delaware Region – Kent County Delaware.

"We are so proud to have had this opportunity to partner with and build both the businesses and communities over the last 10 decades," stated Judy Diogo, President of the CDCC. "Just in the past 15 years, we have seen so many changes, expansions, and new businesses coming to our County. "

By the sheer nature of our



location alone, we are truly located in the middle of it all. Our office resides in the State capitol which is also the home of our beloved Dover Air Force Base. We are surrounded by 4 colleges: Delaware Technical Community College; Delaware State University, Wilmington University and Wesley College. And, we have an extremely diverse business foundation – retail, manufacturing, professional services, medical, developers, realtors, automotive dealers, restaurants, hotels, museums, farms, and entertainment venues.

As a Chamber, we host over 70 programs and events each year, all with the purpose of helping our members grow. Our vision is to be – THE resource for the development of businesses in Central Delaware.

We are also the only Accredited Chamber in the State of Delaware and twice, 2013 and 2018, we received the highest Accreditation from the U.S. Chamber – 5 Star Accreditation. This Accreditation places us in the top 1% of Chambers in the United States. And, what does that mean, simply that our programs, events, legislative representation and our educational opportunities are recognized to provide value and benefit to our members.

As a Chamber we are constantly striving to be better, in order to serve our members better. We thrive on being in the Middle of it All!!!



Chamber of Commerce for Greater Milford, Inc.

The Chamber of Commerce for Greater Milford, which serves primarily Milford, Harrington, Lincoln, Ellendale, Greenwood, Frederica, North & South Bowers Beach and Slaughter Beach, continues to grow as quickly as the towns we serve.

Our 2019 Calendar of Events includes 10 After Hours Business Mixers, twelve Sunrise Seminars, eleven PRO on the Go Tours, 4 quarterly luncheons (including a Workforce Development Luncheon, a “Hats off to Volunteers Appreciation Luncheon, an Economic Development Luncheon and a General Membership Luncheon), a Community Expo, Girls Night Out, Golf Classic, Riverwalk “Freedom” Festival, Leukemia & Lymphoma Society Light the Night, the Holiday Auction & Tastes of Milford, and celebrated our 2nd Annual Honorary Mayor Program.

In addition we also continue to host grand openings, ribbon cuttings, open houses and anniversary celebrations.

This year the CCGM Board of Directors have been working on developing a Business Resource Center, and is in the process of revamping the Economic Development Commission (under the direction of Andy Stevens), by joining forces with the City of Milford, Downtown Milford Inc., and representatives from Harrington.

The chamber also hosted the first CCGM/DMI (Downtown Milford, Inc.) Board of Directors Meeting Social in June. The purpose was to bring the two organizations together to discuss possibility of working together on special community projects. Andy Stevens, with Andy is my Coach, facilitated the meeting, and as a result

the organizations are planning to work with the City of Milford and other local businesses & organizations to coordinate a Community Wide Clean-up Day in Spring 2020.

The CCGM has an Ambassador Committee, chaired by Pat Abel, which continues to reach out to new and existing members, and also volunteers at chamber events.

In July the chamber announced the members of the newly developed Legislative Affairs Committee, consisting of President Darel LaPrade, Board of Director Stephen Morrow, 2019 Marvelous Man Bill Vendetti, Jeff Puglia and George Luff.

The CCGM is part of the Delaware Chambers of Commerce Association, and Executive Director Jo Schmeiser serves on the Southern Delaware Tourism Board of Directors, is a Certified Tourism Ambassador with Kent County Tourism, serves on the Milford Museum Board of Directors, serves on advisory boards for the Milford School District and Del Tech Community College and serves on the DE TURF Sports Complex Usage Committee.

Chamber News ~ MACC Style

Happy Autumn! Earlier this summer, we celebrated our 1st Anniversary in our new digs for the Middletown Area Chamber of Commerce (MACC) and Middletown Business Incubator and Collaborative Workspace (MBI) and are extremely proud of our 18 MBI businesses and the opportunities that we offer to our members and community.

Our hearts were full as we celebrated the life of our MACC Founder, Wilbur “Will” Kirkwood with a special tribute to him. He was a MACC, Rotary and community champion over the past 47

years and will truly be missed.

We are excited to share that our Fall Luncheon will welcome David Halley of the YMCA and Appoquinimink Superintendent, Dr. Matt Burrows with updates on the new location for our local Middletown YMCA and the news happening in our award-winning school district. Our State Championship Cornhole Tournament - Corntober Brewfest will be held on November 10th and the 2nd Annual Fall Showcase – Featuring a Taste of the Chambers will be held on November 14th in partnership with the Delaware Small Business Chamber again. Our calendar is jam packed through the winter with various events, workshops, seminars and networking opportunities. Our MECA (Middletown Enterprise & Career Accelerator) training programs offer something for everyone, so be sure to contact Lisa Henson at the office to learn more about them.

The MACC website, www.maccde.com continues to be the one stop resource for everything MOT (Middletown, Odessa & Townsend), so be sure to check it out for upcoming MACC and community events and activities. If you’re in the Middletown area, stop by the Chamber office in your travels, check out our office and pick up the latest edition of the Middletown Community Guide and Business Directory, informational brochures, maps & more! Say “hello” to our very first intern, Sean Gibbs too!

A big shout out to recognize our partners, members, ambassadors and volunteers who help us make a difference every day. Many thanks to our State Chamber for setting the pace in Delaware for business!

As always, I look forward to seeing you out and about!

The Board of Directors of Artesian Resources Corporation names David B. Spacht President of Artesian Wastewater Management, Inc. and Nicholle R. Taylor Chief Operating Officer

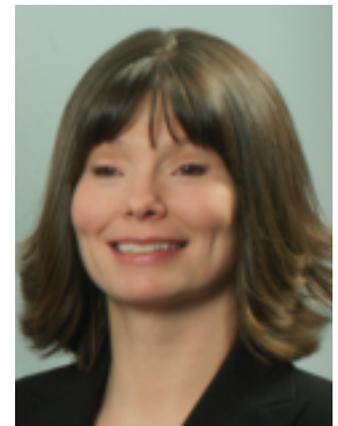
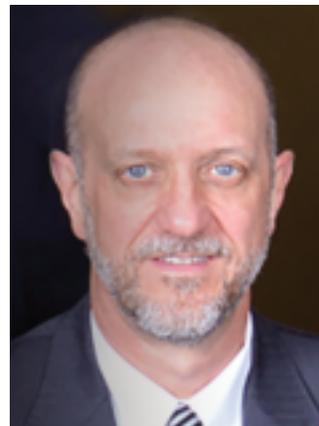
»» The Board of Directors of Artesian Resources Corporation (Nasdaq: ARTNA), which includes operations in Delaware, Maryland and Pennsylvania, announced that David B. Spacht was named President of Artesian Wastewater Management, Inc., and Nicholle R. Taylor was named Chief Operating Officer, effective August 1, 2019.

Mr. Spacht began his career with Artesian in 1980 and currently serves as Chief Financial Officer and Treasurer of Artesian Resources Corporation and Subsidiaries. He has worked closely with Public Service Commissions for over 30 years in developing rates for our regulated utilities. He was selected by the National Association of Regulatory Utility Commissioners to the Water Subcommittee as an instructor for their semi-annual course on utility rate making. Mr. Spacht is also a member of several national and local organizations, including the National Association of Water Companies, having served on their Finance Committee for 31 years, and in 2015 joining the Rate and Regulatory Committee. He is also a member of the American Water Works Association, the International Organization of Management Accountants, and Special Olympics Delaware.

Since 1998 when Artesian began wastewater services, Mr. Spacht has

been a major force in the company's wastewater business, which grew its customer base by nearly 17% in 2018. "Dave's leadership has been instrumental in leading Artesian's vision of an environmentally friendly solution for cost effectively recycling wastewater regionally in Delaware," said Dian C. Taylor, Chair, President and Chief Executive Officer of Artesian.

Ms. Taylor has been with Artesian for over 28 years and has served as Vice President of the Corporation and its subsidiaries since 2004 and Senior Vice President since 2012. In 2007 Ms. Taylor was appointed to Artesian Resources' Board of Directors where she serves on the Strategic Planning, Budget and Finance Committee. She has held various managerial positions in the organization providing her a broad range of experience. She currently oversees Artesian's Investor Relations and Engineering Departments. Taylor is very involved in the water utility industry, serving on the Board of Directors of the National



David B. Spacht was named President of Artesian Wastewater Management, Inc., and Nicholle R. Taylor was named Chief Operating Officer

Association of Water Companies. She also is a member of the Board of Directors of the Committee of 100, a business organization that promotes responsible economic development in the state of Delaware, and was recently appointed to the Board of Directors of the Delaware Nature Society.

"Nicholle's involvement with various organizations demonstrates her commitment not only to the water utility industry but to the protection of the environment. She has been steadfast in her determination to have Artesian recognized as an environmentally conscientious and responsible corporate citizen, and I applaud her efforts," said Dian C. Taylor, Chair, President and Chief Executive Officer of Artesian.



LOCALiQ: Local marketing, simplified

»» The consumer journey is a complex, evolving process that includes many site visits, a ton of research, a visit to your store – and ultimately evaluating if you should be chosen over your competitors. Customers go through roughly ten digital and offline touchpoints before making a decision to purchase. Offline and online are not separate worlds. Consumers expect to travel between them seamlessly.

Marketing to this modern consumer is no longer about any one tactic. You need a partner that delivers the right mix of insights and intelligence, knows how to tell your story, provides technology to give you an advantage and make your life easier, as well as the tools to know what’s working and where to go next.

That’s where LOCALiQ comes in. LOCALiQ, the marketing solution from the USA TODAY NETWORK, provides businesses the smarter way to reach local customers so you can focus on what matters most: running and growing

your business. LOCALiQ empowers you with unique insights from 125 million consumers in our network of sites, apps and experiences along with learnings from millions of local leads delivered each year. Your success is the number one priority for our experts, who will work to generate ROI using proven best marketing practices coupled with our leading-edge technology that’s powered by data intelligence.

“Helping local businesses succeed and grow is core to the mission at USA TODAY NETWORK,” said Kevin Gentzel, President, USA TODAY NETWORK Marketing Solutions. “With LOCALiQ, we utilize our scale, proprietary technology, data-driven solutions and informed best practices - all to help millions of local business across the U.S. win. We believe that LOCALiQ, and the technology powering it, will give our clients a big advantage as they seek to reach customers effectively and efficiently

wherever they are. We are a digital media and marketing solution partner that can help businesses compete and win.”

LOCALiQ features a new proprietary digital auditing technology, called the LOCALiQ Grader, that provides guidance, context, and recommendations around a business’s online marketing presence. The LOCALiQ Grader combines smart insights and data intelligence to empower a business by comparing its digital presence to that of its competitors. The technology provides recommendations for marketing approaches encompassing search, social and mobile advertising without costly trial and error, leading to a much better – and faster – return on investment.

Businesses turn to us to be their one marketing partner. And with our LOCALiQ Grader, you can see exactly where your business can improve online to beat your competitors. Reach out to get your free digital marketing score.

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New members from second quarter at our July Meet the New Members breakfast.

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**New members as of July 31, 2019.*

DO YOU KNOW SOMEONE SUPER?

MARVIN S. GILMAN BOWL AWARD

The Marvin S. Gilman Bowl honors an individual who has made outstanding contributions to small business and nonprofit organizations of Delaware.

The recipient is held in confidence until the awards luncheon.

WEDNESDAY, NOVEMBER 6, 2019
Hotel du Pont, Gold Ballroom

For more information, contact Kelly Basile at
kbasile@dsc.com or (302) 576-6564

PAST WINNERS

2018: Martha S. Gilman
2017: Peter C. Morrow
2016: Frank and Donna Masley
2015: Richard G. "Dick" Hatfield
2014: Julian "Pete" Booker
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2012: Fred C. Sears, II
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MARVIN S. GILMAN
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In case you missed it...



...popular Chamber topics on social media

Since its creation in 2017, [Choose Delaware \(DPP\)](#) has recruited a core staff led by Kurt Foreman and now the statewide [#economicdevelopment](#) team is laser-focused on building a brighter future for Delawareans. Read more: <https://bit.ly/2QyvJbo> [#business](#)



Morris James LLP

Morris James LLP is pleased to announce that Meghan A. Adams has been confirmed by the Delaware Senate to serve as a Judge of the Superior Court of Delaware... <https://bit.ly/2Sw07V3> [#legal-DE](#) [#leadership](#)

In February 2019, Bayhealth opened the Bayhealth Hospital and Outpatient Center, Sussex Campus. The new 440,000-square-foot campus is a \$314 million reinvestment into southern Delaware and boasts 128 all-private patient rooms... <https://bit.ly/2RPQgsF> [#healthcare](#) [#debiz](#)



What an incredible part of our history - the Apollo 11 landing on the moon! Thanks to ILC Dover for hosting such a wonderful celebration. [#apollo11](#) [#space](#) [#innovation](#) [#delaware](#)



Students deserve better coaching on college cost, debt... Op-ed by our vice chair Katie Wilkinson of Fulton Bank: <https://bit.ly/2OgiE9h> [#leadership](#) [#education](#)

Delaware Art Museum to host African & Caribbean Festival on August 3... <https://bit.ly/2YdnoBh> #arts #culture #community



Our friend Bebe Coker is a smart, honest and funny woman. We were thrilled to recognize her #leadership in #education and #community activism back in May: <https://bit.ly/2XgysZC> #netde



Did you know this year marks the 65th anniversary of Brown vs. #Education? Did you know #Delaware played an important role in this landmark case? We unpack the #history in our magazine Delaware #Business: <https://bit.ly/2WcGN4d> #debiz

SUEZ Water Delaware customers should expect greater service reliability and #water quality following the company's \$17 million investment at its Stanton Water Treatment Plant... <https://bit.ly/2WB53s6>

The Division of Small Business @delbiz has launched several initiatives to help #smallbusiness owners, including a robust, new website, a series of matchmaking events and marketing Delaware's 25 Opportunity Zones: <https://bit.ly/2QB2SDv> #business

Our Meet the New Members events are an opportunity for those who have recently joined to learn about all their member benefits and for existing members to connect - a great way to #network for everyone! #netde

Send your news to press@dsc.com!





CHAMBER SCENE



Meet the New Members in July



The Delaware Young Professionals Network (DYPN) volunteered at the Ronald McDonald House of Delaware in June, serving a home-cooked meal to families staying at the House.



The State Chamber held a workshop in July for organizations interested in applying for the Superstars in Business award. Members from the Selection Committee provided tips and best practices to write your best application.



Networking Breakfast at Assurance Media



Environmental Alliance, Inc. hosted Senator Laura Sturgeon through the State Chamber's #MembertoMember program.



Networking Breakfast at Easterseals Delaware & Maryland's Eastern Shore



Networking Breakfast at Easterseals Delaware & Maryland's Eastern Shore



The State Chamber is a founding organization of the MillSummit planning committee and was pleased to support the event for the third year this August.





Mitigating Risk

Protect your Business
Against Ransomware

RANSOMWARE HAS BEEN one of the top cyber threats in the past several years. In December 2018, Delaware Guidance Services, a Wilmington-based mental health provider, was hit by a ransomware attack that impacted sensitive medical and financial information of about 20,000 children. Ransomware has also hit major cities, including Baltimore and Atlanta. The attack on Baltimore, which began on May 7, 2019, crippled city services and is expected to cost the city over \$18 million. As of July, all services have not yet been restored and the effects will linger for months.

The global cyber risk and insurance company Beazley has reported a dramatic increase in ransomware attacks, increasing 105% in the first quarter of 2019 compared to the first quarter of 2018. The financial losses can be staggering. Businesses lose revenue while their data, computers and servers are inaccessible, and they spend enormous sums to bring their systems back online. In addition, companies can find themselves facing legal liability from regulatory enforcement actions and shareholder and customer lawsuits. Financial damage is expected to exceed \$11 billion in 2019.

What Is Ransomware?

Ransomware is a type of malicious software, or malware, that blocks users' access to computer files or devices. It does this by encrypting the data, making it unreadable unless the victim pays a ransom and receives a decryption key from the hacker. Once the victim's computer is encrypted, the hacker will display a screen or webpage that explains how to pay the ransom and unlock the files. Ransomware has many variants, and has become so prevalent that novice hackers can purchase ransomware kits on a subscription basis to launch attacks. A victim's system is typically infected when a user clicks on a malicious link in a phishing email or on a bogus website, or attempts to download free files. After the initial infection, the ransomware spreads to other computers and servers throughout the system, locking up all data.

The attack on the city of Baltimore used malicious software known as "RobbinHood," and is reported to have contained a hacking tool developed by the National Security Agency, known as "EternalBlue." Since it was stolen from the NSA in 2016, EternalBlue has appeared in numerous

ransomware attacks, including WannaCry, launched by North Korea in 2017. WannaCry infections were reported in over 150 countries and hit hospitals and other public service companies worldwide. The NSA has come under intense criticism for creating these “back doors” to computer programs and systems, even if it was done for national security reasons, because they vastly increased the risk that criminal groups and other bad actors would also find these vulnerabilities.

Should a Victim Pay the Ransom?

In the first three months of 2019, the average ransom payment was \$224,871, representing a 93% increase in the payment demand over the average demand in 2018. Hackers typically demand larger ransoms from larger organizations. The highest payment demand reported in 2018 was \$8.5 million and the highest payment was \$935,000. Payment is usually demanded in bitcoin or some other cryptocurrency, because such transactions are extremely difficult to trace. Money paid to hackers only serves to proliferate the ransomware activity, since it becomes so profitable to hackers. This is why the FBI, the Department of Health and Human Services and most cybersecurity leaders all stress that it’s important not to pay ransoms to hackers.

Individual organizations make their own decisions whether to pay a ransom. After all, there’s no guarantee that the hacker will honor his commitment and unlock the data after receiving the ransom. Factors that organizations consider include: whether there is a recent and uninfected backup of data that can be restored to a clean system; the harm expected to be caused by a prolonged shutdown; the amount of the demand; the likelihood that the hacker will unlock the data; whether insurance is available to cover the loss, and the company’s policy of making a payout to criminals. One study has shown that less than one-third of those who pay the ransom receive their data back.

Steps to Reduce the Risk of a Ransomware Attack

The vast majority of ransomware attacks are almost entirely preventable. Here are some steps businesses can take to reduce risk:

- **Patching and Updating:** Update software and operating systems with the latest patches and upgrade to the latest version of systems on a regular basis. Outdated applications and operating systems are the target of most attacks.
- **Training:** Train employees never to click on suspicious links or open attachments in unsolicited emails.
- **Network Access:** Restrict users’ permissions to install and run software applications, and apply the principle of “least privilege” to all systems and services. Restricting these privileges may prevent malware from running or limit its capability to spread through a network.
- **Filtering:** Enable strong spam filters to prevent phishing emails from reaching the end users and authenticate inbound email to prevent email spoofing. Scan all incoming and outgoing emails to detect threats and filter executable files from reaching end users.
- **Blocking:** Configure firewalls to block access to known malicious IP addresses.
- **Backups:** Back up data on a regular basis. Keep the backups on a separate device and store them offline.

Even after taking the best and most careful precautions, an organization can still find itself the victim of a ransomware attack. Preparation for responding to and recovering from such an event should include:

- **Incident Response Plan:** Make sure you have an incident response plan and practice it regularly. It should include the names and contact information for the incident response team and external resources that will be needed to assess and remediate the incident and assist with notice to stakeholders and public relations. Legal counsel should guide the process to minimize risk of third party claims and assure compliance with legal requirements.
- **Insurance Coverage:** Businesses should have insurance coverage that will respond to a ransomware event. Coverage should include the costs of paying a ransom, hiring a forensic investigator, hiring legal counsel to coordinate the response, remediation, lost revenues, defending against and paying to resolve third-party claims and other expenses resulting from an attack. ■



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

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Commitment to Care

Dr. Roy Proujansky retires from Nemours/Alfred I. duPont Hospital for Children

NEMOURS DELAWARE VALLEY Chief Operations Executive, Roy Proujansky, MD, retired in August 2019, after 30 years with Nemours serving families in the Delaware Valley and beyond. He was responsible for all clinical operations at Nemours/Alfred I. duPont Hospital for Children, Nemours duPont Pediatrics and prevention efforts in the Delaware Valley.

Dr. Proujansky joined Nemours in 1989 as Chief of the Division of Gastroenterology and Nutrition at the duPont Hospital for Children. In 1999, he was named Chief Executive of the Practice, Nemours duPont Pediatrics (formerly Nemours Children's Clinic) in Wilmington. From 2000 to 2006 he also served as the Robert L. Brent Professor and Chairman, Department of Pediatrics, and Associate Dean, Jefferson Medical College (Philadelphia).

In 2005, Dr. Proujansky was appointed to the Executive Group as a Vice President of Nemours, and in 2006 became Executive Vice President, Patient Operations and Chief Operating Officer of Nemours responsible for all patient care, research, prevention and education activities. He was appointed to Delaware Valley Chief Operations Executive in 2013.

Nemours and Alfred I. duPont Hospital for Children have been involved with the Chamber for several decades and Dr. Proujansky served on the DSCC Board of Governors for the last three years.

Dr. Proujansky shared that being involved with the community is key to Nemours' mission. "Being able to connect with businesses and other organizations through the networking opportunities the Chamber provides is extremely valuable," he said. "The healthcare industry is one the largest employers in the state, so having connections and knowing about the business climate and workforce development and education efforts are critical for continued progress." ■

"This is an extraordinary organization of the most capable and committed people I could have ever hoped to be associated with," said Dr. Proujansky. "I will miss seeing my colleagues on a daily basis and hearing everyday about all the great things they do for patients, families, and the communities we serve. It has truly been an honor to work in the Delaware healthcare community. I look forward to hearing about all the accomplishments still to come in Nemours' very bright future." From Nemours media press release, May 30, 2019

What was your favorite thing about your job?

Simple. I got to work every day in an amazing children's hospital, a place I love to be in, doing pediatrics, the work I love to do, and with great people.

I also rather liked the walk into work from our parking garage. It is a decent walk where you would encounter various families and employees, so I was able to strike up conversations with them. I really enjoyed these interactions, especially the reactions I would get when people realized what my job was, but it was great insight into the organization and the lives of the people working and receiving care there.

Any advice for other leaders?

The people doing the work know best – if you want to know how effective a process is, if equipment is working well, or if protocols make sense the way they are written, then you need to talk to the people most closely impacted by those things – the employees and the patients.

A lesson learned?

Diversity matters. When you have a diverse leadership team that reflects the diversity of the rest of your staff, you're more likely to have open lines of communications that are honest and meaningful.

What's next?

I'm going to take a break! I want to exercise and travel and cook and spend time with my family. My wife and I are going to spend a lot of time in Cape Cod with our kids and friends and family.



Highmark Delaware Fights Opioid Crisis with Comprehensive Care, Community Partnerships

CONTRIBUTED BY HIGHMARK DELAWARE

DELAWARE HAS BEEN HIT HARD by the opioid epidemic, with the nation's third-highest rate of diagnosed opioid use disorder among patients insured by the Blue Cross Blue Shield Association (BCBSA). Highmark Blue Cross Blue Shield Delaware, which serves approximately 460,000 members through the company's health care benefits business, is committed to helping employers and members fight the epidemic on multiple fronts.

Highmark Delaware is making progress in addressing opioid abuse and addiction with a comprehensive approach that emphasizes primary prevention, safe prescribing and community supports.

"So many people here in Delaware have been affected in some way by the opioid crisis," said Nick Moriello, president, Highmark Delaware. "In response, we launched a 'war on opioids' in 2018 to address this urgent problem through new programs, policy changes and partnerships that span across the Highmark enterprise and extend into our community."

Highmark has implemented a progressively intensive strategy to address the opioid crisis. The first component focuses on prevention by offering effective, non-pharmaceutical pain management therapies at the site of care. This ensures that members who can manage their pain without opioids never receive them in the first place. Physical therapy, occupational therapy and chiropractic services are covered for Highmark's fully-insured members, with many practitioners offering discounts to members on alternative treatments such as massages, yoga, acupuncture and homeopathy. Highmark also provides cognitive behavioral therapy through psychologists as adjunctive therapy for pain.

The second component of Highmark's strategy emphasizes safe opioid utilization through new evidence-based medication policies, as well as ongoing monitoring and educational efforts for both members and prescribers.

Highmark uses a data-driven approach to monitor members' prescribing patterns and identify potentially unsafe use of opioids and other controlled substances.

The third component of Highmark's strategy focuses on linking members who have opioid use disorder with high-quality, accessible treatment programs that mitigate short-term risk and promote long-term recovery.

"Our focus on primary prevention and safe opioid prescribing empowers patients and providers to have meaningful conversations about pain management," said Dr. Caesar DeLeo, VP and Executive Medical Director, Highmark Health. "Our goal is for members to partner with providers to identify the most effective, lowest-risk treatment methods that fit their particular pain management needs."

Highmark Delaware has also bolstered community-based efforts throughout the state to address the opioid epidemic, from prevention to recovery. In the spring of 2019, Highmark announced that it will fund up to \$1 million for grant proposals that address addiction in our Delaware communities. In 2018, Highmark Delaware provided \$325,000 in BluePrints for the Community grants to support four organizations on the front lines of the opioid crisis in the state. The grants are from Highmark Delaware's BluePrints for the Community Fund, a donor-advised fund at the Delaware Community Foundation.

Entering 2020, Highmark Delaware is focused on fighting the opioid epidemic on new fronts. This work includes reducing stigma associated with the disorder—a goal that will help more people access treatment, return to their family lives and the workforce, and make a successful long-term recovery. ■

True Performers know prevention is the best medicine.

Highmark's True Performance program is helping Dr. Sarah Ramirez keep patients healthy. Her personal approach to care combined with Highmark's in-depth patient data means she's on top of her patients' needs. Like when Highmark alerts her to missing screenings before emergencies arise. Thanks to doctors like Sarah, this program has helped avoid significant hospital costs by reducing emergency room visits and hospital stays.

There's value in that.

See how True Performance is helping providers improve care through data and incentives. Download the ebook at HighmarkTruePerformers.com.



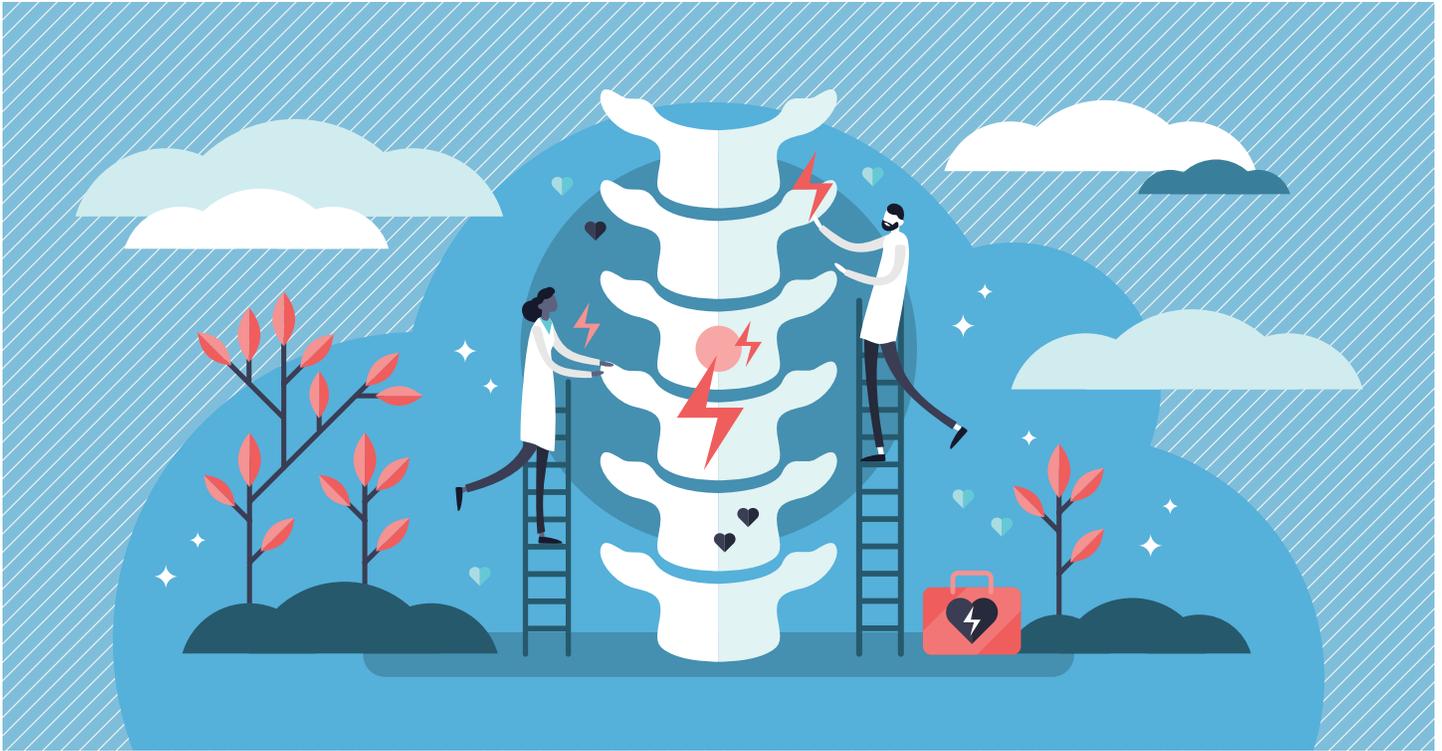
◀ Sarah Ramirez, MD
Penn State Health Medical Group
True Performer

True Performance results:

10% fewer emergency room visits*

17% fewer hospital admissions*

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



Hidden Costs of doing Business

MATTHEW P. WEIK, DC, DIAMOND CHIROPRACTIC

WHAT DOES IT COST an employer to have an employee miss time from work? What is the cost to the employee? These questions should be important in the business world. When an employee misses time from work, there are quite a few hidden costs. Most people only think of the immediate costs such as medical bills, workers compensation claims or lost wages. The company loses productivity and the employee may lose years of their life due to disability.

It is estimated that U.S. employers lose over \$260 billion per year in productivity when employees miss time due to a health-related issue. If an employee cannot work, the company may need to replace them by hiring and training someone new; or need to delegate those responsibilities to other employees. The result is the company, whether large or small, cannot perform efficiently. Everyone who runs a business has experienced these difficulties.

You may be wondering, what are the most common conditions that cause people to miss work? The State of Delaware conducted a study with their employees called the DelaWell Program. The purpose of the study was to

encourage their employees to take responsibility for their health by making healthy lifestyle choices. The researchers divided the 1,500 participants into three groups of equal size. Each participant filled out a health assessment which listed all their diagnosed chronic conditions. What is interesting is that in all three groups, arthritis was listed as the second most common condition in Groups 2, 3, and as the fourth most common condition in Group 1.

The State of Delaware employs approximately 40,000 people. What would happen if 25% to 50% of them were disabled from work? An unrelated study published in *The American Journal of Industrial Medicine* stated, "In Canada and the United States, more people are disabled from working as a result of musculoskeletal disorders - especially back pain - than from any other group of diseases (*American Journal of Industrial Medicine*, 2005)."

Arthritis, sometimes referred to as joint wear and tear, has symptoms we have all heard at some point or perhaps experienced ourselves. Headaches, migraines, neck pain, low back pain, joint pain and/or stiffness are all symptoms of the arthritic condition. Symptoms of arthritis are very com-

mon and too often overlooked as serious health issues. It's now easier to imagine losing \$260 billion dollars per year due to a health-related issue.

What does it cost the employee to suffer this condition? The World Health Organization has listed the leading diseases/disorders contributing to Years Lost to Disability worldwide. Can you guess them? The most common is low back pain; the fourth most common is neck pain; the sixth most common are musculoskeletal disorders; the eighth most common is migraine headache. The cost to an employee goes deeper than lost wages. The cost is literally lost quality years of life. What about the risk of losing their lives? The opioid epidemic is a hot topic in healthcare. Every day over 130 people die from opioids. Musculoskeletal pain, back pain and neck pain are three of the most common reasons a person is prescribed an opioid painkiller.

What are some options an employer can give their employees? As a Doctor of Chiropractic, I am faced with these symptoms in daily practice. I see the impact spine and joint disorders have on people's lives, families and work activities. We help people heal from headaches, migraines, neck pain, low back pain and other joint problems. Our "Give Back Movement" campaign is a great opportunity to have our outreach team bring lunch to your office and provide your employees with the opportunity to see how chiropractic care can benefit them.

To provide your team with the best options with their health, or if you have further questions please contact our Practice Representative, Athena Wright at Athena@diamondspineclinic.com. ■

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Did you know...

The Delaware Breast Cancer Coalition (DBCC) can partner with your organization at no cost to provide the following information, resources, and services.

To learn more call:
(302) 672-6435 x 1002

Pink Folders

Pink folders are for patients newly diagnosed with breast cancer. Pink folders include information on DBCC programs, support groups, as well as local resources available.

Screening Days

Organize specific screening day(s) with local imaging partners for mammograms. DBCC can provide patient interpretation as well as patient transportation to and from the screenings if needed.

Lunch & Learn Sessions

Typically hosted during the lunch hour, DBCC will provide speakers and educational materials. Sessions can include breast health presentations and an overview of DBCC programs and services.



Medicine in Motion

Research-Based Goals and Technology

PEOPLE ARE LOOKING at their wrists a lot more lately, and they are not just checking the time. Sixteen percent of American adults now own a smart watch, and sales increased 61% in the past year. The number of smartwatches sold is expected to double by the year 2022. Coveted features of these devices include heart rate monitoring, sedentary time tracking, step recording, and activity tracking. However, how many of the users know why trying to reach certain goals on their device is healthy? In a survey conducted by the U.S. Department of Health and Human Services, only 36 percent of Americans knew the recommended guidelines for physical activity, and nearly 80 percent of them fall short.

A recent study published in the *Journal of the American Medical Association* found that sedentary behavior is on a steady rise in America. From 2008-2016 the average sedentary time increased from 5.7 hours a day to 6.4 hours a day for an American adult. This excessive amount of sedentary behavior has been shown to cause many serious and expensive health problems for Americans, such as type 2 diabetes, cardiovascular disease, obesity, and mortality. Most Americans would agree that certain levels of physical activity enhance a person's overall health and wellbeing. The question is, do most Americans know all the benefits that they can gain from increased physical activity? Do they know how long they should be

exercising and what types of activities count? How can modern technology help fit an exercise routine into their hectic work and family schedules?

To answer the first question, adults should refer to the second edition of the *Physical Activity Guidelines for Americans*, published in November 2018 by the Department of Health and Human Services. This second edition study (the first edition was published in 2008) found that there are health benefits to following the daily recommendations for physical activity that were unknown previously. Some of these newly discovered benefits are that physical activity is now known to reduce the risk of eight different types of cancer, reduce the risk of dementia (including Alzheimer's disease), lower the risk of injuries from falls in the elderly, reduce the risk of postpartum depression in pregnant women, increase cognitive ability in adolescents, and reduce the risk for excessive weight gain for people of all ages. These advantages are in addition to what was already known, such as the prevention of type 2 diabetes, reducing depression and anxiety, reducing the risk of heart disease, improving sleep, weight loss, improving bone health, and improving quality of life. Not only are there physical and mental benefits to exercising, but there is also a financial benefit for being more physically active. Alex M. Azar II, Secretary of HHS, stated, "Today, about half of all American adults-117 million people-have one or more preventable chronic diseases. Seven of the



ten most common chronic diseases are favorably influenced by regular physical activity. Yet nearly 80 percent of adults are not meeting the key guidelines for both aerobic and muscle-strengthening activity, while only about half meet the key guidelines for aerobic physical activity. This lack of physical activity is linked to approximately \$117 billion in annual health care costs and about 10 percent premature mortality.”

So, what are the guidelines for activity that people should follow? For adults, the guidelines state, “To attain the most health benefits from physical activity, adults need at least 150 to 300 minutes of moderate-intensity aerobic activity, like brisk walking or fast dancing, or 75 to 150 minutes of vigorous-intensity aerobic physical activity, like running, each week. Adults also need muscle-strengthening activity, like lifting weights or doing push-ups, at least 2 days each week.” That means for at least 30 minutes a day during the work week, adults should be doing some type of moderate exercise in addition to two days of muscle-strengthening activity. They can even take the weekends off!

As Americans grow older and “life happens,” they may feel it is not possible to fit in two and a half hours of exercise each week, especially if they must drive to a gym or studio. Fortunately, with new innovations in technology, there are a variety of ways to stay accountable to a regular exercise program that will meet a person where they are in the busyness of life. People can now hire a virtual trainer (a real person that connects remotely) through a website that allows them to conveniently get real training and advice from anywhere they have an internet connection. If they are just looking for some guidance and motivation on their own, they can use exercise and coaching apps through their phone to help them train and reach goals. If they want to get data for each minute of activity (or lack thereof) throughout their day, they can now use a fitness tracker or smartwatch to monitor their activities. Some are combining traditional approaches to exercise with modern advances by utilizing heart rate monitors at health clubs or using wearables to measure and increase engagement in wellness programs.

Advances in technology and new research provide people with many valuable tools and resources that Americans did not have 10 years ago. Of course, they must also remember not to neglect other components to healthier living, like proper nutrition, adequate sleep, and mindfulness.

Meeting guidelines for healthy living may not be as easy as just taking a pill, but exercise is the most inexpensive way to improve health and prevent chronic illness. ■



Steve Cooper is the owner of Kinetecs LLC

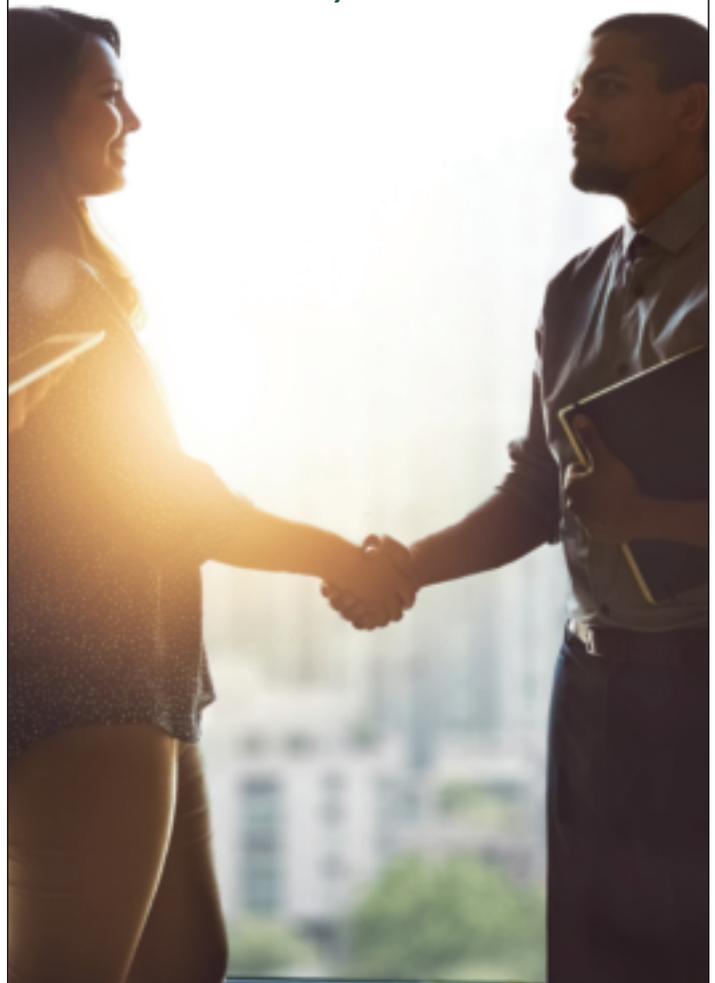


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DEMEEP

Delaware
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Local Company Sets New Industry Standard

*"It's a new-
school method
in an old-school
industry."*

~Pete Faverio
PTM President

GROWING | CONNECTING | BUILDING

DEMEP a Partner in Success for PTM Manufacturing, LLC

By Allison Hayes

PTM Manufacturing, LLC began in the 1990s, when Pete Faverio and his business partners were looking for more energy efficient and superior insulation and ductwork products to disrupt the heating, ventilation, and air conditioning (HVAC) industry standard. The current industry standard is to use sheet metal as the conduit for the air distribution system and then wrap the sheet metal

PTM develops products that improve building energy efficiency, reduce total energy consumption, and lower cost. Their products include Dual-Tech®, Techna-Duc® and Kingspan KoolDuct®.

with insulation. This method requires either some type of maintenance or replacement every three to five years due to normal environmental wear and tear on the exterior systems. Faverio and his partners saw a better way. PTM has developed and currently produces patented products that improve energy efficiency, reduce total energy consumption, and lower overall run costs. Their products are sold under the names of Dual-Tech® and Techna-Duc®, and they maintain the sole license for Kingspan KoolDuct® in the Northeastern region.

As PTM found its footing, it faced the typical challenges of many small to mid-sized manufacturers – surviving in a tough economy and managing growth. All HVAC systems use ductwork, but PTM had to convince an entire industry to do things in a new way by using one of its products instead of the standard sheet metal solution.

“It’s a new-school method in an old-school industry,” said Faverio, PTM’s president.

As PTM began to prove its products’ potential and grow, Faverio knew it needed processes to grow in a strategic way. With the addition of Chief Operating Officer Ron Galloway and the Delaware Manufacturing Extension

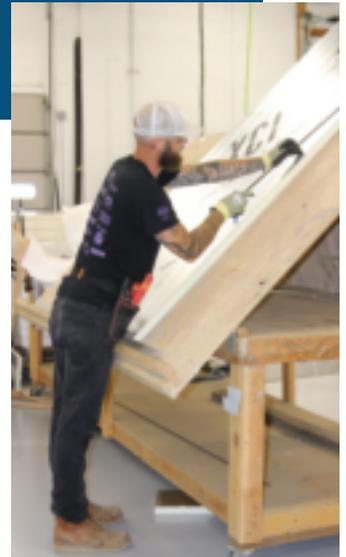
Partnership (DEMEP), they were able to do just that.

DEMEP is the official representative of the MEP National Network in Delaware. The MEP National Network™ is a unique public-private partnership that delivers comprehensive, proven solutions to U.S. manufacturers, fueling growth and advancing U.S. manufacturing.

DEMEP is administered through Delaware Technical Community College in partnership with the United States Department of Commerce, the National Institute of Standards and Technology, the Delaware Division of Small Business, and the Delaware State Chambers of Commerce. Through these partnerships, DEMEP draws its resources from local and national universities, community colleges, research institutions, private consultants, and a network of 51 MEP Centers located in all 50 states and Puerto Rico. With these unique relationships, DEMEP can provide its clients with confidential access to their industries’ best practices, processes, and business improvement methodologies.

“DEMEP has been a big part of our growth,” said Faverio. “Without them, we wouldn’t be where we are today in the manufacturing process.”

PTM, with the help of DEMEP, began implementing advanced manufacturing concepts, which enabled production output to increase by 350 percent.



PTM's Products

PTM manufactures patented Techna-Duc® insulation systems for exterior HVAC ducting applications. Techna-Duc forms a watertight shield against the environment and has been documented to reduce system energy output by up to 25 percent.

PTM also distributes and fabricates the Kingspan KoolDuct® product line – used worldwide as a premier air conveyance system. Designed to combine insulation and ducting for more thermally efficient HVAC performance, Kingspan KoolDuct® practically eliminates system air leakage, improves indoor air quality, boosts overall energy efficiency, and can reduce unit fan operation by as much as 30 percent.

PTM also has combined the advantages of Kingspan KoolDuct® with the durability of the patented Techna-Duc® in its all-in-one patented Dual-Tech® system, a pre-insulated air distribution system suitable for indoor and outdoor applications. The combined benefits yield a pre-insulated, watertight shield that practically eliminates system air leakage, improves indoor air quality, boosts overall energy efficiency, and facilitates a one-trade installation that speeds up installation time.



PTM Chief Operating Officer Ron Galloway and PTM President Pete Faverio chat with Kelly Mckeown, a specialist with DEMEP. DEMEP is helping PTM with efficiency and innovation.

Initially, DEMEP helped PTM address the efficiency of their manufacturing processes. Through a process called Value Stream Mapping, DEMEP was able to assist PTM with its entire manufacturing process and create a vision of what that process should look like. PTM, with the help of DEMEP, then began implementing some advanced manufacturing concepts which enabled production output to increase by 350 percent. With this increased output, they were able to price their products more competitively so they

With Value Stream Mapping, you can easily illustrate the movement of all information and materials used in your process. It helps identify waste throughout the entire system. It challenges and provides guidance to develop an improved strategy to meet the needs of the customer.



“We’ve doubled our profits every year for the past five years. At the heart of our business is our mission to always put the customer first. People appreciate that our employees are knowledgeable about their needs and concerns and are always willing to help. We haven’t lost that aspect of customer service as we continue to grow.”

~Pete Faverio, PTM President



3P is a method that focuses on eliminating waste through product and process design.

could “offer a superior product at a price similar to other less effective products,” Galloway said.

As the company grew, it needed more space. When PTM purchased a larger building in New Castle, they called on DEMEP again to ensure they were setting up the new facility to maximize its potential. DEMEP trained the employees on how to apply a process called 3P (Production Preparation Process). The method takes a proactive approach to developing an advanced, efficient manufacturing facility.

The 3P process created a full-size mockup of the new plant floor layout and allowed the employees to go through a trial run on all processes to ensure they functioned in the most effective way.

“This was the key to help us plan the layout of our new facility for maximum efficiency,” Galloway said. “Flow was a big part of our new setup.”

Galloway also noted that every employee in the company had a part in the process.

“DEMEP doesn’t tell you what to do,” he said. “They were there to listen to our ideas and assist us in helping pick the most logical and best parts of everyone’s input. Our employees take pride in knowing that they were instrumental in developing the new factory. DEMEP was the outside eye that we needed to help us see the big picture. We now know how to look at the whole picture, when often we were too close to the work to see what the end result should be.”

With a culture of lean manufacturing and the buy-in of every employee, growth has been continuing.

“It’s a billion dollar business and if we can even capture one percent of it, the sky is the limit,” Faverio said.

As PTM continues to grow, the company knows DEMEP will continue to be a partner in managing that growth.

“We’ve doubled our profits every year for the past five years,” said Faverio. “At the heart of our business is our mission to always put the customer first. People appreciate that our employees are knowledgeable about their needs and concerns and are always willing to help. We haven’t lost that aspect of customer service as we continue to grow.”

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Why the Delaware National Guard?

CONTRIBUTED BY DELAWARE NATIONAL GUARD

PART-TIME JOBS often mean minimum wage and little chance of advancement. But that's not the case with the Delaware National Guard.

Serving in the Delaware Guard is often a one-weekend-a-month, two-weeks-a-year commitment and gets you a regular paycheck with great benefits. It's a reserve component of the Army and Air Force, and you work alongside well-educated and motivated professionals who eventually become like family.

But as a 17-year veteran and current member of the Delaware National Guard, I know about the real Guard — the one that you might not hear about during a recruiting pitch. Before you consider joining, here's what you need to know:

1. You won't always have control over your life, but that's not a bad thing.

A part-time, local commitment may sound good, but there's always the chance you'll be deployed or activated for State Active Duty.

I've been deployed to the desert and I've been activated for hurricane response efforts to Florida. I still remember getting the notifications, letting me know that plans I had changed at a moment's notice. As a Citizen Soldier or Citizen Airman you understand that plans and missions are always subject to change, but there's a feeling of pride knowing that you can be successful and flexible to those changes. Your perspective dictates your outlook.

2. You'll get to serve in some of the coolest jobs.

I tell anyone who's willing to listen that I have the best part-time job in the world. I get paid to travel, train and tell stories of the great things that the Delaware National Guard is doing.

There's a sense of adventure and excitement in my life, which so many 9-to-5 jobs lack. It's a great outlet to some of the other mundane careers out there.



In the Delaware National Guard, you can be anything from a policeman to a human resources specialist to a public affairs officer (like me). You have a choice in what job you choose, and you can have multiple jobs throughout your career. You will have the opportunity to do some really amazing stuff — the kind of stuff we dream of doing as kids, but lose sight of as we grow up.

3. It will help your civilian career path.

Unlike active duty Army or Air Force, the Guard normally isn't your full-time job (although we are currently hiring full-time Guardsmen). You'll often need to find civilian employment to back it up.

The Guard will provide valuable experience that you can apply toward a civilian job. You won't find a better place to learn leadership skills than in the military. And so many civilian companies are hurting for good leaders and managers that once you do find employment, you'll be able to stand out. Big time.

4. Your service will affect your family.

Serving in the Guard will affect those around you, but as with any challenge, it can make you and your significant other stronger in the end. Also, the Guard provides more flexibility than almost any other military branch. You can live wherever you like and travel to your training location.

5. You can't beat the benefits.

If you can find better perks for part-time work, I'd love to know where. From (potentially) huge signing bonuses to heaps of tuition money for college, plus some pretty awesome retirement benefits, it truly can help

you get on the right path financially.

Through the GI Bill and tuition assistance, you can easily get your college degree without spending a dime of your own money. Already have your degree? Then just pass along the benefits to your kids.

And how many part-time jobs nowadays give bonuses of up to \$20,000 cash just for signing up, plus a retirement benefits package if you stay for 20 years? Not bad at all.

6. The best reward is the personal satisfaction

The most powerful reason why people join the Guard is the life-changing effect serving will have on your life. The National Guard is the only branch whose primary mission is to serve and protect the state and its community. So when a hurricane or tornado strikes, you will be on the ground helping those impacted, and getting a paycheck for every day you work.

I have the best part-time job in the world. ■

The Impact of Mentorship

A Q&A with Governor Carney

BY KATHY CANAVAN

When you look back on your career, was there one person who served as a mentor?

I had a number of individuals. They were mostly my bosses. I had two political leaders I really looked up to and continue to look up to – Senator Biden and Senator Carper.

Senator Carper encouraged me to run for office. He has been influential along the way in terms of his work ethic and the way he approaches policy – kind of a moderate Democrat who recognizes that you must have a strong and growing economy first to support the things that we care about as Democrats.

Senator Biden taught me how to lead from the heart, and Senator Carper taught me how to manage from your head.

Have you had other mentors along the way?

Another political mentor I had was former Senator Nancy Cook. There's one thing she said all the time that legislative leaders need to keep in mind, and that is tomorrow is another day. What she meant by that was it's not productive to get mad or upset at whatever happened today because tomorrow is another opportunity to do well. It's really good advice.

Do you have any advice for workers who would like mentors but don't quite know how to go about getting one?

I think the best thing to do is always really work hard. Be the last one to leave the office, always deliver the best work product, and you'll impress the people who can help you get to the next step. I would work really hard for my boss, and then I would ask my boss or people I respected for advice. I'll give you an example: When I was deputy chief of staff for Governor Carper, Jeff Bullock was my boss. They were looking for someone for finance secretary. I went to Jeff and told him I'd heard some of the names the governor was considering for that position and that I'd like to be considered for it as well. He was very helpful. We had developed a very good working relationship, and I worked really hard for him and for the team. And, as deputy chief of staff, I worked with Jeff on financial decisions. So he was very helpful in making that case with then Governor Carper.

You volunteered on Dennis Greenhouse's county campaign, on Joe Biden's senatorial campaign and others. Did you meet people by volunteering who later were helpful to your career?

Definitely – I didn't know Dennis Greenhouse until I volunteered on his campaign. I would not have been involved, I'm sure, with Senator Biden if I had not worked on his campaign. Our current Congressperson Lisa Blunt



About Governor Carney

- The second of nine children, Gov. Carney grew up in Claymont and went to St. Mark's High School, where he led the football team to its first state championship.
- He graduated from Dartmouth College, where he continued his football career and earned All-Ivy League honors. While earning a master's degree in public administration at the University of Delaware, he also coached freshman football under UD Head Coach Tubby Raymond.
- He served on the senatorial staff of Joe Biden from 1986-1989, was chief administrative officers for New Castle County from 1989-1994.
- He worked on the staff of Gov. Tom Carper from 1994-1997, served as state finance secretary from 1997-2000 and served as lieutenant governor from 2001-2009.
- He was Delaware's U.S. Congressman from 2011-2017.
- He was inaugurated governor in 2017.

Rochester started out as a volunteer. On the political side, it's definitely a way to get noticed. It's been said lots of ways, more profoundly than I can say it, but, going back to Senator Carper, he tells a story about when he was governor, and someone sent him a note asking what his key to success was. He wrote back two simple words – “serve others.” And I think that's true.

Do you have any advice for people just entering the workplace and for mid-career people who aren't sure their current jobs are the best fit?

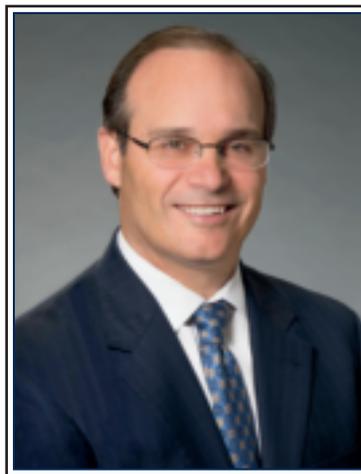
I think there's a saying that goes something like this: “If you do what you love, you'll never work a day in your life.” I feel that's what I'm doing. ■

2019 CITIZEN OF THE YEAR

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Proceeds from the dinner support scouting programs of the Del-Mar-Va Council.





How Delaware Employers Benefit from Hosting UD Students

Local Employers Can Only Gain from Hosting UD Students This Winter

FOR COLLEGE STUDENTS, completing an internship or gaining industry experience in their field of study prior to graduation is undeniably valuable. For employers, the chance to host and mentor students can be equally rewarding.

At the University of Delaware, students have the unique opportunity to enroll in a Winter Internship Program, which offers a three- to five-week internship during the winter term, as well as a one-day Job Shadow Program.

As the alumni director and senior class advisor for Newark Charter School, Sharon Dorr was looking for an intern who was up to the challenge of coordinating development efforts, public relations and communications for the largest charter school in the state.

“All employees at charter schools wear multiple hats,” says Dorr. “When we received the winter internship applications, we looked for someone who exhibited interest in written communication and planning with some background in customer service.”

Dorr was immediately impressed with Allie Scannapieco, a marketing and management major from Broomall, Pennsylvania, who had participated in student networking and career panels. “Once we met with Allie in person, it was clear that she was poised, confident and able to easily speak with students, teachers and administrators.”

Dorr enlisted Scannapieco’s help in gathering a variety of stories and photos to create, design and write the school’s winter magazine for families, alumni and donors. Scannapieco also assisted in writing the winter athletic

e-newsletter, organized and advertised for an alumni event at a home basketball game and co-authored a successful grant application with Dorr.

“It was an exciting experience,” says Scannapieco. “My internship provided me the opportunity to apply the skills I have been working on in the classroom to the real world, as well as network and build my resume. Sharon was a great mentor and I learned so much from her in such a short period of time.”

Following the end of her winter internship, Scannapieco was offered a spring coaching position for the Newark Charter girls’ lacrosse program for sixth, seventh and eighth graders. “The students and parents loved her,” says Dorr. “She became part of the family.”

Scannapieco says her winter internship prepared her for interviews and balancing a full workload—plus it gave her a leg up on other candidates when applying for her summer internship at AstraZeneca. “The program benefits local employers because they get a new perspective on things in their business and have extra hands for a month or two,” she says.

Similar to a winter internship (with a much shorter duration), the UD Job Shadow Program gives students the chance to follow UD alumni, parents or employer representatives throughout a typical workday.

Sam Menei, an optometrist and primary eye care provider at MyEyeDr, manages diseases and disorders of the eye and visual system. Last winter, he took on three students interested in the optometry field.

“The students shadowed me as I saw patients for the day,” Menei says. “I liked their enthusiasm and how interested they were to learn and ask questions.”

Menei cites the advantages for Delaware employers to interact and create a connection with local students before they hit the job market.

“Employers get to give back to their school and make contact with potential future employees for a practical interview of sorts,” he says.

Paige Rubino sees another perk of the program as allowing students a glimpse of a possible career path. As a manager for public accounting firm Horty & Horty, P.A., Rubino believes that most students wouldn’t have any knowledge of traditional accounting and auditing services, business valuations and tax planning.

“Unless you’re close to a CPA, most college students probably don’t understand what we do on a day to day basis,” Rubino says.

Rubino’s two shadowing students sat with her and staff as they prepared extensions for clients, scheduled upcoming benefits plan audits and communicated with clients. They spent time with a staff associate and went to lunch with members of the office to discuss the firm and their roles.

“I enjoyed sharing my day with students,” she says. “We currently recruit at UD and we would love to participate in this program again.”

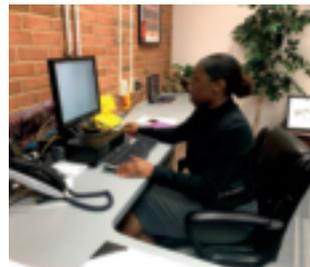
Whether it’s spending a day together or coordinating several weeks on site, local employers can pay it forward in their community and strengthen the selection of future job candidates by working with UD students this winter.

“Having a UD student as a winter intern is like having a fairy godmother for six weeks,” says Dorr. “A thought partner with their own ideas is both refreshing and necessary. I truly believe that in a successful experience, the student benefits as much as the employer.”

If you’d like to get involved with the UD Winter Internship or Job Shadow programs, visit udel.edu/students/career-center/employers for more information. ■



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Adesis: Building its Chemistry with Delaware

BY ADAM THOMAS

ALTHOUGH THE AVERAGE DELAWAREAN may not know the name of Adesis, if they own a television or a mobile device that employs organic light emitting diode (OLED) technology, they are already familiar with the company's work. Adesis, recently named one of the 50 fastest growing companies in the state by Delaware Business Times, is a Contract Research Organization (CRO) that was founded in Delaware in 2005.

What is it they do? Adesis synthesizes the compounds that are used in OLED technology, which their parent company, Universal Display Corporation (UDC), tests to determine if application within a functioning OLED device is possible.

Upon acquisition in 2016, Adesis stayed true to its traditional CRO business model, however, they also dedicate 50 percent of their resources towards OLED research, method development and manufacturing.

For the other 50 percent of Adesis' contracted work, the company covers

everything from pharmaceuticals and biopharmaceutical to assisting printing technologies with novel dyes to cosmetics and fragrances, among others, in early stage chemical research.

Tracy Brennan, a project manager with Adesis, explained that one of the CRO services Adesis provides is developing novel methods in synthesizing compounds that meet their client's needs, expectation and overall satisfaction.

"If a customer were to come to us requesting for custom synthesis work, method development or manufacturing, I'd say 'We can do all of that here at Adesis,'" said Brennan.

Synthesis is one of the big services that Adesis provides, being able to build compounds from scratch.

Brennan likened the synthesis of a compound to going to a restaurant and ordering an unconventional entrée not on the menu and having the chef make that entrée.



“Sometimes we have to figure out how to synthesize a compound without a ‘recipe’,” said Brennan. “There are traditional transformations throughout a synthetic process but a trained chemist can manipulate any of these transformations to build a compound of interest.”

Clients will come to Adesis with requests for chemistry research from early-stage research, through scale and development, and custom synthesis from milligram to multi-kilogram scale, and Adesis will put together a plan of action for them that will meet and exceed their expectations.

It’s like building a home. Adesis will present a client with a blue print of the structure that they want to build, will show how they would uniquely construct the interior and execute the process.

“If you build a house, you have to build it with four walls and a roof,” said Brennan. “There’s always a basis to everything, but the way you modify the house is where the creativity comes in.”

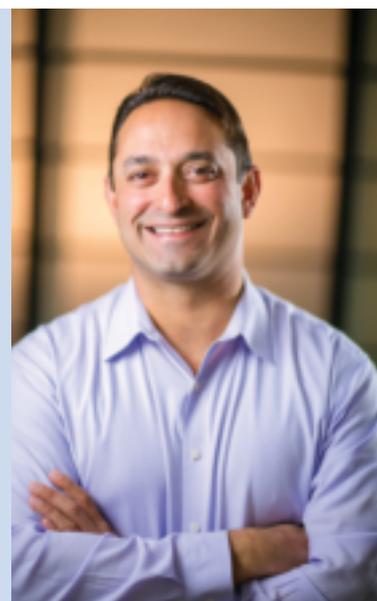
When a project is initiated at Adesis, it’s transferred to the chemistry department where chemists will use their knowledge, expertise and creativity to execute and complete the project in a timely manner.

A team of project managers, who work closely with both the chemists and clients, ensures that the service requested is adequately executed and that all aspects of a project is communicated with full transparency between the inter-departments at Adesis and with the client.

“Adesis is a results-oriented company and open communication leads to rapid results for our clients,” said Andrew Cottone, President and co-founder of Adesis. “Our culture of quality and integrity results in high quality science and that means our clients stay with us for the long haul.”

A brief history

The predecessor to Adesis was a company called CB Research & Development. Adesis was co-founded in 2005 by Drs. Andrew Cottone, Charles Beard and Ving Lee. **Dr. Andrew Cottone** (right) has served as President of the company since 2016 when the company became a wholly-owned subsidiary of UDC.



In addition to the OLED and CRO services, Adesis is also home to a catalog of novel compounds to which they own the intellectual property. Chuck Beard, co-founder of CB Research & Development—the predecessor of Adesis—started synthesizing, producing and selling these novel compounds as building blocks for drug design synthesis in the late 1990’s. Beard envisioned a company that played a vital role in drug design by providing a library of novel building blocks to support the research and

Guide to Manufacturing

development for pharmaceutical companies. These catalog compounds are still available for purchase today.

Adesis Family

At the core of the growth and success of Adesis is its familial corporate culture.

“At the heart of Adesis’ success is our people, so we strive to create an environment focused on continuous improvement,” said Cottone. “The Adesis culture is facilitated by open communication with an open-door policy. We want our team to be proud of the company we are building together and our culture fosters that pride.”



OLED vs LCD

Organic Light Emitting Diode, OLED, technology is similar to Liquid Crystal Display, or LCD, technology. But OLED offers a few more perks.

The screens that utilize OLED boast a clear and crisp display, while using less energy than LCD. In addition, while LCD technology relies on an LED display screen to filter light through an array of panels and sheets to create pictures and colors, OLED technology is able to produce its own light and colors meaning their panels do not require any backlighting, which makes them much thinner and lighter than the traditional LCD screen.

The company has 115 employees, which is up from 39 in 2016, and they’ve expanded their office and research space to two locations.

Their original office is located on McCullough Drive in New Castle. They recently purchased the entire building to double their lab space from 25,000 square feet to just shy of 50,000 square feet.

Their other location opened in January of 2018 at the Delaware Innovation Space at the Experimental Station in Wilmington.

Even with the growth and the new location, Adesis continues to keep that small company feel, often hosting multiple social events such as family picnics, golf outings, and playing in a company softball league between the two locations to keep that culture alive.

“We want to keep what’s true to Adesis and that’s the fact that the people who work here are important because what they do is important,” said Brennan.

That attitude has allowed Adesis to bring on and retain some of the best and brightest scientists in Delaware—of the 115 employees, about 90 percent are chemists that work in the lab and 80 percent of those chemists hold PhDs.

Because of this, Adesis can offer clients another perk: the ability to solve their problems and provide excellent chemistry results.

Focused on Delaware

Adesis has plans to continue growing the company in Delaware. They have also begun venturing into outreach and philanthropic efforts.

They offer summer internships to students over the age of 18 to give them exposure to what lab life is like outside of academia.

One of those interns was Nayantara Kosaraju, a student at the University of Delaware studying chemical engineering, who interned at Adesis in the summer of 2017. Now a full-time employee, Kosaraju said she chose to work at Adesis because of that internship opportunity.

“During my internship, Andrew welcomed me into his office and asked about my progress and feedback of the company,” said Kosaraju. “This made a huge difference to me as it made me feel valued and that my contributions carried significance and purpose. I knew leadership like that is hard to come by and that he and his team were growing a great company that I wanted to a part of.”

In addition, Adesis has opened its doors to fifth graders from Wilmington Friends Middle School to expose them to Adesis and to chemistry in general by offering the students a site tour and a chemistry magic show in their New Castle building’s auditorium.

“We want to give back to the community, open our doors and expose people to several things: what we do and how we do it, introduce K-12 students to Science, Technology, Engineering and Math (STEM) as well as supporting and empowering women in STEM,” said Brennan. “It’s great to have a company that supports you to fulfill these types of desires and be able to give back to the community.”

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

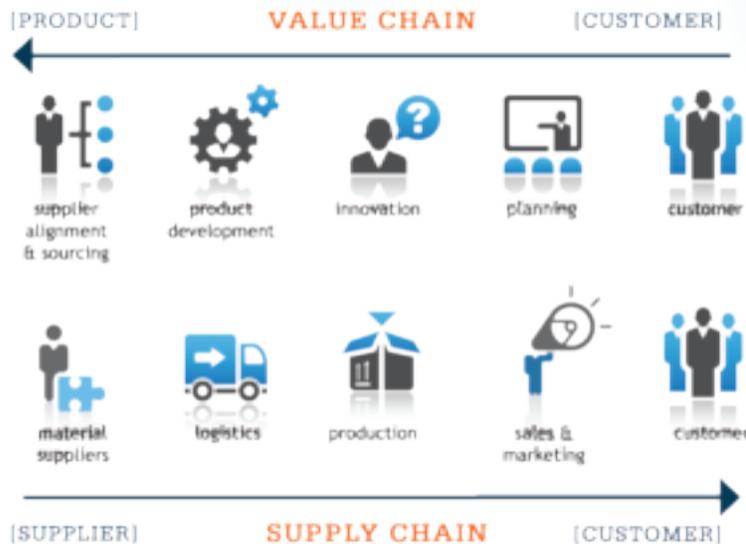
Helping Female Scientists Forward

Adesis has tripled in growth since 2016, from this growth they have increased their women employees by 50%.

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Taking Flight

Leading Delaware's aviation industry

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AT ALOFT AEROARCHITECTS, the unyielding drive and focus is to be the premier aviation supplier, providing innovative solutions improving the way we all fly! They are constantly designing and implementing airplane modifications to improve safety, extend flying range, enhance communications abilities, add in-flight entertainment and Wi-Fi systems, and create luxurious and comfortable flying accommodations. Simply stated, their goal is to vastly improve the flying experience for clients in every way they can!

Headquartered in Georgetown, Delaware with an employee base of roughly 300 people, the company formerly known as PATS Aircraft Systems, is a long-standing aerospace supplier with deep roots in specialty aviation component and system design and manufacturing. Their heritage dates back over 40 years to some of the hallmark innovations which remain core product offerings such as the PATS Auxiliary Fuel Systems and the Hollingshead International line of avionics equipment, trays and extractors. The entrepreneurial spirit is still ingrained in the growing business as they find new ways to push the boundaries of technology and innovation in the products and services provided.

Today, ALOFT offers a broad range of products and services including VIP Interior Completions, Aircraft Maintenance, Avionics Installation Systems, and Engineering, Certification and ODA Services. That said, the

product line which is synonymous with the PATS name is the time-proven and ultra-reliable auxiliary fuel systems. And for that reason, ALOFT continues to produce and advance its expertise as the industry leader in this niche business with the legacy branded, PATS Auxiliary Fuel Systems.

PATS Auxiliary Fuel Systems

ALOFT AeroArchitects is the only company in the world that has designed, manufactured, installed and certified complete and stand-alone auxiliary fuel systems continuously for over 30 years. Today, the PATS Auxiliary Fuel Systems represent the industry standard for safety and reliability and extend the operational range of the world's most popular aircraft by as much as 50 percent.

The PATS Auxiliary Fuel Systems date back to the era when airliners were first being transitioned from commercial service to luxurious VIP aircraft. For the first time, purpose built commercial aircraft with seating for hundreds of paying passengers, were hauling small entourages, maybe 15 or 20 VIPs. This new market niche led to entrepreneurial engineers designing ways to enhance these aircraft for their new missions. During this era, the PATS founder, Harvey Patrick, began designing auxiliary fuel systems to extend the range of many of the most successful, mass-produced classic aircraft such as the Boeing 727, 737, 757 and 767 models as well as



the Fokker 100, Bombardier CRJ200 aircraft platforms. Those early, and successful aircraft modifications are now giving way to the latest forthcoming iterations of the system for the likes of the Boeing B737 MAX and the COMAC ARJ21 as well as applications for other commercial and special mission platforms. Over the decades the system has adapted and evolved as the aircraft have, and to the point that ALOFT is today supporting more than 250 aircraft in the field operating with extended range capability afforded by the PATS Auxiliary Fuel System.

VIP Interiors

One of the more interesting business channels in this diversified company, is the conversion of commercial-sized aircraft into completely customized business or personal-use jets. ALOFT is widely recognized for its VVIP, Head of State and Executive Interior Completions and is one of the very few companies world-wide with the capability and experience in engineering and delivering customized aircraft conversions of this magnitude. With the utmost attention to every detail, ALOFT designs, builds, installs and aircraft interiors with the highest expressions of luxury, capability and comfort, to meet their clients' every want and need.

"Typical" interior completion projects (as if any can be considered typical) include full staterooms, custom lavatories with showers, custom galleys, full dining tables and spacious lounges with a full complement of Wi-Fi, communications, in-flight entertainment and cabin management options such as video and sound systems, lighting, temperature, automated window-shades, all controlled by the touch of an icon on a hand-held tablet. The expert team of interior installers use the finest seat leathers, silk carpeting, and exotic woods for cabinetry. Each one of the more than two-dozen aircraft interior projects ALOFT has delivered can be considered a work of fine art!

Aircraft Maintenance

ALOFT is an FAA designated repair station, Boeing Authorized Warranty Service Center and Boeing Business Jet Authorized Interior Completions Center. Maintenance capabilities include all scheduled maintenance checks and calendar inspections, service bulletins and airworthiness directives, and our modification services cover everything from entire interior refurbishments to electrical systems and flight deck upgrades and external sheet metal or composite repairs.

Component Manufacturing

The Hollingshead International branded line of products offers customers the most advanced avionics installation equipment on the market today. ALOFT, an ISO/AS9100-certified manufacturer, designs and fabricates a complete range of customized avionics extractors, avionics trays, equipment racks and electrical interface systems for most of the biggest names in the aircraft industry. Their precision aerospace manufacturing capability is extensive and fully customizable. Their modern facility is fully capable of performing small and large volumes of build-to-print and full design, manufacturing and certification of systems and components.

Engineering, Certification and ODA Services

When other aerospace companies have ideas for new products, product improvements or modifications to existing aircraft designs, they often come to ALOFT for their world-class Engineering, Certification and ODA Services to help get their ideas off the ground. ALOFT provides 3rd-party engineering design, certification planning, and full test regiment oversight to gain the required FAA or foreign approvals and certification.

It is often surprising to think that one of the world's leading authorities in the VVIP / luxury aerospace industry is located right in the heart of Sussex County, at the Delaware Coastal Airport. Between the various services, ALOFT AeroArchitects is one of the busiest operations in the county as well as one of the county's biggest employers. ■

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Nickle employees restore putt-putt course at Easterseals

About a dozen Nickle Electrical employees volunteered to rebuild a mini golf course at Easter Seals Delaware & Maryland's Eastern Shore location in Georgetown.

There was a dilapidated course on site in need of an overhaul, so volunteers spent a Friday in May tearing down and disposing of the old course to make way for a brand new 16-foot by 20-foot course with six holes. Volunteers also painted and refurbished the centerpiece of the putt-putt course – Stella the Seahorse.

"It was really great to work together and build camaraderie while also donating time to the greater good of our community," said Nickle President/CEO Steve Dignan. "We're happy to have participated in the project so visitors to Easter Seals can enjoy outdoor activities."

Cape May-Lewes Ferry & Dogfish Head Craft Brewery Join Forces to Open Off-Centered On The Rocks

Cape May-Lewes Ferry (CMLF) and Dogfish Head Craft Brewery are excited to announce the grand opening of Off-Centered On The Rocks – a collaborative outdoor space at the Lewes Ferry terminal – on Friday, June 14. This waterfront, community-style space will feature a fire pit,

pergola, picnic tables, benches and corn-hole, as well as offer a selection of Dogfish Head brews, Dogfish Head Distilling Co. cocktails and beer-infused eats.

"Dogfish Head is a proven, respected name brand and we're pleased to be able to partner with them on this concept," said Shaun O'Brien, Superintendent of Food and Retail at CMLF. "We wanted to create a casual, relaxed atmosphere that would encourage people to hang out and enjoy the waterfront ambiance at

the terminal. This family-friendly environment with Dogfish Head's unique food creations and award-winning craft beer selections is a home run." O'Brien also noted that the space is dog friendly.

"The Lewes Ferry terminal, with its picturesque waterfront scene, is a place where folks can go to experience and enjoy the natural beauty of coastal Delaware by boat, by car, by foot, by kayak, by bike, or by paddleboard, by gosh!" said Sam Calagione, founder of Dogfish Head Craft Brewery. "With our longstanding allegiance to all things nautical, we at Dogfish Head are excited to embark on this voyage with CMLF and share our off-centered goodness with the nearly one million ferry passengers that visit the terminal's facilities each year."

Chesapeake Utilities Corporation Names 2019 "Aspiring Scholars" Recipients

Chesapeake Utilities Corporation (NYSE: CPK) announced today the recipients of scholarship awards through its Aspiring Scholars Program. Eleven children of Company employees have been selected to receive \$2,000 each in scholarship funds toward their study at an accredited college, university or post-secondary education technical school.

"Our employees make up the Chesapeake family and by extension their families are very important to us," said Beth Cooper, Executive Vice President and Chief Financial Officer of Chesapeake Utilities Corporation and Chair of the Aspiring Scholars Committee. "Recognizing both the importance of higher education and the financial challenges associated with it, we are honored to present these scholarships to help support these young people reach their fullest potential."

The 2019 Aspiring Scholars are: Dylan Chi, Christian Diehl, Katherine Gonzalez, Ethan Hart, Thomas Metts II, Abigail Petro, Casey Puentes, Kirsten Scher, Blayton See, Victoria Wheeler, and Jessica Wilson.

Navient Honored by 2020 Women on Boards

Navient (Nasdaq: NAVI), a leader in education loan management and business processing solutions, has been named a Winning 'W' Company by 2020 Women on Boards for achieving at least 20 percent women on its corporate board before the year 2020. It's the fifth consecutive year Navient has received this recognition.

Six women are on Navient's 11-member board of directors, including Linda Mills, who was recently elected chair of the board. Additionally, all of the board's committees are chaired by women.

"We applaud the board of Navient for engaging the diverse opinions and perspectives of both genders on their board," said Betsy Berkhemer-Credaire, CEO of 2020 Women on Boards.

"Studies have shown that the varied perspectives of women are uniquely valuable to corporations and the challenges they face today."

The Committee of 100 Elects New Board Members

Two new members were recently elected to the board of directors of The Committee of 100 to help lead the organization in its mission to promote responsible economic development in Delaware.

Joining the board of directors are Jeffrey W. Garland, Vice President and University Secretary at the University of Delaware; and Phillip Hough, Senior Vice President Commercial Real Estate at WSFS Bank.



SUEZ makes Significant Improvements to Stanton Water Treatment Plant in Delaware

SUEZ customers in Delaware should expect greater service reliability and water quality following the company's \$17 million investment at its Stanton Water Treatment Plant. The project adds 4 million gallons of treated water storage on site and a 6,000 square foot pumping facility that will be able to deliver 24 million gallons of drinking water to local residents, businesses and industries every day.

"Delivering a reliable, safe water supply is a responsibility that we take very seriously," said Larry Finnicum, Director of SUEZ Delaware Operations. "This investment to improve our water treatment plant fortifies our commitment to the uninterrupted delivery of high quality drinking water, 24 hours a day, 365 days a year."

Upon completion of the project, expected by year's end, the company will have five times the current amount of storage of treated drinking water at its Stanton campus. In addition to improving reliability of service, additional storage enhances water quality - maximizing disinfection time for water that is distributed to customer homes through 540 miles of delivery pipes.

"I am extremely proud to work with these outstanding business leaders. Their expertise and commitment are what enables The Committee of 100 to be an effective advocate for Delaware's economy," stated Jennifer Kmiec,

Executive Director of The Committee of 100. "Our very active board members lead committees working on land use, transportation, environment, education, and economic development issues," Kmiec added.



Nanticoke Health Services Scholarships Awarded to Local Students

Nanticoke Health Service (NHS) recently presented both the NHS Healthcare Education Scholarship and the Jill Hickman Nursing Scholarship to nine local high school graduates who plan to enter the healthcare field.

This year's NHS Healthcare Education Scholarship recipients are Jordan Ann Moore from Delmar High School; Salema Khan from Seaford Senior High School; Brendon Millman and Rishika Patel from Sussex Academy; A'Deja Farlow from Sussex Central High School; and Alexa Allen and Jeannie Saintphard from Sussex Technical High School.

This year's Jill Hickman Nursing Scholarship was awarded to Makenzie Masten and Joseph VonVille from Woodbridge High School. This scholarship was established to honor Ms. Jill Hickman's service and dedication to the profession of nursing. Ms. Hickman was a Laurel native and dedicated nurse of over forty years at Nanticoke Memorial Hospital.

Miss Allen and Mr. Millman will attend the University of Delaware for Pharmacy and Pre-Med, Miss Khan and Miss Masten will attend Delaware Technical Community College for nursing, Miss Farlow will attend North Carolina A&T State University for nursing, Miss Moore will attend Ursinus College for nursing, Miss Patel will attend Temple University for Dermatology, Miss Saintphard will attend Delaware State University for nursing, and Mr. VonVille will attend Salisbury University for nursing.



Delaware Art Museum wins National Award for Exhibition Label Writing

Recognizing the value in sharing community reflections and encouraging viewers to make personal connections with works of art, the American Alliance of Museums (AAM) has honored the Delaware Art Museum with two Excellence in Label Writing Awards.

The award-winning labels were part of a series of community contributions written by African American leaders in greater Wilmington in response to photographs in the 2018 exhibition Danny Lyon: Memories of the Southern Civil Rights Movement. Melva Lawson Ware, a Delaware Historical Society trustee, and TAHIRA, a storyteller and musician based in Delaware, crafted the featured text. Their award-winning stories, as well as local, personal reflections and memories from other local leaders, were displayed as wall labels next to photographs in the Danny Lyon exhibition.

Their featured stories fused multiple perspectives and encouraged visitors to make connections with the civil rights history presented as part of the exhibition and the greater Wilmington 1968 project. This method of bringing in additional voices garnered a positive response from jurors judging the AAM's Museum Excellence in Label Writing Award. One AAM juror commented: "When people share their personal experiences with museums, they give us something of themselves to hold and present with as much care as we afford objects. This label does that."

Easterseals Welcomes Dr. Charmaine Wright to the Board

Easterseals Delaware & Maryland's Eastern Shore recently welcomed Dr.

Charmaine Wright, MD, of Media, PA, to its Board of Directors. As the Medical Director of the Center for Special Health Care Needs at Christiana Care Health Services, Dr. Wright oversees the department which is dedicated to providing primary and specialty care for adults with complex medical and social conditions such as those served by Easterseals.

"I was interested in joining the board as I have a unique perspective in my position at Christiana Care. I care for many patients who attend Easterseals," Wright said. "Easterseals has touched the lives of so many families. I am excited to have a bird's eye view and help support the population I specifically care about."

New Castle County Board of Realtors® to revitalize Herman Holloway Park

New Castle County Board of Realtors® (NCCBOR) announced its plans to revitalize the Herman Holloway Park located on 7th & Lombard Street, Wilmington DE. The event took place on the morning of July 13th starting at 8:00 a.m. The park, named after Delaware's first African American Legislator, is a staple in the neighborhood. NCCBOR is working on several community initiatives, a goal of the NCCBOR 2019 President, Kimberly Davis.

Kimberly stated, community involvement is a core standard of NCCBOR, one of our goals in the path for home ownership is to advocate for our communities. A strong way of doing so is by putting our members into action and accomplishing projects like this one to help bring about positive change in our communities. We have REALTOR® and Affiliate members from all over Delaware who understand that improving our neighborhoods can only happen when you get involved.

The NCCBOR Community Engagement Task Force is led by Deborah Harris, whose committee did an outstanding job coordinating efforts and joining forces with Wilmington City Council, NCC Parks and Recreation, and others to make this project happen. NCCBOR would like to thank the community and everyone who got involved and volunteered their time to mulch the playground, paint swing sets, and reinvent the park to be an outstanding public area.

Dr. Lora A. Johnson Appointed Vice President and Campus Director at Delaware Technical Community College

Delaware Technical Community College's Board of Trustees unanimously approved Dr. Lora A. Johnson as vice president and campus director for the Orlando J. George, Jr. Campus in Wilmington, effective June 17, 2019.



"I am honored to be able to serve this College, our campus, and most importantly, the students, in this role," said Dr. Johnson. "I am extremely lucky to have a committed team

and wonderful colleagues to work with and learn from everyday."

Dr. Lora A. Johnson has been serving as acting vice president and campus director of the George (Wilmington) campus since July of last year.

After a successful career in business, she began her tenure with Delaware Tech in 2004 as an adjunct instructor in the business department and since then has held a wide variety of positions at the College, including collegewide entrepreneurship department chair, assistant vice president for marketing and public relations, human resources director, director

of communication and planning, and assistant campus director of the Stanton and George Campuses.

Richards, Layton & Finger Again Tops the Chart in The Deal's M&A Rankings

Richards, Layton & Finger leads The Deal's rankings of M&A transactions handled by Delaware law firms in the first half of 2019. Posting more deals valued at \$100 million or more than any other Delaware firm, Richards Layton has led the state in these high-value deals for more than 20 years.

Richards Layton is recognized worldwide for our skill in handling both ordinary and extraordinary corporate transactions and matters of corporate governance. Because of our lawyers' deep experience and their ongoing role in helping to develop Delaware's influential business statutes, multinational corporations and leading law firms around the world turn to Richards Layton to handle their most significant transactions.

Career Services from Delaware Department of Labor Available at Pilot Libraries

The Delaware Department of Labor has begun providing career and other labor assistance at libraries in all three counties under a pilot program.

The Delaware Division of Libraries and Delaware Department of Labor (DOL) rolled out the partnership in February 2019 to be able to reach out to more residents who may be in need of services but can't travel to Department of Labor locations. With the many computers available at libraries, a staff member can offer residents help.

The Department of Labor Employment and Training Staff will be at your library to

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assist with career needs such as: Search for jobs, exploring career paths; Help jobseekers develop resumes that meets employer needs; Learn about federal and state funded employment and training programs; Assist residents as they navigate the online unemployment insurance claims application; Discover our apprenticeship programs and other services. To ensure the most up-to-date schedule and locations, please visit: <https://lib.de.us/jobassistance>.

“This partnership enables libraries to leverage Department of Labor expertise in assisting library patrons with meeting their needs,” said Jeffrey Bullock, Secretary of State. “Our libraries have evolved into force-multipliers for community outreach, and adding Department of Labor to the complement of resources available through our libraries is a perfect fit.”

Shane Breakie Named Chairman of Central Delaware Chamber of Commerce

Chesapeake Utilities Corporation (NYSE: CPK) announced today that Shane Breakie, Assistant Vice President of Chesapeake Utilities, has been named Chairman of the Central Delaware Chamber of Commerce (CDCC). Mr. Breakie’s two-year appointment is effective immediately and was announced at the CDCC’s annual Awards for Excellence Dinner in Dover. Mr. Breakie previously served as the vice chairman at the CDCC.

“Having Chesapeake team members involved in community and civic organizations is a huge part of our core values as a Company,” said Jeff Householder, President and Chief Executive Officer of Chesapeake Utilities Corporation. “Shane’s dedication to the community and his partnership with the CDCC make him an excellent selection for this position.”



Delaware River and Bay Authority Welcomes New Chairman

Delaware Governor John Carney administered the Oath of Office to the Delaware River and Bay Authority’s new Commission Chairman, Samuel E. Lathem of Bear, Delaware, prior to the bi-state agency’s monthly meeting. Initially appointed to the Commission in June 2001, Commissioner Lathem was the first African American to serve on the bi-state agency’s governing board and is the longest serving current Commissioner. His current five year term extends to July 1, 2020.

“I am honored that Governor Carney and the Authority Commissioners chose me to serve as Chairman of this great bi-state agency,” Lathem said. “With its family of transportation facilities, the Authority plays a key role in the economic future of the region and I look forward to working with my fellow Commissioners, Tom Cook and his management team to continue to maximize the Authority’s full potential.”

“Sam built a distinguished career in public service and organized labor in the State of Delaware and we’re fortunate to have his leadership, insight and experience as he serves as Chairman of this great institution,” said Governor Carney. “I appreciate his willingness to serve the people of Delaware and I have every confidence that Sam will serve the DRBA well in his new role.”

The CDCC is the only accredited chamber in Delaware and received the highest level of accreditation possible in 2013 and 2018. As chairman, Mr. Breakie will be responsible for overseeing the financial status of the organization and ensuring all policies are carried out as designed.

Downtown Visions appoints new Board Chair Adam Landis Esq.

Downtown Visions Executive Director Martin Hageman announced that Adam G. Landis is the new Board Chair of Downtown Visions. Mr. Landis was

Through Value-Based Payment, Christiana Care and AmeriHealth Caritas Delaware Partner to Improve Health of Medicaid Patients

In a groundbreaking partnership in Delaware, Christiana Care Health System and AmeriHealth Caritas Delaware have entered into a value-based payment agreement, covering Medicaid beneficiaries, in which both organizations benefit from their effectiveness in keeping patients healthy.

The agreement creates greater flexibility for Christiana Care to address both medical and non-medical health care needs of Medicaid patients. It is designed to fully align the health care payment model with the delivery of high quality, valuable care to Medicaid beneficiaries. Under the new structure, there are benefits for the partnering organizations if health care quality and cost-reduction targets are met or exceeded, and revenue is lower if those targets are not met.

“We are transforming the health system to achieve better health at lower costs,” said Janice E. Nevin, M.D., MPH, president and CEO of Christiana Care. “This value-based care agreement is an incredibly important step that empowers our caregivers to focus on providing the right care, at the right place and time for our Medicaid beneficiaries. It enhances our ability to innovate in meeting the non-medical needs of our patients — addressing challenges such as poverty, hunger and housing insecurity that prevent them from achieving their health goals. We are proud to partner with

AmeriHealth Caritas Delaware in this bold new step.”

“This agreement with Christiana Care exemplifies our commitment to providing high-quality health care for our members,” said Emmilyn Lawson, AmeriHealth Caritas Delaware Market President. “It also represents an opportunity to strengthen our relationship with a valued health care provider as our organizations continue the work to help members address the social, economic and environmental barriers to obtaining and maintaining good health.”

“This value-based care agreement is a positive development for Medicaid beneficiaries, managed care organizations and health care providers because it incentivizes our collective commitment to addressing social determinants of health,” added Dr. Lenaye Lawyer, AmeriHealth Caritas Delaware Market Chief Medical Officer. “Strong collaboration with our PCPs, community health workers and case managers is essential in improving health outcomes for our members, especially those with chronic diseases.”

A bold new step in Delaware health care

This model, in which a health system has partnered with one of the state’s contracted Medicaid managed care organizations in a total-cost-of-care

arrangement that includes upside and downside risk, represents an exciting step forward in value-based care for Delaware. In this agreement, Christiana Care and AmeriHealth Caritas Delaware have agreed to share accountability for the total cost of providing health care services to Medicaid members being cared for by Christiana Care providers.

Through this partnership, Christiana Care receives a pre-determined payment for the cost of providing health care services to the assigned AmeriHealth Caritas Delaware Medicaid members, ranging from wellness screenings to primary care visits to hospital stays. If the health outcome targets for the population are achieved at costs that are lower than standard market value, then Christiana Care and AmeriHealth Caritas Delaware are both able to retain some of those savings. If the health outcome metrics and cost reductions are not achieved, then Christiana Care would receive less reimbursement than it would have in a traditional fee-for-service payment model.

The value-based payment agreement applies to the Delaware Medicaid beneficiaries managed by AmeriHealth Caritas Delaware who are assigned to Christiana Care as their primary health care provider. The agreement does not restrict freedom of choice or access to care for these Medicaid beneficiaries.

appointed at the recommendation of Mayor Michael Purzycki and the unanimous vote of the entire Downtown Visions Board of Directors.

Downtown Visions is a non-profit management Company for Wilmington’s Downtown Business Improvement

District. Its mission is to create, manage and promote a quality environment for people who live, work and visit Downtown Wilmington.

Mr. Landis is a founding partner of Landis Rath & Cobb LLP, a Wilmington law firm concentrating on corporate reor-

ganization, restructuring and commercial litigation. They are located at 919 N. Market Street, Suite 1800.

Mayor Michael Purzycki upon appointing Mr. Landis said “I am delighted to appoint someone with your talent and dedication to our City and I look for-

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ward to continuing to work with you and your Organization in the revival of our Downtown.”

Eight area businesses, academic and cultural leaders elected to United Way of Delaware Board of Directors

United Way of Delaware (UWDE) recently elected eight new members to its Board of Directors, including Delaware business, academic and cultural leaders and the first representative from Salem County, New Jersey, which is now part of United Way of Delaware’s service area.

The following individuals were unanimously elected to two-year terms on the UWDE Board of Directors, effective June 13, 2019: Betsy Amoroso, Senior Director, Corporate Communications, Mannington Mills (Salem, NJ); Dusty Blakey, Ed.D., Superintendent, Colonial School District; Karen Yeatman Browne, Vice President, Marketing & Communications, Christiana Care Health System; Jamie Clarke,

Executive Director, Value-Based Care, Nemours Children’s Health System; Liz David, Project Management Leader, Performance Solutions Division, W.L. Gore & Associates; Gregory Lloyd Morris, Chief Creative Director, The Morris Project; Michele Schiavoni Director, External Relations & Marketing, Delaware Prosperity Partnership; and Kathleen A. Shelton, Ph.D., Vice President & Chief Technology Officer, FMC Corporation.

Nanticoke receives Mission: Lifeline Silver Receiving Achievement Award

Nanticoke Memorial Hospital has received the Mission: Lifeline® Silver Receiving Quality Achievement Award for implementing specific quality improvement measures outlined by the American Heart Association for the treatment of patients who suffer severe heart attacks.

The American Heart Association’s Mission: Lifeline program’s goal is to reduce system barriers to prompt treatment for heart attacks, beginning with the 9-1-1 call, to EMS transport and con-

tinuing through hospital treatment and discharge. The initiative provides tools, training and other resources to support heart attack care following protocols from the most recent evidence-based treatment guidelines.

Nanticoke earned the award by meeting specific criteria and standards of performance for quick and appropriate treatment through emergency procedures to re-establish blood flow to blocked arteries in heart attack patients coming into the hospital directly or by transfer from another facility.

“Nanticoke Memorial Hospital is dedicated to providing optimal care for heart attack patients,” said Steve Rose, MN, RN, President and CEO of Nanticoke Health Services. “We are pleased to be recognized for our dedication and achievements in cardiac care through Mission: Lifeline.”

Chesapeake Utilities Corporation Board Member Calvert A. Morgan, Jr. to be Inducted into Delaware Business Leaders Hall of Fame

Chesapeake Utilities Corporation (NYSE: CPK) announced today that Calvert A. Morgan, Jr., a member of the Company’s Board of Directors since 2000, has been named a 2019 Delaware Business Leaders Hall of Fame inductee by the Junior Achievement of Delaware Leadership Council. Mr. Morgan serves as Chairman of the Company’s Corporate Governance Committee and as a member of its Compensation Committee and Investment Committee. Mr. Morgan will be formally inducted at a ceremony on October 2 at the Wilmington Country Club.

Established in 1990, the Delaware Business Leaders Hall of Fame honors accomplished individuals of business and industry whose leadership in the areas of

Richards, Layton & Finger Elects New Leadership Team

Richards, Layton & Finger, Delaware’s largest law firm, has elected Doneene K. Damon as president and Lisa A. Schmidt as executive vice president of the firm. Paul M. Altman has been appointed to serve as the firm’s senior vice president. Ms. Damon, Ms. Schmidt, and Mr. Altman assume their new roles on July 1.

The firm’s new executive leadership team represents a historic first: Ms. Damon is the first woman to serve as president of the firm, and the first African American to serve as president of a large Delaware law firm. In her new role, Ms. Damon is among only a handful of minority women in executive leadership positions in major law firms in the United States.

“I am honored to have been selected by my partners to lead such an extraordinary firm,” said Ms. Damon. “Richards, Layton & Finger’s tradition of excellence is based on a long history of remarkable lawyers and leaders of the Delaware bar. We look forward to continuing the firm’s success through our dedication to our clients, our people and our community.”

strategic management, entrepreneurship, innovation and invention have positively impacted workforce and economic development in the region.

“We congratulate Cal on this extraordinary recognition,” said Jeff Householder, President and Chief Executive Officer of Chesapeake Utilities Corporation. “Cal brings a unique set of skills and experience to the Board that have helped us build on our strong foundation for growth and continue to deliver exceptional service to our employees, customers and industry-leading results for our shareholders.”

Driving Dynamics President and CEO Arthur Liggio nominated for Fleet Hall of Fame

Arthur Liggio, President and CEO of Driving Dynamics has been nominated for the Automotive Fleet magazine and the Automotive Fleet & Leasing Association (AFLA) 2019 Hall of Fame.

Arthur Liggio has dedicated more than 30 years to the fleet industry. He began his career in insurance and risk management and now serves as the CEO and president of Driving Dynamics. He has been guided by a passion for elevating awareness and improving the capabilities of all drivers on the road and with a focused commitment to helping organizations greatly improve their fleet safety performance.

Each nominee has over 10 years of industry experience and through the years they have impacted the fleet management profession.

Joseph Marvasi, Antonio Candelora, and Randy Garcilazo-Ceja join Landmark

Keith Rudy, executive vice president of Landmark Science & Engineering, is pleased to announce three technical staff members who have joined the civil engineering department. Civil engineering designers Joseph Corrado Marvasi and Antonio “Tony” Candelora, and civil CAD



More than 700 attend Nemours Gala

On Friday, June 14, more than 700 people attended the 14th annual A Night at Nemours gala -- held on the Nemours Estate in Rockland, Delaware. Guests mingled during the cocktail hour, enjoyed food presented by DuPont Country Club, and danced the night away to the sounds of the Bachelor Boys Band.

The event, presented by Jefferson, raised nearly \$500,000 to support cardiac research at Nemours/Alfred I. duPont Hospital for Children. Cardiac research helps ensure outcomes and quality measures at Nemours Cardiac Center remain the best in the nation. Funding from this event will give children with heart conditions the best chance for a long and disability-free life.

“We are thrilled to have so many guests together in support of our Night at Nemours gala,” said Cathy Kanefsky, Nemours Chief Development Officer. “It is heartwarming to see members from so many facets of the community come together to celebrate and raise funds that will transform the future for children facing serious cardiac conditions.”

technician Randy Garcilazo-Ceja, add knowledge, experience and additional capacity to the engineering design team to assist in completing the company’s high-profile projects.

“We are pleased to have recruited such hardworking and talented individuals who we expect will play a key role in the future of the company” said Keith Rudy, the Landmark’s principal in charge of operations.

Morris James Attorney Meghan A. Adams Confirmed to Delaware Superior Court

Morris James LLP is pleased to announce that Meghan A. Adams has been confirmed by the Delaware Senate to serve as a Judge of the Superior Court of Delaware. The confirmation follows Governor John Carney’s nomination on June 12, 2019. Ms. Adams appeared

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before the Senate Executive Committee affirming the opportunity as the “honor of a lifetime” for a “life-long Delawarean with roots that run deep in this state.”

“We are immensely proud of Meghan as she is confirmed to serve as a Superior Court Judge,” said Lewis H. Lazarus, Chair of the Corporate and Commercial Litigation Group. “Although she will be missed at Morris James, the state is gaining an invaluable asset.”

Morris Nichols’ Trusts, Estates & Tax Practice Once Again Ranked Band 1 by Chambers HNW

Chambers High Net Worth 2019 again ranked Morris, Nichols, Arsht & Tunnell LLP in Band 1 for Private Wealth Law in Delaware.

Sources describe the Trusts, Estates & Tax team as “absolutely top-notch” and

“outstanding in all respects.” One interviewee says, “I can go to them with any matter. They have very good people – very smart, intelligent, good people.”

Two firm attorneys appear in the individual rankings of leading Delaware Private Wealth Law lawyers. Morris Nichols remains the only law firm with multiple attorneys ranked Band 1 on the Delaware Private Wealth Law table.

Todd Flubacher (Band 1) is skilled “in sophisticated matters of estate planning.” Market commentators applaud his ability, remarking “he’s very well versed in fiduciary litigation matters and is extraordinarily responsive.”

Tom Pulsifer (Band 1) is described as “the best in the state at what he does – he has an excellent and very detailed understanding of any issue you might present.” Sources report “he’s at the cutting edge of innovative changes to the law. He’s a very creative guy.”

Delaware City Refining Company donates To KSI

Following the Delaware City Refining Company (DCRC) 5th Annual Charity Golf Fundraiser in June, the Delaware City Refining Company presented a generous donation to Kent-Sussex Industries, Inc. (KSI) in support of the programs KSI provides to adults with intellectual, developmental or physical disabilities.

Community involvement is an integral part of the Delaware City Refining Company’s culture – from its employee volunteerism to its financial support of numerous community organizations. The Delaware City Refining Company established the Charity Golf Fundraiser in 2015 to expand the refinery’s outreach and charitable giving efforts by raising funds to help meet the growing financial needs of non-profit organizations throughout the state of Delaware.



The Delaware City Refining Company, presented a donation to KSI CEO, B. Craig Crouch (third from left) during their 5th Annual Charity Check Presentation. DCRC Business Partner Kevin Cassidy with James Controls (left to right) joins Jeff Coleman, Refinery Manager and Lisa Lindsey, DCRC Community Relations Manager in congratulating Mr. Crouch.

Belfint, Lyons & Shuman, CPAs Earns ClearlyRated’s 2019 Best of Accounting™ Award for Client Service Excellence

Belfint, Lyons & Shuman, CPAs (BLS), a Top 300 accounting firm headquartered in Wilmington, Delaware, announced that they have won ClearlyRated’s Best of Accounting™ Award for providing superior service. Best of Accounting Award winners have proven themselves as industry leaders in service quality based entirely on ratings provided by their clients. On average, clients of 2019 Best of Accounting Award winners are 1.9x more likely to be entirely satisfied than those who work with non-winning firms. BLS received satisfaction scores of 9 or 10 out of 10 from 84% of their clients, which is significantly higher than the 2019 industry’s average of 45%.

“The client experience is one of the most powerful ways that accounting firms can set themselves apart from the competition,” said ClearlyRated’s CEO, Eric Gregg. “2019 Best of Accounting winners have demonstrated their commitment to client service, investing in a survey and feedback program that brings transparency to the client experience at their firm. I’m thrilled to showcase these service leaders alongside their validated client ratings and testimonials on ClearlyRated.com!”

BLS Managing Director, Michael T. French, states, “Reading firsthand the wonderful words from our clients and absorbing the survey results makes me extremely proud of the BLS Team. We are honored to have earned the Best of Accounting Award and will continue to foster our client-centered culture of listening to our client’s needs and our mission of Providing Exceptional Services through Exceptional People.”

Cover & Rossiter’s Chris Jackson Promoted to Firm Administrator

Cover & Rossiter is pleased to announce the recent promotion of Chris Jackson to Firm Administrator. In this newly-created role, Jackson is responsible for the smooth running, day-to-day operation of the firm. This includes management oversight of the administrative support team, billing and collections, human resources, marketing, and information technology. In addition, Jackson will lead the firm’s data analytics initiative. Jackson joined the firm in 2012 as Assistant Controller and has been the firm’s Controller since 2013. He received his Bachelors of Science Degree in Accounting from Pensacola Christian College.

Marie Holliday, Managing Director, said, “Chris is a tremendous asset to



Christiana Care’s Middletown Emergency Department Earns Advanced Certification for Acute Stroke Care

Christiana Care Health System’s free-standing Middletown Emergency Department has earned Advanced Disease-Specific Care Certification as an Acute Stroke Ready Hospital from The Joint Commission.

The certification recognizes facilities or hospitals that are equipped to treat stroke patients with timely, evidence-based care prior to transferring them to a primary or comprehensive stroke center.

“We’re proud to serve the Middletown community with this high level of care,” said Valerie Dechant, M.D., physician leader, Neuroscience Service Line. “This Acute Stroke Ready Certification recognizes the advanced care we can provide to patients suffering from a stroke who are brought to the Middletown Emergency Department. If a patient is having a stroke at the Middletown ED, the patient is provided emergent stroke care immediately and then transferred to Christiana Hospital, where our stroke team is activated, 24/7, to provide the most advanced care and expertise offering the best chance for recovery and minimizing stroke-related disabilities.”

the firm. He oversaw the construction of and move to our new office location last year and believe me it was no easy task. We are a future-ready firm that is experiencing rapid growth. Having Chris manage the firm’s day-to-day operations allows the partners to focus their attention on providing sound advice to our existing clients and cultivating new business relationships.”

Wohlsen Named to ABC’s Top Performer’s List

Wohlsen Construction was ranked #10 in the Northeast and #58 Nationally on Associated Builders and Contractors’ 2019 Top Performers list, which recognized ABC members that excel in safety, quality, diversity and project excellence.

“ABC Top Performers are leading the

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way in the merit shop construction industry, where diverse participants are constantly striving to achieve the highest levels of personal and company performance in an environment of fair and open competition,” said Michael Bellaman, president and chief executive officer of ABC. “These rankings will help the industry identify contractors like Wohlsen that have achieved world-class safety performance, demonstrated their commitment to their workers and their communities and earned recognition for project excellence and diversity.”

To be eligible, Wohlsen demonstrated world-class safety performance by implementing ABC’s STEP safety management system, which makes the top-performing contractors up to 680 percent safer than the U.S. Bureau of Labor Statistics industry average, according to the ABC 2019 Safety Performance Report.

Offit Kurman Affiliates with Horack Talley in Charlotte, NC, Leading Expansion into The Southeast

Offit Kurman, one of the fastest-growing law firms in the mid-Atlantic, is strategically expanding into the Southeast by affiliating with one of Charlotte’s oldest and most respected law firms. Starting September 1, 2019 the attorneys and staff of Horack Talley will be joining Offit Kurman. The affiliation extends Offit Kurman’s geographic footprint to encompass roughly half of the East Coast and lays the foundation for further expansion for the firm.

Fifty-one employees of Horack Talley, including 27 lawyers, will become Offit Kurman’s Charlotte office through the affiliation. The team will remain in their current office location at 301 South College Street. The group’s move to



CMLF Vessels Equipped with New Marine Evacuation System

Cape May – Lewes Ferry (CMLF) officials announced they have completed the installation of a new marine evacuation system (MES) aboard all three vessels in the fleet – MV Delaware, MV New Jersey and MV Cape Henlopen. Purchased at a cost of \$800,000, the new evacuation system is designed to make the evacuation process faster and more efficient. The Cape May – Lewes Ferry service is the first in the United States to have this type of evacuation equipment aboard its vessels.

The new MES is designed to move 750 passengers off the boats within 30 minutes or less. “We’re pleased to have vastly upgraded our ability to safely and quickly evacuate passengers and crew from our ferry vessels,” said Heath Gehrke, Director of Ferry Operations. “Safety is paramount. While we have never had to evacuate a ferry in a real emergency in our history – and we hope that we never have to in the future - it’s important to have this enhanced level of safety should the need arise.”

become part of Offit Kurman will create a number of new jobs for the local community.

“The quality of the people, leadership, and culture are the first attributes we look for in a firm to affiliate with,” said Ted Offit, Offit Kurman Chairman, CEO, and co-founder. “Horack Talley stands out in these areas, plus [they have] a like-minded entrepreneurial philosophy and approach in the representation of privately-held businesses and families in the mid-market.”

CPA Firm, Maillie LLP, Hosts Groundbreaking for New Headquarters

Maillie LLP, a certified public accounting firm in Mont Clare, PA recently broke ground for a new headquarters in Limerick, PA. The newly designed workplace will replace the existing facility located in Mont Clare, PA. The new location will provide prominent visibility and easy access to Route 422, advanced technology solu-

tions and a welcoming environment for employees.

The 25,000-square foot facility will initially hold seventy-five employees with capacity for growth. The two-story building has multiple conference rooms with video conferencing capabilities, training facilities and an employee lounge which contains areas for play, food and collaboration.

“Building a new facility with the latest technological advancements and enhanced employee accommodations is crucial to our firm’s long-term success. With the completion of this project our firm will continue to provide timely and efficient client service and rewarding careers for our staff in an aesthetically pleasing environment.” said Robert L. Caruso, Managing Partner of Maillie LLP. “Maillie LLP is committed to making this a seamless transition for our clients and employees alike.” The construction project is scheduled to begin in July 2019 with occupancy expected in the summer of 2020.

Matt Jolley, Project Manager from Emory Hill & Company earns LEED Green Associate credential

Matt Jolley, Project Manager from Emory Hill & Company has earned the LEED Green Associate credential placing him among an elite group of leading professionals in the green building industry. As a credentialed professional, Matt possesses knowledge of green building practices and how to support others working on LEED projects.

“We are very proud of Matt and thrilled about his LEED Green Associate certification and all that it means for our company going forward,” said Brad Kellmyer, Director of Construction for Emory Hill & Company. “We plan to utilize Matt’s new level of expertise to

obtain more LEED certified construction projects in the future and strive to add to our growing portfolio of award-winning LEED projects.”

United Way’s “Get Delaware Reading Wilmington (GDRW)” receives Pacesetter Honors

The Campaign for Grade-Level Reading (CGLR) announced today that it will recognize Get Delaware Reading Wilmington (GDRW) with Pacesetter Honors for its work in 2018.

“Recognizing Pacesetters is our way of applauding and thanking the civic leaders, organizations and agencies that have joined forces to build brighter futures for children in their communities,” said Ralph Smith, managing director of CGLR. “We are learning with them and from them what it takes to move the needle and close the gap. Mobilized communities — like these Pacesetters — are essential to achieving early school success.”

Each year, CGLR uses its Pacesetter Honors to highlight communities that report making measurable progress on key indicators of early school success. These communities serve as proof points and represent the “leading edge” of innovation, impact and improvement within the GLR Network, currently comprised of more than 300 GLR communities, representing 44 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands and Alberta, Canada.

Monica O’Toole Promoted at Arthur Hall Insurance

Arthur Hall Insurance is proud to announce the promotion of Monica A. O’Toole, CISR to the position of Associate Account Manager.

Monica joined Arthur Hall Insurance as an Account Representative in

2016 and since has not only earned this recent promotion, but also successfully achieved the well-respected Commercial Insurance Service Representative (CISR) designation. She plays a key role in managing and growing the firm’s Small Business Unit (SBU) and currently provides leadership and direction to the newly formed SBU team. In addition, Monica spearheads the Chubb Remarketing Project, writing her own new SBU business. She also renders account management support to Arthur Hall Insurance Account Executives.

“We are excited to see Monica continue to grow her career at Arthur Hall Insurance,” says Kayce M. Alford, CPCU, Commercial Lines Manager. “We are proud to include her as a vital part of the Arthur Hall Insurance team and congratulate her on this well-earned promotion.”

Harvey, Hanna & Associates nonprofit announces 10th Annual 5K Race

The Delaware KIDS Fund is excited to announce the return of the 10th Annual Delaware KIDS Fund 5K Run/Walk in Newport, DE. Runners and walkers will take to the streets of Newport once again to help benefit the Delaware KIDS Fund childhood hunger initiative on Saturday, August 3rd.

Proceeds from the event will help launch, stock and fund the Richardson Park Elementary School Food Pantry. Currently, over 74% of Richardson Park Elementary School students live at or below the poverty line — a rate roughly three times the national average. Last year’s event proceeds helped open a food pantry at Richey Elementary School in Newport. The initiative is a part of the KIDS Fund “5 – 5 – 5” Pantry Program (opening 5 pantries’ in 5 years at 5 schools).

SAVE THE DATE

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NOVEMBER 6, 2019

Hotel du Pont, Gold Ballroom
Wilmington, Delaware

KEYNOTE SPEAKER:

Charlie Horn
Founder

Horn Entrepreneurship, University of Delaware



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Small Business Alliance

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IN BUSINESS**

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CHAMBER CALENDAR

September



Networking Breakfast

September 10
8:00 – 9:30 a.m.
Macy's, Christiana Mall
Newark, DE

September 19
5:00 – 8:00 p.m.
Chase Center on the Riverfront
Wilmington, DE

October

**MITIGATING YOUR BUSINESS RISK:
UNLOCKING THE SECRETS OF
DATA PRIVACY & SECURITY**

October 2
7:30 – 9:30 a.m.
University & Whist Club
Wilmington, DE

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9:00 AM - 12:45 PM

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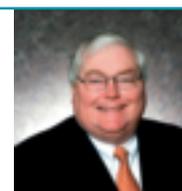


Networking Breakfast

October 12
7:30 – 9:00 a.m.
DuPont Country Club
Wilmington, DE

2019 DELAWARE
Principal FOR A DAY

October 21 through October 25
at 118 schools across Delaware!



Chamber Leadership with Bob Byrd

October 30
7:30 – 9:00 a.m.
DuPont Country Club
Wilmington, DE

Events subject to change. Please check www.dscc.com/events for the most up-to-date information.

November



Networking Breakfast

September 10
8:00 – 9:30 a.m.
The News Journal Media Group
New Castle, DE



GET CONNECTED



DSCC Daily is everything you need to know about Chamber advocacy and events, and member news and accomplishments - in one place!



State Chamber news delivered right to your inbox!

We send a President's Message from Mike Quaranta and the Weekly Report, a Chamber round-up, each week. We also send advocacy and event emails throughout the year. Sign up for one or all by emailing dcrumrine@dsc.com.



Facebook

Go to facebook.com/DelawareStateChamber or search for "Delaware State Chamber" in the mobile app or online using your web browser. Click 'Like' and 'Follow' at the top of the page. Bonus points for clicking 'Share' and inviting your friends to follow us, too!



LinkedIn

Go to linkedin.com/company/delaware-state-chamber-of-commerce or search for "Delaware State Chamber" in the mobile app or online using your web browser. Click 'Follow' at the top of the page.



Twitter

Go to twitter.com/destatechamber. Click 'Follow' at the top of the page.

Use hashtags to join the conversation! [#netde](#) [#debiz](#) [#chambercheckin](#) [#membernews](#)

CHAMBER Committees

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

Delaware Young Professionals Network

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

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



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

Ambassador Committee

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

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

Economic Development Committee

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

Employer Advocacy and Education Committee

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

Environmental Committee

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

Healthcare Committee

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

Infrastructure and Transportation Committee

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

Joint Military Affairs Committee

The Joint Military Affairs Committee aims to build efforts to support the hiring of military veterans, and to support the local branches of the military on other relevant issues. Its goals include building business relationships to support the military community, and to create jobs for reserve components and veterans.

Small Business Alliance

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

Tax Committee

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

Delaware State Chamber of Commerce

SMALL STATE. BIG BENEFITS.

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

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



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

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

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.

Delmarva Broadcasting

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



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

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



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

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

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



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

Thursday, September 19, 2019

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CALL THE CHAMBER

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



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www.dsc.com
facebook.com/delawarestatechamber
twitter: @DEStateChamber

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.

Bringing Delaware business leaders and educators together...



2019 DELAWARE *Principal* FOR A DAY

October 21-25, 2019

The Delaware Principal for a Day program began in 1993. Since 2004, it has facilitated more than 1,700 school visits, joining principals with local business leaders to build grassroots partnerships that are key to developing the workforce of tomorrow.

There are 120 schools participating statewide this year.
Sign up today and meet YOUR future workforce!

The Partnership, Inc. was created to promote charitable and educational activities by developing and fostering programs that encourage private sector involvement in workforce development and education through programs like Superstars in Education and Delaware Principal for a Day.

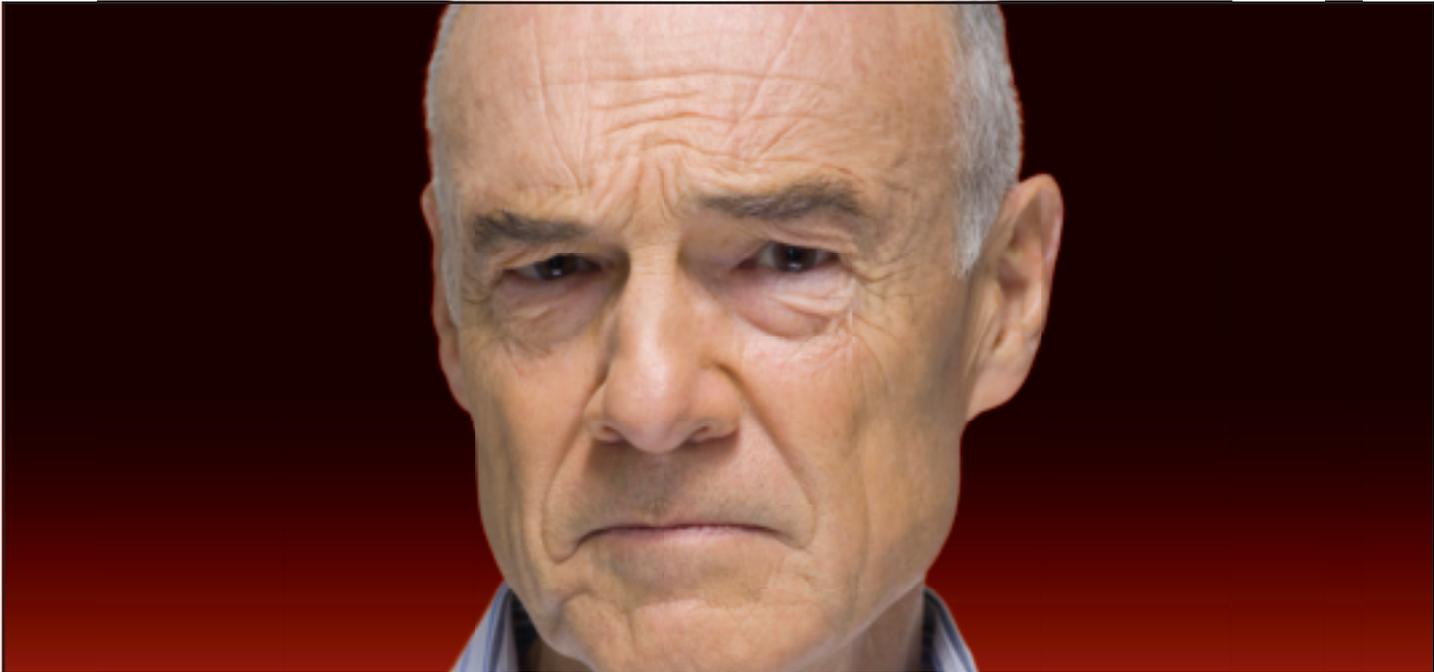
**To register for Delaware Principal for a Day,
visit www.DSCC.com or contact Kelly Basile at kbasile@dsc.com.**

Pictured above from left:

Jo Schmeiser from Chamber of Commerce for Greater Milford at Milford High School
Representative Paul Baumbach at Frederick Douglass Stubbs Elementary School in Wilmington
Grace Stockley from FideliTrade, Inc. at Richey Elementary School in Newport

The Partnership 

**The Partnership, Inc. is the 501 (c)3 education affiliate of the Delaware State Chamber of Commerce*



WHY DO WE PAY THE HIGHEST DRUG PRICES IN THE WORLD?

While too many Americans struggle to make ends meet, the big drug companies continue to rake in billions. It's no wonder, considering that they make us pay the highest prescription drug prices in the world.

If they can afford to spend nearly \$175 million for lobbying, and more than \$6 billion for advertising, then surely they can find some way to lower prices and stop gouging Americans.

People shouldn't have to choose between buying medication and buying food for our families. Congress, it's time to act. Stop the greed. Cut drug prices now.

Learn more at aarp.org/rx

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Delawareans Need Relief from Rx Greed

By Lucretia Young, AARP Delaware State Director



For decades, big drug companies have raised drug prices while thousands of people in Delaware are struggling to make ends meet. Between 2012 and 2017, the average annual cost of brand name prescription drug treatment in our state has increased 58%, while the annual income for Delawareans increased only about 9 percent. Prescription drugs don't work if patients can't afford them.

That's why Congress needs to pass the Prescription Drug Pricing Reduction Act. It's time.

For too long, drug companies have been price gouging seniors and hardworking Americans. Consider insulin, which people with diabetes rely on. It's price nearly tripled from 2002 to 2013. But it isn't a breakthrough drug: insulin was invented nearly a century ago, yet modern formulations remain under patent, thanks to drug makers manipulating the system. Some patients trek to Canada, while others risk their lives by rationing or skipping doses.

Even those of us who don't need insulin or other prescription drugs are affected by skyrocketing drug prices. We pay not only at the pharmacy counter, but through higher insurance premiums, and through the higher taxes we need to pay to fund programs like Medicare and Medicaid. Older Americans are hit especially hard. Medicare Part D enrollees take an average of 4-5 prescriptions per month, and their average annual income is around \$26,000.

The root cause of the problem is clear: the high prices of prescription drugs set by pharmaceutical companies when they first come on the market, which then increase faster than inflation year after year. No wonder one in three Americans has not taken a medication as prescribed because of the cost.

In March, AARP launched a nationwide campaign called "Stop Rx Greed" to rein in drug prices for all Delawareans and all Americans. The bill under consideration in the Senate would cap out-of-pocket drug costs for seniors and crack down on drug makers whose price hikes outpace inflation. The nation clearly needs this reform: the average drug price increase in the first six months of 2019 was 10.5% -- five times the rate of inflation. Delawareans, like all Americans, already pay among the highest drug prices in the world.

Meanwhile, big drug companies are fighting for the status quo -- and blocking needed improvements to the system that could bring relief to seniors, families, and small businesses. Drug giants Merck, Amgen and Eli Lilly actually sued the Trump administration so they could keep the list prices of their drugs secret from the public. The industry is spending record sums to hire Washington lobbyists, and they are running ads claiming that more affordable drugs will actually harm consumers.

But the tide is turning. The National Academy for State Health Policy reports that, so far this year, 29 states have passed 47 new laws aimed at lowering prices for prescription medications. Ultimately, drug costs are a national issue, so federal action is equally essential.

In D.C., there is rare bipartisan agreement that something must be done. President Trump addressed the issue in his State of the Union, saying: "It is unacceptable that Americans pay vastly more than people in other countries for the exact same drugs, often made in the exact same place. This is wrong, unfair, and together we can stop it." Delaware's congressional delegation is in the position to lead on this issue and make a difference for every Delawarean.

We urge Congress to pass the Prescription Drug Pricing Reduction Act in the fall, when the House is expected to act on its own drug pricing bill.

While there is reason to be hopeful that drug prices will come down, hope is not enough. Too much is at stake. No Delawarean should be forced to choose between putting food on the table or buying a lifesaving medication. Congress needs to act to Stop Rx greed. This legislation should be at the top of the agenda.



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