

ANNUAL REPORT 2012



Delaware Economic Development Office

WORKFORCE DEVELOPMENT



Right Place. Right Size.

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www.dedo.gov

What we do...

The mission of the Workforce Development Team is to ensure the availability of a skilled, multi-level workforce for new and existing Delaware businesses. We do this by assisting employers in obtaining, upgrading and retaining valued workers, and by helping Delawareans gain the education and training required to get and keep quality jobs and steady employment.

The Delaware Economic Development Office's Workforce works with Delaware's industries and individual companies to determine opportunities to increase the productivity and performance of their workforce. Workforce representatives can assist companies in outlining training goals, providing valuable training information and resources, and in developing skilled training programs to meet their specific needs. The programs are all directed toward business retention and expansion through the development of a skilled workforce.

Workforce representatives are skilled toward leveraging resources and maximizing the return on investment. Several business partnerships have been formed that resulted in shared training programs, thereby leveraging state training funding along with identifying specific business retention and expansion needs for a particular industry. These partnerships consist of Delaware Poultry Industry Partnership (DPIP), Delaware's Aviation Industry, Delaware Bankers Association, and Associated Builders & Contractors (ABC).

In addition to direct workforce training benefits, DEDO's Workforce Center of Excellence

also helps companies recruit and retain valued employees. The Workforce Center of Excellence can connect employers with potential employees and other job recruitment resources. Our services to our clients range from funding Blue Collar Grants for customized training needs to recruiting assistance by bringing together employers and job seekers, joining like industries together to develop educational programs that support business retention and expansion along with establishing a qualified skilled workforce. We also partner with community organizations such as the Dover Public Library to identify and develop new programs that leverage other training professional's resources such as the Society of Human Resource Management (SHRM) volunteers to prepare individuals seeking employment. Our office also has created and implemented several pre-employment programs. The Workforce Center of Excellence strives to stay in the forefront of the business community, ready to assist companies, large or small, meet their business needs now and in the future.

Programs that are managed by Workforce Development:

Blue Collar Training Fund is created by a .15% assessment on the unemployment insurance tax paid on the first \$10,500 of employee wages. DEDO receives 25% of the training receipts generated by this assessment to provide customized training to employees of Delaware businesses for skill development in conjunction with business retention and expansion.

Governor's Workforce Development Grant program, created with Blue Collar funds to be administered by the Delaware Higher Education Commission, provides tuition assistance to working adults attending higher education courses on a part-time basis by contributing 65% of their tuition.

State Employee Training program blue collar training funds are also used to support career ladder training programs for state employees. The program is administered by Office of Human Resource Management.

Fiscal Year 2012 Summary

Completed Contracts in FY2012

(previous years through FY2012)

Forty three (43) custom training contracts totaling over \$1 million were active and managed by the Workforce Development Center, representing partially completed contracts carried over from FY 2011 and new contracts written in FY 2012. This activity does not include the Governor's Workforce Development Grant program or the State Employees training program.

- Forty three (43) contracts were completed totaling \$1,036,724.41 with a match of \$2,428,597.51 contributed by the employers
- Forty (40) unique companies served
- 1,084 training participants
- 18 companies were first time applicants *(first time applicant is defined as a company that has not received funding within the last 5 years.)*
 - New Castle County—13
 - Kent—0
 - Sussex—5
- 24 companies were small businesses *(less than 100 employees)*

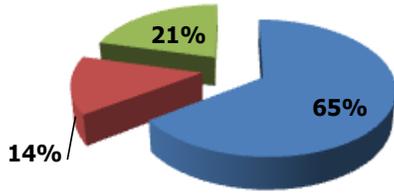
Signed Contracts in FY2012

There were 52 contracts that were signed in fiscal year 2012.

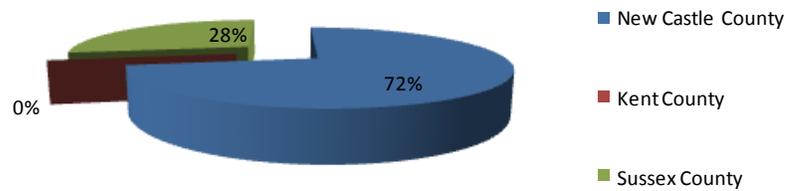
- 52 contracts were signed in FY 2012 compared to 38 contracts signed in FY 2011, representing a 37% increase
 - 37 were in New Castle County
 - 7 were in Kent County
 - 8 were in Sussex County
- Funds awarded total over \$1.2 million
- 19 were first time applicants (within 5 years)
- 30 were small businesses (less than 100 employees)

County Distribution of Projects FY12

■ New Castle County ■ Kent County ■ Sussex County

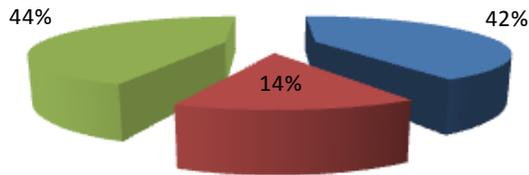


First Time Users FY 12



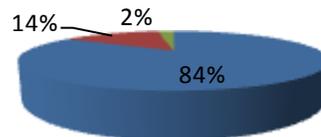
Companies served by size FY12

■ Small (1-50 employees) ■ Mid (51-99 employees) ■ Large (100+ employees)



Status of Companies Served FY12

■ Retention ■ Expansion ■ New



Summary of Delaware Workforce Development Projects FY 2012

Applicant's Name	Program	Participants	Amount Paid	Company Match	County
First State Manufacturing	ISO Certification	37	\$ 30,900.00	\$ 164,515.00	Kent
Polytechnic Resources, Inc.	ISO/QMS Training	10	\$ 36,625.00	\$ 57,304.00	Sussex
Delmarva Power	Lean & VSM Training	18	\$ 21,406.00	\$ 63,180.00	New Castle
High Tech Machine Company, Inc.	Problem Solving, 5S & Advanced Internal Auditor Training	10	\$ 31,972.50	\$ 51,735.92	New Castle
Kraft Foods Global, Inc.	New Hire OJT	52	\$ 90,000.00	\$ 191,750.00	Kent
FMC BioPolymer	Lean Manufacturing	27	\$ 70,105.50	\$ 103,093.00	New Castle
Dassault Falcon Jet	Human Factors & Sales Drives Svc	220	\$ 34,893.00	\$ 73,880.00	New Castle
PATS Aircraft	Avionic Training	72	\$ 100,000.00	\$ 100,160.00	Sussex
Polymer Technologies	Lean Processes	14	\$ 35,790.00	\$ 47,276.00	New Castle
Intervet, Inc.	Lean Manufacturing	31	\$ 58,270.00	\$ 91,273.94	Sussex
Dover Downs	Go Green	42	\$ 16,090.00	\$ 33,535.28	Kent
Arrow Safety Device	ISO-9001 Training	17	\$ 40,492.82	\$ 60,838.46	Sussex
Playtex Manufacturing	Multiple Core Skill Training	49	\$ 66,560.00	\$ 116,684.14	Kent
Sea Watch International	On the Job Training	13	\$ 24,291.04	\$ 27,486.00	Sussex
DYK Automotive	On the Job Training	4	\$ 7,632.00	\$ 271,760.00	New Castle
SPI Pharma, Inc.	Lean Manufacturing	28	\$ 55,371.50	\$ 67,895.31	Sussex
DuPont Photovoltaic	Photovoltaic Solutions Training	40	\$ 17,116.00	\$ 91,100.00	New Castle
Unique Impressions	Various Training and Sales Training	10	\$ 24,580.00	\$ 73,498.00	New Castle
Bancroft Construction	LEED AP Credentialing Maintenance Program	12	\$ 3,293.94	\$ 3,293.94	New Castle
Eastern Industrial Servics, Inc.	Lean Manufacturing Training	23	\$ 44,075.00	\$ 84,126.00	New Castle
Precision AirConvey	Lean Manufacturing Training	20	\$ 19,825.00	\$ 26,511.26	New Castle
Penn Fibre Plastics	Job Analysis & Basic Skills Training	5	\$ 6,743.60	\$ 8,488.50	Sussex
Cover & Rossiter PA	Lean Manufacturing Concepts	6	\$ 13,920.00	\$ 23,092.80	New Castle
Perdue Farms-Milford	ESL	24	\$ 4,455.00	\$ 29,952.00	Kent
Evraz Claymont Steel	Lean Manufacturing	54	\$ 28,650.00	\$ 111,878.00	New Castle
Pinnacle Foods Group, LLC	Management Skills and Problem Solving	24	\$ 23,868.75	\$ 39,024.00	Sussex
Color-Box	Lean Manufacturing	106		\$ 102,820.32	Kent
Analtech, Inc.	Six Sigma	2	\$ 2,700.00	\$ 4,704.00	New Castle
Graver Technologies	Six Sigma	2	\$ 2,700.00	\$ 3,584.00	New Castle
Unique Impressions	Six Sigma	1	\$ 1,350.00	\$ 2,100.00	New Castle
Siemens Healthcare Diagnostics	Six Sigma	2	\$ 2,700.00	\$ 12,000.00	New Castle
Industraplate	Six Sigma	1	\$ 1,350.00	\$ 1,680.00	New Castle
Zenith Products	Six Sigma	2	\$ 2,700.00	\$ 6,928.00	New Castle
Delmarva Power	Six Sigma	2	\$ 2,700.00	\$ 5,600.00	New Castle
Elliott Greenleaf & Siedzikowski, P.C.	Six Sigma	2	\$ 2,700.00	\$ 27,400.00	New Castle
Miller Metal Fabrication	Multiple Lean	36	\$ 29,585.00	\$ 42,176.16	Sussex
Masley Enterprises	Lean Manufacturing	30	\$ 26,565.00	\$ 111,763.00	New Castle
Landmark JCM	LEED Green Assoc. Accreditation	9	\$ 11,182.50	\$ 10,197.00	New Castle
Graver Technologies	Lean Manufacturing	27	\$ 34,415.26	\$ 72,415.56	New Castle
Nickle Electrical Co.	Solar Photovoltaic Systems Installation Training	1	\$ 1,500.00	\$ 1,576.57	New Castle
Deerfield Management LP	Time Management Training	18	\$ 3,000.00	\$ 5,380.00	New Castle
Metroform Electric Company	Solar Photovoltaic Systems Installation Training	1	\$ 750.00	\$ 750.00	New Castle
James C. Orga Electrical Contractor, Inc.	Solar Photovoltaic Systems Installation Training	2	\$ 3,900.00	\$ 4,191.35	New Castle
	TOTALS	1,084	\$ 1,036,724.41	\$ 2,428,597.51	

Governor's Education Grants

DEDO has provided up to \$100,000 per grant program of Blue Collar funding for the Governor's Education Grant Program. Delaware Higher Education Commission (DHEC) administers the programs that awards grant of up to \$2,000 per participants per year. Grant recipients are required to attend an approved Delaware educational institution and agree to release grades and academic progress to DHEC.

The Governor's Education Grant for Working Adults is designed to assist working adult students who meet the enrollment, employment, and income eligibility requirements below. To qualify, applicant must be:

- 18 or older
- A high school graduate or GED recipient
- A resident of Delaware and a U.S. citizen or eligible non-citizen

The Governor's Education Grant for Unemployed Workers is designed to assist those individuals who have lost their jobs due to the current economic climate and have been unsuccessful in obtaining employment within their current career field/occupation. It helps qualified individuals with training costs associated with learning a new skill or upgrading their current one. In order to qualify, applicant must be:

- 18 or older
- A high school graduate or GED recipient
- A resident of Delaware and a U.S. citizen or eligible non-citizen
- Registered with the Department of Labor –Division of Employment and Training (DET)
- Recommended by a DET Career Counselor
- Ineligible for Department of Labor's Dislocated Worker Training Program
- A high school graduate or GED recipient

Educational institutions participating in the grant program are:

Delaware College of Art and Design
Delaware State University
Delaware Technical and Community College (all campuses)
Goldey-Beacom College
New Castle County Adult Education
Polytech Adult Education
Sussex Tech Adult Education
University of Delaware-Professional and Continuing Studies (non credit certificates only)
Wilmington College (all campuses)

Governor's Grant FY 2012

Fiscal Year 2012 Highlights:

- In the Fiscal Year 2012 the Delaware Higher Education Office had 97 Governor's Grants that were used at the participating Institutions for a total of \$147,141.23.
- 56 Grants were awarded and used by Unemployed Delaware residents totaling \$90,051.80.
- 41 were awarded and used by Employed Delaware Residents totaling \$57,089.43.
- 93.8% of the participants were seeking a certificate, 4.1% of the participants were seeking an associate degree, and 2.1% of the participants were seeking a bachelor degree.
- 81.4% of all of the participants successfully completed the courses/programs that they were enrolled in.
- 85.7% (48) of the Unemployed participants completed the courses/programs that they enrolled in successfully or were still enrolled and on schedule to complete their program, 10.7% (6) of the participants had dropped of the program for a variety of reasons. 1.8% (1) exited their program of study due to illness; and the last 1.8% (1) did not pass all of the classes that they were enrolled in.
- 75.6% (31) of the Employed participants completed the courses/programs that they enrolled in successfully, 19.5 % (8) dropped out of the programs that they were enrolled in, and 4.9% (2) did not pass all of the classes that they were enrolled in.

Fiscal Year 2012 Enrollment breakdown by Institution and Grant

Participating Institution	Unemployed		Employed		Total	
	# of Participants	Amount Spent	# of Participants	Amount Spent	# of Participants	Amount Spent
DEL TECH STANTON WILMINGTON CAMPUS	6	\$9,871.00	2	\$2,407.44	8	\$ 12,278.44
DEL TECH OWENS CAMPUS	4	\$4,851.20	0	\$0.00	4	\$ 4,851.20
DEL TECH TERRY CAMPUS	2	\$2,560.00	1	\$918.94	3	\$ 3,478.94
Polytech Adult Education	19	\$30,004.80	14	\$21,460.70	33	\$ 51,465.50
Sussex Tech Adult Division	24	\$41,264.00	21	\$28,518.75	45	\$ 69,782.75
University of Delaware	0	\$0.00	1	\$2,000.00	1	\$ 2,000.00
WILMINGTON UNIVERSITY	1	\$1,500.80	2	\$1,783.60	3	\$ 3,284.40
Total	56	\$90,051.80	41	\$57,089.43	97	\$ 147,141.23

Enrollment by Participating Institution

Participating Institution	# of Participants	% of Participants
DEL TECH STANTON WILMINGTON CAMPUS	8	8.2%
DEL TECH OWENS CAMPUS	4	4.1%
DEL TECH TERRY CAMPUS	3	3.1%
Polytech Adult Education	33	34.0%
Sussex Tech Adult Division	45	46.4%
University of Delaware	1	1.0%
WILMINGTON UNIVERSITY	3	3.1%
Total	97	100.0%



Enrollment by Level of Education Sought

Participating Institution	Certificate	Associate	Bachelors	Total
DEL TECH STANTON WILMINGTON CAMPUS	6	2	0	8
DEL TECH OWENS CAMPUS	4	0	0	4
DEL TECH TERRY CAMPUS	2	1	0	3
Polytech Adult Education	33	0	0	33
Sussex Tech Adult Division	45	0	0	45
University of Delaware	1	0	0	1
WILMINGTON UNIVERSITY	0	1	2	3
Total	91	4	2	97

Training providers:

- Alex Mason Inc.
- Anton Associates
- Bollman Associates
- DEMEP
- Associated Builders and Contractors of Delaware
- Hospitality Green
- RedVector Online Training
- Polytech Adult Education
- ATS Training Consulting
- Energy Score
- Sussex Tech Adult Education

Smart Transformations & Airworthiness Standards Institute

PROFILE OF PARTICIPANTS

JULY 1, 2011 - JUNE 30, 2012

The following demographic information is supplied by participants of the Blue Collar custom training program. Participation is on a voluntary basis. In some cases, participants chose not to complete the survey; in others, they did not complete the entire questionnaire. The results below reflect information gleaned from 84% of the program participants this year.

SEX

Female: 26.0%
Male: 73.9%
No Response: .1 %

AGE

16-20: .1%
21-30: 17.8%
31-55: 66.0%
56-65+: 16.0%
No Response: .1%

RACE/ETHNIC GROUP

American Indian: .4%
Asian/Pacific Islander 1.5%
Black: 15.3%
Hispanic: 8.2%
White: 74.5%
No Response: .1%

DISABILITY

Yes: .8%
No: 93.0%
No Response: 6.2%

VETERAN

Yes: 18.0%
No: 75.3%
No Response: 6.7%

MARITAL STATUS

Married: 59.7%
Single: 31.3%
Single Parent: 4.5%
Other: 3.5%
No Response: 1.0%

RESIDENCE

DE: 83.8%
MD: 6.7%
PA: 6.5%
NJ: 2.8%
Other: .1%
No Response: .1%

LIMITED ENGLISH

Yes: 12.8%
No: 78.2%
No Response: 9.0%

RECIPIENT OF PUBLIC ASSISTANCE WITHIN LAST 90 DAYS

Unemployment Ins.: 3.3%
SSI .8%
TANF: 0%
Food Stamps: 1.1%
No Response: 94.8%

EMPLOYMENT STATUS 90 DAYS PRIOR TO TRAINING PROGRAM

Unemployed: 2.0%
Employed Part Time: 1.0%
Employed by This Employer: 85.7%
Employed by Other Employer 3.3%
No Response: 8.0%

AVERAGE SALARY OF TOTAL PARTICIPANTS

\$29.47/hour

EDUCATION LEVEL

Did Not Complete High School:	6.9 %	2-Year College Degree:	9.7%
High School or Equivalent:	21.3%	4-Year College Degree:	17.5%
Post-High School/Training Program:	7.9%	Additional Degrees:	4.4%
No Response:	11.4%	Some College:	20.9%

Satisfaction Survey

Satisfaction Survey Results- The following data is based on surveys received from 43 companies during the time period of July 1, 2011 – June 30, 2012. This survey replaces the letter of satisfaction that was previously requested of all companies at the completion of their training.

The Course:

The customized curriculum was on target with my stated goals, objectives and desired outcome.

Strongly Disagree ____ Disagree 0 Agree 10 Strongly Agree 32

The employees have a clear vision of what is expected of them resulting from this training.

Strongly Disagree 1 Disagree 0 Agree 18 Strongly Agree 23

Communication:

The Trainer maintained good communication with the Project Manager during the course of the training.

Strongly Disagree 1 Disagree 0 Agree 13 Strongly Agree 26

All materials related to the training (participants surveys, test score, assessment, etc.) were given to the Project Manager upon completion of the training.

Strongly Disagree ____ Disagree 1 Agree 18 Strongly Agree 21

The Instructor:

The Instructor presented the material clearly and at an appropriate level (spoke clearly, was knowledgeable of subject matter, etc.) while promoting participant discussion and involvement.

Strongly Disagree ____ Disagree ____ Agree 13 Strongly Agree 29

The Instructor kept discussions and activities on track.

Strongly Disagree ____ Disagree ____ Agree 15 Strongly Agree 27

Grant Process:

The grant process was understandable and user friendly.

Strongly Disagree ____ Disagree 1 Agree 22 Strongly Agree 19

The Workforce Development Center representative was accessible and maintained good follow through to ensure that our needs were met in a timely and efficient manner during the complete grant process.

Strongly Disagree ____ Disagree ____ Agree 12 Strongly Agree 30

We would use this grant again in the future and would recommend it to our colleagues or contacts within our industry.

Strongly Disagree ____ Disagree ____ Agree 6 Strongly Agree 36

The Delaware Economic Development Office (DEDO) website was helpful and easy to navigate and understand.

Strongly Disagree ____ Disagree 1 Agree 20 Strongly Agree 18

DEMEP Profile



Arrow Safety Device Co. was one of the largest vehicle safety manufacturers in the U.S.

Straight to the Point: Arrow Safety Device Co. Learns from DEMEP's Principles of Efficiency

BY EILEEN SMITH DALLABRIDA

FOUNDED IN 1930, Arrow Safety Device Co. has a long, proud history in the transportation industry, beginning with the development of the very first practical turn signal.

"That taillight on the back of buses—that's us," says David Gerni, vice president of sales and operations.

Over the next two decades, Arrow expanded its product line and became one of the largest vehicle safety product manufacturers in the United States.

When the U.S. Department of Transportation was established in 1967, Arrow played a role in establishing Society of Automotive Engineers (SAE) requirements that were adopted by the federal government.

By the early 1970s, Arrow had raised the bar on industry standards with such innovations as a patented all-aluminum housing snowplow light called The Sno-Laser.

New technologies in lighting propelled growth in the 1980s and 1990s. Arrow developed another snowplow light, still used by several plow manufacturers, as well as new LED lights. Arrow also launched the

only manufacturer direct website capable of allowing the customer to order and purchase products online.

Arrow was sold in 2008 to a group of independent entrepreneurs. Facilities in Mount Holly, N.J., and Georgetown were merged and relocated in a new manufacturing and sales facilities in Selbyville.

In a down economy, Arrow reduced headcount to contain costs. To resume growing, the company needed to become ISO 9001:2008 certified, as required by a number of large, important customers, including U-Haul, Komatsu, Thomas Bus, Blue Bird, Navistar and Oshkosh. ISO 9000 is a family of standards and guidelines for quality in the manufacturing and service industries from the International Organization for Standardization (ISO).

Arrow also was looking for guidance on another major goal. The company, which had outsourced some of its production to China, wanted to bring jobs back to Delaware.

"If there is a problem with the products that are shipped over from China it can take weeks to correct it," Gerni says. "By doing the work here, we can improve quality control."

DEMEEP Profile

To lay the groundwork for training, Arrow obtained a grant from the Delaware Economic Development Office. The company then turned to the Delaware Manufacturing Extension Partnership, part of a nationwide network of not-for-profit advisory centers. Accredited by the National Institute for Standards and Technology, DEMEEP's mission is to substantially improve the quality, productivity and profitability of manufacturers in the state by identifying, transferring and implementing best practices.

"At DEMEEP, our entire focus is on teaching businesses to become more efficient at what they do so they can increase profits," says Steve Quindlen, executive director.

An important part of the ISO 9001 process was a gap analysis, in which Kit Eisel, a DEMEEP consultant, trained the Arrow team on the ISO 9001:2008 standard requirements. She also performed an audit of the current system and practices in place at Arrow to identify where the deficiencies were and developed a plan for closing the gaps for compliance to the standard.

"It tells you where you are now—and where you need to go to get ISO 9001 certified," says Kim Kilby, a DEMEEP field agent.

A key step was documenting procedures that would become part of the company's Quality Management System. With a workforce in which many employees have more than 20 years of service, Arrow had relied largely on its considerable base of institutional knowledge.

"A lot of the knowledge on how to do things was in people's heads, instead of in writing," Kilby says.

The implementation team was able to set and meet many stretch goals for procedure writing, training, setting business objectives and then auditing their complete system, Eisel notes.

"The company did a tremendous job of changing many old, time-worn processes into new, efficient processes that meet the requirements of ISO 9001 in a remarkably short period of time," she says.

Now, procedures are clearly stated in electronic records. There is a sign stationed at each computer, with instructions on how to look up information.

"Any time there is an update on procedures, it goes out to all the department heads, who are responsible for making sure everyone is aware and properly trained when necessary," says Linda Fulkersin, assistant operations manager.

Arrow also cross-trained employees so that at least two people know how to perform each task, avoiding disruptions when key personnel are off. A new hire is a designated floater, trained in shipping, receiving, inventory and setting up dies.

The strategy paid almost immediate benefits when a key worker in shipping was unexpectedly absent after suffering an accident at home.

"Someone stepped in and took his place for the days he was out and we didn't miss a beat," Gerni says.

The entire workforce was trained in the principles of Lean Manufacturing, in which employees learn systematic approaches to eliminating waste.

"Lean opened everyone's eyes to doing things in a new way," Fulkersin says. "We had been doing things the same way for a long time just because that is the way they had always been done."



New, efficient processes replaced old, worn ones at Arrow.

After Arrow employees attended the DEMEEP Principles of Lean Manufacturing workshop, the Arrow Team looked for opportunities in their processes to identify unnecessary steps and make the process faster and more efficient.

As a result, the workflow was reorganized from a large, cumbersome assembly line into smaller, more efficient cells.

"Parts are closer to the production line," Fulkersin says. "Finished product is closer to shipping. Packing boxes are at the end of the line."

The new configuration takes up 50 percent less floor space than the old assembly line, giving Arrow room to grow. Gerni estimates the new setup is about 25 percent more efficient.

As part of the ISO 9001 standard requirements, DEMEEP also helped Arrow to establish a vendor rating system to rate its vendors. Which suppliers consistently provide the best customer service? Which vendors have issues with quality control and timely delivery?

"Vendor ratings gave us a much better idea of which vendors worked best for us," Gerni says. "It also gave the vendors greater insight as to what we are looking for."

After taking physical inventory and reviewing the sales history of products, Arrow decided to retire several products in incandescent lighting, which is rapidly losing market share to more efficient LED lights. To minimize waste, lights were disassembled to salvage parts that could be re-used. Other materials were recycled.

As a result of ISO 9001 certification, Arrow has retained its business with important customers. The company has hired two new sales representatives and plans to create a marketing position.

Arrow also is going after new business, including opportunities in marine lighting and logging trucks.

"Now that we have our ISO 9001 certification, our marketplace is wide open," Gerni says.

The company is partnering with local Delaware metal fabricator, Miller Metal Fabrication Inc., to roll out two new products, cage-like guards for clearance lights on trailers and brackets for taillights on buses.

Instead of maintaining the status quo, workers are actively engaged in volunteering ideas on how Arrow can become even more efficient.

"It isn't unusual to walk by the production line and have somebody wave us over and say, 'I think I see a way we can do this better,'" Gerni says.

SUPERSTARS IN BUSINESS WINNER
25-59 EMPLOYEES CATEGORY

COVER & ROSSITER, P.A.

BY ELLE BORNEMANN

AS ONE OF DELAWARE'S OLDEST and most respected certified public accounting firms, Cover & Rossiter, P.A. boasts an ability to serve a unique cross-section of Delaware businesses, organizations, families, and individuals, as it has for more than 70 years. The firm's dedication makes it a true Superstar in Business.

Employees at Cover & Rossiter provide clients with a full range of financial services, including accounting, auditing, taxes and financial planning, among many others. The company's commitment to minimizing tax burdens and providing valuable business advice has kept its many clients—which include the Blood Bank of Delmarva, Longwood Gardens, University of Delaware Research Foundation and Read-Aloud Delaware, to name a few—happy and coming back each year.

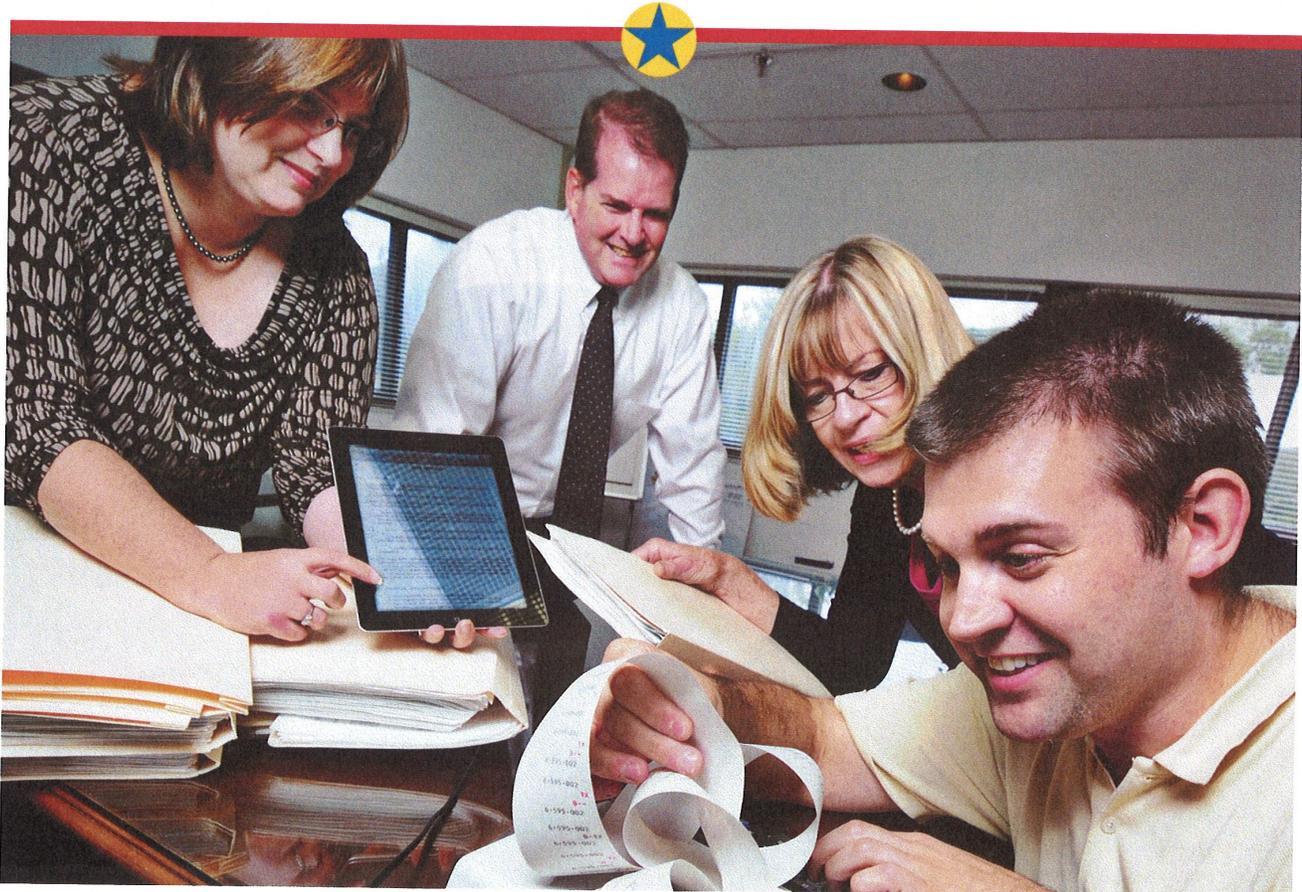
In 1939, Clarence Cover opened a branch of his Philadelphia-based firm in Wilmington. Cover & Co. eventually became Cover & Rossiter, P.A. in 1965 with the addition of Paul Rossiter as a partner. Though the times have changed, Cover & Rossiter's mission to provide clients with individu-

alized and innovative services to its clients has not strayed.

When the recession of 2008 hit, Delaware business leaders needed a firm that would provide accounting guidance to endure and recover during a financial crisis. Managing Director Geoff Langdon says that in times of economic strife, clients need psychological encouragement more than anything else. "By taking the time to get a client on the phone, telling them that we are there for them and we are going to help them make it through goes a very long way," says Langdon. "They just need to know that you're in this with them and that you will stick it out together until the very end. We want our clients to know that we want them to succeed, because their success means our success," says Langdon.

Cover & Rossiter guided its clients through the recession, and prevented even a single client from declaring bankruptcy. The firm itself thrived post-recession and opened a second branch in Middletown in August of 2010. Since 2008, Cover & Rossiter's net revenue increased 2.9 percent over

continued on 28



Superstars in Business

Cover & Rossiter continued from 25

2009, 10.6 percent over 2010 and 9.3 percent over YTD July 2011. When many organizations were forced to cut back or lay off employees, Cover & Rossiter increased by 6 percent in 2011 and will increase another 6 percent by the end of 2012.

Cover & Rossiter commits fully to its employees, too. In 2012 the firm won The News Journal's Top Workplaces Award, and a Psychologically Healthy Workplace title from the Delaware Psychological Association in 2010. Understanding that happy staff members usually means happy clients, Cover & Rossiter employees are encouraged to choose a desired work week that fits around their family obligations.

Staffers at Cover & Rossiter also trace deep community roots, and give back to it every chance they get. In 2012, the staff pledged \$50,000 over the next five years to the University of Delaware in memory of their friend and co-worker, Julie Gricol, a former intern with the firm. The Julie G. Gricol '08 Memorial Scholarship grants an undergraduate student with the financial ability to study in the University of Delaware's Lerner College of Business and Economics as an accounting major.

With confidence, honesty, and family values folded into every aspect of the workplace, Cover & Rossiter shows no signs of slowing, and continues to serve Delaware just as it has for more than 70 years.

Emory Hill continued from 26

employees (including five who have logged at least 20 years of company service), the staffers of Emory Hill are the core of the business. Winning the Mid-Atlantic Real Estate Journal's 2011 Best Place to Work award proves that the work environment at Emory Hill is anything but dull.

Like many companies, Emory Hill was greatly affected by the economic downturn of 2008. Since then, the company has managed to maintain growth and strives to keep the company relatively small to avoid loss. "This protects us and our employees in case we see another economic crisis," says Hill. Amidst the economic crisis, Emory Hill was still able to meet client demands for real estate services in the lower Delaware region. In June 2012, Emory Hill opened an office in Lewes to support growing

expansion in Kent and Sussex counties. The new office had already listed 25 properties as of press time, including a few that resulted in lease and sale transactions.

In the past year, Emory Hill has implemented two new programs to reward employees that attract new clients. The "Lead Referral Program" rewards employees for bringing in new business while the "Pinnacle" award is given to the employees who voice new ideas and opinions. Launched following a Pinnacle suggestion, Team Theme Lunches were born to maintain stronger unity and camaraderie between the employees in all departments.

Emory Hill constantly finds new ways to increase customer service. New software and technology advancements have been put into practice within the last year. With the addition of two new state-of-the-art customer service programs called "Workspeed" and "Fleet GPS," employees are able to regularly communicate with clients and inform them on progress. "Workspeed," a web-based system by which tenants and property owners can simultaneously monitor when repairs may be needed in their buildings. If a light bulb goes off in a building, the web system points it out, and then informs the tenants, landlords and Emory Hill's maintenance team simultaneously. In the "Fleet GPS" response system, technicians in the field are able to respond to service calls and maintenance problems. "It is highly important to stay in contact with our clients," Hill says. "Customer service is key to running a good business."

Emory Hill encourages employees to form long-lasting relationships with clients and the community at large. Some clients have been with Emory Hill for more than 10 years and include businesses such as the Goodwill of Delaware, WSFS Bank, Chimes of Delaware and Royal Farms.

Emory Hill boasts a long proud history of community contributions, and is led by partners Hill and Facciolo. "Since Bob and Carmen are so involved," says marketing director Michele Chynoweth, "it encourages everyone else to help their community as well."

Blood Bank continued from 27

McDonough, Andrew's father, was recently inducted into the Fenwal Blood Donation Hall of Fame and continues to give blood today.

Young blood proves to be more useful and

versatile for donations and saving lives, so the Blood Bank's marketing department revamped its approach and began targeting younger donors. Utilizing social media and creating friendly, competitive blood drives for local high schools, colleges and businesses, proved successful. In 2011, the Blood Bank was witness to and a participant in the Colonial Athletic Association Blood Challenge at the University of Delaware—the largest one-day blood drive in the history of the state. A total of 1,350 individuals registered to give blood at four simultaneous locations. During the 2011 Summer Blood Challenge, blood donations increased by 20 percent, with 8,611 blood donations and 1,691 new Blood Bank members.

Today, employees and volunteers work together to actively contribute working towards one main goal: providing blood and blood products to patients in need. Employees, volunteers and donors are constantly reminded of the help they are providing and the value their donations hold. Roper conducts ongoing "town hall" meetings for staff members that give them a chance to voice their opinions and ideas on development. It allows staffers to feel a connection with upper management, and fosters the idea that they play an important role in the organization. "We are a team, working towards one common goal- to save lives," Roper says. The GEM program, which stands for Going the Extra Mile, encourages employees to reward one another when they see another one doing extra work for a patient or product.

In the last 12 months, the Blood Bank has pursued partnerships with other area non-profits, including the American Diabetes Association, American Cancer Society, Leukemia & Lymphoma Society, American Heart Association, CureSearch for Children's Cancer, and others. Staff charitable activities supported United Way, Toys for Tots, and Ronald McDonald House.

"With 4 to 5 percent of our population giving the rest of the population blood, the people who are constantly giving are the ones keeping everybody else alive," Waite says. The Blood Bank includes four permanent blood donation centers in Newark, Wilmington, Dover, and Salisbury, Md., and more than 30 locations are visited by bloodmobiles and accommodate all areas of the community.

"It's the most personal type of philanthropy that a person can give," Waite says, "their own blood, a personal part of them." ■

Polymer Technologies, Inc.

Polymer Technologies, Inc. is a leading manufacturer of noise reduction materials/molded foam products in the acoustical and thermal composites industry. In March of 2011, Polymer Technologies embarked on a multi component Lean Manufacturing training program conducted by the DEMEP to train 14 employees. The program began in late March 2011 and concluded in November 2011. The training was a 4 phase training that included customized training in lamination, water jet and kitting as well as lean manufacturing.

During the six month follow up it was noted that all employees trained are still with the organization and Polymer Technologies has gained quantitative improvements from the training. There was a 5% increase in productivity and they developed a 6S program and applied SMED concepts.

Polymer Technologies, Inc.

Located in New Castle County

- Over 22 years in business
- 111 employees
- Number trained: 17
- Date initiated: 3/31/11
- Date completed 11/15

Dover Downs Hotel & Casino

Dover Downs Hotel & Casino.

Located in Kent County

- Over 44 years in business
- 1,079 employees
- Number trained: 42
- Date initiated: 4/13/11
- Date completed 9/30/11

Dover Downs Hotel & Casino is Delaware's leading hotel and offers the area's largest variety of entertainment options including live harness racing, fabulous dining options ranging from deli to gourmet, a four diamond hotel, exciting concerts, 24 hour gaming including live table games, unique shopping and a luxurious spa. In April of 2011, Dover Downs Hotel embarked on began a Go Green training program to train 42 employees (30 entry level employees and 12 Supervisors). The program began in mid May 2011 and concluded in September 2011. The training was used to implement an action learning program that supported the development and implementation of sustainability improvements for four departments: Purchasing/Office, Food and Beverage, Operations and Landscaping.

Dover Downs retained 91% of the employees trained after six months. As a result of the training they saw an increase in productivity: they now are composting and recycling 35% more of their discarded items than the previous year.

Intervet (Merck), Inc.

Merck Animal Health is dedicated to preserving and improving the health, well-being and performance of animals through science. They offer veterinarians, farmers, pet owners and governments the widest range of veterinary pharmaceuticals, parasiticides, vaccines and health management solutions.

Intervet (Merck) received a \$58,900.00 Blue Collar grant for Lean Manufacturing training. The program, which was conducted by DEMEP, began in late April 2011 and was completed in mid March 2012. Forty seven employees completed the training. Training was needed to reallocate resources to increase production output and reduce cycle time to their customers. This would allow their site to increase capacity for additional sales of existing products and also add new products for profitability and growth.

At the six month follow up Intervet (Merck) had retained all employees that were trained. They had quality improvement with the introduction of closed systems that was defined during the Value Stream Mapping process. There was also a 20% improvement in the sterile operation.

Intervet, Inc. (Merck)

Located in Sussex County

- Over 29 years in business
- 324 employees
- Number trained: 31
- Date initiated: 4/26/11
- Date completed 3/20/12



An Overview of the Industrial Maintenance Academic Program In Partnership with Polytech, Woodside

History:

In 2007, Hirsh Industries employed approximately 35 Maintenance Mechanics and Technicians which included 3 Apprentices in the State of Delaware Industrial Maintenance Apprenticeship Program. These apprentices were working at Hirsh on various shifts and attending the Industrial Maintenance Evening Classes at Polytech in Woodside.

Due to low support for these classes by other industries, Polytech was forced to suspend their offering, leaving our 3 apprentices with no opportunity to complete their academic requirements. They were essentially left in limbo for the next two years as we struggled to create an alternative plan.

This continued into 2009 when, through combined efforts by Betsy Jones & Jeremy McIntyre (at Polytech), David Root and Sonya Aquilar (at DEDO), Tammy Jefferson (at the DOL Apprentice Office) and the Hirsh Team, we formulated a plan to revive the academic program in-house at Hirsh Industries.

Developing the Plan:

The goal of the Hirsh Plan was to develop a program based on the existing Industrial Maintenance Curriculum that was in place at Polytech, approved by the Office of Apprenticeship Training, and met the criteria of DEDO's Blue Collar Training Grant Requirements.

Key components of the plan are listed below:

- Classes are held in a class room located at our facility.
- A qualified Industrial Maintenance course instructor would be provided by Polytech.
- Funding assistance was provided by a DEDO Blue Collar Workforce Training Grant to cover Polytech Administrative Costs, Instructor Compensation, and Instructional Materials.
- Accessibility to the instructor allowed interaction with our maintenance manager, to set up real life workplace scenarios, which correlated with the lesson plans.
- Another benefit of instructor interaction provides Hirsh with weekly updates for student progress, attendance, and/or problem areas that need to be addressed.
- There was flexibility to schedule our classes outside of the normal Adult Evening Class dates and times.
- We could modify sections of the curriculum to meet the needs and challenges of the facility and manufacturing processes in use at Hirsh.

Developing the Plan Cont.:

- This educational opportunity could be offered to non-apprentices who showed initiative and potential as future candidates for the program.
- An added incentive was to pay each individual their normal rate while they were attending the classes.
- Attendance could be monitored closely as each student would need to clock in and out for each session.
- The program was also open to non Hirsh participants who registered through Polytech (Although no one joined the program).

Implementing the Plan:

We established a partnership with Polytech which involved a Financial Commitment from Hirsh and a Training Proposal from Polytech. This was required by DEDO to qualify for the Blue Collar Workforce Training Grant for the first (and subsequent) year(s).

Once we had all approvals and our funding plan was in place we set out to develop a training schedule, which was initially quite aggressive. The first school year, 2009 -10 we actually held three semesters.

We scheduled the Instructor for two, 4 hour classes per week although each student attended only one night per week. This accommodated our shift schedule so that most students attended class on a non-workday.

Students were required to register through Polytech as if they were regular evening class participants.

We set attendance and academic requirements that were initiated by Polytech and enforced by Hirsh. There were a few students who have left the program due to non-adherence to these requirements.

Additionally Hirsh offered no guarantee of employment in the Maintenance Organization upon graduation from the program. However; there were also no contractual requirements for candidates to stay on at Hirsh Industries after graduation. They were allowed to seek opportunities with other companies.

The Results:

The original goals were:

- To graduate all three of our existing apprentices and promote them to Journeymen.
- Add Apprentices as others graduated with the guarantee that they would be provided the academic component opportunity.
- Create academic opportunities for prospective apprentices.

The above goals were all completed by December, 2012

The unpredicted benefits were:

- Hirsh Industries has not had to hire an Industrial Technician or Mechanic since the inception of the program. We advance individuals from within the organization.
- The academic program has fostered teamwork among the individuals who attend it.

- A number of our students are Production Leaders who are in the program to better understand the manufacturing processes and equipment.
- We have been able to implement a Total Productive Maintenance Program with Machine Operators of standalone equipment cells. Several of these Operators have graduated from the Training Program
- Eight Hirsh Students graduated from Polytech, through our program, in May, 2012.
- Employees' pride and commitment to continued education and personal growth.

In Conclusion:

What started out as a remedy to fill a void in Hirsh's Apprenticeship Academic Program has become much more. As we look towards the future of Hirsh Industries, we are anticipating a number of retirements, spanning over the next ten years, of key positions in all departments. The Industrial Maintenance Training Program has become a key component of the strategic plan, to internally fill many of those positions.

Hirsh considers this program as a sound investment for the future of our Dover manufacturing facility. The employees, who have graduated from the program, have cemented their future with the company. The newer students, who are currently enrolled in the program, are enthusiastic and committed, knowing that better opportunities exist for them. It is our plan to expand our educational commitment to these employees in partnership with the DEDO Blue Collar Workforce Program, Polytech, and possibly Del Tech, so as to offer them the best opportunities for their future successes and the continuity of Hirsh Industries as a prominent Delaware Employer.