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DECEMBER 2020

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POTTSTOWN HOSPITAL'S OCCUPATIONAL HEALTH



*For more than 30 years...
**KEEPING EMPLOYEES
ON THE JOB
HAS BEEN OUR JOB***

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For more than 30 years...

KEEPING EMPLOYEES ON THE JOB IS OUR JOB.

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7 DAYS A WEEK**



Pottstown Hospital

TOWER HEALTH

Advancing Health. Transforming Lives.

Pottstown Hospital Occupational Health



HEALTHY AND PRODUCTIVE EMPLOYEES ARE VITAL TO YOUR COMPANY'S BOTTOM LINE.

When a worker is injured, recovery is important to all involved.

For more than 30 years, Pottstown Hospital's Occupational Health and Outpatient Rehab programs have provided a range of quality, cost-effective, specialized services to Tri-County area employers and their employees.

We place a strong emphasis on teamwork, communication and medical management for early case resolution. Our goal is to partner with area employers to minimize injury treatment time, and to reduce lost work days. Our collaborative approach emphasizes ongoing communication between the employer, the injured worker and our medical providers.

Occupational Health

81 Robinson Street | Pottstown, PA 19464 | 610.326.2300
pottstown.towerhealth.org/occupationalhealth

BUSINESS SPOTLIGHT

PLUS ONE TECHNOLOGY

At Plus 1 Technology, we pride ourselves on being an extension of your company. We service clients in a variety of industries: accountants, dentists, attorneys, manufacturers, wholesalers, retail, and much more. We create a true sense of community, often recommending our clients to each other. Our goal is to recommend the right technology solutions for each client. We work with our clients to establish their technology goals, develop their budgets, and create an action plan to implement new changes.

Why us? What makes Plus 1 better than other IT companies? Why do I need an IT company?

1. We are businesspeople not just IT people. We are motivated to reach your companies' goals as if we were employees.

2. Service, Knowledge, and Community. Our technicians strive to fix any issues that arise quickly and the first time. We also use proactive technologies to fix issues before the client even reports a problem. Our staff trains multiple times a year on security, new solutions, and productivity tools to enable for our clients. We have programs in place to supply non-profit organizations with new and refurbished equipment at steep discount to reinvest in our community.

During the recent pandemic, we have found our clients requesting mobility solutions. Some of our clients already had mobility solutions in place so their transition to working from home was seamless. Businesses should not focus only on making short-term changes to compensate for work-from-home, but make investments to enable work-from-anywhere.



The goal of this mobility should be seamless for your employees but most of all your clients. When a business is contacted by a client, that client should have the same experience regardless of employee location. Businesses should also focus on making interacting with their business a 24/7/365 option. This does not mean you have people working, but allowing customers to request/schedule service, make a payment, request a quote, and as much as possible should be accessible to your customer.

Technology is constantly changing which is why Plus 1 is here to provide our years of experience not just in IT but in the business community. Not every technology product works for every customer, and that is what we are here for.

We provide free onsite or phone call consultations to discuss your companies' goals and how we may be able to help achieve those goals through innovative technology solutions. Please reach out to schedule a free onsite or phone conversation to see how our innovate approach to technology can help reach your business goals.

For additional information, please contact Plus 1 Technology at 610.792.5660 or email mumstead@plus1technology.com to set up a FREE consultation or a service call, and visit www.plus1technology.com. Plus 1 Technology is located at 3277 West Ridge Pike Suite B201, Pottstown PA 19464.

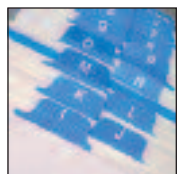
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PHOTO BY STYLISH IMAGES

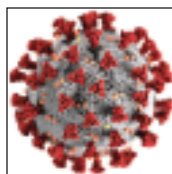
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Cover Story: For more than three decades, Pottstown Hospital's Occupational Health has placed a strong emphasis on teamwork, communication and collaboration with employers to ensure the health and safety their employees, onboard new hires, and safeguard the welfare of our community's workplaces.



24-26

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47

Mitigating cyber risk for small and medium entities during the COVID-19 new normal.

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Contents

- 12 | **Focus On Insurance Companies**
- 14 | **Route 422 Holiday Gifts And Services Guide**
Local Gift Giving Options To Make Your Season Bright
- 18 | **Tax Planning & Preparation Guide**
A Year-End Accounting Checklist For Small Businesses
- 19 | **Tech Tips**
Are Social Media Companies Censoring Free Speech?
- 27 | **Social Media Tips**
Preparing For The New Year
- 28 | **Advertised Services Directory**
What You Are Looking For — At Your Fingertips
- 29 | **Regional Chamber Of Commerce Round-Up**
Greater Reading / Perkiomen Valley / Phoenixville / Spring-Ford / TriCounty Area
- 34 | **The SBRA Community**
Conflict Resolution (What's Your Strategy?)
- 37 | **Downtown Marketing & Development**
Remote Work And The Future Of Cities
- 42 | **Legal Perspectives**
What Happens If I Suffer A Mental Injury After Getting COVID-19 At Work?
- 45 | **Ask SCORE**
Press Release Basics For Small Business Owners
- 47 | **Mitigating Cyber Risk During COVID-19**
For Small And Medium Entities
- 54 | **Mindset And Leadership**
Stuck In Confirmation Bias??

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To contact the Route 422 Business Advisor:

phone: 610.323.6253; fax: 610.970.6194; email: bill@422business.com

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PREMIER PAYROLL SERVICES

Premier Payroll Celebrates 20 Years of providing better options for payroll.

Premier Payroll was founded by husband and wife team Bill and Dianne March, opening its doors in 2000 in Phoenixville. The dream was to provide a better payroll option than what the big name providers could offer small businesses.

In 2007, Bill and Dianne were joined by their daughter Sarah. Premier continued to grow and moved to their current location in Royersford, PA where they remodeled the National Bank of Royersford. Celebrating their 20th anniversary next year, Premier continues to serve the tri-state area with the notion that customer service goes a long way in payroll and HR.

Premier has partnered with a web-based, cutting edge software provider that serves over 4 million employees worldwide. This allows Premier to provide their 750+ clients the latest technology and upgrades without losing the personal

touch. Calls are always answered by a real person that knows the value of a client's time. Options are tailored to the needs of each customer and each one is walked through every aspect along the way. Premier vows to keep customer service as their priority, as they have since 2000.

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POTTSTOWN HOSPITAL'S OCCUPATIONAL HEALTH

**James Stephenson, MD, MRO,
DOT Certified Medical Examiner**



**Joseph Albert, DO, MRO, DOT, Certified
Medical Examiner & Medical Director**



***For more than 30 years...
KEEPING EMPLOYEES
ON THE JOB
HAS BEEN OUR JOB***

A community thrives through safe and healthy work environments. Throughout the region, Pottstown Hospital – Tower Health's Occupational Health has demonstrated an unwavering commitment to community health for more than three decades. The dedicated team of Occupational Health providers specialize in providing services for commercial and industrial clients in an out-patient building in the Tri-County Business Campus off Route 100 in Pottstown. They also provide services onsite at workplaces.

"The health, safety, and welfare of our community's workplaces is a priority and an integral part of who we are as Pottstown Hospital's Occupational Health team, business partner and member of the community," explains Jen Patten, Operations Manager of Pottstown Hospital's Occupational Health and Employee Health Departments. "This year in particular, due to the COVID-19 pandemic, our services have become even more valued by local and national employers that have employees in our Tri-County area," she said. "We have remained committed to providing our occupational health services throughout the pandemic so that employers' needs continue to be met for onboarding new hires and keeping their employees healthy and on the job."

**Jennifer Patten, Operations Manager
Occupational Health & Employee Health Services**



***Occupational Health is part of the Pottstown Hospital CarePlex building
located at 81 Robinson Street, Pottstown.***



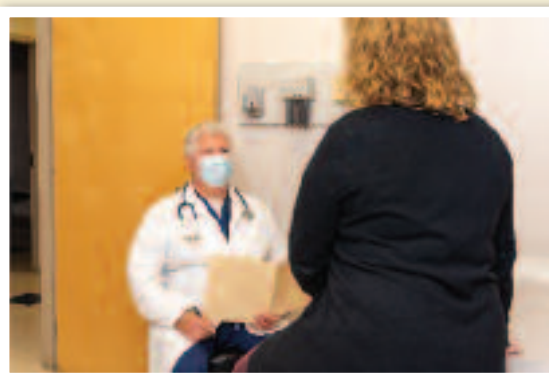
PHOTOS BY STYLISH IMAGES

An Occupational Health patient receiving an X-ray from one of our certified technologists.

"Our outpatient building (CarePlex) is conveniently located in the Tri-County Business Campus in Pottstown, which is fitting as we provide services to Tri-County Areas employers," Jen Patten said. "We are open Monday through Friday, however, at times we have opened on a Saturday to meet a company's need. For instance, we have opened on a Saturday so we could conduct 25 annual OSHA required physical exams so that the company could have their employees back on their job sites on Monday. Other times, a company may request that our services be performed onsite at their location," she said. "This is helpful when a company has a large number of employees that require a specific annual occupational health service such as audiograms, respirator medical clearances & fit testing, or annual vision testing. We work with our client companies to determine how to best meet their needs for timely, convenient occupational health services."

The professional staff offer a wealth of Occupational Health expertise to their clients. They provide comprehensive occupational health services such as worker injury care and case management, employer or industry-based policy physical exams and testing, Police physical exams, OSHA regulatory medical surveillance services, DOT regulatory testing and medical certification exams, employer state and local health concerns, worker wellness, education, and Travel Medicine. "Occupational Health is a healthcare specialty," Patten said. "Occupational Health isn't our 'side job' — It's what we do every day and what we have practiced for more than 30 years as a department of Pottstown Hospital. Our team has a combined 200 years of Occupational Health experience. This is Occupational Health expertise you can depend on."

Occupational Health is a provider of comprehensive occupational health services in partnership with a wide range of essential businesses (please see related sidebar).



Dr. Albert meeting with an Occupational Health patient and developing her course of treatment.

"Our goal is to always have our client companies feel that we are an extension of their team," Patten said. "It is a true partnership between our Occupational Health team and our client company's team. Our typical point of contact with an employer is their Human Resource Managers, Safety Managers, Business Owners, Township Managers and Police Chiefs. However, our occupational health team also works directly with support staff such as office managers, operations managers, field managers and transportation managers. While each business has a unique occupational health need, they all share the same desire: make sure new hires can physically perform their jobs safely, provide a safe drug and alcohol-free workplace, ensure regulatory required health services are performed timely with accuracy, and care for injured workers swiftly with a proactive work strategy and case management. Helping to keep their employees on the job is our job" she emphasizes. "Our goal is to provide superb Occupational Healthcare, outstanding customer service, and ensure that their employees have an outstanding patient experience."

(Continued on page 8)

INDUSTRIES SERVED

- Automotive
- Building Supplies
- Business Services
- Cleaning Services
- Communication Systems and Services
- Concrete
- Construction
- Dairies
- Delivery & Freight Services
- Electrical Services & Electronics
- Energy Providers
- Engineering
- Environmental
- Equipment Rentals
- Federal & State Agencies
- Food Service
- Health Care Services
- Landscaping
- Machine Shops
- Manufacturing & Production
- Medical & Surgical Equipment, Tools and Devices & Products
- Metal
- Nuclear
- Paving & Excavating
- Personnel Temporary Worker Services
- Plumbing
- Police Forces
- Pool installers
- Printers
- Quarries
- Restoration Services
- Retail
- Schools & Child Care
- Security Services
- Senior Care
- Sewer Authorities
- Townships & Municipalities
- Transportation Companies & Services
- Veterinary Services
- Waste Collection & Recycling Services
- Welding & Fabrication

COVER STORY

(Continued from page 7)

Occupational Health also serves as a resource and referral source for information regarding employee health and safety. "Our client companies know they can reach out to our team for all of their employee health questions," Jen Patten explains. "Our medical providers and support staff are available to answer questions and to provide specific resources such as OSHA, NIOSH, State and County Health Departments, CDC, and Department of Transportation."

In addition to providing Occupational Health services to Tri-County Area employers, the professionals at Occupational Health also manage the Employee Health Department of Pottstown Hospital, which, with more than 1,000 employees, happens to be the largest employer in Pottstown. "Our staff's Occupational Health expertise is valued by Pottstown Hospital," Patten said. "Just like many of our client companies, most of our employees work in safety sensitive jobs and have regulated occupational health requirements. Our team understands firsthand the sense of urgency an employer has regarding employee safety. Our team also understands the importance of timely documentation for recordkeeping, the importance of having an Occupational Health provider treat an injured employee, and the value of collaborative workers' comp case management. Our hospital employees and management can count on our Occupational Health expertise just like our client companies can," she said.

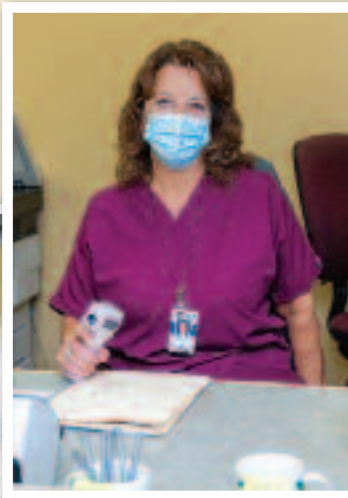
Pottstown Hospital's Occupational Health is a reliable provider of worker injury care available 24 hours a day, seven days a week through the commitment of their Occupational Health providers and the care of medical providers in their emergency department as needed. "Many of the companies we provide occupational health services to are open for business beyond Monday- through Friday 7:30 a.m. to 5 p.m.," Patten points out. "Some companies have 2nd and 3rd shifts, some are open on weekends and some are open 24 hours a day, 365 days



Occupational Health patients are greeted by Receptionists Linda Missimer & Carolyn Roberts

a year. It is essential that we have worker injury care to support their possible needs," she said. "When our Occupational Health Department at CarePlex location is not open, our client companies may refer their injured workers to our emergency department at Pottstown Hospital for any severity of injury care. The injured employee may then follow up at Occupational Health at CarePlex as needed. Employers appreciate this continuity of employee injury care. We care for our own Hospital Employees in the same manner. This aids proactive workers comp case management as well," she said.

All Occupational Health patients are required to do a health screen and have temperature taken to ensure the safety of our patients and staff.



"Workplace Safety is vital to the employers we serve," she added. "When work injuries occur, employers seek medical providers that can provide Occupational Health expertise with positive medical outcomes, medical providers that are proactive regarding employee return to work, and staff that can help coordinate referrals to a specialist if needed. Our team provides these comprehensive services including timely communication to the patient, employer and workers compensation insurance company. This supports workers comp case resolution."

"Our Occupational Health services provided to Tri-County employers compliments Pottstown Hospital dedication to advancing health and transforming the lives of the people we serve through excellent patient care," comments Rich Newell, President and CEO, Pottstown Hospital. He adds, "We are committed to our Occupational Health clients in providing accessible and convenient clinical quality patient centered care by a dedicated and specialized health-care team."

For more than three decades, Pottstown Hospital's Occupational Health has placed a strong emphasis on teamwork, communication and collaboration with employers they provide their services to, partnering with businesses to meet their worker health & safety needs, and they will continue this commitment for many years to come.

Occupational Health at CarePlex is located in the Tri County Business Campus, 81 Robinson Street, Pottstown, PA 19464. For more information, please contact Kathleen Kelly O'Hara, Client Services Manager at 610.326.2300 ext.5555, or by email: kathleenk.ohara@towerhealth.org.



Kathleen Kelly O'Hara, Client Services Coordinator and Linda Missimer, Receptionist

POTTSTOWN HOSPITAL OCCUPATIONAL HEALTH TESTIMONIALS FROM OUR CLIENT COMPANIES

“Occupational Health at CarePlex has provided outstanding occupational healthcare for Dana Incorporated's Pottstown plant for over 18 years. The partnership that has been created is invaluable to our success. Their pre-employment health screening exceeds expectations on service and quality. Expert medical treatment and case management ensure our valued employees receive the proper care that is required for a work-related incident.”

– **Environmental & Safety Manager - DANA Inc.**

“The Superior Tube Company (An AMETEK CO) has worked with Occupational Health at CarePlex in Pottstown for over 15 years and after recently taking over the EHS Program at Superior Tube Company, I have found the CarePlex team to be a strong partner in our “Journey to Zero” injuries initiative. They have been very helpful with transition of our leadership staff and reliably provide our post-offer physical evaluations, follow-up care with workers’ comp cases, and case management. They are successfully proactively working with us to reduce our injury rate and lost work time cases. I have always found the team at CarePlex to be very responsive and helpful even during the trying times of the pandemic.”

– **Director of EHS - Specialty Metal Products at AMETEK**

“For the past 20 years TransNet and Occupational Health at CarePlex in Pottstown have developed a partnership providing Department of Transportation and Non-DOT health exams along with drug testing for TransNet and our partners’ employees.

The Staff at CarePlex is professional, reliable and efficient when responding to our needs and concerns. They effectively communicate new information on current trends to assist us in continuing to be successful emphasizing the importance of safety and minimizing risk.

CarePlex provides a valuable service, which meets all our needs and we look forward to continuing our partnership for many years to come.”

– **Risk Management Director - TransNet (Suburban Transit Network, Inc)**

“Tower Health's Occupational Health Division in Pottstown located at CarePlex, provides a level of support and partnership for employee health that drastically improves our ability to operate our school in Pottstown. I'm continually impressed with the customer service and wide range of services offered. We trust CarePlex to perform post-offer physicals, OSHA-required exams, and rely on them to assist with workers' compensation and rehabilitation for injured employees. They offer more than just occupational health by educating our greater Pottstown community of employers regarding OSHA requirements and their guidance has been invaluable throughout the Covid-19 pandemic. The team at CarePlex, including Kathleen O'Hara and Jennifer Patten, are the best in their fields and a true pleasure to partner with on all of our occupational health needs!”

– **Director of Human Resources - The Hill School, Pottstown, PA.**

“Pottstown Hospital's Occupational Health at CarePlex has been our occupational health provider since 2006. Each month a nurse from CarePlex comes onsite to our facility to provide services such as: Flu shots, Hep B, Titters, TB, Tdap etc. They have been a life saver for getting our employees required immunizations. Their staff are always available for any of our medical questions and advice.

We have built such a great relationship their team for occupational health services onsite as well as at CarePlex. Grateful to have them!”

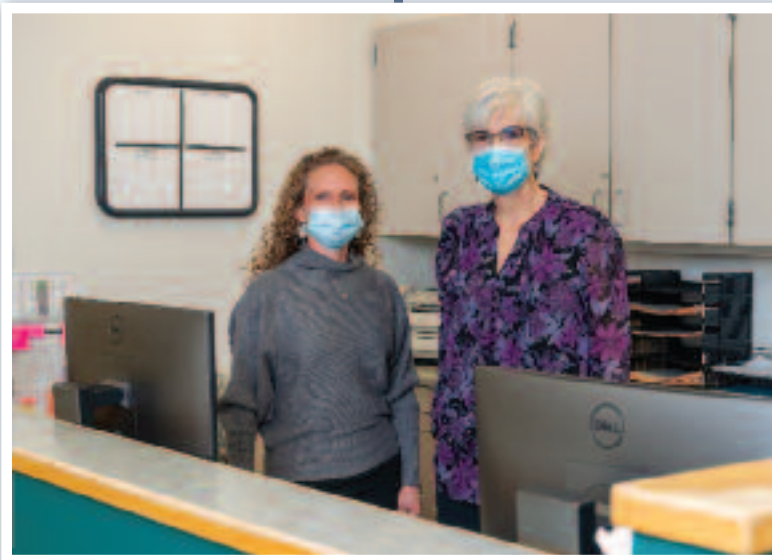
– **Human Resources – Globus Medical, Inc.**

“We have been working with Pottstown Hospital's Occupational Health Department for multiple years now and have had nothing but a great experience with them. (DOT physicals, Drug & Alcohol Testing and Employee Injury Care) When compared to some of our past experiences with other Occupational Health partners, Pottstown Hospital's Occupational Health team stands out above the others. They do a great job communicating with us and our employees and do everything they can to keep the employees' health as their first priority. They are accommodating when last minute needs arise always stood by their appointment times and do what they say they're going to do.”

– **Service Center Manager - FedEx Freight, Inc.**

“Occupational Health at CarePlex has always been a great source for employee injury care and management. They communicate their diagnoses and referrals with attention and efficiency. By quickly scheduling and accepting walk-ins, Occupational Health at CarePlex treats our employees very effectively. We appreciate everything they do to treat our injured employees and report back to us.”

– **Executive Assistant to the VP and General Counsel - Redner's Markets Inc**



Jennifer Patten, Operations Manager Occupational Health & Employee Health Services and Kathleen Kelly O'Hara, Client Services Coordinator.

“Occupational Health at CarePlex in Pottstown is outstanding. As a representative for a large health-care employer, the team at CarePlex has consistently gone above and beyond to meet the needs of our organization. Exceptional follow-up is always provided, and most appreciated when there is an urgency to receive exam results to expedite new hire employment. I would recommend their services to any employer in the Pottstown area.”

– **Regional Employee Relations Manager, Diakon Lutheran Social Ministries**

“Our company is a school bus contractor that covers two different school districts in the area, Boyertown and Oley. We use the Occupational Health services of Pottstown Hospital at CarePlex in many different aspects. There are times we are pre-scheduling for

School Bus exam and Bus Aide exam appointments for pre-employment situations. There are other times that we need services in an instant. (Worker Injury care or exams) Whenever we need to call no matter either myself or another staff member in my office everyone at CarePlex is always willing to accommodate us in whatever we need. Instructions and explanations are always complete and very informative to what we need to take care of. Not only the CarePlex office staff but the medical staff as well has always been willing to take the time with us to answer our questions and provide us with the paperwork and information that we need.”

– **Supervisor - Quigley Bus Service, Inc.**

“We have been very fortunate to benefit from our long-term relationship with Occupational Health at CarePlex over the last several years. As our employees' occupational health services provider right here in the Borough of Pottstown, Occupational Health has performed post offer physical exams for both our civilian and uniformed staff members, served as our CDL random drug testing collection site, and provided critical injured worker care. We have been very pleased with the prompt and expert attention our employees receive from the courteous and professional staff at Occupational Health as well as the vital resource they provide for our human resources team. We at the Borough look forward to continuing this arrangement for many more years to come!”

– **Human Resources Director - Borough of Pottstown**

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THE HOME BUILDERS ASSOCIATION OF BERKS COUNTY (HBA)

The Home Builders Association of Berks County (HBA) was accepted as an Affiliate Local Association of the National Association of Home Builders (NAHB) and received our charter on May 26, 1957. Byron W. Whitman, Whitman Builders (Berkshire Greens), served as our first President. We have had several builder members over the years serve as President to this association and have recently started to accept associate members to serve as President.

The Home Builders consists of not only builders and remodelers, but various other businesses that contribute to the building industry. There are businesses such as HVAC, plumbers, electricians, landscapers, bankers, lawyers, and the list could go on. Majority of our members enjoy promoting and recommending other members within the association. It is recommended that not only should members do business with members but the consumer as well.

When a builder or associate joins our organization, they also belong to the Pennsylvania Builders Association (PBA) and the National Association of Home Builders (NAHB) making us a strong voice in the housing industry to keep housing affordable for our members and the consumer.

In 1996, the HBA sponsored a Student Chapter at the Reading-Muhlenberg Career & Technology Center (RMCTC) and in 2008 at Berks Career & Technology Centers (BCTC) East and West campuses. Additionally, RMCTC and BCTC both are benchmark programs statewide as part of the PBA Endorsed Trade Program.

The HBA of Berks County is proud of our three CTCs and the caliber of graduates they produce every year for the job market and our industry. The HBA is so proud that in 2017 the Builders Education Scholarship Foundation (501 (c) 3) was created to award scholarships to students wanting to pursue a further education in the building industry. Since the formation of the Foundation there have been five students awarded the scholarship.

The HBA of Berks County is proud to be a member of the Berks Community. Over the years, we have remodeled and built a ramp for a wheel-chaired bound teen, participated in Habitat for Humanity program, constructed a bridge for access by the physically challenged to enjoy the outdoors, built a pavilion for troubled youth, collected monies to help victims of 911 and Katrina, was a drop off site and collected toys for the Toys for Tots program. In 2007, we held the first annual motorcycle Poker Run to raise money for the Reading Police Department, which continued through 2010.

The HBA believes in supporting and working with other organizations within the Berks County community. We (the HBA) are members of the Greater Reading Chamber Alliance (GRCA) and the Reading-Berks Association of Realtors (RBAR). We were recently honored with an award from the GRCA Shining Star Award for being members of the organization for 30 years.

To learn more on the association or to join our team call 610.777.8889 or email info@hbaberks.org.



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When it comes to health coverage, the USHEALTH Group family of companies understands that every customer has different needs. We believe in choice and we believe our customers truly value the array of options we provide as they choose the protection that is most appropriate for them. To that end, we have developed a broad portfolio of coverages that promote customer choice. Our innovative product designs make the USHEALTH Group family of companies uniquely qualified to address each customer's need for flexibility and reliability in their insurance selections.

For those customers who are either on a limited budget or are concerned about having to satisfy a high annual deductible before they receive any benefits from their insurance plan, we offer a portfolio of innovative products which provide first dollar benefits for covered services and substantial network discounts across a broad spectrum of providers. These plans are typically more affordable than more comprehensive plans, while still providing the first dollar protection and assurances that a limited protection plan offers.

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At Vlahos Dunn Insurance, we continue to strive to be the best that we can be in this fast-paced business environment. Technology today has completely changed how we do business, and it has also changed the mind-set on what the customer is expecting in return, with regard to faster service while maintaining the same high-quality level of service.

Vlahos Dunn Insurance has been a staple in the community for more than twenty years, living and breathing the changes that the Pottstown community has experienced over the past two decades. On the horizon is another decade of some very positive forward movement, with some new ideas and fresh investors who have found our diamond in the rough. To Vlahos Dunn Insurance, we always viewed the Pottstown community as a quality diamond, providing us with all of the needed ingredients to build a thriving

business that can continue to give back and support those who supported us. We view our success as a reflection of how supportive the community has been toward our agency. This year we celebrated our 11th year for the Vlahos Dunn Insurance Veterans Golf Outing. It was another successful year with 130 golfers raising money for our veterans in the area.

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For additional information, please contact Jim Vlahos at 610.326.1010; email: jvlahos@vlahosdunn.com; or Nick Vlahos at nvlahos@vlahosdunn.com; and visit www.vlahosdunn.com.



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ROUTE 422 HOLIDAY GIFTS AND SERVICES GUIDE

Expressions in Glass™

Expressions in Glass are beautiful glass sculptures originally conceived by sculptor Ed Merritt and inspired by colorful glass shards discarded on hot studio floors. Expressions in Glass lines combine the beauty of sculpture with the functionality of affordable hand-crafted products.

Merritt has exhibited his sculptures nationally and internationally, and his designs have sold in many fine craft galleries and museum stores. Merritt eventually sold the rights to his line of Love Letters to Sallie Weaver and Pat Gardner. Today, they proudly market their artisan-made glass blocks under the name of Expressions in Glass™.

Sallie Weaver has an extensive background in managing and owning several businesses. Prior to her moving to Reading she resided in Simsbury Connecticut where she owned, over a period of 12 years, 14 fitness and weight loss facil-

ities for woman in Connecticut and Massachusetts. She moved to Reading in 1981 to purchase out of bankruptcy, a division of Penndale Industries called Gym-Kin/ GK a manufacturer of gymnastic apparel.

At the time of purchase GK had 35 employees and a bad reputation for quality and delivery. Over the next 29 years GK became the world's leading supplier of gymnastic apparel and the top outfitter to many Olympic Teams in the summer Olympic games.

In 2010 Sallie retired from GK and started volunteering and giving back to her community, a desire that she had for many years. She started a new volunteer program at a local hospital to help patients without families so that they could have someone to visit with them and assist with any personal needs.

After this program was up and running, Sallie looked to other ways that she could volunteer and help her community. In 2013 she became president of a not-for-

profit organization called Woman's Exchange / It's a Gift! In a small brick and motor store, which closed in July, 2020.

One of the artisan made products that It's a Gift! sold was Ed Merritt's line of Love Letters. When Sallie found that this line was for sale, she went into partnership with Pat Gardner and Expressions in Glass was formed.

Patrick Gardner is an electrician by trade for over 20+plus years and during that time he also purchased a Wise snack route and box truck. He spent the next 18 months building a route and customers and then opted to sell the box truck and focus on helping with the adopt a family program that he and his wife started through a local church. The program provides families with meals for the holidays, other cupboard staples as well as essential household necessities.

Sallie chose Pat Gardner as her partner because they share the same strong religious beliefs as well as a firm desire to give back to the community. Their vision for Expressions in Glass is to eventually donate a portion of the profits to local and national charities.

For additional information, please call 484.955.8040 or email: sallie@sallieweaver.com and visit www.eiglass.com.



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special milestone celebrations as well) Bridge Street Chocolates can also be found at Kimberton Wholefoods, Petals Florist, The Grand Fromage, and Five Saints Distillery just to name a few. We deliver in our service area and ship within the USA.

Bridge Street Chocolates is a proud member of the Phoenixville Chamber of Commerce and Phoenixville Business Association. For additional information or to place your order, please call 610.935.8100, or email order@bridgestreetchocolates.com. Check us out on Facebook and Instagram.

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ROUTE 422 HOLIDAY GIFTS AND SERVICES GUIDE

Trellis for Tomorrow Season of Solidarity

Winter may seem longer this year, with less to do and more time at home. Make the most of it and try something new! During the Trellis for Tomorrow Season of Solidarity, we invite you to bring the flavors of the garden into your home.

From now through December 31st, donations from \$100 offer you a variety of exciting garden and food experiences, including delicious local meal baskets to share with loved ones at home. The meal baskets, for sets of two or four people, are locally sourced from organizations you love, including homemade Trellis tomato sauce, bread from Sweetwater Baking Co.,



red wine from Black Walnut Winery, chocolates from Bridge St. Chocolates, and local artisan pasta, local organic vegetables & lettuce — all packaged in a

five gallon Grow Bag you can use to start your own garden! Visit us at trellis4tomorrow.org/solidarity to learn more. We have a generous donor who

has offered to match all December donations up to \$6,000! Make your gift today to take advantage of this wonderful donation boost.

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Reppert's Candy

Reppert's Candy, operating out of a 12,000 square foot facility in Oley Township, now offers more than 65 varieties of candy and approximately 200 different style chocolate molds. Holding true to the "family business," model, owner Keith Schell truly views his employees as an extension of their family. With more than 22 employees averaging 15 years with the company, "employees come first" is a philosophy Reppert's Candy has stood by for many years. This mentality is one of the reasons Reppert's Candy has built a long-standing tradition of being one of the finest chocolate manufacturers around.

Have one those "hard to please" people on your gift list? A box of assorted chocolates is a perfect gift that is sure to please anyone! Valentine's Day and Reppert's Candy are a perfect match! As you walk through the doors of their retail store, you will be pleasantly overwhelmed by the sweet aroma of chocolate. As you walk further into the store, the enormous variety of chocolate candies, Valentine's treats, not to mention the beautifully detailed packaging, will certainly overwhelm all of your senses.

Reppert's Candy retail store transition from Autumn to Christmas began at Thanksgiving and lasts through the new year. Chocolate tree ornaments and custom packaged party favors are just a few examples of the hundreds of seasonal treats you will find at Reppert's retail store.

Reppert's also offers custom chocolates for your wedding favors and gifts for the wedding party, bride or even the groom. Reppert's can offer custom molds, custom packaging and plenty of options. Call them so they can learn how to make your special day even sweeter. You can reach them at 610.689.9200 or email: info@reppertscandy.com.

Reppert's Candy is located at 2708 W. Philadelphia Ave., Oley, PA 19547. For additional information, please visit: www.reppertscandy.com.

Other Retailers with Reppert's Candy include: Coventry Parlor at Laurel Locks, Inc.; Pottstown Memorial Medical Center; Professional Pharmacy Pottstown; S.Clyde Weaver; Dutch Valley Food Distributors; and Patsy's Potpourri of Gifts, 30 E. Philadelphia Ave, Boyertown.



Van Scoy Jewelers

After 20 years in its previous location at the Broadcasting Square Shopping Center in Wyomissing, Van Scoy Jewelers' has moved to a new location at 1121 Penn Avenue in Wyomissing. The new location offers a friendly, relaxed atmosphere, with 20-foot ceilings and a beautiful chandelier. Abundant light cascades in from the many interior windows, and the natural light and special case lighting accentuate the jewelry throughout. Store owner Caroline Hill, who has a true passion for the jewelry industry, chose white and gray as the store's feature colors, with navy as a "pop color" to highlight the fireplace and center island. Their bench jeweler is set up in an area where customers can watch his work being done. Convenient parking is available in their own parking lot and on-street parking.

Though the location is new, the friendly, long tenured staff, fine products and special

events Van Scoy Jewelers has become known for remain tried and true. When you walk into Van Scoy Jewelers, you're greeted by a friendly, knowledgeable, and dedicated staff. "We don't view our customers as a one-time transaction... we strive to create lasting relationships with them," Caroline Hill said. "Often, that translates into generations of families coming to us because we care about the quality and integrity of the products we offer."

The knowledgeable and artistic staff is eager to help and create for customers. They are always staying up-to-date and bringing fresh ideas and gems to the table by attending trade shows and by taking continuing education classes. As a customer, you can bring your own design ideas and collaborate with the staff for a gorgeous finished product.

Van Scoy also offers timely turnaround for repairs and custom-made pieces to be completed and back into your hands.



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The in-house jeweler has many years of experience and expertise and has spent a good portion of his career working in high-end jewelry stores on the West Coast, specializing in setting diamonds and gems.

Van Scoy also offers a rewards program for customers to earn five percent back on purchases for future shopping. Earn and save even more by participating in the referral program. Keep your eyes peeled for special events and programs throughout the year. These include pop-ups featuring local jewelry designers and other artists, a girls' night with door prizes and the opportunity to create a wish list for the men in

your life to check out during men's night. Men can also enjoy special refreshments and time to bond with the guys. Other special events, programs and speakers are lining up, so keep your calendars open.

Van Scoy Jewelers has received the "Best of Berks" award over ten times which earned them the Lifetime Achievement Award and "Top 50 Businesses" from the Greater Reading Chamber Alliance three times. They are a locally owned and operated small business that has been in business for over 40 years.

For additional information, please call 610.374.9330 and visit www.VanScoy.com.

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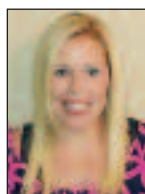
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TAX PLANNING & PREPARATION GUIDE

Behind Exciting Long-Term Business Growth is a Boring Bookkeeper...



By Beth Breslow, Breslow's Bookkeeping Business

The end of the year is a busy time for many reasons. Holidays, travel plans, and family visits consume most of our days starting in November through January 1. But as a small business owner, there is even more you have to handle at the end of the year.

Right now is the time of year when your business really needs your attention, especially in regards to accounting. Doing so not only helps you close out the current year on a high note, but it also sets you up for starting off the next year on the right foot.

Is your business on par with the following accounting tasks?

☐ **Monthly bank, credit card and loan reconciliations** — For the year-end, it is important to make sure what you show on your financial statements matches up with your bank and credit card accounts and your year-end statements.

☐ **Reconcile your accounts receivable and accounts payable** — There is a tendency to forget to collect on your invoices if you do not use invoicing software. Without a good collection system like Quickbooks, you may be missing out on money you are owed.

☐ **Gather and Organize Your Receipts** — It is important to gather and organize your business-related receipts. A shoebox full of receipts is the last thing your CPA wants to see. There are many apps available to download, which will simplify this.

☐ **Check Payroll** — A few common areas to watch out if you're worried about

end of year accounting are withholding taxes for fringe benefits, deferred compensation, and end of year bonuses.

☐ **Collect W-9s** — Did you use vendors this year? If so, you will have to collect W-9 forms for some of them. The W-9 form can be used as a paper trail for the IRS to track your expenses.

For every vendor that you have spent \$600 or more for services, you are required by law to issue and complete a 1099 form. The 1099 must be filled out and sent to the IRS by January 31st.

☐ **Take Physical Inventory** — For some of you, there is no need to take physical inventory. For others, getting an accurate account of your inventory is important. You will want to match it with your end of year balance sheet. It will also be helpful for your bookkeeper, especially to know how much you have spent on inventory throughout the year and its current value.

If the above-mentioned tasks are a foreign language to you, or if you know that there is not enough time in the day to tackle this checklist, call Breslow's Bookkeeping Business at 215.272.5217 today; email: bethbreslow@gmail.com; and visit: www.breslowbookkeeping.com.



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ARE SOCIAL MEDIA COMPANIES CENSORING FREE SPEECH?



TECH TIPS

By Joe Awe, President, TechBldrs, Inc.

If you've watched the news recently, you might have heard of Twitter blocking Trump's tweets, Facebook banning Stop the Steal or Google banning political ads.

Are mega-billion-dollar companies censoring free speech? Especially, ones with a conservative narrative? It sure seems that way. But there's always a back story.

Section 230

Back in 1996, a law was passed called the *Communication Decency Act*, and in it was 26 words called *Section 230*. It stated, "No provider or user of an interactive computer service shall be treated as the publisher or speaker of any information provided by another information content provider."

This innocuous statement was intended to allow free speech from humans without censorship from the yet-to-be-born social media tech giants. It provided a shield for the "interactive computer services" from being sued on the grounds of what user would say.

Jump forward to 2020, and every social media company hides behind *Section 230* when someone points out that their users are spreading false information. In a study by MIT Sloan School that wanted to find out how falsehoods (AKA lies) spread on Twitter, they found that humans are 70 Percent more likely to retweet falsehoods than the truth. Yikes! This means conspiracy theories, flat earth theories, political lies, random misinformation spin out of control.

The Tipping Point

The tipping point happened this year, on May 24th, when our head Twitter in Chief, was fact-checked by Twitter as "Misleading." This upset Trump so much, that on May 28th, Trump signed an "Executive Order on Preventing Online Censorship" to target *Section 230* that restrict the liability protections for social media companies. The Executive Order states: "Twitter seems never to have placed such a label on another politician's tweet. As recently as last week, Representative Adam Schiff was continuing to mislead his followers..." In it, he instructs his administration to petition the Federal Communications Commission (FCC) requesting for rulemaking changes to *Section 230*.

This, plus the mounting pressures for better self-regulation, caused the social media companies to start the Fact-Checking war. Unfortunately, most of the fact-checking are against Trump supporters, QAnon and conspiracy fallacies that keep surfacing on social media.

(Continued on page 20)

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TECH TIPS

(Continued from page 19)

For example, on July 26th and 27th, two of Trump's retweets are deleted because of false misleading information. Google and Facebook extended bans on all political ads from their platform.

On October 14, the *New York Post's* Twitter account was blocked for its Hunter Biden expose.

On October 10th, the FCC chairman, Aijit Pai, a Trump appointee, stated his intent to change to interpretation *Section 230*. And the war rages on.

So, what's going on here? Are social media companies just blocking conservative posts, video and tweets?

Private Business, and not a government

Because Youtube (Google), Instagram (FaceBook), Facebook, and Twitter are private businesses, the courts have repeatedly ruled that their platforms operate outside the reach of the First Amendment's censorship rules. Why? The First Amendment is very specific. It protects all of us as Americans from the government limiting our speech, and not from private companies.

So why is it important?

What happens when more than 65 percent of adult American say they get their "news" from social media? You know, the private companies that are protected from lawsuits (*Section 230*) and can block anyone they want. Are you ever seeing the whole picture?

If you really want to get the unbiased news, why not use an American non-profit news agency that been around since 1846 — *The Associated Press*. Try the AP News app on iOS and Android phones.

Finally, if you think social media companies are censoring conservatives, they're not. They robotically apply a set of rules to block thousands of posts that violate their policies.

Remember, they are not here to serve humanity. They're here to maximize profit, and you're getting as much protection as you've paid for. Zero.

For additional information, please call 610.601.8017 or email: Info@TechBldrs.com, and remember to check out our blog at www.techbldrs.com/blog/

BUSINESS PROFILE



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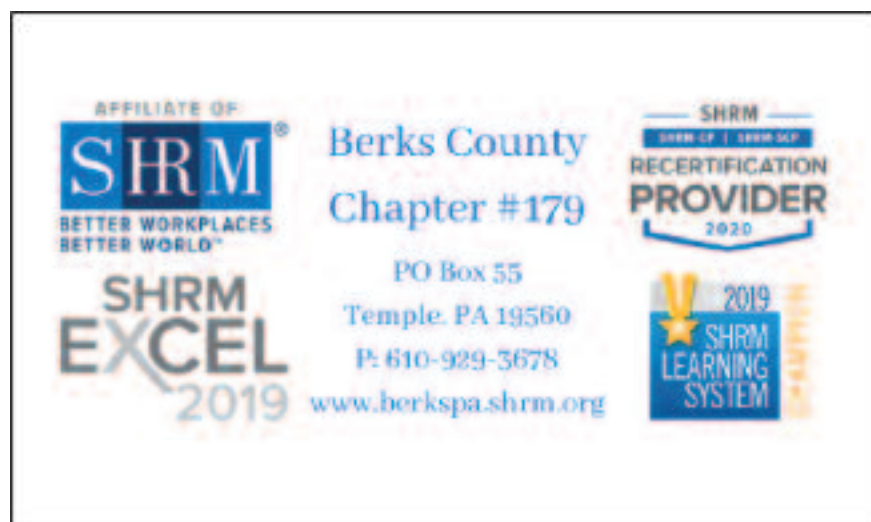
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Our monthly meetings feature a range of presenters, with topics of interest usually suggested by members. Topics range from employee benefits and compensation, recruitment and selection, performance and change management, to the many legal and compliance issues facing businesses today in the HR arena. Through our programming, there are many opportunities for SHRM and HRCI certification credits.

In addition to monthly meetings, there are several standing committees directed

toward professional development and other programs sponsored by Berks County SHRM. These committees and programs allow members to expand their network through participation and increase their knowledge base through more focused exchange with other Chapter members. For many, this network has been extremely valuable in the development and administration of HR practices and in solving HR problems. The wealth of knowledge and experience in our local membership is exceeded only by their willingness to share their expertise.

For additional information, please call 610.929.3678 and visit:
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PREPARING FOR THE NEW YEAR



SOCIAL MEDIA TIPS

By Theresa Mintzer

To make a plan for the future, you need to understand where you are right now. Before you put together your strategy for the New Year, here are some quick audit tips. Then, you will have a better understanding of where you need to focus your efforts.

Some things that you need to look at across all accounts.

List your social media platforms:

- Do you check each platform regularly for comments?
- Is your information up to date?
- Are you posting? If you aren't, why not?
- Are there other places that your ideal client might get information regularly?
- Do you know the admins, editors, etc.? It's time to clean the account up.

Your profile picture:

- Does it look professional?
- Is it the same across all accounts?
- Does it reflect your brand?

Your bio Information:

- Are you using key words that relate to your business?
- Are you listing activities and interests that show you are a thought leader in your field?
- Are you including a link to your website, offer, or email list?

Posting habits:

- Are you posting consistently?
- Do your posts reflect your brand?
- Are your posts engaging, educating, or entertaining your ideal clients?

Response to comments:

- Are you responding in a timely manner?
- Are your responses genuine?
- Are they more than one or two words?

The last thing you want to look at are your most popular posts over the last few months. Think about why those posts resonated with your audience. Was it the topic, tone, or information? Now you can want to create similar content. If you feel like you need a little help, I do complimentary audits. Feel free to contact me at 484.686.2995; email: bytheresamarie@outlook.com; and visit: MintzerSolutions.com.

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STRADLEY RONON STEVENS & YOUNG, LLP39
WOLF BALDWIN & ASSOC. PC44

AUTOMOTIVE / AUTO BODY SERVICE

MERCER'S TRUCRAFT COLLISION41

AUTOMOTIVE / SERVICE

AAMCO TRANSMISSION41
CJ'S TIRE & AUTOMOTIVE SERVICE41
EMBODY'S SUNOCO51
RED KIEFFER'S AUTO REPAIR41

AUTOMOTIVE / TIRE SALES & SERVICE

H & F TIRE SERVICE41

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RED HORSE MOTORING CLUB40

AUTOMOTIVE FINANCING

HIGH STREET AUTO CONNECTION40

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BOYERTOWN MUSEUM OF HISTORIC VEHICLES40

BACKGROUND SCREENING SERVICES

ADVANCED SCREENERS OF AMERICA39

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DIAMOND CREDIT UNION27
RIVERFRONT FEDERAL CREDIT UNION53
VICTORY BANK56
VISIONS FEDERAL CREDIT UNION20
WSFS BANK49

BUILDING CONTRACTOR / REMODELING SERVICES

ERIC SCHULTZ REMODELING42

BUSINESS BROKERS

MARATHON CAPITAL ADVISORS / MARATHON FINANCING ADVISORS50

BUSINESS COACHING

DENAB COACHING54

BUSINESS COUNSELING

SCORE24

CANDIES RETAIL / WHOLESALE

REPPERT'S CANDY16

CONTRACTOR REMODELING SERVICES

HOMEWERKS, LLC BUILDING & REMODELING24

COUNSELING SERVICES

ANIMAL ASSISTED THERAPY, LLC24

DIGITAL PRINTING / MARKETING / ADVERTISING

BERKS DIGITAL, INC.24 & 52

EDUCATION / CONTINUING EDUCATION

DELAWARE COUNTY COMMUNITY COLLEGE23

EDUCATION / EARLY EDUCATION & CHILDCARE

THE LEARNING EXPERIENCE AT LIMERICK45

EDUCATION / TECHNICAL SCHOOL

NORTH MONTCO TECHNICAL CAREER CENTER46

ENERGY / HVAC SERVICE

BOYERTOWN OIL & PROPANE53
COMFORT PRO, INC.46

ENGINEERING SERVICES

ALL COUNTY & ASSOCIATES48
EARTH ENGINEERING28
LUDGATE ENGINEERING42

FINANCIAL SERVICES / RETIREMENT PLANNING

FIRST FINANCIAL GROUP / JEFFREY BINGHAM21

FLOORING

CHESMONT CARPET ONE48
FRANKLIN FLOORING43

GARAGE DOORS

B & C GARAGE DOORS, LLC24 & 43

GARDEN CENTER / NURSERY

PUGHTOWN AGWAY24

GRAPHIC DESIGN SERVICES

DOWNTOWN DEZIGN25
SUZY RAE DESIGN39

GRAPHIC DESIGN, SIGNS & BANNERS

GRABER LETTERIN' SIGN CO.25

GRAPHIC DESIGN, SIGNS & PRINTING SERVICES

EXETER PRINTING22
FASTSIGNS25
LUCKY SQUIRREL PRINTWORKS25 & 37
SIGNS & MORE38

HEALTH / HEALTHCARE

OCCUPATIONAL HEALTH / POTTSTOWN HOSPITAL – TOWER HEALTH2

HOME HEALTH SERVICES

TRI-COUNTY HOME HEALTH & HOSPICE47

INDUSTRIAL SUPPLY

CLARK INDUSTRIAL SUPPLY, INC.47

INSURANCE SERVICES

THE LOOMIS COMPANY13
VLAHOS DUNN INSURANCE12

INSURANCE SERVICES / HEALTH INSURANCE

USHEALTH ADVISORS / EVAN MARKWOOD12

JUNK REMOVAL / HAULING

THE JUNKLUCCERS OF BERKS, CHESTER & LANCASTER COUNTIES19

LANDSCAPING / PROPERTY MAINTENANCE

SOTTOSANTI LAWN CARE25 & 45
TONY & JOE'S LANDSCAPE DESIGN28

LODGING / BED & BREAKFAST

TWIN TURRETS INN25

LODGING / HOTEL / MEETING FACILITY

THE HAMPTON INN LIMERICK25

MACHINE & TRUCK EQUIPMENT

LEVAN MACHINE & TRUCK EQUIPMENT52

MAINTENANCE/JANITORIAL SERVICES

24K CLEANING SERVICES18
CLEAN FLOORS & MORE, LLC56
DEMEDIO'S BUILDING MAINTENANCE10
L & J CLEANING SERVICE26

MARKETING / DESIGN

REED MARKETING COMMUNICATIONS DESIGN51

MARKETING / DIGITAL & SOCIAL MEDIA

BELL MEDIA GROUP54

MARKETING & SOCIAL MEDIA SERVICES

INTERLACE COMMUNICATIONS26
TRUE PRO MARKETING SOLUTIONS26

MASSAGE THERAPY & PERSONAL TRAINING

CHARLES PEEPLES MASSAGE17

MEDICAL SPA

YOUNG MEDICAL SPA37

ONLINE MARKETING / WEBSITE DEVELOPMENT

LOCI HOUSE, LLC33

ORGANIZATION

GREATER READING CHAMBER ALLIANCE18
POTTSTOWN ROTARY CLUB13
SHRM BERKS CHAPTER 17922

ORGANIZATION / ASSOCIATION

HOME BUILDERS ASSOCIATION OF BERKS COUNTY10

ORGANIZATION / TOURISM & CONVENTIONS

VALLEY FORGE TOURISM & CONVENTION BOARD43

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EXPRESS DATA SYSTEMS, INC.22

PAYROLL SERVICES / HR SUPPORT

PREMIER PAYROLL SERVICES5

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STUDIO 413 PHOTO & DESIGN26
STYLISH IMAGES PHOTOGRAPHY38

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A. JACKSON ECKER, INC.25

PRINTING SERVICES

EVERYTHING PRINTING19

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BRODE & BROOKS REALTORS42
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SENIOR CARE / MEMORY CARE / AT HOME SERVICES

CHESTNUT KNOLL27
THE LANDING OF COLLEGEVILLE19

SENIOR CARE PLANNING

ELDER CARE DIRECTION21

SEPTIC SERVICE

A HONEY DIPPER / J. BREHM, INC.48

TECHNOLOGY / IT

INTERMEDIA GROUP, INC.10
NUAGE LOGIC49
PLUS ONE TECHNOLOGY44
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VIDEO PRODUCTION/TELEVISION

PCTV NETWORK37

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REGIONAL CHAMBER ROUNDUP

GREATER READING CHAMBER ALLIANCE



- 606 Court Street, Reading, PA 19601
- 610.376.6766 • fax 610.376.4135
- info@greaterreading.org
- www.greaterreading.org

Mission: To be Berks County's leading resource for building a healthy, competitive business community

Vision: Assist companies to retain, expand, and grow their operations and employment and attract new business to Berks County.



<https://greaterreading.org/business-resources/financing/>

UPCOMING EVENTS

December 1 – Women2Women

The Women of Wells Fargo Advisors

Virtual Zoom Meeting, 11:30 – 1:00 p.m.

\$15/person; Advanced Registration Required

December 1 – Slowing Down to Speed Up Leveraging Workplace Relationships for Organizational Success for Business Excellence

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

FREE; Advanced Registration Required

December 2 – Managing Change Focus on Personal Responses and Solutions

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 3 – Story-Selling Made Simple

Virtual Zoom Meeting, 2:00 – 3:00 p.m.

12:00 – 1:30 p.m.

Free; Advanced Registration Required

December 4 – Strategies for Highly Effective Presentations & Public Speaking

Center for Business Excellence

49 Commerce Drive, Wyomissing, PA 19610

8:30 – 12:30 p.m.

\$195/person for Chamber Members

\$295/person Not-Yet Chamber Members

December 4 – Growing Results through Relationships with One's Self During COVID

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 7 – How to Build a Strong Reputation and Consumer Trust for Your Brand

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 8 – Addressing Isolation During the Pandemic and Wintertime

Center for Business Excellence

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 9 – Elevating the "Posture" of your Company to Increase Sales

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 10 – De Mujer a Mujer Anything is Possible

Virtual Zoom Meeting, 10:00 – 11:30 a.m.

\$5/ person

December 10 – Elevating Your Coaching Skills

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 14 – Town Halls & Team Meetings

How to Make them Great in 2021

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 14 – Power of the Pause During COVID

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 15 – Emotional Intelligence Not Another Soft Skill

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required



December 15 – Wells Fargo Economic Forecast Breakfast

Remo Web Platform; 8:00 – 10:00 a.m.

\$20/person Chamber Members

\$30/person Not-Yet Chamber Members

Advanced Registration Required

December 16 – Increasing Engagement and Improving Culture via Employee Insights

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 17 – Connecting for Better Well-Being During the COVID Crisis

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 21 – Jumpstart Your Networking During the Pandemic

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 28 – Showing Up Powerfully as a Leader and a Human During COVID

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required

December 29 – Relationship with Growth and Being Your Potential

Virtual Zoom Meeting, 1:00 – 2:00 p.m.

Free; Advanced Registration Required



Brought to you by the Berks County Commissioners in partnership with the Greater Reading Chamber Alliance.



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WELCOME NEW MEMBERS

Congratulations to the business listed below! Their membership was approved by the Board of Directors in November. Please join us in welcoming them to the TCACC community!

B-TOWN BOOKKEEPING

Account/Bookkeeping Services

btownbookkeeping@gmail.com

484.624.7445

MEMBER

Anniversaries

41+ YEARS

Pottsgrove School District

5 YEARS

PECO

30 YEARS

GVF, a Transportation
Management Association

1 YEAR

- 422 SportsPlex
- Achin' Back Garden Center, Inc.
- Diamond Disposal LLC
- Pottstown Children's Discovery Center
- EXP Realty - Pottstown
- Kidz Kool LLC

15 YEARS

About All Floors

10 YEARS

Citadel Federal Credit Union



This holiday season, we encourage you to support local small businesses. Join the **Shop TriCounty Facebook group** to stay updated on the small businesses and restaurants of the tri-county region and where you can shop. Small business and restaurant owners, we encourage you to post in the group and promote yourselves!

Scan here to join the
Shop TriCounty
Facebook group!



#WhyTCACC



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610.327.4555

www.bausecatering.com

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Pottstown, PA 19464

SEASON 5



REGIONAL CHAMBER ROUNDUP

PHOENIXVILLE REGIONAL CHAMBER OF COMMERCE

• 171 East Bridge Street, Phoenixville, PA 19460 • 610.933.3070 • fax 610.917.0503
• info@phoenixvillechamber.org • www.phoenixvillechamber.org



The Phoenixville Regional Chamber of Commerce is an independent organization serving the business interests of Northern Chester, Western Montgomery and parts of Delaware Counties.

The Chamber's mission is to "advance the principles of free enterprise by providing the leadership which will enhance the economic climate of the region, address the priority needs of its members, and interact with other individuals and organizations for the overall benefit of the business community."

UPCOMING EVENTS

Chamber Round Up - Thursday mornings via Zoom at 10 AM.

All business members welcome. Phoenixville Regional Chamber of Commerce

Dec 11 2nd Annual Luminaria Shopping Night 5 - 9 pm

Shop the glowing streets of downtown on this magical night of luminaria lining the sidewalks! Hundreds of luminaries will line the streets of Downtown Phoenixville during the 2nd Annual Luminaria Shopping Night. Hot chocolate and treats will be flowing. The shops will be open with many of them offering special holiday activities and sales to make your holiday shopping fun and festive.



Phoenixville Temporary Open-Air Permit Set Up Will Continue Through December 31

This continuation will be weather permitting, and contingent upon Commonwealth/Chester County COVID-19 guidelines.

The new schedule of Temporary Open-Air set up hours will be:

- Fridays - 4pm - 9pm
- Saturdays - 7am - 9pm
- Sundays - 7am - 9pm

The road closure times are as follows: Fridays at 2pm to Mondays at 7am. All updates will be posted on the Borough's website, and social media pages. www.phoenixville.org.

PNV COVID Resources:

Help/Information for residents -
Inthisogether.com

Chamber COVID Resource Page -

phoenixvillechamber.org/chamber/resources/covid-19-updates-and-resources/

REGIONAL CHAMBER ROUNDUP

PERKIOMEN VALLEY CHAMBER OF COMMERCE

521 Main Street, Trappe, PA 19436 • 610.489.6660

• info@PVchamber.net • www.PVchamber.net



Welcome to the Perkiomen Valley Chamber of Commerce!

For over 60 years the Chamber has been the recognized voice & advocate for the business community. Creating opportunities for members to connect with business professionals, mentors, and potential customers, the Chamber helps members improve business and create a thriving community for themselves and their employees. We can help grow YOUR customer base in Collegeville, Trappe, Schwenksville, Upper

Providence, Lower Frederick, Lower Providence, Perkiomen, Skippack, and Oaks. For more information contact Executive Director, Renee Blomstrom, 610-489-6660, renee@PVchamber.net.

Don't miss Virtual Chamber events, member news, special offers and more...Like us on Facebook @PerkValleyChamber and email info@PVchamber.net to receive weekly e-news! Visit www.PVchamber.net to view membership directory

e-News

We've increased communications, sending time-sensitive announcements/resource links through email and social media.

To sign-up for E-news, send request to info@PVchamber.net. Follow the PV Chamber Facebook Page @PerkValleyChamber.

COVID-19 Resources:

perkiomenvallchamber.org/covid-19-updates-and-resources/

Please visit the PV Chamber website for COVID-19 health updates and business resources, webinars and event schedules. Be safe and healthy!

WELCOME NEW CHAMBER MEMBER!

The Dental Spot - Bradford Plasha

email: bradfordplasha@gmail.com

222 E. Main Street, Suite 1C, Collegeville

Member to Member Discount: We would like to offer PV Chamber members a free new patient comprehensive exam (D0140), xrays (D0210 or D0251), and routine cleaning (D1110).



Shop Local, Save & Win!

To support our local business community this holiday season, the PV Chamber is proud to introduce our new Shop Local Campaign. Find special offers and promo codes to use while shopping/dining locally. Enter to win gift cards and prizes. To learn more, select the "Shop Local & Win" tab from the dropdown menu under "Chamber Events" at the top of our homepage. From there you can submit an offer, enter to win, view promotions donate a prize and participate in our Annual Silent Auction!

All welcome to participate (membership not required)

The program will be run through February 31, 2021.

"You can't buy HAPPINESS, but you can buy LOCAL... and that's kinda' the same thing!"

PV CHAMBER ANNUAL HOLIDAY SILENT AUCTION

Now through December 15th

Show your support to YOUR Chamber and YOUR business community!

We are not going to let COVID-19 restrictions put a stop to our Annual Holiday Party Silent Auction. Since we can't gather together in-person this year, we will host the Silent Auction online! EVERYONE can join in the fun! Tell your colleagues, neighbors and friends to visit the Chamber website to view items and place bids by December 15th.

Proceeds benefit the PV Chamber, in a time where traditional fundraising is impossible.

**We need your help...
DONATE, BID and SHARE
Visit PVchamber.net**

New Chamber Program

Sunrise Power & Gas - Mohsin Hassan

www.sunrisepowerandgas.com; (888) 538-7001

Use Referral Code "PVChamber2020"

Sunrise Power & Gas provides affordable, clean energy to homes and small businesses in Pennsylvania. Sunrise is backed by an award-winning team that has served more than 500,000 residential and business customers over the last 18 years.

For every residential and business customer that subscribes to Sunrise using the promo code "PVChamber2020" the company will donate \$25 to the Chamber!

Free PPE Support Kit

Through a partnership with Montgomery County and the Alliance of Montgomery County Chambers of Commerce (AMCCC), and funded by funded by CARES Act, 12,000 COVID-19 prevention kits are being distributed throughout the County to support small business during the global pandemic. To reserve your free kit, contact PV Chamber at 610-489-6660 or email renee@pvchamber.net

UPCOMING EVENTS

Visit www.PVChamber.net for details on all of our upcoming events!

- PV Men [Virtual] Happy Hour - monthly
- Business Roundtable - monthly
- PV Book Club [Virtual] - December 11 @10am

"The Happiness Advantage: The seven principles that fuel success and happiness", by Sean Achor

REGIONAL CHAMBER ROUNDUP

SPRING-FORD CHAMBER OF COMMERCE

Building a Better Community Through Business

• P.O. Box 127, Royersford PA 19468 • 610.489.7200



The Spring-Ford Chamber of Commerce is a community-focused business advocate. We strive to help our member businesses grow while improving the community in which we all live and work.

The Chamber consists of local businesses whose main objective is to run a successful business. We are a great resource for members, not only because we offer the opportunity to network and brainstorm with fellow members, but also to have exposure to the local community, your customer, through our continued involvement in community events and charitable endeavors. Visit www.springfordchamber.com for Chamber Events, Press Releases, Online Newsletters and more!

VIRTUAL EVENTS:

All Zoom links can be found at www.springfordchamber.com

Every Thursday – 11:30am
Shark Think Tank – Business Owners Only

Wednesday – December 9th – 11:30am
Virtual Holiday High Tea

Friday, December 11th – 10:00am – Noon
PPE Distribution at Citadel Credit Union Bank
36 W Ridge Pike Suite 101, Limerick, PA 19468

Watch the Chamber Facebook Page, Website and Email Blasts for special webinar's and check-in networking events. See the Chamber website and facebook page for our Zoom Room link.



NEW – 5 Questions with the Spring-Ford Chamber

In November the Spring-Ford Chamber started a new networking zoom interview vlog. Each week the chamber will be interviewing local business people and they will be posted on our Spring-Ford Chamber Facebook page. To date interviews include: Terese Brittingham, Keller Williams Realty; Dr. Hamid Hashemi, Altera Orthodontics and Adrienne Delgado, Body Metrix. Tune in to see who will be interviewed in December.

Virtual Holiday High Tea

On Wednesday, December 9th at 11:30am the Chamber will be hosting their annual Holiday High Tea. This year will just look a little different. We will be hosting it via zoom but will still include our holiday hat contest, trivia, raffle prizes, and a mug exchange. This event is free for all to participate in and can just tune into our chamber zoom page.

If you would like a packet ahead of time, you can pick-it up at Citadel Bank between November 30th and December 7th – The packet will include tea bags, special raffle ticket, and recipes to share.

We will also be hosting a mug exchange. The mug gift which should be approximately \$15.00 can be filled with any holiday goodies including: soup, tea, candy or anything you would like to share. The mugs can be dropped off also at Citadel Bank in Limerick between Nov. 30th and Dec. 7th. Mugs will be exchanged via a drawing at the Holiday High Tea and will be available for pick-up the following week.



PPE Support Kit Distribution

The PPE Support Kits are being distributed as a partnership between the County and the Alliance of Montgomery County Chambers of Commerce as part of our shared commitment to support businesses during the COVID-19 global pandemic. We encourage businesses, their employees, and all of our communities to continue to stay informed of the latest developments regarding COVID-19 in Montgomery County by regular visiting the County's COVID-19 data hub at www.montcopa.org/COVID-19 and following the County's various social media accounts. Stay safe, take care, and thank you for all you do to make Montgomery County a better place for one and all.

PPE Kit Distribution Dates: Friday, December 11th – 10am – Noon – Citadel Bank 36 W Ridge Pike Suite 101, Limerick, PA 19468

***To receive a kit from the Spring-Ford Chamber of Commerce you MUST go on our website: www.springfordchamber.com and complete our RESERVATION FORM!

Special Notes:

You do not need to be a member of the any participating chamber to receive a PPE Kit – However you may only receive your kits from one of the participating chambers. *You may not request from multiple.*

A Reservation for a kit MUST BE MADE – go to www.springfordchamber.com



CHAMBER NOTES

- If you have any announcements that you would like shared on our Member Announcement website page or in our weekly e-blasts; please email them to info@springfordchamber.com
- Are you looking to host a networking event. Let the Spring-Ford Chamber help you by using our Zoom Account and hosting a joint Virtual Networking Event. Contact the chamber for more information
- Spring-Ford Chamber is working on a protocol for in person events in 2021. Stay tuned for great events.

BUSINESS PROFILE

Loci House, LLC

Does your business rely heavily on foot-traffic and local customers to keep its doors open? If so, has the pandemic challenged those business-as-usual methods you once used to serve your customers?

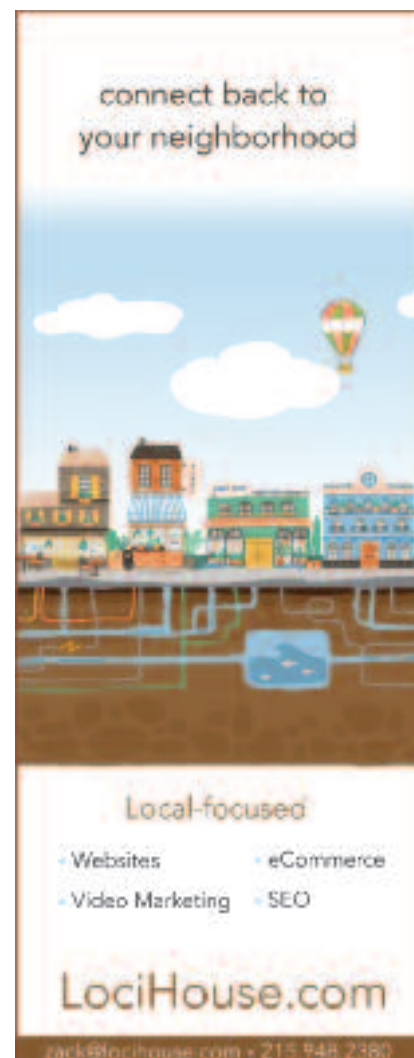
Loci House (the *Loci* is for "local") helps brick-and-mortar businesses take their services online. We build websites, set up online stores, optimize listings for search engines, and work to adapt your business to meet the growing demand of local at-home shoppers.

Based out of Collegeville, Loci House focuses exclusively on businesses in the Montgomery county area. In addition to offering a full-suite of web solutions, we also use census data, small business listings, and other big-data sources to focus on what's trending locally, so we know what digital services will best appeal to your local customers.

Did you know there are more people moving into West Chester at a faster rate than any other town in the area? Or that there are more men than women living in Schwenksville and Spring Mountain? Or that the main purchasers in Villanova are young people and senior citizens?

Every town is unique, and your customers miss you! Let us use our local market research and web services to create a digital front door so they can find you again.

Visit LociHouse.com to say hello. For additional information, please call Zack at 215.948.2380; email: zack@lochiouse.com.



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 **Small Business
Resource Association**



THE SBRA COMMUNITY CONFLICT RESOLUTION (WHAT'S YOUR STRATEGY?)



By Gary Seibert, CEO,
Small Business Resource Association

Many thousands of years ago two young men were standing in a field arguing about a gift they had just given and which one was the best. Because they had never been taught the art of conflict resolution the seemingly small disagreement resulted in one brother killing the other and thus settling the dispute. This might seem like an extreme way of proving one's point but in reality, hasn't the need to win one's opinion been the root of arguments, fights, separation, loss of jobs and personal property, rioting, destruction, imprisonment, racism, serious injury, civil disobedience, resurrections, revolutions, regional and world wars and worse yet, the loss of countless lives.

Last week, as I was driving home from work and listening to the news, I passed a local printing shop in Exeter that had a sign in front of the building that read "When the Power of Love overcomes the Love of Power the World will find Peace". I actually stopped my car, backed up, and read the sign again as I did not want to forget what I had just seen. At the same time as my radio was speaking about all sorts of horrific events taking place across this country and around the world, I was seeing a simple sign, with such a simple message, and wondering why after all these years, power still overcomes love rather than the other way around.

Wouldn't it be so much better if we all exercised a form of love, (RESPECT), and took the time to resolve our differences in a way that both parties walked away with an understanding of the others feelings and a mutual agreement that would allow them both to respect one another. Think about how many friendships and family relationships might be healed, how political parties could work together in the best interest of our nation, how employers and employees could work together to produce a better product and service, how different ways of thinking could be respected and not rejected,

how kindness and understanding would replace hatred and bigotry. Sound like a fairytale, it's not. We just have to want it and then work hard at it. Here are a few strategies provided by Kenneth Thomas and Ralph Kilmann on how people often deal with conflict.

- 1. Avoiding** — When people just ignore or withdraw from the conflict. They choose this method when the discomfort of the confrontation exceeds the potential reward of the resolution. When conflict is avoided, nothing is resolved and the conflict will most likely resurface worse than before.
- 2. Competing** — Often used by people who go into a conflict planning to win. They are usually very assertive and not cooperative. The premise is that one will win and everyone else will lose. This method does not allow for different perspectives nor a well-informed total picture. Competing may very well work in sports and war but it's rarely a good strategy for group problem solving.
- 3. Accommodating** — A strategy where one party gives into the wishes or demands of another. They are both being cooperative but not assertive. This may appear to be a gracious way to give in, but, like avoidance, it can result in unresolved issues. It can also lead to one party developing more assertive skills and thus dominating the discussion leading to a new level of conflict.

(Continued on page 35)



CONFLICT RESOLUTION (WHAT'S YOUR STRATEGY?)

(Continued from page 34)

4. **Collaborating** — The method used when people are both assertive and cooperative. This method allows each party to participate and make contributions with the possibility of co-creating a shared solution that everyone can support. The world needs more collaborating.
5. **Compromising** — Another strategy where parties are partially assertive and partially cooperative. The concept is that everyone gives up a little of what they want, and no one gets everything they want. The best outcome is when they split the difference (win/win). Compromise is perceived as being fair, even if no one is particularly happy with the final outcome.

Like the sign I read on the way driving home, I believe that in order to deal with conflict appropriately we have to make a choice. Do we choose the "Power of Love" to help us resolve our differences with others or do we lean on the side that calls for the "Love of Power" to win the conflict at whatever cost? Next time you find yourself in a dispute with someone, think about how you might use collaboration and compromising to resolve your differences. Choose to have a fair and amicable result, don't try to win but rather RESOLVE and then, go have a cup of coffee or lunch with your new resolution partner. Chose the "Power of Love" and not the "Love of Power" it will give you Peace.

SBRA Business Spotlight

AMITY DIGITAL WEB DESIGN AND DIGITAL MARKETING

The purpose of Amity Digital is to build and strengthen the web presence of small to medium-sized businesses through Google-conscious web design and diligent digital marketing.

Our motto is simple: "We build websites that work for you" and we follow that motto by collaboratively applying our expertise in web design, and your specific business experience. We determine your super-power (that unique service or mindset that separates you from the competition), define your audience, research your industry, determine your competition, and create a web presence that proactively attracts business.



Amity Digital
300 Ben Franklin Highway E.
Douglassville, PA 19518
(610) 698-5924
<https://amitydigital.com/>



HOW TO COMPETE AGAINST THE GOLIATHS



By Tom Hubric, Hubric Resources, Proud SBRA Member

You've seen the advertisements from Amazon, Target and other industry giants promoting starting rates of \$15-\$20 per hour and, as a small business owner, you know that there is no way that you can come close to those rates without ultimately going out of business. That's the bad news but you already know that anyway. The good news is that with an open mind and a little creativity, you can use your small size as a competitive advantage. Here are some cost-effective ways that small business can compete:

• Part Time & Seasonal Employment

Options: many of our small business clients have split full-time positions into multiple part-time positions. These positions are highly desirable for parents, students and retirees thus you are significantly expanding your pool of potential candidates in a tight labor market. Keep in mind, part-time and seasonal employees don't need healthcare benefits and they are less likely to incur overtime, so you could actually save money.

• **Flexibility:** this is the key area that small businesses beat the behemoths every time. When able, allow employees to flex their shifts to meet their family obligations or allowing a parent to work from home when a child is ill. Consider 4-day work weeks and flextime. Remember, a healthy work-life balance boosts employee morale and reduces stress. Not sure how to be more flexible? Ask your employees and have an open mind to considering new things. Businesses that are unwilling to be flexible are likely to lose out in the war for talent.

• **Coolness Factor:** What fun things do you do at your company to make people want to come to work each day? Remember, you are not able to compete with wages with the giants and, like it or not, a paycheck is not a privilege anymore. Some fun ideas: put some fun games in the breakroom, have the President take an employee to breakfast each week, give your lowest level employees the best parking spots, allow employees to bring their pets to work, do impromptu fun things such as celebrating birthdays and life events, surprise everyone with a Friday afternoon picnic and give everyone some "playtime" to burn off some steam. Consider piping in upbeat music, bring in a food truck for lunch or have a massage therapist come in for a day. These are things that the big companies just don't do. People want to enjoy coming to work so create an environment that makes them want to be there.

• Truly Care About Your Employees:

When is the last time you have had lunch with your staff or just spent time with them to see how they are going, both personally and professionally? Do you know the names of each of your employees and what is happening in their lives? If not, you are missing a tremendous opportunity that costs you nothing! As a small business owner, you have the ability to nurture relationships and connect with your team in ways that big employers can't. Develop strong relationships with your team and they will be happier, more productive and want to stay with you. Plus, they will be more likely to share their ideas if they are comfortable with you.

• **Practice What You Preach:** Like it or not, your employees watch and mentally record everything you do at work. Do you handle personal business while at work, take personal calls and texts throughout the day, take extended lunches, have the reserved parking spot or bring your dog to work when others can't? If so, I promise you that your employees think you are a hypocrite and do not respect you as their leader. You employees should enjoy the same perks as you do, if not more! Just remember, the best way to lead a team is to get on it and you need your employees more than they need you!

Keep in mind, many of these suggestions will also work with your customers. Be that cool company that is fun to do business with, stay connected with your customers and hear what they have to say. **Don't take your employees or your customers for granted as you need them both to survive.**

To learn how Hubric Resources can help you compete against the goliaths, please contact Tom Hubric at Hubric Resources: tom@hubricresources.com or 610-670-7878 x101

NEW SBRA MEMBERS

- Golden Rule Remodeling
 - Hubric Resources
- R&B Insurance Services
- Two Hills Consulting
 - Mecadvising
 - The Bagel Bar

SBRA EVENTS - BE BETTER. GROW FASTER.

TUNE-UP Tuesdays
information. sharing. motivating.



Tune Up Tuesdays
9:30-10:30AM

- 12/1/20 The Law and Small Business.
- 12/15/20 Is Your Tax Information Ready?



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BlackJaxAmericanPubGrill.com

Uncle B's BBQ

"B" is Brian — The smoker, the creator, the chef, the uncle...the man!

Born and bred in the true south, B came up in the homestyle kitchens of Florence, Alabama — on the banks of the Tennessee River — where he was educated in the fine art of meat smoking from a very young age. The northwestern region of Alabama is famous for their BBQ and, specifically, their Alabama White Sauce and a Southern Style Vinegar Sauce.

B left Alabama in his early twenties. Manufacturing, his first career brought him to various areas of the country. Through the years, B collected experience and recipes cooking in kitchens throughout the South, (from Texas to Florida, the Carolinas and Virginia) continually perfecting his signature style. Eventually, B found himself changing careers and working in the restaurant world. Which brought him up north, where he met Beth. The two fell in love with Phoenixville while B's family was living in the area. They moved to Phoenixville in 2011.

In 2013, B went out on a limb, put his delicious knowledge to practice and bought and old oil tank smoker. Starting out roadside, B soon became a local favorite. The community supported and embraced the B spirit. And B loved it right back. B had a few stops before landing at 425 Bridge Street near his home. Soon after starting up roadside, B moved to sharing a kitchen in Eland Downe (the Old Epicurean — then Fenice Creolo). Other stops included setting up at Stable 12, finding his first home next to Rita's on Schuylkill Road. From Sunday Football to the annual Egg Hunt and of course Dogwood and Firebird Festivals, B has become a local staple! Being here in downtown Phoenixville is fitting. B has now settled in at home.

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REMOTE WORK AND THE FUTURE OF CITIES

DOWNTOWN MARKETING & DEVELOPMENT



By Barry Cassidy

If anything, the virus has forced companies to rethink the staffing and meeting strategy of the organization. I had never even heard of Zoom until the virus, and now it is part of the lexicon in a way that Xerox is to copies.

I have "zoomed" on several occasions, and I also found out the "Go to Meeting" and other apps are easy to install and they don't try to make it a complicated endeavor to get to the meeting. But for the most part, when someone talks about setting up the meeting, it is always referred to as a "zoom meeting," even though another app is involved and zoom has nothing to do with it.

I know my wife, an International Program Administrator for Temple Law School, has significantly increased the number of zoom meetings, because the Law School is on a reduced schedule for in-person activity. She seems productive,

and as I speak with others, they also feel productive working remotely. I am sure there has been some level of inefficiency evident, but many are making the best of it. I do believe that we are on our way to a modified work plan.

All of that being said, the effects of this kind of work schedule will drastically impact commercial space rental, particularly in the cities. The square foot rents will need to be more competitive to fill the space. There will also be residual issues with public transit by reducing the number of workforce trips necessary to the city.

(Continued on page 38)



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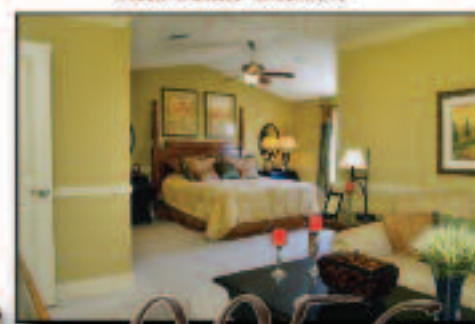


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DOWNTOWN MARKETING & DEVELOPMENT

(Continued from page 37)

It will become a little awkward when assessing how people have to pay to buy office buildings because a capitalized rent stream determines the price. How a deflated value would affect the mortgage ratio is an unknown.

It will also be a question of whether a current rented space is too big for the intended workforce. Will that amount of space continue to be rented, or will the square foot space be adjusted to accept the workplace's new reality?

I believe that there will be a lot of vacant office space. The vacant office space volume will result in appeals to assessments that initially assessed the property on a pre-virus reality. The impact will be felt with increased taxes on the residential base to make up for the commercial rentals' loss of value.

The vacant office space will lead to less complimentary retail and services located in the cities close to the office locations. The demand for the retail and commercial space surrounding the offices will also diminish with reduced rents and less investment in capital improvements. It is

going to be a case of less leading to less all the way around. I see transit agencies declaring bankruptcy, and political subdivisions experiencing a major belt-tightening. School Districts will most likely be impacted as they represent the majority of the millage charged in taxes.

Remote working will create a new world for real estate's financial structure and have a profound effect on ancillary services and suppliers. The decentralization will fly in the face of why the cities were created. The clustering will still occur, but it will be much less as corporations will take advantage of working remotely to cut costs. No one will be making them require people to go to the office. It is not like there is a mandate to do so by anyone; it was more efficient and provided a great location near services and other office locations.

Suppose you take it a little further down the line. Will people need the wardrobe they currently have if they are working from their living room? The sale of work attire could take a significant shift, with high dollar shoe sales being replaced with flip flops, and tie and suit sales being reduced because there is no need to wear that kind of attire while working from the couch.

On the other hand, people have seen

an increase in investment in their homes and apartments. Upgrades in homework areas have been sought because people needed to be more prepared to deal with the work area's burdens in their homes. I know my wife and I made some home improvements to better function in our home. Clutter on tables and things like fireplace mantles have found their way to thrift shops as people attempt to provide a more efficient living area that can accommodate both a living and working environment.

Can we survive in a zoom environment? Will we function remotely and would we continue to be isolated in our work environment even after the virus has passed? Could there be a fundamentally different way of working after the virus is under control? In a capitalist society, there is a need to use the capital to provide the best return on the dollar. Will the expenditure of capital by corporations continue to focus on employees' clustering in a high-density environment?

All these questions could lead to a new reality, and the new reality will accelerate a de-densification of the workplace environment in the cities.

Barry Cassidy is a freelance grant and economic development consultant. He can be reached at barrycassidy@comcast.net.

Advanced Screeners of America

Tom Wentling founded Advanced Screeners of America, a national background screening firm, with a focus on assisting lean Human Resource departments with their results-oriented hiring challenges. Having experienced these same challenges as HR



premise testing for alcohol or marijuana under specific rules. Advanced Screeners can provide employers with state specific drug/alcohol policies and procedures and provides the required training for managers to be proficient in executing the procedures effectively.

Director at a previous firm, Tom has firsthand knowledge of the national, multi-state, and off-premise (contractors/1099) requirements unique to the practice of hiring quality, productive employees. In fact, Tom admits "that it is my mistakes that led me to believe I could offer sage guidance and quality results." Background Screening allows an employer to minimize hiring risk (criminal acts related to job performance, drug/alcohol abuse, etc.) and maximize the safety and productivity (current employees feel more secure knowing new hires are vetted, and higher quality hires leads to higher productivity) of all company employees.

On Marijuana testing. There is sometimes a misunderstanding related to medical marijuana acceptance. Tom states that "a medical marijuana card is not a legal contract that allows one to be at work under the influence." Just as alcohol use at work is subject to restrictions, so too is marijuana acceptance.

Prior to the pandemic, some employers were omitting marijuana testing from pre-employment background screening hoping to increase their employment roles during a time of extremely low unemployment. The cautious HR managers made sure their policies and procedures included a reasonable suspicion clause that allowed for on or off

On Multi-State Employees. Many local employers hire for jobs outside of Pennsylvania. It is imperative that HR managers are aware of each state's pre-employment background screening rules. Per Tom, "those rules vary considerably." Advanced Screeners online screening application minimizes the HR manager's need to know all the rules. Its system uses the state in which the hire will be located to automatically provide screening based on the hires location. Given the large geographical range of employees' locations, Advanced Screeners has also partnered with drug testing labs offering over 10,000 laboratories nationwide.

On Background Screening Per Role. Tom says the biggest mistakes he sees are employers without the proper decision matrix for background screening. Not all hires require the same level of screening, but a minimum level of screening provides comfort for the safety and productivity of existing employees. A decision matrix (free and available at advancedscreeners.com) keeps employers from over or under spending based on the requirements of the job. At a minimal level, background screening should include the SSN search, National Criminal, and a 7 yr. County Search. The 7 yr. County is important because we live in a transient society and previous residences offer a broader and more accurate view of the applicant's history. All too often, Tom continues, "to save expenses, employers do not run credit checks on candidates who will be handling cash, banking, or credit advisory roles." The savings do not compare to the \$5,000-\$10,000 losses employers may experience due to theft or fraud. He admits, he has suffered this during his stint as HR Director. Tom likens this to the Liberty Mutual EMU ad, "Customize your background screening."

For more information, call Tom Wentling at 610.779.5464, or email tom@advancedscreeners.com, and please visit www.advancedscreeners.com.

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WHAT HAPPENS IF I SUFFER A MENTAL INJURY AFTER GETTING COVID-19 AT WORK?



LEGAL PERSPECTIVES

By Daniel E. McCabe, Esq., Wolf, Baldwin & Associates, P.C.

My firm has recently received a few calls from people who have contracted COVID-19 at work and have suffered long-lasting physical symptoms. Many of these injuries

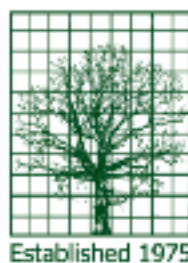
have been voluntarily accepted as work injuries when the employees are in high-risk jobs such as healthcare. In other words, many employers and their insurance companies are simply paying workers' compensation benefits for the time that the employee is sick. However, our firm has recently received some calls about the mental injury that can follow contraction of COVID-19 at work. Examples of these injuries are various anxiety attacks based upon the fear of returning to work and contracting the disease again, or post-traumatic stress disorder following contraction of the disease combined with seeing patients die at an alarming rate. The question that we are being asked is whether there are still workers' compensation benefits available to someone after their physical symptoms end?

To answer this question a refresher on mental injuries within the Pennsylvania Workers' Compensation Act would be helpful. There are generally three types of mental injuries: a mental stimulus which causes a mental injury, a mental stimulus which causes a physical injury, and a physical stimulus which causes a mental injury.

The general rule is that a mental stimulus causing a mental injury at work is only compensable if the injured worker can show abnormal working conditions. This is likely because the legislature did not want a stream of workers' compensation claims because of the stress of a job.

In other words, the legislature likely did not want an employee to be able to get workers' compensation benefits for being stressed out over how much work they have. Thus, to receive workers' compensation benefits for a mental injury caused by a mental stimulus, a heightened standard was created.

The best way to think of this heightened standard would be if a police officer were to see someone shot while working, this would likely not be considered to be an abnormal working condition. To the contrary, it is something that while unlikely, is certainly foreseeable as part of the job. However, if a person who works

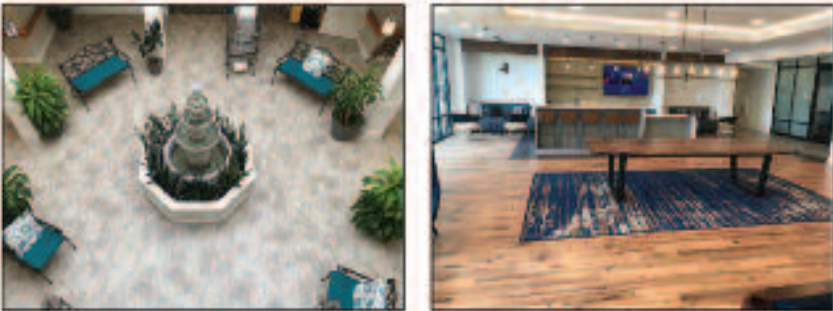


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the register at a supermarket saw the same thing, and suffered a mental injury as a result, those same circumstances could raise to the level of abnormal working conditions. However, the courts have been reluctant to include many circumstances as “abnormal working conditions.”

This standard would apply if an employee was trying to claim a mental injury because of the mental anguish of having to deal with patients who are sick with COVID-19. While it is not an area of law that the courts have dealt with yet at the time of this writing, this author would think that a healthcare worker trying to claim a mental injury from having to work with patients who are sick with COVID-19 would likely be unsuccessful. While the pandemic has certainly created abnormal circumstances, having patients die in the healthcare field is likely not to rise to the level of abnormal working conditions. Unless of course, the number of patients dying was at a rate never seen before. For instance, a healthcare worker traumatized by death when the pandemic first occurred and the incidence of death was very high, might very well be able to show that the circumstances would rise to the level of abnormal working conditions and that healthcare worker may very well be able to claim a mental injury from a mental stimulus.

A less likely scenario is the physical injury that follows a psychological stimulus at work. For example, a heart attack caused by some psychological stimulus at work. This type of injury would not require any heightened standard, and the regular causation rules would apply. The injured worker would simply need to show that the psychological stimulus resulted in a heart attack. This would be accomplished in the normal way that any workers’ comp claim would be proved – with medical testimony from a treating doctor.

The interesting example in light of the pandemic is whether the contraction of COVID-19 at work followed by a mental injury would be compensable. This could be better described as a physical injury causing a mental injury to follow. There would be no heightened standard and again, the regular rules would apply. However other difficulties may stand in the way of the claim being compensable. Causation could certainly be a problem. Trying to prove that COVID-19 was contracted at work could certainly be a difficult hurdle. Further, trying to prove the relation of post-traumatic stress disorder following the contraction of a disease may not be easy.

(Continued on page 44)

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LEGAL PERSPECTIVES

(Continued from page 43)

Most likely, the facts surrounding the contraction of the disease would likely play a large part in the workers' compensation judge's decision. For example, if the person is a healthcare worker and was forced to see multiple patients die of COVID-19 only to eventually get the disease herself, the mental anguish of potentially dying from the disease could conceivably be enough to rise to a compensable mental injury even once the physical symptoms of the disease are gone. The question would then become how long would such a mental illness be compensable? Could that employee truly claim that she could no longer work ever again? Likely not, but a certain amount of time to treat the mental injury through counseling would seem reasonable.

The above discussion of contraction of COVID-19 at work does not get into the other ways that contraction of the disease could be found compensable. For example, if the above healthcare worker contracted the disease while working in the healthcare industry, it is likely that the injury can be filed under the Occupational Disease Act instead of the Workers' Compensation Act. The resulting wage loss and medical benefits would be the same, but the burden

of proving contraction of the disease would change. If the injured worker could prove that there is a higher incidence of the disease in the healthcare field, there would be a presumption that the disease was contracted at work, and the burden would then shift to the insurance company to seek to prove that the employee did *not* contract the disease at work. For a further discussion of the various ways that a claim related to COVID-19 could be filed please see our other articles. Please keep in mind that cases related to mental injuries, no matter how they occur, are always very fact-specific and the above information is simply a short guide to the various laws surrounding workers' compensation benefits and mental injuries in Pennsylvania.

Daniel E. McCabe, Esq., is an associate in the law firm of Wolf, Baldwin & Associates, P.C. He and managing attorney Levi S. Wolf are two of about 200 lawyers across the state who have been certified as specialists in the practice of workers' compensation law by the Pennsylvania Bar Association's Section on Workers' Compensation Law as authorized by the Pennsylvania Supreme Court. His practice, located in the firm's West Chester office, concentrates on the representation of injured workers and medical providers. He can be reached by phone at 610.436.8300, or by e-mail at dmccabe@wolfbaldwin.com.

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A press release is a smart awareness-generating marketing tool when done right. Start by following these press release basics to better your chances of getting the attention of media and creating positive news coverage for your business.

A press release is an important tool for businesses looking to create awareness about a new product, service, milestone, or any other timely event. The traditional process includes writing a press release, distributing it to a specific group of reporters and writers, and encouraging them to share the news with their audience.

The real benefit of writing a press release and receiving news coverage is two-fold. One, you create greater awareness for your company and the benefits you provide to your customers and your industry or community. Second, each article written about your business builds brand credibility over time. This third-party validation of your company and products can ultimately help you generate greater revenue.

One of the basics of press release writing is focusing on the story you are trying to tell and giving the media a piece of news that will be of interest to their readers or viewers.

Do not try to pass off a sales pitch as newsworthy content. The media will see right through it and your release will end up in the trash. You will also likely lose credibility with that reporter which can hurt your chances of your next press release making the cut.

Be selective in what you regard as newsworthy content. Some examples of what warrants a press release from your company to the media include:

- The launch of a new product
- An update to an existing product
- The opening of a new location or facility
- Events, such as an open house or celebration
- A milestone or anniversary
- A new member joining your team
- Support of a larger industry event or initiative
- News-worthy changes within the organization

Follow these press release basics to improve your chances of securing media coverage

Keep Your Release Short and to the Point: When you are communicating with the media, you need to keep your release short and succinct. Start with an informative headline and spell out the Who, What, Where, When, and Why of your news immediately in the first paragraph. Reporters are deadline-driven and it is unlikely they will read past this point before deciding if your news is a fit for their audience.

(Continued on page 46)



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(Continued from page 45)

If you have not captured their attention in that first paragraph, your news may get brushed aside.

Build a Carefully Targeted Media List: Your news is more likely to be picked up by a reporter and turned into a story if you put it immediately into the right hands. Do some research before sending out your press release. You will want to find the writers, editors and newscasters who are most likely to find your news interesting and valuable. These may be journalists who cover your industry or editors who are familiar with the topic in your release.

Follow-up with a Phone Call: Writers are busy. Do not assume they read your email just because you sent it to their inbox. After a day or two, give your contacts a call to check-in. Offer them the opportunity to speak with your CEO, customers, or any other stakeholders who could help them write a compelling story.

Don't Forget About Additional Distribution Methods for Your News: Sending a press release to your media list is just one method of getting the word out. Take advantage of your social channels to share your news, as well as email platforms and any other ways you communicate with customers, partners, and industry members.

Seeking guidance from other business owners and marketing professionals is always a smart move. Most business owners are not marketers and writing about your own business can be an understandable challenge. One way to make the process of writing a press release easier is with help from someone who has done it all before, like a SCORE mentor. A SCORE TriCounty

mentor will work with you as you write and connect you with marketing professionals who can offer their support. To request a mentor at SCORE Tri-County, you can call 610.327.2673, email tricity@scorevolunteer.org, or visit our website at www.tricity.score.org. We are currently helping many small businesses in the Tri-County area and beyond. Someone will return your call, email or request quickly.

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MITIGATING CYBER RISK DURING THE COVID-19 NEW NORMAL

By Craig R. Blackman, Peter Bogdasarian and Rachel Ortiz

**Stradley Ronon hosted Rachel Ortiz as a 2020 summer associate in the firm's Philadelphia, PA, office.*

COVID-19 is driving tremendous uncertainty in the professional workspace, particularly concerning where workers will physically perform their job. When the pandemic first struck, CEOs were impressed with workers' ability to adapt to remote working environments. Some companies quickly embraced the efficiencies and cost-cutting opportunities that resulted from pandemic-driven telework and committed to long term remote work.¹

However, cracks are beginning to emerge as workers continue to telework long after most expected a return to their physical workplaces. Some businesses are noticing that projects are taking longer, training is more difficult, hiring and integrating new employees is more complicated, and younger professionals are not having the same opportunities for development as they would have in the typical in-office environment.²

Some of the initial efficiencies recognized are now being attributed to the fear that employees felt when the pandemic began, of losing their job if they failed to perform at the same level as in-person operations. Such fear-driven productivity is proving unsustainable.³

The Bureau of Labor Statistics reports that only 29% of Americans were able to work from home pre-pandemic.⁴ Surveys show that post-COVID-19, most workers want the option to work from home at least part-time.⁵ Thus, many companies are now envisioning a hybrid future where employees can work remotely part of the time and work from the office for the remainder of their workweek.⁶

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Whatever the new normal looks like, it is widely accepted that teleworking is inherently less secure than working from the office.⁷ Further, a hybrid approach could prove even riskier as far as cybersecurity and cyber-risk are concerned.

As we approach this new normal, there will be a learning curve. Unforeseen security challenges will pop up, just as they did when workers first shifted to remote work at the beginning of the coronavirus shutdown. For example, the shutdown drove huge growth in the use of platforms like Zoom and Microsoft's Teams.⁸ For corporate users, encryption and privacy on these platforms are critical to safeguarding valuable company information and meeting practical and statutory privacy obligations to customers.⁹ Trial and error forced some companies who initially relied upon Zoom to quickly ban its use for corporate content because the platform did not meet basic security requirements at the time.¹⁰

(Continued on page 48)

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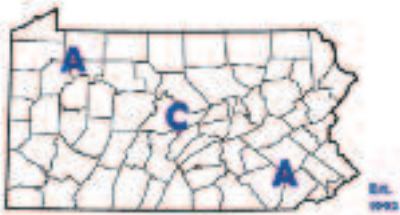
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MITIGATING CYBER RISK DURING COVID-19

(Continued from page 47)

Security officials are better able to manage and secure information technology networks in an office or other captive workspace environment. Employees' home Wi-Fi networks likely have weaker protocols that hackers can access more easily.¹¹ The Cybersecurity and Infrastructure Security Agency (CISA) found that even where organizations use virtual private network (VPN) solutions to connect employees to their networks, new vulnerabilities are being found and targeted by malicious cyber actors.¹²

The COVID-19 pandemic also seems to have ushered in a resurgence of state-backed hacking.¹³ The hacking was targeted at COVID-19-related data.¹⁴ However, those hackers are now trained and likely won't be going anywhere anytime soon. In April 2020, security experts at Google sent 1,755 warnings to users whose accounts were targets of government-backed attackers.¹⁵ These hackers targeted business leaders in financial services, consulting, and healthcare around the world, including in the United States.¹⁶

In general, hacking and phishing attempts have increased during the pandemic.¹⁷ Malicious actors are successfully preying on workers' anxieties and fears surrounding the pandemic¹⁸ and exploiting the uncertain circumstances to increase their rate and scope of cyberattacks.

Finally, the U.S. workforce is largely unsophisticated when it comes to teleworking, which could be exacerbated if and when organizations move towards a hybrid work schedule. When workers constantly switch from office to remote work, an organization risks complacency. And complacency risks exposure. Entities with private personal, health, or financial data, like law firms, brokers and financial advisers, and medical offices, must protect their clients' sensitive personal information. While working from home, telephone and other communications must remain confidential. These businesses must find

ways to guard against the predictable tendency for employees to be less careful while teleworking. Going back and forth from the office to remote working will require a heightened level of vigilance.

Best cybersecurity practices for remote or hybrid work start with educating and training the workforce.¹⁹ Employees must know what to look for and how to prevent phishing or malware attempts.²⁰ Issuing employer-owned devices for all workers with defined security is ideal.²¹ Employers must keep software and systems updated, ensure that their workforce is using strong passwords, and regularly monitor accounts for suspicious activity.²²

The future of cybersecurity likely involves leveraging powerful technologies such as artificial intelligence (AI) and automation.²³ AI can be used for fraud detection, malware detection, intrusion detection, scoring risk in a network, and user/machine behavioral analysis.²⁴

In the present, there are several steps organizations can and should be taking to mitigate their cyber risks:

1. Continue to develop awareness among the organization's personnel:

With many employees placed into an unfamiliar remote work environment, it is more important than ever to develop their ability to detect (and report) cyberattacks and to train them to recognize that threat actors may deploy new forms of attacks to take advantage of the disruptions of COVID-19. For example, deploying phishing simulation tests themed with pandemic-related content may lead to substantially a higher click-through rate among users.²⁵ Now is a good time to reflect on the organization's security awareness plan as it relates to training users and testing the efficacy of said training.

2. Regaining control over the network:

For many years, cybersecurity professionals concentrated their efforts on securing the "perimeter" of the network,

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with the idea that the worst threats would originate from outside the network. As threat actors became more skilled at infiltration and internal threats became more prominent, the industry began to question the reliability of this model. The sudden mass migration to a remote work argument has now put an end to the notion that the best way to defend the network is to simply secure it against exterior access while extending unlimited trust to users inside the network.²⁶ The challenge now facing companies is how to configure remote work solutions in a fashion that avoids creating new infiltration routes into the core network, and that provides a measure of comfort that IT and security are aware of what is going on inside the walls.

As noted above, for many users, VPNs have been at the forefront of their remote work experience. The concept behind the VPN approach is traffic is encrypted and sent through the VPN's internet connection. However, what traffic is redirected through the VPN connection is a question of configuration, and a VPN network may not be configured to direct all of a user's traffic through the VPN network (called "split tunneling") and this configuration, while beneficial from the standpoint of lessening the load on the network, may create its own opportuni-

ties for a threat actor to attack.²⁷ Therefore, it is important to reassess how employees connect to the organization's network and whether additional education is required regarding the limitations and vulnerabilities of the organization's remote work solution(s). Are patches being distributed in a timely manner? Can remote access be configured in a manner to increase security without compromising the essential user experience?

3. Understanding your organization's remote tools: As alluded to earlier, the sudden transition of the workforce to reliance on online conference and collaboration tools created vast incentives for mischief (so-called "zoom bombing" and similar misbehavior) along with more destructive attacks. Users then needed to be educated on the security controls built into these tools and on how to configure their use to avoid exposing the organization to these kinds of attacks.²⁸

4. Maintain a firm grip over your IT devices and resources: "Shadow IT," reflecting the deployment of technological solutions outside of the purview of the IT department, is a greater threat than usual in a remote work environment as the temptation for users to find a solution to an immediate need will place them in tension with IT best practices.²⁹

(Continued on page 50)

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MITIGATING CYBER RISK DURING COVID-19

(Continued from page 49)

In a remote work environment, IT needs clear channels of communication for recognizing, confronting, and resolving these kinds of business needs in a manner that does not compromise the safety and security of the organization's data and networks.

5. Planning for resignations, furloughs, and layoffs: Many organizations have not had to plan for how to handle employee departures outside of the normal office environment. Terminating employee access to the network, retrieving employer-provided devices, and ensuring the return and disposal of the employer's data now present a host of new challenges, especially for companies whose employees may have become geographically dispersed after the transition to the work from home environment. If the Human Resources department hasn't been confronted with these issues to date, then now is the time to put together a plan.

If you are interested in more information on this topic, check out our related article: *Nonprofits Evaluate Risks of Pandemic-Driven Technology*, which discusses how nonprofit organizations can limit the risks associated with pandemic-driven technology.

¹ Chip Cutter, *Companies Start to Think Remote Work Isn't So Great After All*, Wall St. J. (July 24, 2020), <https://www.wsj.com/articles/companies-start-to-think-remote-work-isnt-so-great-after-all-11595603397>.

² *Id.*; ³ *Id.*

⁴ Carrie Rubinstein, *Beware: Remote Work Involves These 3 Cyber Security Risks*, Forbes (Apr. 10, 2020), <https://www.forbes.com/sites/carrierubinstein/2020/04/10/beware-remote-work-involves-these-3-cyber-security-risks/#1671a13661c4>.

⁵ *Id.*; Cutter, *supra* note 1.; ⁶ *Id.*

⁷ Peter Henderson et al., *Hacking Against Corporations Surges as Workers Take Computers Home*, U.S. News (April 17, 2020), <https://www.usnews.com/news/technology/articles/2020-04-17/hacking-against-corporations-surges-as-workers-take-computers-home>.

⁸ Kanishka Singh et al., *Zoom Participant Numbers Top 300 million Despite Growing Ban List, Shares Hit Record* (April 23), REUTERS (April 23, 2020), <https://www.reuters.com/article/us-zoom-video-commn-encryption/zoom-users-top-300-mln-despite-growing-ban-list-shares-hit-record-idUSKCN22420R>.

⁹ *Id.*; ¹⁰ *Id.*; ¹¹ See Rubinstein, *supra* note 4.

¹² Cybersecurity & Infrastructure Security Agency, *Cybersecurity Resources for COVID-19*, U.S. Dept. of Homeland Security, <https://www.cisa.gov/cybersecurity-resources-covid-19> (last visited July 17, 2020).

¹³ Anurag Maan, *Google Sees Resurgence in State-Backed Hacking, Phishing Related to COVID-19*, REUTERS (May 28, 2020), <https://www.reuters.com/article/us-health-coronavirus-cyber/google-sees-resurgence-in-state-backed-hacking-phishing-related-to-covid-19-idUSKBN2340CH>.

¹⁴ *Id.*; ¹⁵ *Id.*; ¹⁶ *Id.*; ¹⁷ See Henderson et al., *supra* note 7.; ¹⁸ *Id.*

¹⁹ Christina Quaine, *Taking a Closer Look at Remote Workplace Fraud Vulnerabilities: How to Mitigate Escalating Threats*, Security Magazine (June 11, 2020), <https://www.securitymagazine.com/articles/92588-taking-a-closer-look-at-remote-workplace-fraud-vulnerabilities-how-to-mitigate-escalating-threats>.

²⁰ *Id.*; ²¹ *Id.*; ²² *Id.*; ²³ *Id.*; ²⁴ *Id.*

²⁵ Michelle F. Davis, Max Abelson, and Donal Griffin, *Greed and Fear Collide: Wall Street Calls Traders Back*

to Office, BLOOMBERG (April 7, 2020), <https://www.bloomberg.com/news/articles/2020-04-07/greed-and-fear-collide-wall-street-calls-traders-back-to-office> (last visited Sept. 13, 2020) ("The firm later ditched the plan and sent people home, where employees received an important email from a top executive: 'Highly Confidential: COVID-19 - Staff Infection List.' Workers who clicked the attachment realized it was an anti-phishing test on behalf of the compliance team and that they had failed it."); World Health Organization, *Beware of criminals pretending to be WHO*, <https://www.who.int/about/communications/cyber-security> (last visited Sept. 13, 2020); Centers for Disease Control and Prevention, *COVID-19-Related Phone Scams and Phishing Attacks*, <https://www.cdc.gov/media/phishing.html> (last visited Sept. 13, 2020).

²⁶ Sam Greengard, *The Perimeter is Dead* (April 30, 2018); <https://www.securityroundtable.org/security-without-boundaries-perimeter-dead/> (last visited Sept. 13, 2020); Tim Brown, *Patrolling the New Cybersecurity Perimeter* (Jun. 21, 2019); <https://www.darkreading.com/perimeter/patrolling-the-new-cybersecurity-perimeter-a/d-id/1334985> (last visited Sept. 13, 2020); Jayne Lytel, *Why traditional network perimeter security no longer protects* (June 9, 2020); <https://www.helpnetsecurity.com/2020/06/09/zta-perimeter-security/> (last visited Sept. 13, 2020).

²⁷ Susan Bradley, *How to minimize the risks of split tunnel VPNs* (April 29, 2020), <https://www.csoonline.com/article/3539509/how-to-minimize-the-risks-of-split-tunnel-vpns.html> (last visited Sept. 13, 2020).

²⁸ For an idea of where to begin, see: Kristen Setera, *FBI Warns of Teleconferencing and Online Classroom Hijacking During COVID-19 Pandemic* (March 30, 2020), <https://www.fbi.gov/contact-us/field-offices/boston/news/press-releases/fbi-warns-of-teleconferencing-and-online-classroom-hijacking-during-covid-19-pandemic> (last visited Sept. 13, 2020).

²⁹ For example, users may seek to find software solutions to the problem of how to scan documents in a remote work environment and some of these software solutions may host data on the cloud or in some other fashion that is incompatible with the organization's policies and procedures.

About the Authors:



Craig R. Blackman is a partner and co-chair of the Insurance Practice Group at Stradley Ronon Stevens & Young, LLP, in Philadelphia, PA. He focuses his practice on a variety of insurance industry issues, including cyber, commercial and personal lines, directors & officers, and environmental. He can be reached at cblackman@stradley.com or 215.564.8041.



Peter Bogdasarian is a counsel in the Cyber & Privacy Group and serves as Chief Privacy Officer to Stradley Ronon Stevens & Young, LLP. He focuses his practice on general litigation matters and also counsels clients in connection with data privacy and cyber security-related issues. He can be reached at pbogdasarian@stradley.com or 202.419.8405.

Stradley Ronon hosted Rachel Ortiz as a 2020 summer associate at the firm's Philadelphia, PA office.

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NONPROFITS EVALUATE RISKS OF PANDEMIC-DRIVEN TECHNOLOGY

By Jennifer Gniady &
Peter Bogdasarian, Stradley Ronon

As nonprofits enter the last quarter of a year like no other, many have adapted to the pandemic's challenges through technology. Employees have pivoted to working from home via laptops and wi-fi, staff and client meetings take place on video platforms, and even fundraisers can be held online without either cocktails or chicken dinners. But these technology stopgaps carry their own risks that should not be underestimated by nonprofits.

Consider the news in September 2020 that the Jewish Federation of Greater Washington suffered the diversion of \$7.5 million of its endowment fund in unauthorized transfers to international accounts. An investigation is ongoing but indicates access was facilitated through the e-mail accounts of employees working from home, possibly on personal computers. E-mail, remote access, video-conferencing software and file transfer programs used by employees all create potential openings into an organization's information and operations. Many nonprofits also rely on third-party vendors for critical services and software, which come with risks highlighted this summer when the cloud computing provider BlackBaud disclosed a ransomware attack that left its customers' donor information exposed.

Tight budget constraints and a culture that often minimizes operating and overhead costs may contribute to nonprofits giving short-shrift to mitigating these risks. Nonprofits may have minimal staff to assess and respond to tech-

nology risks or rely on third parties whose contracts and locations limit the speed and scope of their response. And while many nonprofits don't consider themselves in the same category of risk as a bank or financial services firm, even organizations without hefty endowments can have significant losses. Information about donors and clients, including their payment information, eligibility for services, health and insurance, or contribution history, can be valuable currency in the wrong hands. The organization also risks losing donors, grants, and the trust of those it serves through its charitable mission.

High-profile losses may be rare, but the organization can lose data in more routine ways that won't make the news in this new virtual environment. Consider the following scenarios:

- An employee needs to be terminated for cause but is working from home with full access to company systems through an organization laptop and accounts. Does your organization have a plan for securing the accounts, as well as the return of the organization's technology?

- Your communications director maintains organization accounts on multiple social media accounts, as well as corporate access to accounts for mailing lists services, website content management software, and news distribution services. Does your organization keep an inventory of accounts and understand how they are used and who else has access to them?

(Continued on page 52)



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NONPROFITS EVALUATE RISKS OF PANDEMIC-DRIVEN TECHNOLOGY

(Continued from page 51)

- An employee working off-site loses a corporate laptop and security key fob that provides authentication, or worse, decides to quit without notice and not return these items. Does your organization keep a regular inventory of physical technology assets and have clear procedures for employees to report the loss of phones, computers, or security devices? Do you have a plan for forensic data recovery, including an understanding of the costs to rebuild or restore lost data?

Legal counsel can be as critical as the right technology strategy in these situations. For our nonprofit clients who are thinking about ways to limit risk, the Stradley Insurance practice has put together an overview of mitigation strategies to serve as a starting point for your own review. And we can help with finding the resources you need to address these issues, whether it means evaluating your collection, retention, and disposal of data containing personal, financial or health information, reviewing your contracts with technology vendors, evaluating a cyber-insurance policy

or claim, preparing appropriate data security policies and procedures, putting in place an employee management plan, or conducting an investigation into a possible loss.

- Evaluating your collection, retention and disposal of data containing personal, financial or health information:
- New York's SHIELD Act went into effect in March 2020 and requires any person or business owning or licensing computerized data that contains the private information of a resident of New York to implement and maintain reasonable safeguards to protect the security, confidentiality, and integrity of the private information
- Massachusetts' Standards for the Protection of Personal Information of Residents of the Commonwealth require that every person or business owning or licensing personal information regarding a resident of Massachusetts is required to develop, implement, and maintain a comprehensive written information security program and set a minimum floor for the security covering an organization's computer systems and network
- Although nonprofit organizations are exempt from the California Consumer Privacy Act (CCPA), vendors, providers, and other third-parties are not exempt

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- ▶ **Reviewing your contracts with technology vendors:**
 - Do your vendors maintain reasonable security programs, including adequate cyber-insurance coverage?
 - Do you have consistent contract provisions related to security and the handling of a cyber incident?
 - What obligations do your contracts impose with respect to the disposal of data?
- ▶ **Evaluating a cyber-insurance policy or claim**
 - Weighing your organization's need and risk
 - Explaining different forms of coverage
 - Assessing the details of compliance with your cyber-insurance policy
- ▶ **Preparing appropriate data security policies and procedures**
 - Does your organization have policies for data classification, password strength, access controls, the use of encryption, data disposal and/or patch management?
 - Do you have an Incident Response Plan?
 - Do you understand the potential benefits and/or drawbacks attached to contacting law enforcement if your organization is the target of a cyberattack?
- ▶ **Employee Management Plans**
 - Evaluating employee risks and planning to train employees to prevent losses, protect data, and report problems.
 - Ensuring your employee handbook and policies reflect organization expectations about technology, data, and devices.
 - Developing a plan for handling remote work, including securing data and devices in the event of a termination.

- ▶ **Investigations into a possible loss**
 - Providing specialized expertise in retaining and directing computer forensic and other services in connection with a cyberattack or a potential cyberattack
 - Analyzing and assessing the legal and contractual duties that could arise from a successful cyberattack on the organization

About the Authors:



Jennifer A. Gniady is Counsel in the Nonprofit and Religious Organizations practice group of Stradley, Ronon, Stevens, & Young, LLP. She advises nonprofits on tax-exempt regulations, governance structures, and fundraising practices. She also specializes in issues unique to religious organizations, such as corporate structures, trusts, and religious protections. She can be reached at jgniady@stradley.com or 202.419.8436.



Peter Bogdasarian is a counsel in the Cyber & Privacy Group and serves as Chief Privacy Officer to Stradley Ronon Stevens & Young, LLP. He focuses his practice on general litigation matters and also counsels clients in connection with data privacy and cyber security-related issues. He can be reached at pbogdasarian@stradley.com or 202.419.8405.

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STUCK IN CONFIRMATION BIAS??



By Dena Breslin,
Dena B Coaching

Buddha said: "the mind is everything, what you think, you become." Henry Ford said: "whether you think you can, or you think you can't, you're right." **

The common thread underlying these two quotes describes the way our brain/mind is wired for confirmation bias.

The brain is built of millions, in fact billions of nerve cells, which have a fatty outer coat called the myelin sheath. This helps nerve impulses travel quickly and efficiently from one part of the body to the complete opposite, as needed, in a fraction of a second.

You buy a red corvette, and suddenly you cannot stop seeing red corvettes out on the road. Why? Because your brain is fixated on this thought, the smell, the elation felt when you drive it, the confidence you have inside because you bit the bullet and got your dream car, the way it makes your date feel, and thus how YOU feel, and what you believe because that person is impressed.

Whether any of this is true... or not, our brain doesn't know the difference. Your neurons are lit up in a certain way so much so, that the special outcomes center is triggered. That special outcomes center in the brain, called reticular activating system, takes a thought you have, strengthened to a belief, and gives you CONFIRMATION in your outside world that matches the inside story you are thinking. What does this have to do with business, you ask??

Well, back to confirmation bias. If after things hit back in April 2020, you heard yourself thinking, 'this is going to be the worst year ever for us financially,' and this thought permeated for weeks, and months... it may have actually been the worse year you and your business has ever seen. And while this outcome may have been 'out of your control,' and perhaps there were plenty of others to 'blame,' our brains do have a phenomenal way of achieving the very thoughts we are repeating to ourselves with strong feeling. The torture you may have put yourself and your team through, by actually being on red alert FOR the evidence that 'this is going to be the worst year ever for us financially,' left very little room for another option to be seen.

Ok... so I might be overgeneralizing this a bit, you say??... or... am I? What if it's that simple?

It may well be that you have had a really tough year financially, and in fact, your revenues are down from 2019. Yet, what if... on a daily basis, you began to look for the smallest, even overlooked financial WINS? Maybe you see that because of what transpired this year, you and your team were able to streamline your offerings, and perhaps you cut back on extensive packaging costs. WIN!! And because you were all working from home, you created a more efficient way to communicate with employees and celebrate them weekly, and it turns out, they were actually far more productive than even the first quarter, with more engaged follow-ups, thus helping the bottom line remain steady, vs. plummeting. WIN WIN!!! What if you noticed that because you weren't picking up four coffees on the way to the job site, you actually accounted for the cost savings... WIN!!! Geezo... you might actually find ways to turn more thoughts INTO financial WINS!!!

On a side note: this same concept works for your marriage, parenting, volunteer work, health, and the list goes on. Reset the thoughts gauge, and begin looking for and confirming what you CHOOSE, even prefer, to see... go ahead, I dare you!

**reputed quotes of these named individuals.

Dena Breslin is a life and business coach, specializing in Mindset and Leadership. If you would like to host a virtual workshop with your team this quarter, to set the tone for a strong 2021, connect with Dena on LinkedIn or Facebook Messenger, or set up a Discovery Call on www.denabcoaching.com.

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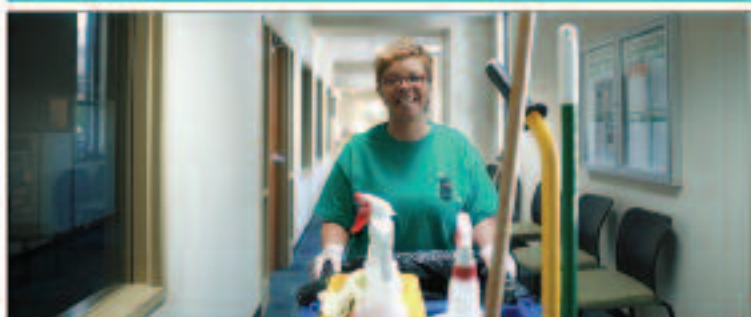


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