



## VIRTUAL AIDE

Colleges try virtual reality for simulation, training in health care education

David Wilkenfeld, far right, an assistant professor of athletic training at Moravian College, teaches students using a virtual cadaver. PHOTO/SUBMITTED

By **WENDY SOLOMON**  
wsolomon@lvb.com

The dead man lay on the table, naked except for a small white towel draped over his genitals.

David Wilkenfeld walked up to the table in

the middle of the room and with the sweep of his right finger, sliced the man in half in what amounted to a dissection.

The body was not there in the flesh, however. It was a digitized image of an actual man who was once alive. The cadaver was

called up on the Anatomage, a 6-foot long flat computer screen that resembles an operating table and is housed in the Flicker Virtual Cadaver Lab at Moravian College's Sally

please see **VIRTUAL**, page 11



**Rising stars:** Don't forget to nominate a rising young star in the Greater Lehigh Valley for a Forty Under 40 award. Deadline is Jan. 18.



## RETIREMENT PLANNING

Pennsylvania's state treasurer is hoping for action on a state program to encourage private-sector saving. **Page 13**

### FEATURES INDEX

Behind the List .....	19
Briefs .....	3
Calendar .....	19
Classifieds .....	22
Focus .....	13
Legal Listings .....	22
Off the Clock .....	22
Opinion .....	6-8
The List .....	23



# Start your networking engine!

With more than 12 events scheduled for 2019, *Lehigh Valley Business* is the resource that connects you to the local business scene. Join the thousands of business executives who are part of LVB events.

Visit [lvb.com/events](http://lvb.com/events) to take off.



REAL ESTATE & DEVELOPMENT SYMPOSIUM • FUTURE OF HIGHER EDUCATION • WOMEN OF INFLUENCE AWARDS

HR SYMPOSIUM • FORTY UNDER 40 AWARDS • HEALTH CARE SYMPOSIUM • CFO OF THE YEAR AWARDS • 90 IDEAS IN 90 MINUTES

FASTEST GROWING COMPANIES AWARDS • BERKS COUNTY REAL ESTATE SYMPOSIUM • BUSINESS OF THE YEAR AWARDS • 2020 OUTLOOK



## BRIEFS

These news briefs originally appeared in LVB.com's Daily News email or as breaking news. Sign up at [LVB.com](http://LVB.com).

### Tower launches own home health services after disbanding Affilia

Tower Health in West Reading has launched Tower Health at Home as its newly rebranded home health services.

Tower had previously been offering home health services under the name Affilia Home Health through a partnership with Penn Medicine Lancaster General Health and UPMC Pinnacle.

The health systems announced late last year that they would be dissolving the partnership and reorganizing to provide home health services within each of their own respective coverage areas.

The Affilia agreement was dissolved as of Jan. 1. Its employees in the Berks County area became employees of Home Health Care Management (HHCM), which is the parent company of Berks VNA, Pottstown VNA and Advantage Home Care.

Home Health Care Management at the same time became a part of Tower Health to form Tower Health at Home.

Tower Health at Home has retained the 58 employees of the Affilia Berks Branch as well as 157 HHCM employees.

### Local agent buys two Slate Belt apartment buildings for \$1.8M

In the Slate Belt region of Northampton County, there are few large, multifamily properties that are ideal for long-term investments.

That's according to Lisa Perin, owner of Luckey Properties LLC in Pen Argyl, who jumped on an opportunity to buy two multifamily buildings that would

serve as an investment for years to come.

Perin, a licensed real estate agent, said she bought the buildings at 410 Pennsylvania Ave. in Pen Argyl from Windrift Real Estate Associates of Lower Nazareth Township for \$1,875,000.

"I've driven by them about 10 times a week and always thought that I would really like to own them," Perin said. "Really it was an easy choice for me. I do real estate, I do property management. For me, it was the ideal situation. The purpose of everything I do is for the future of my children."

Perin named Luckey Properties LLC after her two children, Lucas and Kennedy, and she hopes to transfer long-term investments such as these to her children.

She serves as an agent at Parkhill Realty Inc. where her mother, Linda, is the broker/owner. Parkhill Realty also manages properties.

### Pension changes begin for Pennsylvania state employees

As many Pennsylvania state employees returned to work after the New Year's holiday, they returned to a new retirement benefit system.

Act 5 of 2017 went into effect Jan. 2. The law switches most new state employees from their traditional guaranteed pension to a retirement plan similar to the 401(k) used by most private companies. New employees can also opt for a hybrid program that combines aspects of both the traditional pension and 401(k) savings plans.

The pension portion of the hybrid options, however, does feature a lower an-

nual benefit accrual rate than previously offered.

Not everyone on the state's payroll will be seeing the change, at least not right away.

Dan Egan, spokesman for the Pennsylvania Office of Administration, said current state employees have the option to stay with their existing plan or switch over to the new system.

"Currently there is a window where state employees such as myself can opt into one of these plans if we so choose," he said.

Anyone hired today or after, however, would need to choose between the new options.

There are some exceptions to Act 5. New law enforcement personnel such as corrections officers and state troopers will still be allowed to enroll in the traditional pension.

Newly re-elected lawmakers would be considered existing employees.

Also, changes won't be made to Pennsylvania school employee's retirement plans until July 1.

The pension reform was aimed at reducing the state's risk for cost spikes in its pension system by shifting the risk to employees and to save money on the state's retirement benefits responsibilities.

Pennsylvania currently has more than \$70 billion in unfunded liability in its pension system.

State Rep. Michael Schlossberg, D-Allentown, said that the new plans won't provide major cost savings, but will help shield the state from the shifts in the stock market, which led in part to the debt the state finds itself in.

"It's a necessary step in the right direction in the long term to get our pension system back to a healthy place," he said.

### Draft guidelines released for state energy efficiency funding program

A program to help commercial property owners in Pennsylvania invest in green improvements is moving forward.

Draft program guidelines were recently released for Pennsylvania's Commercial Property Assessed Clean Energy Program, or CPACE.

CPACE is a tool for property owners to obtain low-cost, long-term financing for energy efficiency, renewable energy and water conservation.

To be eligible for CPACE financing, a project must be located in a county or municipality that has approved CPACE programs within a state that has passed PACE-enabling legislation.

Enabled through the passage of state legislation in July, the program is organized by the Sustainable Energy Fund of Schnecksville, Keystone Energy Efficiency Alliance of Philadelphia, the City of Pittsburgh's Office of Sustainability and the Philadelphia Energy Authority.

These organizations collaborated to launch the program and develop program guidelines that could be used by any municipality in the state.

The Sustainable Energy Fund is able to administer the program for any municipality that enacts CPACE, with the exception of Philadelphia, which will be administrated by the Philadelphia Energy Authority.

Comments will be accepted on the draft guidelines through Jan. 18. They are available at [www.PennsylvaniaCPACE.org](http://www.PennsylvaniaCPACE.org).

Guidelines are expected to be finalized by the end of January.

### Hellertown Giant begins beer and wine sales

As wine and beer sales become more common in Pennsylvania's grocery stores Carlisle-based Giant Food Stores has just opened its 88th Beer & Wine Eatery.

Giant's newest Beer & Wine Eatery opened Saturday at its Hellertown store at 1880 Leithsville Road.

The in-store wine and beer shop will feature more than 300 varieties of beer and wine, including local and national brands.

A valid driver's license, passport or military identification card is required for any customer seeking to purchase alcohol, regardless of age.

The eatery will have 30 seats where customers can enjoy their beverages, as well as sandwiches, wraps subs and salads that are for sale there.

The eatery is open Monday through Saturday 7 a.m. to 10 p.m. and Sundays 9 a.m. to 10 p.m.



These two apartment buildings in Pen Argyl recently sold for \$1,875,000. PHOTO/SUBMITTED



# Pa. lawmakers aim to write ACA provisions into state law

By **IOANNIS PASHAKIS**  
BridgeTower Media

Two state representatives from Allegheny County are proposing that Pennsylvania put into law benefit guarantees enacted under the Affordable Care Act even as a court ruling found the Obama-era act unconstitutional.

In an effort to preserve a range of health benefits guaranteed under the Affordable Care Act, Reps. Anthony DeLuca (D-Allegheny) and Dan Frankel (D-Allegheny) sent a memorandum to fellow House members asking for co-sponsors on legislation that would make the federal act's benefits state law.

The memorandum argues that if the ACA is rolled back

nationwide as a result of the recent ruling, Pennsylvanians may not be able to get coverage for health care services that are covered now under the law.

"This decision could also lead to more inadequate health policies appearing on the market that provide very little coverage when someone needs it the most," the memorandum states.

A U.S. District Court judge found the ACA unconstitutional this month after Congress repealed the act's individual mandate imposing a penalty on people without insurance. Pennsylvania officials announced soon after the ruling that Pennsylvanians will not see a change in their insurance over the next year

and that changes will only take effect in the state if the ruling were to make it past the appeals process and be found unconstitutional by the Supreme Court.

Frankel and DeLuca suggest that health benefits guaranteed under the act be written into state law so that patients can't be denied coverage they received through the ACA.

Those health benefits include: ambulatory patient services, emergency services, hospitalization, maternity and newborn care, mental health services, prescription drugs, rehabilitation and habilitation services, preventive and wellness services, pediatric services, and laboratory services.

"It's important that we let

people know that these benefits will be available in the foreseeable future and that this isn't something that can be vaporized by the federal court decision," Frankel said.

Frankel said he and DeLuca expect bipartisan support for the effort, as representatives from both parties have shown concern about where health care will be going in 2019. In the coming months, the representatives also hope to take a bill to Gov. Tom Wolf for his support.

"We will certainly sit down with the administration and talk about these issues," Frankel said. "My sense is that the administration would be supportive of this. (The bill is) consistent with where the governor's priorities are."

## Auto-repair software counters customer skepticism

By **IOANNIS PASHAKIS**  
BridgeTower Media

An auto repair shop in Leacock Township, Lancaster County, is using technology to erase doubt in its customers about the need for repairs – and generating more work to boot.

Software used by Intercourse Automotive 4x4 allows its technicians to take photos of car problems, make notes and send them to customers.

Owner Alvin Esh says the software, Mobile Manager Pro, helps convince customers of automotive problems that they otherwise would have ignored.

Auto repair technicians are frequently met with skepticism when they tell customers about problems with their cars.

"It built clarity between me and my clients because they can see what is bad," Esh said. "They believe me when I say that because they can see it."

BOLT ON Technology in Upper Southampton Township, Bucks County created Mobile Manager Pro in 2013 to give technical-oriented mechanics a way to provide simple explanations to clients.

"By empowering the technician to use technology to document visually what he has found, it makes it simpler for him to communicate those findings to the vehicle owner and create trust," said Mike Risich, founder and CEO of BOLT ON Technology.

Esh said that since Intercourse Automotive began using the software, customers are less likely to ignore problems that they can clearly see on the app. He said that clients who once asked the shop to fix the bare minimum to keep cost down will now return to the shop to fix



MINERVASTOCK

everything. The shop's average earnings per vehicle has gone from about \$250 to \$1,000, according to Esh.

"It's more than doubled or tripled each invoice. We come up with an estimate of \$4,000 and they will ask for us to fix the safety issues and we will do half now and half later," Esh said. "It also pushes the car count down because we can work them out by urgency."

Mobile Manager Pro also helps technicians auto-schedule appointments, send messages to customers and other technicians in the shop, access specific vehicle repair information, and send inspection results to clients.

Earlier this month, an employee of Intercourse Automotive used the app to photograph a frozen part in a customer's vehicle, submitting what turned out to be Mobile Manager's 20 millionth photo.

Risich said that it took four years for the company to reach 10 million photos, but it reached the 20 million milestone within a year.

"Intercourse Automotive 4x4 has been one of our most prolific and productive customers," Risich said. "They appreciate the value of showing as well as telling a vehicle owner the 'why' behind their repair recommendations."

## State to allow more participants in medical marijuana research

By **IOANNIS PASHAKIS**  
BridgeTower Media

As the Pennsylvania Department of Health continues to try to jump start its medical marijuana research program, it announced that academic clinical research centers can now work with multiple partners that grow and sell the substance.

Pennsylvania's research centers - eight hospitals and universities around the state - had been tasked by the health department to choose a clinical registrant to grow, dispense and research medical marijuana for them and then apply for a permit together.

But the department recently declined the first eight clinical registrants, stating in a press release that none of the applicants met the state's regulations.

In an effort to improve the chances of getting satisfactory applications, the department is now allowing academic research centers to choose more than one partner.

In a bulletin published on Dec. 22, Secretary of Health Dr. Rachel Levine explained that by allowing research centers to partner with more than one clinical registrant, the department hopes that the overall applications will improve.

"The Department hopes to broaden the field of applicants, therefore ultimately being able to approve the highest quality clinical registrants and assuring that the most robust research will occur," Levine wrote in the bulletin.

The department is still accepting applicants for the program, to be chosen by one of the eight academic centers, including Penn State College of Medicine.

LEHIGH VALLEY **BUSINESS**

Volume 30, Number 2

65 E. Elizabeth Ave., Suite 400  
Bethlehem, PA 18018  
610-807-9619 • editorial@lvb.com

**Publisher**

Michael O'Rourke  
morourke@lvb.com • ext. 4112

**Office Manager**

Cheryl Gaydos • cgaydos@lvb.com • ext. 4119

**NEWS**

**Editor**

Joel Berg • jberg@lvb.com • ext. 4115

**Managing Editor**

Cathy Hirko • chirko@lvb.com

**Staff Reporter**

Brian Pedersen • bpedersen@lvb.com • ext. 4108

**Senior Writer/Online Editor**

Stacy Wescoe • swescoe@lvb.com • ext. 4104

**Researcher**

Christopher Holland • cholland@lvb.com • ext. 4110

**DESIGN/PRODUCTION**

**Designer**

Stella Liang

**AUDIENCE DEVELOPMENT**

**Audience Development Manager**

Tracy Bumba

For subscription information and questions,  
please call 888-506-5770

**REPRINTS/PLAQUES**

Lisa Arnold

larnold@bridgetowermedia.com • 717-323-5213

**ADVERTISING**

**Senior Account Executive**

John C. Coyle III • jcoyle@lvb.com • ext. 4105

**Account Executive**

Jennifer Rush • jrush@lvb.com • ext. 4106

**Special Inserts Account Executive**

Nancy Signorovitch • nsignorovitch@lvb.com • ext. 4117

**EVENTS**

**Events Coordinator**

Dayna Edelman

dedelman@lvb.com • ext. 4109

Copyright 2019 by BridgeTower Media. All rights reserved. Volume 30, Number 2. Lehigh Valley Business is protected under the federal Copyright Act. Reproductions of any part by any means or facsimiles without the express written permission of the publisher are not permitted. Reprints of LVB articles are available. Authorization to photocopy articles for internal corporate or instructional use may be obtained from the Copyright Clearance Center at 978-750-8400.

Lehigh Valley Business (ISSN 2169-219X) is published weekly by BridgeTower Media, 1500 Paxton St., Harrisburg, PA 17104-2633. Periodicals postage paid at Harrisburg, PA and at additional mailing offices. POSTMASTER: Send address changes to Lehigh Valley Business, 1500 Paxton St., Harrisburg PA 17104-2633.

Lehigh Valley Business services business owners, managers and professionals in an eight-county region comprising Berks, Lehigh, Northampton, Carbon, Schuylkill, Monroe, northern Bucks and northern Montgomery counties.

Subscriptions are available for \$67 per year, two years for \$89, and three years for \$119.

**Note to Readers**

Opinions expressed in any commentary published in this newspaper are not necessarily those of Lehigh Valley Business.

Any suggestion written in material published by this newspaper is not to be regarded as advice (legal, tax, investment or otherwise), and Lehigh Valley Business assumes no liability for actions taken by any group or individual based upon such material.

We welcome your opinion on issues. Write to Lehigh Valley Business at the address listed above, c/o Editor. You also can email your comments to jberg@lvb.com.

Published by BridgeTower Media

 **BRIDGETOWER MEDIA™**





# Program aims to finance green projects in Pa.

By BRIAN PEDERSEN  
bpedersen@lvb.com

Many businesses want solar arrays generating electricity on their roofs, water-conservation technology inside their buildings, and energy-efficient systems heating and cooling their offices.

Property owners like the idea of being conscious about energy use, saving money on energy consumption, and attracting customers and workers to buildings that reflect their views on sustainability.

But businesses struggle to pay for the upgrades that turn green ideas into concrete reality.

To help businesses in the Lehigh Valley and throughout Pennsylvania, four organizations are collaborating on a new financing model: the Commercial Property Assessed Clean Energy, or C-PACE, program.

The program offers property owners an alternative means to repay loans taken out for energy-efficient projects.

Pennsylvania is one of 36 states to adopt the program, which applies to industrial, commercial, or agricultural properties. It does not apply to residential or multifamily properties.

Guidelines for Pennsylvania's program are being developed by Sustainable Energy Fund, a nonprofit in Schnecksville, Keystone Energy Efficiency Alliance,



PHOTO/GYUSZKO

Philadelphia Energy Authority and the City of Pittsburgh Sustainability Commission.

The four organizations drafted program guidelines and are making them available for public comment through Jan. 18. The organizations expect to finalize the program guidelines by the end of January. For more information, visit [www.PennsylvaniaCPACE.org](http://www.PennsylvaniaCPACE.org).

"I think C-PACE has a proven track record across the country, driving investments into energy efficiencies," said Julian Boggs, policy director for Keystone Energy Efficiency Alliance, based in Philadelphia.

"C-PACE is a tool that can allow businesses in the Lehigh Valley and across the state to make those investments."

The program can fund up to 100 percent of a project's total costs, with the loan repaid through a fee tacked onto a property tax bill. The money is collected by a county or municipality, which must agree to take part in the program, and then sent to the private-sector lender that originated the loan.

"That structure allows a lender to make a long-term investment," Boggs said.

Most C-PACE loans have a lifespan of 15 to 20 years, he added.

The projects can include everything from solar arrays to efficient air compressors or motors. Average project costs are between \$250,000 and \$300,000 and rarely are below \$50,000, he added, noting that project costs also can run up into the millions of dollars.

Regional and national companies have seen the program operating in other states, and it is a tool for use by those looking to cut energy costs and pollution, Boggs said.

"It can tackle a lot of barriers businesses face when they are trying to make those investments," Boggs said.

## We want YOU!

Change, growth and competition create new challenges every day for your business.

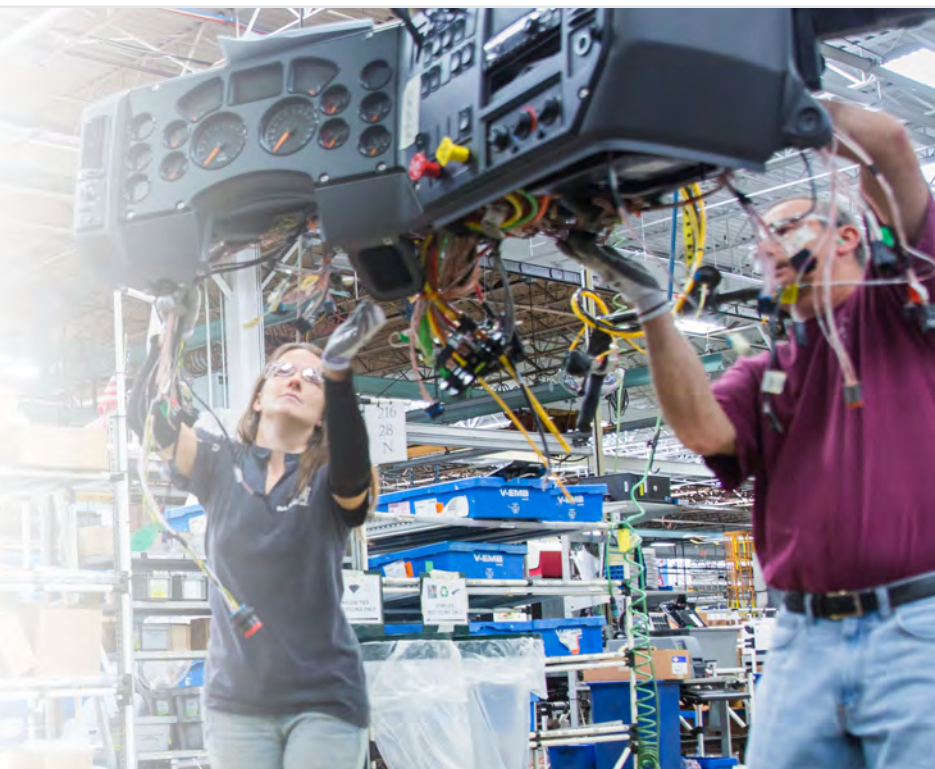
LVEDC's Business Outreach Program aims to better understand your needs in our growing and changing Lehigh Valley economy.

**Answer three questions.**

**Help to shape the region's strategies and solutions.**

Take a brief survey and be part of our mission to help companies **come here, start here, and grow here.**

[lehighvalley.org/bizsurvey](http://lehighvalley.org/bizsurvey)



**LEHIGH VALLEY**  
economic development

***Come Here. Start Here. Grow Here***



# Gerber's "E-Myth" is alive and flourishing

It was nearly 30 years ago that Michael Gerber wrote a best-selling business book titled "The E-Myth: Why Most Businesses Don't Work and What to do About It." One



Tom Garrity

of the most quoted concepts from this book is "You need to take time to work on your business, not just in it." That advice is as relevant today as it was in the 1980s.

Updating his work in the early 2000s as "The E-Myth Revisited,"

Gerber brings addi-

tional insight and tools to help improve the dismal odds of business success – nearly 30 percent fail in the first year.

The myth in the E-Myth is that most businesses are not started and run by entrepreneurs, but rather by technicians who have a momentary entrepreneurial seizure while working for someone else, thinking, "If this moron can do it, so can I", and from that moment forward, the thought of being 'their own boss' can't leave their mind.

If in fact they were bold enough to take the plunge, that was the end of the entrepreneur, as the technician kicked in to get the work done. The graveyard of failed businesses is full of technicians who thought that knowing how to do the work was the same as building a business that could do the work.

A true entrepreneur sees an opportunity in the market, raises capital and builds a team to turn an idea into a viable business. Few businesses are started by entrepreneurs, but rather are started and run by technicians.

Although technicians are important, a business needs the entrepreneur, the manager and the technician to survive. The entrepreneur creates the vision and sees opportunities, the manager creates order out of the chaos, and the technician does the work.

When a business first starts out, the owner has to be all three of these personalities. If they survive and begins to build a team, they are best served to fill the personalities where they are not strong.

But in the beginning, they have to be all three, and the truth of the matter is each personality can't stand the other. The technician doesn't want to be managed, and is certainly frustrated with all the wacky ideas coming from the entrepreneur. The manager simply wants order, but is constantly reorganizing based on the entrepreneur's latest venture, and is continually frustrated that technicians won't follow the processes and procedures. And entrepreneurs are frustrated that their managers and technicians are holding them back from the next great idea. It's a recipe for business schizophrenia.

Most business owners don't even know this is happening, and that's why the failure rate is so high. Of the 70 percent that make it past year one, 50 percent of those fail by year five. That's a mere 35 percent that make it to year five. Owners just give up.

But by utilizing the wisdom of Gerber's E-Myth, businesses have a fighting chance to succeed. Here are three key points.

1. Owners come to understand that business is their product, not the widgets the business sells. The role of the business is to get and keep a customer, provide value to that customer in exchange for value. The value provided to the customer is rarely the product or service itself, but

rather the customer experience.

2. Success comes from building a business that can consistently and repeatedly provide that customer experience.

3. Talent is certainly important, but building an operating system that provides the consistency and repeatable customer experience is what will give you efficiency, profit and freedom. This operating system includes everything it takes to successfully attract, obtain, serve and maintain a customer.

The challenge of every business owner is to build a team and maintain the right

balance of views among the entrepreneur, manager and technician in order to get things done, win in the marketplace and keep everyone happy. As Gerber states, "If your business depends on you, you don't own a business — you have a job. And it's the worst job in the world because you're working for a lunatic!"

Tom Garrity is managing partner at Compass Point Consulting LLC in Hanover Township, Northampton County. He can be reached at [tgarrity@compasspt.com](mailto:tgarrity@compasspt.com)

## THE INNER OFFICE



SARAH COLANTONIO

## TAKING STOCK: General Electric, changing brokers and Deutsche Bank

**Dear Mr. Berko: What do we do with 1,300 shares of General Electric, which we bought at \$31? Our stockbroker says we should hold them. My wife says sell.**



Malcolm Berko

**And I don't give a (nasty word) what we do.**

**That broker, whom we've had for 12 years, is leaving J.P. Morgan and going to another firm we've never heard of. He'll be working out of his house. We have been very pleased with his**

**service and advice, but the prospect of changing firms makes us nervous, and that he'll be working out of his home office concerns my wife. Why would he do that? Do you think we should stay at J.P. Morgan or move with him? My wife says move, but I would prefer to stay because "better the devil you know than the devil you don't."**

**Also, please give us your thoughts on**

**Deutsche Bank. If you think it has comeback potential, we will buy 3,000 shares in our joint account. We would sell the 800 shares of Synovus that we bought at \$19 on your recommendation years ago. It's now \$38. It ran up to the mid-\$50s this year, but I didn't sell. I think it will stay at this price for a while, and I don't think it has much upside remaining. So, do you think Deutsche Bank, which sold for over \$60 a share eight years ago, has a good outlook? – TW, Columbus, Ohio**

**Dear TW:** You have to hold General Electric (GE-\$7) – and hold your nose, too! I suggest that you buy 1,300 more shares today and then tomorrow sell the 1,300 shares you bought at \$31. Take the \$31,200 loss but still own the stock. GE has more moving parts than many observers imagined, and some of them should have fantastic future value. The problem is that neither I nor others who watch GE have an idea of how long it will take for that value to manifest itself.

If truth be told, the 200-year-old and prestigious J.P. Morgan isn't any bet-

ter at managing your portfolio than Oppenheimer, UBS, Starsky & Hutch, Baird or Mary Poppins would be. The difference is the broker you employ to give you advice. The brokerage firm is just the vehicle that transacts your order. Think of it like this. It will take you 12 minutes to safely drive four miles to the grocery in a Ford or 12 minutes to drive there safely in a Cadillac. It's the driver who makes the difference, not the car. And in your instance, it's the broker, not the brokerage. Tell your wife that brokers who work from their home are usually older, established, successful brokers. They don't need guidance, are trusted by their firm's management and are usually proven talents. So, if your broker moves to Kokomo, Kalamazoo or Kankakee, go with this guy. As you wrote, better the devil you know than the devil you don't.

When fiscal 2017 ended, Deutsche Bank – the largest of Germany's 1,700 banks, with \$1.8 trillion in assets, and the 15th-largest on the globe – had lost \$9 billion in its previous three years of operations.

Think "derivatives"! At the close of 2017, this \$25 billion-revenue bank with 2,400 branches in 60 countries conducted 70 percent of its business overseas. Deutsche Bank (DB-\$8.10) is still in big trouble and has had to raise over \$8 billion in the past eight years to cover holes in its balance sheet. An American analyst I know who lives in Germany recently told me that investments made years ago are still costing DB between \$600 million and \$800 million a year. Other investments (derivatives) are straining DB's capital structure and may continue to do so for another decade. These losses stem from a \$60 billion derivative screw-up that management is reluctant to bring out in the open. This may eventually devolve into a world-class financial scandal and is going to take years to clean up. Don't buy DB.

Florida-based Malcolm Berko regularly dispenses financial advice. You may address questions to him at P.O. Box 8303, Largo, FL 33775, or by email at [mjberko@yahoo.com](mailto:mjberko@yahoo.com). Creators Syndicate Inc.

# Navigating the challenges of a career change

The prospect of a brand new year will begin to loom large in our minds in the coming weeks.

That reflective time of year after the holiday festivities are over is when many people take an introspective look at the



William Childs

state of their lives. It could be financial, personal or professional.

One of the topics that always leaps to the fore, for many people, is their current employment situation. Deciding whether or not you're ready to try a career pivot and

begin the search for a new challenge is often a critical first step.

Even after the decision is made to explore a change, many are reluctant as to how to go about doing it. Barbara Berger, owner and founder of Career Wellness Partners, a career coaching and employee career management firm in Allentown, understands these challenges. "Work is an expression of who we are. At best, work is an extension of our genuine selves. At worst, it is a fake costume we put on every day that can become so heavy that the stress ripples out to all areas of our lives," Berger said.

Berger started Career Wellness Partners because she was fascinated by people's career stories and, since she worked as a hiring manager who interviewed candidates all day, it fueled her curiosity about how wellness at work affects welfare overall. She understood the hiring side, but she wanted to immerse herself in helping people align themselves with their next career steps.

"I provide the motivation, support, and accountability for taking those crucial next steps. I also evaluate the term 'career' and create their definition of career wellness. If 'career' to someone means caring for loved ones or volunteer work, and to another, it means being a CEO, or anything in between, I can help them get clear on defining what provides meaningful contribution and value against their scale, accepting that, and moving from there," Berger said.

## MONEY NOT ALWAYS A MOTIVE

The reasons people often switch jobs can vary, however, most people who voluntarily leave companies don't necessarily leave because of money. A recent Gallup poll found that 32 percent leave for career advancement/promotional opportunities. Also, employees with a high confidence level in their company's senior leadership are five times as likely

to remain with their employer compared to employees with no confidence.

To Berger, employee retention not only saves a company time and money, but employees that are engaged are more productive and happier.

"When companies are committed to helping employees understand their strengths and motivators and offer opportunities like job shadowing, or project participation outside of the employee's normal scope, it shows commitment to employee career development, and it has lasting effects," said Berger.

English entrepreneur and Virgin Atlantic CEO Richard Branson agrees: "Train people well enough so they can leave, treat them well enough, so they won't want to."

So while every year January seems to struggle out of the gate, things will pick up steam as people come back from holiday time-off and begin their year in earnest. Hiring managers often look for exact fits for positions, which can make it challenging for career changers.

The length of a job search could be two weeks or it could be a year or more. There are many factors to consider, including how proactive the job seeker is, to how significant the shift, to the level of seniority and more. Berger advises career changers to be realistic about their time-line and financial reserves.

Career transition coaches understand the ebbs and flows of a job search, and they can be vital in helping you narrow your search criteria, keep you positive and focused if things don't go as planned. With unemployment holding steady at 3.7 percent, employers are going to have to find more creative ways to stop their best employees from seeking greener pastures.

For employers, just throwing money at the problem might not prove to be the best option. Employers need to monitor and analyze their employee retention strategies every quarter to stay competitive with market salaries, benefits, workplace culture and office perks.

If you are thinking a career change might be in your future, make sure you create a realistic plan to help you get there, get clear on what you want, assess your interests, values, and skills.

Develop and commit to your strategy, and realize that for every 'no' you will hear, just means that you're one step closer to hearing 'yes'.

*William Childs is a marketing and advertising professional whose career has spanned over three decades in the Lehigh Valley. He is currently an account executive at Adams Outdoor Advertising in Bethlehem and can be reached at wpchilds1@rcn.com.*

# Creating a high-performing organization: The hunt for waste

Continual improvement produces extraordinary benefits by applying the important concepts of value and waste. Adding value is the primary importance for customers and everyone needs to understand what customers' value and how it impacts daily actions.



Chris Bujak

## WHAT IS WASTE?

Waste: any activity that consumes resources without creating value for the customer.

- It does not materially change a product/service output
- Is not something a well-informed customer is willing to pay for
- It is any activity not done the 1<sup>st</sup> time correctly

Value is helping the effectiveness of the business, reducing waste, improving efficiency of

producing that value, and freeing up time for more activities. An understanding of waste helps see the gaps and potential for improvement. Waste not only squanders business resources but it also frustrates workers. It is workers who experience the aggravations caused by interruptions, searching, moving, rework, and other forms of waste.

## WHY ELIMINATE WASTE?

Eliminating waste is a practical way to: meet the increasing needs of customers, increase financial performance, have more rewarding jobs for the team.

## A HUGE OPPORTUNITY

When asked how much time is spent during the day in two types of waste (searching for "stuff" like material, information, people and resolving defects or "Things gone wrong") thousands of people answer two to five hours per day, an average of 44 percent of their work day. This is only two forms of waste!

Using a work process improvement method such as Kaizen typically results in a 30 percent to 50 percent reduction in labor (one process, one team, one week).

## WHAT DOES WASTE LOOK LIKE?

Definitions and understanding of waste, as it applies to work processes and organizations, have evolved from the early 1900s to today. Today's nomenclature is largely based on work developed by Toyota (Taiichi Ohno and the Toyota Production System) and popularized in the Lean improvement methodology. Waste is categorized into three types of wasteful practices:

**MURA;** Japanese term for unevenness, irregularity, or inconsistency. Examples include work that has wait steps, interruptions, or workloads that vary greatly causing team members to hurry and then wait.

**MURI;** Japanese term for overburden,

unreasonableness, or absurdity. It refers to excessive demands on workers (sufficient time not allowed to create quality work), or equipment overburdening.

**MUDA;** Japanese term for non-value adding activities, those that consume resources without creating value for the customer. It refers to any activity that, when first implemented, does not materially change a product/service output in a way that satisfies or delights customers. These non-value added activities exist in virtually all work processes including production, overhead, and information.

Try it. Pick a work process and see if you can find all nine wastes. Muda waste can be separated into two types: TYPE 1: waste required by customers or law/regulation and TYPE 2: waste not required by customers or law/regulation. It is easier to start improving Type 2 wastes.

## ACHIEVE SIGNIFICANT BENEFITS

Identify and eliminate waste in all levels of the organization, from strategy to daily work to achieve significant benefits.

- Improve specific work processes by eliminating and reducing wastes;
- Design the delivery of new products and services in new, less waste ways;
- Analyze product/service "value streams" to identify opportunities that can significantly improve capacity, speed, quality, and cost;
- Redesign organization structures to reduce overhead;
- Solve daily problems so they stay solved.

An understanding of waste helps to see the opportunities better, apply problem-solving approaches with better confidence in solutions that are effective and "stick."

## WHERE CAN YOU START?

1. Teach everyone the concepts and forms of waste. Help them see examples in their role. This is for everyone and everywhere, e.g., shop floor, order entry, financial, purchasing, and human resources.

2. Set the tone: a) Communicate that identifying and eliminating waste is everyone's responsibility; b) Ensure that identifying waste is positive; no "shooting the messenger" c) Role model the behavior; visit the work, listen, look, and help identify wastes and solutions; d) Eliminate waste in leadership work processes.

3. Educate everyone in improvement methods (e.g., cause and effect analysis, 5S, Kaizen, Mistake Proofing, Flow); so that teams can effectively solve problems faster.

4. Learn from your problem-solving efforts, share, and replicate.

5. Measure waste elimination, celebrate successes, and never stop – there is always more waste.

*Chris Bujak and Pam Vecellio of Continual Impact, based in Kempton, work with companies to build a culture of growth, innovation and high performance. They can be reached at administrator@continualimpact.com.*



# When blinded by passion, seek objectivity

As we watched the focus group, the participants were comparing Brand A to Brand B across a wide range of attributes. Brand A, the leader in a certain food category,



David Taylor

was winning for having better flavor and texture, better packaging and way stronger brand loyalty. This wasn't overly surprising; the consumers in this group had been selected for their preference for Brand A. So naturally they had a lot of positive comments

about the brand. What might seem unusual is that the client for this focus group was actually Brand B. And they were taking a beating.

Even on product aspects where Brand B was sure they had an advantage, they were seeing comment after comment that

showed that these Brand A loyalists had a different perception. After two hours of what felt like a very cold shower, the focus group was finally over, and Brand B had learned some invaluable insights into its brand's weaknesses.

As hard as it was to listen to the criticism, Brand B had made a very smart move by seeking out Brand A's loyalists and enduring a barrage of criticism. Listening only to your best customers may give you a good sense of what people like about your brand, but heeding only your admirers can ultimately result in a false sense of security.

It's likely that brand myopia helped lead to the downfall of General Motors as the leading car brand in the country. Having reached nearly 60 percent market share at one point, the company's product quality began declining, yet little was done about it.

It has been theorized that one reason for this was the free maintenance program that GM executives had for their cars.

Any time they wished, they could ask for service on their car and have it waiting for them when they were ready to go home. The GM cars they drove rarely had serious problems, and these executives were left with the perception that their products were of higher quality than what their customers were experiencing.

GM certainly had many other issues, but failing to see how poorly they compared with other brands that were taking market share every year was clearly one of their problems.

It's natural to be passionate about your brand, its products, and the people and processes that keep your business running. But it is critical to regularly inject objectivity into the mix as well. There are numerous formal and informal ways to gather market research about your brand. Focus groups are one choice, but surveys, secret shoppers and even random conversations can be used to ask for unfiltered opinions.

Certainly you should seek praise for your brand, but seek criticism as well. Ask people what you could do to make your product or service better. What do they like about competitive brands? What are the key attributes they compare to make a choice between brands? If possible, try to isolate their perception of brand from individual products or services. For instance, you can ask which brand they would choose (and why) if the products were identical and cost the same.

If a dominant brand like GM can run into the problem of brand myopia, so can yours. Enduring a healthy dose of criticism can sometimes be the best move your brand can make.

David Taylor is president of Lancaster-based Taylor Brand Group, which specializes in brand development and marketing technology. Contact him via [www.taylorbrandgroup.com](http://www.taylorbrandgroup.com).

# A new vision of leadership integrity

Working in diverse organizations over a period of 25 years, I've heard the word "integrity" so frequently and casually used that it's become a platitude. Most often, I



Tim Strickler

have seen it defined as basically telling the truth — or not lying. I think we can reach a bit higher than that. From observing some great leadership, I'd like to propose a new definition of integrity in leadership:

**Be a defender of truth.** It's not just telling

the truth but also being a defender of truth. Everything else is a distraction, an imposter. Be mindful of this, and cut to the truth crux.

Be wise, tactful and selective in choosing battles, but have courage to speak truth to power and defend truth even when it is unpopular to do so. Have a mindset founded on truth accompanied by a spirit of abundance, not scarcity, growth, not anxiety, humility, not pride, and courage, not fear.

And be consistent with a truthful fairness to others, regardless of any self-interest. Try the "shoe on the other foot" test and ensure we are the defender of fairness to others that we would want them to be to us.

**Commit to fact-based decision-making.** Seek facts wherever available, and when facts are scarce, be cautious and intentional. Separate facts and emotions, giving each their due attention but never conflating the two.

In setting goals, be honest about reality and the facts in setting teams up for success. And recognize that action for action's sake is not necessarily progress. "All change is not growth, as all movement is not forward," said American novelist Ellen Glasgow.



STUARTMILES

Cut through the frenetic pace noise to the substantive truth of our actions and that of our teams. Don't be enamored with actions that seem trendy, impressive or fun, but instead balanced by truthful realities, wise priorities and a willingness to embrace the difficult work when we should.

Finally, periodically pause and regain perspective on the true progress and the trajectory of things. Actively ensure a congruent and truthful perspective on the past, present and future—and ensure that shifts in course are thoughtful rather than resulting from a lack of perspective, discipline or courage.

**Avoid the trap of the managing-by-perception spin.** In moderation, there is a place for optimally angling the message using glossy images and words—all portraying the rosier operation, leadership and outlook. But unchecked, this can become disingenuous spin.

The audience is sometimes the Board of Directors, sometimes customers or even employees, where pressure for success can be immense. Spin can be alluring and addictive because it doesn't require the hard work of real leadership and because it can spiral into ever more disingenuous representation to maintain a façade. The façade always crashes to reality eventually, often with painful consequences revealing how counterproductive it all was.

**Uphold personal authenticity.** As contemporary American author Spencer Johnson put it: "Integrity is telling myself the truth. And honesty is telling the truth to other people."

We must not lose ourselves in our own spin or insecurities. We all have human tendencies for rationalization, subconsciously adjusting the viewing angle on what just happened to make it all a little more palatable for

ourselves. Be self-aware and committed to intellectual honesty, humility and growth.

True internal peace does not come from rationalization, though it might feel good short-term, but instead from truth. And be honest and consistent in dealing with others. Bring appropriate tact, but let it be a position of consistent integrity, a reflection of a cohesive honorable self without conforming to what the other person wants to hear just so we can make it easier on ourselves or exact favor with them.

**Walk the talk and be accountable.** Our word is our integrity currency. Let it be strong and stable. Be known as someone who does what they say they'll do. Give it genuine effort to reliably honor our word. And in those exceptions when we fall short: acknowledge it, and do your best to make it right.

Remember that ultimately, in work as in life, we are only ever asked to bring our very best skill and passion and effort to bear on whatever challenge we face and to do so with integrity. If we do that, we will always be at peace and leave a worthy imprint.

Why is integrity vital for leadership? Because it's a magnet for assembling passionate teams. Because it's the glue binding a healthy culture of purpose, collaboration, trust and growth. Because mixing our highest skills with integrity is the only recipe for personal career fulfillment to stand the test of time. And because it's the best way to fuel sustainable organizational success lasting the long-term.

Tim Strickler is principal of Strickler Consulting LLC, a professional services firm based in York County, offering interim CFO and strategic project services. A former finance executive at The Bon-Ton Stores Inc., he can be reached at [stricklerllc@gmail.com](mailto:stricklerllc@gmail.com) or 717-870-8547.



# *Future* Meet Your ^ Clients

## 2019 Event Sponsorship Opportunities



**Real Estate and Development Symposium\***  
March 6, 2019

**Future of Higher Education**  
March 28, 2019

**Forty Under 40 Awards**  
April 11, 2019

**Women of Influence Awards**  
May 8, 2019

**90 Ideas in 90 Minutes**  
June 13, 2019

**Health Care Symposium\***  
August 1, 2019

**CFO of the Year Awards**  
September 11, 2019

**Fastest Growing Companies Awards**  
October 23, 2019

**HR Symposium**  
November 2019

**Berks County Real Estate Symposium\***  
November 2019

**Business of the Year Awards**  
December 4, 2019

**2019 Outlook**  
December 2019



*\*In addition to sponsorships, exhibitor opportunities are also available for these select events.*

LVB's sponsorships are limited. To reap the benefits of the ultimate in-person marketing opportunity, contact Mike O'Rourke at [morourke@lvb.com](mailto:morourke@lvb.com) or 610-807-9619 ext. 4112.





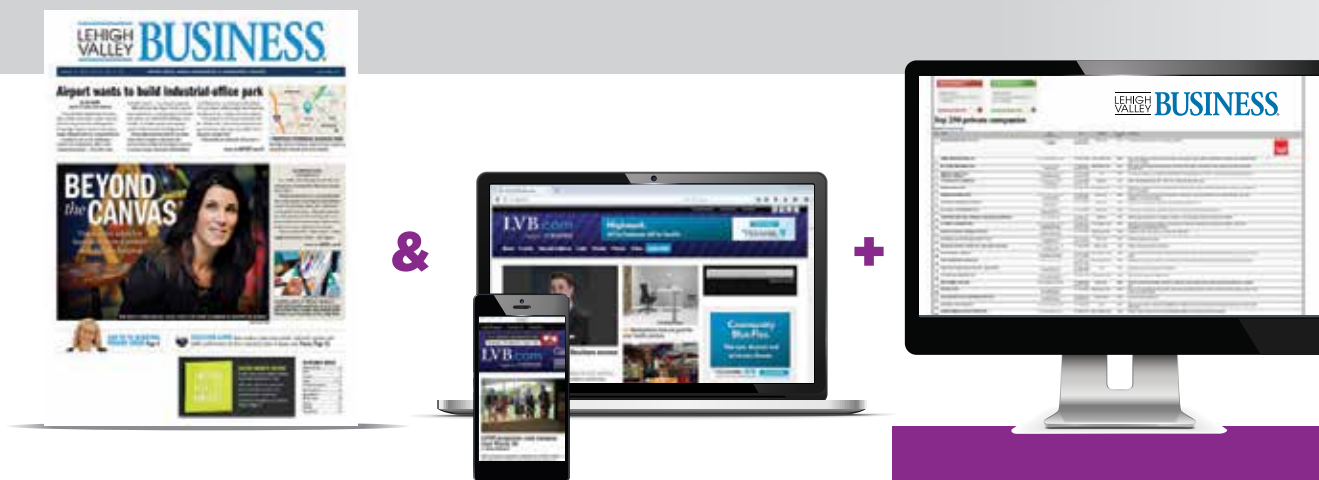
**SUBSCRIBE  
& PROFIT TODAY!**

CALL 888-506-5770 OR VISIT

**LVB.COM/SUBSCRIBE**

# PRINT & DIGITAL + DATA

S U B S C R I P T I O N



As a premium subscriber, receive all the benefits of a Print & Digital subscription, plus total access to LVB's regional database, the engine that drives our award-winning lists.

Already a Print  
& Digital Subscriber?

**Call to upgrade and have it all — NOW!**

**888-506-5770**

- Over 3,600 company records
- Unlimited downloads
- PDFs of printed lists
- Sortable Excel files
- Unpublished data
- Additional contact worksheet
- Custom searches



DOWNLOAD







**Eileen Fruchtl, an instructor and manager of the Nurse Learning Resource Center at Cedar Crest College, inserts the BronchExpress in a computer that simulates images of a windpipe.**

PHOTO/WENDY SOLOMON

## VIRTUAL

continued from page 1

Breidegam Miksiewicz Center for Health Sciences.

The computer technology allows instructors and students to peel away life-like 3D images of the complex architecture of skin, muscles, tendons, ligaments and bones of actual human cadavers.

As virtual reality improves and costs decline, Moravian and other schools in the Greater Lehigh Valley are among a growing number of schools using computer-generated simulations to teach and train students in health care.

Although not cheap – the Anatomage Table cost \$70,000 and was the gift of an alumni in 2017 – proponents say virtual reality can be a safer, less expensive and more practical pedagogical tool that in some cases can lead to better diagnostic outcomes.

Moravian has been using the virtual cadaver since 2017 to teach anatomy and physiology to undergraduate and graduate students in its athletic training, rehabilitation sciences and nursing programs.

“It’s a really unique learning tool for the students,” said Wilkenfeld, an assistant professor of athletic training at Moravian.

“The anatomy is all there. It’s just like in a real life cadaver,” he said. “Unlike a regular cadaver lab, if you make a mistake you can hit the undo button.”

Wilkenfeld said the virtual cadaver program is more cost effective than a traditional human cadaver program, which entails a major investment and would

require procuring bodies, storing and managing them.

Cedar Crest College has invested more than \$90,000 in several virtual-reality devices in recent years that simulate a lung, eye, ear, nose and throat.

“It’s the front edge of how we need to educate our practitioners,” said Eileen Fruchtl, an instructor and manager of the Nurse Learning Resource Center at Cedar Crest College.

“Virtual health care is all about simulation and about making a situation appear real so that we can practice in it,” Fruchtl said.

“We can’t put a scope down someone’s lungs or look in someone’s eye with a bright light for 15 minutes just to practice,” she said. “The students don’t want to hurt anyone. They want to do it right. By using the technology, we allow them the opportunity to practice over and over until they get it right,” Fruchtl said.

Wendy Robb, dean of the School of Nursing at Cedar Crest, said schools need to have this technology in order to stay competitive.

“We are in the hotbed of health care here in the Lehigh Valley and we need to prepare our students, many of whom will stay and work here,” Robb said.

Last fall, Cedar Crest started using a bronchoscopy simulator, called the BronchExpress, in its nurse anesthetist program. The device is a simulated scope, an instrument with a long, flexible lighted wire with a camera on the end used to examine a patient’s lungs. The simulated scope is inserted inside a box and, using computer technology, projects photographic images of the airway.

Likewise, the school’s OtoSim and OphthoSim, are virtual-reality tools that resemble scopes used to examine ears and eyes.

The devices, which cost about \$30,000 each, are essential for teaching students about normal and abnormal anatomy, diseases and pathologies they may never see during their training.

With the touch of a button, the instructor can call up any of hundreds of images of actual conditions, such as a burst eardrum or an insect or blue crayon wedged deep inside an ear.

“They need to be able to see it, then they can practice how to fix it,” Fruchtl said.

In a randomized trial conducted by the inventors of the OtoSim, a simulated otoscope, an instrument used to exam and diagnose conditions in the ear, students had a 78 percent diagnostic accuracy rate compared to 54 percent by a control group.

As Wilkenfeld continued to manipulate the cadaver, he zoomed in and out and rotated cross-sectional views and pointed out features. Using the technology, he could isolate and highlight structures, whether they were musculoskeletal or the nervous or cardiovascular systems. With his finger, he virtually circled a structure in red and dropped a virtual pin on another structure to highlight it.

“If you’re talking about a particular artery, the table will actually show you the blood flow route it takes to get to that point, which is quite neat,” he said.

“I would say it’s as close you’re going to get without having the actual human

cadaver. The one limitation of the table is you can’t manipulate tissues. If I were to grab a muscle and pull on it with a real cadaver, you would see how that muscle moves. With the table, you can’t manipulate that,” he said.

The table’s strong visuals is useful for teaching students about pathologies in a more direct way.

With appendicitis, for example, the professor may describe clinical symptoms, and show where the practitioner needs to palpate, or gently push, on the area where the patient describes feeling tenderness.

“With the table we can walk through the process and show the landmarks of the palpation points. Why if you push on this place, you are pushing right over where the appendix would be,” Wilkenfeld said.

“It adds to the learning experience. It’s not just a professor standing up and saying this is where you need to palpate the patient who may or may not have appendicitis. You can actually see the anatomy and follow the guidelines where you should be palpating,” he said.

About 10 students can stand comfortably around the Anatomage and the image can also be displayed on screens at the front of the classroom for those seated at desks.

The table has the capability for instructors to take an actual 2D clinical image from an MRI or CT scan, load it into the table and render it into a 3D model that can be manipulated on the table. The table can also be used by students to take self-assessment quizzes.

“It’s truly something that we’re just scratching the surface of,” Wilkenfeld said.





# MILESTONES

## 2019



### BENEFITS TO PROMOTING YOUR BUSINESS IN MILESTONES INCLUDE:

- Re-articulate your company's brand
- Create customer loyalty
- Generate new customers
- Thank your current customers
- Differentiate yourself from competitors
- Roll out new marketing initiatives
- Introduce new products and services
- Develop brand advocates with motivated and inspired employees
- Unite internal audiences, including marketing and sales
- Create excitement with every group the company touches

### INCLUDED IN THE PRICING:

- PDF of your story
- 10 copies of the publication
- Presence on [www.LVB.com](http://www.LVB.com) and an opportunity to have a live web link on our on-line interactive edition of this publication
- Opportunity to provide your customers with a complimentary trial subscription to Lehigh Valley Business
- Recognition for your milestone in a separate full-page Lehigh Valley Business ad!

*Is Your Company Celebrating a Key Anniversary?*

### MARKET YOUR CORPORATE OR BRAND ANNIVERSARY

*Because your past is how people will judge your future performance.*

Lehigh Valley Business is pleased to provide you with a unique marketing opportunity to showcase your business achievements: a glossy, full-color publication called Milestones. This multimedia marketing opportunity provides you with a unique way to share your success story with the business community.

With this special advertorial format, you control the elements. Whether you're a small emerging enterprise, or a multi-million dollar corporation, Milestones provides you the perfect promotional opportunity to tell your story: a full-length feature with photographs in a glossy, full-color publication. You supply the copy for your story or we'll provide one of our freelance writers to write it for you! *Includes access to a professional photographer.*

### IMPORTANT DATES:

Space Reservation Deadline: **January 18, 2019**

Publication Date: **February 25, 2019**

**LEHIGH VALLEY BUSINESS**

CALL **NANCY SIGNOROVITCH** AT 610-807-9619 OR EMAIL **NANCYS@LVB.COM**





## Treasurer to push state plan for private-sector saving

By JENNIFER TROXELL WOODWARD  
Special for Lehigh Valley Business

State Treasurer Joe Torsella's office intends to ring in 2019 by seeking to drum up support for a state-run retirement savings program for private-sector workers.

"One of the treasurer's highest priorities in the new year is to put together more supporters and business advocates (for the legislation) now that there is a new general assembly," said Mike Connolly, director of communications for the Pennsylvania Treasury in Harrisburg. "Employees would be offered a mandatory IRA plan through work, as a payroll deduction. It does not put a burden on businesses, and these are not employer or taxpayer dollars."

The notion of a state-backed savings plan for private-sector workers has been kicking around for a few years.

But according to Connolly, Torsella will be pushing the proposal in "a bigger way" and attempting to garner more advocates and broaden discussions on the topic to create awareness.

The proposed program will push employers – including small-business owners – to offer an auto IRA retirement plan that would feature automated payroll deductions. The program addresses the need for better retirement options for employees while allowing the state to manage the plan. The payroll deduction amount can vary but would likely start at a 3 percent deduction.

Connolly said that an independent analysis found that 2.1 million Pennsylvanians do not have a retirement plan such as a 401(k) or pension available to them through their employers. About \$14.3 billion in state money will go to retirement spending.

"We know that there are a lot of elderly people at poverty level that do not have the necessary financial resources," Connolly said.

### TROUBLING LACK OF SAVINGS

Retirement advisers and planners recognize that the situation is dire

please see **TORSELLA**, page 17

## For investment advice, federal rules preferred

By THOMAS A. BARSTOW  
Special for Lehigh Valley Business

An effort by the federal government to establish nationwide fiduciary rules for investment professionals stalled early in 2018, leading some states, such as New Jersey, to seek unilateral rules that would define how customers interact with the industry.

Concern over a state-by-state approach is one reason that a national set of uniform rules made sense because that would limit a confusing array of regulations, several observers from Pennsylvania noted. They remain hopeful that a nationwide set of standards can be established in 2019.

Under a fiduciary rule, more investment professionals would be obligated to put the best interests of their clients above their own interests. But the experts point out that the exact rules and definitions would determine what that would mean. As part of the Dodd-Frank Act of 2010, the SEC was asked to draft rules but that effort took several turns and has yet to take hold.

Steve Bell, with the Central Pennsylvania chapter of the Financial Planning Association, said a new proposal has been floated in Washington, D.C., that could be adopted in the New Year, but the proposals might fall short of a fiduciary rule.

As a certified financial planner, Bell said, he already acts as a fiduciary when interacting with clients. The goal of a nationwide set of standards would be to hold everyone to an equal duty.

"The position of the Financial Planning Association is that consistent standards are an important part of financial planning," said Bell, who is with Personal Wealth Advisory in Lancaster. "Professionally, ethically and legally to have the best interests of the client at heart."

In the current situation, he added, "You don't quite know what you are going to get."

Bell said moves by states to go their own way could complicate a

please see **RULES**, page 16





## FOCUS ON RETIREMENT PLANNING

# Experts say directed trusts offer flexibility but legal issues

By **BRIAN PEDERSEN**  
bpedersen@lvb.com

For the high-net-worth market, directed trusts offer some advantages over the traditional model of managing one's assets. However, they also open one up to landing in court.

Under a directed trust, clients have more flexibility over who makes decisions about the management and distribution of assets. It's an approach that differs from the traditional model, where trustees have full authority over how to use and manage the trust account.

While the directed trust has gained some popularity in other states, experts say so far it has not gained traction in Pennsylvania.

"The directed trust is a new way of looking at the idea of having a trust where you split the job of a trustee between different agents," said Peter Iorio, an attorney with Fitzpatrick, Lentz & Bubba in Upper Saucon Township. Iorio is a member of the firm's estate planning and administration of trusts group.

Traditionally, a bank or individual would be designated the trustee and make the decisions, he added.

With a directed trust, control of the accounts goes into the hands of independent trust companies, advisers and clients.

"All a directed trust does is separate the jobs and gives them to someone else," said Edward H. Butz, an attorney and partner at Lesavoy Butz & Seitz LLC of South Whitehall Township. "Traditionally, trustees run trusts."

## STATE LAWS EVOLVING

Often, when people choose a directed trust, they park

that trust in states that have laws with more trust-friendly legislation, Iorio said. These include states such as South Dakota, Delaware, Alaska and Nevada. These states often use their directed trust laws as a way to drum up business.

But if a client chooses to designate a bank in South Dakota as the trustee for a directed trust, the client can also still have an adviser in Pennsylvania to maintain control of the trust locally, he added.

With a directed trust, the client could also make the adviser an agent of the trust, and that adviser, such as an attorney, would perform some of the duties of a trustee, such as managing the assets, as well as deciding where to invest them and how they should be distributed.

"It's something some attorneys are doing," Iorio said.

In some situations, though, attorneys are only drafting directed trusts and advising clients about the trust and that's it, Iorio said.

He said he has not been using directed trusts with clients at his firm.

"In today's world, there's all sorts of things that can be done with irrevocable trusts," Iorio said.

One downside of a directed trust is the handling of potential lawsuits under state law.

Pennsylvania does not currently have a directed trust law.

In general, the law's lack of clarity results in uncertainty, Iorio said. A trustee may not know how to avoid a lawsuit and a beneficiary may not know his or her rights.

"I think it's a matter of time, when more cases go to court, you start to develop a body of law on it," Butz said.



## DIRECTED TRUSTS

Only six states in the nation have a directed trust statute.

A directed trust generally uses the statutes of a state, such as South Dakota, to divide the traditional role of a trustee into three distinct functions:

- **an investment committee**, which is responsible for selecting outside investment advisers and managers to direct the trust's investments;
- **a distribution committee**, which is responsible for determining when and how distributions to beneficiaries should be made;
- **an administrative trustee**, which receives contributions, handles daily responsibilities and the administration of the trust, and is directed by the committees/trustees to make investments and distributions.

*Source: Bridgeford Trust Co., a South Dakota Trust Company*

"I don't use them because they are not predictable."

However, he said directed trusts could become more prevalent as they gain more attention from state legislators, he added.

# LEHIGH VALLEY BUSINESS

## Get Lehigh Valley's essential business news in print and online.



## Subscribe Today!

1 Year Print & Digital Access for \$67

To subscribe:

[lvb.com/section/subscription-print-digital](http://lvb.com/section/subscription-print-digital)  
or call 888-506-5770

Use promo code **F9ZBOL**

Offer good for new subscribers only.



## FOCUS ON RETIREMENT PLANNING

## Sole proprietors: Plan now to avoid unpleasant retirement surprise

By KEVIN BROSIIOUS

Special for Lehigh Valley Business

The sole proprietorship is the most popular form of business structure in the United States, coming in at about 73 percent of all domestic businesses. These businesses are owned and run by one person. Many believe that the sale of their business will set up their retirement, so they neglect other forms of retirement planning. Unfortunately, too many sole proprietors overvalue their business and get an unpleasant surprise when attempting to sell.

Sole proprietors must prepare for retirement in a multifaceted approach, and not rely exclusively upon the sale of the business. Here are some options:

■ **Traditional IRA:** The eligibility for tax deduction is based on age (younger than 70 ½), modified adjusted gross income, and whether you or a spouse are covered by an employer-sponsored retirement plan. The contribution limit is \$5,500 annually, plus \$1,000 if age 50 or older. If your spouse does not work outside the home, he or she also can contribute up to the federal limit. So, if over age 50, your total family deductible contribution could be as much as \$13,000 in

2018. Penalty-free withdrawals start at age 59 ½, and you must start withdrawals by age 70 ½. Withdrawals are taxed as ordinary income.

■ **Roth IRA:** Contributions are not tax deductible, but qualified withdrawals are tax-free. Roth contribution limits are income dependent. If your joint income is less than \$189,000 (\$135,000 for single filers), you can make a \$5,500 annual contribution (plus \$1,000 if age 50 and up); if your spouse doesn't work outside the home, he or she can also contribute. There is no required withdrawals at any age.

■ **Simple IRA:** Contributions are tax deductible, and you may contribute up to \$12,500 (plus \$3,000 if age 50). Know that withdrawals made within the first two years of participation carry a 25 percent penalty. This means you cannot roll the Simple IRA into another retirement account within the first two years it is open. Withdrawals after age 59 ½ are penalty-free, and mandatory withdrawals begin at 70 ½.



FRAMEANGEL

■ **SEP IRA:** Contributions are tax deductible up to the lesser of your contributions or 25 percent of net self-employment earnings. You may annually contribute the lesser of \$55,000 or 25 percent of compensation or net employment income. There is low paperwork burden, and no annual reporting to the IRS.

■ **Solo 401(k):** Employee contributions are tax deductible up to \$18,500 (plus \$6,000 if age 50). Employer contributions (profit sharing) cannot exceed \$55,000. For sole proprietorships, the maximum employer contribution is 20 percent of net income. There are no mandatory annual contributions, so it allows the owner flexibility on contributions in down business years. The solo 401(k) also allows for loan provisions, which gives the sole pro-

prietor a tax-free loan option in emergencies. When plan assets reach \$250,000, you'll have to file Form 5500 on an annual basis.

■ **Defined benefit plan:** These "traditional pension plans" promise to pay the sole proprietor a set benefit during retirement, based on a percentage of income. Contributions depend upon your age. Defined benefit plans are great for the self-employed with high, stable income. However, mandatory minimum annual contributions are high, and an excise tax applies if the minimum is not met. The annual contribution cannot exceed the lesser of 100 percent of the participant's average compensation for his or her highest three consecutive years or \$220,000 in 2018. These contributions are usually 100 percent tax deductible. These plans usually require the involvement of an actuary.

There are a lot of choices for the self-employed to prepare for retirement. Contributing to one of these plans can help reduce taxable income in the near term and provide a more stable and predictable retirement in the long term.

Kevin P. Brosious is the founder and president of Wealth Management Inc., an independent fee-only financial planning and registered investment advisory firm in Allentown. Brosious is an active member of both the Pennsylvania Institute of CPAs and the American Institute of CPAs.

▶ VISIT **LVB.COM** ON YOUR MOBILE PHONE.



## We're the Deciders

We took control of our future so our kids wouldn't worry about our care.

Now we're all set as empty nesters with a full life at Fellowship Community.



Whitehall, PA • 610-799-3000  
FellowshipCommunity.com



INDEPENDENT LIVING

PERSONAL CARE

NURSING CARE CENTER

MEMORY SUPPORT



## FOCUS ON RETIREMENT PLANNING

# Three rules on the path to financial success

You can find financial advice everywhere — TV, the internet, friends, and family. It's all over the place. Some of it's good; most of it's not. And to make matters more confusing, most advice is



Lisa  
Strohm

situation-dependent. Your neighbor's perfect financial plan may turn out to be a disaster for you.

Why? Because everyone's situation is unique. We all have different circumstances, different goals, and different resources to achieve those goals.

There is no one-size-fits-all plan. However, there are some foundational principles that anyone can follow to set themselves up for a confident financial future. If you follow these three rules, you are heading on the right path, working towards financial success.

## 1. Live Below Your Means

Seems like common sense, right? Well, you'd be surprised. The culture we live in teaches us from a young age that bigger is better. We need to buy the best, most expensive things we can afford (or that our loans can afford). The biggest house, the newest car, the coolest toys. As great as this sounds, it's a horrible way to build wealth. My advice? Do the opposite of everyone else. No matter what your income is, challenge yourself to live on as little as possible. Then move on to No. 2.

## 2. Save and Invest Aggressively

So, you've decided to be smart and buy the smaller house, drive the used car and forego the fancy jet ski. Way to go! Now for the fun part. While everyone is out trying desperately to pay off their maxed-out credit cards each month, you're going to start building some real wealth. With



SYDA\_PRODUCTIONS

your expenses minimized, you'll have a solid cash flow and can start investing in assets. These assets — whether they be stocks, bonds, real estate or businesses — become your employees. These employees are going to go out and work for you day after day to help work toward making you even more money. And the more money you may earn, the more "employees" you could buy, which could possibly lead to an even greater cash flow. See how things can start to snowball here? But remember, none of this is possible if you skip No. 1.

## 3. Allocate Your Investments Appropriately

Here's where you might run into challenges. You understand you need to live below your means to have a positive cash

flow. And you understand that you should use this positive cash flow to invest in assets (your personal team of "employees") to put your money to work for you. But what exactly are you supposed to invest in? I'm afraid I can't offer you a simple, catch-all answer. It really depends on your age, income and goals. Many different allocation models exist. It's your job to figure out which one is best suited for your specific situation.

## Next Steps

So there you have it — my three rules for financial success. They seem logical enough, right? The challenge is knowing how to best apply them to your unique circumstances. Fortunately, you don't

have to do it alone. A financial advisor can help you put together a personalized road map to achieve your financial goals while avoiding common pitfalls.

*Lisa Strohm is the founder and CEO of The Athena Network and Good Life Advisors of the Lehigh Valley, fee-based wealth management firms. She can be reached at [lisa.strohm@the-athena-network.com](mailto:lisa.strohm@the-athena-network.com) or 484-224-3439.*

*Investment advice and financial planning offered through Good Life Advisors LLC, a registered investment advisor. Good Life and The Athena Network are separate entities.*

## RULES

continued from page 13

situation that already confuses consumers.

"I think that would be a shame if we wind up with various state regimens that we would have to adhere to," he said. "That would make it difficult to know how to comply and to stay up on that. We need some sort of harmonized regime across the country. That would be best."

Rules to standardize how the industry interacts with clients started with the SEC under the Obama Administration. The initiative was taken over in 2016 by the U.S. Department of Labor, which determined that a fiduciary standard should apply to anyone providing investment advice or recommendations for compensation involving IRAs or

worker-benefit plans. The federal courts, however, essentially determined the Department of Labor was acting outside its boundaries. Afterward, the Securities and Exchange Commission again picked up the effort.

When it looked as if the Department of Labor's rules would go into effect, Pennsylvania Treasurer Joe Torsella issued a statement praising the plan. As state residents take on more responsibility for their own retirement planning, he noted at the time, consistent rules are needed to ensure their best interests are protected.

Torsella recently declined to be interviewed, citing through a spokesperson scheduling issues. But he said in a prepared statement that federal rules remain important.

"The fiduciary rule is a necessary measure to protect the public interest and works hand-in-hand in helping to encour-

age personal savings with protections," he said.

As for Pennsylvania adopting its own rules, Torsella noted that other states are starting to do so.

Bell and Lon Jury, a certified financial planner with Sylvan Capital Advisors, said they don't know of any initiatives in Pennsylvania to establish a statewide rule while the debate continues playing out in Washington.

"I am not sure where the momentum would come from in Pennsylvania," said Jury, who also is a member of the Financial Planning Association.

A clear, concise set of national standards would make the most sense for helping consumers better understand the rules of engagement with investment professionals, said Jury. Sylvan's service extends from his Lancaster office to Allentown and elsewhere and is part of

Ameriprise Financial Services.

Jury thinks measures being discussed in Washington will not satisfy everyone. Those who support a true fiduciary responsibility likely will think any compromise doesn't go far enough in offering consumer protections, while those who never supported national rules still will think measures go too far, he said.

But Bell and Jury noted that state-by-state rules could lead to unintended consequences, such as national companies pulling products or services from some states because the playing field becomes a minefield, as has been seen with annuity sales.

But Bell isn't concerned about losing clients to states that go out on their own.

Because he already acts as fiduciary, he said, "If New Jersey passes something, that does not leave me at a competitive disadvantage."



FOCUS ON RETIREMENT PLANNING

TORSELLA

continued from page 13

for many Americans who do not save adequately for retirement. They noted that Torsella’s plan is designed to target small businesses that do not offer retirement plans to employees. The concept of offering private-sector employees a retirement savings plan is necessary but problematic.

Paul Marrella, certified financial planner at Marrella Financial Group LLC in Wyomissing, said he is not up-to-date with the proposed legislation but noted that employees might balk at a program that required them to act.

“What small employers absolutely 100 percent believe is that employees must save for retirement, but you cannot tell people what to do with their money. Who would vote against people saving for retirement? But employees feel like, ‘Why should you have a say with what I do with my paycheck?’” he said.

In Bethlehem, Christopher Lakatosh is a principal and senior consultant and director of retirement plans at Cornerstone Advisors Asset Management LLC.

He said that the retirement outlook is bleak. “Although retirement savings have swooned to over \$17 trillion in total value, the funding gap for retirement income is in a staggering range between high to single-digit to low double-digit trillions depending on the forecast model,” Lakatosh said. “The challenge in the private sector is that most of our business owners are small

businesses. Of the 5.6 million employer firms 89 percent of them have less than 20 employees. I believe we all understand how difficult it is to not only establish a business but then to have it compete and thrive for years or generations to come is incredibly difficult.”

He said that retirement plans for small employers are limited and cost-prohibitive. There are costs to administering a retirement plan, IRS filings, testing requirements, funding requirements and other challenges and considerations. This is why many small employers fail to establish retirement options for their employees.

For their part, employees know they should save and prepare for the future, but they get caught up in the details. They tend to question what retirement plan they should pick, what company or professional to go to in order to set up retirement planning.

“Having automatic features and savings coming directly from our pay, before we see the debit from our bank account or paycheck in our hand, have been proven to be highly successful in building retirement savings momentum,” Lakatosh said, noting the purpose of the retirement legislation.

At the State Treasurer’s office, Connolly said that even if proposed legislation gains the support it needs to get passed, employees can still decline having the payroll deduction taken out of their paycheck.

“This is the employee’s plan. If they really need every dollar they make, and they cannot have that 3 percent taken out of their paycheck, they can opt out of the plan,” Connolly said.

WHAT ARE THE OPTIONS?

More often than not, small-business owners do not have the time or resources to offer their employees the kind of retirement options that large employers can offer their workforce.

A 401(k) plan is usually not an option for most employees at small companies. But there are other options, according to retirement advisers.

A Simple IRA or a simplified employee pension is one of the best retirement plans for small business owners and sole proprietors. Simple is an acronym for savings incentive match for employees.

“It takes much less time to administer the simple IRA,” said Deb Lander, retirement advisor and planner at RKL Wealth Management’s York and Wyomissing offices.

According to Lander, an employer with a Simple IRA is required to contribute each year either a matching contribution up to 3 percent of compensation or a 2 percent nonelective contribution for each eligible employee. This means that if an employee is eligible and does not contribute to his or her Simple IRA, the employee must still receive an employer contribution to his or her IRA equal to 2 percent of compensation.

RKL has an office in South Whitehall Township.

Financial planner Paul Marrella at Marrella Financial Group LLC in Wyomissing said Simple IRAs are a good fit for small employers, but he also recommends that very small businesses consider a simplified employee pension plan.

This type of pension plan is suited for the sole business owner with just one employee or no employees.

“They can put roughly 20 percent of their earnings away. Whatever the employer puts away for himself, though, he has to also put away for his employee,” Marrella said, adding that there is a tax deduction for contributions made to an employee pension plan.

Take the guesswork out of retirement planning.

At Domani Wealth, we focus on the future you want to build by understanding your retirement vision and goals. Our wealth advisors offer experience and an established process to help you plan for the retirement lifestyle you desire.



For additional information on our retirement planning services, visit [www.domaniwealth.com](http://www.domaniwealth.com)

Hanover  
717.632.2725

Harrisburg  
717.461.9810

Lancaster  
717.393.9721

State College  
814.325.7860

Wyomissing  
610.927.4685

York  
717.846.6214

Domani Wealth, LLC (“Domani”) is an SEC-registered investment adviser with its principal place of business in Lancaster, Pennsylvania. Domani and its representatives may only transact business in states where they are appropriately notice-filed and registered, respectively, or exempt from such requirements. For information pertaining to the registration status of Domani, please contact the SEC or the state securities regulators for those states in which Domani maintains a notice-filing.





# LEHIGH VALLEY BUSINESS FORTY UNDER 40

The search is on for the best and brightest  
**GREATER LEHIGH VALLEY RISING STARS!**

The Forty Under 40 awards honors business professionals under the age of 40 for their accomplishments in their organizations and their commitment to the community.

**Deadline for Nominations**  
**Friday, January 18**

To nominate visit [www.lvb.com/fortyunder40](http://www.lvb.com/fortyunder40)

**SAVE THE DATE!**  
**2019 Forty Under 40 Awards Ceremony**  
**April 11, 2019**

For questions, contact Dayna Edelman at [dedelman@lvb.com](mailto:dedelman@lvb.com) or 610-807-9619 Ext. 4109

MAJOR SPONSOR:



DESALES UNIVERSITY

Want to connect with the next generation of business leaders?  
Call Mike O'Rourke for sponsorship information on 610-807-9619 Ext 4112.



# LISTS & LEADS

THE LIST

Financial Planning Consultants: **Page 23**

January 7, 2019 · [www.LVB.com](http://www.LVB.com)

**Next week's list:** Residential Real Estate Firms

## CALENDAR

**Jan. 10 to June 5**

**Held by:** Manufacturers Resource Center

**Summary:** Lean master certification 2019

**Where:** Manufacturers Resource Center, 961 Marcon Blvd., Suite 200, Hanover Township, Lehigh County

**Time:** 8:30 a.m.-4:30 p.m.

**Cost:** \$4,495

**Contact:** Diane Lewis at [diane.lewis@mrcca.org](mailto:diane.lewis@mrcca.org) or 610-628-4578

**Tuesday, Jan. 15 to Thursday, Jan. 17**

**Held by:** Manufacturers Resource Center

**Summary:** Maintenance excellence

**Where:** TBD

**Time:** 8:30 a.m.-4:30 p.m.

**Cost:** \$990

**Contact:** Diane Lewis at [diane.lewis@mrcca.org](mailto:diane.lewis@mrcca.org) or 610-628-4578

**Jan. 16 to June 26**

**Held by:** Manufacturers Resource Center

**Summary:** Six Sigma black belt certification

**Where:** Manufacturers Resource Center, 961 Marcon Blvd., Suite 200, Hanover Township, Lehigh County

**Time:** 8:30 a.m.-4:30 p.m.

**Cost:** \$7,995

**Contact:** Diane Lewis at [diane.lewis@mrcca.org](mailto:diane.lewis@mrcca.org) or 610-628-4578

**Jan. 16 to April 10**

**Held by:** Manufacturers Resource Center

**Summary:** Six Sigma green belt certification

**Where:** Manufacturers Resource Center, 961 Marcon Blvd., Suite 200, Hanover Township, Lehigh County

**Time:** 8:30 a.m.-4:30 p.m.

**Cost:** \$4,500

**Contact:** Diane Lewis at [diane.lewis@mrcca.org](mailto:diane.lewis@mrcca.org) or 610-628-4578

**Wednesday, Jan. 16**

**Held by:** Northeast Pennsylvania Manufacturers & Employers Association

**Summary:** The importance of proper documentation in the disciplinary process training

**Where:** Top of the 80's, 3 Top of the 80s Road, Hazleton

**Time:** 9 a.m.-noon

**Cost:** \$110 members, \$220 nonmembers

**Contact:** Chris Robbins at [crobbs@nepamaea.com](mailto:crobbs@nepamaea.com) or 570-622-0992

**Wednesday, Jan. 16**

**Held by:** Northeast Pennsylvania Manufacturers & Employers Association

please see **CALENDAR**, page **21**

## SUBMITTING ITEMS

Email calendar items two weeks in advance to [editorial@lvb.com](mailto:editorial@lvb.com)

## BEHIND THE LIST WITH THE ROCKLAND GROUP - WEALTH MANAGEMENT LLC

# Helping clients make financial decisions

It's never too early to start planning for retirement. Throughout the Greater Lehigh Valley, there are many financial consultants and investment advisers to help people get started.

Here to answer this week's "Behind the List" questions are staff members of Rockland Financial Group – Wealth Management LLC in Hanover Township, Northampton County.

**Lehigh Valley Business: How long has The Rockland Group - Wealth Management LLC been operating in the Greater Lehigh Valley and what are its primary services?**

**The Rockland Group - Wealth Management LLC:** The Rockland Group - Wealth Management LLC was founded in 1989 with one branch in the New York area. It has since opened locations within Pennsylvania and New Jersey. The Rockland Group - Wealth Management LLC branched out into our Lehigh Valley locations to meet the growing needs of our individual and corporate clients in the area.

We know that trust, like success, is earned. We take pride in caring for our clients and their success drives our success. Our team of financial professionals has the depth and breadth of skills to design innovative strategies in the following areas: estate planning, wealth preservation, wealth accumulation, insurance review and audit, asset management platforms, retirement planning and income stream in retirement planning, and education funding. Corporate strategies include executive benefit plans, business continuation and business succession.

Our firm invests in the "ultimate client experience" which grows over time with our relationship-driven focus. We distinguish ourselves as financial professionals by working on building the strategies and creating a financial roadmap to help clients protect some of the most important things in life. That is our job. Each day, we



**The Rockland Group – Wealth Management LLC is a financial services firm located in Hanover Township, Northampton County. Pictured are the staff of the firm. PHOTO/SUBMITTED**

strive to earn our clients' trust and confidence.

**LVB: What have been some of the biggest challenges and opportunities that The Rockland Group - Wealth Management LLC has encountered throughout its years in business?**

**Rockland Group:** The continuous changes in the industry and regulations have provided The Rockland Group - Wealth Management LLC with the opportunity to be an asset to our clients. As policymakers continue to add and update rules and regulations, the landscape has become very confusing and complex. This is especially true for our business clients who provide retirement plans and employee benefits. They have had to cope with a multitude of changes that have been occurring over the past few years. We have found the regulatory atmosphere to affect our high-net-worth clients and that is why we have experienced financial professionals on our team who can navigate through the various challenges presented.

No matter what the challenges are, we are committed to deliver

high-quality, value-oriented financial services, guiding our clients through a process dedicated to listening to them, caring for them and seeing them achieve long-term success with each review.

**LVB: How does The Rockland Group - Wealth Management LLC directly stimulate the local economy? Does it work solely in the Lehigh Valley or does it expand into other markets?**

**Rockland Group:** The Lehigh Valley has had impressive growth over the last few decades and we see the benefits of this growth for many of our clients. Our firm has made it a mission to educate as many people as we can on financial success here in the Lehigh Valley. For example, we will present purely educational seminars and workshops as an extension of business' employee benefits programs. This creates added value to both business owners and their employees. In our opinion, the more financially educated people are, the better their decisions are and the clearer the pathway to success in reaching their goals can be.

The one way we accomplish direct stimulation of the local economy, is to expand our firm with both seasoned professionals with the same passion to help businesses, executives, professionals and individuals to succeed. We also have plans to build more staff positions to create the infrastructure for the added professional partners. If we grow, and our clients grow, the Lehigh Valley grows.

Because we concentrate our efforts in the Lehigh Valley, we tend to expand only in this market region. We do have relationships with CPAs to provide financial services for their clientele in New Jersey and New York; however, our expansion plans are focused on our communities here in Lehigh Valley and Eastern Pennsylvania.

**LVB: What credentials and licenses have to be obtained to become an investment adviser representative, certified financial planner or asset manager?**

**Rockland Group:** The financial professional is able to provide services to the public by having

please see **ROCKLAND**, page **21**

**SAVE THE DATE!**



LEHIGH VALLEY BUSINESS

# REAL ESTATE & DEVELOPMENT SYMPOSIUM 2019

WEDNESDAY, MARCH 6 • 7:30 - 11:15am • DESALES UNIVERSITY CENTER

The LVB Real Estate & Development Symposium will feature speakers and panel discussions focusing on Real Estate Development trends in the Greater Lehigh Valley. If you do business within the real estate and construction industries, you won't want to miss this event.

**Register now at [lvb.com/events](http://lvb.com/events)**

Questions? Contact Dayna at [dedelman@lvb.com](mailto:dedelman@lvb.com) or 610-807-9619 ext. 4109 for more information.

Major Sponsors:



Supporting Sponsor:



**INTERESTED IN BEING A SPONSOR OR EXHIBITOR?**

**Contact Mike O'Rourke at 610-807-9619 ext. 4112 or [morourke@lvb.com](mailto:morourke@lvb.com)**



## ROCKLAND

continued from page 19

an approved affiliation with a broker-dealer and carrying the state licenses for life and health insurance, FINRA Series 6, 63 or 65 or 66 registrations. Individuals must have a FINRA Series 7 registration in order to recommend individual securities such as stocks or bonds. In addition to the necessary credentials, the broker-dealer will have required training modules for specific planning strategies.

The certified financial planner is a certification program, administered by the CFP Board, that identifies to the public those individuals who have been authorized to use the CFP certification marks in the U.S. These individuals have met rigorous professional standards and have agreed to adhere to the principles of integrity, objectivity, competence, fairness, confidentiality, professionalism and diligence when dealing with clients. The education component starts with a bachelor's degree requirement, then, a college-level study program in personal financial planning with seven course sections that must be passed before taking the comprehensive

examination. The education for CFP continues with required courses and exams to maintain the designation.

For the most part, a wealth manager is an individual or a team within a financial firm that is dedicated to managing the assets (cash, investments etc.) of clients.

### **LVB: What does the future look like for The Rockland Group - Wealth Management LLC on a local level? Does it have plans for growth?**

**Rockland Group:** The Rockland Group - Wealth Management LLC evaluates plans to grow with each passing year. Because we build relationships with our clientele with our "ultimate client experience" program, new introductions are earned. In fact, we don't ask the client for a referral — we simply earn referrals through our constant attention to service.

We are expanding our partnerships with new financial professionals and experienced financial professionals. With those expansion plans come building an infrastructure to support those professionals by hiring staff and key management personnel. We believe that our business can double in two years as a result of these measures.

## CALENDAR

continued from page 19

**Summary:** Basic labor laws for managers and supervisors training

**Where:** Top of the 80's, 3 Top of the 80s Road, Hazleton

**Time:** 1-4 p.m.

**Cost:** \$110 members, \$220 nonmembers

**Contact:** Chris Robbins at crobbins@nepamaea.com or 570-622-0992

### **Friday, Jan. 18**

**Held by:** Northeast Pennsylvania Manufacturers & Employers Association

**Summary:** Conducting engaging meetings

**Where:** Top of the 80's, 3 Top of the 80s Road, Hazleton

**Time:** 9 a.m.-noon

**Cost:** \$110 members, \$220 nonmembers

**Contact:** Chris Robbins at crobbins@nepamaea.com or 570-622-0992

### **Monday, Jan. 21**

**Held by:** Northeast Pennsylvania Manufacturers & Employers Association

**Summary:** Managing emotions effectively training

**Where:** Top of the 80's, 3 Top of the 80s Road, Hazleton

**Time:** 9 a.m.-4 p.m.

**Cost:** \$171 members, \$342 nonmembers; lunch included

**Contact:** Chris Robbins at crobbins@nepamaea.com or 570-622-0992

### **Wednesday, Jan. 23**

**Held by:** Northeast Pennsylvania Manufacturers & Employers Association

**Summary:** OSHA compliance for supervisors training

**Where:** Top of the 80's, 3 Top of the 80s Road, Hazleton

**Time:** 9 a.m.-4 p.m.

**Cost:** \$171 members, \$342 nonmembers; lunch included

**Contact:** Chris Robbins at crobbins@nepamaea.com or 570-622-0992

### **Wednesday, Jan. 23**

**Held by:** Manufacturers Resource Center

**Summary:** The evolution of self-funded benefits strategies

**Where:** Manufacturers Resource Center, 961 Marcon Blvd., Suite 200, Hanover Township, Lehigh County

**Time:** 11:30 a.m.-1 p.m.

**Cost:** Free lunch and learn

**Contact:** Diane Lewis at diane.lewis@mrca.org or 610-628-4578

### **Friday, Jan. 25**

**Held by:** Northeast Pennsylvania Manufacturers & Employers Association

**Summary:** Coaching strategies to improve performance training

**Where:** Top of the 80's, 3 Top of the 80s Road, Hazleton

**Time:** 9 a.m.-noon

**Cost:** \$110 members, \$220 nonmembers

**Contact:** Chris Robbins at crobbins@nepamaea.com or 570-622-0992

### **Friday, Jan. 25**

**Held by:** Northeast Pennsylvania Manufacturers & Employers Association

**Summary:** Sexual harassment training for managers and supervisors

**Where:** Top of the 80's, 3 Top of the 80s Road, Hazleton

**Time:** 1-4 p.m.

**Cost:** \$110 members, \$220 nonmembers

**Contact:** Chris Robbins at crobbins@nepamaea.com or 570-622-0992

### **Friday, Jan. 25**

**Held by:** CREW Lehigh Valley

**Summary:** Lunchtime tour of The Factory LLC, a former Bethlehem Steel plant transformed into an innovation and scale up center for food and beverage companies

**Where:** Factory LLC, 315 Columbia St., Bethlehem (behind the Lehigh Valley High School for Performing Arts)

**Time:** 11:30 a.m.-1:15 p.m.

**Cost:** \$25 members, \$40 nonmembers; lunch included

**Contact:** Francee Fuller at ffuller@bar-ryisett.com or 484-866-4828

### **Thursday, Jan. 31**

**Held by:** EZ Micro Solutions

**Summary:** Retirement readiness workshop

**Where:** EZ Micro Solutions, 2670 Lehigh St., Whitehall

**Time:** Noon-2 p.m.

**Cost:** Free

**Contact:** Hilary Spear at hspear@ezmicro.com or 610-264-1232

## New 2019 Book of Lists Available Now!

Subscribe for one year and we'll send you the 2019 **AND** 2020 Book of Lists.

That's a **\$64 value** included in your subscription price!



VISIT **LVB.COM/SECTION/SUBSCRIPTION-PRINT-DIGITAL** TO SUBSCRIBE ONLINE OR CALL **888-506-5770**.

BE SURE TO MENTION **PROMO CODE H9ZBOL** TO GET THIS SPECIAL OFFER.

LEHIGH VALLEY **BUSINESS**

65 E. Elizabeth Avenue, Suite 400  
Bethlehem, PA 18018 | www.LVB.com







#### Sanofi among donors for United Way

Several corporate partners, community leaders, and students announced the results of their individual 2018 United Way campaigns. Sanofi – United Way of Monroe County's largest donor - reported a campaign totaling more than \$200,000, which was raised through employee donations and a company match from Sanofi North America Corporate Social Responsibility. Sanofi campaign team members, from left, are Michael Lovitto, Derek Gilpin, Kathy Schwartz, Jennifer Kinsley, Stephanie Posse and Elyn Schindler along with Monica Cravotta and Michael Albert from United Way of Monroe County.



#### Keystone Opportunity Center expands food pantry services

Every year, Keystone Opportunity Center distributes approximately 300,000 pounds of food to about 800 families in the Souderton Area School District at its bricks-and-mortar food pantry. Recently, the agency assumed operation of the weekly "Fresh For All" neighborhood food distribution event formerly run by Philabundance in Souderton. Arlene Daily, Keystone's executive director, said that not everyone can get to the pantry, and Fresh For All, which serves approximately 150 people every week, will be the start of a new mobile food pantry program, with more to come. Pictured from left: Martha Washo, senior manager, institutional development, Philabundance; Arlene Daily, executive director, Keystone Opportunity Center; Chris Farley, mobile pantry coordinator, Keystone Opportunity Center; Jessica Wyckoff, manager, community food programs, Philabundance; and Cindy Dembrosky, food pantry manager, Keystone Opportunity Center



#### Keenan-Nagle Advertising, Inc. donates to Cetrionia Ambulance Corps

On behalf of his firm, Keenan-Nagle Advertising, Inc., local marketing professional Michael C. Keenan, left, presented a \$10,000 check to Larry Wiersch, CEO of Cetrionia Ambulance Corps, Cetrionia's regional EMS organization. Keenan was elected to Cetrionia Ambulance Corps Board of Trustees in 2010, serving as secretary and chair of the external communications committee. After serving the maximum three three-year terms with the organization, Keenan said it was one of the most rewarding experiences in his career.



#### Tompkins VIST Bank sponsors Reading Public Museum program

More than 280 Pottstown students had the opportunity to enjoy a dinosaur and other exhibits at the Reading Public Museum (RPM) as part of the museum's Feed Their Imagination grant program. Tompkins VIST was the first corporate organization to sponsor a selected class. In the photo, Da'Shon Keon Barnes, 12, a 7th-grade student at Pottstown Middle School, and Bob Massino, commercial services officer with Tompkins VIST Bank, operate an interactive dinosaur exhibit at the Reading Public Museum.

We are looking for your photos to include in our Off the Clock weekly feature that highlights fundraisers, galas, social events or seminars.

Email your photos to [cholland@lvb.com](mailto:cholland@lvb.com). Please save photos at 300 dpi as TIFF or JPEG files.

## CLASSIFIED MARKET

### FURNISHED HOUSING

We Provide furnished Homes For Rent in Lehigh Valley at affordable prices for project teams and families relocating. Quick check in, more comfort, more space, less rent than any other alternative. We will beat any other price in the market.

Call Oscar now. 610-905-8107  
Remax Unlimited Real Estate  
[www.EastonRentalHomes.com](http://www.EastonRentalHomes.com)

### ENTERTAINMENT

Roger Latzgo 610-767-7120  
Piano, Guitar, Vocals  
[www.rogerlatzgo.com](http://www.rogerlatzgo.com)

## LEGAL LISTINGS

### LIMITED LIABILITY COMPANY NOTICE

NOTICE IS HEREBY GIVEN that on December 17, 2018, a Certificate of Organization was filed in the Department of State, Commonwealth of Pennsylvania, pursuant to provisions of the Limited Liability Company Act of 1994, P.L. 703, No. 10654, as amended, for:

**DIGITAL PHOTOGRAPHIC IMAGING, LLC**  
Joseph C. Bernstein, ESQUIRE  
523 West Linden St.  
Allentown, PA 18101

Lehigh Valley Business is now accepting Legal Notices.

We are a newspaper of General Circulation.

► Contact Cheryl Gaydos at  
**610-807-9619** or [cgaydos@lvb.com](mailto:cgaydos@lvb.com)  
to place your notice.



# Financial Planning Consultants

Ranked by local financial planners

Rank	Company Address	Local financial planners CFPs/RIAs Series 7 brokers	Top local executive(s) Title(s)	Website Phone	Assets under local mgt. as of FYE 2018 F-T/P-T local employees	Local/total locations Headquarters Year established	Services provided
1	UNIVEST WEALTH MANAGEMENT DIVISION 14 N. Main St., P.O. Box 197 Souderton, PA 18964	30 7/31 31	Kevin Norris President, Univest Wealth Management Division	www.univest.net 877-723-5571	DNR 73/0	1/3 Souderton 1876	Integrated financial solutions, banking, insurance, investments, home loans, wealth management
2	MASSMUTUAL GREATER PHILADELPHIA 4905 W. Tilghman St., Suite 200 Allentown, PA 18104	15 15/60 25	Harris S. Fishman President and CEO	www.greaterphiladelphia. massmutual.com 610-398-0100	\$620 million 80/0	2/8 Bala Cynwyd 1886	Risk management, wealth management, asset management, financial planning, retirement planning, special care planning, business evaluation and planning
3	DOMANI WEALTH 2755 Century Blvd., Suite 200 Wyomissing, PA 19610	15 11/20 0	Thomas K. Williams and Angie M. Stephenson Partner/CEO and Partner/ COO	www.domaniwealth.com 610-927-4685	DNR 26/2	1/6 Lancaster 1996	Registered investment advisory firm that specializes in comprehensive wealth management and investment management
4	RKL WEALTH MANAGEMENT LLC 1330 Broadcasting Road, P.O. Box 6321 Wyomissing, PA 19610	13 6/15 0	Laurie M. Peer President	www.rklwealth.com 610-376-9561	\$980.49 million 23/2	1/2 Wyomissing 1999	Financial planning, family wealth and estate planning, investment management, tax planning, insurance review, qualified retirement plan services
5	VALLEY NATIONAL FINANCIAL ADVISORS 1655 Valley Center Parkway Bethlehem, PA 18017	10 9/17 14	Matthew Petrozelli CEO	www.valleynationalgroup.com 610-868-9000	\$981.4 million 32/2	2/4 Bethlehem 1985	Financial planning, investment management, tax planning and preparation, estate planning, education planning, insurance, trust services, ExecutiveEdge, personal financial planning for corporate leaders
6	THE GOOD LIFE COMPANIES 2395 Lancaster Pike Reading, PA 19607	10 4/1 10	Conor Delaney Co-Founder and CEO	www.goodlifeco.com 610-898-6927	\$240 million 35/15	1/42 Reading 2012	Financial planning, risk management, investment management, retirement planning, distribution and rollovers
7	TOMPKINS FINANCIAL ADVISORS 1240 Broadcasting Road Wyomissing, PA 19610	9 9/0 24	William Winters Managing Director	www.tompkinsfinancialadvisors.com 610-372-7737	DNR 71/0	2/5 Ithaca, N.Y. DNR	Wealth management, financial planning, trusts and estates, risk management
8	CORNERSTONE ADVISORS ASSET MANAGEMENT LLC 74 W. Broad St., Suite 340 Bethlehem, PA 18018	9 5/21 21	Thomas J. Scalici and Malcolm L. Cowen CEO and President	www.cornerstone-companies.com 610-694-0900	DNR 28/2	1/1 Bethlehem 1997	Investment consulting, retirement plan consulting, executive risk management, planned giving, human capital development, wealth management, retirement consulting, financial planning, charitable planning, insurance and risk planning
9	THE ROCKLAND GROUP - WEALTH MANAGEMENT LLC 1525 Valley Center Parkway, Suite 100 Bethlehem, PA 18017	9 3/0 9	Robert McFarland; Gerald J. Miletics and Robert DiNicola Senior Partner; Senior Partner and Managing Partner	www.rocklandwealth.com 610-606-0530	\$500 million 5/1	1/2 Bethlehem 2003	Employee benefits and executive-level benefits, business continuation and estate planning, key person consulting, pension and retirement plan benefits, investment strategies and insurance analysis, nonprofit and institutional retirement planning
10	CAPTRUST FINANCIAL ADVISORS 600 Hamilton St., Suite 900 Allentown, PA 18101	7 2/11 12	Mike Molewski; Chris Butz; Jim Edwards and Wes Schantz Principal/Financial Advisors	www.captrust.com 610-865-2600	DNR 20/1	1/35 Raleigh, N.C. 2015	Financial advisory services to industry leading companies, their owners and executive teams, families with substantial wealth, family offices, high net worth individuals, retirement plans and endowments and foundations
11	MCQUEEN BALL & ASSOCIATES INC. 60 W. Broad St., Suite 300 Bethlehem, PA 18018	6 5/5 0	Jerry McQueen; Scott Polter and Bill Schultz President and Senior Managing Director; COO and Senior Advisor and Managing Director	www.mcqueenball.com 610-954-0400	DNR 16/0	1/1 Bethlehem 1981	Independent, fee-only investment adviser providing financial planning and investment management services to high-net- worth individuals, corporate executives and business owners
12	AGILI 74 W. Broad St., Suite 320 Bethlehem, PA 18018	6 4/3 0	Michael Joyce and Marilee Falco President and Principal, Financial Strategist	www.agilipersonalcfo.com 610-882-3882	\$320 million 5/2	1/2 Richmond, Va. 1993	Investment strategy, alternative investments and financial planning
13	LEGACY PLANNING PARTNERS 3440 Hamilton Blvd. Allentown, PA 18103	5 3/5 5	Jan L. Graybill Managing Partner and CEO	www.legacy-online.com 484-765-9100	DNR 9/1	1/4 Allentown 1999	Business owner exit planning, retirement income planning and risk management
14	CORBENIC PARTNERS 1525 Valley Center Parkway, Suite 310 Bethlehem, PA 18017	5 3/5 3	Brad Griswold Managing Partner	www.corbenicpartners.com 610-814-2472	DNR 10/0	1/1 Bethlehem 1994	Personalized portfolio management, business planning, estate planning, retirement planning and insurance planning
15	BUCKINGHAM STRATEGIC WEALTH 2763 Century Blvd. Wyomissing, PA 19610	5 2/0 0	William A. Morgan Wealth Advisor and Advisory Team Leader	www.buckinghamadvisor.com 610-376-8271	DNR 6/0	1/14 St. Louis 2000	Investment solutions, strategies to enhance wealth, strategies to transfer wealth to family, 401k plans
16	QUADRANT PRIVATE WEALTH 2 W. Market St. Bethlehem, PA 18018	5 1/5 5	Herman Rij; Jason Cort; Brian Cort and Kori Lannon Private Wealth Advisers and Founding Partners	www.quadrantprivatewealth.com 610-849-2740	DNR 10/2	1/1 Bethlehem 2014	Investment management, estate planning, insurance wealth structuring, business succession planning, financial planning, mergers and acquisitions
17	STEEL VALLEY INVESTMENT GROUP OF RAYMOND JAMES 3773 Corporate Parkway, Suite 180 Center Valley, PA 18034	5 1/0 5	Kelly McLean Rindock First Vice President, Wealth Management and Branch Manager	www.steelvalleyrja.com 610-709-9715	\$246 million 5/2	1/DNR St. Petersburg, Fla. 2007	Financial planning, investment management, asset management, retirement planning, personal wealth management, family wealth and estate planning, college planning, individual retirement accounts and rollovers, life, long-term care and disability insurance
18	NORTHEAST FINANCIAL GROUP INC. 2813 Route 611, P.O. Box 531 Tannersville, PA 18372	5 0/6 3	Robert L. Hackenberg Principal, CEO and COO	www.nefginc.com 570-688-9898	\$530 million 8/2	3/3 Tannersville 1987	Personal investment services, employer-sponsored retirement services, qualified-plan fiduciary services, financial planning, retirement planning, estate planning, employee benefits, risk management services
19	QUANTUM FINANCIAL MANAGEMENT LLC 1605 N. Cedar Crest Blvd., Suite 517 Allentown, PA 18104	4 1/0 3	Joseph Brita Senior Partner	www.quantum-fm.com 610-841-3400	DNR 7/0	1/1 Allentown 1982	Wealth management and retirement, financial and business planning
20	MTM FINANCIAL GROUP INC. 4505 Hanoverville Road Bethlehem, PA 18020	4 0/5 5	Gene Dickison President	www.morethanmoneyonline.com 610-746-7007	DNR 8/2	1/1 Bethlehem 2007	Retirement planning, Social Security and Medicare planning, guaranteed lifetime income platforms, investment portfolio review and management, income tax planning/preparation, life and long-term care insurance, estate planning, business succession planning and implementation, financial planning and second-opinion meetings
21	MARRELLA FINANCIAL GROUP INC. 1250 Broadcasting Road, Suite 102 Wyomissing, PA 19610	3 3/0 5	Paul L. Marrella and Samuel A. Marrella Certified Financial Planner and Branch Manager	www.marrella.com 610-655-9700	DNR 7/0	1/1 Wyomissing 2001	Wealth management and retirement income planning
22	MILESTONE FINANCIAL ASSOCIATES LLC 330 E. Main St. Macungie, PA 18062	3 2/0 0	David S. Coult and Justin R. Miller President and Chief Investment Officer	www.milestonefa.com 610-421-8777	\$185 million 5/0	2/2 Macungie 2002	Individual wealth management and fiduciary governance for retirement plans

PROFESSIONAL ACHIEVEMENT • MENTORING • COMMUNITY SERVICE

# CELEBRATE HER. NOMINATE HER.

LEHIGH VALLEY BUSINESS

## WOMEN *of* INFLUENCE

You know her. She's that amazing woman you admire. She leads by example, is involved in everything, and still finds time to mentor others. She is very successful and juggles all aspects of her life with ease. You've often thought she should win an award for being so outstanding.

Well, now is your chance to nominate her.

### Nominations close Friday, February 8

Nominations can be made online at

## LVB.com/events

Questions about nominating? Contact Dayna Edelman at [dedelman@lvb.com](mailto:dedelman@lvb.com)

**SAVE THE DATE: AWARDS CELEBRATION**

**Wednesday, May 8, 2019 • Cedar Crest College**



PRESENTING SPONSOR:

CEDAR CREST  
COLLEGE

*For more information on sponsorship, contact Mike O'Rourke at [morourke@lvb.com](mailto:morourke@lvb.com) or call 610-807-9619 Ext 4112.*