

How to love your first job / Camping By the Numbers / Kohi Coffee

JUNE 2018 **CAPE & PLYMOUTH Business™**
THE BUSINESS MAGAZINE OF THE SOUTH SHORE, PLYMOUTH AND CAPE COD

Problem-solving her way to success

Shannon Hoeg navigates
entrepreneurship with grace and grit



PHOTO BY STEVE HAINES

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COMCAST
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40 Under 40 Awards

In this special section, we check in with Shannon Hoeg of JSS Communications, a 2015 40 Under 40 honoree, and share profiles of the individuals honored with 2018 40 Under 40 Awards

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Angela Lussier
CEO & Founder,
Speaker Sisterhood

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and the South Shore



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Biz Note

First Citizens' launches Card Controls & Alerts

First Citizens' Federal Credit Union has launched Card Controls & Alerts; a convenient way to control when, where and how a First Citizens' Visa CheckCard is used. Card Controls & Alerts allows you to control your spending while providing added security. Some features of Card Controls & Alerts include disabling your misplaced debit card, defining geographical regions for your transactions and monitoring or preventing certain merchant categories like travel, gas or ecommerce. It can also help you stay on a budget by allowing you to set a threshold amount to control overspending or you can limit transaction amounts. Most importantly, you can have peace of mind with alerts for any and all transactions that you choose along with notifications of potential fraud transactions.

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To Our Readers

Many paths to success

If you are in the mood to feel like an underachiever, read on! Our annual 40 Under 40 issue features profiles of this year's honorees - and they are an accomplished bunch.

From military veterans to business owners, from those working for fishing families and for racial justice, from journalists to healthcare professionals, the 2018 40 Under 40 Awards honorees represent all that is good in our region.

Their achievements at work and in their communities help strengthen and support our world, and make it a better place. Take a moment to read their stories, and then come celebrate them with us on June 21! We hope they inspire you to do what you can to make the world a better place.



Joy Jordan

JOY JORDAN, EDITOR
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Upcoming Events



June 21, 2018



September 12, 2018



· Cape Cod Club Party ·
SPEAK UP TOUR 2018

July 26, 2018

For more information on our upcoming events as well as our editorial calendar, go to capeplymouthbusiness.com.

Campers hit the roads as a new season commences

With the official kickoff of summer on Memorial Day, vacationers are hitting the road once more. They're visiting the shores, the forests, the National Monuments and creating experiences and adventures their families will, hopefully, keep with them throughout their lives.

Camping is an enormous business, particularly in the summer months, but even into the fall season and beyond. According to the National RV Dealers Association, more people are camping each year – a trends that's expected to continue with millennials seeking the positive health benefits of spending time outdoors. SOURCES: NATIONAL RV DEALERS ASSOCIATION AND KAMPGROUNDS OF AMERICA (KOA)

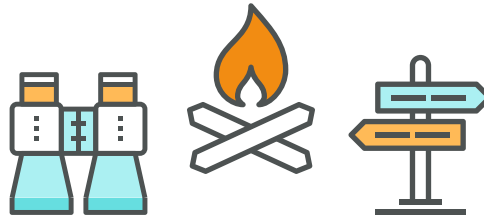
75 million The number of U.S. households that are currently active campers (61 percent).

81 The percentage of millennials who say spending more time with friends and family was the top reason they planned to camp more in 2017. This was also the number one factor impacting their decisions to camp in 2016, with 80 percent saying it had a great deal of impact.

51% Camping is becoming more of a family event, with 51 percent of campers reporting they have children in the household, up from 41 percent in 2014. Younger parents are the most likely to say children are enthusiastic about camping.



81% The percentage of teen campers who assign a great deal of importance on getting outside and being active, saying it's very important for people their age to spend time outdoors participating in activities such as camping, fishing, hiking, kayaking, rock climbing, etc.



55 For more than 55 years, Kampgrounds of America (KOA), the world's largest system of open-to-the-public family campgrounds, has provided millions of campers with fun, memorable adventures.

90% The percentage of Gen Z teens who say that they intend to camp as adults, 93 percent of which claim that if they have kids of their own, they will take them camping as well.



6 million More than 6 million new North American households have started camping since 2014, according to the 2018 North American Camping Report.

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Five tips to help you love your first job



By Holly Caplan

New college grads will have an advantage this year in the job market. Employers plan to hire 4 percent more new graduates for their U.S. operations from the Class of 2018 than they did from the Class of 2017. So, congratulations to the Class of 2018, not only are you finishing school, but there will be more space for you in the job market. Knowing this gives you an advantage because they want you!

Getting the first job is a big accomplishment as it gives financial sustenance and the opportunity to make your mark in the working world. A lot of time and effort is put into getting the job, and the interview advice can be rampant. Advice runs the gamut of how to format your resume to what suit to wear. This is all very helpful, but what happens when you actually get the job? What's next? There is no road map for this. The first job is typically full of uncharted territory and can throw curveballs of unexpected situations. These situations aren't something your college courses can prepare you for, but real life will.

Here are some tips that will help you enjoy your first job:

1. Pick your clique. When starting a first job, realize that you are walking into an already

established work culture. While you may be in training and learning about the tasks of your job, you will also be learning about the new personalities around you and interoffice dynamics. This can be a bit of a shock, especially as the office gossip unfolds and the culture reveals itself. I mean, you didn't encounter this stuff during the interview, so why are you just seeing it now? Worry not, every workplace has its own dynamic. As you get to know your new workplace, you will find coworkers who are positive and can be asset to you, and you will find those who are negative and bring you down. Don't get involved with the latter. Don't get sucked into those who love misery. Surround yourself with those who lead by example and bring positivity and support to your new world. And in time, pay it forward by doing the same for other incoming employees.


2. Engage yourself quickly. Even though you may have already gotten the job, you can quickly create a name for yourself by proactively setting up meetings with different people in the organization. Schedule some time with different employees and ask them about their history, why they joined the company, and some of their goals. This shows that you are trying to integrate yourself and that you have a genuine interest in them and how they contribute to the bigger picture. Plus, these new relationships can be your foundation, and these people could be the same ones to help you in a new project or even just be a resource while you grow in your new role.

3. Don't be afraid to call out bad behavior. This may feel a little intimidating at first, especially being a new employee, but in our #metoo world, we have to be open to calling

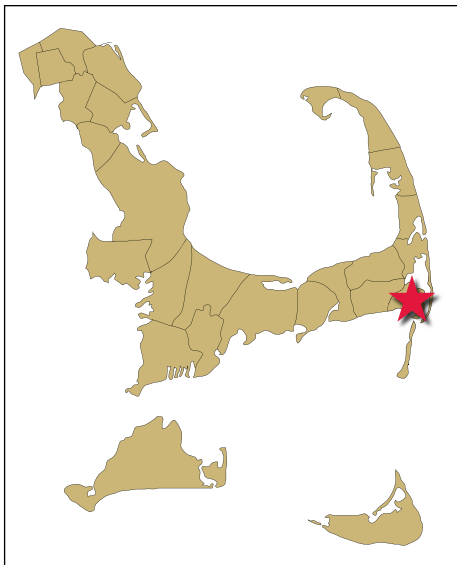
out bad behavior. If you encounter something that makes you uncomfortable, don't be afraid to report it.

4. What if you don't get the job? Like everyone says, finding a job is a job. We put a lot of energy, time and emotion into finding the right workplace for us. We invest ourselves in something that hasn't happened in blind faith that we could be chosen. We are hopeful, excited, and become emotionally involved. If you don't get it, don't beat yourself up. In the interview process, you most likely learned a lot and made a lot of new connections – which in itself is valuable. You never know what can happen in the future, and your paths could cross again.

5. Work the ladder. We all strive for success and we especially want it immediately! However, know that it will take a good 10 to 12 months in your new job to find your groove and feel confident in what you are doing. You will have big wins and major mistakes along the way, but it is part of paying your dues. Be grateful, because no matter how fun or stressful paying your dues can be, you are building new skillsets for yourself that you will take from job to job. In time, working your way up the ladder will happen, and promotions and new roles will appear. Be eager, be patient, and enjoy the climb.

Your first job, no matter how long you are there, will always be memorable. You will be creating the foundation of your career and setting yourself on the path for success. 

Holly Caplan is a workplace issues expert, career coach and author. For more information, visit hollycaplan.com and connect with her on Twitter @hollymcaplan.



Around the Region

Town of Chatham

SOURCE: US CENSUS BUREAU, AMERICAN FACTFINDER

Form of Government:
Open Town Meeting
Incorporated in: 1712

Demographics:

Total Population:	6,125
Female	3,226
Male	2,899
White	5,885
Black	86
American Indian and Alaska Native	16
Asian	36
Persons reporting two or more races	64
Hispanic or Latino	108

Housing units:	7,343
Family households (%):	1,776
Average household size:	1.95
Average family size:	2.5
Mean travel time to work:	22.8 minutes
Median household income:	\$65,750
Per capita income:	\$48,776

Median Earnings:

Male FT year-round workers:	\$54,509
Female FT year-round workers:	\$45,451

Educational Attainment (age 25+):

High school graduate:	948
Bachelor's degree:	1,546
Some college, no degree:	711
Associate degree:	556
Graduate or professional degree:	993



Flexo Concepts named Exporter of the Year

The Small Business Administration has named Flexo Concepts of Plymouth as the 2018 Exporter of the Year for Massachusetts. Flexo Concepts earned the recognition for its innovations in the printing industry and outstanding growth in export revenue. The company manufactures an industrial scraper blade called a doctor blade, used in many industries including: corrugated printing, label printing, folding carton printing, lithium ion battery production, food production, and solar film production.

"Exporting empowers small businesses to grow sales boundlessly," said SBA Massachusetts District Director Robert Nelson. "Since committing in 2001 to expanding their international business portfolio from 17 percent of total revenue - Flexo Concepts today has grown export revenue surpassing the entire revenue from 2001."

Flexo Concepts has exported to countries all over the globe including: Cambodia, China, India, United Arab Emirates, Egypt, Mexico, Belgium, Denmark, France, Germany, Latvia, Spain, Sweden, United Kingdom, Canada, Brazil, Peru, Australia, and New Zealand. The company leveraged the expertise of the Massachusetts Export Center and State Trade Export Promotion program to expand their export revenue to approximately 40 percent of the business in 2018.



Local fish available at Whole Foods

Beside Pacific rockfish, Mediterranean sea bass, Norwegian codfish, and Alaskan salmon on display at Whole Foods Supermarkets in Hyannis, one can sometimes find haddock caught by Eric Hesse aboard the *Tenacious II* out of Barnstable, or cod from Ted Ligenza on the *Reine Marie* out of Chatham.

The chance to buy great, local fish from captains you may bump into at the post office is the result of an important partnership between fishermen and the national grocery chain, created with help from the Cape Cod Commercial Fishermen's Alliance. A big part of Whole Food's mission is to foster healthy communities and sustainable food; working with local, day-boat captains dovetails into that perfectly.

The captains of both boats use styles of fishing that harken back many generations. Hesse uses longlines, baited hooks on short strings spaced every six feet or so along a long single line. Ligenza also uses hooks, in his case on a jig like a recreational rod and reel, three to a line. Both take great care with their fish.

The level of stewardship is much appreciated by Whole Foods, for a compelling reason; the manager in Hyannis reports that customers prefer fish caught by local captains two-to-one.

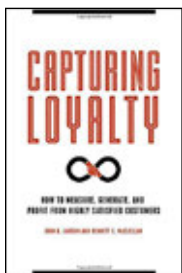
SOURCE: CAPE COD COMMERCIAL FISHERMAN'S ALLIANCE (CAPECODFISHERMEN.ORG)

IN THE ARTS Arts Foundation of Cape Cod announces 2018 Fellows

Now in its fourth year, the Arts Foundation of Cape Cod's Fellowship Program is recognizing the region's top creative talent with funding that will allow three artists - writer Susan Blood of Orleans; painter James Everett Stanley of Wellfleet; and musician Mary George of Yarmouth Port - to pursue projects that reflect their passion.

A total of 55 applicants applied for fellowships in three separate categories: written word, visual arts, and performing arts. A panel of anonymous jurors, from as close as Cape Cod to as far away as Los Angeles, reviewed the submissions of their artistic peers to determine who would be selected as this year's AFCC Fellows. Each of the three recipients will be awarded \$1,500 to support their work.

"The talent of our fellows is really incredible this year," said AFCC Executive Director Julie Wake. "They are each so different and they embody the great work being done by our Cape Cod artists. They are doing work that the rest of our community needs to know about. It's important work, and it's being done right here on the Cape."



BOOK REVIEW

Capturing Loyalty:

How to Measure, Generate, and Profit from Highly Satisfied Customers

By John A. Larson and Bennett E. McClellan

In *Capturing Loyalty*, authors John Larson and Bennett McClellan, two highly experienced and successful pioneers in the field of customer loyalty, show you how to turn merely satisfied customers into very satisfied customers, and how this shift affects loyalty behavior. Using research to demonstrate the resulting positive impact on the bottom line, this book is a new approach to a very old problem, and advances the field significantly for the first time in a decade.

Unless you know exactly who your target customers are, it can be impossible to determine what they want, much less market to them effectively. *Capturing Loyalty* guides you through a logical process to identify your high-potential customers and serve their most pressing needs. The authors explain why trying to ensure 100 percent customer satisfaction is not the path to achieving customer loyalty, and that the reality is that customer dissatisfaction is rarely the result of an error a business has made - two concepts that many initially find counterintuitive.

Larson and McClellan have been working with clients in a variety of settings to profitably increase customer loyalty. They have seen the pitfalls and complexities. They have seen the failures and successes. They understand the organizational, cultural, and leadership challenges.

John A. Larson is the senior partner at John Larson and Company, a firm specializing in helping clients increase their growth and profitability by improving the loyalty of the customers they serve. His articles have appeared in publications such as *Business Horizons* and *Compensation Review*. Bennett E. McClellan is the chief catalytic officer of NBM Research. He is an academic, author, executive coach, and management consultant with a global practice.

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- Stormwater Management
- Waterfront Infrastructure
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Biz Note

Freedom Boat Club climbs Entrepreneur Magazine rankings

Freedom Boat Club, the nation's oldest and largest boat club and premiere boat club franchisor in North America, was featured for the fifth year in the prestigious Entrepreneur Magazine's annual rankings, securing the No. 1 spot in the Misc. Recreation Business Category and No. 309 in the overall 2018 Franchise 500 list, up from its 2017 ranking of No. 398. The list was published in Entrepreneur Magazine's January/February 2018 issue. According to the magazine, the key factors considered in Entrepreneur's evaluation include costs and fees, size and growth, support, brand strength, and financial strength and stability. All franchises are given a cumulative score based on more than 150 data points, and the 500 franchises with the highest cumulative scores become the Franchise 500 in ranking order.



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6/4 Business Resource Roundtable

- Provides a forum for Orleans Chamber members to bring their specific business questions, issues, or problems to a group of peers. Roundtable participants can request solutions, offer experienced advice, and assist each other in bringing their companies to a higher level of performance.
- 3:30 to 4:30 p.m., Old Firehouse Gallery, 44 Main St., Orleans.

orleanscapecod.org

6/5 Five Steps to a Better Business

- Learn how to spend the time you have to your advantage; the tools you need to guide your business down a path of higher profits; how to focus on the five things that have the potential of doubling your profits; the systems you can implement that will create leverage in your business; how to hire, train, motivate and keep the team you need to keep your business growing.
- 8 to 9:30 a.m., Plymouth Area Chamber of Commerce, 134 Court St., Plymouth.

plymouthchamber.com

6/12 Marketing Your Nonprofit - Effective Strategies Using PR and Social Media

- Offered by the Chamber's NPO Group, all South Shore Chamber Nonprofit members are invited to register for this morning workshop that includes a facilitated group discussion, education, hands-on application, and networking. Cost is \$25 per person. Members only.
- 8:30 to 11:30 a.m., South Shore Habitat for Humanity, 20 Mathewson Drive, Weymouth.

southshorechamber.org

6/19 Business After Hours

- Business After Hours events are a relaxed and interesting way to make local connections and stay abreast of all the Chamber's news in a more personal setting.
- 5:30 to 7:30 p.m., Kenmark Office Systems, 340 Main St., Mashpee.

mashpeechamber.com

6/20 June Coffee Connections

- The SSCOC is partnering with Alden House Historic Site in Duxbury for its monthly Coffee Connections! This morning gathering provides members with the opportunity to grow their network and expand their business connections. Coffee and continental breakfast items provided by Alden House. Free for members.
- 7:30 to 8:30 a.m., Alden House Historic Site, 105 Alden St., Duxbury.

southshorechamber.org

6/20 SSYP After Hours

- The South Shore Young Professionals will hold its June Afterhours at Players Sports Bar & Grille in Rockland. Jacqui Berardi is a long time member of the SSYP, and owner of Players. Join in for amazing food, cash bar, and live music on their new patio! \$10 for SSYP members, \$20 for guests.
- 5:30 to 8 p.m., Players Sports Bar & Grille, 86 VFW Drive, Rockland.

southshorechamber.org

6/21 40 Under 40 Awards



Now in its ninth year, Cape & Plymouth Business' 40 under 40 Awards program continues to recognize the tremendous contributions of young

professionals in our region. This program honors distinguished business people under the age of 40 who have made a mark in our region at an extraordinarily young age. The winners have started companies, found success at a young age at established businesses, and made nonprofits stronger.

Thursday, June 21, 2018, 5-8 p.m.

Cape Codder, Hyannis, MA

Capeplymouthbusiness.com

6/27 Social Media Bootcamp for Businesses

- This FREE program includes: How to go live, starting from scratch, social media myths revealed and more and free one-on-one follow-up within three months with our social media experts! Bring items/merchandise to photograph during our photo lab. Registration is required.
- 8 a.m. to 4 p.m., Red Jacket Beach Resort & Spa, 1 S. Shore Drive, Yarmouth.

capecodchamber.org

6/28 Business After Hours

- Join the Plymouth Area Chamber of Commerce and The Woerdeman Financial Group as we celebrate their new Kingston location. Take a tour of the new building while networking with other business professionals! Enjoy complimentary food, beer and wine.
- 5 to 7 p.m., The Woerdeman Financial Group - Ameriprise Financial Services, Inc., 431 Country Club Way, Suite 2, Kingston.

plymouthchamber.com

To submit calendar items, post at **capeplymouthbusiness.com** or send to **joy@capeplymouthbusiness.com**

3

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The logo for Horsley Witten Group, featuring a stylized circular arrow with a sun and a person inside.

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A photograph of a waterfront area with a paved walkway, greenery, and a body of water in the background.

Water Street Bioretention, Plymouth, MA photo by Dan Cutrona

ENGINEERS • SCIENTISTS • PLANNERS

Friendship Home announces new Respite Program Director



Michael Gaffey

Michael Gaffey has joined Friendship Home as its Respite Program Director. In this role, Gaffey will oversee the nonprofit organization's Home Away from Home overnight respite center, which hosts 10 guests with developmental disabilities every weekend, while providing respite to their families. The nonprofit organization's mission is to enrich the lives of individuals with developmental disabilities and their families by providing quality respite and support services in a safe and caring environment.

Southcoast welcomes Dani Hackner, MD, as new Physician-in-Chief for Medicine



Dani Hackner

Southcoast Health has announced that Dr. Dani Hackner has joined Southcoast Health as Physician-in-Chief for Medicine. Dr. Hackner is an intensivist and is Board Certified in Internal Medicine, Critical Care and Pulmonary Medicine. In addition, he has significant experience as a senior physician leader. In this role, he will collaborate with health system leadership to lead Southcoast's hospital based clinical programs and specialty services within its Medicine Care Center. He will also devote a percentage of his time to active clinical practice.

Rockland Trust appoints John Hurley as Vice President for Floorplan Lending

Rockland Trust announced the appointment of John Hurley as Vice President, Commercial Loan Officer. He will be responsible for Floorplan Business Development for franchised and independent auto dealers. Hurley is joining the Rockland Trust Commercial team with 32 years of experience in the banking industry. Prior to his role at Rockland Trust, John was

Vice President of Santander's Chrysler Capital Group.

DeCosta joins the Cape Destinations team



Peggy Garrahan and Jay Kavanaugh, owners of Cape Destinations for the past 20 years, have announced that Dana DeCosta has joined their team full time as the driver services supervisor. DeCosta had worked part time for Cape Destinations for the past four years and was recently promoted to this new position.

Robies Heating & Cooling wins national award



Robies Heating & Cooling has been awarded the highest honor given by the Carrier Corporation: its 2018 President's Award. The award – bestowed only to a select number of Carrier dealers from across the nation – was presented to principals John and Steve Robichaud at Carrier's annual dealer meeting in Orlando, Florida. This is the second consecutive year the company has earned the President's Award. President's Award recipients are chosen after a rigorous nomination process, and the designation honors those HVAC service companies scoring the highest levels of customer satisfaction, employee skill level, and sound management practices.

Latham Centers announces new directors



Bonnie White



Dani Hackner

Latham Centers Inc., the area's largest nonprofit human services employer, announces two director-level appointments: Bonnie White, Director of Nursing; and Gina Sheehan, Director of Adult Services. Latham Centers is a leader in special education and residential treatment of children and adults with disabilities. Sheehan, LCSW, will oversee the Adult Services Program at Latham Centers, which includes 12 group residences throughout Cape Cod and in Plymouth and Wareham, as well as individualized supported community living programs (Shared Living and Independent Living). White, RN, will oversee the health services of Latham's therapeutic Children's Services Program for students ages 8 to 22 at the Latham School campus in Brewster, and Latham's Adult Services Program for individuals over 22.

Cape Cod Five holds Annual Meeting



Enhanced products and digital tools, newly-introduced employee programs and benefits, a record high net income and the groundbreaking of Cape Cod Five's new headquarters were some of the highlights at this year's annual meeting of the Corporators of the Cape Cod Five Mutual Company that took place on May 16, 2018. At the meeting, the Bank reported strong financial results for 2017 with a record high net

income of \$20.9 million, which represented a 6.3 percent increase from 2016. Total assets grew by 3.5 percent, surpassing \$3.2 billion, driven by strong business line results. Deposits surpassed \$2.65 billion, representing an increase of 7.8 percent over year-end 2016 with strong growth in the Bank's commercial loan portfolio and assets under management in the Trust Department.

The COOP appoints Jason Sorochinsky as Chief Residential Lending Officer



Jason Sorochinsky

The Cooperative Bank of Cape Cod announced the appointment of Jason Sorochinsky as Senior Vice President and Chief Residential Lending Officer. Prior to joining The Coop, Sorochinsky worked at M&T Bank in Binghamton, New York as an Assistant Vice President/Residential Mortgage Manager from 2011-2014, and most recently at Elmira Savings Bank in Binghamton, New York as the Residential Mortgage Manager. He brings extensive experience in origination, operations and compliance, as well as secondary market strategy and execution.

Rodman CPAs appoints Jeffrey Biesadecki, CPA, as Tax Manager

Rodman CPAs, a full-service tax and accounting firm serving small, mid-market, and multi-generational companies throughout the greater Boston area, recently named Jeffrey Biesadecki, CPA, MST as Tax Manager. Biesadecki, a Certified Public Accountant and a former Tax Supervisor at Rodman CPAs for three years, has returned to Rodman CPAs after relocating to his hometown area in Vermont where he worked as Tax Supervisor at Davis & Hodgdon, CPA of Williston, VT. In his new role as Rodman CPAs' Tax Manager, Biesadecki will be responsible for tax planning, research and compliance for individuals, corporations and pass-through entities such as S Corporations, Partnerships and Trusts.

Comprehensive Benefit Administrators opens third location in Tampa

Comprehensive Benefit Administrators, a company that combines traditional brokerage services with specialty services such as advocacy,

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claims administration, benefits expertise, and compliance, has announced the opening of a third location and the company's expansion into the Florida market. Mike McKenna, Chief Executive Officer of Comprehensive Benefit Administrators, announced that as of May 1 the firm will open a location at 100 S. Ashley Drive, Tampa, FL. McKenna said that market conditions in Florida and a demonstrated need for the services his firm provides led to the decision to open the third office. He said that the Tampa location will serve as a hub for the company's expansion into the South.

Cape Abilities returns to Orleans



Cape Abilities, a nonprofit organization that serves more than 420 individuals with disabilities across Cape Cod, has announced its return to the town where it was first established as Nauset Workshop 50 years ago. The purchase of the former Masonic Building at 107 Main Street in Orleans is the next step in the fulfillment of the agency's strategic plan to ensure that it will offer state of the art program settings that ensure best clinical practice. This central location is ideal for program participants who will relocate from its Cochran Center in Eastham and will also be available for additional referrals from individuals in the area who want services that offer a range of opportunities for productive community engagement.

NHA welcomes Susan K. Coffin as Director of Development

The Nantucket Historical Association has announced that Susan K. Coffin has been named Director of Development. Coffin will lead the organization's fundraising efforts to help ensure a vibrant and dynamic future, through private and public sources, ensuring

NHA remains a forward-thinking organization. Additionally, she will work closely with the executive director, serving as a member of the senior management team.

BayCoast Bank promotes Daniel DeCosta to Senior Vice President/Chief Information Officer



Dan DeCosta

BayCoast Bank has announced the promotion of Daniel DeCosta to Senior Vice President and Chief Information Officer. In this executive post, DeCosta is responsible for the information technology and computer systems that support the Bank's enterprise goals. DeCosta began his career with BayCoast Bank in 2001 as a summer intern within the Information Technology department while pursuing his degree in Business Information Systems from UMASS-Dartmouth.

Rodman CPAs announces new associate



Maria Lowden

Rodman CPAs, a full-service tax and accounting firm serving small and mid-sized businesses throughout the greater Boston area, has hired Maria Lowden as Associate. Lowden, who served as an intern at Rodman CPAs last year, returns to the firm as an Associate. In her new role, Lowden will be responsible for reviews, audits and preparation of financial statements for clients in a variety of industries.

Rogers & Gray Insurance partner recognized as one of the nation's top producers



John Gaynier

Rogers & Gray Insurance Executive Vice President and Partner John Gaynier has been named one of the nation's Best Performing Insurance Professionals by Insurance Business America. Gaynier was among the 80

professionals who earned the distinction. With more than a decade of experience, Gaynier joined Rogers & Gray five years ago and was named a Partner this past January. He focuses primarily on Real Estate and Property, Hospitality, Transportation and Construction Insurance needs.

NFI Corp. announces Jessica Turner as Marketing Content Manager



Jessica Turner

NFI Corp. has announced that Jessica Turner has joined the company as Marketing Content Manager. In this role, Turner is responsible for managing content strategy execution for the company, from ideation to completion and measurement. This includes developing and coordinating high-quality content that strategically communicates the message of the organization and tells the NFI Corp. story over a multitude of channels as well as analyzing content campaign performance.

Turningpoint Communications announces Andrew Witkoff, CTP as Chief Business Development Officer

Laurel Egan Kenny, MSCM, MBA, founder, president and CEO of Turningpoint Communications, a treasury management industry-focused marketing communications and business development firm that promotes clients' best practices and thought leadership and engages clients' customers and centers of influence in dynamic and unexpected ways, has announced that Andrew Witkoff, CTP has joined the firm as Chief Business Development Officer. In this role, Witkoff is responsible for national sales, relationship management and client experience. He joins Egan Kenny and Raymond Vines, CTP, CPA, Chief Financial Officer, as part of Turningpoint Communications' executive leadership team.

Polhemus Savery DaSilva Architects Builders receives Independent Publisher Book Award

Polhemus Savery DaSilva Architects Builders has announced that Living Where Land Meets Sea: The Houses of Polhemus Savery DaSilva is

a recipient of an Independent Publisher Book Award. This is the third time an IPPY was awarded to a book about the work of PSD. The book was honored with a Bronze Medal in the US Northeast – Best Regional Non-Fiction category.

Suffolk University honors Jitka Borowick with 10 Under 10 Award



Jitka Borowick

Jitka Borowick was recently honored as a recipient of Suffolk University's 10 Under 10 Award. The award is given out annually to young alumni who, fewer than 10 years removed from their time on campus, are making major contributions in their field and in their community. A 2011 graduate of Suffolk University, Borowick is the founder and president of Cleangreen, an independently owned eco-friendly cleaning company that serves homes and businesses throughout the Cape. Now celebrating its 10th year in business, Cleangreen began as a one-person enterprise and has since grown to a company that employs nearly 20 people year-round.

Cape Cod Museum of Art summer exhibitions

Cape Cod Museum of Art has announced its program for summer exhibitions. The public is invited to the public receptions of the three major shows: Modernists Out of the Mainstream; Connections: Visual Fellows of the Cape; and Beyond the Tattoo – Mark Corliss. Modernists Out of the Mainstream

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Biz Note

Cape Cod Five donates \$5,000 to Habitat for Humanity of Cape Cod on behalf of employees

Cape Cod Five recently presented a \$5,000 donation to Habitat for Humanity of Cape Cod, awarded in honor of all bank employees. As part of Cape Cod Five's annual Employee Appreciation Week, employees were asked to nominate a local nonprofit of their choosing, and nominees were then voted upon by all employees. This year, Habitat for Humanity of Cape Cod received the most votes and therefore was selected for this Bank grant. "We are honored to present this donation in recognition of our more than 500 employees' dedication to making a meaningful difference in the lives of our customers and in our communities," said Dorothy A. Savarese, President and CEO of Cape Cod Five. "We are pleased that this donation will help support Habitat for Humanity of Cape Cod's important work providing affordable housing to individuals and families in our region."

(June 7-August 5) presents an historical view of important Cape Cod artists with works from the museum's permanent collection. Connections: Visual Fellows of the Cape (June 1-September 9) celebrates the 50th Anniversary of the Fine Arts Work Center and puts the spotlight on artists who originally came to the Cape on fellowships to the FAWC in Provincetown and decided to stay on the Cape and mature in their work. Beyond the Tattoo – Mark Corliss (June 21-August 5) is sponsored by First Citizens Federal Credit Union and presents the work of Hyannis tattoo artist Mark Corliss that reflects his love of the traditional Japanese design. Beyond the traditional, Corliss uses his artistic skills of shading, coloring and adding dimension with ink beneath the skin to create life-like nipples for women who have had mastectomies.

Jim Clay named Director of Golf at The Club at New Seabury

Jim Clay has been named the new Director of Golf at The Club at New Seabury. Clay has

worked as a golf professional for over 15 years. For the last two years, he has served as the Head Golf Professional at Old Overton Club in Vestavia Hills, Alabama. Prior to Old Overton Club, he served as the Head Golf Professional at Rancho La Quinta Country Club in La Quinta, California. Earlier in his career, he served as an Assistant Golf Professional at Mission Hills Country Club in Rancho Mirage, California.

YMCA Cape Cod and Cape Cod Tech team up to serve Lower Cape families

If you have an infant, toddler or preschooler, the YMCA wants to hear from you. On Monday, June 4, at 6 p.m. the YMCA Cape Cod and Cape Cod Regional Technical High School will be hosting an information and dialogue session at Cape Tech. The organizations will share their plans and seek input from community members that have childcare needs. Recently the Y conducted a community needs assessment seeking to understand the Lower Cape needs in the areas of youth development, healthy living,

and social responsibility. Based on the survey findings, a need for quality, affordable, early childhood education became evident. The Y is partnering with Cape Cod Regional Technical High School to fulfill this need by operating and expanding Cape Cod Tech's existing early education program beginning in September 2018.

Quincy Memorials announces the relocation of its Kingston location

Quincy Memorials has announced the relocation of its Kingston location from 1 Tarkiln Road to 175 Summer Street (in the lower section of the Kingston Florist building). Bryan Poirier, whose family has owned Quincy Memorials since 1979 and who is the General Manager at the company, said that the new location offers additional space and a better location. Quincy Memorials also opened a location in October 2016 at 538 Bedford Street, Route 18, in Abington. The property contains both indoor office space and an expansive outside display area, similar to their other

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locations in Quincy and Kingston.

Talking Information Center announces new leadership



Anna Dunbar and Jim Bunnell

The award-winning Talking Information Center, a nonprofit reading service broadcasting 24-hours a day to thousands of visually impaired and otherwise print impaired listeners throughout the state, has recently announced a transition in the organization's leadership. As of June 1, Anna

Dunbar, Assistant Executive Director of TIC, will take over the role of Acting Executive Director as Executive Director Jim Bunnell transitions out.

Red Jacket Resorts welcome Stephanie Orr



Stephanie Orr

Stephanie Orr has recently joined the Red Jacket Resorts management team as Executive Vice President, Sales & Marketing. Her focus in this newly created position will be to streamline marketing and increase revenue for all seven resort properties on Cape Cod, MA and in North Conway, NH. Orr is a native New Englander and graduate of Western International University with over 17 years of hospitality and sales experience including catering, budgeting, food and beverage, amusement parks and hotel management.

Brian Keefe joins Complete Payroll Solutions as Vice President of Sales

Complete Payroll Solutions has announced that Brian Keefe has joined the company as Vice President of Sales. In this role, Keefe is responsible for leading the sales organization's vision, driving revenue growth and contributing to overall business strategy. He has nearly 20 years of experience in strategic sales in the payroll industry. Keefe works out of the company's Boston office.

SelecTech launches lab division

SelecTech Inc., a leader in the manufacture of innovative flooring products with long-term value and immediate benefits, recently announced the launch of a new lab division to better serve clients in the life sciences, educational, and institutional markets. Currently, SelecTech's FreeStyle flooring line includes FreeStyle BioLock, an interlocking flooring product customized for use in labs. BioLock utilizes a water-proof seam sealer that

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makes tiles liquid-tight but still removable and replaceable. Additionally, SelecTech's StaticStop ESD flooring products are used in some labs to reduce static electricity discharge. Those products also utilize interlocking technology for easy installation, maintenance and portability.

Maplewood Senior Living makes strategic executive moves with three new appointees

Maplewood Senior Living announces several new executive appointments to its Cape Cod communities. Rachel Greenfield, who has held the helm as Executive Director at Maplewood's Mill Hill Residence, will move to the Maplewood at Mayflower Place as Executive Director. Assuming the position of Executive Director of Maplewood Mill Hill Residence is Joanna Lovely. In addition, Cathy Leighton has been promoted to Administrator of Mayflower Place Nursing & Rehabilitation Center. Greenfield will be responsible for the day-to-day operations of the newly renovated and only full-service, continuing care retirement

community on Cape Cod. In her new role, Lovely is responsible for daily operations of the Mill Hill Residence, which is located on the Maplewood at Mayflower Place campus. Leighton joined Maplewood Senior Living in 2001 as the Administrator of Mayflower Place Nursing & Rehabilitation Center and most recently was an as an Executive Director of Maplewood at Mayflower Place.

CCIAOR releases April 2018 Cape Cod real estate market statistics

According to preliminary data released last month by the Cape Cod & Islands Association of Realtors, 425 homes sold in April, 329 single-family homes and 96 condominiums. Median sales price was \$399,000 for single-family homes and \$307,450 for condominiums. Last April, 425 homes (340 single-family homes and 85 condos) sold at a median price of \$385,000 for single-family homes and \$262,000 for condominiums. Year-to-date, 1,038 single-family homes have sold for a median price of \$400,150 and 276 condominiums have sold for a median price of \$284,000 — compared

to last year through April, 1,150 single-family homes had sold for a median price of \$378,000 and 265 condominiums had sold for a median price of \$252,000.

"We have a lot of buyer interest and a lot of seller interest, unfortunately they are not in the same price range right now. With a healthy level of inventory in the luxury market, buyers working with a professional Realtor can find good value in the market; sellers under \$500,000 with a home ready to sell can find great value. Until the inventory puzzle is solved, the median sales price will continue to rise - and this will become the new normal," says Martha Knapp, President of the Cape Cod & Islands Association of Realtors.

Sales pending at the end of April were 348 for single-family homes and 87 for condominiums — a 7.4 percent decrease for single-family and a 4.8 percent increase for condominiums, which will show up in closed home sales in the coming months. Last April, there were 376 pending single-family homes and 83 pending condominiums. Data released reflects all residential and condominiums in the Cape Cod & Islands Multiple Listing

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Cape Cod Five supports Cape Cod Baseball League with \$10,000 sponsorship



(From left): Bill Bussiere, Senior Vice President, Director of Corporate Development and Deputy Commissioner, Cape Cod Baseball League; Robert Talerman, First Executive Vice President and Executive Lending Officer, Cape Cod Five

Cape Cod Five has continued its sponsorship of the Cape Cod Baseball League for the 2018


season, supporting the league for more than a decade. The bank recently presented a \$10,000 donation for its sponsorship of the league and each of the ten teams. "For over a century, the Cape Cod Baseball League has brought joy to thousands of residents and visitors every year and continues to be an important part of our region's economy," said Dorothy A. Savarese, President and CEO of Cape Cod Five. "We are pleased to support the league, its individual teams and their contribution to the economic sustainability of our communities."

Eisenstein Flaherty and Associates announce new Senior Living Management Consulting Business

Patrick Flaherty, founder of Guided Living Senior Home Care, and Robert Eisenstein, Executive Director of Laurelwood at The Pinehills, have announced the formation of their new business, Eisenstein Flaherty and Associates, a management consulting firm serving assisted living communities throughout Massachusetts. Eisenstein has lived and worked

in the Plymouth community for over 25 years in a variety of health care settings including BID Plymouth, nursing homes, and assisted living communities. Flaherty employs over 100 people through his home health care organization which services Plymouth and Barnstable counties.

Southcoast Health welcomes Elizabeth Roche Smith, MD, as new President of Southcoast Physicians Group

Elizabeth Roche Smith, MD, has joined Southcoast Health as the President of Southcoast Physicians Group. Dr. Smith is a seasoned physician executive with over 20 years' experience as a leader in multispecialty groups, practice management, managed care and quality improvement. Dr. Smith is a practicing pediatrician and will continue to devote a portion of her time to active practice. 

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2018 Sandwich Chamber Guidebooks & Walking Guides Available



The Sandwich Chamber has released its 2018 Guidebook this week featuring a cover story by Sandwich DNR Director David DeConto and cover photo of Peters Pond by Josh Wrigley, DNR Assistant Director. The guide is filled with useful information, including access points and fishing suggestions for the ponds, an annual calendar of events, shops, activities, and business directory. Find coupons, sports & recreation ideas, travel services, and town contacts. Designed for visitors and residents alike, this is your go-to resource for all things Sandwich. The guidebook is available at the Sandwich Welcome Center, 520 Route 130, and at member restaurants, hotels, shops, town offices, and businesses. Also pick up the newest Walking Guide, a map favored by walkers, bikers, and drivers looking to find the best routes to all our great establishments in Sandwich.

Orleans chamber holds ribbon cutting for Beach Road Properties



The Orleans Chamber of Commerce provided a ribbon cutting ceremony on May 10 to celebrate the opening of new offices for Beach Road Properties, a family-owned real estate sales and vacation rental provider in Orleans. Beach Road Properties recently moved to 41 Main Street and are celebrating 20 years in business.

Pictured left to right are (front row) Terri Souza, Cape Cod Five and Chamber Board of Directors, Jeanene Campbell, Beach Road Properties, Michael Murphy, Beach Road Properties, Jennifer Holmes, Beach Road Properties, Myra Brink-Murphy, Beach Road Properties, Sally Drew, Stephen Polowczyk, Rockland Trust, Noëlle Pina, Chamber Executive Director, (back row) Alan McClennen, Orleans Selectman, Joyce Haun, and Justin Alex, Cape Cod Chronicle and Chamber Board of Directors.

Plymouth Area Chamber of Commerce

From the desk of Executive Director Amy Naples

Though it can require time and investment, becoming a Plymouth Area Chamber of Commerce Member is a great opportunity to increase the reputation and reach of your business while making a difference in the local community. No matter your profession, you are sure to make new business contacts and expand your company's visibility through a variety of channels. At the PACC, we are a member-driven, business-focused organization advocating for economic growth and business prosperity in the Plymouth Area. Below are the top reasons why membership with the PACC is one of your best investments:

Networking. The Chamber is a rich source of networking, where businesses can increase their contacts and be referred to potential clients. With fellow business professionals as target customers, membership with a Chamber gives businesses a chance for personal interaction and a greater sense of confidence and familiarity that can foster strong business bonds.

Exposure. The PACC is a great source of information for the local business community, visitors, and local residents as we consistently refer potential customers to our members. Chamber publications, Chamber directory, newsletters and online directories can highlight your business and increase the visibility of your product or service.

Support. As an organization for businesses, the PACC is the voice of its members, representing the body and advocating for their stakes in legal and social matters. The Chamber protects and furthers the members' interests by improving the business climate in the region.

Credibility. Joining the PACC can positively affect other organizations' perceptions of your business, and also the views of consumers. By joining the Chamber, you are sending a message that your business operates using sound business practices and is a leader in the community.

Building Relationships. This isn't about networking, this is about gaining friends, associates, and advocates. The people you get to know through the Chamber may or may not do business with you, but the social and emotional return in building meaningful, lasting relationships can be more beneficial than the financial return you seek. This in return will create better relationship building skills that can crossover to improve all business aspects.

Take the time to explore joining your local Chamber of Commerce! We can connect you to a wide variety of resources, help you promote your business and assist you as you grow.

Cape Cod Chamber of Commerce

From the desk of CEO Wendy Northcross


The 10th Annual Cape Cod Quahog Day will receive a mighty dose of broadcasting flair thanks to this year's emcee, Cape Cod native and WCVB-TV Boston anchor and reporter Doug Meehan!

Meehan will host the festivities at 2 p.m. on Thursday, June 21, the first day of summer, at The Pilot House Restaurant and Lounge located at the Sandwich Marina on beautiful Cape Cod Canal. Meehan will work alongside Cape Cod's other infamous Doug, the region's beloved official Quahog since 2009, to share his highly anticipated annual summer beach forecast.

Quahog Day, presented by the Cape Cod Chamber of Commerce and sponsored this year by Rockland Trust, is a true rite of passage into summer for Cape Cod residents and visitors alike. For this year's milestone event, Doug, the little weather soothsayer, will kick off the summer season with a grand entrance to deliver his official prediction of how many beach days we can look forward to for Summer 2018!

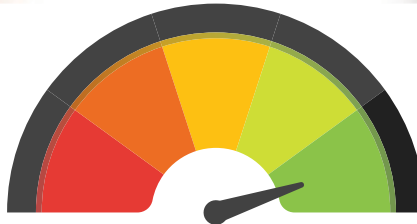
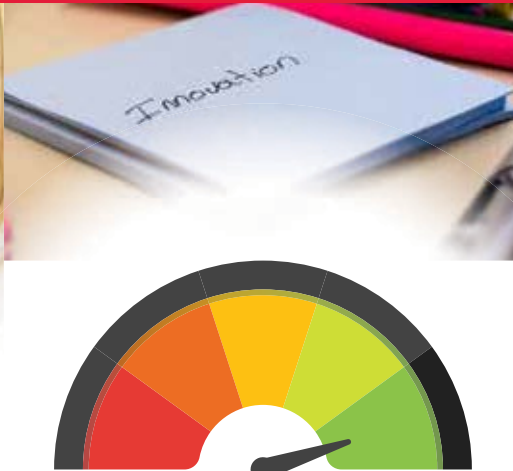
Upon his arrival, Doug will be escorted to his prognostication perch by his Quahog Security Detail, a team of black-suited men and women armed with clamming rakes. During his Prognostication Ceremony, Doug will whisper his prediction into the ear of his human sidekick, Captain Johnny Quahog of the Quahog Republic, who will then relay the sunny forecast to the other Doug, emcee Doug Meehan, to share with the attending crowd.

As this year's Quahog Day emcee, Meehan is excited to return to his local roots on Cape Cod to share the hard-shelled mollusk Doug's official prediction of how many beach days lie ahead for the 2018 summer season! Having grown up on the Cape, Doug understands the importance of having beautiful beach weather throughout the summer. Let's hope Doug the Quahog shares the same great news about the upcoming summer weather. Otherwise, he risks a dunk in the chowder pot!

Quahog Day, which is free to the public and includes plenty of laughs and fun photo opportunities, gets underway at 2 p.m. After Doug the Quahog's prognostication, patrons are encouraged to stay to enjoy small bites and music on the Pilot House's outdoor lawn. Limited edition Quahog Day tees, provided by Cape Cod Textile, will be available for purchase at the event. For more information, please visit QuahogDay.com. You can also find Doug on Facebook, Twitter, and Instagram at @DougtheQuahog. 

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PACKAGE 3 \$999

- 2 half day events - April 4 and April 18 at a facility in Hyannis, MA
- The assignment of 3 mentors for 6 months to help you scale your business
- Pop-up store event to be held on Cape Cod
- 3 months of advertising in *Cape & Plymouth Business*
- 30 second professional video commercial for marketing and social media advertising



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Your Business is About YOU



By Ja-Nae Duane

Follow your passion.

Most entrepreneurs have heard this advice at least once in their lives. Sounds super simple, right? Just find that thing you love more

than anything, build a business, and success will follow.

There's just one tiny problem with this advice. It completely ignores the key elements needed to start a business.

Today, I want to focus on one of the most important elements: YOU.

I understand the temptation to dive immediately into your business. You already know yourself. What difference will it make?

First, no two entrepreneurs are the same. Each of us has different strengths and skills. You'll save yourself a lot of headaches if you identify and understand your entrepreneur type and approach from the start.

What Entrepreneur Type Are You?

The Perfectionist: Works towards perfection; avoids error; conscientious; hates schedules & deadlines; great critical powers; leads by example; prefers doing over feeling.

The Giver: Wants to gain approval; feels pride in being needed; grows by discovering what they want; craves freedom; works for the respect of people.

The Performer: Loves the spotlight; the instant expert; captain of winning team; heart is in the work.

The Romantic: Wants creativity; craves freedom; called to emotionally intense lines of works; attracted to what is missing.

The Observer: Likes boundaries; watches life as an observer; values unemotional decision making; minimalist; values emotional control; extremely productive when in a decision-making role.

The Trooper: Strong analytic powers; comes alive under adversity; clearly focused calls to action; ambivalent about visible success; thrives on adrenaline; asks hard questions; skeptics.

The Epicure: Wants to keep energy up; experiences joy, options and ideas; diffuses fear; the world is full of possibilities; spontaneity; positive future.

The Boss: Concerned with injustices; lusts

for life; may see compromise as weakness; defending the innocent; setting boundaries; enforcing the rules.

The Mediator: Maintains neutrality; cannot say 'no'; relaxes friction; structure and keeping the peace.

For instance, let's say you're thinking about building a business and taking it to IPO. That kind of business can require a really specific structure and limit some of your options. But you personally place a lot of value on freedom and your ability to be creative.

Of course, it's not that you can't make the IPO goal happen and take into account your personal preferences. But imagine how much trouble you'll avoid if you know what matters most to you as an entrepreneur. Over time, you'll find it's maybe just a little easier to identify the best choice that gets you closer to the goal and stays true to who you are as an entrepreneur.

You may identify with more than one type. That's OK. But one is likely to be more dominant. If in doubt, ask your spouse or partner. Sometimes a third party can help us see ourselves more clearly.

Identifying your type is just the first step. You'll also benefit from knowing your preferred business approach. Do you need to start a business because you just lost a job or need more income? Or do you see an opportunity you can exploit in a particular niche?

What Entrepreneur Approach Will You Take?

The Essentialist: These entrepreneurs are starting a company out of necessity. They could have lost their job or need more income coming into their household. Either way, this entrepreneurial type will rise in the next decade.

The Do-Gooder: These entrepreneurs want to change the world in their small way. Their No. 1 focus is figuring out how to make the largest social impact. Money is secondary to them.

The Expert: These entrepreneurs are experts within a field and have decided to take that expertise and start something of their own. These entrepreneurs are the lawyers, architects, and programmers of the world.

The Artist: These entrepreneurs identify themselves as artists and artisans first. Their No. 1 focus is to create. The business side of things may not come easy to this type, but it is a necessity in order to do their art.

The Franchisee: These entrepreneurs usually come to a business that has already worked out its systems, much like a franchise. They are not interested in having their name tied to a unique



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entity, but prefer knowing that a system works and that it is profitable. This entrepreneurial type is a low-risk entrepreneur with money as a priority.

The Builder: These entrepreneurs are the opportunity seekers. Once they see an opportunity, they seize it to help it grow. These people are born entrepreneurs. This type is most likely to start a company, build it to a specific point, and then move on to another venture.

The Lifestylist: These entrepreneurs love the idea of living the entrepreneurial lifestyle and are living to grow their businesses large enough to maintain that lifestyle. These entrepreneurs may piece together their business through capitalizing on their own skill set or personal assets. This entrepreneurial type will also have more than one project running, which may include a consultative practice.

Put these two pieces together and you'll have a more complete picture of who you are as an entrepreneur. That's powerful information that will play a big role in your future success.

A version of this article originally appeared at StartupEquation.com.

Ja-Nae Duane is Founder of The Revolution Factory and co-author of *The Startup Equation*. She can be reached at janaeduane@gmail.com.

RECORDED IN APRIL 2018

SOURCE: SECRETARY OF STATE OF THE COMMONWEALTH

NAME	ENTITY TYPE	TOWN	DATE	NAME	ENTITY TYPE	TOWN	DATE
Timothy Pogorelc Real Estate LLC	Domestic Limited Liability Company (LLC)	Barnstable	04/17/2018	Mindfuling Works L.C.	Domestic Limited Liability Company (LLC)	Marshfield	04/13/2018
6 Kerna Drive LLC	Domestic Limited Liability Company (LLC)	Bourne	04/02/2018	Anchor Environmental Services LLC	Domestic Limited Liability Company (LLC)	Marshfield	04/19/2018
Au Coeur LLC	Domestic Limited Liability Company (LLC)	Bourne	04/12/2018	Humarock Shepards LLC	Domestic Limited Liability Company (LLC)	Marshfield	04/20/2018
Johnson Sign Company LLC	Domestic Limited Liability Company (LLC)	Bourne	04/25/2018	Patriot Fisheries LLC	Domestic Limited Liability Company (LLC)	Marshfield	04/24/2018
DPotts Consulting And Cosmetics LLC	Domestic Limited Liability Company (LLC)	Brewster	04/06/2018	Meg and Roe Photography LLC	Domestic Limited Liability Company (LLC)	Marshfield	04/25/2018
The Brewster Flats LLC	Domestic Limited Liability Company (LLC)	Brewster	04/11/2018	Ocean Street Juice & Cafe Inc.	Domestic Profit Corporation	Marshfield	04/25/2018
Cape Cod Grow Lab LLC	Domestic Limited Liability Company (LLC)	Brewster	04/18/2018	Leader Flooring Corporation	Domestic Profit Corporation	Marshfield	04/26/2018
Sea To Summit Triathlon LLC	Domestic Limited Liability Company (LLC)	Brewster	04/23/2018	Ronan Grove LLC	Domestic Limited Liability Company (LLC)	Marshfield	04/30/2018
Underpass Ventures LLC	Domestic Limited Liability Company (LLC)	Brewster	04/28/2018	Team Green Clean Inc.	Domestic Profit Corporation	Marshfield	04/30/2018
Lagoon Heights LLC	Domestic Limited Liability Company (LLC)	Chatham	04/12/2018	Waves Healing Therapies Inc.	Domestic Profit Corporation	Mashpee	04/07/2018
Murray Consulting LLC	Domestic Limited Liability Company (LLC)	Chatham	04/23/2018	Lockwood Custom Builders Inc.	Domestic Profit Corporation	Mashpee	04/13/2018
Cause Octopus LLC	Domestic Limited Liability Company (LLC)	Chatham	04/26/2018	Poppy Golf LLC	Domestic Limited Liability Company (LLC)	Mashpee	04/13/2018
JDO Painting Inc.	Domestic Profit Corporation	Chatham	05/01/2018	Bayshore Consultants LLC	Domestic Limited Liability Company (LLC)	Mashpee	04/16/2018
Dena Porter Photography LLC	Domestic Limited Liability Company (LLC)	Chilmark	04/06/2018	Pab Restaurant Corporation	Domestic Profit Corporation	Mashpee	04/16/2018
Benchmark Esg Consulting LLC	Domestic Limited Liability Company (LLC)	Chilmark	04/25/2018	Routed Yoga Inc.	Domestic Profit Corporation	Mashpee	04/17/2018
Plymouth Bay Orthopedic Associates Non-Bidco LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/02/2018	Sagamore Active Adult LLC	Domestic Limited Liability Company (LLC)	Mashpee	04/23/2018
1929 Development LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/03/2018	Happy Hemper LLC	Domestic Limited Liability Company (LLC)	Mashpee	04/24/2018
230 Bodwell Re LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/09/2018	Big Splash Advisors Inc.	Domestic Profit Corporation	Mashpee	04/25/2018
Kimjohn Holdings LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/10/2018	Casey Crane & Equipment LLC	Domestic Limited Liability Company (LLC)	Mashpee	04/27/2018
Pros Only LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/10/2018	NECC Active Adult LLC	Domestic Limited Liability Company (LLC)	Mashpee	04/29/2018
Thefcatec LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/10/2018	Best Kept Secret LLC	Domestic Limited Liability Company (LLC)	Mashpee	04/30/2018
Atlas Tau LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/12/2018	Hawkeye Landscaping Inc.	Domestic Profit Corporation	Nantucket	04/01/2018
Villanza One LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/14/2018	LG Landscaping & Cleaning Inc.	Domestic Profit Corporation	Nantucket	04/02/2018
Capstan Partners LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/19/2018	Master Stone Construction Inc.	Domestic Profit Corporation	Nantucket	04/02/2018
The Liv Tuff Corporation	Nonprofit Corporation	Duxbury	04/21/2018	27 Pineapples LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/03/2018
Coastal Estates LLC	Domestic Limited Liability Company (LLC)	Duxbury	04/23/2018	Rainbow Motors LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/03/2018
Sofel Operations Inc.	Domestic Profit Corporation	Eastham	04/06/2018	3 Mary Ann Drive LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/04/2018
Tandem Ride LLC	Domestic Limited Liability Company (LLC)	Eastham	04/06/2018	Clarjoh LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/04/2018
Healthier World Corporation	Nonprofit Corporation	Eastham	04/11/2018	Offshore Books Inc.	Domestic Profit Corporation	Nantucket	04/04/2018
Shored Up Digital LLC	Domestic Limited Liability Company (LLC)	Edgartown	04/06/2018	JC Roofing & Siding Inc	Domestic Profit Corporation	Nantucket	04/05/2018
East Coast Mechanical Inc.	Domestic Profit Corporation	Edgartown	04/13/2018	Nantucket Home Services LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/05/2018
Marlin Run LLC	Domestic Limited Liability Company (LLC)	Edgartown	04/16/2018	Coffin Owners Association Trust Inc.	Domestic Profit Corporation	Nantucket	04/06/2018
Lenin's Painting Inc.	Domestic Profit Corporation	Edgartown	04/18/2018	Landaverde Carpentry Services Inc.	Domestic Profit Corporation	Nantucket	04/07/2018
NE-MV Home Services LLC	Domestic Limited Liability Company (LLC)	Edgartown	04/20/2018	Tidy Nantucket Inc.	Domestic Profit Corporation	Nantucket	04/10/2018
Cottage City Cab Company Inc.	Domestic Profit Corporation	Edgartown	04/25/2018	Carl Berry Construction LC	Domestic Limited Liability Company (LLC)	Nantucket	04/11/2018
262Mv LLC	Domestic Limited Liability Company (LLC)	Edgartown	04/26/2018	Crewave Construction Inc	Domestic Profit Corporation	Nantucket	04/11/2018
262View LLC	Domestic Limited Liability Company (LLC)	Edgartown	04/26/2018	JCH Carpentry Inc.	Domestic Profit Corporation	Nantucket	04/11/2018
Dynasty Tours & Charters Inc.	Domestic Profit Corporation	Falmouth	04/03/2018	Popscotch LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/12/2018
Aeeg Inc.	Domestic Profit Corporation	Falmouth	04/05/2018	Mancia Painting Services Inc.	Domestic Profit Corporation	Nantucket	04/14/2018
Ewetopia LLC	Domestic Limited Liability Company (LLC)	Falmouth	04/09/2018	HD Landscape LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/17/2018
Fontelux Hospitality Systems LLC	Domestic Limited Liability Company (LLC)	Falmouth	04/09/2018	LP Custom Carpentry Inc.	Domestic Profit Corporation	Nantucket	04/17/2018
Cape Cod Ma Local Chapter of the Democratic Socialists of America (DSA) Inc.	Nonprofit Corporation	Falmouth	04/18/2018	Meadowood Landscape Construction Corp.	Domestic Profit Corporation	Nantucket	04/17/2018
Zen Sushi LLC	Domestic Limited Liability Company (LLC)	Falmouth	04/24/2018	Andria & Kevin Corp	Domestic Profit Corporation	Nantucket	04/18/2018
Ixxi LLC	Domestic Limited Liability Company (LLC)	Falmouth	04/26/2018	Lampe Property Management Inc.	Domestic Profit Corporation	Nantucket	04/18/2018
Hazleton Homes Inc.	Domestic Profit Corporation	Falmouth	04/30/2018	Surfside Glass Inc.	Domestic Profit Corporation	Nantucket	04/19/2018
81 Palmer Holdings Inc.	Domestic Profit Corporation	Falmouth	05/04/2018	Sweet Everlasting LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/19/2018
Abbey Knoll Properties LLC	Domestic Limited Liability Company (LLC)	Hanover	04/02/2018	Dilyan Dimitrov Inc.	Domestic Profit Corporation	Nantucket	04/20/2018
Five Hive Property Group LLC	Domestic Limited Liability Company (LLC)	Hanover	04/03/2018	Justas Carpentry Inc.	Domestic Profit Corporation	Nantucket	04/21/2018
MA Green Cleaning LLC	Domestic Limited Liability Company (LLC)	Hanover	04/09/2018	N402Bk LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/21/2018
Le-O-Nine Inc.	Domestic Profit Corporation	Hanover	04/10/2018	N406Bk LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/21/2018
Fine Home Builders LLC	Domestic Limited Liability Company (LLC)	Hanover	04/11/2018	Swim With Grace LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/24/2018
Long Lake House LLC	Domestic Limited Liability Company (LLC)	Hanover	04/12/2018	Blue Dawg LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/26/2018
Nutrition House Software LLC	Domestic Limited Liability Company (LLC)	Hanover	04/12/2018	Davison and Kelly Gardens LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/26/2018
Kk1628 Newton LLC	Domestic Limited Liability Company (LLC)	Hanover	04/16/2018	Flying Whale LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/26/2018
Old Forge Construction Mark-Ive LLC	Domestic Limited Liability Company (LLC)	Hanover	04/18/2018	Jen-Eric LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/26/2018
Healing Tree Massage & Wellness LLC	Domestic Limited Liability Company (LLC)	Hanover	04/24/2018	Nantucket Property Watch LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/26/2018
Kk1668 Newton LLC	Domestic Limited Liability Company (LLC)	Hanover	04/24/2018	Lite Wave Technologies LLC	Domestic Limited Liability Company (LLC)	Nantucket	04/27/2018
Coastal Property Solutions LLC	Domestic Limited Liability Company (LLC)	Hanover	04/26/2018	Adk Bookkeeping Services Inc.	Domestic Profit Corporation	Nantucket	04/30/2018
East of Chatham LLC	Domestic Limited Liability Company (LLC)	Harwich	04/02/2018	Ack Hawk Painting Inc.	Domestic Profit Corporation	Nantucket	05/01/2018
Ditzel Finish Carpentry Inc.	Domestic Profit Corporation	Harwich	04/14/2018	M. L. Barrett LLC	Domestic Limited Liability Company (LLC)	Norwell	04/09/2018
Silver Spade LLC	Domestic Limited Liability Company (LLC)	Harwich	04/19/2018	TZW LLC	Domestic Limited Liability Company (LLC)	Norwell	04/09/2018
Beacon Custom Carpentry LLC	Domestic Limited Liability Company (LLC)	Harwich	04/20/2018	Footprints Norwell Ma LLC	Domestic Limited Liability Company (LLC)	Norwell	04/10/2018
Seaside Property Management Inc.	Domestic Profit Corporation	Harwich	04/27/2018	KH Fitness LLC	Domestic Limited Liability Company (LLC)	Norwell	04/13/2018
Rising Tide Women LLC	Domestic Limited Liability Company (LLC)	Kingston	04/12/2018	Phantom Security & Investigations LLC	Domestic Limited Liability Company (LLC)	Norwell	04/15/2018
LLRS LLC	Domestic Limited Liability Company (LLC)	Kingston	04/17/2018	Molly L. Barrett, DDS, P. C.	Professional Corporation	Norwell	04/23/2018
Win Morrison Realty Inc.	Foreign Corporation	Kingston	04/17/2018	Breakout Basketball Inc.	Domestic Profit Corporation	Norwell	04/24/2018
Blackwater Farms LLC	Domestic Limited Liability Company (LLC)	Kingston	04/18/2018	Williams Street Investments LLC	Domestic Limited Liability Company (LLC)	Norwell	04/25/2018
96 Pleasant Street LLC	Domestic Limited Liability Company (LLC)	Kingston	04/21/2018	Hingham Conditioning LLC	Domestic Limited Liability Company (LLC)	Norwell	04/27/2018
Anzaft LLC.	Domestic Limited Liability Company (LLC)	Kingston	04/27/2018	Premier Shutters of New England LLC	Domestic Limited Liability Company (LLC)	Oak Bluffs	04/05/2018
JCS Consulting LLC	Domestic Limited Liability Company (LLC)	Kingston	04/27/2018	Leone Properties Inc.	Domestic Profit Corporation	Oak Bluffs	04/11/2018
Turtle Pine Village L.L.C.	Domestic Limited Liability Company (LLC)	Kingston	04/27/2018	Second Line Properties LLC	Domestic Limited Liability Company (LLC)	Oak Bluffs	04/23/2018
Humarock Consulting LLC	Domestic Limited Liability Company (LLC)	Kingston	04/01/2018	The Grey Corporation	Domestic Profit Corporation	Oak Bluffs	04/13/2018
Coastal Treasures LLC	Domestic Limited Liability Company (LLC)	Marshfield	04/02/2018	Primm Bayview LLC	Domestic Limited Liability Company (LLC)	Oak Bluffs	04/16/2018
The Women's Advisory Group LLC	Domestic Limited Liability Company (LLC)	Marshfield	04/02/2018	Primm Carolee LLC	Domestic Limited Liability Company (LLC)	Oak Bluffs	04/16/2018
RSY & Associates LLC	Domestic Limited Liability Company (LLC)	Marshfield	04/12/2018	Sunset Rock Media Inc.	Domestic Profit Corporation	Oak Bluffs	04/17/2018
				Stonescapes Landscape Design LLC	Domestic Limited Liability Company (LLC)	Pembroke	04/03/2018
				Double Eagle Ventures LLC	Domestic Limited Liability Company (LLC)	Pembroke	04/05/2018

NAME	ENTITY TYPE	TOWN	DATE	NAME	ENTITY TYPE	TOWN	DATE
Lambert and Lambert LLC	Domestic Limited Liability Company (LLC)	Pembroke	04/19/2018	43 Towne LLC	Domestic Limited Liability Company (LLC)	Provincetown	04/17/2018
Christinas Mama LLC	Domestic Limited Liability Company (LLC)	Pembroke	04/20/2018	Center Street Cottage LLC	Domestic Limited Liability Company (LLC)	Provincetown	04/19/2018
Rich Business Services LLC	Domestic Limited Liability Company (LLC)	Pembroke	04/22/2018	LP Express LLC	Domestic Limited Liability Company (LLC)	Provincetown	04/19/2018
To The Moon and Back Inc.	Nonprofit Corporation	Plymouth	04/01/2018	P-Town Coast Inc.	Domestic Profit Corporation	Provincetown	04/26/2018
22.5 Whiting LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/02/2018	The Breakwater Motel Realty Trust	Voluntary Associations and Trusts	Provincetown	04/30/2018
American Bandana LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/03/2018	E-Comm Essentials LLC	Domestic Limited Liability Company (LLC)	Rockland	04/04/2018
Blaney and Sons Plumbing And Heating Inc.	Domestic Profit Corporation	Plymouth	04/03/2018	Heritage Restoration LLC	Foreign Limited Liability Company (LLC)	Rockland	04/10/2018
Inkberry Point LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/05/2018	Banjo LLC	Domestic Limited Liability Company (LLC)	Rockland	04/18/2018
Powder Point Mediation Group LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/05/2018	P-Fifty One Tech LLC	Domestic Limited Liability Company (LLC)	Rockland	04/23/2018
Powergen P.S LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/06/2018	Hyannis Dental Group Professional LLC	Domestic Limited Liability Company (LLC)	Rockland	04/25/2018
Refresh Me IV, LLP	Registered Domestic Limited Liability Partnership (LLP)	Plymouth	04/06/2018	Mosa143 Studio LLC	Domestic Limited Liability Company (LLC)	Rockland	04/26/2018
Gordon Berg LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/10/2018	Corbet Investments LLC	Domestic Limited Liability Company (LLC)	Rockland	04/27/2018
Professional Pilots Aircraft Maintenance LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/11/2018	Compass Athletics Inc.	Domestic Profit Corporation	Sandwich	04/09/2018
Vision Asset Finance Inc.	Foreign Corporation	Plymouth	04/11/2018	Preston Ponds LLC	Foreign Limited Liability Company (LLC)	Sandwich	04/09/2018
Alexander Learning LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/12/2018	Mobius Technologies Group LLC	Domestic Limited Liability Company (LLC)	Sandwich	04/10/2018
Pwbb LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/12/2018	Scott Abramson MD, Professional Corporation	Professional Corporation	Sandwich	04/11/2018
91 Newfield LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/13/2018	10 Pleasant Street LLC	Domestic Limited Liability Company (LLC)	Sandwich	04/12/2018
Green Endeavors LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/13/2018	Cape Colors Painting Inc.	Domestic Profit Corporation	Sandwich	04/13/2018
GS Investing LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/17/2018	Tempest Business Analytics LLC	Domestic Limited Liability Company (LLC)	Sandwich	04/24/2018
Meehan Aviation Group LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/17/2018	Pure Joy Farm LLC	Domestic Limited Liability Company (LLC)	Truro	04/02/2018
Stone & Timber Inc.	Domestic Profit Corporation	Plymouth	04/17/2018	High Dune Craft Cooperative LLC	Domestic Limited Liability Company (LLC)	Truro	04/03/2018
Your Way Automotive Inc.	Domestic Profit Corporation	Plymouth	04/17/2018	Out There Grown LLC	Domestic Limited Liability Company (LLC)	Truro	04/27/2018
Alves Property Group LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/18/2018	Belenus Holding LLC	Domestic Limited Liability Company (LLC)	Wareham	04/07/2018
440 Court Street LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/19/2018	KN LLC	Domestic Limited Liability Company (LLC)	Wareham	04/20/2018
Perfect Timing Ultrasound LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/22/2018	Gillyweed Gardens LLC	Domestic Limited Liability Company (LLC)	Wellfleet	04/17/2018
7Barefoot Farms LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/23/2018	Rose'S Auto Service LLC	Domestic Limited Liability Company (LLC)	Wellfleet	04/19/2018
Cask & Vine Events LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/24/2018	Lohmeyer Consulting LLC	Domestic Limited Liability Company (LLC)	Wellfleet	04/23/2018
My Fishing Cape Cod Inc.	Domestic Profit Corporation	Plymouth	04/24/2018	Azimad Fisheries Inc.	Domestic Profit Corporation	Wellfleet	04/27/2018
Purple Label LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/24/2018	South Chatham Properties LLC	Domestic Limited Liability Company (LLC)	Wellfleet	04/27/2018
Eagle Eyes Transport LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/26/2018	South Chatham Seafood LLC	Domestic Limited Liability Company (LLC)	Wellfleet	04/27/2018
Real Records Only LLC	Domestic Limited Liability Company (LLC)	Plymouth	04/26/2018	Helen L Fisheries LLC	Domestic Limited Liability Company (LLC)	West Tisbury	04/03/2018
Harmsway LLC	Domestic Limited Liability Company (LLC)	Provincetown	04/04/2018	Saldanha Enterprises Inc.	Domestic Profit Corporation	West Tisbury	04/11/2018
AS Tennis LLC	Domestic Limited Liability Company (LLC)	Provincetown	04/12/2018	Bero Drywall Hangers LLC	Domestic Limited Liability Company (LLC)	Yarmouth	04/11/2018
				Mark Baker Painting Services LLC	Domestic Limited Liability Company (LLC)	Yarmouth	04/24/2018



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Cape Cod Museum Trail

c/o First Citizens' Federal Credit Union
200 Mill Rd., Suite 100,
Fairhaven, MA 02719
508-979-4707
capecodmuseumtrail.com
facebook.com/capecodmuseumtrail

Stats

Total number of employees: 5
Year established: 2014

Mission

The Cape Cod Museum Trail, sponsored by First Citizens' Federal Credit Union, is both a physical journey and digital initiative that provides history-related prism into Cape Cod life and culture. The mission of the Cape Cod Museum Trail is to support and promote the image, wellbeing, and financial health of Cape Cod museums, cultural centers and art exhibitions by creating opportunities for networking, collaboration and educational programs in Barnstable, Plymouth, Bristol, Nantucket, Norfolk, and Dukes County in the State of Massachusetts.

Geographic Area

All towns across Cape Cod

Leadership



Peter Muise
PRESIDENT AND CEO



Leslie Poulin
SENIOR DIRECTOR OF MARKETING

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**Federal Government
 achieves Small Business
 contracting goal for the
 fifth consecutive
 year**

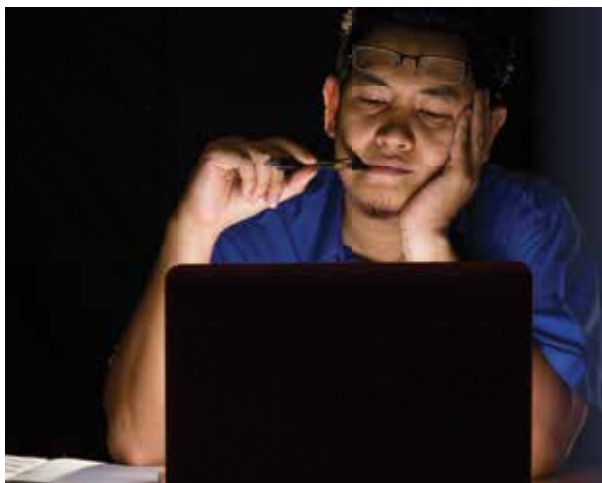


The U.S. Small Business Administration has announced that the federal government met its small business federal contracting goal for the fifth consecutive year, awarding 23.88 percent in federal contract dollars to small businesses totaling \$105.7 billion, an increase of \$5 billion. This marks the first time more than \$100 billion in prime contracts has been awarded to small businesses. The federal government earned an "A" on this year's government-wide scorecard.



South Coast Improvement Co. begins work on \$3 million renovation project at YWCA of Southeastern MA

South Coast Improvement Company, a design-build general contractor serving New England and the Mid-Atlantic states, recently began work on a \$3 million addition to the YWCA Southeastern Mass, located at 20 6th Street, New Bedford. The addition will add 6,500 square feet to the property, which will be used for after-school childcare and supportive women's housing programs. After a groundbreaking ceremony on April 28, work on the project began on Monday, May 8. The anticipated completion date is January 2019.



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Ryan's granted approval to open amusement center in Plymouth

Ryan's will be bringing its 60-year tradition of delivering family fun to downtown Plymouth later this summer. The Plymouth Board of Selectmen has granted Ryan's approval to convert the location at 136 Water Street into a Ryan's Family Entertainment Center. The new center will feature 35 of the most popular arcade, video, and skills games, as well as a prize counter. The game options will range from nostalgic favorites like Pac-Man to recent releases like Ice's Bag Toss, providing entertainment for kids and parents, alike. The center will be open from 9 AM - midnight daily. Ryan's will be opening in the home of the former Al's Restaurant, which closed in March. The 2,700-square-foot space will be retrofitted over the next couple of months, with a grand opening expected in July.

New Hampton by Hilton Hotel breaks ground in Buzzards Bay

Darling Hotels LLC recently broke ground on the Perry Avenue site of a future Hampton by Hilton hotel. The 100-room hotel will be owned and operate by Darling Hotels LLC. Construction, led by Hutter Construction, is expected to be completed in June 2019.

South Shore Habitat for Humanity Receives a \$50,000 Grant for housing unit project in Duxbury

South Shore Habitat for Humanity is the recipient of a \$50,000 grant from Charlesbank Homes to help them build a six-unit development on Temple Street in Duxbury. The Temple Street project is unique to South Shore Habitat for Humanity as it is comprised of three duplexes, creating six housing units. They will consist of three low-income and three moderate-income housing units. The organization is working in partnership with the town of Duxbury's Affordable Housing Trust on the project.



Pilgrim Monument and Provincetown Museum announces Outdoor Engineers Inc. as Funicular Consultant

The Pilgrim Monument and Provincetown Museum has announced Outdoor Engineers Inc., of Colorado and Switzerland, as the design consultant for the proposed funicular to connect the PMPM from Bradford Street to the property grounds. Outdoor Engineers Inc. has been selected to design and build the funicular, also called an inclined elevator, to transport visitors up High Pole Hill to the PMPM throughout the season. The PMPM Board of Trustees is committed to the funicular project as the solution to the long-term problem of the historic property being disconnected from the bustling downtown of Provincetown.



South Shore Young Professionals celebrate 10th anniversary

The South Shore Young Professionals, an affiliate of the South Shore Chamber of Commerce, is celebrating its 10th anniversary, a decade that included establishment of the SSYP Foundation Grant, one that helps develop and support businesses on the South Shore. Founded in 2008 with the mission to provide information, resources and opportunities to young professionals and businesses on the South Shore, the SSYP soon evolved into a rapidly growing organization with positive change as its driving force. Applications are now being accepted for the 2018 SSYP Foundation Grant from businesses looking to relocate, hire or expand on the South Shore. Businesses can be either non-profit or for-profit and must have a brick and mortar location on the South Shore or provide services with the South Shore being the primary target audience. Applicants must also be a member of the South Shore Young Professionals and willing to actively participate in the grant program throughout the year and to support future grant candidates.



THE INNOVATORS

Kohi Coffee: Building a business, one perfect cup at a time

By Deb Boucher Stetson

It's a challenge to be humble and ambitious all at once, but the founders of Kohi Coffee seem to have struck that balance.

With Kohi Coffee's flagship Provincetown location now in its fifth year, owners James DeRosier and Ryan Campbell have launched a new location in Brighton, and are planning a third shop in Boston, set to open in August. They have also recently reopened the café at Spindler's, a seasonal restaurant at Provincetown's Waterford Inn, which the couple bought two years ago.

Busy as they are, they never forget their main goal in launching Kohi Coffee. "We really focus on serving a delicious cup of coffee," DeRosier

says. "We are very humble people. We know we produce a great cup of coffee, but we're never going to say we do it better than anyone else."

Both West Coast natives, DeRosier and Campbell moved to Provincetown – via San Francisco, New York City, and Boston – with the intention of becoming business owners, although they weren't sure initially what that business might be.

"We had decided to make some life changes," DeRosier says, explaining their demanding corporate jobs had involved long hours and a great deal of travel. Campbell is an architect who designed health care facilities, traveling to places as far-flung as the Middle East for his work. DeRosier, who holds a degree in organizational behavior, worked in human resources, most recently for Bank of America.

"We were thinking of the hospitality industry, so we looked at some guest houses," says DeRosier, explaining that they came close to buying one, but the deal didn't work out. "Then we found this," he says, smiling as he looks around the compact coffee shop that has just four seats and enjoys a view of the beach and harbor.

With just 300 square feet, the space was perfect for the kind of coffee shop they envisioned: Simple and approachable, yet very

focused on high quality. Both originally from Washington state, DeRosier and Campbell know good coffee, and felt there was room in Provincetown for the kind of shop they wanted.

They needed a name for their new business, and they wanted it to be distinctive. "We were on a trip with a whole bunch of friends, so we brainstormed ideas," he says, and talk turned to how careful the Japanese are in making coffee. "So we decided on Kohi, which is the Japanese word for coffee."

Their logo, a stylized ram head, is based on the history of coffee. Ethiopia is thought to be the place where coffee was first discovered, in the 10th century or earlier. "Goats were eating the coffee cherries, and goat herders saw it made them more spirited," DeRosier says.

Located on busy Commercial Street but set back from the sidewalk in an area approaching the quieter West End, Kohi Coffee prides itself on preparing each cup to order, using a refined pour-over method that allows adjustments in strength and highlights the roast DeRosier and Campbell check on daily. In this, they partner with Portland, Maine-based Tandem Coffee roasters.

"We have a great relationship with our roaster," DeRosier says, noting they worked with Tandem to create their own private label



coffee blend called Race Point. "It's like our own product."

Although the shop is small, it doesn't feel crowded, thanks to an elemental design by Campbell. "As a designer, I take the approach that each location should reflect, complement and improve its surroundings," Campbell says. "Because each space is different, the Kohi brand becomes very important as the unifying element between our shops. Beyond the logo, we view brand as an overall approach to hospitality and feel within a space." The Kohi brand, he says, "breaks down the traditional boundaries to design creativity that often exist in businesses with multiple locations."

From the beginning, the partners knew they would open other locations. "We wanted to plan for beyond Provincetown from the start," DeRosier says. "This has scalability to other locations."

Asked why they chose Brighton for a second location, DeRosier says they could see great potential there. "Brighton is an interesting space in many respects because it's a developing area," he explains, noting there are now two professional sports practice centers there – the Celtics and the Bruins – and New Balance and Harvard Business Press have moved their headquarters there. The Brighton location is

"more than a coffee shop, we have breakfast and lunch," DeRosier says, noting that location has 1,300 square feet of space versus only 300 at the Provincetown Kohi Coffee.

In August, they will open a third Kohi Coffee location at 125 Summer Street in Boston, near South Station. That too is something of a developing area, as the building has undergone a redo. The shop will be accessible from the lobby, enticing office workers, and will have a walk-up window on the sidewalk.

In managing all the various aspects of their growing business, the partners, who are also partners in marriage, work from their respective strengths. "Ryan is branding, marketing, construction, and designing the shops. I do all the operations, HR, accounting," DeRosier says.

In addition, "We have been fortunate to find good people to help us," says DeRosier, whose HR background helps him zero in on candidates with potential for growth. "I try to find people who can meet our needs not only for now, but in the future." Between all the businesses, he says, "We now have about 75 employees on average throughout the year – of course, it's more in summer."

The two think this is something of a "pivot point" in developing their business. Right now, they work almost constantly, but "I'm thinking

in three or four years it will be easier," says DeRosier.

Starting a business, he reflects, is "a great thing to do but you have to know why you're doing it. And you have to plan. You need to have a business plan and you need to think through the details, but there comes a point where you can get bogged down in the details, and you just have to jump in."

He notes that doing business in a resort town means ignoring some of the rules. "In a resort area, you have to be flexible rather than taking a more conservative approach." For example, Kohi Coffee's flagship shop is open year-round. "People said we were crazy to stay open in the winter in Provincetown," he says. "But this is our home. Why wouldn't we want to bring something to the community? We don't make any money here in the winter, but it's good for the town."

In creating their own business, DeRosier and Campbell set out to make life changes, and they have. Where their former corporate jobs meant they hardly ever saw each other, now they are together almost constantly. "I don't know that it's simplified our lives, but it has created the opportunity to have ownership and make an impact," he reflects. "It's a labor of love for the two of us." **CPR**

SPECIALEVENT

2018



DATE:

Thursday, June 21, 2018

TIME:

5:30 - 8:00 p.m.

LOCATION:

Cape Codder Resort & Spa
Hyannis, MA

COST:

\$75

(cocktail reception and music,
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Now in its ninth year, *Cape & Plymouth Business'* 40 under 40 Awards program continues to recognize the tremendous contributions of young professionals in our region. This program honors distinguished businesspeople under the age of 40 who have made a mark in our region at an extraordinarily young age. These top young business leaders excel in their industry and show dynamic leadership characteristics. The winners have started companies, found success at a young age at established businesses, and made nonprofits stronger.

We are proud to announce the Class of 2018 40 Under 40 Award Winners

Andrea Aldana, Community Development Partnership

Emilie Bajorek, Cape Cod Five Cents Savings Bank

Catherine Baker, Cape Cod Academy

Rachel BenDavid, Rockland Trust

Amanda Booth, Cape Cod Child Development

Adam Burnett, Boardwalk Business Group

Ryan Castle, Cape Cod & Islands Association of Realtors

Ned Chatelain, Cape Cod Chatelains Real Estate at Realty Executives

Shawn Costa, RE/MAX Spectrum

Jennifer Cummings, Cape Cod Healthcare Foundation

Trevor Cunningham, Ryan's/Ten Pin

Jessie Decker, Cape Fit Hoops/Chatham Bars Inn

John DeVito, Cape Cod Five Cents Savings Bank

Liz DiGirolamo, Cape Cod Chamber of Commerce

Rob Doane, ARC Hatchery

April Ducott, Cape Associates

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Manny Marrero, Cape Cod Healthcare

Christin Marshall, Camp TimeOut/Wild Child Ventures

Whitney McNamara, Cape Cod & Islands Association of Realtors

Jennifer Perrault, St. Pius X School

Crystal Pieschel, Mid-Cape Home Centers

Adrian L. Rawn, Rockland Trust

Joe Rossi, Rogers & Gray Insurance

Stephanie Seales, Falmouth Public Library

Patrick Shanley, The Cooperative Bank of Cape Cod

Lauren Valle, Kinship Herbal and Holistic Healing

Andrew Voirol, The Social Diner

Roxana White, Steve's Barbershop

We are posthumously bestowing an honorary 40 Under 40 Award to Sgt. Sean Gannon of the Yarmouth Police Department for his service, bravery, and commitment to our community.



PHOTO BY STEVE HAINES

Problem-solving her way to success

Shannon Hoeg navigates entrepreneurship with grace and grit

By Joy Jordan

Shannon Hoeg has always had a passion for business, even since she as a young child. She sold lemonade at neighborhood stands, hawked newspapers starting at age 9, and worked in restaurants as a teen. All of those jobs taught her about hard work, service, and, more importantly, how to connect with customers.

Those traits served her well years later, when she began interning at her father's telecommunications company, and a bumpy road that led her to become the successful business owner she is today.

"I never used to share the story of JSS Communications until a mentor made me

realize it was a huge part of who I was," says Hoeg of the launch of her business. "It was not just a story of duty, but also perseverance. I came on board to my father's telecom company while in college, around 2011/2012. He was a sole proprietor, teaching me the trade, from construction sites and hard hats, to industrial power plants. I definitely didn't look the part, so I was faking it until I made it. I eventually transitioned into the management/operations role, and in about six months I realized there were some major structural tax issues – issues that would cause a domino of detrimental effects. One included my mom losing her house

because he was still on the deed.

"I jumped into action because I had a duty to help my family, and I knew how to fix the problem," says Hoeg. "I worked hours upon hours with new a newly hired tax attorney, CPA, bookkeeper, and business advisor to get the company out of the hole, and then I started JSS Communications in April 2014. With only \$10,000 in seed money, I had to act fast. I determined where the revenue was coming from, and just hustled to increase sales, hired a new tech, and worked to learn the technology and industry trends."

That drive to effectively solve problems not

"I love hearing, 'Wow, I didn't know you could send my desk phone call to my cell with one button!' Or, 'Now I have analytics to make more informed hiring and operational decisions.' Being a business owner is not easy, no matter the economic climate or industry. There are constant ups and downs, roadblocks, and unknowns. Knowing that we can create some peace of mind for such an integral part of someone's business makes it all worth it." *Shannon Hoeg*



PHOTO BY STEVE HAINES

only benefitted the business itself, it also guides how she approached her work with customers.

"Although we are a technology company, I categorize us at problem solvers," says Hoeg. "It is so rewarding to me that we can help small businesses in many ways. Typically, we work with successful companies that are growing, but are confused about what is in their IT/network closet, and don't know what phone system features can enhance their operations. You don't know what you don't know, so we help guide out clients on the best features, systems and infrastructure to support their growth and communication goals."

Having successfully grown JSS Communications over the past four years, the next step in Hoeg's growth is an exciting one. As of June 1, Hoeg is the new Vice President of Business Development for Spark Technologies, as JSS Communications has been acquired by Spark Technologies of Rockland.

"Once I met the owner of Spark, Rick Welch, I knew his company was the right fit because he, too, is a problem solver," notes Hoeg. "I had conducted extensive research

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within our region, looking for an opportunity like this. As a technology company, we have seen how quickly technology changes. The telecommunications industry, like many others, is changing rapidly, and we want to be at the forefront of the changes. Each year we have had to weave in more and more IT help and expertise, but now we will have a whole team dedicated to that area.”

Spark Technologies acts as their clients’ IT Department; as Support Technicians, Network Administrators, and even CIO. They take full accountability for the network, hardware, software and critical business technical processes to make sure there is never a lapse in the business continuity because of IT issues.

“There is so much synergy in our industries and what we do,” Hoeg adds. “JSS runs the cables and installs the phones on the very network that Spark manages. Spark provides managed it, cloud services, cybersecurity, back up disaster recovery, hosted/data centers/VPN, wireless solutions, VOIP, and tech consulting. Together, we can take away all the IT and telecom headaches for small businesses. Our merger will allow our existing clients to benefit from the combined extensive IT and telecom/cabling knowledge and services.”

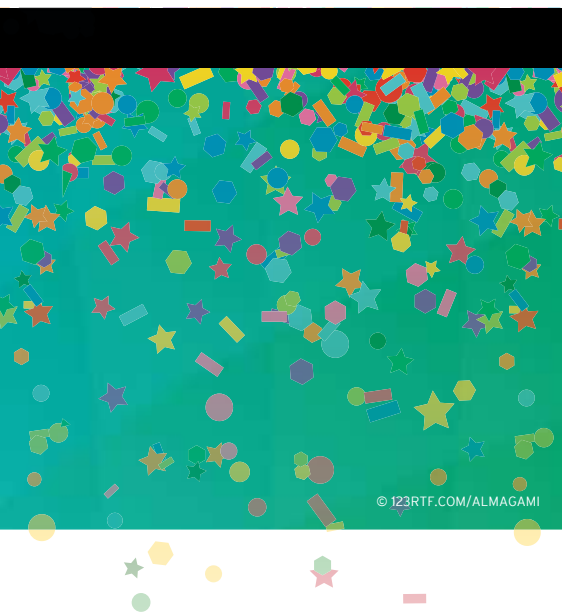
It’s not just the technical efficiencies that appealed to Hoeg. A good fit in terms of culture was just as important in making this big move.

“Rick and his Spark team have exceeded my

hopes and expectations,” she says. “Meeting as business owners, I realized that employees, clients, and the community were important to Rick. There is a wonderful culture within the organization that reaches not only the employees, but the people and companies they serve. My team is excited for the opportunity to learn and grow by combining resources, experience, and expertise.”

It was actually through their mutual community involvement that this merger was born.

“I met Rick through the South Shore Chamber of Commerce,” notes Hoeg. “I am very active in the South Shore Chamber of Commerce as a member of the Board of Directors, and the



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South Shore Young Professionals as recent past Chair. Both of these organizations, which are affiliated, have symbiotic missions and goals within the South Shore. They are a network of companies, business owners, community leaders, employees, and volunteers – all working to truly make the region a great place to live, work, and play. I also volunteer in many other capacities and support the South Shore Habitat for Humanity, and the NVNA.”

Hoeg is optimistic about the future of the region, thanks in part to an active community of young professionals, and regional groups working to guide growth and development.

“I am grateful to be a young professional on the South Shore,” says Hoeg. “The YP community here seems to have embraced the methodology that ‘a rising tide lifts all boats.’ I see a lot of collaboration, sharing best practices, and true qualified referrals. If you follow the South Shore 2030 initiative you will know that there are a lot of struggles on the South Shore around infrastructure, workforce development, cost of living and housing, but I am confident in the current and future leaders to impact positive change in those areas.”

In between growing her empire, Hoeg still makes an effort to truly enjoy all the region has to offer.

“As a workaholic, I am still trying to weave in quality of life and down time/hobby activities. I enjoy the outdoors, traveling, exploring, and being with friends and family. I’m also a foodie and health nut, so you can catch me cooking a lot and trying new healthy recipes. I also love checking out new local restaurants.”

With her relentless drive, positive attitude, and commitment to serving customers’ needs, there’s no doubt Shannon Hoeg is one to watch. 

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40 UNDER 40 AWARD WINNER PROFILES



Andrea Aldana

Age: 32

Title: Director of Housing Advocacy

Company: Community Development Partnership

Education: B.A., New York University; Certificate from Institute for Nonprofit Practice at Tufts University

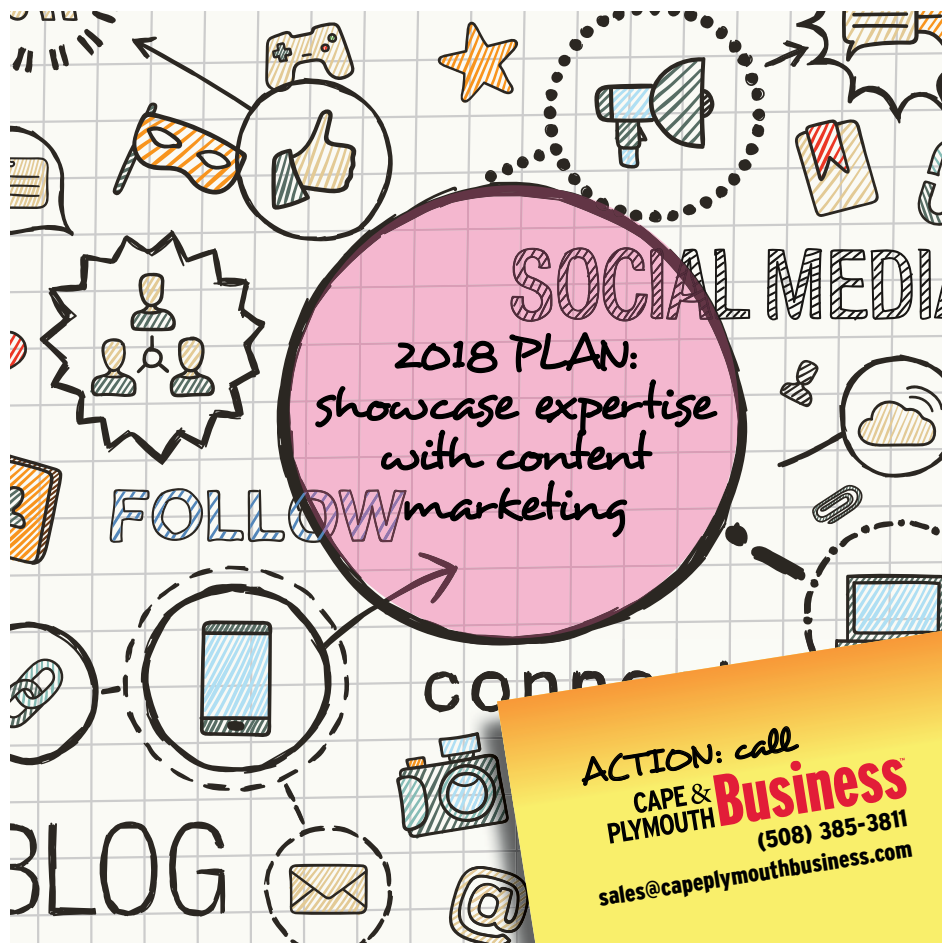
Career background/highlights: In 2017 I was tasked with developing and implementing the Cape Community Housing Partnership on the Lower Cape - training and support for municipal officials, low-to-moderate income residents, business owners, and community members. In 2015 I took on and grew the Orleans Winter Farmers Market and facilitated a process to turn it over to the Lower Cape farming community by collaborating with the Orleans Farmers Market. I also received a Rising Star Award in 2015 from the MA Association of Community Development Corporations. Before moving to the Cape, I managed a 300-member Community Supported Agriculture program in Manhattan and developed a leadership structure that is still being sustained.

Community involvement: Member, Eastham Recycling Committee. As a Salesforce enthusiast, I enjoy helping nonprofits talk through their Salesforce implementation.

Favorite professional moment: Watching Town Meeting results come in this past May and receiving thank you messages from municipal officials and community residents about affordable housing successes was a beautiful series of moments.

Who is your mentor/role model? My childhood role model was Marie Curie, I admired her for her boldness in defying cultural norms and pursuing her passion.

Where can you be found when you're not working? In my garden growing organic vegetables, at my sewing machine learning how to make clothes, cooking everything from scratch, experimenting with innovative approaches to management of chronic disease, reading about whole animal butchery, planning a home renovation on a budget, And spending time with my fiancé and my fur-kid, Bunky.





Emilie Bajorek

Age: 32

Title: Chief of Staff

Company: Cape Cod Five Cents Savings Bank

Education: Bachelors, Economics and History, Vanderbilt University; New England School for Financial Studies, Babson College; currently attending Stonier Graduate School of Banking at Wharton.

Career background/highlights: I began working at Cape Cod Five in 2012 as a Teller. A year later, I joined the President's Office team as Executive Aide, and then Administrative Officer, and over time took on more responsibility. In 2017, I was promoted to Chief of Staff.

Community involvement: Member of CCYP, Cape Cod Five's Human Need Donation Advisory Committee

Who is your mentor/role model? There are many people who have positively influenced my life. My mother instilled in me an undying dedication to family, my father taught me a strong work ethic, and my sister Aimee will always be the voice of my conscience. From my boss, I continue to learn new things every day - about focusing on the wellbeing of a customer, committing to the needs of the community, or developing as a manager.

What do you think is the most important leadership trait? A willingness to fail. In order to help others learn and grow, and continuously develop the organization, one must demonstrate that he or she is prepared to try new things, even at the risk of failure.

Where can you be found when you're not working? Spending time with family - adventuring around beautiful Cape Cod with my boyfriend Charlie and son Liam, fishing, golfing or going to the driving range, or playing on the beach with our Golden Retriever, Annie.

What's your favorite movie quote? "I don't know... I'm making this up as I go." - Indiana Jones, Raiders of the Lost Ark

What is your superpower? The ability to see a situation from many different points of view.



Catherine Baker

Age: 26

Title: Advancement Associate

Company: Cape Cod Academy

Education: Bachelor of Fine Arts, Endicott College

Career background/highlights: I grew up on Cape Cod and I returned after college because I wanted to make a contribution to this unique and special community. Through my work at the Arts Foundation of Cape Cod, Cape Cod Young Professionals, and now Cape Cod Academy, I have realized how rewarding it is to assist a nonprofit organization in exceeding its goals and fulfilling its mission. I have had the great honor of working with dedicated and passionate professionals who share my commitment to support the nonprofit sector on Cape Cod.

Community involvement: Housing Assistance Corporation Board Member, Community Leadership Institute of Cape Cod Board Member, Philanthropy Day on Cape Cod Committee Member, Cape & Islands United Way Best Night Committee Member, CCYP Giving Circle Member

Who is your mentor/role model? My parents, Rick and Susan Baker. Throughout my personal and professional journey, they have been there to encourage me and guide me. They let me choose my own path and have always pushed me to chase my dreams.

Where can you be found when you're not working? Going to the beach with my boyfriend, Dan, and our dog, Teddy, or laughing somewhere with family and good friends.

What's your favorite movie quote? "Watch your thoughts, for they become words. Watch your words, because they become actions. Watch your actions, because they become habits. Watch your habits, because they become your character. Watch your character, for it becomes your destiny. What we think, we become." - The Iron Lady

What is your superpower? Letting my smile change the world, and not letting the world change my smile.



Rachel BenDavid

Age: 37

Title: AVP, Commercial Loan Officer

Company: Rockland Trust

Education: New England College of Business, Bachelor of Science in Business Administration

Career background/highlights: Twenty years in banking - with experience in retail, compliance, residential and commercial lending

Community involvement: President, Martha's Vineyard Women's Association

Favorite professional moment: Earning my Bachelor's degree while leading a department. My personal goal became a success for my entire team, they walked the path with me for 4 years, they supported and respected my dedication, my efforts, and my ultimate accomplishment. To share that with my team, to show them that we are all capable of fulfilling our goals was an incredible experience and one I will treasure forever.

Who is your mentor/role model? My mentor is a former manager, Richard Kane. His leadership and guidance have been instrumental to my success.

What do you think is the most important leadership trait? Integrity.

Where can you be found when you're not working? At my local Fire Department, where I volunteer as a fitness trainer.

What's your favorite movie quote? "Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us. Your playing small does not serve the world. There is nothing enlightened about shrinking so that other people won't feel insecure around you. We are all meant to shine as children do. It's not just in some of us; it is in everyone. And as we let our own lights shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others." Coach Carter (2005) adapted from Marianne Williamson from A Return To Love: Reflections on the Principles of A Course in Miracles



Amanda Booth

Age: 30

Title: Director of Development and Communications

Company: Cape Cod Child Development

Education: Bachelor of Arts, Communications, Bridgewater State University; Master of Arts, Communications, Public Relations and Advertising, Suffolk University

Career background/highlights: After graduating, I moved back to the Cape and began my first nonprofit job at the Cape Cod Commercial Fishermen's Alliance. While networking, I met my now CEO, Anne Colwell, and was eventually offered my current position as Director of Development and Communications at Cape Cod Child Development. I love waking up each and every day and going to a job that truly makes a difference for Cape Cod's children and families. I am also a member of the Association of Fundraising Professionals.

Community involvement: Cape Cod Young Professionals; Philanthropy Partners of Cape Cod; reader to children in our Head Start Preschool program; and former board member of the Chatham Chamber of Commerce.

Favorite professional moment: When I helped organize a drive to donate over 400 bags of food this past Thanksgiving to 400 needy families. The look of gratitude and excitement on the children's faces solidified that I am exactly where I need to be.

Who is your mentor/role model? My mother. There are few things that she cannot do, and she is the strongest person I know. Her work ethic, generosity and selflessness are like nothing I have ever seen before. I strive to be just like her.

What do you think is the most important leadership trait? Confidence. When you are in a leadership position, you have to believe in yourself so that others will believe in you. I also believe that confidence can be infectious and I want my team to embody this quality as well.

Where can you be found when you're not working? Spending time with my husband Reid and our dog, Hallie.



Adam Burnett

Age: 39

Title: Executive Director of CHAMP Homes (contracted through Boardwalk Business Group)

Company: Boardwalk Business Group

Education: BS in Managerial Economics from Bentley University (2001)

Career background/highlights: I had a nine-year career in restaurant management in and around Boston as an Area Director of several restaurants. Spent five years as a Financial Advisor before shifting gears to begin my work with Boardwalk Business Group working with our clients for their bookkeeping, business advisory, and fractional CFO/ED needs. Began working at CHAMP Homes in 2017 and the role evolved into becoming the organization's next ED.

Community involvement: BOD CCYP, BOD Barnstable Little League, Treasurer BLL, Coach BLL, Cub Scout Den Leader, charity bike rides including the Last Gasp for five years.

Favorite professional moment: The smiles on the faces of the CHAMP Homes participants when they see that the organization is advocating for them, and making a difference for their futures.

Who is your mentor/role model? My father, John Burnett. If I could be half the man that he is, I'd be doing well.

What do you think is the most important leadership trait? Say what you mean, and mean what you say.

Where can you be found when you're not working? Cycling or on Sandy Neck

What's your favorite movie quote? "Brothers don't shake hands, brothers gotta hug." – Tommy Boy

What is your superpower? Incredible sense of direction.



Ryan Castle

Age: 35

Title: Chief Executive Officer

Company: Cape Cod & Islands Association of Realtors & MLS

Education: BA, Randolph-Macon College

Career background/highlights: Spent two years as reporter and editor at a twice-weekly community newspaper leading it to the top newspaper in the state in its category; worked as a communications advisor to a Governor of South Carolina; spent six years as the lobbyist for the Charleston Trident (SC) Association of Realtors; and four years as the CEO of the Cape Cod & Islands Association of Realtors & MLS.

Community involvement: President of the Cape Cod Young Professionals in 2018; serve on Town of Yarmouth's Community and Economic Development Committee.

Favorite professional moment: Helping four candidates win election in South Carolina in a very contentious election in 2014 that got very personal for me; it was the hardest campaign cycle I personally had ever been a part of.

Who is your mentor/role model? My first publisher at the community newspaper at my first job. He was the founder and publisher of the newspaper. Later, he became mayor of the town I grew up in.

What do you think is the most important leadership trait? Being patient while building consensus.

Where can you be found when you're not working? At home with my wife and dog.

What's your favorite movie quote? "Worrying is like a rocking chair. It gives you something to do, but it doesn't get you anywhere." – Van Wilder

What is your superpower? The ability to dissect issues, break them apart, and rebuild them in a different way than they have always been.

Happiness lies in the joy of achievement and the thrill of creative effort. Franklin D. Roosevelt



Ned Chatelain

Age: 34

Title: Realtor

Company: Cape Cod Chatelains Real Estate at Realty Executives

Education: BA, University of Pennsylvania; M.T.S. Holy Cross School of Theology

Career background/highlights: The last five years have been a process of constant growth for us. After many years of focusing exclusively on sales, we added rental and property management products for our clients in 2013. More recently, we underwent a strategic redesign of our client experience - everything from marketing materials to online tools.

Community involvement: Brewster Housing Partnership; South Side Civic Association; Dennis Port Revitalization Committee; CCYP Public Policy Committee; Member of Brewster Planning Board.

Favorite professional moment: Real estate is a team sport - buyers and sellers alike have a large team of agents, attorneys, accountants, contractors, etc. Every so often a transaction comes along where all those players trust each other and work smoothly together, and the whole thing just clicks. Those deals get you through the tough ones where nothing seems to be going right.

Who is your mentor/role model? My parents. They have been business partners since before I was born, and they set an example of integrity, professionalism, and dedication to their clients that I try to live up to every day.

What do you think is the most important leadership trait? A collaborative attitude. The most effective leaders I have worked with are those who draw different strengths from each member of their team, and trust their people to work hard and do their thing efficiently.

Where can you be found when you're not working? Spending time with my wife and two young children.

What is your superpower? I make a killer grilled cheese sandwich.



Shawn Costa

Age: 37

Title: Realtor, Certified Luxury Home Marketing Specialist

Company: RE/MAX Spectrum

Education: M.B.A. Finance, Providence College; BA Business Administration, The George Washington University

Career background/highlights: After a successful career in philanthropy, I decided to pursue my passion for real estate. In 2013 I transitioned from the fundraising world to a full-time real estate career at RE/MAX Spectrum. With great support from RE/MAX Spectrum staff, my broker Mike Guimares, and my colleague Leon Lopes I was most recently recognized as a member of RE/MAX's Platinum Club for sales production. I look at each completed transaction as small achievement and I am grateful for the trust my clients have placed in me to help them accomplish their real estate goals.

Community involvement: Vice President, Plymouth Education Foundation; Member, Plymouth Alumni Association Committee; Career Mentor and Alumni Representative, The George Washington University.

Favorite professional moment: Receiving the Million Dollar Guild status from the Institute for Luxury Home Marketing. The Million Dollar Guild recognizes those residential real estate professionals who have demonstrated their experience and proficiencies in working with the affluent customer.

Who is your mentor/role model? My late grandmother Marguerite Costa - she taught me the importance of communication, hard work, honesty, and empathy.

What do you think is the most important leadership trait? To act with humility and to help build up others around you.

Where can you be found when you're not working? Exploring Plymouth and the Cape with my wife Rebecca and my son Henry.



Jennifer Cummings

Age: 37

Title: Associate Director of Development

Company: Cape Cod Healthcare Foundation

Education: Providence College, BA in Psychology and University of Wisconsin, Madison, MSW in Health, Aging and Disability Policy

Career background/highlights: I have been working in fundraising for 15 years, in a variety of settings including small nonprofits, county-level government, universities, and health care, including at Cotuit Center for the Arts as a Development Associate and then Director of Development. Two years ago I joined the Cape Cod Healthcare Foundation and work to raise money for important programs that keep Cape Codders healthy, including cutting-edge cardiovascular procedures and state-of-the-art cancer care that allows patients to receive treatment close to home.

Community involvement: Philanthropy Partners of the Cape & Islands Board member; former co-chair of Philanthropy Day on Cape Cod; New England Association of Healthcare Philanthropy Board member; co-chair of NEAHP Educational Conference; member of the CCYP giving circle; Community Leadership Institute of Cape Cod class of 2013.

Favorite professional moment: Presenting the Outstanding Youth Awards at Philanthropy Day - it is so inspiring to see the incredible work youth are doing to improve our community. There usually isn't a dry eye in the house after they deliver their acceptance speech!

Who is your mentor/role model? My mother. The best lesson she has taught me personally is to end the day thinking about how you could have been a better person, and put that into action tomorrow. Professionally, she has taught me many networking lessons. I was able to accompany her on a business trip recently, and was so inspired by how she worked the room! She made everyone she talked to feel like a star.

What do you think is the most important leadership trait? Listening.

Congratulations Rachel and Adrian!

For making the Cape & Plymouth
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Biz Note

Community Health Center of Cape Cod now offers teledermatology services

Community Health Center of Cape Cod continues to grow and add new services, the latest of which is teledermatology. CHC providers are now able capture and forward high-resolution images of a patient's skin health concerns to a board-certified dermatologist for review. This service will help patients to gain access to specialty care during a primary care visit. It also allows CHC providers to manage a larger number of patients in-house, while referring patients with more serious skin concerns to be seen by a specialist sooner. Research demonstrates that early intervention has a direct positive impact on long-term health outcomes. CHC introduced telehealth services in 2016. Telehealth offerings include video interpreting services, teleoptometry and a home telehealth program. CHC also offers telepsychiatry, utilizing video conferencing technology for virtual delivery of psychiatry services to patients.

40 UNDER 40 AWARD WINNER PROFILES



Trevor Cunningham

Age: 26

Title: Business Development Manager

Company: Ryan Family Amusements/Ten Pin Eatery

Education: Associate of Science in Fire Science, Community College of the Air Force; Bachelor of Science in Corporate Finance and Accounting, Bentley University; Master of Business Administration, Bentley University

Career background/highlights: I served in the Air Force where I was a Firefighter (Structural and Airport)/EMT. During this time, I also ran the base 911 dispatch center. After getting out, I attended Bentley University. During this time, I started working for Ryan Family Amusements part time at the Cape Cod Mall, Oak Bluffs, and Raynham locations while getting my MBA. I started full time with Ryan's in February 2017 as the business development manager. I have helped with the planning and design of TenPin Eatery as well as assisting in overseeing it throughout the opening process. I have also been assisting in improving the culture and HR program throughout the company and focusing on customer service.

Community involvement: I have been fortunate enough to have built a partnership between Ryan's and the Big Brothers Big Sisters program and we have hosted events for the Bigs and Littles to bowl at our locations throughout the winter as well as help them with their recruitment efforts. JR Mell from Big Brothers Big Sisters has been a huge help in organizing these events with me.

Favorite professional moment: Opening day for TenPin. I have seen the project come to life over the past year and a half or so and the entire process has been an unbelievable learning experience.

Who is your mentor/role model? Since I have been with Ryan's, I have been mentored by Mike Crowley, General Manager, as well as the rest of the partners of the Ryan's team.

What do you think is the most important leadership trait? The ability to communicate effectively with every level of employee.



Jessie Decker

Age: 38

Title/Company: Corporate Trainer, Chatham Bars Inn and Owner/Instructor, Cape Fit Hoops

Education: University of New Hampshire, B.S. Recreation Management Program Administration

Career background/highlights: I developed my passion for recreation, play, and building teams when I began working at Chatham Bars Inn first as an intern and then in my 12 years as the Recreation Manager. Transitioning into the position of Human Resources Manager in 2012 allowed me to lead with the heart and mentality of a recreation enthusiast while supporting an all-star team of hospitality professionals. I took on the opportunity of Corporate Trainer in 2015. I continue to grow my passion for play and recreation and found a love of hula hooping. I became certified in Hula Hoop Fitness Instruction and have been sharing the love of the hoop through teaching for nearly four years.

Community involvement: Love Live Local events; Hyannis Open Streets; Nauset Youth Alliance; Brewster PTO; youth soccer coach with Brewster Recreation; organize cultural activities for J-1 Work and Travel Students; hoop donations for local fundraisers.

Favorite professional moment: Creating Cape Fit Hoops, taking a leap and deciding to share my love of the hula hoop.

Who is your mentor/role model? Carolyn Nelson, my aunt who shares similar passions and taught me how to say the alphabet backwards at age 9.

What do you think is the most important leadership trait? Being a clear and positive communicator.

Where can you be found when you're not working? Hula hooping at the beach or with my two boys at the ballfield or gym.

What's your favorite movie quote? "What some folks call impossible is just stuff they haven't seen before." – What Dreams May Come

What is your superpower? Leading impromptu group activities.



John DeVito

Age: 31

Title: Assistant Vice President - Commercial Loan Officer

Company: The Cape Cod Five Cents Savings Bank

Education: New England School for Financial Studies; Advanced School of Commercial Lending, Massachusetts Bankers Association; School of Commercial Lending, Massachusetts Bankers Association; Bachelors of Science in Business Administration with a concentration in Finance, Mount Ida College 2010

Career background/highlights: I started my career in wealth management with a 12-month internship at Merrill Lynch working for Peter Nee out of the Wellesley office. After graduating college, I started my banking career as a Credit Analyst for South Shore Savings Bank. In 2013 I accepted a role as a Commercial Lending Trainee at the Cape Cod Five Cents Savings Bank, where I was later promoted to a Commercial Loan Officer.

Community involvement: Board member and finance committee member at the Family Pantry of Cape Cod; Prior Board Member and Treasurer at the Community Leadership Institute of Cape Cod.

Favorite professional moment: Getting on the board of the Family Pantry of Cape Cod. This is the most meaningful and rewarding work I have ever done.

Who is your mentor/role model? Professionally, Regional Manager Rob Reisner and First Executive Vice President Bert Talerma are my role models. Having the opportunity to learn from them on a daily basis has given me the skills and knowledge necessary to succeed, not only professionally, but personally as well.

Where can you be found when you're not working? With my amazing wife, Autumn, and kids Vincent and Dominic.

What's your favorite movie quote? "The saddest thing in life is wasted talent" – Robert De Niro in A Bronx Tale

Congratulations Jenn!



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Biz Note

Cape Cod Association appoints new board members

The Cape Cod Association, one of the oldest and largest independent scholarship funds in New England, has appointed Sherry Greene-Starr and John Fulone to its Board of Directors. Last year, the Association awarded more than \$430,000 in scholarships to 286 local students. Greene-Starr has worked extensively in early childhood education and the mental health industry. Currently, she serves as a Library Assistant at Barnstable West Barnstable Elementary School, a position she has held for the past 13 years. Fulone has nearly three decades of banking experience and a demonstrated commitment to community service. As the Chief Strategy and Marketing Officer for The Cooperative Bank of Cape Cod in Hyannis, he oversees the bank's philanthropic initiatives and community partnerships.

Congratulations

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40 UNDER 40 AWARD WINNER PROFILES



Liz DiGirolamo

Age: 38

Title: Membership and Sales Manager

Company: Cape Cod Chamber of Commerce

Education: Associates degree from MBCC and currently completing BA from UMass Dartmouth

Career background/highlights: Prior to joining The Cape Cod Chamber, I was a Multimedia Marketing Executive for Key Accounts at Cape Cod Media Group, where my responsibilities included implementation of complex digital marketing programs, brand management, events, and corporate sponsorships. I also provided consistent strategic advertising and marketing counsel to clients and customers, with a focus on how to "be found" online. Prior to joining CCMG, I worked and excelled in strategic business development, sales, HR, and marketing for over 14 years.

Community involvement: I have the opportunity to partner with our Cape Cod Chamber members to help accomplish their goals or execute their mission. I feel lucky to be able to advocate for and support so many Cape Cod businesses and organizations on their journey to success.

Who is your mentor/role model? My role models are my parents, Anne and Bob DiGirolamo - instilling in me tremendous worth ethic, kindness and loyalty by leading by example. My professional mentor is Jill Ikens - former President of Atrium Staffing Boston. Jill has provided me with the knowledge, professional guidance, genuine resources, and support required to be successful professionally. She's still my first phone call!

Where can you be found when you're not working? Spending every moment possible with my 3-year-old little girl, Coco. Running (ok, jogging) or trying to squeeze a workout in at M.A.D. Fitness. Oh, and at Crisp in Osterville.

What's your favorite movie quote? "Anyone who's ever given you confidence, you owe them a lot." - Audrey Hepburn in *Breakfast at Tiffany's*

What is your superpower? Perseverance. And tap dancing.



Congratulations Trevor Cunningham for winning this year's 40 Under 40 Award.

Check out the new Ten Pin Eatery at the Cape Cod Mall! The Ten Pin Eatery is a joint venture between Ryan's and Chapin's Restaurant Group which has opened its doors for dining, play, and all things fun.

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Rob Doane

Age: 37

Title: President and CEO

Company: Aquacultural Research Corporation (A.R.C. Hatchery)

Education: University of Richmond, Finance and Accounting; Maine College of Art, Sculpture

Career background/highlights: After burning out at one of the big public accounting firms, I took a few years off to climb mountains and to ride bicycles. I went back to school to get an art degree instead of an MBA. I got excited about shellfish aquaculture as a way to create jobs, to grow a healthy source of protein, and to clean the marine environment. My professional and creative background helped me to apply technology to reimagine A.R.C., the state's largest shellfish hatchery.

Community involvement: I am on the board of directors for the Cape Cod Modern House Trust, Wellfleet SPAT, and the Southeastern Marine Aquaculture Center. I am an appointed member of the Massachusetts Division of Marine Fisheries Shellfish Advisory Panel and I served on Cape Cod's Blue Economy Panel.

Favorite professional moment: Making the first shellfish seed delivery after completing construction of A.R.C.'s new hatchery.

Who is your mentor/role model? Jonathan Fleming, A.R.C. Board Chair, is always pushing me and setting the bar higher.

What do you think is the most important leadership trait? Communication is essential to good leadership, and that includes listening.

Where can you be found when you're not working? Hopefully I'm at the beach surfing, off traveling, and having fun with my wife Siobhan and our son Malachi.

What's your favorite movie quote? "The waves are so big, and the wind is so strong, and the tide and the tide and the tide." – Wind

What is your superpower? Getting things done.



Congratulations.
Jennifer Perrault!

As usual,
our children say it best ...

Ms. Perrault,
she is smart, she likes art.
She is happy, she is clappy.
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40 UNDER 40 AWARD WINNER PROFILES



April Ducott

Age: 37

Title: Senior Project Manager

Company: Cape Associates

Education: B.S. Construction Management, Roger Williams University

Background: I found my interest in Construction in the Carpentry Program at Oliver Wolcott Technical School and then went on to study Construction Management in Rhode Island. After graduating in 2005 I moved to the Cape to take a job with a small custom builder in Chatham. I began working with Cape Associates in 2011. I was involved in the opening and staffing of the Chatham Office a few years later in 2013. I took home the Company-wide Annual Integrity Award in 2013. I later received the Boston Prism and BRICC Award for Project Manager of the Year 2014. I was promoted to Senior Project Manager of Cape Associates in 2015.

Community involvement: I serve on the board of directors for the Home Builders Association (HBRACC) and participate in various association fundraising and volunteer events for the community throughout the year.

Favorite professional moment: Being promoted to Senior Project Manager after four years with Cape Associates.

Who is your mentor/role model? I do not have one specific person - I have too many to list. We have something to learn from everyone.

What do you think is the most important leadership trait? Listening and encouragement.

Where can you be found when you're not working? We are always out exploring. My husband Sean and two children, Charlie and Parker are great adventurers. You'll typically find us camped out on the Outer Beach in Chatham, fishing the Reef in Nantucket Sound, snowboarding and skiing in the mountains, playing in the woods or off-Cape visiting family and friends.

Congratulations Shannon!

With admiration,
Your friends at Fishing Partnership

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SUPPORT SERVICES



Jimmy Chung Van Duong

Age: 33

Title: President and Chief Clinical Officer
Company: New England Wellness Solutions

Education: BSBA, MAOM (Masters in Acupuncture & Oriental Medicine)

Career background/highlights: Board Certified Licensed Acupuncturist, multiple business locations, former President of Strategic Business Network Marshfield, former President of North River Business Alliance, former Board Member of Acupuncture and Oriental Medicine Society of Massachusetts.

Community involvement: Teacher and mentor of 33 students at the Bo De Meditation Center - Braintree; Active Friends of South Shore Hospital member; member of Acupuncturists Without Borders.

Favorite professional moment: Receiving the first of many patient referrals from a local neurosurgeon ... I'm doing something right.

Who is your mentor/role model? Jack Shields of Shields Health Solutions. This guy has taught me so much! I am forever grateful!

What do you think is the most important leadership trait? Compassion - being able to snuggle into the other person's shoes, hold their hands, and bring them upward along with you. That's true leadership!

Where can you be found when you're not working? With my family standing by the fire pit telling stories or jogging around the neighborhood in my monkey-feet Vibram sneakers.

What's your favorite movie quote? "I would much rather do five kicks a thousand times, than to practice a thousand different kicks five times" - Bruce Lee

What is your superpower? Calming - I meet people during the most difficult times of their lives, and consistently find a way to make them smile for just one moment during the devastating storm.

The starting point of all achievement is desire.
Napoleon Hill



Kathryn Eident Berube

Age: 37

Title: Morning Edition Host & Senior Producer of News

Company: WCAI-FM

Education: Master's degree, Journalism, Boston University; Bachelor of Arts, Social Thought and Political Economy, UMass, Amherst

Career background/highlights: I started my journalism career reporting from the State House during the 2016 elections as a graduate student at Boston University, writing and producing stories for the *Cape Cod Times* and WCAI. I later interned at WNYC in New York as a fellow in the International Radio and Television Society. I took a detour from journalism to work for the Woods Hole Oceanographic Institution as a member of the Marine Crew on the Institution's ships *Oceanus*, *Knorr* and *Atlantis*. Recently, I was part of a team at WCAI that won a Gabriel Award for the series "Our Mortal Lives." A year and a half after joining WCAI as a show co-host and reporter, I was promoted to Senior Producer of News. More recently, I was promoted to sole host of WCAI's Morning Edition.

Community involvement: CCYP member. Founding member of the CCYP Giving Circle. Past member of CCYP Summit Committee, CCYP Development Committee. Past participant in a scholarship committee for the Cape Cod Foundation.

Favorite professional moment: I developed and executed a five-part series exploring issues of death and dying with several colleagues. My favorite part about the experience was the positive feedback that flooded in from listeners who felt enriched and empowered after hearing the series.

Who is your mentor/role model? I feel truly fortunate to have been surrounded by people throughout my life who support and nurture me - from my parents, to professors, to bosses, and mentors in the Cape community. My role model is my boss, Mindy Todd. Her work inspired me to pursue radio journalism.

What is your superpower? Falling asleep while it's still light out and the neighborhood kids are still out playing hoops!



Shannon Eldredge

Age: 35

Title: Community Health Navigator & Marine Safety Instructor

Company: Fishing Partnership Support Services

Education: BA in US History, Keene State College; Graduate Studies in Early American History, College of William & Mary

Career background/highlights: Put myself through college commercial shellfishing on the tidal flats of Monomoy Island, 2001-2005; co-founded Cape Cod Community Supported Fishery in 2010; Owner/Operator of my family's commercial fishing business, Chatham Fish Weirs Enterprises (2012-present); started working alongside my sister Morgan running the Chatham office for the Fishing Partnership Support Services in 2014; certified Navigator under the Massachusetts Health Connector since 2015; had the honor of presenting, along with my partner Russell (also a fisherman!), at the World Forum of Fisher Peoples in New Delhi, India, in November 2017; became a certified Marine Safety Instructor for commercial fishing vessels in February 2018 through the Alaska Marine Safety Education Association.

Community involvement: Board of Directors, Women of Fishing Families (since 2007); Board of Directors (President), Northwest Atlantic Marine Alliance (since 2011).

Favorite professional moment: Any day that I get to outreach on the docks with my sister, where we see all of our favorite fishermen heroes doing what they do best: catch fish and feed our communities!

Who is your mentor/role model? My mom, who has been crushing it as a fishing family advocate since the 1970s.

What do you think is the most important leadership trait? Listening.

Where can you be found when you're not working? Tending our fish weirs with my dad in Nantucket Sound.

What's your favorite movie quote? "Don't let your mouth write a check your butt can't cash." - Dazed & Confused



Kelsey Ellis

Age: 32

Title: Event Director, Seaside Le Mans

Company: The Davenport Companies

Education: Nauset Regional High School, Boston University

Career background/highlights: I started my career at Junior Achievement of New York, then worked for the NYC Chapter of The Leukemia & Lymphoma Society for five years managing large-scale fundraising events. When I returned to the Cape, I worked for Cape Cod Media Group in Community Marketing before joining The Davenport Companies in 2016.

Community involvement: As Event Director for Seaside Le Mans, I collaborate with each year's race beneficiaries and help spread the word about the great work the organizations do in the community. I am also a member of Community Health Center of Cape Cod's Young Professionals Committee and continue to help in fundraising and advocacy efforts for The Leukemia & Lymphoma Society.

Favorite professional moment: I am lucky to be part of the moment where local organizations find out they have been selected as Seaside Le Mans beneficiaries. It's inspiring to acknowledge the hard work and passion of each organization's staff, volunteers, and board members.

Who is your mentor/role model? Professionally, I credit Rich Brothers with pushing me to pursue my interest in philanthropy and teaching me to never underestimate the value of connecting with people. I am also so fortunate to work alongside Beth Patkoske, who continues to be a mentor and friend to me in endless ways.

What do you think is the most important leadership trait? I think a little empathy can go a long way.

Where can you be found when you're not working? Having dance parties in our kitchen with my husband, Chris, and our two little boys, spending long days at the beach or, most likely, out getting ice cream.

What is your superpower? Keeping the office candy jar full at all times.



Nicole Gelinas

Age: 38

Title: Owner

Company: Nicole M. Gelinas Life Coaching

Education: Martha Beck LLC, University of Vermont

Career background/highlights: I worked in branding and events in the liquor industry before becoming a life coach, helped to name the first two brands for South Hollow Spirits, have coached many women who needed the confidence to start their business or build the life they really want. I am currently creating and launching my first online course this summer for female entrepreneurs called The Brand Lab. Each year I gather women for an amazing event called an Inspired Dinner which marries life coaching tools and a sensory food experience.

Community involvement: I volunteer with WE CAN and HOW, creating and facilitating an 8-week self-development workshop together twice a year. Each group has 15 women in there and it is free to join. I also mentor an 8th-grader in the Provincetown Schools and recently became a member of the BPW of Lower Cape Cod.

Favorite professional moment: Realizing I could honestly be myself and do this work.

Who is your mentor/role model? So many ... Martha Beck, Oprah, Cristiane Amanpour, Michelle Obama, Susan Hyatt

What do you think is the most important leadership trait? Self-trust

Where can you be found when you're not working? With my partner Gordon, at the beach or on my paddle board, yoga or finding good food!

What's your favorite movie quote? "Watch your thoughts, for they become words. Watch your words, for they become actions. Watch your actions, for they become habits. Watch your habits, for they become your character. And watch your character, for it becomes your destiny. What we think, we become." – The Iron Lady (Meryl Streep as Margaret Thatcher)

What is your superpower? Connecting with people.



Andy Harmon

Age: 33

Title/Company: Manager, Harmon & Sons: Property Maintenance and Owner/Graphic Designer, AXH

Career background/highlights: I run day-to-day operations and oversee multiple work sites as Manager & Site Foreman of Harmon & Sons: Property Maintenance. Our company has been family owned and operated for over 30 years. Services range from weekly maintenance, to designing and building dream outdoor spaces. I also hold my Hoisting Engineer's License. Between landscape projects I also work as a Graphic Designer. Over the past five years I've built a dozen websites and designed many more logos for both new and established businesses.

Community involvement: I am Vice President of To The Moon And Back Inc, a 501(c)(3) dedicated to children born substance exposed and their caregivers. Our mission is to help this population by educating and advocating for these children and their caregivers. We offer bi-monthly support groups for caregivers and we are working on passing legislation that will give these children the tools they need to succeed. I am also Vice President of the Kiwanis Club of Plymouth. The Kiwanis Club of Plymouth is a nonprofit whose focus is on the children in our community. We raise money and volunteer to make our community a better place for our children.

Favorite professional moment: Receiving 2017 Best Landscape Company in Town (Plymouth, MA) by Wicked Local Reader's Choice Awards was a monumental moment. Being a family business that has been built on word of mouth in our hometown of Plymouth, I was very moved to be awarded this achievement!

Who is your mentor/role model? My father is my mentor and role model. He has always taught me that hard work pays off. I've been by his side all these years watching him create something from nothing, by conquering every obstacle that has presented itself and here we are today.

Where can you be found when you're not working? Being a dad and husband. Volunteering in the community.



Jonathan Jaxtimer

Age: 27

Title: Project Manager

Company: E.J. Jaxtimer Builder Inc.

Education: Bachelors of Science in Construction Management

Career background/highlights: I have worked for my family business for almost all of my life. I became a Project Manager in 2012, right after graduating from Roger Williams University. Since becoming a project manager, I have completed numerous projects of varying sizes. Last year, two of the projects I managed received recognition at the 2016 BRICC Awards.

Community involvement: I am currently involved in the following: Hyannis Water Board Member; Osterville Business and Professional Association Steering Committee Member; Golf for Kids Cape Cod Committee Member; Member of Homebuilders Association of Cape Cod.

Favorite professional moment: My favorite professional moment was being featured in Cape Cod Life Magazine in their "Next Wave" article on emerging young professionals in the local housing industry.

Who is your mentor/role model? My father is definitely my role model. He has mentored me my whole life and has been a crucial aspect to my success. I truly look up to his work ethic and dedication to our family business.

What do you think is the most important leadership trait? I definitely think the most important leadership trait is honesty. Honesty has been at the core of everything I do in life.

Where can you be found when you're not working? On the water.

What is your superpower? Time control.

*Optimism is the faith that leads to achievement.
Nothing can be done without hope and confidence.
Helen Keller*



Elizabeth Jenkins

Age: 36

Title: Director of Planning & Development

Company: Town of Barnstable

Education: Master's Degree in Urban & Regional Planning, University of Minnesota

Career background/highlights: I have 13+ years of experience in municipal planning, zoning, downtown revitalization, community and economic development, and climate change planning. I've worked eight years with the Town of Barnstable, first as a planner and now as Director. I have had the pleasure of working with residents, businesses, community and academic partners, and town staff to reform zoning, establish two Cultural Districts, assist with opening new businesses and permitting new housing developments, plan for parks and open spaces, and enhance the community's resilience to the impacts of a changing climate.

Community involvement: American Planning Association Massachusetts Chapter, Cape & Islands Regional Representative; Association to Preserve Cape Cod, Board Member (2013-2017); Cape Cod Young Professionals

Favorite professional moment: My first staff meeting as Director of Planning and Development, feeling intimidated by the professionalism, experience and leadership of my colleagues.

Who is your mentor/role model? My mom, who sowed compassion, kindness and loyalty, and gave me my love for learning ... along with my love for chocolate eclairs and new shoes.

What do you think is the most important leadership trait? Passion.

Where can you be found when you're not working? With my husband and two little kids, at the beach, hiking, canoeing, Sunday driving, or watching a baseball game.

What's your favorite movie quote? "This is a very simple game. You throw the ball, you catch the ball, you hit the ball. Sometimes you win, sometimes you lose, sometimes it rains. Think about that for a while." – Bull Durham



Amanda Kaiser

Age: 37

Title: Marketing & Community/Events Manager

Company: Cape Cod Beer

Education: Suffolk University, Bachelors of Science in Communications, Magna Cum Laude.

Career background/highlights: I spent twelve years in Retail Banking. I worked every position from a temporary, summer teller all the way up to manager. I was a certified business banker and a "SBA Champion." I also worked as a management consultant helping small financial institutions develop operations & sales training. For five years, I was a project manager for an elevator company, overseeing the permitting & administrative functions of up to 40 construction projects at a time. Currently I work as the marketing/events manager at Cape Cod Beer, coordinating hundreds of events annually both inside and outside of the brewery, many in partnership with local community organizations.

Community involvement: I have volunteered with a variety of organizations through the years. I've served as FDIC "Money Smart" Certified Trainer. I was a volunteer with the WE CAN Financial Empowerment Program. I served as a trustee for a local theater, volunteered for a town committee & served on the United Way Community Investment Committee for three consecutive years.

Favorite professional moment: This one.

Who is your mentor/role model? Ruth Bader Ginsberg is the epitome of capable, smart, strong-willed & funny.

What do you think is the most important leadership trait? Calm in the face of chaos.

Where can you be found when you're not working? I like to day trip around Cape Cod.

What's your favorite movie quote? "If that plane leaves the ground and you're not with him, you'll regret it. Maybe not today. Maybe not tomorrow, but soon and for the rest of your life." ~Casablanca

What is your superpower? I have the uncanny ability to fall UP stairs and trip over thin air.



Megan Keller

Age: 40

Title: Physical Therapist Assistant

Company: Long Pond Physical Therapy

Education: Associates in Applied Science, Bay State College; Bachelor of Science, Communications, Suffolk University; Arabic Linguist Certification, Defense Language Institute, Foreign Language Center.

Career background/highlights: I was an Arabic Linguist in the United States Army Reserve and served in Iraq in 2003. I also worked in marketing and finance as an account manager. I was granted the opportunity to go back to school in 2010 - I decided I wanted to work in health care and discovered the physical therapy field was the right fit for me. It was the best decision I made.

Community involvement: Board member, Heidrea for Heroes; head cheerleading coach, Plymouth South Youth Jaguars.

Favorite professional moment: I get so excited whenever one of my patients tells me that he or she can run again, pick up a grandchild, play golf, garden, etc., without pain and discomfort.

Who is your mentor/role model? My bosses Andrew Burke and Brian Faghan are my role models. They have created a successful business, give back to the community, and are very supportive and caring to their patients and employees. My father, Chris Kelly, is my mentor. He is one of the hardest working individuals I know and keeps me grounded with my decision making.

What do you think is the most important leadership trait? Empathy. The ability to recognize and share other people's feelings is key to leadership.

Where can you be found when you're not working? With my 11-year-old daughter Elsa taking her to dance, cheerleading, or softball. I also can be found working out at the gym, working in my yard, playing golf, or kayaking.

What's your favorite movie quote? "There's no place like home." - The Wizard of Oz, 1939



Jessica Larsen

Age: 33

Title: President/Realtor/Broker-Owner

Company: Cape Cod Cleaning Collaborative LLC and Jessica Larsen Real Estate

Education: Committed to learning something new every day and helping others do the same.

Career background/highlights: I began growing my cleaning company and got a real estate license in 2011. My cleaning company was rebranded in 2015. About that time, I took on a business partner, Melissa Wheeler, and through her leadership we expanded our services from vacation rental changeovers to include year-round regular residential and commercial cleaning services.

Community involvement: Elected to the Brewster Elementary School Committee (2015-present); Chair of Cape Cod Collaborative, member of the Finance sub-committee, and Potential Recovery High School subcommittee; Member of Nauset Joint-Regional Committee; Member of Eddy Elementary School Council; Member of Nauset's Substance Abuse and Mental Health Task Forces; Former President of the Board, Nauset Youth Alliance.

Favorite professional moment: This 40 Under 40 award is pretty high up on the list.

Who is your mentor/role model? I'm big fan of everyday heroes, those people fighting their own everyday battles and still moving forward with grace and gratitude. Everyone has a lesson to teach if we open ourselves to receiving it.

What do you think is the most important leadership trait? A core belief in service above self.

Where can you be found when you're not working? Snuggling my babies.

What's your favorite movie quote? "Just keep swimming" - Finding Nemo

What is your superpower? Cat naps.



Craig Mancusi

Age: 37

Title: Vice President: Consultant, Personal Lines

Company: Rogers & Gray Insurance

Education: High school and two years of college

Career background/highlights: I've always been involved in sales in some capacity. I started my sales career at my family's moving company, where I spent many years. Eventually my wife and I got pregnant with our first daughter and I started to want a change in my career. At around the same time, I met a couple people from Rogers & Gray's sales team. They shared that R&G was rapidly growing and that there were some great opportunities available. I jumped right in (my family understood!) and am loving the jump! R&G has changed my life and really allowed me to grow in both a sales capacity and as a member of my community.

Community involvement: Part of the Chamber of Commerce; CCYP Events Committee; Community Health Center of Cape Cod Events Committee; Volunteer for the local cleanup programs; Credit for Life program volunteer; Falmouth Road Race Volunteer.

Favorite professional moment: The card and thank-you I received after helping a client with a tough claim. You never truly know if you have helped someone until they tell you.

Who is your mentor/role model? My father, Michael Mancusi

What do you think is the most important leadership trait? I think a good leader is not only able to teach how to do a job, but also willing and able to do the same job themselves.

Where can you be found when you're not working? Home with my family or relaxing with my close friends.

What's your favorite movie quote? "Oh, this is the worst-looking hat I ever saw. What, when you buy a hat like this I bet you get a free bowl of soup, huh? Oh, it looks good on you though." - Caddyshack

What is your superpower? Mind reading.



Manny Marrero

Age: 35

Title: Occupational Therapist, OTR/L

Company: Cape Cod Healthcare

Education: Master's of Occupational Therapy, Bay Path University; Bachelor of Science in Kinesiology, Westfield State University

Career background/highlights: Served in the United States Marine Corps from 2001-2009, two combat tours in Iraq in 2003 and 2004. Awarded meritorious commendation from the Marine Corps for leadership and mentoring while deployed in support of Operation Iraqi Freedom. Currently teach mindfulness, meditation, and stress reduction at the Cardiac Rehabilitation Program at Cape Cod Hospital. Lead Occupational Therapist at Centers for Behavioral Health outpatient program at Cape Cod Hospital. Certified in meditation and restorative yoga and currently teach meditation and yoga classes at Cape Cod Hospital.

Community involvement: Mentor/Big Brother, volunteer, and council member for Big Brother Big Sisters of Cape Cod and the Islands. Member of Cape Cod Young Professionals. Member of Marine Corps League Cape Cod Detachment.

Who is your mentor/role model? My father-in-law, David Phelps. David is self-made and has made a lasting positive impact in improving overall access and quality of healthcare in the Berkshires as the President and CEO of Berkshire Health Systems.

Where can you be found when you're not working? Walking my dogs Amos and Lily with my beautiful wife Patrice, spending time with my little brother (mentee) Ronnie, weightlifting, running, practicing yoga, hiking, kayaking, and playing basketball.

What's your favorite movie quote? "Still a dreamer, yet more of a realist than ever before, I knew this was my time to sail. On the horizon I saw the shining future, as before. The difference now was that I felt the wind at my back. I was ready." – The Pursuit of Happiness

What is your superpower? Resilience. No matter what life throws at me I know I can bounce back and learn from the experience.



Christin Marshall

Age: 32

Title: Founder

Company: Camp TimeOut

Education: MBA, University of Massachusetts, Dartmouth

Career background/highlights: I am a transplant from Knoxville, Tennessee, with a strong aversion to New England's harsh winters. Searching for a coping mechanism, I discovered CrossFit Cape Cod, and immediately loved the active community. Combining an interest in connecting disparate CrossFit affiliate communities, experience in event management, and interest in bootstrapping a startup, Camp TimeOut was launched. My sister, Cara Cowden, joined the team and together, we're scaling the business, hosting fitness-inspired adult summer camp weekends in locations across the country. In 2018, our second season, we have camps in Massachusetts, Virginia, and Colorado. Additionally, I'm on the team at Boardwalk Business Group, which helps organizations become more financially sustainable by offering accounting, bookkeeping, strategic advisory, and CFO services.

Community involvement: Member of CCYP; Member of Upper Cape Toastmasters; Community Leadership Institute of Cape Cod Class of 2014; Coordinator of Barnstable County AmeriCorps Cape Cod program 2013-2016; Stump! Trivia Host in Woods Hole 2008-2017.

Favorite professional moment: Every camp registration notification from Eventbrite. Each camper still feels like a win.

Who is your mentor/role model? Podcasts have been my greatest mentor and inspiration: How to Start a Startup, StoryBrand, The Pitch, How I Built This, Startup, TED Radio Hour, Hidden Brain.

Where can you be found when you're not working? My husband and I recently bought a fixer-upper home, so we're usually there gutting and remodeling it (with the guidance and trucks of talented friends and neighbors). Otherwise, CrossFit Cape Cod, Coffee Obsession, the Shining Sea Bike Path, Great Harbor in Woods Hole, and Shaw's Supermarket.



Whitney McNamara

Age: 31

Title: Professional Development & Education Manager

Company: Cape Cod & Islands Association of Realtors

Education: Bachelors of Science, Salem State University

Career background/highlights: I spent the first eight years of my career at multiple properties with Simon Property Group and am grateful it allowed me to return home in 2015 via Cape Cod Mall. In 2016 I started as CCIAOR's Professional Development & Education Manager, where I assist our 2,500 members in acquiring the education they need to be successful in real estate.

Community involvement: Community Health Center of Cape Cod's Young Professional Committee; Big Brothers Big Sisters' site-based program; Chair for CCYP's Community Connect Events Committee; 2018 graduate of the Community Leadership Institute.

Favorite professional moment: While working for Simon Property Group, I launched one property's first kids program. By the end of the first year we had over 600 members and it was incredibly powerful to watch families enjoy events I spent time planning.

Who is your mentor/role model? It is difficult to pick a single mentor or role model. I am very fortunate to have had many people in my life, professionally and personally, that have shared their knowledge and offered guidance. I am lucky to call many of them friends.

What do you think is the most important leadership trait? Trust, through communication and transparency.

What's your favorite movie quote? "It's supposed to be hard. If it wasn't hard, everyone would do it. The hard is what makes it great." – Tom Hanks, A League of Their Own

What is your superpower? I often joke I am a walking calendar.



Jennifer Perrault

Age: 38

Title: Second Grade Teacher

Company: St. Pius X School

Education: BA English Communications & Music; M.Ed. Moderate Disabilities (PreK-8)

Career background/highlights: Second Grade Teacher, Kindergarten Teacher, Teacher's Aide, Extended Day Director, St. Pius X School; Special Education Aide 1:1, Morse Pond School; Special Education Aide 1:1, Mullen-Hall School; Business Resource Specialist, Community Bank; Communications Manager, Falmouth Chamber of Commerce; Up With People, Denver, CO.

Community involvement: Actress at Falmouth Theatre Guild (17 productions!); Actress at Cotuit Center for the Arts; St Pius X School Advisory Board Member. Previously a Board of Director for: Cape Cod Children's Museum; Wings for Falmouth Families; Falmouth Education Foundation; and the Falmouth Theatre Guild.

Favorite professional moment: Anytime one of my students' eyes light up because they've had an "Aha" moment - when they finally, fully understand a concept they've been working on!

Who is your mentor/role model? Dolores Marcucci made a significant impact on me from a very young age. Dee, as those close to her called her, was taken from us in 2001. She left an incredible legacy to all she touched and inspired - and to me, she instilled an indomitable work ethic, and character which serves me to great purpose to this day!

What do you think is the most important leadership trait? Integrity. I have high moral standards for myself and have high expectations for my students.

Where can you be found when you're not working? On the boat with my boyfriend Steve, walking our dogs Oakley and Lil, cooking dinner with friends, reading, or on stage singing, acting, and dancing!

What's your favorite movie quote? "Happiness can be found even in the darkest of times, if one only remembers to turn on the light." - Albus Dumbledore in Harry Potter



Crystal Pieschel

Age: 32

Title: Marketing Director

Company: Mid-Cape Home Centers

Education: BSB in Operations & Marketing, Carlson School of Management, University of MN

Career background/highlights: I am a customer focused professional with a cross-cultural background in Marketing and Business Development. Previous experience and roles span from market research to customer service, and today, my lifelong passion for Marketing and deep-rooted appreciation for the lumber and building materials industry have come full circle.

Community involvement: I have made it a priority to immerse myself in the local community. This includes volunteer work through Home Builders and Remodelers Association of Cape Cod, Co-Chairing the Emerging Leaders Group for HB&RACC, and managing the bulk of Mid-Cape's sponsorship and participation in many local charities, including a brand-new community fundraising effort we begin this summer.

Favorite professional moment: Working on the Mid-Cape Experience Campaign. I am part of an amazing team, and after working here for a good year I was able to put words around who a 123-year-old company is today.

Who is your mentor/role model? My Dad. He has always led by example and instilled upon me the values of hard work, honesty, and integrity. His sense of commitment, drive, and leadership inspire me to always "do the right thing." I strongly believe his unforced influence is why I decided to take the career path I did, and now join him in the lumber and building materials industry. I am lucky to be able to learn from him.

Where can you be found when you're not working? With my incredible, supportive husband and our beautiful 2-year old daughter.

What's your favorite movie quote? "There comes a day when you're gonna look around and realize happiness is where you are." - Moana



Adrian L. Rawn

Age: 37

Title: Vice President, Commercial Lender

Company: Rockland Trust Company

Education: University of Maryland - M.Ed. (Curriculum and Instruction); University of Maryland - B.A. (Economics); United States Naval Academy (Engineering)

Career background/highlights: The 5th Law of the Navy (paraphrased) says, "The chain is only as strong as its weakest link." We all work in jobs where we rely on others - so understanding what other people do helps accomplish the ultimate goal (serving the customer). To become a successful commercial lender, I took it upon myself to start off as a business development officer, move into a credit analyst role, then become a treasury management sales officer and now into a commercial lender role. When working with my business partners, I understand their job and can hold them to a high standard as I too once was in their role.

Community involvement: Coonamessett Farm Foundation (Board Member); SSYP; Falmouth Chamber; Plymouth Chamber; USNA Alumni Association (Boston Chapter Networking Secretary); participated in local events around environment/water quality (Buzzards Bay Swim, 300 Land Trust, etc.).

Who is your mentor/role model? My father is my mentor. We talk daily, usually on my drive into work or driving home. We share stories about the challenges of our jobs as well as the successes that make us do it all over again the next day.

What do you think is the most important leadership trait? Inspiring the will to win in others. We are all motivated by different things in our lives. Listen, learn, work with your teammates and you will succeed.

Where can you be found when you're not working? Hiking/swimming/boating/cooking/outdoor activities with my wife, 2-year-old son, and 11-month-old daughter.



Joe Rossi

Age: 29

Title: Flood Specialist

Company: Rogers and Gray Insurance

Education: Bachelors degree in Architecture, Wentworth Institute of Technology

Career background/highlights: Associate of National Flood Insurance; Certified Floodplain Manager. I started my career as Chair of the Marshfield Seawall Committee starting in 2010. In 2012, I formed the nonprofit Marshfield Citizens Coastal Coalition (now the Massachusetts Coastal Coalition) seeking stronger citizen representation on coastal issues. The MCC began educating citizens on flood insurance and mapping issues, becoming specialists in citizen outreach and education. I continue to lead the MCC, which is known nationally for simplifying complicated flood insurance issues, educating stakeholders, and advocating for flood insurance legislation. In 2014, I started Flood Insurance Services of America, a consulting firm specializing in helping clients reduce premiums as well as the challenges they face with flood compliance and mitigation. In 2017, I became a member of the Board of Directors for the National Flood Association and Chairs the NFA Legislative Sub-committee. I joined Rogers and Gray in 2017 as their flood insurance specialist, bringing with me my knowledge and network within the flood insurance industry. In 2018, I was made Chair of the Marshfield Community Rating System committee.

Community involvement: Chair, Marshfield Community Rating System (CRS) Committee.

Who is your mentor/role model? My mom.

What do you think is the most important leadership trait? Being able to delegate and connect the dots to find the right person to solve a problem.

Where can you be found when you're not working? Volunteering on the Massachusetts Coastal Coalition.

What's your favorite movie quote? "We all have our time machines, don't we? Those that take us back are memories ... and those that carry us forward, are dreams." – The Time Machine



Stephanie Seales

Age: 35

Title: Social Justice Advocate; Children's & Young Adult Book Reviewer; Library Assistant

Company: Kirkus Reviews; Falmouth Public Library

Education: Bachelor of Arts in English Literature; Master of Arts in Children's Literature

Career background/highlights: I began writing children and teen book reviews for Kirkus Reviews in 2012 and have been working with them ever since. Writing for Kirkus has helped sharpen both my writing skills and my critical eye. In 2014, I began working at the Falmouth Public Library in the Children's Room and began working at the North Branch in 2016. In addition to working with children, one of my favorite things about being at FPL are the many opportunities to collaborate with community partners. And I sing in the Falmouth Chorale.

Community involvement: Falmouth Racial Justice League founder and president; Falmouth Reads Together committee member; Town of Falmouth Affirmative Action committee member; collaboration with community partners like Eight Cousins, No Place for Hate Falmouth, Volunteers in Public Schools, etc., to bring education and awareness to the community about issues of diversity, inclusion, and equity.

Favorite professional moment: My favorite professional moment thus far was being elected to serve as a 2015 Kirkus Prize for Young Reader's Literature judge.

Who is your mentor/role model? My editor at Kirkus, Vicky Smith, is both a mentor and a role model. Her commitment to diversity, inclusion, and equity in the children's book industry goes beyond words to action despite opposition. I have many role models but here's a few: The Three Rebel Queens of St. Croix, T'oussaint L'Overture, Ching Shih, Harriet Tubman, Thaddeus Stephens, the children of the Civil Rights Children's Crusade, Dr. King, Malcolm X, James Baldwin, Angela Davis, Wangari Mathaii, Thich Naht Hahn, and Ava Duvernay.

What is your superpower? Transforming injustice into justice.



Patrick Shanley

Age: 30

Title: AVP & Assistant Controller

Company: The Cooperative Bank of Cape Cod

Education: University of Richmond, BSBA

Career background/highlights: I grew up on Cape Cod, graduating from Barnstable High School in 2005. I attended college at the University of Richmond, and I worked as a summer teller at The Cooperative Bank of Cape Cod. Upon graduating, I returned home, and joined the Finance department at the Coop as the Accounting Officer. In May of 2012, I was promoted to Assistant Vice President and Assistant Controller. Next year I'll be celebrating my 10-year anniversary at the bank.

Community involvement: In January of 2016, I joined the board of Cape Wellness Collaborative as Treasurer. CWC is amazing organization that helps to provide vouchers for integrative wellness therapies available to those facing cancer on Cape Cod & the Islands.

Favorite professional moment: My favorite professional moment thus far has been joining the Board of Cape Wellness Collaborative as Treasurer. CWC is a true community-based organization that I am proud to be part of and help work to expand the availability of its services to all in our community facing cancer.

Who is your mentor/role model? My parents. They instilled in me a strong work ethic and a never quit attitude.

What do you think is the most important leadership trait? Listening. By listening to others, you can expand your own thought process, develop a better understanding of complex issues, and encourage others to think outside the box and come up with their own ideas.

Where can you be found when you're not working? If I'm not at the office, you can usually find me at Sandy Neck or at one of the Outer Cape beaches.

What's your favorite movie quote? "That's as good as money, sir. Those are IOUs." – Lloyd Christmas, Dumb and Dumber

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Lauren Valle

Age: 31

Title: Community herbalist

Company: Kinship Herbal and Holistic Healing

Education: BA, Columbia University

Career background/highlights: Kinship is the third business I have founded (the first on my own). I am a co-founder of farm-to-table catering company in Northeast Pennsylvania, The Anthill Farm Kitchen (2011), I worked in ecological wastewater engineering, first for John Todd Ecological Design, then I co-founded ecological engineering company, Nu Ecological Engineering and Design) 2013-2016.

Community involvement: Co-founder of Engage Falmouth, an organization that promotes progressive change and public engagement; on the education committee of Farm Falmouth.

Favorite professional moment: Seeing my first client as an herbalist.

Who is your mentor/role model? My dad, Joe Valle.

What do you think is the most important leadership trait? Flexibility and empathy.

Where can you be found when you're not working? In my garden or on my sailboat.

What's your favorite movie quote? "Where we are going, we don't need roads." – Back to the Future.

What is your superpower? Talking to plants.

Happiness does not come from doing easy work but from the afterglow of satisfaction that comes after the achievement of a difficult task that demanded our best. Theodore Isaac Rubin



Andrew Voirol

Age: 40

Title: Owner

Company: The Social Diner

Education: Computer Science and Design

Career background/highlights: Senior Collaborative Software Architect for several fortune 500 companies; launched world-class adventure company in Hawaii and Alaska; collaborated with the Michelin Guide and Michelin Star Awarded Chefs; brought digital and social media to an approachable medium for small business; invited as an A+ Accredited Better Business Bureau Member; awarded the Sprout Social All Star Award; listed as one of the top 100 Digital Agencies in the Country by Sprout Social and Simply Measured; called "a thought leader" by Bob Viamari of Cape and Plymouth Business magazine for my contributions in the 2014 edition of Cape and Plymouth Business.

Community involvement: Donated several dining experiences for the Big Brother and Big Sister auction events, raising thousands of dollars in donations for my "service" of a Cape Cod dining experience in your home; annually supported local Chambers of Commerce with Social Media Classes for Small Business; donated digital design and support to local Chambers of Commerce; provided Digital Strategy for SharingKindness.Org, Samaritans of Cape Cod, Cape and Islands Coalition for Suicide Prevention; offered free one-hour "Ask Me Anything" sessions to the community to support anyone's digital or technical support needs.

Favorite professional moment: The day I was able to run my agency peacefully sitting on the top of one of the tallest mountains in North America, with my laptop. Allowing me to combine my passions for technology, hospitality, adventure, and travel while delivering world-class solutions to our clients.

What do you think is the most important leadership trait? Confidence and surrounding yourself with good people, and then also listening to them.

Where can you be found when you're not working? In bed, on surfboard, or at a movie.

What is your superpower? Problem-solving.



Roxana White

Age: 31

Title: Restaurant Manager, Barber, Esthetician

Company: Steve's Barbershop, Mashpee;
Homeport Restaurant, Orleans

Education: Barnstable Graduate, Cape Cod Lower Tech Cosmo Program, Massachusetts School of Barbering, Spa Tech Institute Plymouth

Career background/highlights: Taking continuing education classes with world-renowned hair and skin care professionals in Boston, Providence, and New York City.

Community Involvement: Treasurer of the non-profit Holy Ghost Society of Cotuit, which provides much needed donations, some of them benefiting local nonprofits including A Baby Center, Cape Cod Veterans Outreach Council, MSPCA, and Champ Homes. As Treasurer I administer scholarships to local high school students by accepting and reviewing applications and awarding grant money to those who themselves show great ambition and leadership. I am an 8-year acting Board Member of the nonprofit Cape Cod Dart League, where duties have included organizing fundraisers for local families in financial hardships. I am a 10-year active member of the Moose Family Center of Yarmouth. As of last year I have put into motion and spearheaded efforts to join local hairdressers and barbers to collectively raise donations for Child and Family Services of Cape Cod's Christmas Wishes program. I make house calls and nursing home visits to senior citizens for haircuts. My biggest investment to the community, to me, is behind my barber chair, where I connect with and help locals of all ages look and feel their most professional.

Who is your mentor/role model? I try to be a reflection of my long list of role models, ranging from family and friends to frontiersmen and athletes.

What do you think is the most important leadership trait? Social boldness.

Where can you be found when you're not working? The woods, beach or mountains.



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Congratulations Emilie and John!



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Congratulations to CC5's Emilie Bajorek, Chief of Staff, and John DeVito, Commercial Loan Officer, for each being named as one of Cape & Plymouth Business magazine's #40Under40 Award honorees! Thank you for your continuous contributions to Cape Cod Five and our communities!

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Our Business Toolbox section features experts in a variety of fields sharing their knowledge with you, with a focus on information to better help you successfully operate your businesses. We encourage you to submit questions – on any topic – and we will have an expert address them on these pages. Send questions and topic suggestions to toolbox@capeplymouthbusiness.com.

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The Law at Work

Update on the Massachusetts Equal Pay Act



By Beth O'Neal, Esq.

A new employment law will be going into effect in the very near future, imposing important obligations on employers.

The Massachusetts Equal Pay Act

The amendments to Massachusetts Equal Pay Act ("MEPA") take effect on **July 1, 2018**. On March 1, 2018, the Massachusetts Attorney General's Office issued its formal Guidance on the MEPA. These amendments represent a significant change in the law, and employers will want to take prompt steps to determine if their pay practices are compliant.

Overview of MEPA

The amended law will affect virtually all Massachusetts employers (including state and municipal employers), as there is no threshold relating to the employment of a certain minimum number of employees as there is with respect to many other employment laws (such as the anti-discrimination laws). The amended law is significant in three respects.

First, the new law prohibits employers from inquiring about a prospective employee's salary history, whether in a written application for employment or during a live interview.

Second, the new law more broadly defines what type of work is considered "comparable" for purposes of gender pay equity and the audit described below.

Third, the new law creates an upside for employers who perform an internal self-evaluation of its pay practices on a regular basis. If the employer properly conducts such an audit, that audit can serve as an affirmative defense (that is, a complete defense to liability) against a lawsuit seeking damages under the MEPA for gender based inequitable pay.

The Massachusetts AG's Formal Guidance

The AG's Guidance, available on its website, contains a "Frequently Asked Questions" section that drills down into the finer points of the MEPA. These points include the following:

The amended law will affect virtually all Massachusetts employers ...

Prohibition on inquiries into salary history. Beginning on July 1, 2018, employers cannot ask applicants about their salary history. Inquiries about salary requirements or salary expectations are, however, permissible. But the AG's Guidance cautions the employers should take care "that such questions are not framed or posed in a way that is intended to elicit information from the prospective employee about his or her salary or wage history." For example, the AG discourages an employer from asking a follow-up question regarding salary expectations such as "What is that expectation or need based on?"

The definition of "comparable work." MEPA generally provides that: "No employer shall discriminate in any way on the basis of gender in the payment of wages, or pay any person in its employ a salary or wage rate less than the rates paid to its employees of a different gender for *comparable* work." MEPA defines "comparable work" as work that requires substantially similar skill, effort, and responsibility, and is performed under similar working conditions. The Guidance attempts to further define these vague terms, but for the most part, it falls back upon generalities. "Skill" is defined to "include such factors as experience, training, education, and ability required to perform the jobs." "Effort" is defined to "refer to the amount of physical or mental exertion needed to perform a job." And "responsibility" is defined to "encompass the degree of discretion or accountability involved in performing the essential functions of a job, as well as the duties regularly required to be performed for the job." The Guidance does not succeed in taking the generality out of these inherently vague terms. Therefore, it is expected that the courts ultimately will have to decide what they mean on a case-by-case basis.

Self-evaluations. MEPA provides a *complete* defense to a legal claim for inequitable pay based upon gender for any employer that has conducted a good faith, reasonable self-evaluation of its pay practices within the previous three years and before an action is filed against it. To be eligible for this affirmative defense, the self-evaluation must be reasonable in detail and scope, and the employer must also show reasonable progress towards eliminating

any unlawful gender-based wage differentials that its self-evaluation reveals. The AG has created an Excel spreadsheet tool that employers can use as a "starting point" to evaluate whether there are impermissible gender pay disparities in the workplace for comparable work. The AG cautions, however, that this spreadsheet is "meant only to assist in the evaluation of comparable job groupings that have 30 or fewer employees and a relatively simple pay structure." With less than two months to go before this law takes effect, employers should now be evaluating whether to conduct this type of self-evaluative audit.

Multi-State Employers. Finally, the Guidance devotes significant attention to special considerations posed by multi-state employers. Employers with a multi-state presence are indeed covered by MEPA, so long as they have employees with a "primary place of work" in Massachusetts. The AG stresses that: "It does not matter where an employee lives." So long as employee primarily works in Massachusetts, MEPA applies. The multi-state employer does not necessarily need to compare Massachusetts employees with employees in other states for purposes of analyzing its pay equity practices under MEPA. This is because "geographic location in which a job is performed" is one of the specific exemptions that can justify different rates of pay for employees performing "comparable work." The Guidance provides that: "Generally speaking, multi-state employers should ensure that employees within the same geographic area within Massachusetts are paid equally for performing comparable work unless excluding out-of-state employees from the analysis is not reasonable under the circumstances." **CPB**

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Banking

Busy summer season calls for mobile banking



By John Fulone

The summer season will soon kick into full gear here on the Cape. As we welcome back second-home owners and visitors, we'll likely also notice increased traffic from pedestrians, cyclists, and motorists. For those of us here year-round, the increased population adds time – and sometimes frustration – to our otherwise normal everyday tasks ... like going to the bank.

Today, there are plenty of convenient services available to help business owners spend less time banking and more time running their business. These cash management services are available year-round, but certainly become front and center during our busy summer season. Taking

advantage of them will save you time and money ... and perhaps lower your blood pressure.

- Online and mobile banking services give you 24-hour cash management options. You can get up-to-the-minute account information so you always know your cash position. You can also pay bills, transfer funds between accounts, make loan payments, and originate wire transfers. It's safe, convenient, and secure. These services let you bank on your schedule ... anytime, anywhere.
- Remote Deposit Capture (RDC) is a great service for businesses that accept checks for payment. RDC allows you to scan checks and transmit the images to the bank for deposit right from your office ... rather than driving the deposit to the bank. For businesses with only a few checks to deposit, mobile banking allows you to deposit checks by simply snapping a picture of the check using the camera on your mobile device. These services are particularly handy during the summer (think about driving during June, July, and August, along Route 28 anywhere between Falmouth and Harwich, anytime between 9 a.m. and 8 p.m. vs. making deposits from your office).

- Businesses can move money anywhere in the country or around the world using secure Automated Clearing House (ACH) and wire transfer services. ACH allows you to transfer money to and from your accounts at different banks. Wire transfer capability allows your business to easily make individual currency transfers to an account at most financial institutions worldwide within the same business day.

These are just a few of the convenient banking services available to help make your life easier not only during the summer but all year long. Today's technology makes it possible for business owners to do much if not all of their banking anytime, anywhere. We offer these services at The Coop. We also have convenient locations from Falmouth to Harwich ... if you just need to get out of the office for a while. Either way, we're here to serve you. Come on in, give us a call, or contact us online for more information on how we can help your business do more business. **CPB**

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Human Resources

5 Steps to HR Leadership Success



By Karyn Rhodes

Mounting labor and employment laws have changed the nature of HR today. The typical Human Resources department is now largely focused on ways to comply with rules and regulations to avoid penalties. But in an effort to reduce an organization's risk, there's a significant downside to this approach: a lack of creativity and humanity that can negatively impact employees – and ultimately a company's future.

To develop a culture that advances your business while keeping workers happy, try these five ideas.

1. Get Talking.

So many HR functions today are about measurement, from counting employees and hours to tracking degrees and recommendations. But to keep skilled workers, you need to start talking to boost their motivation and dedication. Ask questions to find out what matters to employees and to managers so they feel like valued members of your team who have important input to share.

2. Pay Attention.

Talking doesn't mean much if you don't actively listen. When speaking to staff, be sure to pay attention to what you hear. Not only may you learn something new that may help in your role, but you'll help create trusting, transparent relationships that yield high performance.

3. Observe.

Non-verbal behavior among employees can be very telling. When you're in a meeting, watch the way the individuals interact, such as how closely together they sit or stand, their expressions, and any gestures they make. The group dynamic can be revealing and help you identify productive relationships, as well as those that may need to be addressed.

4. Watch for Words.

One way to pick out engaged employees is to notice how they speak. Do they use a lot of first-person language? Are they the first to pipe up? Do they contribute a lot of ideas? These

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So many HR functions today are about measurement, from counting employees and hours to tracking degrees and recommendations. But to keep skilled workers, you need to start talking to boost their motivation and dedication. Ask questions to find out what matters to employees and to managers so they feel like valued members of your team who have important input to share.

patterns can pinpoint those who are highly invested and motivated – and have leadership potential.

5. Be a Leader First, Not a Friend.

It's easy to want to socialize with employees both in and outside of work. But that type of camaraderie can make it challenging to enforce discipline, hold people accountable, and make difficult decisions when necessary. That's why it's important to be a leader first so you can help employees – and the organization as a whole – become their best. 

Karyn Rhodes is VP/Director of Complete HR Solutions, a division of Complete Payroll Solutions. She can be reached at krhodes@completepayroll-solutions.com or (401) 332-9325.



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Stop waiting. Start creating.



Angela Lussier
CEO & Founder, Speaker Sisterhood
Author, Speaker, Podcast Host

On April 1, 2009, I looked at my bank account and immediately started to feel queasy. My mind started to race and I wondered how far my life savings of \$2,000 would take me. It was day one of business ownership as a career consultant and I was determined to never have a 9-5 job again. My first goal: Find paying clients. Rather than attend every networking event in the area or pay for advertising, I decided to try something that was risky and scary, but potentially more fruitful. I decided on – gulp – public speaking.

At that time, I was still learning this skill and wasn't confident in my ability. I was also 28 years old and looked like I was 14. Would anyone come to my free workshop about job searching in a recession? Would any local organizations even want me to speak? I had no credibility and hadn't built a name for myself. Why would anyone want to hear what I had to say? I didn't feel ready for this leap, but I also didn't


want to go back to full-time employment. It was now or never.

On that first day in business, I made a list of 20 local libraries and called each one to ask if I could present a workshop. I heard many “no’s” that day. Many libraries didn't like having business owners speak because they used the opportunity as a sales pitch. Others were skeptical of my experience; especially after they asked how long I'd been in business and my answer was two hours.

Eventually, one library did agree to have me come in and not just give one workshop, but eight! I then sold the idea of an eight-week workshop series to two other libraries and they both said yes. By the end of my first day in business, I had booked 32 workshops.

As I started to craft and deliver those workshops, I often started out shaky and by the end of each one felt more confident. I continually surprised myself when I could answer questions from the audience, make them laugh, and learn that my work was changing their lives. This

experience was my first glimpse into the power of public speaking and doing things before you're ready.

Since 2009, I've given over 700 presentations, authored five books, spoken at TEDx twice, and I founded the Speaker Sisterhood, a network of public speaking clubs that help women find their voice through the art of public speaking. What I've learned from my journey as an entrepreneur and a public speaker is that we often aren't ready to do the things that scare us, but when we do, that's where the magic lies. I never expected to have the business and life I have today, but by continually stepping into bigger ideas and bigger dreams, I've created a life that not only frees me from the 9-5, but also inspires others to think bigger, too. Sometimes doing the thing we think we can't do is just the thing we need to show us that we're destined for so much more than we could ever imagine. 

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