

# DELAWARE BUSINESS

March/April 2020 \$3.00

PLUS:

Planning for the  
SECURE Act

Mental Health  
in the Workplace

Workforce Development:  
Bridging skill gaps

## Interstate 95 Restore the Corridor



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DSCC President Mike Quaranta poses with Marvel Cup recipients, Gerret and Tatiana Copeland, at the 183rd Annual Dinner.

# In this Issue

## Features

183rd ANNUAL DINNER.....	22
GUIDE TO REAL ESTATE & CONSTRUCTION .....	31
I-95: Restore the Corridor	
GUIDE TO TAXES.....	43
GUIDE TO HEALTH CARE.....	49
GUIDE TO WORKFORCE DEVELOPMENT.....	59
Q&A with Secretary of Labor Cerron Cade	
Workforce Development Boards: Bridging skill gaps	



## On The Cover

Interstate 95 through Wilmington is almost 60 years old and now showing its age. Beginning in March 2021, DeIDOT will undertake a major rehabilitation project to “restore the corridor.”

## Departments

Message from the President.....	2
Legislative Priority .....	3
Chair’s Message.....	5
Member News and Notes .....	7
Business Spotlight:	
GT USA Wilmington	
Nonprofit Spotlight:	
Delaware Volunteer Firefighters’ Association	
Diverse Supplier Spotlight:	
Geese Chasers, LLC	
Welcome New Members.....	18
Chamber Scene.....	20
Newsbites.....	66
Chamber Member Benefits .....	71
Calendar .....	72
In Case You Missed It.....	74
For Assistance, Contact the Chamber .....	76

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# Message from the President



Michael J. Quaranta

2020 has started strong as we got the new decade rolling with our 183rd Annual Dinner the first week in January! Our keynote speakers were Mariah and Sam Calagione of Dogfish Head Craft Brewery who shared stories of their earliest beginnings, struggles, industry realities and the plans they have for the future. We awarded the prestigious Josiah Marvel Cup to

Gerret and Tatiana Copeland that night in recognition of all they have done in support of many great causes and organizations around Delaware. We also hosted a Meet the New Members event, a networking breakfast at Cover & Rossiter, the State of the Guard and more.

Recreational marijuana, minimum wage increases, criminal justice reform, environmental law reauthorizations, infrastructure and workforce development are all issues we expect will be debated by the General Assembly this year. While we are steadfastly opposed to some of these proposals, we are advocating for tuition assistance and household expense stipends for Delawareans enrolled in full-time workforce training programs. The State Chamber is advocating for these workforce readiness initiatives as an alternative to raising the minimum wage.

We are narrowing our focus here at the State Chamber and identifying those issues that will take doing business in Delaware from good to great. This will take time and be an ongoing effort. But with your help, involvement, commitment and participation, we can make that leap!



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## LEGISLATIVE PRIORITY

# Let's retrain Delaware's most vulnerable workers

BY MICHAEL J. QUARANTA



EXASPERATED, I YELLED OUT, “I’m calling an electrician!” because my frustration level reached a boiling point. While I can handle simple electrical tasks, I’m not interested in hurting myself or causing a real problem by taking on a project beyond my “happy homeowner” skill-level.

I’m a baby boomer. As I observe many in my generation entering their retirement years, I’ve noticed critical job shortages developing, and getting an electrician to my home was a real chore. This shortage is likely the result of a generation regularly extolling the benefits of a college degree. Personally, I am living proof that a university education has its advantages. However, our years of zealous promotion of four-year degrees came at the expense of the building trades and other very important professions.

For years, people advocated for a higher minimum wage for workers in entry-level or low-skilled jobs. They argue that those low wages are not enough to sustain a family, and in 2020, they’re not wrong. However, these jobs and their minimum wages were never

intended to do that; these were entry-level, part-time positions that were a supplement to your other income or a way to develop a work history as a new entrant in the job market. Changes in our economy and worldwide competition have impacted the workforce and created a labor market where some people are simply stuck in low-skill and low-paying jobs.

The solution cannot be to artificially raise the minimum wage to \$15 per hour. Doing so will increase labor costs and accelerate the time in which businesses turn to automation and technology and permanently eliminate low-skill jobs. We worry that youth unemployment will rise because older, more experienced workers will compete for similar, higher starting pay, resulting in our youth losing out on valuable opportunities to gain work experience.

Wage escalation is another real concern. A long-term employee, presently making that same \$15 per hour as a new hire, will demand a wage boost because their tenure, experience, reliability and performance is sure to have a value higher than a new



# Legislative Priority

employee. This escalation of wage increases will force many businesses to make hard, personnel decisions they might not otherwise have to make.

Some businesses may sell goods or services in a very competitive marketplace where charging more for what they sell, to cover increased labor costs, is not an option. Even if it were an option and prices go up for everybody, the very people who benefit by a higher, minimum wage will also be charged more for goods and services. Unfortunately, higher prices would negate any economic lift that may have come from higher wages.

The real solution is to train people for higher wage, in-demand jobs where growing vacancies exist. These jobs typically pay wages and benefits higher than what's proposed and possess long-term career opportunities with even greater rewards. We need skilled tradesmen and women, health care workers to assist a growing and aging state population, and information technology specialists to manage the tech at our hospitals, banks and on manufacturing floors.

There is a significant population in Delaware of underemployed workers that require additional skills training in order to improve their career trajectory. In conversations with businesses and training providers, we believe a model exists for high-quality training with positive results.

The State Chamber is proposing a multi-million-dollar investment by the State that would cover training costs for several hundred trainees per year and provide for living expenses while someone is in school. This support removes the barrier most underemployed believe is standing between where they are and where they hope to be.

Specifically, an eight-hour day, five-day week approach allows for a compressed schedule to ensure graduates make a transition quickly and efficiently. We worry that without focusing on this problem now, thousands of Delawareans will go from underemployed to unemployable in a matter of 7 to 10 years.

This is a classic 'win-win' proposition. As taxpayers, the increase in Personal Income Tax (PIT) people pay as they earn higher wages, returns more of our investment over time. The diminished need for social services, and hopefully the avoidance of the kind of trouble frequently associated with unemployment or underemployment, benefits us all.

When the next recession hits, some economists believe it will last longer than typical and could impact Delawareans without marketable skills for years. Knowing this, we need to take concrete steps to train as many underemployed people as quickly as we can or risk that they become unemployable. Doing so will make a lasting change in their lives and be of benefit to us all.

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## Chair's Message

BY KATIE K. WILKINSON

IT IS REFRESHING to see and feel the energy of a new year and a new decade in our state. Business owners are optimistic about the future and have buckled down to execute on their strategies for success in 2020 and beyond.

During his 2020 State of the State Address, Governor John

Carney shared that we have more Delawareans working right now than at any other point in our history. More than half of our workforce in Delaware is employed at small businesses across the state. This is truly something to celebrate.

Having said that, we still have work to do. Workforce development must continue to be at the forefront of any and all initiatives. For years we have encouraged Delaware high school students to follow a college track – touting that this was the “best” way to find employment and a career.

Despite our best intentions, we continued this encouragement at the ultimate expense of the trades and other career pathways in

Delaware. We are working hard to shift that today. Our real estate and construction businesses across the state are desperately in need of qualified trades employees as the current rate of retirements far exceed the rate of incoming apprentices.

Continued momentum of the Ready in 6 initiative is also important to our construction industry and our economic growth going forward. If we can improve the approval process for new projects, properly staff our construction firms with sufficient trade employees, and expand and support workforce training, we will be better positioned to attract new businesses and new industries to our state.

In addition, we are working hard to ensure that Delaware high school students have career options while incentivizing them to either stay or return to Delaware as contributing members of our economy and communities.

To quote Governor Carney in his State of the State Address – we want companies to “Start Here; Stay Here; Grow Here.”

Delaware has so much to offer to the next generation, and I’m optimistic that our work at the Delaware State Chamber will continue to have a positive impact on our economy in 2020 and the future!

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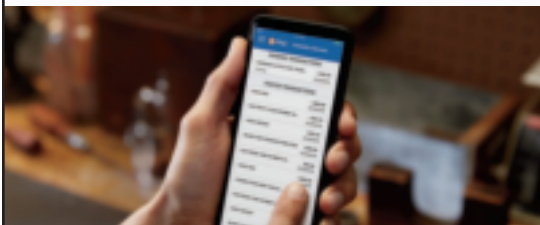
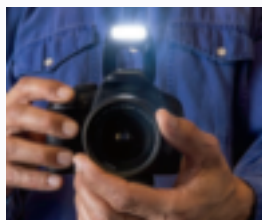
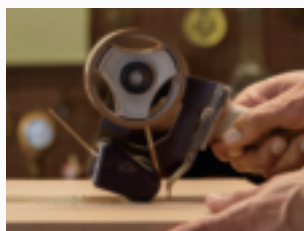
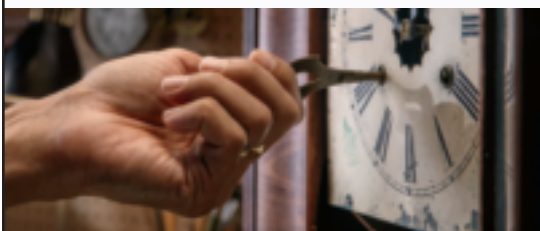
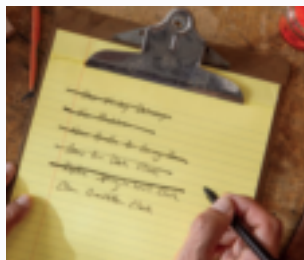
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# Member news & Notes

## BUSINESS SPOTLIGHT: **GT USA Wilimington** BY COLIN HEFFINGER

» Your Port of Personal Service. Wilmington's port is strategically located in the heart of the US East Coast with direct access to rail and interstate. The Port is privately owned and operated by GT USA Wilmington, a separate business that benefits from the international reach of its parent company, Gulfstream. GT USA Wilmington provides a diversified portfolio of commodities to the country, including but not limited to; refrigerated cargos (fruits, vegetables and meats), dry and refrigerated containers, bulk products, livestock, space exploration cargos, military cargos, lumber, agriculture, steel and other metals.

In September 2018, GT USA Wilmington was granted exclusive rights to operate and develop the Port of Wilmington for the next 50 years. An economic engine for the State of Delaware, the Port of Wilmington annually produces \$36 million in business revenue and contributes 5,900 direct, indirect and induced jobs within the country. The Port also generates \$41 million in state and regional taxes and is the top North American port for imports of fresh fruits.

GT Wilmington stands out in the work development field by utilizing the International Longshoremen's Association (ILA) for their employment managing. The ILA sets certification requirements based on who can work



on the floor and regulates the hiring process. Eric Casey, Chief Executive Officer of GT Wilmington, reflects on the use of the ILA for their employment efforts: "We feel for GT Wilmington the labor union gives us a strong base for employment and has international standards for safety and structure that benefits everyone."

"The ILA sets up training matrixes and schedules to ensure workers get the training that they need and every tool available for them to succeed. These people really care and give great effort to excel. They challenge themselves and each other. It's competitive on the waterfront for safety and the Port is like a sports team in which it raises its

productivity and success altogether."

GT Wilmington offers opportunities for new businesses and families to grow as they open new jobs locally, impacting infrastructure, cargo, road and rail. Through a projected investment of \$580 million in the Port, GT Wilmington plans to boost overall port productivity and cargo terminal capabilities in a future goal of 1.2 million in container storage capacity.

"We are extremely excited for the potential of Wilmington and appreciate the community's welcome. We look forward to significant growth in 2020," says Casey. "GT Wilmington aims to become the East Coast gateway to the Midwest cargos."



## NONPROFIT SPOTLIGHT: Delaware Volunteer Firefighters' Association Volunteers, the Heartbeat of Delaware

BY WARREN JONES

» It was 2:32 am, a volunteer fire company was responding to a motor vehicle collision with reported subjects trapped. In route, the dispatch center notifies the incoming units the vehicle is now on fire. It is a very dark and muggy July night on a winding, narrow road. As the first fire apparatus arrives, there is a female victim laying in the middle of the road with EMS personnel working on her. On the right was a car embedded in a tree. The flames were coming out of the engine compartment and impinging on the passenger compartment. The driver was trapped behind the steering wheel and was screaming, "Get me out, get me out!" The crew, went to work, quickly extinguishing the fire and then extricating the driver. Both victims were transported to the hospital and recovered.

It was 7:45 pm, a volunteer fire company ambulance crew was responding to a report of a subject choking. It was a cold, rainy, November night. In route to the address the ambulance crew was notified there were no paramedic units immediately available. When the two volunteer EMT's entered the apartment, there was man kneeling on the floor holding his wife in his arms. He looked up at the EMT's, with tears rolling down his cheeks, and said, "She is not breathing." The EMTs went to work. She was in respiratory arrest because of the blockage. They removed the blockage and administered oxygen. By the time the paramedics arrived, she was alert and talking.



These incidents, and many more like them, happen every day in this state. The sixty volunteer fire companies in Delaware are overwhelmingly the public safety providers for fire, rescue and EMS services. They respond to 175,000 calls for help every year and make a difference in people's lives every day. They will more than likely provide emergency services to you, your family and your business.

What would happen if you had an emergency and no one came? Today, the volunteer fire service needs your help. The number of available volunteers has dramatically decreased. According to the State Auditor, it would cost \$212 million to replace the volunteer system.

What can the business community do? The State currently has a legislative task force looking into the problem. They are seeking insight and strategies on:

- How to best recruit and retain
- Promotional and marketing campaigns/materials

The volunteer firefighter has been a part of the fabric of our great nation since before the Declaration of Independence. The spirit of volunteerism built this country. We are not asking you to put on a set of fire gear and ride a fire truck – even though we would welcome you. We are asking for your help to continue this time-honored tradition and help your community. What do you say?

For more information or to learn how you can help, contact Warren Jones, Executive Manager at the Delaware Volunteer Firefighters Association. He can be reached at [wjones@dvfassn.com](mailto:wjones@dvfassn.com) or (302) 734-9390.



## DIVERSE SUPPLIER SPOTLIGHT: Geese Chasers of South Jersey and Delaware

BY TJ PRUSHINSKI

Delaware is rich in wetlands and open fields, a playground for geese. Why then, are they nonexistent on some golf courses, school yards and other business sites? Let us introduce you to, Geese Chasers.

Geese Chasers, LLC was founded in 1999 by Bob Young while throwing a ball to his Border Collie, Boomer. The two were approached by a local golf course owner who asked Bob if he would chase geese off his property in exchange for free golf.

What started off as chasing geese for free golf, transformed into a lucrative franchise. Geese Chasers now has locations in New Jersey; Delaware; Long Island, New York; Southeastern Pennsylvania; and Central North Carolina.

One such franchise is Geese Chasers of South Jersey and Delaware. Kerri Stinger purchased the franchise and stepped into the role of CEO in July 2013.

"I purchased a fully trained Border Collie who actually taught me," said Stinger. "Rex was 5 years old when I purchased him. He is now 11 years old."

A veteran like Rex, showed Kerri why Border Collies are perfect for the job.

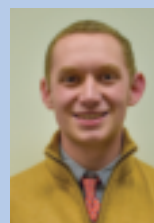
"As an energetic and restless breed, they are happiest when working," said Stinger, who explained that Border Collies are famously known as herding dogs and 'workaholics.' Their lifespan of 12-15 years also allows them to stay in the business longer, which saves Geese Chasers time and money in training. A professional 'geese chaser' takes up to two years to train.

Geese Chasers offers a humane and environmentally safe solution for businesses to eliminate the problem. According to Stinger, Border Collies mock the Arctic Fox, which is a known hunter of Canadian Geese. Although they mimic a vicious predator, Collies are a gentle breed and never cause harm to geese.

Kerri currently employs five humans and four dogs between South Jersey and Delaware. Looking into 2020 and beyond, Stinger plans to expand her business.

"I already built up South Jersey's locations. Now my goal is to build up Delaware's franchise," said Stinger. "Delaware is in need of growth. Developments with clubhouses and ponds are filled with geese who are tearing up the properties."

As this issue's Diverse Supplier Spotlight, Stinger reflects on why being a woman-owned business is important. "It opens more doors for women to be business owners," said Kerri. "The more female business owners we have, the more opportunities will be presented to other females in the community."



**TJ Prushinski**  
interned for the State Chamber during winter session 2019/2020. He is a junior at the University of Delaware majoring in organizational and community leadership.





## USS Delaware is Coming Home for Commissioning

BY TOM CARPER

» Delawareans will have the opportunity to witness a historic moment on April 4, 2020, as the U.S. Navy commissions the 7th vessel to bear the name of the First State. The USS Delaware, designated SSN 791, is a Virginia-class, nuclear-powered fast attack submarine that will make its way to the Port of Wilmington for a special ceremony to mark the beginning of its service to protect U.S. interests throughout the oceans of the world. Armed with

MK48 torpedoes and Tomahawk cruise missiles – and with a capability to carry special forces – the USS Delaware is the most modern fast attack submarine in the world.

Before Delaware ratified the Constitution to become the First State on December 7, 1787, Delaware played an important role in fighting for our young Republic's liberty and independence. The Continental Congress ordered that construction begin on the first USS

Delaware in 1775 in the Philadelphia shipyard. When she was completed in July 1776, the USS Delaware sailed the Delaware River, helping to protect Philadelphia from the advancing British fleet.

On September 26, 1777, the British fleet arrived in Philadelphia. Under the command of Commodore John Barry – whose namesake bridge connects Delaware and New Jersey today – the USS Delaware fought throughout the night against overwhelming odds, surrendering only after running aground and being surrounded by British vessels. Since the completion of the first USS Delaware in July 1776, six U.S. Navy ships have borne the name “Delaware,” including the most recent – a battleship that served for 14 years, including World War I.

I was privileged to serve as a naval flight officer for five years during a hot war in Southeast Asia and for another 18 years until the end of the Cold War as a Navy P-3 aircraft mission commander. In addition to flying thousands of surveillance missions in the Vietnam War, P-3 aircrews flew at least as many missions tracking hundreds of Soviet submarines throughout the Cold War, sometimes in concert with U.S. fast attack nuclear submarines. Aided by listening stations around the world, including one that was in Cape Henlopen State Park, and sometimes partnering with our fast attack submarine and Naval



surface vessels, we studied the tactics of the Soviets, their capabilities, and their operating procedures so that we would be prepared to destroy them if the Cold War ever turned into a hot one. Having spent nearly a quarter century studying these submarines and their operations, I know firsthand what a great honor it is to have one of these incredible vessels named after Delaware.

Here in the First State, ours is a military family that already features a world-class airlift facility at Dover Air Force Base. There, service men and women operate the C-5 and C-17 cargo aircrafts and a mortuary where the remains of our fallen heroes are returned to their loved ones with dignity and respect. In addition, outstanding citizen-soldiers and airmen and women serve in Delaware Army and Air National Guard units, as well as a unit of the U.S. Naval Reserves. Delaware also has an important Coast Guard

contingent at Indian River Inlet, and, of course, the more than 73,000 veterans who currently live in Delaware.

The USS Delaware is a testament to the duty, dedication and sacrifices of these brave service members, and all those who — for more than 200 years — served their country in defense of the American people.

I hope Delawareans young and old join us on April 4, 2020, at the Port of Wilmington to witness our state make history once again.

The USS Delaware will be in Wilmington for the week surrounding its Commissioning Ceremony in April and open to the public for tours. For more information and for tickets to the event, go to [www.ussdelawarecommissioning.org](http://www.ussdelawarecommissioning.org).



## Money Mules, a Scammer's Best Friend

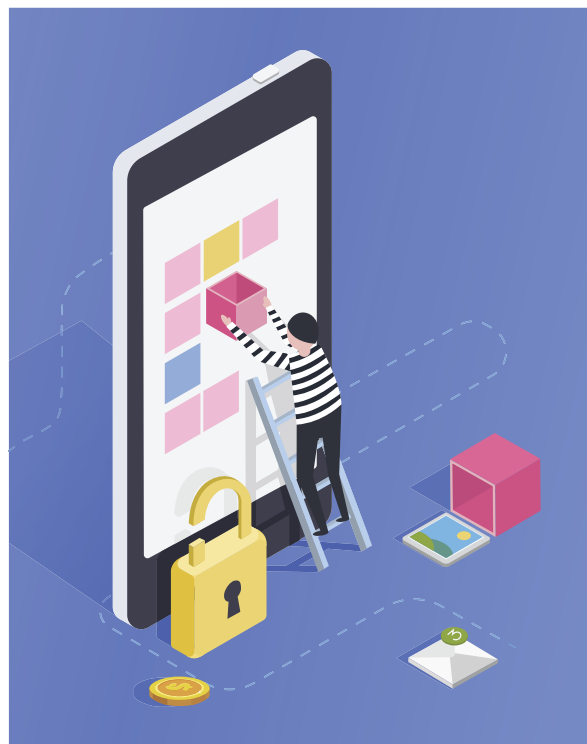
BY JON BELL

» According to 2019 data from the Federal Trade Commission (FTC) released in January, Delaware has the dubious distinction of being 3rd worst in the nation for its number of fraud reports, and 7th worst in the nation for identity theft reports per capita. This is not the sort of list any state wants the honor of topping, especially since the FTC goes on to reveal that 23% of those fraud reports led to a monetary loss.

But as bad as the direct losses are to phishing emails, robocalls and the like, there's another kind of victim of fraud and scam in Delaware that doesn't get as much attention: money mules. Much like a "drug mule" is used to unknowingly smuggle illegal drugs over a border, money mules are used – also usually unknowingly – by organized scammers to launder stolen money, allowing the crooks to profit from their illegal activities

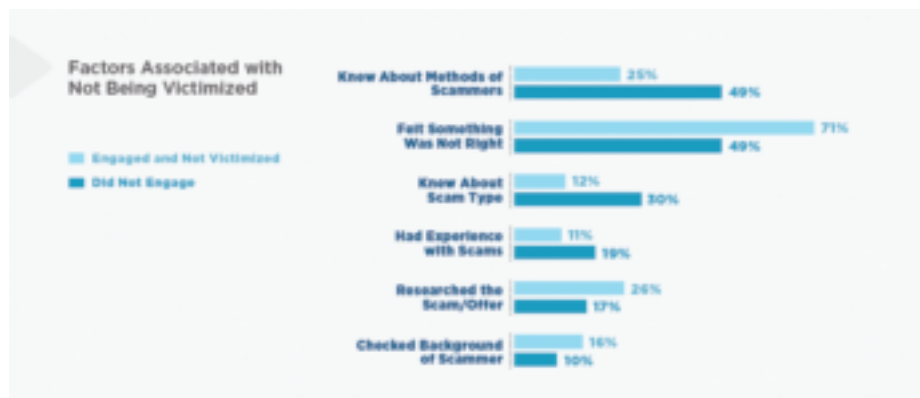
while safely shrouded in anonymity. For scammers, it doesn't do any good to steal a credit card number or dupe someone into sending them a check if the crime traces back to them. They don't want to be caught, and so enter a money mule.

Here is one of the ways it happens in Delaware. A Smyrna woman falls in love online, and her beau (who's overseas, of course) invites her to help him with his real estate business. She opens a PO Box and a bank account, and he has all of his "clients" (read as: victims) send their check payments to her. The victims think they're renting a house in Rehoboth Beach for a week this summer, but they're being deceived – the scammer doesn't own the



property. The scammer tells his romance victim to wire transfer him 85% of the money, but to keep the rest, because he loves her. So she happily continues collecting stolen money, depositing it into an account with her name, and then wiring the lion's share of it to her can't-quite-return-to-the-US-yet fiancé.

Or it might work this way. A recent college graduate in Wilmington sends out his resume, and – what luck! – an international fulfillment company that works with Amazon wants to talk to him about a work-from-home opportunity. The company's website is professional-looking and has that little lock everyone wrongly believes means the site is safe, and after a few emails are exchanged, the candidate is set up with a Google Hangouts interview. A faux interview ensues, followed by congratulations and an offer letter!



*Reprinted from Exposed to Scams: What Separates Victims from Non-Victims? (p 11), by FINRA Investor Education Foundation, BBB Institute for Marketplace Trust and Stanford Center on Longevity, 2019. Retrieved from <https://www.bbb.org/exposedtoscams>.*

These jobs go by many titles like Logistics Expert, Merchandising Manager, Package Processing Assistant, Fulfillment Inspector. But no matter the title, the responsibilities are the same: receive packages and open them, take a picture of the electronics inside (it's usually electronics), upload the picture to the "employer," download a new shipping label and reship the electronics off to their final destination.

The Wilmington victim was offered \$20 per package he'd process, with bonuses for quick turn-around, and penalties for delays. At five packages per day, he'd be making \$500 per week, and he quickly asked for more than five packages.

For a time, the job seemed real. The victim's online portal showed an ever-escalating balance, the "employer" was responsive to questions, and everyday more packages arrived. And then the police arrived because all the shipped goods were stolen and bought from online retailers with stolen credit cards. Oh, and the \$20 per package? That was a lie, too – the victim had been working for the scammers for free and accruing real-life debt for the weeks he thought he had a job.

Money mules don't tend to go to jail. Law enforcement understands that most of these people are unknowing victims, and provides a warning letter that basically says, "You didn't know this time. Now you do. Do this again and you're complicit."

This kind of scam has a huge negative impact because not only do

the victims lose but also it helps the scammers win. Victims lose their time and frequently suffer emotionally, either ashamed that they were deceived, angry that they were used, or worse. Meanwhile scammers are rewarded for their success with their anonymity intact and immediately start sourcing new money mules.

Better Business Bureau (BBB) receives these reports regularly, and while BBB works to shut down the scammers' websites and help victims, what's equally important is the education and outreach to warn about these and other scams targeting the local community. According to BBB's international research, the top two reasons why individuals targeted by scams don't engage (and so aren't victimized) are:

- Because they knew beforehand about the methods of scammers
- Because they felt something wasn't right

Spreading the stories of what scammers are doing locally reduces the risk that people will engage when the scam call, email or letter targets them. Reducing risk will reduce losses.

To report a scam that targeted you or your business, visit [ScamTracker.org](https://www.scamtracker.org).



**Jon Bell** is the Director of Business Relations at Better Business Bureau Serving Delaware.

## Better Business Bureau Serving Delaware

### Money Mule:

Someone who (usually unknowingly) transfers illegally obtained money or goods to a scammer, allowing criminals to launder stolen funds while remaining anonymous.



### How it Happens:



Scammers don't want to get caught. So when they buy goods with a stolen credit card or defraud people into making payments that aren't really owed, they can't receive the money directly.

Scammers look for people they can dupe into helping. Typically they trick people into thinking they're in an online relationship (a Romance Scam), or they convince people that they're being hired for a work-from-home job (Employment Scam).



The crooks then get the money mule to either open a bank account to receive stolen funds, or ship goods bought with stolen credit cards to the mule.

The money mules are then instructed to wire transfer most or all of the funds to the scammers, or else re-ship the stolen goods to a new address where the scammers can safely retrieve them. The scammers keep this up for as long as possible.



By fooling people into forwarding stolen money or goods to them, scammers cover their tracks and become that much harder to find and catch.

[bbb.org](https://bbb.org)







*The second round of EDGE Grant winners with Gov. John Carney and Division of Small Business Director Damian DeStefano. Photo via delbiz.com.*

## Governor Carney, Division of Small Business Award EDGE Grants to 10 Delaware Companies

» A bio-based materials company, a maker of wearable medical sensors, and a bakery-café were among the 10 Delaware small businesses recognized Thursday as awardees of the second round of EDGE Grants from the state Division of Small Business.

Governor John Carney, Secretary of State Jeff Bullock, and Division of Small Business Director Damian DeStefano announced the companies at an event Thursday at the Carvel State Office Building in Wilmington.

“It is incredible to see what the innovative entrepreneurs in this state are accomplishing,” said Governor Carney. “Their companies span a wide range of industries, but the one thing the owners share is the drive and determination necessary to start then grow their businesses. I am glad the State is able to support their work through initiatives like the EDGE Grant program.”

EDGE Grants provide a 3-to-1 match for each dollar an eligible business spends on qualified expenses that improve the

company’s long-term chances of success, from market analysis to website design to acquiring essential equipment.

The State awarded grants this round to 10 companies, listed below. Five STEM Class companies are receiving a total of \$495,000, and five Entrepreneur Class businesses are receiving a total of \$216,000.

“EDGE Grants are helping to level the playing field for promising Delaware small companies as they compete with more established, larger businesses,” said

Secretary of State Jeff Bullock. “And this program is just one of the many ways the Division of Small Business, since it was created under the Department of State three years ago, has made a strong, positive impact on the state’s economy by assisting hardworking business owners.”

EDGE launched in May, and the first grant round took place over the summer. In the second round, which opened

in September, almost 100 businesses applied for funding.

Sixteen finalists – eight STEM Class and eight Entrepreneur Class – gave public presentations before a panel of expert judges on December 18 and 19 at Delaware Tech in Dover, after which five winners in each category were chosen.

“Several companies that applied in the first round but were not successful

in winning a grant took advantage of the opportunity to work with the Division’s business resource managers to strengthen their applications for this time around,” said Division Director Damian DeStefano. “That is what this program is about. The grant funding is incredibly important to those who win, but EDGE also provides a way for all applicants learn how to improve their businesses.”

## EDGE Round Two Recipients:

### STEM CLASS

#### **2M LLC (Wilmington)**

This company makes an extremely fast-charging and safe battery, which can enable a less than 10-minute charge for E-mobility applications, such as enabling an electric vehicle to go 200 miles on a 10-minute charge. 2M will use the grant to scale up production to meet customer demand.

#### **4th Phase Water Technologies (Wilmington)**

This company is focused on commercializing binder-free carbon nanotube sheets made using its proprietary processes. The sheets are superior filtration/separation membranes and electromagnetic interference shielding material for a host of industries including bioprocessing, defense, consumer electronics and automotive. The company will use its grant to acquire additional lab equipment and for marketing.

#### **Lignolix (Wilmington)**

This company is developing sustainable products from biomass, such as that which is produced in beer

manufacturing. It will use the grant to scale up its chemical process, increase production capacity and attract larger commercial customers.

#### **MCET Technologies (Wilmington)**

This company developed a way of integrating sensors into textiles that can be used to monitor a patient during physical rehabilitation. It will use the grant to scale up manufacturing to increase production and expand applications.

#### **Veramorph Materials (Wilmington)**

This company developed a hydrogel-based system that allows the body to absorb pharmaceuticals more efficiently. It will use its grant for critical equipment for R&D services for pharmaceutical companies and to conduct toxicology studies.

### ENTREPRENEUR CLASS

#### **Best Music Coach (Dover)**

This company offers online music lessons for voice and various instruments including guitar and piano. It will use its grant to upgrade its online platform and add online learning materials.

#### **Dolce Bakery and Coffee Shop (Milford)**

This bakery-café will use the grant to upgrade its equipment and market its new services and a second Milford location scheduled to open later this year.

#### **Fur Baby Tracker (Wilmington)**

This woman-owned company will use its grant to roll out the mobile app it developed that lets pet parents track the progress of their cat or dog’s treatment during a stay at a veterinary hospital.

#### **Volunteer Brewing Company (Middletown)**

This family-owned craft brewing company located in downtown Middletown will use its grant to purchase new brewing and fermentation equipment to expand production.

#### **WilmlInvest (Wilmington)**

This company purchases and renovates single-family homes in Wilmington which it leases to nonprofits and governmental entities to house families in need of housing and supportive services. It will use the grant to purchase and renovate additional homes.



## #DelawareCounts: 2020 Census

» April 1, 2020 will mark the 24th decennial census in our nation's history. The first took place in 1790 as a "simple count" and recorded approximately 3.9 million people living in our nation. This year the State looks to count over 300 million people living in our nation. The taking of the census is considered to be one of the foundations of American Democracy and is a requirement for our nation, mapped out in Article I, Section II of the Constitution.

Census data, whether we realize it or not, is influencing our lives every day. The numbers and demographics calculated in the census determine federal dollars allocated to states from all national programs for the next 10 years. Census data informs the fair allocation of public, private, and nonprofit resources, guides foundation strategies, investments, and evaluations, and measures socio-economic conditions.

The nonprofit sector uses census data to determine needs, provide services, and measure success. Businesses use census data to consider moving to an area, expanding locations and whether to hire more people.

Participating in the Census is crucial to ensuring that Delawareans on both a personal and professional level have their needs met. The Delaware Complete Count

Commission is working diligently to ensure that each Delawarean is counted in the 2020 Census.

For the first time, the U.S. Census Bureau will offer an online

census form. Despite the opportunities this presents,

several hurdles threaten the accuracy of the count, including adequate federal funding and the ability to reach traditionally hard-to-count communities including young children, rural households and minority communities.



# United States® Census 2020

What can businesses do to help promote the Census?

### Engage on Social Media

Beginning in mid-March, households will receive census information inviting them to complete their questionnaires. Messages to employees, customers, and the public on social media can help explain why the census is important for their communities and encourage them to complete their questionnaires. Engagement can be as simple as sharing posts from the Delaware Census Facebook, Twitter and Instagram (@DelawareCounts on all platforms) or using the hashtag #DelawareCounts on Census-related posts.

### Become a Census Partner

Becoming an official partner with the U.S. Census Bureau is an excellent way to help raise awareness and ensure that your constituents, customers and stakeholders are represented. As a partner, you will gain access to free resources for engagement, and updates

*"Representatives and direct Taxes shall be apportioned among the several States which may be included within this Union, according to their respective Numbers . . . The actual Enumeration shall be made within three Years after the first Meeting of the Congress of the United States, and within every subsequent Term of ten Years, in such Manner as they shall by Law direct." Article I, Section II of the Constitution*

for ongoing opportunities and events regarding the census. You can also show your support by hosting a Census event or workshop to encourage your customers and community to participate. Learn more at [census.gov/partners](https://census.gov/partners).

### Join the National Business Network for an Accurate Census

The National Business Network for an Accurate Census is a digital network of businesses with a number of free resources, toolkits and materials for you to use. You will also receive updates and new resources as they become available. There are no dues and no obligations. Learn more at [strongnation.org/census](https://strongnation.org/census).

We all have a stake in an accurate count! Count yourself in Delaware and support the community outreach efforts by visiting [census.delaware.gov](https://census.delaware.gov)

## Census Timeline

**In MARCH** the U.S. Census Bureau will send every household an invitation to respond to the 2020 Census. Use your code to respond in one of three ways:

- Online using a computer, smartphone or tablet
- Call a toll-free number and give response over the phone
- Call and request a traditional paper form

**April 1, 2020:** Census Day

**Late April 2020:** Reminder postcard

**May 2020:** U.S. Census Bureau will follow up with households who haven't responded.

## Carvertise Announces International Expansion

» Carvertise, Inc., a leading provider of transit-based outdoor advertising solutions, has announced its expansion into international markets with the launch of the first ever rideshare campaign in Toronto, Canada. Visit Tampa Bay ("VTB"), now in their 4th campaign with Carvertise, is a launch partner of Carvertise's international marketing solution. To date, Carvertise has placed 118 rideshare cars on the road for VTB that have driven over 400,000 miles, created over 60 million impressions, and picked up over 42,900 passengers - all experiencing VTB's message firsthand. VTB has also worked with Carvertise to deliver their message to the New York, Boston, Chicago, Philadelphia, Dallas, Miami, and Orlando markets.

"Carvertise has been a terrific partner with innovative solutions to help us capture the attention of our target audience," said Patrick Harrison, CMO of Visit Tampa Bay. "We were thrilled to utilize their international offerings, with out-of-home inventory that helps remind those in colder climates of the warmth and benefits of visiting Tampa Bay. There's no better opportunity to help promote our message to those outside in those cold environments. Their connected solutions also help us easily track campaign performance, which can be used to further maximize the use of our ad dollars."

"As a mobile canvas for visual storytelling, we love Carvertise," said

Gina Kline, Group Media Director at FKQ Advertising + Marketing, VTB's advertising agency of record. "Given the success of our domestic campaigns, we're excited to expand our reach internationally with a fleet of captivating cars that maximize metrics."



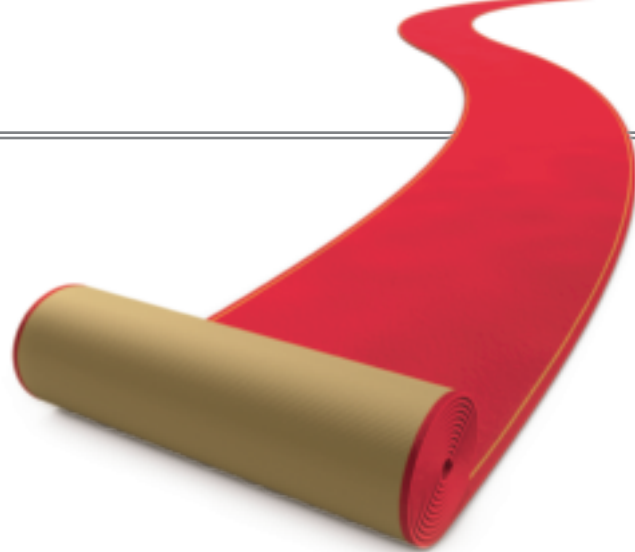
"We're very excited to announce our global capabilities to the Carvertise suite of products, as well as our continued partnership with Visit Tampa Bay," said Mac Macleod, CEO of Carvertise, Inc. "Our team is fanatical about serving the needs of both our driver network and our advertising partners, and these global product extensions are great examples of the work our team is doing to bring new excitement to out-of-home advertising."

"I notice I get a lot of looks on the street and people are definitely checking out the advertisement," said Richard P., a Toronto-based driver with Carvertise. "People ask where Tampa Bay is located, [and] they think warm weather sounds good right about now. The south birds...who usually go to Mexico or Miami, are now interested in Tampa Bay. It's bringing awareness!"



# WELCOME

## New Members



### **BARRETT BUSINESS SERVICES, INC. (BBSI)**

[www.barrettbusiness.com](http://www.barrettbusiness.com)

(302) 734-5921

116 E. Water St.

Dover, DE 19901

BBSI supports business owners through facilitating conversations around a broad range of organizational areas that allow business owners to run their companies more effectively. Services include strategic business consulting, human resources consulting, risk management consulting, payroll and administrative support, and recruiting services.

### **CANALSIDE INN**

[www.thecanalsideinn.com](http://www.thecanalsideinn.com)

(302) 226-2006

34 6th St.

Rehoboth Beach, DE 19971

Canalside Inn is an upscale, pet friendly, boutique hotel and Inn with supreme customer centered service and values.

### **CNT INFOTECH (CNTI)**

[www.cntinfotech.com](http://www.cntinfotech.com)

(800) 939-6690

364 E. Main St., Ste. 418

Middletown, DE 19709

CNT Infotech is a privately held consulting company organized in the year 2000. From its inception, CNT Infotech has marketed its services for providing application development and technology solutions to a diverse customer base in the United States and Puerto Rico.

### **CORPORATE INTERIORS OF DELAWARE, INC.**

[www.corporateinteriors.com](http://www.corporateinteriors.com)

(302) 323-9100

223 Lisa Dr.

New Castle, DE

19720

Corporate Interiors is a customer-focused organization specializing in workplace environments. Headquartered in the Philadelphia area, Corporate Interiors is the region's Platinum Level Steelcase office furniture dealership.



### **CORTEVA AGRISCIENCE**

[www.corteva.com](http://www.corteva.com)

(302) 668-7918

Chestnut Run Plaza, 735 1215 1

974 Centre Rd., Wilmington, DE 19805

Corteva Agriscience™ is the only major agriscience company completely dedicated to agriculture. By combining the strengths of DuPont Pioneer, DuPont Crop Protection and Dow AgroSciences, they've harnessed agriculture's brightest minds and expertise gained over two centuries of scientific achievement.

### **DELAWARE STATE GOLF ASSOCIATION**

[www.dsga.org](http://www.dsga.org)

(302) 234-3365

1319 Carruthers Ln.

Wilmington, DE 19803

The DSGA is a nonprofit, amateur golf association providing competition, education and USGA services to golfers and facilities within the State of Delaware since 1952.

### **DSI SECURITY SERVICES**

[www.dsisecurity.com](http://www.dsisecurity.com)

(302) 505-4393

301 Old Dupont Rd.

Wilmington, DE

19804-0671

DSI's Uniformed Security Division has been setting the standard in professional uniformed security for over 49 years. DSI provides both armed and unarmed uniformed security.



### **FACEBOOK, INC.**

[www.about.fb.com](http://www.about.fb.com)

(202) 368-7469

225 Park Ave.

New York, NY 10003

Facebook builds technologies to give people the power to connect with friends and family, find communities and grow businesses.

### **FOX ROTHSCHILD LLP**

[www.foxrothschild.com](http://www.foxrothschild.com)

(302) 654-7444

919 North Market St., Ste. 300

Wilmington, DE 19801-3046

Ranked in the Am Law 100, Fox Rothschild is a national, full service firm with 22 offices coast to coast that provide services in more than 60 practice areas.

### **GS PILES**

[www.goliathtechpiles.com/](http://www.goliathtechpiles.com/)

franchise/gspile

(302) 353-2069

15 Stallion Dr.

Newark, DE 19713

GS Piles is a certified installer of Galvanized

Helical Piles for foundation support of decks, homes, fences, walkways, and heavy structures.

#### **KATABAT**

**www.katabat.com**

**(833) 428-3208**

**112 S. French St., Ste. 500**

**Wilmington, DE 19801**

Katabat is a technology disruptor that delivers great customer experience management solutions with unique industry expertise and process-driven speed.

#### **LAVENTER**

**www.laventer.com**

**(866) 306-3897**

**P.O. Box 251**

**Middletown, DE 19709**

As a full-service software development company, Laventer builds applications on all platforms including desktops, web, mobile devices and more.

#### **MEALS ON WHEELS DELAWARE**

**www.mealsonwheelsde.org**

**(302) 250-4035**

**100 West Tenth St., Ste. 207**

**Wilmington, DE 19801**

Meals On Wheels Delaware was founded in 1996, and has a successful track record of ensuring that every senior in Delaware who requests help with a home delivered meal is able to receive one without a waiting list.

#### **NORTH EAST CONTRACTORS, INC.**

**www.northeastcontractorsinc.com**

**(302) 286-6324**

**87 Blue Hen Dr.**

**Newark, DE 19713**

North East Contractors Inc. (NEC) is a commercial construction company specializing in exterior framing, drywall, interior framing, millwork, sheathing, roof trusses, doors & hardware, ACT, insulation and rough carpentry.

#### **NTIRETY**

**www.ntirety.com**

**(302) 444-6300**

**650 Pencader Dr.**

**Newark, DE 19702**

Ntirety is a leader in delivering managed hybrid and multi-cloud solutions to 3200 enterprise customers throughout the globe.

#### **PANGO FINANCIAL, LLC**

**www.pangofinancial.com**

**(302) 543-8525**

**1011 Centre Rd., Ste. 104**

**Wilmington, DE 19805**

Pango Financial is a management services, investor and select holding company for a range of companies providing consulting, marketing, advertising, analytics and lending services in select global markets with a concentration in financial services.

#### **PARKER CONSTRUCTION INC.**

**www.mlparkerconst.com**

**(302) 798-8530**

**950 Ridge Rd., Unit C 6**

**Claymont, DE 19703**

Parker Construction has been providing damage restoration services to Delaware and the surrounding areas for over 20 years. Services include construction management, general contracting, design build and general carpentry.

#### **PROMINENT INSURANCE SERVICES**

**www.prominentagency.com**

**(302) 351-3368**

**1201 N. Orange St., Ste. 700**

**Wilmington, DE 19801**

An independent insurance agency, Prominent Insurance Services specializes in providing businesses with the best insurance package.

#### **REPUBLICAN STATE COMMITTEE OF DELAWARE**

**www.delaware.gop**

**(302) 668-1954**

**3408 Lancaster Pike, Ste. A**

**Wilmington, DE 19805**

Political party that promotes Republican platform and priorities and seeks to elect Republican candidates.

#### **SCHLOSSER & ASSOCIATES**

**www.schlosserandassociates.com**

**(302) 738-7333**

**2047 Sunset Lake Rd.**

**Newark, DE 19702**

Schlosser & Associates is a family-owned business that provides a large range of services such as heating, air conditioning and plumbing.

#### **UNIFIRST CORPORATION**

**www.unifirst.com**

**(302) 584-1281**

**59 Lukens Dr., Ste. 100**

**New Castle, DE 19720**

UniFirst Corporation is one of North America's largest workwear and textile service companies, providing managed uniform, protective clothing, and custom corporate image apparel programs to businesses in diverse industries.

#### **YESCO SIGN & LIGHTING**

**www.hessign.com**

**(302) 232-2100**

**459 Old Airport Rd.**

**New Castle, DE 19720**

YESCO Sign & Lighting / HES Signs serves Maryland, Delaware, Southern New Jersey and Eastern Pennsylvania. Services include site analysis, design, permit procurement, project management, fabrication/manufacturing, sign installation and sign, and lighting repair/retrofits.

#### **WILMINGTON NEIGHBORHOOD CONSERVANCY LAND BANK**

**www.wilmingtonlandbank.org**

**(302) 746-6009**

**404 N. Market St.**

**Wilmington, DE 19801**

The mission of the Wilmington Neighborhood Conservancy Land Bank (WNCLB) is to return vacant, dilapidated, abandoned, and delinquent properties to productive use, while strengthening and revitalizing neighborhoods and inspiring economic development.

# CHAMBER SCENE



The 183rd Annual Dinner on January 6 attracted more than 1,000 business leaders, elected officials and state dignitaries







We had a huge turnout for our January Networking Breakfast at Cover & Rossiter



DYPN Happy Hour at DE.CO in January



John Riley and Kevin Reilly at our February Chamber Leadership Breakfast



## CHAMBER SCENE

*The culmination of a memorable night –  
Sam and Mariah Calagione, right,  
celebrate with Gerret and Tatiana Copeland  
by sharing a SeaQuench Ale.*

DELAWARE STATE  
CHAMBER OF COMMERCE

# 183<sup>rd</sup> Annual Dinner

The Delaware State Chamber of Commerce kicked off a new decade  
by welcoming 1,100 business and community leaders and elected officials to the  
183rd Annual Dinner on Monday, January 6, 2020, at the Chase Center on the Riverfront.

We thank our attendees and distinguished guests for joining us  
and generous sponsors for their support in making it a memorable night.





*“A big part of my job is to spread the word about the ‘cool stuff’ happening in our state... Warships named after the First State have sailed under the US flag dating back to the Revolutionary War. But it’s been over 100 years since we’ve had a Navy ship named Delaware. Thanks to former Navy captain, Senator Tom Carper, that is going to change on April 4 when the USS Delaware, a brand-new Virginia-class nuclear submarine, is commissioned here at the Port of Wilmington.” — Governor John Carney*

GOVERNOR JOHN CARNEY gave opening remarks at the Annual Dinner, sharing several of the State’s recent accomplishments and things to look forward to in 2020:

- Incentive grants of \$23.7M given through the Downtown Development District, spurring innovative projects in towns from Wilmington to Laurel
- Awarding \$750,000 in EDGE Grants to entrepreneurs and mom-and-pop businesses looking to grow Main Street and STEM businesses across the state
- Creating over 1,000 new jobs and keeping over 1,000 jobs in Delaware through the Delaware Prosperity Partnership’s work
- GT USA Wilmington, the private operator of the Port of Wilmington, committed to investing as much as \$600M in the existing port, including a new state-of-the-art container terminal at Edgemere that will translate into hundreds of new jobs for Delaware

- Support of the Ready in 6 initiative by putting \$10M into a new Transportation Infrastructure Fund and investing \$20M in the Higher Education Economic Development Fund so that colleges and universities can drive economic development further
- The creation of an operating budget process that limits spending during the good times and puts aside revenues for more difficult times

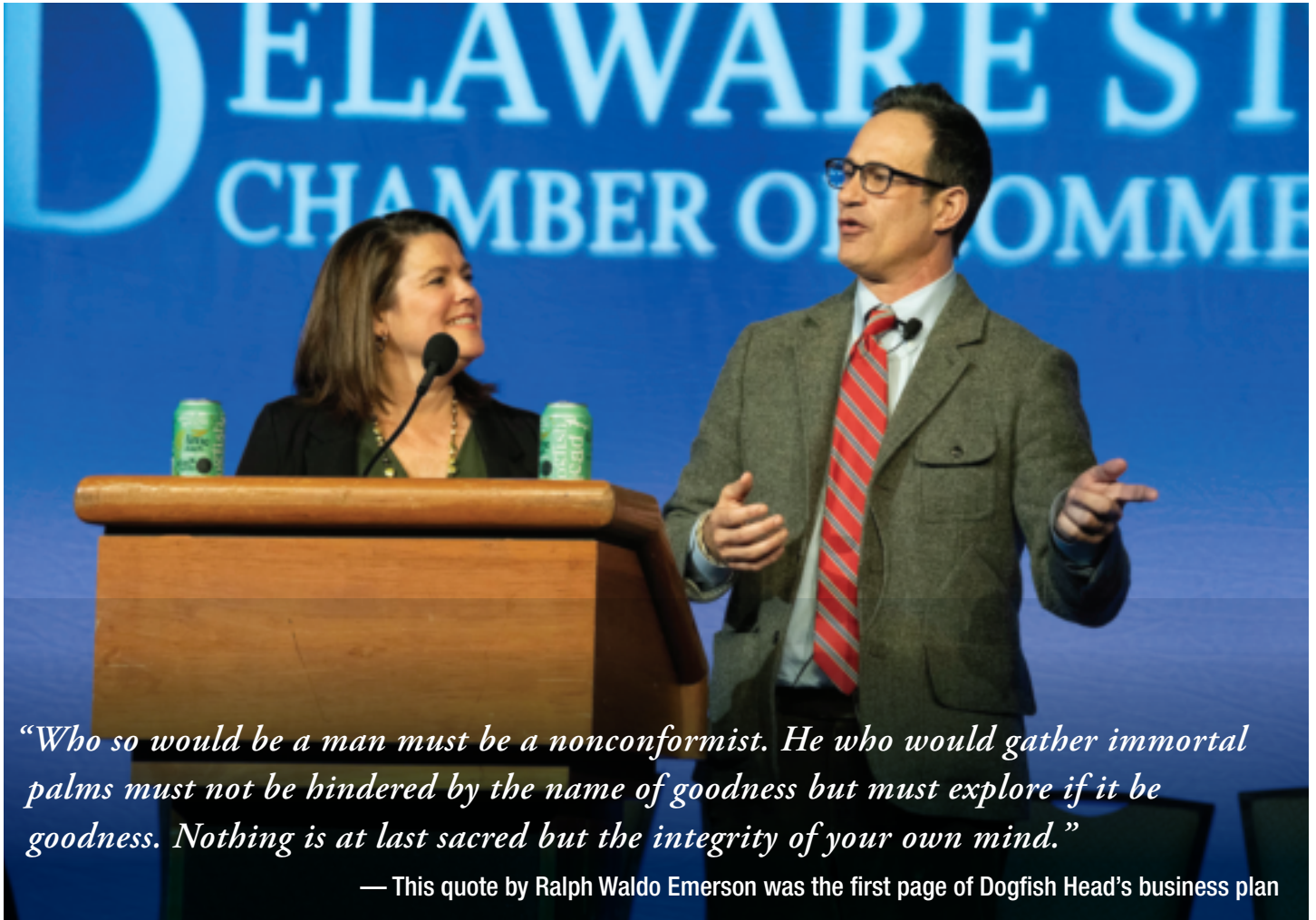
#### **A preview to his budget proposal in January:**

- Continue to limit spending to an economic index and use extra and one-time monies for capital projects
- Continue to put aside money into a reserve fund as a buffer against the next economic downturn
- A proposal for the largest bond bill in the state’s history that will continue significant and historic investments in schools, economic development and quality of life



# Dogfish Head Craft Brewery:

The most thoughtfully adventurous beer-centric brand in America



*“Who so would be a man must be a nonconformist. He who would gather immortal palms must not be hindered by the name of goodness but must explore if it be goodness. Nothing is at last sacred but the integrity of your own mind.”*

— This quote by Ralph Waldo Emerson was the first page of Dogfish Head's business plan

EMERSON'S QUOTE SPEAKS to what Dogfish Head is trying to do, which is 'to find white space as a David in an industry dominated by Goliaths.' In front of 1,100 people at the Annual Dinner, Sam and Mariah shared Dogfish Head's story and plans for the future.

When Dogfish Head Craft Brewery opened in 1995, they were the smallest commercial brewery in the US. At that time, there were about 600 craft breweries in the US. Today there are roughly 8,000 craft breweries.

As they approached their 25th year in business, Dogfish was still growing in the Mid-Atlantic but losing traction further from home as tiny breweries started to surge throughout the country. Sam and Mariah faced a decision to either continue shrinking to be a Mid-Atlantic-based brewery with a real possibility of needing to let go of 20% of their workforce or 'go for it' to remain a national brand and grow that national brand as a Delaware-based company.

The decision was made in 2019 to merge with the Boston Beer Company who had a complimentary culture and portfolio of brands. The merger will give Dogfish Head the opportunity for continued growth both in coastal Delaware and nationally.



*Top: Sam and Mariah Calagione share Dogfish Head's story, commitment to the community and plans for the future with 1,100 attendees. Above: Dogfish Head invited more than 20 of its employees to attend and enjoy the Annual Dinner. Photos by Dick Dubroff/Final Focus*



*Left: Gerret and Tatiana Copeland celebrate with State Chamber nonprofit winners who have received their philanthropic support over the years. From left: Sam Sweet, Delaware Art Museum; Patrick Carroll, Delaware Humane Association; Gerret and Tatiana Copeland; Mark Fields, The Grand; Cathy Parsells, Kalmar Nyckel Foundation. Above: It was at this moment during the reveal that Gerret and Tatiana Copeland realized they were the recipients of the Josiah Marvel Cup. Photos by Dick Dubroff/Final Focus*

# Gerret and Tatiana Copeland receive the Josiah Marvel Cup

THE DELAWARE STATE CHAMBER of Commerce awarded its prestigious Josiah Marvel Cup Award to philanthropists, Gerret and Tatiana Copeland. The award was given at the Chamber's 183rd Annual Dinner.

As a tradition, recipients of the Marvel Cup are kept secret until the night of the dinner. Established in 1951, the Marvel Cup honors a Delawarean who has made an outstanding contribution to the state, community, or society. The State Chamber's highest honor is named in memory of the Hon. Josiah Marvel, who reorganized and served as the first president of the State Chamber in 1913.

Gerret, a member of the du Pont family, started his career in finance where he developed a successful New York Stock Exchange brokerage firm. He also helped establish the Brandywine Conservancy in Chadds Ford, Pennsylvania. Gerret is active with Longwood Gardens, The Mount Cuba Center for Piedmont Flora, and serves as chairman of the Delaware Art Museum.

After earning a bachelor's degree at UCLA and her MBA at the University of California at Berkeley, Tatiana went to work for Price Waterhouse. She then worked at DuPont Company's European headquarters in Geneva, Switzerland. Soon after she returned to DuPont in Delaware. She serves on the board of The Grand Opera House and chaired the Delaware Symphony Orchestra.

Together, the Copelands have made a tremendous impact on the community, particularly the arts. They are involved with organizations like Brandywine Conservancy & Museum of Art, Brandywine Valley SPCA, ChristianaCare, Delaware Art Museum, Delaware College of Art and Design, Delaware Historical Society, Delaware Humane Association, Delaware Symphony Orchestra, Delaware Theatre Company, Fund for Women at the Delaware Community Foundation, Girl Scouts of the Chesapeake Bay, the Grand Opera House, Kalmar Nyckel Foundation, Longwood Foundation, Longwood Gardens, Mt. Cuba Center for Piedmont Flora, OperaDelaware, and the University of Delaware, to name a few.

*"Ships were mentioned by the Governor. I came to this country on a ship to start my new life in America. You hear a lot about immigrants right now, and I'm a very proud immigrant," said Tatiana Copeland. "Gerret's and my philosophy is: Let's make a difference for being alive and being in this world so that when we leave, there's been a little bit of betterment for what we have accomplished. This is my way of saying thank you to the country that has adopted me and given me so many opportunities so that I'm actually able to stand in front of you all tonight."*

— Tatiana Copeland



# State Chamber welcomes new leadership

IMMEDIATELY PRECEDING the 183rd Annual Dinner, new members of the Delaware State Chamber of Commerce Board of Directors and Board of Governors were voted on and announced.

Katie K. Wilkinson was elected chair of the Board of Directors. Wilkinson, Senior Vice President and Commercial Market Executive at Fulton Bank, N.A., succeeds Gary R. Stockbridge of Delmarva Power. Katie is the first woman to lead the 183-year-old organization as chair.

The State Chamber also welcomed Tom Horne of JPMorgan Chase to the Board of Directors.

The following business leaders were elected to the Board of Governors:

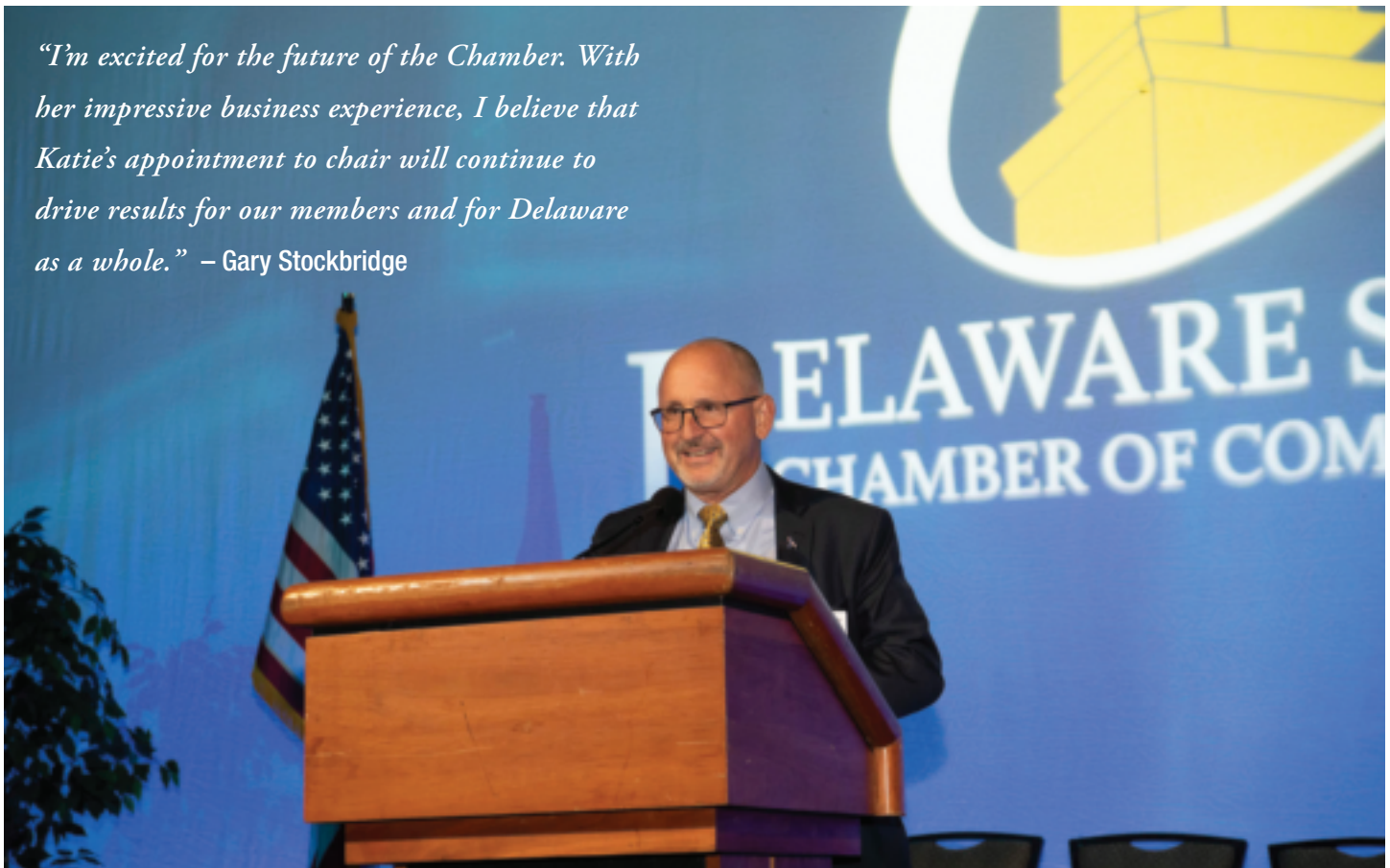
- Pierre Anderson, Artesian Water Company, Inc.
- Patrick Callihan, Tech Impact
- Eric Casey, GT USA Wilmington
- Andrew Cortone, Ph.D., ADESIS
- Walter Donaldson, Freeh Group International Solutions, LLC
- Kristin Giffin, Agilent Technologies
- Joseph A. Giordano, Whisman Giordano & Associates, LLC
- Rick Schaffner, Beebe Healthcare
- Chris Schell, Schell Brothers
- Ann B. Wayne, BSN, RN, SUN Behavioral Delaware
- Mike Willets, PNC Bank

*DSCC Chair Katie Wilkinson, right, with Marie Holliday of Cover & Rossiter. Photos by Dick Dubroff/Final Focus Photography*



*“The current momentum in the Delaware business community – around workforce development, diversity and inclusion, and business expansion – is very exciting! I look forward to working with business leaders across the state to help advance these and other important initiatives.” – Katie Wilkinson*

*“I’m excited for the future of the Chamber. With her impressive business experience, I believe that Katie’s appointment to chair will continue to drive results for our members and for Delaware as a whole.” – Gary Stockbridge*





# Board Member of the Year

EACH YEAR, a board member is recognized by Chamber staff as Board Member of the Year. This year, Nick Lambrow of M&T Bank was the honoree for his leadership, guidance and expertise as Treasurer.



*Bret Morris of A.R. Morris, middle, with DSCC President Michael Quaranta and Nick Lambrow.  
Photo by Dick Dubroff / Final Focus Photography*

We would like to express our gratitude for our membership, each 183<sup>rd</sup> Annual Dinner sponsor and attendee, and everyone who made the event a great success.

A special thanks to our planning committee, led by Greg Smith of Chemours, for their dedication and commitment to Delaware's largest business networking event.

*DSCC is a nonprofit 501(c)(6) organization. We depend on the support of our members to accomplish our mission. We partner with other advocacy groups and serve as the leading voice of the business community. Our leadership helps create jobs, promote business and improve the quality of life for all Delawareans. Monies from the Annual Dinner help to support and sustain that mission, including programs like Superstars in Education, Superstars in Business and our Legislative Brunches.*



DELAWARE STATE  
CHAMBER OF COMMERCE

## State Chamber unveils new logo

- It features the cupola tower at the top of Legislative Hall to represent the State Chamber's public policy efforts.
- The window is the shape of Delaware to symbolize we are a statewide organization looking out for the business community.
- The 'C' encircling Legislative Hall stands for 'Chamber' and respects the historic brand our members have known over the years.
- The text has 'bookends' that spell 'DE,' our state's abbreviation.

*"Our new logo honors the organization's history and trusted identity while highlighting how the State Chamber is looking forward to the future."*

– Michael J. Quaranta



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## Reception



## Chairman



## Leadership



## Ambassador

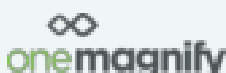
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# WOHLSSEN

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# Public Art in Public Projects

BY WILLIAM LENIHAN, AIA

## THROUGHOUT HISTORY ART

has always played a key role in our built environment. This trend began more than 44,000 years ago with cave paintings and remained in the forefront of structures including the hieroglyph carvings of ancient Egypt, religious sculptures of Classical Greece, and ceiling paintings of the High Renaissance, such as the Sistine Chapel. While incorporating art into architecture has not stopped it can be argued that it has greatly diminished over the last Century.

Some may ask “Why is it important to maintain public art?”. Since art is subjective it can be difficult to argue, but as recognized in the examples above art is a vehicle to capture a particular society’s beliefs, accomplishments, memorialize a tragedy, or pay tribute to the past.

Therefore, allowing art to exist in a public forum instead of just preserved in a museum allows us to experience it with others in our day to day lives.

Governments have recognized the importance of public art in projects and began a Percent for Art principle that began in Finland in the early 1930s. Philadelphia was the first City to adopt a municipal ordinance that requires one percent of the total dollar amount of any construction project that includes City funds be devoted to commissioning site-specific public art. Today, the majority of major cities including Baltimore, Chicago, New York, New Haven, and San Francisco have implemented a Percent for Art principle.

While Delaware does not currently have any mandates to include Public Art on publicly funded projects, our government leaders are stepping up to support this initiative. Delaware Transit Corporation & DelDOT are incorporating art into the new Claymont Regional Transportation Center, and the Wilmington Transit Center. The City of Wilmington is also working with the Rodney Square Conservancy to integrate art into the renovations of Rodney Square. Details on each of these active and unique projects are as follows:

## WILMINGTON TRANSIT CENTER

The public-private partnership (P3) which is comprised of DelDOT, Delaware Transit Corporation (DTC) and Wilmington Transit Center LLC



(WTC LLC) coordinated with Tevebaugh Architecture to solicit student artwork for the main Walnut Street façade of the new Wilmington Transit Center. The building design is an exposed steel frame with brick and cast stone accents which harken back to the historic Wilmington Train Station and surrounding railroad infrastructure. The 300’ long structure features a colonnade of brick piers and public art banners along Walnut Street. The artwork provides a dynamic experience for pedestrians and vehicles, as varied perspectives provide a unique experience.

The P3 group engaged local Delaware College of Art and Design (DCAD) which incorporated the banner design into the art program for the 2019 fall semester. Each banner is 24” wide and varies from 8’ to 15’ in height. The charge was to incorporate transportation icons and a theme that worked as individual banners and as a unified theme when the banners were viewed as continuous from certain viewpoints.

Four students from DCAD each developed initial designs and received feedback from the P3 team in an interactive critic session. In December the students presented their highly creative, well-composed graphic designs in the DCAD gallery. The P3 team then had the hard task of selecting the design which will be honored by being the display for the 300’ long building façade along Walnut Street.

WTC LLC and Tevebaugh Architecture are now working with the EDiS



# Guide to Real Estate & Construction

construction team and banner fabricator on the final installation details. The public art banners will be illuminated at night so that the public art is always a main feature of the Wilmington Transit Center.

## RODNEY SQUARE STUDENT ART

The City of Wilmington and the Rodney Square Conservancy founded a student art project to engage City of Wilmington students with the history of Rodney Square. City Council President Hanifa Shabazz and City Council members engaged a number of City of Wilmington schools which are incorporating the student art project into their spring curriculums. The students will create public artwork to showcase the history of the city's central greenspace and community hub. Student art that is produced over the next few months will be displayed in a public art exposition later this spring. Jim Tevebaugh, who is the Rodney Square Conservancy Programming Board Chair, is planning a yearlong art program similar to the extremely successful Friends of the Furness Railroad District student art program which he chaired a few years ago.

The initial phase of the Rodney Square renovations will be completed this spring and planning for the next phase is underway. This initial phase will open the square to King Street, adding a splash fountain to activate the square.

It will also create a new location for the Jazz Festival stage along King Street which allows the full lawn and existing elevated areas of the square to become an amphitheater for the several day long festival in June.

The public art program is one of many planned programs to engage the community and return Rodney Square to the central green space for the health and wellness of the community, as originally intended when the square was created as part of the City Beautiful movement.

## CLAYMONT REGIONAL TRANSPORTATION CENTER

On the site of the former century old steel manufacturing site in Claymont, Delaware, a new transit center is being developed to interface multimodal transportation at the new Claymont Train Station on the Northeast Corridor. This new Septa stop on the Amtrak lines will replace the existing neighboring train platform and is designed to handle the increased ridership. Wagman and their design team of JMT and LS3P was awarded the design-build contract.

DelDOT and DTC included public art in the development of this project. As one of the team members working with DTC, Tevebaugh Architecture assisted with a public art solicitation in addition to the architectural bridging documents for the new transit center. An artist selection committee of local stakeholders was established to shortlist the



numerous submissions down to three artists. After a rigorous interview and design competition process the two successful artists were Ray King Studio and Stephen Galloway.

Ray's proposed sculpture design harkens to the site's history with a "Phoenix" that represents a rebirth from an industrial past. The sculpture will be constructed of laminated glass, stainless steel, and concrete. Galloway is bringing nature and color to the new raised platforms with colored ceramic frit, pigmented glass panels that will become the back panels of the train platform shelters, which will be visible from the platforms and the trains.

The Claymont Regional Transit Center will become the central hub for this region, connecting the Delaware and Pennsylvania transit systems. DelDOT and DTC should be congratulated for showcasing and incorporating public art into this and other new public projects. ■



**William Lenihan, AIA** is the President of Tevebaugh Architecture.



# Expansion exists in the new home market in Sussex County

BY ALYSSA TITUS

NEW HOME CONSTRUCTION in Delaware continues to prosper with many new communities launched in 2019 and many more slated for 2020. Schell Brothers, a Sussex County based new home builder, recorded its best year in the 16-year history of the company in 2019, and has three new communities prepared to launch in 2020.

Arbor Lyn, located in Rehoboth Beach, DE is primed to open in Spring of 2020. With 142 homesites and a well-appointed clubhouse, this low-maintenance community boasts easy access to local shopping, dining, and beaches. Conveniently located off of Warrington Road in Rehoboth Beach, this community will feature Schell's Coastal Series floorplans with designs based on homeowner feedback and the goal that there is no wasted space. Wooded homesites add to this community's appeal.

Additionally, Marsh Island, located in Lewes on the Rehoboth Bay, offers direct water-access and boat slips with sweeping views of nature's beauty and the Rehoboth Bay. This single-family home siteplan was developed with the beauty of the natural terrain in mind and many homesites will offer breathtaking views. Additionally, the community clubhouse is situated directly on the bay with boat access. Floorplans include first-floor owners' suites and as with every Schell Brothers home, the ability to highly personalize your home. This community will launch in Spring/Summer of 2020 and at completion will have 152 homesites.

Walden, the largest project for Schell Brothers in 2020, is located in Millsboro directly off of John J. Williams Highway and will begin accepting reservations in 2020. This 265-homesite community will offer a mix of floorplans and is situated on Burton's Pond. With easy access to beaches and area attractions, Walden promises to deliver to new home buyers looking to enjoy the low-tax living that Delaware provides.

In fact, many new home buyers hail from neighboring states and are moving for the tax benefits and the relaxed coastal living that southern

Delaware provides. Previous New Jersey resident and Schell Brothers homeowner, Valerie Zarro reflects, "We chose Delaware over several other states because it allowed us to have the best of both worlds. Beaches, low taxes and we are close to the conveniences that are important to

us. Additionally, we chose Schell Brothers as our builder based on their reputation and homeowner reviews. We never looked back!"

Zarro's comments are a common theme among many Delaware newcomers that are making the housing market remain strong in coastal Delaware.

Jamie Hudson, Director of Sales at Schell Brothers states, "Many of our homeowners are looking for a retirement location that provides lots of amenities, low-maintenance living and the relaxed lifestyle that coastal Delaware offers. They also want to stay within a relatively

close proximity to family members in surrounding states, so when they combine our location with our favorable tax structure, they choose to retire in Delaware. We also see a number of second homeowners because of our coastal lifestyle, as well as local buyers who appreciate what our communities offer and recognize the strong investment that our homes provide."

Schell Brothers sees no slow-down in sight, Hudson comments, "We just had our best year ever in 2019, and all signs point to an excellent 2020. There's a healthy demand to be in Delaware, and we continue to see strong prospective buyers who are savvy enough to take advantage of

the current market. Also, we tend to attract happy people, who are ready to start living a lifestyle that we believe they deserve." ■



**Alyssa Titus** is the Director of Marketing at Schell Brothers.

# Delaware must be “Ready In 6” to realize its economic potential

BY ROBERT PERKINS

AS BUSINESSES SEEK TO START, expand or relocate operations in Delaware, they increasingly are finding a very large – and very unnecessary – roadblock in their way.

The state’s permitting and regulatory process can stretch up to 24 months, placing the state at a distinct economic development disadvantage when it comes to attracting and growing business – especially considering the approval timelines in Maryland and Pennsylvania average closer to six months.

These findings were included in an independent analysis conducted last year by professional services firm KPMG, which concludes that Delaware is missing out on economic development opportunities and has an opportunity to be more competitive if its permitting processes were strengthened through streamlined communication between state agencies, greater transparency and cost predictability, and a fast-track approval program for high-priority projects, among other recommendations.

The analysis finds, “With significant competition between states for jobs, talent and investment, an efficient permit process is critical to demonstrate a favorable business climate and provide a predictable outcome for businesses seeking to locate or expand in Delaware. Because prospective businesses target locations which can achieve permitting in as few as six months, those states with longer permit timeframes experience reduced interest and missed economic development opportunities.”

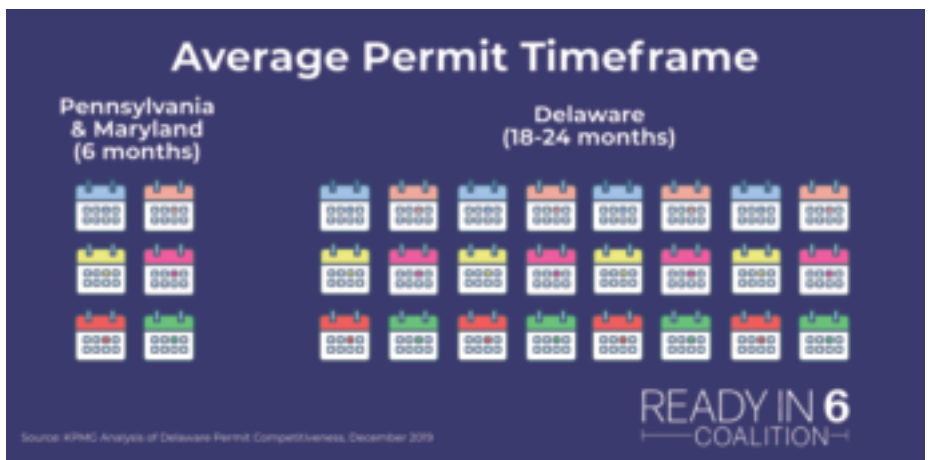
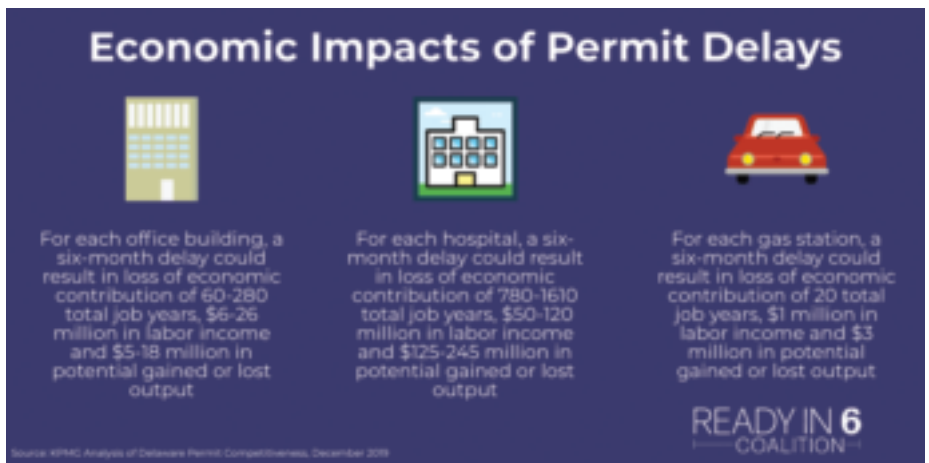
In response to these challenges, the business community has formed the Ready in 6 Coalition, which is committed to cutting the permitting timeline from 24 months to six months to make Delaware more competitive with other states.

Based on the report’s recommendations, the Ready in 6 Coalition is committed to working with state and county leaders to make improvements in three key areas to streamline the permitting process in Delaware: Enhance communication, increase efficiency and reduce paperwork, and track and use data more effectively.

Recommendations for improved communication including creating a state project concierge to help

streamline communication among state agencies; creating a permitting action committee to help with implementation of permit process improvements; integrating information technology solutions among the state, counties and cities; and implementing permit-focused economic development training to improve cooperation and coordination.

As for increasing efficiency and reducing paperwork, the analysis recommends creating a prioritization program for significant economic development projects; streamlining and strengthening the Department of Transportation’s review process to ensure all departments review and provide comments on proposals during the initial review cycle;

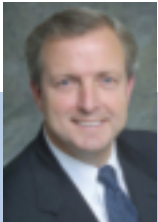


implementing Transportation Improvement Districts in targeted areas; and implementing prepackaged approvals for targeted investment sites.

Finally, Delaware does a poor job of tracking and using data to identify potential opportunities. The analysis suggests generating data that measures permit process timelines, allowing regulators to develop key performance indicators and drive accountability among permitting agencies. Additionally, Delaware needs to capture more and better economic development data to better understand new, missed and lost opportunities, helping the state to constantly improve as it seeks to attract employers.

Coupled with low taxes, a prime location and a high-quality workforce, a more favorable permitting environment would make it significantly more likely that Delaware would be more competitive as we work to grow, retain and attract businesses to our state. We are committed to working together and with the Legislature to strengthen the economic development in Delaware to make the state more viable for generations to come.

To do so, we must be Ready in 6. ■



**Robert Perkins** is the Executive Director of the Delaware Business Roundtable.

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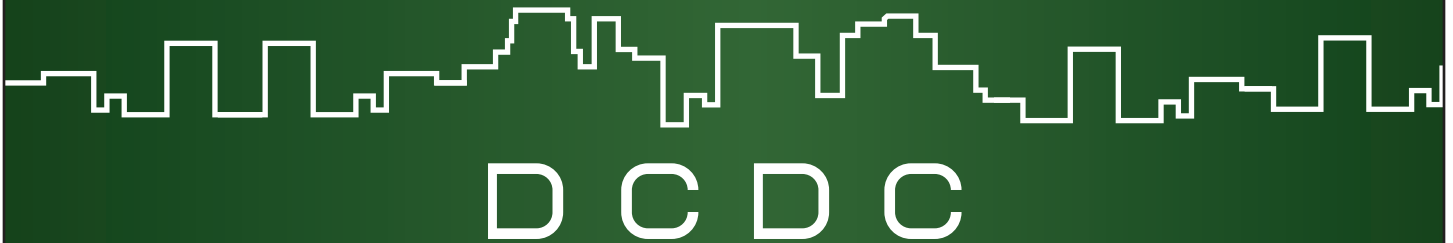
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## DelDOT Preparing for Major Project to Restore the I-95 Corridor through Wilmington

CONTENT CONTRIBUTED BY THE DELAWARE DEPARTMENT OF TRANSPORTATION

IN 1956, President Dwight D. Eisenhower signed the Federal Aid Highway Act into law, setting into motion a project in Delaware to construct nearly 24 miles of highway that would become part of the east coast's Interstate 95. By 1964, the interstate had been constructed through Wilmington, and now almost 60 years later, this section is showing its age and needs extensive rehabilitation.

### What will happen in 2021?

Beginning in March 2021, DelDOT will undertake a major rehabilitation project to “restore the corridor” in Wilmington. Planned construction

includes repairing and resurfacing the roadway and concrete decks, replacing deteriorating concrete traffic barriers and roadway expansion joints, and completing steel and concrete repairs to 19 bridges throughout the corridor to extend the service life of these structures for a minimum of 30 years. This project will also prevent the department from continuing a band-aid approach to making repairs as the need arises which is more costly and disruptive to traffic in the long term than undertaking an intensive project to complete all the needed work in a condensed window of time.

During construction, traffic will operate in a contraflow pattern, where both directions of travel are moved to one side of the road to allow for the

work to proceed more rapidly on the closed side of the interstate. At least one lane of traffic in each direction of I-95 will remain open, and ramp closures will be staggered to continuously maintain access in and out of the city. However, overall capacity will be reduced on the road for nearly two years while the work is completed.

## Preparing for the Project

DelDOT understands that this project will be a major inconvenience to those who live and work in Wilmington, as more than 100,000 vehicles use I-95 every day. The department began its initial planning for the project in 2014, and there are a number of projects in and around the city that are currently underway in anticipation of motorists using alternate routes while the interstate is under construction. In March 2021, the goal is to limit construction in other areas of Wilmington and New Castle County as traffic will shift away from I-95. These projects include:

- The opening this summer of the new \$48 million Christina River Bridge and approach roads at the Wilmington Riverfront, which will provide easier access to Route 13 and I-495



- More than \$40 million in paving and ADA improvements to numerous city streets, as well as multiple maintenance projects on I-495 to ensure it is ready to absorb a large portion of traffic that would normally utilize I-95

- The new \$10 million Wilmington Transit Center will expand public transportation options and provide needed amenities to support customers
- Upgrading more than 200 traffic signals within the city and integrating them into the state system to allow for real-time timing adjustment
- Completing the I-95/Marsh Road interchange improvements

In total, DelDOT is investing more than \$100 million to improve Wilmington's infrastructure in advance of the I-95 rehabilitation project to provide alternatives to those who live and work in the city.

## Investing in Public Transportation

With the project estimated to take nearly two years to complete, travel habits for residents and commuters will be disrupted. As a result,

many will look for alternatives to avoid the delays created by the project. While the new Wilmington Transit Center will serve as a central hub for riders coming in and out of the city, DART will also be expanding hours of operations on weekends and offering additional holiday service and free Wi-Fi service on fixed route buses, and creating a dedicated bus lane on portions of US 13 northbound to allow for expedited public transit into Wilmington.

Regional rail service will also be upgraded with the opening the Newark Regional Transportation Center this year and with the expansion of parking at the Fairplay Station at Delaware Park to accommodate new ridership for those choosing to use SEPTA to commute to and from Wilmington and Philadelphia.

## Supporting the Business Community

Keeping the business community in and near Wilmington informed about the project is a priority for the department, and DelDOT has already

met with numerous employers over the past year as planning for the project has progressed. This spring, a business focused workshop is being planned to help employers prepare for the project and help in minimizing the impact it will have on employees and operations.

One service being offered is DART's RideShare Delaware program, which is available to work directly with businesses to customize commuting travel option programs and to pilot and implement continuity plans prior

to the 2021 project start date. RideShare Delaware will also focus on employees and conduct outreach activities at places of employment to educate employees on their clean-commute options and provide project information and updates. To request a presentation or learn more, visit [www.ridesharedelaware.org](http://www.ridesharedelaware.org).

## Stay Informed

More Information on this project can be found on our free smartphone app as well as the project website, [www.de.gov/i95rehab](http://www.de.gov/i95rehab). If you have questions, would like to arrange a presentation on the project, or be added to our communications list for project updates, please call us at 302-760-2080, or email us at [dotpr@delaware.gov](mailto:dotpr@delaware.gov). While this will not be an easy project, DelDOT's goal is to complete this project as safely and quickly as possible and ensure the main corridor through Wilmington is well-maintained for the residents and businesses that call it home for years to come. ■





# Capital Station

Dead factory to lively shopping center **BY CHARLES RODRIGUEZ**

PART OF THE REASON abandoned industrial sites sit empty is because repurposing them can be a massive undertaking. The amount of work that must take place before the first shovel bites dirt is often mind-boggling.

First developers must be willing to invest a large amount of capital in the project. These funds usually stay tied up in the project for its duration and the returns are speculative, making it a risky proposition. Plus, there's always the chance the project could go belly up for any one of a thousand reasons, resulting in the forfeit of the invested funds.

Obtaining all the prior approvals, permits, and engineering and architectural documents often takes longer than the demolition or construction. Depending on the site, a developer will have to navigate a complex labyrinth of federal and state regulations to ensure any pollutants left over from industrial activity are properly remediated. Moreover, developers must work alongside municipalities and county governments to be sure the project meets local standards and complements their individual vision for the community.

Only then can the real work of tearing down the past and building the future can start.

Despite these odds, this is exactly what Capital Station Dover LLC – a group of developers – just completed on the site of the old Playtex factory in Dover.

When Playtex mothballed the facility on the intersection of Division Street and DuPont Highway, the corner went dark for nearly two decades. An important part of Dover's history, this factory on the edge of downtown employed hundreds. As it sat empty, weeds began pushing their way up through the asphalt and the old teal water tower browned with rust.

By the early 2010s, the facility was in a state of disrepair. Nevertheless, the idea of transforming it into a modern, high-traffic shopping center began to percolate.

After working through the permitting and engineering stumbling blocks, Capital Station Dover LLC initiated the project



*A schematic showing space still available for lease at the site.*



in 2017. Several years of careful demolition and construction later, the vision was realized and Capital Station rose from the rubble.

The 60,000 square-foot shopping center quickly caught the attention of large international brands like Starbucks and Aldi. They were joined soon after by SuperCuts, Village Optical, Massage Envy, Verizon and Orangetheory Fitness. Red Robin Gourmet Burgers and Brews climbed aboard as well and is currently putting the final touches on their new location.

Not only did the development do away with a long-idle factory, it breathed new life into the busy corner. From dawn till dusk, on-the-go Doverites now file into the Starbucks drive thru, pick up groceries, get a massage or drop in for a quick workout. Where there was once a perimeter of barbed wire fencing, there's now a network of brand-new sidewalks – transforming it into a walkable business district. Helping to ease added traffic, multiple entrance and egress points were added to make Capital Station accessible from Maple Parkway and Kings Highway in addition to the highway and Division Street. With approximately 400 parking spots, the center holds a lot of visitors.

We at R&R Commercial Realty – the firm responsible for leasing the retail space – were thrilled to be a part of the project. Revitalizing the area with a shopping center has helped provide more high-quality amenities for nearby residents and businesses while adding jobs to the local economy and increasing the total amount of commerce taking place on Rt. 13. Although the biggest retail spaces were snatched up, some great storefronts still

remain. They'll likely be filled soon, but several spots from 1,490 to 5,225 square feet are currently available for lease.

For some, seeing the old factory fade into Dover's past was bittersweet. Yet it's undeniable that Capital Station is a part of the city's future, and the future is bright. ■

**Charles Rodriguez** is the broker/owner of R&R Commercial Realty.

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# Guide to Real Estate & Construction



*Sr. PM Kevin Lucas  
with PE Kristin Caras  
at the UD Whitney  
Athletic Center job site.*



# Did I Fail My Kids?

BY BRIAN DISABATINO

I DIDN'T MEAN TO fail my kids, but I think I did. I had the best of intentions. I taught them the lessons I learned from my parents, and from my peers. So, maybe it's their fault! What did I do? Nothing, that's the problem. It's what I didn't do that's important. I didn't fully inform them of their career choices. But I'm not alone. Across the country we are suffering the ills of misplaced intentions, just like mine. The result? Compounding debt, a depleted workforce, and a frustrated educational system.

My paternal grandfather quit school somewhere around the fifth grade. My grandmother slightly later. They both went on to work in their families' businesses. My grandfather would continue his trade of stone masonry. My grandmother would drive trucks, perform bookkeeping at the family quarry, and get an administration degree from the Goldey School. Their lives from 7 a.m. to 7 p.m. were tough. Hoping it was an easier path for their kids, they sent them to college preparatory schools to compensate. My father went to the University of Delaware to become a first-generation graduate and civil engineer. He, like his parents, encouraged me to go to college, sending me off to James Madison University. And like father like son, I did the same with my kids. All the while (maybe ironically for a construction family) not one mention of the vocational trades. That's where I went wrong. And I'm sorry.

From my vantage point now, as a dad, a CEO, and president of the Delaware Contractors Association, I can see clearly that I contributed to the problem facing our industry and educational system as a whole. There is a terrible shortage of skilled labor in the industry. At the same time, student loans have become the largest portion of personal debt facing families. Yet the norm is still pushing to get every child ready and tested for college. What's the one thing missing? The discussion of choices and the elevation of the image of our construction craft. Well intentioned parents, who may be unfamiliar with the dignity of our profession and the financial stability that goes with it, are ignoring this pathway. The result? A financial and workforce crisis. Worse is that kids,



*Kevin Lucas (far left) and Brian (far right) with the 2019 Summer Interns touring the UD Whitney Athletic Center job site. From left to right, the interns are: Lorin Straubridge, Mason Keresty, Mark Grunza Jr., Olek Kostyszyn, Jacob Gehrt, Callie Freda, Helena Kirk, and AJ Richardson.*

who excel when learning with the “hands on” modality of vocational education, are struggling in traditional classrooms. The good news? A quick correction could send kids into our industry without building mountains of debt.

So, let's encourage younger parents to consider the dignity of skilled craftspeople who'll have the lifelong memories of creating buildings. Let's encourage them to use our superintendents and carpenters as role models. They are our future. They are building what matters. ■



**Brian DiSabatino** is CEO of EDiS Company.



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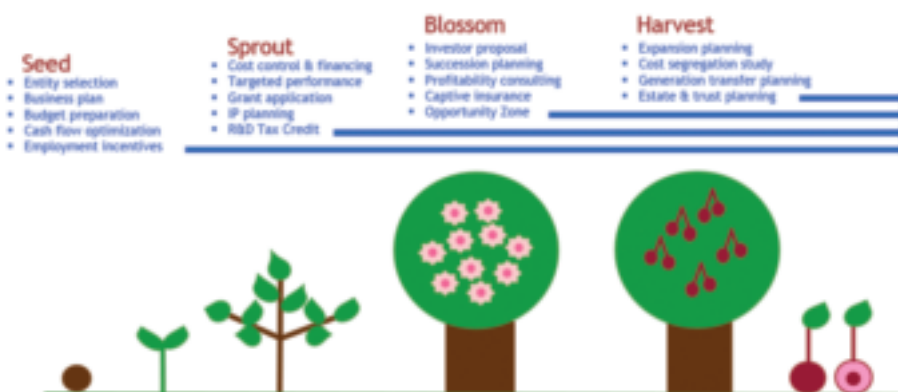
# What Keeps You Up at Night?

Strategies for sustainable growth **BY MYUNGHEE GEERTS, CPA, MBA**

ALL COMPANIES LOOK for continuous success and growth but accomplishing this typically requires a complicated and diverse set of skills, and, most importantly, a strategy. John Doe, CEO, founded ABC Company in 1995. He is 50 years old and would like to retire in 10 years. While the Company has experienced steady growth, John does not have a succession plan in place and doesn't know where to begin. He turned to Cover & Rossiter since we provide tax compliance and planning for ABC Company as well as for John and his wife.

Cover & Rossiter added Growth Management Consulting ("GMC") to its practice in 2019. As a future-ready accounting firm, we are positioned to be our clients' trusted advisors and provide them with the advanced skill set and expertise needed to implement a sustainable growth strategy. An important part of our approach is assessing our clients' value and culture in order to collaboratively identify forward-thinking strategies that result in custom-tailored growth trajectories. With the implementation of our Growth Management Consulting (GMC) service, we offer consulting services that provide our clients with a one-stop solution for developing a sustainable growth strategy that will help them address the full range of challenges they face every day. We analyze the drivers of our clients' current successes, using their data, to come up with a viable and sustainable growth plan.

The figure below illustrates how the stages of a business's life cycle are similar to that of a tree:



*Like a seedling that sprouts and matures, the tree will require different resources to remain healthy and viable.*

How does GMC work with ABC Company? Here our focus is on Succession Planning, which is in the Blossom cycle. These are the steps we identified:

1. Meet with John and the leadership team to evaluate the choices they have concerning succession planning, i.e., seeking a third-party buyer or succession by the family members, employees, or both.
2. The leadership team determines ABC Company's core competencies and industry know-how that are crucial for a successful transition.
3. The leadership team identifies in-house talent based on critical competencies and evaluates the needs for external expertise to succeed ABC Company.
4. Once the talent pool is identified, an adequate training program is put in place to develop the required skill sets and incentive plans needed in order to retain the talent.
5. The leadership team communicates the succession plan to the employees and implements the succession plan.
6. The leadership team continuously monitors the plan's execution and takes corrective measures if the target falls behind.

Our work with ABC Company continues. For now, John is sleeping better at night knowing that he has a solid plan to build a strong pipeline of leaders to take over ABC Company and he can retire in 10 years as planned.

What is your growth strategy? Growth is risky and complicated but imperative and possible! Our team of experienced advisors is ready to assist you with any challenge related to business growth and to help you develop your own customized sustainable growth strategy. ■



**Myunghee Geerts** is a Principal at Cover & Rossiter. She leads the Growth Management Consulting service for the firm. Cover & Rossiter is a CPA advisory firm recognized for providing

high-quality advice and personalized service to enable our clients to achieve their objectives. The firm is a two-time winner of the Marvin S. Gilman Superstars in Business Award.

# BIG CREDIT for Small Business

BY LISA DEROSE, CPA, CCIFP, CGMA

THE RESEARCH AND DEVELOPMENT Tax Credit (R&D) is an opportunity for startup and small businesses to achieve a dollar-for-dollar credit and is more accessible than people realize.

The original R&D Tax Credit was signed in 1981 by President Ronald Reagan as a temporary credit to spur innovation in American companies within the United States. However, the credit needed to be renewed by Congress each year, which made its future uncertain. Forward the clock to December 2015 when President Barack Obama signed the “Protecting Americans from Tax Hikes Act” (PATH). Along with many other provisions, the PATH Act made the Research and Development Tax Credit permanent beginning on January 1, 2016.

Before the PATH Act, tax law carried forward unused R&D tax credit. However, as many startups and small businesses operate at a loss in their first years, they had no income tax liability to offset. Many companies found themselves in a challenging position as they needed to invest in R&D to grow, but they received no benefit regardless of their outlay. Together with making the R&D Tax Credit permanent, the PATH Act included offsets to the alternative minimum tax and payroll tax for eligible businesses. Knowing how to take advantage of the credit could save small and startup businesses a total of \$1.25 million at an amount of \$250,000 a year for up to five years.

## How does the PATH Act help small businesses?

The PATH Act allows qualified small businesses to elect to claim all (or a portion of) the R&D Tax Credit against the employer portion of social security taxes due. This payroll tax offset allows companies to receive a benefit from research (with qualified expenses) even if they're not yet profitable.

In order to earn the credit for 2019, a company would need to appropriately compute the credit and reflect it on their 2019 federal tax return filed in 2020. The offset is then available every quarter, beginning in the first calendar quarter after filing their federal tax return. The next step is to complete and file Form 8974, “Qualified Small Business Payroll Tax Credit for Increasing Research Activities,” along with their quarterly payroll tax return.

## How can the payroll tax credit be used?

The Payroll Tax Credit can also be used to offset the employer portion of social security taxes for all employees. To claim the credit, the taxpayer makes an election in section D of Form 6765, “Credit for Increasing Research Activities.” The election is made on or before the due date

*Many businesses think that they're not eligible for the credit because they do not have a scientist on staff, or R&D is not the nature of their business. This is not the case.*

of the income tax return. The purpose of Form 6765 is that it permits the taxpayer to elect the amount they wish to designate as the payroll tax credit. Any amount not included would be eligible for the standard R&D credit carryback of one year and carryforward of 20 years.

Alternatively, the taxpayer can elect an amount greater than their payroll tax liability in the current quarter and carryforward the remaining credit to subsequent quarterly payroll tax returns. It is important to note that the payroll tax credit applies only to R&D costs incurred after the PATH Act was signed.

## What defines a qualifying business?

The PATH Act intended to create more cost-saving opportunities for American businesses to spur growth and ingenuity.

In order to qualify for the payroll tax credit, a business must have:

- Gross receipts for five years or less. In determining eligibility for the payroll tax credit, the taxpayer must not have had any gross receipts for five years ending with the current year.
- Less than \$5 million in gross receipts the year the credit is elected.
- A payroll tax liability. The payroll tax offset is applied to the social security portion of payroll taxes, which would be 6.2% on up to \$137,700 of each employee's salary in 2020.
- Adequate documentation of R&D activities, such as wages, time spent toward an R&D project, supplies, contract research, rental or lease costs that relate to a new product or process.

## What actions qualify for the R&D Tax Credit?

Many businesses think that they're not eligible for the credit because they do not have a scientist on staff, or R&D is not the nature of their business. This is not the case. The outcome of a research and development process does not need to lead to a new discovery. If a company can answer “yes” to the following criteria, then exploring the credit is worth the effort.



- **Technical uncertainty:** The activity performed is to eliminate technical uncertainty about the development or improvement of a product or process, which can include any number of applications, techniques, formulas, and inventions.
- **Process of experimentation:** The activity includes some process of experimentations undertaken to eliminate or resolve a problem.
- **Technical in nature:** The experimentation needs to rely on hard sciences such as engineering, physics, chemistry, biology, or computer science.
- **Qualifies purpose:** The purpose of the activity is to create a new or improved product or process.

The PATH Act, and the associated payroll tax credit, is an excellent cost savings opportunity. Startups to established businesses would benefit from consulting a tax professional to learn how they can take advantage and lower their tax obligation. ■



**Lisa DeRose**, CPA, CCIFP, CGMA, is a partner at Whisman Giordano and has over 30 years of experience working with a wide range of industries, including construction, real estate, engineering, architecture and professional services.

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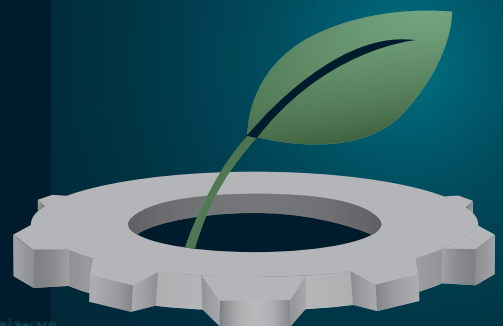
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# Planning for the SECURE Act

BY DOUGLAS S. KOOK, CPA, CVA

THE SETTING EVERY COMMUNITY UP FOR RETIREMENT (SECURE) Act was passed late in 2019 and provided for Individual Retirement Account (IRA) and pension reform, as well as certain tax provisions. These major overhauls will, in many cases, create numerous opportunities for individuals and businesses.

The first business opportunity the SECURE Act provides, is for unrelated employers to combine their retirement plans into a multi-employer plan (MEP) which could reduce overall plan expenses for employers and provide employees with better investment opportunities. Depending upon the size of the plan, the reduction of plan expenses could be significant. MEPs, however, can come with a potentially major pitfall: one bad apple in a plan could disqualify the entire plan. To safeguard employers participating in MEPs, the SECURE Act provides some relief from disqualification, but it does not protect the plans entirely. This is an extremely important factor to take into consideration when determining if a MEP is the right choice for you and your business. The opportunity to join a MEP will be allowed for plan years beginning after December 31, 2020, so there is plenty of time to make that decision.

Another business opportunity to come out of the SECURE Act is the ability for an employer to set up a retirement plan in a subsequent year for the previous year (as long as the plan is set-up prior to the tax due or extension due date). Employers will now be able to create a retirement plan at or after year end, in order to get a last-minute tax deduction. All employers should consider a retirement plan if they do not currently have one in place, or at least explore the options to determine if the numbers make sense. The tax credit for creating a retirement plan could potentially pay for all the administration required to set up the plan. Additionally, the SECURE Act increased the auto-enrollment cap into a retirement plan from 10% to 15%, allowing employers to incorporate automatic enrollment into their plans and invoke higher participation. An associated tax credit, enhanced by the SECURE Act, would be available for up to three years for those employers electing to add the automatic enrollment feature.

On the personal front, the SECURE Act's repeal of the prohibition on contribution to a traditional IRA by an individual who has attained the age 70 ½ will provide an opportunity to those still working in their seventies and eighties to contribute to their IRA. At the same time, the act pushed forward the required minimum distribution (RMD) from age 70 ½ to age 72. This presents individuals retiring early with more time to plan for those

years when income might be lower. In other words, someone retiring at age 66 might have six years of lower income before the RMDs start, so they may want to convert some of their traditional IRA into a Roth IRA, reducing RMDs in the future, or capture other after-tax income to level out income prior to RMDs. Mapping out the time between retirement and the start of RMDs is critical to smart retirement planning.

Parents with children earning more than \$2,100 in unearned income have run into the dreaded "kiddie tax." In 2018, the rate at which children were taxed was switched from the parents' tax rate to the tax rate applied to trusts.



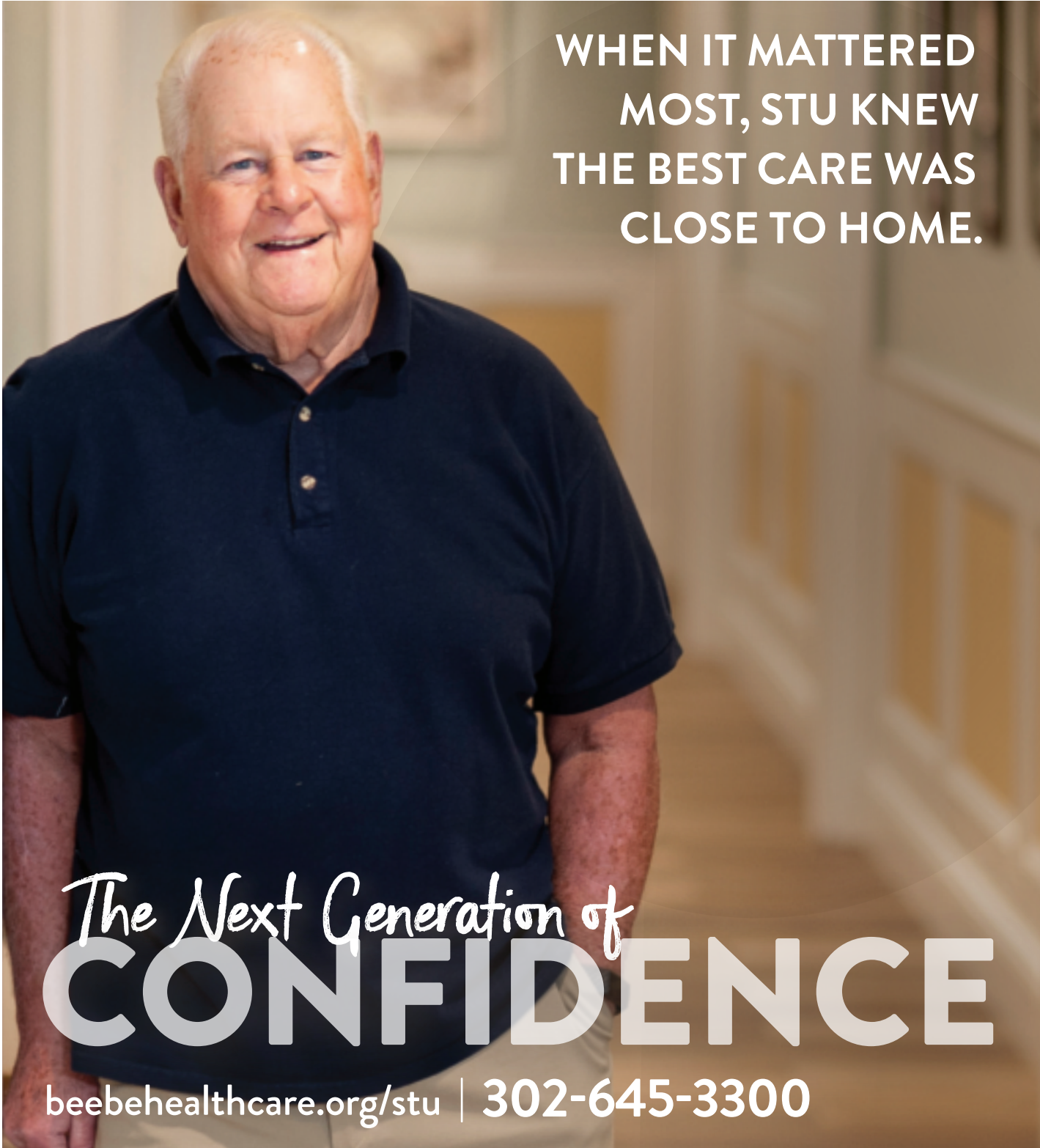
The tax rates for trusts escalated steeply to 37% at only \$12,750 of income for the 2019 year, so the SECURE Act has now reverted the "kiddie tax" rate back to the parents' tax rate. This change not only applies to year 2019 and forward, but it can be applied retro-actively to 2018 taxes, providing an opportunity to go back and amend 2018 returns for the "kiddie tax."

These changes are just the tip of the iceberg of the SECURE act. As with any new legislation impacting taxes, retirement or financial planning, you should review and explore these opportunities with your team of trusted advisors. ■



**Douglas S. Kook, CPA, CVA** is the Managing Partner at Bumpers & Company Certified Public Accountants.





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# Doing Things Differently

BY NICK MORIELLO, PRESIDENT, HIGHMARK BLUE CROSS BLUE SHIELD DELAWARE

HEALTH CARE IS VERY EXPENSIVE. Outcomes could be better. So, how can we initiate real and meaningful change and transformation? This is a question that has kept me up at night for years.

Prior to joining Highmark Blue Cross Blue Shield Delaware, I spent the majority of the last 25 years within the industry representing purchasers of health care. My clients were individual consumers, sole proprietors, business owners of a variety of sized businesses, and Medicare beneficiaries. They shared challenges in common: cost for their health insurance and benefits, and difficulty in navigating the system.

When I had the opportunity to join Highmark, I was excited about the possibilities. With our size and limited number of participants in the system, Delaware provides the perfect opportunity to do things differently. Traditionally, insurance companies and medical providers have had contractual relationships. These have been negotiated with a primary focus on fees. But by taking a different approach, there is the possibility of partnership between these parties which focus on the patient – or member,

*Above: Representatives recipient organizations were joined by Highmark Vice President Government Affairs Michael Warfel, Delaware Insurance Commissioner Trinidad Navarro, Delaware Secretary of Health and Social Services Dr. Kara Odom Walker, Delaware Lt. Governor Bethany Hall-Long, Highmark Medical Director Avani Virani, MD, Highmark Vice President & Executive Medical Director Strategic Initiatives Caesar DeLeo, MD, MSHA, Highmark Delaware President Nick Moriello, and Senator Stephanie Hansen.*





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## Guide to Health Care

customer, client – all words that we use in the industry to describe the same person. These partnerships are creating better experiences and deeper relationships.

A great example of collaborative efforts with other organizations is between our parent company, Highmark Health, and Penn State Health. Together we invested more than \$1 billion to create a value-based, community care network, including new facilities to ensure easier access to care, and to reinforce existing care facilities. It also focused on advanced population health management capabilities, analytics and care models to more effectively manage chronic conditions and ultimately lower the total cost of care. And by working together, we have been able to concentrate on creating innovative, patient-focused co-branded health care insurance products, and to fund medical and health sciences education, and advanced research.

Here in Delaware, we partner with the community through BluePrints for the Community, our donor-advised fund, powered by the Delaware Community Foundation. We provide over \$1 million in funding for health-related programs and initiatives through BluePrints every year. Our grants are aimed at addressing social determinants of health, reducing health care disparities among minorities, developing the health care workforce and increasing access to care among the under- and uninsured. By partnering with organizations throughout the state to meet the needs of our community, we know our collaborative efforts will lead to more impactful, more sustainable and more meaningful solutions.

In all Highmark markets, we have partnered with primary care physicians through our innovative True Performance program, which recognizes primary care physicians for delivering high-quality, value-based care that leads to better health outcomes for members. In Delaware, 79 entities, 125 practices, and more than 240,000 members, participated in the program. Since we launched True Performance in 2017, we have seen a reduction in preventable hospitalizations and emergency department visits in all of Highmark's market areas. More than \$600 million in costs have been avoided as a result.

I am optimistic that we can continue to leverage partnerships and implement innovative approaches to health care in order to accomplish real, impactful change in Delaware, and become a model of excellence for other states. ■

BluePrints for the Community recently announced a more than \$1.1 million commitment to eight nonprofit organizations to fund programs that are battling the opioid crisis in Delaware. The recipients include atTack addiction, Bellevue Cause Community Network, Boys and Girls Clubs of Delaware, Friendship House, Jewish Family Services, The National Council on Agricultural Life and Labor Research Fund (NCALL), Sussex County Health Coalition, and TRIAD Addiction Recovery Services.



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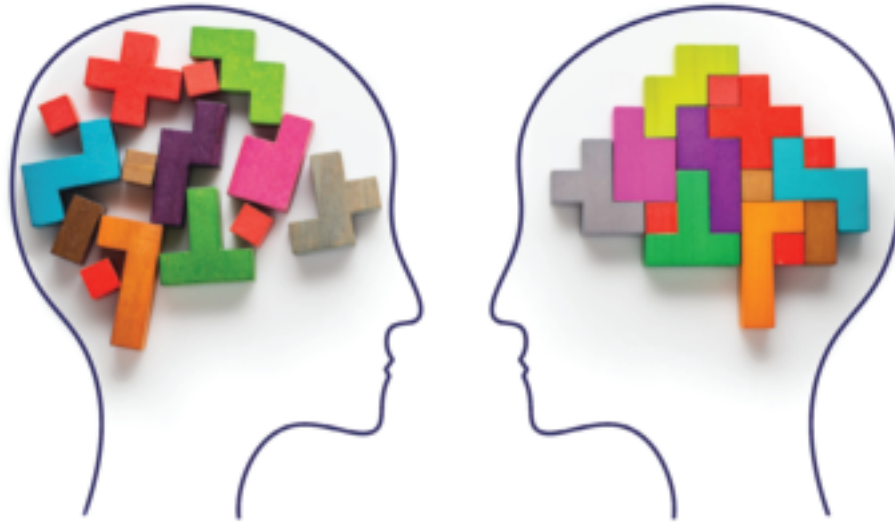


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# Importance of Employer Support of Mental Health

BY LISA LOWERY DEAL PHARM.D., FASHP, BCACP, B.S.N.

MENTAL HEALTH SUPPORT for patients at SUN Behavioral Delaware is the number one priority for our patients and as a mental health organization SUN strives to ensure the staff is supported as well.

Research shows that nearly 70% of adults in the workplace experience a manifestation of stress and/or anxiety.<sup>1</sup> It has also been shown that mental health disorders like depression and anxiety are often co-occurring with other chronic diseases like diabetes and hypertension.<sup>2</sup> Mental health disorders can lead to poor communication, decreases in productivity and overall decrease in employee engagement.

“Because we are treating anxiety, depression, schizophrenia and other mental health disorders every day, our staff and providers are much more likely to discuss personal issues and seek treatment than other health care providers in a non-mental health space,” says Ann Wayne, CEO of SUN Behavioral Delaware.

Erin Willis, Business Development Director at SUN Behavioral Delaware relayed that “by increasing our social media presence and encouraging discussions regarding mental health throughout the community, SUN Delaware’s aim is to decrease the stigma regarding mental health and increase healthy behaviors for preventing and coping with stress and other mental health disorders.”

Workplace health promotion can have significant benefits for both employers and employees. By encouraging open discussions related to stressors at work and elsewhere, staff can develop an open dialogue to promote healthy support systems.

SUN Behavioral has an active employee engagement committee that provides an open forum for staff to discuss concerns. Meeting once a month, staff develop key programs to increase employee engagement and develop relationships between all staff members. SUN also has a robust Employee Assistance Program (EAP) which can provide confidential assessments and treatment for work related issues. “The key to a successful

EAP program is to ensure that staff are aware of the benefits available to them upon hiring,” states Shamika McClean, Human Resources Director.

Mechanisms to improve employee mental health through employers can include:

- Increasing availability of mental health screenings to all employees
  - Development of spaces for relaxation during lunch and breaks during the workday
  - Providing leadership development to recognize signs and symptoms of depression in staff and increase encouragement to seek mental health treatment
  - Improved overall employee health can translate to better patient care.
- Ms. Wayne states, “When my staff is operating at their best, I know our patients are going to succeed.”

Everyone is exposed to mental health issues and SUN Delaware is committed to being proactive in education of staff and patients. By increasing recognition of mental health disorders and concurrently decreasing the stigma, SUN is poised to be a leader in mental health in Delaware. ■

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**Lisa Lowery Deal Pharm.D., FASHP, BCACP, B.S.N.** is the Director of Pharmacy at SUN Behavioral Health Delaware.

# MENTAL HEALTH BY THE NUMBERS

Employment Status of Adult Mental Health Consumers (Fiscal Year 2018)					
	Delaware			Employed as Percent of Those in Labor Force	
Demographics	Employed	Unemployed	In Labor Force*	Delaware	U.S.
Age 18 to 20	71	69	140	51%	49%
Age 21 to 64	1,549	1,607	3,156	49%	46%
Age 65 and over	19	23	42	45%	40%
Female	692	768	1,460	47%	48%
Male	946	930	1,876	50%	43%

\*In Labor Force is the sum of consumers employed and unemployed  
Source: SAMHSA Uniform Reporting System

## THE STATE OF MENTAL HEALTH IN AMERICA 2019

Overall Ranking* (based on 15 measures)	Adult Ranking (based on seven measures)	Prevalence of Mental Illness (based on six measures)	Access to Care Ranking (based on nine measures)
1. Minnesota	1. Maine	1. New Jersey	1. Massachusetts
2. Maine	2. Hawaii	2. Georgia	2. Vermont
3. Massachusetts	3. Iowa	3. Hawaii	3. Minnesota
4. New Jersey	4. Minnesota	4. Texas	4. Rhode Island
5. Vermont	5. New Jersey	5. Alabama	5. New Hampshire
<b>16. Delaware</b>	<b>14. Delaware</b>	<b>18. Delaware</b>	<b>20. Delaware</b>
47. Alaska	47. Utah	47. Rhode Island	47. Nevada
48. Mississippi	48. Nevada	48. Colorado	48. Alabama
49. Oregon	49. Alaska	49. Idaho	49. South Carolina
50. Idaho	50. Idaho	50. Alaska	50. Texas
51. Nevada	51. Oregon	51. Oregon	51. Mississippi

\*A high overall ranking indicates lower prevalence of mental illness and higher rates of access to care

Adult Prevalence of Mental Illness <b>15th</b>	Adult with Substance Use Disorder in the Past Year <b>31st</b>	Adults with Serious Thoughts of Suicide <b>32nd</b>
Adults with Mental Illness Reporting Unmet Need <b>26th</b>	Adult with Disability who Could Not See a Doctor Due to Costs <b>25th</b>	Mental Health Workforce Availability <b>21st</b>

Source: Mental Health America





# HOME CARE: Is This Something You Should Consider?

BY ANNE EIDSCHUN, CFP®, CERTIFIED SENIOR ADVISOR

ARE YOU CONSIDERING non-medical home care for yourself or a loved one? Does the thought of having a virtual stranger in your home give you an uneasy feeling?

Well...you are not alone. These feelings are real and that is why it is to your advantage to learn about home care and the industry when you are well and don't immediately need the services. You cannot make any important decision without information. If possible, take the time now to gather information rather than sign up for services in the middle of a crisis.

According to the Centers for Disease Control, there are over "40 million senior citizens who have a chronic condition that affects their day-to-day lives, including 12 million who cannot live independently without an in-home caregiver." Many families who are unable to provide care for their loved ones are turning to in-home caregivers for help with with personal care, homemaking, companionship and transportation.

What are some of the questions you should ask when interviewing a home care agency for the future or an immediate need?

- Is your agency licensed by the state? What services are you able to

provide according to your license? What can you not do?

- Are caregivers your employees or independent contractors?
- How would you help me decide on the care plan and the hours needed?
- How many caregivers do you have in your agency?
- What kind of training do they receive?
- How do you screen your caregivers? Are they insured?
- Can I meet a caregiver ahead of time prior to having services?
- What if I don't like the caregiver that you send to my home for assistance?
- What are your fees? How do you get paid? Do you have minimums?
- What happens if a caregiver calls out sick or does not show up for the scheduled shift?

### How to Have a Successful Relationship with your Home Care Agency

- Get to know the caregiver. You may feel awkward having a stranger in your home, but I am reminded by something my father always used to say, "Even a thin pancake has another side." It is also awkward for the caregiver

*Planning is bringing the future into the present so that you can do something about it now.* — Alan Lakein

because other than some basic information, they have no idea what they are walking into when they knock on your front door.

- Set the boundaries. Review with your caregiver what they need to know and orient him/her to your home and the areas where they will perform most of their work.
- Have a candid and respectful conversation with the caregiver if she/he is not doing something the way you like it done.
- Have a candid conversation with the agency if the caregiver is not working out to your satisfaction. This will help them make a better match.
- Don't just jump ship and go to another company if you are having a problem with the agency. Do everything possible to have a face to face meeting with the agency scheduler or owner to try and solve the issues. Making a change can be stressful and you want to be certain that you are making the switch for the right reasons.
- Expect excellent and frequent communication. This applies to you and the agency. This is the key to fewer misunderstandings.
- Designate a primary contact. This avoids conflicts if several family members are giving directions to the caregiver or the agency.

- Define your preferred method of communication. This helps to make sure that communications are received and responded to in a timely basis.
- Consider the benefits of a long range plan rather than a quick solution. Everyone wants consistency with the same caregiver. If you have regularly scheduled care, you may want to think longer term. A long-range plan is one that includes developing a team of caregivers so that you know a few in case a caregiver gets sick, moves, etc.

- Be realistic about what to expect. The concept of permission is sometimes important to caregivers. Others will take more initiative. Give the relationship some time to develop. It will take some time for everyone to feel comfortable.

When you decide to interview and work with an agency, it is never an irrevocable decision. You are not committing yourself for the rest of your life. You have every right to make a short term commitment, re-evaluate and then change your original plan. It is your plan and any agency you employ is there to serve your needs. ■



**Anne Eidschun, CFP®**, Certified Senior Advisor is the Director/Owner of Griswold Home Care in New Castle County.

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# LONG TERM CARE INSURANCE: Is it right for you?

BY MIMI SCHILLER, P.T., CDP, CADDCT

AS OUR POPULATION AGES, one of the biggest questions we face is how we will be able to care for ourselves or our loved ones. And thanks to advances in medicine, we are living longer than ever before. Unfortunately, with age comes increased risk for various diseases and illnesses. In fact, age is the number one risk factor for Alzheimer's Disease and cancer. And the older we get, the more likely it is that we will need some type of long-term care.

According to Fidelity's 2018 Annual Survey, the average couple will spend approximately \$280,000 to pay for medical expenses after retirement; and this does not include any form of long-term care. Even the most thought out retirement plans can be derailed in a healthcare crisis.

Currently, one in seven people (14%) over 65 require in-home care, and that figure escalates to nearly 40% of people 85 and over. So how do we pay for long term care costs?

One option is Long Term Care Insurance. Long Term Care policies cover a large portion of services including private home care, adult day care, respite care, skilled nursing and assisted living facilities. Traditional or "hybrid" policies are available and are activated when the insured's disabilities reach levels specified in the individual contracts.

Generally speaking, the insured must need assistance with two or more activities of daily living (ADLs), or must be diagnosed with severe cognitive impairment. ADLs are defined as the basic things that we do for ourselves every day: Eating/feeding ourselves, bathing, dressing, walking/mobility and toileting. Individuals wishing to use their Long-Term Care Insurance would require assistance with at least two of these functions and need help for generally 90 days or more.

Policies specify how much they will pay per day and for how long. An individual's premium depends on the type of benefits and the individual's age and health at the time the policy is issued. Similar to life insurance, the older one is when purchasing a Long-Term Care policy, the higher the premiums will be. With regard to the "hybrid" policies, waiting to purchase can affect the coverage/benefit amounts. All potential Long-Term Care policies can ultimately be denied for a variety of reasons including poor health or previous illness or disease.

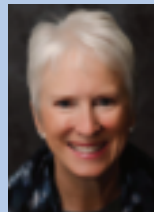
However, based on the statistics, looking into Long Term Care Insurance is a wise approach as we consider how we will care for ourselves into our advanced years. Speak with your financial planner as many are licensed to



present solutions and sell Long Term Care Insurance. Keep in mind that there are many types of policies at varying costs available in the current marketplace.

Is there anything else that you can do to help reduce the cost of Long-Term Care? Yes! As a healthcare professional that treats many clients with chronic conditions, lifestyle is a significant factor in helping to prevent conditions such as heart disease, cancer and diabetes. Adopting a healthy lifestyle of proper diet and exercise is a viable – and vital – part of your overall plan to manage healthcare expenses in retirement.

Remember... focusing on a healthy lifestyle is always a good policy! ■



**Mimi Schiller, P.T., CDP, CADDCT** is a practicing physical therapist with 38 years of experience, with emphasis on geriatrics, including dementia residents in Assisted Living Facilities, Long Term Care Facilities and Home Care. Mimi also worked with various Hospice organizations on effective treatment for clients with end stages of dementia. Additionally, Mimi recently established Schiller Healthcare Initiative, LLC to assist families negotiating the healthcare maze for a loved one or elder parent.



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# Unite Us

## Transforming the Care Delivery System for Delaware's Underserved

CONTENT PROVIDED BY CHRISTIANA CARE

UNTIL RECENTLY, if a doctor identified a patient's need and made a referral for non-medical support such as assistance with housing, clothing or food, there was not an easy way to ensure the patient received the needed assistance.

Today, that challenge is being solved, thanks to a new technology platform that's connecting service providers and helping the underserved in New Castle County get the support they need.

ChristianaCare has partnered with Unite Us to launch Unite Delaware, a network connecting health and social care providers in a collaborative ecosystem, using the Unite Us technology platform and community-based customer support.

a result. Unite Us onboards and trains all partners who use the platform to ensure consistency and accountability to the network.

Across multiple specialties, including primary care and behavioral health, ChristianaCare providers connect patients to community resources through the Unite Delaware network. More than a dozen community-based organizations currently use the Unite Delaware platform, and additional organizations are going through onboarding and training. Interested organizations can request to join the network at <https://www.uniteus.com/join-unite-delaware/>.

"We joined Unite Delaware because we believe the efficient referral process will result in saving us all time – time that can then be spent with those who need us most," said Kim Eppehimer, executive director of Friendship House, a Delaware nonprofit that helps impoverished and homeless individuals. "When working with people who are suffering significant strife, anything we can do to ease the process of getting them services is the right thing."

Unite Delaware is one of several innovative collaborations that ChristianaCare recently launched to improve health and the health care experience for patients and customers.

ChristianaCare has partnered with GoHealth Urgent Care, one of the nation's fastest-growing urgent care companies, to operate ChristianaCare's five medical aid units and establish a network of new urgent care centers throughout Delaware and the surrounding areas. ChristianaCare also has partnered with Cedar, a patient engagement and payment technology, to modernize and personalize the financial experience for ChristianaCare patients.

In December, ChristianaCare's Community Investment Fund invested nearly \$2 million into 32 community organizations to enhance the community's collective capacity to address social, behavioral and environmental factors that impact health. Those awardees, as well as other community-based organizations, will benefit from the new Unite Us platform.

"We are excited to work closely with ChristianaCare to transform the care delivery system in Delaware," said Taylor Justice, president of Unite Us. "In order to improve public health and provide access to quality care for everyone, there needs to be digital infrastructure in place, supported by excellent customer support, rooted in communities. The Unite Us team is committed to ensuring that Unite Delaware becomes a model for other states across the country." ■



*Using the Unite Delaware platform, ChristianaCare was able to connect a local family with the Friendship House so they could get clothes for their newborn.*

"At ChristianaCare we believe in the importance of connecting with our community and taking care of those who are underserved," said Erin Booker, vice president for community health and engagement. "Through Unite Delaware, we are impacting change together and making sure everyone in our community has access to great care."

Here's how it works: Once a care provider identifies a person's social need, they can instantly send a secure electronic referral to the most appropriate network partner for that specific service. From the moment the referral is accepted, partners involved in that person's care will be informed about whether that individual received the services and what happened as



## Helping Delawareans Win at the Game of Life

### Q&A with Secretary of Labor Cerron Cade

#### **What is your biggest challenge as you enter 2020?**

Our biggest challenge in 2020 will be the upskilling of workers in low wage and easily automated occupations. We must ensure that these workers have the credentials and in-demand skills to adapt to our rapidly changing economy.

#### **We are in an environment where we have record low unemployment. How does that change your strategy for Delaware?**

Low unemployment is always great. However, it is not without its challenges. As the unemployment rate falls what remains in the labor pool are workers with significant barriers to employment. These individuals represent some of the hardest to employ workers.

Much needed wrap around services like education programs, social services and transportation, are necessary to pair with traditional skill development programs. Legislatures and employers will also have to support barrier-eliminating policies related to criminal records, expungement and professional licensure.

This strategy can be more expensive, requires more time, case management and a re-evaluation of legacy hiring practices and norms at every level.

#### **Delaware, like many other states, has a large population of underemployed workers. Is there a plan to help boost this sector through workforce training programs?**

Yes. We work very closely with workers who are trying to upskill or change careers. However, we can always do more. We are currently working with private industries to address this population's specific needs. When it comes to workforce development, it is incredibly important to get commitment and participation from the private sector. In Delaware we have several major employers in the financial services sector, construction and food services that have stepped up to partner with us on these initiatives.

#### **Delaware Technical Community College, Zip Code Wilmington and others have great programs that provide very targeted job training with good job placement outcomes. How is the Department of Labor working to provide additional training without competing with existing programs?**

I think it's important to understand the Department of Labor's role. The Department of Labor does not facilitate our own skills training programs. We provide funding for workers to participate in the programs at Delaware Technical Community College (our largest training provider) and have

always been a partner with providers like ZipCode Wilmington, University of Delaware, Delaware State University, our Vo-Tech School Districts and others. We provide resources to training providers to support the emerging needs of workers and employers. We identify gaps in the training ecosystem and work with existing and start-up programs to fill those gaps. We serve as a force multiplier. We help providers build capacity and better address the needs of our economy. We also serve an important oversight role by ensuring that training providers are offering legitimate certifications and employment opportunities to protect trainees from fraud. There's no competition in what we do, only opportunity.

#### **Surrounding states seem to draw away much of Delaware's younger talent. As our workforce ages, there is a huge gap in a ready, qualified workforce to fill these positions as more experienced workers retire. How is Delaware positioning itself to deal with this problem? What can be done to help reverse this trend?**

Delaware must be a place that people want to work, live and play. This means that jobs need to provide great wages, communities have to provide the quality of life that workers expect, and we have to have a world renowned education system. We must grow talent locally and recruit talent regionally in order to satisfy the needs of our state's economy. Targeted investments in our workforce, infrastructure, commuter transportation and growing our colleges and universities go a long way toward achieving this goal.

#### **You have held many successful jobs in state government. How do you measure your personal success?**

I used to play on the offensive line at Delaware State University. The most unique thing about being an offensive lineman is that it's the only position in sports that does not collect personal statistics. As linemen, we didn't throw the ball, we didn't score touchdowns and we didn't get tackles. As offensive linemen our job was to create opportunities for other players to be successful, thus giving our team the best chance at victory. Therefore, we were hardwired to measure our individual success by the collective achievement of the team. I have taken that mentality into every position that I've ever held. If we're creating lanes of opportunity for Delawareans to win in the game of life, then I consider that a personal success. ■

If you're interested in workforce development opportunities, visit [www.dol.delaware.gov](http://www.dol.delaware.gov)





# WORKFORCE DEVELOPMENT BOARDS: Bridging skill gaps

BY RON PAINTER

ACROSS THE U.S. and around the world, the nature of work is changing. Technological developments, globalization, automation, and the advancement of artificial intelligence (AI) have resulted in the growing skills gap, that is the misalignment between the jobs available in a community and the skills of the local workforce.

Despite record-low unemployment numbers, millions of American jobs are going unfilled. The problem is not only, as you might think, a lack of workers in the STEM field or those with highly advanced technological skills. Delaware, for example, faces a scarcity of workers in blue-collar fields like construction and autowork. In a recent study, Economist Issi Romem found that Delaware is among the states with the biggest construction labor shortages. Moreover, there are many high quality middle-skill jobs such as these – those that require more than a high school education, but less than a 4 year college degree – and yet many of them fly under young peoples' radars when they are preparing to enter the workforce.

Fortunately, that is where Workforce Development Boards come in. A Workforce Development Board (WDB) is a group of community leaders from business, education and government, that use data to direct local, state and federal funding to workforce development programs. They work with local employers to understand the current skill-demand and then develop training programs to match job seekers with those employers. WDBs oversee American Job Centers, where job seekers can find out about career development training opportunities in their area and connect with skill development programs.

WDBs focus on developing innovative strategies to ensure that job training programs meet the needs of local employers. As the CEO of

the National Association of Workforce Boards (NAWB), the member organization of nearly 550 workforce boards, I traveled across the US last summer on NAWB's Workforce: Ahead tour to hear directly from their members and learn about these innovative practices.

So what have they been doing? One example comes from the San Diego Workforce Partnership, which has an exciting initiative utilizing technology to help close the youth unemployment gap in the San Diego area. They created an online career portal for San Diego-area youth age 16 to 24 that provides guided job search support and access to a database of prescreened, quality job opportunities. The Connect2Careers career portal allows users to virtually tap into peer support, professional training and job leads. The San Diego Workforce Partnership collaborates with local governments, like the City of San Diego, and private companies to coordinate unique paid training and internship opportunities that allow young job seekers with little work experience to jump start their careers.

This sort of collaboration is the perfect example of the hard work that dedicated stakeholders within the workforce development system put forth each and every day to ensure that communities across America – from San Diego to Dover – are equipped with highly-skilled workforce to compete in a global economy. ■



**Ron Painter** is the President & CEO of the National Association of Workforce Boards.

# Internships 101

## UD Hosts Internship Workshop for Employers

BY JESSICA SMITH

THINK ABOUT THE WORST JOB you ever had. Were you fetching coffee and lunch orders all day? Or were you slammed with daunting tasks and endless data entry?

The biggest problem employers face today is how to manage interns. Too little work can be fruitless or demeaning; too much can be overwhelming. An unbalanced internship experience is frustrating for both parties.

“Employers might not have the time each day to manage their interns, but definitely need the support of interns for work to be done. In the moment, it can be hard to think of tasks on the fly,” says UD Career Center Assistant Director of Employer Engagement and Events Jenni Kaper.

That’s why the University of Delaware is hosting the Total Internship Management Workshop for the second time on April 16, 2020.

The program is the brainchild of Intern Bridge, a higher education research and consulting firm owned by Dr. Robert Shindell who authored “Total Internship Management: A Guide to Creating the Ultimate Internship Program” in 2016 to assist companies of all sizes in designing mutually beneficial internship programs. The guide details everything from

partnering with colleges and universities, to establishing daily duties and providing effective feedback.

Co-sponsored by the Delaware State Chamber of Commerce and the Delaware Prosperity Partnership, the workshop will target engaged and thoughtful employers who will offer meaningful

opportunities for students. “Our goal is to add value to our employers and we want to provide resources that can make a positive impact in the work that they do,” says R. Lynn Sydnor-Epps, senior associate director of employer and alumni engagement. “We want to help employers create amazing internship experiences as this in turn benefits both students and employers.”

UD Career Center staff first attended a Total Internship Management Workshop at Temple University in November 2018. Sydnor-Epps and Kaper were so compelled by the event, they knew UD would be the perfect place to host. “Dr. Shindell is highly engaged, passionate and energetic about this topic area,” says Kaper. “He delivers the message clearly without sounding like it’s intangible. Every employer can work within these parameters.”

Whether you’re seeking summer interns or need help during the school year, paid or unpaid, this program can meet your needs; the most important aspect is to clearly define those needs. As Dr. Shindell observes,



“just as there is no single definition of an internship, there is also not one single way to structure an internship program, either. However, creating a structure that works with your organization and that coincides with a structure put forth by the college or university, this certainly sets the tone for a successful internship program.”

“This workshop provides an opportunity for employers to explore the full cycle of the internship experience,” says Sydnor-Epps. “The comprehensive program provides tools and resources that can be used by the employer that is just starting an internship program, as well as the employer that has extensive experience.”

Kaper encourages employers attending to consider the lasting impact. “As we work with businesses who want to expand their presence on campus or revamp a program they already have, this workshop can help take the guesswork out of creating a successful program, as well as help convert interns into full-time employees.” ■

If you’re a UD graduate interested in engaging talented Blue Hens, there’s an opportunity to test your new knowledge and show off your workplace. The **UD Summer Delaware Job Shadow Program** is accepting employer applications to connect with current students for a one-day learning experience at your job site. Contact [henshiringhens@udel.edu](mailto:henshiringhens@udel.edu) for more information.

# Guide to Workforce Development

*Charles, Year Up's Executive Director celebrates with Year Up student. The program boosts a 'high expectations, high support' atmosphere. Photo by Taylor Reese*



## The Future of Our State's Economy Depends on Workforce Development

BY HASSAN CHARLES

ACROSS THE COUNTRY, 5 million young adults are out of school, out of work and unable to find a path to self-sufficiency or a family-sustaining wage despite having the talent and motivation to succeed. Delaware is ranked near-last – 41st out of 50 states – in youth disconnected from the economy ([talkpoverty.org](http://talkpoverty.org)). At the same time, more than 12 million jobs will go unfilled over the next decade simply because employers cannot find workers with the skills needed for the 21st century economy.

Governor Carney said in his 2020 State of the State address that we need to “make Delaware’s economy more agile, more innovative and more sustainable,” yet it’s clear that many of our education and training systems are out of touch with employers’ needs and out of reach for young adults. Correcting this failure is both a moral imperative and economic necessity.

Without ensuring we are tapping into all the talent that is out there, regardless of zip code, our economy cannot reach its full potential.

As head of a local nonprofit advocating for an inclusive economy that benefits all citizens, I’ve seen firsthand how cross-sector partnerships between employers, educational institutions and workforce development programs can empower young adults to move from unemployment or minimum wage jobs to a meaningful career in just a single year. One year after completing our program, Year Up Wilmington graduates are earning an average starting salary of \$42,000 per year – more than six times their average annual earnings before joining Year Up.

Two of our recent graduates, who joined the program as a couple, Ronald Shackelford, Jr. and Taylor Brown, were scrambling before joining Year Up. Their lease was up and they couldn’t afford another security



*“I heard many of the Year Up staff tell their stories to us, and how they’ve watched previous students transform into people that they themselves didn’t even recognize...How could I succeed and live up to the expectations of this program?”*

— Ronald Shackelford, Jr.



*Above: Shackelford, Analyst, Corporate & Investment Bank, JPMorgan Chase and Year Up January 2020 graduate poses in front of Year Up college partner, Wilmington University. Left: Shackelford’s fiancée, Taylor Brown (also a Year Up graduate) and son, Ronald Jr. celebrate the couple’s graduation from the program in January. Photos by Emir Lake*



deposit, so they and their son moved in with Ronald’s parents. Ronald recalled his thoughts during the first weeks of the program: “I heard many of the Year Up staff tell their stories to us, and how they’ve watched previous students transform into people that they themselves didn’t even recognize. All the while, I thought to myself: How crazy I was for even halfway believing that this could be the same for me. I – the one with a seedy background, at best. I – the one with tattoos plastered all over my body, including my face. I – the one that has never been exposed to the corporate world in my life. How could I succeed and live up to the expectations of this program?”

Throughout the program, Ronald and Taylor showed their grit and determination, attending their Year Up classes and college courses at Wilmington University all day and working most of the night. Now, they both work at JPMorgan Chase & Co., and will have a combined mid six-figure income for 2020 and beyond. Ronald and Taylor can now provide for their family and contribute to the state’s economy because they were given an opportunity, and were willing to put in the work.

Businesses can be part of this shift towards economic justice, and do good while doing well. Our model and successful outcomes provide two important lessons for how to expand opportunity for citizens across all neighborhoods, demographics and socio-economic statuses. First, we must

consider that a more traditional education/career path may not work for everyone, and second, it’s critical to have a demand-driven approach. We must identify what local employers need in terms of technical and professional skills. Then we can provide targeted skills development that meets those needs, combined with work-based learning.

Our state and country need a labor market that provides all citizens with multiple or guided pathways to acquire the skills they need to find good-paying jobs. That is what workforce development is about. It is about questioning the systems, policies and practices that perpetuate the Opportunity Divide in the first place. It is also giving those most often affected by those systems and barriers, a hand up – not a handout. ■



**Hassan Charles** is the Executive Director of Year Up Greater Philadelphia & Wilmington. Prior to joining Year Up, Charles served as the Executive Director of Partnerships, Communications and Community Engagement at Baltimore City Public Schools, where his most cherished feat was

successfully activating and engaging families and students in district priorities and decision-making. Charles began his career in Newark, DE working in Marketing and Operations at MBNA. Charles is a graduate of the University of Virginia and is a passionate advocate for economic and social justice.

## NEED A JOB?

### Short-Term Training May Be the Answer

CONTENT PROVIDED BY DELAWARE TECHNICAL COMMUNITY COLLEGE

ACCORDING TO THE RESULTS of a recent higher education study, more than half of parents surveyed believe college costs do not justify the value of a college education, and less than half agree that U.S. colleges are preparing students well for the workplace.

This may be part of the reason community colleges are becoming a more popular choice for students who want to prepare themselves for a high-quality career at an affordable price.

At Delaware Technical Community College, students can enroll in a degree program, or they can begin with a workforce certification that will lead to a job in their field of interest in just weeks or months.

“Our Workforce Development and Community Education Division is designed to offer students a fast track to the skills they need to start working in fields like health care and information technology,” said Delaware Tech President Mark T. Brainard. “With these credentials they can start working, while at the same time pursuing additional credentials to help them advance to the next step on their career path.”

For example, a student could start by earning a certified nursing assistant certificate and begin work as a CNA. That student could then pursue credentials to become a phlebotomist or patient care technician.

“We want to create a career path for our students, not just help them get a job,” said Paul Morris, associate vice president for workforce development and community education at Delaware Tech.

Similarly, information technology (IT) students can “stack” credentials, starting as a Cisco Certified Network Associate (CCNA) and then progressing to become a Cisco Certified Network Professional (CCNP) and Cisco Certified Network Security Associate (CCNA Security Certificate). Along the way, students can enter the workforce to get job experience and earn an income before returning to earn additional credentials that will help them advance professionally in the IT field.

“Our workforce development programs are an excellent option for students who need to enter the workforce but don’t have the time, resources, or desire to enroll in a degree program,” said Justina M. Sapna, Delaware Tech vice president for academic affairs.

Shameika Carroll is currently working toward her patient care technician certification at Delaware Tech. She decided to pursue a career change after spending 12 years working in the early childhood field and was drawn to the program at Delaware Tech because she “wanted to acquire additional



*CNA students get hands-on experience during a phlebotomy lab.*

skills in a short amount of time.”

She values the hands-on lab work that is part of the program so she can participate in simulated experiences like those she would face in an actual patient care setting.

“The labs are preparing us for what we’re actually going to see out in the field,” she said.

Carroll said she’s had “great instructors” and is thankful to them for working with her when she had to miss several weeks of classes due to her daughter’s birth late last year.

“The instructors here want you to succeed,” she said, “and they go the extra miles to make sure that happens.”

Carroll’s instructor, Ellen Coyle, said a number of her students are already working in the healthcare field. Coyle joined Delaware Tech nearly two years ago after retiring from a 30-year career at ChristianaCare and was impressed by the College’s program offerings in the health care field.

“Basically, if you apply yourself, the world is at your fingertips,” she said. “The students are very appreciative of the opportunity.”

There are many workforce development opportunities at Delaware Tech, not just in health care and information technology, but in culinary arts, automotive repair, maintenance and many other fields. For more information, visit <https://www.dtcc.edu/continuing-education/workforce-training>. ■

# SMALL, YET MIGHTY

## Leveling the Playing Field for Small Businesses to Find Top Tech Talent

BY DESA BURTON

### GROWING DELAWARE'S

**ECONOMY** isn't just up to the large financial, insurance and real estate players that are keystones to the state's wealth. Small businesses account for 98 percent of business in Delaware and employ 55 percent of Delaware's workforce, according to the Delaware Division of Small Business. Just as large companies in Delaware are feeling the pinch when it comes to finding top tech talent, so are small business owners who not only want to attract the best of the best but also want to be able to retain them in the competitive tech market.

### Upskilling talent

Employers want certain skills, but unfortunately legacy employees don't always possess them given the fast-paced and ever evolving world we live in. When this happens, the skills gap threatens the sustainability of businesses. This is especially seen within the STEM (science, technology, education and math) industries, because of the speed in which technology and science are advancing. The recruiting function needs to seek innovative ways to bridge the skills gap, through reskilled or upskilled employees.

### Leveling the playing field

One way large companies, and now small businesses, in Delaware can upskill or reskill talent is through coding bootcamps like Zip Code Wilmington. Zip Code Wilmington is designated as a certified trainer by the Delaware Division of Small Business. The Division will give companies under 100 employees that hire Zip Code Wilmington graduates a 50 percent discount on the tuition reimbursement fee typically associated with these new hires. By reducing the cost, which is used to offset Zip Code Wilmington's training expenses, it will make it easier for small businesses to access the tech talent they need to compete in the modern economy.

Small businesses in Delaware are eligible now through June 30, 2020 to take advantage of this program. Any Delaware business with less than 100 employees that hires a Zip Code Wilmington graduate will see their tuition reimbursement fee reduced by \$6,000 until the cap of \$100,000 is met.



### Kickstarting the startup

According to Crunchbase, Delaware boasts approximately 175 startups that have funding rounds totaling more than \$417 million. Startups evolve at accelerated rates, which often leads to the need for quickly upskilled tech talent to take the company to the next level. The new partnership between Zip Code Wilmington and the Delaware Division of Small Business can give small businesses, including startups, a new pool of highly trained tech talent in the fields of coding and data engineering and analytics within a mere 12 weeks.

Reskilling and upskilling programs, like Zip Code Wilmington, are invaluable for local businesses, and students too. Many Zip Code Wilmington graduates move from low-skill, low-wage jobs to higher paying careers in a matter of weeks. ■



**Desa Burton** is the Executive Director at Zip Code Wilmington



## Whisman Giordano & Associates, LLC announced Julie Morgan CPA, was named a 2019 Women in Business Honoree

Julie Morgan was selected as a 2019 Women in Business honoree by the editors of *Delaware Today* and the *Delaware Business Times*.

Julie has nearly 40 years of experience in both private and public accounting. At Whisman Giordano, she participates in the overall management of the firm and is the partner in charge of quality control and the accounting and auditing department.

Ever since becoming a Delaware resident 20 years ago, Julie has dedicated herself to the community. She has been involved, or is actively involved, in numerous boards such as the Better Business Bureau of Delaware, Habitat for Humanity, Delaware Theatre Company, Nativity Preparatory School of Wilmington and Serviam Girls Academy.

Joseph V. Giordano, Managing Director and President states, "Whisman Giordano is beyond proud of Julie. What we appreciate about her even more than her superior technical skills and knowledge is her heart. She truly cares for our clients and associates. She is a leader, friend, mentor and volunteer. Everyone trusts her because she cares about the well-being of people. It is rare to find someone as well-rounded as Julie."

## 32 community organizations receive nearly \$2 million in support for community health improvement initiatives

ChristianaCare launched the Community Investment Fund to address



Julie Morgan

social, behavioral and environmental factors that impact health.

ChristianaCare is investing nearly \$2 million into the community to improve health through the ChristianaCare Community Investment Fund. The fund supports partnerships to build the community's collective capacity to address social, behavioral and environmental factors that impact health.

"As we work to improve health for everyone — in all of the communities we serve — we recognize that we can't do it alone," said Janice E. Nevin, M.D., MPH, president and CEO of ChristianaCare. "There are so many organizations in our community that are providing important, effective services that help people to lead healthier lives. Through these investments, we can help them to sustain and grow these efforts, as we work together to make a positive impact on our community."

As an anchor institution in the community, ChristianaCare is investing in community health improvement programs as a core component of its community benefit activities. This year's 32 awardees will receive funding to support community health improvement initiatives focused on high-need communities.

Recipients were selected based on the quality of their proposals and implementation plans, and on the alignment of their proposals with the key priorities of ChristianaCare's Community Health Needs Assessment and Community Health Implementation Plan. The funded initiatives will be implemented throughout the upcoming year. The next application process funding will open in June 2020 and be available at [christianacare.org/communityhealth](http://christianacare.org/communityhealth).

## BLS CPAs earns spot on Forbes America's Top Recommended Tax & Accounting Firms List

Belfint, Lyons & Shuman, CPAs (BLS), a Top 300 accounting firm headquartered in Wilmington, Delaware, closed 2019 with a bang by earning the honor of being the only Delaware-based firm named on Forbes' inaugural America's Top Recommended Tax and Accounting Firms List. Of the more than 100,000 CPA firms, only 227 firms made the list and BLS was one of 90 firms to make both the Tax and Accounting lists.

BLS Managing Director, Michael T. French, CPA, stated, "We are thrilled with this honor from Forbes, especially knowing that the vote was among industry peers and business professionals. This recognition is a cool way to cap off a great year for BLS which included being an IPA Top 300 Firm for the fifth consecutive year, a Top Workplace locally for the eleventh consecutive year, and a ClearlyRated 2019 Best of Accounting™ Award Winner for Client Service Excellence. It makes me proud to know that our staff is living up to our mission of Providing Exceptional Services through Exceptional People."

## Melissa Kenny Promoted to Executive Vice President of Kenny Family ShopRite Stores

Delaware Supermarkets, Inc., the family-owned company that operates six ShopRite supermarkets in the state, announced today that Melissa Kenny, the former Director of Sales and Marketing, has been promoted to Executive Vice President, effective January 1, 2020. In her new role, Kenny will have direct oversight of Operations, Finance, Human Resources, Marketing and Loss Prevention for the organization.

## AT&T Adds New Site in Kent County

AT&T customers and FirstNet subscribers in Kent County recently got a big boost in wireless connectivity.

The new site covers customers in Sandtown, Petersburg and Route 12 between Felton and the Delaware/Maryland border, helping to give residents and first responders faster, more reliable wireless service. This investment will help customers get the most out of their mobile devices.

"We want our customers to have a great experience. With this new site, our customers in the area will be able to experience better network connectivity while streaming videos, sharing on social media or texting family and friends," said Denis Dunn, president, AT&T Delaware. "We consistently work to provide better coverage for the community and its first responders, and we're investing in our wireless network across Delaware to accomplish that."

These upgrades will also benefit public safety and first responders on FirstNet – public safety's dedicated communications platform. FirstNet is bringing public safety communications into the 21st century with new, innovative capabilities to help those users stay safe and save lives.

FirstNet is being built with AT&T in a public private partnership with the First Responder Network Authority. It's designed to help first responders in Delaware and across the country connect to the critical information they need – when they need it – so they can keep themselves and the communities they serve safer.

AT&T is committed to investing in their networks in Delaware. From 2016 to 2018, nearly \$50 million in its Delaware wireless and wired networks. These investments boost reliability, coverage, speed and overall performance for residents and their businesses.

"Our entire company and family could not be prouder of Melissa's work and the role she has played in the success of our stores," said Chris Kenny, President and CEO of Delaware Supermarkets, Inc. "As a second-generation grocer, she understands our market, our customers and what our work means to the communities we serve. There could not be a better person to lead our company into the future."

## Mountaire First Chicken Company to Become One Health Certified™

Mountaire Farms has become the first chicken company in the United States to become approved in One Health Certified™, a new com-

prehensive animal care program that is verified by the U.S. Department of Agriculture.

One Health Certified™ focuses on five core areas of animal production: disease prevention, veterinary care, responsible antibiotic use, animal welfare, and environmental impacts. It was developed by a coalition of technical experts from protein companies as well as nonprofit organizations and universities and is

now administered by the National Institute of Antimicrobial Resistance Research (NIAMRRE) hosted by Iowa State University. Mountaire suc-



cessfully completed USDA audits in November of 2019 at all its production facilities, including hatcheries, feed mills, grow out, and harvest plants, verifying that the company was complying with the strict new guidelines.

"This is a positive move forward for animal agriculture and we are proud to be a part of it," said Phillip Plylar, president of Mountaire Farms. "This program provides transparency, increased areas of accountability, covers multiple proteins, and does it all with one label. This is something our customers have been asking for and we believe is the right thing to do for them, the animals in our care, and for the environment."

## Highmark Blue Cross Blue Shield Delaware awarded "Best Place to Work for LGBTQ Equality" from the Human Rights Campaign Foundation

Highmark Blue Cross Blue Shield Delaware strives to be a workplace where all employees can bring their whole selves to work and to know that they are appreciated and welcome as unique individuals. In recognition of Highmark Delaware's supportive and inclusive culture for lesbian, gay, bisexual, transgender, and queer or questioning employees, the company has earned distinction as a "Best Place to Work for LGBTQ Equality" from the Human Rights Campaign Foundation.

Highmark Delaware qualified for the award for the first time this year and received the top score of 100 points. The 2020 national Corporate Equality Index benchmarks corporate policies and practices pertinent to LGBTQ employees, helping businesses to compare themselves to those that are leaders in diversity and inclusion.

"Being recognized by the Human Rights Campaign Foundation is a huge honor for our company. It is a testament to Highmark Delaware's commitment to support our employees and their families, and to serve our members and community," said Nick Moriello, president of Highmark BCBS Delaware.

## Frontier Airlines returns to Wilmington – New Castle Airport with nonstop flights to Orlando right in time for summer vacation

Low-fare carrier Frontier Airlines today announces its return to Wilmington - New Castle Airport (ILG) with new non-stop service to Orlando beginning right in time for the busy summer travel season. To celebrate this new route, Frontier is offering fares as low as \$29\*, which are available now at FlyFrontier.com.

"We're thrilled to bring our unique brand of low fares and friendly service to Wilmington – New Castle Airport and offer the only commercial service from Delaware," said Daniel Shurz, senior vice president of commercial for Frontier Airlines. "We recognize the demand for affordable air travel in Delaware and are happy to offer non-stop flights to Orlando this summer, making trips to the most popular leisure destination in the U.S. even more convenient and attractive."

"We're pleased to welcome Frontier back to the State of Delaware and the Wilmington – New Castle Airport," said Governor John Carney. "We've made significant infrastructure investments at the airport, and Frontier's return will give Delawareans and travelers in the region a low-cost, convenient way to travel with their families."

"We're excited that Frontier Airlines has chosen to return to Delaware and

bring its low-fare, quality service back to the residents and visitors to the Delaware Valley region," said Thomas J. Cook, Executive Director of the Delaware River and Bay Authority (DRBA), operators of Wilmington – New Castle Airport (ILG). "The Airport is in a perfect location between Philly and Baltimore, offering customers the option to forego the hassles of a big city airport. We want to be the airport of choice for people in Delaware, South Jersey, Pennsylvania and Maryland who seek both low fares and a convenient airport experience."

"The Wilmington – New Castle Airport is all about convenience," said Stephen D. Williams, Deputy Executive Director and Airports Director for the DRBA. "During the past four years, the Authority has methodically made significant infrastructure improvements at ILG knowing that commercial airline service would one day return to Delaware. With the help of our Congressional delegation, we were able to upgrade, enlarge, and strengthen the terminal apron to better accommodate multiple commercial aircraft simultaneously. In addition, the Authority spent more than \$5 million to enhance the terminal auto parking lots and is currently improving the passenger terminal facility. The foundation is here for commercial air service to be successful."

## Union Hospital Joins ChristianaCare

Union Hospital is officially a part of ChristianaCare, as ChristianaCare and Affinity Health Alliance officials today announced a final agreement that integrates Affinity Health Alliance and its subsidiaries into Delaware's largest, most innovative health care provider.

"ChristianaCare and Union Hospital have long shared a deep commitment to serving the community," said Janice E. Nevin, M.D., MPH, ChristianaCare president and CEO. "This integration will advance our ability to make a positive impact on the health of every person in every community we serve. That includes providing high-quality, safe and affordable hospital care when people need it—and it also includes a wide array of services, partnerships and technology to help people achieve their best health and manage chronic conditions where they live, work and play. We're incredibly excited to welcome the caregivers of Union Hospital as we join together in service to the greater Cecil County community."

Union Hospital becomes ChristianaCare's third hospital, alongside Christiana Hospital in Newark, Del., and Wilmington Hospital in Wilmington, Del. While Union is the first ChristianaCare hospital across state lines, the two organizations overlap in the geographic areas they serve, and they have a history of collaboration in meeting the clinical service needs of the Cecil County community.

## M. Davis & Sons, Inc. Celebrates 150 Years in Business

M. Davis & Sons, an award-winning company, has been building, installing and servicing corporate facilities for five generations. The company is celebrating its 150 years in business in 2020.





With humble beginnings as a tin-smith shop in 1870, M. Davis & Sons has evolved to include more than 475 employees with a commitment to providing safety and quality craftsmanship. M. Davis & Sons started with primarily providing services to the Delaware paper mills and DuPont, and have since greatly expanded, working for large pharmaceutical companies including AstraZeneca, and food and beverage companies including Delaware's own Dogfish Head Brewery. M. Davis & Sons has served as an employer to residents in Delaware, Pennsylvania, New Jersey and Maryland for decades. They provide apprenticeship programs for the State of Delaware because of a strong, ongoing desire to grow careers in the trades.

M. Davis & Sons also celebrated 10 years of being certified with the Women's Business Enterprise National Council (WBENC) at the end of 2019, which is the largest 3rd party certifier of women owned businesses. The company attributes much of their growing success to receiving their certification and has since started their own Supplier Diversity program to work with diverse vendors to identify opportunities within M. Davis. In doing so, they continue to promote economic growth and community development.

Peggy Del Fabbro, CEO of M. Davis & Sons, Inc. reflects on the company's 150-year anniversary by saying, "This has been the most fascinating 30 years of my life. We started out with a commitment to impeccable workmanship and a "Do What You Say You Are Going to Do" attitude towards every project while providing excellent customer service. Our beliefs are the same today. A big thank you to the hundreds of valued customers and partners that have played a major role in our growth and success."



## Farmers of Salem is moving to Wilmington, Delaware, Central Business District

Farmers of Salem, a regional mutual insurance company founded in Salem County, N.J., in 1851, is relocating to Wilmington in 2021 and bringing 52 jobs to the city's Central Business District. An additional five jobs will be added by the company, which prides itself on providing superior service with personal attention, over the following three years.

Farmers of Salem plans to invest close to \$5.6 million in the purchase and renovation of an existing office building in Wilmington. The company already has identified and is in negotiations for a property and has been approved for \$399,252 in relocation support grants from the Delaware Strategic Fund.

"Farmers of Salem's investment shows Delaware's strength as a premier location for the financial services industry," said Governor John Carney. "This investment will support good-paying jobs for Delawareans and their families, and the continued growth of our state's economy. Businesses looking to grow and thrive choose Delaware because we have a lot to offer – from a strong and talented workforce, to a central location and excellent quality of life."

Farmers of Salem holds a rating of A- EXCELLENT from A.M. Best Co., an independent service that rates overall financial condition and operating performance of firms within the insurance industry. According to James R. Doherty, president and chief operating officer, the company was attracted to Delaware because of the state's labor market and favorable cost of doing business.

Working with the Delaware Prosperity Partnership team, Doherty and William A. Dine, senior vice president, corporate operations, presented Farmers' relocation plan to the Council on Development Finance (CDF) on Jan. 27. The CDF approved Farmers for a \$287,252 Performance Grant and a \$112,000 Capital Expenditure Grant, both from the Delaware Strategic Fund.

*Wilmington Mayor Mike Purzycki recently hosted a meeting to welcome Farmers of Salem to the city. Purzycki is shown with James R. Doherty, Farmers of Salem president and chief operating officer; William A. Dine, Farmers of Salem senior vice president, corporate operations; Kurt Foreman, Delaware Prosperity Partnership president and chief executive officer; and Jeff Flynn, City of Wilmington Office of Economic Development director.*

## Blue Blaze Associates named winner of four 2019 MarCom Awards

MarCom Awards is an international creative competition that recognizes outstanding achievement by marketing and communication professionals. This year there were more than 6,500 entries from 20 countries.

Blue Blaze Associates, a women-owned, full-service marketing and design agency, was recently honored with four 2019 MarCom Awards: a Platinum Award, a Gold Award, and two Honorable Mention Awards.

“It is an honor to be the recipient of four MarCom awards, including the highly competitive Platinum and Gold awards,” comments Sandy Taccone, CEO of Blue Blaze Associates. “This is a noteworthy



achievement for Blue Blaze and recognizes our talented team, quality of work, and overall commitment to our clients and their needs.”

## Food Bank of Delaware received a \$25,000 grant from Bank of America Charitable Foundation to fight hunger in Delaware

The Food Bank of Delaware received \$25,000 grant from the Bank of America Foundation to support the fight against hunger in Delaware. The \$25,000 will help the food bank distribute the equivalent of 50,000 meals and facilitate long-term solutions to the problems of hunger and poverty through community education and advocacy.

For more than two decades, Bank of America has supported the Food Bank of Delaware with grants totaling nearly \$2 million and countless employee volunteer hours and food drives for hunger

relief efforts, advancing long-term solutions that will help move individuals and families out of poverty.

## AAA Research Finds Fatal Crashes Involving Drivers Who Test Positive for Marijuana Increase After State Legalizes Drug

A concerning number of Washington state drivers involved in fatal crashes are testing positive for recent use of marijuana, according to new research from the AAA Foundation for Traffic Safety.

The share of drivers who, after a fatal crash, tested positive for active THC – the drug’s main psychoactive ingredient – has doubled since the state legalized marijuana in December 2012. AAA believes the increase raises important traffic safety concerns for drivers across the country, because recreational marijuana use is now legal in 11 states and Washington, D.C.

The latest AAA Foundation research found that between 2008 and 2012 – the five-year period before the drug was legal – an estimated 8.8% of Washington drivers involved in fatal crashes were positive for THC. That rate rose to 18% between 2013 and 2017.

The average number of THC-positive drivers increased, too. In the five years before legalization, an average of 56 drivers involved in fatal crashes each year were THC-positive. In the five years after legalization, the average jumped to 130.

“This study enabled us to review a full 10-years’ worth of data about the potential impact of marijuana on driving safety – and it raises significant concerns,” said Dr. David Yang, executive director of the AAA Foundation for Traffic Safety. “Results from the analysis suggest that legalization of recreational use of marijuana may increase the rate of THC-positive drivers involved in fatal crashes.”

## Nanticoke Health Services Officially Joins Peninsula Regional Health System

Nanticoke Health Services (NHS) of Seaford, DE, and Peninsula Regional Health System (PRHS), based in Salisbury, MD, announced that the affiliation of the two health services has passed final state and federal regulatory approval.

Nanticoke Memorial Hospital, the Nanticoke Physician Network, and all other Nanticoke healthcare services have joined the Peninsula Regional Health System. McCready Health of Crisfield, MD, is expected to merge later this year. The result is the creation of a revolutionary new health system designed to enhance inpatient, outpatient and emergency care, and wellness services across the entire Delmarva Peninsula.

“Healthcare systems are more frequently coming together to meet the challenges of an ever-evolving environment. We are proud to now have officially merged, and together as a new system we will be working throughout the region to better the health and wellness of Delmarva,” said Steve Leonard, Ph.D. MBA, FACHE, President/CEO of the Peninsula Regional Health System. “We continue to look for partners on this journey and are excited about McCready joining soon and the opportunities to grow that will follow.”

# Delaware State Chamber of Commerce

## SMALL STATE. BIG BENEFITS.

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

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



**LegalShield:** All Delaware State Chamber members and member companies now have



the opportunity to access affordable legal services. LegalShield is one of the nation's leading providers of legal safeguards for individuals, families, small businesses and employee groups.

**Prescription Drug Discount Card:** The Delaware Drug Card will provide savings of up to 75% on prescription drugs at more than 50,000 pharmacy locations across the country. The Delaware Drug Card has no restrictions to membership, income or age, and you are not required to fill out an application.

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

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

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

### Delmarva Broadcasting

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



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



### Constant Contact Email Marketing

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

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

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



### HHC Safety Engineering Services, Inc.

501 Silverside Road  
Wilmington, DE 19809

Phone:

484-493-7737

Email:

[jmccartney@hhcservices.net](mailto:jmccartney@hhcservices.net)



### Areas of Practice and Expertise:

Safety Engineering | Expert Witness Services | Arc Flash | Falls | Electrical Safety | OSHA | Workplace Accidents | Accident Investigation | Accident Reconstruction | Guarding | Construction | Industrial Accidents | Pipeline | Oil & Gas | Contests to OSHA Citations



### Expert Witness Services provided by:

**Janine McCartney**

Ph.D., CSP, CHST, RIPH, CSI (ML), MBA  
Senior Safety Engineer / Expert Witness



# WHAT'S NEXT? Chamber Calendar



**MARCH 19, 2020**

## Spring Legislative Brunch & Manufacturing Conference

The manufacturing conference recognizes the many important contributions that manufacturers make to the Delaware economy. This year's featured speaker is Eric Casey, CEO of GT USA Wilmington. As in year's past, Governor John Carney will deliver the keynote during the legislative brunch.

**\$75 Members / \$85 Future Members**



**MARCH 26, 2019**

## Networking Breakfast at the Kalmar Nyckel Foundation

Start your morning networking at one of Delaware's most unique venues! The Kalmar Nyckel Foundation built, owns, and operates the historic Kalmar Nyckel.

**FREE** to attend



**APRIL 2, 2020**

## Surviving Social Media in the Workplace

Hosted by the Delaware Young Professionals Network, this workshop will explore the 'ins and outs' and the 'dos and don'ts' as you brand yourself as a professional online.

**\$20 Members**  
**\$35 Future Members**

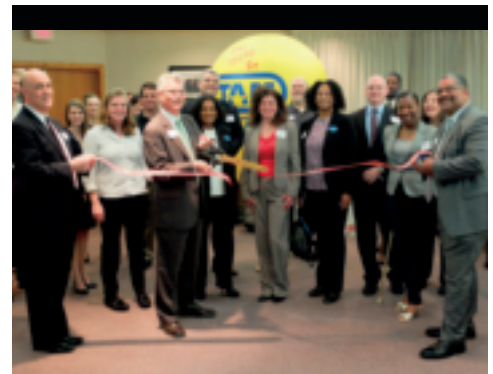


**APRIL 8, 2020**

## Networking Breakfast at the Beau Biden Foundation

April is National Child Abuse Prevention Month. The Beau Biden Foundation for the Protection of Children was established to continue the work of Delaware Attorney General Joseph R. "Beau" Biden III to protect children and confront abuse.

**FREE** to attend



**APRIL 21, 2020**

## Meet the New Members

Join us to meet the new members that join the Chamber each quarter to learn how they can match up with your business.

**FREE** to attend

Additional Dates:  
July 21 and October 13

# WHAT'S NEXT? Chamber Calendar



**APRIL 22, 2020**

## **Superstars in Business Application Workshop**

Is your business super? We want to hear your organization's story! The Superstars in Business award honors businesses and nonprofits for their outstanding achievements and model approaches to business and management. Join us for a workshop on how to write your best application where members of the Superstars Selection Committee and past winners will share advice and best practices.

**FREE** to attend



**May 7, 2020**

## **Small Business Day in Dover**

Spend a half day in Delaware's capital where you will learn about current issues that could impact your business. Interact with the legislators who can pass or vote down bills that matter to you.

**\$25** to attend



**MAY, 2020**

## **Networking Breakfast with Delaware Blue Coats**

Wake up and network on the court! Home to the 76ers G League team, the Delaware Blue Coats, the 76ers Fieldhouse is Delaware's new state-of-the-art facility.

**FREE** to attend

When you think of the Delaware State Chamber, think of

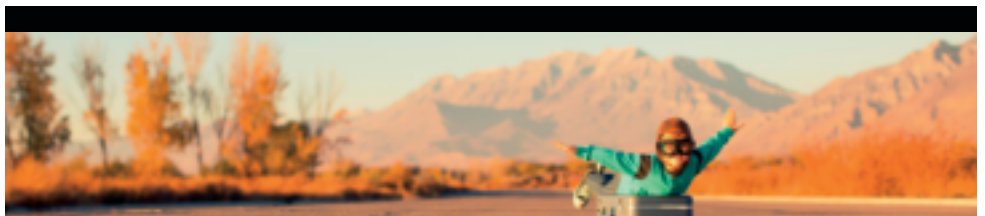
**#NETWORKING**

Fill up your calendar by visiting our events page online at

**web.**

**DSCC**  
**.com/events**

*\*Events and dates are subject to change*



**Superstars in Education**  
RECOGNIZING EXCELLENCE IN EDUCATION

**MAY 11, 2020**

## **Superstars in Education**

Superstars in Education is charged with recognizing outstanding educational programs and individual achievements. This event highlights excellence in STEM programs, school-to-career partnerships, and programs that develop soft, computer and leadership skills and exhibit diversity.

**\$35** to attend



Did you miss the Chamber Chatter online? Here are our most popular posts on social media...



@Delaware State Chamber of Commerce



@DelawareStateChamber



@DEStateChamber

# #ICYMI

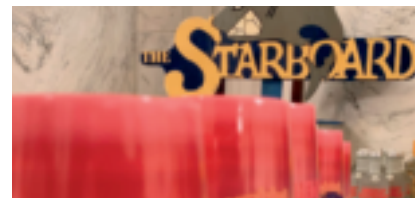
IN CASE YOU MISSED IT



Today is **#SmallBizSat!** **#SmallBiz** make up 2/3 of new jobs in America. Be sure to go out and **#ShopSmall** to support your local small businesses! **@U.S. Chamber of Commerce**



**@ChrisCoons:** Tonight, I'm with hundreds of Delawareans here in DC at **@DEStateChamber's** 9th Annual Taste of Delaware. We're having a great time enjoying another year of great food, drinks, and treats from some of Delaware's most talented chefs, bakers, distillers, and brewers! **#tasteofdelaware** [pic.twitter.com/teeaKWVb56](https://pic.twitter.com/teeaKWVb56)



**@NCCVoTech:** Proud to be a Delawarean at **#tasteofdelaware** featuring **@delcastle\_ths** Culinary Arts creations along with 20 other proud Delaware food, beverage, and product vendors. Thanks to **@DEStateChamber** and Sen. **@ChrisCoons** for always including Delcastle! **#netDE** **#RealLearning** **#NCCVTWorks**



**Frontier Airlines** returns to Wilmington - New Castle Airport with flights to Orlando right in time for summer vacation <https://bit.ly/2t6I9RR> **#membernews** **#travel**



It's a packed house this morning at our **#networkingbreakfast** at **Cover & Rossiter!** A great way to kick off 2020! **#netde**



**@MorrisNichols:** The dominance of the "Delaware Brand" is well known. But why is this the case? In the latest **@DEStateChamber** magazine, Mike Houghton introduces a series on how business, legal and government partners have elevated the "Delaware Brand." **#legalDE**



**#NEWS:** Katie Wilkinson of **Fulton Bank** elected as Chair of the State Chamber's Board of Directors <https://bit.ly/39Kx6gt> **#netde**



170 + 40 Comments



Delaware's Chancery Court, an internationally respected part of the **#DelawareBrand**. Read more: <https://bit.ly/36mX5Zj> **#DeBiz** **Richards, Layton & Finger, Delaware Prosperity Partnership** **#choosedelaware**



"Their legacy of generous support for so many organizations in our community is unparalleled," said @KalmarNyckel Foundation Executive Director Cathy Parsells @TownSquareDE #183rdAnnualDinner



State Chamber Award Goes to Copelands; Annual Dinner Features Dogfish Head founders Mariah and Sam...  
Tatiana and Gerret Copeland were honored at the Delaware Chamber of Commerce annual dinner with Dogfish Head founders Mariah and Sam...  
@townsquaredelaware.com



@EpicMarketing: Epic times are under way at the Delaware State Chamber's 183rd Annual Dinner!



Congrats to member @Bigfishriver and @onix\_group1 on the #grandopening of the @RiverfrontHyatt! #ribboncutting #netde



#WeeklyReport: The importance of the #DelawareBrand and Governor John Carney's commitment to investing in #waterinfrastructure and #education <https://conta.cc/37sYwWM>

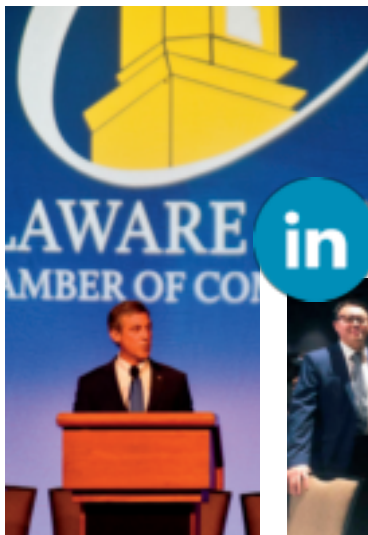


**The Chemours Company:** Earlier this week, we attended and sponsored the Delaware State Chamber of Commerce Annual Dinner. It was a wonderful evening spent celebrating and supporting our corporate hometown, local dignitaries, and neighbors. Congratulations to Josiah Marvel Cup recipients Gerret and Tatiana Copeland. #183rdAnnualDinner #netde



Gerret and Tatiana Copeland receive the Josiah Marvel Cup at the Delaware State Chamber of Commerce Annual Dinner.

1000+ 1 Comment



**Adesis, Inc.:** It was a great honor to be a Chairman Sponsor at the Delaware State Chamber of Commerce 183rd Annual Dinner. It has always been our favorite place to be in January for high level networking with business leaders, dignitaries and elected officials. Thanks to the DSCC team for an amazing event. #delaware #networking #dsccad #leadership #netde

Cheers to another Annual Dinner! Congratulations Gerret and Tatiana Copeland on being honored with our Josiah Marvel Cup. Thank you Sam and Mariah Calagione of Dogfish Head for the fantastic presentation. We are happy you call #Delaware home! #183rdAnnualDinner #netde

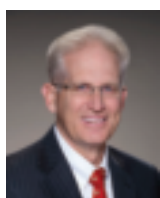


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# CALL THE CHAMBER

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



**Michael J. Quaranta**  
*President*  
576-6585  
mquaranta@dsc.com



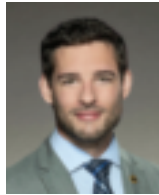
**William H. Hastings, Jr.**  
*Controller*  
576-6567  
whastings@dsc.com



**Helana Rodriguez**  
*Marketing &  
Events Manager*  
576-6575  
hrodriguez@dsc.com



**Kelly Basile**  
*Vice President Strategic  
Communications*  
576-6564  
kbasile@dsc.com



**Colin Heffinger**  
*Program &  
Communications Manager*  
576-6566  
cheffinger@dsc.com



**Matt Volk**  
*Digital Advertising Sales*  
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mvolk@dsc.com



**Cheryl Corn**  
*Chief Operating Officer*  
576-6572  
ccorn@dsc.com



**Chuck James**  
*Sr. Vice President  
Membership*  
576-6562  
cjames@dsc.com



**Ken Evans**  
*Account Executive*  
576-6576  
kevans@dsc.com



**Fred Miller**  
*Advertising/Retention*  
576-6579  
fmiller2@dsc.com



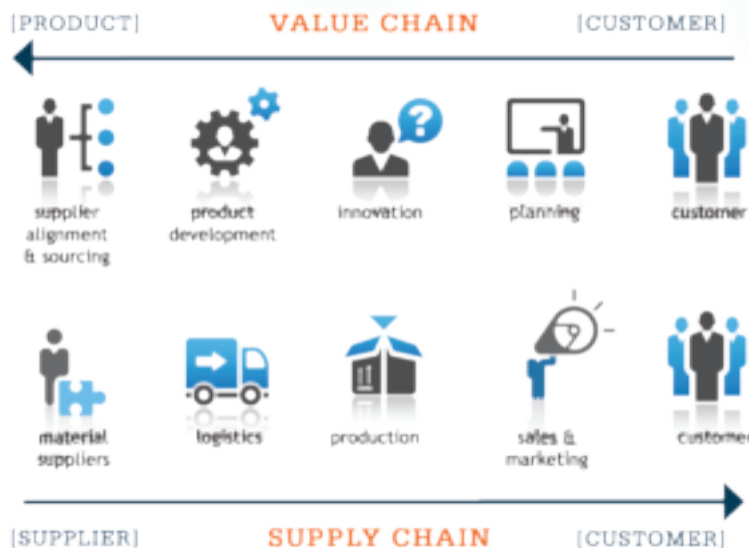
1201 N. Orange Street, P.O. Box 671  
Wilmington, DE 19899-0671  
(302) 655-7221  
www.dsc.com  
facebook.com/delawarestatechamber  
twitter: @DEStateChamber

The mission of the Delaware State Chamber of Commerce is to promote an economic climate that strengthens the competitiveness of Delaware businesses and benefits citizens of the state. The Chamber will provide services members want; it will serve and be recognized as the primary resource on matters affecting companies of all sizes; and it will be the leading advocate for business with government in Delaware.

## WHAT ARE YOUR SUPPLY CHAIN WEAKNESSES?

Risk is everywhere. It doesn't sleep. It often shows up uninvited and at the most inopportune time. Manufacturers most trusted resource, the NIST-Manufacturing Extension Partnership, provides a step-by-step roadmap to help manufacturers **address risk, increase visibility and create supply chains that function at optimum capacity.**

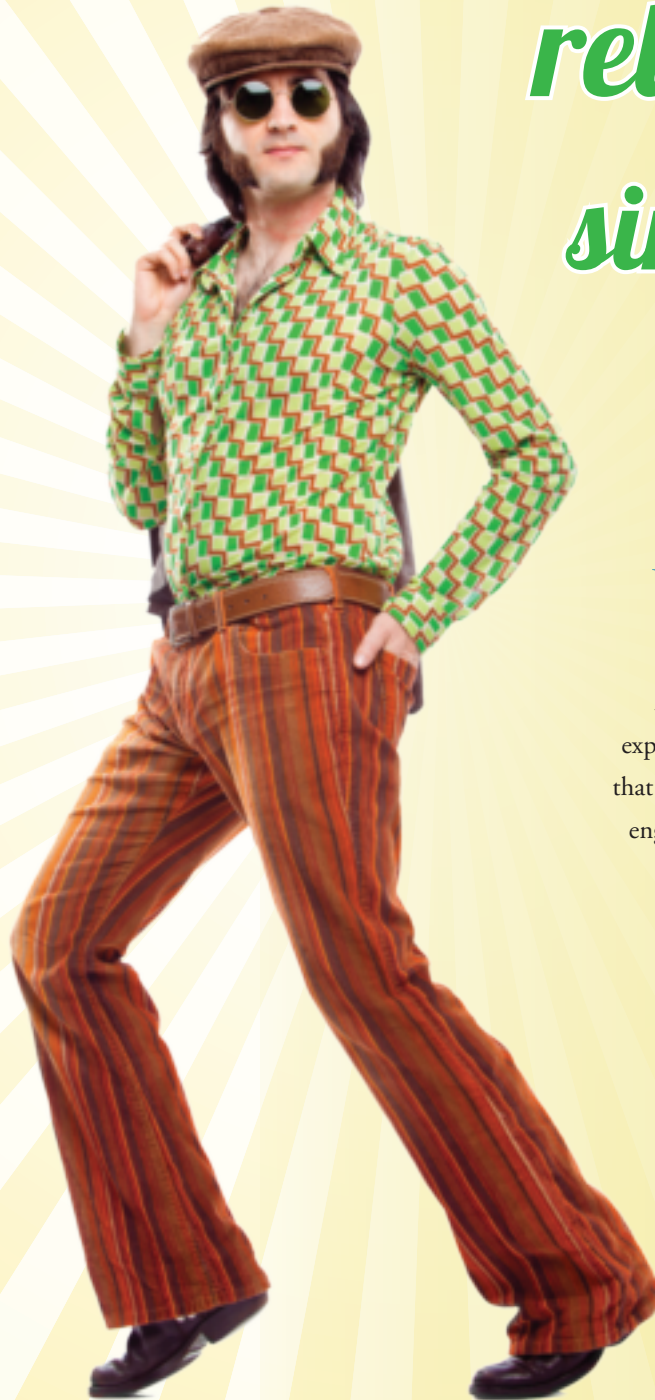
We'll show you how to apply constraint theory concepts that address risk, and account for total cost of ownership, so you may make informed sourcing decisions that increase the flow of products from suppliers to customers, using a value system model.



To learn more about  
Supply Chain Optimization,  
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