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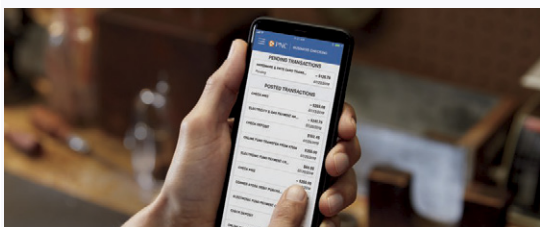
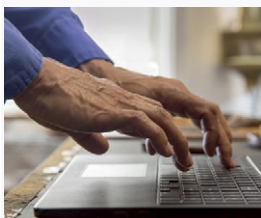
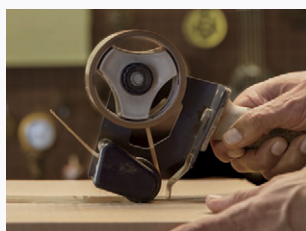
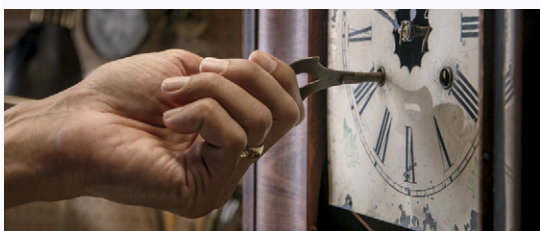
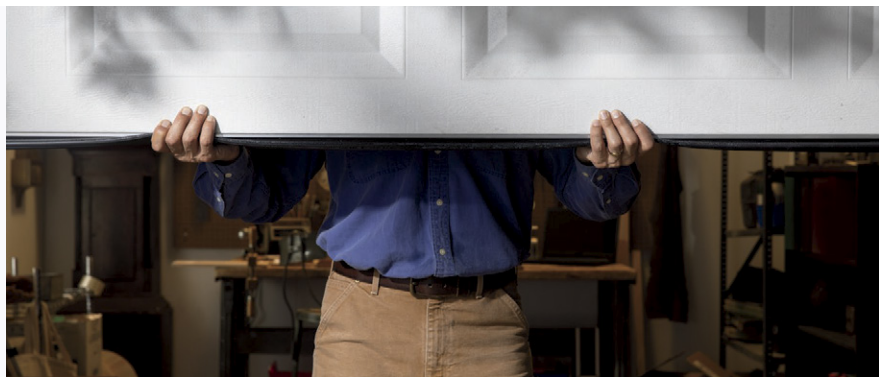
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Turn to page eight for a special message on diversity and inclusion in the workplace from DSCC Board of Directors member, Dr. Tony Allen.

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On The Cover

A display of welding craftsmanship at one of the M. Davis fabrication shops.
Photo Credit: Big River Film Co.

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Message from the President



Michael J. Quaranta

In a crisis, some issues grab a greater share of the spotlight than others. As we have learned by now, health and wellness take on an elevated level of concern during a worldwide pandemic. For State Chamber members, the last few months have been particularly challenging. Some businesses have closed, others have slowed, then gradually picked back up, while still

others never skipped a beat. Some employees were able to work remotely, and many are still doing just that.

However, as I write this, we have over 120,000 Delawareans that are out of work and looking for a new opportunity. The time off, for some, was a welcome break and afforded time to reconnect with others, take on a home remodeling or maintenance project, but after a while, funds begin to run low, nerves get tested and worry sets in.

Our health care industry has risen to the occasion and done remarkable things. The sacrifices were many and we appreciate every bit of their hard work. While COVID-19 hospitalizations are low, new health and wellness challenges have emerged.

Human nature is to socialize. Yet we have fewer options today than we had months ago. We remain uncertain about how much of what is gone will come back. All of this created pressures that most of us have never experienced, and moved wellness into a spotlight like I have never seen in my lifetime.

Today, employers might look at wellness differently than they did before. I know I am. The good news is that providers and tools are abundant. Many of our members offer terrific options for you and your colleagues.

Wellness means a lot of different things to people. But one thing we can agree on is that it matters maybe now more than ever.



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LEGISLATIVE PRIORITY

Rapid Workforce Training and Redeployment Initiative Good for Business and Workers

BY JAMES DECHENE AND VERITY WATSON

LAST SUMMER the State Chamber started developing the narrative around the increased need for a workforce retraining program to help better position Delawareans to be active participants in our changing economy.

Much like the successful Zip Code Wilmington – a time compressed, 40-hour a week curriculum focused on in-demand skills resulting in successful job placement for those who complete the program – the State Chamber searched for partners and, with the help of members, a focus on which industries could support a similar approach to training.

The top three industry sectors identified were information technology, health care, and pre-apprentice level construction. Fast forward to the summer of 2020 when Governor Carney issued an executive order formalizing this significant step forward. This collaboration with the Delaware Department of Labor will identify and create these training programs and fund the tuition for participants so that Delawareans can immerse themselves in learning the skills they need for a successful career.

The Rapid Workforce Training and Redeployment Initiative authorizes the Delaware Department of Labor to create these training programs and utilizes funds from the CARES Act, a piece of federal legislation designed to help states with the aftermath of the COVID-19 pandemic. By the end of the year, qualified participants will have the opportunity to enroll into certificate programs and have access to the TRAIN program (Today's Reinvestment Around Industry Needs). The criteria for programs to be included in this initiative include:

- A relationship between the certificate program curriculum and skill requirements of employers in the state
- Evidence of the skill needs of an in-demand industry sector or occupation in the state
- Assurances from employers of an intent to hire an individual after completion of a program
- The ability to deliver a quality program on an expedited basis
- Job placement rate experience for graduates of the program provider

The creation of these training programs, especially during this period of uncertainty, is timely and welcome, and a shift toward the training models of the future. With the expressed goal of retraining the record-breaking number of workers displaced due to the economic impact of the pandemic, many Delawareans will be better positioned toward obtaining a career with



growth potential. This is a win-win for Delaware. For example, the heavy highway construction field was having difficulty filling well paid, benefit rich positions before the pandemic. The State has a unique opportunity to support Delawareans with quality training while ramping up infrastructure investment to help get Delaware back on track post COVID-19.


The Delaware State Chamber of Commerce looks forward to working with our members, the Delaware Workforce Development Board, the Delaware Department of Labor, and curriculum providers to provide feedback on what skills are most needed, and to line up employers looking for qualified candidates post-certification. It is said necessity is the mother of invention, and in this case has provided a timely partnership we look forward to fostering now and into the future.



James DeChene, Armitage DeChene & Associates



Verity Watson, Ruggerio Willson and Associates



WILMINGTON ALLIANCE, in **partnership** with **BARCLAYS**,
is committed to the equitable advancement of all
our citizens and our communities in Wilmington.

Through collaborative and innovative
Workforce Development initiatives, we seek to meet
current workforce needs— such as addressing the digital divide—
by **providing access to the latest technology!**

TO LEARN MORE ABOUT **WILMINGTON ALLIANCE** AND
THE WILMINGTON IS WORKING EQUITABLE TECHNOLOGY FUND, VISIT:
WilmingtonAlliance.org

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Member news & Notes

More than Just a Computer BY RENATA B. KOWALCZYK, CEO, WILMINGTON ALLIANCE

» We live in unprecedented times as unemployment rates skyrocket and income inequality expands. As of May 2020, the State reported the unemployment rate at 15.8 percent, while Wilmington's rate rose to 19.9 percent. The COVID-19 crisis has added layers of complexity to an already inequitable workforce ecosystem.

One gap that creates inequities in job readiness is lack of access to technology. Some programs have not skipped a beat in their workforce training because they have the ability to power up their laptops and sail smoothly through sessions of virtual learning. However, many of our job seekers are not so lucky.

"We had to transition to virtual training, which meant some of our students were using their phones to participate in Zoom for our classes," shared Rysheema Dixon, executive director of DE Pathways to Apprenticeship, LEEP Inc. "Due to the 3-hour length of our classes, keeping their phones charged sufficiently and staying engaged were challenges."

Accessing technology other than a smartphone can be a challenge for many job seekers. This is a barrier to accessing skills and opportunities needed for success in employment similar to other pandemic-induced barriers such as child care, food scarcity, and gaps in health care.

Keeping adults and out-of-school youth on a path towards meaningful employment and a sustainable career is

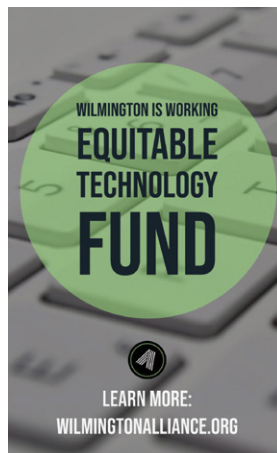
essential to families' and communities' wellbeing. That is why we created the Technology Fund.

The Wilmington is Working Equitable Technology Fund is designed to assist Wilmington-serving 501c(3) workforce development programs by providing hardware devices and virtual access technologies to their learners. Barclays

is the anchor funder and NERDiT NOW is the technology partner.

Fifteen programs, serving Wilmington and beyond, gathered for the first Tech Fund Information Session – citing the need to not only keep their training programs running but also their learners connected to job opportunities and wraparound services.

The Challenge Program is an example of a training program experiencing the impact of the digital divide: "Our trainees have shown they are capable and eager to do remote learning. But as the pandemic drags on, our trainees are struggling with remote programming because their only technology is a cellphone. We've been creative with engagement, but we just don't have the proper tools. Laptops help revive our trainees and allow us the freedom to do so much more with distance learning. Specifically, the laptops will allow us to offer two crucial programs that were



sorely disrupted by the pandemic: counseling services and GED prep."

Wilmington Alliance has been integral in solving for systems of inequities through reevaluation and redevelopment in a top-down, bottom-up approach. It is currently in the midst of a Wilmington Workforce Analysis, a philanthropically funded environmental assessment

of the assets and structure of the training and employment pipelines in Wilmington. Through the support from the Federal Reserve Bank of Philadelphia, the Alliance is evaluating national best practices that can be applied in the City. The strategy is to meet current workforce needs, like access to technology, while also planning for the future of a more equitable workforce ecosystem.

Markevis Gideon, founder of NERDiT NOW, sees the tech gap every day. "Here at NERDiT NOW, we believe that we are providing more than just a computer – our goal is to provide opportunities. Technology is an essential tool and will help keep our workforce development programs on track to create a positive impact within our community."

The Wilmington is Working Tech Fund aims to do just that. Visit www.wilmingtonalliance.org/technology-fund to apply to this rolling fund.

NONPROFIT SPOTLIGHT: **Great Stuff Savvy Resale** BY CHARLES ZOELLER

»» When the COVID-19 pandemic struck last spring, many small businesses were drastically affected. The new challenges these businesses faced meant making big changes to daily operations, or risking shutting down entirely. One industry hit the hardest was retail, where small businesses were already competing with the advent of online shopping. One business, a small shop in the Talleyville Shopping Center, off Concord Pike, was no exception. On May 14, Delaware Breast Cancer Coalition's Great Stuff posted on social media that they would be closing, citing the previously mentioned factors, and thanked all those who had volunteered or shopped at the store.

The journey for DBCC's Great Stuff began nearly a decade earlier when the Delaware Breast Cancer Coalition (DBCC) realized a need for funding outside of government grants. A small team of staff and volunteers within the community decided to build a purpose-driven nonprofit store focused on luxury brand clothing. The store would rely on donations from the community and volunteers to keep the store running day-to-day. The store's mission aimed at



supporting “the life-changing programs and services offered through the Delaware Breast Cancer Coalition” and “helping women and men in our local community who are impacted by breast cancer.”

In the decade that followed, DBCC's Great Stuff was able to boast an impressive \$447,000 donated to the DBCC. Business was spurred by the deep discounts and great bargains on

luxury brands being offered and the wide selection of clothing available. From women's casual clothing, eveningwear and shoes to accessories, there was something for everyone. DBCC's Great Stuff even expanded into furniture and home furnishings by opening a second location not far from the first. Perhaps the most special thing about the store, however, was the environment that was created behind the shop's doors.

Many of those who volunteer at DBCC's Great Stuff are breast cancer survivors. Over time, women with breast cancer began going to the store not only to shop, but to talk with these survivors. Talking to survivors is, as Sue Murray,

DBCC's Great Stuff invites anyone to visit the store, whether it be for shopping or donations of upscale clothing or home furnishings. Outside of the store, those wishing to get involved can donate, sponsor, or participate in one of the DBCC's many upcoming events. Visit www.debreastcancer.org to learn more.

Operations Director at the DBCC, describes, “different than going to a therapist” because the survivors have experienced firsthand the challenges a breast cancer diagnosis can bring. Many of these women were made to “feel beautiful while being styled by store volunteers” according to Murray, furthering the contributions the store had on the community. These support systems often resulted in friendships and eased the hardship some of these women face.

It comes as no surprise that when the DBCC and Great Stuff Boards made what they thought would be their last social media post, the community came to the store’s aid. “Volunteers and the community have stepped up in a remarkable way, donating and shopping to help drive the business forward...through this crisis,” explains Francesca Vogel, the Executive Director of the DBCC.

The generosity of the community has allowed DBCC’s Great Stuff to remain open, a luxury many businesses have not been able to afford during this pandemic. Keeping the store open has allowed the crucial support systems some women have found within the store to remain unbroken.



Charles Zoeller interned for the State Chamber in the summer of 2020. This fall he will be a senior at the University of Delaware majoring in both business management and media communication.

Chair Message

BY KATIE K. WILKINSON

»» As Delaware employers work to enable the safe and healthy return of staff to office locations around the state, we should also be mindful of the critical work ahead of us on the subject of racial injustice and resulting opportunity gaps.

Over more than 100 days of this pandemic, your State Chamber has worked diligently to provide timely and relevant topics for discussion for members and non-members across the business community. We have covered topics such as the economy, employment, transportation, child care and health care. But likely the most important topic was discussed on the heels of the murder of George Floyd and the resulting protests across our state and our country.

Dr. Tony Allen, president of Delaware State University and Stephanie Creary, associate professor of management from the Wharton School at the University of Pennsylvania provided us with a provocative “wake-up call” on the systemic racism that exists in our society and communities. They reminded us that this issue requires action by everyone to make progress, and our actions need to be consistent and long term – not just for today and tomorrow.

Action is key; we cannot merely talk about racism. So, an obvious question is how we – as employers – can be effective in our engagement?

A start is acknowledging deficiencies in our organizations. This requires an honest, open, and transparent assessment that may be uncomfortable and an action plan to address the deficiencies. We should enlist the help of any and all allies who are willing to be vulnerable and are open to learning and sharing their stories in a safe and teachable way. It is also our job as employers to make a commitment to hiring and developing a more diverse workforce. If you think it is difficult to find people of color during the hiring process, then maybe – as Dr. Allen remarked – “you’re not looking hard enough.”

Our actions should support our words of encouragement and enlightenment. The opportunity is here, supported by broad momentum! Be a change agent inside of your family, organization, and community!



To eradicate systemic racism, it is important for managers to empower employees and provide them with resources for having productive conversations about race.

— Stephanie Creary, Assistant Professor of Management,
Wharton School, University of Pennsylvania

Moving Towards New and Better

BY DR. TONY ALLEN

» In the midst of the unrelenting challenge created both by the COVID-19 pandemic and the nationwide multiracial movement toward social justice and equity, no one has the luxury of “business as usual.” In fact, there will not likely be an “as usual” for some time now. Our focus should be “new and better.” And that focus starts with us.

Effective methods of reducing the spread of COVID-19 are well-known if not politically contentious, but universally recognized mitigants for inequity and racism remain elusive. As Merck CEO Ken Frazier reminds us, the issue is not going away: “What the African American community sees in that videotape [of George Floyd’s murder] is that this African American man, who could be me or any other African American man, is being treated as less than human.”

People from varied backgrounds will bring different perspectives, fears, and aspirations to the table. Many white Americans find discussions about privilege unsettling, even threatening; some Black Americans are so scarred by their experiences that they must process their anger before they can begin moving forward with their colleagues. The language of the dialogue itself is charged and fraught with opportunities of misunderstanding and conflict. To do it and to do it well takes courage, consistency, and action that is uncharacteristic of the status quo.

If you are ready to engage with these things in mind, Bryan Stevenson (author of *Just Mercy*) provides four key ideas for moving forward. If you are not ready,



this one is not for you, but recognize that “new and better” is not going away.

Mr. Stevenson says, “First, we have to get approximate to the problems we care about.” Get out of your comfort zone to interact directly with the people being affected—students, prisoners, the homeless. Next, “Change the narrative,” which means challenging the language that insulates us from reality, as in how the term “super-predators” has been used to prosecute children as adults.

“We have to remain hopeful,” Stevenson insists. “Hope is what will make you stand when everyone else is sitting,” he says. “Hope is what will make you speak when everyone else is silent.” Finally, “We have to do uncomfortable things.” Stevenson speaks passionately of “communities of the broken,” and our shared responsibility both for their existence and their healing.

When I was in corporate America, particularly at MBNA America, I recall seeing this quote over every doorway in every one of its buildings around the

world: “Think of Yourself as a Customer.” Today, in my mind’s eye, that now reads, “Think of Yourself as Me – your brother, your sister, your son, your daughter, your friend ... and act accordingly.” I also recall the statement that “what gets measured gets attended to; what gets attended to gets done.” If you are a business leader, what social equity and fairness goals are you willing to quantify and measure every year, and how will you make sure the goals are met?

“New and better” demands courage, resolve, imagination, and passion, and we should demand the same of ourselves, our teams, and our organizations.



As president, **Dr. Tony Allen** is committed to a vision of making Delaware State University the most diverse, contemporary HBCU in America.

BUSINESS SPOTLIGHT

Back to Basics Learning Dynamics, Inc.

BY T.J. PRUSHINKSI

» Whether you are a school district looking to translate IEPs into Spanish or Urdu, a school that needs English Language Learner (ELL) teachers, or a student that needs help passing biology, Back to Basics provides it all. Back to Basics Learning Dynamics, based in Wilmington, is the only true one-stop-shop for everything in education.

Since Executive Director Juli Bennett took over the business two years ago from founder Beverly Stewart, Back to Basics has been busy expanding its offerings and adding new technology. Virtual tutoring, online teaching, telephonic interpretation, and online interactive training sessions on topics like sexual harassment and diversity and inclusion are just a few of the new offerings. The company has also expanded nationwide and re-branded its fully certified school, Augustine Hills School, which is a micro school that teaches one-on-one at their location or online.

"We loved all the different offerings that Back to Basics provided and knew we could build this into a national brand," said Bennett.

Augustine Hills School is Back to Basics' hidden gem. With the uncertainty of returning to school this fall, the school has received dozens of calls asking how they can help teach at home. Kids come to Augustine Hills School for an individualized experience. The schedule is built around the student's needs, as are the classes. Each class is one-on-one with the teacher, building the student's confidence and giving them the ability to explore their own interests at their own pace.



"If a child can't learn the way we teach, maybe we should teach the way they learn." — Ignacio Estrada

"COVID-19 just makes our work that much more important," Bennett explained. "As schools and students figure out how they will continue, we're happy to be helping districts continue ELL and other special education services in person or online. Our services never stopped, and our instructors were able to work with the kids that needed it the most. Our interpretation department was very active in helping parents understand online learning. It will be even more important to fill in the gaps as schools explore hybrid and virtual schedules."

Like every business, Back to Basics is adjusting to the new reality of the global pandemic. Their building, located at 6 Stone Hill Road, was already set up with private rooms, which helps with social distancing. For added safety, all students and tutors are required to wear a mask and wash their hands before and after every session. The school also installed plexiglass for psychoeducational testing

so that evaluators can still observe the testee without the risk of transmission.

"We're taking extreme precautions to ensure the safety of our teachers and students," Bennett said.

Like every other small business, Back to Basics experienced a slow summer. With school starting back up, the company is prepared and poised for growth. Tutoring, teaching, and providing a safe learning environment so kids can continue to learn in new ways are key to moving forward.



TJ Prushinski

interned for the State Chamber in the summer of 2020. This fall he will be a senior at the University of

Delaware majoring in organizational and community leadership.

Support Small Business Downtown

COME SEE FOR YOURSELF ALL THAT DOWNTOWN WILMINGTON HAS TO OFFER

BY LANI SCHWEIGER, DOWNTOWN VISIONS AND MAIN STREET WILMINGTON

» Small businesses are the heart of our cities and the backbone of our communities. They are there during good times and bad, which is why it is more important than ever that we support them during these uncertain times.

Each day new challenges are being faced due to the COVID-19 outbreak and the temporary shutdown of non-essential businesses in Delaware. We all are struggling to find a new normal, and small businesses have been some of the hardest hit by the changes. Many had to close their doors to customers temporarily and have only been able to reopen recently with capacity limitations.

Downtown Wilmington has evolved into a well-known dining, arts and shopping destination, thanks to Downtown Visions (DTV) and City of Wilmington supported programs. As a leader in public space management and small business support, DTV is well poised to support Downtown businesses affected by COVID-19 and assist in creating opportunities to boost business vitality.

Downtown Visions responded quickly to COVID-related needs in Downtown Wilmington. On June 12, 2020, DTV, in partnership with the City of Wilmington and The Committee of 100, launched an effort to support Downtown businesses through Curbside Wilmington. With European café-style, outdoor on-street seating, Downtown restaurants have more ability to provide safe dining. Also added were designated curbside pick-up areas and free valet parking service



in convenient locations along Market Street. Every Friday evening, there is live music in the 800 block of N. Market Street during Curbside Wilmington's Happy Hour. Thanks to our partnership with the City of Wilmington, one block is closed to traffic and features outdoor dining in a socially distant manner with music from bands like Lower Case Blues and E.W.O Jazz Trio.

Since its founding, Downtown Visions has responded to the needs of Downtown Wilmington—from cleaning and safety to business revitalization, community building and façade improvements. We are committed to keeping the Downtown business district a vibrant and enjoyable place to be for all – residents, commuters and visitors.

Downtown Wilmington's small businesses are doing their part to

support each other and the community. For example, Eunice LaFate of LaFate Gallery is offering summer art classes for children. Spaceboy Clothing created an original Wilmington Strong t-shirt and facemask with proceeds going to support small businesses affected by COVID-19.

There is so much happening in Downtown Wilmington. Most small businesses are open and thinking outside of the box to bring safe and innovative ways to serve you. We hope you join us for Curbside Wilmington or to patronize our many interesting businesses. To stay in the know, follow us on all social media platforms at Downtown Wilmington DE (@downtownwilmde), on Facebook at Downtown Visions, and online at www.downtownwilmingtonde.com.

DIVERSE SUPPLIER: **First State Elevator** BY COLIN HEFFINGER

» Moving life upward. These words are the dedicated standard of First State Elevator Inc., Delaware's growing elevator company serving commercial, industrial and residential elevator service and installation needs. Through devoted workmanship and flexible contract options, First State Elevator has excelled in providing high-quality elevator work across Delaware, Maryland and Pennsylvania.

First State Elevator, a woman-owned business, received a 10,000 Small Business Certificate of Entrepreneurship in 2018 and was named one of the 50 Fastest Growing Businesses in Delaware for 2019. It has built its experience across the past nine years through elevator needs such as consultation, installation, repair, modernization, and preventative maintenance in commercial and residential buildings. First State Elevator is also experienced in servicing wheelchair lifts across a variety of models. All technicians are expertly knowledgeable and fully equipped to provide quality workmanship.

Kimberly Connell, owner of First State Elevator and recipient of Business Woman Of The Year in 2016, elaborates on what makes the small business unique. "We're all hands-on," Kimberly explains. "Each of us understands the processes and repairs based on working with them directly. With First State Elevator, you're not dealing with a big office. We know what's going on with every customer. We're a small business and can offer a personable approach to companies of all sizes."

First State Elevator stands out



with its superior service capabilities. Reliability and responsiveness are the backbone of its commitment to avoiding the inconvenience of inoperable elevators across the customers, residents, and employees who rely on them daily. Average client response times are within an hour of initial contact. Service is tailored to the individual needs of each client through a consultative approach and a variety of contract options. First State Elevator employees dedicate the time and effort to assist clients to safely reach their destinations when elevators are down for maintenance.

For an extensive amount of businesses large and small, elevators are critical to



Owner Kimberly Connell

efficiently and safely transport their employees and clients. Though an expected luxury of our daily lives, elevators are complex machines with a variety of different parts and mechanisms that play a role and making its capabilities possible. Regular maintenance and updates help ensure that elevators are

working at their best.

"A lot of people don't think about the elevators or all the processes it goes through and how complicated it is," Kimberly reflects. "You can't always get parts; they may be custom-made for particular elevators. People need to make sure they have the maintenance and inspections done yearly to keep on it."

Pandemic Leads to Innovation

STATE CHAMBER HOLDS ITS FIRST FULL-DAY, VIRTUAL CONFERENCE

» Just like many businesses around the state and country, the Delaware State Chamber of Commerce had to pivot as a result of the COVID-19 pandemic. As a nonprofit that holds many events per year, the staff had to think creatively and find a solution to continue delivering important information to the organization's business and nonprofit members.

On July 21, the State Chamber successfully delivered its first full-day, virtual conference titled, *Putting Delawareans Back to Work: Economic Recovery in the First State*. The conference explored strategies and policies to restore the state's economy and to enable Delawareans to safely return to work. Topics covered included:

- The state of manufacturing and trade
- Workforce retraining
- Regulations and site readiness
- Access to broadband and closing the digital divide
- Safe office redesign
- Regional competitiveness and establishing Delaware as a leader in business climate

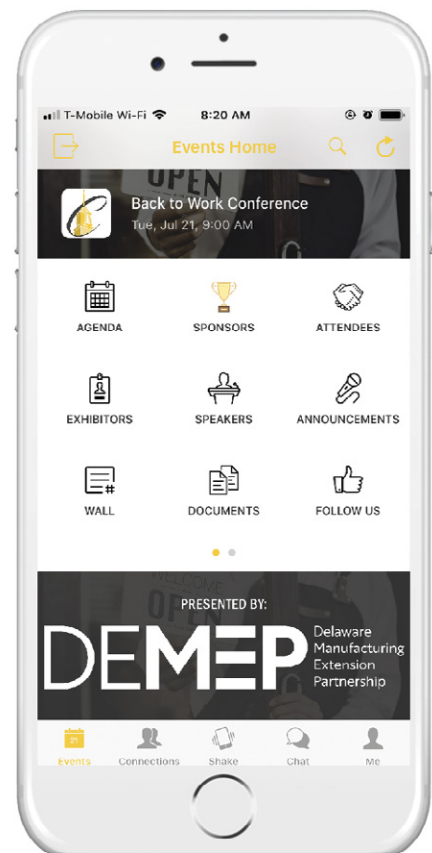
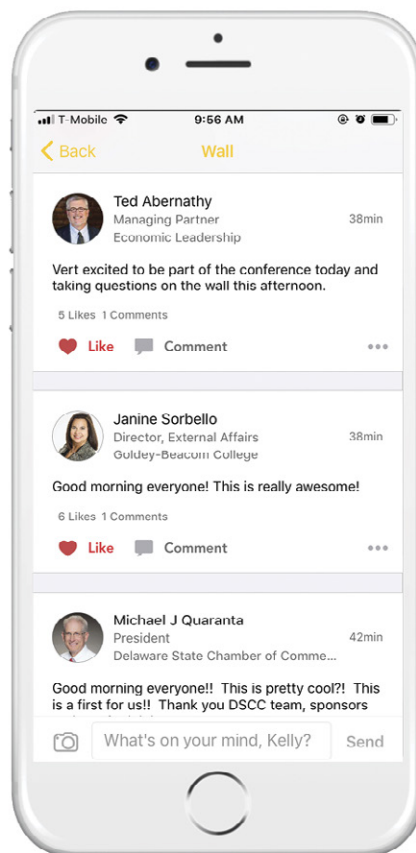
More than 300 attendees tuned in on their computers and mobile devices to participate in nine sessions that included a total of 24 speakers. The State Chamber's new mobile app also gave attendees the opportunity to network virtually and make new, meaningful connections with each other.

"This approach is a great innovation to address the limitations presented by COVID and related restrictions."

– Timothy J. Houseal, Young, Conaway, Stargatt & Taylor, LLP

"It's a pleasure to participate! Love how you have incorporated technology. Very cutting edge!!"

– Dr. Keanna Ralph, Goldman Sachs 10,000 Small Businesses at Community College of Philadelphia



Did you miss the conference? Watch our sessions on our YouTube channel, www.youtube.com/user/DEStateChamber/playlists

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Combating COVID-19 through Collaboration and Innovative Science

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SINCE THE START of the COVID-19 pandemic earlier this year, AstraZeneca – consistent with its values to follow the science, put patients first, and do the right thing – has progressed a number of initiatives to ensure the continued supply of its medicines to patients, to safeguard the health and wellbeing of all its employees and communities, and to make available a potential vaccine or treatment options for the virus.

To help contain the spread of the virus early on in the pandemic, AstraZeneca donated nine million face masks to support health care workers around the world, and partnered with the World Economic Forum's COVID Action Platform to identify the countries in greatest need. In the US, AstraZeneca donated to the CDC Foundation to expand US testing and data capabilities and deploy emergency staffing on the front lines at the state and local level.

In late April, AstraZeneca secured a landmark partnership with the University of Oxford for the global development, production and supply of their potential COVID-19 vaccine. At that time, the Company made a commitment to ensure broad and equitable supply of the vaccine throughout the world at no profit during the pandemic, should it prove safe and effective. To deliver on this commitment, AstraZeneca has strategically focused on partnering with governments, multilateral organizations and manufacturers to establish agreements for the distribution of the vaccine, if approved.

As of the end of July, the Company secured agreements for more than two billion doses of the vaccine with the UK and US governments, Europe's Inclusive Vaccines Alliance, the Coalition for Epidemic Preparedness (CEPI), GAVI the Vaccine Alliance, the Serum Institute of

India, and R-Pharm in Russia. AstraZeneca is working to secure additional agreements as well.

Beyond the vaccine, AstraZeneca mobilized global research efforts to discover novel coronavirus-neutralizing antibodies to prevent and treat progression of the COVID-19 disease. The Company signed agreements with academia and US government agencies and is progressing a combination approach consisting of a pair of monoclonal antibodies. Additionally, AstraZeneca is testing new and existing medicines in its portfolio across multiple therapy areas to treat the infection.

To support patients, AstraZeneca's AZ&Me program, which for more than 40 years has provided eligible patients (uninsured, underinsured and Medicare) with AstraZeneca medicines at no cost, has put proactive measures in place to minimize any potential impact to enrolled patients. This includes sending additional doses of product with patients' refills, and in some instances, shipping refills to patients earlier than scheduled – with the hope that these actions will ensure patients have uninterrupted access to their medication while providing peace of mind during this uncertain time.

AstraZeneca is a global, science-led biopharmaceutical company focused on the discovery, development and commercialization of prescription medicines, primarily for the treatment of diseases in three therapy areas - Oncology, Cardiovascular, Renal & Metabolism and Respiratory. With its North American headquarters in Wilmington, Del., AstraZeneca operates in over 100 countries and its innovative medicines are used by millions of patients worldwide. For more information on AstraZeneca please visit www.astrazeneca-us.com. ■



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ChristianaCare Helps Employers Ensure Safety in the Workplace

CONTRIBUTED BY CHRISTIANACARE

TO HELP EMPLOYERS manage the well-being of their workforce through the COVID-19 pandemic, ChristianaCare developed a virtual care service that provides daily monitoring of employees for COVID-19 symptoms, testing, if needed, and care for employees who test positive.

The Employee COVID-19 Symptom Monitoring and Testing Program is designed to increase safety and ease anxiety in the workplace by effectively monitoring employees' health. For employees, it offers the convenience of access to a registered nurse to discuss their symptoms and the opportunity for a telehealth visit with a provider.

The program relies on ChristianaCare's COVID-19 Virtual Practice and its award-winning CareVio care management program for symptom monitoring that includes daily bi-directional, secure text messaging.

Experienced and trusted partner

Currently, 21 employers in Delaware, Pennsylvania, New Jersey, Maryland, Virginia, Louisiana and Arizona are using the program. These companies range from construction and transportation firms to health care and pharmaceutical companies.

"This partnership has been truly amazing," said Brian DiSabatino, CEO of EDiS Company, a construction management company headquartered in Wilmington, Del. "We have approximately 80 employees who are managing hundreds of tradespeople over dozens of sites. The implications for shut-downs due to COVID-19 are massive. We sought out a partnership with ChristianaCare to control the one area of risk we could control – the decision to come to work healthy. By educating our employees and subcontractors about the symptoms of the virus, giving them a tool to securely review potential warning signs and a confidential relationship with a nursing staff, we think we are dramatically eliminating the potential for spread of the disease."

Accelerating Innovation

"The pandemic has accelerated ChristianaCare's digital and virtual transformation in ways we could never have imagined, and today we



are delivering highly coordinated care through telehealth and virtual visits," said Sharon Anderson, RN, BSN, MS, FACHE, chief virtual health officer at ChristianaCare and president of CareVio. "By using this program, employers can take a proactive, responsible step to ensure the well-being of their workforce and be confident they are partnering with an experienced and trusted health care team that has successfully monitored patients remotely for many years through our CareVio care management program."

Employees who test positive for COVID-19 have the option to receive care through ChristianaCare's COVID-19 Virtual Practice. As of July 20, the practice had provided care to more than 3,000 patients and conducted more than 3,700 virtual visits since the pandemic began.

"The COVID-19 Virtual Practice and the CareVio team have provided invaluable support to patients, especially those who may not need hospitalization, but need monitoring at home to ensure they are managing their symptoms appropriately," said Sarah Schenck, M.D., medical director of the COVID-19 Virtual Practice. "With the use of our video visit platform, we are able to deliver high-touch, high-tech care right from the convenience and safety of the patient's home."

To find out more, visit <https://christianacare.org/covid19-employers>. ■

Nemours duPont Pediatrics Expands Services in Milford

BY COLLEEN DAVIS, MSN, MBA, RN, FACHE

THE BEST IN PEDIATRIC SPECIALTY CARE will finally be close to home.

At the start of the coronavirus pandemic, Nemours Children's Health made a commitment to remain steadfast in support of our communities and employees, and to continue providing the highest quality of care to all children in the Delaware Valley. This included our promise of bringing our award-winning pediatric care to a new location in Milford, Delaware, in an effort to better serve the needs of more children in our community.

Construction of the Nemours Building on the Bayhealth, Sussex Campus began in December of 2018. And we are pleased to share that despite COVID-19, we are still on track to open our doors in a few short months. Nemours duPont Pediatrics, Milford will occupy the first floor of the new Nemours Building, complete with 34 exam rooms across 35,000 square feet. The new location will also include a café run by Southern Delaware's own Kaisy's Delights.

This will be a phased opening. In November of 2020, Nemours duPont Pediatrics, Milford will open with primary and senior care services, as well as limited gastroenterology specialty care. Nemours SeniorCare will provide dental and vision services, as well as hearing screenings, for eligible Delaware residents. Additionally, we will offer on-site care for many pediatric specialty visits through our video visit platform, Nemours CareConnect, until our full range of in-person services becomes available in Milford in April of 2021.

At that time, Nemours duPont Pediatrics will provide a wide variety of specialty, therapy and imaging services, in addition to senior care and primary care. Planned services will include:

- Allergy
- Audiology
- Behavioral health
- Cardiology
- Endocrinology
- Gastroenterology
- Imaging services including EKG, ECHO, EEG, X-ray and ultrasound
- Neurology
- Occupational therapy
- Orthopedics
- Otolaryngology (ENT)
- Physical therapy
- Primary care — relocating from Teal Creek Plaza
- Pulmonology



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- Speech therapy
- Urology
- Weight management

Nemours and Bayhealth have been long standing partners working to improve health and wellness in Delaware. Our common mission to serve, while also leveraging Bayhealth's medical destination vision, allowed the two organizations to come together. We believe in providing family-centered, quality care that is accessible to all.

We are grateful for the strong community support of this exciting endeavor. Continued support is crucial to help expand services and further our commitment to bring the very best in pediatric specialty care to the children of Southern Delaware. If you would like to help or learn more about Nemours duPont Pediatrics, Milford, please visit www.nemours.org/MilfordExpansion. ■



Colleen Davis, MSN, MBA, RN, FACHE is director of special projects at Nemours/Alfred I. duPont Hospital for Children.

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Tech Teams Keep Health Care Industry Going as Field Continues to Grow

BY MIKE MAKSYMOW

TECHNOLOGY IN THE HEALTH CARE INDUSTRY is more important than ever.

The breadth and depth of information technology is vast, especially in a growing health care system like Beebe Healthcare. The Lewes-based health care nonprofit has grown significantly throughout Sussex County in recent years – as has the need for a robust information services and technology department.

From coding, security, project implementation or building out site locations, there is something for anyone looking to enter the IT field and a need for entry-level workers looking to start a career.

When many look at a hospital, they immediately think of the great doctors and nurses that work hard every day to heal and save lives. What people do not usually associate with a hospital are the support teams, like IT, that work hard behind the scenes to ensure that these doctors and nurses can do their jobs and provide a safe environment of care.

Not all of these positions deal with just security. IT is an important part of enhancing patient experience in this high-tech world.

Community partnerships

Understanding the evolving platform of technology in the health care industry, Beebe quickly realized they needed a new way to fill IT jobs. Two programs were then developed to build the IT talent pipeline and support STEM (Science, Technology, Engineering, and Mathematics) jobs in Sussex County.

One is a high school student volunteer program that allows those who have the aptitude and interest in IT to participate in a variety of tasks – providing them general, but relevant workplace experience, independently and/or collaboratively. Student volunteers are engaged through Cape Henlopen High School and other student-based organizations in Sussex County.

The other is a work-based learning partnership between Beebe and Delaware Technical Community College's Owens Campus that has flourished in the years since. The internship program is an exceptional experience for top performing students, providing meaningful and practical work

related to the student's field of study while being more structured than the student volunteer program.

"Collaborations like the one with Beebe and Del Tech are a vital part of leading Delaware toward 21st century education practices," explains Bryan Horsey, director of the Office of Work-Based Learning. "Local workforce development opportunities simultaneously advance the competitiveness and career readiness of our students while helping both the employer and student – it's a win-win."

The 16-week program directly aligns with the Delaware Tech Information Technology and Networking (ITN) Associate Degree Program where the student's academic track (networking, security, programming, etc.) is matched with the appropriate Beebe IT's functional team. For example, a student enrolled in the ITN Security track will be assigned to Beebe's IT Security team, who will introduce the student to specific activities and tasks related to their course concepts, mentoring them along the way.

From coding, security, project implementation or building out site locations, there is something for anyone looking to enter the IT field and a need for entry-level workers looking to start a career.

Dr. Rick Kravelich, collegewide information technology and networking academic director at Delaware Tech, remarks, "We are fortunate to have Mike and his team in our students' corner. Time and time again, they have shown interest in helping our students to truly understand what it takes to be an information technology professional. Their thoughtful guidance, teaching, and coaching has not only made our interns better; it's made our program better on the whole. We're grateful for their partnership."

During the first two weeks of the program, students work with other functional teams to provide the exposure to other areas within an IT department.

Getting work experience to augment the formal classroom education is one key to landing a good job after graduation, but another important factor is building a peer network. Students learn that whether it's their first job, or the job after that, the opportunity will likely come from someone you know.

While working as a volunteer or intern, get to know the team members, ask for a reference, build your network, and keep in touch.

Planning for the future during a pandemic

COVID-19 has changed how Beebe conducts some aspects of business, such as transitioning some of our patient visits to telemedicine. Although this allowed patients to see their physicians safely from their own homes, increased use and adoption will allow Beebe to reach patients in rural areas or those with limited to no means of transportation.

Advanced technologies, many of which Beebe uses today, such as surgical robots and 3D imaging, will continue to evolve with the incorporation of artificial intelligence and virtual reality. Beebe recently developed a mobile app for COVID-19 screening and scheduled testing for the community. It was a huge technology win for an independent, nonprofit health system like Beebe.

With such advancements of technology comes one of the most basic and fundamental challenges in health care – providing single instances of patient records that can be updated in real time. They must be able to share securely as well as with any care provider at any time with high data integrity.

These examples prove that as the industry continues to grow, health care and STEM related jobs continue to intertwine. Over the next decade, there will likely be even more as technology continues to advance. ■



Mike Maksymow is vice president and chief information officer at Beebe Healthcare.



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Innovation and the Cost of Health Care

BY WAYNE A. SMITH

INNOVATION CAN and often does drive cost down. Innovation in health care is life saving and the benefits are exciting as we contemplate new drug discoveries and therapies that cure or better manage disease. However, simple math shows how costly the pace of innovation may be as we learn to cure or treat rarer and rarer disease populations. We as a nation need to figure out how to address this cost issue.

Take a flu vaccine for example. It is estimated to cost up to \$500 million to develop a vaccine.¹ Millions of Americans get the flu vaccine each year which is why it can be had at around \$20 a dose.²

On the other hand, there are numerous rare diseases that only affect a small number of people. These small populations must unfortunately take on more of the cost of a treatment, simply because there are less people to share in the burden. One study found that it can cost as much as \$2.6 billion to develop a new drug.³ Fewer people to split these costs can add up to a hefty price tag.

This is one of the factors contributing to a \$100,000 per year price tag on a drug that must be taken for life to treat sickle cell disease, a blood cell disorder that impacts approximately 100,000 people in the United States. A treatment for spinal muscular atrophy (SMA) — a disease that affects approximately 10,000 children and, in some forms, can cause many not to live past the age of two years old — carries a \$2 million price tag. The cure for many with Hepatitis C — Sofosbuvir — costs over \$80,000 for a three-month course of treatment. Luxturna cures blindness in kids caused by a specific genetic mutation — at a cost of over \$800,000.

Health care is already an expensive proposition for an aging nation. As exciting new discoveries are brought to market in the coming decades, important public policy decisions loom.

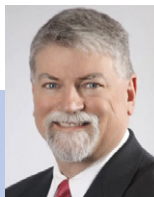


For those with rare diseases, accessing these lifesaving and life improving medications and therapies is critical — but who will pay? Patients? Health insurers? Very likely the government.

We are a creative and innovative people married to a system that allows for the productive investment of dollars in the types of research likely to accelerate the development of these very expensive drugs and therapies — treatments that are unaffordable to almost everyone and will require large increases in premiums to be covered by insurance.

We are also a compassionate people who will want to see these costs underwritten so people can live or better live. Neither our ethos nor system will allow people to die or suffer with these types of treatments available.

We are going to need to be a smart people to figure out the right way to encourage wonderful innovations like these and pay for them. This will be a growing challenge for our future. ■



Wayne A. Smith is president & CEO of the Delaware Healthcare Association.

¹ Irina Serdobova, MBA, PhD and Marie-Paule Kieny, PhD. *Assembling a Global Vaccine Development Pipeline for Infectious Diseases in the Developing World*. 2006.

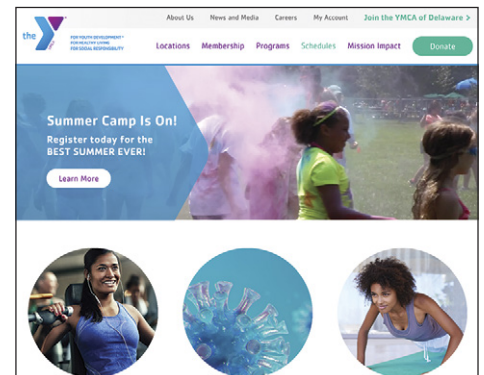
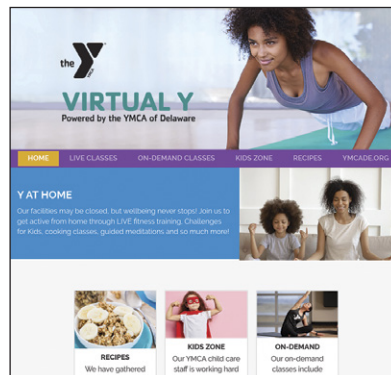
² CDC Vaccine Price List. July 2020.

³ Joseph A. DiMasi, Henry G. Grabowski, Ronald W. Hansen. *Innovation in the pharmaceutical industry: New estimates of R&D costs*. *Journal of Health Economics*. Volume 47, May 2016.

Shedding Your COVID-19 Pounds

Staying healthy amid quarantine

BY COLIN HEFFINGER



THERE IS NO DENYING the reality that COVID-19 has left a lasting impact on our lives. One of the aspects that has taken a significant hit from the mandated quarantine is physical activity. Being confined indoors typically limits the opportunities for physical activity, especially when gyms are often closed or operating at limited capacity. Most major sports have also been canceled and areas designated for these activities may be shut down. Fortunately, a well-known nonprofit organization has gone the extra mile to provide consistent exercise-based content for its surrounding communities: the YMCA of Delaware.

The YMCA of Delaware offers a variety of solutions to face the lag in physical activity triggered by the pandemic. This content ranges from live streaming classes, 5-minute break programs for parents and their children, access to cancer recovery and diabetes prevention programs online, safe in-person sessions and more. The aim of these solutions is to provide options based on comfort level. Individuals could easily watch and participate in a livestream within their home or go into the Y and exercise with socially distanced groups, all while still interacting with their favorite instructors.

Deborah Bagatta-Bowles, CEO of the YMCA of Delaware, explains how their team quickly adapted in the face of the pandemic. "We sprang into action because we knew our community needed some immediate relief," Deborah states. "We provide pre-recorded classes and live stream classes from our most popular instructors filmed at the Y or in the instructors' homes. Many programs offered have been aligned with school and camp schedules and provide parents

The surrounding pictures portray the ease of access to become involved in virtual content across the YMCA of Delaware's website and social media pages. Content produced by the YMCA of Delaware is available at no cost to view and participate in at any time on their virtual live website at <https://virtually.ymcade.org/live-classes/>. Prior posted video content can be watched on their Facebook page at <https://www.facebook.com/ymcade/>.

relief as well as keep kids engaged in a positive way. This is important for everyone's health and wellbeing, so we've made it available to all Delawareans - YMCA members and non-members."

Safety and variety of content are major priorities at the YMCA of Delaware. People will always desire to have choices and the ability to control workouts at their individual level of comfort and convenience. By safely offering sessions virtually and in person, the YMCA can serve more people throughout Delaware communities.

"We've received consistently great feedback," Deborah explains. "People have called the classes a lifesaver. They're able to continue connecting with instructors that they love and trust. Zumba zoom classes have provided people the opportunity to have fun and be engaged with their communities in unique ways."

"It's been very satisfying for our team to mobilize a response as well as develop new skills and experiences through developing virtual content. The worst thing that people can do is nothing," Deborah reflects. "We are really pleased to be able to provide these services to the community and look forward to continue doing so. The pandemic has proven to us that we can stay active and find new ways to stay connected." ■



National Diabetes Prevention Program Improves Health and Can Reduce Health Care Costs

BY JILL M. HUTT

HOW CAN YOU IMPROVE the health of your employees and their families and reduce health care costs at the same time? Offer the National Diabetes Prevention Program (NDPP).

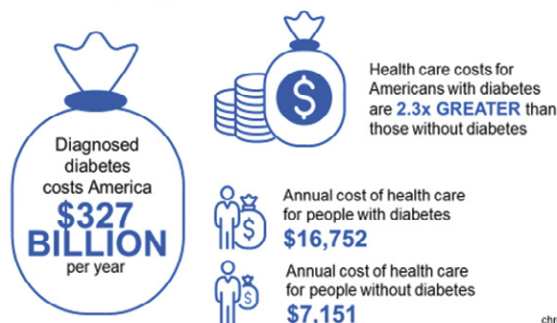
Diabetes is a chronic health condition affecting more than 34.2 million Americans at an annual cost of \$327 billion, including \$237 billion in direct medical costs and \$90 billion in reduced productivity, work-related absenteeism, unemployment from chronic disability, and premature mortality. Health care spending for people with diabetes is 2.3 times greater than those without diabetes (cdc.gov). In 2017 over 85,400 Delawareans age 18 or older had diabetes (dhss.delaware.gov). Annual diabetes and prediabetes costs in Delaware are estimated at \$1.1 billion, reflecting \$818 million in direct medical expenses and \$293 million in indirect costs (diabetes.org).

The burden of diabetes is devastating physically, emotionally, and financially, and can cause serious complications such as heart disease, kidney failure, and blindness. The need to prevent type 2 diabetes has never been greater.

Prediabetes is a condition where a person's blood sugar is high, but not high enough to be diagnosed as diabetes. Risk factors for prediabetes include age greater than 45, extra weight, a family history of diabetes, or lower levels of physically activity. One in three American adults have prediabetes and 90 percent don't know they have it (cdc.gov). In 2017, 94,628 – or 12.5 percent – of Delawarean adults reported being diagnosed with prediabetes (dhss.delaware.gov).

Without taking action, many people with prediabetes could develop type 2 diabetes within five years, placing additional burden on employers with increased direct and indirect costs. Fortunately, type 2 diabetes can

Preventing Diabetes Makes Sense for Employers



Potential VOI for Employers Covering the National DPP Lifestyle Change Program

Direct Financial Benefits

- Lower health care costs
- Lower workers' compensation costs
- Lower safety costs

Additional Financial Benefits

- Better job performance
- Decreased absenteeism
- Higher employee engagement
- Increased team and leadership effectiveness
- Lower turnover
- Enhanced recruitment
- Increased job satisfaction
- Avoided and delayed chronic illness and disability
- Better customer service
- Less retraining

be prevented. To address this urgent need the Centers for Disease Control and Prevention (CDC) developed the evidence-based National Diabetes Prevention Program (NDPP).

The NDPP is a lifestyle change program proven to prevent or delay type 2 diabetes. Participants learn to make healthy food choices, be more physically active, and find ways to cope with problems and stress. These lifestyle changes can cut their risk of developing type 2 diabetes by as much as 58 percent (71 percent for those 60 or older). The program is delivered in-person or online. Outcomes have shown up to 5-7 percent loss in body weight, reduced hypertension and improved cardiovascular health (cdc.gov). Public and private employers have reported success with employee engagement and outcomes after offering the NDPP (chronicdisease.org).

The NDPP is covered by many health insurers. Even without insurance coverage the cost of the NDPP is economical – typically \$300-\$600 under a

pay for performance program linked to key milestones (enrollment, completion, success). By offering the program, employers can realize a potential value on investment (VOI) in direct and indirect financial benefits. The opportunity to offer this benefit is supported by national and state governments, professional health associations, and organizations representing employers.

In the near future Delaware employers will receive an e-mail invitation to complete a brief survey designed to understand awareness of the NDPP and to identify opportunities to offer the NDPP to employees and their families. To learn more visit: <https://tinyurl.com/CDCDiab>

<https://tinyurl.com/DHSSDiab>

<https://tinyurl.com/GPBCHDiab> ■



Jill M. Hutt is vice president of member services at the Greater Philadelphia Business Coalition on Health, which serves employers in southeastern Pennsylvania, southern New Jersey and Delaware. Visit www.gpbch.org for more information.

Wendy Bailey, trainer educator at Delaware Health and Social Services Diabetes Prevention and Control, contributed to this article.



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South Coastal Health Campus Shows Beebe's Commitment to All of Sussex County

BY DR. DAVID TAM

STANDING IN THE NEW INFUSION CENTER at the South Coastal Cancer Center, I realized that I had never been in such a comforting, warm, and welcoming space inside an oncology facility through all my years as a health care professional.

The light brightened the room from the large windows. The garden beds were full of color. The fireplace to warm the heart and body during cold Delaware winters – which I have yet to experience. This facility says a lot about the Beebe team that had the foresight to plan and execute a facility that is so focused on the patient's experience during what is often a very difficult time of medical care for people and their families.

My dad, who recently passed from his battle with cancer, would have really loved sitting by the fire looking out at the greenery, sipping his tea, and reading his paper. It would have comforted him to have the freestanding emergency department right down the hall if there was a need for that service.

But buildings are just buildings if the people working in them don't truly make the difference. The teams at this health campus have been looking forward to the opening of the facility to care for the patients who live and visit the South Coastal area around Millville, Dagsboro, Bethany Beach, Fenwick Island, Ocean View, Millsboro and all of the other towns nearby.

Many of the team members live in the area and know first-hand how needed these services are in the area and how convenient it will be to have

emergency and oncology services close to home for their fellow community members. Also, as people who live in this area, they know how best to care for people who are friends, neighbors, and sometimes family. Cultural awareness and understanding is key in developing empathy, which is such an important ingredient in the delivery of truly exceptional care.

The opening of this campus signifies the completion of the first project in the Next Generation of Care expansion. It is a celebration of tremendous value to our team that we shared with you in the virtual world due to COVID-19.

The pandemic has changed many things about how healthcare is delivered in Sussex County, including how it has shaped the Next Generation of Care. Beebe quickly worked together as a team to bring advanced innovations to our patients in need of care.

Beebe Medical Group rolled out a telemedicine platform months ahead of schedule so that patients could see their physician from the comfort and safety of their home. We've also enhanced our tele-monitoring of patients in the hospital and for those in need of Beebe Home Care Services.

Beebe has changed how we communicate with you – whether that be through town halls, Facebook Live from testing sites, or answering your questions on our COVID-19 Screening Line.

We've rapidly changed our processes to keep you safe, but also created new operations – such as our Georgetown Walk-In Care converting to the COVID Positive Care Center.

Team Beebe has emerged from the crisis phase of this pandemic as a stronger health system. We have been forced to move more quickly than we ever had before, to swiftly innovate, and to be more flexible than usual



in the face of prolonged crisis. Like the Marines: adapt, improvise, and overcome.

And while many things have changed – some things will always remain when you walk through the Beebe doors.

Safety remains our highest priority, and we've made very intentional and deliberate decisions to keep you safe whether it is visiting your primary care physician, a Walk-In Care center, or coming in for your scheduled surgery.

What also won't change is the Beebe brand of compassion that our patients have come to know and trust. It shines through in the exceptional experience we promise every patient, every time. It's because, like at the South Coastal Cancer Center, you are our friends, neighbors, and family.

That is our commitment to you as we usher in the Next Generation of Care. It is not just about the new buildings and innovative technology but about keeping our promise to provide the highest quality and compassionate healthcare to the people of Sussex County, and fulfilling our vision of making our community one of the healthiest counties in the nation for those who live, work, and visit our beautiful part of the country. ■



Dr. David Tam joined Beebe Healthcare in April 2020 to serve as president & CEO.

Procter & Gamble Dover Wipes Plant

What makes our site a great place to work and live?

Our PEOPLE— who are passionate & competitive and able to build capacity in the relentless pursuit of excellence.

And LOCATION— We are centrally located to many major cities enabling us to work hard and play harder!



Here at the Procter & Gamble Dover Wipes Plant, we are the makers of Pampers baby wipes which we distribute to families throughout the United States, Canada, and Puerto Rico. Located in West Dover, our site was built in 1973 with approximately 5,000 square feet of the facility under roof. Since P&G acquired the site, our business production capacity has more than doubled to keep up with consumer demand and we directly employ approximately 170 P&G employees .





Building a Legacy of Craftsmanship, Character and Commitment

M. Davis & Sons celebrates 150 years in construction **BY MONIQUE JACKSON**

IT IS NOT OFTEN that you hear about a company celebrating 150 years in business. It is even less often that the same family has been running the company, weathering the storms of various historical events and economic downturns. M. Davis & Sons is celebrating our 150 year anniversary throughout 2020, and our success is owed to the five generations of the Davis family as well as our team who are committed to providing a superior level of craftsmanship and dedication to our customers.

M. Davis & Sons was started in 1870 as a tinsmith in Wilmington, Delaware, with Edward Davis as its sole employee. We have grown to five

fabrication shops, and a multitude of customers across the Mid-Atlantic region. Throughout each of our changes in ownership, new ideas have been brought to the table to keep our services and offerings current and on the cutting-edge of technology.

The growth we have experienced was not always linear, nor has it been easy. When we entered the Great Depression, many Americans were out of work but still needed repairs done to their homes and businesses. When work with the larger textile mills and customers slowed, Marcellus Davis Sr. realized small customers still needed roof and furnace repairs and pivoted to focus services on these local customers. It is this resilience



A look back at the first of many trucks for M. Davis, a circa 1975 Ford crane truck.

and dedication with which we serve our customers that has allowed us to continue to provide services throughout the years.

In the 1960s, with Pete Davis leading the company and his son and current Chairman Charles Davis working beside him, M. Davis & Sons once again pivoted, shifting the focus of the company to industrial work. If not for this decision, M. Davis & Sons would not be the company we are today, servicing a multitude of large industrial customers. The work we have done for these large companies led to the introduction of our formal Safety Program in 1974, which we pride ourselves on. Safety proves time and time again to be the most important aspect of our work, not just for our customers but for our team. Our dedication to safety keeps projects running smoothly and our team members attend weekly meetings to learn more and ensure procedures are being followed.

When our CEO Peggy DelFabbro assumed the role of CEO in 2008, she became the fifth generation of the Davis family working for the company. Peggy went on to obtain a women-owned business certification for the company, which has been monumental in helping us obtain new customers, network with large corporations, and grow our own Supplier Diversity program.

In the late 1990s and early 2000s, two major capabilities were added, with our Electrical Department opening and Modular Process Skids being added to our fabrication offerings. Looking to diversify services further, we introduced our Boiler Group in 2015, and acquired our own line of Power Distribution Equipment, VTi by M. Davis, in 2017. All these decisions to add capabilities, tap into new markets, and constantly make sure we are advanced in our offerings

has helped M. Davis & Sons service our customers in many ways. We use the tagline “One Source for All” to let our customers know we can complete most aspects of their project ourselves, without the need for multiple subcontractors.

Like we did during the Great Depression, we again find ourselves in yet another uncertain time for not only America, but most of the global world. We are lucky we had a crisis management plan already in place, which has helped us navigate the current global climate with a clearer sense of direction. This plan was put in place during the Recession of 2008, and we are still following guidelines set forth then, today. We are fortunate our services are recognized as essential, which allows us to keep our team working and complete our customers’ projects.

We take pride in our ability to say we have been in business for 150 years, not only because it is a great milestone, but because we have been through unclear times before. Of course there is no way to know exactly what will happen or what the future will bring when faced with this level of uncertainty, but due to the efforts of the generations before us, our management team, and our team members, we look forward to the future knowing that our entire team will work to ensure that M. Davis & Sons will remain a resource for our customers. ■

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A More Resilient Future for Agriculture in Delaware, and Across the Globe

Corteva Agriscience has committed to ambitious goals to advance sustainability for farmers, for the land, for communities and in their operations **BY ANNE ALONZO, SVP, EXTERNAL AFFAIRS AND CHIEF SUSTAINABILITY OFFICER**

AS WE WRAP UP our first year as a stand-alone company, we continue to navigate the Covid-19 pandemic and prepare for a post-pandemic world. Two critical issues are emerging on both a local and global scale: agricultural sustainability and food security.

These interconnected issues are not new to us at Corteva, to our colleagues in the food supply chain, or to farmers who continue to do what they've always done: produce a safe, nutritious and abundant food supply while stewarding the land.

However, this year's events have created a crossroads, adding extra emphasis to the need to reimagine a stronger and more resilient future.

Producing more food, sustainably

Farmers across the US, including those here in Delaware, have long invested in the sustainability of their operations. Helping them continue to strengthen and stabilize their operations for the long run - as well as the industry as a whole - is critical. You see, in the backdrop of the pandemic lies the need to double productivity in the next 30 years just to meet the needs of the growing global population, while continuing to protect the land, water and air resources that make food production possible.

Even before the pandemic, more than 121,000 Delaware residents struggled with hunger, including more than 38,000 children, according to Feeding America.

As the only U.S.-based, major agriscience company completely dedicated to agriculture, Corteva sits at the heart of these and so many other critical challenges facing farmers and society.

We provide farmers with integrated solutions that combine seeds, seed-applied technologies, agronomy advice, and digital services with crop protection products with favorable environmental profiles. We help farmers increase their productivity while, at the same time, enabling them to sustainably produce sufficient and healthy food.

Our commitment to sustainability and our communities

On June 1, we announced a robust set of 14 sustainability goals to continue our ongoing work to increase the resilience of our global food system over the next 10 years.



The Corteva Farm at the Food Bank of Delaware features two high tunnels and a propagation house.

They span a wide range of initiatives for farmers, the land, communities where Corteva Agriscience employees and customers live and work, and in our operations. Improvements in soil health, on-farm productivity, climate action, water stewardship, biodiversity, supply chain transparency and worker safety, among others, are included.

Helping the communities where we live and work is a key pillar in our sustainability work.

One shining example is the support we provided to the Food Bank of Delaware underscoring the commitment we have to providing sustainable solutions for food security. We were proud to donate financially and to provide volunteer support to help establish the Corteva Farm, an on-site, four-acre produce farm that supplies food for the community supported agriculture (CSA) program, retail sales and hunger-relief programs. In fact, the farm is expected to produce 60,000 pounds of food annually by 2022.

These advances also created hands-on gardening and agriculture learning opportunities for individuals and groups, including students and previously incarcerated adults who seek a better future through a career in foodservice and the culinary arts.

Lt. Governor Bethany Hall-Long shared that the Corteva Farm “provides Delawareans with better access to the food they need, improve nutrition, and help train the next generation of leaders to ensure agriculture continues as a leader of industry in our state.”

This spring, in response to the food security needs in our community, Corteva continued our history of support by creating a corporate challenge grant to encourage other companies to donate. We also invited employees to show their support by contributing to a virtual food drive, leveraging the Food Bank's purchasing power which allows donations to go further than it would at the grocery store.

We're In It for Good

As we advance along our journey to be a positive force in the communities in which we live and work and be a positive impact in the world, please know that Corteva is in the sustainability business and ...we're in it for good!

Learn more about Corteva and our commitment to agriculture and sustainability at www.sustainability.corteva.com. ■



DEMEP and Advanced Materials Technology Partner for Growth

*Silica Operators Mark Parrish
(foreground) and Damion Collier
(background) monitor the silica
bonding process.*

DEMEP and Advanced Materials Technology Partner for Growth

By Allison Hayes

Fifteen years ago, scientists Joe DeStefano and Tim Langlois took a chance and combined their knowledge and years of experience to form a new company using 2,000 square feet of laboratory space in Wilmington.

Since then, Advanced Materials Technology (AMT) has grown to more than 40 employees in a 14,000-square-foot facility and serves the analytical industry as a leader in research and design of high-quality testing materials for scientists around the world.

How did they do it? With hard work, cutting edge research, a strong focus on customer service, and some help from the Delaware Manufacturing Extension Partnership (DEMEP).

"DEMEP provided valuable training that we, as a small company, would otherwise not have been able to find or afford," said Jason Lawhorn, AMT's research manager.

In 2012, AMT wanted to introduce its products to a wider customer base. To advance the business, the company needed to enhance its production capabilities with formal training in manufacturing processes and optimization. Their search for a training resource led them to DEMEP, a federally and state-funded non-profit organization committed to helping Delaware's manufacturers improve their global competitiveness.

DEMEP is the official representative of the MEP National Network in Delaware. The MEP National Network™ is a unique public-private partnership that delivers comprehensive, proven solutions to U.S. manufacturers, fueling growth and advancing U.S. manufacturing.

DEMEP operates as a recipient through Delaware Technical Community College in partnership with the United States Department of Commerce, National Institute of Standards and Technology, Delaware Division of Small Business, and the Delaware State and local Chambers of Commerce. Through these partnerships, DEMEP draws its resources from local and national universities, community colleges, research

institutions, private consultants, and a network of 51 MEP Centers located in all 50 states and Puerto Rico. With these unique relationships, DEMEP can provide its clients confidential access to their industries best practices, processes and business improvement methodologies.

"One of the things that really makes DEMEP stand out is the personal relationship we develop with our clients," said DEMEP Specialist Kelly Mckeown. "We become a business advisor who can grow with a company as their needs evolve."

AMT's internationally recognized products are sold under the brand name of HALO®. The HALO® Fused-Core® columns are the main consumable component when using high pressure liquid chromatography (HPLC) testing instruments. These instruments are commonly used in laboratories to analyze a wide variety of liquid and solid mixtures in the pharmaceutical/biopharmaceutical, food and beverage, environmental, and industrial industries, as well as in the clinical, toxicological, and academic sectors.



*AMT Quality Assurance Technician
Christiane Funk prepares to analyze a column
with the quality control sample.*

“One of the things that really makes DEMEP stand out is the personal relationship we develop with our clients. We become a business advisor who can grow with a company as their needs evolve.”

~ Kelly Mckeown
DEMEP Specialist



AMT R&D Technician Bob Moran installs a HALO® HPLC column.

AMT has completed a dozen training programs, including lean manufacturing implementation, project management, data analysis, leadership training, and Learn Six Sigma Green Belt training. This training was valuable for team members so they could speak the same language within the group and work cohesively to move the company forward.

The Learn Six Sigma training requires participants to complete projects during the course to practice implementing the Learn Six Sigma tools. The green belt projects identified the need for scrap reduction and improving the production time for the column loading process, a key step in the production of HALO® Fused-Core® columns. DEMEP's Learn Six Sigma Green Belt training provided the tools for the company to systematically improve processes throughout



Left to right: AMT HR & EHS Manager Dan Casey, DEMEP Specialist Kelly Mckeown, AMT President Tim Langlois, AMT Director of Sales & Marketing Stephanie Rosenberg

Photography by
Cherie Roberts

“As we hired more technically advanced employees and the company started to grow, our training needs grew as well, and DEMEP grew with us,”

~ Jason Lawhorn
Research Manager, AMT

the organization. The training projects produced annual savings of more than \$300,000 in scrap reduction and reduced the travel distance of the column-loading process by 60 percent, resulting in improvements to on-time delivery, customer satisfaction, and a stronger financial bottom line.

“While we identified this project as a company,” Lawhorn said, “DEMEP provided the tools and programs for us to systematically improve our process throughout the organization.”

AMT prides itself on a 95 percent employee retention rate and a quality-focused culture, and Lawhorn said the DEMEP trainings have contributed to that.

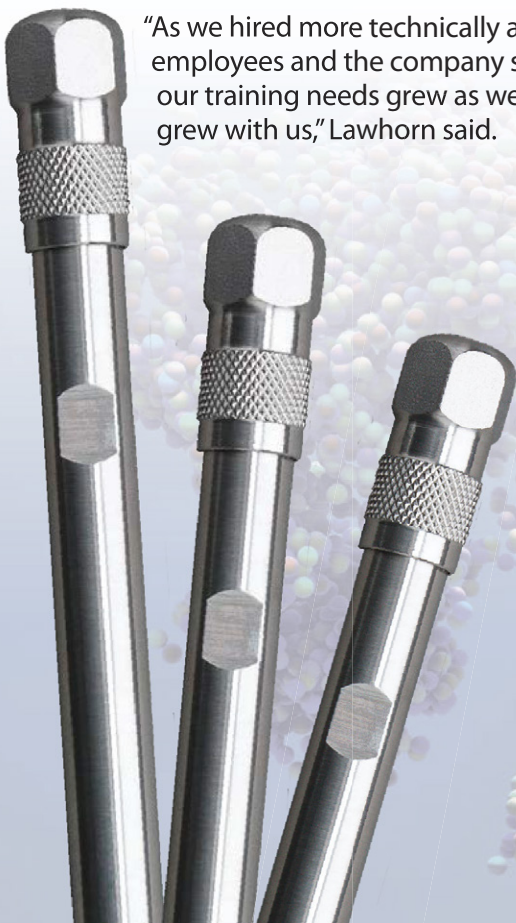
“As we hired more technically advanced employees and the company started to grow, our training needs grew as well, and DEMEP grew with us,” Lawhorn said.

This growth is on track to continue. The company is currently working with DEMEP on ISO-9001 certification that acts as proof of meeting a set of international standards on quality management and quality assurance. This certification strategically assists with AMT’s growth plan to increase international sales. To develop this strategy, AMT once again turned to DEMEP, and participated in an ExporTech™ program.

“This program helped us develop and implement a very comprehensive export plan that is specific to AMT, our industry and customer base,” Langlois said.

According to Lawhorn, AMT is now looking into innovation training because “even with everything we’ve done, DEMEP has shown us that in the true spirit of continuous improvement, there is always more to do.” He said the innovation training will help the company put in place tools and processes needed to identify the next new product and get it to market quickly and cost-effectively.

“We can all speak the same language now,” said Dan Casey, HR & EHS manager for AMT. “We have standardization so that our customers are getting the same high-quality product every time. The programs from DEMEP have helped turn us into what we are now. We are learning how to turn a start-up into a world-class manufacturing company.”





AMID THE GREATEST public health crisis in more than a century, the people of Delaware—and all Americans—are gaining a renewed appreciation of manufacturers' role in securing our nation and creating the future. That's something we will need to harness as the pandemic accelerates demand for more skilled workers in modern manufacturing.

Modern manufacturers are still saying, "Creators Wanted." While the industry has not escaped employment shifts from COVID-19, there were still 328,000 manufacturing job openings in May, up from 315,000 in April. And, according to a 2018 study by The Manufacturing Institute and Deloitte, we still may need to fill 4.6 million job openings by 2028.

It's easy to see why. In times of challenge and in moments where we need innovation, the people of manufacturing always step up to meet the need. Right now, despite COVID-19, manufacturers in the United States are inventing and building the technologies of the future, expanding on revolutionary breakthroughs such as artificial intelligence, augmented reality, block chain and 5G and discovering ways to improve sustainability, energy efficiency and water conservation.

And, in the face of COVID-19, everyday superheroes in the industry are researching for cures and treatments, producing personal protective equipment, keeping us connected and supplying food and other necessities.

The simple point is that to rebound from COVID-19 and make a better tomorrow, we'll need creators.

But we know young people and emerging workers aren't in our talent pipeline in sufficient numbers because they don't know enough of this story—and because outdated perceptions of the industry get in the way.

That's why manufacturers—in Delaware and across the country—host MFG Day events each year. Beginning on the first Friday in October

with events that continue throughout the month, MFG Day is organized nationally by The Manufacturing Institute. It helps showcase the reality of modern manufacturing careers by encouraging thousands of companies and educational institutions to be part of the national movement. MFG Day empowers manufacturers to engage with students, educators and influencers so they can help their communities, the industry and future generations thrive.

Typically, events take the form of tours of manufacturing facilities, but this year presents an opportunity to build more virtual events as we prioritize the safety and health of interested participants—and to reach more students and educators. The Manufacturing Institute recently hosted a webinar and created toolkits to help companies and institutions navigate MFG Day during COVID-19, publishing those resources at CreatorsWanted.org. Companies can also register events at the site so that parents, students and educators can easily find opportunities in their areas.

The country is counting on manufacturers to lead our economic recovery and renewal. But our future is only as bright as the young people we welcome into our industry. And for that reason, MFG Day has never been as important as it will be in 2020. ■



Carolyn Lee is executive director of The Manufacturing Institute. The Manufacturing Institute grows and supports the manufacturing industry's skilled workers for the advancement of modern manufacturing.



Want to Boost Your Career?

Take a major step in achieving your goals with
Wilmington University's Dual-Credit Certificates

CONTRIBUTED BY WILMINGTON UNIVERSITY

WILMINGTON UNIVERSITY'S Dual-Credit Certificate programs are an affordable and accessible option for expanding your education to meet new job qualifications and meet your professional goals. Certificates can benefit your career at any stage. They build your résumé and they can even accumulate credits toward a degree. Better yet, WilmU makes it easy to apply, enroll and attend classes.

Here are 10 ways WilmU's certificate programs can help you make your next move.

1. Choose your path. WilmU currently offers certificates in more than 70 subject areas to match your career path and academic interests. From small business management and health information technology to special education and graphic design, many certificates can be completed in as little as one year, with over 50 available for completion completely online.

2. Find career opportunities. WilmU's certificate programs offer convenient, focused education for working learners. Whether you're looking to advance in your current position, need additional learning for career change, or considering employment in an evolving field, certificates provide a manageable option for upgrading your skill sets or acquiring additional training.

3. Add value to a degree. For bachelor's and master's degree students, career-oriented certificates in specialized subjects allow them to customize

their degrees and stand out in a competitive job market. Since many certificates include courses required by related degree programs, students can often earn them without adding time or expense to their course of study.

4. Build a degree from a certificate. You can apply the same credit hours you have earned through a Dual-Credit Certificate toward a bachelor's or master's degree in a related subject, if you choose to continue your education.

5. Accelerate an advanced degree. When earned in conjunction with a bachelor's degree, certain certificates can even accelerate master's degree studies. In WilmU's College of Technology, for example, a student who fulfills a bachelor's degree's elective requirements with the courses that make up the Technology Project Management certificate can reduce the course load – and the cost – for a Master of Science in Information Systems Technology.

6. Earn some exposure. Even high school graduates can benefit from WilmU's certificate programs. Those who aren't yet ready to commit to a degree program, but recognize the value of gaining career-oriented skills as they enter the workforce, may find Dual-Credit Certificates useful stepping stones to employment as well as college degrees.

7. Learn from experience. The courses that constitute WilmU's certificate programs are taught by the same instructors who teach the

WilmU's Most Popular Certificate Programs

College of Business

- Human Resource Management
- Training and Staff Development
- Entrepreneurship/Small Business Management

College of Education

- Special Education: K-12 Teachers
- Special Education: Autism/Severe Intellectual Disabilities
- Special Education: Early Childhood Exceptional Children

College of Health Professions

- Health Information Technology
- Psychiatric Mental Health Nurse Practitioner
- Family Nurse Practitioner

College of Social and Behavioral Sciences

- Child Advocacy Studies
- Trauma-Informed Approaches
- Criminal Justice

College of Technology

- Digital Evidence Discovery
- Digital Evidence Investigation
- Graphic Design

university's degree programs. They are experienced professionals and active practitioners who bring real-world lessons and cutting-edge insights to the classroom.

8. Learn close to home. With classrooms throughout Delaware and South Jersey, and many certificates available entirely online, WilmU makes it possible for you to attend the classes you need wherever you are.

9. Study on your own schedule. Daytime, evening and weekend classes, as well as semester, block and modular schedules, offer you the flexibility

to pursue your studies on your schedule. Classes begin every eight weeks, allowing you to choose from six start times per year for most academic programs.

10 Apply quickly and easily. No standardized test scores, such as SAT, ACT or GRE, are required for enrollment, so getting started is quick and more convenient than ever.

To learn more about Wilmington University's Dual-Credit Certificates – and to apply today – visit wilmu.edu/Certificates. ■

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THE GROWING NEED for Data Literacy and Cybersecurity

BY DR. THOMAS DODDS AND DR. JAMES WATERS

BUSINESSPEOPLE LIVE in a world dominated by information. We are constantly bombarded by fast moving, complex and vast data flows characterized by the 3V's (Volume, Velocity, and Variety). Even finding somewhere to put the stuff is daunting, let alone knowing what questions to ask of it. Traditional approaches to data handling cannot cope with this new paradigm. These forces make life challenging enough, but we need to be able to make sense of this river of information in near real time and more importantly be able to leverage it for rapid, consistent, and accurate decision making. Bad decisions have consequences. Just ask Blockbuster, Kodak and Barnes and Noble.

Consequently, data science and data analytics have emerged as important and growing disciplines and as a route to well-rewarded employment. Students with skills in data science, data analytics and related data wrangling approaches will soon be twice as employable as those without such skills, and even now there is a serious shortfall of qualified data analysts. Added to this is the fact that business employers are crying out for graduates with good data literacy skills, and there is ample concern that many graduates currently lack vital data literacy skills. Many of them show a puzzled puppy expression when you mention pivot tables.

This is where Neumann University's program in Data Science and Analytics fills the gap. Our DSA major makes students both more employable in terms of academic qualifications and also equips them better for a world where the ability to extract actionable meaning from vast, complex – and rapidly growing – amounts of data is no longer just nice to have but absolutely necessary. The program takes students from novice to well-prepared graduates in a structured arc covering basic concepts, statistics, analytics, data visualization, database, data warehouse, and business intelligence applications. Graduates will be well prepared for the data world we live in and able and eager to adapt to the inevitable, immense, and inexorable changes we will see in the coming years.

Cybersecurity

Cybercrime is one of the most serious threats facing individuals and industries around the world today. The lack of cybersecurity professionals continues to be of grave concern as the number of devices connected to the

internet is estimated to reach 50 billion worldwide by 2030, according to a study by Strategy Analytics. Tim Cook, Apple's CEO, was quoted as saying that "criminals are using every technology tool at their disposal to hack into people's accounts. If they know there's a key hidden somewhere, they won't stop until they find it."

The result is that the demand for skilled professionals with the expertise to prevent and fight cyber intrusions and breaches is growing exponentially. According to the security jobsite CyberSeek, every year, in the United States alone, 40,000 security analyst jobs go unfilled, and employers are struggling to staff over 200,000 other security-related positions. This is a great opportunity for students to embark on a challenging and exciting journey where they can make a difference.

The Neumann University Cybersecurity program prepares students for these demanding roles that protect critical computer systems, personal information, and intellectual property from cybercrime in both the private and public sectors. Graduates can expect to be competitive in the job market as demand for cyber professionals with a bachelor's degree in cybersecurity is expected to grow 18% through 2024 (Bureau of Labor Statistics, 2018). In addition, the program aligns with certification exams such as Security + and Certified Ethical Hacker (CEH). Neumann University students who complete the Cybersecurity program will understand how hackers hack, how to manage security incidences, how to protect critical infrastructures from the bad guys and become a vital resource in the battle to stop cybercrime. ■



Dr. Thomas Dodds and Dr. James Waters are professors in the Neumann University School of Business. They direct the Cybersecurity and Data Science and Analytics majors.

UD PCS Helping Region Recover

Scholarships, discounts and payment plans offered
for in-demand programs **BY ADAM S. KAMRAS**

SERVING LEARNERS across the lifespan continuum, the University of Delaware's Division of Professional and Continuing Studies (UD PCS) provides educational opportunities for anyone seeking to begin or complete their college career, enhance their academic or professional skills, or enrich their personal life.

In 2019, UD PCS facilitated more than 22,000 credit, noncredit and Osher Lifelong Learning Institute (OLLI) enrollments for participants in a wide selection of programs designed to serve numerous interests and purposes. As a result of the impact of COVID-19, the need to upskill, reskill and refocus may now be greater than ever for some people.

"UD PCS is concerned about everyone in Delaware and the surrounding region who has lost their job or experienced any other COVID-19-related hardship," said George Irvine, associate vice provost for UD PCS. "Looking to do our part to aid in the recovery, we are pleased to help those affected take the next steps forward by offering in-demand programming supported by financial assistance and complemented with free seminars."

Designed to equip participants with career and personal strategies to help navigate the current economy, the free live-online Power Up Your Career Summer Seminar Series addressed relevant topics, such as career shifting, resume updating, social media presence, networking and virtual interviewing. Power Up resumes in the fall with additional free seminars. More than 400 people have registered for Power Up programs since April.

UD PCS' noncredit programs address a variety of subjects, including business and information technology, drones, health care, law, safety and test preparation. Many of the classes provide training for professions and skills that have had substantial increases in the need for proficient practitioners because of COVID-19.

"While the medical field is quickly adapting to an enormous surge in virtual visits and an increased demand for registered nurses, all industries have been faced with the decision of what, if anything, to post on social media during the pandemic," said Irvine. "UD PCS programs like Advanced Telehealth Coordinator Certificate, RN Refresher and Social Media Marketing are a few of the many examples of our courses providing necessary and topical training."

Along with scholarships for numerous programs, UD PCS offers payment plans as well as discounts for early registration, active military members and veterans, memberships in business associations, groups of two or



As a result of the impact of COVID-19, the need to upskill, reskill and refocus may now be greater than ever for some people.

more, and UD students and alumni. In addition, anyone who experienced a job loss due to COVID-19 may be eligible for a Delaware Workforce Investment Board (DWIB) training grant.

In response to COVID-19-related social distancing guidelines, UD PCS increased its live-online options of test preparation courses for the ACT, SAT, GMAT, GRE, LSAT and Praxis exams. Financial aid and various discounts are available for most test preparation programs.

The Osher Lifelong Learning Institute has transitioned from on-site classrooms in multiple Delaware locations to a virtual program designed to bring members from OLLI's programs throughout the state together. More than 40 interactive live-online classes were conducted in July, and this format is continuing in the fall. ■



Adam Kamras is the communication specialist at the University of Delaware's Division of Professional and Continuing Studies. For more information about any of UD PCS' programming, visit pcs.udel.edu or call 302-831-7600.

Guide to Education and Workforce Development



Building the Workforce of the Future

BY KANA TURLEY

DELAWARE IS COMPETING with neighboring states to retain young talent and develop a workforce built for the future. According to a Wall Street Journal study, 42 percent of graduates from Delaware colleges and universities move to Philadelphia, while another 26 percent move to New York, Baltimore, and Washington, DC. Another study by Zippia states that over 70 percent of Delaware graduates leave the state for their first job.

Although Delaware offers a business ecosystem with varied career options, a low cost of living, and limitless networking opportunities,

young professionals are choosing to relocate after their time in Delaware. According to Scott Malfitano, a vice president at CSC, this steady drain of talent “has consequences for the state’s workforce, communities, and economic development. If we want to secure a strong future for Delaware, we need to cultivate a talent pipeline for the state and capture the attention of young professionals when they are here.”

These workforce concerns from both the state’s business community and inquiries from companies looking to call Delaware home prompted

“WSFS Bank is incredibly excited to partner with an organization like Intern Delaware. Their commitment to providing learning and networking opportunities to interns throughout the state aligns with our focus on developing talent and giving our associates resources to help them succeed.”

– Patrick Best, Intern Delaware board member and vice president & manager of talent acquisition at WSFS Bank

Malfitano and four other leaders to establish Intern Delaware, a nonprofit aimed at developing the state’s future workforce by providing opportunities for young professionals to connect with the First State’s economy, culture, and community. In the fall of 2019, Intern Delaware launched with the support of four founding members (CSC, Adesis, M&T Bank and DuPont) and 20 company members to provide their summer 2020 interns with a professional development program focused on the benefits of building a career path in Delaware.

“I am thrilled to be a part of this organization that is doing so much to build the workforce of the future,” said Mark Hutton, an Intern Delaware board member and group vice president at M&T Bank. “By working together as a network, we can make a greater impact on talent retention rates in Delaware by creating a uniquely valuable internship experience.”

With access to an estimated 200 to 400 interns at these companies, Intern Delaware planned a series of exclusive events to connect with the state’s top business and government leaders, build meaningful professional networks, and gain exposure to the opportunities that make Delaware a desirable location to build a career.

“Intern Delaware has helped me improve my networking skills by giving me the opportunity to network with professionals and other interns.”

– Jonathan Martinez, intern at Belfint, Lyons & Shuman

Pietrobono of ChristianaCare, Dr. Tony Alleyne of Delaware College Scholars, and Kelly Basile from the Delaware State Chamber of Commerce.

Interns learned about the unique benefits of working in the First State, chief among which are Delaware’s “community and strong network of professionals,” as identified by CSC intern Grace Slate. The featured speakers also shared their insight regarding leadership, success, mentorship, and networking.

The organization’s inaugural summer has left a significant impact on their career aspirations for many interns. “This program allowed me to see the wide variety of career fields represented in Delaware and ways that each industry and its professionals thrive,” reflected Stephanie Ross, an intern at Agilent.

For interns who grew up in Delaware, Intern Delaware’s program revealed a new side to their home state. “I was never aware of the entrepreneurial ecosystem and business environment development,” said Abigail Houseal, an intern with the Delaware Prosperity Partnership. “Intern Delaware showed me the potential of the First State as a place to start my career.”

Reflections from interns affirm what Caroline Letner, the nonprofit’s program coordinator, experienced when she moved from Boston to work with Teach for America. She was impressed by the state’s capacity to drive change and make a difference, which is what attracted her to Intern Delaware’s mission.

“This first year demonstrated that when our communities collaborate together towards a common goal, we exponentially increase our potential to tackle challenges that will make a lasting impact on Delaware,” explained Catrina Jefferson, a member of the board and CSC market manager. She and the other board members are enthusiastic about what lies ahead for the organization. “We look forward to partnering with additional organizations to develop the future workforce, fuel the talent pipeline, and strengthen Delaware’s economy.”

To learn more about Intern Delaware and how to get involved, visit www.interndelaware.com. ■



Kana Turley will be a senior at Regent University in Virginia this fall. She served as a communications intern for Intern Delaware this past summer.

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Q&A with Secretary of Education Susan Bunting



The State released Return to School guidance in July that included three scenarios based on how the COVID-19 virus spreads this fall. With so much uncertainty around back to school, what are the greatest challenges you think teachers, students and parents will face?

Teachers must be able to transition between in-person to remote learning while maintaining the integrity and quality of instruction. All students learn differently, and that includes remotely,

so we need to ensure students get the very best education no matter how they receive it. There are also challenges many don't think of when considering "education" such as sports, transportation of students, and extracurricular activities. Another challenge is the dilemma parents' face about who will care for their children if they are to attend school some days but not others. Of particular concern is how to provide complete learning experiences for young learners, those with special needs, and those in special programs such as immersion.

Is training being provided to teachers and parents to help with virtual learning?

The department has been working with districts and charters to provide support for remote learning and is offering a three-day virtual professional learning session for educators that will model the effective use of both asynchronous and synchronous tools to help teachers expand their knowledge and skills. The State Board of Education, department, and United Way are sending a survey to Delaware nonprofits and community organizations to develop a guide for districts and charters for additional programs and supports available in a variety of areas across the state. The department has also allocated a portion of its CARES funding and additional money from the Governor's office to support teacher and family training and remote learning.

Many parents are returning to work while their children are still learning from home. What impact has this had on child care?

Our child care workforce has done an incredible job providing care in every way they can. We continue to work with providers to understand how they are able to help serve the needs of school-age children.

With the movement towards online and distance learning, the need for broadband internet access has shined a brighter light on the digital divide. What is the department doing to tackle this issue?

With DOE funding, the Department of Technology & Information (DTI) accelerated the Rural Wireless Broadband project to ensure broadband access to the unserved areas of Kent and Sussex counties. DTI requested Bloosurf LLC to have the wireless network completed by July and to increase their capacity for customer installations from 50 per month to 250. The original plan was to have all 15 towers available by the end of the year. DOE also allocated CARES funding and is collaborating with districts and charters to support qualifying families who were unable to pay to connect to the towers and subsidize initial internet service.

There is a lot of conversation around employers hiring for skills versus degrees. What is the State doing to help prepare students to enter the workforce?

We believe that the first step in a strong economic development strategy begins by investing in our young people and by providing a high-quality education for all students. Our college and career readiness efforts are focused on skill development, student competency, and are informed by employers. Last academic year, we enrolled more than 15,000 students in our Delaware Pathways initiative, spanning 25 career pathway programs—across 16 comprehensive districts, three technical school districts, and 10 charter schools.

You recently launched a youth apprenticeship readiness program through a grant from the US Department of Labor. Can you tell us a little more about this program? What does this mean for Delaware's students?

Youth Apprenticeship Delaware is a sector-based partnership to support the enrollment of in-school and out-of-school youth (i.e., those ages 16 to 24) in new and existing Registered Apprenticeship Programs. Registered Apprenticeship is a partnership between an employer, a postsecondary education and training provider, and an apprentice. These partners help the apprentice to develop skills and be successful in his/her field of study. The apprentice is a paid employee, who participates in related postsecondary education and training, and receives customized on-the-job training support from the employer. Apprenticeship is often referred to as an "earn and learn" model because the apprentice is paid very well and there is no cost for related postsecondary education that the apprentice assumes. Thus, no debt is incurred. ■

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DELAWARE TECH

Skills Pave the Way to an Equitable Recovery

BY KYLE DEMARIA AND KEITH WARDRIP

FOR THE 24 MONTHS leading up to the COVID-19 pandemic and the onset of the recession, the national unemployment rate rose no higher than four percent, and there were more job openings than there were job seekers. During this strong economic stretch, the Philadelphia and Cleveland Feds embarked on a study aimed at both helping employers fill open positions and identifying advancement opportunities for workers. The economy looks different today, but given the level of hiring anticipated in the months and years ahead, our findings may be more relevant than we could have ever imagined.

In *Exploring a Skills-Based Approach to Occupational Mobility*, we analyze tens of millions of online job advertisements to understand the specific skills requested by employers for occupations in each of the 33 largest labor markets in the country. Using these skills and the frequency with which they are requested, we calculate a similarity score that measures the overlap of the skill sets required for roughly 685,000 pairs of occupations. Our objective is to identify the most feasible opportunities for workers to switch from a lower-paying occupation to a higher-paying one without the need to earn a bachelor's degree. We call these very similar pairs of occupations "top transitions," and this is what we learned about them.

There are nearly 4,100 top transitions in the 33 metro areas we studied. In fact, the Philadelphia-Camden-Wilmington metro area, which includes New Castle County, includes 151 of these top transitions. By way of illustration, local examples involve switching occupations from a bill collector to a credit counselor, a maintenance worker to an industrial machinery mechanic, or an office clerk to an HR assistant.

Skills can be viewed as a bridge rather than as a gap. Many of the top transitions share a set of 21st century (or soft) skills such as communication, customer service, and teamwork that are required of workers up and down the pay scale. Skills that are transferable from one occupation to another can lay the groundwork for more technical training to be delivered by employers themselves, a community college, or any number of other partners.

Nearly half of lower-wage jobs can be paired with a top transition. Compared with the overall level of 49 percent, we find that a slightly below-average share of lower-wage jobs in the Philadelphia metro area are associated with a top transition (44 percent).

Top transitions can represent substantial wage gains. On average, top transitions represent an increase in annual median wages of nearly \$15,000 — from roughly \$30,000 to almost \$45,000.

Skills can substitute for a four-year degree in some cases. Some of



the most similar pairs of occupations involve transitioning into a job that typically requires a bachelor's degree, according to the Bureau of Labor Statistics. In other words, the skills gained through prior work experience could, in some cases, lay the groundwork for career advancement through targeted training that could circumvent the need for a four-year degree.

As the economy regains its footing and hiring accelerates, the private sector can play a critical role in capitalizing on the findings of this research. By critically assessing the skills that a worker needs to be successful in a given role, testing applicants for those in-demand skills, and committing to hiring candidates who possess them — whether or not they have a college degree — employers can feel more confident that the worker will hit the ground running, and research suggests that these employees may stay with a company longer. Moreover, given the existing disparities in degree attainment by race and income, prioritizing skills over educational credentials could lead to a more equitable recovery. Employers can also invest in the professional development of their existing workers to prepare them for higher-paying roles with greater responsibility. Finally, employers can engage with their local workforce development ecosystem to ensure that the training being delivered meets the region's demands. Focusing on the skills that workers need to be successful and investing in their development could lead to better outcomes for both employers and the millions looking for work in the new COVID economy.

To download the full report, visit <https://tinyurl.com/y5mknx9> ■



Kyle DeMaria and Keith Wardrip work in the Federal Reserve Bank of Philadelphia's Community Development and Regional Outreach Department. The views expressed here do not necessarily represent the views of the Federal Reserve Bank of Philadelphia or the Federal Reserve System.

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Short Order Production House Wins Gold at the Philadelphia Addy Awards

With the help of a vibrant city and a series of 100-year-old photos, Short Order Production House took home two gold awards at the 2019-2020 Philadelphia Metro American Advertising Awards, known as the ADDYs. Short Order earned:

GOLD: “LiveWorkPlay: It’s Time, Wilmington” – A series of three ads highlighting some of the best that Wilmington has to offer.

GOLD: “A Century Old Time-Lapse” – A very short documentary about a technique used to show the construction of the historic Dupont Building in Downtown Wilmington.

“It’s really cool that of all the work we did last year, the two that won ADDYs were pieces highlighting awesome things in our beloved hometown of Wilmington,” said Zach Phillips, founder and CEO of Short Order.

The Legal 500 Tags Richards, Layton & Finger as “the Best Firm in Delaware – the Gold Standard”

The Legal 500 has ranked Richards, Layton & Finger in its top tiers in M&A Litigation: Defense and Delaware Corporate Law in its 2020 national rankings. Firm director Gregory Williams was named in the prestigious Hall of Fame category; Catherine Dearlove, Rudolf Koch, and Srini Raju were ranked as Leading Lawyers; and Blake Rohrbacher was chosen as a Next Generation Partner. The Legal 500 also named Mark Gentile, Richard Rollo, and John Mark Zeberkiewicz as key lawyers.

The Legal 500 chooses its honorees

ChristianaCare president and CEO Dr. Janice Nevin Recognized as One of Modern Healthcare’s 50 Most Influential Clinical Executives

The recognition program acknowledges clinicians working in the health care industry who are deemed by their peers and an expert panel to be the most influential in terms of demonstrating leadership and impact.

Modern Healthcare highlighted that Dr. Nevin was a vocal supporter of Delaware Gov. John Carney’s stay-at-home orders to mitigate the spread of Coronavirus. Under Dr. Nevin’s leadership, ChristianaCare also held a unique drive-through testing event in March to protect the community, mitigate the spread of Coronavirus and reduce demands on emergency departments. The drive through occurred only two days after Delaware experienced its first confirmed case of Coronavirus.



from the “small number of firms in the U.S. [that] have a truly national presence coupled with the capability to handle sophisticated and complex work.” The Legal 500 reports, “The Richards Layton team has a unique command of Delaware corporate law. Their experience in dealing with complex M&A related disputes is unmatched in the market.”

FirstNet network expands across Delaware, advances public safety communications capabilities

Delaware’s first responders are getting a major boost in their wireless communications with the addition of new, purpose-built FirstNet cell sites and other network enhancements statewide. This new infrastructure is a part of the FirstNet network expansion taking place across the state, bringing increased coverage, capacity and capabilities for public safety.

FirstNet is the only nationwide, high-speed broadband communications platform dedicated to and purpose-built for America’s first responders and the extended public safety community. It’s built with AT&T in a public-private partnership with the First Responder Network Authority (FirstNet Authority) – an independent agency within the federal government.

DART “Stuff The Bus” food drive to support COVID-19 relief efforts collected 4.5 tons of food for Delawareans

Delaware Transit Corporation (DTC) announced today that DART’s “Stuff The Bus” COVID-19 Relief Efforts Food Drive collected 4.5 tons (9,097 pounds) of food. The week-long food drive took place from



June 22 to June 26 at the Safeway stores in Rehoboth and Dover, and the ShopRite stores at First State Plaza, Brandywine Commons and Four Seasons Shopping Centers. The Food Bank of Delaware will distribute the donated food through its Hunger Relief Partners to Delaware residents in need of food assistance.

John Sisson, DTC's Chief Executive Officer, stated "I'm proud of our employees, business partners, bus riders, and the community, along with Safeway and ShopRite, whose generous donations will help out their fellow Delawareans in need of food assistance."

Schlosser & Associates Mechanical Contractors named "Best HVAC" company

Schlosser & Associates Mechanical Contractors has recently been named "Best HVAC" company in a vote by Newark Post readers. Founded in 1954, Schlosser & Associates is a second-generation company providing heating, air conditioning, plumbing and ancillary services to residential, commercial, and industrial markets. The company was previously honored with a Family Owned Business Legacy Award from the Delaware Business Times in 2019.

Brandywine Valley SPCA adds facial recognition technology to reunite lost pets

The Brandywine Valley SPCA (BVSPCA) joins shelters across the country using state-of-the-art facial recognition technology to help identify lost dogs and cats so they get back to their families. BVSPCA has partnered with Finding Rover, developer of technology to match photos uploaded by shelters and pet owners to match pets through facial recognition.



Nanticoke Memorial Hospital Achieves Healthgrades 2020 Patient Safety Excellence Award™

Nanticoke Memorial Hospital announced today it is a recipient of the Healthgrades 2020 Patient Safety Excellence Award™. This distinction places Nanticoke among the top 5% of all short-term acute care hospitals reporting patient safety data as evaluated by Healthgrades, the leading resource that connects consumers, physicians and health systems. Nanticoke is the only hospital in the state of Delaware to receive this award and has received the award for four consecutive years.

Every dog and cat that enters a BVSPCA shelter has their photo automatically uploaded from the BVSPCA shelter software to Finding Rover's database. Finding Rover scans a found pet's face and compares it to a database of lost pets. If a match is found, the pet's contact information comes up so the owner can be contacted.

Registration is simple and only takes a few minutes. Pet owners should go to findingrover.com, upload a picture of their dog or cat, and then add their contact information. Once pets are registered, they are protected for life.

"This is exciting technology to add to the multi-faceted tools we use to reunite lost pets with their owners," said Adam Lamb, CEO of BVSPCA, "Not only does it give pet owners peace of mind should their pet ever get lost, it allows us to more quickly reunite lost pets with their owners."

Empowerment Grant Program announces \$500,000 grant award to Habitat for Humanity

Energize Delaware announced that the Empowerment Grant Program (EGP) funded by the Exelon Merger for Delmarva Power Customers in Delaware is awarding a half-million dollars to Habitat for Humanity (HFH) of New Castle County. In its application, HFH of New Castle County, proposed working with their Central Delaware and Sussex County partner Habitat agencies and their ReStore locations across the state on an innovative program to provide improved efficiency, reliability, and energy savings to Delaware income qualified residents. The effort will focus on replacing aging refrigerators with new energy efficient refrigerators directly benefitting Delmarva Power customers whose

households earn 60 percent, or below, of Delaware's median income.

The \$500,000 is the first award from a \$4 million grant made possible by the Exelon\Delmarva Power Merger Settlement approved by the Delaware Public Service Commission.

"We are grateful for the funding from the Empowerment Grant made possible by the merger of Exelon and Delmarva Power to provide an energy efficient solution to families at this most crucial time in our State," said Kevin L. Smith, CEO, HFH of New Castle County. "Habitat for Humanity is concerned that all people have an affordable and decent place to live. Affordability includes an affordable mortgage or rent, as well as a manageable energy bill."

"I am very enthusiastic and encouraged that Delaware will have its first comprehensive energy efficient appliance and replacement program," said Jim Purcell, Empowerment Grant Manager. "The program will put Delaware residents in control of their energy costs through efforts to install energy efficient refrigerators, helping to bring about long term energy savings to their homes."

"I'm excited about the potential of this program and its ability to bring savings directly into the homes of customers who will benefit most," said Gary

Stockbridge, Delmarva Power regional president. "As one of the home's hardest working appliances, refrigerators can drive up energy costs and are an important component of energy efficiency in every home. We are committed to helping maintain affordable energy service for all customers and are pleased to see this funding go toward an innovative program that will help more customers take control of their energy usage."

Whisman Giordano & Associates, LLC ranks nationally as "Best Accounting Firms to Work for"

Whisman Giordano and Associates, LLC has been recognized nationally as one of the *2020 Accounting Today's Best Accounting Firms to Work For*. Accounting Today partnered with Best Companies Group to identify companies that have excelled in creating quality workplaces for employees.

This survey and awards program identifies, recognizes and honors the best employers in the accounting pro-



fession, benefiting its economy, workforce and businesses. The list is made up of 100 firms.

President and Managing Partner Joseph V. Giordano said, "We're honored to win this award. We're often heard saying that "we're not your ordinary accounting firm," and we're proud of that. Our team approach is the key to our success. It's gratifying to see that our employees, across all levels, feel positive and proud about working at Whisman Giordano. We encourage others in the accounting field to take a look at a career with us."

SSD Technology Partners ranked among most elite 501 Managed Service Providers

SSD Technology Partners has been named as one of the world's premier managed service providers and one of the top MSPs in Delaware on the prestigious 2020 annual Channel Futures MSP 501 rankings.

For the 13th year, MSPs from around the globe completed an exhaustive survey and application this spring to self-report product offerings, annual total and recurring revenues, profits, revenue mix, growth opportunities and company and customer demographic information. Applicants are ranked on a unique methodology that weights revenue figures according to long-term health and viability; commitment to recurring revenue; and operational efficiency.

Channel Futures is pleased to name SSD Technology Partners to the 2020 MSP 501.

"We are proud to be named to the MSP 501 list once again. For us this acknowledges that putting our customers' needs first and focusing on doing what is right first and foremost continues to support our ongoing successes." said Lisa Detwiler, President of SSD

Offit Kurman selected as a top 50 construction law firm for second year in a row

Offit Kurman was ranked in *Construction Executive Magazine* as one of the Top 50 Construction Law firms again in 2020. Offit Kurman sits at the same spot as it did last year – #37 – being recognized for their office locations, number of attorneys and staff, number of construction clients, areas of practice, and other categories to achieve its ranking.



Technology Partners. There are so many great MSP providers around the world, and to be named to this list for the 7th consecutive year is such an honor.”

Nemours Children’s Health System announces new Chief Executive of Delaware Valley Operations

After a highly competitive national search, Nemours Children’s Health System is pleased to announce the appointment of Mark Mumford as Chief Executive of Delaware Valley Operations, effective September 1, 2020. Mumford will serve as a member of the Executive Cabinet and report to President and Chief Executive Officer R.



Mark Mumford

Lawrence Moss, MD. He will be based in Wilmington, DE at the Nemours Alfred I. duPont Hospital for Children.

In this role, Mumford will be responsible for all clinical operations at Nemours/Alfred I. duPont for Children and Nemours duPont Pediatrics including ambulatory surgery centers and all primary, specialty, and urgent care practices, and prevention efforts in Delaware, Pennsylvania, New Jersey and Maryland.

“Mark is a multifaceted and visionary leader who is deeply committed to the welfare of all children and has great experience helping complex organizations accomplish strategic and operational objectives,” said Moss. “Mark is exceptional at versatility in balancing growth and efficiency while nurturing cultural pillars that support sustainability. I look forward to his leadership in the Delaware Valley as well as across the enterprise.”



Face masks placed on government cars to promote mask-wearing

Carvertise, Inc., a rideshare-based transit advertising company, announced the launch of its #TeamMASK advertising campaign with the New Castle County Government in an effort to promote the continued importance of mask-wearing to stop the spread of COVID-19.

As a part of this initiative, eleven high-mileage county vehicles, including the County Executive’s very own car, were selected to don gigantic custom-made “Car Masks” that fit over the grill of the vehicles. The vehicles also prominently feature a #TeamMASK slogan on both driver and passengers’ sides, to proudly state the county’s position on wearing face masks to curb the spread of COVID-19.

Carvertise CEO, Mac Macleod, stated “New Castle County has become the first government entity in the country to transform their fleet of vehicles into moving billboards promoting public safety messaging specific to COVID-19. Not only does the creativity of the face masks make it memorable, but it is also highly cost-efficient. These vehicles are driving around the county everyday as it is; now, however, they’re holding the dual purpose of marketing to county residents. That’s a 2-for-1 benefit.”

“The #TeamMASK campaign is a great way for us to drive home an important public safety message to our county residents,” said Count Executive Matt Meyer. “What better way to show a sense of community spirit and pride around public mask compliance than to have these larger-than-life face masks adorned to our highest mileage vehicles? I’m highly confident this will get people thinking and talking about mask-wearing.”



Cape May – Lewes Ferry Promotes Sharon Urban to Captain

Cape May – Lewes Ferry officials announced the promotion of Sharon Lyn Urban of Cape May, NJ to rank of Captain in the Marine Department. Captain Urban, who is the first permanent female Captain in the history of the ferry service, reports to Port Captain Derek Robinson.

"I'm honored to be selected to serve as a Captain aboard the Cape May – Lewes Ferry," Urban said. "I'm grateful for all the training, advice, and support that I have received from my family and colleagues, past and present, over the years. I love being on the water and I take pride in providing the best possible service for our customers and leading by example. I've been in training for this position for 29 years, and it's a tremendous opportunity. I couldn't ask for a better career!"

As the manager and leader of a marine operations crew, the Captain has full responsibility for the safe and efficient operation of the vessel and the safety of passengers and crew. She is also responsible for compliance with all

regulations applicable to the interstate marine transportation of vehicles and passengers.

Captain Urban possesses a United States Coast Guard Inland Masters License of unlimited tonnage and her USCG First Class Pilot upon the Delaware Bay. In addition to her USCG licenses, Captain Urban is also certified in CPR/First Aid, advanced marine firefighting and marine radio and radar operations obtained certification in ARPA, and medical care provider.

Artesian Water Company, Inc. announces acquisition of the Delaware City Water System

Artesian Water Company, Inc., a subsidiary of Artesian Resources Corporation (NASDAQ: ARTNA), purchased the water

system of Delaware City in New Castle County, Delaware, which serves a population of nearly 2,000, on August 3, 2020. This acquisition is the culmination of a long-standing relationship between Artesian and Delaware City.

"We are proud that Delaware City chose Artesian to provide water service to its residents," said Dian C. Taylor, Chair, President and CEO of Artesian. "We have forged a strong partnership with Delaware City over the past 17 years and will be making significant investments to ensure the residents of Delaware City receive high quality, reliable water service," said Taylor.

Lyons Companies promotes Jennie P. Miller

Lyons Companies is pleased to announce the promotion of Jennie

Barclays donates \$100,000 to the YMCA of Delaware's COVID-19 response and Teen Workforce Development program

Over the past four years, Barclays has been a long-term partner supporting the YMCA's Teen Workforce Development program, which has prepared over 100 youth, ages 13-18, with hands-on job training and experience, building the next generation of business and industry leaders. With support from local businesses and organizations, teens are provided with a paid internship after completing 10 weeks of training. Training topics include financial literacy, workplace etiquette, conflict resolution, resume writing and more. This invaluable program targets teens in the city who often face increased barriers to career development and employment, and helps address employment disparities among communities of color.

"The Y intentionally works to eradicate disparities and unlock the power and potential in all young people by providing pathways from elementary school to college and career success," said Deborah Bagatta-Bowles, Chief Executive Officer of the YMCA of Delaware. "We are grateful for Barclays' continued support and partnership, which provides access to training and employment opportunities to so many local teens."

In addition to supporting the Teen Workforce Development program, Barclays' support enabled the YMCA to provide emergency childcare and hunger relief during the COVID-19 pandemic.

P. Miller to Director, Innovation and Implementation. In this newly created role, Miller joins the company's senior leadership team and will be responsible for identifying and integrating technology, services and processes that drive business performance.

Continuity Dynamics, Inc. is acquired by Readiness Associates, LLC

With more than 25 years of disaster recovery and risk management experience, Continuity Dynamics, Inc., is pleased to announce that it has been acquired by Readiness Associates, LLC, of Portland, Maine, to combine their risk solutions. This transaction was prompted by the current COVID-19 pandemic and will provide even greater client support.

Founded by Ralph Petti in 2006, Continuity Dynamics has attained a leadership position with a focus on business continuity, disaster recovery, supply chain management, cybersecurity, risk, compliance, governance, public-private sector and the SMB (Small Medium Business) market.

With a current focus on supporting the healthcare industry during the COVID-19 crisis, both firms are now able to deliver end-to-end solutions that are supported by ISO 22301 Standards, HIPAA, OSHA and others. They are also focused on the CMS Standards to support the Center for Medicare & Medicaid Services, part of the Department of Health and Human Services.

"Continuity Dynamics has been a longtime collaborator of ours and shares the same philosophy of excellence in customer service in this critical business sector," said Michael Boardman, CEO/founder of Readiness Associates. "Their team of experienced risk management specialists and suite of enterprise and SMB solutions fit perfectly into the Readiness Associates domain."

Concept art for the proposed, shovel-ready Innovation Park.



Massive 200-acre medical campus envisioned for Milford

The groundwork for a gigantic medical campus that could change the face of healthcare in Delaware has been laid.

Two hundred acres of specially zoned "Institutional Service District" (IS) land has just come on the market in Milford, according to R&R Commercial Realty, the listing agency. The unique, highly permissive zoning allows for hundreds of uses and paves the way for a substantial health care-focused development.



"In these COVID-19 times, this is a shovel-ready project that could quickly add an enormous amount of capacity and resources to Delaware's healthcare system," said Elmer Fannin, the property owner. "Along with Bayhealth's \$300 million hospital right across Rt. 1 and the other recent health care developments in the area, this project would allow Delaware to compete for the medical capital of the Mid-Atlantic region."

In 2006, the property, on Cedar Neck Road off Rt. 1, was annexed into the City of Milford and granted IS zoning. This zoning is described as having the purpose of furthering "public health, safety and welfare by providing a location for schools, governmental buildings and uses, health care related uses, a hospital and all other healthcare facilities." A drafted concept plan of the site – called Innovation Park – includes a specialty hospital, medical or nursing school, a standalone rehabilitation facility, a senior living center, assisted living quarters, teaching centers (graduate medical, nursing and associated technical training centers), and independent labs used in research or as a support for physicians. Other approved uses for the site include medical disciplines such as pediatric care, women's health, spinal injuries, eye care, pharmacology, podiatry, a same-day surgery center, a medical mall and assisted living or senior centers.

If developed, the campus could potentially bring thousands of jobs to central Delaware, adding hundreds of millions of dollars to the local economy.

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



"This is a long game," said Stephanie Creary. "This is not going to be a problem that is going to be resolved anytime soon. Maybe not in my lifetime and maybe not in your lifetime. But you start creating an action plan, I think we'll be in a much better place a year from now than we are today."



DELAWAREBUSINESSSTIMES.COM

It's OK to have 'uncomfortable conversations' around race - DBT



#MemberNews:
@UnitedWayDE
Launches Delaware
#RacialEquity &
#SocialJustice Fund
to advance strategies
that address systemic
#racism in
Delaware <http://bit.ly/3fZ6pGX>



@delbiz: Hear about what childcare businesses will look like in the post-COVID-19 world in this webinar presented by **@DEStateChamber**

<http://ow.ly/tOxG50A2RbL>
#delbiz #smallbiz #coronavirus #COVID19



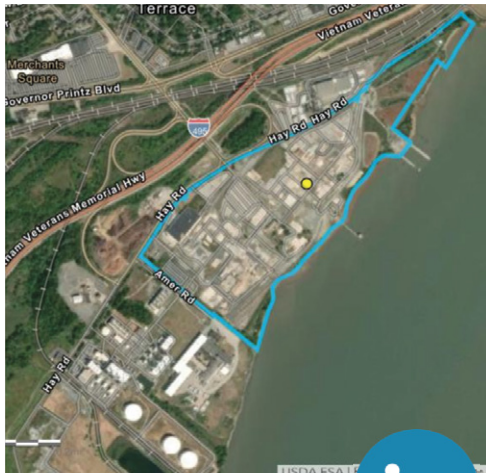
#MemberNews:
Nanticoke Health Services' Memorial Hospital
receives BCBS
Blue Distinction for hip and knee replacement
bit.ly/2VYr4nk
#healthcare



Eric Casey, Port of Wilmington (**Gulftainer**): Edgemoor #expansion is the 1st new terminal on the east coast in years & will give DE access to 50% of US population.

- ✓ Anchor for **#newbusiness**
- ✓ **#EconomicDevelopment** driver
- ✓ **#Job** opportunities for thousands

#Back2WorkConferenceDE



32 • 3 Comments



@cmontana9541:
The impacts of the Coronavirus have taken a toll on many families and individuals in Delaware. To provide meaningful guidance for what's next, here are some **@BankofAmerica's #BetterMoneyHabits** I was able to share with our terrific partner **@DEStateChamber**.
<https://dscc.com/delawarebusiness.html>



Happy **#anniversary** to DSCC member, **Grotto Pizza!** 60 years in **#business!** Article by **Delaware State News**



Here are what site selectors are looking for when choosing where to make investments. Numbers 2,3 & 4 are all around **#talent**:

- ✓ Availability of **#skilledlabor**
- ✓ What that labor costs a company
- ✓ **#QualityofLife**, which helps attract talent

Speaker: Ted Abernathy of **Economic Leadership**
#Back2WorkConferenceDE

Combined Ratings*		
CORPORATE SURVEY		
Site Selection Factor	2019	2018
1. Highway accessibility	82.4	85.2 (0P)
2. Availability of skilled labor	82.3	80.1 (2)
3. Labor costs	87.3	88.3 (2)
4. Quality of life	82.8	82.8 (0)
5. Occupancy or construction costs	88.3	76.2 (0)
6. Corporate tax rate	76.7	86.7 (4)
7. Energy availability and costs	76.5	77.8 (0)
8. Tax exemptions	75.0	88.0 (1)
9. Environmental regulations	75.0	69.5 (0)
10. Proximity to major markets	73.6	73.6 (4)
11. Right-to-work status	73.5	73.5 (2)
12. Available buildings	71.9	76.7 (0)
13. Expansion or "fill in" potential	69.7	74.4 (0)
14. State and local incentives	56.3	63.5 (7)
15. International travel/shipping costs	68.8	68.8 (14)
16. Proximity to suppliers	68.3	72.8 (1)
17. Available land	66.4	73.8 (1)
18. Low carbon profile	62.7	74.4 (2)
19. Training programs/technical schools	60.3	68.8 (0)
20. Availability of cheap loan financing	58.2	60.2 (2)
21. Availability of unskilled labor	58.0	58.4 (2)
22. Raw materials availability	56.1	75.5 (2)
23. Accessibility to major airport	56.0	62.7 (0)
24. Water availability	45.2	71.4 (0)
25. Proximity to international borders	41.7	41.5 (7)
26. Availability of advanced ICT services	36.7	58.0 (2)
27. Railroad service	25.0	44.4 (0)
28. Waterway or seaport accessibility	20.0	34.3 (0)

ECONOMIC LEADERSHIP

Top Site Selection Issues

1. Highway Accessibility
2. Availability of Skilled Labor
3. Labor Costs
4. Quality of Life
5. Occupancy or Construction Costs
6. Corporate Tax Rate
7. Energy Availability and Costs
8. Tax Exemptions
9. Environmental Regulations
10. Proximity to Major Markets
11. Right-to-Work Status
12. Available Buildings
13. Fast-Track Permitting
14. State and Local Incentives
15. Shipping Costs



★★★★ It's never been more important to
celebrate Delaware's small businesses ★★★★★

SAVE THE DATE

★★★★ Small Business, Great Big Event ★★★★★

22ND Annual Marvin S. Gilman Superstars in Business Awards

NOVEMBER 4, 2020
Digital Production



KEYNOTE SPEAKER:
Alisa Morkides
Founder and Owner
Brew Ha Ha!

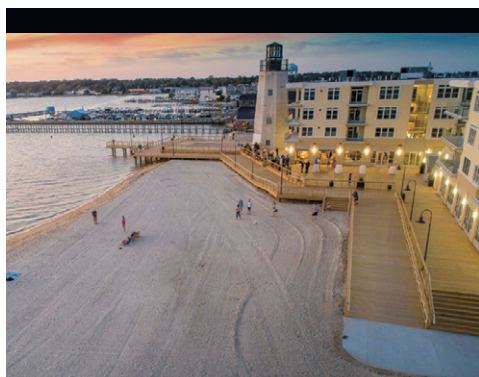


PURCHASE TICKETS AT WWW.DSCC.COM

Sponsorship and ad opportunities are available

Contact Helana Rodriguez at hrodriguez@dsc.com
or (302) 576-6575 for more information

WHAT'S NEXT? Chamber Calendar

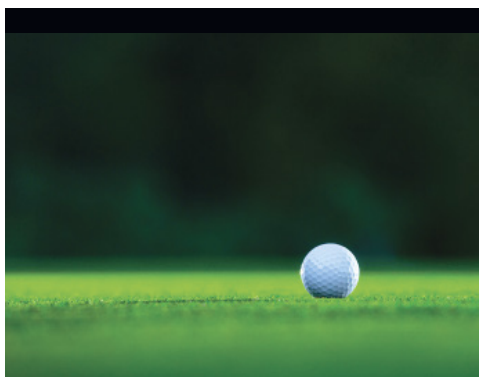


SEPTEMBER 8, 2020

Evening Mixer at Hyatt Place Dewey Beach

Join us in beautiful Dewey Beach! Network outside on the Hyatt Place's new outdoor patio extension.

\$30 to attend

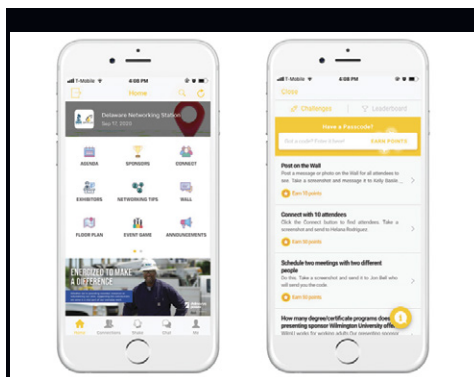


SEPTEMBER 9, 2020

27th Annual Chamber Chase Golf Tournament

Held at King's Creek Country Club in Rehoboth Beach, our Chamber Chase Golf Tournament is a crowd favorite. Don't miss the chance to get outdoors and network.

\$200 Golfer



SEPTEMBER 17, 2020

2020 Delaware Networking Station

Each year the State Chamber partners with the Better Business Bureau of Delaware to put on one of the largest B2B networking events in the state. This year it will be virtual with new features!

\$35 to attend
Exhibit tables are available



OCTOBER 14, 2020

Developing Delaware Virtual Conference

This event brings together business leaders from around the state to participate in an honest and engaging discussion on economic development.

\$45 Members
\$60 Future Members



NOVEMBER 4, 2020

Superstars in Business Virtual Awards Ceremony

The Superstars in Business award honors businesses and nonprofits for their outstanding achievements and model approaches to business and management.

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

**All 2020 events are subject to changes. Additional events will be added as they are scheduled. Visit the State Chamber's event calendar online for the most accurate and up-to-date calendar.*

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.

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.



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.



DELMARVA BROADCASTING COMPANY

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.

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.



Continuity Dynamics, Inc. provides Business Continuity Planning (BCP) for the Small-Medium Business (SMB) and Enterprise firms that are members of the State Chamber at a discounted price. This planning will assist in planning for, and responding to, disasters of all kinds. It will also help you to endure this Coronavirus scenario, as well as providing critical Crisis Management direction to minimize Reputational Risk. For more information, visit www.ContinuityDynamics.com/shop using code: DSCC or call Jack Coleman or Ralph Petti at 888-977-7475.



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



DELAWARE NETWORKING STATION

Thursday, September 17, 2020

1. The most productive form of business prospecting - **LEADS!**
2. **NAME RECOGNITION** by engaging with the community
3. **BUILD PARTNERSHIPS** - discover how you can work with new companies and grow together

Hosted by:





REGISTER TODAY AT WWW.DSCC.COM

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.



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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.



DEMEEP

Delaware
Manufacturing
Extension
Partnership



Local Simulated Care Startup Expands Operation

Members of the
Avkin team : (left
to right) Enrique
Nieves, Amy Bucha,
Dave McGonigle,
and Olivia Smith

GROWING | CONNECTING | BUILDING

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time and time again! Call Nickle if you are having electrical problems
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