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As we begin to phase back into the ability to hold gatherings, the Delaware State Chamber's Restaurant, Meeting & Banquet Guide is a one-stop resource for planning your next meeting or event. Photo provided by Big Fish Grill on the Riverfront.

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Message from the President



Michael J. Quaranta

When I wrote my first column for this magazine two years ago, I said that technology and world events will cause periodic disruptions and frequent change would become a regular part of life in the coming decade. Little did I know that we would get one whooper of a disruption handed to us in the spring of 2020.

Like every business, the State Chamber will need to adapt to life in the new reality. With help from our members and government leaders, we are hosting high quality calls and webinars offering first-hand accounts of the realities on the ground, plans for how to move forward, and options to make our state a leader in the region. All of this will require nimbleness, smarts, and a few calculated guesses. In the coming months, we will host more meetings virtually, rework event footprints to enhance safety, follow CDC guidelines and best practices, and everything you would expect while delivering top-notch events.

Most of our team is working remotely and we are trying out different platforms and looking for creative ways to connect with our members. I think it will be interesting to see how working from home helps companies reach into communities for employees that were seldom job recruits in the past, and how working from home aids employees with children or caregiving duties, all while establishing and maintaining a company culture.

I'm certain we'll collectively figure this out – we always do. 244 years ago, in 1776, gathering clean water, getting food, keeping things clean, and just making it through the hardships of life were part of your everyday routine. It took “Yankee ingenuity” to make us the success we are, and I have every confidence we will figure this out too.



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COVID-19 PREVENTION BEST PRACTICES



DELAWARE STATE
CHAMBER OF COMMERCE

Return to work safely

Through this challenging period of time presented by the COVID-19 public health emergency, the Delaware State Chamber's goal has been to strike a balance between safeguarding the health of Delaware workers and their families and protecting Delaware's economy. All Delaware businesses are eager to get back to work. Business operations can and should return to a sustainable level without jeopardizing employees' or customer safety.

Many Delaware jobs have been deemed "essential" under Governor Carney's stay-at-home order. These businesses have developed and implemented detailed strategies to protect their workforce from the spread of COVID-19 while ensuring continuity of operations.

Based on the best practices shared by employers in these critical industries, the Delaware State Chamber of Commerce is happy to provide the following guidelines and suggestions to assist other Delaware businesses in their efforts to provide safe workplaces for their employees and customers as they come back online.

Businesses are eager to have access to testing that will help identify individuals who may be sick with the virus and those who may be immune. Acceleration of testing availability is critically important to restoring public confidence and reopening our economy. Although we encourage businesses to implement these best practices, we remind everyone that all businesses remain subject to the restrictions of current or future executive orders.



Social distancing

- ▶ Offer work-from-home options for all employees who can perform duties remotely.
- ▶ Change shifts.
 - Stagger shifts and start times to maximize distancing.
 - Allow 30-minute buffers between shifts if possible so that employees don't come into contact during transition.
 - Cross-train teams, so that teams can better stagger shifts.
- ▶ Provide visual markers on floors for six-foot distancing, per CDC guidance.
- ▶ Stagger breaks and lunch schedules.
- ▶ Offer lunch breaks in vehicles instead of shared cafeterias or break rooms.
 - Employees need to bring their own meals and be able to eat them without use of microwave.
 - Restrict movement between departments and/or functions (e.g. don't allow traffic between production and office workspaces).
- ▶ Conduct phone/email/virtual meetings instead of in-person meetings, even when at office.
- ▶ Limit meetings to no more than 10 individuals, provided appropriate spacing is possible.
- ▶ Hold meetings in large spaces where people can spread out at six-foot intervals.

The starting place for all industries is the comprehensive federal guidance provided by the Department of Labor's Occupational Safety and Health Administration (OSHA) and the Centers for Disease Control and Prevention (CDC). The following suggested guidelines can be replicated as general best practices, applicable to most workplaces.

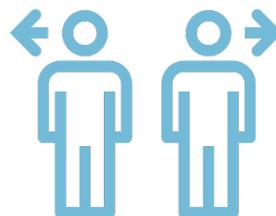
Personal protection, facilities cleaning and sanitizing



- ▶ Create training to review new safe-at-work requirements and guidelines for all employees.
 - If returning to work, training and orientations should be done on day one.
 - Make information available to employees about Personal Protective Equipment, disinfection measures, social distancing protocol, on-site health screening, signs and symptoms of COVID-19, self-quarantining and return-to-work policies, visitor and contractor screening, signage, time-off options and all other COVID-19-related safe workplace changes.
- ▶ Train employees on frequent hand washing; properly covering coughs and sneezes; refraining from touching the face.
 - Clean and sanitize surfaces frequently.
 - Make wipes, sanitizer and cleaning products widely accessible throughout workplaces.

- Clean the break rooms and common touch areas (door knobs, etc.) after each shift.

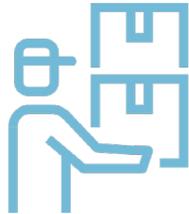
- Thorough cleaning of ALL shared surfaces throughout the facility at least once every 24 hours. This includes common spaces like bathrooms, conference rooms, lunchrooms, etc.
- Shut down production in any area where a COVID-19 affected employee worked (i.e. department, line, station) to conduct cleaning as well as shut down and clean common spaces like bathrooms, conference rooms and lunchrooms once notification of potential COVID-19 spread is suspected.
- Provide masks, shields, gloves, shoe coverings, coveralls, etc. if appropriate and available.
- ▶ Provide touch-free solutions
 - Touch-free time clocks.
 - Individual water containers for workers instead of large water coolers.



- ▶ Space out desks and work stations; construct temporary walls between workstations.

Vendor engagement

- ▶ Request health and travel assessments for vendors/contractors coming on-site.
- ▶ Separate contractors and vendors from the workforce (use separate bathrooms and entrances if possible).
- ▶ Prohibit nonessential vendors/deliveries from entering the facility.
- ▶ Require deliveries to be dropped outside facility door, eliminating vendors from entering facility.



Customer engagement

- ▶ Offer curbside delivery instead of in-store pickup.
- ▶ Provide on-site services to customer's facility once their business is closed (after hours).
- ▶ Offer drive-through service only.
- ▶ Add plastic barriers at registers.
- ▶ Ask customers to stay in their vehicles in parking lot while waiting.
- ▶ Offer call-ahead services for parts and service and lock door to walk-in customers.
- ▶ Conduct virtual sales calls or see customers by appointment only.
- ▶ Limit the number of customers in the facility to ensure appropriate distancing, along with visual markers on floors for six-foot distancing, per CDC guidance.

Our COVID-19 Resource Page is updated regularly and includes resources to help your business through this crisis:

www.DSCC.com/Coronavirus



Travel policies

- ▶ Require a two-week quarantine for employees who return from outside of the country or a domestic COVID-19 hotspot.
- ▶ Require a two-week quarantine for employees traveling more than 150 miles from facility.



Monitoring employee health

- ▶ Conduct temperature or employee wellness checks at the start of shifts to ensure employees don't exhibit symptoms (fever >100.4 F, cough, difficulty breathing). Daily monitoring is required under the Governor's executive order.
- ▶ Create a master schedule for all employees that shows when people may come in contact with others; use this for contact tracing in the event of confirmed or suspected exposure.
- ▶ Create a response plan for employees who report or demonstrate symptoms at work; were recently at work and tested positive or were in contact with a confirmed COVID-19 case; or have not recently been at work but tested positive or was in contact with a confirmed case.
- ▶ Ask employees about their health status before they return to work from a sick leave (even if out with a headache).
- ▶ Encourage employee use of telemedicine resources to eliminate unnecessary hospital visits.
- ▶ Reevaluate sick leave policies
 - Offer a variety of options for employees who may have to miss work due to a COVID-19-related reason.

Employee and customer signage

- ▶ Post internal signage that can be used to alert or remind employees about guidelines, expectations and responsibilities.
- ▶ Post external signs on doors alerting visitors to restrictions on entry and movement in and around facility as well as any applicable guidelines and expectations.



Communications, education and responsibilities

- ▶ Educate employees and management to carry on executing plans and protocols as well as clear direction on roles and responsibilities. For example:
 - Alert co-workers to use alternate means of contact (phone, email, text).
 - Post signs on doors to instruct customers/visitors on business's safety protocols.
 - Provide remote workers with a list of free resources to stay



healthy and active at home (i.e. ergonomic tips, stress-relief tools, fitness resources).

- Provide pre-recorded safety training videos for customer-facing activities.
- Maintain an up-to-date repository on the company's shared network that allows employees to access all COVID-19 documents, resources, and company protocols.

LEGISLATIVE PRIORITY

A Moving Target What to Expect in 2021

BY JAMES DECHENE AND VERITY WATSON

AS OF THIS WRITING, the Delaware Economic and Financial Advisory Council (DEFAC) held their May meeting last week, with one more in June before the General Assembly passes the state's Fiscal Year 2021 budget. While projections and estimates seem to change by the minute, there are a few things to be watching over the summer and into the fall related to economic recovery and what the impact to state expenditures will be in 2021.

Medicaid Growth

Delawareans eligible for Medicaid increased by 3,000 to a total of 238,000. Financial increases from the federal government are expected to terminate at the end of 2020, so tracking the number of newly eligible Medicaid participants who remain eligible as the economy improves will be an important marker. Even if those 3,000 individuals transition off of Medicaid, 25 percent of Delawareans will still be receiving Medicaid. If you add in state employees, their families, and Medicare almost half of Delaware's citizens are receiving some measure of publicly subsidized health care. These costs are expected to rise.

Unemployment

On May 28, just shy of the Phase 1 re-opening, Delaware unemployment claims surpassed 100,000. As reported by DEFAC, 95,824 claims were filed between March 15 and May 15, with \$234,783,265 in unemployment insurance benefits paid. The state share of the cost was \$91,932,638. It is expected that Delaware's unemployment insurance fund will dry up in June, necessitating borrowing from the federal government for future payments. Some of the CARES Act dollars allocated to the state will be shifted to help cover unemployment costs, lessening the amount to be borrowed, but any borrowing will have an adverse impact on next year's overall spending. It also remains to be seen what unemployment insurance rate increases businesses will face in October.

Long Term Impacts on Traditional Revenue Streams

Long term uncertainty remains about the impact to residential and commercial real estate, the realty transfer tax, and the subsequent impact on those revenue streams. Governor Carney was prudent to classify construction as essential to not only ward off additional unemployment claims, but to keep up with the demand for new homes, road improvements, and new infrastructure.



As businesses adapt to large swaths of employees working from home, in many cases working more productively, significant changes to the dedicated physical space businesses require could be on the horizon. Downstream impacts, such as Wilmington's wage tax, will require creative measures to insure solvency.

Corporate income tax and personal income tax filings are both predicted to take a significant hit next year. Personal income tax is the top revenue stream to the state, and while so far high wage workers have not suffered significant job losses, it will be interesting to see what the current 40% layoffs in hospitality workers translates into when federal unemployment ends in July.

All told, there remains much uncertainty—whether there will be a resurgence of COVID-19 in the fall and what that economic impact will look like, how changes made during this time related to how employees work will impact real estate, office environments, the work-from-home movement, and how all of these issues, and others, will further impact Delaware's budget process.



James DeChene, Armitage DeChene & Associates



Verity Watson, Ruggiero Willson and Associates

DELAWARE

ECONOMIC RECOVERY IN THE FIRST STATE

PUTTING DELAWAREANS BACK TO WORK

The necessary and well-considered restrictions enacted by the State of Delaware and the guidance from the CDC as a result of the COVID-19 pandemic have brought Delaware's economy to a standstill. Appropriately, state and health care industry leaders are laser-focused on dealing with the public health crisis; Delaware is blessed to have so many talented, experienced and compassionate health care workers at this critical time in history. **Just as those leaders are dealing with efforts to minimize the impact of the virus on Delawareans, business community leaders have proposed effective ways to get Delawareans back to work and drive economic recovery in Delaware without a resurgence of the virus.** We believe the business community must be full partners in the decision-making process for development and implementation of any and all economic recovery initiatives that are undertaken.

Successful state economic development strategies coordinate three types of investment: marketplace, workforce, and community/infrastructure. Each investment has both short- and long-term costs and benefits that a state must balance to maximize resources and encourage economic progress. Unlike the federal government, Delaware is constitutionally bound to balance its budget. As a result of limited resources, Delaware must maximize its investment in key areas that will put Delawareans back to work and take this opportunity to resolve long-standing barriers to progress for individuals and businesses, while avoiding the temptation to be all things to all people or constituencies.

ECONOMIC RECOVERY AGENDA GOALS:

- ▶ Put Delawareans back to work
- ▶ Compete more effectively in the region
- ▶ Drive state revenue to deal with the ongoing pandemic impact on the state

The State and business community should partner on creating and communicating Delaware-specific guidelines for the reopening of businesses. **It should be noted that the following recommendations will have either immediate, mid-term or long-term impacts. Initiatives in all three areas will be required to support a swift, safe and sustainable recovery:**

TESTING DELAWAREANS

Clear public health guidance will ensure Delawareans return to work healthy and protected. Testing, screening and surveillance, and contact tracing will help prevent a resurgence and restore worker and customer confidence.

TEMPORARY REGULATORY RELIEF

With a slowed economy, there are sponsors questioning whether to complete construction projects. There are a number of actions could be taken to encourage such projects to proceed.

RETRAIN WORKERS

The pandemic has led to cutbacks and bankruptcies. We must retrain the state's workforce and move people into higher wage, in-demand jobs where growing vacancies exist.

RETAIN KEY EMPLOYERS

In order to craft safe reopening guidelines, as many businesses as possibly must immediately be surveyed to learn and understand the challenges they face.

INCREASE ACCESS TO BROADBAND

If the pandemic has taught us anything, it is the critical importance of internet availability for all Delawareans.

SITE READINESS

While the nation recovers, businesses may consider the potential benefits of having a footprint in a region not considered a major metropolitan area. We must increase the availability of infrastructure-ready sites in all three counties so they are ready for such investment.

ANALYZE REGIONAL STATES

Competition in the region for economic development projects that expand and create jobs will be heightened. Delaware must establish a regional differentiation.

IMPLEMENT READY IN 6

The State should immediately enact components of the Analysis of Delaware's Permitting Competitiveness in order to compete with other states for jobs and investment.

BOLSTER INTERN DELAWARE

Key industries within the state rely on internships that pull from nearby colleges/universities to recruit new talent. Delaware must commit to recruiting and sustaining a talent pipeline.



DELAWARE
BUSINESS
ROUNDTABLE



To view the full economic recovery proposal, visit www.DSCC.com/coronavirus.

Photo provided by EDis Company



A Long-Term Roadmap for Delaware's Economic Recovery

BY ROBERT PERKINS

WITH DELAWARE EMERGING from the coronavirus pandemic, business leaders and policymakers must work together to address many of the long-term challenges and shortfalls that the shutdown exposed in the state.

These include the need to retrain our workforce to meet the needs of a new economy, ensuring we have sites ready for businesses seeking to relocate, increasing access to broadband in Delaware, and enacting short- and long-term regulatory relief.

The Governor, General Assembly and business community must act sooner than later to ensure Delaware is in position to rebound as quickly and fully as possible while building a long-term economy that is competitive with neighboring states and is able to withstand the ups and downs caused by external forces large and small.

Workforce Retraining: There is a significant population in Delaware of underemployed workers who require additional skills training to fill jobs in skilled trades, health care and information technology at our hospitals, banks, and manufacturing floors.

This will require a substantial investment by the state and federal government to cover training costs and living expenses for at least 500 trainees per year and provide for living expenses during training. This would lead to higher wages, higher tax revenues and a diminished need for social services over time.

Site Readiness: Delaware should increase the availability of infrastructure-ready sites in each of our three counties that can be marketed by the Delaware Prosperity Partnership to quickly create more job opportunities – especially as businesses begin to consider looking outside of major metropolitan areas as part of their business continuity plans in the wake of the pandemic.

Broadband in Delaware: If the COVID 19-pandemic has taught us anything, it is the critical importance of internet availability so employees can work at home, students can take classes and study at home, doctors can practice telemedicine, and people can buy groceries and other goods online. However, many Delawareans – an estimated 127,700 in rural parts

of Sussex and Kent counties – lack the internet capabilities they need. It is clear that high speed internet must be available for all Delawareans – and the state must accelerate this effort.

Short-Term Regulatory Relief: With the economy all but stalled, there are construction projects teetering between go/no-go completion decisions. Delaware can take steps to encourage those projects to proceed, including the removal of impact fees and permits from all municipalities for 18 months; eliminating the need for major record plan approval for redevelopment projects on sites with similar or less proposed square footage of facilities that already have existed on properties since 2000; and halting the “reset” requirement for traffic impact studies. Such regulatory relief must be considered for a number of other industries and areas of our economy based on the relative economic impact of the pandemic.

Ready In 6: In addition to short-term help, longer term regulatory certainty is vital to allow Delaware to compete with other states for jobs and investment. We recommend the state immediately adopt the recommendations in the “Ready in 6” initiative, designed to cut the permitting timeline from 24 months to six months to make Delaware more competitive with other states.

Specifically, the report recommends the state should stack permitting processes so reviews are conducted concurrently, create a permitting concierge to fast-track projects through the process, and eliminate the Preliminary Land Use Service, among other steps.

The business community stands ready to support Governor Carney and the General Assembly to build a robust and sustainable economic recovery.

But we must act quickly to ensure our employers – and the economy as a whole – are able to rebound as fully as possible. ■



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



Invest in Worker Retraining, too

BY JACK MARKELL

THE NEXT FEDERAL STIMULUS PACKAGE should protect today's workers while also preparing them for the future.

In an era of unprecedented partisan discord, it's striking that President Donald Trump and House Speaker Nancy Pelosi have both called for massive additional stimulus investments to address the economic impacts of the coronavirus pandemic.

They're both right. As governor of Delaware in the aftermath of the Great Recession, I saw how federal investments delivered an immediate jolt to our economy in the form of good-paying jobs. Years later, the Congressional Budget Office found that the stimulus package passed at the time, the American Reinvestment and Recovery Act, created millions of jobs that would not have existed without federal action.

[This past March], in the face of the COVID-19 pandemic, Congress passed a historic \$2 trillion economic stimulus program. But any further investments will be much more effective if they focus on building the skills of America's workforce. In particular, a portion of the next stimulus should be set aside to include investing in America's talent needs, by helping low-wage workers develop the skills necessary for in-demand careers and helping them get good jobs.

This is especially timely: Low-wage workers are already among the most impacted by the COVID-19 crisis. Macy's has already furloughed tens of thousands of workers, and hospitality jobs are evaporating overnight, to name just a few examples. History indicates that lower-earning workers without postsecondary education will face the longest road to recovery: Workers with a high school diploma or less lost 5.6 million jobs in the Great Recession out of 7.2 million total jobs erased. After the recession, those individuals recovered only 80,000 of those jobs lost between 2010 and 2016.

The signs suggest that it could be worse this time. As experts from the Brookings Institution have noted, the COVID-19 pandemic may well accelerate the trend toward workforce automation, which would disproportionately impact low-wage earners. Even before the current crisis, almost half of American adults without degrees believed they needed additional education and training to advance in their careers.

Workers given new opportunities to develop skills for in-demand careers will be the best-positioned when the economic recovery begins. For example, demand for information technology support roles remained strong even throughout the last recession, with only a small 1% dip in 2009.

What should a stimulus plan that prioritizes talent development and placement look like? One job training approach has been proposed by the bipartisan duo of Virginia Sen. Tim Kaine and Ohio Sen. Rob Portman. They have suggested expanding federal Pell Grants, awarded to those with exceptional financial need who are seeking further education, while also increasing the amount of funding available and lowering the barriers to access. Under current law, Pell grants are limited to programs of at least 600 hours or 15 weeks in length, which means workers in other short-term training programs for jobs such as nurse's aides, emergency medical technicians or advanced manufacturing roles are ineligible for aid.

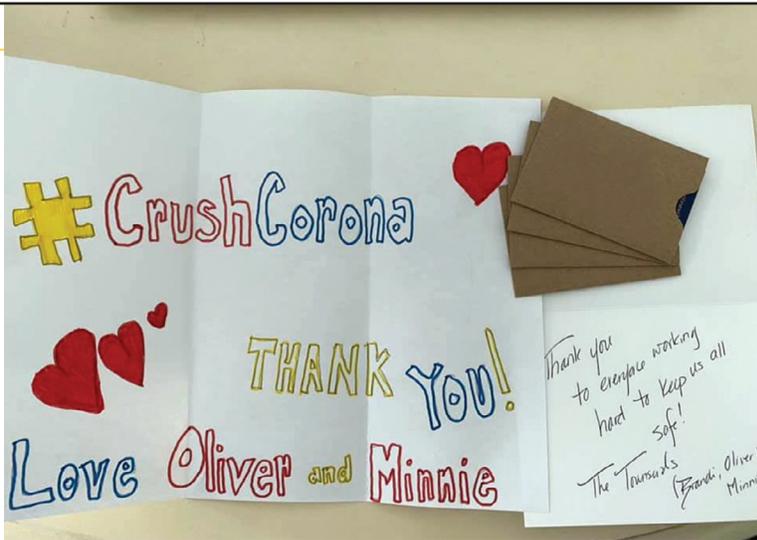
Investing in America's talent needs should also significantly expand workers' ability to afford developing new skills. For example, Congress should increase the existing Lifetime Learning Credit, now capped at \$2,000, and make it refundable to benefit low-income Americans who would most benefit from such an educational opportunity.

In addition, a future-oriented skills agenda should include creating and funding new vehicles like the Lifelong Learning and Training Accounts proposed by Virginia Sen. Mark Warner and the Aspen Institute. Such a program would allow individuals to contribute up to \$2,000 per year into government- and employer-matched savings accounts for ongoing skill development.

In Washington, D.C., nonprofits focused on training for in-demand fields like Merit America (where I serve as an adviser) are proving that this strategy can work. Consider the case of Carlos Flores, a resident of the nation's capital region who just this month went from working in a front-line retail job to becoming a data center technician at Amazon, boosting his salary by more than \$24,000 annually. Policy changes and investments to support successes like these would allow many more learning programs aligned with in-demand careers to rapidly scale their work nationwide.

Moving millions of Americans from low-wage work to careers with the most in-demand skills would generate billions of dollars in increased wages for hard-working individuals while also reducing their dependency on government benefits and their vulnerability to future economic shocks. Let's make sure this next round of government support helps build the bench of talent that employers will need in the months and years to come, while providing a path for our most at-risk workers into stable careers. ■

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TO OUR COMMUNITY THANK YOU

When you choose to care for your neighbors, you are giving our community the chance it needs to defeat COVID-19. To those donating time, energy, and resources to your community and your healthcare workers; to the innovative small-business owners and those who support them; to the essential workers and those who choose to stay at home: Thank you for all that you do.

The Next Generation of
GRATITUDE



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Member news & Notes

BUSINESS SPOTLIGHT: **Lindy Powers Photography** BY COLIN HEFFINGER

» Images power our world. From nature to architecture to portrait photography, the images we see throughout our daily lives shape our perspectives. As our world becomes increasingly more digital, the importance of skillfully crafted portrait photography is critical to one's appearance online both professionally and non-professionally. Headshots and portraits are utilized to manage our own image campaign for LinkedIn and online. The pictures we use virtually to portray ourselves ultimately carve lasting first impressions.

Located on the outskirts of Wilmington, Lindy Powers Photography has specialized in providing clients with high-quality, professional portrait photography for nearly 40 years. Lindy Powers, founder of Lindy Powers Photography, has utilized her years of experience as a model and photographer to develop techniques to maximize depth in portrait photography and bring out the unique essence of each individual.

The photography process at Lindy Powers Photography goes above and beyond to focus on capturing unique and meaningful portraits. Preparation



highlights the focal points and angles that most effectively illuminate an individual's unique looks. Looking good and having depth leads to essence. Multiple images are important to making an impression on how you're perceived by others. Different clothes, varied expressions, and unique backgrounds provide a spectrum of different ways to view an individual. An investment for image quality is as important as everything else, making it a key marketing tool.



Colin Heffinger

"There's a lot of techniques we teach our subjects to learn how to be in this space for photography," Lindy explains. "When you're in front of people you want to know your best side, it's important to learn how to keep your eyes open without eyebrows and individual essence starts to show when someone is in the right position. It's important to have different images of a person instead of just one."

I recently experienced the portrait process first-hand. Lindy and her assistant put a tremendous amount of dedication into perfecting each shot. Every detail comes into play – the angles of the face, the width of the eyes, the styles of the clothing and the expressions portrayed. It really showed how much Lindy cares about the essence of each person.

"People will always need pictures," Lindy reflects. "We are imaged based. Our brains need pictures to think and visualize. The importance of image is paramount. Image is more and more prevalent and will continue to be so."



Photo by Leslie Kipp

NONPROFIT SPOTLIGHT: **Greater Wilmington Convention & Visitors Bureau** BY JEN BOES

»» The impact of COVID-19 on Delaware's tourism industry has been devastating. As leisure and business travel came to a dead stop in March, hotels, restaurants, attractions, and other visitor-reliant businesses lost all or most of their income. Thousands of people lost their jobs or were furloughed.

The road to recovery will be a long one. As we ease our way into the new normal, destination marketing organizations like the Greater Wilmington Convention & Visitors Bureau are more important than ever. The bureau is a 501 c(6) nonprofit that markets New Castle County and the Brandywine Valley to leisure and business travelers.

It promotes all area businesses and attractions offering services and amenities to visitors through many different channels, including traditional and digital marketing, social media, cable television, and inviting travel writers to experience and write about the area. It also brings in meetings, conventions, and group tours.

The bureau relies on the state accommodations tax for the majority of its funding. As a result, its budget took a significant hit due to the pandemic. Like all other businesses and organizations, it has had to pivot to navigate the challenges presented by COVID-19.

Facing reduced staff and a reduced

budget until tourism in our state is robust again, the bureau has not missed a beat. It switched gears, relying almost entirely on digital communication to stay top-of-mind with potential visitors and provide support to its members.

One of the bureau's most effective tools has always been its website. VisitWilmingtonDE.com is used by approximately 600,000 unique visitors per year. When tourism halted, consumers still had a window into the region through the website. While they were not able to travel at that time, they could still think about travel and plan for the future.

Social media remains to be another important tool for reaching potential visitors. As tourism continues to pick up steam, the bureau is able to communicate re-openings and new offerings real-time to a base audience of more than 28,000 people and an

exponential reach of well over 4 million.

The bureau's initiatives to attract meetings and conventions also remain very active. A positive is that a good percentage of the meetings already on the books when the pandemic hit chose to reschedule rather than cancel. In late April, the bureau began securing opportunities for future business again.

As the travel media begins to visit again, the bureau will be inviting journalists from surrounding metro markets in to visit and write about the area. During the travel restrictions, the bureau provided content to journalists, making it easy for them to develop stories even if they could not visit.

Now that people are planning travel again, the bureau is gathering more momentum.

In May, the bureau and its partner organizations in Kent and Sussex Counties signed on to participate in an advertising campaign led by the Delaware Tourism Office to welcome visitors back into the state. It has also partnered with southeastern Pennsylvania and southern New Jersey on a tri-state recovery-focused tourism marketing effort.

The tourism industry is just beginning to bounce back, and it is still hard to predict what the future of travel will look like. As a drive-to destination in a time where many are reluctant to fly or travel far, Greater Wilmington and the Brandywine Valley are well positioned for recovery and growth.

This is why the work of the Greater Wilmington Convention and Visitors Bureau is so critical now. To find out more about what the bureau is doing to support the COVID-19 recovery movement, contact executive director Sarah Willoughby, swilloughby@visitwilmingtonde.com.

AT&T and AT&T Foundation Support Communities Impacted by COVID-19

Community organizations in Delaware are helping their friends and neighbors in need, and AT&T and the AT&T Foundation are supporting their work.

The Ministry of Caring in Wilmington is providing meals to the underserved in Wilmington. The AT&T Foundation provided an \$18,000 grant to the Ministry to help them purchase food, takeout containers and personal protective gear for staff and volunteers managing the Emmanuel Dining Room hunger relief program.

AT&T also made a \$10,000 contribution to The Boys and Girls Clubs of Delaware, headquartered in Wilmington, which is providing childcare services for essential personnel during the COVID-19 crisis at clubs in these locations: Clarence Fraim in Wilmington, Greater Newark, Greater Dover, Greater Milford, Western Sussex at Seaford, and Oak Orchard.

Wilmington Mayor Mike Purzycki thanked AT&T for assisting two of Wilmington's long-time community service providers.

"Technology industry leader AT&T has identified immediate needs such as daily nourishment and childcare, which are even more critical today as the COVID-19 crisis changes the way we react to the present and plan for the future," said Mayor Purzycki. "It's clear that AT&T cares



a great deal about Wilmington, and its generosity is most appreciated."

John Wellons, President & CEO of the Boys & Girls Club added: "We very much appreciate the support of AT&T during this unprecedented pandemic.

These are difficult times for all, and together we will get through this."

"One of AT&T's core values is to Be There when people need us. Now more than ever, Delaware's most vulnerable

residents and front line, essential workers – and the organizations that support them – need help. We're glad that we've been able to provide some support," said Denis Dunn, president, AT&T-Maryland, Delaware and Washington, DC.

The contributions are part of a nationwide commitment by AT&T to provide much needed support for first responders, medical personnel and others impacted by COVID-19. The effort kicked off with a \$1.5 million contribution to World Central Kitchen. We're also supporting Feeding America, the Salvation Army and Team Rubicon. AT&T will also be collaborating with a host of additional local organizations in communities most impacted by the pandemic.

AT&T's support is part of AT&T BelievesSM, a company-wide effort to make a meaningful impact in local communities. To learn more, visit <https://about.att.com/pages/COVID-19.html>.

Chair's Message BY KATIE WILKINSON

»» In this time of great uncertainty, we are all beginners. Not one of us has been through anything like this before: a pandemic, the resulting rapid economic downturn, stay-at-home orders, record unemployment numbers, closed schools, essential vs. non-essential business determinations, a strained national health care system, and so much more. Each of us are challenged to lead in new and different ways. Our teams are working remotely. Our children are learning at our sides. Our elderly parents are confined to their homes. We wear masks when we leave our homes. We cannot see our friends. We are all beginners.

Yet we have learned so much from this new experience. We remember the critical importance of our health care workers – not just now, but all the time. We are reminded of the essential work that our teachers and professors do to support our children each and every day. We are witnessing the creativity, endurance and grit as business owners work to find new ways to generate revenue, provide product, maintain payrolls and serve the public demand.

Business is different today than it was yesterday. As a community we talk about going back to the “way we were.” But shouldn’t we be looking at the “way we are,” and more importantly, the “way we will be?” What does that mean for your industry, and your business and your community? How can you stand



in the present and commit to doing things differently? What is your risk tolerance? How creative are you? What tools do you need to define and shape what your future will look like – based on the “way we will be,” and not the “way we were?”

As a small state, we are so fortunate to have a wonderful health care system, a diversified industry base, and a community that always commits to doing the right things in the right way at the right time.

Now is the time to work together to move forward – not backward. Now is the time to focus on our state’s economic recovery in a cooperative and collaborative way with the same creativity, grit and humility that got us to where we are today. Let’s leverage our position as beginners to think differently, rapidly and deeply about how to get projects done more quickly so that we can attract new businesses and industries to our state (Ready in 6). Let’s commit to programs that train-up those who desperately want to work, have the willingness and ability to learn, but remain underemployed in our state. Let’s assure each and every household across the state that they will have access to sufficient and consistent high-speed internet to support remote work and our Delaware students.

By working cooperatively together and looking ahead, we can find solutions to these challenges and navigate swiftly toward an economic recovery across the state.

DSCC Receives National Honors

In March, the Delaware State Chamber of Commerce received top honors in the annual Delaware Press Association’s Professional Communications Contest with two submissions placing first and one in second. Judged by out-of-state communications professionals to ensure impartiality, the contest encourages and recognizes excellence in communication and inspires all contestants to strive for their personal best in this competitive and rewarding field. First-place winners move on to the national competition.

The results of the national competition were released in June with the State Chamber receiving first place for its new logo design and honorable mention for its 2019 Small Business Day in Dover video.

“It was an eight-month research and design process to create our new logo,” said Kelly Basile, vice president of communications. “The entire State Chamber team played a part in its creation by giving input to help create the final result. We are so proud of our new logo, and even more thrilled it received national recognition!”



DELAWARE STATE
CHAMBER OF COMMERCE

Focus on Health as We Plan for the Future

BY DR. DAVID TAM

>> At the beginning of this pandemic, Beebe Healthcare joined the rest of the world in halting our work and preparing ourselves for the expected surge of critically ill COVID-19 patients. Many people had their elective procedures postponed for safety reasons and in order to conserve personal protective equipment at the outbreak of the coronavirus pandemic in Delaware. On June 1, Beebe reactivated its elective procedures as it entered its recovery phase.

In medicine, the term elective means that a procedure or surgery is not immediately necessary to save life or limb. However, there are many medical procedures and surgeries that need to be performed when it is safe to do so to ensure people live as healthy a life as possible. For the past two months, we at Beebe Healthcare have been performing some procedures in our operating rooms, cardiac cath labs, and delivering babies in our maternal health units. We are doing all we can to keep patients and team members safe and carefully using precious resources like PPE to ensure we remain able to care for critically ill patients – COVID and non-COVID – for the present and the future. After all, a heart attack, stroke, or a new baby cannot wait for the pandemic to be over.

A clinical team led by physicians reviews cases daily to follow-up with patients who have had their procedures postponed and make medical determination regarding the prioritization of scheduling their cases. This team also balances that clinical decision with the need to keep people safe while ensuring our health system remains prepared for any uptick in COVID-19

admissions. I am proud that this relentless focus on safety is the reason why Beebe Healthcare has received our second consecutive A Grade from the Leapfrog Group. The independent group grades hospitals across the country and evaluates how well we prevent medical errors.

As access to testing continues to expand and we have a firmer grasp on the rates of COVID-19 hospitalizations in Sussex County – which thankfully continues to flatten as of now – we look forward to re-engaging with our patients, physicians, and team members to provide these needed services.

Beebe Healthcare understands the immediacy of your healthcare needs and remains steadfast in our commitment to delivering the care you and your family need during this challenging time.

There are things you can focus on to help yourself be healthy whether you are waiting for a procedure or not:

Take care of your health

Many people have a little more time on our hands during this time. Find ways to take care of yourself, whether it be adding daily exercise, adjusting your diet, or practicing good mental health.

Physicians may sound like a broken record, but we know that healthiest individuals fare best against COVID-19. In addition, dropping a few pounds or lowering your blood pressure, and managing your chronic conditions, will have far-reaching benefits even if you do not contract COVID-19. Improving your health will also help the recovery process when we are able to schedule you for that procedure or surgery.

Beebe offers ideas for staying healthy on our new website, in a section we call the Health Hub. Here you can find past Beacon articles and other tips and ideas from our physicians. Visit www.beebehealthcare.org/health-hub to explore.

Have a Virtual Check-up with Your Doctor

If you want to do more than read about your health, consider scheduling a telemedicine appointment with your doctor. Beebe Medical Group has expanded access thanks to this new virtual way of receiving healthcare and connecting with healthcare professionals. And we continue to offer in-person appointments at our clinics throughout this pandemic, ensuring safety with strict medically appropriate protocols that focus on your safety.

Beebe will always be here for you as we continue to work together to end the spread of coronavirus.



David A. Tam, MD, MBA, FACHE, assumed the role of Beebe Healthcare President & CEO on March 17. He is a distinguished

and accomplished administrator and has experiences as an officer in the United States Navy and in large public health systems. He completed his pediatrics residency at the US Naval Hospital in Oakland, California, and a pediatric neurology fellowship at the Medical College of Virginia.

When New Legal Authority Feels Like a Virus, “Wear a Mask” By Learning

BY TIMOTHY M. HOLLY

»» COVID-19 has brought with it waves of often unclear new legal authority coming with greater speed than most can effectively manage. On the horizon, a tsunami of burdensome litigation can be seen building. Much like the virus, this presents uncertain risk for employees. Smart businesses will be vigilant of the maelstrom.

By now, most businesses know there is a virus-related paid “sick” leave law. It contains misnomers that can apply in situations that have nothing to do with an employee’s actual sickness, and refers to “minimum wage,” even though the amount of pay required is not tied to any traditional minimum wage and can be difficult to calculate. Similarly, a new and unclear paid “Family and Medical Leave” law causes risk by ambiguity. It overlaps in part with the “sick” leave law, applies even to very small employers not otherwise covered by FMLA, and is enforced differently than “normal” FMLA. There is also a new posting requirement for employers—even while most employers have been unable to access their buildings to post. New guidance and regulations meant to fill in gaps in these laws have been continuous, sometimes unclear, and not intuitive.

Delaware’s “essential businesses” (as determined under Governor Carney’s Fourth Modification of the Declaration of a State of Emergency) have had to endure additional risk. In order to avoid what was deemed a new “criminal offense,” these businesses had to “exclude individuals” over age 60,

premised on those individuals being “at highest risk of poor outcomes.” Meanwhile, these businesses remained subject to both state and federal age discrimination laws. Consequently, they (arguably) are at risk of civil suits by doing that which they must do to avoid committing a criminal offense.

On May 22, 2020, a nineteenth modification of the Emergency Declaration allowed some “non-essential” businesses to restart non-remote operations. This modification created additional risk by providing often unclear mandates about who was no longer prohibited from restarting non-remote operations and how such businesses must act to avoid committing a “criminal offense.” This includes that businesses must, at their expense, provide employees with hand sanitizer and a face covering to wear while working in areas either open to the general public or in which coming within 6 feet of other staff are likely. This modification replaced the previously-discussed requirement to exclude individuals over 60 with a declaration that all “vulnerable individuals” “should” continue to shelter in place; employers are “encouraged to continue to have staff work from home whenever possible”; and employees who have been working from home “should continue working from home unless there is a substantive change to business operations” (including that a business was closed, but now is open). These types of new edicts require businesses to navigate words like “should,” “encouraged,” “must,” and “shall” in order to

avoid what might be a “criminal act” – including in the nineteenth modification, earlier incorporated modifications, the “Phase 1 Reopen Plan,” and “any subsequent amendments thereto,” all of which do (or likely will) contain additional ambiguities.

Additional risks will likely arise as many employees resist returning to work – some because they make more on Delaware’s \$1,000 per week unemployment (available through at least the end of July 2020) than they would working. Where virus-related issues are experienced or related concerns arise at work, entering the mix will likely be numerous new issues involving workers compensation, personal injury, disability accommodations, and whistleblower laws. Meanwhile, others who are not being invited back might advance various wrongful termination claims.

While it will not cure uncertainty and might not prevent litigation, the best a business can do is to learn about the incoming legal authority and the attendant risks. Acquiring this risk-mitigating knowledge may feel like wearing a mask – it might not feel good, many may resent the need for it, and some may wonder if it is working. But businesses should “wear” it nonetheless, for failing to do so could result in dire consequences.



Timothy M. Holly is a partner at Connolly Gallagher LLP.

DIVERSE SUPPLIER SPOTLIGHT: **Janssen's Market** BY COLIN HEFFINGER

» In the face of a storm, the power of teamwork is indispensable. For Janssen's Market, a woman-owned business, this statement sparks veracity throughout the challenges confronted during the COVID-19 pandemic. As the pandemic has swept across the world, Janssen's Market has utilized the harmony of its full-staffed workforce to quickly adapt in order to continue providing their customers the same convenience and specialty items they've cherished for over six decades.

Janssen's Market lusters as a gourmet convenience store, making it unique from a traditional grocery store. It creates an opportunity for customers to top-up throughout the week, purchase a specialty item they've been looking for and stock up on paper towels all in a single visit. Janssen's Market provides a convenient, smaller and safer space for the elderly to get what they need. Many employees are full-time staff, leading to regular faces that customers see and interact with daily. The atmosphere of Janssen's Market embodies the prevailing role of family and community across its management, employees, and customers alike.

Recently, the public health crisis has highlighted the importance of community connection and collaborative safety as a regular role in the well-being of everyone. The daily commitment of the workforce at Janssen's Market has consistently maintained these priorities throughout the changes brought upon by the



grocery stock on the floor because that is where we are most busy. Our catering team has created curbside pick-up for the elderly and challenged customers who are scared to come into the store. It's a real

pandemic. Consumers are noticing the immeasurable value this creates.

Paula Janssen, general manager and granddaughter of the original founder of Janssen's Market, explains the daily impact of their teamwork. "We've received a lot of thank-you's from our customers. On April 30th, a long-time customer called and gave a \$25 gift card to every team member in appreciation for their daily sacrifices. In our busy lives we're so focused on what's next. People have slowed down and looked up to see the team members that are working so hard for them. They've stopped to say thank you for their efforts."

Paula elaborates on the challenges the small business has faced throughout the COVID-19 pandemic. "I am amazed by how our team has adapted to everything dropped on us. We've pivoted quickly, using our diversified supply chain to provide us with the products we need on our shelves that other chains might not have. Cooks and chefs are putting up

challenge but a strength that small businesses have to pivot and adapt to move forward."

Janssen's Market has strived further to protect the safety of consumers on the inside. Team members are continuously monitoring the number of customers in the store, constantly sanitizing baskets and carts, maintaining markings on the floors to manage social distancing, starting at 3 AM to get stock up sooner, and wearing masks and gloves at all times. Each measure is an effort by Janssen's Market to continue to provide their consumers with the safety and sense of community that they know and trust.

"Thank you for supporting us, a small business," Paula reflects. "Everyone has been kept fully employed. There are no lost hours. We'll make it through this and all the challenges ahead with the support of the community and all our amazing customers. We stay true to who Janssen's is, it is always a strength and will be in the future."

Amazon builds on more than 20 years of investments in Delaware with new, state-of-the-art fulfillment center in Wilmington

» Gov. John Carney and Amazon formally announced that the company will launch a new, state-of-the-art fulfillment center in Wilmington, creating more than 1,000 full-time jobs. Amazon first launched operations in New Castle in 1997 with its first fulfillment center in the network and launched its second Delaware fulfillment center in Middletown in 2012. The company has now grown to more than 110 fulfillment centers in North America and 185 globally, fulfilling millions of customer orders every day.

“Amazon already employs more than 2,500 Delawareans, and we welcome additional investment that will result in more jobs for Delaware families — especially at vacant industrial sites that are ideal for redevelopment,” said Delaware Gov. John Carney. “Delaware has a world-class workforce, a central location and a quality of life that is second to none. For those reasons and more, Delaware is a great place for businesses of all sizes to grow and create jobs.”

Amazon will lease a built-to-suit building, developed by Dermody Properties, at the site of the former General Motors’ Wilmington assembly plant, which closed in 2009 and was demolished in 2019. This is Dermody Properties’ — a premier e-commerce, logistics real estate development firm’s — first venture in Delaware. Jeffrey A. Zygler, a partner at Dermody Properties said, “Delaware officials and regulatory

agencies have been very responsive to our needs, which is paramount in projects of this magnitude. Their collaborative approach and commitment allowed us to attract Amazon to our project.”

Amazon’s new operations facility will span more than 820,000 square feet on the ground floor. Employees at the site will work alongside innovative Amazon robotics technology to pick, pack and ship smaller customer items such as books, electronics, small household goods and toys. In addition, Amazon will hire for roles in human resources, operations management, safety, security, finance and information technology.

“The First State was home to Amazon’s first fulfillment center 23 years ago,” said Ryan Smith, director of Amazon robotics fulfillment centers in North America. “I’m proud to see the continued growth and investment in Delaware with our newest fulfillment center in Wilmington. Amazon has found an outstanding, passionate workforce, strong state and local support and incredible customers across the state. We look forward to creating 1,000 new, full-time jobs with industry leading pay and benefits, starting on day one, in a safe, innovative and quality work



environment. I know first-hand the opportunity and support network we provide employees for long-term, career success, and I’m excited to provide that same opportunity for thousands of current and future Amazonians.”

“The Amazon location announcement says something about the state of our economy, but also about the spirit of our people in New Castle County,” said County Executive Matt Meyer. “When you have one of our largest commercial sites, one that hasn’t created any jobs, barren for more than a decade, it speaks to the neighbors and the community here. Now we’re going to have the retail operation of the future, creating more than 1,000 jobs, and we’ll have a workforce that will deliver for them.”

In addition, Amazon has pledged to invest over \$700 million to provide upskilling training for 100,000 U.S. employees for in-demand jobs. Programs will help Amazonians from all backgrounds access training to move

into highly skilled roles across the company's corporate offices, tech hubs, fulfillment centers, retail stores and transportation network or pursue career paths outside of Amazon.

"At Amazon, we want to help our employees get the skills they need for today's – and tomorrow's – most in-demand jobs," said Smith. "All associates go through hours of safety training and ongoing coaching and have access to continuing education opportunities through Amazon's upskilling programs, such as Career Choice, in which the company will pre-pay up to 95 percent of tuition for courses related to in-demand fields, regardless of whether the skills are relevant to a career at Amazon. Since the program's launch, more than 25,000 employees have pursued degrees in game design and visual communications, nursing, IT programming and radiology, to name a few."

An Amazon presence in Delaware means more than just the jobs provided within its four walls. In addition to full-benefit, great jobs inside the building, the company has brought thousands of jobs in construction and services. Since 2010, Amazon has invested more than \$2.5 billion in Delaware through its customer fulfillment infrastructure and compensation to its employees. Amazon's investments in Delaware have contributed an additional \$1 billion into the state's economy, and, using methodology developed by the U.S. Bureau of Economic Analysis, Amazon estimates its investments in the state have created an additional 700-plus indirect jobs on top of the company's 2,500 direct hires.

The Central Delaware Chamber of Commerce Remains Hard at Work during the Pandemic

» The Central Delaware Chamber of Commerce has been busy during the pandemic, diligently working to support and assist members through these uncertain days. Even during this time of financial uncertainty, we remain the essential resource for the development of businesses in Kent County.

While the CDCC office has been closed since March 23rd, the chamber staff, working remotely, has been in constant communication with our member businesses, connecting them to the critical information needed to stay afloat and prepare for reopening. In addition, we have served as the voice of the Central Delaware business community. The CDCC, in conjunction with the other 13 chambers in Delaware, has been working with state and local officials, as well as the Governor, to help businesses receive the help they need and to reopen as quickly as possible.

The Central Delaware Chamber of Commerce, along with the Kent Economic Partnership and the Greater Kent Committee, spearheaded the reopening effort by initiating a task force to address the various procedures and precautions necessary to do business in a safe and healthy way. The "Getting Back to Business" task force was comprised of business leaders across many industries



and agencies. The task force worked to find practical, hands-on ways to assist businesses. To that end, they devel-

oped and produced a "Getting Back to Business" brochure that outlined many of the procedures and precautions businesses should consider. The task force also implemented the creation of "Getting Back to Business" starter kits. The starter kits contained masks, gloves, wipes, disinfectant spray, hand sanitizer, and a no-contact thermometer, as well as valuable coupons and offers to assist small businesses in obtaining the supplies needed to reopen. These 100 starter kits were funded by the generous donations of several partners and were distributed to businesses with 20 or less employees. Special thanks to Kent County Levy Court, The City of Dover, Calpine, Chesapeake Utilities, First State Janitorial, Office Pride, W.B. Mason, and Staples.

It is our belief that the businesses of Delaware are ready and able to reopen and operate safely for both their employees and the public. We have worked together through this pandemic, and on the other side of it, we will be stronger and better than ever – that's the Delaware way!



ILC Dover Plays Vital Role in Protecting Healthcare Workers During Global Pandemic

» Inspired and focused, ILC Dover employees work tirelessly to bring essential equipment to healthcare providers across the nation.

Every day, in the face of the coronavirus pandemic, ILC Dover employees manage rigid workplace safety restrictions and work long hours to deliver critical products that protect healthcare providers from infectious disease, enable pharmaceutical customers to deliver critical drugs and help the US provide security to our nation.

“Our staff at ILC Dover is doing everything they can to help healthcare workers do their job effectively and safely,” said President and CEO Fran DiNuzzo. “Personal protection has been an ILC Dover watchword for more than 70 years. What has changed is the demand for the products. We are ramping up personal protective equipment (PPE) production to over 30 times what it was last year. The ILC Dover team has stepped up to this challenge with a determination and spirit that is synonymous with our culture.”

Innovation in a Time of Crisis

In the face of exceptional demand and supply chain challenges, ILC Dover identified its respirator hood supply would not allow them to meet the demands of the healthcare market. Responding to this issue, the company’s research and development team designed a new powered air purifying respirator (PAPR) hood for workers on the frontline of the pandemic. Doug Durney, PPE product line director at ILC Dover, explained that the EZ BioHood™

is manufactured in-house at ILC Dover headquarters in Frederica, DE, using existing materials and equipment. The entire process, from design to National Institute for Occupational Safety and Health (NIOSH) approval, took only five weeks. The normal NIOSH approval process alone is typically several months.

All of this innovation and increased productivity leads to growth — and ILC Dover is hiring.

Protecting the Workforce

As the COVID-19 story continues to evolve, ILC Dover stays committed to providing a safe, productive workplace for its over 600 employees. Identified by the State of Delaware as an essential business, ILC Dover proudly rises to the challenge of meeting unprecedented demand for its products.

“The safety of our employees is a top priority,” said DiNuzzo. “To protect our workforce, we made adjustments early and quickly. We continue to stay ahead of guidelines from the CDC, WHO and the State of Delaware in our procedures and process for protecting our employees.”

Starting in mid-February, ILC Dover took many preventive measures, including:

- Cleaned and sanitized all facilities intensely and frequently
- Provided PPE, including face masks, to all employees working in facilities
- Eliminated close contact between production teams



- Moved all non-essential team members to work at home
- Eliminated face-to-face meetings by utilizing virtual meeting technologies
- Suspended all non-essential company travel on a global basis
- Limited visitors at all sites

“We’ll fully support our employees if anyone contracts COVID-19, encounters someone with a confirmed infection or needs to care for a family member,” DiNuzzo added. “Our benefits program provides continuation of pay and benefits for individuals dealing with healthcare and daycare challenges.”

Ensuring the Supply of Mission-Critical Products to Healthcare Customers

Along with ensuring a safe environment for employees, another top priority for ILC Dover is keeping customers supplied and mitigating business interruptions. As a leading provider of solutions that improve efficiency, safeguard workers and

products, and prevent disasters, the continuous supply from ILC Dover is critical, from advanced pharmaceutical and biopharma products to flood protection to personal safety equipment and more.

“The pandemic was yet another example of the ILC Dover team taking on a daunting challenge in an unprecedented time: maintaining an uninterrupted supply of high-quality products for all our customers while ramping up the production of essential healthcare PPE by 30 times during a global pandemic, said DiNuzzo. “It was more than a team goal. It is the team’s mission.”

“ILC Dover has a reputation for pushing innovation Beyond Boundaries™,” DiNuzzo said. “We believe nothing is impossible. Our incredible employees prove this every day by solving complex problems for our customers. We couldn’t be prouder of our team.”



Parsing the Future of Work

HOW TECHNOLOGY WILL ENABLE REMOTE EMPLOYEES

BY EDWARD ROWAN, SENIOR DIRECTOR, PRODUCT SALES SUPPORT
& ANALYSIS, COMCAST BUSINESS

»» For a modern organization to be successful, it must transform into a digital workplace, with the ability to conduct business from anywhere, anytime, with anyone.

That means businesses must provide employees with technologies that allow them to stay connected to colleagues and customers while being productive, even while working remotely.

Businesses of all sizes can help ensure employees can work remotely without skipping a beat by augmenting these four common workplace technologies.

The Internet

This is the big one, because just as an office needs strong internet service to support in-house employees, remote employees will need excellent service as

well, with enough bandwidth to handle streaming connections for tasks like video conferencing.

- Consider supplying or supplementing remote employees' home or office internet to ensure they have top speeds and can stay connected.



- Add in reliable mobile service so employees can connect via their devices.
- Identify safe and secure Wi-Fi hotspot options for on-the-go employees. Using hotspots is a great way for a business to cut down on data costs and save on overage charges. Businesses also can set up a virtual private network (VPN) that allows for a stable and secure connection.

- Make sure employees understand how to keep their devices (and, by extension, the company's network) safe by avoiding unsecured websites, using virus protection and refraining from downloading unapproved apps and software on company devices. All employees – remote workers especially – must follow key cybersecurity guidelines. Tactics include:

- Securing their work phone and computer
- Installing a firewall
- Downloading anti-virus and anti-malware software that is set to update automatically
- Regularly backing up information

The Cloud

Employees need virtual access to the same information and tools they'd be able to access in a physical office. The solution here is the cloud, which hosts files, data and applications within a centralized server and makes them accessible from any device with connectivity. This means employees can work from anywhere on company-issued mobile devices, or their own devices.

Remember: Remote employees need virtual access to everything – not just a few applications or files. Businesses deploying a cloud strategy

must provide employees with ways to share information, sync schedules, process important documents and back everything up in real time – securely.

Comcast Business and many other technology providers offer cloud solutions apps and Software-as-a-Service (in which software lives in the cloud, not on an individual's computer). To be successful with both cloud and remote work, determine what tools and applications employees need to do their jobs and ensure that a cloud environment mimics the in-office experience.

The Phone

It's easy to forget about the humble telephone, but it's still a key business tool, both inside and outside an office.

Look for a flexible phone system in which employees can use one phone number that switches seamlessly from a desk phone to a mobile device, allowing them to stay connected from wherever they are. One option for a company with remote employees is a VoIP (Voice over Internet Protocol) solution, such as Comcast Business VoiceEdge, which offers benefits traditional wired systems don't, like:

- The ability to forward a number to multiple phones and reach employees whether they're on their cell phone, a home landline, or an office phone.
- Call management and routing, which acts as a virtual receptionist to answer calls and help callers connect to the right person. This includes the option to ring multiple employees in a department, one by one, until someone answers.
- The ability for employees to check voicemail remotely; receive notifications

on a mobile phone when their office line receives a call or voicemail; and use voicemail transcription, which lets employees read voice messages on a mobile phone.

Collaboration Tools

When all employees are in the same office, it's easy to get together in a conference room or someone's office to exchange ideas and present information. But, when one employee, or everyone, is remote, getting together is not as simple. Collaboration platforms and unified communications systems are key for future workplaces.

For example, in addition to allowing participants to see each other as they speak, web conferencing systems offer tools to share slideshow presentations and documents, easily schedule or change meeting times, and record meetings and presentations for future viewing.

Another tool – group chat software – can make it seem like everyone is in the same room. They also can serve as a productivity tracker. Google or Microsoft Office both offer collaboration apps for chatting remotely and trading files.

As remote work becomes more common, it can introduce challenges when it comes to keeping employees connected, productive and engaged. But, the right technologies make it a snap. Comcast Business is here to help. For more information, visit <http://business.comcast.com>, call 866-429-3085 or follow us on Twitter @Comcast Business and on other social media platforms at <http://business.comcast.com/social>.

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Tourism in the time of COVID-19

PROVIDED BY SOUTHERN DELAWARE TOURISM

TOURISM HAS, for all intents and purposes, come to a standstill in Southern Delaware, as it has everywhere else. That doesn't mean the team at Southern Delaware Tourism (SDT) hasn't remained very busy. As the fourth largest employer in the state and the second largest in Sussex County, Delaware's tourism industry matters. It matters to every household in Delaware that pays about \$1,600 less in taxes each year as a result of it. It matters to the over 44,000 people in the state whose livelihoods rely on it (nearly 19,000 of those jobs are in Sussex County, making up over 16% of the county's workforce.) It matters to the hard-working business owners whose employees rely on them to support their families in a challenging seasonal economy.

In place of actively promoting travel to Southern Delaware as we would be in normal years, SDT has shifted our focus to assist our tourism partners by consistently sharing updated, valuable information on the latest announcements from state government, assistance programs, marketing ideas and opportunities, guidelines, and resources. We're also planning and creating our reopening marketing strategy and preparing to deploy it when the time comes.

We're providing ways for visitors and potential visitors to connect and engage with Southern Delaware via our social media channels and website so when restrictions are lifted and travel is safe, Southern Delaware will be their destination of choice. Our office is working with partners at the state, county, and local levels to spotlight tourism's relevance to our state's recovery.

A few of the initiatives SDT has undertaken to address the crisis so far include:

- Creating a web page for tourism partners containing federal, state and industry updates on emergency declaration amendments, safety

guidance, loan and grant programs and more. When updates occur, we email partners to let them know there are updates they may want to read. (visitsouthern.delaware.com/covid-19-tourism-partner-resources)

- Creating a web page for consumers containing updates on cancellations, postponements, and reopening information. (visitsouthern.delaware.com/coronavirus-cancelled-events)
- Creating a web page for visitors and potential visitors highlighting opportunities to "visit" or "revisit" Southern Delaware virtually by highlighting partners who have virtual opportunities to promote their businesses and organizations. This page includes art classes, concerts, virtual tours, web cams, chef demos, virtual museum and art gallery exhibits, and more. (<https://visitsouthern.delaware.com/enjoy-southern-delaware-virtually>)
- Working with the Sussex County Economic Development Office to create a Sussex-specific "Buy Local" program to encourage county residents to support our neighbor businesses and organizations as many of them struggle to recover from the economic downturn created by the pandemic.
- Working with local restaurant partners to highlight chef demo/recipe videos on our social media platforms to entice travelers to visit them when they return, and working with accommodations partners to promote gift card sales for future visits.
- Creating and promoting an "Until We See You Again" video that has reached many thousands of potential visitors in drive-from markets.

Scott Thomas, SDT's executive director, says "SDT has been working hard to keep Sussex County a destination of choice in the minds of visitors throughout this crisis. We know that there is much pent-up travel demand, especially for drive-to destinations like Southern Delaware." ■



Team Building Through Kayaking Adventures

Navigating the Waterways of the First State

BY COLIN HEFFINGER

THE NEED FOR A REWARDING ESCAPE has become significantly more important than ever as we move forward in our recovery efforts from the COVID-19 pandemic. Throughout the pandemic, businesses have endured and adapted to constant changes to stay afloat in a world facing a “new normal.” What better time to take a business retreat and explore the natural waterways of Delaware? What better opportunity to bond with your staff and embrace new adventures together?

Kayaking is an excellent way to get outside and experience the dozens of rivers channeling throughout the state, while also bonding with members of your team through a moderately challenging exercise. Delaware provides kayaking opportunities for beginners and experienced paddlers alike. One of the most indispensable tools available for kayaking is a project created by a team of dedicated kayaking enthusiasts for Sussex and Kent County. This collaboration strived to build an easily accessible system of maps that show waterways and access points all in one place.

Ed Luendowski is the Coastal Communities Development Specialist at the University of Delaware and one of the masterminds behind the kayaking maps project for Sussex County. “The maps provide a unified, one-stop post for paddling locations,” Ed explains. “We created Paddle Coastal Delaware as a resource for 16 unique trips throughout Sussex that provide ecology, fishing and kayaking to everyone interested.”

Kayaking has become a growing tourism opportunity for Sussex and Kent Counties. Individuals throughout the Del-Mar-Va region travel to Delaware to experience its unique waterways. There are opportunities to dock at businesses from the water, where kayakers can grab a bite to eat or a drink during their kayaking trip. Businesses can take employees out kayaking together or individuals can kayak alone or with friends. The possibilities are endless and up to the kayakers.

Dave Wilson, a paddling enthusiast from Maryland, has used the Sussex County maps and paddlecoastaldelaware.com to help him in his

Local Communities Welcome Back Visitors

Bethany-Fenwick Area Chamber of Commerce Sees Thawing of an Extended ‘Winter’

The quiet of winter slowly fades and the bustle of spring brings energy and visitors back to Delaware’s beaches. However, this year the silence remained as everyone was faced with the unknown with what has felt like an eternal winter. As the beaches opened, visitors return to their beloved destinations which have symbolized family traditions for generations. Small business is integral in building these traditions. And now, businesses have adapted and are ready to continue serving in this new environment. We should take a moment to be humbled and inspired by the resilience of the small business community.

Something that was anticipated to only last a few weeks turned into a quarter of the year. The tourism industry which includes so many family-owned, seasonal, and visitor-based businesses have had to play a guessing game with opening dates, procedures, regulations, consumer confidence, employee safety and the ultimate question of returned cash flow. Through it all, they have taken steps weekly to continue fine tuning the new way of doing business. Businesses made modifications throughout the stay at home orders and worked tirelessly to function at the most basic level. They have pushed to creatively adapt; online stores, Facebook Live commercials, cross industry collaborations, new floor plans, products and barcode window displays that will make the business community stronger than ever as we return to a new normal.

With all this hard work and dedication, the vision of summer has prevailed. Families are gathering under their umbrellas with their summer delights provided by the hard-working families of this resilient community. — *by Lauren Weaver*

Standing Ready to Welcome Tourists Back to Delaware’s Quaint Villages

COVID-19 has had a significant impact on the hospitality/tourism industry in our region, the state and the entire country. To assist Kent County hospitality/tourism-related businesses affected by COVID-19, Kent County Tourism Corporation recently announced a grant fund for tourism and hospitality businesses in Kent County to use for their operations and cover needed expenses. The grant funds are up to \$500 with a maximum of 20 grants awarded.

This September, Kent County Tourism will be hosting vetted travel media and journalists during the annual Mid-Atlantic Tourism Public Relations Alliance (MATPRA) Media Marketplace taking place September 21-23. This will be a great opportunity to showcase Delaware’s Quaint Villages through various familiarization (FAM) tours put



together by the Kent County Tourism team. We are anticipating 50 media representatives from the travel industry who will be looking to write stories for their newspaper outlets, magazines, blogs, and social media presence. In a post recovery COVID-19, we are excited for the exposure this one-of-a-kind event will be bringing to Kent County and the entire state of Delaware from all the stories written from a visitor’s perspective.

As we begin the recovery process, our visitors will soon be eager to travel again. With Kent County’s proximity from major cities within the Mid-Atlantic region including New York City, Philadelphia, and Washington D.C., makes Delaware’s Quaint Villages a regional drive to destination with a strong position to capitalize on Kent County’s tourism assets including unique attractions, museums, festivals, entertainment, casino fun, outdoor activities, local libations, restaurants, and much more! The entire Kent County team will be here to welcome our visitors from near and far for all the warmth and care our great community is known for. We will be more than ever, a place to relax and rejuvenate. For more information, visit www.VisitDelawareVillages.com. — *by Danielle Jonigan*

Summer 2020 with the Lewes Chamber of Commerce

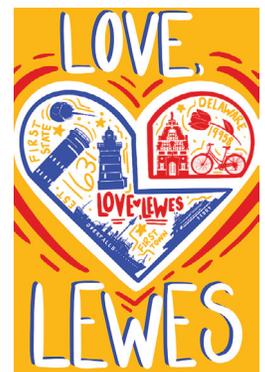
Lewes this summer will be a very different experience for visitors and locals who have been sheltering in place since March because of the pandemic. One thing that hasn’t changed though is our small-town friendliness. Despite having to wear masks and social distance, our visitors will be warmly greeted this summer by Hospitality Ambassadors.

The impetus for this came directly from the business owners while strategizing what could be done to make visitors to their retail shops and restaurants feel safe and at the same time have

a positive, fun experience. Another community partner, the Lewes American Legion, volunteered their auxiliary members to be our ambassadors.

This initiative dovetailed nicely with the Chamber members’ “Restarting Lewes’s Economy” program with input and assistance from our municipality. They developed a branding campaign that reflects how business owners and residents feel about living and working here. The campaign is called “Love, Lewes” with a Facebook page (Love, Lewes) and on Instagram (@lovecommalewes).

When you drive into Lewes this summer, you will see banners on our light poles with the Love, Lewes icon. You’ll see signs in our residents’ front yards with the same message – Love, Lewes. Retail businesses will be selling branded merchandise and our Hospitality Ambassador volunteers will greet our visitors wearing their Love, Lewes t-shirts. It won’t take long for them to convey why the slogan is so appropriate! — *By Betsy Reamer*



Restaurant, Meeting & Banquet Guide 2020

As we begin to phase back into the ability to hold gatherings, the Delaware State Chamber of Commerce's Restaurant, Meeting & Banquet Guide is a one-stop resource for planning your next meeting or event.

Thompson Island Brewing Company





Training Tomorrow's Chefs

BY MATT AMIS

AS DELAWARE AND THE NATION continue to reboot their economy in a COVID-19 world, never has it been more important to focus on meaningful, relevant job training.

And if any state is positioned well to make the necessary pivots, it's Delaware.

Thanks to some forward-thinking state leaders from across the public and private sectors, the First State is seen as a first-class example of nimble, on-the-ground youth job training. Delaware Pathways, the official partnership launched by former Governor Jack Markell in 2016, is seen as one of public education's biggest success stories of the last decade.

"Pathways" is an official stamp for a concept that isn't necessarily new—that is, partnerships between schools and local businesses that help high school-aged students gain real, on-the-job experience and expertise.

But Pathways' best strength is its network of partners, which encompasses

an array of state-level government and private-sector employers and the commitment from the department of education. The partners work hand-in-hand with schools to tailor student pathways to real-time job demands through the Delaware Office of Work-Based Learning.

Each industry-specific pathway—like IT, health sciences, manufacturing, teaching—comes with its own sequence of classroom courses along with common, consistent benchmarks for knowledge and skills based on specific, ever-evolving employer needs.

Along the way, students participate in various real-world career experiences that insiders call "work-based learning." Depending on the school and program, work-based learning can cover everything from traditional internships to job shadowing to guest classroom lectures, and more.

The benefits are obvious: Students get hands-on experience and a network

The benefits are obvious: Students get hands-on experience and a network of potential job prospects, while employers get a front-row connection into its own future workforce.

of potential job prospects, while employers get a front-row connection into its own future workforce. Members of the business community can connect into Pathways on a variety of levels, and can help inform everything from classroom curriculum to the nonacademic “soft skills” students are taught in school.

“Work-based learning is an innovative approach for enhancing classroom learning by connecting it directly to the workplace,” says Bryan Horsey, who runs Delaware’s Office of Work-Based Learning. “It works so well in Delaware because we’re so closely knit, enabling our students to be more competitive—a solution that’s a win-win for employers, students, and teachers. That’s going to become so important moving forward in the context of COVID-19 as people begin preparing for some version of returning to school and work.”

More than 8,000 students earned credit in a state model career pathway in 2017-18. Officials expect around 20,000 enrolled in 2020. The Culinary and Hospitality Management pathway is by far the most popular among students, comprising about 28 percent of that enrollment.

The culinary pathway, available at 18 of Delaware’s high schools, is bolstered by the presence of the National Restaurant Association Education Foundation and the Delaware Restaurant Association. That means our future chefs, cooks, and kitchen managers all receive the venerable “ProStart” curriculum designed by restaurant pros, which trains students on industry-specific skills that can be used in all aspects of the hospitality industry, along



with the employability skills like leadership, accountability, and teamwork.

Students can earn a handful of professional certifications and up to nine credits at Delaware Technical Community college—all before graduating high school. Critically, the curriculum includes ServSafe training and its slate of health and sanitation COVID-19 precautions.

While honing their chops, students get

to work and learn alongside some of Delaware’s most legendary chefs. The DRA’s network of chefs and restaurateurs help out by offering job shadowing and mentorship—which often blossoms into internships and job offers.

“I began my passion for cooking when I was in high school, but there were no cooking classes,” says Tom Hannum, the longtime Hotel du Pont chef who today owns Buckley’s Tavern in Greenville. “Even to have an outlet like this to find something to be passionate about—that’s the point right there.”

Hannum helps mentor the Caesar Rodney High School ProStart competition team—who go up against high schools across the state (and with enough victories, the country) in a Food Network-style cook-off. He’s one of many respected insiders involved: SoDel Concepts works with students at Seaford High School, with its top chefs giving in-school cooking demonstrations and tours of their many restaurants. Chefs from the Big Fish Restaurant Group have judged ProStart competitions.

The business community involvement is a big reason why Delaware is now seen as a national leader in connecting our young people to the range of growing industries. Want to learn more or get your organization involved? Visit www.deowbl.org. ■

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The Delaware State Chamber of Commerce is dedicated to promoting an economic climate that strengthens the competitiveness of Delaware businesses and benefits citizens of the state. Founded in 1837 as the Wilmington Board of Trade, the Delaware State Chamber of Commerce has a long history as the largest, most influential business organization in the state.

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Restaurant, Meeting & Banquet Guide



*The Bellmoor
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HOTELS

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Best Western Gold Leaf

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Dewey Beach, DE 19971
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www.bestwesterngoldleaf.com**
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www.thecanalsideinn.com**
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Restaurant, Meeting & Banquet Guide

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www.Wilmingtondowntown.com

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www.doverdowns.com

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www.hoteldupont.com

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www.theinnatcanalsquare.com

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Newark, DE 19713

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www.redroof.com

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Restaurant, Meeting & Banquet Guide

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New Castle, DE 19720

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www.sheratonwilmingtonsouth.com

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RESTAURANTS

Big Fish Grill on the Riverfront

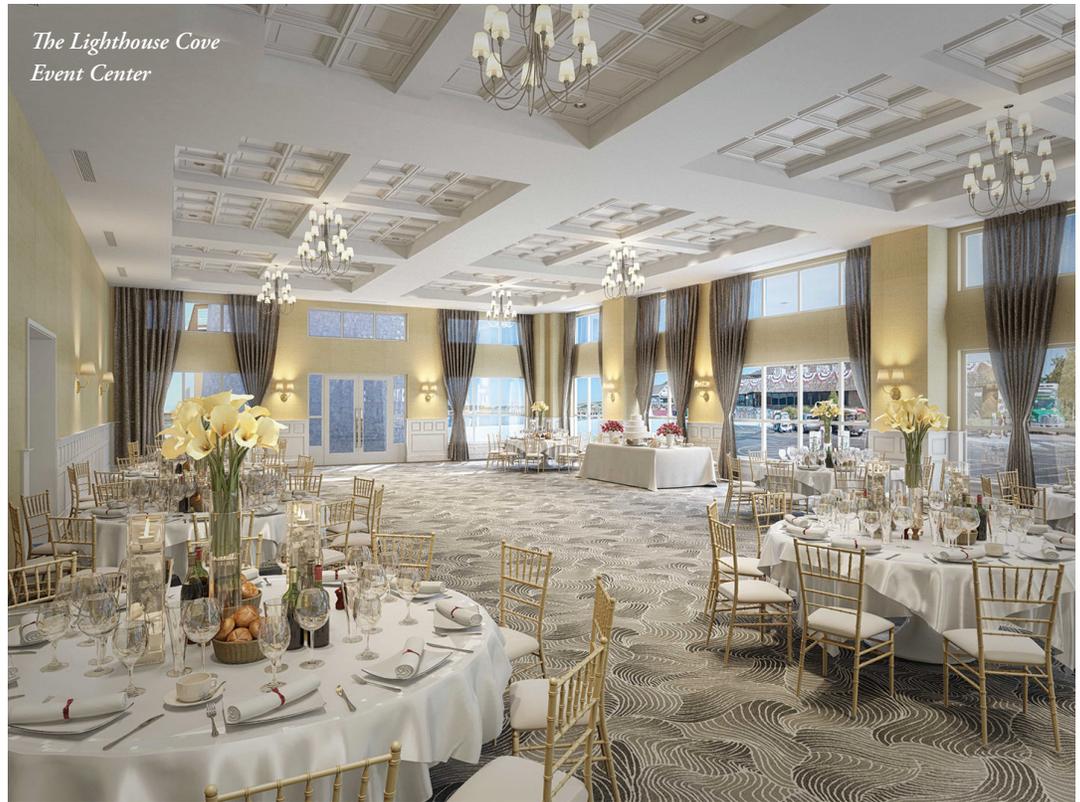
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Wilmington, DE 19801

(302) 652-3474

www.bigfishriverfront.com

Comprised of 18 concepts and counting across Delaware, the Big Fish Restaurant Group takes pride in delivering quality food at reasonable prices paired with unparalleled hospitality whether you're seeking an intimate, romantic atmosphere, a family friendly environment or a local neighborhood bar feel. The Big Fish on the Riverfront focuses on using fresh, quality ingredients to create original seafood dishes, a lively raw bar, sushi bar and much more. We have something for everyone!



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Bethany Beach, DE 19930

(302) 539-7111

www.bluecoastseafoodgrill.com

A staple for local and visitors in the Bethany area, Bluecoast serves fresh, simple, beautiful, local seafood overlooking the scenic Salt Pond and has been named one of the "Top 10 Destination Restaurants" in the US by Attache Magazine. It boasts an award-winning wine list hand crafted by SoDel Concepts' Sommelier Mike Zygmanski, a selection of house cocktails and locally crafted ales, and house specialties, along with a daily offering of fresh caught fish and raw oysters.

30155 Veterans Way

Rehoboth Beach, DE 19971

(302) 278-7395

www.bluecoastreboth.com

Bluecoast Seafood Grill and Raw

Bar Rehoboth is based on SoDel's flagship restaurant in Bethany Beach. Bluecoast Rehoboth follows the tradition of serving fresh, beautiful local seafood prepared in simple ways to allow the flavors of Southern Delaware to shine. The Rehoboth location is a hip take on the local seafood house and features unique interior dining areas and outside dining in a spacious patio complete with fire pit, outside bar and small acoustic stage.

Catch 54 Fish House

38931 Madison Avenue

Selbyville, DE 19975

(302) 436-8600

www.catch54.com

Recently named "best waterfront restaurant" in Delaware, Catch 54 is committed to serving beautiful simple coastal cuisine in a beautiful setting overlooking the bay. House specialties include our signature crab cake, buttermilk fried oysters,

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60 Geoffrey Drive

Newark, DE 19713

(302) 731-3037

www.chipotle.com

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Rehoboth Beach, DE 19971

(302) 313-5029

www.crustandcraftrehoboth.com

Restaurant, Meeting & Banquet Guide

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Dogfish Head Brewings and Eats

**320 Rehoboth Avenue
Rehoboth Beach, DE 19971
(302) 226-2739
www.dogfish.com**

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Fish On

**17300 N. Village Main Boulevard
Lewes, DE 19958
(302) 645-9790
www.fishonlewes.com**

At Fish On we are committed to serving beautiful simple coastal cuisine in a cool casual atmosphere complete with a happening bar and outdoor patio dining. House specialties include shrimp and grits, maple glazed salmon, along with traditional seafood favorites, and the most delicious short rib burger.

Le Cavalier at the Green Room – opening soon!

**42 W 11th St
Wilmington, DE 19801
(302) 594-3154
www.lecavalierde.com**

The famed Green Room restaurant will become a new French brasserie named Le Cavalier at the Green Room. Le Cavalier will be open for breakfast, lunch, dinner, and weekend brunch seven days a week, 365 days a year, and pull influences from the Provence and North Africa regions' cuisines.

Grotto Pizza, Inc.

**20376 Coastal Highway
Rehoboth Beach, DE 19971
(302) 227-3567
www.grotopizza.com**

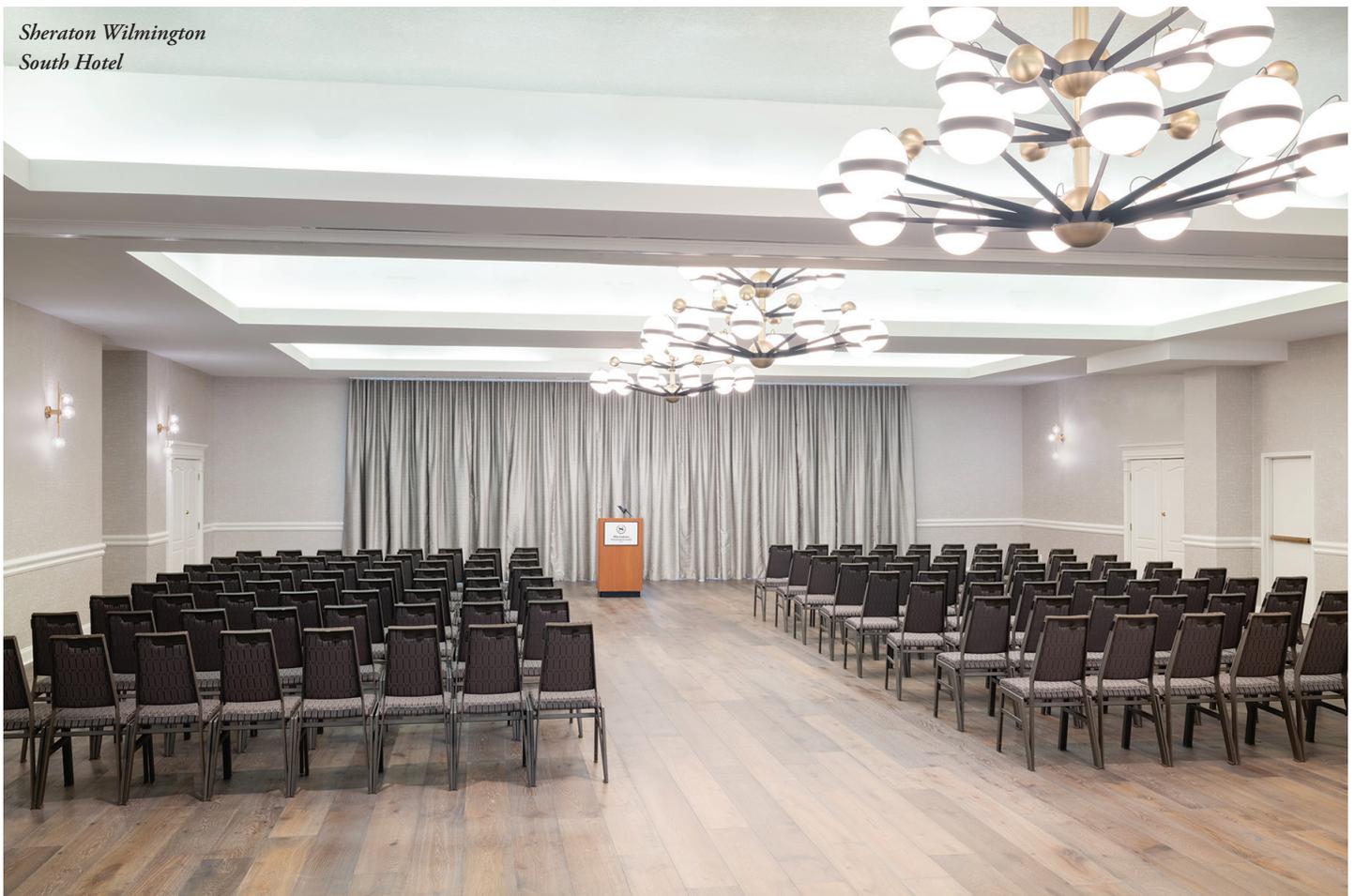
From humble beginnings, Grotto Pizza has grown to 16 locations throughout Delaware, three locations in the Wilkes-Barre area of Pennsylvania, and a location in Ocean City, Maryland. Although Grotto Pizza has expanded beyond the small take-out stand, it continues to adhere to its core values of excellent food, friendly guest service and community service.

Island Fin Poke Co.

**1608 Delaware Avenue
Wilmington, DE 19806
(302) 654 8793
www.islandfinpoke.com**

Poke bowl is a deconstructed sushi roll in a bowl! Located in Trolley Square, we give you fast casual dining to eat in or carry out.

*Sheraton Wilmington
South Hotel*



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Lefty's Alley & Eats

36450 Plaza Drive

Lewes, DE 19958

(302) 864-6000

www.iloveleftys.com

Lefty's elevates bowling, dining, gaming and fun with a level of service and style like no other. We help our guests create lasting memories of fun for everyone – all under one roof, including our brand-new outdoor patio restaurant seating. Lefty's can accommodate groups of 7 to 700. As the only award-winning "EATertainment" center of our kind on Delmarva, Lefty's is the perfect choice for family time, date night, girls' or guys' night out, work meetings, adult or kids' birthday parties...what's left?

Lupo Italian Kitchen

247 Rehoboth Avenue

Rehoboth Beach, DE 19971

(302) 226-2240

www.lupoitaliankitchen.com

Lupo Italian Kitchen is the hip little Italian restaurant located in

Hotel Rehoboth downtown. We serve both traditional and not so traditional coastal Italian cuisine, pairing Mediterranean flavors with locally caught seafood with local produce and house made pasta. Lupo has an extensive all Italian wine list and a courteous, friendly and knowledgeable staff.

Manhattan Bagel, Inc.

3505 Silverside Road

Wilmington, DE 19801

(302) 543-7498

www.manhattanbagel.com

Einstein Noah Restaurant Group, Inc. is a leading company in the quick casual restaurant industry that operates locations primarily under the Einstein Bros. and Noah's New York Bagels® brands and primarily franchises locations under the Manhattan Bagel® brand.

Matt's Fish Camp

28635 Coastal Highway

Bethany Beach, DE 19930

(302) 539-2267

www.mattsfishcampbethany.com

34401 Tenley Court

Lewes, DE 19958

(302) 644-2267

www.mattsfishcamplewes.com

Matt's Fish Camp is the quintessential local fish joint that serves classic east coast style cuisine. Matt's serves traditional seafood like crab cakes and lobster rolls, along with fresh fish, and Sussex County comfort foods. Matt's serves up favorite beachside dishes in a cool casual setting where all will feel welcome and at home.

McDonald's

2351 S. College Avenue

Newark, DE 19702

(302) 733-0818

374 E. Main Street

Newark, DE 19711

(302) 737-0502

815 S. College Avenue

Newark, DE 19713

(302) 738-7857

2507 Concord Pike

Wilmington, DE 19803

(302) 478-5685

1401 Governor's Place

Bear, DE 19701

(302) 836-1308

Everyday all around the globe, McDonald's is putting people, processes and practices into place to make better food, more sustainable sourcing, happier people, a stronger community, and a healthier planet.

Newport Restaurant

601 Newport Pike, Greystone Plaza

Newport, DE 19804

(302) 998-1073

www.newportfamilyrestaurant.com

For over 25 years, Newport Restaurant, located in Greystone

Plaza, has served breakfast, lunch, and dinner. The restaurant offers delicious homemade chicken croquettes and crab cakes. Newport Restaurant is a casual, family restaurant.

Northeast Seafood Kitchen

29 F Atlantic Avenue

Ocean View, DE 19970

(302) 537-1785

www.northeastseafoodkitchen.com

Northeast Seafood Kitchen, located off of Atlantic Avenue in Ocean View, has become a local hot spot in Ocean View for locals and summer visitors. We feature the freshest seafood crafted in a classic New England style cuisine with a Delaware twist.

Papa Grande's Coastal Taqueria

38929 Madison Avenue

Selbyville, DE 19975

(302) 436-7272

www.papagrandes.com/fenwick

210 2nd Street

Rehoboth Beach, DE 19971

(302) 212-2409

www.papagrandes.com/rehoboth

At Papa Grande's we serve fresh authentic Mexican food with specialties like blackened fish tacos and short rib cheesesteak burritos. Our garage door bar is one of the coolest indoor/outdoor dining spots on the coast. The Papa's staff prides itself on serving delicious food, giving great service, and keeping things fun for locals and visitors.

Pat's Pizza of Lewes

17644 Coastal Hwy

Lewes, DE 19958

(302) 644-9070

www.patspizzeria.com

Fast, casual pizzeria serving pizza, salads, wings, dinners & whole lot more.

Restaurant, Meeting & Banquet Guide

Potstickers Asian Grill

1247 New Churchman's Road

Newark, DE 19713

(302) 731-0188

www.potstickersasiangrill.com

Potstickers Asian Grill features Asian-fusion food and a sushi bar located inside a warmly decorated restaurant with hanging lanterns.

BREWERIES & DISTILLERIES

Dogfish Head Craft Brewery, Inc.

6 Cannery Village Center

Milton, DE 19968

(302) 684-1000

www.dogfish.com

Off-centered ales for off-centered people. At the Milton Tasting Room & Kitchen you'll find 27 rotating taps of the freshest beers and also a handful of scratch-made Dogfish Head Distilling Co. cocktails. The kitchen offers a delicious beer-infused food menu, and the merchandise shop is the spot to pick up all your beer, gear and whatnot. There's nothing we love more than showing folks around our off-centered world, so check out our variety of tour options. With all that and some, we're also a great spot to celebrate your special shindig!

Painted Stave Distilling

106 W. Commerce Street

Smyrna, DE 19977

(302) 653-6834

www.paintedstave.com

Painted Stave Distilling crafts premium spirits in small batches by utilizing the best ingredients sourced from regional farms, and by blending traditions of the past with today's creativity and state-of-the-art technology. Housed in a 1940s era movie

theater, Painted Stave Distilling operates in the spirit of tradition to fashion noteworthy spirits to be shared and savored with our friends. We also play host to private and public events, utilizing tasting room/art gallery, production space, and outdoor cocktail garden.

Thompson Island Brewing Company

30133 Veterans Way

Rehoboth Beach, DE 19771

(302) 226-4677

www.thompsonislandbrewing.com

Thompson Island Brewing Company is an independent craft brewery and restaurant that celebrates the coastal Delaware lifestyle. Thompson Island is named after an island in the Rehoboth Bay and is reminiscent of a beach picnic and bonfire of your childhood. A visit to Thompson Island Brewing Company will complement a day spend kayaking, paddle board, or relaxing on the beach with friends. The restaurant features a dining room,

bar, porch, and beer garden with ping-pong and bocce ball.

COUNTRY/MEMBER CLUBS

The Clubhouse at Baywood

32267 Clubhouse Way

Millsboro, DE 19966

(302) 947-9225

www.baywoodclubhouse.com

Open to the public seven days a week, enjoy a relaxing atmosphere with stunning views featuring amazing coastal cuisine dishes created by our team of culinary professionals. Enjoy a drink on the verandah overlooking the beautiful greens or cozy up with friends and family in our intimate lounge or library room. Baywood has space for any event like a friendly happy hour, corporate retreat, holiday party, or wedding.

Deerfield

507 Thompson Station Road

Newark, DE 19711

(302) 368-6640

www.deerfieldgolfclub.com

Deerfield is "Delaware's Home for Incredible Public Golf." One of Delaware's top-rated and most popular golf courses, Deerfield also features beautiful and flexible meeting and banquet space for corporate events, parties, weddings and celebrations of all kinds.

DuPont Country Club

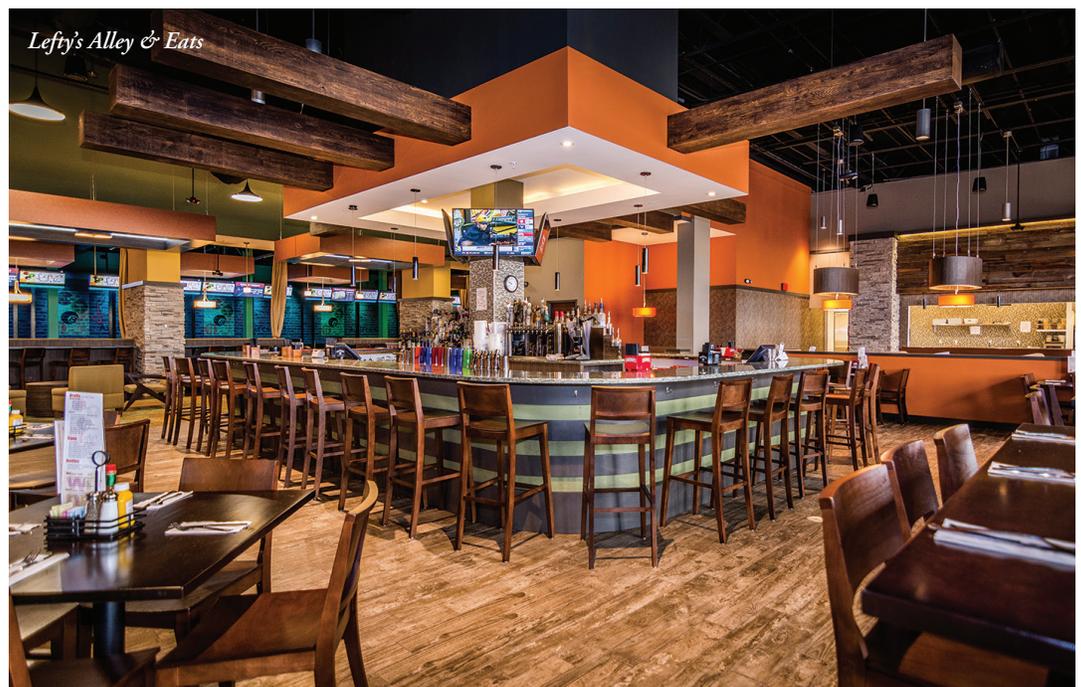
1001 Rockland Road

Wilmington, DE 19803

(302) 654-4435

www.dupontcountryclub.com

The DuPont Country Club, nestled within the rolling hills of the historic Brandywine Valley, is one of the premier venues to promote leisure activities through championship caliber golf courses, state of the art tennis facilities and an updated fitness center. Elegantly decorated rooms, magnificent natural surroundings, customized event planning and impeccable service make any event at the DuPont Country Club truly a special occasion.



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Kings Creek Country Club

**One Kings Creek Circle
Rehoboth Beach, DE 19971
(302) 227-7172**

www.kingscreekcountryclub.com

Kings Creek Country Club offers its members a championship 18 hole golf course, golf learning center, junior-olympic size swimming pool and baby pool, two tennis courts, two pickleball courts, and a new state of the art fitness center along with a dedicated and professional staff to serve your every need.

Rookery Golf Club

**27052 Broadkill Road
Milton, DE 19968
(302) 684-3000**

www.rookerygolf.com

Set between swelling mounds to the west and a heron rookery to the east, our championship

18-hole layout offers a wonderful playing experience, and the tree-lined Bermuda fairways provide an exciting and challenging layout for golfers of all levels. The North Course also offers a grill and bar, banquet facility, locker room, practice facility, tennis courts, and much more.

University & Whist Club

**805 North Broom Street
Wilmington, DE 19806
(302) 658-5125**

www.universityandwhistclub.com

The historic Tilton Mansion, home to The University & Whist Club, has been a part of the Wilmington community for over 200 years. The Whist is a private city-dining club recognized for its long-standing reputation for fine dining and attentive service. The mansion offers 13 different

private rooms, with various state-of-the-art audio visual. These meeting and event spaces are open to non-members and accommodate up to 450 people throughout the mansion.

UNIVERSITIES & COLLEGES

The Bob Carpenter Sports/ Convocation Center, University of Delaware

**631 South College Avenue
Newark, DE 19716
(302) 831-4016**

events.bluehens.com

The Bob Carpenter Sports/ Convocation Center is the University of Delaware's primary location for convocations, concerts, and banquets, and serves as the home for UD's basketball programs and

women's volleyball program. This 5,000-seat facility is part of the David M. Nelson Athletic Complex, which includes Delaware Stadium, Delaware Field House, Bob Hannah Baseball Stadium, numerous athletic fields, Rust Ice Arena, and an outdoor swimming pool.

Clayton Conference Center – University of Delaware

**100 David Hollowell Drive
Newark, DE 19716
(302) 831-2214**

www.udel.edu/conferences

The University of Delaware's dynamic, academic main brings together classic Georgian-inspired architecture with modern spaces set among sprawling greens. Our first-class research institution adds credibility to meetings and

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events at Clayton Hall, a clean, modern facility featuring a theater-style auditorium, private meeting rooms, traditional classrooms, an impressive ballroom and a striking, open lobby.

Delaware State University

1200 N. DuPont Highway

Dover, DE 19901

(302) 857-7775

www.desu.edu

Delaware State University offers facilities available to host events ranging from conferences, meetings and seminars to banquets and concerts. Capacities range up to 8,000 people. The University is centrally located, includes friendly and courteous service and is handicapped accessible.

Neumann University

One Neumann Drive

Aston, PA 19014

(610) 558-5587

www.neumann.edu/about/conferencing.asp

The Neumann University has a multitude of space to offer. If you are looking to host a company meeting, retreat or luncheon, Neumann has unique and updated spaces to offer. Whether you are in need of a conference room, classroom, lecture hall or multipurpose space we can accommodate your requests. Neumann prides itself in being a one-stop shop for all conference and event needs. From the room rental to media needs, parking and catering, we are happy to help you plan your event. Email websterj@neumann.edu.

STAR Campus – University of Delaware

540 S College Ave.

Newark, DE 19713

(302) 831-1060

www.udel.edu/research-innovation/star

The University of Delaware's Science, Technology and Advanced Research Campus — STAR Campus — is a hub of innovation in health, energy, the environment, and financial technology. This mixed-use community includes a variety of spaces that might suit your needs. Hold your next event or meeting on site.

The Virden Retreat Center – University of Delaware

700 Pilottown Road

Lewes, DE 19958

(302) 645-4100

www.udel.edu/conferences

With plenty of sun and sea air to ease your mind and body, the Virden Retreat Center is open year-round. The surrounding coastal wetlands lend tranquility and intimacy to social events and weddings, retreats and weddings. Six meeting rooms, video conferencing, overnight lodging and all meals, plus full registration and planning services are available.

Wilmington University

320 DuPont Highway

New Castle, DE 19720

(877) 967 5464

www.wilmu.edu

At Wilmington University, students have the opportunity to pursue a career and become a leader. It's not just about meeting your potential, it's about exceeding it. Our career-oriented

THE CHASE CENTER ON THE RIVERFRONT

Spacious, Bright, Airy.
Whether you're meeting, learning or celebrating, this is the place to gather!





815 Justison Street
Wilmington, DE 19801
302-425-3929
www.centerontheriverfront.com

Your flexible and reliable partner
for creative and unique events.
We Do Different!



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undergraduate, graduate, and doctoral degree programs emphasize in-demand knowledge and skills that employers need, taught by faculty who are practitioners in their career fields.

COMMUNITY, CONFERENCE & CONVENTION CENTERS

Chase Center on the Riverfront

815 Justison Street
Wilmington, DE 19801
(302) 425-3929

www.centerontheriverfront.com

The Chase Center is the largest special event facility in the Brandywine Valley. It boasts 90,000 square feet of versatile space and is perfect for hosting corporate meetings, conferences, trade shows, conventions, weddings and social celebrations. We offer 16 spacious meeting rooms, a 250 fixed-seat auditorium,

dedicated open exhibit space and two beautifully appointed ballrooms complemented by our delicious culinary creations and impeccable service. At the Chase Center - We Do Different!

Stat International

1201 North Orange Street, Suite 700
Wilmington, DE 19801
(302) 884-6746

<https://stat.international>

Stat International offers first-class work and meeting space without the expense of traditional office space. Several customized packages are available for furnished office space, virtual offices, and meeting/event facilities in their world-class headquarters conveniently located in downtown Wilmington.

Wilmington Area Planning Council (WILMAPCO)

The Tower at STAR Campus

100 Discovery Blvd, Suite 800
Newark, 19713
(302) 737-6205

www.wilmapco.org

A meeting/conference room is available for public meetings. Capacity: 45.

MUSEUMS

Biggs Museum of American Art

406 Federal Street
Dover, DE 19901
(302) 674-2111 ext. 101
www.biggsmuseum.org

Art enhances each and every event! Whether you are hosting a monthly training meeting, an informal cocktail gathering, or formal seated dinner, the Biggs Museum is the perfect setting to entertain staff, clients, and VIPs. With our Museum galleries, your guests will be inspired by our outstanding collection of over 1,800 works of historical and contemporary American art.

Delaware Art Museum

2301 Kentmere Parkway
Wilmington, DE 19806
(302) 571-9590

www.delart.org

Unique, inspiring, and sophisticated, the Delaware Art Museum offers the perfect setting to impress your guests. Whether you're hosting a performance or large presentation, intimate meeting, lively cocktail party, or unforgettable wedding, the Museum has the ideal event space to fit your vision.

Delaware Children's Museum

550 Justison Street
Wilmington, DE 19801
(302) 654-2340

www.delawarechildrensmuseum.org

From a meeting of four to an elegant gala of 400, this unique venue will create buzz for your event. At the DCM you have the



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opportunity to create and stage your event, or rely on the help of our professional event planning staff. Enjoy food and drinks in and around our exciting exhibits.

The Delaware Contemporary

**200 South Madison Street
Wilmington, DE 19801**

(302) 656-6466

www.thedcca.org

The Delaware Contemporary is a dynamic gathering place for the exploration of new ideas at the intersection of art, design, and technology. In addition to exhibitions, the museum commits to educational and community outreach through various programs, such as Artist Residencies with underserved community groups and Contemporary Connections, a model program that fuses art with schools' core curriculums, offering fresh new ways to teach subjects such as math and science.

Copeland Maritime Center at the Kalmar Nyckel Shipyard

**1124 East Seventh Street
Wilmington, DE 19801**

(302) 429-7447

www.kalmarnyckel.org

Adventure awaits! *Kalmar Nyckel*, the Tall Ship of Delaware, offers day, evening, and pirate sails, private parties, and educational programs onboard or dockside each sailing season. The Copeland Maritime Center, on the shipyard campus, offers a stunning year-round riverfront venue for experiential learning, field trips, team building, plus private rentals for business and social events. The Kalmar Nyckel Foundation is a volunteer-based, educational nonprofit with a mission of preserving and promoting the cultural and

maritime heritage of Delaware and the Delaware Valley for the education and enrichment of all.

Winterthur Museum

**5105 Kennett Pike
Wilmington, DE 19735
(302) 888-6103**

www.winterthur.org

From off-site staff meetings to elegant galas for hundreds, our diverse array of venues includes a space perfect for all your events. Each event is customized to meet your individual needs.

THEATERS

Delaware Children's Theatre

**1014 Delaware Avenue
Wilmington, DE 19806
(302) 655-1014**

www.DEchildrenstheatre.org

The Delaware Children's Theatre has been entertaining audiences of all ages for over forty seasons. We aim to enrich our children's cultural life, help young talent find its way to the stage, continue a tradition of affordable quality theatre, entertain families with exceptional experiences, and preserve our Historic Theatre House.

The Playhouse at Rodney Square

**1007 N Market St.
Wilmington, DE 19801
(302) 888-0200**

**www.thegrandwilmington.org/
venues/the-playhouse**

The Playhouse (which was also called The DuPont Theater) was opened in 1913 as one of the select theaters on the Broadway touring circuit. After 100 years, it is the oldest theater continually on that circuit.

The Grand Opera House

**818 North Market Street
Wilmington, DE 19801**

(302) 652-5577

www.grandopera.org

For more than 140 years, The Grand Opera House has been delighting the citizens of Wilmington, Delaware, and the greater Brandywine region with the finest live entertainment the country and the world have to offer.

PHOTOGRAPHERS

Final Focus

**301 A Street, P. O. Box 232
Wilmington, DE 19899**

(302) 655-7718

www.finalfocus.com

The place to go for a great headshot. Our studio is located on the south side of the river at the corner of A Street and Route 13. We supply makeup & styling help for all our clients. Final Focus is owned by Dick & Pam Dubroff. This will be our 30th year in business. Check out our website to see our work and call for information or to book a shoot.

Lindy Powers Photography

**1500 River Road
Wilmington, DE 19809**

(610) 347-1079

www.lindypowers.com

At Lindy Powers Photography we create the best executive headshots and professional portraits in the Philadelphia and Northern Delaware area. Our corporate photographs convey the exceptional quality of you, your team, and your business. In the world of corporate portraiture, our work is unparalleled.

Nick Wallace Photography

**805 Hubble Avenue
Bear, DE 19701**

(302) 312-8077

www.nickwallacephotography.com

Nick Wallace is a Delaware-

based portrait photographer with a unique modern style. Using a blend of creativity and naturally candid moments, Nick is sure to provide timeless images from any occasion.

VIDEOGRAPHY

1440 Film Co.

**3 East Christina Place
Newark, DE 19702**

(302) 299-5916

www.1440filmco.com

1440 Film Co. is a full-service video production company located in Wilmington Delaware that specializes in commercial, documentary, and branded content. There are 1,440 minutes in each day. Our intention is to make each one count, on screen and off.

Short Order Production House

**625 North Orange Street
Wilmington, DE 19801**

(302) 656-1638

https://shortorder.co

Short Order Production House is a full-service video production company that specializes in commercial, documentary, and branded content for agencies, Fortune 500s, and local nonprofits alike.

TELEDUCTION, Inc.

P.O. Box 7769

Wilmington, DE 19803

(302) 429-0303

www.teleduction.com

TELEDUCTION is an award-winning, Delaware-based company producing high-impact video programs and presentations for nonprofit and business applications. Committed to serving community through media, we have created nationally and internationally distributed documentary films, along with

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hundreds of award-winning video programs for local and regional clients.

EVENT SERVICES

AlphaGraphics

**3411 Silverside Road, Tatnall Building, Suite 103
Wilmington, DE 19801
(302) 477-1884
www.alphagraphicswilmington.com**
AlphaGraphics creates high-quality marketing materials designed to help build your brand and increase your ROI. For all your business needs – whether it be printing, mailing, design or marketing – AlphaGraphics in Wilmington has you covered. We take pride in creating and maintaining relationships. Our technology and processes allow us to offer state of the art solutions like customized web print portals.

Barry's Events

**1700 Shallcross Avenue
Wilmington, DE 19806
(302) 690-5555
www.brandywinearts.com**
The Brandywine Festival of the Arts, the largest two-day event in the City of Wilmington, is produced by Barry and Rob Schleckler. The event will be entering its 60th year and draws over 10-12,000 patrons. We will have over 200 artists and craftspeople as well as 12-plus local vendors in our food court and 10-15 nonprofits. There will also be a "Children's Fun Space." We are always the weekend after Labor Day – this year is scheduled for September 12-13.

Brandywine Graphics, Inc.

**650 Corner Ketch Rd,
Newark, DE 19711**

**(302) 750-1086
www.brandywinegraphicsinc.com**
Founded in 1969, Brandywine Graphics Inc. is still owned and operated by original family member, Craig Shaw Sr. Brandywine Graphics remains committed to providing our clients unconditional true value through our products and services. Brandywine offers complete custom solutions for all your corporate communication and product packaging needs.

Associates International, Inc.

**100 Rogers Road
Wilmington, DE 19801
(302) 656-4500
www.associatesinternational.com**
Associates International (Ai) is a provider of Marketing Implementation Solutions. We help businesses and organizations drive revenue and deliver value through print and digital communications. Ai offers streamlined access to Print, Direct Mail, Fulfillment, Signage, Promotional Items, Creative Services along with Marketing Asset Portals to integrate any of our services into a unified cloud-based platform.

Coventry Corporate Printing

**10000 Lincoln Drive East, Suite 201
Marlton, NJ 08053
(800) 604-9607**

Crown Trophy

**4103 Concord Pike
Wilmington, DE 19803
(302) 478-9620
www.crowntrophy.com**
Crown Trophy is the largest retailer of award and recognition products in the country. For over 30 years, the Crown Trophy name has represented

the highest level of customer service, quality products and a commitment to excellence.

Digital Music Express (DMX)

**4008 North Dupont Highway
New Castle, DE 19720
(302) 575-1800**
Digital Music Express provides background and foreground music.

Greater Wilmington Convention & Visitors Bureau

**100 W. 10th Street, Suite 20
Wilmington, DE 19801
(302) 295-2216
www.VisitWilmingtonDE.com**
Looking for the perfect setting for your next event? The GWCVB is your best central resource. We have the most up-to-date information on a wide variety of venues, from stately mansions, museums, and gardens to a range of hotels and banquet facilities that fit every budget and need.

Light Action Productions

**31 Blevins Drive, Suite C
New Castle, DE 19720
(302) 328-7800
www.lightactioninc.com**
Light Action Productions is a leading full-service production company on the east coast specializing in theatrical lighting, staging, audio/video and mobile roofing systems.

Parcels, Inc.

**230 N. Market Street
Wilmington, DE 19899
(302) 658-9911
www.parcelsinc.com**
Parcels offers full-service litigation support, high speed copying and scanning services, color reprographics, banner production, and specialty

printing, including short runs. Services are available 24/7.

Signarama of Newark

**995A S. Chapel Street
Newark, DE 19713
(302) 454-7446
www.SignaramaOfNewark.com**
Signarama is your online shop for custom signage. Design business signs, banners, decals, vinyl lettering, yard and political signs, trade show displays, and more.

Sussex Printing Corporation

**P.O. Box 1210
Seaford, DE 19973
(302) 629-5060
www.sussexprinting.com | www.theguide.com**
Publisher of *The Guide* - Delmarva's leading weekly advertising source since 1959.

The Southern Printing & Publishing Company

**P.O. Box 197
Cheswold, DE 19936
(302) 832-3475
Stam Promotional Marketing
1108 Country Berry Court
Middletown, DE 19709
(302) 378-4332
www.StamOnline.com**
We are family owned and operated since 1993. We can help you create screen printed & embroidered t-shirts, polos, scrubs, team uniforms, and hats. We can also help with custom decorated advertising specialties, promotional products, gifts, medals, awards, tents, retractable banners, as well as tradeshow, conference, and special event essentials.

Promo Victory, Inc.

**4142 Ogletown-Stanton Rd.,
Suite #238
Newark, DE 19713**

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(800) 385-7573

www.promovictory.com

Promo Victory, Inc. holds the distinction of being Delaware's only promotional company certified by the Women's Business Enterprise National Council (WBENC). We specialize in unique creative products that add impact and value so your brand stands out from the crowd. Our mission is to help you maximize your marketing dollars with creative, cost-effective, and successful promotions.

CATERERS

Greenery Caterers

55 Pascall Road

Wilmington, DE 19803

(302) 652-1426

www.greenerycaterers.com

Craig and Patti Trostle's experience began in 1978 when they founded The Greenery Restaurant which quickly became one of Wilmington's most popular dining venues, known for using the freshest ingredients and creatively prepared entrees, while maintaining reasonable prices.

Janssen's Catering

3801 Kennett Pike

Wilmington, DE 19807

(302) 654-9941

www.janssensfinefoods.com/shop-janssens/catering

Throwing a dinner party or holiday gathering? Let us provide you with everything from "soup to nuts" or perhaps just a few special side dishes to add to your menu. For corporate events, choose from a delicious array of continental breakfasts, sandwich trays, box lunches and more! Delivery is available.

Le Chateau Gourmet

805 South Harrison Street

Wilmington, DE 19805

(302) 654-2585

Le Chateau Gourmet is a social catering company.

ShopRite Catering

1600 W Newport Pike

Wilmington, DE 19804

(302) 999-1227

<https://shop.shoprite.com/globaldata/banner-pages/catering>

Delcastle Technical High School – Cooks and Bakers Club

1417 Newport Road

Wilmington, DE 19804

(302) 995-8100

www.delcastletlhs.com

St. Georges Technical High School

555 Hyett's Corner Road

Middletown, DE 19709

(302) 449-3360

stgeorges.nccvt.k12.de.us/about

McKean High School – Highlander Café

301 McKennan's Church Road

Wilmington, DE 19808

(302) 992-5520

redclay.schoolwires.net/mckean

A LITTLE DIFFERENT BKD Leaders

34 6th St.

Rehoboth Beach, DE 19971

Phone: (561) 708-0861

www.www.bkdleaders.com

BKD Leaders are award winning scholars and industry experts who train, develop, coach, and consult. We deliver engaging keynotes, webinars, and workshops. Our BKD Leader Model (Being. Knowing. Doing.) uses cutting edge research showing leader development

programs generate >200% ROI. We specialize in customizable corporate retreats at our National Leader Development Training Center.

Bowlerama

3031 New Castle Ave

New Castle, DE 19720

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www.bowlerama.net

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Specific guidance is outlined for certain segments of the Delaware economy where risk of transmission may be higher due to the number of people, distance, or other gathering factors. Broadly, this refers to areas like public entertainment, dining, retail, and other consumer facing segments.

When planning your event or meeting, consider current indoor and outdoor capacity limitations. Safe events include appropriate social distancing measures and implementing public health precautions like wearing a mask, offering hand sanitizer, frequent handwashing, sanitation/disinfection of common and high-traffic areas, etc.

As the State of Delaware continues to implement a rolling economic reopening, it is important to regularly check www.governor.delaware.gov/delawares-recovery for current guidance.



Goldey-Beacom College DBA Program Attacks the Pandemic with Both a Sense of Urgency and Optimism

BY W. DANIEL YOUNG, PHD, MBA

AS THE STATE OF DELAWARE braced itself for the various and ubiquitous effects – medical, personal, emotional, and financial – of COVID-19, we in the academic community began thinking towards the future of education. For us, the onset of COVID-19 created a seismic shift in the way we interacted with students and each other. Many schools have developed online capabilities and training for their faculty and staff. However, Goldey-Beacom College (GBC) had built its 134-year brand on excellence in face-to-face engagement with students. Luckily, the Doctor of Business Administration (DBA) Program of Goldey-Beacom College, which began in 2018 on the platform of hybrid learning with both face-

to-face and online components, was designed to thrive and innovate in this very environment. Below are some of the best practices that were revolutionized in the DBA Program that have provided incredible value.

The first checkpoint in our Post-COVID-19 course creation process was to account for an accounting of which skill sets were learned most effectively in the face-to-face environment and which were learned most effectively online. All our DBA practitioners are skilled in the art of the Socratic Method of teaching. According to the Foundation for Critical Thinking, the Socratic Method is the most powerful teaching tactic for building critical thinking skills in students. The foundation of this method

is giving students questions – not answers – in the form of a cooperative dialogue based on this interplay of asking and answering to draw out both existing biases and new ideas.

The DBA found that face-to-face courses specifically using this method were preferred – compared with online learning – to share ideas in the classroom by comparing and contrasting opposing views. Many of these actions could be partially replicated in the Zoom environment with a few “agreements” between Zoom participants. One agreement was to have a “picture” up for each Zoom call. If a person does not feel comfortable with how they look that day, they can upload a profile picture to their Zoom account. If they do not like their surroundings, they can pull up one of Zoom’s virtual backgrounds. But we do like to see all faces in the screen because it builds some level of trust, even on the surface level.

The Goldey-Beacom College DBA Program was created to use practical business problem-solving as the “teacher” in the classroom. The use of video conferencing has allowed us to pull in teachers from all over the world. We can now have an adjunct instructor who is based in Mexico City teach a class for a semester. It has also allowed us to expand the footprint of our college from the 24 acres in Pike Creek, Delaware, to the entirety of the business world. Imagine a classroom where you were working to work on the problems of Theater N in Wilmington, Entrepreneurial Spark! in Glasgow, Scotland, and Barcelona Study Abroad Experience in Spain. The use of video conferencing technology has allowed

us to accomplish these tasks.

The renowned rapper The Notorious B.I.G. once said, “Stay far from timid, only make moves when your heart’s in it, and live the phrase Sky’s The Limit”. GBC has truly embraced this attitude by not only preparing all of its faculty and staff of all levels to adopt “hyflex” models. A hyflex, or hybrid-flexible, course allows each individual student to choose whether they want to attend class online or in person. Students can choose their preferred method of learning on a daily basis; they may attend some sessions online and other sessions in the classroom, depending on their level of comfort with the COVID-19 epidemic, their general health, or other extenuating circumstances. While the college is weighing this option for the fall, we are taking the proactive steps to prepare our faculty for that contingency. Goldey-Beacom College is attacking the COVID-19 outbreak with a sense of urgency, but also optimism. These changes will continue to

keep GBC at the forefront of individualized, business education in the state of Delaware. ■



W. Daniel Young, PhD, MBA is director of the Doctor of Business Administration Program at Goldey-Beacom College.

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Delaware Tech Maintains Focus on Students and Community During Health Crisis

DELAWARE TECHNICAL COMMUNITY COLLEGE weathered the most unusual spring semester of its 52-year history this year, as a global health crisis forced instructors to work quickly with information technology staff to transition more than 1,800 academic courses to a distance-learning format over the course of a few weeks.

“Thanks to the hard work and dedication of our entire Delaware Tech team, we saved the semester for our students and the more than 1,760 graduates who completed their degrees in the spring,” said College President Mark T. Brainard. “We learned a lot through the process, and developed some processes and resources we will be able to use even after the current health crisis comes to an end.”

One of those new resources is a Virtual Student Support Center that offers students the ability to access tutoring, financial aid, student life, library, advising and other support services through Zoom, email or a phone call. In less than two months, the center served 4,000 visitors. Students will continue to have access to this support going forward if they would like to access services when not on one of the College’s four campuses.

Delaware Tech also began lending laptops to students throughout the spring and plans to fully implement a formalized laptop-lending program this fall for students without computers at home, as well as free Wi-Fi access in campus parking lots for those without internet access. Students also continued to have access to campus computer labs and campus food pantries, both of which remained open through the pandemic with limited hours, following all social-distancing protocols.

In addition to supporting students, Delaware Tech saw an opportunity to support the greater Delaware community. All four campuses donated surplus medical supplies from their nursing and allied health programs to local health care providers, and provided an inventory of extra capacity in campus facilities in the event that health care organizations or emergency response agencies in Delaware needed access to additional facilities. A team comprised of Workforce Development and instructional faculty and staff manufactured approximately 300 medical face shields that were donated to local healthcare facilities to assist with a shortage of personal protective equipment as a result of the pandemic.

“Given our degree programs in nursing and allied health, we have many current students and graduates working in Delaware’s healthcare facilities,” said Justina Sapna, the College’s vice president for academic affairs. “We not only wanted to help them, but also their colleagues who are bravely working on the front lines in our healthcare facilities to take care of our fellow Delawareans.”



This year’s graduates experienced a first for the college—virtual commencement exercises. Each campus had a ceremony livestreamed online that included a keynote speech from U.S. Rep. Lisa Blunt Rochester, as well as speeches from the college president and vice president and campus directors. All graduates’ names appeared on screen as their names were read. Finally, those 2020 graduates who would like the opportunity to walk across a stage in cap and gown will have that opportunity next spring as all are invited to participate in the 2021 ceremony.

“Our graduation ceremonies are my favorite part of the year,” Brainard said, “and I wanted nothing more than for our 2020 graduates to walk across the stage this spring. However, we had to put the safety of our students and families first, and we didn’t want to delay the celebration and recognition of our graduates, who worked so hard to reach the finish line.”

Looking forward to the fall semester, faculty members have taken advantage of professional development opportunities to ensure their courses meet the needs of students in a distance-learning environment. This ensures that they are prepared for a variety of scenarios depending upon what the fall semester brings.

“We can’t slow down, because we know that once we get through this crisis, Delaware Tech will be at the forefront, connecting Delawareans with jobs as our economy recovers,” Brainard said. “In addition, we need to be prepared in the event that we have extra students in the fall. If four-year institutions are not able to open their campuses, we expect some students may opt to start their college experience with us.” ■

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Paving the Way for a Post-COVID World

BY MICHAEL F. SMITH

EACH YEAR, as a society, we reflect on the past and look to the year to come. Some of us make resolutions. A lot of us say, “This is going to be the best year yet.”

None of us predicted what was in store for 2020. COVID-19 has rocked the globe. For almost three months, the world shut down. People lost loved ones, many without being able to say goodbye. Communities were asked to stay in isolation. Businesses were forced to close.

As we reopen with an eye on the future, the College of Health Sciences at the University of Delaware (UDCHS) is at the forefront of a post-COVID-19 world. Training health care professionals will be more important than ever.

We need to encourage a new generation of health care heroes to dedicate their lives to the health and wellness of others. So, what are we doing at the University of Delaware to prepare this next generation workforce and where do they fit into this changing health care dynamic?

Remember the models that predicted the impact of COVID-19 and helped drive decisions nationally and on the state level? Epidemiologists help create these models by investigating health patterns and using

research, community education and health policy to help reduce the risk and occurrence of negative health outcomes.

The founding director of UD’s epidemiology program, Dr. Jennifer Horney, has been on the front lines helping the state of Delaware navigate its path forward. UD’s Master of Public Health (MPH) in Epidemiology offers the training needed for the next generation of epidemiologists to deal with future infectious diseases and natural disasters. They will prepare and ready our response to these earth-shattering problems.

The word ‘testing’ has become one of the most searched terms during this pandemic. What kind of testing? What does it entail? What do you need to do to get it done? Where do you go? How long does it take? These are all questions asked to better understand the process.

Most people don’t stop to think WHO does the testing. The Department of Medical and Molecular Sciences at UDCHS is training the technicians and scientists who administer these tests and work in the labs to process the results. If their jobs weren’t critical enough, there is a national shortage of medical laboratory scientists that is only expected to get worse in the coming years. That’s even more reason for our next

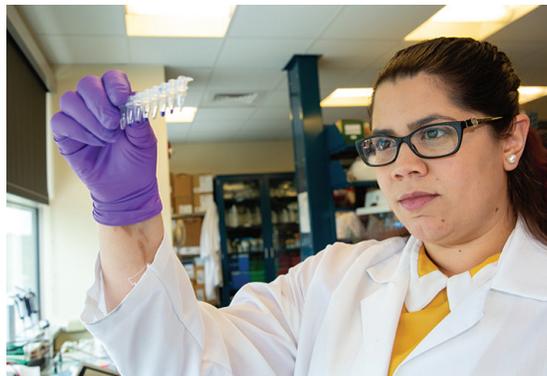
generation of medical and molecular scientists to be ready to hit the front lines!

Remember when sitting in a waiting room was a normal occurrence? Waiting rooms could be a thing of the past. For care, telemedicine is becoming a thing of the present. UD Health and its clinics have adapted during these changing times to deliver speech pathology services, physical therapy services and primary care services to community members throughout the state of Delaware.

Have symptoms that cause you concern? Meet over a telehealth visit with Carolyn Haines, director of our Nurse Managed Primary Care Center. Get your prescription ordered and work with our care coordinator to navigate any other steps in the healthcare process until you are well.

You never had to get in your car. You skipped the waiting room. Telehealth services are just one way that UDCHS is working to address the health disparities existing in our communities. It is part of a larger, interprofessional model for delivering health care – one that looks much like the University of Delaware STAR Campus.

As our clinic staff works, they are also training the next generation of nurses, physical therapists and speech pathologists. Your visit actually helps



train these future health care professionals to expand their health care delivery methods and learn how to give their patients options no matter the circumstances.

The COVID-19 pandemic continues to evolve. As that evolution continues, it's more important than ever to have a new generation of children aspire to become health care professionals filled with empathy for our loves and a heart for service.

When they make that decision, I hope they'll consider the University of Delaware College of Health Sciences. From the STAR

Campus to the health sciences program offerings and experiential learning opportunities, it's hard to find another environment that will prepare you to be ready for the next pandemic or health crisis.

At UD, you'll not only be well trained, you'll be ready to lead and make

us better prepared in the process to help society navigate the unknown. ■



Representative Michael Smith is the director of strategic initiatives at the University of Delaware's College of Health Sciences.



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Why Your Business Banker Should be Part of Your Advisory Team

BY BARNEY HUGHES

THE CORONAVIRUS PANDEMIC has tested small business owners' ability to adjust their business model unlike ever before. To survive the challenges they've faced so far in 2020, they have had to be nimble, resourceful and creative.

Small business owners have also needed a strong relationship with their banker. Many Delaware business owners relied on their business banker when applying for a Paycheck Protection Program (PPP) loan earlier this year or considering other ways to navigate these uncertain times.

It's important for entrepreneurs to appreciate the importance of a strong relationship with their business banker. It's not as simple as opening an account with a bank in your neighborhood.

Here are five ways small business owners can build strong relationships with the bankers they may need to lean on when times get tough.

Touch base between transactions

Any relationship—business or otherwise—takes work. Invest the time to connect with your business banker regularly—even if you don't necessarily need his or her banking support. At a minimum, you should set up a meeting with your business banker twice a year to discuss recent successes and challenges. Doing so enables your banking team to be a true partner in the success and growth of your business.

Connect your team of professionals

It's likely that you have plenty of help when it comes to managing your businesses—from CPAs to insurance brokers to a legal team. But small business owners don't always recognize the importance of connecting these individuals. Keep in mind that this team of professional service providers are all operating with the same goal: Your business' success. It's important for your team to work together and share information to reach the best possible outcomes. They can only do so efficiently if they're connected beforehand.

Network, network, network

If you're in need of a service provider's support to find a solution to an issue, your banker probably has a few recommendations you can check

out. Similarly, you should feel comfortable introducing your connections to your banking partner, maybe even providing referrals when appropriate. Business owners who do so often have the strongest relationships with their banker.

Remember we're all people

We might be social distancing, but behind that email is a live, flesh-and-bone person. It's always beneficial to remember that and work to foster a strong and genuine relationship with any service provider you work with. It's not unusual for my colleagues to ask about their customers' families, vacations, or important milestones coming up. Maybe you and your banker are both diehard fans of the same sports team or enjoy the same hobbies. Engaging with your banker on an authentic, human level allows you to maintain a strong relationship.

Get help identifying resources

I cannot say it enough: Your business banker's goals are aligned with yours. In challenging times your banker wants to be a valuable resource, even if he or she needs to point you in the direction of other opportunities you could take advantage of. For instance, in late March the Delaware Division of Small Business announced the expansion of the Hospitality Emergency Loan Program (HELP), which made financial relief accessible to personal care and hospitality businesses that might not qualify for a PPP loan. If you're in a sticky spot your business banker can help you determine what state and federal programs you qualify for and support you in the application process.

A good banker will work for you when you need it most. Following these five tips will help ensure your email or phone call gets answered – in good times and bad. ■



Barney Hughes is M&T Bank's administrative vice president and the business banking regional manager for Delaware and the Eastern Shore.

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Back row, L to R: Charles Saulsbery; Kathleen Funsten Perry; Louis D. Memmolo, AIF, GBA;
Front row, L to R: Debra S. Shears, CEBS, GBA, GBDS; Michael D. Reckner, GBA, GBDS, VBA

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Net Operating Losses

The CARES Act expands the value of NOLs for all taxpayers

BY JAMES R. SELSOR, JR., CPA

THE CORONAVIRUS CRISIS created unprecedented times and uncharted waters for all businesses. Many businesses are either closed or their operations limited. Congress reacted to the crisis by passing laws that created loan programs and lessened or delayed tax payments as aids for businesses. One of these tax law changes is the temporary modification of the use of net operating losses.

What is a net operating loss?

A net operating loss (NOL) occurs when a company or individual has less gross income than tax-deductible expenses during a tax year. The business or individual reports a business tax loss.

A net operating loss on its own means nothing in the year that the NOL arises. The benefit of an NOL is realized when it can be applied to years reporting taxable income.

What has changed in the CARES Act with net operating losses?

The use of NOLs, prior to the CARES Act, was codified in the 2017 Tax Cuts and Jobs Act (2017 Act). The 2017 Act limited NOLs arising after 2017 to carryforward only. The 2017 Act further limited the amount that could be applied in those future years to 80 percent of taxable income.

The CARES Act has temporarily eliminated those two limitations contained in the 2017 Act. NOLs arising in the three tax years before 2021 (2018, 2019 and 2020) must be carried back to the prior five years unless a tax election

is made to carry the loss forward. The CARES Act also eliminates the 80 percent of taxable income limitation.

These changes require all companies to look at their 2018 tax filing that had an NOL. If the company had a loss in 2018, it can now be carried back to the 5 prior years.

I have a client that benefits greatly from this rule change. The client realized a net operating loss of \$335,000 in 2018. Under the 2017 Act, that loss was carried forward. With the changes in the CARES Act, we can now look back at the five prior years (2013 to 2017) to determine if carrying the loss back is more beneficial than carrying the loss forward to 2019. Carrying the loss forward to 2019 saved no federal taxes. Carrying the loss back to 2013 created an \$80,000 federal tax refund! You must run the numbers and determine where an NOL is best utilized.

How can the carryback of the NOL be claimed?

For tax years 2019 and 2020, the loss carryback is claimed by filing either an amended return(s) for the year or years that the loss will be carried back or by filing an application for a tentative refund (Forms 1139 or 1045). The application for a tentative refund must be filed within 12 months after the end of the 2019 or 2020 tax year.

For calendar year 2018 tax filers, the loss carryback must be claimed by filing an amended return for the year(s) to which the loss is being carried back or by filing under extension procedures. The IRS has granted a 6-month

extension of time to file Forms 1139 and 1045 for taxpayers that have an NOL that arose in a tax year that began during 2018 and ended on or before June 30, 2019. The 6-month extension of time to file for calendar year taxpayers expired on June 30, 2020.

Currently, Forms 1139 and 1045 can be filed with the IRS via fax or mail and the application will be processed within 60 days. Forms filed under the extension procedures must include on the top of the applicable form "Notice 2020-26, Extension of Time to File an Application for Tentative Carryback Adjustment."

If it will be more beneficial to carry the loss forward into future years for either 2018 or 2019, an election must be made, no later than the due date, including extensions, for filing the taxpayer's tax return for the first year after March 27, 2020 (the 2021 tax return for calendar year filers). Once made, the election is irrevocable.

It is important to look at your 2018 and 2019 tax filings with NOLs to determine how the change in the application of NOLs under the CARES Act will generate the largest federal tax refund. ■



James R. Selsor, Jr., CPA is a partner at Gunnip & Company LLP.

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Creating a Path Forward with Better Money Habits

BY CONNIE MONTAÑA

THE IMPACTS OF THE CORONAVIRUS have had a significant effect throughout the state of Delaware and in nearly all of our lives. Financially, some people have lost jobs or experienced a sudden reduction in income. To provide meaningful guidance for what's next, Bank of America's free financial education platform, Better Money Habits, has pulled together a collection of tips and resources to help people navigate challenges they are facing and establish a plan to put themselves on the best path forward.

For those in our community experiencing financial hardships, as well as those who are concerned about repercussions to the economy or their investments, below are three short-term suggestions to consider.

Take advantage of government help:

Federal, state, and local governments have taken a number of steps to address the financial impact of the coronavirus. For example, the Coronavirus Aid, Relief, and Economic Support (CARES) Act — a roughly \$2 trillion stimulus package that Congress passed in March 2020 — is providing a wide range of assistance, including cash payments, expanded unemployment benefits and relief from certain loan payments.

When it comes to that relief, there are four key areas to consider: student loans; mortgages; income taxes; and unemployment insurance.

Reach out to creditors:

Check with your creditors to see if they have announced relief policies or, if not, what accommodations they may be able to make if you have been impacted by the coronavirus.

The kinds of programs that are currently available include: cable and phone companies; utility companies; credit card issuers; auto lenders; and landlords.

Reassess expenses:

Review your monthly budget to assess your needs. In this current environment, if you are able to stay home, you may already be saving on certain expenses, such as gas, meals out and entertainment. Look over your credit card statements for recurring charges for services and memberships and stop payments to any you will not be using, such as gyms, clubs or after-school activities.

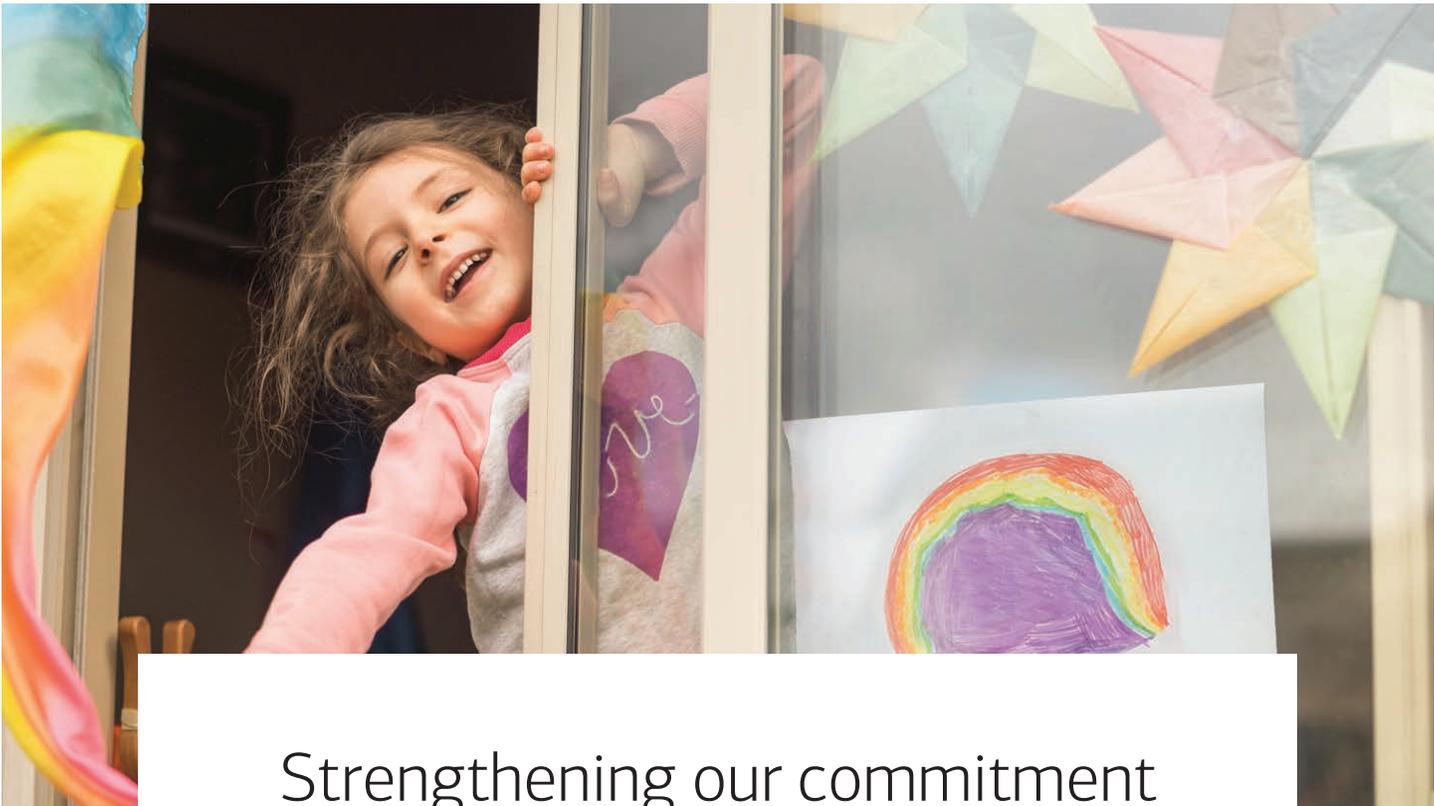
Still, if you find yourself short on the cash you need to cover day-to-day expenses, consider borrowing options, such as personal loans, credit cards or retirement accounts. Remember, every loan carries risk, so make sure you understand those risks before making a decision.

As we near entering Phase 3 of Delaware's economic reopening, it is important for our communities to have ample resources to help navigate the current environment, from immediate needs to longer-term plans. More information and financial guidance to help with the

impact of coronavirus can be found at <https://bettermoneyhabits.bankofamerica.com/>. ■



Connie Montaña is the senior vice president and community relations manager at Bank of America.



Strengthening our commitment to Delaware

Throughout our community, we see families, neighbors, businesses and teammates working together more than ever. To help, we added \$100 million to our ongoing support to organizations making a difference — national and local nonprofits addressing critical needs here, including Food Bank of Delaware and the Latin American Community Center. The funds will help increase medical response capacity, focus on vulnerable populations and address food insecurity. We're also providing \$250 million in capital to Community Development Financial Institution (CDFI) loan funds and CDFI- and minority-owned banks to extend assistance to more small businesses.

As your neighbors in Delaware, we are all in this together. Our thoughts are with all of you and your families.

Chip Rossi
Delaware Market President

To see how we're supporting our local communities, please visit bankofamerica.com/community.



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In Both the Good and the Challenging Times, We are Here for You

BY TOM HORNE



JPMORGAN CHASE has a longstanding history in this state. And now, more than ever, we want our customers to know that we are here for you... and we're committed to Delaware.

Helping You and Your Business Weather the Storm

The COVID-19 pandemic has created a new set of challenges that touch every country, industry and sector. Our small business and commercial bankers can help businesses of all sizes to navigate economic uncertainty, improve resiliency and manage cash flow effectively to minimize the impact of disruptions. While it may not be possible to completely eliminate risks for your business, you can reduce the impact—and we can help.

Visit Chase.com/business or jpmorgan.com/commercial for more information, resources and to contact us.

Our associates are also here to help with your everyday banking needs. We're open and ready to serve you at our local branches in downtown Wilmington, Rocky Run Pkwy on Rt. 202, and Christiana Fashion Center. We also have digital capabilities that let you manage your finances from the comfort—and safety—of your own home. You can securely deposit checks, pay bills, send money to friends/family and more. Visit chase.com/stayconnected to enroll in digital banking and view how-to videos.

Times of uncertainty often see an increase in fraud and email scams—but, you can take precautionary steps to avoid becoming a victim. Opting to bank securely online or via mobile app can help you to avoid scammers and practice safe social distancing.



Brandywine Commons branch opening in January with Governor John Carney, State Treasurer Colleen Davis, and New Castle County Executive Matt Myer.

Our Local COVID-19 Response

As mentioned, the COVID-19 pandemic has brought a new set of challenges felt around the world. Here in Delaware, we know that individuals, families, and businesses are hurting. It will take time to develop solutions. For now, we focused on addressing some of the immediate and medium-term challenges. We contributed to the rapid response fund managed by the United Way of Delaware, the strategic response fund of the Delaware Community Foundation, and the Food Bank of Delaware.

We also looked to bolster the efforts of local academic institutions in supporting their students and faculty during the pandemic. This includes providing student laptops for Delaware Technical Community College and supporting Delaware State University's student emergency relief fund. Inspired by our everyday heroes on the frontline, our employees delivered meals and thank you cards to some of our state's health care employees.

Our firm's history with Delaware goes back over a century and now, with our latest branch expansion, we will be able to deepen relationships, better serve our neighborhoods—including through financial education—and truly become a part of the fabric of the community. In good times, and challenging ones, like these, we thank you for trusting us with your business and look forward to planning a better future, together. ■



Tom Horne is the Delaware Market Leader at JPMorgan Chase.

A Message to the Community: Real Change, Right Now

We're committed to racial and social justice—one student, one neighbor, one small business, one community at a time—challenging ourselves to do better to create a more inclusive world for the Black community.

We're Committed to Delaware

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Why Insurance Careers Work for Millennials

BY TIMOTHY J. LYONS

WHEN I TOOK MY FIRST INSURANCE COURSE at the University of Mississippi, I learned two important things: first, this business is all about the relationships you form with clients and carriers. Second, the industry has a lot of gray hair. This fact became more evident as I continued my education at Lloyd's of London. Touring the various syndicates, I noticed that most of the underwriters leaned towards retirement. While I saw this as a great opportunity, I was surprised to see so few of my peers working in the industry.

Insurance is a dynamic industry full of possibilities for the next generation. It's an evolving industry, shedding its "boring" reputation for a robust future invigorated by new ideas and digital transformation. An industry that offers many of the attributes Millennials seek from a job. Here are five reasons why millennials should consider a career in insurance.

Insurance Offers Purpose-driven Work

The insurance industry is a smart career choice for millennials because it aligns with one of their primary employment motivations—meaningful, purpose-driven work. According to the 2016 Gallup Report, "How

Millennials Want to Live and Work," millennials are an idealistic and optimistic group that desires to make the world a better place through their work and their lives. In short, they seek out jobs with a purpose.

The insurance industry provides limitless opportunities to make a difference to people, businesses, and the world. Insurance not only helps people and companies by protecting what they value, but insurance work can also affect change across a variety of industries on small and large scales.

Insurance Employs a Variety of Skillsets

A variety of insurance positions use skillsets that appeal to millennials. For example, research from the 2012 survey, "Millennial Generation Attitudes About Work and The Insurance Industry" conducted by The Griffith Insurance Education Foundation and The Institutes, indicated that 61% of millennials said they'd like a job that includes analyzing risks and recommending solutions, like an underwriter, an actuary or a loss control specialist.

But rewarding jobs in insurance no longer require a finance or business degree. Insurance companies also need tremendous infrastructure support, such as human resources, marketing, IT, and customer service, making skills

and talents from a variety of backgrounds in high demand. Soft skills, such as critical thinking, problem-solving and creativity, are also needed at every level. At Lyons Companies, we employ a blend of associates with traditional insurance-related degrees and other degrees, skills, and talents to create a powerful operational team that is vital to our business success.

Insurance Boasts a Thriving Job Market

According to the U.S. Census, by 2030 all baby boomers will be age 65 or older. As this workforce segment retires, it creates hundreds of thousands of job opportunities. In 2020, the insurance industry will need to fill nearly 400,000 positions at all levels, and in all areas, with continued growth predicted. Whether searching for their first job or exploring a new career, the job outlook remains strong.

Insurance Provides Learning Advancement Opportunities

In the 2016 Gallup Report, 59% of millennial job seekers reported that opportunities to learn and grow were extremely important to them. Career advancement was one of the top five factors millennials look for when applying for a job. Lyons Companies has several initiatives that promote learning and career advancement, but one of the most successful is our Quality Assurance (QA) Team. It provides newly hired employees experience with and exposure to different departments through centralized, transactional functions. Additionally, QA matches employees' skillsets and interests with specific company roles when they're ready for career advancement.

Insurance Needs Workplace Efficiency through Technology

Historically, the insurance industry has been very technologically adverse. The next generation workforce has grown up immersed in technology. This presents a tremendous opportunity for millennials to help reimagine work environments, manage digital transformation, and create efficiencies. At Lyons, we proactively incorporated technology into our operations and provide employees with advanced tools and access.

Now is the Best Time for Millennials to Consider an Insurance Career

With tremendous possibilities for millennials, insurance is an industry that offers meaningful work by helping protect people and businesses and exploring ways to affect positive change. It provides continuous learning, development and career advancement opportunities and is primed for operational improvements through technology. Coupled with the industry's stability, projected job outlook, and competitive compensation and benefits, millennials who want satisfying jobs with plenty of

opportunity for growth should seriously consider a career in the insurance industry. ■



Timothy J. Lyons is vice president of client services at Lyons Companies.

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Create Your Business' Future

BY JIM HUTCHINSON

SOMETIMES, THE BEST ADVICE turns out to be that which we decide not to take. Often, we realize too late just how valuable that advice was. Regardless, the best advice rings true no matter the circumstances, and for business owners today, consider this wisdom from Abraham Lincoln: “The best way to predict your future is to create it.”

The Most Surprising Thing

Of course, what makes the current economic situation so very different from any other business community—and the world around us—has managed through in the recent past, is the complete shutdown we have experienced. Businesses of all shapes and sizes routinely plan for how to protect themselves against a slowdown or recessionary period but, a complete shutdown? Unthinkable.

What we've seen at PNC is that the smallest to the largest of businesses in the First State have realized they might not have been as prepared as they thought they were or could have been. Some who thought they were in a strong position, bolstered by a healthy balance sheet were, like everyone else, caught by surprise.

The landscape has changed not just in the short term but for well into the future. The strategic thinking and planning that made sense 12 or even six months ago no longer applies. Clients have shared with us that they believe now is the time to re-think core aspects of their business. Companies that didn't realize their reliance on manual processes or on the expertise of a few key employees would have negative repercussions, experienced an early struggle. Whereas those businesses with a more holistic approach to their operations found it easier to manage through this environment.

Today, we are talking to our clients about how they can automate key business functions, especially paper-based processes. Undoubtedly, we'll see more demand for those types of solutions and likely Web-based access that offers flexibility to operate from anywhere, anytime as business continuity takes on even greater urgency.

What's Old is New Again: Best Practices

We always talked to companies about their needs from an efficiency or cost standpoint. What we find today is that business resiliency is equally important. Companies will have a period of time—and that time is now—when they can better prepare themselves for another potential COVID-19-like crisis event. There are, of course, a few best practices to consider:

Balance sheet focus. We're encouraging clients to rethink their



balance sheet and consider if what they thought might be a protectionary strategy is, in fact, enough. Being financially prepared for the unexpected is necessary, and the level of attention required, is greater than any of us might have imagined. Balance sheet strength and flexibility is critical. **Workforce management.** We're often talking to our clients about how they are managing their workforce. There are some companies that might not have a demand issue right now, but they also may not have the resources in place to position employees to be productive in a situation like we've experienced. Close to home we saw poultry food processors navigating a challenging period in terms of a lack of demand. Businesses are going to continue to face challenges that force them to make difficult decisions due to low demand, including how they conduct business, employment levels and more.

Diversified revenue streams. The companies we've seen demonstrate an ability to weather this environment most effectively are those who are diversifying their revenue streams, and also viewing it from a geographical perspective. As an example, think of a food service provider who may be only serving school systems and now they may be largely closed in one region where they've focused.

Keep in Touch

Perhaps the one truth that remains as evident today as it was 12, 24 or even 48 months ago is that communication is essential. And this doesn't just apply for small and large-scale businesses.

Delaware has a proud tradition and strong base of nonprofits that support the community. We often hear from local nonprofit leaders that they lack access to credit solutions and there's no clear avenue to pursue. Talk to your banker, because the potential solutions could well be closer at hand than previously thought.

Communication has never been more critical. Proactively share how your business is emerging from the COVID-19 environment. That will help you make the most of the trusted relationship you've fostered. In the best and worst of times, and now more than ever, that trust—that relationship—has rarely been more important. ■



Jim Hutchinson is the Delaware market executive at PNC Bank.

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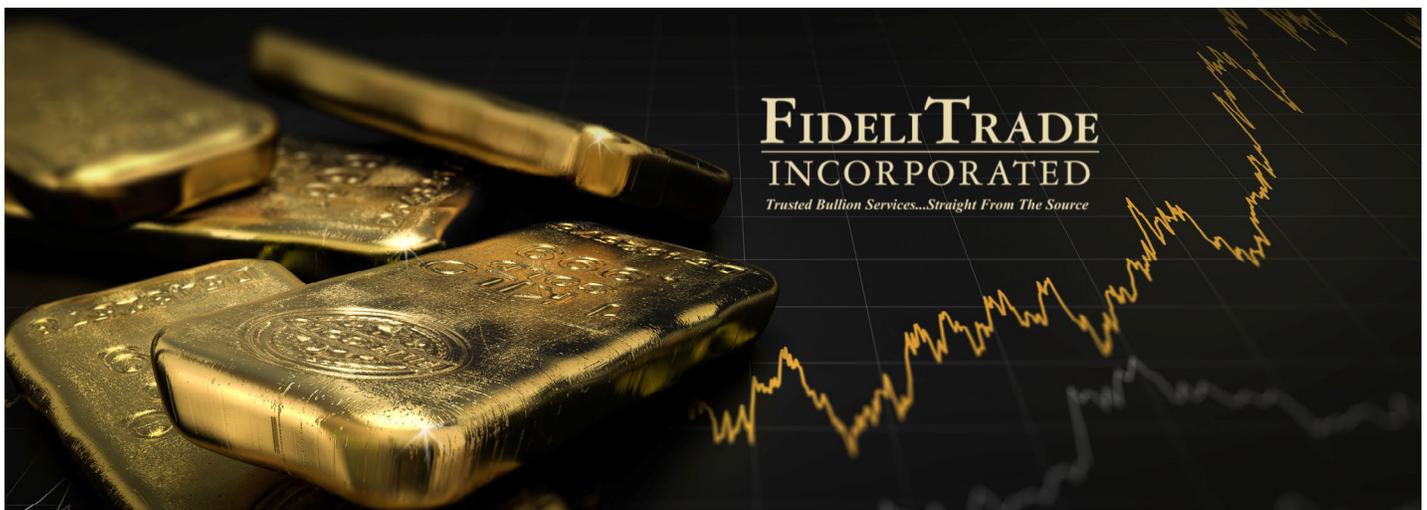
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Delaware Businesses Respond to and Innovate Through Unprecedented Change

BY PEGGY H. EDDENS

THESE TRULY HAVE BEEN UNPRECEDENTED TIMES. COVID-19 will continue to impact businesses and communities in ways we have not experienced in generations. Now that businesses have developed their reopening plans, it's a good time for all of us to evaluate these changes while still providing employees (at WSFS, we call ours Associates) and customers with the services they seek.

Your top priorities, of course, should be the health and safety of your employees and the needs of your customers while optimizing the operation of your business.

Here's a glimpse of what we can expect as the next phases of reopening unfold.

Trust will be even more important

Trust has and always will be a key component of your business' relationships with employees and customers. It's important that employers reach out and talk to their employees and solicit feedback regarding their concerns and expectations. Post-COVID-19, health and safety measures will be intensified, which takes trust to a new level. All your constituents need to know you have their best interests at heart.

For employees, sustaining a comfortable work environment may include working remotely, if feasible, or having onsite social distancing protocols in place to provide appropriate safety for co-workers and customers. During Phase I, Delaware allowed businesses to reopen with physical distancing measures, Personal Protection Equipment (PPE) guidelines and restricted common areas.

Additional measures that businesses may consider for the comfort and safety of employees and customers, while also preparing for future phases, include designating specific doorways for entering and exiting, and expanding common spaces inside or outside if possible.

Customers have similar social distancing needs and businesses have innovated to accommodate that with online ordering, delivery, curbside pickup and drive-thru only service during the lockdown and Phase I reopening. Many people have made this way of shopping, dining and banking their new normal, and grocery stores, restaurants, retailers and banks have led the way by finding innovative ways to serve customers.

Operational shifts

Many Delaware businesses changed their operating model during this time, and as those models evolve, trust will continue to be a critical



underlying factor. WSFS introduced drive-thru only banking the week of March 16, setting a precedent in our community. For our retail Associates, we instituted 4 days on, 4 days off scheduling for wellbeing and social distancing purposes.

As a valued business partner, our customers were counting on us to be there for them, as we have been for more than 188 years. Many of our Delaware business customers turned to us to assist when applying for the Paycheck Protection Program (PPP) loans. Together, we successfully secured loans in Delaware totaling more than \$400 million through May.

Our 1,000 Associates, working remotely since mid-March, seamlessly pivoted to serve our customers and ensure that all their needs were met during a such a time-sensitive and stressful period. More than 200 WSFS Associates, on alternating shifts, worked around-the-clock seven days a week to process a large volume of PPP applications; more than 2,000 applications were approved for Delaware businesses through May. The positive feedback we received was incredible, with many customers commending the dedication of our Associates and appreciating that we were right here for them.

Looking ahead

As we move to the next phase, WSFS remains committed to our top priority, which is the safety and health of our Associates. We continue to consider options for our retail office locations and corporate offices

that will allow us to serve our customers and be ever mindful of our Associates' wellbeing. Specific considerations include public transportation, configuration of offices and shared spaces, and customer service logistics. As we follow updated guidance, we will consistently monitor Associate comfort levels; we are providing wellness resources, such as financial relief and personal counseling in addition to supplying health and safety products and routine cleaning.

Some larger businesses, such as manufacturing, may look to shift work to adhere to social distancing guidelines while meeting the needs of their customers. Businesses that have been open and operating remotely may consider implementing this "new business as usual" approach, even on a rotating basis, to reduce risk for employees.

All businesses and nonprofit organizations in Delaware are facing similar challenges. There is no "out of the box" or one-size-fits-all approach to reopening your doors and resuming operations.

It's the "Delaware Way" to stick and work together so that we endure through this and thrive on the other side. That spirit is woven through the fabric of our First State and will drive our future success. ■



Peggy H. Eddens is executive vice president and the chief associate and customer experience officer at WSFS Bank.

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Unpacking the CARES Act

BY LOUIS D. MEMMOLO, AIF, GBA

THE HISTORIC CORONAVIRUS (COVID-19) pandemic has consumed every aspect of our lives, putting a major strain on daily life in ways we never could have imagined.

As we are returning to work, there were provisions in the \$2 trillion-plus CARES Act with which most of us have become very familiar and others that may be less familiar. As of this writing, new stimulus is under consideration.

The Paycheck Protection Program which provided low interest, partially forgivable, federally guaranteed loans to encourage retention of employees through the COVID-19 crisis, is one of the most well-known and critical components. New guidance from the SBA takes into account the fact that some employees may not come back to work so it states that as long as businesses “make a good faith” effort to rehire employees—and explain that they may lose their unemployment eligibility by not returning—the businesses would not face a penalty under that portion of the loan.

The stimulus also included a significant and much needed expansion of unemployment benefits that extends unemployment insurance by 13 weeks and includes a four-month enhancement of benefits for up to 39 weeks in some states. The enhanced benefits will provide an additional \$600 per week on top of what state unemployment programs pay.

The recovery rebates are another very widely known provision. They are direct payments to U.S. resident taxpayers in the amount of \$1,200 (\$2,400 for couples). Families will receive an additional \$500 per child. Phase out and married filing joint provisions apply.

Regarding retirement plans, RMDs from employer-sponsored retirement plans and IRAs will not apply for the 2020 calendar year; this includes any 2019 RMDs that would otherwise have to be taken in 2020. In addition, the 10% early-distribution penalty tax that would normally apply to distributions made prior to age 59 ½ is waived for retirement plan distributions of up to \$100,000 relating to the coronavirus; special re-contribution rules and income inclusion rules for tax purposes apply as well. Lastly, expanded limits on loans from employer-sponsored retirement plans with repayment delays are also provided.

The student loan provisions may be lessor known. They provide a six-month automatic payment suspension for any student loan held by the federal government ending September 30, 2020. In addition, the already existing employer exclusion of \$5,250 for education assistance programs has been expanded to include student loan repayments on an employee’s behalf.

The Act also essentially repeals the Medicine Cabinet Tax provision of the Affordable Care Act (ACA) expanding the list of qualifying medical expense

purchases available through your tax qualified spending accounts to include certain over-the-counter medications, feminine hygiene and other products that may be paid for using HSAs, HRAs and FSAs.

Another lessor known provision allows telehealth and other remote care services to be covered under a high deductible health plan before the deductible is met without affecting the HDHP’s compatibility with health savings accounts (HSAs). Funding and grants are available for health care providers with connected devices to facilitate telemedicine services, with the goal of freeing up hospital beds and help rural communities purchase broadband equipment for telemedicine.

Other provisions issued deadline relief to help employee benefit plans, plan participants and plan service providers impacted by the COVID-19 outbreak. Essentially this relief gives plan participants additional time to comply with certain deadlines affecting COBRA continuation coverage, special enrollment periods, claims for benefits, appeals of denied claims and external review of certain claims. It also gives plan sponsors more time to provide ERISA mandatory notices. Regarding disability and other plans, the final rule provides additional time for participants and beneficiaries to make claims for benefits and appeal denied claims. Without the extension, individuals might miss key deadlines during the outbreak that could result in the loss or lapse of coverage or the denial of a claim for benefits.

Lastly, the Families First Coronavirus Response Act (FFCRA), also includes requirements that health plans cover COVID-19 testing at no cost to the patient, employers with fewer than 500 employees generally must provide paid sick leave to employees affected by COVID-19 who meet certain criteria, paid emergency family and medical leave in other circumstances, and payroll tax credits are provided for required sick leave as well as family and medical leave paid. ■



Louis D. Memmolo, AIF, GBA is a partner at Weiner Benefits Group and has over 35 years of experience in the employee benefits, insurance and financial services industry. These updates, ongoing guidance, along with newsletters and legislative briefs from which this information is attributed, can be obtained by requesting access to Weiner Benefits’ Connect Portal.

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

 For children, now more than ever, the ability to get out and get fresh air and exercise is important. Kudos to DSCC member, **Preston's March for Energy** for continuing to donate adaptive bicycles, custom fit for children with specific disabilities this past weekend! [#netde](#) [#community](#)



 **@RickDeadwyler:** My Favorite Farmer: Richard Wilkins [@DEFarmBureau](#) President did an excellent job presenting "Challenges & Opportunities facing the Food Supply Chain" to [@DEStateChamber](#). Let's get back out in that Field! [@CortevaUS](#) [#SecondChancesFarms](#) [#ThankAFarmer](#) [#KeepGrowing](#)



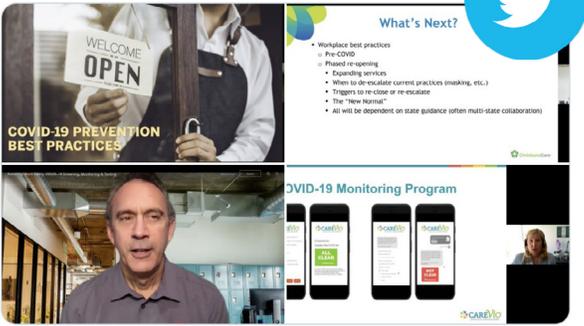

 **Verna Wilkins Hensley:** I'm tagging the swag of my favorite local small business today in the hopes that people will recognize that nonprofits are an important part of the small business community and also important for economic growth and recovery. Nonprofits build healthy communities and healthy communities lead to economic stability.

[#WeAreAllInThisTogether](#)
[#TagYourSwagDE](#)
[#ESDEMD](#)
[#DSCCLocalSwagChallenge](#)



 **Goodwill of Delaware and Delaware County:** Thank you **Delaware State Chamber of Commerce** for the Non-Profit Spotlight feature! We appreciate the opportunity to share our mission, programs and future outlook with the Chamber membership. <https://bit.ly/3fwvp9q>

@EDiSCompany: "With any crisis there is an opportunity to innovate and improve, and I think COVID-19 is no exception." - Dr. Janine Jordan, [@christianacare](#). EDiS would like to thank the [@DEStateChamber](#) for hosting these informative sessions and those today who spoke on returning to work safely!





@BelfintCPAs: **@destatechamber's** [#TagYourSwagDE](#) campaign today! Our Jenni Fleck Jones is enjoying coffee from her DSCC Superstars in Business mug, and the BLS duck is there for support! Please support local businesses by posting photos of items with the names/logos of your favs! [#NetDE](#)





Amazon today formally announced that they will launch a new, state-of-the-art fulfillment center in Wilmington, creating more than 1,000 full-time jobs.



Amazon Announces New State-Of-The-Art Facility At Old Boxwood GM Plant
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AstraZeneca Donates 3 Million Surgical Masks to Direct Relief for COVID-19 Supply Needs in the U.S.

Direct Relief announced a donation from AstraZeneca of 3 million surgical masks for US healthcare workers battling COVID-19 – 300,000 of which went to Delaware.

“For the dedicated and courageous healthcare workers across this country treating Covid-19 and non-COVID-19 patients, working without an adequate supply of face masks and other protective equipment is like going into battle without body armor,” said Direct Relief CEO Thomas Tighe. “This generous and timely donation from AstraZeneca will make a substantial difference in keeping these vital workers safe and able to continue providing care for us all.”

The level 1 surgical masks will be distributed by Direct Relief to health facilities in areas with the most significant public health need, including underserved and vulnerable populations. A portion of the masks will also be directed to the emergency management agencies in states where AstraZeneca has a significant employee presence.

The masks were procured by AstraZeneca through its manufacturing relationships in China and are part of the company’s overall donation of 9 million masks to healthcare workers globally.

FedEx has provided expedited shipping as part of its FedEx Cares “Delivering for Good” initiative. FedEx uses its global network and shipping expertise to help organizations with mission critical needs in times of disaster and for special shipments.

AstraZeneca Chief Executive Officer, Pascal Soriot, commented: “As the



ChristianaCare awarded \$714,000 FCC grant to expand its COVID-19 telemedicine program

ChristianaCare received a \$714,000 grant from the Federal Communications Commission (FCC) to support telehealth services during the COVID-19 pandemic.

ChristianaCare is one of only 17 health care providers in the U.S. and the first health system in Delaware to date to receive a grant under the FCC’s COVID-19 Telehealth Program. The funding is part of the recently enacted CARES Act, which appropriated \$200 million to the FCC to support health care providers using telehealth during this national emergency.

ChristianaCare will use the grant to support its COVID-19 Telemedicine Program. The program will expand existing telehealth capabilities by increasing broadband access to telehealth services for vulnerable and underserved residents in Delaware by providing devices and data plans. It will also offer on-site telehealth services to communities with high disease burden and challenges accessing virtual health services. Access to broadband telehealth services enables COVID-19 patients to safely remain at home in isolation instead of presenting to hospital facilities for further evaluation and care.

“Before COVID-19, ChristianaCare was charting a course to transform care based on the vision that all care that can be done in the home, in the community or on a smartphone will be done in the home, in the community or on a smartphone,” said Janice E. Nevin, M.D., MPH, ChristianaCare president and chief executive officer. “This transformation has accelerated exponentially during the pandemic, because at this time, the safest place for our patients is in their home. The technology supported by this grant will ensure that patients receive the right care, at the right time and in the right place, dramatically lowering the risk of spreading COVID-19.”

In response to the COVID-19 pandemic, ChristianaCare established a comprehensive and sophisticated COVID-19 virtual provider visit and interactive telehealth program. The program leverages telemedicine visits with a provider for those individuals who have coronavirus symptoms or for those who have already tested positive and are symptomatic.

A key component of the program is the remote monitoring of these individuals by ChristianaCare’s CareVio care management program through secure text messaging. This ongoing monitoring connects patients with a registered nurse who monitors their condition several times per day to make sure the patient is improving. If the patient’s condition begins to deteriorate, a provider telemedicine visit is scheduled.

Since the crisis began, CareVio has monitored more than 1,500 patients and more than 1,000 patients have had a telemedicine visit with the COVID-19 practice. CareVio has also called more than 4,400 patients following COVID-19 testing, ensuring they have a primary care provider and answering questions.

COVID-19 pandemic continues to impact millions of people around the globe, our thoughts are with those suffering and the healthcare workers caring for them. AstraZeneca is grateful to our partners at Direct Relief for their large-scale response

to this public health emergency, as well as FedEx for generously contributing its fleet to quickly move our donation of masks to the US. This outbreak has shown the strength of partnership and collaboration around the world.”

Belfint Lyons & Shuman, CPAs Earns Client Service Excellence Award for the Second Year

For the second consecutive year, Belfint, Lyons & Shuman, CPAs (BLS), a Top 300 accounting firm headquartered in Wilmington, Delaware, announced that they have earned ClearlyRated's Best of Accounting™ Award for providing superior service. Best of Accounting Award winners have proven themselves as industry leaders in service quality based entirely on ratings provided by their clients. On average, clients of Best of Accounting Award winners are 1.9x more likely to be entirely satisfied than those who work with non-winning firms. When clients were asked how likely they would recommend BLS to a friend or colleague, BLS received a Net Promoter® Score of 82.7% which is significantly higher than the 2019 accounting industry average of 24%. You can view BLS's profile by clicking here.

"Now more than ever, providing a consistently remarkable client experience is critical for accounting firms," said ClearlyRated's CEO Eric Gregg. "All accounting firms attempt to deliver great service - Best of Accounting winners have proven it. I couldn't be more proud to showcase these service leaders alongside feedback from their actual clients, on ClearlyRated.com and applaud them for their commitment to service excellence at their respective firms!"

Managing Director, Michael T. French, states, "For our entire BLS team, great service is a priority because our clients count on us to help them make good decisions and be successful. Being there when needed to provide that guidance has always been a big part of our firm culture and is especially important now as we all move cautiously through these turbulent times. Having



Cape May – Lewes Ferry Implements New Freight Pilot Program

Cape May – Lewes Ferry (CMLF) officials announced that the Delaware Bay ferry service will be accepting freight for the first time in its history. The new freight pilot program is designed to help customers move packages or materials across the Delaware Bay while minimizing the need for individuals to travel between States of Delaware and New Jersey. The introductory program, which costs \$15 regardless of the package size, began April 27, 2020.

"We expanded into the cartage business to provide our customers with the option to get supplies, materials and packages across the Delaware Bay without taking a round trip," said Jennifer Shivers, Assistant Director of Ferry Operations. "This service is currently available only on the 9:00 a.m. Cape May departure and the 10:45 a.m. departure from Lewes. Please feel free to give us a call at 800.643.3779 between 8:00 a.m. – 4:00 p.m. with any questions or to reserve your freight."

such great feedback from our client's is invaluable to the firm as well and will only help us be even better next time around. This is also a great opportunity to celebrate this amazing award with our staff and thank them for always being there for us and our clients. We are extremely proud of our team and their continued commitment to our mission of Providing Exceptional Services through Exceptional People. As we like to say to our clients, at BLS we are here for you and We are Listening!"

Boy Scouts Launch Scouting at Home Hub

With so many school systems closing down for the remainder of the school year, parents are working hard to find fun, enriching content online to keep their children engaged.

Earlier this month, the Del-Mar-Va Council of the Boy Scouts launched the "Scouting at Home Hub," a new digital platform to bring Scouting content to families searching for ways to keep their

children engaged while schools are closed for the foreseeable future.

The Scouting at Home Hub features freely available curricula and content from around the Scouting community nation-wide, plus live and pre-recorded content from our volunteers focused on mentoring young people and exposing them to Merit Badges and other Scout advancement and service opportunities. Visit us at www.dmvc.org/scoutingathome to learn more.

The Scouts are also reaching out to schools and community partners in low-income communities to make sure

Scouts and non-Scouts have access to these digital enrichment programs. Digital workshops will include special content from local business leaders, including workshops presented by Nemours, WSFS, and others.

The Committee of 100 Elects New Board Members and Officers

The Committee of 100 announces the election of four new directors to lead the organization in its mission to promote responsible economic develop-

ment in Delaware.

- Peter Bailey, Vice President, External & International Affairs for Wilmington University

- Ryan Kennedy, Vice President of Marketing, Harvey Hanna & Associates, Inc.
- Catherine Rossi, Vice President, Public and Government Affairs, AAA Club Alliance Inc.

- Brent Schrader, Associate University Secretary for the University of Delaware

New officers were also elected by The Committee of 100 board for two-year terms:

- Pamela Scott, Partner at Saul Ewing Arnstein & Lehr, LLP, was elected President

- Ted Williams, President of Landmark Science & Engineering, is the Immediate Past President

- First Vice President is Greg Ellis, Managing Principal at Patterson-Woods Commercial Properties

- Second Vice President is Nicholle Taylor, Chief Operating Officer of Artesian Resources Corporation

- Deirdre Smith, Chief Operating Officer and Partner at Duffield Associates is the new Third Vice President

- Paula Swain, Executive Vice President, Human Resources for Incyte, is the new Secretary

- Jonathan Reese, Vice President of Commercial Lending – Delaware Division for Bryn Mawr Trust, will serve as Treasurer

Michael Houghton Appointed Chair of National Law Group's New Study Committee on Mitigation of Public Health Emergency Business Disruptions

Michael Houghton, a partner with Morris, Nichols, Arsht & Tunnell LLP, has been appointed Chair of the new Uniform Law Commission (ULC) Study Committee on Mitigation of Public Health Emergency Business Disruptions.

AstraZeneca advances response to global COVID-19 challenge as it receives first commitments for Oxford's potential new vaccine

AstraZeneca is advancing its ongoing response to address the unprecedented challenges of COVID-19, collaborating with a number of countries and multilateral organizations to make the University of Oxford's vaccine widely accessible around the world in an equitable manner.

The Company has concluded the first agreements for at least 400 million doses and has secured total manufacturing capacity for one billion doses so far and will begin first deliveries in September 2020. AstraZeneca aims to conclude further agreements supported by several parallel supply chains, which will expand capacity further over the next months to ensure the delivery of a globally accessible vaccine.

AstraZeneca received support of more than \$1 billion from the US Biomedical Advanced Research and Development Authority (BARDA) for the development, production, and delivery of the vaccine, starting in the fall. The development program includes a Phase III clinical trial with 30,000 participants and a pediatric trial.

In addition, the Company is engaging with international organizations such as the Coalition for Epidemic Preparedness Innovations (CEPI), Gavi the Vaccine Alliance and the World Health Organization (WHO), for the fair allocation and distribution of the vaccine around the world. AstraZeneca is also in discussions with governments around the world to increase access. Furthermore, AstraZeneca is in discussions with the Serum Institute of India and other potential partners to increase production and distribution.

AstraZeneca recently joined forces with the UK Government to support Oxford University's vaccine and has progressed rapidly in its efforts to expand access around the world. The Company will supply the UK starting in September and is thankful for the Government's commitment and overall work on vaccines.

The new committee will study the need for and feasibility of one or more uniform state laws providing special rules and procedures to mitigate the impact of an epidemic, a pandemic, or other public health emergency on the operation of businesses.

This new study committee is one of three new study committees recently appointed by the Uniform Law Commission to address various legal issues relating to the current COVID-19 crisis and to address future epidemics and pandemics. The other two study committees are the Study Committee on Public Health Emergency Authorities and the Study Committee on State Governance during Public Health Emergencies. Each of the new study committees will report to the Scope and Program Committee by July 7, 2020, as to whether acts in any of these areas is merited. Further information on all current drafting and study committees, as well as information on the Uniform Law Commission, can be found at the ULC's website at www.uniformlaws.org.



Michael Houghton

Elizabeth D. Albano to succeed Mark E. Huntley as President of Artisans' Bank effective May 1, 2020

The Board of Directors of Artisans' Bank elected Elizabeth D. Albano as the Bank's 12th President and Chief Executive Officer and a member of the Board. Mrs. Albano previously held the position of Executive Vice President and Chief Financial Officer of Artisans' Bank.

Mark E. Huntley, Immediate Past President and Chief Executive Officer

retired effective April 30, 2020. Mr. Huntley completes almost 42 years of service in both regional and community banking and over 6 years of service with Artisans' Bank. Mr. Huntley said, "Beth is a strong leader with a deep understanding of all aspects of community banking. I am confident that she will lead Artisans' Bank and its employees to a bright future."

Mrs. Albano has been employed by Artisans' Bank for 29 years, serving in a

variety of positions with increasing levels of responsibility.

"I am honored to become the 12th President and CEO in Artisans' Bank's 159 year history," said Mrs. Albano. "I am humbled by the confidence and trust the Board has placed in me and



Elizabeth D. Albano



Seipp Nanticoke 2019 Nurse of the Year

Nanticoke Memorial Hospital is pleased to announce Tanya Seipp, RN as its 2019 Nurse of the Year. Tanya is a thirty-year employee of the hospital, currently working as a registered nurse in the Emergency Department. Tanya received the Nurse of the Year honor on Friday, May 8th as a part of National Nurses Week celebrations.

"As we honor nurses during these difficult times, it is good to be reminded of the impacts nurses have on the lives of so many. The shifts can be long, and sometimes the days difficult," said Ray Fulkrod, Jr., DNP, MBA, MSN, RN, Chief Nursing Officer at Nanticoke. "Being a nurse is not easy; it is not for everyone, and is taxing on every level – emotional, mental and physical. Tanya has proven herself time and time again to be dedicated to her profession."

Newsbites

look forward to continuing the critical community bank mission of Artisans' for years to come. I thank Mark for his leadership, mentorship and partnership over the past six years. I am confident as the Bank moves forward that we will continue to serve our customers and communities with excellence thanks to the great team of Artisans' Associates."



Mark E. Huntley

get to their destinations."

The \$10 million-dollar project constructed as part of a public-private partnership between DeIDOT, DTC and Transit Center, LLC (Colonial Parking, EDiS Company, and Emory Hill Real Estate Services, Inc.), used 100%

State and private funds.

"Wilmington is grateful for the new, modern, convenient transit center that sits within the City's multi-modal transportation hub," said Mayor Mike Purzycki. "This facility is in line with what we are building in Wilmington—a city for the future but one that meets the needs of today."

Wilmington Transit Center Opens

Delaware Transit Corporation (DTC) opened the Wilmington Transit Center, located at Front and Walnut Streets, operating as the new transfer location for most DART bus routes in downtown Wilmington. The new transit center has the capacity to have up to 10 buses stage at one time allowing bus layovers without blocking city streets, and offers riders a smoke-free covered, seated waiting area, real-time bus displays, ticket sales, Wi-Fi, USB charging stations, vending machines, and bike racks with a bike repair station.

Strategically located adjacent to Wilmington's Joseph R. Biden Rail Station, the transit center provides convenient access to Amtrak, SEPTA, Greyhound/Trailways, and cabs. The center also provides parking for rental cars, and offers 90 public parking spaces, including two electric car charging stations.

"We have made significant investments in the City of Wilmington and our infrastructure that has helped create jobs, improve travel, and spur economic development," said Governor John Carney. "This transit center will serve 75 percent of the bus routes in Wilmington, and it will make it easier for passengers in and around the city to



After Mountaire Farms Donates Nearly 30,000 Pounds of Chicken, Beebe Healthcare Pays It Forward

Mountaire Farms spent two days on Beebe Healthcare's campuses last week to provide nearly 30,000 pounds of free chicken to all of the healthcare system's team members.

In response to the incredible support from the community, as well as the generosity of Mountaire, Beebe Healthcare team members asked for the opportunity to 'pay it forward' and donate their gift to others less fortunate during this COVID-19 pandemic.

The result: 9,400 pounds of chicken donated to 14 food pantries supporting community members. "This was truly an opportunity for Beebe and Mountaire to say thank you," said David A. Tam, MD, MBA, FACHE, President & CEO of Beebe Healthcare. "Not only did Mountaire provide chicken to our hard-working team members and their families on the front lines right before Memorial Day weekend, but Beebe team members came up with the idea to have the ability to donate their portion to those in need. This is another extraordinary example of our team living the Beebe Values and how we are made up of families caring for families, and neighbors caring for neighbors."

Delaware State Chamber of Commerce

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

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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.

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

Delmarva Broadcasting

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DELMARVA BROADCASTING COMPANY

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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.



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CALL THE CHAMBER

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



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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
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Partnership



Local Simulated Care Startup Expands Operation

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

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- Critical & Creative Thinking
- Leadership Styles
- Building a Leadership Brand
- Universal Leadership
- Leading Change
- Winning Conflict

OUR ROOMS

12 Rooms to fit 30 guests. Rooms 1 & 2 have two queen beds with an expanded bar area. Room 4 & 8 have King Bed with Day Bed. Rooms 3, 5, 8, 9, 12 have king beds. Rooms 6,7,10, 11 are queen beds. We have 8 pet friendly rooms and 4 non pet rooms.

