

DELAWARE BUSINESS

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Restaurant, Meeting
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Comeback Kid

Necessity Drives
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Hamburger Hotshot

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Periodicals

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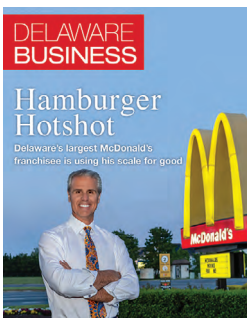


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Michael A. Meoli, owner and operator of The Meoli Companies, poses in front of the Rehoboth Beach McDonald's location. *Photo by David Koster CPP, Portraits in the Sand, Inc.*

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Message from the President



Michael J. Quaranta

Unprecedented amounts of federal aid were awarded to each state as economic recovery for some sectors continues. In Delaware, the State will receive over \$1 billion of support, on top of other revenues that have previously been directed here. This transformational moment is upon us, so making top-quality investments in our future is critical. For me, I would put our choices into a couple

of categories: the safest, the wisest and the riskiest.

Upgrading or repairing our infrastructure is a very smart and safe use of these resources. We need to get to and from places, survive on clean water, connect with our employers, schools, and commerce, and more. A wise investment would be to clean up old or abandoned commercial sites and use these resources to remediate the environmental hazards developers cannot afford to do on their own. This puts these “brownfields” back into useful service and limits sprawl and development of “greenfields” or open space. Workforce training and upskilling is another wise investment.

Roughly 10,000 baby boomers reach the retirement age of 65 in this country every day, a phenomenon that has been occurring since 2011 and one that won't end until 2029. We know that there is an existing mismatch between the skills workers have and the open, unfilled jobs employers post. If we want to rebuild the middle class and fill the jobs employers are desperate to hire, we need to put our eyes on more than just the three percent of the workforce coming out of high school or college every year and lift up everyone else.

A riskier move may not be so risky after all. Every great city in North America – and maybe the world for that matter – has a college or university in its midst. The intellectual capital this brings to a downtown has economic multipliers that are easy to calculate. I'm not suggesting that any of our colleges and universities abandon their homes, but a “multi-flag” consortium of buildings, staffed with programs and populated with students of law, urban studies, management, finance, data science, and more could be an invigorating economic driver for Wilmington.



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LEGISLATIVE PRIORITY

Delaware Positioned to Invest in its Future

BY JAMES DECHENE

WHAT A DIFFERENCE a year makes. At this time last year, concerns that Delaware could expect to see incredible revenue losses due to COVID-19 had a significant impact on not only the budget crafting process but also in how the Delaware Economic and Financial Advisory Council (DEFAC) approached its economic forecasting for much of 2020. This year, as was reported at the May DEFAC meeting, every single company that recently went for an Initial Public Offering (IPO) was a Delaware registered company, which increased Delaware's corporate franchise tax revenue by 13 percent. In addition, realty transfer tax revenue was up 42 percent due to a housing boom, especially at our beach areas. While neither of these increases are sustainable, they do provide significant one-time money for infrastructure investment to help position Delaware for a strong future.

The Delaware State Chamber of Commerce has a history in advocating for infrastructure investment including supporting legislation like HB200. This bill invests heavily into water and sewer projects, supporting changes to the Transportation Trust Fund to ensure more dollars are dedicated to project spending versus operational budgets within DelDOT, broadband development across the state, and more. The simple reason for this advocacy is the intersection between government spending, economic development, job creation, and return on investment (at the end of the project you have a tangible, bright and shiny "thing" that provides a needed service or function).

Delaware finds itself in a unique position this year. Significant increases to the bond bill above and beyond the Governor's recommended budget, combined with close to one billion dollars in federal money stemming from the American Rescue Plan, means that there is an opportunity to invest heavily in Delaware's future. With smart spending and keeping in mind that these are two separate pots of money, the State can maximize its investments.

The federal stimulus money has a fairly narrow scope of authorized uses—though the hope is that with the pending public comment period, Treasury will ease some of those restrictions. Much of what is currently authorized with federal stimulus money are areas in which Delaware still needs help. This includes broadband development in urban and rural areas across the state and repairing aging water and sewer infrastructure, which can be everything from stormwater remediation in New Castle County, persistent coastal flooding in Sussex, and drainage repair in much of Kent.

The State's bond bill can be much more creative in how it allocates money and starts filling the backlog of projects that have



been considered for years. Projects like building new court houses, schools, and even perhaps leveraging the recently passed site readiness funding money to help attract new sectors to Delaware are all on the table. With state money, new train stations in Newark and Claymont have been built. Maybe now is the time to direct investment to extending Delaware rail to connect with MARC for better regional travel. Perhaps investing in broadband can help create a tech corridor along that line that connects Delaware to Philadelphia and Baltimore making the region an attractive alternative to Silicon Valley.

The possibilities of what can be built here may not be endless, but they are indeed significant. Now is the time for Delaware leaders to look to the future and continue shaping Delaware as a regional leader. The clock is ticking on the three-and-a-half years we have to allocate the federal stimulus money. Direct and nimble approaches to project development will be key, and state and local governments will have to work together to maximize this opportunity. The State Chamber's continued calls for permitting reform at the state and local level will continue to grow in volume, as projects will not have the ability to take 18 months or more from conception to groundbreaking.

Delaware's size should make it a giant amongst its neighbors if we can effectively combine smart investments with effective

permitting and development opportunities. Like the COVID-19 pandemic, this is (hopefully) a once-in-a-lifetime event and we should take every step to make it count.



James DeChene, Armitage DeChene & Associates

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Member news & Notes

BUSINESS SPOTLIGHT: Strategic Foresight Investments

BY DANIEL LA MASTRA

» If only we could have a crystal ball.

With the current economic situation brought on by the pandemic and the 2008 financial crisis not too far behind, predicting economic trends is important for any investor planning for their future.

Luckily for us, there is no magic involved. At Strategic Foresight Investments (StratFI), their main goal is to educate people in the art of investing and making informed decisions with their money. StratFI is an independent financial advisory firm in Wilmington founded by Jim Lee, an award-winning financial advisor with over thirty years of experience.

Besides being the founder of StratFI, Lee holds multiple certifications, including Certified Financial Planner (CFP), Chartered Financial Analyst (CFA), and Chartered Market Technician (CMT). Lee is also the author of two books on the subject, *Resilience*, and *The Future of Everyday Life* (2012), and *Foresight Investing: A Complete Guide to Finding Your Next Great Trade*, which was just released this March.

Lee is also an active member of the Association of Professional Futurists. As a futurist himself, Lee has learned and developed unique tactics that guide him in exploring predictions and possibilities about the economic future. He uses this knowledge, combined with his extensive background in financial planning and investing, to help clients identify and

invest in economic trends as early as they can.

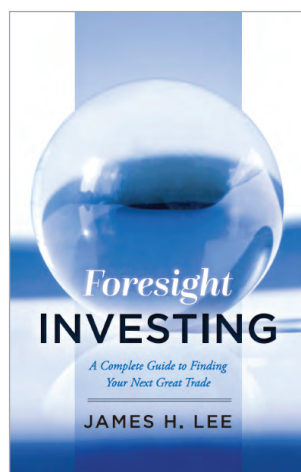
What sets StratFI apart from other investment advisors is the idea of “investing like a futurist,” or identifying and investing in big trends as early as possible to maximize profits. According to Lee, some of the best investments are made early on right before a particular company really starts to take off.

“If you want to be in the right place at the right time, then it’s helpful to show up a little early,” says Lee. “If you show up too early and you are the only one at the party, then that’s no fun. Ideally, you want to show up a few minutes early.”

This is where Lee has carved a niche for himself as not just Delaware’s only professional futurist but also as one of the few futurists that focuses on wealth management and investing.

“Most futurists do consulting, they do writing, they do speaking, but I tend to focus on investment,” he says. This allows him to focus solely on long-term assets, even if they might seem less than promising to others at the time.

But the idea of “investing like a futurist” is not a new concept. Also known as foresight investing, the practice is about embracing the ideas that may seem a little odd now, but



might look perfectly obvious in a few years, explains Lee.

“What you realize going into it is that the future is not set in stone,” he notes.

One of the more lucrative investments that Lee recently made was in the booming cryptocurrency market. Considered high-risk only four years ago, he

saw the signs and potential when very few people did at the time.

When asked about his decision to study futurism and start StratFI, he reflected on when he left his previous job after the firm was bought. It was then that he decided to write his first book and start StratFI as a unique investment operation. As Lee says himself, “I started my own business because nobody’s doing what I’m doing.”

In other words, he decided to show up a few minutes early.



Daniel La Mastra is a communications intern with the State Chamber. He recently graduated from the University of Delaware with a degree in world history.

Putting Delawareans Back to Work

DELAWAREANS BECOME OCCUPATIONALLY MOBILE THROUGH FORWARD DELAWARE

BY BILL POTTER, EXECUTIVE DIRECTOR, DELAWARE WORKFORCE DEVELOPMENT BOARD

» Last summer, Governor John Carney signed Executive Order #43, creating the Rapid Workforce Training and Redeployment Initiative to assist the thousands of Delaware workers and their families who lost jobs and income due to the COVID-19 crisis. The initiative directed \$10 million of CARES Act funds towards the creation of a workforce retraining program called Forward Delaware. Stood up by the Delaware Department of Labor and the Delaware Workforce Development Board, Forward Delaware trained roughly 2,400 COVID-affected workers with occupational skills to place them back in the workforce in high-demand industries.

For many Delawareans, Forward Delaware allowed them to continue putting food on the table for their families while receiving training. For many others, it placed them on a trajectory towards a higher-paying career path. Here are a few success stories:

DECK HAND BECOMES MEDICAL ASSISTANT

When Alicen Sharpe-Rhodes was about 17, she stepped on the deck of her first fishing charter boat. For the next 30 years, she helped tourists bait hooks, clean fish, and otherwise keep the boat in ship shape.

Although Sharpe-Rhodes loved her job, she was laid off when pandemic-related health restrictions made it impossible for her charter boat to continue. At age 47, she returned to land and began looking for a new course.

She found one.



Alicen Sharpe-Rhodes at Clinic by the Sea in Lewes.

Through Forward Delaware, Sharp-Rhodes enrolled in the nursing assistant program at Delaware Technical Community College's Georgetown Campus where she traded in her fishing gear for surgical scrubs.

"It worked out very well," she said. "Everyone at Delaware Tech went out of their way to help. It was challenging."

One challenge she did not have was finding a job. The demand is high in Delaware's medical field. "I think everyone in my class found full-time employment," said Sharpe-Rhodes.

After graduating from the program, the newly minted medical assistant started her new career at Clinic-by-the-Sea in Lewes.

TRUCK DRIVER UPSKILLS

Every week, Mike Price of Newark laced up his work boots, climbed into the cab of a 28-foot truck and began his long ride to places like North Carolina or upstate New York.

Although the warehouse remained open, Price was laid off at the beginning of the pandemic. With time on his hands and a desire to keep driving, he began researching truck driving schools so he could obtain his Commercial Driver's License.

It was then Price discovered the ADTA who was accepting applications for school from funds received by Forward Delaware. After registering and completing the program, Price is back on the road and looking toward the future.

"I make the same run I did before, but now I am two and a half times the wage," he reflected. "I'm now able to save towards buying a house."

ENTREPRENEUR TURNED TRUCK DRIVER

Matt Wolynetz owns a party store. Maybe you've seen it on South Dupont Highway in New Castle. Pink, yellow, and green palm trees in the parking lot of a store with a bright yellow awning – PartyDelaware.com. It looks like a lot of fun, until a pandemic strikes and you can't have parties.

Luckily, Wolynetz obtained a CDL-A license issued by the State of Delaware so he could drive the big rigs and feed his family until events recommenced. Forward Delaware allowed him to earn the license through a contract between the State and the American Driving Training Academy



Matt Wolynetz stands with his Dot Foods truck.

(ADTA), which trains people to become commercial drivers.

After completing the program, Wolynetz began working for Dot Foods. "I was underemployed, but now I am earning a decent wage and putting some money away," he said. "The need (for drivers) is so great."

FROM OFFICE MANAGER TO MEDICAL ASSISTANT

Teresa Massingill spent most of her working life as a social media or office manager, dating all the way back to the days of AOL. However, she always had a different career path in her mind.

"I was always interested in the medical profession," she explained.

By chance Massingill heard a radio advertisement

promoting Polytech Adult Education. That moment was the beginning of a new journey.

Massingill enrolled in Polytech Adult Education's medical assisting program as part of Forward Delaware. She worked with their career services office where she found an opportunity at Urology Associates of Delaware. She was hired

on the spot during her interview even while still enrolled in the program.

"It wasn't just opportunity that I found at Polytech. I met people who were invested in trying to help me obtain my goals," remarked Massingill.



Teresa Massingill is now a medical assistant at Urology Associates of Delaware.

DSCC Receives National Honors

In April, the State Chamber won eight awards in the Delaware Press Association's 2021 Communications Contest, including four first place awards that were entered into the National Federation of Press Women's National Communications Contest.

The results were released in June with the State Chamber receiving a first, second, and two honorable mention awards.

"2020 was an incredibly busy year for us," said vice president of strategic communications, Kelly Basile. "The staff remained diligent in never halting the delivery of timely information, important resources, and continued networking opportunities for Delaware's business community. We never stopped working on behalf of our members."

State Results:

1st: Marketing Campaign – *2020 Superstars in Business*

1st: Editing Newsletter – *Putting Delawareans Back to Work: Economic Recovery in the First State*

1st: Graphics/Design Publication – *COVID-19 Prevention Best Practices Guide*

1st: Digital Newsletter – *The Weekly Report*

2nd: Editing, Print/Online Publication – *September/October 2020 Delaware Business Magazine*

National Results:

1st: Marketing Campaign – *2020 Superstars in Business*

2nd: Editing Newsletter – *Putting Delawareans Back to Work: Economic Recovery in the First State*

NONPROFIT SPOTLIGHT: **Read Aloud Delaware** BY DANIEL LA MASTRA

» Did you know that children who are read to, talked to, and sung to every day from birth will have heard thirty million more words by age three than children who grow up in less verbal environments?

This fact alone highlights the importance of reading and verbal communication in a young child's life. The wealth of information that is to be discovered through reading is vast, and the positive impact that reading has on an individual's brain and overall development is massive to say the least. However, the ability to read, write, and understand grammatically correct English has not always been commonplace in society. It can be taken for granted in our modern world.

Research shows that children who are read to from an early age have bigger brains, larger vocabularies, and are most likely to master fundamental language skills. Read Aloud Delaware recognizes that it is skills like these that are crucial to a child's future.

"We fight childhood illiteracy by promoting reading and communication and encouraging caregivers and volunteers to incorporate that in every part of their life," said James Spadola, executive director of Read Aloud Delaware.

Founded in 1983 by former Delaware State Representative Kevin Free, Read Aloud Delaware continuously works toward the goal to set children on the road to literacy success.

Read Aloud Delaware's volunteer reading program is their most well-known program, and their most popular. For this program to function, the nonprofit relies on volunteers who



are willing to take the time to read to children around the state, mostly at child care centers. "Our volunteers are incredibly dedicated," explained Spadola of his volunteers. "Many that have been with us for over 20 years, and many volunteers say they get more out of it than they put into it."

Before the pandemic halted in-person reading events, Read Aloud Delaware boasted over 600 volunteers and more than 100 reading sites throughout Delaware. Fortunately, the nonprofit was able to conduct virtual reading sessions as well as introduce a new program called LENA Start.

LENA Start is a ten-week program that aims to track, stimulate, and improve the language environment in a household. It is separate from the volunteer reading program, but the central goal of improving language development remains the focal point. Interestingly, LENA Start incorporates wearable technology, dubbed a "talk

pedometer," that tracks the number of words spoken and conversational turns that occur in a dialog.

According to Spadola, "The science shows that it is important to be spoken to, especially in conversational terms." Therefore, not only is reading beneficial to a child's development, but simply speaking and engaging with children can have a lasting impact on their growth and understanding of language.

"One of the goals of LENA Start is to show parents how to create a running narrative of your life for your child. This could be as simple as next time you're cooking, talking to your child and explaining to them how you're using the silver knife to cut up the orange carrot into five pieces," explained Spadola. "You might feel silly saying it, but that's really so impactful for the child to hear that. It gets them thinking about colors, numbers, objects, and many other things."

Parents reported that LENA Start has had a demonstrable improvement on their child's language abilities. "My child really flourished with his language development and we developed better communication between us," remarked one parent. "And another wonderful surprise was my son's newly found love of reading to the point where he demands several books in a row."

Read Aloud Delaware's efforts within the community are foundational in the development of the next generation of people. In many ways, this is beneficial to all of us. Read Aloud Delaware and organizations like it have an overwhelmingly positive impact not only on today's but also tomorrow's society.

DIVERSE SUPPLIER SPOTLIGHT:

J. Taibi Group, LLC

BY COLIN HEFFINGER

» Sales isn't just an activity. Sales is a profession that is both rewarding and challenging while demanding specific skills, training, and a systematic approach just like medicine, law and engineering. However, most salespeople don't acquire training for the requisite skills needed to ensure success. J. Taibi Group, LLC, a local extension of Sandler Training, offers customized consulting, sales training, and coaching to provide business owners and sales professionals the critical skills to successfully increase sales generation and revenue growth.

Prior to starting J. Taibi Group, LLC, Judy Taibi built her 25-year career as a professional sales executive and sales manager. After conducting extensive research on various business opportunities, Taibi decided to stick with what she loved – selling and developing sales professionals and managers. Choosing to join Sandler Training allowed Taibi to be part of a leading global sales and sales management organization with over 250 practices like hers. This provided her the opportunity to share best practices and ideas with colleagues to benefit her clients.

"Our sales, sales management and leadership training are not just an intellectual experience," Taibi described. "Sandler excels at practical knowledge transfer with high energy classroom training, problem solving workshops, award winning interactive media material and individual coaching."



Firms that invest in their people now will find staff more engaged, enthusiastic, productive, and less likely to jump ship as job growth increases.

"We partner with our clients to assure they go from knowing to owning to successfully implementing our training to drive sales more effectively, efficiently and consistently," she continued. "Sandler Training is for today's real world and the results hit the bottom line."

Taibi illuminated why she chose Delaware for starting her business. "I lived in Delaware for over 15 years before starting my company," she explained. "I saw opportunity in the state for economic growth and business expansion. Delaware is accessible to major cities on the East Coast while offering an enjoyable lifestyle and a sense of community. I wanted to deliver an impactful resource for local businesses to become more successful in client acquisition as well as being part of strengthening the local business community."

Like many businesses, Taibi had to quickly shift to delivering services (training and coaching) virtually during the COVID-19 pandemic. Fortunately, technology, social media, and digital prospecting were already in place to facilitate the transition. "My amazing

group of colleagues and our parent company quickly helped innovate and organize efforts to adjust and pivot, thereby allowing our clients to not only survive but thrive during the pandemic," said Taibi.

"I've always believed that if you want to go far, go together," Judy reflected. "As the economy reopens, I am excited about strong business growth and opportunities to help companies upskill and reskill their employees. Employees are keenly aware that selling and managing in today's environment demands new proficiencies. Firms that invest in their people now will find staff more engaged, enthusiastic, productive, and less likely to jump ship as job growth increases. If we only learned one thing from the past year, it's that our country is resourceful and resilient. Together as one nation, we can overcome any challenges."



Colin Heffinger is a communications professional and freelance writer.

Chair's Message BY KATIE WILKINSON

»» Vacation! What a novel concept during these “coronavirus times”! Have you scheduled your family vacation? Have you resumed travel for work or leisure? Are you working to resume a “new normal” schedule?

Tourism is a critical component of our economy in Delaware. Our beach communities, for example, have so much to offer visitors – from both inside and outside of the state. The restaurants, hotels, and retail establishments rely heavily on travelers, and were more heavily impacted than other industries due to the inability to travel. These businesses need our collective support. Our members need your support!

Fortunately, all signs point to a robust spring and summer for Delaware. Point-



to-Point hit the grounds of Winterthur in May; Funland opened on the Rehoboth boardwalk; NASCAR races resumed in Dover; Firefly Music Festival is back on the calendar and tickets are going quickly; kids are back in summer camps; and families are scheduling and taking vacations.

But not everything is back to normal. These same businesses continue to struggle to find sufficient staffing to be able to meet the growing demands of consumers. Capacity limitations and changing COVID statistics wreaked havoc on efforts to bring on H1B visa holders for this summer. This alone created huge challenges for our beach restaurants, retail, and hotels – just as capacity limitations are eliminated – as

these businesses are highly reliant on the ability to bring in foreign workers.

Unemployment numbers are coming down, but these positions remain vacant. We must consider implementing changes to the current unemployment program to remove the incentive to remain unemployed. Our tourism economy demands this.

It is the perfect storm. Delawareans and visitors want to travel, make plans, and socialize. With the relaxed CDC guidelines, the demand is likely higher than it was even pre-pandemic. And yet, these establishments cannot leverage this demand because of a lack of staff. How do we get people back to work in these industries?

Delawareans are hopeful. We are excited. We see the light at the end of the tunnel, but still have miles to go to reach economic stability. As we do this, the slow crawl back to a “next normal” continues. I remain hopeful and I hope you do as well!

Advocacy in Action BY TYLER MICIK

It was a busy spring for our policy committees! Several State Chamber committees met throughout April and May, including the employer advocacy & education (EAEC), tax, and infrastructure & transportation committees. In April, Senator Sarah McBride joined the EAEC committee to discuss her proposal to mandate paid family and medical leave in Delaware. As a result of the conversation, the State Chamber sent a letter to Senator McBride outlining our concerns. In early May, Senator McBride introduced

Senate Bill 1, the Healthy Delaware Families Act, and incorporated the recommendations. We are continuing to analyze the bill and offer commentary. The tax committee met in mid-May and was joined by Secretary Rick Geisenberger and State escheator, Brenda Mayrack who discussed Senate Bill 104, which relates to unclaimed property. The infrastructure & transportation committee, as well as leaders from the business community, met in May to discuss recommendations on how the State

should spend the additional \$1 billion it's set to receive from the federal government. The State Chamber plans to offer recommendations to the Governor and is seeking feedback from the business community.

Want to join the conversation and influence policy decisions that help shape the future of Delaware? Contact Tyler Micik at tmicik@dssc.com or (302) 576-6590.

Employer Advocacy & Education
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Christiana Mall Welcomes Delaware's First Macy's Backstage

» On May 1, the Delaware State Chamber along with members of Christiana Mall and Macy's cut the ribbon at the grand opening of Delaware's first Macy's Backstage location.

Macy's Backstage, offers fashion-loving customers another way to shop Macy's by providing a store-within-store shopping experience specifically designed for the savvy and cost-conscious shopper who enjoys finding on-trend fashion at a great price and shops often.

Macy's Backstage at Christiana

Mall has more than 11,000 square feet of dedicated retail space on the second level inside the full-line Macy's. Customers will find a constantly changing assortment of on-trend merchandise, encouraging them to return often to find new treasures.

"This is exciting for not only Macy's but also the market," said Kelly Olsen, store manager. "This is Delaware's first and only location, and we look forward to the growth of the store and attracting a new customer."

Macy's began opening new Backstage

locations with plans for 45 shops within Macy's stores in 10 states this year to fulfill its target of 270 nationwide.

Savvy shoppers can look forward to deep discounts on the latest trends, from the newest fashion and home décor inspiration to electronics and gifts. The best part? New products are delivered daily.

"Backstage opening for us is a very exciting opportunity to rapidly recovery from COVID-19," said Dennis Groom, operations manager at Christiana Mall. "We are already well on our way to full recovery, and this only furthers that."

Meet Alexis Williams, Program Manager of The Partnership, Inc.

» The Partnership, Inc. is the 501(c)(3) affiliate of the Delaware State Chamber of Commerce. Its mission is to foster private sector involvement in workforce development to attract, develop, and retain intellectual capital that will serve as the future workforce for Delaware businesses.

In March, the State Chamber announced the addition of Intern Delaware under its umbrella, which led to the creation of the program manager position. We are happy to welcome Alexis Williams to the team! She will manage The Partnership's four flagship programs: Intern Delaware, Superstars in Education, Delaware Principal for a Day, and the Delaware Young Professionals Network.

GET TO KNOW ALEXIS:

Where are you from?

I was born and raised in Clayton, Delaware.

That means we need to ask what high school did you go to?

I graduated from Smyrna High School. Go Eagles!

What excites you most about this position?

I grew up in a family of educators and saw first-hand how they played a key role in equipping students with the knowledge and skills to become contributing members of their communities. My personal experience going through Delaware's public school system combined with my master's degree in student affairs in higher



education, as well as being a young professional myself, makes me the perfect fit for this role as program manager. I look forward to building relationships with Delaware's business community and connecting employers with young talent, and vice versa!

One of the programs you will be responsible for is Intern Delaware. What was your favorite internship and why?

I interned for the Greater Reading Chamber Alliance in 2018. I had two consecutive internships, one with the director of events and one with the Women2Women program. At that time, I didn't truly know what direction I wanted to go towards when it came to my career. My time at the chamber was

invaluable because I met so many people and learned about so many businesses — that experience really shaped my career and time in school. It also led me to this position!

Best leadership advice you've received.

There is no singular best way to lead. In a leadership class I took in grad school, we often outlined examples and types of leaders, and I was inundated with models of what is considered a "good leader." I concluded that leaders don't always fit into boxes or categories. Leaders are adaptable, responsive, and reflective.

Do you have a favorite Delaware spot?

I'll give a favorite spot in each county! In Kent County, I love Big Oak Park. I've spent a lot of time there over the years having picnics with my younger sister, walking the trails, and even watching my grandfather play baseball. In Sussex County, I most often find myself visiting Cape Henlopen State Park. The beach, the trails, the historic buildings — they're all great. Lastly, in New Castle County, my favorite spot is Middletown as a whole. I love all the places to shop, eat, and explore!

Companies looking to become involved in Intern Delaware as a corporate partner should visit InternDelaware.com or contact Alexis at awilliams@dscc.com.

ChristianaCare and Highmark Health Transform Health Care with Landmark Collaboration

» If there is one thing that most Americans can agree on, it's that our current health care system is too expensive, and for all that cost our population isn't getting healthier.

ChristianaCare and Highmark Health announced a game-changing collaboration that aims to create better health and to make health care more affordable for everyone by taking costs out of the system.

Through a new joint venture company, these two national health care leaders are combining their expertise and capabilities to completely transform health care by creating a new model of value-based care that is continuous and data- and technology-led. The new model will be a radical departure from the transactional, fee-for-service model that underpins much of American health care.

The new joint venture does not represent a merger or an exclusivity agreement between ChristianaCare and Highmark Health. Both organizations will continue to operate independently and have strong relationships with the other payors and providers in the markets they serve.

"As two nationally recognized innovators, it makes perfect sense to leverage our combined expertise and resources to improve health outcomes, decrease costs, streamline processes between receiving and paying for care, and ultimately reimagine the whole health experience," said Karen Hanlon, chief operating officer, Highmark Health.

Both Highmark Health and ChristianaCare are pioneers in value-based health care, which supports

a focus on whole-person health care, unlocking new opportunities to achieve health equity, address social determinants of health and build healthier communities. This new model of care incentivizes outcomes and efficiency—and takes patient care to a new level.

"We are rethinking the way care is delivered and the way it's paid for creating a new health care ecosystem that will enable better health and more affordable, accessible, high-quality care that is continuous and data-driven," said Janice E. Nevin, M.D., MPH, president and CEO of ChristianaCare.

For decades, health care in the United States has been a tug-of-war between payors and providers, with incentives that are misaligned and inefficiencies throughout the system. That dynamic hasn't created the outcomes, equity or affordability that we need. Together, Highmark Health and ChristianaCare are revolutionizing our country's health care system.

Today's health care system is built around the visit—to the doctor, to the lab, to the specialist. When someone has diabetes or hypertension, they have it every day. Highmark and ChristianaCare are modernizing the delivery of care so that it no longer needs to revolve around an appointment with your doctor. Data and technology enable us to deliver care that anticipates the needs of the individual and doesn't pause between appointments.

That care might include wearable technologies or technology in the home, video visits or secure texting, data-powered care management

and in-person consultations when appropriate—all designed to ensure the right care and resources are engaged at the right time for each person.

While the partnership aims to disrupt the status quo in health care in the United States, it's grounded in a history of collaboration between the two organizations in Delaware.

The partnership's most immediate impact will be in Delaware, where ChristianaCare and Highmark's Delaware health plan affiliate are already trailblazing value-based care. The two organizations partnered in 2019 in a value-based payment agreement to improve the health of Medicaid patients in the state, enabling ChristianaCare to address both medical and non-medical health needs of Highmark Health Options members—something that was very difficult to achieve in a traditional fee-for-service model of care. With promising indicators of improvement over year one, this agreement will continue to provide insight to how our organizations can transform care together.

"ChristianaCare has long been a trusted and valued health system in Delaware," said Nick Moriello, president, Highmark Blue Cross Blue Shield Delaware. "No one knows better than our respective organizations the various challenges our members and patients face while trying to navigate the health care system. We look forward to breaking down even more barriers with this new collaboration and providing solutions that lead to a healthier Delaware and beyond."

Infrastructure 101

HOW “WE THE PEOPLE” CAN BETTER UNDERSTAND AND DEMAND TRANSFORMATION OF OUR SOCIETY AND SYSTEMS THROUGH INFRASTRUCTURE DEVELOPMENT AND P3’S

BY DAVID J. WILK, MAI, CRE, FRICS AND DANIEL V. FLANAGAN, JR.

» One of the most overused yet misunderstood words thrown about today is infrastructure.

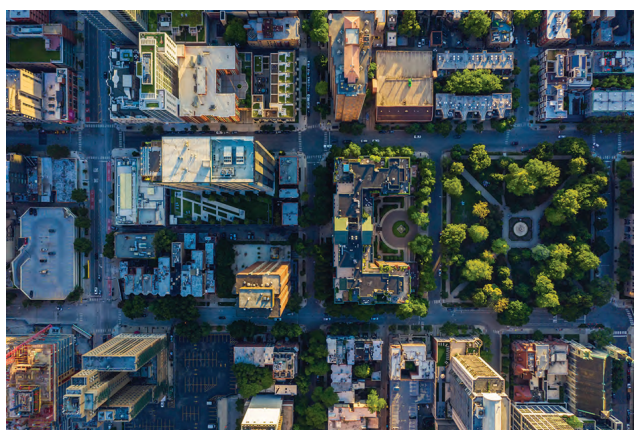
What in the world is infrastructure? One definition, according to the New Oxford Dictionary, is “the basic physical and organizational structures and facilities needed for the operation/optimization of a society or enterprise.”

When most people hear this word, they usually think of an interrelated system of physical components—roads, bridges, and highways. However, infrastructure assets do not just include transportation. They can also include energy, water, and telecommunications.

But infrastructure is perhaps most importantly about people and societal needs. Many are surprised to know that social infrastructure—education, affordable housing, health care, public safety/social justice, food security, entrepreneurship, and government facilities—is the second largest category of infrastructure investment.

We are at an inflection point in our country’s and state’s history. The drive behind social equity and inclusion has never been more prevalent than it is today. Social infrastructure is designed to meet these challenges—providing for human capital needs while operating and optimizing society and enterprises.

With Delaware’s own Joe Biden as the



46th President, and with the COVID-19 pandemic slowing enough to reopen our economy, the timing is ideal to transform our country through infrastructure innovation.

The good news: There doesn’t seem to be much disagreement on whether the United States needs to reimagine infrastructure to avoid economic and social decline. President Biden’s proposed infrastructure plan also recognizes that infrastructure assets involve more than just roads and bridges.

The bad news: Innovative strategies and delivery options for infrastructure that harness private sector expertise and execution in real estate, finance, and operations are being endangered by political dysfunction.

How do we break through?

First, we can educate the public about the value of infrastructure development. Academics and other subject matter experts can explain why social

infrastructure is the key to future prosperity, equity, and inclusion. Then “we the people” will be able to drive the political forces in the same way that has been done with climate change, sustainability, and diversity, equity and inclusion (DEI).

Second, we can push our congressional leaders to support a bipartisan infrastructure plan. Public-private partnerships—or P3’s—are the ideal structure for future social infrastructure

projects. P3’s leverage the unique expertise from the public and private sectors, sharing risks and increasing efficiency to execute these activities better than they could alone.

Third, government leaders should create a national infrastructure bank as a credit enhancement for infrastructure projects. This entity, available to all federal department and agencies, would encourage additional private infrastructure investment. By coordinating the needed federal funding and project finance expertise to assist the regional, state, metro and rural sectors in successful project development, a national infrastructure bank would serve the community through smart social infrastructure investment.

Fourth, state and local leaders can expand infrastructure project development offices. They must be staffed by experienced project finance and economic development professionals

to accelerate innovative project development, including public private partnership applications.

Infrastructure is good for all. Just as we all want safe bridges and roads, we also deserve equitable education, access to public health, fair housing practices, and food security. Social infrastructure is worth the investment, and Delaware can leverage its position to become a national leader. Together, we can champion social infrastructure strategies that deliver inclusive value impact.

Writing and editing support from Megan Alt.



David J. Wilk, MAI, CRE, FRICS is assistant professor of finance and director of the Real Estate Program and Center at Temple University Fox School of Business. David has taught about infrastructure development and sustainable cities at Johns Hopkins and Temple Universities since 2017. He is also the managing director of Colliers International National Infrastructure practice in Washington, DC.



Daniel V. Flanagan Jr. chaired the 1992-1993 U.S. Infrastructure Investment Commission and its recommendations have inspired the launch of dozens of large-scale infrastructure/pension funds investing in U.S. infrastructure projects, many of them are public-private partnerships. Flanagan consults to such funds following his earlier career in guiding the successful regulatory reform efforts in the U.S. transportation, telecommunications, and electricity/energy sectors.

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WHAT'S NEXT? Chamber Calendar



AUGUST 4, 2021

Networking Breakfast at Goldey-Beacom College

Join us for a morning of outdoor in-person networking at Goldey-Beacom College. Founded in 1886, Goldey-Beacom College has approximately 1,800 students enrolled from 22 states and over 60 nations.

FREE to attend



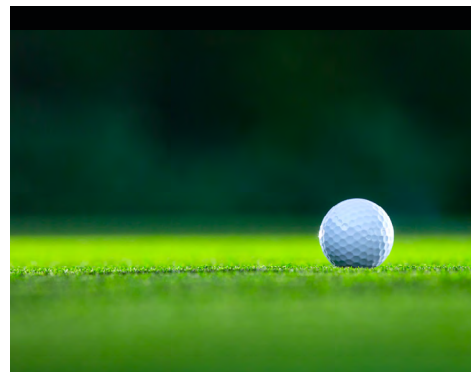
AUGUST 5, 2021

Evening Mixer on the Kalmar Nyckel

Adventure awaits! Join us for a fun, dockside networking reception on the Kalmar Nyckel, the Tall Ship of Delaware!

\$35 Members

\$45 Future Members



SEPTEMBER 8, 2021

28th Annual Chamber Chase Golf Tournament

Held in Rehoboth Beach, Chamber Chase supports our PAC, which gives our members an opportunity to contribute to candidates who understand the importance of a strong business community and a healthy economic climate.

\$225 per golfer

Join us on September 7, the evening prior to the tournament, for networking at the newly renovated Canalside Inn!

\$25 to attend



SEPTEMBER 21, 2021

Delaware Networking Station

Each year the State Chamber partners with the Better Business Bureau of Delaware to put on one of the largest B2B and B2C tabletop networking event in the state.

FREE to attend

Exhibit tables are available - *early bird rates expire on August 20!*

When you think of the Delaware State Chamber, think of

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Delaware's Culinary Coast™

A mid-Atlantic culinary hub, perfect for savory escapes

BY TINA COLEMAN

SOUTHERN DELAWARE has developed into a mecca for foodies and drinks enthusiasts. In fact, Sussex County is widely recognized as the Culinary Coast™ thanks to its incredible concentration of top notch, James Beard-nominated and award-winning chefs and dining establishments, its abundance of popular wineries, breweries, and distilleries, and the wide variety of local producers who ensure that all of them are working with the freshest possible ingredients.

While it appears to visiting beachgoers that Sussex County's number one industry is sunshine and surf, in reality agriculture is the county's biggest economic driver and a force behind the emergence of the area as a popular

culinary destination. Most visitors to Southern Delaware have traveled farther than the food they are served during a stay.

And thanks to local agriculture, we enjoy a thriving, nationally recognized farmers market culture with active participation from our restaurants and many local specialty producers. At least one farmers market takes place nearly every day of the week in season. Sussex County is also home to a thriving aquaculture community, which ensures local restaurants serve up delicious oysters grown in Southern Delaware's own back bays.

Sussex County has many farms that welcome visitors and sell their own home-grown products. Visitors can check out wineries, visit a lavender farm,



Left: Local brews from Crooked Hammock Brewery in Lewes. Below: A seafood tower from Chesapeake and Maine in Rehoboth Beach

and enjoy ice cream on the dairy farm where it is produced. They can pick their own peaches, blueberries, strawberries, and more when visiting local farms and nurseries.

Additionally, Southern Delaware Tourism's (SDT) Local on the Menu initiative pairs local farmers and producers with area restaurants that display the logo on their menus to let guests know their ingredients are the freshest, tastiest ingredients available. SDT is also developing a self-guided road trip itinerary designed to encourage visitors to experience feasts of hyperlocal Southern Delaware foodie favorites in our seaside and riverside villages and rural small towns.

The county is home to two wineries, multiple breweries and distilleries, and a meadery. Milton is home base for nationally known Dogfish Head Craft Brewery. Wine tastings, winery, brewery, and distillery tours, and cooking classes offered by award-winning chefs from several popular dining establishments are must-dos for locals and visitors alike, as are walking food tours.

It's thanks to the creativity, vision, hard work, and collaborative spirit of local restaurateurs, chefs, brewers, winemakers, distillers, and producers here that the Culinary Coast™ thrives as a wildly popular Mid-Atlantic culinary hub all year round.

Last year, Southern Delaware's tourism industry was hit hard when COVID-19 emerged. Tourism employs nearly 20,000 people in Sussex County alone – 16.5% of all jobs in the county – many of those jobs in food service. Those in the industry rallied to take care of their own. Local residents and regular visitors contributed by purchasing gift certificates, ordering curbside and takeout meals, and donating to funds set up to help displaced workers.

As things began slowly reopening, restaurateurs did everything they could within the restrictions to safely provide the dining experiences and level of service their patrons have come to expect. They offered creative solutions including outdoor dining, curbside pickup, delivery, virtual tastings, virtual dinners, virtual chef demos and videos, and more.



Equally important, Southern Delaware's tourism businesses as a whole – accommodations, outfitters, restaurants, retail shops, arts and entertainment venues, attractions and amusements, historical sites, tour operators, and other local businesses – and the communities they occupy, recognized early on the importance of making Southern Delaware a safe place for visitors to stay and enjoy with confidence. They quickly implemented all necessary safety measures and then collaborated with each other and Southern Delaware Tourism to communicate the steps they had taken to potential visitors.

No question, 2020 was a tough year, but all the elements that make the Southern Delaware culinary scene so incredibly special are thriving, travel is picking up again, and 2021 along the Culinary Coast™ is shaping up to be delicious. For more information about Southern Delaware's Culinary Coast™ visit www.visitsoutherndelaware.com. ■



Tina Coleman is the communications manager at Southern Delaware Tourism.

Must-Try Seafood Restaurants in Delaware's Quaint Villages

BY PETE BRADLEY

KENT COUNTY, Delaware, is the ideal place for you to relax and enjoy the local foodie scene, including fresh seafood! Kent County's surrounding waterways are the best place to start your culinary exploration of our local seafood markets and restaurants serving the best seafood around in Delaware!

DOVER

Cool Springs Fish Bar & Restaurant

Established in 1999, Dover's Cool Springs Fish Bar & Restaurant is known for upscale seafood entrees in addition to its charming décor. Top off your meal with one of their award-winning house baked desserts!

SMYRNA

Boondocks Restaurant and Package Store

Boondocks Restaurant and Package Store is located on Lighthouse Road in Smyrna and is known for their fun atmosphere, décor, specials, steamed crabs, and signature drinks.



Boondocks Restaurant and Package Store



LEIPSIC

Sambo's Tavern

You'll find Sambo's Tavern situated on the banks of Leipsic River in the quaint village of Leipsic. Founded by Samuel "Sambo" Burrows, Sambo's Tavern is known for their steamed clams, shrimp, rockfish, and oysters to name a few. This is a tavern, and patrons must be 21 and older.

FELTON

Seafood City

You'll discover Seafood City just south of Dover. Enjoy live entertainment, outdoor seating under the pavilion and your favorite seafood entrees. Be sure to try some local Delaware seafood – including their oysters!

BOWERS BEACH

JP's Wharf Restaurant

JP's Wharf Restaurant is located along the scenic Delaware Bay. This seasonal restaurant offers both outdoor and indoor dining to revel in the scenic views while dining on one of their signature seafood dishes. Save room to indulge in some of their famous desserts, including their strawberry pie.



JP's Wharf Restaurant

MILFORD

Medings & Son Seafood

Medings & Son seafood, located on Route 1 south of Dover, is a local favorite. Start your dining experience with an award-winning soup, cream of crab or oyster stew, or try the crab puppies – Meding's recipe is more than



Medings & Son Seafood

70 years old! Be on the lookout for the USS Shangri-La Propeller outside the restaurant. It is one of Delaware's most unique roadside landmarks.

HARRINGTON

Salty Wave Seafood Market

If you're in Harrington looking for fresh seafood to-go or dine-in, head to the Salty Wave Seafood Market. Order steamed or ready-to-cook seafood!

SEAFOOD MARKETS

Kent County is also home to seafood markets who offer the season's best local catch. Unleash your inner chef and cook at home or let the market prepare your catch with their own local flair. Each market offers a variety of options. Markets include:

- Moore's Seafood
- Eastern Shore Seafood Inc
- Pleasanton's Seafood ■



Pete Bradley is president of Kent County Tourism Corporation.



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Southern Delaware

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Tourism: Delaware's Comeback Kid

BY JEN BOES

AS SUMMER HEATS UP and COVID-19 slowly but surely moves into our rear view, the outlook for tourism in Delaware is good.

In Northern Delaware, the Blue Rocks kicked off their 2021 season in May, bringing back one of America's favorite past times to Wilmington after a year hiatus. People are returning to downtown restaurants. Travelers are booking weekend getaways to take in the gardens and estates of the Brandywine Valley. Many festivals and special events are back on the books.

But there is still a lot of ground to cover. It will take many months if not years for hotels, restaurants, attractions, retail establishments, and other businesses reliant on tourism to fully recover. Wilmington, in particular, has been hard hit because corporate travel has not rebounded as quickly as leisure travel, leaving area hotels grappling for ways to put "heads in beds" during the week. A labor shortage here in Delaware, and across the nation, also impacted the tourism industry. Restaurants, attractions, and hotels are finding it difficult to accommodate demand as restrictions begin to be lifted and travel resumes.

To help hasten the recovery, the Greater Wilmington Convention and Visitors Bureau has aimed its marketing and advertising initiatives at rebuilding brand awareness, promoting the region's outdoor assets, and targeting a more heavily concentrated drive-to market, including locals. This is in response to tourism research that indicates people are ready to travel but not too far from home.

As part of its marketing push, the Bureau launched three initiatives to leverage consumers' pent-up demand for travel.

The 3-2-1 Getaway promotion ran from April 1 to June 30. Through this offering, visitors staying a minimum of two overnights at participating hotels could visit three attractions for free: Hagley Museum and Library, Mt. Cuba Center, and Winterthur Museum, Garden and Library. As of



*More than one-third
of the U.S. population
is within driving distance
of Greater Wilmington*

early June, 225 packages were sold.

It also introduced the Brandywine Valley Adventure Pass, enabling visitors to create their own itinerary and gain admission to the attractions they select at a discount. This promotion launched in late May and will run through October 31. Its all-digital format allows attractions to customize their pricing and offerings. For example, a museum can offer Adventure Pass users a free coffee or a gift shop BOGO offering along with the already discounted ticket.

Finally, the Bureau introduced its first all-digital visitor guide in April. The guide, focused on outdoor experiences, has been a big success. At the time this article went to print, requests for the guide exceeded 1,600 copies, pointing to high interest in visiting Northern Delaware. This bodes well for the tourism and hospitality industry. The key is continued promotion to increase awareness among those most likely to visit this area. And that's a lot of people: more than one-third of the U.S. population is within driving distance of Greater Wilmington.

Looking to the future, the Bureau looks forward to rolling out more initiatives as it moves closer to its pre-COVID budget. It also continues to creatively leverage less costly social media, digital marketing, and media relations

tactics to keep the conversation going about the region's many tourism assets. To find out more about the Bureau including membership benefits, go to VisitWilmingtonDE.com/membership. ■



Jen Boes is the executive director of the Greater Wilmington Convention & Visitors Bureau.

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Building a Better Future

Q&A with Corteva's CEO Jim Collins



Who is Corteva Agriscience? What is your purpose as a global agriculture company?

Corteva Agriscience is a pure-play, publicly traded agriculture company. It was created by combining the rich heritages of DuPont Pioneer, DuPont Crop Protection, and Dow AgroSciences.

We are proudly headquartered in Delaware. Our 21,000 employees around the globe provide innovative seed, crop protection and digital solutions to farmers in more than 140 countries.

We are driven by our purpose, which is to enrich the lives of those who produce and those who consume, ensuring progress for generations to come. We bring this to life through our unparalleled product portfolio, our commitment and investment in the communities where we live and operate, and our sustainability goals.

How has Corteva managed through the pandemic?

I'm proud of how our employees have met the challenges brought on by the pandemic. Our top priority has always been keeping our people

safe, and we adapted how we operate.

We transitioned a significant portion of our global business to the remote work environment and remained focused. We continued to build close connections with customers, advanced the innovation behind our superior product pipeline, and maintained a resilient global supply chain to ensure our products reached farmers.

How important is agriculture to our daily lives?

The importance of agriculture in our daily lives cannot be understated. Since the onset of the COVID-19 global pandemic, governments around the world recognized agriculture as an essential service that needs to keep operating to ensure a stable and uninterrupted food supply.

With an increasing global population expected to reach nearly 10 billion people by 2050, we're going to need to produce about 70 percent more food on the same amount of land. At Corteva, we are relentlessly innovating to help farmers produce more while using fewer natural resources.

Agriculture is also the foundation of a strong and stable economy. In 2019, American farmers contributed more than \$136 billion to our nation's gross domestic product and the industry employed about 2.6 million people.

Sustainability is a critical focus for Corteva. What actions are you taking towards reducing climate change and contributing to reducing the impact of agricultural practices on the environment?

Sustainability is central to our business. We believe that agriculture is a solution to combatting climate change, and it's why we're taking on the challenges associated with it by innovating, collaborating, and engaging.

Last year, we launched our 2030 sustainability goals focused on driving better outcomes for farmers, the land, our communities, and in our own operations. These goals will help protect the source of our food, help ag communities thrive, and provide tools for healthier lives.

Learn more at www.corteva.com/sustainability.

Many people don't realize how important the use of technology is to the agriculture industry. Tell us about some of the innovations you're seeing in the industry and how it's enriching the lives of both producers and consumers.

Agriculture is one of the most technologically advanced industries. Every aspect of agriculture has been improved through innovation. All of this has transformed agriculture to be highly productive and efficient while addressing challenges.

Green chemistry is a rapidly growing field. Corteva has been recognized for leading the way by developing solutions that have a favorable human and environmental safety profile. We're pioneering the responsible deployment of breakthrough gene editing technology to help grow food that is better for people and the environment.

Powerful digital technologies that we introduced are already disrupting the ag economy with predictive analytics and AI that improve crop insights and yields.

If you were speaking at a high school graduation, what fields of study or certificate programs would you encourage to students who aspire to become a future employee of a company like Corteva?

I would tell them to follow their passion. There are many roads that can lead to a career at Corteva and in agriculture. Our employees are the brightest minds in the industry, and they are the true success behind Corteva. They bring expertise in the sciences, agronomy, marketing, business, accounting, communications, health and safety, human resources, sales, and more. It takes a diverse group of people with expertise in a variety disciplines to make the company successful.

If a mid-career professional is looking to make a career change, what basic skills sets and updates to their knowledge sets do they need to qualify for a job with your company? What sort of jobs do you have to offer?

We're always looking for new colleagues with a variety of

experiences, talents, and backgrounds who can help contribute to our purpose and a diverse and inclusive culture. Our employees share a customer-focused mindset, excellent collaboration skills, and are reflective of our company values.

The jobs we offer span multiple disciplines, and while some positions benefit from knowledge of or experience in agriculture, many others are opportunities for experience from other industries.

You spoke in our Chamber Leadership series last winter and mentioned the five key traits for a socially intelligent leader. Tell us about this framework and how you implement this into running Corteva.

The past 18 months have brought into stark view the enormous importance of business leaders focusing on social issues across their companies and society as a whole. The goal is to ensure that they are being considered and addressed in the right way and woven into the fabric of how their businesses operate. At Corteva, we refer to this as SPACE ("S" = Situationally Aware; "P" = Present; "A" = Authentic; "C" = Clear communicators; "E" = "Empathetic"). These qualities motivate employees and engage customers.

Businesses cannot separate themselves from society; we all need to recognize that our individual success is tied to our collective success. Business leaders have a clear role to play in building that better future. ■



Delaware Farm Bureau® **Local Farmers Feeding your Family through Agriculture & Technology**

DID YOU KNOW . . . Crop irrigation systems are activated and controlled by apps on farmers' phones!

Support your local farmers by becoming a member of the Delaware Farm Bureau.

Join today by visiting defb.org or call (302) 697-3183



Do More with Less

Producing more chicken and a lighter footprint

BY HOLLY PORTER

A chicken raised on an independently owned farm drinks water in a chicken house. Chicken growers ensure their birds have 24/7 access to food, water and climate-controlled shelter within the chicken house.

DELAWARE'S FAST-GROWING Kent and Sussex counties are where Delmarva's broiler chicken industry was born in the 1920s and remains crucially important today. Those counties have added more than 100,000 residents in the past 20 years. To keep up with America's appetite for chicken – and indeed the world's – Delmarva chicken production, measured by weight, has grown about 1.75 percent a year in that time. That runs behind the pace of human population growth, which has been two percent a year. Simply put, southern Delaware is adding people faster than it's adding chickens.

In fact, it is subtracting chickens, according to economic data we at Delmarva Chicken Association collect each year. Farmers and chicken companies on Delmarva are raising and processing 5 percent fewer birds a year than 20 years ago – not more. So how are we still increasing the pounds of chicken we bring to market? By being more efficient throughout the supply chain, raising larger birds, and improving bird health. “Do more with less” is a cliché, but the chicken community is truly putting it into practice.

All this is important context to bring to discussions about Delaware's chicken economy, environmental sustainability, and our ever-growing region. Operating in the watersheds of the Chesapeake Bay and Delaware's Inland Bays, our farmers are on the cutting edge of agricultural practices that protect water quality. Since the 1980s, farmers' commitments to sustainable practices have reduced agricultural nitrogen and phosphorus loads to the Chesapeake Bay by 25 percent, even as the chicken community invests in growth to meet consumer demand for chicken.

There are fewer chicken farms, and fewer operating chicken houses, on

Delmarva today than there were 20 years ago, but today's farms are more efficient – and chicken growers continually improve their environmental stewardship. It takes 39 percent less fossil fuels and 58 percent less water to produce the same amount of chicken as it did in 1965, for instance. Check out a video showcasing what sustainability means to Delmarva's chicken farmers at tinyurl.com/chickensustain.

Recently, Delmarva Chicken Association partnered with environmental groups and the National Fish & Wildlife Foundation to develop *littr*, a mobile app that connects chicken growers who can supply litter with farmers who want it. Field-spreading chicken litter – the wood chip-based bedding of a modern chicken house – is a great way to supply nutrients to crops like corn, wheat, and soybeans. Those crops in turn are milled to make chicken feed. Protecting water quality means making sure litter doesn't go onto farm fields that already have sufficient nutrients in the soil, and more than 95 percent of chicken litter is recycled to fertilize crops. Our app makes it easier to make the connections that ensure litter goes to farms where the soil can most benefit.

Chicken growers and the companies they raise birds for have risen to the challenges placed before them, managing to feed more people while shrinking their environmental footprint. ■



Holly Porter is the executive director of the Delmarva Chicken Association.

The Next Level of Productivity

Modern technology revolutionizes farming practices in Delaware

BY JENNIFER ANTONIK

MODERN TRACTORS look similar to their antique counterparts from the outside. But on the inside, many of them have seen high-tech upgrades that will change the course of agriculture.

While the number of people facing food insecurity continues to increase due to the pandemic, farmers and ag-professionals are working behind the scenes to increase productivity with the help of innovative technology.

“Technology is really revolutionizing the way we run our businesses, which eventually affects the bottom line for consumers,” said Jim Palermo of Trap Woods, Inc. in Georgetown.

Palermo provides crop scouting or field scouting services to farmers, helping to identify problem areas. He used to scout with “boots on the ground,” but now benefits from drones, satellite imagery and other technology, allowing him and his clients to see the crops from a “birds-eye view.”

“It streamlines everything and makes things faster. We can send images through a smartphone or Dropbox. Now, when farmland is consolidating into fewer farmers and more operations on larger acreage, the farmers can most assuredly be more productive,” he said, adding that it also helps with accuracy and improved samples.

Don Jackson of Ag Industrial in Dover sells larger farm equipment and said the technology embedded in each tractor is almost prescriptive in nature and tailored to the farmer’s needs.

“Most tractors now come equipped with their own computer hardware and software, which helps optimize the farming operation,” he added.

Farmers are now able to map their fields, providing them more precision when applying fertilizer and planting crops, for example. It can also help with irrigation control, speed and fuel conservation, soil testing and many other farm-specific needs.

Tasks such as those described used to take a farmer hours to deal with and came with a higher possibility of failed testing; now those same tasks can be completed in minutes from inside their tractor. The same is true for possible repairs needed. Tractors with this level of technology can display errors on the

dashboard or screen and can often be fixed with the help of a phone call from a trained technician, saving a farmer days, if not more, in repair costs.

“The savings can eventually add up and be passed down to the consumer,” explained Jackson.

Before savings are calculated, however, farmers must purchase their new modern tractor with the software that fits their needs. Tractors that were previously purchased decades ago for \$16,999 for smaller equipment or \$80,000 for larger equipment could now cost \$80,000 or more than \$200,000, respectively. Even so the savings from modern technology usually outweigh the investment.

“The tech advances so quickly, it’s hard to keep up it with sometimes,” said Bruce Esham of Westwood Farms, Inc. in Millsboro. “But it’s necessary. If you go into some of these control rooms, it will surprise you what connects to what around the farm.”

Esham deals with grain storage, dryers, and material handling practices. He said technology has greatly impacted his business right along with the farmers.

“It used to be that installing a 25,000-bushel tank was big. Now, we’re installing 80,000 to 100,000-bushel tanks. Technology has just helped us become more efficient. We even have smartphone apps that tell farmers what their dryer is doing so they can feel comfortable moving on to something else. They can shut that dryer off from inside their tractor if they need to,” he said. “Safety is a big thing. Farmers know they want to live to see another day. This tech helps them with efficiency and safety, not to mention the financial benefits.” ■



Jennifer Antonik is the public relations coordinator for the Delaware Farm Bureau. Visit www.defb.org to learn more.

Hamburger Hotshot

Delaware's largest McDonald's franchisee is using his scale for good

BY JENNY HOWARD





PHOTO BY DAVID KOSTER OPP. PORTRAITS IN THE SAND, INC.

FOR DECADES, our locally owned and operated McDonald's restaurants on Delmarva have served customers delicious, high-quality menu items in a convenient and comfortable environment. Seeing those Golden Arches brings back the nostalgia for us all. We still long for the welcoming McDonald's experience we celebrated in our childhood all those years ago when our parents would treat us to a Happy Meal after a big game, a Saturday morning pancake breakfast, or an ice cream cone you 'had to have' after school! McDonald's holds those memories for nearly each and every one of us in some way.

And while the menu may have changed throughout those years, their founding principles have not: satisfy each and every customer, respect your employees, and give back to your communities.

Our local McDonald's are part of the fabric of our community. They are the sponsors of little leagues teams, the supporters of our health care heroes, and the local business owners who make it their mission to be involved in each and every community in which their restaurants operate.

'They' are Mike Meoli and The Meoli Companies.

LOCALLY OWNED AND OPERATED

As a teenager, local McDonald's franchisee Mike Meoli spent his weekend and summer days at McDonald's sweeping floors, cleaning the parking lot, and helping customers with their every need. The hours were long, but the days were short.

After college, Mike went full-time into his family's McDonald's business, learning all aspects of restaurant operations, financial management, and people development.

Fast forward to today and Mike Meoli has built a portfolio of 25 McDonald's restaurants across Delaware and Maryland's Eastern Shore and employs nearly 1,300 crew, managers and supervisory-level staff. He is one of the owner/operators who make up 90 percent of the U.S. McDonald's franchisee system and is now the largest owner/operator organization in the state of Delaware.

Meoli's restaurants are consistently recognized by McDonald's Corporation for their outstanding achievements in customer satisfaction, superb operations, and employee and management development. He has received numerous recognitions within the McDonald's system including McDonald's Corporation's most prestigious award – the Golden Arch Award – which recognizes the outstanding achievements of the top one percent of owner/operators worldwide.

"I feel so fortunate that I get to do a job that I love, with people I enjoy working with, and in so many great communities across the Delmarva Peninsula," said Meoli. "McDonald's has given me opportunities to succeed in ways I couldn't possibly have imagined when I was younger."

Today, those possibilities have turned into an exciting and rewarding reality. His growth as an organization means he can do more. More for his people, more for his communities, and more for the charitable organizations that mean the most to him.

PUTTING PEOPLE FIRST

Building a successful business begins with hiring the right people and surrounding yourself with employees who make the organization better. Meoli made it a top priority to hire, train, and retain the best talent and provide them the opportunities to learn and grow. Simply put, he puts his people first.

For some, McDonald's was a first job or a summer job. For many, that first job became a lasting career, with endless opportunities for advancement and education. 95 percent of Meoli's management team have been promoted from within his organization.

"Mike Meoli has been a bridge builder between Delaware's business and nonprofit community for decades," Delaware State Senator Ernesto B. "Ernie" López said. "The importance he places on building up others for success and creating an environment for achievement has been a talent uniquely his own and one he continues to pursue. Mike puts others first and for that, I am tremendously grateful, and I value

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the investment he makes daily in making Delaware a better place to live and work."

Within his organization, Meoli offers all eligible employees and managers paid time off and 401k programs, free meals, free uniforms, and a chance to join Archways to Opportunity – a comprehensive, education program with multiple learning paths like high school diploma completion, college tuition assistance, and English-language learning skills.

"Education lays the foundation for a successful and powerful workforce," Meoli says. "Through Archways to Opportunity and other community partnerships, we are able to give people the access to education they might not have otherwise had."

In addition to his many employee benefit options, Meoli supports dozens of education enrichment programs and organizations in his business communities. These include college scholarships for high school seniors at 25 Delmarva-area schools, and a Community College Scholarship Program for non-traditional community college students. These scholarships support students who demonstrated a commitment to furthering their education by exhibiting scholastic achievement and ongoing community service.

"It's important that students of all ages understand the value of continuous learning, working hard, and giving back," Meoli added. "From a very young age my grandfather and father made it clear that these values are what's important, and that it's my responsibility to use my resources to help improve the lives of those in my circle of influence. My hope is that

these scholarships will give students a platform to learn, grow and continue to give back just like I was encouraged to do."

USING HIS SCALE FOR GOOD

Mike Meoli is committed to using his organization's scale for good. That means using his resources and restaurant footprint to do the right thing each and every day. It's why he made it his mission to build and grow his business portfolio across the Shore.

"For certain, there is an incremental degree of pressure and responsibility that comes with organizational growth," says Meoli. "From franchisor expectations, people development, to capital reinvestment, expanding my business footprint brought with it a whole new level of stress and anxiety. But for me, the effort has been totally worth it. My business expansion has created wonderful growth opportunities for my crew and managers, and it's given me greater opportunities to build brand trust for McDonald's and to support the causes and organizations that matter to me most."

"Mike is a lifelong leader – not only in the restaurant industry through his iconic brand but within each of the local communities in which he serves," president and CEO of the Delaware Restaurant Association Carrie Leishman said. "His family and restaurants are beacons in each community, and they are deeply committed to providing opportunities and valuable careers for those they employ. They help make the lives better for those they commit to through their philanthropic work."



One of the most recent examples of his community philanthropy is Meoli's sponsorship of Delaware State University Athletics. The multi-year partnership agreement between Meoli and the HBCU becomes the first between McDonald's and Delaware State since the University's establishment.

"Since purchasing the Dover McDonald's restaurants in 2020, it has been our mission to find ways to engage with organizations like Delaware State University," Meoli said. "These student-athletes are vital members of the community. They are our future leaders and we are honored to be a part of their team."

In addition to Meoli's education advocacy, he and his company recently provided financial support to the Cancer Center at Nanticoke Hospital in Seaford, DE, the Breast Center at the University of Maryland Shore Regional Health in Easton, MD, the Lewes Library Capital Expansion, Sandhill Fields, Delmarva Christian High School, and Sussex Academy, each in Georgetown, DE.

Mike also gives his valuable time. He serves on the board of directors for Beebe Healthcare in Lewes, DE and the Rehoboth Beach-Dewey Beach Chamber of Commerce. He also serves on the board of The Dresher Foundation, a Maryland-based charitable foundation established by his grandfather in 1988. Mike is a former board chairman of the Sussex Family YMCA and most recently, he and his wife Kelli served as co-chairs for the 'I Believe in Beebe' Capital Campaign, which raised over \$45 million for the Sussex County health care system.

"Being raised in a family that has a long legacy of philanthropy, Mike

has been integral in supporting the continued growth of Beebe Healthcare in Sussex County," president of Beebe Medical Foundation Thomas J. Protack shared. "His advice and guidance as a hospital board member, his loyal and strong financial support of the Foundation, and his constant presence at our fundraising events is the fabric of his leadership as a community partner."

Mike Meoli has spent decades creating opportunities for his people, enhancing the communities in which he operates, and building customer trust for the McDonald's brand that he loves so much. He feels fortunate that he's able to use his financial resources, time and talent in ways that make a difference.

His hope is that his example is an inspiration to others. He's proud to work and live in a community that's filled with so many others who share his values and emulate his work ethic. He likes to reference the many years he's been committed to the people, brand, and philanthropic initiatives, which are so important to him. And when you listen to him speak, you

can feel the passion in his voice, and you come away feeling like he's just getting started. ■



Jenny Howard is a public relations supervisor for Bandy Carroll Hellige in Louisville, KY.



2021 Restaurant, Meeting & Banquet Guide

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.

HOTELS

The Bellmoor Inn & Spa

6 Christian St.

Rehoboth Beach, DE 19971

(302) 227-5800

www.thebellmoor.com

Voted the Best Designed Hotel in Delaware by *House Beautiful Magazine*, The Bellmoor

Inn & Spa is the epitome of coastal elegance. Renovated in 2018, The Bellmoor features a variety of amenities including two pools, hot tub, fitness center, and full-service spa. Meeting spaces abound, with several breakout options and intimate settings for groups of 10 to 100 people. Located only two blocks from the famous Rehoboth Beach Boardwalk, The

Bellmoor is the perfect location for family vacations, romantic getaways, and corporate retreats.

Best Western Gold Leaf

1400 Highway One

Dewey Beach, DE 19971

(302) 226-1100



Big Fish

HOTELS



PET FRIENDLY!

Your furry family members are welcome to stay with you at the beach.

Canalside Inn

34 6th St.

Rehoboth Beach, DE 19971

(302) 226-2006

www.thecanalsideinn.com

A 2020 winner of the Best Downstate Bed and Breakfast Inn, *Delaware Today Magazine*, Canalside Inn is an upscale, pet friendly, boutique hotel and Inn in the heart of Rehoboth Beach. Bring your families for vacation, reserve the whole Inn for your entire wedding party, or work with colleagues for a mid-week business retreat. Canalside Inn is a place to meet and celebrate with loved ones, walk to the boardwalk, enjoy waterfront views of the Canal, and work away from home.

www.bestwesterngoldleaf.com

The Best Western Gold Leaf offers a convenient location and unbeatable customer service and amenities for a reasonable rate. Hotel guests will find themselves within walking distance from Dewey Beach and Rehoboth Bay as well as minutes from a variety of local golf courses.

Boardwalk Plaza Hotel

2 Olive Ave.

Rehoboth Beach, DE 19971

(302) 227-7169

www.boardwalkplaza.com

Boardwalk Plaza Oceanfront in Rehoboth Beach, Delaware, is Victorian in design, featuring elegantly appointed accommodations, furnished with reproductions and authentic Victorian antiques blended with our modern hotel amenities. Our restaurant, Victoria's, provides room service to our guests, as well as fine dining overlooking the beautiful Atlantic Ocean.

Days Inn

900 Churchman's Rd.

Newark, DE 19713

(302) 368-2400

www.daysinn.com

5209 Concord Pike

Wilmington, DE 19803

(302) 478-0300

www.daysinn.com

As a guest of Days Inn, you can expect warm hospitality and clean, comfortable rooms where everything works to make your stay trouble-free and enjoyable. The

staff members work hard to earn the reputation as "The Best Value under the Sun."

DoubleTree Hotel Downtown Wilmington

700 King St.

Wilmington, DE 19801

(302) 655-0400

[www.Wilmingtondowntown.](http://www.Wilmingtondowntown.DoubleTree.com)

DoubleTree.com

As the most recognized name in the industry, travelers around the world have been saying,

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“Take me to the Hilton” for almost a century. Hilton Hotels & Resorts remains the stylish, forward thinking global leader of hospitality by helping make traveling easier with their smart design, innovative restaurant concepts, authentic hospitality, and commitment to the global community.

Dover Downs Hotel & Conference Center

1131 N. DuPont Hwy.

Dover, DE 19903

(302) 674-4600

www.doverdowns.com

Dover Downs Hotel & Conference Center is Delaware’s leading luxury

casino hotel. They offer the area’s largest variety of entertainment options, including live harness racing, fabulous dining options ranging from deli to gourmet, a AAA rated four diamond hotel, exciting concerts, 24-hour gaming including live table games, unique shopping, and a luxurious spa.

Hotel du Pont

42 W. 11th St.

Wilmington, DE 19801

(302) 594-3100

www.hoteldupont.com

Opened in 1913, the iconic HOTEL DU PONT is dedicated to delivering timeless luxury with a modern and unique sensibility. Located in

downtown Wilmington, Delaware, in the heart of the picturesque Brandywine Valley, the 12-story Italian Renaissance landmark building boasts 217 guest rooms and spacious suites, more than 25,000 square feet of flexible event space. Owned by The Buccini/Pollin Group and managed by PM Hotel Group, the hotel is a member of Preferred Hotels® & Resorts Worldwide and the Historic Hotels of America.

Hyatt Place Dewey Beach & Lighthouse Cove Event Center

1301 Coastal Hwy.

Dewey Beach, DE 19971

(302) 581-3311

www.HyattPlaceDeweyBeach.com

At Hyatt Place we do things differently. We combine style, innovation and 24/7 convenience to create a perfectly seamless stay with every modern comfort you deserve. So you never have to settle for any place less than Hyatt Place.

Red Roof Inn & Suites

1119 South College Ave.

Newark, DE 19713

(302) 368-8521

www.redroof.com

Red Roof Inn & Suites is located off I-95, which offers easy access to shopping, dining and entertainment, as well as quick access to the University of Delaware. We are close to many corporate areas, state parks, and the Wilmington Riverfront.

RESTAURANTS



Bluecoast Seafood Grill and Raw Bar

30155 Veterans Way

Rehoboth Beach, DE 19971

(302) 278-7395

www.bluecoastrehaboth.com

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.

STAFF FAVORITE

Find Helana Rodriguez Here!

RESTAURANTS

BarRoja

1709 Delaware Ave.

Wilmington, DE 19806

(302) 256-0883

www.barroja.com

BarRoja offers a delicious, fresh, authentic taco menu and fresh, hand-pressed cocktails with a one-of-a-kind patio space in Wilmington’s Trolley Square.

Big Fish Grill

20298 Coastal Hwy.

Rehoboth Beach, DE 19971

(302) 227-FISH

30415 Cedar Neck Rd.

Ocean View, DE 19970

(302) 829-8163

720 Justison St.

Wilmington, DE 19801

(302) 652-FISH

www.bigfishrestaurantgroup.com

Big Fish Grill has become one of the premier spots for casual dining in the region. A unique blend of original recipes, must-have favorites and affordable prices have resulted in a dedicated following.



Bluecoast Seafood Grill and Raw Bar

30904 Coastal Hwy.

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, a selection of house cocktails and locally crafted ales, and house specialties, along with a daily offering of fresh caught fish and raw oysters.

Crab du Jour Wilmington

2107 Concord Pike

Wilmington, DE 19803

(302) 353-5160

www.crabdujourwilmingtonde.com

Crab Du Jour Wilmington Crab Du Jour offers the freshest seafood and most authentic recipes in the area. When you walk into our restaurant, you will immediately experience Southern charm and a friendly, welcoming atmosphere to make you feel at home.

The Crab House

19598 Coastal Hwy.

Rehoboth Beach, DE 19971

(302) 227-2019

www.crabhouse Rehoboth.com

The Crab House Rehoboth is a family-friendly eatery with a casual, relaxed, and fun atmosphere! They serve the best steamed crabs in Rehoboth Beach along with the freshest seafood and raw bar specialties.

Crust & Craft Wood Fired Pizza

18701 Coastal Hwy.

Rehoboth Beach, DE 19971

(302) 313-5029

www.crustandcraft Rehoboth.com

Crust and Craft is an artisanal wood fired pizza restaurant located on Coastal Highway in Rehoboth. At Crust and Craft we believe in using fresh local ingredients and serving delicious flavorful dishes.

Dogfish Head Brewings and Eats

320 Rehoboth Ave.

Rehoboth Beach, DE 19971

(302) 226-2739

www.dogfish.com

Original beer, original food and original music. You'll find a wide selection of off-centered ales, small-batch Dogfish Head Distilling Co. spirits and a menu full of specialty wood-fired pizzas, entrees and yummy sandwiches. With live music and our Off-Centered emPOURium carrying all your favorite beer, gear and whatnot, Dogfish Head Brewings & Eats offers an off-centered experience through and through. Celebrate your special shindig with us as we have options for parties small and large alike!

Fish On

17300 N. Village Main Blvd.

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.

Kaisy's Delights®

1548 Savannah Rd.

Lewes, DE 19958

(302) 313-4241

RESTAURANTS



**Named
"BEST
WATERFRONT
RESTAURANT"
in Delaware**

Catch 54 Fish House

38931 Madison Ave.

Selbyville, DE 19975

(302) 436-8600

www.catch54.com

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, and our famous 54 Burger, all accompanied by an extensive wine list and great selection of craft ales and cocktails.

www.kaisysdelights.com

Kaisy's Delights® is a dessert, savory snack or breakfast experience. Owners Thierry and Nathalie are proud to bring their famous Kaisy® and other treats to America with locations in Rehoboth Beach, Milford, and Lewes, Delaware. Think of a delicious pancake mixed with a funnel cake and fluffy french toast all chopped up on a buttery grill. That's a Kaisy®.

Le Cavalier at the Green Room

42 W. 11th St.

Wilmington, DE 19801

(302) 594-3154

www.lecavalierde.com

Influenced by the flavors of North Africa and Provence, Le Cavalier is a neo-brasserie offering thoughtfully sourced French classics and inventive riffs on French staples paired with natural wines designed to complement our fare. Its space is designed

to be refined and equally welcoming for intimate dates, celebratory large parties, family and social gatherings and business meetings.

Grotto Pizza, Inc.

20376 Coastal Hwy.

Rehoboth Beach, DE 19971

(302) 227-3567

www.grottopizza.com

From humble beginnings, Grotto Pizza has grown to locations throughout Delaware, Pennsylvania, and 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.

Lefty's Alley & Eats

36450 Plaza Dr.

Lewes, DE 19958

(302) 864-6000

www.iloveleftys.com

Restaurant, Meeting & Banquet Guide

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. 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 Ave.
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.

Matt's Fish Camp

28635 Coastal Hwy.
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 – Dukart Management Corporation

2525 Concord Pike
Wilmington, DE 19803
(302) 478-9200
Dukart Management is a family-owned business that manages six McDonald's in New Castle County.

McDonald's – The Meoli Companies

19545 Camelot Dr., Suite A
Rehoboth Beach, DE 19971
(302) 330 3040
www.meolicompanies.com
For more than 27 years, The Meoli Companies has been committed to delivering a gold standard experience to McDonald's customers every time they visit their restaurants. The family is proud to own 25 restaurants across the Delmarva Peninsula with locations in Delaware and Maryland.

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 Ave.
Ocean View, DE 19970
(302) 537-1785
www.northeastseafoodkitchen.com
Northeast Seafood Kitchen, located off 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.

Obie's by the Sea

1 Olive Ave.
Rehoboth Beach, DE
(302) 227-6261
www.obiesrehoboth.com
Fresh steamed shrimp, clams, and mussels to freshly crafted salads, sandwiches, and seafood entrees, Obie's has it all right on the Rehoboth Beach boardwalk! Don't forget to try Obie's Beach Fries!

Papa Grande's Coastal Taqueria

38929 Madison Ave.
Selbyville, DE 19975
(302) 436.7272
www.papagrandes.com/fenwick

210 2nd St.
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

RESTAURANTS



Mikimotos Asian Grill + Sushi Bar

1212 Washington St.
Wilmington, DE
(302) 656-8638
www.mikimotos.com
Mikimotos offers an upbeat atmosphere with modern Asian fare. Let the team provide you with only the freshest, daily cut sashimi, beautifully hand rolled sushi to order, and elaborate hot dishes.

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

Park Café

**2510 W. 5th St.
Wilmington, DE 19805
(302) 543-2233
www.parkcafede.com**

At Park Café, people feel as if it was their own home while enjoying a delicious meal paired with one of their signature cocktails inside or out on the patio. It's a great space for friends and family to catch up with one another and also have some down time after work. They also offer private party rentals of the entire cafe every Sunday! Whether you're looking for a quaint place to host a bridal shower, baby shower, or any event Park Café is here to help!

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.

Salt Air

**50 Wilmington Ave.
Rehoboth Beach, DE
(302) 227-3744
www.saltairrestaurant.com**

Located in the heart of downtown Rehoboth Beach, Salt Air offers farm to table fresh cuisine, an upscale atmosphere and great hospitality.

Sazio Coastal Italian Seafood Kitchen

**32 Lake Ave.
Rehoboth Beach, DE 19971
(302) 226-1160
www.saziorehoboth.com**
Sazio Coastal Italian Seafood

RESTAURANTS



Painted Stave Distilling

**106 W. Commerce St.
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.

SMYRNA SCENE!

This distillery holds collaboration and pairing events – a perfect night out with friends or colleagues.

Kitchen offers creative Mediterranean coastal Italian cuisine, with the freshest seafood and homemade goodness that is the foundation of the Big Fish Restaurant Group.

Stringray Sushi Bar & Asian Grill

**59 Lake Ave.
Rehoboth Beach, DE 19971
302-227-6476
www.stingrayrestaurant.com**

Stringray Sushi Bar and Asian Grill has been a well-known establishment in the Rehoboth Beach area for over ten years, offering seating on our beautiful patio and deck as well as at our large indoor dining space.

Summer House

**228 Rehoboth Ave.
Rehoboth Beach, DE 19971
(302) 227-3895
www.summerhousesaloon.com**

A Rehoboth Beach tradition serving classic, American cuisine and premium drinks for over 30 years. Located in downtown Rehoboth, two blocks from beautiful Rehoboth beach, the Summer House has an upscale, yet relaxed beach atmosphere.

Torbert Street Social

**305 Torbert St.
Wilmington, DE 19801
(302) 407-6627
www.torbertsocial.com**
Torbert Street Social is nestled in the heart of Downtown

Wilmington's financial district. Hidden behind the well-known restaurants of Washington Street, it is in what was once one of Delaware's historic stables originally built in 1887. Torbert Street brings together a fusion of elusiveness and complexity, serving only the finest spirits and cocktails.

Trolley Square Oyster House

**1707 Delaware Ave.
Wilmington, DE 19806
(302) 384-7310
www.trolleysquareoysterhouse.com**
Trolley Square Oyster House is a casual, seafood-focused eatery and local hot spot that offers the freshest seafood available. Stop by for a fun atmosphere that

Restaurant, Meeting & Banquet Guide

is sure to create a memorable dining experience, along with live entertainment.

Washington Street Ale House

1206 Washington St.
Wilmington, DE 19801
(302) 658-2537

www.wsalehouse.com

Located in the heart of Wilmington's business district, Washington Street Ale House specializes in great food and handcrafted beers – they have an extensive selection of local microbrews and over 24 on tap!

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!

TBG at Braeloch Brewing

225 Birch St.
Kennett Square, PA 19348
(610) 612-9242

www.braelochbrewing.beer

Braeloch Brewing partnered with Jamestown Hospitality Group to create TBG at Braeloch Brewing. TBG, a spin-off of Tonic Bar & Grille, provides the food for both our taproom and special events. Braeloch Brewing is a place where the community can come for great craft beer, local food, and just hang out and enjoy what life has to offer.

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. Located in Rehoboth Beach next to sister restaurant, Bluecoast Seafood Grill + Raw Bar, 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 spent kayaking, paddle boarding, 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 Rd.
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 Rd.
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.

RESTAURANTS



Tonic Seafood & Steak

111 W. 11th St.
Wilmington, DE 19801
(302) 777-2040

www.tonicsns.com

Concentrating on serving only the best quality and freshest ingredients available, Tonic has created a menu using prime steaks and made, in-house ingredients to ensure there is something everyone will love. The restaurant also has a lively bar and lounge with happy hour specials and live music in addition to an upscale dining room.

STAFF FAVORITE

Fred Miller Can
Be Seen Here!

Kings Creek Country Club

One Kings Creek Cr.

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 Rd.

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.

UNIVERSITIES & COLLEGES

The Bob Carpenter Sports/Convocation Center – University of Delaware

631 South College Ave.

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 Dr.

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 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 Technical Community College – Owens Campus

21179 College Dr.

Georgetown, DE 19947

(302) 259-6340

www.dtcc.edu/our-campuses/georgetown/facilities-rental

Located in Sussex County, the Owens Campus offers various meeting room layouts to accommodate small groups of 8-10 or larger groups of up to 325 with banquet style seating. Other options include lecture and breakout style rooms, high-tech computer classrooms, and a performing arts venue with seating up to 388.

COUNTRY/MEMBER CLUBS



University & Whist Club

805 N. Broom St.

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.

Restaurant, Meeting & Banquet Guide

Delaware Technical Community College – Stanton/George Campuses

400 Stanton Christiana Rd.

Newark, DE 19713

300 N Orange St.

Wilmington, DE 19801

(302) 454-3189

www.dtcc.edu/our-campuses/stanton/facilities-rental

Centrally located between New York City and Washington, D.C. the Stanton/George Campus is only minutes from Interstate 95 and easily accessible by air, train, and car. The campus offers conference centers, a gymnasium, high-tech classrooms, computer

labs, small board rooms, video conference, catering, and free parking.

Delaware Technical Community College – Terry Campus

100 Campus Dr.

Dover, DE 19904

(302) 857-1709

www.dtcc.edu/our-campuses/dover/facilities-rental

Delaware Tech's Conference Services Unit provides exceptional customer service and meeting space in Kent County. There are two main conference facilities on campus: the Corporate Training Center and Del-One Conference Center.

The facilities can accommodate groups from 5 to 600+.



Delaware State University

1200 N. DuPont Hwy.

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 Dr.

Aston, PA 19014

(610) 558-5587

www.neumann.edu/about/conferencing.asp

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.

The Virden Retreat Center – University of Delaware

700 Pilottown Rd.

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.

CONFERENCE & CONVENTION CENTERS Chase Center on the Riverfront

815 Justison St.

Wilmington, DE 19801

UNIVERSITIES & COLLEGES



The Tower Audion & Atrium University of Delaware STAR Campus

540 S College Ave.

Newark, DE 19713

(302) 831-1060

www.conferences.udel.edu/newark-campus

Designed for cultivating collaboration and based on the science of health, the Audion & Atrium is a combination space ideal for any meeting looking to gain momentum. First gather in the Audion – a flexible, ultra-modern tech space, then move your breaks or micro-sessions out into the open environment of the Atrium where a living wall improves air quality. This is truly a healthy place to be productive.

**CULTIVATE
COLLABORATION!**

This is a one-of-a-kind space that fosters innovation.

(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.

NEW
VENUE!

Riverfront Events

760 S. Justison St.

Wilmington, DE 19801

(302) 656-2665

www.riverfronthyattevents.com

Riverfront Events is New Castle County's up-and-coming venue for corporate and social events, weddings, and much more!

The Big Fish Restaurant Group is bringing its award-winning cuisine and culture of hospitality into 8,500 square feet of event space.

Stat International

1201 N. Orange St., Suite 700

Wilmington, DE 19801

(302) 884-6746

www.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.

MUSEUMS



AHOY!
Hold your
next event
on a ship!

Copeland Maritime Center at the Kalmar Nyckel Shipyard

1124 E. 7th St.

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.

MUSEUMS

Biggs Museum of American Art

406 Federal St.

Dover, DE 19901

(302) 674-2111 ext. 101

www.biggsmuseum.org

Art enhances 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.

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 & ENTERTAINMENT

The Brandywiners, LTD.

(302) 478-3355

www.brandywiners.org

The Brandywiners have been

Restaurant, Meeting & Banquet Guide

producing summer musicals at Longwood Gardens since 1932. The nonprofit theatrical group donates from its proceeds to benefit the arts.

The Baby Grand

**818 N Market St.
Wilmington, DE 19801
(302) 652-5577**

www.thegrandwilmington.org/venues/the-baby-grand

Once the location of the historic Aldine Theater, built in 1921, The Grand acquired the lot in 1992 to build the Edith and Alexander F. Giacco Building in 2000. Occupying the first floor is the intimate 305-seat baby grand theater.

The live @ the baby grand series complements Copeland Hall with a broad diversity of emerging comedians, bands and soloists, as well as established artists.

The Playhouse at Rodney Square

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

www.thegrandwilmington.org/venues/the-playhouse

The Playhouse 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.

Wilmington Children's Chorus

**1101 N. Market St.
Wilmington, DE 19801**

www.WilmingtonChildrensChorus.org

The Wilmington Children's Chorus (WCC) is the nation's only tuition-free, community children's chorus. Based in Wilmington, WCC is dedicated to empowering young people to change their world through music.

PHOTOGRAPHERS

Final Focus

**301 A St.
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 Rd.
Wilmington, DE 19809
(610) 347 1079**

www.lindypowers.com

Lindy Powers Photography offers executive headshots and professional portraits in the Philadelphia and Northern Delaware area. Their corporate photographs convey the exceptional quality of you, your team, and your business.

Nick Wallace Photography

**805 Hubble Ave.
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

Short Order Production House

**625 North Orange Street
Wilmington, DE 19801
(302) 656-1638
<https://shortorder.co>**

Short Order Production House, a full-service video production company that specializes in commercial, documentary, and branded content for agencies,

THEATERS & ENTERTAINMENT



The Grand Opera House

**818 N. Market St.
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.



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, they have created nationally and internationally distributed documentary films, along with hundreds of award-winning video programs for local and regional clients.

CATERERS

Big Fish Events

(302) 226-5500

www.bigfishshevents.com

Big Fish Events, the catering division of the Big Fish Restaurant Group, provides exceptional dining experiences and signature events in their restaurants or at your venue!

Experience our genuine hospitality and enjoy our award-winning cuisine at your next special occasion.

Delcastle Technical High School – Cooks and Bakers Club

1417 Newport Rd.

Wilmington, DE 19804

(302) 995-8100

www.delcastleths.com

Greenery Caterers

55 Pascall Rd.

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.

Jamestown Catering Co.

2510 W. 5th St.

Wilmington, DE 19805

(302) 510-8071

www.jamestowncatering.com

Jamestown Catering aims to provide world-class experiences that leave memorable impressions. From family gatherings and celebrations to corporate events, they will ensure your event is a success.



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 St.

Wilmington, DE 19805

(302) 654-2585

Market Craft Catering

37369 Martin St.

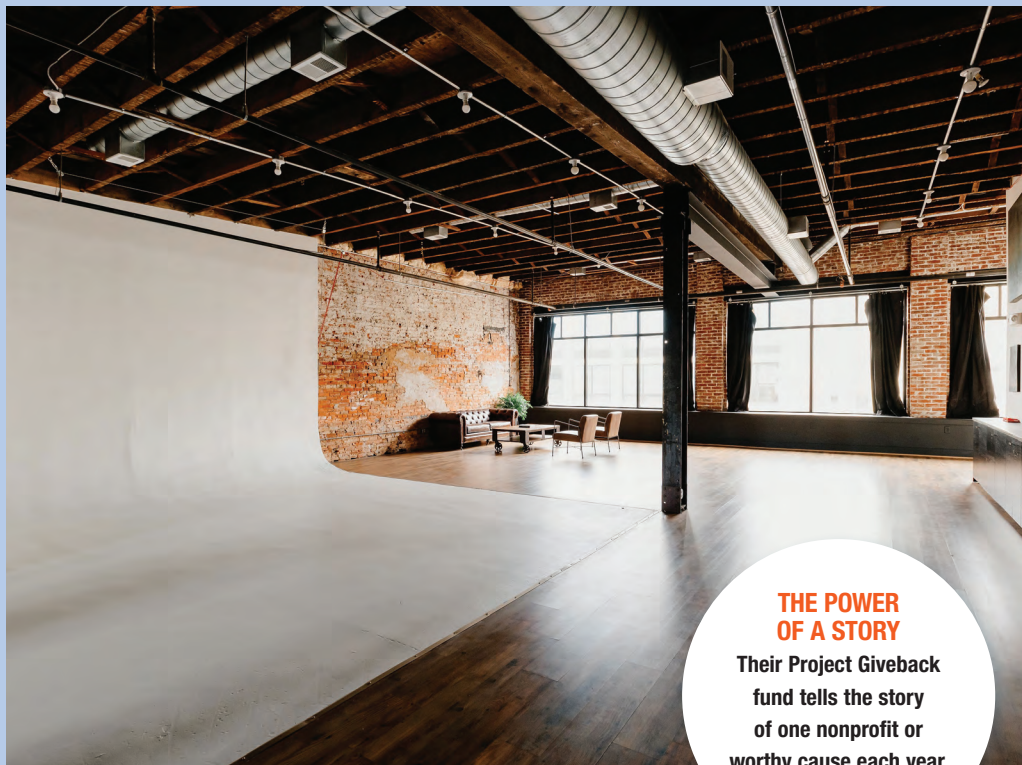
Rehoboth Beach, DE 19971

(302) 227-3707

www.marketcraftcatering.com

Market Craft Catering is a Rehoboth Beach based corporate catering company that is also a part of the award-winning Big Fish Restaurant Group. They are devoted to creating delicious food that is fresh, homemade, and truly unique.

VIDEOGRAPHY



THE POWER OF A STORY

Their Project Giveback fund tells the story of one nonprofit or worthy cause each year, free of charge.

1440 Film Co.

605 N Market St.

Wilmington, DE 19801

(302) 299-5916

www.1440filmco.com

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

Restaurant, Meeting & Banquet Guide

McKean High School – Highlander Café

301 McKennan's Church Road
Wilmington, DE 19808
(302) 992-5520
redclay.schoolwires.net/mckean

ShopRite Catering

1600 W Newport Pike
Wilmington, DE 19804
(302) 999-1227
<https://shop.shoprite.com/globaldata/banner-pages/catering>

St. Georges Technical High School

555 Hyett's Corner Road
Middletown, DE 19709
(302) 449-3360
stgeorges.nccvt.k12.de.us/about

EVENT SERVICES



Aloysius Butler & Clark

819 N. Washington St.
Wilmington, DE 19801

(302) 655 1552

www.abccreative.com

Aloysius Butler & Clark is one of the largest full-service agencies in the mid-Atlantic and one of Adweek's 50 "Top Shops" in America.



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.

Associates International, Inc.

100 Rogers Rd.
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.

Barry's Events

1001 North Park Dr.
Wilmington, DE 19802
(302) 690-5555
www.brandywinearts.com
Barry's Events produces the Brandywine Festival of the Arts, which is the largest two-day event in the City of Wilmington. The event draws over 12,000 patrons and more than 200 artists and craftspeople.

The festival is scheduled for September 11-12, 2021.

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.



Blue Blaze Associates

(302) 266-1055
www.blueblazeassociates.com
Founded in 2001, Blue Blaze is an award winning, full-service marketing and design agency who serves a broad base of clients in for-profit, nonprofit, and government sectors. The company is passionate about building distinctive brands that are authentic, relevant, and above all, memorable.

Coventry Corporate Printing

10000 Lincoln Dr. E, 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

EVENT SERVICES

Flowers by Yukie

916 N. Union St.
Wilmington, DE 19805
(302) 658-8292
www.flowersbyyukie.com
Open since 1983, Flowers by Yukie has a team dedicated to finding the most beautiful flowers and design elements to accompany your event, wedding, or special occasion.



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 N. Dupont Hwy.
New Castle, DE 19720
(302) 575-1800

Digital Music Express provides background and foreground music.

First Ascent Design

1216 N. King St.
Wilmington, DE 19801
(302) 475 9894

www.firstascentdesign.com

Whether designing websites for million-dollar companies, managing digital marketing campaigns for industry experts, or driving awareness and engagement for nonprofits, First Ascent Design believes in bringing together data-driven strategy with design to create the best possible results.

GillespieHall

1214 Old Lancaster Pike
Hockessin, DE 19707
(302) 234-9500

www.gillespiehall.com

GillespieHall is an internationally awarded PR firm known for its groundbreaking work that challenges, inspires, and drives behavior change.

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.

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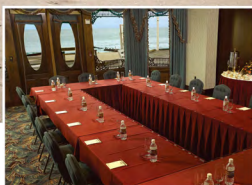
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Flexible Learning

Goldey-Beacom College launches Live Online amid pandemic

BY COLLEEN PERRY KEITH, PH.D. AND JANINE G. SORBELLO

“IT WAS HEARTBREAKING to watch our students pack up and leave campus last March when the pandemic broke out,” said Assistant Director of Graduate and International Admissions Kimberly Anderson. “We’re a small college, so we get attached to our students.”

As students moved back home, often to remote locations, the Goldey-Beacom College (GBC) leadership team wasn’t sure what to expect next. Only one thing was certain – the College remained committed to providing access to a high quality, affordable education – and now they had to deliver it by any means necessary.

Like most other colleges, Goldey-Beacom was forced to adapt quickly to COVID-19 guidelines and restrictions. Significant resources were invested to upgrade technology and offer training for faculty to reach their students via the best-suited methods for online instruction. Classes continued uninterrupted, and in most cases, the transition was seamless. In fact, graduate-level instruction was so successful that many students opted to continue with online courses despite the opportunity to return to the classroom.

The online popularity prompted the College to institute an additional method of delivery – Live Online. Beginning in fall 2021, the new Live Online format will be offered entirely for graduate students in two degree programs: the Master of Science in Finance and the Master of Arts in Counseling Psychology.

Live Online is a synchronous format in which a class takes place in a classroom while at the same time appearing virtually for remote students by using Zoom television. “Classes will occur in real time so online students can participate in lectures and discussions with faculty and classmates

who are attending in person,” said Anderson. “It’s important for students to have the option of attending classes on campus or remotely. This way, students living at a distance can complete the program in its entirety without the commute.”

GBC President Colleen Perry Keith said, “We believed early on there was an untapped market, especially for the Live Online format. When students who live much farther than the usual three-hour radius began expressing interest, I knew we were on our way to a new normal. That’s why I’m so pleased to launch these popular degree programs in the fall with a synchronous format. We’ve created a powerful way to reach and engage students both nationally and internationally – and we’re seeing results.”

Whether it is cost driven or location driven, GBC faculty and staff say students are excited to have a choice. Students can still network and experience dynamic engagement with peers and professors through synchronous instruction while achieving their career goals from wherever they live. ■



Dr. Colleen Perry Keith is president of Goldey-Beacom College.



Janine G. Sorbello is director of external affairs at Goldey-Beacom College.



Innovate or Die

Reflecting on COVID-19 BY GAIL BALL AND DANIEL FREEMAN

EVERY ORGANIZATION FACES a simple imperative: innovate or die. Recognition of this imperative has fueled many well-known initiatives aimed at facilitating corporate innovation and intrapreneurship, including Lockheed Martin's *Skunk Works*, 3M's *Bootlegging Policy*, and Google's *20% Project*.

One lesson learned from the pandemic is that companies and their people must be prepared to move faster and adapt to changing circumstances more fluidly than ever before. As we've seen, companies that nimbly adopt new ways of working and rapidly devise creative solutions to continue serving customers have generally survived. Many have even thrived.

A second lesson learned is that most organizations remain ill-prepared for the pandemic-fueled amplification of the innovation imperative. In fact, less than 30 percent of respondents in a 2021 McKinsey survey about innovation in times of crisis indicated feeling confident that they and their teams are prepared to successfully operate in a changed and rapidly shifting environment.

SURVIVING THE INNOVATION IMPERATIVE

To better position their people to meet the challenges associated with an accelerated pace of change, companies are investing heavily in training programs. According to the *2021 Training Industry Report*, the majority of companies increased their corporate training budgets in 2020 to reskill and

upskill their teams. Soft skills pertinent to innovation and intrapreneurship have been a primary focus of this increased spending. As noted in a recent EY's *The Entrepreneurial Mindset of the Future of Work*, "Businesses need people who offer not only hard skills but also the soft skills associated with entrepreneurship: innovation, self-reliance, comfort with risk, communication, and problem solving."

Through innovation and intrapreneurship training, companies can unlock the full creative and adaptive potential of their people by helping them to develop:

- Beneficial habits like self-reflection and self-leadership to accelerate learning from experiences, provide clarity of purpose, and bolster individual and team effectiveness.
- Critical interpersonal skills like empathy and communication skills like active listening to detect and understand pain points.
- An entrepreneurial mindset to provide the impetus to address pain points and the imagination to recognize them as opportunities for creating value from new ideas.
- Enhanced connectivity to networks of people and resources that can be utilized to pursue opportunities.
- A creative problem-solving skill set for devising, testing, and iterating solutions that deliver unique value.

HATCHING INTRAPRENEURSHIP TRAINING PROGRAMS FOR WOMEN

A third lesson learned from the pandemic is that the need for innovation and intrapreneurship training is particularly acute for women, as the pandemic significantly widened the gender equity gap. In fact, net job losses associated with the pandemic can be explained nearly in full by the job losses of women. This “she-cession” also extends to new venture creation. For example, funding of all female startup teams fell to their lowest levels in a decade, accounting for just 2.3 percent of all venture capital allocated. Underscoring the magnitude of this inequity, one venture-backed company—Robinhood—raised more capital than all female founders combined in 2020.

To help Delaware companies meet the innovation imperative while also addressing the extraordinary challenges faced by women innovators, the University of Delaware’s Horn Entrepreneurship launched the WE Hatch professional development workshop series in spring 2021. To date, the series’ interactive sessions have focused on providing participants with practical insights and skills for: recognizing and overcoming biases in the types of questions women innovators are asked to answer, capturing and utilizing customer insights, cultivating a lasting culture of collaboration, and effective storytelling. UD Horn is working with its network of Chamber members and partners to develop the next set of WE Hatch workshops. Contact Laurie Prysock at lprysock@udel.edu for more information.

INNOVATION TRAINING = A WINNING STRATEGY

History tells us that investing in innovation is a winning strategy, especially in challenging times. An analysis of corporate performance following the 2008 financial crisis showed that companies that maintained their innovation focus during the crisis outperformed market averages by 30 percent and delivered accelerated growth over the subsequent three to five years.

Extrapolating these outcomes to our present context suggests another lesson that we are about to learn. Namely, companies that invest in training to increase their innovative human capital will realize outsized returns over both an immediate and a long-term horizon. In the short term, innovation and intrapreneurial training will prepare people and teams to successfully adapt to the many problems resulting from a breakneck pace of change. Over the long term—as new habits of mind become established, and as expertise in utilizing new skills advances after thousands of hours of practice—people and teams will produce extraordinary productivity gains. They will also create exceptional value by manifesting their full creative, innovative, and intrapreneurial potentials. ■



Gail Ball is the special program director of WE Hatch.

Daniel Freeman is the director of Horn Program in Entrepreneurship.

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Pandemic Ignites Innovation in Higher Education

BY DR. CHRIS DOMES

IF NECESSITY IS THE MOTHER OF INVENTION, then the pandemic, for higher education, was the mother of innovation.

When the threat of coronavirus became frighteningly apparent in March 2020, colleges and universities across the country made the ethical and pragmatic decision to switch to online instruction. Like many other colleges, Neumann University had to make this transition rapidly. On March 12, I informed the university community that we would begin fully remote learning on March 16. Four days was hardly sufficient time to engineer such a fundamental change in the nature of an educational institution, but the stark reality of COVID-19 kicked our innovation genes into high gear.

By the time we launched our fall semester in late August, the faculty and staff had brainstormed and implemented changes that are now part of the everyday campus culture and will continue to be routine long after the pandemic is a distant memory. What began as an urgent project to switch

classes to an online format evolved into a pervasive movement, fully in alignment with our mission as a Franciscan university, to improve academic instruction, student services, and office operations.

To ensure high-quality delivery of academic content, we installed cameras in every classroom. In addition, we recorded every lecture and lab to offer students more flexibility in their access to course content. What we discovered was that both individual students and study groups regularly viewed these recordings multiple times. They were eager to hear a professor explain a concept or illustrate a laboratory procedure a second or third time. Neumann will now continue to record courses so that students have more opportunities to master the academic subject matter.

In the realm of student services, the most prominent hurdle posed by the pandemic was how to deliver physical and mental health care to students on a daily basis. Because of the virus and the accompanying stress, we anticipated more demand for Student Health Services and our

Counseling Center for Wellness. To bolster our health care capacity, we partnered with TimelyMD, a medical telehealth service, to provide free, on-demand, 24/7 health care for students. The service provides support through its medical platform, which is staffed by doctors and nurse practitioners, and "Talk Now," which is staffed by mental health care providers. This service is now a permanent feature on campus.

The pandemic was also the catalyst for us to reexamine and streamline office operations. Instead of separate methods for students and families to complete the necessary back-office processes for matriculation (transcript requests, graduation applications, tuition payments, library services, class registration), we created a one-stop portal with access to all of those services at a student's fingertips. This concept, too, will continue to be part of the student experience at Neumann.

These improvements likely would have occurred eventually, but the pandemic accelerated their arrival and provided evidence that innovative thinking is welcome in higher education. ■



Dr. Chris Domes is president of Neumann University.

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DELAWARE TECH

Necessity Drives Innovation

Creativity allows Delaware Tech instructors and students to continue achieving academic goals **BY DR. MARK T. BRAINARD**

CREATIVITY AND INNOVATIVE THINKING have long been key to Delaware Tech's success, but never so much as over the past 16 months. Our faculty and staff have worked hard to fulfill our mission of putting students at the center of everything we do. The pandemic forced us to drastically change our operations and methods of delivering instruction, but we seized this opportunity to implement some creative teaching techniques that will stay with us long after the pandemic ends.

We realized early into this challenging period that our faculty would appreciate the opportunity to learn more about how to develop high-quality, distance-learning courses, so our Center for Creative Instruction and Technology (CCIT) team launched our first Course Design Institute last June. Since then, 737 of our instructors have completed the introductory "Teaching a Distance Education" course, and 776 instructors have participated in CCIT trainings and workshops. Our faculty and staff worked diligently last year to transition more than 1,800 academic courses to a distance-learning format against the incredibly short deadline of just a few weeks. The Course Design Institute offered our instructors the opportunity to enhance their distance-learning methods to ensure students were receiving top-notch instruction, despite the challenges of learning from outside the classroom.

Some instructors have really stretched themselves with creative ways of encouraging student participation. For example, Mathematics Instructor Megan Wagaman was looking for a fun team-building activity to start off the semester with her students and decided to create an escape room.

"I was a little nervous about having my class do it," she said. "It is a little goofy, and I wasn't sure if they would like it. But they really did! I first used it with my night class. We had already been in class for about two-and-a-half hours. I gave them this activity to try in breakout rooms, and they came back energized and excited."

Wagaman was inspired to try this after attending a CCIT escape room last fall. Chemistry Instructor Charlene Kemmerle was also inspired to create several interactive learning tools for her courses to keep students engaged in a distance-learning environment.

"Using interactives within a class, especially a class that usually has hands-on labs, but is now 100 percent virtual, is a great way to deepen student understanding of a key concept," she said. "Interactives require

students to take what they have learned in lecture and truly apply their knowledge to a real world problem."

In ways both large and small, our faculty, staff, and students used their best thinking and creativity to ensure all students meet their academic goals without interruption. As the saying goes, "Necessity is the mother of invention," and we have countless examples. At least one faculty member last year taught classes from a minivan parked at her parents' house because of a weak WiFi connection at her home. And some of our allied health students learning from home came up with interesting alternatives to practicing in a lab, such as practicing catheterization skills on a stuffed animal.

Despite the many challenges we have faced since the pandemic, we were proud to graduate more than 1,900 students in a virtual ceremony this spring, which is a record number for Delaware Tech. These students achieved their academic goals and will now go on to continue their education, join our workforce, or both.

As we look toward the fall semester, we are continuing professional development opportunities for our faculty and have added more distance-learning courses to our regular curriculum for those students who would like that option even after the pandemic ends. This fall, we will offer more courses in a traditional classroom format, but we are proud to say that after more than a half-century of delivering course content in person, we now have additional options for our students. This will be especially helpful to those students who are working and raising families and might appreciate the flexibility distance-learning provides.

Certainly, we have been challenged since March 2020 to find new ways of getting our students to the finish line, but in the end, we are actually coming out of this pandemic stronger than ever before. By offering our students additional services and support that will continue long after this global health crisis ends, we have done it all while remaining laser-focused on our College's mission. ■



Dr. Mark T. Brainard is president of Delaware Technical Community College.



Honoring Traditions, Looking Towards the Future

Delaware State University blends with Wesley College **BY STEVEN H. NEWTON**

WESLEY COLLEGE has stood as a fixture in downtown Dover for 147 years, but on May 15, 2021, the last graduating class ever walked across the stage to receive their diplomas. A victim of the times and economic forces arrayed against small, private liberal arts colleges, Wesley was acquired by Delaware State University on July 1, ending its independent existence.

Yet instead of ending, the Wesley story is now intertwined with the 130-year history of Delaware State University, and the jewel of that university's new downtown campus is the Wesley College of Health and Behavioral Sciences.

President Tony Allen is explicit about the intentionality of that decision: "Both Delaware State University and Wesley College have rich traditions in the health sciences. The two nursing programs, which will now



Left: Students from both Delaware State University and Wesley College's student government associations stand in front of the Wesley College Center, which will become the new home of the Wesley College of Health and Behavioral Sciences. Above, Wesley's College Center, also known as DuPont Hall.

become one, enjoy the best of reputations up and down the state. Wesley's Occupational Therapy program and our Master's in Social Work degree, both unique in Delaware, will be joining with Psychology, Allied & Public Health, and Kinesiology on a health-themed campus with room to grow over the next generation."

Allen emphasizes that the University has no intention of allowing the Wesley brand to fade into obscurity. "I was working for MBNA when Bank of America acquired us," he says. "I understand what it feels like on that side of the process." Delaware State University has reached out to faculty, students, alumni, and community members alike with the message that Wesley traditions will be respected and supported.

The actions behind those words have already begun as Dr. Stacy Downing, the newly appointed chief administrative officer for DSU Downtown observes, "Hundreds of current Wesley students will be completing their degrees with us; we offered jobs to 60 percent of their faculty and staff; and our alumni associations have been talking." Downing, the University's longest-serving vice president, understands the critical importance of tradition and community programming in such a venture. "Current Wesley students have been offered the opportunity to continue living on the downtown campus if they choose, we're actively reaching out to community groups that have had agreements with the college, and there's a major effort under way to safely preserve and eventually display Wesley archives, memorabilia, and athletic awards."

Two key members of Downing's campus management team, Laura Mayse and Gwendolyn Scott-Jones, exemplify the potential for successfully melding the two traditions, as their own timelines contain fascinating parallels.

Mayse graduated from Wesley College in 1992, returning five years ago as director of development "to give back to the college that formed

so much of my personal and professional character." She transitioned to become the director of development and community relations at downtown campus where she will play a central role in curating those treasured Wesley traditions.

Laura's daughter, Abbey, was in the final graduating Wesley College class. She will join Delaware State University's Early College High School as an English teacher this fall, while also entering the University's graduate program in Education. In 2022, mother and daughter alike are excited at the opportunities created by the transition, but also mindful of the sadness of change. "This is a time of both celebration and tears for us," Laura said, "but now we are all moving forward."

Scott-Jones graduated from Delaware State University in 1996, earned her MA there in 1999, and, like Mayse, found herself drawn back to her alma mater A decade later she

returned as chairperson of the Psychology Department, rose to assistant dean, and now will be the founding dean of the new, blended college. In another telling similarity with the Mayse family, Scott-Jones' daughter, Nicole, graduated from Delaware State University this year.

"Both of us understand the compelling nature of institutions that draw students and families back across the generations," said Scott-Jones. "That's why we are so insistent on interweaving the best of both traditions in this college and on this campus."

Scott-Jones also points out that the Wesley College of Health and Behavioral Sciences fills a critical need within Delaware. "Each of our nursing programs has been graduating about 40 fully qualified nurses annually, and we expect to double that output within three years," she said. She noted that such an increase was critical in a state where the job-fill rate for nurses still lingers below 20 percent. "The same situation holds true in occupational therapy, and to some extent in social work, where we will be the only institution offering associate's, bachelor's, and master's degrees."

The special mission of Historically Black Colleges and Universities is never far from Scott-Jones' mind. The University's Academy for Healing Trauma, which is becoming a major resource for teaching health care professionals new models of culturally competent care, will also be part of the new college.

The physical elements of the campus transition will be handled in phases, Downing reminds everyone. "It's not like somebody turns out the lights at Wesley on June 30 and everything goes back into operation on July 1. Moving departments and renovating campus facilities will be a multi-year process intended to modernize the buildings while still respecting the character of the campus." She laughs, then adds, "Our first students will be arriving in late August, but we're going to be living with construction crews for at least two or three years." ■



Steven H. Newton is professor of history and political science and presidential fellow at Delaware State University.



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BY DAVID BERNARD

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IF YOU'VE SET A GOAL to start college, complete your degree, or upgrade your skills in 2021, online courses are likely on your agenda. If you'd like to make the most of your online learning experience, Wilmington University can help. Here are five reasons why WilmU works for online education.

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Every day a new student enrolls in online courses for the very first time, but WilmU has been offering remote learning since 2007. More than 17,000 students worldwide currently participate in the University's award-winning online degree and certificate programs. "WilmU's early commitment to online learning really helped position the University for where we are today, with an extensive array of fully online programs for students," says Dr. Matthew Davis, senior director of online learning and educational technology in WilmU's College of Online and Experiential Learning. "This was particularly important when we shifted to all-digital learning last year due to the pandemic, as we were able to continue to offer our programs to all students in a seamless manner."

UP-TO-DATE TECHNOLOGY

Powerful online learning technologies, including the Canvas learning management system, Zoom videoconferencing, and the Kaltura video sharing platform, make it easy to connect with instructors, participate in class discussions, post assignments, and collaborate with classmates. Training videos, tutorials, and one-on-one technical support, available seven days a week, make it reliable.

ACADEMIC STRENGTH

WilmU hosts more than 130 degree and certificate programs 100% online. Each one provides the same practical, career-focused education found in face-to-face courses. And each is taught by real-world-experienced instructors who've been trained to meet rigorous online teaching standards. "More than 2,000 WilmU faculty have completed our Hybrid and Online

Teaching Training Course, so our instructors are well-equipped to teach in both online and in-person environments," notes Davis.

STUDENT SUPPORT, WHEREVER YOU'RE STUDYING

Online students have comprehensive access to all of WilmU's support services, including academic advising and course registration, tutoring and library resources, and even extracurricular opportunities to network with other online students and get involved with the University community. A team of online navigators provides additional personalized guidance for the remote learning experience.

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David Bernard handles university relations at Wilmington University.

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The New Normal

Digital transformation is paving the way
for Delaware's business success **BY CHIP ROSSI**



SINCE THE START of the pandemic, Delaware residents have changed the way they communicate, shop, learn, and conduct business. In addition to adapting to new health and safety measures brought on by the health crisis, technology keeps us connected to the services we need most, creating an accelerated growth in the usage of digital platforms. As we emerge into a post-coronavirus environment with more people relying on online tools to manage their daily lives, it is essential for our businesses to deliver a high-tech, high-touch experience for clients with easy access to expertise, service, and solutions.

Businesses should first establish online platforms that are convenient, safe, and easy to use. Online offerings encourage clients to return and make more purchases. They also provide opportunities for clients to communicate with businesses directly. Over the past year, Bank of America

has seen a surge in digital activity among consumer, small business, and wealth management clients who used Bank of America's digital platforms to book appointments, deposit checks, send money, and apply for loans. In 2021's first quarter, digital represented 49 percent of total consumer sales, including mortgage and auto sales. Our 13.5 million Zelle® users sent and received 170 million transfers worth \$49 billion in Q1 alone, up 66 percent and 83 percent year over year, respectively.

Second, it's imperative for digital offerings to quickly adapt to changing environments to best serve clients when and where they need support. Since its launch in 2018, Bank of America's AI-driven virtual assistant, Erica, has become core to serving clients by providing personalized, proactive insights and guidance. At the onset of the health crisis, Erica was trained to understand over 60,000 coronavirus-related terms, providing relevant support to our clients under evolving circumstances.

Third, consider using digital platforms to manage your own business' everyday activities. Using technology to complete your daily tasks can be convenient for your entire team freeing them up to provide greater value to clients.

Finally, implementing digital offerings can help clients achieve their long-term goals. Owning a home, paying for college, and buying cars are popular goals that require planning. With more families looking to buy, potential homebuyers will need guidance. Digital tools will help with their initial research, which can be complemented by a specialist to support more complex decisions and priorities.

Throughout 2020 and well into 2021, Delawareans worked swiftly and with great resilience to adapt to the new life brought on by the coronavirus. Even as more get vaccinated and local businesses reopen their physical locations, our society has shifted to a more digital world. With consumers heavily utilizing technology, business leaders must start investing in digital offerings to strengthen their future with high-tech, high-touch platforms to help clients and potential clients connect to what matters most to them — no matter when or where they choose to connect. ■

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Chip Rossi is president of Bank of America Delaware. To learn more about what Bank of America is doing locally, visit www.bankofamerica.com/delaware.

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Grow or Sell?

What's the next move
for your business?

BY STEVE CLARK AND JOHN CHURCHILL

THE PAST YEAR'S unpredictability has business owners large and small deciding what their next step should be, including whether now is an optimal time to grow or sell their business.

While low interest rates make expanding appealing, the idea of selling and starting fresh may also be on owners' minds – especially those in hard hit industries – as recovery continues and various repayments loom. Additionally, some business owners are in an unusually advantageous position to sell, making now the right time to seriously consider leveraging their success and resilience narrative with potential buyers.

While there is no right or wrong answer whether business owners should grow or sell now, there are some key questions they can ask to determine the right path forward.

What is my industry's rebound rate?

Owners should take a holistic look at their industry and ask, "has my industry begun to rebound, or have the shifts been too significant for my business to fully recover?" Many industries continue to be impacted post-pandemic by changes to consumer behaviors, some bringing good opportunity while others offer less.

Priorities and spending habits have changed drastically, directly impacting consumer businesses and making it imperative that owners know what these new spending habits and preferences are, and how to meet consumers' needs.

Ask yourself, "can my business adapt to these trends and what will I need? What else do I need to consider, such as changes to my supply network?"

Can low interest rates help me expand?

Owners should also consider taking advantage of low interest rates to put expansion plans into motion.

Rates saw all-time lows in 2020, enticing businesses to rethink or inspire expansion, such as purchasing the business' current property, looking for property to invest in long-term, or investing in new equipment and more staff to sustain growth. A trusted financial partner, CPA or real estate broker can help determine whether low rates can work in your favor, especially when considering pivots made during the pandemic and their long-term benefits. Your financial partner can help determine the best way to accelerate growth through newly discovered opportunities and how to finance them.

A variety of financial tools to improve efficiencies and accelerate growth are at your disposal, including cash management and forecasting, smart safes, armored carrier management, and merchant services.

Is my industry in high demand for investors?

Business owners should assess if their industry is in high demand for buyers and investors, and if selling their business could help them cut losses and use the influx of money to take the next step in their future. While some industries were negatively impacted by COVID-19, others are increasingly attractive to investors.

Look for improvements to your business, making it more attractive to buyers or investors. Consult an accountant to understand the company's value. Evaluate investment possibilities and demand that exists within your category to decipher if now is an ideal time to sell and pursue other ventures.

Whether buying, growing, or selling, identifying a path forward is critical. Use your trusted financial partners to determine what makes the most sense for your business' next stage. ■



Steve Clark joined WSFS Bank in 2002 and has served as executive vice president and chief commercial banking officer since May 2016.



John Churchill is WSFS Wealth's business strategy advisor. John leads WSFS' work with pre- and post-exit business owners. John helps WSFS' business owner clients identify growth opportunities for their companies with an eye towards maximizing and monetizing the full value of what is often his clients' most significant personal asset.

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Farmers of Salem Relocates to Wilmington, DE

BY WILLIAM A. DINE, AAI

FARMERS MUTUAL FIRE INSURANCE COMPANY, Farmers of Salem, will be relocating to Wilmington, Delaware in August of 2021. Like their new building at 1 Avenue of the Arts, Farmers of Salem, has a rich history beginning in 1851. With much growth and many changes over the years, Farmers is excited to start their next chapter in Wilmington.

“Farmers of Salem has evolved from its origins as Farmers Mutual Fire Insurance Company of Salem County across three centuries,” said president, Jim Doherty. “Our move to Wilmington will add a 21st-century sensibility to our nearly 17 decades of service to our policyholders and our ongoing commitment to remaining innovative, competitive, and stable within the insurance marketplace.”

The building at 1 Avenue of the Arts has long been a focal point for the Riverfront, dating back to approximately 1849. At that time, the building housed a machine shop established by J. Morton Poole. The property was later purchased by E. I Dupont de Nemours who had ownership until 1920.



new location that would allow them to experience more significant growth. Upon visiting 1 Ave of the Arts, they began to see and feel the historic significance of the building, which mirrored Farmers’ 170- year history and made it the ideal place to call home.

Since purchasing the building, Farmers of Salem has made major interior renovations, including adding a new sprinkler system to protect the building and its occupants, while maintaining the historical integrity of the building. Farmers of Salem looks forward to joining the Delaware Riverfront community in August of this year.

Farmers of Salem provides insurance for home and business owners in Delaware, Maryland, New Jersey and Pennsylvania. The company is leader in the habitation insurance market, insuring single family homes, 1-4 family dwellings, apartment buildings and condominiums as well as mixed habitation risks. Insurance products are distributed through independent agents that serve as local experts and trusted advisors to their insureds.

Farmers of Salem holds a rating of A- EXCELLENT from A.M. Best Co., an independent service that rates overall financial condition and operating performance of firms within the insurance industry. ■



In 1983, the property was purchased by Mitchell Associates and Moeckel Carbonell Associates i.e., Avenue of the Arts, LLC. This was the beginning of a new chapter for the Riverfront that has spanned 38 years and continues today.

Much like their new building’s rich history, Farmers Mutual Fire Insurance Company was created on March 6, 1851 by an Act of Legislature. In April of 1851, prospective incorporators gathered at Camp’s Hotel in Salem, New Jersey officially enacting a company that became an integral part of the growth and development of Salem County.

After 170 years in New Jersey, Farmers of Salem began to search for a



William A. Dine, AAI is the senior vice president of corporate operations at Farmers of Salem. For more information, visit farmersofsalem.com.

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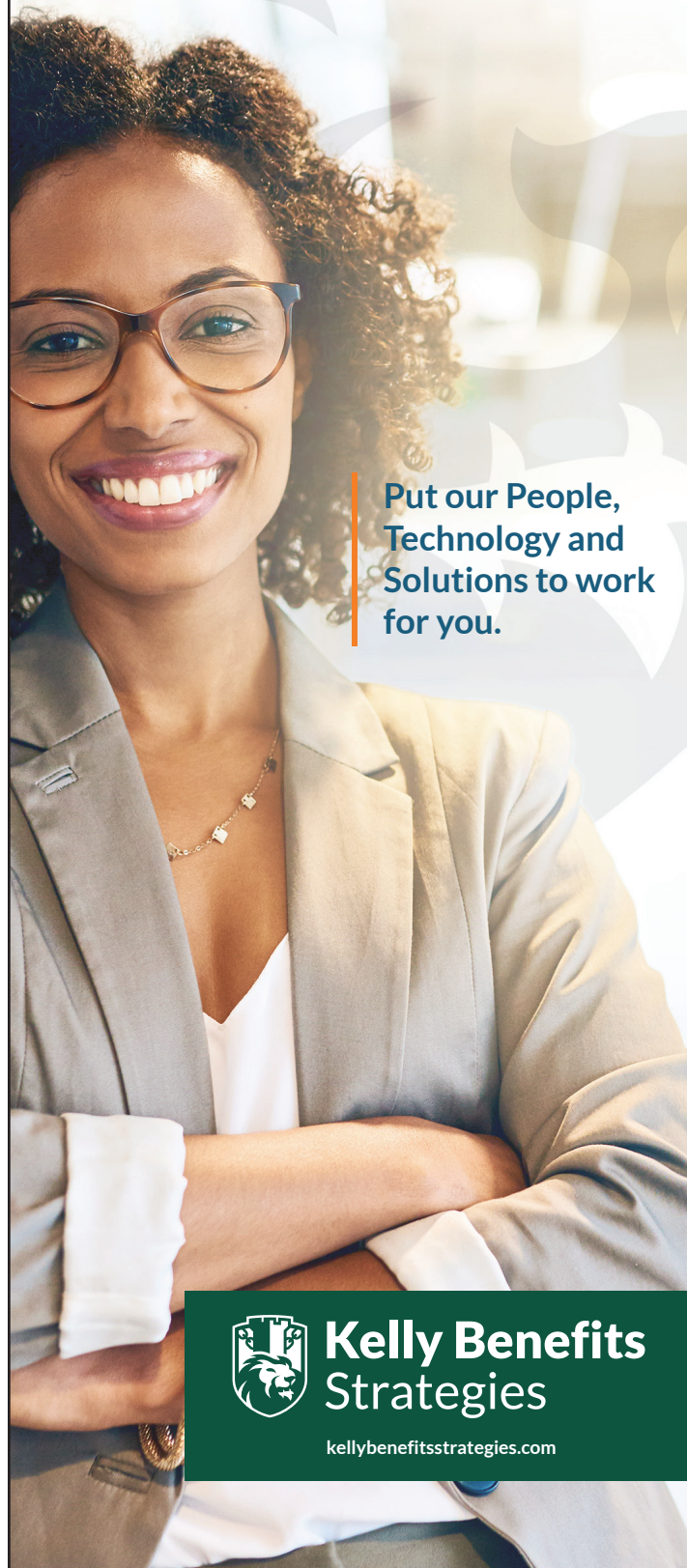


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Building Better Lives and Communities

Community banking through COVID-19 and beyond **BY AMARA BRIGGS**

MY NAME IS AMARA BRIGGS, and I have been a middle market banker in the Greater Philadelphia and Delaware region for more than 16 years. Truist's middle market team focuses on commercial businesses that have between \$75 million and \$500 million in annual revenue.

At BB&T now Truist, our mission for our clients is to provide distinctive, secure, and successful experiences through touch and technology. Our roots are in community banking, and we're proud to continue to be a Main Street America bank – providing lending and other financial services to local businesses, institutions and families.

The COVID-19 pandemic's effects on everyday life have demonstrated the importance for middle market bankers to establish and maintain local relationships with our business clients and advise them on how to evolve and navigate these trying times.

One of my clients is a multi-million-dollar a year business that historically had issued payments by physical mail-in checks. During the pandemic, issuing checks became impracticable for a variety of reasons, and many realized a shift toward electronic payments would reduce float time. My treasury team and I are working to educate business owners and their finance teams on how to reduce their reliance on potentially antiquated payment systems. Advising companies on how to shape their working capital cycle around creating and providing electronic payments is a large cultural shift.

We've also changed the way we've "touched" our clients. Meetings have become virtual, and my sales colleagues thus became more intentional and disciplined in adhering to our meeting agendas. As you can imagine, I've noticed that prospective clients are more motivated to take a meeting because of the reduced travel time and preparation for an in-person meeting— in some instances, it is easier to jump on an online call for a half hour than it is to hop in a car to travel, sit in traffic, park, etcetera.

With 275 years of combined BB&T and SunTrust history, Truist has leading market share in many high-growth markets in the country. Our purpose is to inspire and build better lives and communities. This is our reason for being – the reason we exist as Truist. It's our starting point for every decision, and what makes us different. It's also what

keeps our clients and communities at the center of everything we do. ■



Amara M. Briggs is a middle market senior vice president for the Delaware Valley and Lehigh Valley regions at Truist.



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5 HR Trends to Monitor in 2021

BY MARIA CLYDE, PHR, SHRM SCP

EMPLOYERS MUST CONSTANTLY SEEK WAYS to innovate and stay on top of trends to compete in the marketplace, particularly amid the COVID-19 pandemic. If there's anything we've learned from the last year or so, it's that human resources responsibilities are growing and changing rapidly, while bandwidth for these additional responsibilities remains limited. Below are five HR trends to watch for in 2021. Employers should consider how their organizations may benefit by implementing similar strategies, while considering their HR bandwidth to do so.

1. EMPLOYEE WELL-BEING

The COVID-19 pandemic drastically changed the perception of what qualifies as a "safe and healthy" work environment. A couple years ago, any business with a wellness program may have fit that definition. And, even then, a company lacking those qualities wasn't always a deal breaker for some employees.

Now, "safe and healthy" means something much different. In 2021, expect an increased focus on more rounded employee well-being. Baseline efforts will include safeguards against COVID-19, but many employers will likely go beyond illness prevention.

Already, some organizations have transitioned to a more holistic well-being approach, and others will undoubtedly follow suit. These initiatives examine the larger picture and aim to help employees better themselves, even outside the workplace. Efforts include mental health programs, dependent care assistance and flexible scheduling. Focusing on these areas can lead to healthier, happier, and more productive employees.

2. GREATER INCLUSIVITY

While much of last year was defined by the COVID-19 pandemic, a significant portion was also devoted to stemming racial inequity. Months-long protests forced a national conversation about diversity in the workplace and beyond. This prompted many businesses to make statements about committing to more diverse representation in their ranks.

While public statements and private company actions don't always align, some workplaces are keeping good on their word. Notable efforts include consciously trying to diversify leadership, scrutinizing hiring processes to identify barriers to diversity and developing training to foster greater cultural and racial inclusivity. Employers can expect an uptick in these types of efforts in the new year.

3. EXPANDED REMOTE WORK

Many businesses were forced to shut down or migrate to remote work during the pandemic. Now, even with a vaccine in sight, a large number of those employers will likely continue offering remote work opportunities. In fact, some tech giants like Twitter and Google have indicated workers may not be required to return to the office ever again.

This suggests remote work, at least part time, will remain for the foreseeable future. As such, employers should consider expanding their own remote opportunities, as applicable. This won't be feasible in all situations, but it might be for some positions. Doing so will not only provide a safeguard against COVID-19, but it can also serve as an enticing recruitment perk. Moreover, remote positions give employers greater hiring flexibility, allowing them to expand talent pools to any area with an internet connection.

4. INCREASED EMPLOYEE MONITORING

A natural counterpart to remote work is employee monitoring software. When a number of employees operate outside the workplace, employers sometimes need other ways to keep track of productivity. That's where these tools come in.

Employee monitoring software is what it sounds like—software that tracks computer usage. Depending on the software, it might record and employee's website traffic, app activity and time spent idle. Some solutions even give employers access to employees' webcams.

While some of these monitoring capabilities may seem extreme, the demand for such tools has only increased amid the COVID-19 pandemic. That means employers with remote workers should consider whether monitoring software is right for them. Particularly, employers should weigh the need to manage workers against the consequences of infringing on employee privacy. In other words, a heavy hand in this area might actually breed more resentment than encourage productivity.

5. REIMAGINED ONBOARDING

Onboarding is yet another workplace facet that was disrupted by the COVID-19 pandemic. This critical process of hiring, training and welcoming new employees is one of the most important functions of HR. What was once a series of carefully outlined in-person meetings has now been upended.

Employers had to reimagine the onboarding process in 2020 and will likely continue adapting it in the new year. For many, this means transitioning to an entirely virtual onboarding process, while maintaining the same level of quality. Virtual onboarding may include remote meetings via webcams, online quizzes, video tutorials and other creative methods of educating new employees remotely. Even among employers that have reopened, developing these processes now will better position HR teams in the event of another COVID-19 wave and shutdowns.

COVID-19 affected nearly every workplace function last year, and that influence will linger into 2021 and beyond. Entire functions are being reimagined and reevaluated. Employers will need to adapt quickly if they want to compete in this innovative landscape. ■



Maria Clyde, PHR, SHRM SCP is the director of human resources at B&H Insurance (BHI).

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From Price to Purpose

Maintain growth by finding your niche

BY KRISTIN SCHOLL

MANY BUSINESSES AND HOUSEHOLDS are struggling financially due to the pandemic and as an insurance agency, we also had to change the way we've conducted business. One of the biggest mindsets to get out of in today's industry is selling on price. A valuable method that New Castle Insurance (NCI) has relied on for our growth over this past year is focusing more on our "niche" market.

NCI writes all types of insurance – personal and commercial, but in a crowded market, diversity and expertise are key to our success. At NCI we created a large network of referral partners through our niche of insuring not-for-profit organizations. NCI currently insures some of Delaware's largest nonprofits and we have driven retention and built long-lasting relationships by becoming their resource for risk management. We provide our clients with front-line service that is catered to their specific operations as well as their budgetary requirements.

Amidst the COVID-19 pandemic, the nonprofit sector remains at the heart of our communities. They are navigating a complicated world and a public that demands the highest standards of care. As a whole, nonprofit revenues are down, which has brought premiums down but to adequately cover our clients during this health crisis, we had to address the new exposures they are facing. These organizations are experiencing more cyber-attacks due to working remotely, more employment practices liability claims due to layoffs, and more mismanagement of funds due to financial hardships. For NCI, we quickly realized that the price of insurance is not

what mattered to these organizations, but rather the fact that we were knowledgeable on their accounts and made sure to "have their backs" during trying times.

Supporting our clients comes easy to New Castle Insurance. Not only do we employ people who are involved with and passionate about nonprofits, we have partnered with carriers who specifically cater to these groups. One of our carriers, VFIS (Volunteer Firemen's Insurance Services, Inc.) specializes in insuring fire departments and other Emergency Service Organizations (ESOs). After working with VFIS for over 15 years, NCI became one of their 14 regional directors in the country in 2015 and we currently insure over 45 ESOs with them.

Our loyalty to this group of clients has paid off – whether it be from rounding-out current clients' accounts or from the variety of referrals we receive from them. By delivering tailored, relevant expertise to our niche of not-for-profit organizations, New Castle Insurance found that our

most successful growth and retention has come from shifting our mindset from price to purpose. ■



Kristin Scholl is director of emergency services division at New Castle Insurance, LTD.

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New Report Ranks Delaware #3 for Most Favorable Corporate Tax Climate in U.S.

Delaware ranks among the top three states nationwide for corporate tax favorability, according to a new report by the Tax Foundation and KPMG. Delaware Prosperity Partnership and the Delaware Business Roundtable served on the advisory committee for a national study conducted by the Tax Foundation and KPMG to rank corporate tax favorability across the United States.

The report, *Location Matters*, assesses the corporate tax burden in two categories of cities – major and mid-sized – throughout all 50 states, accounting for the wide range of tax impacts faced by businesses such as property tax, income tax, sales tax and others. The comprehensive study compared the full tax burden faced by businesses in all 50 states.

The report ranks states within eight business models: Corporate Offices; Research & Development; Tech Centers; Data Centers; Distribution Centers; Capital-Intensive Manufacturing; Labor-Intensive Manufacturing; and Shared Services. It also provides overall ratings that combine all business models cited.

Delaware's complete list of rankings is listed at the end of this release.

"Delaware is a great place for businesses large and small to put down roots, grow and create good-paying jobs," said Governor John Carney, who is co-chair of the DPP Board of Directors. "This Location Matters report underscores our commitment to making sure that Delaware's tax structure is attractive to small and large businesses that may choose Delaware for growth and expansion."

Key findings from the nationwide survey reveal the Delaware ranks:

- #2 for overall corporate tax favorability for new firms
- #3 for overall corporate tax favorability for mature firms
- #1 nationwide for tax favorability in the manufacturing sector

Duffield Associates, LLC Welcomes Jim Johnson, Jr., P.E.

Duffield Associates is excited to announce the addition of Jim Johnson, Jr., P.E. to its expanding Coastal Services Practice. Jim has over 40 years of experience in the public and private sector infrastructure market and will continue his unwavering commitment to

providing creative, sustainable solutions for our clients.

At Duffield, Jim will lead business development and project execution efforts specifically related to Duffield's growing regional Coastal Services Practice along with its partner companies in the NECS platform. The NECS platform currently includes Ohio-based Hull and Associates, LLC and Florida-based HSW Consulting, both leading environmental, energy, water and civil infrastructure firms.

Reneta L. Green-Streett Appointed First Black Woman to Kent County, Delaware Judiciary

Morris James proudly announced that Reneta L. Green-Streett has been confirmed to serve as a Judge on the Superior Court of Delaware in Kent County. The confirmation follows Governor John Carney's nomination on April 9. Reneta became the first Black woman to serve as a Superior Court judge in Kent County, Delaware.



Reneta L. Green-Streett

Ten Ventures with Underrepresented Founders Share \$275,000 in Startup302 Grant Prizes

Ten tech-enabled startups with at least one team member from an underrepresented demographic shared \$275,000 in funding from Delaware's first Startup302 competition, which was organized by Delaware Prosperity Partnership (DPP) and local partners.

Twenty-two finalists competed in nine categories and represented multiple industries in April 29's final pitching round. The funding contest launched in February and attracted 82 overall competitors from throughout Delaware, the Philadelphia region, the United States, and countries including Canada and Nigeria.

Lieutenant Governor Bethany Hall-Long kicked off the four-hour event with a message highlighting how important science, technology and research are to Delaware and how "much better and stronger" Delaware innovation is



when diversity is present and capital is available to members of all demographics.

"We need that foundation for our incredible ecosystem of entrepreneurship here not only in Delaware, but in our region," Hall-Long said. "Because together, when we're diverse, the stronger our perspectives become and the better our community."

The winning ventures and awards were:

- Desikant of Wilmington, Delaware, Kwaku Temeng, founder, thermoregulation technology apparel engineering – \$75,000 Delaware Innovator Award
- HX Innovations of Middletown, Delaware, Von and Nicole Homer, founders, neuroergonomic footwear technology – \$50,000 Delaware Innovator Award and \$10,000 Automation and Insights Prize
- Gaskiya Diagnostics of Wilmington, Delaware, Dr. Mary Larkin, founder, aquaculture diagnostics – \$25,000 Delaware Innovator Award and \$10,000 Innovation in Agriculture Prize
- Lazarus 3D of Corvallis, Oregon, Smriti Zaneveld, founder, 3D-printing

Goodwill® Launches Rising Together™ Coalition to Empower One Million People to Access Sustainable Careers by 2025

Goodwill, the leading workforce provider in North America, announced a new, first-of-its-kind coalition called Rising Together™, which will work to create an equitable economic recovery and provide job seekers with the skills and supports needed to access sustainable jobs. Joining Goodwill with a goal of empowering one million people to access sustainable careers by 2025 are Fortune 50 companies and global philanthropic and business leaders, including the Anthem Foundation, Coursera, Google, Indeed and Lyft.

Together, Goodwill, Anthem Foundation, Coursera, Google, Indeed and Lyft are providing resources to address the widening skills gap and the negative impact of the economic downturn brought on by the pandemic. The Rising Together™ coalition will provide a combination of holistic workforce services and supports, as well as build and expand upon programs that address the inequities and systemic barriers facing workers in our society the most. According to the U.S. Department of Labor's Bureau of Labor Statistics (BLS), 2.3 million women have left the labor force, a phenomenon that is being called the 'shecession,' and many others remain out of work and without the skills needed to gain new employment. Nationwide, pandemic-related job loss has also had a disproportionate impact on Black and Hispanic men and women as well as those who do not have post-high school education.

These powerhouse brands are on the frontlines of America's workforce, hiring thousands of new employees each year. The coalition will use its combined hiring strength to support the holistic needs of job seekers — from providing essential transportation and broadband access to offering training opportunities and job search skills.

"We believe everyone deserves the opportunity to thrive in life, but, today, too many people are left out of that opportunity. We must ensure that people can equip themselves with the skills they need to compete for jobs in a changing economy," said Colleen Morrone, President & CEO of Goodwill of Delaware & Delaware County. "The Rising Together™ coalition is providing training and other critical services directly to the communities where these resources are needed most."

To view Goodwill and its partners' commitments to an equitable recovery and to hear from the coalition's executives, visit Goodwill.org/Rising-Together.

technology for surgery practice – \$20,000 Open Innovation Award and \$10,000 Innovation in Health Prize

- TheraV of Newark Delaware, Amira Idris Radovic, founder, therapeutic devices – \$20,000 Blue Hen Prize
- GetPotluck of Newark, Delaware, Abubakarr Kamara and Hope Vega, founders, specialty grocery delivery –

\$10,000 Blue Hen Prize and \$10,000 New Castle County Innovator Prize

- WeavAir of Toronto, Canada, Natalia Mykhaylova, founder, air quality technology – \$10,000 Open Innovation Award
- Kiddie Kredit of Miami, Florida, Evan Leaphart, founder, financial literacy app – \$15,000 FinHealth Prize

Newsbites

- Elyte Energy of Dover, Delaware, Jalaal Hayes, founder, hydrogen energy technology – \$5,000 Prize for Best Science-Based Startup plus 10 hours of mentoring

- Neggster of Wilmington, Delaware, Kasai Guthrie, founder, banking and financial literacy app – \$5,000 FinHealth Prize

Goldey-Beacom College Announces New Tuition Rates

Following a tuition reset announcement

last fall, which cut undergraduate tuition in half, Goldey-Beacom College (GBC) announced the same 50 percent tuition reduction for graduate programs beginning fall 2021. The reduction is the College's next step in its commitment to affordability.

Affordability and transparency weighed heavily in the College's decision to present an easy-to-understand tuition rate, as opposed to a gross tuition rate with a discount award applied to determine net tuition cost.

Moving forward, undergraduate tuition

is \$425 per credit hour, or \$12,750 for an annual full-time load of 30 credit hours; domestic graduate tuition is \$525 per credit hour; and international graduate tuition is \$850 per credit hour.

Pierre A. Anderson Named Chief Information Officer and Senior Vice President of Artesian Resources Corporation

The Board of Directors of Artesian Resources Corporation (Nasdaq: ARTNA), which includes operations in Delaware, Maryland and Pennsylvania, announced that Pierre A. Anderson was named Chief Information Officer and Senior Vice President, effective May 5, 2021. Anderson joined Artesian in 2006 as Manager of Information Technology and was promoted to Director in 2008.

In 2012, Anderson was appointed Vice President of Information Technology, and has been the highest-ranking technology official of the corporation for his entire tenure. Anderson has over 20 years of technology experience in the utility, public education, and financial industries. In his new role, Anderson will continue to oversee technology management and cybersecurity, along with leading corporate strategic planning.



Pierre A. Anderson

Nemours Name Change Reflects Bold Strategic Direction to Redefine Children's Health

Nemours Children's Health System announced it will be evolving its name and introducing its new brand mark to better reflect the organization's bold vision of redefining children's health. The organization will simplify its name to Nemours Children's Health, creating a unified brand across the five-state health system, which operates two hospitals, including the flagship hospital in Wilmington, Delaware, a network of nearly 80 primary and specialty care practices, a National Office on Policy & Prevention, a robust international program, and its corporate headquarters in Jacksonville, Fla. The change to Nemours Children's Health will occur in August.

"Nemours' new strategy is designed to achieve our vision of creating the healthiest generations of children," said R. Lawrence Moss, MD, FACS, FAAP, president and CEO of Nemours Children's Health. "Our commitment to transforming children's health recognizes that we must re-write its definition. Experts estimate eighty percent of a child's ability to achieve health occurs beyond a doctor's office. We are committed to working with public, private, governmental, and community partners to address the social determinants of health through a holistic approach beyond healthcare which includes the home, school, and community. The geographic and demographic makeup of Nemours' care sites make it uniquely structured to serve as the test case for the aspirational goal of fundamentally changing the way America cares for kids."



Greater Wilmington CVB Appoints New Executive Director

The Greater Wilmington Convention and Visitors Bureau announced its board

of directors appointed Jennifer Boes as its new executive director, effective June 1.

Boes previously served as the director of marketing communications and media relations for the Bureau, a position she has held since January



Jennifer Boes

2020. She has more than 25 years of experience in tourism marketing and public relations.

Bill Sullivan, chairman of the Bureau's board of directors, said, "Jennifer possesses a deep knowledge of our tourism regions and has significant experience in tourism strategic planning. We are confident she will bring the Bureau to the next level, building upon the strong foundation Sarah has built over the past 12-plus years."

As executive director, Boes will lead the Bureau's efforts to promote and sell New Castle County, Greater Wilmington, and the Brandywine Valley as a destination for leisure travelers, meetings, sports, conventions, and group tours. She will work closely with tourism partners throughout the state on the shared goal of driving economic development through tourism. Boes will also collaborate on existing marketing efforts that promote New Castle County and Delaware.

Saint Mark's High School Welcomes New Director of Fine and Performing Arts

Jeff Braconnier is an industry veteran, touting 14 years of experience and having directed more than 60 student theater productions. He is the Founder



Artisans' Bank Turns 160

Artisans' Bank was formed in 1861 by a group of ten area businessmen who had the vision of creating a bank for local working people: the "Artisans". The founders of Artisans' Bank endeavored to create a mutual bank, owned by its depositors, that gave back to the community it served. Each founder invested \$4 and after charter costs and supplies, Artisans' Bank was chartered in February of 1861 and opened that April with working capital of \$1.93.

Artisans' Bank has thrived since 1861, growing steadily while remaining an independent financial institution focused on the community. Today, 12 branch locations, as well as 2 commercial and consumer lending offices, serve the community statewide. As the Bank grew, so did the headquarters. After operating for 147 years in downtown Wilmington, Artisans' built a new corporate headquarters at 2961 Centerville Road in 2008.

Elizabeth D. Albano, the 12th president of Artisans' Bank, says, "The occasion of our 160th anniversary causes me to pause and reflect upon my 30 years with the Bank; a time during which I have seen Artisans' continually advance to meet the evolving needs of our clients and the community at large. Our founders may not have been able to foresee what today's market would look like 160 years ago, but the foundation they created of being a stable and trusted advisor to the community has proven to be timeless."

and Director of the Catholic Community Choir, a community vocal and theatre program which has served thousands of students from across the Delaware Valley area including parts of Pennsylvania, New Jersey, and Delaware since 2007. Braconnier is the former Choral Director at Cardinal O'Hara High School in Springfield, Pennsylvania and has served as a



Jeff Braconnier

parish youth minister, as well as a liturgical musician. He produced and directed musical entertainment for the 2015 World Meeting of Families Youth Congress and served as Master of Ceremonies for Archbishop's Christmas Benefit for Children for five consecutive years. In 2015, he was awarded The Community Impact Award by The Catholic Foundation of Greater Philadelphia.

Newsbites

Braconnier has big plans for the Spartan Fine and Performing Arts program, including developing and managing a year-round array of art shows, theatre productions, music festivals and summer camps. One of his many goals is to integrate the local

community into his FPA programs by including not only Saint Mark's students but also local elementary school students, alumni and partnering FPA organizations. Braconnier will also be teaching choral classes during the school day.



Telehealth Kiosk and Device Lending Initiative Pilot Launched at Delaware Libraries

In this pilot, kiosks have been set up at Seaford, Laurel, and Milford libraries to increase access to health and social services for Delawareans. These kiosks are designed to provide a solution for Delawareans who need privacy and high-speed Internet access for telehealth visits, job interviews, legal appointments, and more. The device lending initiative features the deployment of hundreds of Chromebooks and Wi-Fi hotspots at public libraries throughout the state. Devices are loaned for a week at a time.

Susan Campbell, Delaware Telehealth Coalition director, said, "Making healthcare and social services more accessible for Delaware residents, that is what this project will accomplish. There is great potential here for the libraries to be joined by other key stakeholders such as nonprofit agencies and community centers to create community partnerships and build on this model."

"Delawareans are reaping the benefits of the statewide library technology infrastructure," said Dr. Annie Norman, State librarian. "The telehealth initiative is the latest service that is now possible through Delaware Libraries!"

This project was funded by Barclays US Consumer Bank, Delaware Community Foundation, Delaware Department of Health and Social Services, Crystal Trust Foundation, Discover Bank, Highmark Blue Cross Blue Shield Delaware, Longwood Foundation, and Welfare Foundation.

ChristianaCare Earns Prestigious American Hospital Association Award for Equity of Care

The American Hospital Association's Institute for Diversity and Health Equity named ChristianaCare a 2021 Carolyn Boone Lewis Equity of Care Award honoree.

The Carolyn Boone Lewis Equity of Care Award is an annual recognition of outstanding efforts among hospitals and health care systems to advance equity of care to all patients and to spread lessons learned and progress toward diversity, inclusion, and health equity. Lewis was the first African American and first hospital trustee to chair the AHA Board.

"At ChristianaCare, we are committed to improving health for everyone—in all of the communities we serve," said Bettina Tweardy Riveros, chief health equity officer at ChristianaCare. "This commitment is driven by our values of love and excellence and reinforced by a clear focus on addressing and reducing the impacts of social barriers to health in vulnerable populations."

Easterseals Welcomes New Vice President/CFO

Easterseals Delaware & Maryland's Eastern Shore welcomed Pamela A. Patone as the new vice president and chief financial officer. Patone joins Easterseals with a diverse background in senior accounting, management, and nonprofit experience.

"I am excited to join Easterseals group of dedicated staff to work towards one common goal, greater independence for people with



Pamela A. Patone

disabilities,” Patone said. “I am looking forward to lending support toward providing the critically needed services the participants and families depend on, and which are so essential to our community.”

DEMEC President and CEO Patrick E. McCullar Will Step Down After 28 Years of Leadership

Delaware Municipal Electric Corporation, Inc. (DEMEC) announced that longtime President and CEO Patrick E. McCullar will step down on October 15 after leading the organization for 28 years. He will remain in his role as president and CEO and fully engaged as the board of directors undertakes the process to select his replacement. Recognizing the likelihood of future leadership changes and the need to maintain the stability and vibrancy of the organization, the DEMEC Board and staff leaders developed a succession plan in 2018. “This was an anticipated event for the organization, and one for which DEMEC is well



Patrick E. McCullar

prepared,” said Morris Deputy, board chair for DEMEC. “We are grateful to Patrick for the exceptional leadership he has provided DEMEC over the years as our first President and CEO, and above all we want our members and stakeholders to know that the health of the organization remains sound.”

“I am honored to have led this organization for 28 years, both as Chairman of the Board and as President and CEO, and to have worked alongside my colleagues who impress me every



CSC Hosted Grand Opening of Co-Working Innovation Space, CSC Station

CSC, a world leader in business, legal, tax, and digital brand services, cut the ribbon for its new innovation and co-working space in the city of Wilmington, Delaware—CSC Station. The space is located at 112 S. French Street, next to the Joseph R. Biden, Jr. Railroad Station.

Founded in 1899, CSC’s global headquarters and campus have been located outside the city limits for 30-plus years. With CSC Station, CSC has made an investment to demonstrate support for Wilmington’s redevelopment efforts. They purchased the PA Railroad Building—built in 1905—and redesigned the 43,000-square-foot historic building with six floors along the Christina riverfront.

“We’ve extended our brand into the city, and are providing the convenience to start-ups, entrepreneurs, local businesses, our customers, and employees, of being next door to the station,” says Rod Ward, CSC president and CEO. “We felt this was a great opportunity to invest in the community and the growth of the City of Wilmington.”

The first two floors have been transformed into inspirational and energetic co-working space, including open space, dedicated desks, a variety of office sizes, and conference rooms. The fourth floor serves as event space and the lobby, a comfortable waiting area for Amtrak and SEPTA travelers.

day,” said McCullar “During the rest of this year, I’ll be fortunate to continue guiding DEMEC’s exciting opportunities to advance the interests of our members, even as we plan for the transition to new leadership.”

DRBA Releases Findings on Cape May – Lewes Ferry Economic Impact Study

Delaware River & Bay Authority (DRBA) officials released the findings

of a recent study of the Cape May – Lewes Ferry and its impact on the local economies of South Jersey and Southern Delaware. The report, entitled “The Power of Twenty,” found that every dollar invested in the Cape May – Lewes Ferry operation fueled \$20 of economic activity in the economies of Sussex (DE) and Cape May (NJ) counties.

“We retained an independent consulting group to take an objective look at the Ferry’s influence on the local economies of South Jersey and Southern Delaware, the areas directly served by the ferry system,” Thomas J. Cook, DRBA executive director. “The study determined that the Delaware Bay ferry service had a substantial positive impact. To put it bluntly, the region would lose 4,130 jobs, \$152 million in wages, and \$236 million in regional value added benefits if the Cape

May – Lewes Ferry did not exist.”

The Ferry’s impact on the region was studied and assessed from several angles including tax revenue, tourism expenditures and local infrastructure support. The final analysis shows that the Ferry has a unique and extremely positive impact on the area. Every dollar of net expenditure on the Ferry System stimulates twenty dollars of economic activity—a remarkable multiplier effect.

Spur Impact and the MillSummit Committee is Ready to Host the Fifth Annual Millennial Summit

On August 2-4, the 5th annual Millennial Summit will be broadcast live across the country and world. The

#MILLSUMMIT is one of the largest and fastest growing events of its kind in the country. Amidst ongoing health concerns, the 2021 Summit will be held again as a 3-day virtual event, and is expected to draw more than 1,000 attendees from around the globe to hear from the 50+ speakers at this year’s conference.

The MillSummit is a one-of-a-kind, interdisciplinary conference for young professionals, rising stars, innovators, and industry leaders to connect and grow. While the event was originally created for young professionals, it is open to all professionals and historically draws an audience ages 18-60.

Attendees who virtually attend a portion or all three days of the Summit can hear from more than 50 unique speakers as they lead discussions in the areas of leadership, finance, advocacy, nonprofits, health and wellness, the arts, and entrepreneurship. More information about the speakers, panel moderators, schedule, and tickets is available at millsummit.com.

Chemours Announces Appointment of Mark Newman as President and Chief Executive Officer of the Company

The Chemours Company, a global chemistry company with leading market positions in titanium technologies, thermal and specialized solutions, advanced performance materials, and chemical solutions, announced a series of leadership transitions effective July 1, 2021.

Mark Newman, the company’s current Chief Operating Officer, will become president and chief executive officer of Chemours, succeeding Mark Vergnano, who has served as president and chief executive officer since the company’s founding in 2015. Mr. Vergnano will be retiring from the company and assume the position of non-executive chairman of the company’s board of directors for the balance of 2021, assuring an effective transition of leadership to Mr. Newman.

“I am honored and excited by the opportunity to lead Chemours,” commented Mr. Newman. “This is a tremendously strong company that is poised for continued growth. We have an unparalleled workforce of 6,500 people who are committed to responsibly meeting the demands of our changing world with our chemistry and products that enable modern life. This exciting moment would not have been possible without the hard work of our people, the collaborative relationships that we have with our customers, and the leadership of Mark Vergnano.”



Mark Newman

WSFS Announces Formation of WSFS CARES Foundation to Further Bolster Community Support

WSFS Financial Corporation, the parent company of WSFS Bank, announced the merging of the WSFS Foundation and the WSFS Community Foundation to form the WSFS CARES Foundation.

The WSFS Foundation, founded in 2003, was the philanthropic arm of WSFS Financial Corporation, while the WSFS Community Foundation, previously the Beneficial Bank Foundation, was founded

WSFS bank
We Stand For Service®

in 2007, and joined WSFS as part of the acquisition of Beneficial Bank.

The combination of these two foundations will allow WSFS to provide even greater support to the Communities throughout the Bank's footprint. The WSFS CARES Foundation will focus on supporting local nonprofits that provide tools for success, with its key pillars of support as follows: community investments; affordable housing; revitalization and business economic empowerment; education and leadership development; and strengthening those in need.

"For nearly 200 years, WSFS has been deeply rooted in the Communities we serve," said Rodger Levenson, WSFS' chairman, president and chief executive officer. "The formation of the WSFS CARES Foundation will further enhance our efforts to improve our communities and to promote inclusion and diversity. We look forward to supporting a variety of initiatives, aligned with our Foundation's pillars. At WSFS, we believe that as we serve, we strengthen, and as we strengthen, we have more opportunities to serve. It's a virtuous cycle that enriches our organization and our community."

Save the Date: The Ronald McDonald House® of Delaware Invites You to Kick Up Your Heels and Raise a Glass at Wine Women & Shoes Fundraiser on October 28

Set aside your slippers and dust off your stilettos—The Ronald McDonald House of Delaware will be hosting their first Wine Women & Shoes event at the DuPont Country Club on October 28, 2021 from 5:30-8:30pm.

An irresistible blend of fashion and compassion, WW&S events are all about putting the "fun" in fundraising.



They give women the opportunity to get glamorous with their girlfriends while enjoying incredible varietals from top winemakers—all for a good cause.

The Ronald McDonald House's sip-sational event will feature evening of wine tasting, a shoppable multi-designer marketplace, delicious bites, entertainment, and charming Shoe Guys™ serving up this season's must-haves on silver platters.

General admission tickets are \$100 and VIP tickets are \$150, with all proceeds benefitting the Ronald McDonald House of Delaware, whose mission is serving families with seriously ill children by enabling access to medical care and providing a place that offers comfort, hope and togetherness. The Ronald McDonald House of Delaware is celebrating its 30th anniversary this year. For more information, please call or e-mail Dawn Brooks at d.brooks@rmhde.org or (302) 428-5315, or to learn more, visit winewomenandshoes.com/event/Delaware. Tickets will go on sale August 16.

Victoria Marshall Earns CIC Designation

Arthur Hall Insurance proudly announced that the Certified Insurance Counselor designation has been bestowed upon commercial lines account manager, Victoria (Vicki) Marshall. Vicki joined the agency in 2018 and is based in the Wilmington, Delaware office.

Recognized throughout the industry, the CIC designation marks a standard of achievement, personal dedication,

and expertise to succeed in an ever-changing demanding profession. CIC Society's national member requirements include the successful completion of rigorous graduate level examinations, satisfaction of experience requirements, and are bound by a strict code of professional ethics.

"Professional development and continuing education is a cornerstone of the Arthur Hall Insurance philosophy of providing expert advice and risk management solutions for our clients. Achieving this highly respected professional designation solidifies Vicki's commitment to her professional goals" says Arthur Hall Insurance Agency Principal and Senior Vice President Glenn D. Burcham, CIC, CRM. "Vicki always goes the extra mile for our clients and is a true asset to our team. We are very proud of her achievement."



DHA + **Delaware SPCA** = **A bonded pair.**
Delaware Humane Association Get a Paw a Hand



Delaware Humane Association and Delaware SPCA to Merge

Delaware Humane Association (DHA) and Delaware SPCA have made the decision to merge the two organizations. Delaware SPCA and DHA have been collaborating for many years on animal transports, pet food pantry events, and sharing resources. This long history of collaboration positions them to do so much more together.

Delaware Humane Association, which has served the community for 64 years, will continue to offer adoption, low-cost

veterinary services, affordable spay/neuter and more at our facilities in Wilmington and Rehoboth Beach. The merged organization will also include Delaware SPCA's Stanton Christiana location. By combining, they will be able to grow our programs and services, saving even more animals.

The merger is expected to be complete in fall 2021. Patrick Carroll of DHA will serve as chief executive officer of the new organization, and Anne Cavanaugh of Delaware SPCA will serve as chief operating officer.

The name of the merged entity has not yet been decided.

CSC Global Financial Markets Acquires PEF Services LLC

CSC, the world's leading provider of business, legal, tax, and digital brand services, announced that it has acquired PEF Services LLC (PEF), a leading provider of technology-enabled fund administration services to private capital firms and their investors, including private equity, private debt, venture

capital, and U.S.-based small business investment companies (SBICs).

This strategic acquisition greatly accelerates CSC's fund services growth plans in the U.S., adding expertise and a robust technology platform to CSC's increasingly sophisticated solutions. The deal underscores CSC's commitment to the growing private capital fund administration market and builds upon CSC's other recent expansion efforts in the U.S., Europe, and Asia.

"We're very excited to welcome Anne Anquillare and the entire PEF team to CSC," says CSC Executive Vice President John Hebert. "Their deep expertise in fund administration complements our existing capabilities, while their commitment to service excellence aligns well with our company culture."

34 Richards, Layton & Finger Attorneys Ranked in Chambers USA

Thirty-four Richards, Layton & Finger attorneys have been recognized for preeminence in their fields by Chambers USA, one of the world's most respected legal directories. "A standout firm that is praised for its extensive breadth and depth of experience" (Chambers USA, 2021), Richards Layton has more attorneys listed in Chambers than any other Delaware firm. In addition to the firm's attorney rankings, Chambers has recognized six of the firm's practice areas for excellence, with the Bankruptcy/Restructuring, Chancery, Corporate/M&A & Alternative Entities, and Real Estate practices all receiving the guide's highest Band 1 ranking.

"They're extremely knowledgeable of Delaware law, responsive, and always exceed expectations," Chambers reports in its commentary. "It's a fabulous firm."





First Luxury Living Experience Opens in the Century-Old DuPont Building

Wilmington-based developer, The Buccini/Pollin Group, Inc. (BPG), BPGS Construction, and ResideBPG celebrated the grand opening of 101 duPont place. Located at 101 W 10th Street, 101 duPont place brings the first luxury living experience to the iconic DuPont Building in Downtown Wilmington with 198 apartment homes spanning all 13 floors.

"Wilmington is the heart and soul of our business, and the DuPont Building is the metaphorical heart of Downtown Wilmington. It makes sense that we seized the opportunity to purchase this iconic building," said Rob Buccini, co-founder of The Buccini/Pollin Group. "There is no better way for us to honor the rich mixed-use history of this space than to reimagine the building as a modern version of what it has always been: a lifestyle center for the City of Wilmington and the surrounding Mid-Atlantic region."

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

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ICYMI

IN CASE YOU MISSED IT

 in

#MemberNews: The Chemours Company appoints Mark Newman as president & CEO.

CEO Mark Vergnano will retire and transition to chairman of the board of directors. <https://bit.ly/3vO9cv2>

#delbiz #netde #leadership



129 • 1 comment



We are pleased to announce the **Delaware State Chamber** received a first, second, and two honorable mention awards at the 2021 **National Federation of Press Women's** Communications Contest. Congrats to the whole team! <https://bit.ly/2U4DxYq>

 f

@USCCEducation: Read the latest issue of Delaware Business Magazine from **@DEStateChamber** to hear from **@AtlantaFed's** Sarah Miller: 'Talent Finance for the New Economy: More affordable, less debt, better outcomes'. Read more: <http://ow.ly/jN4150EGJe4> **@jason_tyszk**



Congratulations to DSCC members! **#CEOoftheYear**

Gary Stockbridge of **Delmarva Power**, Rod Ward of **CSC**. Robert Brady of **Young Conaway Stargatt & Taylor, LLP** S, and Lee Podolsky of **breakwater accounting + advisory corp**

DELAWARE BUSINESS TIMES

 in **CEO 2021 OF THE YEAR**



@BrianDiSab: Please your thoughts. I just got off a group Zoom call with the **@DEStateChamber** about how to advise the state on \$1B of infrastructure funding. It reminded me of a blog I wrote 11 years ago..The blog aged well & could not be more relevant today! **#ThinkBig**

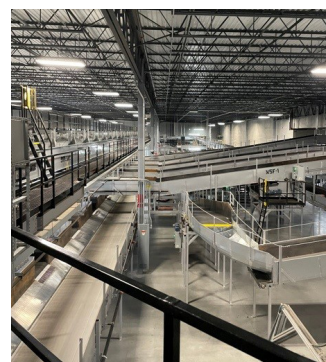


Igniting the "Economic Powder Keg" in Delaware. It's Time for Our Nex...
As legislation convenes, it is our hope that they are soliciting ideas to
ignite what I have coined, the "Economic Powder Keg" (in deference to...
ediscompany.com

#MemberNews: The Buccini/Pollin Group celebrated the grand opening of The Cooper apartments <https://bit.ly/3wRXxvA>

#netde #development

Photo credit:
Moonloop
Photography



We visited one of DSCC's newest members, **@UPS** at their SMART Hub in New Castle. An interesting fact about these facilities, the use of new technology has actually presented the need for UPS to hire more people.

#chambercheckin #innovation #technology #netde



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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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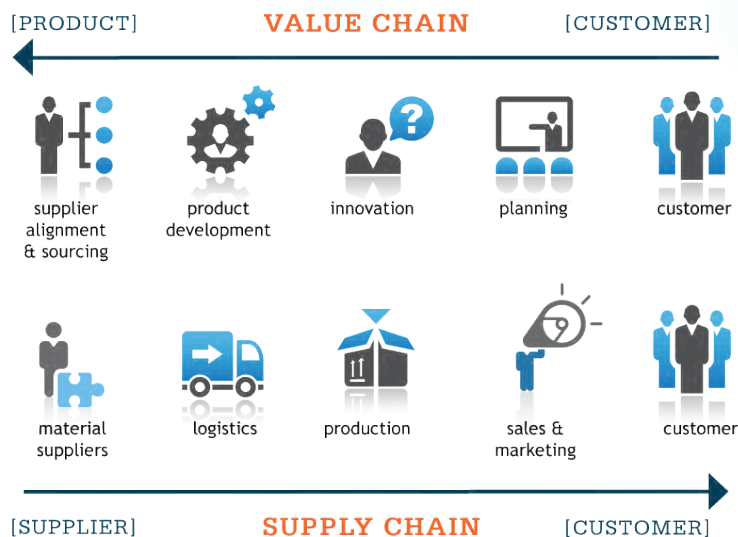
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The mission of the Delaware State Chamber of Commerce is to promote an economic climate that strengthens the competitiveness of Delaware businesses and benefits citizens of the state. The Chamber will provide services members want; it will serve and 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.

WHAT ARE YOUR SUPPLY CHAIN WEAKNESSES?

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