

DELAWARE BUSINESS

September/October 2021 \$3.00

The Economics of Child Care

Essential Infrastructure
to Our Road
to Recovery

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Message from the President

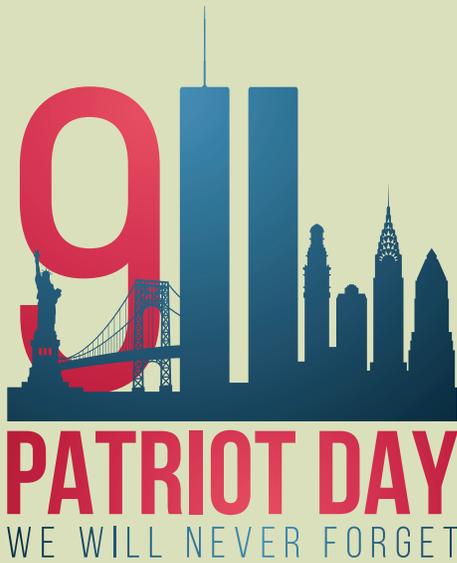


Michael J. Quaranta

I remember that morning like few others. My train rolled into Union Station in Washington, D.C. a little after 8:30 a.m. Per usual, I grabbed my stuff and started walking over to the Russell Senate Office Building where I planned to meet a friend for coffee in the basement across from the barbershop where I had gotten my haircut for decades. The rest of that morning is history. When I

heard that “a plane had flown into the World Trade Center,” I presumed this was a small private plane or some 20-seat commuter prop that somehow lost its way.

I moved to Washington in November of 1982 to work as a staff member on a committee in the United States Senate. Looking back, there was no real Capitol security to speak of and boy were we naïve. On weekends, I would drive my car into the Capitol parking lot from off Constitution Avenue, park, and walk family and friends into the House or Senate chambers and on to the floor. Senator Moynihan sits there, Senator Dole there, Howard Baker over here, Kennedy there, and Thurmond over here. My how things have changed. Tempus Fugit.



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LEGISLATIVE PRIORITY

Shape Policy in Delaware by Sharing Your Company's Story

BY JAMES DECHENE

PERHAPS YOU'VE SEEN the videos and pictures of an elected official touring a production plant, wearing a suit and tie, with a hard hat and goggles, and wondered, "Why would they (the company, or the elected official) do that?"

I've had the opportunity to be on tours like that for some very interesting companies including: walking through a nuclear submarine prior to its shakedown run, learning how a pharmaceutical company combats counterfeit versions of their products globally, seeing how a UPS facility works, touring a major fabricator of intricate (and large) metal works projects, the Nylon Mile in Seaford, and more. Each of these events gave the attendees an in-person look at how the "sausage is made"—note, if there are any sausage making facilities in Delaware, I'd love a tour. It's a great opportunity to see how concepts come together and make a business successful.

Prior to the COVID-19 pandemic eliminating in-person meetings for over a year, the State Chamber created a successful Member-to-Member program. The concept is simple, but the outcomes are important. Work with Chamber staff to set up a meeting date to host your elected official—state House/Senate member—for a lunch/coffee and tour of your facility or office. That meeting is your chance to showcase your company, employees and the work they do, provide real examples of what the impact of legislation from Dover has on Delaware companies, and to build relationships with your representatives to provide feedback in the future.

I've written before on the concept that employers tell their story the best—and that's the case if you're a small firm looking to grow or if you're a large, multi-national firm with headquarters or other significant footprint in Delaware. The current list of legislation to be considered next year, along with what will be crafted and introduced, will most likely impact many companies across the state. These meetings are a great opportunity to help educate and provide background to decision makers.

A few examples of issues that remain pending into next year:



- HB 150: Legalization of recreational marijuana
- SB 1: Healthy Delaware Families Act, which requires employers to provide mandatory family medical leave to employees
- HB 205: Delaware EARNs Act that establishes a mandatory employee IRA savings program
- HB256: Creates two new top personal income brackets, while combining some lower brackets
- HB 94/HB266: Related to tipped wages

These Member-to-Member meetings allow you to have the conversation in a way impossible to replicate in Dover or even at a State Chamber event. For many, the "seeing is believing" line is accurate, which is why these meetings can be so successful.

If you have an interest in hosting a meeting at your company, the easiest way to start the process is to contact Tyler Micik at tmicik@dsc.com. Chamber staff will help coordinate the timing of the meeting, provide talking points on pertinent legislation, and more. The summer and fall are great times to host these meetings while legislators have some free time and are planning legislation for next year. Being a part of the conversation is important now more than ever, and the Chamber can help you tell your story.



James DeChene, Armitage DeChene & Associates

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Member news & Notes

Meet Regina, Program & Communications Manager

»» The Delaware State Chamber is excited to welcome our newest team member, Regina Donato who will serve as the program and communications manager. In this role, Regina's talent and energy will assist in the execution of events and communications strategies. Get to know Regina:

Where are you from?

I was raised in North Wilmington, Delaware. I graduated from Concord High School in 2017. Raiders together, raiders forever!

What most excites you about this position and working at the Delaware State Chamber of Commerce?

I've lived in Delaware for the majority of my life, so having the ability to give back to my community in some way is such an honor. I didn't previously know much about what chambers of commerce do previous to starting my position here, but my first week already has me incredibly excited to get to know State Chamber members and the community. This is my first job out of college, so I'm looking forward to asserting myself professionally and gaining experience in the communications field.

You've had several internships before joining the State Chamber. Which was your favorite internship and why?

During my last full semester at



the University of Delaware, I had a marketing internship with the Delaware SPCA. Not only did I receive a crash course on the inner workings of a nonprofit for the first time but I also got to play with dogs and cats as a part of my job! I really enjoyed finding new ways to creatively market animals available for adoption, especially the long-term residents. As an animal lover, nothing is more rewarding than seeing one of your favorite dogs find their forever home!

I also hold a game day staff position with the Philadelphia Eagles, which has taught me so much about customer service! They're my favorite sports team, so working with them has been such a pleasure.

What do you love most about Delaware?

Growing up, I didn't appreciate the small size of Delaware. Every venture to the grocery store or the mall resulted in seeing at least someone's mom or a person from high school. However, the older I get, the more I like the small and intimate nature of the First State. Studying at UD with many out-of-staters only made this sentiment stronger. I also love our incredible state parks system and the plethora of opportunities they provide to get outdoors. The state parks system was a life-saver for me during the peak of the pandemic.

Do you have a favorite Delaware spot?

My favorite place in Delaware is definitely the Point at Cape Henlopen State Park. For the majority of the year, the north end of the park is closed due to endangered bird nesting. Come September, the Point opens for surf fishing and drive-on access, and the sunsets there are unbeatable.

What podcast are you listening to right now?

I love listening to the *Office Ladies* podcast. If you're a fan of *The Office*, this is a fun listen during your drive to and from work. Each week, Jenna and Angela (cast members from *The Office*) will break down an episode and give exclusive behind-the-scenes stories that only two people who were there, can tell you.



NONPROFIT SPOTLIGHT: **Cancer Support Community Delaware**

BY REGINA DONATO

» Cancer is certainly a topic that hits home for many. It is a rarity to find someone who hasn't been personally affected by cancer in some capacity. While the terrible physical effects of cancer and its treatment methods are always top-of-mind, the less talked about emotional repercussions of the disease need more recognition.

The Cancer Support Community Delaware (CSCDE) was founded for this reason. The nonprofit has been serving the state of Delaware for 25 years, ensuring that all who are impacted by cancer are "empowered by knowledge, strengthened by action, and sustained by community." With a location in all three counties, CSCDE provides a well-rounded

variety of support – emotional, physical, and financial – at no cost to the patient.

When asked what makes their organization stand out from other similar cancer-focused nonprofits, Executive Director Nicole Topkis Pickles explained that "it's our support we provide that sets us apart from anyone else. We are in a setting where it is easy to feel emotionally connected. You're not in a hospital setting, it's not sterile, it's not a cold environment."

Walking into their New Castle County location, you are greeted by elaborate gardens, a gorgeous 300-year-old home, and a warm and friendly staff. This respite is much needed for those who spend long hours in various doctors' offices and treatment centers.

Cancer can often instill a feeling of helplessness amongst patients and their loved ones, which the Cancer Support Community Delaware hopes to reduce through their various emotional support programs, mind/body programs, and educational events. Weekly and monthly support groups for cancer patients and their caregivers, stress reduction classes such as Tai Chi and yoga, social groups such as knitting classes, and group walks at Winterthur are just a small portion of what CSCDE offers to the people they serve.

Run solely by licensed professionals, their programming is highly personalized depending on the type, severity of cancer, and their physical relation to the disease. Just as every person is unique,

emotional and physical treatment should be as well.

Many businesses and nonprofits struggled during the COVID-19 pandemic, but the opposite occurred for CSCDE. Generous donations from donors remained steady, which is vital for the nonprofit to continue serving the community at no cost. In the last 16 months, CSCDE has served over 13,000 people and completed over 30,000 patient visits—compared to serving 1,100 people and providing 13,000 visits in 2019.

The pandemic was psychologically difficult for many Americans, so additional cancer-related issues compelled many to reach out to CSCDE virtually for their services. “People are really looking for emotional support during this time because their cancer screenings, treatments, and diagnoses have been delayed,” Pickles explained. Several studies revealed that rates of later-stage cancer diagnoses are increasing due to these pandemic-related delays.

“I think COVID has changed forever how we look at cancer and provide services. I think going forward we will definitely add a hybrid component,” said Pickles. While the internal communities built within their organization are strong, through hybrid events they are also looking to branch into other external Delaware communities. With the flexibility that online events provide, CSCDE is looking to tap into unsupported Delaware communities, especially in Sussex County and the city of Wilmington.

Much like a lighthouse providing a constant bright point on the horizon, Cancer Support Community Delaware is a guiding light that will always be available for those who need a sense of belonging in times of struggle.

Chair's Message BY KATIE WILKINSON



As we embark on the final quarter of 2021, it seems fitting to spend some time talking about health and wellness. The summer came to an end, schools resumed, and we are in a full-on sprint to the end of the year.

This issue will explore the dimensions of wellness and the importance of keeping all of them aligned to ensure a long and happy life!

When we lead busy lives, it can be so easy to take our health for granted. The decisions we make never come from a place of outright defiance to the risks of our decisions around health,



haven't seen in a long time, or scheduling that dinner date with your extended family, you aren't tuned into the impact on your social wellbeing.

Since the close of 2020, and the re-entry into this next normal, I have become more and more aware of people taking a different view of the decisions that they make

regarding their own health and wellness. Maybe you are thinking about a different job or career. Maybe you are more disciplined to eat right or commit to a regular workout routine. Perhaps you connected with new friends or – better yet – reconnected with old friends you

When we lead busy lives, it can be so easy to take our health for granted. The decisions we make never come from a place of outright defiance to the risks of our decisions around health, but rather result from “in the moment” decisions that get little recognition.

but rather result from “in the moment” decisions that get little recognition. When you skip the morning workout on a regular basis, you don't think about the potential long-term impact on your physical health. When you maintain a daily schedule that runs at breakneck speed – and maybe in a job that brings you no joy or fulfillment – you know that you are tired, but you likely don't think about the impact on your emotional and intellectual health. When you put off calling that friend you

have missed! Many people have become more spiritual – and I don't necessarily mean in religious terms – but simply in assessing personal purpose, meaning, and value.

It makes no difference how you address your own health and wellness – but it does make a difference that you do it. Do not wait until we turn the page on a new year and set new unattainable “New Year's Resolutions.” Commit to health – your health, your family's health, and your community's health!



BUSINESS SPOTLIGHT: **Dot Foods** BY REGINA DONATO

» How did that hamburger end up on your plate? When sitting down to eat, it is easy to forget about the distribution process involved behind the scenes. However, the typical supply chain model is not always effective. Buying large quantities of product from multiple distributors is unrealistic and uneconomical for businesses across the United States. This is where foodservice redistribution becomes a great tool for better business practices.

Food redistribution is the process of storing large quantities of food in single warehouses to minimize the number

of shipments a business owner must request. According to Joe Little, general manager of the Bear, Delaware Dot Foods distribution center, redistribution “allows a customer to maximize the products available to them with a lower inventory cost or less investment. Business owners can get products on a regular delivery schedule, and it saves a lot of time, energy, and money.” While large corporations can absolutely benefit from this practice, small businesses can especially take advantage.

Dot Foods knows exactly what it is like to start small. Originally founded in

1960 by the Tracy family, Dot started as a small dairy company in the Midwest. Still owned by the same family, Dot has since expanded to become the largest foodservice redistribution company in the United States, with 15 locations across North America. Their newest distribution center is located in Bear, Delaware, which opened in March 2020 – just days before the official start of the COVID-19 pandemic.

But why the First State for a new location? The process of choosing a new distribution center is a complicated one, explained Little. He himself has worked at five of Dot’s locations over his career

with the company, himself helping to launch the Burley, Idaho and Bear locations.

“Delaware is in a prime location to help us control costs in terms of products that we buy. There are a lot of food products that are produced in the area, taking costs out of the system.” The state is a supplier of many agricultural goods, including chicken, soybeans, and dairy products. These local products are then shipped out to their other warehouses to properly cater to customer needs.

Despite opening mere days before the pandemic, Dot was steadily hiring in Delaware throughout 2020 and 2021. With 175 current full-time employees, the Bear location hopes to boast 200 employees by next year. Little was especially appreciative of all his core hardworking employees who “rode out the storm” of the last year and a half with them.

Despite being an official part of the Delaware community for less than two years, Dot Foods has already made a huge impact within the community. In their Neighbor-to-Neighbor Program, each location donates \$30,000 in food to local food pantries, and the charitable contributions committee at each facility is solely dedicated to finding and donating to local charities.

“The outreach, support, and cooperation from the state of Delaware during the last 16 months has just been outstanding. It will do nothing but help us to funnel and fuel more growth for our company in the years to come,” Little emphasized. While many hurdles have been jumped to get to this point, the future of Dot Foods and the Delaware business community looks bright.

Committee Spotlight: Small Business Alliance BY TYLER MICIK

»» The Small Business Alliance (SBA) met in mid-July to discuss the 6th Annual Small Business Day in Dover which was held in May. This year the virtual event took place over two days. The first day featured informational sessions on key policy issues such as recreational marijuana, paid family and medical leave, and site readiness and permitting. The second day, “lobby day,” the State Chamber organized meetings between members of the business community and their state senator and representative.

“I was excited to schedule one-on-one time with two senators during the Small Business Day. It is not often you feel like you are heard as an individual small business owner. This time, I felt I was.” said Nicole Walsh, Delaware franchise owner of Beyond by Aerus. “I’ve also continued conversations further with both senators after the event and even had them visit me at my location. None of this would have happened for us without the State Chamber’s help.”

With the General Assembly concluding its first round of the 151st legislative session, the committee also reviewed a few of the State Chamber’s policy priorities and briefly recapped the session, highlighting some of the policies the Chamber supported and passed such as site readiness, clean water, Focus on Alternative Skills Training Program (FAST), Student Excellence Equals Degree Act (SEED+), and Elevate Delaware. The group also discussed some pending legislation that will be reintroduced next year like recreational marijuana, paid

family and medical leave, and increases in personal income taxes.

Redistricting this fall will also play a major role in shaping the future of Delaware politics and policy as new faces will likely be added to the General Assembly. It’s more important now than ever before for business owners to meet with their state senator and representative to build relationships, educate them on their business, and raise awareness about policies and regulations that could impact their line of work.

“I think the biggest value to hosting a legislator is the relationship that you develop. They see what your business does and how many as well as what types of positions make up your company roster. When you call with an issue that impacts your business, they are better able to relate to the position you are taking because they have a better understanding of your business model and the people that work there,” said John Gooden, president of M. Davis & Sons, Inc. “I am always glad to bring legislators through our facilities to give them a picture of a manufacturing floor and to show off what we do.”

The State Chamber is currently scheduling Member-to-Member meetings between State Chamber members and members of the General Assembly. If you would like to host your business district’s policymakers for an on-site meeting, contact Tyler Micik at tmicik@dsc.com or (302) 576-6590.



An Employer's Role in Reporting Suspected Fraudulent Claims

BY KARRYL HUBBARD

»» As Federal Pandemic Unemployment Benefits begin to phase out this fall, the Delaware Department of Labor's Division of Unemployment Insurance (DUI), and unemployment insurance agencies across the country have experienced a marked increase in the number fraudulent claim attempts. In response, we are focused on enhancing our systems and processes to help combat these sophisticated fraud attempts.

To do that, we need both the business community and the public's help to thwart the highly organized groups of criminals determined to steal money that rightfully belongs to those who are unemployed through no fault of their own and those independent contractors who became eligible for Pandemic Unemployment Assistance due to COVID-19.

Since April of this year, a number of Delaware businesses have contacted DOL regarding letters they've received about unemployment claims made by people who either have never been employed

with the company or those who left the company's employ years ago. If you received such a letter, you are not alone. We have had calls from hundreds of employers facing the same claims.

As of July 20, DOL has identified 25,149 cases of suspected fraud claims due to identity theft since the beginning of the pandemic. In response to the high volume of calls our Fraud Unit is receiving, we implemented a process for employers to follow in reporting these incidents.

When a claimant files an initial claim for benefits, they provide information on where they last worked. Based on that information, a notice to the employer is generated.

That notice is the first time employers can determine if a former employee has either misrepresented their issue (e.g., reason for separation) or if someone has a fraudulent claim using that employer's name.

The employer's role in reporting suspected fraudulent claims is critical. Please do not ignore these notices as there are potentially negative impacts

to an employer's taxes. The best way to avoid fraudulent activity being charged against an employer's account is to have employers take the following measures to help shut down the fraudulent activity:

Communicate with DOL's Fraud Investigation team at BPC_Fraud_Unit@delaware.gov or call the UI Fraud Hotline at 302-761-8397.

When reporting fraud, the employer should provide the following:

- the alleged employee's full name
- the employee's mailing address
- the best contact information for the employer and the employee
- the last four digits of the employee's social security number

If the employee is still employed with the business, encourage the employee to file a police report and log onto <https://www.identitytheft.gov/Unemploymentinsurance>

For more information about UI Fraud, go to the DOL's website: <https://labor.delaware.gov/divisions/unemployment-insurance/>

The increase in attempted unemployment insurance fraud is not

limited to Delaware. States across the country are dealing with these very same issues. Nationally, fraudulent filings reached \$200 billion during the pandemic.

Last month, a Michigan woman was charged with running a nationwide unemployment scheme during the height of pandemic, stealing \$450,000 in unemployment payments using people's social security numbers. The woman and her accomplice filed at least 66 fraudulent unemployment claims. This one example demonstrates how critical your help is in responding to notices received from the Division of Unemployment Insurance.

The increase in attempted unemployment insurance fraud is not limited to Delaware. States across the country are dealing with these very same issues. Nationally, fraudulent filings reached \$200 billion during the pandemic.

Our entire team is working hard to respond to this unprecedented surge of illegal activity. We are continually reviewing our systems and processes and incorporating new security screens to help catch these erroneous filings. These efforts appear to be bearing fruit.

In April, we began to see an increase in the number of fraudulent claims. Based on internal changes to our processes and alerts from those employers responding to our notifications, these attempts are trending downward.

In addition to Delaware employers, we are working in cooperation with other states, the Inspector General's Office for the Federal Department of Labor, and our own Department of Justice to stop these fraudsters.

Working together, we are making a difference.



Karryl Hubbard is Delaware's Secretary of Labor.



WHEN A CLAIMANT FILES AN INITIAL CLAIM FOR BENEFITS, THEY PROVIDE INFORMATION ON WHERE THEY LAST WORKED.

Based on that information, the Delaware Department of Labor (DE DOL) will send a notice to the employer, which is generated from the Unemployment Insurance (UI) automated system.



DO NOT IGNORE THE "NOTICE TO EMPLOYER" LETTERS FROM DE DOL ABOUT A CLAIMANT.

That notice is the first time employers can determine if a former employee has either misrepresented their issue (e.g., the reason for separation) or if someone has a fraudulent claim using that employer's name.

COMMUNICATE WITH DE DOL'S FRAUD INVESTIGATION TEAM.

Email BPC_Fraud_Unit@delaware.gov or call the UI Fraud Hotline at 302-761-8397 with the following information:

- Alleged employee's full name
- Employee's mailing address
- Best contact information for the employer & employee
- Last four digits of the employee's SSN



ENCOURAGE EMPLOYEES TO FILE THE POLICE REPORT

If the employee is still employed with the business, encourage the employee to file a police report and log onto identitytheft.gov/Unemploymentinsurance

FOR MORE UI FRAUD INFORMATION

For more information about UI Fraud, go to the DOL's website: labor.delaware.gov/divisions/unemployment-insurance



labor.delaware.gov/divisions/unemployment-insurance/employer-services

Developing Delaware's Future Workforce

PRINCIPAL FOR A DAY CONNECTS EDUCATION AND BUSINESS BY ALEXIS WILLIAMS

» In October 2019, State Chamber President Mike Quaranta visited Christiana High School as part of the Delaware Principal for a Day program that fosters working relationships between business leaders and educators.

"I love the program. Having been a student yourself, being back in

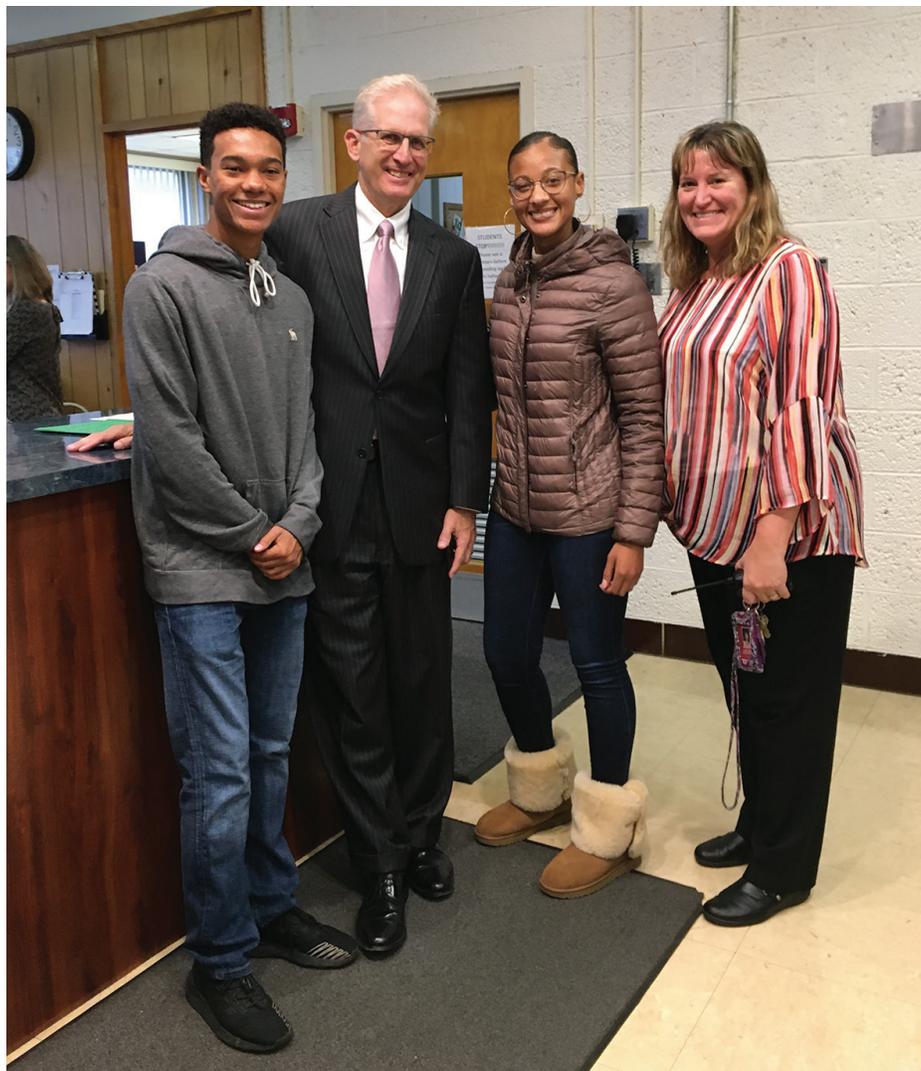
a school brings back memories," reflected Quaranta on his experience at Christiana. "To come back another time as principal for the day, it is a unique experience. It was great to meet students who were as personable and sharp as my tour guides for the day—Brianna Piner and Donovan Drzyzga."

Delaware Secretary of Education Scholar and Christiana High School class of 2021 graduate, Brianna Piner, was one of Quaranta's tour guides. Brianna was accepted to many nationally renowned universities, but ultimately decided to attend Johns Hopkins University and major in neuroscience. Brianna's is just one of many Delaware success stories that showcase the quality and potential of the future workforce for the First State.

Quaranta says students like Piner are a "testament to all the terrific work that Dr. Eunike Lawrence and her staff are doing at Christiana High School. Look at the great opportunities that these students embarked on in August."

Dr. Eunike Lawrence, principal of Christiana High School, was equally as enthusiastic about the program. "Delaware Principal for a Day was a rewarding and beneficial experience for our school community. Mr. Quaranta joined me for bus duty and was open to exploring the various aspects of a typical school day. Glad he wore comfy shoes, as we most certainly 'got our steps in.' Our day began with a rainy carpool line, classroom visits, and guided tours by Brianna Piner and Donovan Drzyzga. Mr. Quaranta concluded his visit by sharing words of wisdom and key points of his personal journey with our students."

Attracting and retaining talent is imperative to the future of Delaware's workforce. Dr. Lawrence noted that, "on the Christiana Vikings Campus, we continue to discuss ways to retain Delaware's workforce by connecting our courses to relevant opportunities and



work-based learning experiences in our community.” Programs like Delaware Principal for a Day, Superstars in Education, Intern Delaware, and the Delaware Young Professionals Network aim to establish a talent pipeline to connect students with the workforce and showcase the potential Delaware has for them after high school and college.

Quaranta is hopeful for the future success of these, and all, Delaware graduates. “These are terrific kids. When they return from their summers at college, we hope they’ll become active in Intern Delaware. This will connect them to employers in Delaware and provide a great opportunity to gain experience, all while allowing employers put eyes on their potential future workforce.”

DELAWARE Principal FOR A DAY

Delaware Principal for a Day is a flagship program of The Partnership, Inc., the workforce development affiliate of the Delaware State Chamber of Commerce. The program will make its return this October 18-22, 2021. The newly reimagined program will foster workforce development in the style of a Career Day at Delaware high schools, showcasing high-demand jobs and career pathways. Visit www.DSCC.com/depfad to learn more and participate.

DEMEC Selects New President and CEO

» Delaware Municipal Electric Corporation, Inc.’s (DEMEC) Board of Directors announced in June that Kimberly A. Schlichting was named as DEMEC’s new president and CEO.

Kimberly will be the first woman to lead the nonprofit corporation, which owns and operates electric facilities that provide generation, transmission and distribution of electric power and energy to eight municipal electric utility members in Delaware and operates with a \$150 million budget.

“In anticipation of Patrick McCullar’s departure, the DEMEC Board undertook a CEO succession planning process, which resulted in the unanimous selection of long-time COO Kimberly Schlichting,” said Board Chair Morris Deputy. “Kimberly’s ongoing commitment to our members, her eighteen years of experience with the company and the respect she has earned among her peers across the industry made it clear to us that she is the right choice to lead DEMEC into the future.”

Kimberly joined DEMEC in 2003 and has held several leadership roles. She most recently served as Chief Operating Officer and SVP of Power Supply. In this role, she provided operational responsibility and leadership to DEMEC’s power supply portfolio management, government relations, communications, technical services, environmental affairs, sustainability, risk, insurance, strategic planning, mutual aid, and member programs. This included leading the organization’s North American Electric Reliability Council (NERC) compliance

activities. During her tenure, Kimberly also led major operational and efficiency improvements in DEMEC’s

generation assets, enhanced training programs and advocated with state and federal policymakers on behalf of DEMEC and its members.

“My career focus and dedication has been to advocate and support public power’s business model with its many benefits to our member communities, while identifying innovative ways for DEMEC to evolve and grow with emerging industry changes,” said Schlichting. “I have sincerely enjoyed and appreciated Patrick’s mentorship and leadership over the last two decades, and I am truly honored for the opportunity to lead DEMEC’s continued growth and value into the future.”

Kimberly is known and respected industry wide, serving on the American Public Power Association (APPA) Board of Directors and as a member of their Executive Committee. She also serves as the alternate trustee on the American Municipal Power (AMP) Board of Trustees and serves as the Delaware Network Coordinator for the APPA Mutual Aid Working Group. Kimberly holds an MBA degree from Delaware State University.

Kimberly will assume her new role on October 16th, 2021. Mr. McCullar will remain under contract with DEMEC as a consultant to assist with the transition.



Kimberly A. Schlichting



DIVERSE SUPPLIER SPOTLIGHT: **Parker Construction**

BY DANIEL LA MASTRA



» With colder weather just around the corner, some areas are reminded of the brutality of winter storms, which can bring dangerous blankets of ice and snow with it. Although a bit of snow is not necessarily a bad thing, the real concern is severe weather and storms that do a devastating amount of destruction to people's properties, businesses, and infrastructure.

These types of damages can be catastrophic, and unfortunately it can also be a common and unavoidable occurrence, especially during seasons of particularly bad weather. For a business owner, this can be a real concern. A recognized leader in the field

of fire and water restoration, Parker Construction provides full-service construction capabilities to residential, commercial, industrial and government clients.

Michael Parker, owner and founder, began his career as a carpenter in 1982 until starting Parker Construction in 1992. Over the course of nearly 30 years, Parker Construction has completed over 400 projects in the Delaware area.



Michael Parker

Projects include anything from a contract with the Wilmington Housing Authority, to work on HUD homes doing lead abatement, to doing residential property repairs.

To give back to the trade that launched his career, Parker teaches carpentry at Delaware

Technical Community College through the innovation technology program. He also shares his knowledge and skills to members of his community—free of charge—including nonprofits and churches in the area.

According to Parker, "I give back because by me being in the business, I see the value of a skilled craftsman. I see that they are needed." Parker also added that "not only does it replenish the skill trade for the next generation, but it's a good feeling when you see other people around who are working in the trade and have been through the training."

Parker believes that life-long learning is key to his success as a business owner. He recently took part in Goldman Sachs' 10,000 Small Businesses program, which aims to help entrepreneurs and business owners create jobs and economic opportunity by providing access to education, capital, and business support services.

Parker says the Goldman Sachs program had a demonstrably positive effect on Parker Construction, helping him significantly grow his business. "The 10,000 Small Businesses program really emphasized effective business planning, which actually helped me to expand Parker Construction into other services, such as water mitigation." He also explained that "with my revenues, they are projected to increase by at least 30 to 40 percent in the third quarter of 2021."

With a variety of different services being offered, Parker Construction is by no means just a construction company. When there is a job to be done, they are more than ready to step up to the plate.

Wilmington and Delaware earn top placements in 2021 Business Facilities report

Wilmington, Del. is the city with the nation's second best business climate for under-200,000 population, and Delaware ranks in the top ten for its tech talent pipeline, according to the 2021 Business Facilities Rankings Report.

Other top placements in the publication include Wilmington's ranking as seventh for large health care hubs in the U.S. and Delaware's rankings of sixth electricity from solar and ninth for off-shore wind power.

Business Facilities highlights area economic development and site selection news from around the world and serves as a leading source for cor-

porate site selectors and economic development professionals. The publication's 17th annual rankings report analyzes and compiles listings of the locations that are leading in key benchmarks for sustainable growth in the 21st century. The 2021 report highlights state, metro, and global leaders in 60 categories.

Wilmington was recognized for the environment, hospitality, and support it offers businesses in key areas such as physical infrastructure, taxes, regulatory issues, and education. The city has a population of approximately 70,600 and was recognized for its status as an integral part of the regional health care hub

that also includes Philadelphia, Pa., and Camden, N.J.

"At DPP, we are often asked what attracts businesses to consider Delaware. Rankings such as the Business Facilities Rankings as well as the Tax Foundation and KPMG Location Matters Report, which ranks Delaware as the third most favorable tax climate in the U.S., play a role in businesses in our core sectors considering Delaware. We hear from companies who do choose Delaware that our business-friendly culture plays an important role in their decision-making process," explained Kurt Foreman, Delaware Prosperity Partnership president and CEO.

A Leader in Complex Delaware Business Law

Recognized as Delaware's premier law firm, Morris Nichols is home to nearly 200 talented lawyers and dedicated professional staff.

Throughout our 90-year legacy, our focus on Delaware law has always been clear and consistent. This focus has earned us a national reputation in our core areas of service — corporate litigation, corporate and alternative entity counseling, bankruptcy and restructuring, and intellectual property litigation. It has enabled us to stand apart because of the informed and innovative approaches we offer, grounded in an

unmatched understanding of Delaware's laws and courts.

We offer unparalleled insight, advocacy, and counsel to the law firms that we partner with and the clients we serve because of our unique experience. This experience includes crafting many of the statutes that Delaware courts interpret and representing clients in connection with some of the most significant rulings and landmark cases in the state.

Much of the work we do is at the law's cutting edge. Clients trust us with their most challenging legal issues,

significant transactions, and complex litigation. They do so because of our deep, unrivaled understanding of Delaware's law and courts and the quality of our people. It is our people who have led us to achieve national recognition and have enabled us to retain our character as a firm — collegial, dedicated to the community and the bar.

Morris Nichols
ARSHT & TUNNELL



WHAT'S NEXT? Chamber Calendar



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 events in the state.

FREE to attend

Exhibit tables are available



CONVERSATION • COLLABORATION • INNOVATION

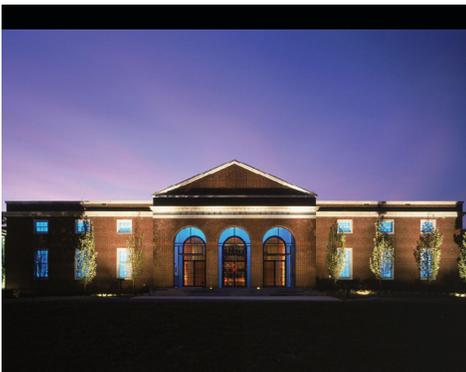
OCTOBER 14, 2021

Developing Delaware: Conversation, Collaboration, Innovation

Delaware is small, but diverse. We all benefit in the end if we engage in conversation and collaboration to generate job creation. The innovations created from these partnerships will help businesses thrive in Delaware. This year's conference will focus on workforce development and private sector-led innovations to better invest in people and discover talent from untapped pools.

\$45 Members

\$60 Future Members



OCTOBER 6, 2021

Networking Breakfast at Delaware Art Museum

Start your work day by networking with other business leaders at Delaware's primary arts and cultural institution, the Delaware Art Museum.

FREE to attend



OCTOBER 18-22, 2021

Delaware Principal for a Day

Recognizing a need to foster working relationships between business leaders and educators, this program allows CEOs and business leaders to spend the day in a school carrying out the daily responsibilities of a principal.

When you think of the Delaware State Chamber, think of

#NETWORKING

Fill up your calendar by visiting our events page online at

web.

DSCC
.com/events

CHAMBER SCENE



Crab du Jour in Wilmington cuts the ribbon at their grand opening in July.



DSCC Board Vice Chair Scott Malfitano mentors a foursome at the DYPN Golf Outing in June.



Mark Stellini of Assurance Media, the Honorable Joshua Martin III of Potter Anderson & Corroon, and DSCC's Mike Quaranta at the Chamber Leadership Breakfast.



"To be a leader, you have to dream and make those dreams a reality.

Get out of your comfort zone; work to catalyze your vision so it explodes & propels you to the next plateau as you bring others with you.

That is the essence of leadership."

— Hon. Joshua Martin III

WELCOME

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ASSOCIATION OF CONTINUITY PROFESSIONALS/DELAWARE CHAPTER

www.chapters.acp-international.com/firststate
4023 Kennett Pike, Suite 122
Wilmington, DE 19807

Association of Continuity Professionals (ACP) is a professional organization that provides a forum for the exchange of experiences and information for business continuity leaders throughout a network of local Chapters. The First State Delaware Chapter serves all three counties within the state of Delaware. Meetings are held in various locations or via Webinar throughout the state and occur quarterly.

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DELAWARE NETWORKING STATION

Tuesday, September 21, 2021

5 PM - 8 PM | Chase Center on the Riverfront, Wilmington

Gold:

Continental Finance
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Wilmington University
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Silver:

Cover & Rossiter
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Exhibit Bag:

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Delaware Today



FREE TO ATTEND
WWW.DSCC.COM

*Sponsors as of 8/9/21

Today's Students, Tomorrow's Workforce

Ensuring every student is workforce ready

BY JOSEPH M. JONES, ED.D.

ON THE WALLS AND HALLS throughout the New Castle County Vocational Technical School District (NCCVT) offices and schools, you will see our vision and mission statements proudly displayed and pictures of our students that reveal our story. Our mission is straightforward and memorable—to provide superior career and technical education (CTE) enabling all students to achieve their aspirations. Our mission is sustained through our core values that champion our students' goals and aspirations, but also recognizes our responsibility to the future of Delaware.

As a county-wide career and technical school district, NCCVT has six overarching career clusters that are designed to prepare our students to be dynamic contributors to our county and our state. The clusters vary and are as diverse as Delaware's businesses and industries. Each of the 33 CTE programs throughout our four high schools covers construction, health services, public and consumer services, science, energy and drafting technologies, and transportation. Throughout high school,

NCCVT students are immersed in their career program, earning ten credit hours, learning the trade and industry, developing critical technical skills, and honing those necessary human skills that every employer is looking for in a prospective employee.

LEARNING IN THE FIELD

Each high school within NCCVT—Delcastle, Hodgson, Howard, and St. Georges—boasts award-winning and cutting-edge programs. Beyond our career area classrooms, whether it is within our Career and Technical Student Organizations, our business partnerships that involve students in advanced technologies, or cooperative (co-op) opportunities in the field, our primary objective is to give our students as much real-time, hands-on experience as possible. Learning in the classroom and then having the opportunity to use that knowledge on the job, while still under the direction and support of a school and business community, provides our students with unbridled and unique opportunities to learn.

This model of learning also provides our business partners a direct and vital pipeline. We want students to know how to work collaboratively, problem solve, and think critically. The best way to do that is place them in situations where these skills are demanded and apart from the predictable classroom environment.

Prior to the pandemic, NCCVT students were on the job with more than 800 seniors working in some capacity with local businesses. These partnerships are the heart of why our students are successful because our business partners take the time to give students rigorous learning experiences. We



balance their unique educational experience by providing them with the demanding classroom education they need in order to meet Delaware standards. Along with a high school diploma, NCCVT students are positioned to earn an industry-recognized credential and learn on the job during a co-op during their senior year. We are impressed with all of our students who work, play sports, and still achieve in the classroom.

SUCCESS AMID COVID-19

Despite all the challenges throughout COVID-19, many of our students—through the support of their teachers, other staff members, families, and our business partnerships—were still cooperatively employed and earned a credential. We were incredibly inspired by many of our students who served as frontline workers throughout the pandemic. Education is synonymous with the future, and we often talk about students being ready for life. Our students demonstrated that they are “life ready.”

Here are just a few of our students’ health services successes this past school year: 18 students passed their Emergency Medical Responder exam; eight became certified Emergency Medical Technicians; 66 students earned their Certified Nursing Assistant credential; 22 passed the Certified Clinical Medical Assistant certification; and 45 of 45 students who sat for the (DANB) Dental Radiation Health and Safety exam passed it.

NEXT STEPS FOR THE UPCOMING SCHOOL YEAR

As we look toward the new school year, our focus is on moving forward together as a full school community. We are looking to engage and connect with every student and offer opportunities to address any unfinished learning. We, as a district, know that many of our students and families have endured extreme hardships, and the past several months have been trying. Our focus is on our students—meeting their social and emotional needs, ensuring there is a deep connection rooted in their schools, and an unrelenting drive to equip them to be ready for their next steps.

The business community can continue to help us in that goal. The greater communication and collaboration between our schools and our business community, the better we can tailor our students’ learning experiences for what they will encounter after graduation and support our county, state, and region. ■



Joseph M. Jones, Ed.D. is superintendent of New Castle County Vocational Technical School District.

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A Work in Progress

Opportunities for Delaware's workforce development
and economic recovery **BY BRUCE W. WEBER**

DELAWARE'S SUSTAINED post-pandemic economic recovery is heading in the right direction with a high rate of vaccinations, falling COVID-19 cases, stabilizing unemployment numbers, and rebounding industries.

With the economic rebound comes unique opportunities to use our collective wisdom to redefine workplaces and enhance our workforce. Most importantly, this is an opportunity to address disparities and systemic issues that became prominent during this time, including access to quality child care, inequities among racial groups and differences in wages, and health and safety across industries and among workers.

In his economic outlook delivered to the Delaware State Chamber of Commerce in April 2021, Philadelphia Fed President Patrick Harker said Delaware's recovery was very much a "work in progress" and introduced the concept of "opportunity occupations" to retrain some segments of the workforce into better compensated and more stable sources of employment.

At the University of Delaware's Alfred Lerner College of Business and Economics, we are a committed partner in helping Delaware's business community respond to opportunities and develop a more diverse and skilled workforce. In 18 months of virtual and hybrid learning, we focused on key learning objectives and the sustained professional development of students and our alumni. We now know better than before what success

"There are many economic challenges ahead, but addressing these basic issues puts our economy on the path of recovery and sustained prosperity."

— Jim Butkiewicz, Professor of Economics

looks like for our faculty, students, graduates, and business partners. Our work through the disruptions was guided by our mission to deliver inspirational education, pioneer scholarship, and build an inclusive community at Lerner that beneficially transforms business and society.

The resilience of our students, that are returning to campus to this fall or that just graduated, is inspiring. They, along with our faculty, staff and alumni, learned how to move forward together by solving problems with less than perfect information. When I look at how the pandemic affected Delaware's industries, I saw the same perseverance and forward thinking emerging along with the need to commit to lifelong learning, growth mindsets, and developing creative partnerships.

My colleague Jim Butkiewicz, professor of economics at the Lerner College said, "A growing, sustainable economy is the best way to address many issues, including inequality. This can be done by fostering innovation; improved education, including technical training; rebuilding infrastructure; increasing competitiveness by reducing market power; and reversing recent trade and immigration restrictions. There are many economic challenges ahead, but addressing these basic issues puts our economy on the path of recovery and sustained prosperity."

I could not agree more. Lerner College offers many highly-rated programs that deliver professional education and skills enhancement, which the Delaware business community taps into to bolster their workforces and grow their companies. Our programs in business analytics, entrepreneurship, wealth management, and financial services data science have attracted national recognition. In addition, we take pride in these contributions:

- For Delaware's future consumers, UD's Center for Economic Education and Entrepreneurship works with K-12 teachers and students around the state to develop more consumers that are informed.
- For business professionals, we created the Lifelong Lerner webinar series—offered at no cost—that addresses business challenges with evidenced-based research and practical application. Our Women's Leadership Initiative and Lerner Diversity Council host programming to help educate and advocate for equity, equality, inclusion, and diversity in business.
- For the hospitality industry, which was one of the hardest hit industries, we worked with UD's Professional and Continuing Studies and the Delaware Restaurant Association to develop a training program with restaurant managers and employees.
- For small businesses, which comprise a vital portion of the Delaware economy, our Management Information System capstone course works closely with Delaware's Small Business Development Center, where students developed technological solutions that businesses can apply to



their business operations. This spring, students worked closely with the Wilmington Kitchen Collective to build out websites for area businesses, among other notable projects.

- For the financial industry, with the insurance industry making up 30 percent of Delaware's GNP, we've been helping professionals earn credentials for critical skills in business analytics and helping train the future workforce of trust professionals with our trust management minor.

These are just a few of the examples of how we can work together to move Delaware's economy forward and develop our workforce. ■



Bruce W. Weber is dean of the Alfred Lerner College of Business and Economics at the University of Delaware. Contact him at lerner@udel.edu for more information for how to work together.



Supporting Military Employees is Supporting our State and Nation

BY MAJOR GENERAL MICHAEL R. BERRY IN COLLABORATION WITH CHRISTINE F. KUBIK

WITH A POPULATION quickly growing to nearly 1-million, Delaware citizens are supported by over 2,700 Citizen Soldiers and Citizen Airmen who volunteer to serve in YOUR Delaware National Guard. The vast majority of these men and women—often our friends, co-workers, and neighbors—are considered “traditional” Guard members who wear the uniform to serve and train one weekend a month and two weeks a year at the very minimum to be mission ready. That is merely 36 training days to be trained, equipped, and prepared to serve the state and nation.

But, in circumstances as we have seen over the last year, during unprecedented times like the COVID-19 pandemic response, civil uprisings,

natural disasters, and overseas conflicts, our nation routinely asks for more from the National Guard than ever before in our nation’s history. Whenever called upon to defend our national security at home or abroad, these brave men and women who wear the uniform respond immediately and effectively, placing the needs of their state and nation above their own personal safety.

Our Soldiers and Airmen must truly find and manage a unique balance between their service, civilian employment, and their families. Without the support and encouragement of their employers and their communities and families back home, they would not successfully serve in uniform. Our Delaware Guard members rely on the support and understanding of their



Businesses who employ military employees understand firsthand the importance of and the benefit gained from putting their many transferable skills to work in the civilian workplace.

civilian employers. Guard and Reserve service members can fully focus on the mission at hand, simply by knowing they have their job waiting for them, upon return from their military duty—whether they are serving just across the street or across the ocean. In my view here in our great state of Delaware, our employers are exceptionally supportive and equally play a part to be that same force multiplier in our missions.

As the state’s Adjutant General, I personally offer my sincerest appreciation in recognizing supervisors, business owners, and our corporate leaders alike who provide outstanding patriotic support and cooperation to their employees. This last year has truly been unprecedented with multiple missions that we have had to call to duty more Soldiers and Airmen than ever before. By offering unwavering support, our employers directly contributed to our state and national security and protecting liberty and freedom by supporting employee participation in our National Guard ranks. We have many employers in our state who freely choose to go above and beyond the legal requirements for reemployment, granting leave, and providing seniority benefits. Businesses who employ military employees understand firsthand the importance of and the benefit gained from putting their many transferable skills to work in the civilian workplace.

Military employees have a fast learning curve and possess many transferable skills; have experience working with advanced technology; are proven leaders; have demonstrated teamwork; work well under pressure; and triumph over adversity. Today, the talent in a military employee is very attractive to the modern workplace because of the skills, education, leadership, maturity, and dedication they learned in their military service.

If you are a business who would benefit from hiring a military member in your workforce, I encourage you to seek out and hire this top-notch talent. You



may call Ms. Christine Kubik in our Delaware National Guard Joint Support & Outreach Services office at (302) 326-7582 for assistance. Hiring Guard and Reserve members is good for business and good for our community. They are technically savvy, disciplined, good communicators, and fantastic teammates—all qualities employers tell us they’re looking for in an employee.

Employers give our Delaware National Guard members the key to enjoy what America is about: the right to work and provide for themselves and their families and also the honor of serving their nation in its defense. I witness firsthand every day our employer partners’ commitment to doing everything possible for their military employees to ensure they succeed in both their military and civilian careers. Thank you again to all our civilian employers for everything you have done and will continue to do for our great state and nation. ■



Major General Michael R. Berry is Delaware’s Adjutant General.

Education & Workforce Development



Army reservist, Sergeant Major Roger Campbell.

Better Together

State Chamber members tap into the veteran and military talent pool

UPS

Every morning, Army reservist, Sergeant Major Roger Campbell shows up for work at UPS at 3:15 A.M. He does it with the same commitment to service he brought to his role in the armed forces. He knows that UPS makes up a group of like-minded individuals with one purpose—serving others.

Roger works through the morning so our trucks can leave on time, loaded with things people need to live their lives and run their businesses. The pandemic made clear the essential nature of what UPSers around the world do. That commitment to a single purpose has been the company's driving force since 1907. Since those early days, UPS benefitted and supported the efforts of the U.S. military. We respect the training, focus, goals, attention to detail, and above all, the commitment to serve. This is the core of what we do—those are attributes we share.

UPS employs more than 20,000 veterans and we are committed to hiring more. In veterans we get quality individuals who can lead and who can get the job done, even in tough conditions. Since we were founded, we've always hired veterans and we are a better company for it. We salute all those who serve and have served.

BOULDEN BROTHERS

At Boulden Brothers, our mission is to provide a world-class service experience to our clients. We accomplish this by sending our clean, screened, trained, and timely technicians to their homes. Finding



Boulden Brothers donated over \$16,000 towards scholarships for families of fallen and disabled military members.

employees who best fit the mold can be challenging, so we decided to tap into another source—veterans.

When we hire veterans, we already know that they are hardworking, reliable, and committed with the attitude and aptitude to be successful in any endeavor. They have already been exposed to highly sophisticated equipment and know how to apply problem-solving and critical thinking skills. The easy part for Boulden Brothers is training veterans in our trades. Whether it's HVAC, plumbing, or electric work, many have already been exposed to one or more of these specialties in their military career, making them ahead of the curve when it comes to training. Veterans can quickly hone their skills, jump right into a new career, and provide that world-class service Boulden Brothers is committed to providing our clients.

EDIS COMPANY

At EDiS, we are honored to have had many veterans who played a vital role in building our company, and we have several veterans now who help us flourish. We hire veterans because they bring a special degree of character and training to our organization. Since they've volunteered for an admirable civil service, it immediately demonstrates that they put service and team before self, and we think that's an important characteristic in a service-based industry like ours. Their military experience has made them excellent problem solvers, organized managers, hard workers, and teammates that we can trust. Our customers, coworkers, and community are all depending on those vital characteristics.



From left to right: PJ Anderson, Chris McCone, Roger Tighe, and Jim Crosby. Not pictured: Christian Losito, Robbie Kohn, and Mike Frick.

More important than that—they are exceptional human beings who have shown their dedication through service to our country. Less than five percent of our population makes the commitment to voluntarily serve. If we are going to thrive as a community, then the other 95 percent has an unwritten obligation to support our veterans.

You can join us for Vet Fest 2021 on September 25 at the Town of Whitehall to honor and support our nation's veterans, visit vetfestdelaware.com. Consider hiring a veteran. Make their lives, and your company, better. ■

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How to Find the Military Talent You Need When You Need It

BY ERIC EVERSOLE

HISTORICALLY, veterans have struggled in their transition to civilian employment. They have difficulty communicating their skills and military background in terms civilian employers can understand. Their resumes are riddled with Department of Defense jargon and they aren't sure how their skills fit in the private sector.

Members of the post-9/11 generation of veterans—especially veterans under the age of 25—have never created a resume or interviewed with an employer while serving in the military. They have years of experience and invaluable skills, but most have never gone through a civilian job search.

Last year, Matthew Morrison was feeling anxious about leaving the Air Force after 21 years of service. For nearly a decade, Dover Air Force Base was his home. He felt comfortable in Delaware and his post-military plan was to stay in Delaware.

“In the military, I had a lot of job security. By leaving the military, I had to leave my comfort zone,” Morrison said.

Thanks to Hiring Our Heroes' Fellows Programs, Morrison participated in a 12-week internship with Cushman & Wakefield during his final months as an airman, during which Morrison demonstrated the skills he cultivated in the military including:



This year, approximately 200,000 service members will transition out of the military. How many of them will be bringing their expertise and leadership to your organization?

- Team player in a collaborative work environment
- A focus to lead deadline-driven projects
- Reliable employee with a stellar work ethic

- An ability to act quickly to solve problems

All in all, Morrison proved his worth on this team. He was offered full-time employment with Cushman & Wakefield at the end of his internship.



Matthew Morrison

Equally important, Morrison secured a career that aligned with his passions in a location where his family wanted to live. Since January 2021, Morrison has been working as a mechatronics and robotics apprenticeship program manager.

“Hiring Our Heroes gave me the opportunity to get comfortable with my transition,” he said. “(Through this program) We are placed with an organization that is a mutual fit for both the transitioning service member and the company. We are able to jump in and show what our capabilities are. I am grateful for that opportunity.”

Through the support of advisory councils and strategic partners, Hiring Our Heroes offers hiring events and programs at no cost for both employers and job seekers in addition to internships for transitioning service members, veterans, and military spouses. Our services include career training, education, and employer connections on military installations; virtual employment preparation; and hiring events and digital resume tools to translate military experience into civilian skills.

As a workforce development initiative of the U.S. Chamber of Commerce Foundation, we believe that veteran employment is more than

hosting a job fair. It’s about educating both parties on the technical skills and practical experience that veterans have to offer and showing how it transfers to the civilian workplace.

This year, approximately 200,000 service members will transition out of the military. How many of them will be bringing their expertise and leadership to your organization? Don’t miss out on your opportunity to connect with this diverse and unique talent pool. ■



Navy Capt. (retired) Eric Eversole, Judge Advocate General’s Corps, U.S. Navy Reserve, is vice president of the U.S. Chamber of Commerce and president of Hiring Our Heroes. He leads the day-to-day operations of this nationwide

effort to develop and promote military talent in the United States. Working with a broad array of private and public sector partners his team helps to create and connect transitioning service members, veterans and their families with meaningful training programs and careers. For more than 24 years, Eversole served in active duty and reserve components of the military. He first entered military service in 1994 as an enlisted airman in the Indiana Air National Guard and later transitioned to the Navy’s Judge Advocate General Corps. In 2019, he retired as a Navy Captain.



A New Crop of Compassionate Capitalists

Second Chances Farm gives returning citizens a pathway to success

BY AJIT MATHEW GEORGE

SECOND CHANCES FARM is a vertical farm that grows chemical- and pesticide-free leafy greens, herbs, microgreens, and pharmaceutical-grade hemp hydroponically inside a 47,500 sq. ft. warehouse in the Riverside community of Wilmington.

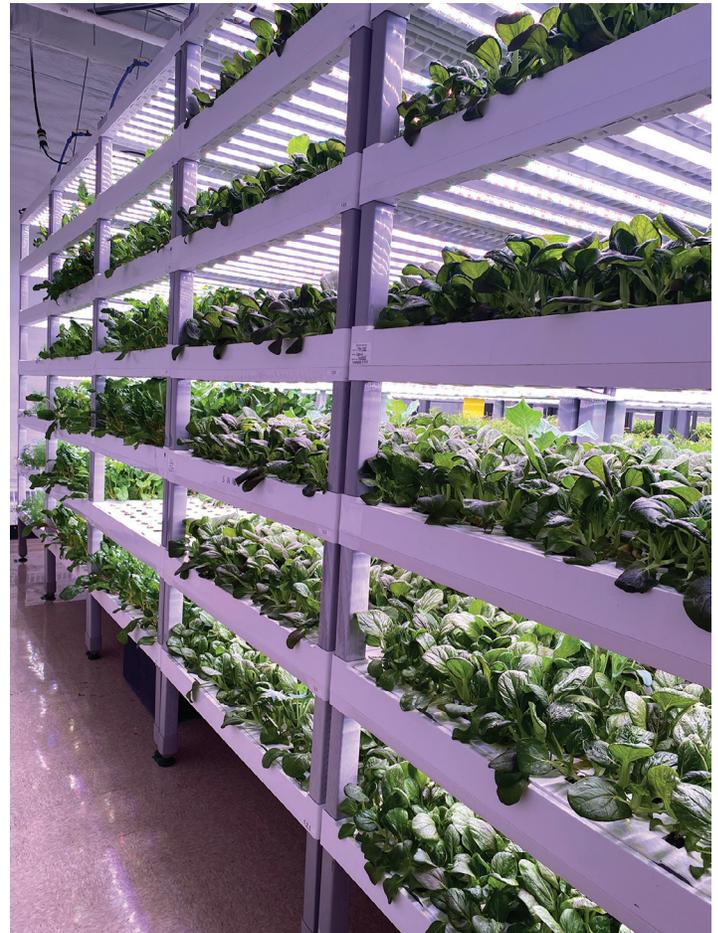
At an indoor farm, the growing season is 12 months year-round. Our produce is unaffected by weather extremes or soil quality. And, as a vertical farm, we can grow up to 50 times more product per square foot—while using 90 percent less water—than a soil-based operation.

On any given day, the United States houses some 2,300,000 prisoners. This represents 25 percent of the world prison population, even though the U.S. has only five percent of the world's population. As of July 12, 2021, Delaware housed 3,204 inmates in prisons with an additional 1,159 offenders in pre-trial detention.

In fiscal year 2020, it cost \$64,382 to house an inmate in Delaware for a total cost of more than \$320 million. To add insult to injury, about 60 percent of formerly incarcerated persons are re-arrested within three to five



Second Chances Farm is an indoor, vertical farm that grows chemical- and pesticide-free leafy greens, herbs, microgreens, and pharmaceutical-grade hemp hydroponically.



years after they are released. It is a revolving door.

At Second Chances Farm, we almost exclusively hire formerly incarcerated persons who we call returning citizens. We learned that our returning citizens have had complicated, often tragic backgrounds. Once they left prison, their job prospects were severely impacted by their histories and criminal records.

These men and women need a second chance in life – not just a job, but many other services and supports to get on the right track. In collaboration with numerous partners and advisors, we created a for-profit business with a social impact function and a pathway to entrepreneurship.

After an initial training 12- to 16-week training program, we hire the returning citizens who qualify as Entrepreneurs in Residence (EIR) at a base annual salary of \$31,200.

Our Farm provides job skills training, technology training, social and emotional support, and other services that give released persons their best chance to create a successful future for themselves and their families. In this way, we provide one solution to the epidemic of prison recidivism.

The product we sell is “better-than-organic” leafy greens, herbs, and microgreens that we deliver to the homes of subscribers in a 20-mile radius of our location. Other sales channels include restaurants, organizations, CSAs, and underwritten distributions to persons in underserved communities.

We are committed to encouraging healthy eating and fresh produce for everyone, not just those who can shop at high-end grocery stores. Economically disadvantaged individuals living within blocks of our facility

are residents of a well-known “food desert.” An important part of our mission is to find sponsors to purchase fresh food for delivery to families in food deserts.

Not surprisingly, these greens can be unknowns to the recipients, so we built education components into our operation. For example, we created videos of local chefs demonstrating how to cook with fresh produce and posted them to YouTube. And, during COVID-19, we provided students at East Side Charter School with virtual tours of the farm, demonstrating how a seed becomes a plant in a hydroponic farm, how the plant grows to maturity, harvesting, and how that generates revenue for our business.

Our biggest impact may well be the success of our employees. We are committed to helping returning citizens become productive members of our community. By accomplishing this goal will have a positive impact on reducing crime, strengthening families, and growing a safer community. We are committed to creating a new crop of compassionate capitalists. ■



Ajit Mathew George is a serial entrepreneur, veteran author, philanthropist and certified Dream Builder™ Life Coach who divides his time between Wilmington, Delaware and Virgin Gorda, BVI. He is the founder and managing partner of Second Chances Farm.

Making a Career Transition?

Make sure these transferable skills are on your resume **BY BRIAN SELEYO**

“I’ve been working in my chosen field for many years now, and I’ve developed a very strong, specific skillset. Now I must transition, but how do I make these specific skills I have developed apply to a broader audience?”



THIS HAS BECOME A SIGNIFICANT CONCERN for many people entering the job market. As jobs disappeared during the pandemic¹, the reality of making a specific set of skills fit the needs of as many potential employers as possible is a huge challenge.

One key to navigating through this job market is the importance of transferrable skills. Transferable skills are those capabilities that are required in every job, regardless of the title or the field. Often referred to as “soft skills,” these are the qualities that a job seeker making a transition must highlight to attract the eye of more employers. But what are they? Here are some key traits almost anyone can emphasize.

Project Management. We all manage projects—identify what needs to be done, set schedules, assign tasks, track progress, and overcome obstacles that arise. It’s important to see the big picture and the path to success. Attention to detail and exceptional communication are always valuable skills. Employers value people who can not only see a task through but who can visualize what needs to happen on a project from start to finish.

Problem Solving. How do you resolve complex issues in the workplace? Demonstrating that you can identify a problem, react to it calmly, and implement a solution is key for all employers. Can tasks be done more efficiently? Are we vulnerable in how we currently do things? An effective problem-solver can be a huge asset.

Teamwork. Teamwork is the art of being effective as part of the group while also making everyone around you a stronger contributor. A team player is the ideal culture fit. Employers want employees who work cohesively and don’t take away from the rest of the team. They want people who make positive contributions individually while helping the whole team succeed.

Leadership. Think of some of the keys to being a leader. Exceptional leaders lead by example. They motivate, inspire, and empower their team. They are innovators who create a vision for the future while setting the tone for a great culture.

Good leaders also know how to build relationships. Partnering between departments or with clients, resolving differences, and communicating shared goals ensures there will be a business. How do you build relationships, manage conflict or differing goals, and reach win-win solutions?

When searching for a job or transitioning careers, you are marketing yourself. Make sure that your marketing pitch shows the clearly demonstrated transferrable skills you have developed over the years to win that next opportunity! ■

¹ As the recovery from the COVID-19 pandemic continues, experts suggest that many of the 22 million jobs that disappeared could be gone forever. Forbes Magazine, “Many of the 22 Million Lost Jobs ‘May Never Return’ and a Recovery is Already ‘Plateauing,’” quoting Philadelphia Federal Reserve President Patrick T. Harker. December 2, 2020.



Brian J. Seleyo has been in the staffing industry for nearly 20 years. For the last five years he has led Placers’ Strategic Accounts division, developing best practices for across the company.



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Investing in the Economics of Child Care in a Post-Pandemic World

BY SLOANE KAISER

COVID-19 HAS EXPOSED THE NEED for public-private solutions to challenges faced by the modern-day workforce, particularly regarding working parents. Experts agree that one of the best ways to advance economic growth is determined by the number of participants in a region's workforce,¹ and exactly who is participating in the U.S. labor force has changed over the course of the pandemic.

It is estimated that one-third of the U.S. workforce has a child under 14 in the household. So, when the pandemic disrupted typical child care arrangements, these 50 million workers had to consider alternative solutions and employment arrangements. According to the U.S. Chamber of Commerce Foundation, more than one-third of parents—mostly women—have yet to return to jobs they lost, with one possible reason

¹ See the Philadelphia Fed's recent brief on child care in Delaware, available at www.philadelphiafed.org/community-development/inclusive-growth/the-role-of-early-childhood-education-in-delawares-business-sector-pandemic-recovery-and-beyond.

Delaware Child Care Map: An Interactive Tool

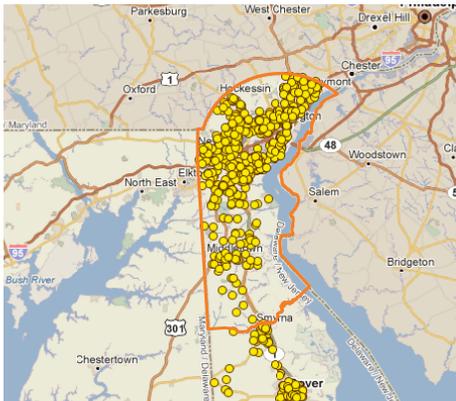
The Delaware Child Care Map is a public, interactive mapping tool that allows users to see the locations of licensed child care providers and facilities throughout the state alongside community indicators on topics such as demographics (age, race, and ethnicity), family types, income, poverty rates, unemployment and more. This tool was developed by PolicyMap in partnership with the Federal Reserve Bank of Philadelphia.

The tool provides policymakers, nonprofits, child care providers, and local businesses with data to better understand the child care landscape in their communities. This information can help stakeholders advocate for investments in child care and consider opportunities to provide workers with quality child care options.

Access the tool online at dechildcaremap.policymap.com/newmaps#

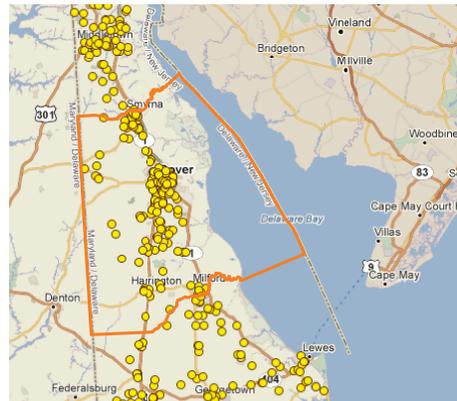
LICENSED CHILD CARE SUPPLY

As of 2021Q1 there were 1,002 licensed child care providers and facilities in the State of Delaware. The total capacity across all providers and facilities was 50,514.



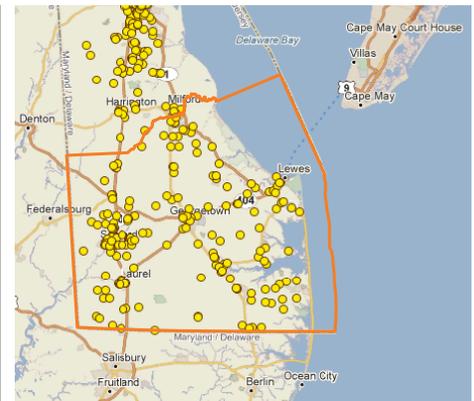
Early Childhood Education in New Castle

Type of Child Care	Facilities	Estimated Capacity
Licensed Child Care Center	297	32,514
Licensed Family Child Care	285	2,432
Licensed Large Family Child Care	45	535
Total Licensed Providers and Facilities	627	35,481



Early Childhood Education in Kent

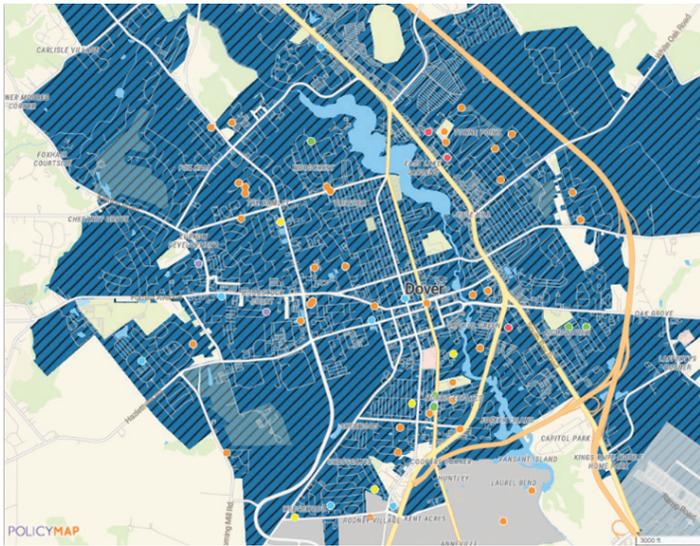
Type of Child Care	Facilities	Estimated Capacity
Licensed Child Care Center	73	6,735
Licensed Family Child Care	86	707
Licensed Large Family Child Care	14	162
Total Licensed Providers and Facilities	173	7,604



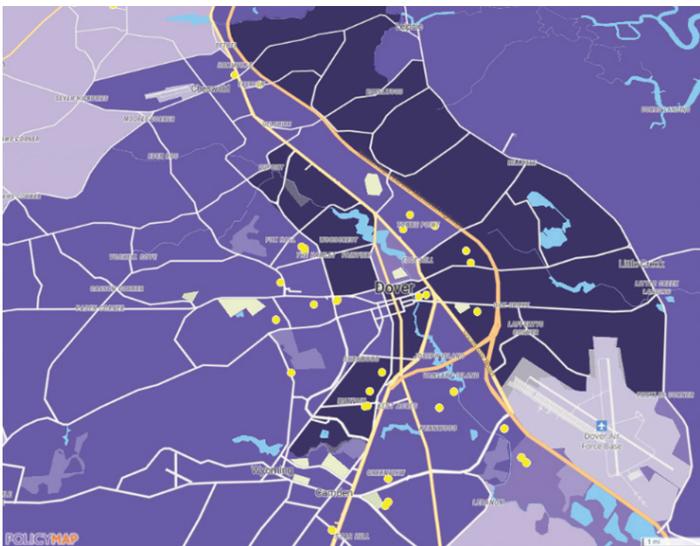
Early Childhood Education in Sussex

Type of Child Care	Facilities	Estimated Capacity
Licensed Child Care Center	74	6,294
Licensed Family Child Care	110	925
Licensed Large Family Child Care	18	210
Total Licensed Providers and Facilities	202	7,429

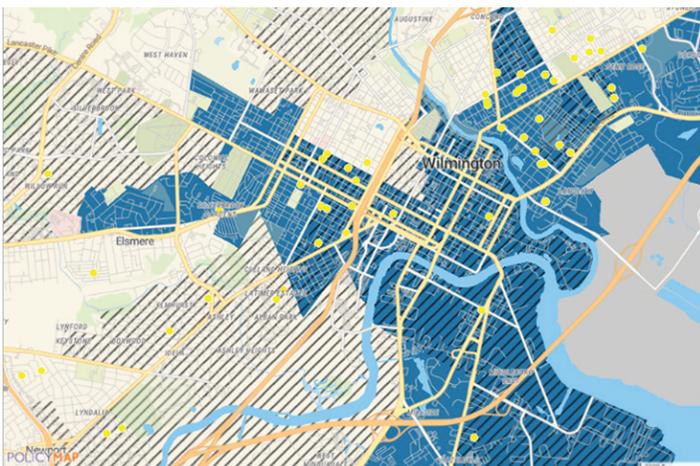
Where are potential single-parent, job seekers?



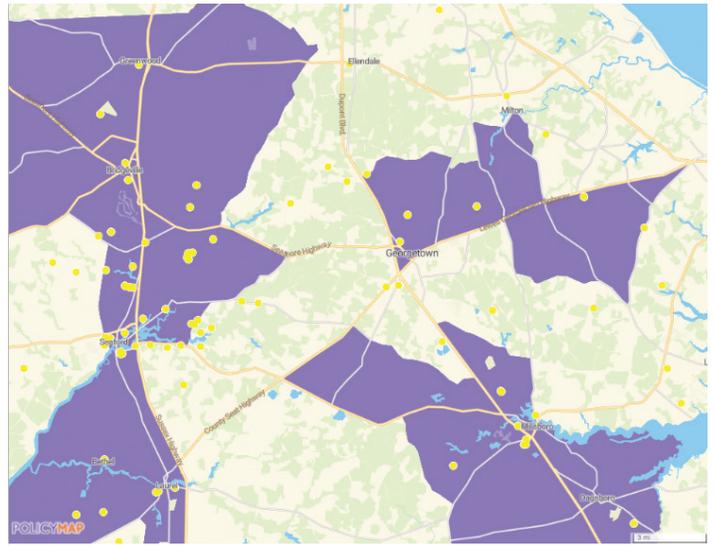
Estimated percent of all families that are single female headed with children, between 2015-2019:



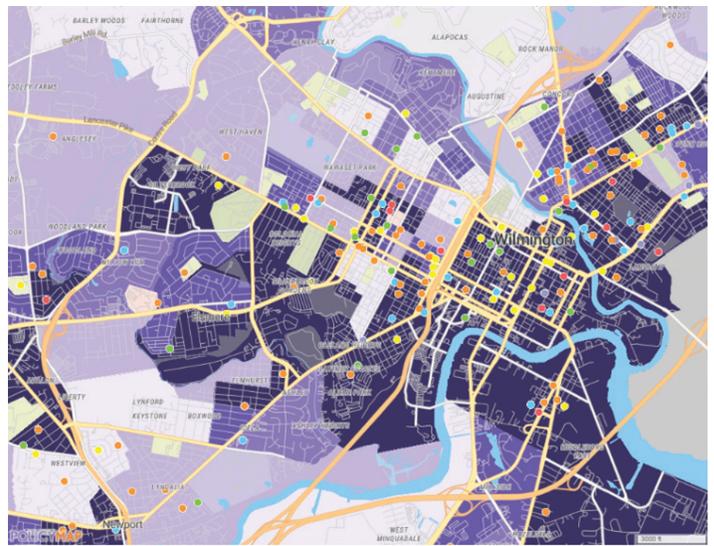
Areas with High Share of Child Care Age Population that are Very High Poverty



Where are non-white families living in poverty?



Estimated percent of all families that are single headed with children, and licensed providers color coded by STAR level:



WE NEED YOUR INPUT

The Delaware State Chamber of Commerce, Rodel, Delaware Department of Education, and Federal Reserve Bank of Philadelphia see access to quality and affordable child care as an important workforce topic. To better understand how this issue impacts employers and employees, the group is seeking responses to this quick survey:



being because of the lack of available and accessible child care options. How businesses and public entities work together to integrate child care as a component of the workforce infrastructure may serve as the key to keeping working parents, particularly mothers, part of the labor force.

The cost is more than the numbers

There is an economic cost associated with the decisions working parents are forced to make when it comes the employment-or-child care tradeoff. Not having adequate care options can translate into costly challenges for employers, such as higher turnover, greater absenteeism, and lower productivity. Even before the pandemic, the Harvard Business Review estimated that there was an annual \$13 billion loss in productivity for employers due to insufficient child care availability accessible to employees.

There is a common misconception that in order for businesses to support their employees' child care needs, they have to provide onsite child care or fully subsidize the cost of care—but there are other creative ways employers can meet the needs of their employees and the community.

Additionally, the number of women in the labor force has increased greatly since the 1950s, yet available child care supports have not increased relative to the amount of households with all parents in the labor force. For decades, this mismatch has forced parents into difficult decision-making. The choices associated with child care and employment are what many experts attribute to the female labor force participation rate hitting a 33-year low at the end of 2020, after the onset of the pandemic.

A Federal Reserve System simulation that evaluates the economic losses of labor force gender disparities estimates that Delaware's GDP from 2005 to 2019 would have increased by \$3.7 billion annually if those gender gaps were closed. Furthermore, a briefing from the Federal Reserve Bank of Minneapolis states that while both fathers and mothers left the labor force after the onset of the pandemic, mothers are not as likely to return as their male counterparts, threatening workplace diversity in the private sector. With the pandemic underscoring how child care options directly affect how, where, and if parents are participating in the labor force, businesses are making child care their issue.

Where this works

Employers might not realize the extent to which caregiving affects employee performance or the decisions to accept a job or remain at one. The costs of turnover combined with the expense of turnover associated

with reduced productivity result in substantial hidden costs for many employers. There is a common misconception that in order for businesses to support their employees' child care needs, they have to provide onsite child care or fully subsidize the cost of care—but there are other creative ways employers can meet the needs of their employees and the community.

The Missoula Chamber of Commerce in Montana launched a cross-sector collaboration to measure and drive toward solutions to address challenges impacting the area's workforce and businesses. The Chamber increased community and business leaders' awareness of the primary child care challenges in the region, and it determined seven different models for partners to explore in order to expand child care availability and ease the burden on families and businesses. Some models included creative strategies such as remodeling and occupying available space, business co-ops, and partnerships with local providers to expand existing child care options.

Innovative solutions and partnerships are arising across the nation as the benefits of integrating child care as a component of the workforce infrastructure are realized. The Massachusetts Business Coalition for Early Childhood Education was founded by CEOs and employers who came together to make early childhood education (ECE) more accessible and a point in attracting and retaining a strong workforce across Massachusetts. A group of private sector businesses in Minnesota participated in public advocacy for ECE, which resulted in increases in public grant funding to the sector. Such efforts support the U.S. Chamber of Commerce Foundation's report, which estimates that company-supported child care can decrease employee absences up to 30 percent and job turnover by as much as 60 percent, and offer a 16-to-1 return on public savings for every dollar spent on ECE.

A U.S. Chamber of Commerce Foundation report estimates that company-supported child care can decrease employee absences up to 30 percent and job turnover by as much as 60 percent, and offer a 16-to-1 return on public savings for every dollar spent on early childhood education.

Be a part of the solution

The Delaware State Chamber of Commerce, the state's Department of Education, Rodel, and the Federal Reserve Bank of Philadelphia are working in partnership to elevate the benefits of investing in ECE to equip businesses with the information they need to support the region's current and future workforce. For many businesses, it might start with assessing the local child care landscape and gaining a better understanding their workforce's child care needs. This can help identify the appropriate first step of engagement as a strategy to improve efficiency and retention for their current workforce and also to attract new talent. To find out ways you can get involved with this initiative, visit the Philadelphia Fed's website (<https://bit.ly/3ypUQSQ>) or contact Sloane Kaiser at Sloane.Kaiser@phil.frb.org. ■



Sloane Kaiser is an economic growth and mobility project associate at the Federal Reserve Bank of Philadelphia.

Delaware's Child Care Crisis

How it's disrupting our
road to recovery BY PAUL HERDMAN



“ACCESS TO CHILD CARE is increasingly important as businesses continue to reopen and expand operating capacity. ...it will be essential for Delaware to use resources wisely to solve a long-standing child care challenge that has been heightened as a result of the pandemic.” – Delaware Business Roundtable & Delaware State Chamber of Commerce Road to Recovery Plan

As many in Delaware begin looking to the fall as a return to normalcy, those in the early learning community are still grappling with the long-standing challenge. The children that need it most can't afford it. And if the centers don't have the numbers, existing centers will shrink or close.

All children deserve high-quality, developmental experiences beginning at birth. The brain science behind it is clear: the first few years of a child's life are far more formative than we ever imagined. But in Delaware, early learning is still unaffordable and inaccessible for far too many families. I've had two kids go through our public school system, and many on Rodel's staff are parents of young children—this is personal to us and our neighbors.

Despite calls from advocates, when the legislature wrapped this summer, state leaders committed no additional funding in the fiscal year 2022 budget for early learning (just a minor increase within existing budgets and a small contingency fund). Today, as families and communities prepare to go back-to-school, their ability to find affordable, high-quality early care will have a direct impact on whether those parents can get back to work. Given the limited funding, Delaware has a legitimate child care crisis on its hands. We hear through our networks that it's causing families to scramble for care, find themselves on long waitlists, or refuse job opportunities or COVID vaccinations because they don't have reliable child care.

This doesn't just create a challenge for families. Delaware's child care crisis could stifle our economic recovery.

As cited by the Huffington Post and others, while hundreds of thousands of Americans continue to re-enter the workforce following the pandemic, labor force participation among women fell significantly. Female labor force participation is at its lowest rate since 1988, even lower than it was during the Great Recession.

The National Restaurant Association's senior vice president, Hudson Riehle, acknowledged “the need for caregivers to remain at home” as one of the reasons restaurants are having trouble hiring.

This spring, Treasury Secretary Janet Yellen cited both the absence of affordable or accessible child care and irregular school schedules as two reasons why the April jobs report wasn't strong. Child care is a major pillar of the Biden administration's American Jobs and Families Plan, which includes \$225 billion for expanding and improving access to child care.

As State Chamber president Mike Quaranta wrote in a July Message from the President, “some employees with child care needs are struggling to find care. Some child care providers have closed or lost staff during the pandemic. Others are fully staffed, but the “teacher-to-child” ratio or physical site of the center make it impossible to take in more kids. We anticipate access to quality and affordable child care to become a growing issue for our member companies in the coming months if not already.”

Federal resources will help inject short-term lifelines to the child care

industry, potentially for two to three years—but without a long-term plan for supporting child care, Delaware will remain behind.

Delaware invests pennies on the dollar on early learning compared to K-12. Today only about 15 percent of Delaware's three- and four-year-olds have access to state funded pre-K, and there are waiting lists at all locations. Early childhood teachers earn about one-third of the salary of kindergarten teachers—with a longer workday and year, and with minimum or no benefits or paid planning and professional development opportunities.

Delaware invests in a state subsidy called Purchase of Care (POC) that helps only 23 percent of low-income families cover child care tuition. As any parent will tell you, child care can be expensive: approximately 20 percent of the median family income per child. The problem is POC doesn't come close to covering what it costs to care for a child. In fact, POC only pays at less than half of the true market rate, the figure that providers charge families for care. In order for Delaware to fully invest in our youngest learners, it must increase those rates.

This lack of investment hit providers and communities hard over the last year. One provider called it “a losing situation for all involved.” Either navigate your business through a perilous financial scenario, or decide simply not to accept POC children. In other words, low-income families—those who could benefit greatly from high-quality early care—are losing access.

Without adequate funding, providers can't hire qualified staff. One in six early learning professionals vacated positions throughout the pandemic. With less staff, they're forced to take on less children. Child care providers statewide have waiting lists that are dozens long, multiple open positions, and have had to close multiple classrooms in most cases. In Kent and Sussex counties, especially in rural or low-income areas, child care deserts are a reality.

The good news is: the broader world is waking up to the critical infrastructure and economy-building power of early childhood education.

This summer, the Federal Reserve Bank of Philadelphia partnered with the Delaware State Chamber of Commerce, Rodel, and the Delaware Department of Education to launch a Research in Action Lab to educate the business community in Delaware on the economic importance of the child care sector.

Public-private partnerships like the Delaware Research in Action Lab help build an inclusive and equitable workforce recovery by removing barriers to employment, such as access to child care.

Stay tuned to Rodel and the DSCC as this partnership continues to evolve. As an organizational leader, tell us how this issue is impacting your employees by taking the survey at bit.ly/3CwmH6B.

Tell the governor and your legislator to make this a priority in the FY23 budget. It's time Delaware prioritized the essential infrastructure of early learning—for our workforce of today and tomorrow. ■



Paul Herdman is the president and CEO of Rodel.



Removing Barriers, Providing Purpose

Masley Enterprises offers the community around them a fresh start, a second chance, and a fulfilling career **BY REGINA DONATO**

LIFE IS HARD. BUT LIFE IS ALSO GOOD. This is the mantra that Donna Masley, president of Masley Enterprises, constantly repeats when you visit her factory on Jessup Street in Wilmington.

Founded in the basement of Donna and Frank Masley's home in 2000, Masley Enterprises is a premier glove designer and manufacturer in the tactical handwear industry, specifically serving the United States military. This is a company that truly understands what it means to be "Made-in-America."

Frank, who passed away in 2016 after a valiant battle with Melanoma cancer, was a three-time Olympian representing the United States in the sport of luge. With his engineering background, years of experience working for W. L. Gore, and master's degree in business from Goldey-Beacom College, he identified a need by the U.S. Military for tactical gloves that he could fill. His expertise, combined with Donna's career as

a pediatric ICU RN at the Children's Hospital of Philadelphia, led the couple to grow Masley Enterprises to where it is today.

Masley is a Berry Compliant company, which means that all materials and labor from the company are of United States origin. In addition to manufacturing technical handwear for branches of the military, Masley also helps to produce gloves that combat the COVID-19 pandemic. Masley's sewing operator team is responsible for making the glove's insulation lining component that will eventually be used by medical professionals handling the Pfizer vaccine, which is housed at extremely low temperatures. When sewing operator Velvet Poindexter—who is an artist herself—was hired in 2015, she was thrilled to find a job "that is catered towards sewing and creativity," but that also "creates a feeling of purpose."



When you walk into Masley Enterprises, their employees are the epitome of what America stands for—a true melting pot. Despite their differences, the employees have truly come together to form a family.

While Masley is dedicated to helping those who serve our country, the company also strives to help the local Delaware community as well. Masley Enterprises is located in a Historically Under-utilized Business Zone (HUBZone) and their presence helps bring stable jobs to a community that needs them. Many of the individuals employed by Masley are local individuals, some of which are getting a second chance—those who may be on social assistance or come from difficult backgrounds.

“We strive to employ ex-offenders and believe in giving second chances to facilitate the transition back into the workforce. We believe that employment is crucial to successful reintegration into the community and decreases the risk of recidivism,” says Masley. The company’s work for the community has also been recognized on a nationwide level: they have been invited to the White House multiple times to speak on panels about catering to the needs of those re-entering the workforce.

“Ms. Donna is willing to help out people of any race or from troubled backgrounds. Her and Mr. Frank just wanted people to have a second chance,” says Ira Bland, who’s been with Masley for ten years now. When



you walk into Masley Enterprises, their employees are the epitome of what America stands for—a true melting pot. Despite their differences, the employees have truly come together to form a family.

Among the staff, the praise for the leadership and positive work environment at Masley is deafening. “When you’re working a regular job, it’s so hard to get the motivation to wake up in the morning. Here, I never even question it,” explains Ashley Jenkins. “It feels like a real team here, there’s such a sense of community. You get emotionally invested and you want to succeed every day.” The sense of pride in each employee’s work is evident when you walk into Masley’s workshop. Each staff member is proud to explain their role in the manufacturing of Masley Enterprise’s gloves and how those contributions serve their country.

Everyone has a story. Mistakes happen. Overcoming obstacles is a part of life. “We survived losing Frank. I didn’t know if I could do that, but our staff all sat down, and we said we could make it work,” emphasized Masley. “And then we survived the pandemic. I’m just so proud of all of us and what we’ve done.” ■

Delaware's Bioscience Moment

Leading the future with advanced manufacturing **BY MICHAEL FLEMING**

IN A MATTER OF TWO WEEKS this past summer the Delaware bioscience community had a remarkable two-fer when it comes to transformational events.

The first was the announcement of a several hundred-million-dollar investment in a new pharmaceutical development and manufacturing facility in Middletown. This operation could employ as many as a thousand workers in a few years, across roles ranging from manufacturing to management to administration.

The second related item was news that NIIMBL—the National Institute for Innovation in Manufacturing Biopharmaceuticals, based at the University of Delaware STAR Campus—will receive \$153 million from the U.S. Department of Commerce to continue its mission of driving innovation in domestic biopharmaceutical manufacturing by developing flexible, agile, and cost-effective manufacturing processes. The funds will also enable NIIMBL efforts to help prepare for future pandemics by developing better processes for manufacturing vaccines and therapeutics for COVID-19 and other coronavirus strains.

These major developments signal two important, related dynamics: first, that investment in U.S.-based biopharmaceutical manufacturing is a significant strategic imperative both from a business as well as a national security standpoint. The pandemic has exposed the great risks of overreliance on foreign supply chains for our medicine and other essential goods, and the domestication of advanced manufacturing is only going to accelerate.

This reality is underlined by the Biden administration's push to boost U.S. manufacturing of essential medicines through establishment of a public-private partnership to enhance onshoring efforts and improve technologies for the production of active pharmaceutical ingredients (API).

The second dynamic is all Delaware: our state's life science sector is thriving, and with these announcements—along with plans for a new science and innovation park at the former DuPont Chestnut Run site—we are poised to be a global leader in advanced manufacturing.

Seizing that opportunity will require exquisite collaboration across private industry, higher education, and government. You do not need a



“American manufacturing ... must be part of the engine of American prosperity now.”

– President Joseph R. Biden, Jr.

Ph.D. for most of these great advanced manufacturing jobs of the future (or even a bachelors), but they do involve significant training. Delaware must be ready with a capable talent pool and the right programs to ensure we can deliver the workers these exciting new high-tech operations need.

The state also needs to continue to push policies that will incentivize and support investment in the growth of new science and technology businesses. Programs like the Site Readiness Fund and the \$10 million in funds for new lab space, both recently approved by the General Assembly, will do just that.

This kind of moment—the chance to secure this state's economic future based on innovation—does not come often. Let's be sure we make the most of it. ■



Michael Fleming is president of the Delaware BioScience Association.



DEMEEP Delaware
Manufacturing
Extension
Partnership

Innovation, Training, and Connections Foster Success



Dr. Franchessa Sayler

Founder, President &
CEO of ThruPore
Technologies, Inc., an
innovative materials
company based in
New Castle, Delaware

GROWING | CONNECTING | BUILDING

Innovation, Training, and Connections Key to Post-COVID-19 Success for Small Delaware Business

By Allison Hayes

Dr. Franchessa Saylor, founder, president & CEO of ThruPore Technologies, Inc., was scheduled to travel internationally in April 2020 to sign a major deal with a company. It was an important step for the small, Delaware company and for Dr. Saylor. But a month before the trip, the COVID-19 pandemic was spreading across the world, and the visit was canceled.

With the international deal on hold for three to five years, Dr. Saylor knew it was time to figure out a new next step for the small innovative materials company based in New Castle, Delaware.

“We started rethinking the impact of what we do and listing the advantages of our product,” she said. “We realized that we could create a product that could naturally kill viruses – like COVID-19 – through oxidation.”

The company submitted a National Science Foundation (NSF) Small Business Innovation Research (SBIR) grant and it was accepted. They moved forward with creating the product and found that not only did it work, but it worked well, achieving 99.99% viral efficacy and 100% bacterial efficacy. And with that, Dr.Filter, the world’s first virus-killing filter, was born.

Dr.Filter is a non-toxic catalyst that targets and kills COVID-19, as well as other viruses and emerging pathogens. ThruPore’s core technology gives Dr.Filter its porous structure for high airflow and allows the non-toxic minerals in Dr.Filter to catalytically break down viruses at room temperature. Learn more at drfilter.com

How It Started

ThruPore Technologies, Inc. was founded in 2012 at the University of Alabama by Dr. Saylor and Professor Martin Bakker. The two developed a proprietary formulation and manufacturing process for making a highly porous synthetic carbon material, and soon after, an advisor and former DuPont principal investigator suggested the catalyst industry would greatly benefit from this innovation. The University of Alabama’s

Entrepreneurship Program Director encouraged the team to apply for the National Science Foundation’s I-Corps Program.

The journey of technology development and refinement continued as the co-founders went on to win two NSF SBIR grants, as well as two smaller grants for commercialization exploration. The research funding totaled \$1.2 million from 2014 through 2017.

With Delaware connections, Dr. Saylor relocated the company’s headquarters to New Castle in 2014. In the First State, Dr. Saylor found the connections and training she needed to take the business to the next level.

“I find the state to be wonderful for entrepreneurs,” she said. “There is someone to help with anything we need.”

The Delaware Manufacturing Extension Partnership (DEMPEP)

One of these Delaware connections was with the Delaware Manufacturing Extension Partnership (DEMPEP). DEMPEP is a federally and state funded non-profit organization committed to helping Delaware’s manufacturers improve their global competitiveness. DEMPEP is the official representative of the MEP National Network in Delaware. The MEP National Network™ is a unique public-private partnership that delivers comprehensive, proven solutions to U.S. manufacturers, fueling growth and advancing.

DEMPEP operates as a recipient through Delaware Technical Community College in partnership with the United States Department of Commerce, National Institute of Standards and Technology, the Delaware Division of Small Business, and the Delaware State and local Chambers of Commerce. Through these partnerships, DEMPEP draws its resources from local and national universities, community colleges, research institutions, private consultants, and a network of 51 MEP Centers located in all 50 states and Puerto Rico. With these unique relationships, the Delaware



Dr. Filter™

Virus-killing Filter Treatment

Dr.Filter, the world's first virus killing filter with 99.99% viral efficacy and 100% bacterial efficacy.

MEP can provide its clients confidential access to their industries best practices, processes and business improvement methodologies.

Dr. Sayler and ThruPore Technologies, Inc., took full advantage of this training, beginning with Lean manufacturing, to learn how to scale up the business.

“The concept of push and pull from a manufacturing standpoint was hugely beneficial to us,” said Dr. Sayler. “With every customer needing a slightly different formulation, making a lot of stock was not ideal, and we learned to only produce what was needed.”

In fact, that concept allowed the company to make a quick transition when COVID-19 derailed the Thailand deal.

“We were able to pivot quickly because we didn’t have a lot invested in something that wasn’t going to sell for a while,” said Dr. Sayler.

In addition to the Lean training, staff participated in Six Sigma training – which Dr. Sayler said she completed in her basement from home when the pandemic shut down in-person learning.

“We were able to find some inconsistencies in the process and tighten up our specification,” she said.

The product now is very consistent, she said, which is very important in her business. Improvements like this allow for significant cost reduction in both scrap and optimized material usage. The company also participated in Exportech training – something Dr. Sayler found invaluable when ThruPore attempted to enter the export market.

“It’s a much more complicated process than I thought,” she said. “Exportech gave us a rolodex of people to contact when



An entry door logo for a building that uses Dr.Filter.



A 3D printed model of the carbon structure at 200x magnification.

Expotech gave us a rolodex of people to contact when we have questions. The paperwork is different for each country, and we now have contacts at the World Trade Center.

~ Dr. Franchesca Sayler, Founder, President & CEO of ThruPore Technologies, Inc.

we have questions. The paperwork is different for each country, and we now have contacts at the World Trade Center.”

Dr. Sayler noted that the training also taught them to detect counterfeits – a huge problem with exporting.

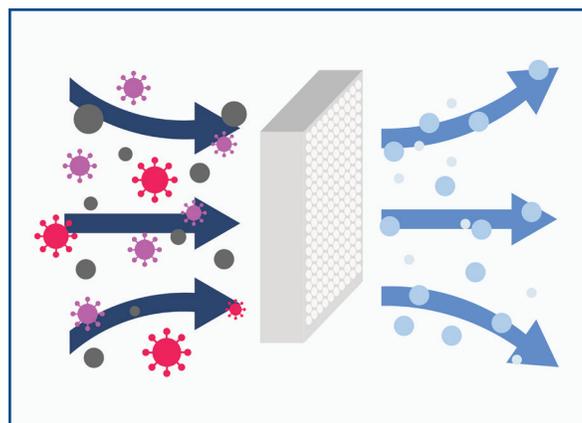
“Mistakes can be very expensive,” she said.

Looking Ahead

Now, the company is moving forward with plans for significant growth over the next three to five years. A major part of the plan involves setting up company operations at the former Department of Labor building in Corporate Commons in Newark. The company currently has four full-time employees and 11 part-time contractors, but has plans to expand, adding 55 new full-time jobs by the end of 2024.

ThruPore Technologies, Inc. will be working with DEMEP for energy cost reduction at the new facility and growing the market for their new technology.

“I connect other companies with DEMEP all the time because they are so helpful,” said Dr. Sayler. “DEMEP can find other companies with similar training needs and put together classes focused on a specific topic. They give you connections you just can’t get in other states.”



As air passes through the filter, viruses and bacteria are caught and destroyed, while still allowing air to flow freely through the filter.

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A Delaware-Based Innovation Hub for More Than 200 Years



DuPont continues to develop advanced performance O-rings locally **BY DOUGLAS HOPEK**

IN THE EARLY 1970S, as technology requirements increased for O-rings, multiple industries demanded an elastomer O-ring that could withstand extreme temperatures, resist harsher chemicals, and enable durability beyond any other existing elastomer materials available at the time. DuPont responded with Kalrez®, a specialized perfluoroelastomer used in a variety of sealing applications that require the most stringent performance attributes. And it all started in Delaware.

While DuPont didn't invent O-rings or specialty sealants, we are proud of our extensive track record of innovation and technological advances in Delaware. Scientists at the DuPont Experimental Station in Delaware developed advanced Kalrez® O-rings that stand up to the most challenging operating environments. In fact, without perfluoroelastomer O-rings many industries could not deliver end-products today, such as semiconductor chips.

An O-ring is a seal, often connecting different components together in equipment or an operating system instead of welding components together. Semiconductor processing environments present significant challenges for elastomer seals, as operating system conditions often include extreme heat, aggressive plasma, and chemicals. Kalrez® O-rings can withstand temperatures in excess of 300 °C with chemical resistance to more than 1,800 different chemicals, enabling them to play a pivotal role in semiconductor chip processing equipment. In addition, from aerospace to chemical processing to transportation to oil and gas applications, DuPont™ Kalrez® O-rings are engineered to provide more stability, more resistance, and more effective sealing in a wide range of applications.

The Kalrez® business manufactures O-rings at DuPont's Tralee Park



facility located in Newark, Delaware. The facility has supported the Kalrez® business and been active in the community for more than 40 years. The business has expanded its portfolio of advanced solutions for customers and added new team members and jobs over the years. Currently, DuPont manufactures thousands of unique Kalrez® O-rings and parts in Delaware every day, with hundreds of new customer solutions added each month.

The future growth prospects for the Kalrez® business are bright and that is why in 2018 we announced plans to expand our manufacturing presence in Delaware with the purchase of a new facility in Newark. Our new facility is planned to be twice the size of the current operating facility and include new state-of-the-art equipment and advanced manufacturing capabilities—such as upgraded clean-room facilities—to meet the future quality and performance demands of evolving industries and customers. In addition, the new Kalrez® operating facility is expected to add dozens of new jobs and further enhance the local economy.

The Kalrez® business is proud to call Delaware home. We remain committed to investing for growth locally while developing and retaining our highly skilled employees who work every day to fulfill our purpose of empowering the world with the essential innovations to thrive. ■



Douglas Hopek is the global business director for DuPont's precision parts and solutions group.



A Port for the Future

GT USA makes investments and upgrades to Delaware's gateway to the world BY ERIC CASEY

MOST DELAWAREANS ARE AWARE of the Port of Wilmington. The history of the Port is entwined with the history of Wilmington and its centuries-old maritime industry. The Port is located at the confluence of the Delaware and Christina Rivers.

In fact, many of the revitalized buildings on the Wilmington Riverfront were once shipping businesses—shipbuilding, metalworks, trade berths, goods storage, and transports.

All that commerce is related to easy access to and from the ocean, into the Delaware Bay, Delaware River and on to the Port of Wilmington. Ease of access for transporting goods in a timely manner is still the principle competitive feature of the Port of Wilmington.

Opened in 1923, the Port of Wilmington is a 308-acre-deep-water, full-service Mid-Atlantic seaport strategically located to provide overnight access to 200 million North American consumers via rail and roads. Currently, the predominant port business is produce—bananas, pineapples, grapes, and fruit juice concentrate. But this may change as we markedly improve capabilities that will attract other tenants.

The Port is owned by the State of Delaware and, until 2018, when GT USA Wilmington (GTW) won the 50-year lease over 92 bidding competitors to manage port operations on the State's property, the citizens of Delaware paid millions every year for its upkeep and operations. Now, GTW is responsible for the upkeep, operations, and logistics, and pays the State of Delaware for the privilege to do so until the year 2068 when the

lease is up for renewal. It's projected that GTW will generate some 6,000 jobs at the port during the term of this lease.

INVESTMENT TO ADD VALUE

Since taking over management of the old Wilmington port, GTW has been making improvements to all aspects of the Port by investing \$88 million to-date to modernize and expand infrastructure and equipment. This has resulted in an increase in volume capacity, a quicker turnaround for the shipping lines, and by helping tenants expand their businesses with high quality storage, food safety certifications, and improved logistics. Additionally, GTW has allocated another \$30 million for additional upgrades.

The \$88 million investment added another 200,000 sq. ft. to the refrigerated cargo storage, taking this now to over one million sq. ft., the largest on-dock, warehouse space in North America. Much of this space is now racked for two- and three-high pallets.

To ensure we are keeping pace with new ideas and technologies to maintain a safe food environment for our customers product, we have recently been in discussions with leading consultants regarding new cold chain technology. We are exploring alternative cooling sources, which will offer those customers a greater range in temperatures, thanks to new insulation and cooling technology.

A yard densification project is nearly completed and will increase container storage capacity to 600,000 TEUs (twenty-foot equivalent units).

A truck lane has been added to increase yard stacking capacity. To move the containers around the new stacks we purchased five 41-ton Rubber Tired Gantry (RTG) cranes and three 45-ton Reach Stackers. This cargo handling equipment is all-electric, thereby eliminating exhaust emissions from conventional diesel generators and any risk of oil contamination. The RTGs are capable of stacking containers in stacks of five high and seven rows wide.

To move containers around the port facility, GTW brought in 16 terminal tractors from Terberg Tractors Americas. These fuel-efficient, low-emission vehicles incorporate energy efficient LED lighting and the most recent Tier 4F fuel-efficient, low-emissions Cummins engine—which is compliant with prevailing EPA legislation—the machines also include a new design transmission to further contribute to fuel reduction by up to 17 percent. The addition of this advanced cargo handling equipment furthers our commitment to be environmentally conscious and to be mindful of our impact on the environment and the community, in alignment with our corporate values.

On-dock rail, which carries the ship to shore gantry cranes has also benefitted in the early phases of the upgrade program. The rail was extended the entire length of the quayside to enable the cranes full access to all seven berths.

Not all improvements have been in civil works or equipment though. The outdated IT system has also been the beneficiary of recent investment. A new terminal operating system (TOS), now a single integrated system,



It's projected that GTW will generate some 6,000 jobs at the port during the term of this lease.

was implemented for cargo and containers. New infrastructure setup to enable the TOS and other applications, including a new training portal for terminal users. We're ensuring that we improved both internally and externally. Everything we've done is to make the port more efficient and more effective to better serve our tenants.

DELAWARE'S PORT OF THE FUTURE

As part of the agreement with the State of Delaware, GT USA Wilmington is tasked with building a new 1.2 million TEU container terminal at Edgemoor—the former Dupont site—three miles north on the Delaware river from the current port.

GT USA Wilmington will be investing about \$500 million to develop this facility.

Permitting is underway for some time and the company is expecting the construction permit should be approved by 2022. The goal is to be operational on the Edgemoor site by 2024/25. The Delaware River's deep

water access will accommodate cargo vessels as large as 14,500 TEUs.

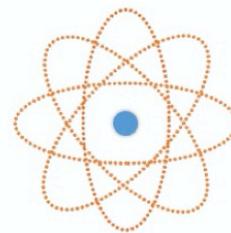
Edgemoor has its own entry and exit ramps from I-95 and its own rail siding. There is one stop light away from I-95, which serves as a gateway for Mid-Atlantic states, as well as the Northeast and Mid-West. It is a prime location for moving imports and exports very quickly to their destinations.

Developing the Edgemoor Container Facility will be a huge investment by GT USA Wilmington. GTW will be planning and building this facility from dirt up—its currently a brownfield—and sees this as an opportunity to create a state-of-the-art “green” facility. GTW is committed to utilizing environmentally-friendly electronic equipment—not diesel—throughout its operations.

The port of the future can be a reality with everyone working towards safeguarding clean air and water and setting the standards for ports throughout the world. We have been in Delaware for less than three years and we've achieved so much. Imagine what we can do with the remaining 47 years. ■



Eric Casey is the CEO of GT USA Wilmington.



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FMC employees give back amid pandemic **BY PATTI ADCOCK AND LARS WEBORG**

THE GLOBAL PANDEMIC has brought extraordinary change around the world. However, companies such as FMC Corporation, a global agricultural sciences company, have continued to operate uninterrupted in support of growers around the world.

FMC's global R&D headquarters, based at the 515-acre Stine Research Center campus in Newark, Delaware made some operating adjustments, including transitioning to remote work for many employees, to allow for COVID-19 safety measures. However, FMC Stine employees were able to host 28 events centered on STEM, environmental impacts, agricultural science, food and farming as well as health and safety, and logged nearly 300 volunteer hours in 2020.

"FMC's focus on community engagement continued unabated through the uncertainty and restrictions in place brought by COVID-19," said Karen Totland, vice president and chief sustainability officer at FMC. "Our employees at Stine Research Center, and around the world, are passionate about sharing resources, knowledge, and skills with our local communities."

FMC Stine employees supported local STEM initiatives including the development of an environmental toxicology course at Delaware State University—the first time it has been available at the school in ten years. Additionally, several virtual seminars were organized with local universities and schools to share information on topics including chemistry, engineering, and application technologies.

Additionally, FMC Stine donated to the Delaware State University Emergency COVID Relief Fund, the Food Bank of Delaware, and is a committed sponsor of Healthy Food for Healthy Kids, a Delaware-based nonprofit that provides hands-on gardening activities through lessons that support Delaware State learnings standards.

Scientists based at the Stine Research Center also volunteered many hours to help maintain and cultivate school gardens at Christiana High School in Newark and Marbrook Elementary School in Wilmington while



students attended school online through the shutdown. These service hours also included educational seminars and the Read Across America Day event at the University of Delaware Early Learning Center.

Supporting STEM talent development in Delaware is an ongoing focus for FMC scientists. FMC sponsored career fairs as well as the Catalyzing Change STEM Conference, the Metropolitan Wilmington Urban League Day of Service, and the Delaware Tech New Castle County Science Fair.

FMC is also committed to operational transparency and hosts bi-annual Community Advisory Panel meetings to discuss ongoing investments in the FMC Stine location, community engagement activities and progress on the company's sustainability goals. ■



Patti Adcock is the facilities director at FMC Corporation's Stine Research Center.

Lars Weborg is senior manager of Corporate Communications at FMC Corporation.



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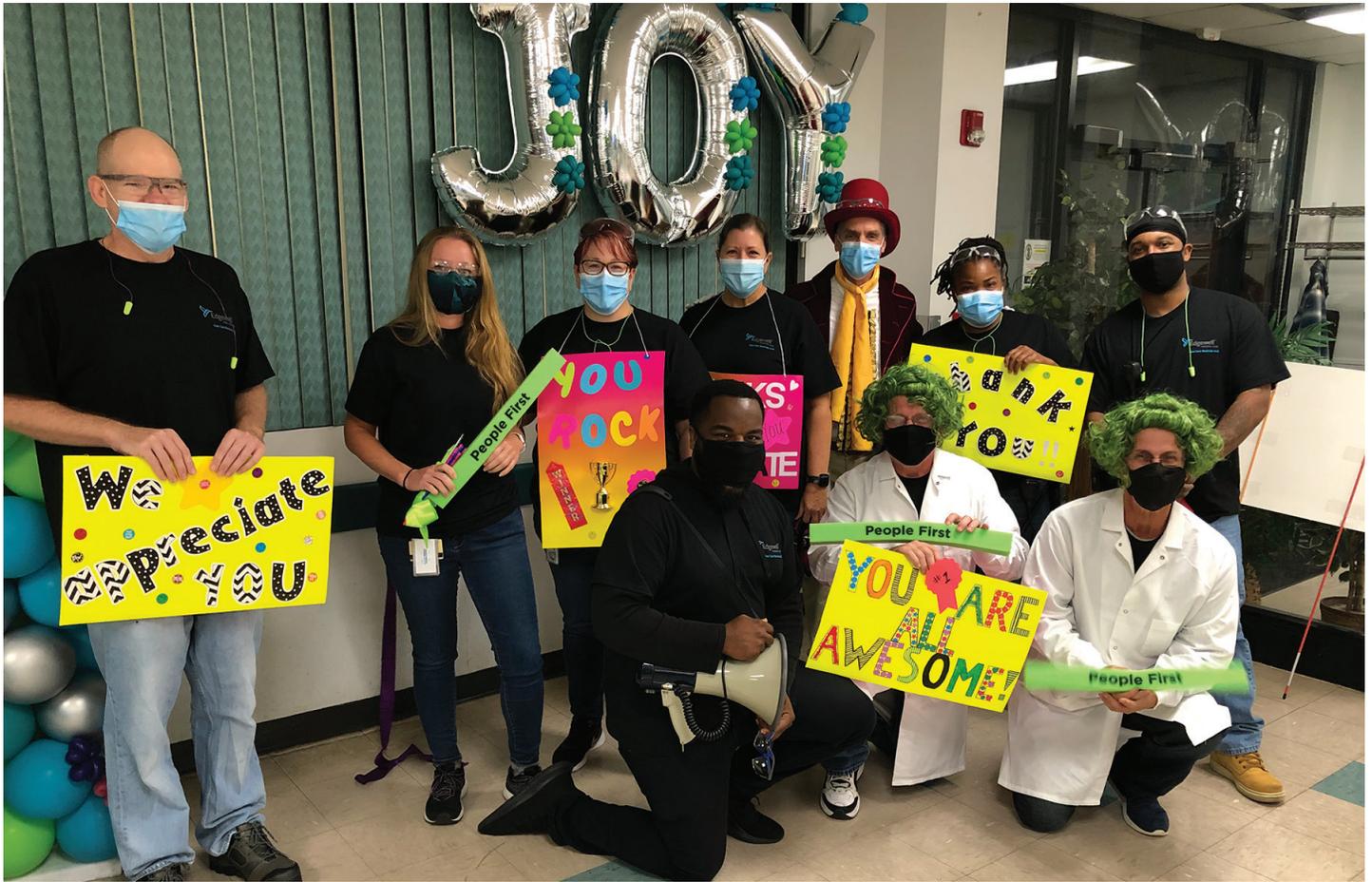


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Focusing on People First to Gain a Competitive Advantage

BY TARYN DALMASSO

WHAT DOES THE FUTURE of manufacturing and the manufacturing worker look like as we emerge from the pandemic? In March 2020 as government shutdowns began, a new term, “essential workers” became a tagline. As other businesses were forced to close their doors, many manufacturing plants experienced the opposite as pantry loading emptied store shelves. From toilet paper to food to personal care products—integral items to the American household—require essential frontline workers in order to ensure the stability of the supply chain. Overnight the demand for manufacturing workers skyrocketed.

As we enter the fall of 2021, the need for skilled labor is still high, unemployment in Delaware is returning to historical rates and yet around every corner is another help wanted sign. So how does one stand out from the pack to ensure they can both attract and retain the talent they need?

Fair wages, paid time off, health insurance and a safe work environment

are no longer competitive advantages—they are the cost of entry. Today’s workforce wants to feel connected to their company’s products and purpose. They also want more of a partnership—to see that their employer is as invested in them as they are in the company. This means a company needs to give their team more than just a paycheck. They must provide a clear vision of how the company can make an impact in both their team’s lives as well as the communities in which they reside. It’s about tapping into the heart of your teams.

At Edgewell Personal Care, one of our core values is “People First,” which means we focus on relationships and investing in our team while also ensuring we contribute to our communities. But what does this really look like and why is it an advantage?

We have put this value into action by partnering with Polytech Adult Education to develop apprenticeships and in-house training to increase the

skills of our teams. We also created more entry level positions to allow us to attract and then develop talent, which widens the pool of applicants. In addition to skills training, we established career paths that our teams can follow. While not everyone may want to move into higher level positions, knowing that your company will help provide additional training so that you can move from a production technician into a maintenance position is a very compelling reason to stay committed to or join a company.

While investing in our teams is important, it's also important that we invest in our communities. Our Edgewell teams support United Way, Habitat for Humanity, and Toys for Tots. But we're most proud that we can provide free feminine care products—which we proudly manufacture in Dover—to local Delaware schools. This creates a shared sense of pride.

Once employers show that they are as invested in their team's development and fulfillment as much as the financial numbers, and as employees embrace the company's goals as their own, that team will be unstoppable and dedicated to each other. If you're looking to thrive in manufacturing, make sure you focus on People

First! ■



Taryn Dalmasso is the Head of Operations, Feminine Care Division at Edgewell Personal Care in Dover.

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About Edgewell

Edgewell is passionate about making the little moments leading up to the big memories just a little bit easier. Simply, we aim to make the products that families rely on more inspired, more personal, and more trustworthy—so they can devote that much more energy to the people they care about most.

Our Values

Make useful things joyful – this is our purpose, our north star that guides all we do. We infuse joy into our daily interactions, and we create products that are functional and joyful for our consumers.

Our values are foundational to our purpose and govern our collaborations with our colleagues, our partnerships with our customers, and our connection to our consumers. As we innovate for the future, these values are the beacon that keep us on course. They aren't just words on a page, we live them. They define our expectations—of our products, our company, and ourselves.



People first



Move forward



Listen up speak up



Own it together

The Dover location is the largest Edgewell US manufacturing site and has been proudly producing Feminine Care products for 25 Years. Join us, we are currently hiring new teammates at our Dover, Delaware location. To apply visit our website at www.edgewell.com.



At Edgewell, we make useful things joyful.



Small Delaware Manufacturer, Big Regional Impact

Miller Metal provides efficient and high-quality solutions BY COLIN HEFFINGER

IT ISN'T EVERY DAY that a business is highlighted for making consistently large regional impacts from Bridgeville—one of Western Sussex County's oldest towns with a population just over 3,000. Additionally, it isn't every day that a business acquires the opportunity to retrofit subways in New York City or provide fabrication services to the city of Philadelphia.

Located in the upper eastern limits of Bridgeville along Route 13, Miller Metal Fabrication, Inc. is a flourishing leader in Delaware's manufacturing sector with specialization in a variety of metal services such as laser cutting, CNC forming, design engineering, welding, and fabrication. Throughout major cities like Washington, Baltimore, and Philadelphia, Miller Metal Fabrication provides lean manufacturing and the latest technology to maximize customer satisfaction throughout the Mid-Atlantic region.

Martin (Marty) W. Miller Jr. started out as a food processing equipment inventor for his first shop in 1983. By 1995, Miller Jr. founded Miller Metal as a metal fabrication company focused on production efficiencies. Miller Metal has expanded to over 100 employees and is looking to continue growing their space and staff for a secondary warehouse next to their current site in Bridgeville. This would provide Miller Metal double the amount of space to incorporate new technologies and continue matching with growing demand.

Martin Miller III, one of Miller Jr.'s sons and senior account manager, defines what makes Miller Metal Fabrication a distinctive business in manufacturing. "Here at Miller Metal, we continuously focus our reinvestments on technology," Martin III states. "We reinvest in purchasing new and emerging software and machinery. We have these million-dollar

machines that are more efficient and productive, which in return creates value for our customers."

Miller Metal excels in the utilization of lean manufacturing techniques to eliminate process wastes and maintain a high level of product quality and efficiency. This provides Miller Metal the opportunity to serve a large variety of customers and create tremendous impact on the rebuilding of major infrastructure. The team has worked on projects such as retrofitting a New York City subway station, creating panels for the new NYPD Training Academy, and installing steel beams utilized in LED sculpture lights for the latest Dallas Cowboys headquarters, to name a few.

Here at Miller Metal, we continuously focus our reinvestments on technology. We reinvest in purchasing new and emerging software and machinery.

Miller III reflects on the role of teamwork at Miller Metal. "We try to have a professional atmosphere, but still maintain a level of comradery," he explains. "The owner has a lot of rapport with employees by playing a role in helping work get done on the warehouse floor. There are people here who genuinely enjoy the type of manufacturing that we are doing—the process and technology that goes into it. Getting to see things built and

see our products in place. There's something humbling about driving down a road in upstate New York and seeing our Miller Metal truck delivering parts. We're a small Delaware company having a big impact throughout the Mid-Atlantic region."

Miller III signifies how the pandemic has shifted different aspects of their work and provided new opportunities for growth. "It was slow for a few weeks after the beginning," Martin elaborates. "Suddenly ventilator work for a company out of New York City kept us busy. We were swamped shortly after and had to keep up with customer needs. We've been consistently busy since then, but metal inflation prices are three times what they were in December 2020. We're concerned for the future impact on our customers and our industry as metal prices continue to rise. It's been increasingly harder to acquire metal resources as the result of shortages."

"We aim to provide an efficient and high-quality solution for our customers," Martin III reflects. "We don't have a lot of our business in the local area, but we are searching to find good employees with technical experience from the local workforce pools. Individuals who are interested in a hybrid role between computer skills and hands-on work have a great opportunity to excel here. We look forward to continued growth as we meet the needs of our customers." ■



Colin Heffinger is a communications professional and freelance writer.

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The Future of Health Care is Here

ChristianaCare’s Center for Virtual Health **BY SARAH SCHENCK, M.D., FACP**



CHRISTIANACARE IS COMMITTED to serving our community, and that includes finding ways to remove the barriers that keep people from taking an active role in their own health.

Through our Center for Virtual Health, we are making it possible for our neighbors to get their medical care when and where it is most convenient for them—whether at home using a computer or mobile device, in a Community Access Point such as a local library, or even in their neighborhood, like the Kingswood Community Center in Wilmington.

The power of a team

Together, these resources do more than help us better connect to our patients. By providing care that is truly built around the person—rather than a building or provider—we offer radical convenience and an exceptional experience. This is care that’s there when you need it, and it’s designed to fit your needs and your lifestyle.

We know it’s easier to get—and stay—healthy with a team by your side. The Center for Virtual Health takes team-based care to a new level with physicians, nurse practitioners, pharmacists, and other health experts who can meet with you directly and also coordinate your care behind the scenes.

Our community health workers help patients navigate problems unrelated to their medical care. Our Patient Digital Ambassadors serve as personal guides, navigating all aspects of the health care experience for patients and their families.

This comprehensive care team can be reached anytime via phone, video visits, and secure text messaging. We like to think of ourselves as “always on” health care.

Video visits are more than just seeing your doctor on a screen. This is a new way of providing care with the same offerings you’d expect in-person, like hearing and eye exams, blood pressure monitoring and more. We can do virtually about 95 percent of what’s typically done at an office visit.



So much of what we do happens outside of the medical appointment, and that’s where virtual care really offers the most potential, especially for communities that have historically lacked access to primary and specialty care.

Community Access Points: Care right in the neighborhood

Quite simply, this is more than telehealth. It’s providing care for our community members when, where and how they need it. For people without a computer or mobile device—or those who just need help with technology—our Community Access Points are private, local spaces with computers for virtual visits, as well as scheduled in-person appointments.

Some of our first Community Access Points can be found in our local libraries in southern Delaware, and you can expect more in the future. At the Coker Family Resource Center inside Kingswood Community Center, residents of Wilmington’s Riverside neighborhood get care that works on their schedule, whether through a virtual appointment or an in-person visit with one of our nurses.

The future of health care is here. Are you ready for a new experience? Learn more about personal, rapid, always-on care at the Center for Virtual Health. Call 302-428-2400 or visit <http://www.christianacare.org/virtualhealth> today. ■



Dr. Sarah Schenck is the medical director of Virtualist Medicine for ChristianaCare’s Center for Virtual Health. is executive vice president and chief executive of the Delaware Valley operations at Nemours Children’s Health.



On a Quest to Redefine Children's Health

Nemours Children's Health: We are asking you to join us **BY MARK MUMFORD**

NEMOURS CHILDREN'S HEALTH recently announced the evolution of our name and introduction of a new logo to better reflect the organization's bold vision of redefining children's health. We want to create the healthiest generations of children. To do that we must go "beyond medicine," beyond what we have always been known for—excellence in pediatric medical care—to reach children where they live, learn, and play.

We know that 80 percent of a child's ability to achieve health occurs outside the doctor's office, and that there are social, economic, and demographic factors that impact health. These factors, known as social determinants of health, include health equity, food insecurity, housing, homelessness, exposure to violence, racism, and others. We will address these challenges with the same vigor used to treat children with acute and emergent health needs.

By simplifying our name to Nemours Children's Health, we are creating a unified brand across a five-state health system, which operates two hospitals—including the flagship hospital here in Wilmington, Delaware—a network of nearly 80 primary and specialty care practices, a National Office on Policy & Prevention, a robust international program, and our corporate headquarters in Jacksonville, Florida.

And while our hospital name in Wilmington has changed from Nemours/Alfred I. duPont Hospital for Children to Nemours Children's Hospital, Delaware, our commitment to providing the very best in pediatric care will never change. Our commitment to the legacy of Alfred I. duPont is only growing with our recent announcement of the Alfred I.

duPont Campus, which encompasses the hospital, the Nemours Mansion and Gardens, and the iconic Carillon. And, of course, our commitment to our patients and their families will never waver.

In fact, our new logo, The Loop of Care, artfully represents Nemours' unique approach to patient care and our bright future as an organization dedicated to improving the world in which every child lives. This new brand mark helps to illustrate our ultimate goal of a whole child health model of care, of moving to value, while creating and advocating for a national strategy for children's health, innovating health delivery system research, and leveraging clinical expertise.

It's a bold undertaking. And we know we cannot do it alone. These ambitious goals require a multi-stakeholder approach to address our community's social determinants of health through a holistic approach beyond healthcare, which includes the home, school, and community. We are committed to working with public, private, governmental, and community partners. We are counting on you to partner with us to create the healthiest generations of children. ■



Mark Mumford is executive vice president and chief executive of the Delaware Valley operations at Nemours Children's Health.



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Back Pain, Disability, and Lost Productivity Costs, Oh My!

BY DR. SCOTT E. ROSENTHAL

IT IS MONDAY MORNING. Your team's project deadline is fast approaching. It'll be an all-hands-on deck work week. Then comes the dreaded call from an employee suffering with severe back pain. Their unexpected absence will mean even longer hours for everyone else, or a missed deadline and lost business revenue.

Besides the staggeringly high costs of lost productivity, back pain can drive up your company's health and workers' compensation insurance premiums (or benefit costs for self-funded entities). In the United States, two thirds of the \$100 billion per year spent on back pain is for the indirect costs of lost wages and productivity. The other third is for direct costs—mostly attributed to surgery, imaging, prescriptions, injections, evaluations, and emergency room visits.



Recent medical studies highlight the significant role chiropractic plays in tackling back pain and provides new hope for business owners and managers desperate for a solution. Chiropractic has been shown to get injured employees back to work quicker, reduce episode costs, and prevent pricey surgeries.

A 2016 study, published in the *Journal of Occupational Rehabilitation*, examined the duration of financial compensation of employees with occupational back pain who first sought three types of health care providers: a medical physician, chiropractor, and physical therapist. It was concluded that “the type of health care provider first visited for back pain is a determinant of the duration of financial compensation during the first five months. Chiropractic patients experience the shortest duration of compensation.”

A North Carolina study in 2016 analyzed statewide claims data among state employees suffering from headaches, neck pain, and low back pain and

compared the following treatment paths: medical/osteopathic, chiropractic, and physical therapy. The risk-adjusted analysis for claims between 2006 and 2009 found that, when compared, chiropractic care costs:

- 79 percent less for low back pain
- 79 percent less for headaches
- 84 percent less for neck pain

Analyzing nearly 2,000 Washington state employees over a three-year period, researchers found that surgical rates are greatly dictated by which type of doctor employees visit first for care. Forty-three percent of workers who first saw a surgeon had surgery. Only 1.5 percent of workers with the same condition who saw a chiropractor first ended up receiving surgery. Considering that chiropractic treatment costs a tiny fraction of what surgery costs, the 29-fold difference is hard to ignore.

Back pain can cripple business productivity and cut deeply into profits. Your company's bottom line can greatly improve with adequate employee access to chiropractic care. Chiropractic will not only help prevent surgeries and lost time but it can also reduce those stressful Monday morning calls! ■

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Dr. Scott E. Rosenthal is a second-generation Doctor of Chiropractic and past president of the Delaware Chiropractic Society. He is an expert in policy and benefit design for the best use of evidence-based chiropractic care. Dr. Rosenthal co-owns and operates the Delaware Chiropractic Services Network (DCSN), an intermediary agency that manages chiropractic physician services for insurance companies and managed care organizations.

United and Working Toward a Common Goal

PROVIDED BY TIDALHEALTH

HEALTH CARE PROVIDERS from across the region have united under one name in celebration of a shared mission: to improve the health of the community.

TidalHealth—which includes TidalHealth Peninsula Regional, TidalHealth Nanticoke, and an expansive physician network with skilled specialists and primary care providers—have joined forces to offer the best in patient-centered care.

By combining knowledge and sharing evidence-based protocols, TidalHealth is able to offer the best health care on Delmarva. Primary care physicians and specialists are collaborating every day to personalize the patient experience, and new technologies and treatment options continue to define the standard for safer care, faster recoveries, and better outcomes.

TidalHealth is also an affiliate of the Johns Hopkins Clinical Research Network, a group of academic and community-based clinical researchers designed to provide new opportunities for research collaborations and accelerate the transfer of new diagnostic, treatment, and disease prevention advances from the research arena to patient care.

At TidalHealth—across every location, service, and employee—the team is privileged to know more than your name because they're your neighbors. That's why they put their heart into doing the work to heal you and keep you healthy, every step of the way—including those steps beyond the hospital walls and in your home.

The connection doesn't stop at the door. The community deserves the best, so TidalHealth is committed to delivering care conveniently. Through hundreds of local services—including preventive screenings, health education, and community projects—TidalHealth's skilled clinicians are at their best when you need them most. With its legacy of firsts and proven accomplishments, and its ability to extend care above and beyond its walls, TidalHealth is positioned to offer the best care right in your backyard.

TidalHealth physicians care for all ages from newborns to geriatrics. Primary care physicians are available for preventative care, wellness women exams, and to manage chronic conditions. They are supported by a robust network of highly trained specialists in areas such as endocrinology, neurology, gastroenterology, pain, pulmonary disease, hematology, and oncology.

TidalHealth has been providing care and compassion to the community since 1897 and is committed to promoting wellness, advancing preventative care, using evidence-based guidelines, supporting patient self-



management, and coordinating our patient's health care across all settings. Providers care for patients when they are ill and partner with them to build habits that keep them well.

In addition to a large network of primary and specialty care providers, TidalHealth Immediate Care has convenient locations for urgent care needs when your physician is unavailable. TidalHealth Immediate Care is not a substitution for your primary care provider. Patients experiencing signs of a heart attack or stroke should call 911 immediately.

To learn more, or to make an appointment with a provider near you, visit www.tidalhealth.org. ■



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Mental Health Matters

Seeking help post-pandemic

BY JUDY SCHLOTT



IF THERE IS ONE IDEA to take away from 2020, it is that how we respond is sometimes all we can control. The pandemic changed so much for so many—from job changes to school disruption to the inability to see loved ones.

In the Stress in America™ 2020: A National Mental Health Crisis released in October 2020, the American Psychological Association issued a warning about the impact of these stressful events on long-term physical and mental health. They warned that Americans faced a second pandemic—one that would persist even after the physical threat of the virus has been addressed.

The most recent survey of U.S. adults, conducted in late February 2021 by The Harris Poll, indicates that this prediction is indeed coming true. Survey responders revealed that their physical health may be declining due to an inability to cope in healthy ways with the stresses of the pandemic. Many reported they gained or lost an undesired amount of weight, drank more alcohol to cope with stress, or not getting their desired amount of sleep. This is particularly true for parents, essential workers, young people, and people of color.

These reported health impacts signal many adults may be having difficulties managing stressors, including grief and trauma, which could likely lead to significant, long-term individual and societal consequences, including chronic illness and additional strain on the nation's health care system.

We have seen many tools spring life to help us continue to function despite the pandemic. Many fought isolation and stayed in touch with their supportive communities in completely different ways. Who knew how to Zoom a year and a half ago? Support groups online, social media networking, resources

for mental health and wellbeing popped up everywhere. We see organizations emerging in areas around the state to help provide for families. Skills and coping techniques became more valuable along with therapy and medications. The stigma of mental health has begun to disappear as more and more reach out for help or just realize they need it.

Last year wasn't kind to anyone. So how does one come out of this time as a better person, tested by the pandemic? The key is for everyone to take the time to assess their health, including mental, physical, and emotional. Reach out to a therapist or discuss your concerns with your health care provider. Normalizing discussions about mental health is the best way that we can aid ourselves and others who are struggling. It is taking those tools that are available now and using them.

It is time to look over those suggestions and do it! It is time to check on your unhealthy habits, decide to change those behaviors, and find the support you need to accomplish it. Recognizing you want to change is the first step and then deciding the steps to accomplish the goal. Reaching out for help is key. Make sure not to stigmatize yourself. Understanding it is okay to seek help. The need for quality, compassionate care has never been more needed and now it's more accessible. It's the response with hope that matters. ■



Judy Schlott is the community liaison at SUN Behavioral Delaware.

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ChristianaCare and Seasons Hospice & Palliative Care of Delaware Form Joint Venture to Expand In-home Hospice Care in Delaware

ChristianaCare, one of the most dynamic health systems in the mid-Atlantic region, and Seasons Hospice & Palliative Care of Delaware Inc., an AccentCare company and leading provider of hospice and palliative care services in the first state for more than 14 years, announced a joint venture partnership that will expand in-home hospice and palliative care services throughout Delaware. The name of the company will be ChristianaCare-Seasons Hospice & Palliative Care.

ChristianaCare-Seasons Hospice & Palliative Care will focus on delivering high-quality care to patients and an unparalleled experience for patients and families facing end-of-life care at affordable costs. With this partnership, ChristianaCare-Seasons Hospice & Palliative Care will reinforce its position as the preferred provider of hospice and palliative care services in Delaware.

The joint venture builds on an existing successful relationship between ChristianaCare and Seasons Hospice. Since 2012, Seasons Hospice has managed an inpatient 12-bed unit specifically for hospice patients at ChristianaCare's Newark campus. Last year, Seasons Hospice opened a similar 13-bed unit at ChristianaCare's Wilmington campus.

The need for hospice and palliative care is expected to dramatically grow in Delaware in coming years. According to 2019 state statistics, the percent change in the age group of people 65 and older in Delaware will jump from about 18% in 2021 to 52% in 2030 and 62% in 2040.

"With a burgeoning baby boomer population in Delaware, it will be more

Emory Hill Marks 40th Anniversary



Emory Hill Companies is celebrating their 40th year in business, providing comprehensive real estate services to the Mid-Atlantic region including commercial brokerage, construction, property management and maintenance, and residential real estate services.

Emory Hill was founded on July 5, 1981, in Newark, Delaware by R. Clayton Emory and Robert H. Hill, with Carmen J. Facciolo, Jr. becoming a partner in 1983. Emory Hill began as a development company and later, Emory Hill & Company was formed to provide comprehensive construction management and design-build services.

Emory Hill Real Estate Services, Inc. was founded in 1983 to independently handle property management, maintenance, and brokerage services. In 1997, the brokerage services division aligned with NAI Global, the world's largest managed network of real estate service providers, and NAI Emory Hill was established.

Emory Hill has built and developed over 15 million square feet with a value of well over \$600 million and manages a portfolio of over five million square feet, as well as commercial and industrial properties for other investors. Services include asset and property management, leasing, sales, financing, marketing and financial analysis, and maintenance.

important than ever to deliver the right care, at the right time and in the right place — in many cases in the home — with an expert team and an unwavering focus on compassion and dignity for patients and their loved ones facing end-of-life care," said Ric Cuming, Ed.D., MSN, RN, NEA-BC, FAAN, chief nurse executive at ChristianaCare and president of ChristianaCare HomeHealth. "This partnership builds on a history of collaboration between two expert teams — ChristianaCare and Seasons Hospice — and will provide people throughout the state with access to high quality, compassionate care."

SmartDrive Announces 2021 Scholarship Award Winners

SmartDrive Foundation Founder and Executive Director Pete Booker today

announced the winners of SmartDrive's 14th Annual Scholarship Competition. Winning \$1,000 post-secondary scholarships in 2021 are:

- Northern Delaware Winner: Christopher Simon of Tower Hill School
- Southern Delaware Winner: Mark Arranguéz of Caesar Rodney High School
- At-Large Winner: Noah Dixon of Lake Forest High School

These young men were the highest scorers from a field of over 130 students who were eligible to compete for the awards. Participants earn points through completion of SmartDrive's online Defensive Driving Course, known as "SmartDrive Classic", which is free to high school students. Students completing the three basic 2-hour defensive driving lessons receive certification from Delaware DMV that earns a vehicle liability insurance discount and 3 positive

points to be applied to a student's driving record if needed. The certification is good for 3 years. Additional points are earned through completion of special bonus quizzes, a parent quiz and a short essay.

SSD Technology Partners Ranked on Tech Industry's Most Prestigious List of Global Managed Service Providers

SSD Technology Partners has been named as one of the world's premier managed service providers in the prestigious 2021 Channel Futures MSP 501 rankings.

SSD Technology Partners has been selected as one of the technology industry's top-performing providers of managed services by the editors of Channel Futures. For the past 15 years, MSPs from around the globe have submitted applications to be included on this prestigious and definitive listing. The Channel Futures MSP 501 survey examines organizational performance based on annual sales, recurring revenue, profit margins, revenue mix, growth opportunities, innovation, technology solutions supported, and company and customer demographics.

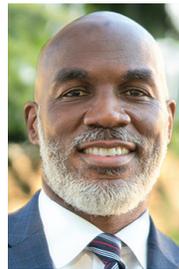
"Every June for the past 8 years we anticipate the release of the MSP 501 list and are so honored to be named among the many outstanding MSP's worldwide in 2021," said Lisa Detwiler, president. "While we remain focused on growing our company through increased customers and a growing menu of services, we also realize that delivering the best service we possibly can is key to our success. But even more importantly we also know that the last year was difficult for all of us, our continued success is directly attributed to our stellar team of tech experts and our customer's loyalty."

Goldey-Beacom College Announces New Trustees

Goldey-Beacom College (GBC) announced the appointment of Dorrell Green and Melody Phillips as new members of its Board of Trustees.

Dorrell Green has dedicated his career to serving children across New Castle County, as a teacher and as an educational leader, for three of Delaware's largest public school districts. Green is the Superintendent for the Red Clay Consolidated School District.

Melody Phillips is committed to building community partnerships with organizations that provide meaningful opportunities to young



Dorrell Green



Melody Phillips

people to help them thrive and grow. Phillips is the Director of Operations for The Warehouse, a state-of-the-art teen center For Teens, By Teens in Northeast Wilmington.

Division of Small Business Announces Market Pressure Relief Fund Available for State Contractors

The Delaware Division of Small Business and Office of Management and Budget (OMB) launched a Market Pressure Relief Fund designed to assist state contractors facing increased costs for construction materials due to the pandemic. The fund will provide adjustment reimbursements for non-transportation construction materials purchased from January 1 through July 31, 2021. General contractors who have a contract with the state resulting from a formal procurement can apply for assistance from the fund.

Contractors can download the application for the Market Pressure Relief

Rick Deadwyler Elected Board Chair at United Way of Delaware

United Way of Delaware (UWDE) announced that Rick Deadwyler has been elected to a three-year term as chair of its Board of Directors. Deadwyler succeeds John D'Agostino, who served as board chair from 2018 through 2021. In his role, Deadwyler will collaborate with other board members and with UWDE's senior leadership to set the organization's strategic path, monitor progress toward UWDE's long-term goals, and ensure the organization continues to advance its brand and agenda across Delaware and in Salem County, New Jersey.

Commenting on his role as board chair, Deadwyler said, "Taking on this leadership role with United Way of Delaware is truly a high honor. After serving in the Delaware community for over 30 years, I've witnessed the extraordinary impact of the United Way in our communities across the state and I look forward to this leadership role with this incredible team to help guide the organization's continued engagement and impact."



Rick Deadwyler

Fund on the Division of Small Business' website at www.delbiz.com. Completed applications can be emailed to business_finance@delaware.gov. The deadline to apply for funding is September 30, 2021.

Goodwill of Delaware & Delaware County Partners with Facebook Elevate and Coursera for Social Media Marketing Training

Goodwill of Delaware & Delaware County is part of a new initiative launched by Goodwill Industries International, Facebook Elevate and Coursera to help job seekers master social media marketing skills. As the COVID-19 pandemic accelerates a shift in the workforce toward positions that require digital skills, this vital partnership will help thousands of job seekers, including many in the state of Delaware and Delaware County, PA, gain skills to prepare for career transitions.

Facebook Elevate, along with Coursera, a global leader in online learning, launched a five-course program designed for learners with no prior industry experience to earn a Social Media Marketing Professional Certificate. This self-paced online program is designed to be completed within 20 weeks and includes 100 hours of hands-on, project-based training. After completing the program, learners will receive an industry-recognized certificate that they can use to apply for entry-level social media marketing roles.

This groundbreaking new training is intended to increase diversity and eliminate barriers to entry in this



rapidly growing field of work. Facebook Elevate is funding Goodwill, North America's leading workforce development nonprofit, to distribute 6,000 scholarships, covering the full costs of the training program. As part of Facebook Elevate's commitment to diversity, the grant will enable Goodwill to offer holistic support to Black learners, providing eligible participants with services including career planning, résumé building, and other supports as needed.

"Goodwill of Delaware & Delaware County is pleased to be one of 10 Goodwill organizations participating in this important new initiative," said Colleen Morrone, president & CEO. "Every day, we meet people in our community who are determined to get back to work, and these scholarships will allow many of them to learn the new skills they need."

Saint Francis Advanced Wound Care Center Recognized Nationally for Clinical Excellence

The Saint Francis Advanced Wound Care Center has received the Center of Distinction award from Healogics, the nation's largest provider of advanced wound care services, for the third consecutive year.

To receive the award, a wound care center must have achieved outstanding clinical outcomes for 12 consecutive months, including patient satisfaction higher than 92 percent and a minimum wound healing rate of at least 92 percent within 28 median days to heal.



"We are gratified to receive an award of this caliber. It speaks to the consistent hard work, dedication and commitment to quality care our patients have come to expect here," explained David Zabel, MD, medical director for the Saint Francis Advanced Wound Care Center.

Nicholle R. Taylor Named President of Artesian Water Company, Inc.

Artesian Resources Corporation (Nasdaq: ARTNA) announced that Nicholle R. Taylor was appointed president of Artesian Water Company, Inc., its principal wholly-owned subsidiary effective August 16, 2021.

Ms. Taylor has been with Artesian for over 30 years, holding various managerial positions in the organization providing her a broad range of experience. Since 2012 she has been a senior vice president of Artesian Resources Corporation and its subsidiaries and since August 2019 also chief operating officer of Artesian Water Company, Inc. In 2007, Ms. Taylor was appointed to Artesian Resources' Board of Directors where she serves on the Strategic Planning, Budget and Finance Committee.

"I eagerly look forward to working with Nicholle as she assumes the critical leadership role as president of our largest operating subsidiary," said Dian C. Taylor, chair, president and chief executive officer of Artesian Resources Corporation. "I am extremely confident in her ability to further the growth and success of our organization."



Nicholle R. Taylor

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

 @Delaware State Chamber of Commerce

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ICYMI

IN CASE YOU MISSED IT

 **Fran DiNuzzo:**
 “One-third of all childcare businesses in America may potentially not reopen as a result of the pandemic.” – Michael Quaranta, president, **Delaware State Chamber of Commerce**

Clearly this crisis is another of the challenges we and others will face as we consider bringing our workforce back into the office. This DSCC webinar is a must-listen to all local businesses. [#covidrecovery](#)



Child Care in a Post-COVID-19 World
 youtube.com
 9 · 1 comment

We are pleased with the passing of the Clean Water Act, a bill the State Chamber has been working on for roughly four years. Read our full 151st Session recap: <https://conta.cc/36kAi21>



HB 200: Clean Water for Delaware
 Establishes infrastructure to improve water quality for all Delawareans

PASSED: Ready for Governor signature

Proud to be a partner in the Coalition for Bipartisan Infrastructure Investment to urge Congress to turn this framework into legislation that will be signed into law. Learn more: <https://bit.ly/2VCekoQ>

CSC: Now in its 10th year, learn what makes CSC’s intern program stand out and how we’ve partnered with **Intern Delaware** to support local businesses in building and growing their internship programs. Read more: <https://lnkd.in/eEtzFuq>

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@philadelphiafed: We’re excited to announce our partnership with **@DEStateChamber**, **@RodelIDE**, and **@DEDeptofEd** to launch a **#ResearchInActionLab** to educate the **#Delaware** business community on the economic importance of the **#childcare** sector. Learn more:



The Federal Reserve Bank of Philadelphia Laun...
 To educate Delaware’s business community on the economic importance of the child care ...
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@philadelphiafed: Learn more about our Research in Action Labs:



Research in Action Labs: Local Solutions to Ec...
 Research in Action Labs move research into action on a specific issue of poverty and ...
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1

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4



Intern Delaware: In Person Coffee and Conversation was a hit! Thank you to the interns who joined us this morning and to our gracious host, **CSC Station!**

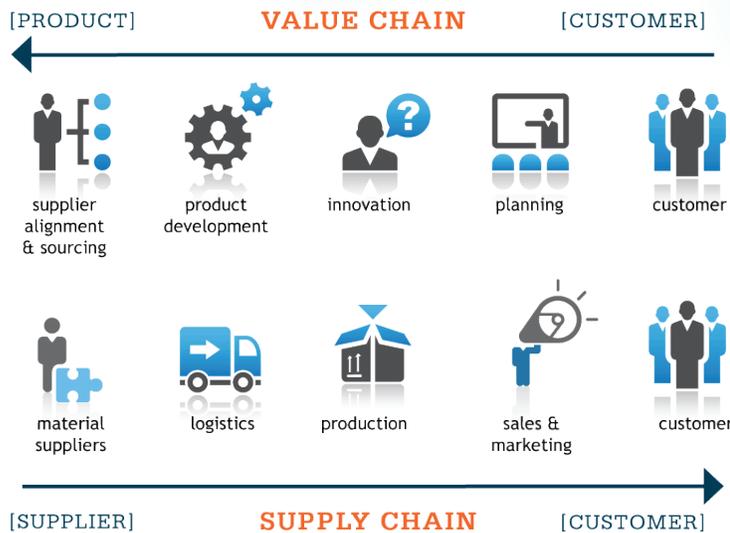
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The State Chamber of Commerce staff works for you, serving our member companies and organizations statewide. This State Chamber staff directory lists phone numbers and email addresses, as well as individual areas of responsibility. If you need business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



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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.



Lucretia B. Young
AARP Delaware
State Director

Delawareans Need Fair Drug Prices. Now.

Americans are sick and tired of paying three times more for prescription drugs than people in other countries. Prices are rising so fast that some Delawareans are being forced to choose between buying medication and paying for food or rent. Businesses across Delaware are seeing their health care costs skyrocket due to the relentless increase in prescription drug prices. It's time for the President and Congress to take action.

Our most recent Rx Price Watch Report, which looked at 260 widely used brand-name medications, found that their prices rose more than two times as fast as general inflation in 2020, in the middle of a global pandemic and financial downturn!

The average senior takes four or five prescriptions each month, usually on a regular basis. With an average annual price tag of \$6,600 for just one brand-name drug, that quickly adds up to more than the median annual income for people on Medicare. Revlimid, a common medication taken by more than 95,00 Delawareans who are living with cancer, jumped from an annual price of \$185,574 in 2015 to \$267,583 in 2020. These price increases are simply unsustainable.

So, what can Congress do that will actually bring down the outrageous price tags for prescription drugs? Right now, Congress is considering allowing Medicare to negotiate drug prices through a measure in the upcoming budget resolution to address prescription drug prices and other issues.

Currently, the program is largely stuck paying whatever price pharmaceutical companies demand—leaving the government on the hook for sky-high prices that increase every year. Medicare spends \$129 billion each year on prescription drugs. By allowing the program to use its considerable buying power to negotiate, seniors and taxpayers could save billions.

We are fighting to stop drug company price gouging on behalf of our 187,000 members in Delaware—and for all Delawareans. You pay for the high prices of prescription drugs regardless of whether you're taking one yourself. In addition to co-pays at the pharmacy counter, you pay for medication costs through insurance premiums and the taxes that fund government programs like the VA, Medicare, and Medicaid.

It's not fair that Americans are stuck paying three times more for our prescription drugs than people in other countries. Enough is enough. We need swift action by the Administration and Congress to fix the unfair system that is rigged against Delawareans and all Americans.

Volunteer with AARP Delaware by contacting us at deaarp@aarp.org.



SICK OF HIGH DRUG PRICES?

THERE IS A CURE. TELL OUR LAWMAKERS TO LOWER Rx PRICES.

We're paying three times more for prescription drugs than people in other countries. Many Delawareans are struggling to afford the prescriptions they need—having to choose between buying groceries or their medications. And now with COVID-19, things have only gotten worse as more people lose their jobs. Unfair drug pricing is a life and death issue.

That's why AARP Delaware is fighting for affordable prescription drugs. It's time for our lawmakers to lower prescription drug prices. Because the prices we're paying are just too high.

Learn more at aarp.org/de

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