

DELAWARE BUSINESS TIMES

July 7, 2020 | Vol. 7 • No. 14 | \$2.00 | DelawareBusinessTimes.com [in](#) [f](#) [t](#)



DSU expected to
sign agreement
to acquire
Wesley College
this week

3



Delaware looking
for way to stop
spikes in cases

4



Delaware colleges
brace for uncertainty
as Fall semester looms

7



General Assembly
wrap-up: So how did
DE businesses do?

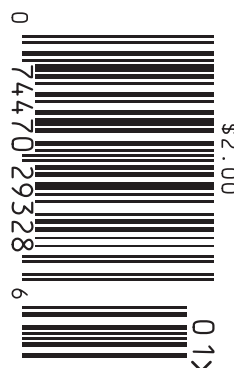
9



Barclays changes call-center strategy; will add 300+ jobs

Credit-card bank sees opportunity in adding WFH jobs | 6

Photo by Eric Crossan



Viewpoints:

Logan Herring on fighting 'purposeful
bias' and U.S. Sen. Christopher
Coons on constituent service
during a pandemic

21





THE HEALTH CARE COMMUNITY NEEDS YOUR HELP TO FIGHT THE COVID-19 PANDEMIC

As Delaware’s first responders and health care organizations struggle to procure necessary personal protective equipment (PPE) to meet coronavirus demands, we’ve banded together to help.

The Donate Delaware initiative is helping those on the front lines.
Over 75 businesses, organizations and individuals are helping this effort.

HERE’S WHAT IS NEEDED:

- All types of protective face masks
- Goggles, safety glasses and face shields
- Protective suits and medical scrubs
- Medical gloves
- Cleaning and sterilization solutions and wipes
- Hand sanitizer
- Digital and disposable thermometers
- Disposable stethoscopes

DONATION LOCATIONS:

- Dover – Dover Downs International Speedway
- Elkton – Dollar General Store at Village at Elkton
- Georgetown – DelTech Georgetown Campus
- Lewes – 5 Points Center (next to Weiss Market)
- Middletown – Westown Movies, 150 Commerce Dr.
- Newark – 115 College Square (next to Pep Boys)
- Newport – 110 W. Market St.
- Seaford – Delaware Teen Challenge Thrift Store (22941 Sussex Hwy.)
- Smyrna – Xbos Family Fun Center (456 W. Glenwood Ave.)
- Wilmington – 2 locations
 - Brandywine Towne Center (btw Raymour & Flanigan and Bassett)
 - Blue Rocks Stadium (Riverfront)

For pick-up of larger items, call 302-750-1998 or email kingrichard95@gmail.com

Monetary donations may be made online to support efforts at our major health systems at these respective websites:
ChristianaCare Caregiver Relief Fund, Bayhealth Foundation, Beebe Healthcare Covid-19 Relief, Nanticoke Peninsula
Regional Medical Center Foundation, Nemours Community Response Fund, Saint Francis Healthcare.

For more information, call Richard at 302-420-0528, Dave at 302-690-6946 or visit DonateDelaware.org



This newspaper or its trademarks may not be reproduced in whole or in part in any form or by any means electronic or mechanical, including photocopying or recording, or by any information storage and retrieval system now known or hereafter invent without written permission from the Publisher. For licensing, reprints, e-prints, plaques, e-mail Advertising@delawarebusinesstimes.com.

| | |
|--|---|
| Group Publisher | Robert F. Martinelli |
| Publisher | Michael Reath |
| Editor | Peter Osborne <i>posborne@delawarebusinesstimes.com</i> |
| Associate Editor | Jacob Owens <i>jowens@delawarebusinesstimes.com</i> |
| Reporter | Katie Tabeling <i>ktabeling@delawarebusinesstimes.com</i> |
| Research, Digital, and Engagement Editor | Mike Rocheleau <i>mrocheleau@delawarebusinesstimes.com</i> |
| Vice President of Business Development | Charlie Tomlinson |
| Digital Sales & Marketing Manager | Karen Martinelli |
| Multimedia Account Executives | Carol Houseal Scott Comeaux |
| Marketing & Event Coordinator | Meaghan Daly |
| Production Manager | Donna Hill |
| Art Director | Chris Johnson |
| Graphic Designers | Eric Bolis Shelby Mills Rosalinda Rocco |
| Director of Digital Strategy | Greg Mathias |
| Publisher Emeritus | Sam Waltz |

Today Media, A Martinelli Holdings LLC
President Robert F. Martinelli
Secretary-Treasurer Richard Martinelli

In Memoriam
Chairman Angelo R. Martinelli (1927 – 2018)
Vice President Ralph A. Martinelli (1962 – 2019)

Advertising Information
Advertising@DelawareBusinessTimes.com
302.504.1276

Subscription Information
DelawareBusinessTimes.com/subscribe-now
800.849.8751

To submit press releases or story ideas
News@DelawareBusinessTimes.com

Daily Newsletter
Sign up for our daily newsletter, delivered to your e-mail inbox at DelawareBusinessTimes.com/Newsletter

Events
The Delaware Business Times hosts a number of events each year. View the schedule and register for events at DelawareBusinessTimes.com/Events

Awards
THE ALLIANCE
OF AREA BUSINESS PUBLISHERS
Most Improved Publication 2020
Stuff Magazine 2019/2020 – Best Ancillary Publication

Delaware Business Times (USPS 21760, ISSN 2639-8087), Vol. 7, No. 14 dated July 7, 2020 is printed 26 times per year by Today Media, 3301 Lancaster Pike Suite 5C, Wilmington DE 19805 and is available by subscription for \$39 per year. Periodicals postage paid at Wilmington, DE and additional mailing offices. Single copy/back issues are available at the cover price of \$2 plus \$2 shipping and handling. Attention Postmaster: Send address changes to Delaware Business Times, PO Box 460516, Escondido, CA 92046-9808.

Delaware Business Times cannot be responsible for the return of unsolicited material with or without the inclusion of a stamped, self-address return envelope. Information in this publication is gathered from sources considered to be reliable, but the accuracy ad completeness of the information cannot be guaranteed. No information expressed herein constitutes a solicitation for the purchase or sale of any securities.

DSU close to deal to acquire Wesley College

BY PETER OSBORNE

DOVER – Delaware State University will sign a definitive agreement to acquire Wesley College in a deal that would still require overcoming multiple hurdles before it’s finalized, according to several sources with knowledge of the deal who weren’t at liberty to speak on the record. The agreement is likely to be signed during the week of July 6, they said.

In addition to DSU not being asked for a cash payment from its balance sheet, it will get a 50-acre, 20-building campus with an appraised value of \$33 million and fairly low debt service. DSU will also be looking to renegotiate contracts with shared vendors, including food service provider Aramark and IT vendor Ellucian.

The boards of both schools met in late June to authorize their respective leaders – DSU President Tony Allen and Wesley President Bob Clark – to negotiate a deal that would be the first time one of the nation’s Historically Black Colleges and Universities (HBCUs) has acquired another school.

The acquisition would turbo-charge DSU’s growth plans. Sources familiar with the deal say the university, which has just over 5,000 students believes it can retain the 900 to 1,000 Wesley students who will pay just over \$27,000 for the 2020-21 school year, compared with DSU’s published tuition and fees of \$8,258 for in-state students and \$17,294 for out-of-state students.

In presentations to the Joint Finance and Bond Bill Committees earlier this year, Allen reported that DSU has grown 40% over the last decade.

“That runs counter to what’s happening at other colleges and universities nationally, which have lost 5.3% of their student bodies over the same time period,” he said.

By comparison, undergraduate enrollment at Wesley was 1,035 for fall 2019, compared with 1,228 for fall 2018, 1,447 for fall 2017, and 1,600 for fall 2013, according to its website.

One of the biggest concerns going into the discussions was whether the two student bodies were compatible. However, Wesley is a “minority-serving institution,” which is a federal designation and emblematic of their student demographic profile.

““
DSU will seek to renegotiate contracts with shared vendors, including food service provider Aramark and IT vendor Ellucian.””

Wesley’s nursing program is considered one of the best in the state and provides a large portion of Delaware’s health care workforce. Its accredited Master of Occupational Therapy program, which Wesley started when Clark arrived at the university, is the only one in the region. In 2019, the school had roughly 400 to 500 applicants vying for 40 nursing program slots, and its first class from the occupational therapy program had a 2019 pass rate of 100%, which is significantly higher than the national average, Clark said.

DSU has had similar pass rates, according to the school’s website.

During Clark’s tenure, Wesley has reduced expenses and improved its range of academic offerings, but it has been battling well-documented financial challenges, including declining enrollment and falling revenue, a situation that was not helped by the university needing to refund room and board costs to students during the pandemic.

Clark said in September that Wesley has reduced operating expenses by close to \$3 million, “looking

| CATEGORY | WESLEY | DELAWARE STATE |
|-----------------------------|--|--|
| Diversity | 61% Students of Color | 91% Students of Color |
| Percentage In-State | 57% In-State | 55% In-State |
| In-State Tuition | \$24,406 | \$7,038 |
| Average Entering GPA | 2.81 | 3.15 |
| Average Entering SAT | 948 | 920 |
| Median Family Income | \$52,486 | \$48,000 |
| Percentage on Financial Aid | 97% | 96% |
| Number of Student Athletes | 353 (235 Male, 118 Female) | 330 (178 Male, 152 Female) |
| Largest Majors | Nursing, Exercise Science, Business Administration, Masters of Occupational Therapy, Psychology, Criminal Justice) Law and Justice Studies) | Nursing, Psychology, Criminal Justice, Business, Mass Comm |

Source: www.desu.edu and Wesley.edu

at everything from how you handle consumables to what types of lights you use.”

After his arrival, the school started renting out its residence halls during the summer. The first year, it grossed around \$145,000, made a few changes, and it was expected to generate nearly \$300,000 in 2019.

DSU commissioned an economic-impact study in 2017 through the University of Delaware that estimated DSU contributed \$266 million per year to the state economy. That figure could increase 30% to 40% with the acquisition of Wesley, a figure that aligns with information Clark gave DBT in September.

Clark, the former commandant of the U.S. Naval Academy who came to Wesley in 2015, has argued that Wesley, a private school, should be eligible for state funding since more than 50% of its students are Delawareans and more than 80% of its graduates stay in Delaware after graduation.

“Wesley employs 500 people from full professors, students, staff, maintenance, adjuncts, and we provide \$80 million a year – and that’s conservative – to our region,” he added in the interview last year.

Since 2018, the private college has received a total of \$6.375 million from the state, which did provide a bit of a lifeline earlier this year when it agreed to let Wesley receive up to \$3 million, buying the school additional time to find a merger or acquisition partner. It has accessed about \$1.8 million of that amount.

Clark has been looking for a dance partner for more than a year. In addition to discussions with the University of Delaware that UD reported went nowhere, Wesley reportedly had discussions in February with Central Florida-based Saint Leo’s University, a Catholic university that aspires to become one of the largest faith-based universities in the United States.

Over the past few years, Saint Leo’s has walked away from other acquisition deals with schools in similar situations to Wesley. The Florida-based private university with 35 regional locations across seven states is closing 17 campuses and shift solely online, according to a university statement sent to the Tampa Bay Times newspaper. ■

Leaders say use of masks is key to stopping spread

Most agree businesses are trying to comply despite many headwinds

BY PETER OSBORNE

DEWEY BEACH – Gov. John Carney visited the iconic Starboard restaurant and Bethany Blues in late June at the invitation of owner Steve Montgomery, Delaware Restaurant Association Chairman Scott Kammerer, and Delaware House Speaker Peter Schwartzkopf.

“We talked about table spacing and how it’s not always possible to have a table 8-feet apart when you’ve got a corner or glass partition, or booth,” Montgomery said. “He was shown how in restaurants that have a booth with high backs, they shouldn’t have to go every other booth. It should make sense to go every booth.”

Montgomery closed Starboard and its sister Starboard Raw location June 27 after a handful of Starboard employees tested positive for the COVID-19 virus. His goal was to get all 100 or so staff members tested. Other Dewey Beach restaurants followed Montgomery’s lead, and thousands of restaurant employees, locals and visitors got tested during the week of June 29. Results were not available at press time.

But then Carney also added restrictions that limited bar owners to table service, effective July 3 – just before the very profitable Fourth of July Weekend – and decided to delay the move to Phase 3, which many thought would start on July 1.

In a July 1 letter to the community, Beebe Healthcare President and CEO Dr. David Tam said, “Anecdotally, there has been an increased relaxation with regard to wearing face coverings and physical distancing. There is [clear scientific evidence for wearing] a face covering in public when going out to dinner, the hair salon, the grocery store, or a doctor’s appointment.”

Has the messaging been clear enough?

The analogy that multiple people interviewed for this story used to describe the problem with the state’s COVID-19 response: If someone tells you that you probably shouldn’t drive so fast on a road, that’s guidance; if the government puts up a speed limit sign, that’s a rule.

And therein lies the problem.

Business leaders contacted for this story generally praised Carney for the way he’s managed through the pandemic, but many criticized the quality and consistency of the messaging – particularly about what’s guidance and what’s required.

“I think the messaging coming from the governor’s office has confused Delawareans and the business community. First, he talked about positive cases, then hospitalization, and now he’s talking about positivity rates,” said Delaware Restaurant Association President and CEO Carrie Leishman.

The challenge, she said, is that cases are going up because the state is testing more people but hospitalizations have declined sharply and few deaths have been reported in the past few weeks.

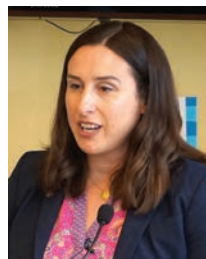
“We need to caution against shutting down sections of the economy based on fear,” she said. “You can’t make decisions based on what’s happening in South Carolina, Texas, and Florida.”

Hospital and state officials agree that the three primary metrics all matter because they tell a different story. Right now, percent of positive has the highest profile because it indicates localized spread. At the same time, those who look at the daily dashboard posted by the state at <https://coronavirus.delaware.gov> often see shifts in data that can change what was a negative trend into a neutral or positive view.

Delaware Division of Public Health (DPH) spokesperson Jen Brestel explained that the Delaware Health Information Network (DHIN) updates the numbers based on changing patient classifications, such as confirmation of suspected cases and the hospitals finalizing coding as patients get closer to discharge or even after discharge.

As of the writing of this story on July 2, here’s where Delaware stands:

- Statewide hospitalizations fell below 100 on June 12 and stood at 67 on July 1.
- The percentage of people who tested positive over a rolling five-day period has climbed fairly steadily since June 11, when it was 2.4%, to 6.6% on June 30. The one-day figures have had a number of recent spikes, with an 8.1% rate on June 29 after testing tied to nine teens who attended Senior Week parties in Dewey Beach contracted the COVID-19 virus and then went to other beach businesses.
- The number of deaths between June 17 and July 1 were limited to eight people, bringing the total to 510.
- The state added 160 new cases to its July 2 report – the most since May 17 – and will receive a flood of new test results over the next few days.



Molly Magarik

“Delaware has done a great job of not focusing on just one metric,” said new Department of Health and Social Services (DHSS) Secretary Molly Magarik. “We are reopening and people expected the numbers to go up. But we have seen a bit of gyration in the data. Some are lagging indicators, and some are more real time [like hospitalizations]. Anecdotes about what people are doing is not on the same level as data [in making decisions], but it gives us some perspective on whether people are being compliant.”

Still, Magarik concedes that “there’s still a lot we don’t know. As we see data from other states that have reopened, we



After shutting down for the weekend, Steve Montgomery allowed The Starboard to be used as a site for COVID-19 testing on June 29. Restaurants in Dewey Beach closed down for the weekend after seeing a spike in positive coronavirus cases in the area.

see the percentage of positive tests and cases on a steady uptick. The question is when that starts to raise alarm bells. We are seeing that the states having the most dramatic upticks are the ones without face coverings.”

“I’m not happy with the constant changing of the goalposts,” said state Sen. Dave Lawson (R-Marydale), who hosted a “Stand Up Delaware” rally at the Dover Mall on June 30 in support of more aggressive reopening. “First, we were told to watch the hospital numbers, then we were told we needed more tests, even though there’s admittedly a 30% error rate. I don’t believe the numbers. They’ve changed so drastically, even changing the way they count the deaths.”

The state increased the death toll by 67 in late June after looking at death certificates and realizing there were many cases that had not been reported to DPH.

That said, Bethany-Fenwick Chamber of Commerce Executive Director Lauren Weaver generally agrees with Lawson’s view.

“I’m not a scientist, I’m not a public health officer. I have no choice but to trust what the public health officials are finding. My frustration comes from the constant moving of the bar,” she said. “From a business standpoint, [our business owners] are frustrated. We were told we can move forward and that the contract tracing program was going well, but by the [Tuesday] afternoon press conference, we were told a different story. We were shocked to find out that the entire eastern Sussex County, the beach communities, would be included in this.”

Delaware State Chamber of Commerce Chair Katie Wilkinson, a commercial market executive at Fulton Bank and chair of the Pandemic Resurgence Advisory Committee’s business subcommittee, said, “I have no reason to not trust the data and how it is being collected. [Looking at significant spikes in other states] it’s exactly what

we should be considering as we reopen in baby steps versus bigger steps, since it could mean the difference between a small resurgence or a big resurgence.”

Are businesses complying with the rules?

By all accounts, most businesses seem to be trying to comply but forcing many customers isn’t that easy.

“We’re getting a clear picture of compliance throughout the state, but the vast majority of businesses are doing what they’re supposed to be doing,” said Jamie Mack, section chief for the Health Systems Protection unit of the DPH, which is responsible for statewide health inspections. “There are a few that are a little behind and we have to be more forceful, whether that’s with fines, reversion to an earlier phase, or even closure until they submit a plan for compliance that we approve. They want to be able to say Public Health [is putting pressure on them] so they can have a less confrontational discussion with patrons.”

After a slow start at the beginning of Phase 1, Mack says his team is closing in on completing 250 inspections over the past month or so. And after consolidating the public complaint process, the division is receiving as many as 100 complaints per day and was expected to conduct site visits over the holiday weekend.

“Our inspectors are now going out and providing more direction with timeframes, maybe scheduling a follow-up inspection,” he said. “Restaurants are still most common, but we’re inspecting supermarkets, gyms, offices. We’ve been to Walmarts, Target, Lowe’s, and Home Depot.”

Leishman from the Delaware Restaurant Association is all for that.

“The epicenter of the problem is not an industry sector; the epicenter is human behavior,” she said. “We’re seeing a visible lack of adherence to social

guidelines, and the infection rate went up in Dewey during summer break because of young people. Our industry is sick of being vilified. Our industry is having to police behavior that has not been clearly articulated. The state isn't shutting down the Wawas and Walmarts; they're not restricting going to the boardwalk. Until we hold people accountable along with businesses, it's patently unfair."

Leishman said she'd prefer the state consult with business owners before making "knee jerk decisions" like the one on June 30 to restrict bar seating in specific Sussex County beach locations, but she was "pleased that the governor chose not to restrict bar seating in Wilmington and New Castle County."

Carol Everhart, president and CEO of the Rehoboth Beach-Dewey Beach Chamber of Commerce, said that beach businesses are frustrated by the number of customers who are not abiding by guidelines set by the state, including social distancing and the wearing of face masks.

Montgomery of The Starboard said that his businesses saw very good compliance from customers through the daytime after they reopened, but attitudes became laxer later into the night, especially after patrons had been drinking. That convinced him to start closing The Starboard at 11 p.m. just three days into reopening in order to curb that risk.

"We've seen what has happened in other states when folks let their guard down. Let's not be one of those states," he said.

New Castle Chamber of Commerce President Bob Chadwick has heard from retailers about customers who don't want to abide by the guidelines concerning face masks and social distancing.

"It puts them in a bit of a quandary because they're not in the enforcement business," he said. "Who wants to go up to somebody and ask them to leave right now, especially when someone might get belligerent. I just got back from Georgia and it was really scary. We were getting a lot of dirty looks for wearing masks in places. I have to give our businesses credit. They're already facing a tough enough challenge, but I think they're doing a really good job of following guidelines."

Lawson said he believes business owners are the ones who have to demand compliance.

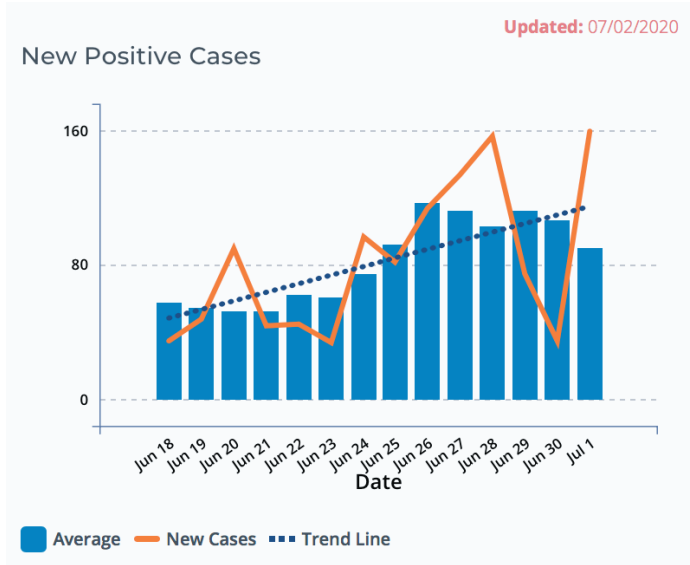
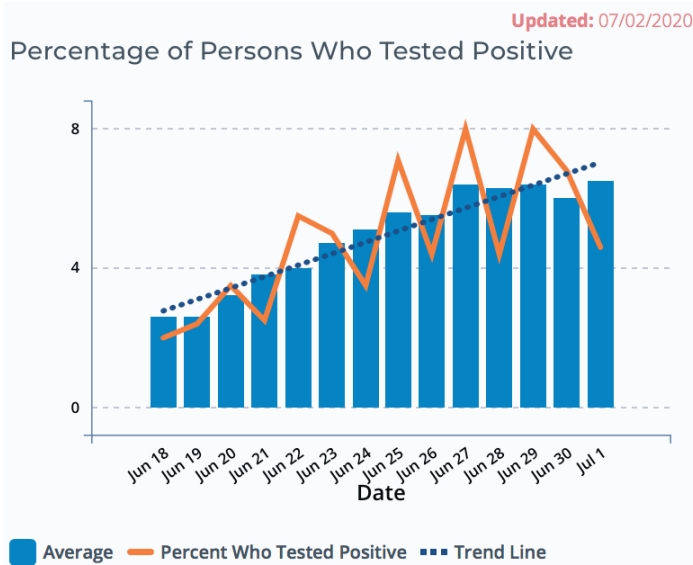
"If you're drunk, a bartender has the right to stop serving you," he said. "There's nothing stopping them from saying to a customer, 'if you don't comply, it's going to cost me my license.' Comply or we can't serve you."

How is the governor doing managing the state's response?

On this topic, there has been a lot of Monday morning quarterbacking, with the view appearing to depend on the priority they place on the balance between public health and a strong economy. But many appreciate the difficulty of the challenges Carney has faced.

"We need to remember that the reason we closed in the beginning was because hospital systems were overwhelmed and that's clearly not the case anymore," says

Trend lines show increase in percentage of positive tests



The blue bars show 5-day rolling averages while the orange line shows day-by-day results. New cases increased by 160 on July 1 -- the most since May 17.

Source: Delaware Health and Social Services

The epicenter of the problem is not an industry sector; the epicenter is human behavior.

CARRIE LEISHMAN

President and CEO,
Delaware Restaurant Association

Delaware Business Roundtable Executive Director Bob Perkins, adding that while older Delawans need to be protected, he believes the governor is being successful taking a more targeted approach as he seeks "to find that delicate balance between being fair and trying to reopen the economy while being cautious to make sure that these outbreaks we're seeing don't ramp up to be bigger. If that results in delays, so be it."

Greater Wilmington Convention and Visitors Bureau Executive Director Sarah Willoughby said that as hard as her job has been, she "cannot even imagine how the Governor keeps going. I can tell you that I am on other calls with other states, and Delaware should be very proud of the work that has been done. Our state is bringing the industries together and working with the businesses to find the best plans to re-open."

The State Chamber's Wilkinson said, "I am totally in support with the decisions made based on the data, and I am grateful that we were able to identify a possible resurgence in Eastern Sussex. This was not a reaction to make a total shutdown, but an alternative found based on the data. I'm in support, but I am disappointed that there were more restrictions for bars, as I'm sure everyone is in the business community."

But Weaver also called for more "consistency with the measuring stick they're using to making these decisions. We are left with the idea we don't know what the government is looking at. Businesses have complied and done what they need to do to keep people safe at a great cost. There's going to people who

will not go out in public in 2020, or even later. But there will be people who will gather in homes or in yards, and these establishments are just taking the brunt of it. I don't envy anyone making decisions. It seems like a lose-lose-lose situation."

How's the mood among business owners?

Optimism about how 2020 was looking has given way to more pessimism and uncertainty and in some cases companies that were doing well before the pandemic are now looking at having to close, said many of those interviewed for this story.

"We haven't seen this level of restaurant unemployment since 1983," said Leishman. We've gone from a high of doing well and investing in our businesses and opening a second location to literally closing overnight and that's scaring people. Up north, there's a real concern about business coming back, about when people will return to work and come for lunch and catering."

"My constituents in western Kent County are very concerned that their livelihoods are being taken away from them," said state Sen. Lawson. "They don't believe the numbers that are being displayed now. In my opinion, we're adults. Give us the guidelines and say 'OK, here we go.' The problem is that sometimes we're given guidance and sometimes we're given rules...and that's confusing."

"These are people I've known for 20 years, become friends with and had a working relationship with and they are shells of the people I've known," said Weaver of the Bethany-Fenwick Chamber. "Before, there was energy going like 'OK, we can do this, we can meet these guidelines and survive.' That has changed to defeated."

So what's next?

Many people are wondering how the governor and DHSS will respond should the numbers continue to spike and

whether they'll use the same broad brush that was used in March. Both Magarik and Carney say no.

Magarik agrees that her department needs to help them have difficult conversations with customers about masks and social distancing, saying "if the public knows that the state is serious, it's easier to get them to comply. 'Face coverings really matter. We know this is a difficult time, but 6 feet of physical distancing at a minimum is a key tool to keep people safe from spread, especially with a face covering. We need to make sure that the tremendous sacrifices Delawareans have made were not for naught.'"

Carney said the state is "going to work on enforcement with respect to the establishments, and signage and communication and trying to figure out how to put ourselves in the mind of an 18- to 25-year-old. I think our new secretary has a good sense of balance."

State Sen. Lawson said, "I just disagree with shutting down businesses. We're taking too much time away from treatment, finding a vaccine and making sure our nursing homes are safe. The state has 11,000 cases. How are you going to quarantine 11,000 people for 14 days and mean it? Should they stay home if they're sick? Yes. Should they wear a mask if they're sick? Yes. If you're afraid, stay at home. But don't expect me to stay at home because you're afraid. We're spending all this time and money and manpower for something that has a [very high] recovery rate."

Willoughby agrees that many of the concerns could be solved if people would just wear their masks.

"As I said to someone the other night, I don't like wearing a mask and I don't like wearing my glasses, but I do it," she said. "I want to get back to some normal. I want to see my mother who will turn 90 in October. I want to see family and friends, even if 6 feet apart. I want to get my staff back that I had to furlough. And I want to do good for our community and our state." ■

Jacob Owens and Katie Tabeling contributed to this story.

Barclays to create 323 new Delaware call-center jobs using Work From Home model

BY JACOB OWENS

WILMINGTON – In an about-face one year after announcing that it was moving nearly a third of its Delaware workforce to New Jersey, Barclays Bank received nearly \$2.5 million from the state’s investment board Monday to expand operations here.

The British bank, which has its U.S. headquarters along the Riverfront in Wilmington, is creating 323 call center jobs in the state. That number may grow by hundreds of additional positions if Barclays can successfully implement an expanded work-from-home model for the call center, according to a bank official.

Nearly all the jobs are expected to be filled with new employees. All positions, which includes 300 call center staffers earning a minimum of \$32,000 annually, 20 managers earning a minimum of \$48,000 and three assistant vice presidents earning upward of \$90,000, will be offered full benefits, according to the bank’s application to the state. According to recent job listings, many of the roles will be entry-level call-takers but other will deal with fraud analysis, or the reviewing of disputed charges on accounts.

Barclays decided to create a new call center amid an expansion of its financial assistance operation that supports its U.S. consumer bank. The bank is the 55th largest U.S. consumer bank with \$33.4 billion in assets and a top 10 credit card issuer, according to federal data.

Pandemic spurs call center need

Larry Drexler, the outgoing general counsel for Barclays Bank Delaware, explained that the impact of the global COVID-19 pandemic convinced the bank of the need to create a new call center.



Larry Drexler

“The recent COVID pandemic has revealed to us certain weaknesses in our model for how we were staffing call centers,” he said. “We came to a decision that we needed to have more in-house capabilities as opposed to outsourcing.”

Matt Fields, a bank spokesman, told Delaware Business Times that Barclays has used a mix of overseas and domestic call centers to handle its call volume, including company-owned sites in Scotland and India, but the impact of the pandemic worldwide has led to staffing issues that could be eased with greater geographic diversity in its centers.

The bank looked at locating the new jobs at existing call center sites in Ohio and Nevada before deciding

on Delaware, a result that required some persuasion, Drexler said.

“[Barclays U.S. Consumer Bank] President Denny Nealon and I worked very hard to convince our colleagues that geographic diversity and the workforce in Wilmington and Delaware, given the presence of the financial services business, would give us the ability to get a call center up and running very quickly and efficiently,” he said.

Drexler noted that Barclays did not wait to learn about the outcome of its \$2.49 million Strategic Fund request before the state’s Council on Development Finance (CDF) on June 29, with a training class getting underway the same day. It has already made about 200 job offers, he added.

There could be many more such job offers soon if Barclays can implement more remote working, which many companies are finding success with during office closures connected to the pandemic. Drexler said that the idea would have about a third of staffers rotating through the call center office in Wilmington while the others worked from home. That scenario could conceivably support 400 to 500 workers, he said.

“Our plan is to grow, and we will need to support our growing customer base with call center capabilities,” he said. “So, we would anticipate that there is upside to this offer, for this project, over time.”

In conjunction with the new hires, Barclays will also spend about \$6.9 million in renovations to its 100 West St. headquarters to prepare for the new call center. About \$1.4 million of those funds will be spent on upgrading power sources at the building to ensure it can weather any electrical interruptions that could impact the ability to respond to customer calls.

About \$4.5 million will be spent to turn one floor into a dedicated call center, although Drexler noted that social distancing will continue in its design.

Specifically, the Strategic Fund grant includes just under \$1.3 million for the 323 new jobs, \$207,000 for the capital investment and up to \$1 million for training of the new employees. That training requires at least an equal match from the employer, but Barclays will reportedly spend about \$2 million on training. Drexler explained that those funds would include some material costs but would largely be spent on payroll hours for trainees as they complete a six- to seven-week program.

Gains come after cuts

The news of the job additions comes almost exactly a year after the bank made considerable cuts in its Delaware workforce.

It was June 5, 2019, when Barclays announced that it was moving 500 of



Barclays Bank will create nearly 325 new jobs in Delaware in a call center at its Wilmington headquarters.

DBT PHOTO BY JACOB OWENS

“**We [were] outsourcing some call center functions and the COVID pandemic clearly pointed out the weaknesses of that strategy. That’s what we’re adapting to now.**”

LARRY DREXLER

Outgoing General Counsel,
Barclays Bank Delaware

its roughly 1,500 Delaware jobs to its Whippany, N.J., office beginning in the fall of last year. (Barclays spokesman Fields told DBT on Monday that its Delaware workforce was overstated last year, when contract workers were included in a reported total of about 2,000 employees. In reality, Barclays had about 1,500 full-time workers.) Those job losses primarily included higher-paid technologists, who were moved closer to New York City part of an effort to further create “regional hubs” in the United States.

It wasn’t the first time that Barclays had moved jobs out of the state, as it did so with 200 jobs in 2017 as well when it closed its Oglethorpe call center. Many of those laid-off workers were reportedly hired by student lender Sallie Mae, which has its headquarters near Newark.

The lone dissenting CDF vote against the new incentive package was Rep. Ed Osienski (D-Brookside), who represents an area near that former call center and noted Barclays’ previous decisions to move hundreds of jobs out of the state.

“I’m a little concerned, especially since there doesn’t seem to be any retention language in here or it expires in 2024,” he said. “We’re training these employees, but then we could possibly lose them.”

Drexler responded that those previous losses were an unfortunate by-product from decisions made by the bank to optimize services.

“Corporate strategies change over time,” he said. “We [were] outsourcing

some call center functions and the COVID pandemic clearly pointed out the weaknesses of that strategy. That’s what we’re adapting to now.”

Damian DeStefano, director of the Delaware Division of Small Business, noted that Barclays has fulfilled the terms all of its prior deals with the state, despite some of those jobs eventually leaving the state. He estimated that the annual economic impact of the 323 new jobs to the state was about \$159 million.

State worked quickly

Kurt Foreman, president and CEO of the state’s economy development agency, Delaware Prosperity Partnership, said that the effort to land the Barclays jobs in Delaware developed very quickly.

After bank leaders reached out to the governor’s office, DPP and the Division of Small Business were brought in to discuss what the state could provide. Foreman, DeStefano and Albert Shields, deputy chief of staff to Gov. John Carney, discussed the response over a weekend in order to get answers to Barclays’ questions in an expedited process.

“It was a very fast-moving project. Sometimes we have projects that will take two years to go through their cycle, but this one took just a matter of days,” Foreman said. “[Barclays was] trying to make some key district strategic decisions and comparing markets where they were.”

Foreman said that DPP doesn’t know if Ohio or Nevada ever prepared an incentive proposal for the project, but he noted that Delaware leaders were informed of what the investment gap would be to create a new call center here rather than expand one of Barclays existing sites. The state’s incentive package largely helped the employer bridge that gap.

In statements released shortly after the CDF’s approval of the state funds, Carney, New Castle County Executive Matt Meyer and Wilmington Mayor Mike Purzycki each heralded the job creation during a time when tens of thousands of jobs have been lost in the state amid the pandemic.

“The addition of more than 300 new jobs from Barclays is welcome news as we work to bolster our economy from the impact of COVID-19,” the governor said. ■

Local colleges holding their collective breath as fall approaches

BY KATIE TABELING

After the spring semester ended with empty campuses, three Delaware residential colleges are planning to welcome students back with a combination of online and in-person classes. But the big question remains: How will the hybrid model hit higher education's finances?

"The break point of students choosing their colleges comes in July. Everyone is holding their breath right now," said Steve Newton, director of media relations at Delaware State University. "We won't see anything solid about students choosing to go elsewhere or stay in-state until then."

Delaware State University, University of Delaware and Goldey-Beacom College are planning on downsizing large classes and teaching online come fall. But in light of a new surge of COVID-19 cases across the country, all are preparing to go completely online if needed. All three colleges are planning to end in-person classes by Thanksgiving.

DSU President Dr. Tony Allen held back on formally announcing the university's plan this week, and Wilmington University announced it was going online completely for the fall semester. Delaware Technical Community College will announce its plan on Aug. 1.

In the spring, colleges spent money to take classes online. Goldey-Beacom

purchased software and is training staff on them this summer, while DSU is ramping up plans to get either a Macbook or iPad in the hands of first-time students.

Others like UD have frozen tuition rates to ease the financial burden, but are expecting room fees to draw in less revenue than previous years, university spokeswoman Andrea Boyle Tippet said. The college has already instituted pay cuts and laying off 23% of its staff as cost-cutting measures.

UD did see a mild drop in its yield rate — the percentage of students choosing to enroll in the college after offered admission. For the 2019 school year, the university held a 24% yield rate.

"We expect an outstanding freshman class," Boyle Tippet added. "Final numbers for the semester are not calculated until after the semester's drop/add [period] ends, and won't be available until late September."

DSU and Goldey-Beacom are in the same situation when it comes to enrollment predictions. Right now, DSU's outlook is on track with last year's numbers with more than 1,100 incoming freshmen and 250 transfers, but Newton said time will tell if those numbers will hold true.

But whether Delaware students are pausing their dreams of an out-of-state school to stay closer to home for low in-state tuition rates is still unknown.

At Goldey-Beacom, there is a greater percentage of applications coming from within Delaware than previous years, said Janine Sorbello, the college's director of external affairs.

"Whether they are choosing us over out-of-state schools, we don't know," she said.

But she pointed to Goldey-Beacom's undergraduate tuition of \$11,700 and typical scholarships dropping it at \$6,000 maximum, the private college is "confident that we are the 'somewhere less expensive' option that students may be switching to in these uncertain times."

With residential colleges, reopening means more than just classes, it's also about welcoming students to live in dorms, possibly raising the chances of an outbreak if coronavirus does not fade before the fall.

UD hired more custodial staff for cleaning, while DSU is looking at costs associated with deep-cleaning and considering dorm layouts. Both are reserving space on campus for quarantining students as needed.

"It's the same challenges everyone is facing: We have the same size rooms and that doesn't change with social distancing," Newton said. "And with fewer students, you obviously will see less money come in."

DSU is typically at 94% occupancy and he fully expects some students to need help finding housing if the college comes back, although the specifics are not set,

Newton said.

Meanwhile, at Goldey-Beacom, the five-story Franta Hall will be opening in the fall, keeping to single or double occupancy in dorm rooms. If the campus has to shut down again, students will be refunded a portion of the room fee. Visitors will also not be allowed in the residence halls, Sorbello said.

"So parties will not be a part of the equation," she said.

While reducing the density for Goldey-Beacom's academic activities are easily accomplished, the challenges lie in spaces created with social gatherings in mind, like the dining hall and student life center.

"From New Student Orientation, through the many activities of Welcome Back Weekend, we are challenged to find ways to help students connect, while remaining responsible for protecting their health," she said.

Professors and students should be prepared to wear masks and other personal protective equipment (PPE) on campus. Both DSU and UD have been buying up PPEs still to this day.

"We won't know the costs until we know how many students come back," Newton said. "It's more expensive than what universities are used to, but we will learn to calculate it as the cost of doing business in this new normal if we're to reopen." ■

DCF Delaware
Community
Foundation™
Engaging Communities, Empowering Giving™

DELCF.ORG

**Advisor to philanthropists.
Trusted partner and resource
to professional advisors.**

TO LEARN MORE, PLEASE CONTACT:

Joan Hoge-North
jhoge-north@delcf.org • 302.504.5224



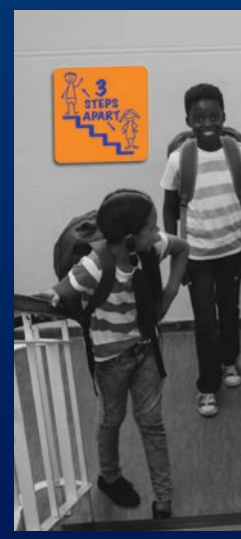
"My clients who work with the DCF want to leave a legacy through charitable giving to support causes they care about. They know the DCF will administer their giving in an organized and competent way."

Kevin M. Baird

Managing Partner, Baird Mandalas Brockstedt, LLC,
pictured with Anthony Smith, City of Dover Police
Department

Protect your students, staff and community with the proper signs for back to school.

Visit our
online catalog at
www.fastsigns.com/37



We're your Germ Prevention signage experts.

Ensure your COVID-19 compliant signage extends the look and feel of your school's spirit and is also age appropriate. FASTSIGNS® develops graphics packages based on your needs and can integrate your school logo and colors.

Take advantage of this opportunity to build confidence with your community, students and staff. Contact us for a free consultation today.

FASTSIGNS®
More than fast. More than signs.®

FASTSIGNS® of Delaware #37
1300 First State Blvd., Suite G,
Wilmington, DE 19804
302-998-6755
www.fastsigns.com/37

FASTSIGNS® of Delaware #167
3203 Concord Pike,
Wilmington, DE 19803
302-479-5686
www.fastsigns.com/167

State passes pared-down FY 2021 budget, axes readiness fund

BY JACOB OWENS

DOVER – The Delaware General Assembly completed its work on the fiscal year 2021 budgets over the past week, delivering something that is smaller than what Gov. John Carney proposed in January due to the impact of the COVID-19 pandemic.



Gov. Carney

Among the cuts imposed on the annual budgets were several initiatives that aimed to speed up Delaware's ability to provide space for employers. The governor proposed a record-setting \$4.63 billion operating budget and \$893 million capital budget appropriation that was ultimately undone by the financial havoc wrought by the COVID-19 pandemic. In the months since the virus spurred widespread shutdowns of state businesses and limited commerce, Delaware has seen a revenue forecast decline of more than \$530 million.

State lawmakers ultimately approved a \$4.54 billion operating budget, about 2.1% larger than the last fiscal year due almost entirely to fixed cost increases like pensions, debt service and school enrollment funding.

The state's annual bond bill totals just under \$708 million, a decrease of about 18%, or \$155 million, from the current year.

Among the initiatives cut in the bond bill were the Site Readiness Fund and the Laboratory Development Fund, both of which were originally proposed to receive \$10 million. The former would have allowed the state to quickly convert existing properties to meet the needs of prospective employers while the latter aimed to incentivize colleges, universities, and the private sector to develop lab space for startup companies to move into, keeping jobs in state.



Bob Perkins

Bob Perkins, executive director of the Delaware Business Roundtable, a non-partisan, volunteer consortium of state CEOs that is spearheading the Ready in 6 initiative to improving permitting and fast track project approval for employer prospects, said he was disappointed to see the programs cut.

"The decisions that apparently were made show almost a disinterest in making wise long-term decisions," he

said. "I think we may be at a point where we're using the short-term crisis as an excuse to not think about the long term."

When the pandemic eventually subsides, Perkins notes that states will be competing vigorously for any and all job prospects amid a battered workforce facing high unemployment rates. If Delaware doesn't improve its processes to make itself more attractive to employers, the state may watch jobs go elsewhere, Perkins warned.

The bond bill did include a \$2 million increase, totaling \$14.5 million, for Delaware's Strategic Fund, the taxpayer-backed fund that is used to incentivize investment and job creation or retention in the state.

Finally, grants in aid, which benefit fire companies, veterans organizations, and nonprofits, was cut by about \$645,000 from last year's \$55.1 million. The vast majority of that cut came from one-time allocations that typically support new projects by nonprofits rather than continuing services.

Sheila Bravo, president and CEO of the Delaware Alliance for Nonprofit Advancement, said that her members were pleased that the state was largely able to match last year's funding allocation.

"Recognizing the difficult times and what the state has to juggle with all



The decisions that apparently were made show almost a disinterest in making wise long-term decisions. I think we may be at a point where we're using the short-term crisis as an excuse to not think about the long term.



BOB PERKINS

Executive Director,
Delaware Business Roundtable



Sheila Bravo

their expenses, we were glad to see the support for the nonprofit sector," she said. "I think that there are some nonprofit executives that are able to sleep a little bit better

... Their reserves are starting to dry up so this funding couldn't come at a better time." ■

DON'T WAIT. BUILD.

What's holding you back from building what's next?

Right now, a lot of people are taking a wait-and-see approach toward their next move. But we're still moving. We never stopped building, healing, and making Delaware. And when it comes to the value and quality of education that Del Tech provides, there's never been a better time to join us.

Don't wait. Enroll now at dtcc.edu.



DELAWARE TECH

Pike Creek Shopping Center to get redesign without Kmart

BY JACOB OWENS

PIKE CREEK – About six months after the Kmart in the Pike Creek Shopping Center closed its doors, the property's owner is proposing a redesign of a large portion of the plaza.

Regency Centers, the Florida-based owner, operator and developer of hundreds of open-air shopping centers across the country, submitted plans to New Castle County this month that would tear down about half of the Kmart department store that long stood as an anchor for the shopping center off Limestone Road.



We felt the former Kmart space could provide more dynamic options for the community if we created some smaller footprints for different retailers to fill.

ERIC DAVIDSON

Spokesman, Regency Centers

“We felt the former Kmart space could provide more dynamic options for the community if we created some smaller footprints for different retailers to fill,” said



Regency Centers is proposing a redevelopment of part of its Pike Creek Shopping Center that would tear down about half of the existing former Kmart space. | DBT PHOTO BY JACOB OWENS

Eric Davidson, a spokesman for Regency.

Following the demolition, a 46,000-square foot commercial space would remain attached to the strip mall that also features an Acme grocery store. With the newfound space after demolition, Regency is proposing to build a 6,425-square-foot auto service center.

On the northeast corner of the shopping center, Regency is proposing a 5,619-square-foot convenience store with gas pumps – suggesting that a sought-after brand like Wawa or Royal Farms may be

the target. Wawa has an older location off New Linden Hill Road less than a quarter mile to the south, and the company could upgrade its Pike Creek presence with a modern store with gas pumps, which the existing location lacks. Meanwhile, Royal Farms has yet to branch into the area, with the nearest location about 3 miles away on Kirkwood Highway.

Lastly, Regency will also build a new 4,919-square-foot standalone retail store between the existing WSFS Bank branch and Ruby Tuesday restaurant.

As of now, Regency has not signed any tenants for the to-be-created spaces, according to Davidson.

The reimagining of the shopping center comes on the heels of the Kmart location's closure late last year as the longtime retailer, along with its fellow Transformco-owned department store Sears, has died out in Delaware. Troubled by declining revenues and mismanagement, Kmart can only be found in nine states today after once ranking among the nation's largest retailers.

Regency isn't the only commercial real estate owner contending with the exit of the Kmart and Sears in Delaware though. Less than 4 miles away, Robbins Management Co. is dealing with the remnants of a Sears location that closed in the Prices Corner Shopping Center off Kirkwood Highway in 2018.

Replacing it is a Target department store that may open as early as this year. Like Regency, Robbins decided to divide the enormous former Sears store into two pieces, leaving a 67,000-square-foot space that still has yet to find a tenant.

The arrival of the high-value Target brand has attracted a number of other smaller tenants, however, including Chick-fil-A, AutoZone, Chase Bank, and Two Claws, a Cajun seafood restaurant, according to the shopping center's leasing brokerage, Arrow Real Estate Services. ■

A health plan that may give you \$8,795* back? Nice.

Managing employee health care costs is critical—now more than ever. All Savers® Alternate Funding from UnitedHealthcare is designed to give you more ways to save, including a possible surplus refund if employee claims are lower than expected. In fact, more than a third of All Savers customers received a surplus refund last year, the average of which was \$8,795.*



More freedom

Exemption from most Affordable Care Act regulations and state insurance mandates.



More stability

Safeguards for your employee benefit plan that help protect it from unexpected high claims.



More ways to save

Wellness programs at no additional cost to you to help your employees get healthier and lower costs for everyone.

To learn more, contact your broker or visit uhc.com/nice

* Yep, that's a real number. Over a third of UnitedHealthcare's All Savers customers nationwide received a refund in 2019, the average of which was \$8,795. Please consult a tax and/or legal advisor to determine if, by receiving this surplus refund, there are any restrictions or obligations, or whether the surplus refund is taxable. Administrative services provided by United HealthCare Services, Inc. or their affiliates. Stop-loss insurance is underwritten by All Savers Insurance Company. 3100 AMS Blvd., Green Bay, WI 54313 (800) 291-2634.

B2B EI20127183.0 6/20 ©2020 United HealthCare Services, Inc. 20-126167-E1 DE



Separate webinars, similar message: It's time to speak out and make some hard decisions

BY KATIE TABELING

The Delaware business community has been silent about race and racism in the workforce for too long, and now's the moment to not only speak out but to make the hard decisions to change corporate culture.

While University of Delaware alumnae Daphne McRae, Nicole Jeter West and Vina Amankwaa Afrifa challenged listeners at a June 19 "Addressing Racism: Advancing Justice in Times of Crisis" hosted by UD to do more than issue press statements in support, top education officials said that change starts with the uncomfortable conversations at work and follow-through.

Jeter West, who is head of marketing and brand engagement for LA 2028 (the Olympic Games organizers), urged people to take real action instead of being a "performative ally." She pointed to several companies making "grandiose statements" but ignoring opportunities to foster Black talent.

"It's one thing to say you have a great internship that gets people of color to the door. But if you don't have the ability to develop them and get them into leadership, you will see that representation stop at one level," she said during the UD webinar. "It's not representation in the organization, it's at all layers of the organization."

In the corporate world, Black women start at the bottom of the totem pole for their gender and race. Daphne McRae, who is vice president of IT Portfolio Management for JPMorgan Chase, said that at one point in her career, she was tasked with training a Caucasian man for a job she was explicitly trained for.

"We do not need sympathy, we need empathy," McRae said. "We need you to be able to hear us and to listen and stand with us in solidarity ... We can't be silent."

That silence is what perpetuates ignorance and systemic racism in the corporate culture. The first step in breaking that is to have uncomfortable conversations in the workplace, said both Delaware State University President Tony Allen, and Professor Stephanie Creary with the University of Pennsylvania's Wharton School.



Stephanie Creary

"Creating a Door of Opportunity: An Employer's Role" webinar sponsored by the Delaware



State Chamber of Commerce.

"I've learned people fear being called racist," she added. "Managers can help employees feel less anxious and more efficacious about engaging in these competitions related to race by creating a norm."



Tony Allen

Allen pointed out that while having the conversation could be hard, what led to this moment is not enough thoughtful listening and honest dialogue.

"As we have conversations with each other, we will likely say the wrong things," Allen said. "We'll get mad with each other, and on balance, I think all of that is OK. What's not OK is silence."

From those larger conversations, JPMorgan Chase's McRae recommended smaller focus groups to lead into open forums, so Black employees would feel safer to share their experiences. That could lead to eye-opening revelations about the opportunity gaps. For higher education institutions and employers, it could mean investing into professional development like internships, business mentor programs and leadership resources to give young professionals more exposure.

"Be very intentional about identifying some of your top-performing employees and leaders for these programs," McRae added. "They're there and oftentimes were missed."

But it's also about getting proximate with the communities that companies want to reach, Allen and Creary pointed out to DSCC members. Fifty percent of African American professionals



What's most important is your ability to engage those employees. You need to challenge them about helping you create a more diverse workforce.



DAPHNE MCRAE

Vice President of IT Portfolio Management, JPMorgan Chase

graduated from a historically black college or university (HBCU). Sixty percent of African American lawyers and doctors have undergraduate degrees from HBCUs.

"[African American] professionals are in your communities and they're doing all the things that we do to honor our families and our communities," he said. "What's most important is your ability to engage those employees. You need to challenge them about helping you create a more diverse workforce."

Creary pointed out community buy-in is also critical to attract and retain employees to Delaware. Using Boston as an example, she pointed out a nonprofit The Partnership created resources for and a network for people of color.

"When they have issues around having experiences of racism in the community, they have a community to lean on," Creary said. "It's up to the communities and business leaders to help support initiatives that are about trying to recruit and retain people of color in that community location." ■

Six suggestions for leading conversations about race

Wharton School Professor Stephanie Creary outlined her RACE Framework: Leading Conversations About Race" for businesses during a June 28 Delaware State Chamber webinar.

1 Reduce anxiety by starting to talk about race, equity, and inclusion. While people are socialized to be "colorblind," studies show that it increases bias behavior. Creary recommended discussing parameters before engaging in difficult conversations. For example, among such conversations with her MBA students, students agreed to keep the discussion confidential.

2 Accept that anything related to race is either going to be visible or invisible. "Sometimes these conversations are hard when people coming from different belief systems around if race is actually a lived experience for us, or whether it's something that other people are projecting on us," Creary said. Managers can help find the middle ground between invisibility and hypersensitivity by talking about positives and negative experiences.

3 Call on internal and external allies for help. Not everyone is an expert, but there are people in your organization, consulting firms and college professors that companies can lean on to help facilitate conversations in leadership.

4 Expect that you will need to provide some "answers", or resources that are available or "how-to" frameworks to create proactive allies in the workplace.

5 Turn the focus to opportunity. "We need to challenge our assumptions around what we mean by qualified what we mean by who gets ahead," Creary said.

6 Create an action plan for inclusion in the workplace, with concrete targets that companies can audit, examine, and adjust for the company's future. "This is a long game," Creary said. "This is not going to be resolved any time soon, but if you make an action plan, I think we'll be in a much better place a year from now than we are today."

Small Business General Counsel legal services grow in importance



SAM WALTZ

Our First State of Delaware, of course, is well known and globally regarded for the epic sweep of our bench and our bar (i.e., our legal industry), not only in our

state courts but as well in federal matters.

Cases like TransPerfect in its Chancery Court battles grab the headlines for the million-dollar fees it generates and the role of larger-than-life legal eminence like Alan Dershowitz, who I've had the chance to meet a few times via that case.

But it's the "grunt work" of day-to-day business law in the trenches that keeps so many people employed here and contributes to a sense of order in Delaware's business and civic life.

For them, there's an emerging legal specialty that "bundles legal matters" for SMBs (small- and mid-sized businesses) that has the potential to change the legal landscape.

Small Business General Counsel, also known as SBGC, is a term used by a couple of attorneys with whom I've talked recently, Martin Haverly, who has his own firm on Foulk Road in Brandywine Hundred, and Steven Director, a long-time member of the bar and a partner in one of Wilmington's

mid-sized go-to firms, the Bayard Firm.

Their SBGC practices are following in a niche briefly pioneered some 20-25 years ago by Douglas MacGray, at his Bear law firm before he refocused his skills on wealth management and financial planning. Today, MacGray runs Stonecrop Wealth Advisers in North Wilmington, from where he works throughout the MidAtlantic, even nationally, "to help people with money make more money."

"What really characterizes those of us in an SBGC practice is not just our capability to handle business legal matters that someone refers to us, but our proactivity in working with entrepreneurs, business owners and executives in creating an ongoing (usually modest) retainer-based relationship with its focus on legal risk-management and availability for day-to-day legal counsel as needed," says Haverly.

"What many entrepreneurs don't focus on – and they should," adds Director, "is that every day they're literally playing with 'house money.' They're risking their own net worth, right down to their home and their kids' college funds."

Strategies exist to mitigate that risk at a macro level, as well as in day-to-day decision-making, and \$20,000 to \$25,000 (sometimes more), spent on having SBGC counsel proactively looking out for you is a pretty modest business

insurance premium for many of you.

Both Haverly and Director said they leverage their SBGC practices with an annual retainer contract that is "front-loaded" with risk-management analysis, risk-reduction strategies, and ongoing legal advisory services, as well as the experience to recognize the need for and then recruit outside legal specialists.

Each said that upon beginning an engagement, they review risk factors, among them, insurance coverages, employment agreements, confidentiality and non-disclosure agreements, vendor and sales agreements. That builds the attorney's familiarity with the business, but, perhaps more important, it immediately results in tangible benefits in the form of improvements for the business.

I'm familiar with a second-generation family business, a well-known and regarded retail business, that regularly used under-the-table cash payments "at straight time" for overtime for its blue-collar staff, all of whom were hourly employees, rather than pay the tax-withheld time-and-a-half overtime per their hiring agreements.

Just last month, when one employee who the young second-gen manager dismissed raised an issue of his entitlement to time-and-a-half overtime pay, the young manager's call to the owner's attorney made him immediately aware of his exposure to wage-and-hour Department of Labor



What many entrepreneurs don't focus on – and they should, is that every day they're literally playing with 'house money.'



STEVEN DIRECTOR

Partner, The Bayard Firm

regulatory issues, worker's comp issues, and the potential for charges from the IRS and the State of Delaware that he was hiding cash income by paying his employees under-the-table in cash.

With counsel from his attorney and his CPA, he immediately made changes. (Although, I'd imagine, he's still looking over his shoulder today.)

You don't want "to take a knife to a gunfight," and, in today's highly litigious and regulated business environment, no entrepreneur and small business manager should be comfortable with a D-I-Y (do-it-yourself) legal approach, to run a business without having an attorney, perhaps a Small Business General Counsel, on speed dial ■

Sam Waltz is Publisher Emeritus of the Delaware Business Times.

Promote your business and recruit your workforce in STUFF

STUFF Made & Built in Delaware is a cool, interactive magazine and website profiling local employers involved in manufacturing, construction, healthcare and technology. STUFF showcases what companies make or build, who uses it, and what kinds of trade careers are attainable here in Delaware.

This special magazine is an ideal awareness and recruitment tool for Delaware manufacturers and trades alike.

- Project Foreman
- Technician
- Equipment Mechanic
- Journeyman
- Project Manager
- Plant Manager
- Welder

PAST SPONSORS

MDAVIS



DELAWARE
BUSINESS TIMES

For more information on how your Human Resource team can recruit, contact:
302.504.1335 | Advertising@delawarebusinesstimes.com

DE's public and economic health depend on a thriving bioscience sector

BY KURT FOREMAN
AND MICHAEL FLEMING

The immense value of Delaware's bioscience industry has never been clearer.

At this moment, companies and researchers across our state are playing a transformative role in combatting the global COVID-19 pandemic.

These Delaware organizations are actively working on scientific advances that will save countless lives and help us regain our economic footing and quality of life.

Innovations include AstraZeneca's development of a coronavirus vaccine and efforts to discover novel antibodies to prevent and treat progression of the disease; ChristianaCare Gene Editing Institute's CRISPR-based diagnostic test for COVID-19; Incyte's clinical trials of their medicine ruxolitinib to treat the virus; LabWare's rollout of a point-of-care mobile testing kit; Siemens Healthineers manufacturing of millions of antibody test;s and ILC Dover's production of cutting-edge personal protective gear for health care workers and first responders. Newark-based ANP Technologies and QPS are developing and producing a range of COVID-related research and technologies.

Beyond those noteworthy local efforts, other Delaware scientists, engineers, mechanics and skilled laborers are playing a pivotal role in fortifying a US-based supply chain through pre-clinical research and manufacturing of technologies and materials essential for biopharmaceuticals development. This



Kurt Foreman

University of Delaware-affiliated research organizations such as the Delaware Biotechnology Institute and NIIMBL – the National Institute for Innovation in Manufacturing Biopharmaceuticals.

NIIMBL, a public-private partnership based at the STAR Campus, is accelerating biopharmaceutical innovation by scaling more efficient and rapid manufacturing capabilities; the initiative is fueled by a \$70 million federal grant and it was recently awarded another \$9 million for pandemic-related projects.

Another collaborative network, Delaware INBRE (IDeA Network of Biomedical Research Excellence), is laser focused on boosting research across UD, Delaware State University.

ChristianaCare, Delaware Technical Community College, Nemours/AI du Pont Hospital and Wesley College.

These efforts have the real potential of saving millions of lives. Importantly, the economic impact of these bioscience innovators is just as profound.

As Governor John Carney frequently says, you can't have a healthy community without a healthy economy, and the contribution the bioscience industry

also includes vital work in agricultural science and food safety.

Much of this activity is being conducted by world-class

experts at smaller private firms and



Michael Fleming

establishments with an average annual wage of \$114,000. These organizations were responsible for millions of dollars in investment and research grants: more than \$52 million was received in NIH grants in 2019, another \$70 million in academic R&D investment annually and nearly \$300 million in venture capital investments over a three-year period ending in 2019.

Nationally, the bioscience economy was at record strength when the pandemic hit. The bioscience industry employed 1.87 million across more than 101,000 U.S. companies in 2018, with a total economic impact of \$2.6 trillion as measured by overall output.

Small and mid-sized companies – an area of increasing strength for Delaware – are driving that output, comprising 71 percent of total industry employment and 99 percent of business establishments. These companies have accounted for at least 60 percent of all FDA drug approvals each year over the past three years.

Even amid this crisis, bioscience remains strong. As of mid-May 2020, there were more than 400 drug programs in development aimed at COVID-19,

is making to Delaware is hard to overstate.

A new study shows nearly 7,000 are employed in the bioscience industry in Delaware, working at 567 different

including 100 vaccines and 135 antivirals.

Delaware's health and economic future depends on the innovation the Delaware bioscience industry is delivering every day. As the state begins down the road of recovery from the devastation wrought by COVID on so many businesses, our bioscience economic engine will power future success.

We can help ensure this happens by focusing on several areas:

- Supporting and incentivizing development of much-needed ready-to-go lab space for small company expansion

- Training and developing a qualified workforce that includes both knowledge workers and those with manufacturing skills

- Nurturing partnerships between the state, our universities and industry to create more support for business incubation like the efforts underway at Delaware Innovation Space and the Delaware Technology Park

- Building on the presence of NIIMBL and the STAR Campus as a catalyst for innovation, research excellence and entrepreneurship

With this kind of focus and long-term commitment, Delaware can and will be one of the most dynamic and important hubs in the country for scientific innovation and investment – and the world will continue to benefit. ■

Kurt Foreman is president and CEO of Delaware Prosperity Partnership and Michael Fleming is the new president of the Delaware BioScience Association.

THE LIST

Pharmaceutical Companies

Ranked by Number of Employees

| Rank | Company | Local Employees | Specialty | Head of Company | Phone Website | Year Founded |
|------|---|-----------------|--|---|--------------------------------------|--------------|
| 1 | AstraZeneca 1800 Concord Pike Wilmington, DE 19803 | 1,500 | Astrazeneca is a science-led biopharmaceutical business whos innovative medicines are used by millions of patients worldwide. | Ruud Dobber (EVP, Pres. Biopharmaceuticals Business Unit) | (800) 236-9933 astrazeneca.com | 1999 |
| 2 | Incyte Corporation 1801 Augustine Cut-Off Wilmington, DE 19803 | 500 | Incyte focuses on the discovery, development, development, formulation and manufacturing of therapeutics; with a primary focus in oncology. | Herve Hoppenot (CEO) | (302) 498-6797 incyte.com | 1991 |
| 3 | Marlex Pharmaceuticals 65 Lukens Dr. New Castle, DE 19720 | 70 | Marlex Pharmaceuticals, Inc. specializes in the distribution and manufacturing of pharmaceuticals, and vitamin or nutritional supplements for hospitals, nursing homes, consumers, and retailers. | Simir Patel (President & CEO) | (302) 328-3355 marlexpharm.com | 1992 |
| 4 | Prelude Therapeutics 200 Powder Mill Road, BLDG 500 Wilmington, DE 19803 | 28 | Prelude Therapeutics is a biopharmaceutical company focused on the discovery and development of new medicines based on breakthroughs in cancer research by utilizing their understanding of molecular networks of cancer cell biology to identify target mechanisms. | Kris Vaddi (CEO) | (302) 644-5427 preludetx.com | 2016 |
| NR | Accolade Pharmaceuticals 42 Hill Road Wilmington, DE 19806 | NA | Accolade is a specialty biopharmaceutical company focused on developing a range of products for the treatment of atopic and allergic disorders. | G. John Mohr (CEO) | (302) 427-2985 accoladepharma.com | 2012 |
| NR | Foresee Pharmaceuticals 550 S college Ave. Suite 107 Newark, DE 19713 | NA | Foresee Pharmaceuticals is a clinical-stage pharmaceutical company. Their main focus is the rapid development of new drugs using a proprietary drug delivery technology as well as develop novel chemicals solutions in disease areas of high unmet medical needs. | Ben Chien, Ph.D. (Founder, Executive Chairman & CSO) | (302) 366-1806 foreseepharma.com | 2011 |
| NR | NiKang Therapeutics 200 Power Mill Road BLDG E400 Wilmington, DE 19803 | NA | NiKang Therapeutics is an early stage biotech company focused on discovering and developing small molecule oncology medicines to help patients with unmet medical needs. | | (302) 644-5450 nikangtx.com | |

Source: Individual survey responses. This list consists of the pharmaceutical companies in Delaware that produce or are on the way to produce end user pharmaceuticals. In the 2021 Book of Lists, we will add a subsection to this list of the local institutions that support the pharmaceutical industries development of new products. Researched by: Delaware Business Times. Information for DBT's lists are either generated through public sources or supplied by individual organizations through questionnaires. We make every effort to confirm that the lists are comprehensive through industry sources. We assume that information provided by company representatives is accurate and truthful. Organizations that do not respond to our requests for information may be excluded from the list or listed at the bottom as Not Ranked (NR).

IN CASE YOU MISSED IT

Support Our Journalism: Every day Delaware Business Times is breaking news online. To stay up to date sign-up for our daily newsletter at delawarebusinesstimes.com/newsletter. ICYMI (In Case You Missed It) highlights a few of those stories. The full version is available to read at delawarebusinesstimes.com

Investors buy Dover rehab center for \$21M



PAM Rehabilitation Hospital of Dover, opened in 2019, has been sold to new investors. | PHOTO COURTESY OF MEDCORE PARTNERS

DOVER – The recently opened PAM Rehabilitation Hospital of Dover was sold by its Dallas-based investment and development firm in early June.

Medcore Partners sold the 42,140-square-foot acute inpatient rehabilitation facility (IRF) that it finished last year for \$21.3 million, according to Kent County land records. The buyer was a joint venture including Charlottesville, Va.-based real estate development, management and investment firm Anchor Health Properties and Chicago-based real estate investment firm Harrison Street Real Estate.

The rehabilitation hospital is operated by Pennsylvania-based Post Acute Medical (PAM), and is only one of four such facilities in the state and the only in Kent County.

The developer and PAM navigated the state's Certificate of Need process to secure necessary approvals for the facility, which opened in early 2019.

Located at 1240 McKee Road, the 34-bed, two-story rehabilitation center includes an inpatient and outpatient gym, a radiology suite, laboratory services, and a full dietary

department. The facility provides care for patients with traumatic brain injury, stroke, Parkinson's, amputations, hip fractures and orthopedic injuries.

"This transaction is consistent with our commitment to partner with best-in-class health care providers and operators. As we continue to expand our presence in the Mid-Atlantic region, we look forward to growing with PAM and supporting their efforts to bring much needed, high-quality rehabilitative services to the region," said Mervyn Alphonso, senior vice president with Anchor, in a statement announcing the acquisition.

The purchase of the Dover center is the sixth acquisition by the 35-year-old Anchor, which has more than 6 million square feet of health care-focused space under management and another 1 million square feet under development. Despite the impact of the COVID-19 pandemic on the real estate market, Anchor said that it intended to continue seeking new investments. ■

—Jacob Owens

Investment venture buys Dover natural gas plant, approved by feds



A group of energy sector investors acquired Energy Center Dover from Clearway Energy in March. | PHOTO COURTESY OF GOOGLE

DOVER – A partnership of an out-of-state equity investor and energy operator has acquired the natural gas-fired power plant that also heats Kraft Heinz's food products plant and Proctor & Gamble's wipes manufacturing facility.

The partners, New Jersey-based operator DCO Energy and New York-based investor Basalt Infrastructure Partners, bought the plant located at 1280 W. North St. from Clearway Energy Group, which was born out of the \$1.3 billion 2018 sale of former NRG Energy assets.

Terms of the deal, which was signed in September, approved by federal energy regulators Feb. 28 and closed March 3, were not disclosed. According to Kent County property records, the property continues to be owned by First State Power Management Inc., which purchased the land for the plant from Kraft Foods for an estimated \$6.7 million in 1995.

With no change in the ownership of the property, it appears that Clearway sold the limited liability company that holds the land to DB Energy Assets, the investors' joint venture. A March 31 filing with the U.S. Securities and Exchange Commission said that Clearway sold "100% of its

interests in Energy Center Dover LLC and Energy Center Smyrna LLC."

A Clearway spokesperson declined to elaborate on the details of the sale and DCO Energy officials, who announced the acquisition May 29, have not returned several calls for comment.

The plant, known as Energy Center Dover, is a cogeneration plant, which consist of a gas turbine generator exhausting into a heat recovery steam generator. The technology is more environmentally friendly by reusing the hot exhaust that would have been emitted into the air from older plants to boil water and power a second steam generator. Raw heat is also captured and used by the neighboring manufacturing plants.

Energy Center Dover was a highly touted project by former Gov. Jack Markell, as then-owner NRG Energy invested \$25 million to convert the plant from a coal-fired plant to a completely gas-fed one.

The 2013 conversion of the 36-year-old, 103-megawatt plant resulted in reductions of 99% of sulfur dioxide and 92% of nitrogen oxide emissions – two air pollutants that can cause serious respiratory conditions – and more than 65% of the stack particulate emissions. ■

—Jacob Owens

Delaware State University hits \$1 million fundraising goal, then raises the bar

DOVER – Delaware State University has achieved the initial \$1 million goal for its COVID-19 Student Emergency Relief Fund in just over two months and has now expanded the goal by \$500,000.

"I cannot be more pleased with the response from our alumni, community leaders, and corporate friends," DSU President Tony Allen said. "We are living in a moment so many of us have never experienced – a health epidemic not seen in a century and a rallying cry for justice that rings loudly in every community in the country. Meeting this goal is just one indication that inertia is not an option."

Originally the university anticipated a two-week absence, but, like universities across the nation, it had to pivot, with all courses being converted to digital formats.



Vita Pickrum

who has managed the fundraising effort. "Students had no access to computers, could not afford to buy food, had left all their clothes behind on campus, or needed to work instead of complete their classes to help their unemployed parents pay the rent. We knew that we had to do something."

The university's food pantry was already providing food support for 75

"We began hearing immediately about students facing difficult conditions," said Dr. Vita Pickrum, vice president for institutional advancement,

students and their families, and the institution had distributed nearly 200 laptops, tablets, and portable Wi-Fi hotspots to students when the decision was made to tackle the situation more aggressively.

"We decided to tell our students' story to the community that has always supported them, and to be extremely transparent about the amount necessary to meet the need," Allen said.

Pickrum said that 78% of all individual donors have been university alumni, but they've been joined by faculty, staff, and many local companies, including Laffey McHugh Foundation, Thurgood Marshall College Fund, Vanguard, JPMorgan Chase, Barclays Bank, Bank of America, Links of Wilmington, WSFS, M&T Bank, TD Bank, Verizon

Foundation, Capitol One, FMC Corp., Discover Financial Services, Corteva; Fulton Bank; BFPCC Inc., and Delmarva Power.

The university has already disbursed awards on a rolling basis to nearly 1,000 students and DSU students have produced a thank you video that can be viewed at <https://bit.ly/3g7KWM>

Board of Trustees Chair Dr. Devona Williams said, "Now isn't the time to slow down, but to redouble our efforts. As long as a single student is still struggling out there, we're committed to helping them."

Donations may be made through the COVID-19 Student Emergency Relief Fund landing page on the university website. ■

—Peter Osborne

IN CASE YOU MISSED IT

Caesar Rodney district eyes St. Thomas More Academy for possible expansion

MAGNOLIA — St. Thomas More Academy is up for sale, and the Caesar Rodney School District is looking into buying it.

The 22-year-old Catholic school closed this academic year due to declining enrollment and financial burdens, according to a letter written by Rachael Casey, the school's principal. St. Thomas More had 48 students in the last academic year.

"Since we no longer use the building and we don't need the problem of dealing with it, it was decided to sell the property," said Robert Krebs, spokesman for the Catholic Diocese of Wilmington.

Among those interested in the 33-acre property is Caesar Rodney School District, the largest public-school district in Kent County. Ken Starke, the district supervisor of facilities management, said that St. Thomas More was being considered as a possible middle school to meet growing enrollment.

Caesar Rodney School District has 7,614 students enrolled across its 15 schools and it's expected to rise to 7,780 by 2035, according to a study the Delaware Department of Education commissioned in 2016.

Krebs said that several organizations

were also looking at buying the school, but declined to comment whether they were education institutions or developers.

St. Thomas More is zoned Agricultural Conservation (AC) District, which allows recreation facilities, public parks and private pools, golf courses, nature trails and single-family residences.

If turned into single-family homes, density requirements would only allow one dwelling unit per 10 acres with certification from the Delaware Department of Natural Resources and Environmental Control. As currently zoned, that would allow for three houses.

In its Preliminary Land Use Service application filed this month, Caesar Rodney School District is seeking to leave the land zoned AC.

The St. Thomas More Academy campus has three buildings for classrooms, a multi-purpose building and gymnasium. The grounds include ballfields and soccer fields. The school was built after years of advocating for a new Catholic high school south of the C&D Canal after Holy Cross High School in Dover closed in 1987. ■

—Katie Tabeling

DART First State receives \$55 million from CARES Act to build up budget

WASHINGTON — The Delaware Department of Transportation has received \$55.3 million from the federal government to bolster its operational budget for public bus routes amid the impact of the COVID-19 pandemic.

The funds, allocated by the U.S. Department of Transportation's Federal Transit Administration under the authorization of the Coronavirus Aid, Relief, and Economic Security (CARES) Act, will be used to support Delaware Transit Corp. so that it doesn't have to cut services after a decline in ridership revenue spurred by the pandemic and the state's lockdown to try to stem its spread.

"We're grateful for the additional funding from FTA that will allow us to maintain our operations and proceed with our planned weekend service expansions and new holiday service in New Castle County," said John Sisson, CEO of Delaware Transit Corp., which operates the DART First State bus routes, in a statement.

DTC has reported that the pandemic would result in a budget hit of upward of \$3 million this fiscal year, with ridership down roughly 70% in the pandemic and costs rising for cleaning supplies and personal protective equipment

for employees. The transit system also temporarily suspended fares to try to limit contact points between riders and drivers and limited the number of passengers on each bus.

Fares resumed June 1, although DART First State is encouraging riders to use its app to avoid cash transactions, and its summer beach routes are scheduled to resume June 29.

The federal funds, part of \$25 billion allocated nationwide, will ensure that the revenue hit doesn't impact DART First State's ability to operate its fixed-route bus lines.

"We know many of our nation's public transportation systems are facing extraordinary challenges and these funds will go a long way to assisting our transit industry partners in battling COVID-19," said FTA Acting Administrator K. Jane Williams in a statement. "These federal funds will support operating assistance to transit agencies of all sizes providing essential travel and supporting transit workers across the country who are unable to work because of the public health emergency." ■

—Jacob Owens

YOUR CHOICE:

Now, Pickup and Delivery for service



22 available at similar savings

2020 LINCOLN CORSAIR

\$395/mo

STK # 7309 VIN # LUL03500 MSRP \$37635

Lease for \$395/mth; 10500 miles with \$3995 DAS
Tax and tags not included. First month's payment included. See dealer for details.



14 available at similar savings

2020 LINCOLN NAUTILUS RESERVE

\$499/mo

STK # 7450 VIN # LBL11248 MSRP \$52,545

Lease for \$499/mth; 10500 miles with \$3935 DAS
Tax and tags not included. First month's payment included. See dealer for details.



12 available

2020 LINCOLN AVIATOR

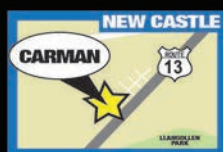
OFFERS EXPIRE 7/20/2020

CARMAN LINCOLN

CarmanLincoln.com 302-324-4400

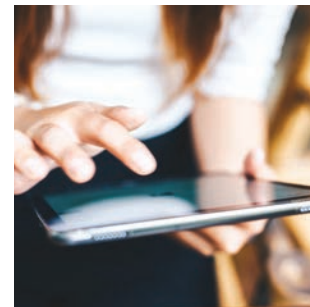
SALES HOURS:
MON - FRI 9AM - 9PM
SATURDAY 9AM - 5PM

189 S. Dupont Hwy
New Castle, DE 19720



Is social distancing hurting your company's cash flow?

Stop overpaying for credit card processing. Call Global Merchant Partners today for payment processing solutions to increase cash flow while maximizing gross profit.



Solutions:

True Zero Cost

You keep 100% of every credit card sale

- No hidden costs
- Fast track funding
- No contracts
- Curbside payments
- E-Commerce gateway
- B2B and ACH

Zero cost. Zero Questions

Visit GlobalMerchantPartners.com

Call 302-268-6222

Locally owned and operated



Global Merchant Partners is a registered agent of BCMS. BCMS is an Elavon Payments Partner and Registered MSP/ISO of Elavon, Inc. Georgia.



FOR THE RECORD

Liquor Licenses

Source: Delaware Office of Alcoholic Beverage Control Commissioner

NEW APPROVALS

Pho Son, LLC T/A Pho Son; 4015 Concord Pike, Wilmington 19803 Owner –Son Le (267) 581-1274, License Type: Restaurant-on, Sunday **#15248** Transferred from: La Tolteca Concord, Inc.

Sticky Rice, LLC T/A Sticky Rice; 1604 Savannah Road, Unit D, Lewes 19958, Owner – Sawanya Conway (302) 245-7181, License Type: Beer/Wine Restaurant, Sunday **#15339**

SandC, LLC T/A Carriage House Liquors; 3101 Concord Pike, Wilmington, DE 19803, Owners -Marshall Jenney (302) 478-1639, License Type: PCK-OFF, Sunday, Tasting **#15344** Transferred From: Hansa, Inc.

Atlantic Social Rehoboth, LLC T/A Atlantic Social; 19340 Lighthouse Plaza Blvd., Rehoboth Beach 19971, Owners – Derek Fink, Robert Witmer, Raymond Devilbiss, Joseph Diogo, Brian Fink, Edward Fink (302) 212-5319, License Type: Restaurant, Sunday **#15333**

Uncles, Inc. T/A Square One Grill; 10 North First St., Rehoboth Beach 19971, Owners – Darryl Ciarlante-Zuber and Joseph Ciarlante-Zuber (302) 227-3663, License Type: Restaurant, Sunday **#15302**

NEW APPLICATIONS

Titanic Pizza, LLC T/A Titanic Pizza; 16388 Samuel Paynter Blvd., Unit 4, Milton 19968, License Type: Beer/Wine Restaurant

Acker Auction DE, LLC T/A Acker- Wine Auction; 1800 Ogletown Road, Suite D, Newark 19711, License Type: Wine Auction

CANCELLED LICENSES

Nal Gastronomic Group, LLC T/A Nal Restaurant; 1304 Old Lancaster Pike, Suite B, Hockessin 19707 **#15023**

1984 Barcade, LLC. T/A 1984; 2511 W. 4th St., Suites G & H, Wilmington 19805 **#14320**

MCD Christiana, LLC T/A MidiCi; 3256 Fashion Center Blvd., Newark 19702 **#15063**

Rincon Dejavu 849, LLC; 800 Maryland Ave., Wilmington 19805 **#15268**

Real Estate Transactions

Source: Local Recorders of Deeds

NEW CASTLE CO.

100 Lands End LLC to Inez Susan Wolins and Timothy Vaughan; 100 Lands End, Sedgely Farms, Wilmington 19807, \$637,500

Salvatore T. and Maria Causi to Richard and Joanne Palangi; 15 Harlech Drive, Anglesey, Wilmington 19807, \$630,000

NVR INC. to David and Tina Halim; 247 Felix Drive, Chestnut Hill Preserve, Newark 19713, \$450,330

Christopher and Karen Murphy to Gavin and Marie-Cecile Medine; 53 Springbrook Lane, Autumnwood, Newark 19711, \$650,000

Michael and Naomi McCafferty to Justin and Elizabeth Falgowski; 1303 N. Bancroft Parkway, Wilmington 19806, \$749,000

NVR Inc. to Jeanette and Franklin Dudley Jr.; 725 Wallasey Drive, the Preserve at Deep Creek, Middletown 19709, \$436,000

John and Christine Debrabander to Wagner Deerot LLC; 822 N. Adams St., Wilmington 19801, \$846,300

John and Ellen Mangrelli to John Poehlmann and Allie Renai; 139 Fairhill Drive, Limestone Hills 19808, \$465,000

Stephen Silver and Angela St. Charles to Eric and Kelly Olsen; 714 Nottingham Road, Wawaset, Wilmington 19805, \$485,000

NVR Inc. to Osasu and Michael Ogbeide; 228 Mistmeadow Drive, Summit Bridge Estates, Middletown 19709, \$607,000

Mark and Camille Russell to Conrad Langenegger and Sabrina Du Pont-Langenegger; 602 Black Gates Road, Edenridge, Wilmington 19803, \$580,000

Easley Wallace Jr. to Mark Robinson; 100 Odessa Way, The Woods at Louviers, Newark 19711, \$495,000

William and Deborah Hartnett to Justin Shaw and Michele Iskra; 154 Bewberry Drive, Ramset Ridge, Hockessin 19707, \$660,000

K. Hovnanian's Four Seasons at Baymont Farms, LLC to George Todd and Jeffery Baker; 223 Northern Oak St., Baymont Farms, Middletown 19709,

\$430,000

Jeffery Celeste to Kerry and Vincent Clark; 201 Walker Way, The Hunt at Louviers, Newark 19771, \$470,000

Matthew and Michelle Corrozi to Lamar Graham; 19 Peninsula Court, Lexington Farms, Bear 19701, \$420,000

Kathleen McDaniel to Eric and Shannon Hanson; 5 Cragmere Road, Wilmington 19809, \$435,000

Kimberly Lauder and Adrienne Johnson to Matthew Klein and Aimee Gibison; 59 Rockford Road, Rockford Place, Wilmington 19806, \$403,000

Catherine Teti to Charles and Cheryl Williams; 1702 N. Park Drive, Unit 26, The Pointe at Brandywine Park Condominiums, Wilmington 19806, \$725,000

Robert and Mary Beth Tyson to Steven and Kristen Smith; 4641 Sylvanus Drive, Rock Wood Hills, Wilmington 19803, \$430,000

J. Stephen and Susan McBride to Scott Johnson and Susan Janes-Johnson; 2007 N. Grant Ave., Highlands Place, Wilmington 19806, \$630,000

Mark and Elizabeth Momcilovich to Rudy and Ayanna Yuille; 236 Cornwell Drive, York Farms, Bear 19701, \$420,000

SUSSEX CO.

Jill Harp and Laura Mitchell to Frances and Jerald Rinder; 35171 Seagrass Plantation Lane, Seagrass Plantation, Dagsboro 19939, \$470,000

K. Hovnanian's Four Seasons at Belle Terre to Stephen and Judy Wallace; 19161 Charters St., Four Seasons at Belle Terre, Lewes 19958, \$475,000

Lauren and Bernardo Fioravaniti, IV to Jessica and Patrick Schlimer; 26650 Fowler Beach Road, Milford 19963, \$475,000

SB Independence LLC to Ronald and Helen Manning; 29166 Abigail Adams Drive, Independence, Millsboro 19966, \$476,000

Insight Building Co., LLC to Lisa Clune and Tanya Anderson; 22322 Arbor Circle, Woodridge, Milton 19968, \$501,000

Jeffery and Karen Wendel to Shannon Saunders and Julie Anderson; 25512 Fox Point Lane, Bishop Landing, Millville 19967, \$505,000

Lynch Farm Farmers, LLC to Lindsey and Tracie Torbeck; 28417 Reef Drive, Lighthouse Lakes, Selbyville 19975, \$507,500

David Gillice and Nancy Roberts to William and Rachel Cook; 40 Bethany Forest Drive, Bethany Forest, Dagsboro 19939, \$510,000

Allen and Marilou Hahn to Santo and Christina Favilla; 32602 Durham Court, The Retreat, Lewes 19958, \$515,000

Regina Batton to Douglas and Tracy Hodges; 36778 Jahnigen Drive, The Hamlet at Dirickson Pond, Frankford 19945, \$600,000

NOMINATE A LEADER UNDER 40!
[DelawareBusinessTimes.com/dbt40](https://delawarebusinesstimes.com/dbt40)

DBT40

DELAWARE ACHIEVERS & INNOVATORS UNDER 40



October 21st | The Waterfall

Join *Delaware Business Times* as we honor the DBT 40 — a select group of the region's best and brightest young professionals, all under the age of 40, who are making a difference with their intelligence, initiative, and innovation.

THANK YOU TO
OUR SPONSORS:



Dover Federal
CREDIT UNION
LOCAL PEOPLE • LOCAL DECISIONS



Eye Physicians and Surgeons, P.A.

SPONSORSHIPS AVAILABLE:
302-656-1862 // advertising@delawarebusinesstimes.com

**DELAWARE
BUSINESS TIMES**

FOR THE RECORD

NEWS BRIEFS

PHILANTHROPY

The **Wells Fargo Foundation** has provided a \$10,000 grant to YWCA Delaware to enable the organization to offer rental and foreclosure counseling.

DuPont has partnered with food service vendor **Sodexo** to donate 3,000 “to-go” meals to vulnerable communities in Wilmington impacted by COVID-19. Over a six-week period, DuPont and Sodexo have been providing “to-go” meals for Friendship House and Reach Riverside since late May.

Senator Darius Brown (D-Wilmington) announced that the **REFORM Alliance**, a nonprofit criminal justice reform advocacy organization co-founded in part by Meek Mill and Philadelphia 76ers partner Michael Rubin, is donating 5,000 surgical masks to the Delaware **Department of Correction (DOC)**. The face masks will be used by the DOC to help restart in-person visitation and in-person programming, which have been temporarily suspended since March.

Sallie Mae is investing \$4.5 million into scholarships to increase higher education access and completion among minority students and underserved communities, and grants to support educational programs that advance social justice, diversity, inclusion, and equality. This includes the Sallie Mae Fund, in partnership with **The Thurgood Marshall College Fund**, donating \$3 million in scholarships over the next three years; another \$1.5 million to support educational programs that advance social justice, diversity, inclusion, and equality over the next three years; and grants of \$125,000 each to the **National**

Urban League, Hispanic Association of Colleges and Universities, Point Foundation to support the LGBTQ+ community, and the **Know Your Rights Camp** founded by Colin Kaepernick.

Delmarva Power will donate \$75,000 through its Community Scholars Program to support local Delaware and Maryland students seeking careers in energy and related fields. The company also is expanding its support for small business recovery by donating \$100,000 to small business relief funds in Delaware and Maryland. Delaware organizations that will receive funding are **Delaware Technical Community College** and **True Access Capital's** Emergency Grant Program for Delaware-based small businesses.

Energize Delaware has worked with **Catholic Charities** to create a \$200,000 fund to provide emergency financial assistance for utility and fuel bill payments for people at risk of service disconnection. This fund was developed to assist an estimated 400 residents in need who fall between the gaps of other program offerings.

Beebe Medical Foundation received a donation of \$19,000 from the Pines Restaurant in Rehoboth Beach, Delaware, from the proceeds of a four-week Saturday night virtual fundraising series at the “Top of the Pines.”

Saint Francis Healthcare's Community Health and Well-Being department has partnered with **Cornerstone West Community Development Corporation, Bright Spot Farms** and **The Village Tree** to provide fresh produce to patients with diabetes and community members facing food insecurity. Each week, patients enroll

to pick up produce at Saint Francis, and for those unable to travel to the hospital, Saint Francis delivers to their homes. Saint Francis EMS delivers produce to families in Dover, and the Saint Clare Van delivers meals to food-insecure residents in Wilmington and throughout New Castle County. As part of the collaboration, Saint Francis Healthcare shares half its weekly produce donations from Bright Spot Farms with the Latin American Community Center in Wilmington.

The **Sallie Mae Fund**, the charitable arm of Sallie Mae, has awarded \$67,500 in grants to nonprofit organizations in Delaware. The Sallie Mae Fund provided \$25,000 to the **Christina Cultural Arts Center** to fund 50 scholarships for students to attend courses at the arts center; \$25,000 to **Girl Scouts of the Chesapeake Bay** to support its Outreach Program; \$10,000 to the **Delaware Humane Association** to help sustain the shelter's animal care services, and \$7,500 to **Year Up Wilmington**.

AGRICULTURE

Corteva, Inc. (NYSE: CTVA) today announced the Company signed an agreement with **J.G. Boswell Company** to purchase its ownership interest in **PhytoGen Seed Company, LLC** – a joint venture between the two companies. PhytoGen Seed Company, LLC was formed to focus on the U.S. cottonseed industry. With a 53.5% stake prior to the agreement, Corteva has operated this joint venture in the U.S. market through its wholly owned subsidiary, **Mycogen LLC**.

CONSTRUCTION

Bancroft Construction has opened a

new regional office in Salisbury, MD.

EDUCATION

Goldey-Beacom College, a member of the Counsel of Independent Colleges (CIC) Consortium since 2015, has signed an agreement with the CIC's Online Course Sharing Consortium (OCSC) to offer additional courses to students.

FINANCIAL INSTITUTIONS

WSFS Bank, the primary subsidiary of **WSFS Financial Corporation** (Nasdaq: WSFS), was recently named a 2020 Culture Transformation Award winner by Gallup. WSFS received the Gallup Culture Transformation Award at the annual Gallup At Work Summit held in June. WSFS was selected as one of only two companies nationwide to receive this award in its inaugural year.

GOVERNMENT

Wilmington-based **Community Legal Aid Society** has received \$360,000 in funding and Georgetown-based **Pathways to Success** has received \$125,000 from the U.S. Housing and Urban Development (HUD) to help end housing discrimination.

The **Delaware Department of Insurance** earned a five-year accreditation from the National Association of Insurance Commissioners.

HEALTHCARE

Beebe Healthcare leaders held a beam topping out celebration at the Specialty Surgical Hospital at the Rehoboth Health Campus to signify the progress of the project and the completion of the steel frame. The project is expected to be complete by mid-to-late 2022.

HOSPITALITY

PETA has included **Drop Squad Kitchen** on a list of five restaurants across the county that are “Top Vegan Soul Food Restaurants.” Owned and operated by Abundance Child and her family, the restaurant at 928 Justison St offers such specialties as Maryland Krab Soup and sandwiches like the Olmec (BBQ jerk “chicken,” avocado, kale, and tomato with a “cheesy” garlic sauce) and the Tunut (pumpkin seed pâté, mayo, pickles, tomatoes, and lettuce).

LEGAL

Richards, Layton & Finger received the highest gold ranking and firm directors **Fred Cottrell, Kelly Farnan, and Jeffrey Moyer** are named among Delaware's top patent attorneys in the 2020 edition of IAM Patent 1000: The World's Leading Patent Professionals. The publication noted that “bringing Richards, Layton & Finger on board is a smart play” for companies facing complex patent litigation.

NONPROFITS

Cancer Care Connection (CCC) has merged into **Jewish Family Services (JFS)** to increase community awareness and ensure the continuation of its important work, while CCC fills a gap in JFS' current services by providing its oncology-specific, psycho-social expertise. For a transitional period and until her retirement, CCC Executive Director Janet Teixeira will join JFS' executive leadership team to ensure a seamless integration of the organizations and maintain the day-to-day operations of Cancer Care Connection, which will retain its independent identity and brand.





AVAILABLE
+/- 3,681 - 13,189 S.F.
Newport Industrial Park
301 Harvey Drive,
Newport, DE 19804

Suite 1-6: 13,189 S.F.
(Min. divisible by 3,681)

- 1 Loading Dock
- 5 Drive-in Doors

Suite 9-10: 3,900 S.F.

- 1 Loading Dock
- 2 Drive-in Doors

Contact Thomas Harvey today for a tour.
etharvey@harveyhanna.com



harveyhanna.com (302) 323-9300
405 E. Marsh Lane, Suite 1, Newport, DE 19804



In the midst of the COVID-19 crisis the CIRC Board is keenly aware of how this is impacting our Delaware business community.

While we alter the way we live and work to protect ourselves, our families, our friends, and our businesses, we all need to remember, we are stronger together, even if “together” for a while means just connecting online or on the phone.

When this is all over, we WILL be back! Keep an eye out for updates on our events, which will be rescheduled once things return to normal. In the meantime, be safe everyone and remember we are all in this TOGETHER!

Robert Stenta, CIRC President



“Alone we can do so little... together we can do so much!”

www.circdelaware.org

FOR THE RECORD

PEOPLE ON THE MOVE



Carter Warren Franke has been named the first woman to chair Sallie Mae's board of directors. Frank was formerly the managing director and head of corporate marketing of JPMorgan Chase & Co. and served as executive vice president and chief marketing officer for Chase Card Services. She joined the Sallie Mae board as an independent director in April 2014. Franke succeeds Raymond Quinlan, whose service as chairman of the board ended at the company's annual meeting.

"2020 Women on Boards (2020WOB) applauds Sallie Mae, a winning company whose board composition is 30% women, on the appointment of its first woman chair -- Carter Warren Franke," said Jennifer Smuts, co-chair of 2020 Women on Boards-Wilmington. "Women on boards is a business imperative. Despite exceeding our goal of achieving 20% women directors among the Russell 3000 companies by 2020, 2020WOB will continue to serve as the leading education and advocacy campaign accelerating the global movement towards gender balance on corporate boards."



Orrin White has earned his Ph.D in Public Administration from West Chester University's College of Business and Public Management.

White is the director of community impact for the United Way of Delaware.

His dissertation was entitled "The Blind Spots: The importance of measuring non-academic indicators that are critical to producing positive outcomes specifically for youth who are living in adverse conditions."

"Earning this degree helped me legitimize myself and my goals," White said. "While fewer than 1% of African Americans achieve a doctoral degree, this shows that for me, by putting God first, being persistent, keeping the task ahead of me in focus, and taking it one day at a time, I was able to achieve it."

Jim Wechsler has been promoted to senior vice president and chief retail lending officer at WSFS Bank, reporting to Chief Retail Banking Officer Richard Wright. Wechsler is responsible for consumer lending, small business, government



replacing Glenn Kocher, who is retiring.



Christina Deidesheimer, MS-IMC, has been promoted to vice president of communications and outreach and chief communications officer for Beebe Healthcare. In her new role, Deidesheimer will be responsible for leading the development of communications and outreach strategies for stakeholders across multiple platforms within the Beebe Healthcare system. Additionally, she will provide leadership for all communications functions including message strategy, marketing and advertising, crisis management, public and media relations, internal communications, and digital media strategy.



Benjamin Gray, the general manager of The Bellmoor Inn & Spa in Rehoboth Beach, has joined the board of the Delaware Hotel and Lodging Association. Prior

to his current role at the Bellmoor, he led the Microtel Inn & Suites in Georgetown, which was announced as the 2016 Microtel of the Year and Wyndham Hotel of the Year. Gray is also the chairman of Southern Delaware Tourism's board of directors and is a director for the Rehoboth-Dewey Chamber of Commerce board.



Mark Holodick, Ed.D has joined the board of Delaware College Scholars (DCS). As senior leadership specialist for the Delaware Academy for

School Leadership (DASL) at the University of Delaware, Dr. Holodick coordinates the Academy's Executive Leadership Program for aspiring superintendents and the Principal Preparation Program for aspiring school leaders. He also serves as lead faculty and conducts research in collaboration with school districts and charter schools. Previous to Dr. Holodick's current position, he was the superintendent of the Brandywine School District.



Laurene Roth, BSW, MS, CCM, CSW(NJ), ACM, has been named the new director of case management at Beebe Healthcare. In her new role, Roth will

oversee a staff of case managers, social workers, and utilization of review nurses.

The case management department collaborates with nursing and other departments to ensure patients and families get the care they need while in the hospital, facilitate post-acute needs and ensure a safe discharge from the hospital. Roth comes to Beebe Healthcare from Holy Redeemer Health System in Huntingdon Valley, Pennsylvania, where she recently served in the role of director of care coordination.



Dr. Kevin Carson has been named acting superintendent of the Sussex County Vocational Technical School District following the

recent resignation of Superintendent Stephen Guthrie. Dr. Carson will take over Superintendent duties effective August 1, 2020. He has previously served as assistant superintendent at Sussex County Vocational Technical School District, interim superintendent of the Seaford School District and superintendent of both the Cape Henlopen and Woodbridge school districts. He is also a senior fellow with the University of Delaware's Institute for Public Administration.



Mike Patterson has joined University of Delaware Conference Services to manage all the events and overnight rooms at UD's Virden Center in Lewes.

Andrew S. Haines is the new Smyrna town manager, succeeding Gary Stulir, who stepped down as manager at the end of 2019. Haines has more than 17 years of local government experience serving both Delaware and Pennsylvania communities,

most recently as the township manager for the Middletown Township, Delaware County, PA.



Deanna S. Killen has been promoted to chief of staff for the Republican State Senate caucus, from her role as deputy chief of staff, which she held since February 2017.



Kelli Gehrke, an eight-year digital publishing and design teaching veteran with a decade of professional graphic design experience,

has been named the Sussex County Vocational Technical School District 2021 Teacher of the Year.

WSFS Bank has announced the promotion of 10 associates from business lines across the organization to senior vice president:

- **Beth Allen**, Director of Performance Management
- **Candice Caruso**, Director of Government Guaranteed Lending
- **Sheila Hacker**, Director of Human Sigma & Learning
- **Jenifer Jurden**, Director of Culture Strategy & Communication
- **Eric Light**, Relationship Manager
- **Susan List**, Director of Consumer Lending
- **Anita Marzulli-Bozzo**, Director of Compensation & Retirement Services
- **Dawn Mikulich**, Director of Product Management
- **Malina Robbins**, Relationship Manager
- **Robert Schopf**, Commercial Workout Officer

Cynthia Pritchard to leave Philanthropy Delaware after three years to be closer to family, heads to Pa.

Philanthropy Delaware President and CEO Cynthia Pritchard has resigned to take a similar role with the Pennsylvania State System of Higher Education Foundation in Harrisburg, Pa.

Pritchard's last day with Philanthropy Delaware will be July 24 and the board has already begun a search for her successor.

Pritchard has served as head of Philanthropy Delaware since February 2017, joining the organization after serving for nearly eight years as president and CEO of United Way of Greater Augusta in Virginia.

"As we have traversed through COVID-19, it became very apparent to me that I need to place myself geographically near my family. I was offered an opportunity that would allow me to be close to my children and grandchildren, where I feel I need to be at this point in my life," she said in a letter distributed June 25 to Philanthropy Delaware members.

"The board of Philanthropy Delaware was certainly saddened by Cynthia's resignation but completely understand her desire and decision to be closer to her family and especially her grandchildren at this point in her life," said Chair Vernita Dorsey. "COVID-19, as destructive as it has been to all of our lives, should have taught us a lesson that life is so precious and if we miss out on the special moments that being with family can provide that we've really missed the boat."

"Our desire would be to hire a qualified



Cynthia Pritchard

person from within the State or at least the Tri-State area," Dorsey added. "We are working to get the best candidate for what we believe is a critical role within our state. One thing that Delaware especially, is not lacking is talented, creative, diverse and passionate individuals. We just need to identify the right person to succeed Cynthia who will bring their strengths, expertise and passion to continue building on and enhancing our 10-year strategy. We know they're out there and we can't wait to hear from them."

"Leading Philanthropy Delaware has been a wonderful experience that I will never forget. From the rebranding of Delaware Grantmakers Association to Philanthropy Delaware to increased membership, the organization has advanced philanthropy in Delaware," she wrote. "Through enlightening and instructive programming, thought leadership, resources for our members, forging alliances with local and state government leadership, providing grant-matching assistance to local organizations, and collective investment of our members, the culmination of work has led to more effective, efficient, and

impactful philanthropy in Delaware."

Dorsey said, "Philanthropy Delaware could not be in a better place right now, because of Cynthia's diligence and efficiency in working with the Board to craft the plan and then effectively working the plan."

Delaware Alliance for Nonprofit Advancement (DANA) President and CEO Sheila Bravo said her organization and Philanthropy Delaware have been partners for many years.

"When Cynthia came on board as CEO of Philanthropy Delaware, we quickly developed important strategies around connecting nonprofits and funders in a way that could inform collaboration," Bravo said. "ShareDelaware.org is the result. DANA and Philanthropy Delaware jointly launched a platform where you can find not only nonprofits working in Delaware, but in what geographies and with what populations. Since then Cynthia and I have partnered on public policy issues, Census 2020 and of course, in connecting nonprofits and philanthropy during the Covid-19 pandemic. I will miss her and wish her all the best as she

moves to her new adventure!"

Philanthropy Delaware worked with Delaware Community Foundation, DANA and the United Way of Delaware to create the COVID-19 Strategic Response Initiative for Delaware. Pritchard served as the director of the Delaware COVID-19 Strategic Response Fund, which has awarded \$2.8 million to 128 Delaware nonprofits to date in order to help fund needed responses to the pandemic amid a time of diminished fundraising.

"The work will continue through the new grant programs of the Community Needs and Vision Grant programs to continue to meet the emerging and evolving need from the pandemic," she said. "Truly, we are stronger together."

Leaders of other umbrella nonprofits echoed Bravo's thoughts.

"Cynthia has been a great colleague and an exceptional advocate for the nonprofit community in Delaware," said Michelle Taylor, president and CEO of United Way of Delaware. "She always looks for ways to engage the philanthropy community in constructive dialogue, and to advance the

profile of the nonprofit sector as a critical part of Delaware's economy. We will miss her leadership and guidance."

"Cynthia has brought passion for strong communities, and a deep knowledge of nonprofits to Philanthropy Delaware," said DCF President and CEO Stuart Comstock-Gay. "She has been a great partner for many of us in the philanthropic and nonprofit communities."

Looking ahead for the Delaware nonprofit community, Pritchard told DBT that "the new normal provides a new opportunity for nonprofits to think innovatively and creatively on how they can meet their clients' needs through partnerships and collaborations. Now is the time for nonprofits to think big about optimal, transparent, and bold ways to work together so that those that need them can access services easily and timely such that they have the best opportunities for themselves. We saw funders come together in COVID-19 to be responsive to the needs of Delawareans; I charge the nonprofits to do the same." ■

--Peter Osborne



Insperity's Unique HR Outsourcing Solution

Helps **Small Businesses** Reduce Costs & Mitigate Risk Related to Being an Employer. Find out how your small business can run better, grow faster, and make more money!

Call Carolyn Natrin @ 267-940-6957

FOR THE RECORD

BUSINESS CALENDAR

Unless otherwise noted, webinar access details will be e-mailed to registrants.

JUNE 1 – JULY 20

Boy Scouts of America Virtual Golf Classic

The Del-Mar-Va Council, Boy Scouts of America is nearing the end of its 38th annual BSA Golf Classic, which is virtual for the first time this year. As always, every dollar raised by this event benefits more than 10,000 Scouts across the Delmarva Peninsula. The tournament will conclude July 20 with a Virtual Award Ceremony. Foursomes and individuals can register to play online at www.dmv.org/golf. Then after your round, enter your score online before July 17th. Registration will remain open until the tournament ends. Winning teams will claim prizes and bragging rights that they can carry into 2021.

JULY 14 | 9 – 10:30 AM

Seminar: Self Care for Stress Relief

Who doesn't have stress in today's world? Are you handling yours the healthy way? Come learn self-healing techniques that promote a healthy lifestyle and lower stress levels. Learn breathing exercises that help with reducing muscular tension. Participate in a demonstration of stretching routines and the benefits of flexibility. This seminar is presented by Shaun Smith, owners of the Touch Awareness Connections Team. More info at dsbchamber.com.

JULY 16 | 1 PM

27th Annual Milford Chamber Golf Classic

The entry fee of \$100.00 per person or \$400.00 for a foursome is all inclusive. The fee includes green fees, carts, use of the practice range, mulligans, lunch, snacks & beverages, a Putting Contest, a goodie bag, a keepsake team photo sponsored by C.M. Baker Photography, and dinner. Other contests will be featured on the course, and there will be great prizes throughout the day. More information is available at milfordchamber.com.

JULY 16 | 7:15 – 8:15 PM

Networking, Locating and Applying for Positions

Power Up your career with the University of Delaware's Summer Seminar Series. As the job market shifts to address current realities, important strategies include thinking virtually, strengthening connections and identifying businesses that are adopting to the new normal. Learn how to network and identify resources and strategies for your job or career shift. More information at udel.edu.

JULY 20

25th Annual Dickie DiSabatino Golf & Tennis Classic

Cancer Support Community Delaware is holding the annual DiSabatino Golf & Tennis Classic at Bidermann Golf Course and Vicmead Hunt in Wilmington. Enjoy a day of golf and tennis, accompanied by a live and silent auction. Any changes, due to social distancing protocol, will be communicated via email or through the Cancer Support Community Delaware application. More info at cancersupportdelaware.org.

JULY 21 | 9 – 4:30 PM

Putting Delawareans Back to Work

The restrictions enacted by the State of Delaware and the CDC as a result of the COVID-19 pandemic brought the state's economy to a standstill. Delaware's business and community leaders must now play a vital role in getting Delawareans back to work and driving economic recovery without a resurgence of the virus. This full-day, digital conference will explore strategies and policies to restore the state's economy and to enable Delawareans to safely return to work. More information at dscc.com.

JULY 21 | 5:30 – 8 PM

The Committee of 100 Annual BBQ

Reconnect with colleagues, clients, friends and elected officials at the Committee of 100's annual barbeque at the University and Whist Club in Wilmington. Members who have prepaid for the 2019-20 dinner meetings and receptions are entitled to two guest tickets. More info at committeeof100.com.

JULY 22 | 5 - 7 PM

New Castle County Chamber's 98th Annual Dinner

The Chambers biggest event of the year is going virtual. The NCCCC will honor Kathy Matt, Ph.D., Dean of the College of Health Sciences at University of Delaware with the Lifetime Achievement Award, Sen. Harris McDowell with the Community Service Award and Rep. Mike Ramone with the Free Enterprise Award. The event will also feature keynote speaker Lara Price, COO of the Philadelphia 76ers. More info at ncccc.com.

JULY 23 | 8 – 10 AM

DelawareBio Virtual BioBreakfast

BioBreakfast is a morning opportunity to connect with the life-science industry. The event provides networking opportunities with more than 100 professionals from the region over breakfast and coffee and learn about ground-breaking research and news from key members of the life sciences community. More info at delawarebio.org.

JULY 28 | 9 – 10:30 AM

Seminar: Identity Theft & Protection

Experts agree that we can't totally protect ourselves in every situation, but there are many things we can do to reduce our chances of becoming a victim of identity theft. The goal of this seminar is to give you the tools to minimize your risk of identity theft and to know what to do if you or a family member are a victim. More info at dsbchamber.com.

AUG. 1 | 9 – 2 PM

10th Annual Wings of Hope Celebration of Life

The Cancer Support Community of Delaware will pay recognition to those in Sussex County whose lives have been impacted by cancer, with a Monarch butterfly releasing ceremony and an outdoor fair featuring food trucks, local vendors and live music. This event is currently scheduled to take place at Beebe's Tunnel Cancer Center in Rehoboth Beach and adherence to social distancing mandates. Any changes, due to social distancing protocol, will be communicated via email, social media and the CSCDE website. More info at cancersupportdelaware.org.

AUG. 6 | 10 – 11:30 AM

Learn to Understand Yourself and Others to Build Better Business Relationships

Presented by Rosa Maria Faulkner, CEO of TRU Seminars. Learn the strengths and weaknesses of the four personality types. You will learn how to build better relationships by realizing why your co-workers behave as they do, enabling you to build better teams to grow your business. Not only will this information improve your business relationships, but your out of office relationships as well. More info at dsbchamber.com.

AUG. 13 | 7:15 – 8:15 PM

Acing the Virtual Interview

Power Up your career with the University of Delaware's Summer Seminar Series. New to virtual interviews? You are not alone. Join in on this seminar to learn strategies to prepare for phone and video interviews. During the seminar they will discuss the nuts and bolts of setting up your tech and how to effectively articulate your fit for the role and the organization. More information at udel.edu.



Helping One More Entrepreneur

Need a new HOME for your Business?
Looking for a venue to house your next Conference?
Or do you need help to make your business grow?

You'll find that assistance and more at Helping One More Entrepreneur!

Call HOME Today!

Office Space | Meeting Rooms | Virtual Assistant | Business Consulting
Property Management | Web & Graphic Design | Administrative Support Services



108 Patriot Drive, Suite A, Middletown, DE 19709
www.thehomellc.com | 302.261.3530 Office | 302.376.3081 Fax



Thrive

Real Life Independence

Hiring a Thrive client is good for Business!

- Our experts prescreen qualified candidates.
- We offer customized matching services that satisfies both employer and employee.
- Reduce staff turnovers! Discover the benefits of increased retention because our clients want to work.
- Individualized long term support is our specialty. We will be there with you long after the hiring and initial training is complete to support those clients that may need additional support at any given time.

Reduce Labor Costs through the
WORK OPPORTUNITY
TAX CREDIT!

"Real Cost Savings" for you
Save up to \$2,400.00 on the first \$6,000 of payroll for some new hires

108 Patriot Drive, Suite A
Middletown, DE 19709
Fax: 302.376.3081

Contact Yvonne Coleman **302.261.2139**
yvonne.coleman@thrivelrli.com
www.thrivelrli.com



the new **mix99.5**
One Great Song After Another
WJBR

INTERESTED IN DIGITAL MARKETING SOLUTIONS?

Contact Greg Beran
at greg.beran@bbgi.com



Where you shop makes a difference.

\$48

Here's how much of your \$100 purchase stays in your community when you spend at...



...an independent local store

\$14



...an in-town chain outlet

\$1



...a remote online store (if the delivery driver resides locally)

LOCAL MATTERS
Now more than ever
Source: American Independent Business Alliance





YOUR VIEW

Delaware Business Times reader commentary policies

Letters to the Editor

We welcome your comments and opinions on topics related to Delaware business and economic trends. Letters must be signed and include contact information for verification.

Op Ed Columns

We also welcome guest columns on topics of interest to our readers. Columns should be no longer than 500 words, and concern topics of interest to our readers.

How to Reach Us

News@DelawareBusinessTimes.com
Delaware Business Times
3301 Lancaster Pike, Suite 5C
Wilmington, Delaware 19805

Corrections Policy

If you believe that we have made an error in a story we publish, please email us at Comments@DelawareBusinessTimes.com

EDITOR'S NOTEBOOK

New DHSS Secretary has a challenging road ahead



PETER OSBORNE

Molly Magarik was unanimously confirmed June 23 to be the state's new secretary of the Department of Health and Social Services (DHSS). She is replacing Dr. Kara

Odom Walker, who resigned to take a leadership position at the Nemours Children's Health System.

Magarik, who turned 40 in April in the midst of the pandemic, has been the deputy secretary of DHSS since January 2017. In her new role, she will lead the state's largest agency with 11 divisions and more than 4,000 employees. With a \$2 billion annual budget, DHSS is the second largest state agency by allocation, behind only the Department of Education.

Prior to being appointed to the second-in-command position at DHSS, Magarik had no public health experience. She had served as Gov. John Carney's state office director when he served in Congress, and prior to that had served as executive director of the Delaware Democratic Party and campaign manager for the late Beau Biden. I'll admit that a few people called me and said that should concern Delawareans since the majority of her new peers are either physicians or have advanced degrees in health-care related topics, are attorneys, or have more direct experience with health-care systems, and she "only" has her bachelor's degree in political science.

To be fair, however, I knew going into my interview a few days later that she is pursuing her master's degree at Dartmouth. But I will admit that it surprised me the topic wasn't raised during her confirmation hearing and that the only "tough" question came from Senate Minority Leader Gerald Hocker (R-Ocean View) and had to do with the approach to future business closings in the event of a second wave (or even, as it turned out, in the midst of the current wave down at the beach).

Magarik is married with twins. During her opening statement at her confirmation hearings, she talked about her high-risk pregnancy – her twins were ultimately born at 29 weeks – and how it impacts the way she approaches serving DHSS's clients.

"I'm a white female with great health insurance and I know how differently this could have ended," she told me during a June 25 interview, where she talked about the challenges ahead. We used some of her responses – including her views on future business closing – in a story that starts on page 4, but I wanted to include a few others here.

How will your job change in leading a division of this size versus being the deputy secretary? I'll have more forward-facing opportunities, sitting on task forces versus being in audience as the deputy. As the head of the organization, there's a lot more responsibility and the buck stops here. Many of my jobs have been behind the scenes, doing the work but not being the person who's front and center. I won't be able to take deep dives on issues. I'll be

placing more emphasis on delegating and relying on the tremendous leadership team we have here. You just have to be prepared to have an idea and then rely on other people getting it done.

Did you expect more pushback during your Senate confirmation hearing?

When will you earn your Masters of Science and Health Care Delivery? I've had many opportunities to work with the legislature, helping them get answers and understanding how to navigate the system but I didn't take anything for granted [regarding the hearing]. I'm humbled and grateful to have them trust me in my role as Cabinet secretary. As for my degree, I'll be finishing that up by the end of January 2021. It's a joint program with the Tuck School of Business at Dartmouth that is almost like a health care MBA, with an emphasis on health policy.

How will you define success when we reach the end of 2020? It will continue to revolve around our response to the pandemic – testing, contact tracing – and that we haven't gone back. We see indicators that we've lost ground. I think success will also be about the extent to which we're able to bring individuals safely back to work and expand the services that we offer – helping providers, partnering with clients to be in the new normal, and [reducing or eliminating] gaps in our services. We've seen troubling numbers with the opioid epidemic in terms of substance abuse and overdose deaths. We were starting to get to a better place before this and I think we've lost ground.

What happens if we see a second

wave of this? We are in a different place on June 25 than we were on March 25. The issues then were would hospitals run out of personal protective equipment (PPE) and questions about testing; supply chains being out; and orders being cancelled unless you paid more. Testing supplies were in short supply. Today, you can very quickly go in and get a test. We can quickly direct people to get tested and we can now do confidential tracing. We understand risk and exposure and can now be more targeted.

How will you be approaching contact tracing? We still need more staff to do the contact tracing. Like the census, we need to involve people who are trusted in that community. We're hiring 42 people at DPH to be field investigators, preferably from the community and who speak the language. Mitigating the issue – testing and isolating – can be scary. We're learning that parts of the populations don't always have stable phone numbers so using local groups to help with the outreach is important.

How do you balance the question of what comes first – public health or the economy? One doesn't trump the other. The good news is that the private sector is incredibly creative. We provide the public-health guidance and what matters and the private sector and others have come up with really cool ideas that I would not have thought of. It's all about building relationships and maintaining a spirit of collaboration.

She's got a challenging road ahead of her, and we all wish Molly well. ■

It's time to find examples of 'purposeful bias' and eliminate them



LOGAN H. HERRING SR.
Guest Columnist

of operating through a lens of purposeful inequity towards minority owned business can no longer be the “norm.”

As we all know, thanks to COVID-19, very little will remain the “norm.” Among the many goals we have, REACH Riverside Development Corporation prides itself on being purposeful in our intent to support economic development and workforce development opportunities for the Riverside/Northeast Wilmington community.

The impact of COVID-19 on small businesses and the need to pivot operationally and financially has been detrimental to many minority owned businesses. Securing the PPP loans or EIDL relief poses many challenges

To intentionally determine the viability of a business or block and deny access to opportunities and resources to build and sustain business is a travesty. The long-term impact

for under-resourced businesses. The small business community is a major contributor in the diversification of goods and services, employment opportunity and building contributing tax-paying citizens. To blatantly slight that pool of collective wealth is clearly not a business plan that should be sustained.

Conscious or unconscious bias, income inequality further widens the economic gap and impairs the financial strength and growth in minority communities. Access is the key driver in getting appropriate information, resources and business guidance for long-term sustainability and achieving another piece of the economic pie of the American Dream. Our Economic Development Director, Kristin Barnekov-Short, continues to ensure that an integral part of our work is focused on leveraging every opportunity to help build a solid foundation to develop a diverse economy for the community that we serve.

The civil unrest that has transpired in the past month brings forth the overuse of the buzz words or the phrase of systemic racial economic inequality. We are now all required to convene around



We must truly commit to, and I strongly encourage, an examination of the current policies and practices that continue to leave a targeted group of our population on the outskirts, marginalized from economic growth.

LOGAN H. HERRING SR.



the table with a common goal to “Do Something to CHANGE Something.” That is what drives our organization daily. We can no longer have just conversations to appease one another for the moment. We must truly commit to, and I strongly encourage, an examination

of the current policies and practices that continue to leave a targeted group of our population on the outskirts, marginalized from economic growth. Once that acknowledgement and examination is complete, getting about the “business of bias” and eradicating it at every turn should be the driver to truly demonstrate a strong desire to see that providing equal opportunity and driving toward economic security truly means equal at every level.

For those who agree and are willing to join me to close this economic gap, we are ready. REACH Riverside and our Economic Development Committee, staffed by Mrs. Barnekov-Short with many business leaders of all levels at the table, are ready to look at the various policies and see where immediate changes can occur. ■

Logan H. Herring, Sr is CEO of REACH Riverside Development Corp., a 501 (c) 3 non-profit organization. REACH is an acronym for the organization's holistic approach to community revitalization by means of Redevelopment, Education And Community Health.

Reflecting on the COVID pandemic and economic crisis



CHRIS COONS
Guest Columnist

we haven't seen in generations, would be devastating. It also didn't take long to realize that the public health crisis would only be part of the challenge we would face this year – all of us quickly saw that the impacts of this pandemic would create a simultaneous, nationwide economic crisis.

Delaware hasn't been spared from either crisis, and businesses and nonprofits throughout our state have been hit incredibly hard. Many have closed their doors entirely, have yet to reopen, and face a tenuous, uncertain future.

As I've worked day and night to try and help our state through this crisis, one thing has been clear and consistent: the incredible spirit, determination, and resilience of our state, from frontline health workers saving lives to the small business owners and nonprofit leaders who've bent over backwards to keep employees on payroll and continue serving the public.

As a Senator, my priority has been

When the COVID-19 pandemic began to hit the United States with full force in early March, it became immediately clear that this public health crisis, the type of which

VOICES

to be a direct resource for businesses and nonprofits up and down our state, and I've seen some amazing things. I've worked with several local manufacturing companies, which, almost overnight, repurposed significant capacity toward repairing desperately needed medical equipment for frontline workers. I've been incredibly impressed by Nehemiah Gateway, which has worked with the IRS and my office to find ways to help seniors and low-income communities get tax preparation assistance remotely in this age of social distancing. I've also worked with Bethel AME Church to ensure it received a federal Paycheck Protection Program (PPP) loan to help it remain a pillar of our community and our state.

I can say with certainty that this has been the busiest, most challenging, and most important stretch of my public service career. I have always prided myself on being personally involved with the constituent assistance work my offices does – from helping veterans settle casework claims to working with small businesses to get startup loans and the support they need – but the scale and scope of the challenges we've seen presented to Delaware families and

businesses this year has been staggering.

I've received panicked texts and emails, fielded phone calls from business owners in dire straits, and spoken with industry leaders uncertain how they will be able to keep hundreds – or even thousands – of people on payroll.

The experience has reinforced two specific things for me.

The first is that businesses and nonprofit organizations are much, much more than simple stores or buildings. The businesses and nonprofit organizations throughout the state of Delaware are pillars of our community, the heart and soul of our cities and towns, and the pride of generations of hard work from Delaware families. Seeing many places close their doors for good, lay off employees, or – if they're fortunate – make significant changes to their day-to-day operations, has reminded me of the

incredible personal investment that men and women throughout Delaware put into these institutions.

The second is our capacity – through collective action, community, and government – to help. While some of my most difficult days as a Senator have taken place over these last few months, I've also experienced some of my proudest moments when we have been able to help a business stay open, help families continue to pay their bills, and help communities stay whole.

The weeks and months ahead will remain incredibly difficult, and we'll face challenges we can't anticipate, but I know that our state has the capacity to persevere, because since mid-March, I've seen it every day. ■

Chris Coons is one of two United States Senators representing Delaware.

Should your company be part of an upcoming list?

Over the next few issues we'll be highlighting:

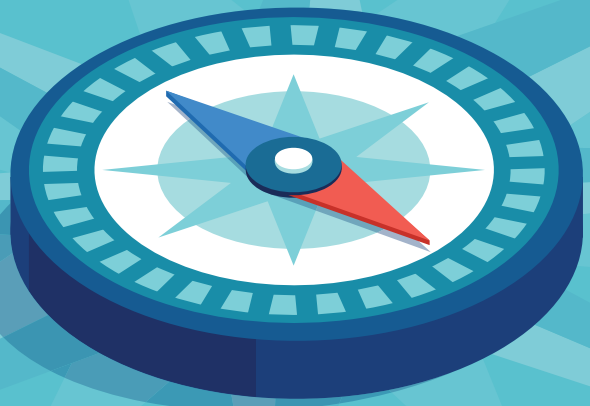
July 21: Largest Nonprofits

August 4: Largest Kent County Employers

August 18: Charter Schools, Private Schools, and School Districts

September 1: Accounting Firms and Law Firms

Contact Mike Rocheleau at mrocheleau@delawarebusinesstimes.com for more information.



PRESENTED BY:



ADAPT SUCCESSFULLY

Three local businesses share their success stories.

JULY 16TH | 11:00AM

Three local companies share how they responded to the recent crisis by adapting their business model. They'll share their challenges and how they rallied to overcome obstacles and keep their brands strong when many were ready to throw in the towel.

[DELAWAREBUSINESSTIMES.COM/SBDC](https://delawarebusinesstimes.com/sbdc)

SPEAKERS



PAUL CAMPANELLA

Owner, Paul Campanellas
Auto and Tire Center



LORI EWALD

Marketing Manager
High 5 Hospitality



BOBBY PANCAKE

CEO
High 5 Hospitality



MICHELE SCOTT

Owner
Designer Consigner

JOIN US FOR A FREE LIVE WEBINAR!

THURSDAY JULY 16TH | 11:00AM

SPONSORED BY:



Milford building boom continues despite pandemic

BY KATIE TABELING

While many Delaware businesses are facing an uncertain economic recovery, Milford is forging on with its building boom with both residential and commercial developers believing that if they build it, people will come.

Milford has become a big draw for developers since a wave of retirees flocked to the area, seeking Delaware's tax-friendly atmosphere combined with Sussex County's proximity to beaches. In turn, the state's southern hospital systems, including Bayhealth and Beebe Healthcare, are likewise expanding their reach there.

"With the residential boom and expanding options in commercial and retail, it's having a ripple effect on the contracting industry. We've had a couple members expand offices in the lower Delaware and Salisbury [Maryland] region," said Bryon Short, executive vice president of the Delaware Contractors Association.

Since 2015, Planning and Economic Development Division Director Rob Pierce said the city has been growing steadily. His department has processed hundreds of building permits in the past few years, with about 186 home permits issued last year.

Looking at another year of growing Milford, Pierce predicted another 200 homes built in 2020 before COVID-19. Now he is looking at another 180 homes built before the year is over, a small downtick in an otherwise stable housing market.

"In the first two months, we did see some strong growth, but it did drop off in May," he said. "I have a feeling that in the future the feeling around building will be a lot better, because the interest is still here."

That slight downtick does not concern Milford officials, since the city is on the verge of a building boom years in the making. Right now, Milford has 5,470 housing units approved, breaking down to 1,451 planned single-family detached dwellings, 52 planned duplexes, 939 planned townhouses, 1,477 planned apartments and 1,551

planned condominiums.

For contractors, Short said that work slowed down in the past months for projects in the private sector, as owners closed it down to clean the site. But still, the public sector kept contractors busy.

"Even now, we're seeing a re-engagement with private sector projects that are underway. We're cautious about what that means for the pipeline as more initiatives come down," he added.

Even though the virus has cast shadows on economic prospects, developers see Milford as a sound bet because the main draw will remain firm: its location.

"In Milford, you have Bayhealth and other medical complexes. You have that access to Route 1, so it's really accessible from Dover or even Middletown to shop or the beaches," said Nick Hammonds, principal with Jack Lingo Asset Management. "The demand is there and it's not going anywhere."

Jack Lingo Asset Management is developing the \$40 million Windward on the River, a 264-unit apartment complex designed for families. Phase 1 build-out includes up to 144 units and will be done in the second quarter of 2021. Depending on leasing, build-out on the rest of the units will follow.

It's one of the few multi-family apartment complexes on the market in Milford compared to the sea of single-family subdivisions. By 2008, roughly two-thirds of Milford's housing stock was single-family homes, and while that has diversified over the last decade, older homebuyers are still driving the market with single-family homes.

Recently the Milford City Council reaffirmed Milford's status as a boom town by approving 1,167 new units, which includes the next phases of Milford Ponds planned-unit development and Hickory Glen's 399 units between apartments and townhomes.

The council also approved Ryan Homes' amendment to the Milford Ponds PUD development, which removed townhomes from the plan since the "market was not as strong in this area," according to Ring



Milford Movies plans on opening in fall 2020, giving the city its first movie theater since the 1980s. The nine-screen theater will boast of 840 seats, and developer Arthur Helmick hopes to serve not only the booming city but outlying areas that typically have to drive to Dover or Lewes for a cinematic experience. | DBT PHOTO BY KATIE TABELING

Lardner, of Davis, Bowen & Friedel, the project's engineering firm. Milford Ponds now features 264 multi-family apartments and 504 single-family homes, to be built out in phases.

But still, Hammonds says there's opportunity to cater to young professionals moving for work or retirees looking for a low-maintenance second home.

"There's not a lot on the market in terms of leasing so we think we're delivering at a good time," he said. "We were down for about a month and there was a lull in multi-family leasing, but there's a rebound. There's still a lot of people leasing."

Commercial construction also sees boom

Dennis Silicato of Milford-based Silicato Development said that coronavirus has not changed his immediate outlook. His firm is working toward opening the future Tenth Street medical facility in late November, even if it's a partial opening.

The three-story facility would include primary care doctors and a physical therapy center, complete with a coffee shop on the first floor for waiting patients. Fifty percent of the building is already leased, and Silicato has notice of intent letters out to others in the health care industry.

"This market is wide open with Beebe and Bayhealth coming here, because you're going to need these doctors and other specialty care treatments as well," he said.

COVID-19 has yet to slow down his building, but it's hitting his other businesses in the city, like Arenas restaurant and the Fur Baby Pet Resort, which were closed temporarily during the state shutdown, Silicato said. While the uncertainty surrounding reopening does give him pause, he believes moving forward is better than believing still.

"If I had a tenant that wasn't concerned about what's been going on, that would concern me," he said. "Of course, I have major concerns, but you can do nothing, or you can work hard. Luck is manifested by knowledge and hard work."

Beacon Hospitality Managing Director Chad Moore is looking to break ground on the Microtel in Milford soon, making it Beacon's latest addition in a chain of southern Delaware hotels. The major

difference he's experienced in the process so far is in the permitting.

"People stopped meeting face-to-face. So, when we were seeking permits, they take notes and send it back to you. Then you must comment back in email to help clarify a few things, so that drags it out compared to a conversation," Moore said.

The Microtel in Milford is slated to open in May 2021. If the project was further along, Moore said he would be concerned with interior renovations.

"We would have issues getting countertops and appliances due to the breakdown in the supply chain, like we're seeing with another hotel we're renovating right now. But it hasn't really changed the timeline," he said.

Work also slowed down at the future Milford Movies off Route 1 due to social distancing requirements, according to developer Arthur Helmick. He and ONIX Group are transforming the former Walmart location into a nine-screen theater boasting 840 seats and plans to have it open this fall.

It's following the success Helmick had with Westown Theater in Middletown as well as the revamping of the Main Street Theater in Newark.

While he thought 2020 was going to be difficult for business everywhere, Helmick was optimistic that the next year held a more stable market — particularly because there was no movie theater between Dover and Lewes.

"Milford is exactly like Middletown was 10 years ago. The growth is there, especially with Bayhealth there," Helmick said. "There's a middle market that's not being addressed unless you go to Maryland and with beach traffic it's always hard to get anywhere south."

From a broader perspective, Helmick has faith the economy will stabilize more the next year with a future vaccine. Until then, his movie theaters are set up so when you buy a ticket, the two seats next to you are unavailable to book.

"Sure, there's concerns. But there will always be concerns," he said. "Every industry is having conversations like this right now, and I have faith in America, in science and the system. I have faith we're going to find our way." ■



Milford officials are seeing a boom in residential development with 5,470 housing units approved. This week, city officials approved plan amendments and the next phases of Milford Ponds, a planned use development complete with a clubhouse under construction. | DBT PHOTO BY KATIE TABELING

Local support, local docs. Join the flock.

Give your employees everything they want in a plan.



Visit [HighmarkEmployer.com](https://www.highmarkemployer.com) to learn why we're Delaware's choice.

No birds were harmed or painted in the making of this ad. We love Blue Hens. We'd never do that.
Highmark Blue Cross Blue Shield Delaware is an independent licensee of the Blue Cross and Blue Shield Association.

03/20 PN HC413112