

# DELAWARE BUSINESS TIMES

September 15, 2020 | Vol. 7 • No. 19 | \$2.00 | DelawareBusinessTimes.com



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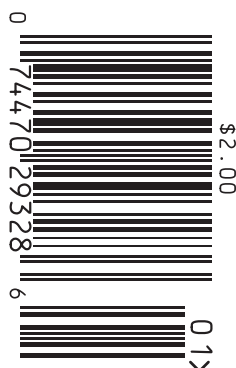


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# Taking action on our commitment to Delaware

We know we must do more to address the very real consequences of systemic racism that exist in society today. The impact is clear for communities across the country, including where our teammates live and serve our clients.

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- connecting workers to new skills and enhanced job readiness
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- helping people find a place to call home

My teammates and I here in Delaware are committed to doing more, and doing more now.



Chip Rossi  
Delaware Market President



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**Most Improved Publication 2020**

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Delaware Business Times (USPS 21760, ISSN 2639-8087), Vol. 7, No. 19 dated September 15, 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.

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# Proposal seeks to revive historic Rehoboth Beach boardwalk hotel



A rendering of the proposed Belhaven Hotel, a four-story hotel with commercial space on the ground floor and an underground parking structure.  
DBT PHOTO COURTESY FILLAT + ARCHITECTURE

**BY KATIE TABELING**

**REHOBOTH BEACH** — Almost 60 years after it was swept away in a storm, the Papajohn family has grand ambitions to revive the historic Belhaven Hotel at the focal point of Rehoboth Beach's boardwalk.

Preliminary plans filed by Fillat + Architecture show a four-story structure with a hotel, commercial space, retail stores, and a 124-lot underground parking garage at 2 Rehoboth Ave., where the city's main avenue meets the boardwalk. The design features 110 hotel rooms with a conference center and pool on the second floor. The ground floor would feature commercial space, ideally an artisan restaurant and other tenants that already lease space out of the building.

Driving this concept is the Papajohn family's desire to celebrate Rehoboth's past with a touch of high-class flair, according to Alex Papajohn, who proposed the project with his father, John Papajohn.

"This would be a more modern version of the hotel that my grandfather bought after staying there in the 1930s, but with more modern amenities," Alex Papajohn told the Delaware Business Times. "No question, there are nice hotels along Route 1 these days, but we want the Belhaven to be an elevated experience, being up there with other four-star establishments, and it could be right here in Rehoboth Beach."

In some ways, the Belhaven Hotel project symbolizes the ultimate American dream: an immigrant entrepreneur leaving behind a successful business to have the next generation carry it on in the modern age. Greek immigrant Nick Papajohn stayed at the hotel in 1937, and when he heard it was in bankruptcy, he bought it with his two brothers-in-law.

A decade later, the property was split into its L-shaped layout. The hotel was destroyed in the historic storm of 1962, along with much of Rehoboth Beach and its boardwalk. Today, the property makes up an iconic corner of the resort, with tourist-favorite tenants like The Ice Cream Store and Candy Kitchen.

"We hope this project can be a catalyst for other reinvestment in the city," Alex Papajohn said. "Other business owners and tourists could see a massive separation in style in the downtown area, and it could motivate others to make some changes and make a

little more reinvestment in downtown Rehoboth."

But right now, the Belhaven Hotel revival is still a vision rather than a reality. The proposal is actually the third iteration of the hotel in the span of a year, and it still is in the city's workshop phase.

Last summer, the Papajohns presented an early draft of the plan with an underground parking garage and a rooftop bar. But that proposal had the hotel at 68 feet, well above the city's cap of 42 feet for buildings with embellishments, among other violations of the city's code.

Ultimately the project was put on hold until the Papajohns and Fillat + Architecture could address some of the issues. This June, the proposal came back to city officials, but both the city and the Papajohns were unsatisfied with the hotel's look.

"We anticipated this could take a while, because it's such a prime and strategic location in Rehoboth," Alex Papajohn said. "There's a lot of stakeholders involved, including the politicians, the citizens and even the city staff that have to work with the code. This is something we want everyone to be proud and happy as they can be."

At the moment, the Papajohns are waiting on an amendment to the Federal Emergency Management Agency's floodplain maps since part of the project falls in the VE (storm velocity) zone. FEMA does not allow dwelling units above underground parking in a VE zone.

While keeping the underground parking garage would be the optimal design, Alex Papajohn said removing it would not be "a deal killer."

"We're cautiously optimistic about this project. We have hurdles to get over, but we're excited and hopeful about the future and what this could bring for Rehoboth," he said. ■

## On the Cover

Delaware's only commercial-grade wind turbine is at University of Delaware's Hugh R. Sharp Campus in Lewes. As of 2015, it generated 23.47 million kilowatt hours of electricity in its first five years.

—Photo by Maria DeForrest.





# Delaware Black Chamber of Commerce set to launch soon

BY KATIE TABELING

MIDDLETOWN — To amplify the voices and opportunities for success of Black business owners, a Middletown consultant is leading efforts to form a Delaware chapter of the National Black Chamber of Commerce.



Ayanna Khan

Khan Consulting President and CEO Ayanna Khan started the groundwork for the Delaware Black Chamber of Commerce (DEBCC) this summer, but

envision a future organization that not only advocates for Black business owners, but also grants them a door to funding opportunities and workforce development.

“There is definitely a disconnect in the business community when it comes to helping Black business owners,” Khan told Delaware Business Times. “This will

be the state’s first chapter, and it’s time to start one. We need to pull together to make sure these businesses are not left behind.”

A survey conducted by the Global Strategy Group showed that only 12% of Black and Latino businesses who applied for aid from the U.S. Small Business Administration’s Paycheck Protection Program (PPP) received the full loan amount requested. About 26% of businesses surveyed received only a fraction of what was requested.

In Delaware, 14 out of the total 2,073 PPP loan recipients identified as businesses or nonprofits run by a person of color. Of the 14, five recipients identified as a Black-owned business or organization. Overall, 138 applicants identified as white and 1,921 applicants did not identify their race.

That inequality spoke volumes to Khan, especially since her firm helped nonprofits bring in millions through grants and fundraising.

“Seeing that Black business owners locked out of the PPP across the country

because they didn’t fit the eligibility or the requirements, that really spoke to me,” Khan added. “Here I am, able to bring in millions for my clients and there’s a chance that businesses like mine wouldn’t see anywhere near the amount. No matter where you are in the state, it’s access to capital that’s the main struggle for Black businesses.”

The DEBCC is on track to open in mid-September and Khan is looking into finding an office in Wilmington and Dover. Those two cities are on the short-list due to the proximity to ongoing initiatives and collaboration in community spaces, she said.

Once open, the DEBCC will start programs and events programs and events like networking opportunities, training and education through connections with big businesses and smaller Black-owned companies. There would also be an entrepreneurship development program to keep business owners ahead of the curve of Delaware’s evolving economic field.

“Several people are waiting for us



**There is definitely a disconnect in the business community when it comes to helping Black business owners.**



AYANNA KHAN

Khan Consulting president and CEO

to hit the ground running. We already have a solid board pending,” she said. “We’re already finding opportunities like American Fund for Charities for grants and sponsorships. We’re headed in an exciting direction, and hopefully, we’ll be able to broaden the reach of our community not only on a state level, but across the region.”

For more information, visit <http://debcc.org>. ■

## New free program aims to train Wilmington developers

BY JACOB OWENS

WILMINGTON – A new free program aims to train a wave of local developers and arm them with financing options to help spur more redevelopment in the city.

The program, called Jumpstart Wilmington, is a joint venture between Cinnaire, a nonprofit financial partner that supports community and economic revitalization initiatives, and the University of Delaware. It is modeled after Jumpstart Germantown, a program designed five years ago by developer Ken Weinstein to facilitate the revitalization of the Germantown neighborhood of Philadelphia.

While outside investment in cities like Wilmington can help revitalize neglected neighborhoods, it also can drive gentrification, resulting in the displacement of low-income residents. The hope is that by training invested locals to literally invest in their community, it can spur new opportunities for all.



Dionna Sargent

“Being able to involve people who have lived in that community all of their life or people who have a really great commitment to the betterment of their community will

have really great outcomes,” said Dionna Sargent, vice president of community development at Cinnaire. “What you’re seeing is not only vacant and blighted properties being moved back into productive use, but you also see

people who are generating wealth for themselves and employment opportunities for others.”

Sargent said that she first heard about Weinstein’s program three years ago during a presentation at a national affordable housing convention. Excited about its potential to be replicated in Wilmington, she began talking to colleagues in Cinnaire and contacts in the community about how it could be set up.

They eventually found a partner in the University of Delaware’s Biden School of Public Policy and Administration. Its Center for Community Research and Service will serve as the administrative manager of the program, and Weinstein’s

original program has helped advise the partners on Jumpstart Wilmington’s launch.

The training program is a new step for Cinnaire, which is primarily focused as a financier for development programs, but a company associate in Wisconsin has run a similar program on his own, Sargent said. Cinnaire Solutions, a co-development partner, also works on single-family housing and mixed-use development along with other local developers.

While Cinnaire often aids large redevelopment projects, Jumpstart Wilmington will focus on small-scale development of a few residential units

or a commercial property, Sargent explained.

The program is part of Cinnaire’s Priority City Initiative, a designation by the Michigan-based company that identified three cities to receive extra attention and resources to try to address longstanding issues there.

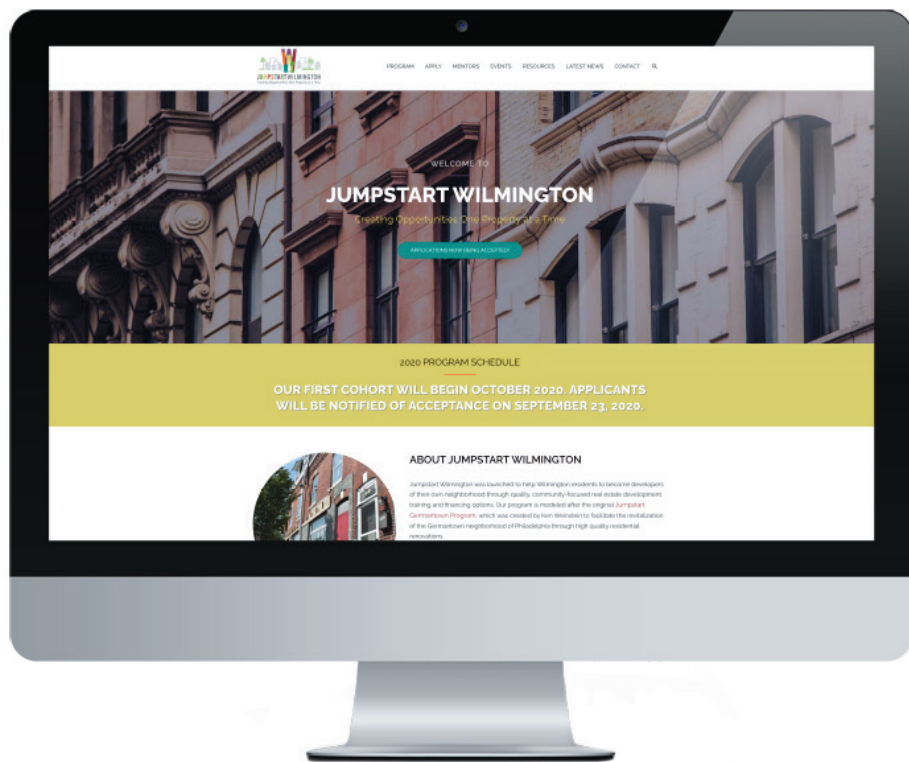
“One of the challenges with addressing the vacancy and blight that we constantly hear about in Wilmington is that we need more developers. So, this seemed like it would be the perfect program,” Sargent said.

The four-session, 12-hour program is free due to philanthropic donations and Cinnaire funds that have covered the cost of its implementation for at least two years, Sargent said. They will start their first cohort in October, and hope to have 10 to 20 participants. The Germantown program started with nine participants and has grown to include 65 in its most recent classes, Sargent noted.

Upon completion of the training sessions, which will cover how to identify a potential development opportunity, assess the economics of a deal, put together financing, navigate the state permitting structure, strategize for its sale or lease, and more, a student will be paired with an experienced developer as a mentor.

“We wanted to make sure that Jumpstart students kept learning even after the program ended, and the mentors will help provide them with guidance,” Sargent said.

Individuals interested in applying for the first Jumpstart Wilmington class should apply by Sept. 18 by visiting [www.jumpstartwilmington.org](http://www.jumpstartwilmington.org). ■





# Prelude Therapeutics plans IPO worth upward of \$100M

BY JACOB OWENS

WILMINGTON – Fresh off Series C financing funding closed last month, Prelude Therapeutics, a private life sciences start-up company headquartered in Alapocas, has announced that it is pursuing an initial public offering (IPO) worth as much as \$100 million.

Prelude filed its preliminary IPO prospectus with the U.S. Securities and Exchange Commission on Sept. 4, reporting Morgan Stanley, Goldman Sachs, and Bank of America Securities as the joint bookrunners. It will still have to file an official registration with the SEC in order to pursue an IPO using the common stock symbol “PRLD” on the Nasdaq Global Market.

The preliminary filing does not specify the targeted number of shares nor the share price that Prelude hopes to sell in its IPO. The \$100 million target has been used by numerous smaller biotech startups in their initial IPOs this year, although some ended up exceeding that figure.

Like most IPOs, Prelude reported that it has yet to turn a profit and had a net loss of \$27.6 million in 2019. It has been successful in obtaining \$140 million in three rounds of private funding, most recently closing \$50 million in investment

led by New York-based OrbiMed Advisors LLC and Boston-based Fidelity Management & Research Company LLC.

The move to an IPO will open investments to the general public as Prelude seeks to cash in on a period of explosive growth for the health care industry. Investors who are likely reading COVID-19-related updates daily are now finding more life sciences companies to invest capital.

The company has several clinical trials underway focused on using small molecule inhibitors as a cancer therapy. It currently has two clinical trials in progress dealing with solid tumors, including of the brain, and is initiating a third clinical trial dealing with certain cancers of the blood, bone marrow, or lymph nodes.

Founded in 2016 by Kris Vaddi, a founding researcher at Incyte Corp. who now serves as Prelude’s CEO, the company has drawn international attention for its work and attracted top pharmaceutical and biotech talent to Delaware. While at Incyte, Vaddi initiated the research programs that led to the discovery of the billion-dollar-a-year drug Jakafi, which fights blood marrow cancer.

Prelude has become a bit of a Delaware darling, as the rapidly expanding company



Prelude Therapeutics CEO Kris Vaddi is preparing his company for an initial public offering. | PHOTO COURTESY OF PRELUDE THERAPEUTICS

has been backed twice by the state’s taxpayer-backed Strategic Fund. In 2017, it received a \$474,000 grant to add positions and relocate from the STAR Campus in Newark. Last year, it received a \$834,090 grant to add 49 positions by 2022 and invest \$5 million into expanded lab and office space in the Wilmington area.

The company is outgrowing its current locations, split between the Delaware Innovation Space located on the site of the former DuPont Experimental Station in Wilmington as well as nearby overflow office space. Prelude reported that its leases for that space will expire next year. According to the SEC filing, Prelude currently has 51 employees although the company was to expand to 81 employees

by 2022 under the terms of the state grant.

The filing represents a win for the state, however, as despite its reputation for incorporating two-thirds of all Fortune 500 companies, few have a physical presence here. Among Delaware’s most successful companies, even fewer have made the jump onto the stock market with only 13 currently listed.

“Prelude is a homegrown Delaware success story. Delaware has a strong history of innovation in science and technology, and one of the most talented workforces in the country. Prelude’s work builds on that long legacy. I look forward to Prelude continuing to grow, succeed and create good-paying jobs right here in our state,” Gov. John Carney said in a statement. ■

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The Rookery North course in Milford will close at the end of the year after its owners couldn't attract more players. | PHOTO COURTESY OF ROOKERY

# Rookery to close Milford golf course in 2021

BY JACOB OWENS

MILFORD – Less than a decade after taking over of the former Shawnee Country Club, the ownership of The Rookery announced that they will close the course next year.

Annual members of the public 18-hole Rookery North course were notified in late August of the decision of Adkins Management Co., which also owns the Rookery South course in Milton and Hooper's Landing in Seaford. The company began leasing the 159-acre course nine years ago and bought it outright for nearly \$962,000 in 2015, according to county land records.

Rookery Director of Golf Butch Holtzclaw said that Adkins took over the course because it was struggling under its previous owners as a private club.

"We hoped that by opening it up to the public and offering memberships that we could get some growth there, but it just hasn't happened," he explained.

The course's No. 1 problem in Holtzclaw's estimation? 10 miles.

That's the distance from the Rookery South course off Route 1 to the Milford course, and with the courses largely trying to draw tourists from Delaware's coast, most are happier to stop at the Milton course rather than trek farther north. Annual members happily play both courses, but even reduced greens fees couldn't convince enough public players to try Rookery North, Holtzclaw said.

"We thought that once we started

“**We thought that once we started getting people going there, we could create a following, but it just never materialized.**”

**BUTCH HOLTZCLAW**  
*Rookery Director of Golf*

getting people going there, we could create a following," he added. "But it just never materialized."

While Milford has experienced a building boom of residential homes in recent years, especially with the opening of Bayhealth's campus in the city, Holtzclaw said the course had yet to see a corresponding bump in players.

Just as many Delaware golf courses struggled financially through the early months of the COVID-19 pandemic – due primarily to prohibitions on the use of golf carts that most players want – so too did the Rookery's courses, Holtzclaw said.

"We were actually pretty busy the whole time, we just weren't generating revenue," he said, explaining those who paid for annual memberships were out walking the courses.

Since the restriction on carts was lifted in May, course revenue has stabilized to its typical levels, but its events

and restaurants revenue is still down about 60% versus last year, Holtzclaw estimated.

As Adkins assessed the future of the Milford course, Holtzclaw said that they needed to see another 4,000 to 5,000 paid rounds a year for the course to break even. Over the nearly decade under their watch, the course's usage has grown, but the managers weren't confident that such a big jump in rounds was going to be possible anytime soon, leading to the difficult decision to pull the plug after 2020.

What comes next for the former Shawnee Country Club remains to be seen, as Holtzclaw said that there is no impending sale despite rumors and it has not been listed for sale. Adkins will retain ownership for the time being and entertain any offers that may come, he said.

"Who knows? The city or the state might want to come in and do something," Holtzclaw added.

The Delaware State Parks office owns both Deerfield country club and Garrisons Lake Golf Club, having bought them to protect the lands from development after previous owners looked to sell. Golf courses in Delaware have a long history of falling into development, with four former courses in New Castle County currently proposed for or already undergoing such changes.

With the state and municipalities strapped for cash on outside capital expenses amid the pandemic, it may not be likely that public ownership is

forthcoming. An outside investor may be willing to keep the course open to bank on the future growth of the Milford area though.

The golf industry as a whole has been consolidating in recent years as players fell to a decade low of about 23.8 million in 2016 amid the fallout of the Great Recession, according to the National Golf Foundation. Interest has risen in the past few years, however, with the 24.3 million players taking to courses last year and the total rounds played rising 1.6% year over year.



Larry Hirsh

Larry Hirsh, president of Golf Property Analysts, a golf course brokerage and advisory firm based in Conshohocken, Pa., said that the industry is actually seeing a

boost in interest amid the pandemic, with golf being one of the few sports easily done outdoors with social distancing.

A lot of factors, including location, competition, revenue model, and more, are playing into whether a course is faring the pandemic well, he said. It has certainly driven some courses to hit the market this year, but others are seeing their rounds played increase by 20% to 30% over a typical year, Hirsh added.

"One of the biggest questions for courses will be whether this resurgence and increase in rounds played is sustainable," he said. ■



# The Guide to the Construction Excellence Awards

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# As worker assistance dwindles, CDFIs step in to fill gap

BY JACOB OWENS

WILMINGTON – With more than 30,000 still receiving unemployment assistance in Delaware this month, it's a reminder that many are still struggling even as the economic impacts of the COVID-19 pandemic slowly ease amid reopening.

The August expiration of the federal government's \$600 weekly unemployment assistance and the U.S. Small Business Administration's Paycheck Protection Program (PPP) mean that those still in need of help are finding less of it. A moratorium on evictions also doesn't stop other bills from piling up as laid off workers find few opportunities for new work.

That leads many workers to seek loans to help make up the difference, but also puts them at risk of predatory loan practices, said Andy Posner, founder and CEO of Capital Good Fund, a community development financial institution (CDFI) that serves Delaware.



Andy Posner

“Delaware is a state that has a particularly strong payday loan lobby and industry,” he said. “In 2018, 75,000 residents took out a payday loan or a similar type of predatory product. The average interest rate is over 500% here. You can get a payday loan as high as 3,600% in the state of Delaware.”

CDFIs are nonprofit lenders that utilize both U.S. Department of Treasury funds and private sector donations to reach distressed communities at favorable terms.

They have been particularly effective in reaching minority communities and undocumented residents amid the pandemic, said U.S. Sen. Chris Coons (D-Del.), the senior Democrat on the Senate Financial Services Appropriations Subcommittee who highlighted their work in a Sept. 3 web conference.

Coons connected Posner with Discover Bank and the Longwood Foundation five years ago to bring his CDFI's services to Delaware. Based in Rhode Island, Capital Good Fund also has locations in Florida, Illinois, and Massachusetts – and plans to expand into Texas this year.

With pre-pandemic studies showing that more than half of all Americans had no real financial savings, Coons noted that meant many were now suffering with unexpected expenses, including funeral arrangements. Coupled with exploding unemployment tied to the economic shutdown necessary to stem the transmission of the virus, the cycle will perpetuate a “debt trap” of borrowing, lending, and paying exorbitant rates for millions, he added.

During his time as New Castle County executive and working with the I Have A Dream foundation, Coons said he has seen how many working Delawareans pay “outrageous rates” in payday lending, rent-to-own agreements or car title loans. That's where CDFIs can help.

Since the COVID-19 crisis began, Capital Good Fund has financed over 600 COVID-19 Crisis Relief Loans of \$300 to \$1,500 with a 5% annual interest rate and a three-month deferment period. Those loans can pay for rent, utilities, car repairs and payments, food, clothing and more.

“We are prepared to do hundreds if not



U.S. Senator Chris Coons (D-Del.) promotes community development financial institution (CDFI) lenders like Capital Good Fund in a time when many Delawareans are struggling to make ends meet. The Capital Good Fund has financed 600 loans ranging between \$300 to \$1,500 since the pandemic started. | PHOTO COURTESY OF OFFICE OF U.S. SENATOR CHRIS COONS

thousands of loans in Delaware,” Posner said of his nonprofit that has completed about 5,500 loans worth \$11 million nationwide.

Ydenise Franciso, a customer service representative for Capital Good Fund, recounted a recent client who was evicted and separated from her husband during the pandemic, forcing her to live out of her car with her children. After being turned down for loans elsewhere, Capital Good Fund was able to back a loan and she was able to rent an apartment for her family.

“It was tears and joy,” she said. “I have been there and to have someone give you a chance when no one else would is the best feeling in the world.”

When asked what Congress could do to help stem predatory loan practices

and ease the burden on CDFIs, Coons said that he was disappointed that the Trump administration's Consumer Financial Protection Bureau rescinded a rule proposed during the Obama administration to try to rein in such lending terms by requiring an affordability test before a loan is signed. He called it a “political” action that could be reversed under a new administration.

“One of the points that the folks who represent payday lenders argue to either state legislatures or to members of Congress, is that they make loans to people who have no other alternative,” Coons said. “What Capital Good Fund is doing is demonstrating that it is possible to have safe, sound, and well-capitalized alternatives.” ■

## Delaware launches \$25M relief fund to aid nonprofits

BY KATIE TABELING

WILMINGTON – A new \$25 million Delaware Nonprofit Support Fund, announced by Gov. John Carney and New Castle County Executive Matt Meyer on Sept. 9, aims to lend a hand to organizations that faced a financial hit while serving Delaware's most vulnerable populations.

With funding from the federal CARES Act, Delaware is contributing \$20 million and New Castle County is contributing \$5 million. The program helps nonprofits reimburse operating costs incurred from COVID-19, such as the purchase of necessary personal protective equipment and cleaning supplies, as well as costs from increased service levels. Grants will cover expenses incurred until Dec. 31, 2020.

To be eligible for grant funding, nonprofits must provide services in homelessness and shelter assistance, food assistance, substance abuse counseling and services, domestic abuse services,

services for youth in crisis, or residents who lost their jobs.

In the early days of the pandemic, Carney noted that several nonprofits stepped up to provide shelter to those in need and also reached out to the Hispanic and Creole population that worked in the poultry industry.

“This symbolizes an important effort to support our partners in the COVID-19 response and the work that they do,” Carney said in a web conference announcing the program. “Delaware could not get through this crisis without these committed service organizations. We owe them our support and our gratitude.”

Meyer pointed out that as operations shut down around the state, there were fewer opportunities for nonprofits to raise funds and an enormous demand from the communities they serve. Facing unexpected costs in buying hand sanitizer and high-speed internet, many organizations were left in the lurch.

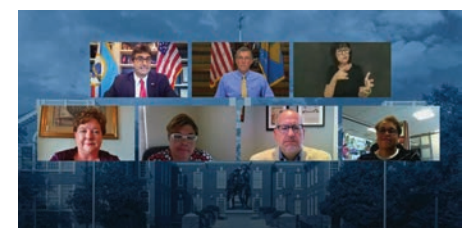
“It wasn't just problems for nonprofits, they were problems for our constituents

– the communities. It's important that it protects not just the large nonprofits but the small grassroots one as well,” Meyer said. “[The governor] and I know people across our community are doing excellent work, and we're proud to be part of a program that helps our nonprofits get out of this crisis a little stronger.”

To create an even field, Delaware Nonprofit Support Fund grants will be based on the nonprofit's 2019 operating expense budget. It also excludes organizations that qualify for the state's \$100 million DE Relief Grants Program run by the Delaware Division of Small Business.

United Way of Delaware will take the lead on administering grants for applicants that apply to reimburse costs, while the Delaware Community Foundation will be in charge of evaluating applicants who seek grant funding for increased services.

The first round of funding will open on Oct. 16 and it is planned to be two additional rounds of funding.



Gov. John Carney and New Castle County Executive Matt Meyer are using CARES Act funding to lift up service-oriented nonprofits in the state.

The Delaware Alliance for Nonprofit Advancement (DANA) will host webinars on how to apply starting on Sept. 21 and a website, DECaresFunds.org, will go live this week with frequently asked questions and technical assistance.

“More than ever, Delawareans are relying on nonprofits to support them in these difficult times, and this program will help these agencies continue to make a positive impact,” DANA President and CEO Sheila Bravo said. “We appreciate the partnership with Gov. Carney and County Executive Meyer in making these grant funds available.” ■



# Inspectors ready to take tougher stance with restaurants

BY KATIE TABELING

As the state heads into its third month under Phase 2 restrictions, Delaware restaurant inspectors are ready to take a harder approach to establishments that are not complying with COVID-19 precautions.

From June 15 to early September, inspectors from the Division of Public Health (DPH) made roughly 850 compliance checks. Only two establishments were fined: a Woodside bar for \$1,000 for continued non-compliance and a Wilmington athletic event for \$5,000 for multiple violations.

Not many fines were issued because of the health inspector's education-first policy and many already met the state's restrictions when the inspectors arrived, said Jamie Mack, chief of Health Systems Protection at DPH.

"Education can range from a conversation to establish what expectations are, pointing out what restaurants are doing well and other things that can be done better. Sometimes it also takes talking about strategies with management," Mack said. "But by August, we're starting to get less patient because we've been at this for a while. The idea is people should know what the expectations are by now."

In August, state inspectors conducted

“**Before, there might have been a second opportunity before the fine. But now we're moving more toward warning and a fine if they don't comply.**”

**JAMIE MACK**

*Chief of Health Systems Protection at Delaware Division of Public Health*

420 checks, or roughly half of all inspections through the pandemic. One of those site visits at a Newark restaurant prompted management to voluntarily close for one day to address multiple violations, including a lack of mask wearing and guests not seated 6 feet apart.

DPH inspectors are conducting about 100 site visits a week on average, and moving forward there won't be second chances.

"Before, there might have been a second opportunity before the fine. But now we're moving more toward warning and a fine if they don't comply," Mack said.

DPH also received about 1,500 complaints on COVID-19 compliance through its email tip service, but not all

trigger a site visit. Half of the complaints resulted in a phone call to the business to make them aware of the requirements, according to Jen Brestel, spokeswoman for the Division of Public Health.

Chief among those complaints is customers or staff not wearing a mask. Many businesses are taking patron's word for it that they are medically exempt from wearing one, Mack said.

Last week, Gov. John Carney issued an executive order that requires businesses to enforce face covering requirements more strictly among their employees and how to "safely work and communicate with people who cannot wear face coverings."

Businesses are now required to provide face coverings for staff or accept a doctor's note for accommodations otherwise. For customers, the order states "a reasonable accommodation does not include simply allowing [them] inside without a face covering."

"At this point, we're focusing more on education for businesses to help create reasonable accommodations, like encouraging guests to pick up their orders or to order online," Mack said. "We understand the difficult position this puts some restaurants in. But on the other side, it also helps stop the spread and continue moving in a positive direction."



In the future, inspectors will focus their attention in Newark and Dover – the state's two university communities – although there were some left in the Delaware beaches for Labor Day. DPH strategy is a steady presence in Newark on weekends and nights to signal to restaurants its expectations.

"We're cautiously optimistic at this point. What's encouraging is that a vast majority of restaurants are doing their part, but what concerns me is that the public may be getting compliant and not wearing masks. We need to continue these efforts to maintain opening in a safe way," Mack said. ■

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pictured with Amber B. Woodland  
and Leslie Case DiPietro, attorneys,  
Procino-Wells & Woodland, LLC



# Delaware IT chief Collins leaves for Microsoft job

BY KATIE TABELING

DOVER — After leading the charge for digital equity, Delaware Chief Information Officer James Collins announced he was leaving the post to join Microsoft Consulting.

Collins left on Sept. 13 to become a general manager with the consulting arm of the multinational technology giant. In his new role, Collins will help Microsoft continue to form partnerships with state and local governments and higher education institutions.

“It has been an honor to work with Gov. John Carney and the team at the Delaware Department of Technology and Information. I hope I have been able to contribute to something that leaves lasting change in the state in my time here,” Collins told the Delaware Business Times.

Collins has headed the Department of Technology and Innovation (DTI) since 2014, when he was nominated by then-Gov. Jack Markell. Carney re-nominated him in 2016, pointing to Collins’ work with expanding broadband internet access to the state’s rural areas and working on the Delaware Cyber Security Advisory Council. He currently serves as the president of the National Association of State Chief Information Officers and will continue to serve on its executive



James Collins

committee.

Previously, Collins served as deputy secretary of state and deputy chief of staff to Markell and worked for Peregrine Systems and MAXIMUS

Inc. as a senior consultant, implementing major software projects. He is also a veteran of the U.S. Air Force.

Microsoft was seeking talent with hands-on experience in finding digital solutions for government entities, and Collins fit the bill. First conversations started at National Association of State Chief Information Officers, a coalition of state information officers and information technology executives, Collins said. But those discussions were put on pause when the COVID-19 pandemic hit.

Carney called Collins a central member of his administration, and his work has never been more important than over the last six months.

“James and his team have kept state workers connected throughout this crisis, making sure they could continue to deliver vital services to Delaware families,” the governor said in a prepared statement. “He has worked with the

private sector to expand high-speed broadband service across rural Delaware and to protect Delawareans from cyber threats. We will miss James’ leadership but wish him well at Microsoft.”

During his tenure as the state’s top technology officer, Collins drew upon his extensive experience in public and private sectors to implement synergistic, cost-effective and scalable IT solutions that help Delaware deliver digital government services to its citizens.

Looking back on the past four years, Collins said he’s seen DTI have a significant impact on how the state does business by launching modernization efforts. Notably, the pandemic has forced more recent changes in child welfare systems, corporate filing platforms, and licensing applications.

“These projects signal an age when the government can find great partners and supporters to bring governmental services to the digital age,” he said.

Among his accomplishments, Collins said he takes pride in the state’s efforts to expand high-speed internet to southern Delaware. In 2018, Carney announced his administration would front-fund infrastructure needed to get broadband to rural parts of the state.

“The pandemic really exacerbated things, because now more than ever people were using it for doctor’s



**It has been an honor to work with Gov. John Carney and the team at the Delaware Department of Technology and Information. I hope I have been able to contribute to something that leaves lasting change in the state in my time here.**

**JAMES COLLINS**

*Delaware Chief Information Officer*

appointments and for classes. We were months into this initiative, and I wish we were further along, but we’re months away from finishing a multi-year project,” he said.

Carney has appointed Jason Clarke, chief operating officer at DTI, will serve as acting CIO. The governor plans on making a formal nomination ahead of the General Assembly reconvening in January 2021. The nomination must be approved by the Delaware Senate. ■

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# New partnership will convert chicken waste into biogas

BY KATIE TABELING

DOVER – In another move that will diversify renewable energy options, Chesapeake Utilities Corp. will be partnering with CleanBay Renewables to distribute natural gas recycled from thousands of chickens on the Delmarva Peninsula.

CleanBay Renewables will soon turn chicken litter – manure and bedding materials – into biogas, or a type of natural gas that contains mostly methane. Chesapeake Utilities, the regional natural gas distributor, will transport it by road to its 455-mile interstate pipeline, where it will be distributed to customers in Delaware, Pennsylvania and Maryland. Chesapeake Utilities is also in the permitting process for its new pipelines, expanding its reach to Somerset County, Maryland's southernmost point.

"This hinges on the idea of using the poultry industry organics into a carbon-negative renewable energy source. It supports a long commitment we have to our community to invest in environmentally-friendly and viable alternatives, and it's through a big industry here," Chesapeake Utilities Corp. President and

CEO Jeff Householder said.

CleanBay is on track to open a \$200 million biorefinery on 100 acres in Westover, Md., in 2022, with assistance from a \$1.4 million Maryland Department of Agriculture grant. In all, it would bring about 15 jobs to the facility.

This first site would repurpose more than 150,000 tons of chicken litter annually, equating to 765,00 million British thermal units (Btus) of natural gas. That would be enough energy to power 10,000 homes. CleanBay also shows no sign of slowing down, with conditional approval in hand for a second facility in Georgetown after the Hanover site is built out.

The company has agreements in place with regional litter suppliers for the plants, with each recycling more than 150,000 tons of chicken litter each year. For perspective, there were 690 million chickens on Delmarva in 2019 with potential to produce nearly 1 million tons of chicken litter annually.

CleanBay already has purchase agreements in hand with major corporations for low-carbon, renewable vehicle fuel customers as well as powering an on-site generator. Production of renewable gas reduces the



When CleanBay Renewables opens its \$200 million bio-refinery in southern Maryland, depicted here, it will process more than 150,000 tons of chicken litter into energy that could be enough to power 10,000 homes. | PHOTO COURTESY CLEANBAY RENEWABLES

equivalent of greenhouse gas emissions of more than 100,000 cars at each plant, according to Thomas Spangler, CleanBay Renewables' executive chairman.

"We plan on building multiple plants on the Delmarva and in other states across the nation," Spangler said. "We're very excited about this collaboration with Chesapeake Utilities, since this is giving us the opportunity to work with a regional utility with an incredible reach that shares our dream of building more options for renewable energy sources."

This partnership marks Chesapeake Utilities' second arrangement for biogas in three months. In June, the utility company announced it would build a \$7 million processing plant in Seaford to convert raw biogas from Bioenergy

DevCo into biomethane.

"There is tremendous interest in collaboration, and we have several miles of pipeline that would help give companies like CleanBay a larger footprint, and put Delaware in the forefront of looking at renewable energy strategies," Householder said.

As for CleanBay, Spangler said the future is wide open for the company to expand possibly to California or the Southeast and expanding its portfolio of resources into organic fertilizer options and solar power fields for local farms.

"We believe the need for this renewable natural resource is only going to grow as states work to meet aggressive climate goals," he said. ■



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# Delaware's renewable portfolio growing out of state



The Bruce A. Henry Solar Farm near Georgetown is one of Delaware's larger solar projects, but much of the state's renewable energy is produced out of state. | PHOTO COURTESY OF DEC

BY JACOB OWENS

Fifteen years ago, Delaware set out on a path toward a more sustainable future when legislators approved the state's Renewable Energy Portfolio Standards Act (RPS).

The law mandated that utilities begin to utilize renewable sources, such as wind, solar and biogas, and created 20 years of benchmarks culminating in 25% of the state's energy production coming from such sources. Three-quarters of the way toward the state's goal, power providers are meeting their mandate in investing in clean energy, but much of that power isn't actually being produced in the First State.

Delmarva Power, the state's largest energy provider and the only one regulated by the Public Service Commission, acquired more than half of its mandated renewable energy through the Renewable Energy Credit (REC) market during the 2019-20 compliance year.

RECs are the commodity equivalent of 1 megawatt hour of power produced from renewable sources. As wind turbines spin and solar arrays absorb sunlight, they produce energy that is returned to the power grid and sold at market price, but they also produce RECs and their sought-after cousin Solar RECs (SRECs).

These credits can be sold along with the power produced as a package, but they are also increasingly split apart and sold to power providers principally to meet state benchmarks.

For instance, last year Delmarva Power purchased about 25% of all its renewable energy from four wind farms in western Maryland, Pennsylvania, and North Carolina. About 7% of its renewable energy came from solar projects in Delaware, including the Dover Sun Park project, the Dover White Oak project, the Delaware Terraform project, and more.

The Delaware Electric Cooperative (DEC), a not-for-profit energy producer and distributor that serves much of Kent and Sussex counties, has made investments of its own in solar energy, building the 23-acre Bruce A. Henry Solar Farm in Georgetown in 2013. This year it completed a 17-acre addition along with Constellation Energy to

push the project's total capacity to more than 4 megawatts.

Despite its investment, DEC only produced 7% of its total power last year through renewable sources, with the remainder of its RPS compliance coming through the reduction of energy usage – an allowable measure under the state law. DEC President and CEO J. William Andrew has said that the cooperative will pursue more solar power in the near future, but for now the utility's power is largely coming from cleaner but non-renewable sources like natural gas and nuclear.

Dale Davis, a solar installer and president of the Delaware Solar Energy Coalition, said that Delaware's allowance of SRECs within its 13-state regional network opens it to additional competition. Solar arrays built in states without a requirement for SRECs seek out markets that will take them to further monetize projects.

"It's found money for them, and since their systems tend to be large and Delaware's RPS is small, they can quickly overwhelm our RPS," he said.

According to the Solar Energy Industries Association database, Delaware has nearly 7,000 solar installations statewide, but only 13 are considered major solar projects. Of those, only two produce 10 megawatts or more – a threshold that insiders see as a large versus small project. Delaware currently ranks 38th out of all states with 145 megawatts of solar capacity installed but is projected to fall to 46th in five years with only 180 megawatts added, according to the SEIA.

That means that utilities seeking to buy large amounts of renewable power in Delaware to meet higher benchmarks in coming years will be left with fewer options unless developers invest in new arrays here. One way to incentivize the building of more solar in Delaware would be to reactivate multipliers that were in effect early in the RPS's 20-year window.

Davis explained that out-of-state SRECs suppress the value of in-state credits, making solar projects harder to finance than in other states.

"That's why you see a lot more solar in New Jersey, Massachusetts, and other places where they have viable electric markets," he said. ■

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# A Delaware port could capture growing wind farm industry

BY KATIE TABELING

WILMINGTON – With several states committed to more than 8,000 megawatts of offshore wind energy in the next 15 years, Delaware could have a strong wind at its back for a burgeoning industry if an investor builds a port just north of Delaware City.

An 831-acre site near the Delaware City Refinery was recently endorsed by a University of Delaware study as a prime location to ship, store and assemble parts needed for wind farms as far north as Connecticut and as far south as the Carolinas. Turbines are growing larger – many are already taller than the Statue of Liberty – so there is greater need for large tracts of land within a 365-mile radius.

Right now there is only one East Coast marshalling port for wind turbine shipment in New Bedford, Mass., but three more are planned. Even with those online, it might not be enough for the projected market demand. Four ports could deploy 916 megawatts annually, but the UD report projects an annual deployment of up to 2 gigawatts under current contracts and state energy benchmarks – or more than twice the capacity of the operating and planned ports.

“This isn’t something speculative. These are contracts and law creating \$100 million in investment by 2035,” said Willett Kempton, the UD professor who oversaw the study. “Just for redeployment, that’s several thousand people working jobs in loading, unloading and assembly at that port.”

A marshalling port would need enough undeveloped land for blades about 250-feet long and 500-feet high, which ruled out many New England states and the Carolinas. It would also need to be clear of bridges and have deep channels for ships. The study ruled out the Port of Wilmington because of height restrictions imposed by the Delaware Memorial Bridge and a power line that stretches across the Delaware River. Lewes does not have enough land for the large pieces of equipment nor strong enough roads to bear heavy equipment.

The Delaware City site, just north of Wrangle Hill Road and south of Red Lion Creek, fits many of those requirements with easy access to the Delaware River and established access to roads and railway, according to the UD report. The site was used as a chemical plant by Occidental Chemical, which still owns 106 acres to the north. Meanwhile, the Delaware City Refinery, operated by PBF Energy, holds the remaining three parcels that total 725 acres.

Kempton and his team propose an independent investor buy the property to develop the wind port, and opine that Occidental Chemical is willing to sell the land while PBF may be more hesitant,

## OFFSHORE WIND POWER PURCHASE AGREEMENTS

State	Project Announced	Wind Developer	Power-On Date	MW Deployed
Virginia	September 2019	Dominion Energy	2024	880
			2025	860
			2026	860
	August 2018	Coastal Virginia offshore Wind Farm Demonstration Project (Dominion Energy)	2022	12
New York	June 2019	Bay State Wind (Orsted)	2022	880
		Empire Wind (Equinor)	2022	816
New Jersey	June 2019	Ocean Wind (Orsted)	2022	1100
Massachusetts	May 2018	Vineyard Wind	2020	800
	October 2019	Mayflower Wind	2020	800
Connecticut	December 2018	Revolution Wind (Deepwater Wind)	2022	200
			2023	104
Rhode Island	May 2019	Revolution Wind	2020	400
Maryland	September 2019	Skipjack (Orsted)	2023	120
	January 2018	US Wind	2021	270
Maine	November 2019	Main Aqua Ventus	2023	12

Source: University of Delaware Feasibility Assessment for an Offshore Wind Marshalling Port in the Delaware Bay  
Based on announcements from developers and projections from UD researchers.

according to the study. A challenge at the site would be permitting, however, including an agreement with the U.S. Army Corps of Engineers for dredging and a Coastal Zone Act (CZA) permit for changing the land use. Permitting could take up to two years from pre-application studies to completion.

The UD study also endorsed a 265-acre site in Salem County, N.J., and its future looks more certain as the state has made strong commitments to wind energy. In June, New Jersey Gov. Phil Murphy revealed plans to build a \$400 million wind port that could create up to 1,500 jobs. The facility would be used for staging and assembly, complementing the state’s plan to use 7.5 gigawatts of offshore wind energy by 2035.

In comparison, Delaware was poised to have the first offshore wind farm when Bluewater Wind won the first lease from the U.S. Interior Department to develop wind energy off the coast of Rehoboth Beach. But that plan never became reality when its parent company, NRG Energy, struggled to obtain financing and federal loan guarantees.

Right now the closest project is Skipjack about 13 miles out to sea from Bethany Beach, but since the Maryland Public Service Commission approved it, Maryland will claim the renewable energy credits.

While Gov. John Carney was not familiar with the UD study, he said that wind energy should be continued to be examined and would need aid from the Delaware legislature. The state has required power distributors to buy

25% of clean energy by 2025. During the 2020 session, State Sen. Harris McDowell (D-Wilmington) proposed raising that requirement to 40% by 2035, but the bill stalled amid the pandemic’s impact on the State House.

“We clearly need to pursue a role, [because] as the Maryland legislature approved [Skipjack], all those associated support services and jobs had to go across the bay. There wasn’t a lot of benefit for us there. But it’s something we need to continue to look at, and this would be a good way of meeting our standards,” Carney said.

However, Skipjack developer Ørsted maintains that job creation is not limited to state borders. The wind farm is projected to create 1,400 jobs in its lifetime, including 913 jobs during construction and 484 jobs during operation. In a previous interview with Delaware Business Times, Ørsted Lead Sourcing & Onshore Facilities Manager Matt Drew pointed out there’s an opportunity to jumpstart a supply chain in Delaware.

“Subcontractors and the job base will be the main economic impact, since geographically, Delaware is in the center of this. Because of its close proximity, there’s long-term benefits for the manufacturing industry ... Technology changes, and so will the service industry will to meet it,” Drew told DBT. “There’s also a chance for impact through ports, since Wilmington already has handled 200-foot long turbines from Brazil in the past.”

Looking at the prospect of building

8,114

Total Megawatts awarded in eight states.

a port regionally, Delaware Contractor Association Executive Vice President Bryon Short believes this could be Delaware’s opportunity to rise as a leader in wind energy. He’s confident that the workforce for a service industry – steel workers and electricians – is already there to meet it.

But if Delaware became a stop on the way to the 11 proposed offshore wind farm sites in the Mid-Atlantic region, Short said it would open the door for further industries down the line.

“The port would be good in New Jersey, but even better in Delaware,” Short said. “Not only do we have the talent, but we have a driven workforce. In my mind, there’s logical steps from assembly to distribution to manufacturing possibilities, perhaps the motor blades and towers.”

For now, offshore wind developers rely on shipping parts overseas from Europe where a well-established manufacturing industry has been built up for decades. But Kempton argues that when more wind farms are built in America, it’s likely that the need would drive more locally-sourced parts. For example, Spanish turbine developer Gamesa Corp. Tecnologica SA transitioned



## SPOTLIGHT: ENVIRONMENTAL IMPACT

from shipping 70% of its parts to manufacturing them in American factories.

"These developers are working in a new regulatory environment, and they want to make sure the parts work for the first round. But like the automotive industry, you wouldn't want to keep shipping parts from all over. This will be done gradually," Kempton said of the move to domestic production.

While Gamesa closed down a turbine blade factory in 2014 and other offices worldwide before it merged with another offshore wind developer, Kempton sees encouraging signs that manufacturing jobs are still on the way. Ørsted signed a memorandum of understanding last year to create a factory for steel plate foundation pieces in Paulsboro, N.J.

All of the excitement what-ifs are contingent on whether federal regulators clear wind farms and complementary large-scale projects for construction to create the market though.

"It's unlikely developers would want to spend \$300 million on a factory, when they don't know if the projects would be approved. If they don't get approved, they don't have a market," Kempton said. "But many of my conversations with developers suggest they think it will be dragged out in the next three or four years, and once you get past the regulatory phase, they have the timeline down pat."

### Seven states have committed to buy at least 26 gigawatts of offshore wind power in the next 35 years.

In 2018, the offshore wind working group formed by Carney recommended not to move forward with buying energy from Skipjack. But it did recommend making a large-scale or incremental purchase of offshore wind power, and waiting until developers propose more projects off the Mid-Atlantic coast.

Now that surrounding states are looking at turning wind turbines, Carney said he did have concerns about the state being left behind. But there is some time left when it comes to buying energy.

"I always wonder whether it would be best to purchase energy right off our coast. It would make sense while in addition meeting our Renewable Energy Portfolio Standard," he said. "When [Bluewater Wind] didn't turn out, there was a significant drop in natural gas prices that made it less expensive than wind. Now there are some views that wind has gotten less expensive."

"But in respect to jobs and ports, there clearly is a first mover advantage, and we may have lost that," Carney added.



The University of Delaware released a study on feasibility of wind ports to store, assemble and ship components of turbines like ones at Block Island, R.I. With several states committed to more than 8,000 megawatts in wind energy, UD researchers say this is could be a \$100 million industry waiting to happen. | PHOTO COURTESY GE RENEWABLE ENERGY

Participation in power purchases is key to catching the attention of any offshore wind developer, as Kempton said many signaled to him over the course of years of research and conversations that if a state is not interested in buying wind energy, it will be even harder to relocate manufacturing and distribution jobs there.

"It does seem perplexing that we're not moving on it ... If we're going to attract these kinds of industries, we have to be participating in power purchases with all

of our other states in the region," he said.

From a workforce standpoint, Short hopes that Delaware leaders recognize the project's potential and begin laying groundwork for the state to become a real player in the wind farm industry, even without having one off its coast.

"There is a future in renewable energy, and we will be reaching critical mass soon. It's an exciting prospect, and we need to keep our eye on this to make sure the workforce is there for it," Short said. ■

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THE LIST

Environmental Engineering Firms

Ranked By No. of DE Employees

Rank	Company	Phone Website	No. DE Employees	Specialties	Notable Projects	Senior Executive	Year Founded
1	<b>Pennoni</b> 121 Continental Dr., Suite 207 Newark, DE 19713	(302) 655-4451 pennoni.com	113	A multidisciplinary firm covering construction, environmental, landscape architecture, MEP, survey and geomatics, infrastructure, and water resources.	DELDOT Bridge Ratings Brownfield Investigation at Curtis Mill I-95 Rehabilitation Cool Spring Reservoir Park	Daniel Barbato (VP, Office Director, Newark) Mark Davidson (VP, Office Director, Milton)	1966
2	<b>Century Engineering</b> 550 Bay Road Dover, DE 19901	(302) 734-9188 centuryeng.com	111	Century Engineering, Inc. is a full-service consulting, planning, engineering, surveying and inspection firm. Offering services in Civil, Survey, Geotechnical, Landscape Architecture, Mechanical, Electrical, Plumbing, Structural, Environmental and Transportation engineering.	Delaware City DMV City of Lewes Pedestrian Improvements The Capital City Trail I-95 & US-202 Interchange	Scott L. Rathfon, P.E. (Executive Vice President)	1977
3	<b>Duffield Associates, Inc.</b> 5400 Limestone Road Wilmington, DE 19808	(302) 239-6634 duffnet.com	90	Duffield Associates is an engineering firm and provider of geoscience technology. Their firm fosters a "living green" culture and uses their experience to accomplish client's engineering and geoscience objectives.	Wilmington Transit Center; UD STAR Campus; First State Crossing Redevelopment, Chemours Edgemoor Site Conversion, Cavaliers CC Redevelopment, Fort DuPont Redevelopment; Incyte HQ; Port of Wilmington	Stacy Ziegler (CEO) Deirdre Smith (COO) Guy Marcozzi (President)	1976
4	<b>Tetra Tech</b> 240 Continental Dr., Suite 200 Newark, DE 19713	302-738-7551 tetrattech.com	75	Architecture / Engineering / Environmental Science Full Service A/E firm with a local presence (70 years in DE) backed by \$3B (20,000 employee) corporation.	HOB Elementary School, Rehoboth Elementary School, NCC Route 9 Library	James Selinka (Sr. Project Manager) Tracy Horan (Sr. Project Manager) Michael Berminger (Sr. Project Manager)	1949
5	<b>Guardian Environmental Services, Inc.</b> 70 Albe Drive Newark, DE 19702	(877)-437-0007 gesoncall.com	65	GES specializes in environmental remediation, general construction, including design/build, new building construction, renovation and restoration of existing buildings, site work and excavation, and masonry construction.	VA Medical Center Renovations Governor Bacon Health Center	Rayford Jenkins (Director of Operations)	1987
6	<b>BrightFields, Inc.</b> 801 Industrial St. Wilmington, DE 19801	(302) 656-9600 brightfieldsinc.com	48	BrightFields, Inc. is a woman-owned, full-service environmental consulting, evaluation, investigation, and remediation services firm. They specialize in the cleanup and redevelopment of contaminated properties.	Brownfield redevelopment of Wilmington Riverfront	Marian R Young (President) Mark A Lannan (Principal)	2003
7	<b>Davis, Bowen &amp; Friedel, Inc.</b> 1 Park Ave. Milford, DE 19963	(302) 424-1441 dbfinc.com	39	Davis, Bowen & Friedel, Inc. provides sustainable services in architecture, engineering, planning, and surveying. Offering new building design, restoration, facility support, feasibility studies, ecosystem restoration, and mapping services for their clients.	Atlantic Sands Hotel Bayville Shores Greenwood Library	Michael E Wheedleton, AIA (Principal) Zac Crouch, P.E. (Principal) Ring W Lardner, P.E. (Principal)	1983
8	<b>Becker Morgan Group</b> 309 S. Governors Ave. Dover, DE 19904	(302) 734-7950 beckermorgan.com	33	Becker Morgan Group designs solutions to balance function and creativity, while respecting their clients' budget, schedule, and programmatic requirements.	Dover International Speedway; Dover Downs Hotel & Casino; William F Cooke, Jr. Elementary School; DuPont Environmental Education Building	W. Ronald Morgan (President) Gregory V. Moore (VP) J. Michael Riemann (Principal)	1983
9	<b>Environmental Alliance, Inc.</b> 5341 Limestone Road Wilmington, DE 19808	(302) 234-4400 envalliance.com	32	Environmental Alliance, Inc. works to provide effective cleanup strategies to eliminate contamination from sites in order to promote human health and sustain the quality of the environment.	Remediation of former Chrysler plant at UD's STAR Campus; Remedial investigation of an active Dry Cleaning Facility; Delaware Brownfield Program	William Smith, P.G. (President / Principal Hydrogeologist) Paul Miller, P.E. (VP/ Principal Engineer)	1991
10	<b>Landmark Science &amp; Engineering</b> 200 Continental Dr., Ste 400 Newark, DE 19713	(302) 323-9377 landmark-se.com	30	Landmark Science & Engineering is a multidisciplinary consulting firm with a commitment to providing high-quality land planning, civil engineering, natural environmental sciences and surveying services – with a focus on sustainable, low-impact site design. Staff assists public and private clients with site and stormwater design, wetland, forest, and bog turtle investigations and site remediation.	Avenue North Redevelopment Fairview Campus K-12 Eagle Run Road Expansion Food Bank of Delaware & Farm Expansion	Ted C Williams (President) Helen V Apostolico (CFO) Dakota M Laidman-Murray (Principal)	1987
11	<b>Batta Environmental Associates</b> 6 Garfield Way Newark, DE 19713	(302) 737-3376 battaenv.com	26	Batta Environmental Associates provides environmental engineering, consulting, and laboratory services to their clients.	Industrial hygiene services to DuPont; Delaware State University environmental professional services; Brownfields remedial investigation in Newark	Naresh C. Batta (Founder & CEO)	1982

Source: Individual company survey responses. 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).

Clean Energy Providers

Ranked By No. of DE Employees

Rank	Company	Phone Website	No. DE Employees	Specialties	Senior Executive	Year Founded
1	<b>Atlantic Refridgeration and Air Conditioning</b> 17553 Nassau Commons Blvd. Lewes, DE 19958	(302) 401-4585 atlanticrefrigeration.com	40	Geothermal Heat Pump	Andrew Jones (Manager)	1985
2	<b>Clean Energy USA</b> 20184 Phillips St. Rehoboth Beach, DE 19971	(302) 227-1337 ceusa.com	22	Photovoltaic Solar Panels	John Sertich (President)	2007
3	<b>Wise Power Systems</b> 500 Philadelphia Pike Wilmington, DE 19809	(877) 280-9473 wisepowersystems.com	22	Consumer and commercial sized wind, solar, micro hydro power installations, and solar hot water systems.	William Rawheiser (President)	1996
4	<b>Envirotemp</b> 919 Downs Chapel Road Clayton, DE 19938	(302) 653-4073 envirotemp.net	18	Geothermal Heat Pump	Mike Hindt (Owner)	1996
5	<b>CMI Solar &amp; Electric</b> 83A Albe Drive Newark, DE 19702	(302) 731-5556 cmielectric.com	17	Photovoltaic Solar Panels	Dale Davis (President & Master Electrician)	2000
6	<b>Hentkowski</b> 3420 Old Capitol Trail Wilmington, DE 19808	(302) 998-2257 hentkowski.com	15	Geothermal Heat Pump	Steven Hentkowski (Purchasing Manager)	1968
7	<b>Green Street Solar</b> 117 Dixon St. Selbyville, DE 19975	(302) 297 8174 greenstreetsolar.com	12	Photovoltaic Solar Panels	Russell Pfaller (Manager)	2010
8	<b>Blue Skies Solar &amp; Wind Power</b> 261 Airport Road New Castle, DE 19720	(302) 326-1700 wanex.com	8	Design-Installation Maintenance, Grid-tied Stand-alone PV Systems, Roof Mounted and Ground Mounted PV Systems, Stand-alone and Grid-tied Wind Generators, Tower Installation	Bill Wanex (Founder)	1989
9	<b>L &amp; L Geothermal</b> 9592 Domenica Court Seaford, DE 19973	(302) 344-1514 landlgeothermalhvac.com	7	Geothermal Heat Pump	Mark Walls (Owner)	1985
10	<b>Flexera, Inc.</b> 22791 Dozer Lane Harbeson, DE 19951	(302) 945-6870 flexera.net	6	Photovoltaic Solar Panels	Alice Lisiewski (COO)	2006

Source: Individual company survey responses. 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).



## NEWS BRIEFS

### Delaware State Chamber announces 2020 Superstars in Business

The Delaware State Chamber of Commerce's Small Business Alliance (SBA) is pleased to announce this year's Superstars in Business award winners.

The award honors businesses and nonprofit organizations for their outstanding achievements and model approaches to business and management. The awards are presented to companies that have been in business for at least three years, are small businesses based on the number of full-time employees, and are members of the Delaware State Chamber of Commerce.

Preston's March, who provides adaptive bikes across the country to children living with special needs, won in the Nonprofit Category.

AlphaGraphics, a locally owned, full-service print and marketing services company, offering services that cover design, print, sign production and installation, mailing, marketing services and promotional products, won in the 1-24 employees category.

Whisman Giordano & Associates LLC, a certified public accounting and business consulting firm who provides accounting, auditing, bookkeeping, tax, and business advisory services, won in the 25-59 employees category.

Tidewater Utilities Inc., the largest private water and wastewater utility in Delaware south of the C&D Canal, won in the 60-150 employees.

Jobs for Delaware Graduates, which offers various programs to at-risk middle school and high school students throughout the state of Delaware, won the Award of Excellence.

### Rates to decrease in Delaware ACA Marketplace

Delaware Insurance Commissioner Trinidad Navarro announced another reduction in rates on the Delaware Health Insurance Marketplace. Despite insurer costs related to COVID-19 testing and treatment, Navarro negotiated an average decrease of 1% in health insurance rates.

In 2019, after successfully applying for a 1332 reinsurance waiver, the state was able to negotiate an average rate decrease of 19% for 2020 plans. This year's modest reduction reflects market stabilization following the implementation of reinsurance.

After the rate reductions for the 2020 plan year, enrollment spiked by 6.3% during the traditional enrollment period. As of the start of the year, nearly 24,000 Delaware residents participated in marketplace-offered plans.

### IFF shareholders approve DuPont segment merger

IFF and DuPont announced that IFF shareholders voted to approve the issuance of shares of IFF common stock in connection with the previously announced proposed merger of IFF and DuPont's Nutrition & Biosciences (N&B) business pursuant to a Reverse Morris Trust transaction. Based on early proxies returned prior to its special meeting, and with more than 99% of the votes cast in favor, IFF shareholders overwhelmingly approved the issuance of shares pursuant to the merger agreement, through which IFF and N&B will combine to create a global leader in high-value ingredients and solutions for global food, beverage, home and personal care and health and wellness markets. IFF and DuPont continue to target closing the

transaction in the first quarter of 2021.

### Chase Bank opens Newark branch, fifth in Delaware

Despite the pressures of the COVID-19 pandemic, Chase Bank opened its new branch in the Newark Shopping Center on Sept. 1.

It's the bank's fifth branch in Delaware, and a spokeswoman said that Chase expects to open another before the end of the year as well. In the past year, it has also opened branches on Concord Pike, in downtown Wilmington and near the Christiana Mall.

"We've been a part of the Delaware community for many years, but recognized an opportunity to add a branch presence to better serve our existing customers and help a whole new group of consumers and businesses achieve their financial goals," said Arnold Johnson, Chase's market director for banking for Delaware and Southern New Jersey, in a statement.

The openings are part of an expansion plan for Chase Bank, which announced last year that it aimed to open 10-12 branches and more than 20 standalone ATMs locally over the next five years.

### Becker Morgan Group moves to UD STAR Campus

Becker Morgan Group's Newark office has moved to a larger office at the University of Delaware's STAR Campus Tower in order to accommodate their continued growth. The University of Delaware's Science, Technology, and Advanced Research Campus, STAR Campus, combines academics and research with industry and community partners.

Since the firm's first project at the University of Delaware in 1994, Becker Morgan Group

has been committed to the success of the University of Delaware and its students. Over 26% of the firm's Delaware staff are former Blue Hens. Additionally, the firm participates in the University's job shadow program, and regularly hires summer and winter interns.

Principal J. Michael Riemann, P.E. added in a statement, "We are excited to be in our dynamic new space. This strategic move allows us to expand our staff in New Castle County and continue to provide exceptional service to our clients while supporting the University of Delaware and its students."

### The Gallo Gives Foundation awards community donations

Berkshire Hathaway HomeServices Gallo Realty's Gallo Gives Foundation awarded several of its 2020 second-quarter earnings donations to the Ronald McDonald House (\$3,000), Southern Delaware Alliance for Racial Justice (\$2,000), the Rehoboth Beach Film Society (\$1,000), Delaware River & Bay Lighthouse Foundation (\$1,000), Literacy Delaware (\$1,000), Ken Cicerali Memorial Music Fund (\$500), and Just Us Cat Rescue (\$500). The total donated for this series of giving was \$9,000.

### Beebe named as a 'LGBTQ Health Care Equality Leader'

Beebe Healthcare has announced it has been designated a "LGBTQ Health Care Equality Leader" by the Human Rights Campaign Foundation (HRC).

This designation means Team Beebe is a leader in healthcare when it comes to providing inclusive and equitable care for LGBTQ patients and their families.

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## FOR THE RECORD

### Liquor Licenses

Source: Delaware Office of Alcoholic Beverage Control Commissioner

### NEW APPLICATIONS

**Tex-Mex Burrito, Inc.;** 514 Philadelphia Pike, Wilmington 19809; License Type: Restaurant-On, Sunday and Patio

**Dewey Beer Company, LLC;** 21241 Iron Thorne Drive., Milton 19968; License Type: Microbrewery, Sunday and Patio

**K's International Restaurant, Inc. T/A K & R International Restaurant;** 412 North DuPont St., Wilmington 19805; License Type: Restaurant-On and Sunday

**Kangayi Ventures, LLC T/A Breakfast Guru Restaurant & Bar;** 19 Wilmington Ave., Rehoboth Beach 19971; License Type: Restaurant-On and Sunday

### Real Estate Transactions

Source: Local Recordors of Deeds

### NEW CASTLE CO.

**Charles Rath to William Broderick;** 910 Westover Road, Westover Hills-Edmonds Estate; Greenville 19807, \$1,265,000

**John Kane and Sue Ann Keleher-Kane to Scott and Christine Henry;**

1107 Brandon Lane, Westover Hills, Greenville 19807, \$1,122,000

**Stephen and Barbara Dawson to Chaitanya Gadde;** 641 Nine Gates Road, Hockessin 19707, \$850,000

**NVR, INC. to Darin and Ashley Furillo;** 234 Mistmeadow Drive, Summit Bridge Estates; Middletown 19709, \$732,000

**Lifestyle-Parkside LLC to Eric and Megan Gustafson;** 330 Ellenwood Drive., ParkSide, Middletown 19709, \$670,400

**William and Margaret Kelly to Elizabeth and Jeffrey Kralovec;** 1891 Brackenville Road, Brackin Estates, Hockessin 19707, \$660,000

**Bon Lip and Martha Fong to Joseph Turtoro, III and Meloni Acosta-Casares;** 204 Wakefield Court, Hawthorne, Hockessin 19707, \$605,000

**Dhaliwal Corp. to Chiranjivi LLC;** 1228 Middletown Warwick Road, Middletown 19709, \$600,000

**Robert Wise to Richard and Carey Mantici;** 676 Spring Hollow Drive, ParkSide, Middletown 19709, \$560,000

**William and Renee Stegemerten to Xinhui Ye;** 58 Montague Road, Beaulieu II, Newark 19713, \$452,000

### SUSSEX CO.

**David and Laurie Gross to LFI, LLC;** 1109 Bunting Ave., Fenwick Island 19944, \$2,975,000

**Janice Marie Connell Trust to Nick C. Latsios;** 1505 Bunting Ave., Fenwick Island 19944, \$2,800,000

**Post Family Partnership, LP to Herbert and Carla Morgan;** 23 Oak Ave., Rehoboth Beach 19971, \$2,500,000

**John and Scott Beck to Triplet Holdings LLC;** 70 Tidewaters, Rehoboth Beach 19971, \$1,950,000

**Catherine and John Delahey to Jane and Robert Scholle;** 40081 Oceanside Drive, Fenwick Island 19944, \$1,710,000

**Lisa and Stephen Jones to Jamie and Thomas Frank;** 806 S Schulz Road, Fenwick Island 19944, \$1,500,000

**Luxe Assets LLC to Charles and Mary Langmead;** 99 1st St., Bethany Beach 19930, \$1,350,000

**Samuel Henck to Laura and David Hall;** 22 Fillingame Way, Canal Corkran, Rehoboth Beach 19971, \$1,150,000.00

**Gates Family Partnership LLC to West Market Street LLC;** 109 Market St., Lewes 19958, \$1,100,000

### Renew Renovations LLC to

**Jennifer Lutz and John O'Brien;** 801 Savannah Road, Lewes 19958, \$990,000

**William and Gale Bentley to Michael Reckner and Judith Barr;** 312 LE Pointe Drive, Bethany Beach 19930, \$950,000

### SBA Loans

Source: Small Business Administration, Delaware District Office

### 7A PROGRAM

All FY 2020 Approvals

Borrower: **Jason T. Fruchtman**

Lender: M&T Bank  
Gross Approval: \$50,200  
Type of Business: Miscellaneous Store Retailers (non-tobacco)  
Jobs Supported: 1

Borrower: **Sugarman Creations LLC**

Lender: FinWise Bank  
Gross Approval: \$300,000  
Type of Business: Electronic Shopping and Mail-Order Houses  
Jobs Supported: 3

Borrower: **American Public Safety LLC**

Lender: PNC Bank  
Gross Approval: \$50,000  
Type of Business: Women's, Children's, and Infants' Clothing and Accessories Merchant  
Jobs Supported: 2

Borrower: **Nelson Contracting**

### Services LLC

Lender: TD Bank  
Gross Approval: \$20,000  
Type of Business: Residential Remodelers  
Jobs Supported: 4

Borrower: **Layan Properties**

Lender: PromiseOne Bank  
Gross Approval: \$220,000  
Type of Business: Tobacco Stores  
Jobs Supported: 4

Borrower: **Koudis Rentals LLC**

Lender: M&T Bank  
Gross Approval: \$200,000  
Type of Business: Full-Service Restaurants  
Jobs Supported: 2

Borrower: **Click for Savings LLC**

Lender: M&T Bank  
Gross Approval: \$350,000  
Type of Business: Durable Goods Merchant Wholesalers  
Jobs Supported: 2

Borrower: **Sparkling Cans, LLC**

Lender: WSFS Bank  
Gross Approval: \$150,000  
Type of Business: Waste Management  
Jobs Supported: 2

Borrower: **Monroe E Brittingham Jr**

Lender: M&T Bank  
Gross Approval: \$25,000  
Type of Business: Site Preparation Contractors  
Jobs Supported: 1



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## FOR THE RECORD

### PEOPLE ON THE MOVE

**William Northey, PhD**, chief operations officer of Connections Community Support Programs Inc., has been appointed to the position of president and CEO. Northey has been serving the organization in that role on an interim basis since founder and former CEO, Catherine Devaney McKay, announced her retirement in October 2019.

Most recently, Northey has worked with the Leadership Team at Connections to operate efficiently at scale and to improve the delivery of valuable behavioral health care to the citizens of Delaware.

"I am incredibly proud of what we've accomplished in such a short time especially with the challenges that the pandemic has created," Northey said in a statement.



**Alvenia Scarborough** has been promoted to the role of senior vice president, corporate communications and chief brand

officer of The Chemours Company. Scarborough will join the Chemours executive team, and will lead the company's communications strategy, with a focus on advancing the company's corporate narrative, advancing growth priorities, and elevating the company's Corporate

Responsibility Commitments. Scarborough will also lead Chemours' philanthropy and community relations work as the company deepens its relationships with community partners. "This is such a pivotal time for our company, and we have such an exciting story to tell. We are advancing our corporate responsibility commitments, growing our people, partnering even more closely with our communities, and delivering innovative solutions that are anticipating the changing needs of our customers, shaping industries and improving the way we live," Scarborough said in a statement. Scarborough has more than two decades of communications experience with leading multinational companies, including Newell Rubbermaid, UPS and DuPont.



**Steve Lyons** has joined Artisans' Bank as a senior vice president and chief financial officer. Lyons brings more than

15 years of financial services industry experience to Artisans' Bank. Most recently, Lyons held the position of chief financial officer at MidCoast Community Bank, prior to the bank's recent merger with First Citizens Community Bank.

"I am happy to be part of Artisans' Bank's long history of being a respected, stable, and community focused institution serving the state of Delaware and its surrounding markets," Lyons said in a statement. "I look forward to supporting the Bank, and its Associates and Customers."



Lisa comes to Delaware Business Times from APG Media, where she served for seven years, most recently as regional advertising manager of the Cecil Whig in Elkton. Additionally, she served for three years as marketing and advertising manager for Calvert Retail/Kitchen and Company in Montchanin. Prior to that, Lisa worked for Gannett as a key accounts representative at the News Journal for three years. In her Delaware Business Times role, Lisa will lead the sales team's efforts to develop and implement marketing programs for advertisers across DBT's print, event and digital platforms.

**Lauren Bigelow** is the new director of marketing and events for Thompson



Island Brewing Company in Rehoboth Beach, one of SoDel Concepts' 12 restaurants in Sussex County.

Before Bigelow entered the marketing field, she was a legislative associate in Maryland. She also worked in development for Light House, a homeless shelter in Annapolis.

"I love the fact that it is constantly evolving," Bigelow said in a statement. "The beer world today is so different than it was 10 years ago. That evolution keeps the industry interesting."

**Cheryle Casino, MSW**, a longtime social services professional and Goodwill of Delaware team member for the last seven years will transition into the role of program manager, leading the development and implementation of the Train to Gain adult training program. In previous roles with Goodwill of Delaware, Casino successfully developed and led the Beyond Jobs and Employment Supports programs as a case manager. She also oversaw Goodwill's team member food pantry, which supplies food to more than 200 families each year.

**Kenan Hilyard** is joining the Workforce Initiative Support Specialist implementing the new

Train to Gain program alongside Cheryl Casino. Hilyard is currently studying for a master's degree in clinical psychology at the University of Delaware. Prior to completing his undergraduate studies, Hilyard interned with Baylor Women's Correctional Institution and spent summers tutoring children in the Chester Children's Chorus Summer Learning Program.

**Shirlene Davis** will join as the family resource coordinator for Goodwill's Employment Supports Program, filling the role vacated by Casino. In this role, Davis will provide intensive case management services to qualified individuals in New Castle County to help them obtain employment, manage their personal finances, and secure a stable living environment.



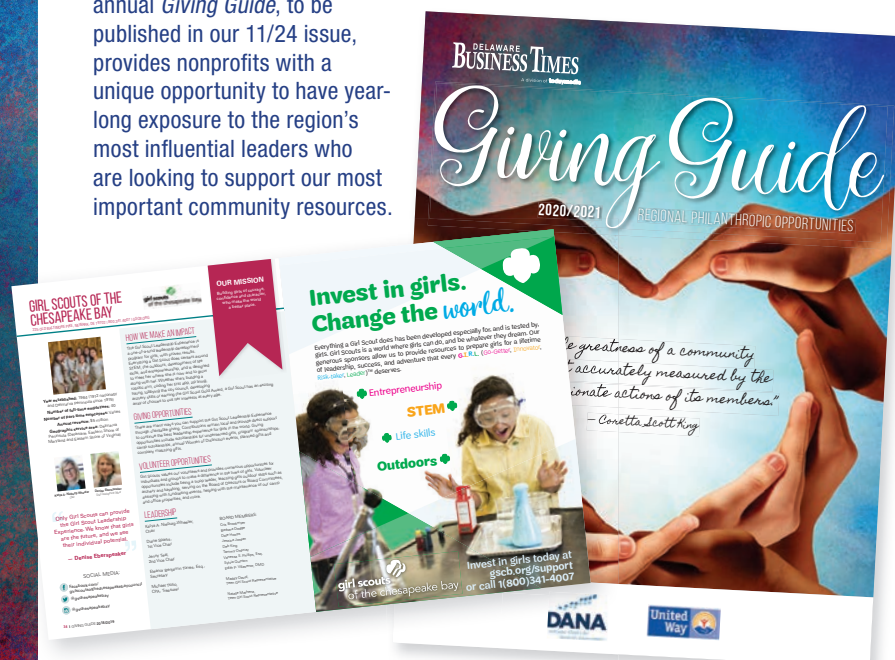
**Myunghee Geerts** has been appointed as a director of Cover & Rossiter, P.A. Geerts' entrepreneurial

spirit has led her to launch a new advisory service line at Cover & Rossiter called Growth Management Consulting, a one-stop solution for developing sustainable growth strategies that help clients address the full range of challenges they face every day.

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## FOR THE RECORD

### BUSINESS CALENDAR

Unless otherwise noted, webinar access details (including dial-in information) will be e-mailed to registrants.

#### SEPT. 17 | 5 – 8 PM

##### 2020 Delaware Networking Station

Join the Delaware State Chamber of Commerce and Better Business Bureau of Delaware for their annual tabletop mixer at the Chase Center on the Riverfront. Network with over 120 exhibitors and 500 attendees. You'll have the opportunity to get in front of hundreds of new contacts and prospects during the largest business to business tabletop event in Delaware. This event is free to attend. More information at dscc.com.

#### SEPT. 18 | 9 AM – 12 PM

##### Innovations in Health and Science

Join the New Castle Chamber of Commerce for a conversation about innovations in Delaware's health and science environment. This event will feature keynote speakers Kathleen Matt, dean of UD's College of Health Sciences, and Dr. Janice Nevin, president and CEO of ChristianaCare. There will also be a panel discussion featuring Martha Hall, director of innovation at UD's Innovation Health & Design Lab; Cindy Bo, operation VP and chief strategy & business development officer for Nemours; and Doug Godfrin, founder of Veramorph. More info is available at nccc.com.

#### SEPT. 21 – 25 | 12 – 1 PM

##### Reimagine Your Remarkable Life

Great Dames will host its first international virtual conference over five consecutive days. Through powerful and thought provoking conversations led by internationally renowned thought leaders, the conference will encourage participants to reimagine their personal lives by overcoming obstacles and taking risks; their careers by achieving gender equity; their businesses by believing in the power of their ideas; and their communities by engaging and mobilizing others. Additionally, during the Remarkable Ideas Pitch on Thursday, Sept. 24, 10 women will present their business ideas for reimagining their community to compete for a \$1,000 cash prize. For more info visit [greatdames.com/reimagine](https://greatdames.com/reimagine).

#### SEPT. 23 | 5:45 – 8 PM

##### Being Legal in Business with NCC Executive Matt Meyer

Are you unsure of your legal structure or business name registration? In this session you will learn the pros and cons of various business legal structures. This session will provide an open Q&A to ensure you leave with a clear sense of proper legal functions in your business. This New Castle County Chamber of Commerce workshop is open to entrepreneurs seeking legal advice related to structuring your business. Don't miss out on this opportunity – it's the foundation of business success. For more information, visit [nccc.com](https://nccc.com).

#### OCT. 7 | 8 – 10 AM

##### Increasing Graduate Lab Space in Delaware

Join the Committee of 100 for a discussion of efforts to build more "graduate" lab space in Delaware. Hear about the local, regional, and global market demands driving the need for

"ready-to-go" lab space for companies growing in, or looking to relocate to, Delaware. Agenda is forthcoming, with topics of interest to developers, commercial real estate and construction firms, as well as growing wet-lab-based companies. For more info, visit [committeeof100.com](https://committeeof100.com).

#### OCT. 14 | 9 AM – 1 PM

##### Developing Delaware: Conversation, Collaboration, Innovation

Delaware is small, but diverse. As you travel around our three counties, you discover there is a lot to be learned from the success of our neighbors. We all benefit in the end if we engage in conversation and collaboration to generate job creation. The innovations created from these partnerships will help businesses thrive in Delaware. The Delaware State Chamber of Commerce is bringing together business leaders from around the state to participate in an engaging discussion on data in Delaware: what we know, what we don't know, and why it matters to your business. For more information visit [dscc.com](https://dscc.com).

#### OCT. 15 | 5:30 -8:30 PM

##### #dogood Benefit for Read Aloud Delaware

Held at the Dover Downs Hotel & Casino, the Central Delaware Chamber of Commerce's #dogood benefit will include a three-course dinner along with appetizers and dessert. The night will also include an auction, in addition to great conversation and an opportunity to give back to the community. This month's proceeds will benefit Read Aloud Delaware, the only statewide organization dedicated to helping children develop strong literacy skills beginning at birth. Funds raised will be used to obtain high quality, multi-cultural and age appropriate preschool books for the reading program, so that children can find stories in which they can see or imagine themselves. For more information, visit [cdcc.net](https://cdcc.net).

#### OCT. 20 | 9 – 3:30 PM

##### 3rd Annual Entrepreneurial Summit + 8th Annual Swim with the Sharks Pitch Competition

A high-impact virtual summit that brings together entrepreneurs, inspirational innovators, and resource providers to help businesses accelerate their business growth and recovery. The impact of the global pandemic on small businesses, and humans, has been significant. The response to pivot, persevere, and face the challenges together has been inspiring. In this year's event, we will focus on interactive workshops that will address the issues that businesses are facing in today's crisis, funding options available to all businesses, the power of storytelling to have your brand be featured on a national scale, and hear from innovators who are disrupting industries and making waves. For more info visit [ncccc.com](https://ncccc.com).

#### NOV. 4 | 11 – 2 PM

##### 22nd Annual Superstars of Business Awards Luncheon

Join the Delaware State Chamber of Commerce at the Hotel du Pont for the Marvin S. Gilman Superstars in Business award, honoring businesses and nonprofits for their achievements and approaches to business and management. More information at [dscc.com](https://dscc.com).



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KEYNOTE SPEAKER  
*Dr. Velma Scantlebury*



HONORARY CHAIR  
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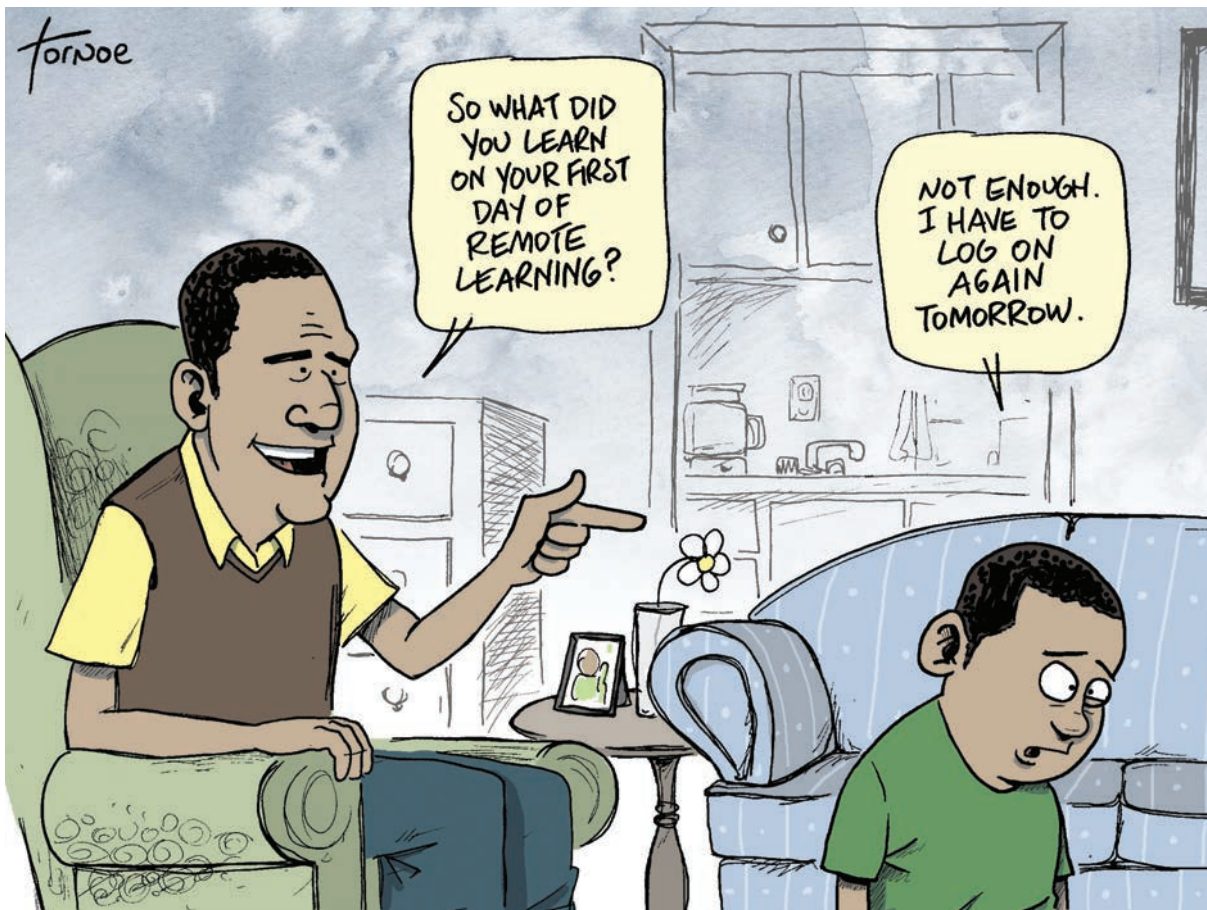
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## OUR VIEW

# Lifetime of public opinion at stake in COVID-19 vaccine race



JACOB OWENS

Phase 3 clinical trial of its COVID-19 vaccine on pause.

The worldwide trial, which began in the United States in late August and intends to enroll 30,000 volunteers here, had run into a problem. Phase 2 and 3 trials were already underway in the United Kingdom, Brazil and South Africa, and a single trial patient in the U.K. experienced a suspected serious adverse reaction.

According to reporting from STAT, the healthcare industry publication that broke the news, the patient is expected to recover, but it has set off a review of all of the vaccine trials underway in search of any other potential cases of such a reaction.

For AstraZeneca CEO Pascal Soriot, the choice to pause the trial was simply a part of his company's culture and safety protocols.

"At AstraZeneca we put science, safety and the interests of society at the heart of our work. This temporary pause is living proof that we follow those principles while a single event at one of our trial sites is assessed by a committee of independent experts," he said in a statement after the news broke.

AstraZeneca's decision didn't come

without consequences though. In the short term, its stock price fell 6% in the wake of the news while nearly all of its competitors saw gains. Longer term, it also may slow the company's work amid the breakneck race between nine vaccine candidates in Phase 3 trials after having widely been seen as a frontrunner.

On Sept. 8, the CEOs of nine companies working on vaccines – including AstraZeneca, BioNTech, GlaxoSmithKline, Johnson & Johnson, Merck, Moderna, Novovax, Pfizer and Sanofi – signed a pledge to "uphold the integrity of the scientific process as they work toward potential global regulatory filings and approvals of the first COVID-19 vaccines."

That pledge from many of Big Pharma's biggest names comes as public frustration grows amid the lingering pandemic and disparate messaging intensifies from federal leaders.

The U.S. Centers for Disease Control and Prevention recently notified states to prepare for a vaccine as soon as Nov. 1, and President Donald Trump has been hinting that one may be available before Election Day on Nov. 3.

It's an assertion that National Institute of Allergy and Infectious Diseases Director Dr. Anthony Fauci later said in interviews was too ambitious. The Phase 3 trials aren't expected to reach their enrollment goals until the end of September, and the studies include a two-shot cycle over two months. That means efficacy data likely won't begin to be available until late November or December at the earliest, Fauci said. That understanding was shared by Dr. Francis

Collins, the director of the National Institutes of Health, during his Sept. 9 testimony before a Senate committee regarding the nation's progress on a vaccine.

The end result in the cacophony of voices regarding the pandemic, however, is an increasingly wary public. While politicians are touting the possibility of a cure-all vaccine to wash away our 2020 woes, many are debating the vaccine in private.

Would you get it as soon as it's available? Would you vaccinate your kids right away or wait to see how it goes?

Frankly, these are questions that are arising due to the highly politicized timing of the crisis and a long-running distrust of the pharmaceutical industry overall. The 2019 annual Gallup poll of American opinions on 25 different industries found Big Pharma ranked last with its lowest score ever in the poll. Americans were more than twice as likely (58%) to rate the pharma industry negatively than positively (27%). That hasn't necessarily improved during the pandemic, as a STAT and Harris Poll done in late August found that 78% of Americans worry the COVID-19 vaccine approval process is being driven more by politics than science.

That distrust is built off of systemic price gouging, where costly prescription drugs sold here are often backed by government research subsidies, cost pennies on the dollar to produce generically overseas and face greater price caps in Europe and other markets. Trust was eroded during the abuses of the opioid crisis, where companies pushed

addictive narcotics onto the market despite warning signs of their lethality.

It's also a byproduct of previous failures, such as the 1976 swine flu vaccination debacle that led to 450 people developing the paralyzing Guillain-Barré syndrome after the government used a live virus rather than a dead one. Coincidentally, that episode occurred in the spring ahead of President Gerald Ford's re-election campaign and many argued that it smacked of politicization.

All of these things lead to lower rates of vaccination, a necessary preventative measure to slow the spread of dangerous viruses. In the 2018-19 flu season, only 45% of adults got an annual flu vaccination in the U.S., although rates for children and senior citizens were considerably higher. Several members of the European Union reported higher vaccination rates, due in part to objectives set out to reach the elderly and at-risk.

We were heartened to see AstraZeneca make the difficult decision in dialing back its trial to explore a potentially serious side effect as well as the reassurance from leading Big Pharma voices on their dedication to the scientific process. As the political climate ratchets up in coming weeks, we hope to see continued hewing to these standards in this important enterprise.

Regardless of who occupies the White House come January, what's more important is that our leaders make clear-eyed decisions now that will have a lifetime of ramifications in the public's view of vaccination in general. ■



# Climate mitigation beyond the pandemic has opportunities, threats

BY ALAN HOROWITZ, MICHAEL VANDENBERGH & MARGARET BADDING

The First State, The Small Wonder ... how about the “Lowest-Lying State in the Union”? While we may be focused on the COVID-19 pandemic at hand, our vulnerability to the climate change-driven rising seas and extreme weather is not dissipating. In fact, the pandemic is presenting our public and private sectors with an unprecedented opportunity to forestall an even greater catastrophe: the climate crisis.

With the sudden and sweeping changes brought on by the COVID-19 pandemic, greenhouse gas (GHG) emissions have plummeted, projecting reductions between 4% and 7% globally and 6.7% and 11% in the United States this year. Around the globe, air quality has improved and skies in many cities are clearer than ever. Despite these clear short-term environmental effects, will the pandemic lead to lasting decarbonization? There are reasons for both pessimism and optimism.

One cause for concern is that public support for climate change mitigation efforts could decline, with economic and pandemic response taking precedence. Delawareans – particularly communities of color who are also among the most vulnerable to the impacts of climate change – continuing to struggle and Main Street businesses are fighting to survive. Following the 2008 financial crisis, public concern over climate change decreased as the overall economic downturn progressed. Between 2008 and 2010, public awareness of climate change fell by 13 percentage points, with similar



ALAN HOROWITZ  
Guest Columnist

declines in the understanding of its human causes. The economic downturn following the COVID-19 pandemic could similarly undermine support.

Fortunately, there are signs that we are looking beyond the crisis to this longer-term challenge: a recent report indicates that public concern for climate change has remained relatively constant, with 66% of Americans saying they are at least “somewhat worried.”

Another reason for pessimism is that the polarized public response to COVID-19 parallels the partisan divide in public opinion about climate change and mitigation. Whether Americans believe that the death count from the virus is under or over-reported depends largely on party affiliation and trust in government, as is the likelihood an individual will wear a mask publicly or engage in social distancing. If the pandemic seems to have intensified the red-blue divide, exacerbating existing polarization that may impede the ability to build support for deep decarbonization.

Yet there is also reason for optimism. The pandemic has driven many households and businesses to adopt low-carbon behaviors, including increased remote work and decreased air travel. A lasting shift in this area, which many companies and employees are seriously considering, could yield serious emissions

benefits. According to one analysis, if workers with remote-work-compatible jobs did so just half of the time, GHG emissions would decrease by 54 million tons – the equivalent of taking almost 10 million cars off the road.

Beyond behavioral shifts, fiscal policy also offers an opportunity for a green recovery from COVID-19. An economic recovery plan that is conditional upon, or creates incentives for, decarbonization could stimulate fundamental changes in the way we generate and use energy. Investing in renewable energy, building retrofits, and new infrastructure that relies on clean technology would promote the creation of new jobs and industries and accelerate the transition to a decarbonized and sustainable future. Delaware businesses and residents who embrace these opportunities can help pave the road from crisis to a more resilient and sustainable future.

Some promising signals are already emerging from investors, lenders, insurers, and a wide range of companies. Even prior to the pandemic, many corporations committed to voluntary agreements and standards. A growing number of businesses organized themselves as “Benefit Corporations,” embracing their responsibility to protecting the planet and their broader communities. Meanwhile, consumer demand for more environmentally responsible goods and services also continued to grow.

To date, these commitments have not been diminished by the pandemic. To the contrary, many business leaders are embracing the prospect of a green recovery. Some of the largest have

## 54 million tons

The equivalent of taking almost 10 million cars off the road.

signed a “recover better” statement that supports a green recovery that tackles both the COVID-19 emergency and the climate crisis. Smaller businesses are also recognizing that by embracing their environmental and social responsibilities they can save money, attract customers, retain workers and not only survive the pandemic but thrive over the long-term.

COVID-19 presents an immediate and visible threat to our well-being across Delaware and the entire country. Yet, the lessons we have learned about the need to work together as a society in the face of a common threat can motivate and empower us to decarbonize and mitigate the risks of an even greater threat to our future presented by climate change. In fact, avoiding that future crisis may very well depend on how we respond to the current one. ■

*Alan Horowitz is the co-founder and chief experience officer of Green Street USA, a Kennett Square, Pa.-based start-up whose low-cost, subscription-based consulting program helps small and medium-sized businesses save money, build resilience, attract talent, grow market share and become more sustainable through a commitment to environmental and social responsibility. A version of this column was originally published by the Environmental Law Institute.*

## Managing cash access just got easier



DOMINIC C. CANUSO  
Guest Columnist

Cash isn't dead – and neither is the means for getting it.

A half century after they were introduced, automatic teller machines (ATMs) are still standing

strong and banks are expanding ways for customers to use them through Mobile Cash technology. These are proving to be welcome developments for those who are a little more cautious these days about spending too much time inside or touching high-traffic surfaces.

### How does Mobile Cash work?

With Mobile Cash, you can withdraw cash from an ATM without inserting a card and with less physical contact. First, check to see if your bank supports

this function. If it does, visit a local participating ATM and locate the button on the ATM screen enabling the Mobile Cash function. Then, open your banking mobile app on your smartphone and follow the withdraw instructions. For security, you'll most likely need to snap a picture of a code on the ATM screen before the cash is dispensed.

### Why Mobile Cash?

Whether purchasing a gallon of milk at a convenience store or giving a server a tip, cash is still a part of everyday life. And consumers seem to agree — even during the pandemic. A study from Cardtronics Inc. in April 2020 found that 54% of U.S. consumers preferred cash payment for transactions under \$10. Eighty percent agreed with or were neutral with the notion that cash is as important today as ever.

So, it's no surprise that people like to keep some cash in their pockets. And

with Mobile Cash, customers have an option for getting cash from an ATM in a safe and secure manner. It is also an easy way to deposit cash or checks into your account. Check deposits typically post in one or two business days, but your bank might make the first \$100 to \$200 available immediately. Not all ATMs accept deposits so be sure to check before you go. And don't forget some banks charge ATM fees for out of network users. When choosing a bank, it is important to check that they have a solid ATM network and mobile access.

### How safe is Mobile Cash?

Mobile Cash helps reinforce carefulness during uncertain times. Customers are essentially only touching an ATM once when using the Mobile Cash function, as opposed to touching the screen throughout the entire transaction. Of course, hand sanitizers or hand washing are also encouraged

to take extra safety precautions.

From a cybersecurity perspective, customers are limiting their exposure to risks of fraud with the use of mobile cash. They will not need to insert their debit or ATM card into the machine, preventing the risk of card theft. In addition, Mobile Cash eliminates the need for customers to enter a PIN on the machine to gain access to their account, therefore eliminating the possibility of others nearby stealing their PIN.

The pandemic interrupting the economic climate has forced many consumers to rethink how they want to access cash. Thankfully, innovations like Mobile Cash technology is proving that cash is here to stay. ■

*Dominic C. Canuso is chief financial officer at WSFS Bank and executive leader of Cash Connect.*





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