

DELAWARE BUSINESS TIMES

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Space opening
this summer

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2017 Family-Owned Business Awards Finalists

AUTO TEAM DELAWARE IS ONE OF
14 FINALISTS IN DBT'S ANNUAL
CELEBRATION OF FAMILY BUSINESSES

Front to back: Mike Uffner, Marilyn Uffner,
Lauren Uffner Asher and Lee Asher stand in
the showroom of their Pennsylvania Avenue
dealership.

Photo by Ron Dubick

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FIRST LOOK

One way or another, it looks like Del. taxpayers will continue paying for policymakers' bad habits



Sam Waltz
Founding Publisher

In Christianity, when asked, Jesus took the Hebrews' Ten Commandments of the Old Testament and said simply that we should love the Lord with all our heart and soul and mind, and we should love our neighbor as we would

love ourselves.

Elegant in its simplicity, intuitive, and understandable. And compelling.

Translating the complexity of public finance, using Jesus' executive summary style, it would boil down to live within your means, don't spend money you don't have to spend, and don't kill off the taxpayer who pays the bills.

As simple as that executive summary may seem, our Delaware General Assembly has found it a bit tougher in execution. (And, obviously, Sam Waltz writing it does not carry the go-do imprimatur of Jesus' New Testament admonitions!)

Today, entering the last month of Delaware's six-month legislative session, it remains unknown how policymakers intend to bridge the apparent \$400 million gap on the revenue side of the ledger between the \$4 billion that Delaware intends to spend and the \$3.6 billion in revenues its existing collections will likely generate. They think they've found about \$100 million in prospective new corporate taxes.

Today, on the eve of June 1, we know one thing. On July 1, in just a month, Delaware taxpayers will be worse off than they are today, thanks to the financial predicament the General Assembly — and its predecessors — have set up.

Little hope exists that the Delaware General Assembly will listen to the Delaware Business Times, but here's our three-part prescription.

MAKE GOVERNMENT MORE EFFICIENT

State government must do the same or less, with fewer people and lower, more market-based personnel costs.

An aristocracy of public employees has

been created in Delaware by decades of TLC from the General Assembly — led by Democrats — to the public-sector employees, many of them Democrats, ably represented by a handful of public employee unions who have won the obeisance of their politically sensitive if not astute employers.

Two areas that can impact this are the size of government and the pay and benefits they receive. Today, after a recalibration of "middle America's" paycheck, public sector employees have become the "new aristocracy," entitled to better pay and benefits, with extraordinarily generous retirements, than nearly 90 percent of the people they are hired to serve.

The public sector as an employer has never recalibrated that, as the private sector has done. And, too, as the private sector has learned to do more with less, that's a challenge the government needs to embrace. One task force convened in the last term of the last governor made several recommendations.

CUT GOVERNMENT SPENDING

In terms of cutting government spending, some areas represent flat-out waste, and others require an exercise in judgment.

Prevailing wage — the unique-to-government plan to pay above-market prices to union contractors — needs to be ended. Ditto the "closed shop" that forces unwilling employees to join a union in order to take a job for taxpayers, as well as forecloses the ability to use Enterprise Zones for economic development and redevelopment.

INCREASE GOVERNMENT REVENUES

The government must exercise the wisdom of Solomon to raise more money.

The Left's solution — "piling on" those with higher incomes, or retirement benefits — is a loser because retirement checks, and even many paychecks, are mobile. They're not locked into a jurisdiction, and the tax savings incents taxpayers to leave when such rates become predatory, as Delaware's have become.

Beneficiaries range from Chester County to Florida.

Instead, millions of dollars in the underground economy likely go untaxed, and user fees and taxes are the only way to grab government's share of that — as well as of money that may not be as mobile.

In addition, it's economic development and job creation that will be better served by reducing — not increasing — the tax rates on upper income taxpayers who make such economic development decisions. Eighty-nine percent of the personal income tax collections come from households with more than \$100,000 of income.

Few Delawareans remember Hercules' CEO Al Giacco's confrontation of the early 1980s with Delaware political leaders, where he threatened to move the company to Texas. They relented on the rates, and he built a fancy new headquarters, added jobs and continued growing Delaware's economy.

That leaves Delaware now to consider...

1. An increase (originally proposed by Gov. Jack Markell in 2014) in its Motor Fuel Tax, which are about 10 cents a gallon less than Pennsylvania.

2. Increases in its "sin taxes," including tobacco and alcohol, which also are lower.

3. Property taxes, and, yes, the state may need to consider a first-ever statewide real estate tax.

4. Consumption taxes (yes, a sales tax).

5. Likely some others.

People who study such things as public finance have long told Delawareans that they need to take a more strategic and comprehensive approach to spreading the tax burden. Sound tax policy always has encouraged capital creation by focusing on taxing spending rather than taxing income, which is so rate-sensitive and mobile, easily leaving Delaware.

That will lead this General Assembly, we hope, to looking at spreading the tax burden more fairly among all Delawareans with such ideas as a statewide property tax coupled with lower, not higher, incremental personal income tax rates. ■

WHAT'S INSIDE

NEW ROLE FOR EXPERIMENTAL STATION

The DuPont Experimental Station this summer will start experimenting with an incubator space. The Delaware Innovation Space Inc. (DISI) — 100,000 square feet of lab and office space and \$24.75 million in commitments by three founding partners — "will provide an opportunity for people with great ideas to create businesses," said President and CEO Bill Provine.....4

CONCORD PIKE PERENNIAL

P.R. man Samuel L. Shipley thought he had the perfect name for Fairfax Shopping Center back in 1962: Uptown Wilmington. The Fairfax Shopping Center Merchants Association embraced it. They adopted the slogan: The

Heart of Uptown Wilmington. The moniker didn't stick, but the early 1950s strip center on U.S. 202 is thriving while newer strip centers struggle10

GRAND PRIX TIME

According to organizers, the 2016 Wilmington Grand Prix generated \$650,137 in economic impact, part of a \$3 million boost to local businesses since 2012. Business owner Joe Van Horn can attest to that. His brunch and lunch business at Chelsea Tavern typically increases fourfold on race day6

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BUSINESS CREATION

DuPont Experimental Station will become fertile ground for new business, old talent

Incubator space deemed 'a new portal in this rich corridor'

By Ken Mammarella
Special to Delaware Business Times

The DuPont Experimental Station this summer will start experimenting with an incubator space.

The Delaware Innovation Space Inc. (DISI) — 100,000 square feet of lab and office space and \$24.75 million in commitments by three founding partners — “will provide an opportunity for people with great ideas to create businesses,” said Bill Provine, president and CEO. “It’s a new portal in this rich corridor” of science. However, “it’s not a retainment program” for former DuPonters, he said.

DISI is starting with backing from DuPont, state of Delaware and the University of Delaware. DuPont is donating a \$15 million building, \$2 million in lab equipment and \$1.25 million in funding. The state will provide \$5 million over three years and support in attracting companies. UD will contribute \$1.5 million over three years and various services, such as workshops, grant writing and interns.

Before DISI adds to its staff of one, Provine is building the 501 (c) (3) nonprofit with help from experts he has connected with in 20 years of working for DuPont, mostly at the Experimental Station.

For tenants, he already is in “active conversations with a number of companies,” including startups, expanding local companies and companies elsewhere that want to set up operations in Delaware.

In a YouTube video, he touts a location between New York and Washington and a 114-year history in scientific breakthroughs, including



Bill Provine, president and CEO of DISI.

nylon and Kevlar. When it’s built out, he expects about 200 workers “creating, collaborating, experimenting, improving and progressing science.”

To maximize flexibility for tenants, DISI is using two buildings. E500 and E400 have “multi-use, laboratory space for the industrial biotech, advanced materials, chemical ingredients, renewable energy, nutrition and healthcare,” it said on deinnovates.org. There are also “fee-based private laboratory suites, shared open laboratory space, premium lab equipment, hands-on support services, shared-use conference rooms, networking events, education, training, networking, mentoring and more.”

“It’s some of the most diversified space” in the country, Provine said, referring to equipment like glassware, ovens, balances and grinders — and those are just the ones with short and common names.

Tim Mueller, DuPont’s global research productivity and North American research leader, told a Delaware Sustainable Chemistry Alliance gathering that DISI will drive tenants forward with carrots (many services, a supportive environment and mentors to keep scientists from bogging down in the “business quagmire”)



The Delaware Innovation Space Inc. will include 100,000 square feet of lab and office space.



Bill Provine (front) conducts a tour of the laboratory space for Gov. Carney and others.

and sticks (a challenging environment, milestones and gatekeeping protocols).

DISI is not an information technology hub, he said. It is also not the lowest-cost space available, a space for unfounded tech exploration or an extension of the founding partners.

“It’ll be a very welcoming environment,” Provine said, saying he’s talked to other incubators about “the right level of relaxation to appeal to our target culture” where workers can “refresh themselves with the basics of life like coffee” and “it feels good to be there.”

“At maximum capacity, DISI operations will support more than \$20 million in state and local tax revenues and \$43 million in federal tax revenues annually,” according to UD.

The seven-member DISI board includes Provine and two representatives from each founder: Doug Muzyka, DuPont’s senior vice president and chief science and technology officer; Alexa Dembek, DuPont’s director of science and innovation; University of Delaware President Dennis Assanis, the board

president; Charlie Riordan, UD’s vice president for research, innovation and scholarship; Doug Gramiak, chief of staff for Gov. John Carney; and Jeff Bullock, Delaware’s secretary of state.

In deinnovates.org videos, Riordan and Assanis referred to DISI’s entrepreneurial opportunities, with Assanis closing on how “this incubator will enable the dreams of our inventors and our students.”

Riordan, in a separate statement, sees opportunities to stem the exodus of individuals with technical talent from the state. “The Delaware Innovation Space will become a vibrant center for startups who are making products — materials and chemicals — and need access to these sort of laboratories and the tremendous human talent available in the region.”

Mueller anticipates the maximum value of the space will come in the first two years, with the long-term impact unknown. “If we graduate a company, we can’t force them to stay in Delaware,” he said.

Delaware Business Times Editor Christi Milligan contributed to this article. ■

RETAINING TALENT

After the DuPont-Dow merger was announced in 2015, multiple efforts tried to retain jobs and talent in Delaware. DuPont employment in Delaware was about 6,100 then; it’s about 4,400 now.

One success was getting the headquarters of the resulting agriculture business in Delaware. A major draw, according to the Delaware Economic Development Office, was a century-long relationship between DuPont and the University of Delaware and Delaware State University.

To better respond to all the post-merger job changes, DEDO, the state Department of Labor, the Delaware Department of Technology and Information and Aon Hewitt created the Delaware Talent Exchange. At talentexchange.delaware.gov, people can find career resources and be connected to more than 8,000 jobs on Delaware JobLink.

Sean Wang, founder of B&W Tek, a mobile spectroscopy company based in Newark, said the Delaware Valley Chinese Business Group has mentored about 10 former DuPonters-turned-entrepreneurs, primarily working in clean energy or batteries, perhaps using tech licensed from DuPont.

“DuPont and the state of Delaware are focused on creating long-term, sustainable value and are committed to work together to find solutions for the benefit of the state and its citizens,” said company spokesman Daniel A. Turner. “The company continues to assist former employees in career placement opportunities. There is a lot of top talent in Delaware, and we are pleased that former employees have found skilled positions in the area.”

STATE AGENCIES

5Q: Linda Parkowski

Delaware Tourism Director

1 It's been more than two years since the Delaware Tourism Office launched its new brand, "Endless Discoveries." What's been the feedback, and how has it contributed to the growth of tourism in Delaware?

The Endless Discoveries brand has most definitely been working. In September, FutureBrand, a mega-brand consulting firm, released a study that said it was one of the top two most impactful statewide marketing efforts in America. TV commercials under the Endless Discoveries brand have led to increases of up to 400 percent in web traffic to VisitDelaware.com from target markets while on the air. In the first year of the new branding, Delaware had record visitation (8.5 million visitors) and economic impact from tourism (\$3.1 billion).

2 What's trending? What are consumers asking for?

Online, social and mobile interaction when making travel decisions

is increasing all the time. The tourism office has addressed that in multiple ways. Visit Delaware has strategically built the largest social media following of any state agency. A redesigned VisitDelaware.com is one of the most searched-for sites in Delaware with 1.25 million hits in 2016. The office has also put significant focus on mobile — from the responsive design of VisitDelaware.com to smartphone apps, like GeoSwap and Delaware on Tap.

3 What are some of the challenges in the tourism industry right now?

Tourism is an ever-changing industry. The tourism office continues to work to stay ahead of new trends. The office also works to share with Delawareans how they can be ambassadors for the state and embrace visitors. Thanks to tourism, the average Delaware household is saved more than \$1,400 in taxes. And the many amenities and activities designed to attract tourists provide Delawareans with a greater

quality of life all year long.

4 There's a lot happening in your office. You recently partnered with the creators of GeoSwap and rolled out a new travel guide. Tell us about that.

GeoSwap is an incredible mobile application that allows users to easily find events and attractions around them. As Gov. Carney said, it's "cool" and helps people see how much there is to do in Delaware. The app and the young men behind it are primed for success. The tourism office also just released its new statewide travel guide. It is full of incredible imagery that will make people say, "Wow, I can't believe that's in Delaware." There are also many suggestions for things to do, places to eat and spots to stay that are great for visitors and residents alike. Finally, the Delaware Tourism Office partnered with Delaware State Parks to bring beautiful new, branded beach umbrellas to Delaware Seashore State Park. They'll be available



for rent starting Memorial Day Weekend.

5 What's on deck for the rest of 2017?

There's a lot happening new for summer 2017. From the tourism office, there will be attractive new geo-filters available at the beaches for Snapchat. And the beaches have so many new features this year. Lefty's Alley and Eats is a fun option for a rainy day. Hudson Fields will host national musical acts all summer. The Big Chill Beach Club will give visitors spectacular 360-degree views of the Atlantic Ocean plus the Indian River Bridge, Inlet and Bay. ■



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TOURISM

When Grand Prix rolls around, businesses are the winners

By Michael Bradley

Special to Delaware Business Times

On a normal late-spring Saturday, Chelsea Tavern's patio is a comfortable place to enjoy brunch or other refreshments. Patrons gather for casual dining and a comfortable weekend repast.

And no fighting.

That behavior is reserved for the May

weekend, when the Wilmington Grand Prix cranks to life, and the Tavern's spot at the start/finish line becomes some of the city's most coveted real estate. And there are times when it might be appropriate for a referee to be on hand, in case the punches start flying.

"People have gone to fisticuffs for our patio," said Joe Van Horn, owner of the Chelsea Tavern. "I have broken up fights

before. That's how crazy it gets on our patio when people want tables."

Wilmington officials and gendarmes don't want one of the city's premier sporting events to devolve into Fight Club, but businesses like Van Horn's certainly appreciate the big crowds that flock downtown to enjoy the competition and to take advantage of the shops, restaurants and bars that surround the course, which



Photo by Les Kipp

Wilmington Grand Prix participants race through the city.

is bordered by 5th and 11th streets and Market and King streets — with a spur around the Court House.

According to race organizers, the 2016 Grand Prix generated \$650,137 in economic impact, part of a \$3 million boost to local businesses since 2012. Given the clear weather and large crowds that prevailed on May 20, another bonanza was in store for folks like Van Horn this year. He estimates that on a normal Grand Prix Saturday, Chelsea's brunch and early afternoon take will increase fourfold.

"When it comes to race day, it's like pizza," Van Horn said. "Even a bad race day is still good for us."

The Grand Prix has its roots in the Tour DuPont, which ran from 1984-96 in Wilmington and featured some of the world's top riders, including Lance Armstrong. The 2017 Grand Prix was the 11th, and it brings a weekend of events to Wilmington, with a time trial on Monkey Hill on Friday, the main competition Saturday and a pair of longer rides Sunday. Riders and spectators from 30 states and 11 countries participate during the weekend events, assuring an influx of outsiders to the area who must eat, drink and sleep in Wilmington businesses. A large roster of sponsors supports the Grand Prix and benefit from the exposure provided by the media coverage and the tourists and fans that view the weekend's events.

"I'm thankful to the organizers to give us the opportunity to showcase the downtown," said Marty Hageman, executive director of Downtown Visions, which is committed to improving the business climate in Wilmington. "Food and beverage institutions downtown see a gigantic increase in sales on the day of the race."

Other businesses benefit from the large crowds. One is the Doubletree Hotel, which offers a block of rooms to racers, team support members and fans. General Manager Bob Krol reports that the hotel has "high occupancy" the weekend of the Grand Prix and that the hotel's ancillary features, such as the restaurant and bar, do good business as a result of the increased number of guests.

"It's great for the hotel," Krol said. "We're glad to have the race. I would suspect that if people have a good time in Wilmington at the race, they will come back and visit the area."

And leave their boxing gloves at home. ■



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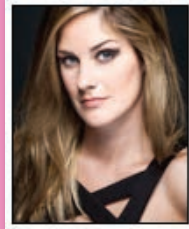
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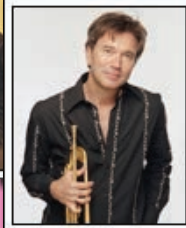
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spotlight OUR TOWNS



ABOVE: Delaware Street serves as the commercial spine of Old New Castle. RIGHT: Lauren Spinelli opened HedgeApple Antiques in 2015.



Next wave of businesses changing Old New Castle's identity

Cobblestones and commerce coexist down by the riverside

By Alex Vuocolo

Alex@Delawarebusinesstimes.com

Lauren Spinelli owns and operates HedgeApple Antiques in the heart of Old New Castle. She also works full-time in marketing and business development at 1313 Innovation in downtown Wilmington. For her, the tiny storefront is a labor of love.

"It was near and dear to my heart to sort of help reinvent and reinvigorate the main street," said Spinelli, who recalls riding her bike around town as a kid and visiting for special events. "It tends to have its own heartbeat. I feel there is a draw here for people."

Old New Castle is a largely residential community pressed against the Delaware River. Located in the City of New Castle, the town nonetheless has its own identity and physical footprint. Historic plaques and landmarks stand out between houses and shops. Colonial, Dutch and Federal architecture comprise the majority of the buildings, and patches of cobblestone remain on alleys and side streets.

For much of its history, Old New Castle was filled with retail shops, restaurants and bed-and-breakfast hotels. Delaware Street, which extends from the edge of the historic town to the Delaware River, served as the commercial backbone to the community. Today a relatively small number of shops remain on the quiet, tree-lined street.

Spinelli, who opened the shop in July 2015, sees herself as part of a new generation of business owners that respect the town's historic legacy, but also want to attract more visitors and commerce.

In addition to Spinelli's shop, the last couple of years have brought a new lunch place, a second antique shop, and the expansion of a skin care product shop.

"It's been about two years, and the street has changed dramatically — a ton of new shops, new restaurants — and because of that things are picking up," Spinelli said.

For slightly older businesses, the recent uptick came after several sallow years in Old New Castle.

"When we first opened up, there were a lot more

businesses in town," said Justin Day, owner of Jessop's Tavern, a colonial-style restaurant and bar that opened in 1996. "There were at least four B&Bs, a lot more antique stores. There was a corner store, where you could get groceries and sandwiches."

Jessop's Tavern came into the community shortly before many of these stores closed, making Day one of the few business owners who has stuck around through the corridor's decline.

"I think it was the economy. I think it was 9/11. I think a lot of the people that owned these businesses were getting ready to retire," Day said. "It was a sort of a perfect storm of things."

Others blame the decline on the national shift from commercial main streets to big box stores and shopping strips.

"We have big box stores all around us. That definitely kills the main street," said Esther Lovlie, owner of Penn's Place, a coffee shop and lunch spot on the same block as Jessop's. "A lot of the smaller stores can't compete with the big chains. People want this originality, but they can't handle the ticket price."

Business owners also feel pressure from residents within the community who are skeptical of expansion.

"It's always been a bit of a struggle between what we'd like to see and what the townspeople who live here want to see," Day said. "The people who live here want this to be, for lack of a better word, a gated community, while the rest of us understand that this is a town and it's a historical town that needs to be visited."

The New Castle Community Partnership, a nonprofit devoted to revitalizing the main street of Old New Castle, has actively worked to bring in new tenants and draw more visitors to the town.

"I think there's a perception in town that some folks like the sleepy atmosphere of the town and would like to keep it that way," said Jean Norvell, a board member for the nonprofit and a well-known local resident. "I'm not quite sure what effect that has. The Main Street program is still going to press to bring visitors into town, because I think

we have something that is unique here."

The immediate problem, according to Norvell, is finding more people who are prepared to come into town and start the type of businesses lacking in the community, such as grocery stores, barber shops and places that meet other routine needs.

"We've got some retail establishments. We certainly have restaurants. We have some antique stores," Norvell said. "It would be good to expand that further and bring in more variety."

Newer businesses are optimistic that the town will welcome them.

"There will always be people who want to keep people out and keep it private, but I think we're moving toward a majority as far embracing bringing people to town," said Erin Redding, general manager of New Castle Cafe, a modern restaurant and bakery that held a soft opening in November 2016 and officially launches this month. "This town is kind of craving people to come into town and build this up and possibly do a branding and be a little more well known."

Redding echoed a sentiment shared by many of business owners: she would like to see the town hold more events and festivals that would draw new people into their businesses. She would also like to see more active support from city officials.

"Support us. Hang up our flyers. Tell people about us," she said.

Linda Ratchford, council president for the City of New Castle, said that's exactly what the City has begun to do. It recently bought a banner that's visible from I-95 and placed an advertisement in a local publication. It has also held a number of events on the riverfront aimed at drawing visitors.

"I don't think we have a specific number goal, but certainly more retail and more restaurants," said Ratchford on the long-term strategy for the main street. "I think a lot of good things are happening in the city, and I think that will improve with more options for visitors." ■

HOSPITALITY

These Del. restaurateurs prefer a full plate

Locally based restaurant groups are on the move in Delaware

By Pam George
Special to Delaware Business Times

In early June, diners in Kennett Square, Pennsylvania, will see a familiar face in a new restaurant. Bryan Sikora is the executive chef of Hearth Kitchen, which will specialize in pasta and pizzas cooked in a wood-burning oven. It's been some time since Sikora, formerly of Talula's Table, cooked in Kennett. He and wife Andrea have been busy in downtown Wilmington, where they've built a culinary enclave. Hearth Kitchen, however, is a departure in more ways than one. "It's something we hope to replicate in other locations," said Andrea Sikora.

The Sikoras are only a few of the many Delaware-area restaurateurs who own multiple establishments. Some stay hyper-local. Rehoboth Beach-based SoDel Concepts has 10 restaurants along the coast. The Platinum Dining Group, owned by Carl and Lisa Georgi, has four in New Castle County. Others, including the Big Fish Restaurant Group and Iron Hill Brewery & Restaurant, have jumped both state and county lines.

THE SEEDS OF GROWTH

For some, the impetus to own multiple restaurants comes from the desire to do something different. Before his death in August 2014, Matt Haley, the founder of SoDel Concepts, had opened nine restaurants, only two of which were the same concept (Papa Grande's Coastal Taqueria). Betty's Pure & Simple was the only one that closed, perhaps owing to its comfort food focus in an area where diners want seafood, steaks and the unexpected.

Scott Kammerer, the current president of SoDel Concepts, is now more interested in replicating successful brands than starting new ones. In the past year, SoDel opened a second Matt's Fish Camp. A second Bluecoast Seafood Grill & Raw Bar will open in June.

The Sikoras hope to do the same with Hearth. In Wilmington, their business started with La Fia Bistro, which features European- and Italian-inspired dishes with American flair. Nearby Cocina Lolo offers Mexican and Latin cuisine, while Merchant Bar boasts a "gastro" menu that complements craft cocktails. "We wanted to ... attract new customers beyond the people who came to La Fia," Sikora said of the three different concepts.

Eric Sugrue, managing partner of the Big Fish Restaurant Group, would never open a second Big Fish Grill in the Rehoboth Beach area. Instead, the group



Hari Cameron, James Beard nominee, and owner of a(MUSE.) and grandpa(MAC), seasons a fish fillet.



Scott Kammerer, president of SoDel Concepts, will open a second Bluecoast Seafood Grill & Raw Bar in June, adding to the 10 restaurants under the SoDel umbrella.

owns The Crab House, Salt Air and The Summer House in Rehoboth.

Big Fish Restaurant Group opened Bella Coast on U.S. 202 to have a concept that didn't focus on seafood, which has a slim profit margin.

But seafood was exactly what interested Xavier Teixido, who noticed that customers at steak-centric Harry's Savoy Grill had a penchant for fish. He and executive chef David Leo Banks partnered to open Harry's Seafood Grill on the Wilmington Riverfront.

Then there are the opportunities that are too good to miss. The availability of Kid Shelleen's Charcoal House & Saloon at the same time that Teixido and partners were looking for a casual concept was serendipitous. "In this case, we were buying a location that we couldn't get otherwise," said Teixido, who bought the building as well as the business but did not purchase the operating company. (Teixido has an unusual relationship with

"Kid's." As part of the 1492 Group, he helped open the restaurant in 1983.)

Lee Mikles and Jim O'Donoghue of Grain Craft Bar + Kitchen in Newark knew from the start that they wanted to expand, but they didn't plan on going from one to three restaurants in a matter of months. The partners recently turned Aqua Sol in Summit North Marina into Grain H2O and Half Moon Saloon in Kennett Square into a second Grain Craft Bar + Kitchen. The timing, Mikles said, was just right.

Along the same lines, The Summer House and Salt Air were popular restaurants that Big Fish Restaurant Group snatched up. In those instances, the group kept the brand but tweaked the menu, service and décor.

But some restaurant groups, including Iron Hill Brewery & Restaurant and Two Stones Pub, stick with what they know. Touch of Italy is building a location in Stanton that will seat between 140 and



Bryan Sikora owns several restaurants with his wife, Andrea. La Fia Bistro on Market Street is the Sikoras' first restaurant. They hope to replicate their newest venture, Hearth Kitchen, in multiple locations.



170. In Milford, it is opening in a former bank. The intimate Touch of Italy on a corner in downtown Lewes is dominated by to-go cases.

TAKING THE PLUNGE INTO NEW MARKETS

Bob Ciprietti, co-owner of Touch of Italy, is on a fast track. Within the past few years, the concept has expanded to Ocean City, Maryland.

Ciprietti isn't the only beach-based

HOSPITALITY

business swimming in New Castle County's pond. Big Fish Grill, which started on Coastal Highway in Rehoboth Beach, has a location on the Wilmington Riverfront and in Glen Mills, Pennsylvania.

Arena's Deli has also leapfrogged up the state. Former owner Jeff Hamer plans to take his Fins Alehouse concept — currently in Berlin, Maryland, Bethany Beach and Rehoboth Beach — to Middletown. "I like the growth potential," he said of the Middletown-Odessa-Townsend area.

Hamer is looking to fill a niche in Middletown much as he did in Bethany Beach. However, a restaurant group might also enter a proven market in which its competitors are faring well. Hari and Orion Cameron, for instance, want to take their grandpa(MAC) build-your-own pasta, quick-casual concept to downtown Newark.

PEOPLE PLEASERS

Admittedly, the restaurant industry is demanding, which is why Hamer's sold



Xavier Teixido, owner of Harry's Savoy Grill, partnered with David Leo Banks to open Harry's Seafood Grill, and later added Kid Shelleen's Charcoal House & Saloon.



Arena's. At one point, he owned that chain as well as Fins Fish House & Raw Bar and three Java Beach locations. He remembers when his daughter's classmate asked her what he did for a living. "He just works all the time," she replied. Hamer relies on the help of a district manager and other support staff, including a CFO and assistant. He's not alone. "Employees are our greatest asset," said Hari Cameron, who in addition to two grandpa(MAC) locations owns a(MUSE.), a fine dining restaurant in Rehoboth Beach. "No restaurant, no concept, no one business is one person — even if it's owned by a

chef. I lean heavily on my brother, Orion."

Having multiple restaurants helps with training. "The advantages are clearly cross-utilization of employees and management," Sikora agreed. "Almost of all of our employees work in at least two locations."

The drawback, she said, is that the group might compete within itself for customers. Distance will help eliminate that problem for Hearth.

Kammerer of SoDel Concepts said when one of the group's new restaurant opens, sales go up at all. That said, many have opened in spring and summer when

sales at the beach surge. Regardless, each restaurant is tasked with being the best it can be, he added.

In the end, the creativity and attentiveness required to own more than one restaurant is "a catalyst for good work," said Banks, who co-owns three of the restaurants in Harry's Hospitality Group. "It's more exciting and more rewarding. It comes down to something I think Xavier and I do well: It comes down to systems vision and people. Without systems, it could be chaos. But with systems it is just the business in another location." ■



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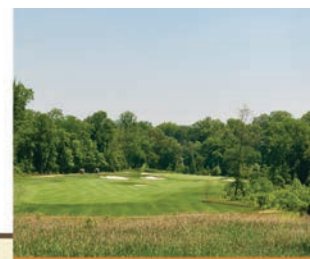
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COMMERCIAL REAL ESTATE

From 'middle of nowhere' to center of everything

Careful tenant selection keeps Fairfax Shopping Center 100 percent leased since 2012

By Kathy Canavan
Kathy@DelawareBusinessTimes.com

P.R. man Samuel L. Shipley thought he had the perfect name for Fairfax Shopping Center back in 1962: "Uptown Wilmington."

The Fairfax Shopping Center Merchant's Association embraced it. They adopted the slogan "The Heart of Uptown Wilmington."

The moniker didn't stick, but the early 1950s strip center is thriving while newer strip centers struggle.

The shopping center has been 100 percent leased since 2012, according to Collier's International.

That compares with an 8.1 percent vacancy rate in the 14 centers along Concord Pike from Del. 141 to the

Pennsylvania state line, according to Mark Undorf of Collier's. The pike's vacancy rate has risen above the 7.5 percent New Castle County rate due to the recent closing of the 37,383-square-foot HHGregg store at Brandywine Town Center and a vacant 75,651-square-foot call center space there.

The center's independent retailers say business is steady. The Pet Supplies Plus store is the chain's busiest in the Delaware-New Jersey region. The LabCorp location there is the busiest in northern Delaware. And, before Terry Cragg, owner of My Mailbox store, left the Mailboxes, Etc. chain, the Fairfax location was ranked among the chain's top 10 stores in the country.

Original '50s tenants Mitchell's 5&10 Center, Hearn Bros Super Food Market and Brittingham's Pharmacy are long gone, but the center owners are mindful to keep a diverse mix of stores to woo shoppers.

When Radio Shack closed its Fairfax store in March, landlord Bob Aerenson said he could have rented it several times over as an Asian restaurant or a nail salon, but there was already one of each in the center. "We're a little picky about the type of business we use to avoid duplication of the other tenants," he said. "We spend a



Fairfax Shopping Center draws walkers from surrounding neighborhoods. Nearly 50,000 vehicles pass by daily.

Photo by Ron Dabick

lot of time selecting the tenants that come here and making certain they serve the needs of the community. It's also important to us to have a mix of locally owned businesses as well as national."

"It has all the things that people would need," said Drew Hurst, owner of Cupcake Heaven. Off the top of his head, he listed a gift shop, a liquor store, a swim shop, a hardware store, a high-end jewelry store, restaurants, a store that sells vacuum cleaners and one that sells large appliances.

"You can do pretty much anything you

want from mail a package to the drug store," said Art Pleasanton, who owns Fairfax Hardware. "If you can come to one shopping center and do most of your shopping, that's not bad."

With five restaurants, national chains, independent local merchants and anchor stores like Acme and WSFS and Walgreen's, the strip center draws shoppers from neighboring developments. Some walkers shop there seven days a week, Aerenson said.

The center also draws from Concord

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COMMERCIAL REAL ESTATE



Art Pleasanton, owner of Fairfax Hardware, said owners keep a good mix of stores that draw customers to Fairfax Shopping Center.

Pike, where it has 746 feet of frontage, according to CBRE.

More than 49,469 vehicles pass the center daily, according to CBRE, and there are a generous 489 parking spaces waiting for them.

Starlet Quill, who owns The Swim Shop, said she gets a lot of walk-in traffic from people en route to Walgreen's. "Maybe it has to do with the fact that it's a straight line," she said. Quill said her shop also attracts international visitors from DuPont and Astra Zeneca attracted by lower

American prices on name-brand swimwear.

Even with that, the decline of the two giants across the street — Astra Zeneca and the DuPont Experimental Station — is a point of concern.

"Most tenants are doing better than they were three or five years ago," Aerenon said. "The economy has gotten a little bit better, but there are, obviously less people in the area than there were. J.P. Morgan has filled a little bit of that void, but we'd be in a better position today if Astra Zeneca was still operating at full capacity. The [former]



Walkers from nearby neighborhoods visit stores like Candy For All Occasions.

Rollins building is being repositioned, so that will help."

Hurst said his business is steady, although it was "even better" before the number of employees across the pike at Astra Zeneca began to dwindle five years ago.

And Pleasanton said he's always concerned about the empty spaces on the Astra Zeneca campus. "Am I worried about Astra Zeneca? Darn right I am. If they can't put somebody in there, it will slow business a little bit."

"DuPont and Astra Zeneca, those were all six-figure jobs, a lot of them. We had DuPont since the '50s. They had some of the smartest people in the world right here," said Pleasanton, who added that he sees more homeowners doing their

own repairs since the recession.

While other sections of Concord Pike are occasionally dotted with empty glass display windows, that's rare at Fairfax. Dr. Michael Wahl, who owns the center's northernmost building next to Acme, didn't buy it as an investment, but it's been a good one. Wahl bought the building as a home for his dental practice, but he said it's been 85 or 90 percent occupied since his purchase in 2008. He has only a few small office spaces that are not filled. "Overall, I've

been very pleased," said Wahl, who added that one of his tenants is an orthodontist and he'd love to have more dental specialists lease spaces.

Alfred J. Vilone, the developer who built the center in 1950, once told Aerenon that people originally made fun of him for building a shopping center in "the middle of nowhere," four miles from Wilmington's central business district.

With once-thriving King Street no longer a center of commerce, the tables have turned.

"He had a lot of foresight when he built this shopping center," Aerenon said. "The three most important things in real estate, as they say, are location, location, location." ■

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EVENTS

Delaware Business Times hosts 40 Under 40 reunion

Photos by Ben Fournier

Delaware Business Times and Wilmington-based Synchrogenix, a CERTARA Company, invited honorees from the first three classes of 40 Under 40 to a reunion at Hercules Plaza in Wilmington. Guests also included

representatives from Leadership Delaware.

Synchrogenix President Kelley Kendle was a 2016 DBT40 honoree.

Delaware Business Times is currently accepting nominations for the Class of 2017 40 Under 40. To make a nomination, go to www.DelawareBusinessTimes.com.



Kelley Kendle, Class of 2016.



Rob Martinelli addresses crowd at the event.



Sandy Strine, Leadership Delaware



Sasha Aber, Class of 2015 and guest.



Michael Hoffman, Class of 2016.



Gaby Indellini and Andrew Truscott, Class of 2016.

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Today Media and Delaware Business Times are proud to announce the finalists in our Family Owned Business Awards

.....

Winners will be chosen at the event on June 22nd for the following awards

- Small-Size Business • Medium-Size Business • Large-Size Business

Specialty awards will be announced

- Excellence in Community Service • Excellence in Customer Service
- Excellence in Innovation and Technology • Legacy Family Business Award • Emerging Family Business

Family involvement, succession planning, ethics, innovation and active community service were primary factors considered.
A panel of judges included members of the business community and Today Media executives.

FROM THE PUBLISHER

Celebrating Delaware's family-owned businesses all year long



Rob Martinelli
Publisher

How do you recognize the value of a family-owned business? How do you measure the dedication and self-sacrifice required to move a business forward across a landscape of startups, box stores and ever-changing technology?

For Delaware Business Times, the answer is simple and includes a multifaceted approach.

First, we support our family-owned businesses through a partnership with the University of Delaware Small Business Development Center. For the last two years, we've offered a series of morning workshops for family-owned business leaders designed to enhance communication skills, talk about succession planning, and share leadership strategies.

We also spotlight various Delaware family-owned businesses in our publication all year long. We share their

backstories and give readers a glimpse of their histories, challenges and tenacity – lessons on leadership and business development that can be useful across sectors and industries.

Finally, we celebrate family-owned businesses. The Family-Owned Business Awards are a proven platform to highlight businesses that are nominated for their outstanding work and longtime presence in the community.

The 2017 finalists of the Family-Owned Business Awards represent a diverse mix of businesses and sectors throughout the state. We have finalists from service sectors like auto repair and utilities to a winery and a restaurant from the hospitality arena. We're also pleased to include a lineup of retail businesses, including a furniture store, sporting goods business and to home improvement stores. The arts also are represented among this year's finalists.

As in previous years, our 14 finalists include second-, third-, even fourth-generation family-owned businesses. Some, like Restaurant 55, include a two-person team — a father-daughter duo. The team of Ralph DegliObizzi and

Sons is made up of five brothers who hold weekly meetings to discuss their company and come to a mutual (yes, mutual!) agreement.

Another reason this particular celebration is special is because we celebrate the rarity of the family-owned business. Only about 30 percent of family-owned businesses make it to the second generation.

According to figures provided by the Conway Center for Family Business, family businesses account for 64 percent of U.S. gross domestic product, generate 62 percent of the country's employment, and account for 78 percent of all new job creation. In addition:

- Studies have shown about 35 percent of Fortune 500 companies are family-controlled and represent the full spectrum of American companies from small business to major corporations.
- The greatest part of America's wealth lies with family-owned businesses. Family firms comprise 80 percent to 90 percent of all business enterprises in North America.
- Seventy-four percent believe they have a stronger culture and values than non-family firms and 72 percent measure

success differently — not just growth and profit.

Every year it's exciting to review the Family-Owned Business Awards nominations and read their stories. Thankfully, we have a panel of judges who feel the same. Margo Reign is a business advisor with the Small Business Development Center at the University of Delaware, while Mike Stamm is the chair at Vistage International, an executive coaching organization that offers leadership training and business coaching to CEOs and executives.

Delaware Business Times Founding Publisher Sam Waltz and Director of Business Development Charlie Tomlinson were also part of the judging panel.

We know that you'll enjoy reading the stories of your Delaware neighbors and family-owned business leaders. We hope that you'll join us at the Family-Owned Business Awards event at the Christiana Hilton on June 22.

Rob Martinelli is publisher and CEO of Today Media, which publishes Delaware Business Times and Delaware Today.



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AL'S SPORTING GOODS

BUSINESS BRIEFING

Location:

200 N. Market St.,
Wilmington, DE 19801

Founded: 1935

Industry: Retail

Generations: 3

Website: www.alssportinggoods.net

Facebook: Al's Sporting Goods



If you make your way to the back of Al's Sporting Goods in Wilmington, you'll still find a window where you can get cash for gold jewelry and diamonds. It's a nod to Al's 1935 origins, when the business was a pawnshop.

It's much more than that today. As the Hart family welcomes its third generation to the business and continues to cultivate new ways to serve the area's sportsmen and women and teams, it is a fixture in the community and provides customers with great service.

"I think our biggest strength is that we keep changing with the needs of the public," said Sheri Hart, whose husband Bob co-owns the business with his father, Stan. "As trends change, we change. Now that our son, Shane, who is 24, is in the business, we have some new ideas."

Al's has added new lines to keep current, including Oakley sunglasses, Yeti coolers and Uggs boots. It also has a large Under Armour clientele, including eight Delaware high schools with UA contracts that buy from the store. It's important to change, but for Stan Hart, who started



From left, Bob, Sheri, Stan and Shane Hart.

as a stock boy at Al's in '35, it's all right to have some of the old standards in place. He still comes to work Monday-through-Friday for five or six hours and is a link what has helped Al's stay successful.

"We know our customers," Sheri Hart said. "That helps with our longevity." ■

Photo by Ron Dubick



ANGERSTEIN'S BUILDING SUPPLY & DESIGN CENTER

BUSINESS BRIEFING

Location:

901 Hopeton Road;
Wilmington, DE 19807

Founded: 1924

Industry: Home improvement

Generations: 4

Website: www.angersteins.com

Facebook: A.H. Angerstein's



For Bruce Greene, advertising is a superfluous tactic for a good business. If a company treats its customers with respect and works hard to satisfy its needs, sales will climb.

But then he looks at his granddaughter and sees how she communicates today, and he understands that outlook isn't necessarily right in 2017. That's why A.H. Angerstein, Inc. is working hard on its ecommerce approach. And why Greene's daughter, Kristen Ursomarso, is using every possible promotional avenue to make sure the store is capable of warding off the advances of big box competition to remain profitable.

"We are using every venue we can from a marketing standpoint," Ursomarso said. "We have done a lot of print and TV/radio advertising. We do billboards, and when Internet advertising started, we were there. It has all helped us a lot."

Greene remains a guiding light for the business, thanks to his hard work, passion and integrity. He is the major reason the store that once sold coal, feed and tools has become a supplier of hardware, paving stones, building supplies and other equipment for contractors, home improvers and the



Bruce Greene in his store on Hopeton Road.

person who just needs a screwdriver to install a switch plate. The service is top shelf, and the customers keep coming back.

"We had a customer who bought a piece of equipment from us online, and a part was broken," Ursomarso said. "We sent the replacement to him free of charge, and he said, 'That's not fair.' So, he sent us a box of chocolates."

Now, that's something worth advertising. ■

Photo by Ron Dubick



AUTO TEAM DELAWARE

BUSINESS BRIEFING

Location:

1606 Pennsylvania Ave.,
Wilmington, DE 19806

Founded: 1916

Industry: Automotive

Generations: 2

Website: www.autoteamdelaware.com

Facebook: AutoTeam Delaware



Businesses fortunate enough to have people at the top of the organizational chart who are committed to growing and becoming more successful are generally rewarded with robust sales and the ability to get bigger. For Michael Uffner, the real key to expansion comes at the next level.

"It's one thing for the leader of a company to have a desire to get larger and another to have a highly competitive group of managers that wants to get larger," said Uffner, who purchased Auto Team Delaware with his wife, Marilyn, in 1982.

Auto Team Delaware has four dealerships throughout the state, Delaware Cadillac, Delaware Subaru and Kia of Wilmington, located in Wilmington on Pennsylvania Avenue, and Chevrolet of Dover. Although the Uffners have owned the business for 35 years, Auto Team Delaware was founded in 1916 by Eugene Du Pont, meaning it just celebrated its 100th anniversary.

Uffner challenges his 220 employees to compete against each other and against other dealerships to create the most vibrant working atmosphere. And when he looks for new employees, he searches for those who will fit into that culture.



From left: Lee Asher, Lauren Uffner Asher, Marilyn Uffner and Mike Uffner.

Photo by Ron Dubick

"If there is a highly competitive person out there who is not happy where they are, they will be welcome in our organization," Uffner said.

Auto Team Delaware isn't just active in the showroom and service department. It contributes to many non-profits and encourages its employees to be active in the community.

And to create a culture of success. ■



BATH, KITCHEN AND TILE CENTER

BUSINESS BRIEFING

Location:

103 Greenbank Road,
Wilmington, Del. 19808

Founded: 1963

Industry: Retail

Generations: 3

Website: www.bathkitchenandtile.com

Facebook: Bath, Kitchen and Tile Center

Twitter: @bktremodeling



It started in a small building in Wilmington. Pauline and Jack Campbell would sell kitchen cabinets and a selection of tile to homeowners and builders. The year was 1963, and there was absolutely no way the Campbells could have foreseen how things would change over the ensuing 50-plus years.

Even Pauline, who in her 80s still helps oversee the main showroom, must marvel at what she helped build. Bath, Kitchen & Tile Center has four locations in Delaware and Maryland, and two of her grandchildren are part of the business, with a third on his way.

There is only one way for a business to survive this long and that is by refusing to be afraid of change. With so much competition around and so much of the marketplace defined by the economic circumstances that compel people to remodel or dissuade them from spending the money, it is essential to be on the sharpest edge of trends.

So, the showroom displays are updated constantly. Expert carpenters are familiar with even the most complicated design patterns. Customer service is paramount. That's how



Bob Campbell, president of Bath, Kitchen & Tile Center stands in the showroom with Charlene Campbell, job coordinator, and Richard Campbell, vice president of sales.

Bath, Kitchen & Tile Center became the leading distributor in Delaware. The present is strong, but the future is bright, too. Bob Campbell, one of Jack and Pauline's four children, runs the show now. But his children, Richard and Charlene, are already involved, and their brother will be along soon. It's a smooth operation, and it promises to keep humming along for many more years. ■



CAMPANELLA'S AUTO AND TIRE CENTER

BUSINESS BRIEFING

Locations:

1703 Augustine Road, Augustine Cut-Off,
Wilmington, Del. 19803

2379 Limestone Road,
Wilmington, Del. 19808

Founded: 1986

Industry: Auto repair

Generations: 2

Website: www.campanellas.com

Facebook: Paul Campanella's Auto
and Tire Center



Not long ago, Paul Campanella had the opportunity to go back and address students at Delcastle Technical High School, where he graduated a few decades before. He looked at his audience and reminded them that no matter what people may say about them, just about anything is possible.

"I told them that I was in the same chairs as they are now, and here I am today with my own business that employs 28 people," Campanella said.

His is indeed a classic story of entrepreneurial success. In 1986, Campanella sold his truck to raise a little capital to rent a few service bays in a local garage and began working on cars and trucks. He devoted seven days a week to the business for the first seven months, at which time he hired his first employee.

Today, Campanella's has two facilities, with his son Anthony managing one of the shops. The business is known not only for its superior work, but also for loyalty to its customers. That's why people keep returning.

"We sell an experience," Campanella said. "It's all about the best possible thing for the customer and the car."



The Campanella family at their Limestone Road location, from left: Paul, Karen, daughters Kirsten and Jillian, and son Anthony.

Photo by Ron Dabick

In addition to keeping its clients on the road, Campanella's is extremely active in the community and provides assistance and financial support to charities like Ronald McDonald House, The Ministry of Caring, Sunday Breakfast Mission and several local schools. What started in the classrooms of Delcastle has become something special indeed. ■

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HARVEST RIDGE WINERY

BUSINESS BRIEFING

Location:

447 Westville Road,
Marydel, Del. 19964

Founded: 2010

Industry: Winery

Generations: 3

Website: www.harvestridgewinery.com

Facebook: Harvest Ridge Winery

Twitter: @HarvRidgeWinery



It all goes back to Chuck Nunan's Italian ancestors. They were the ones who taught him to make wine in his basement and making the entire house smell like fermented grapes. "I did it for 20 years," he said.

It wasn't anything more than a hobby for the man who had operated 190 ServPro franchises. Then, he and his wife, Chris, bought a farm. And while in Charleston for their son Chip's wedding, they visited a winery. "Chris said to me, 'We could do this,'" Nunan said. So, in 2010, they started putting together the foundation for Harvest Ridge Winery. In 2011, they planted the first grapes — Chardonnay, Malbec, Viognier and Merlot — and by 2013, their first vintage was ready to be bottled.

Nunan reports the farm has 19 acres of arable land, with plans for four more. About 75 percent of the grapes used for Harvest Ridge's wine are estate grown, with the other 25 coming from area farms. Production has grown from 1,700 cases in 2013 to 6,800 last year, and hard cider has been added to the line. Guests have the opportunity to tour the facility, sample the products, and of course, buy what they like.



Chuck and Chris Nunan.

Harvest Ridge supports children in need and veterans who have served, according to Nunan, and he absolutely loves what he does.

"I'm at a point in my life where it's more fun to give than to get," he said.

That's an attitude that has taken him out of the basement and into the community. ■



JOHNNY JANOSIK, INC.

BUSINESS BRIEFING

Location:

11151 Trussum Pond Road,
Laurel, Del. 19956

Founded: 1953

Industry: Furniture retail

Generations: 3

Website: www.johnnyjanosik.com

Facebook: Johnny Janosik

Twitter: @JanosikInc



Some people might find it hard to believe that a simple television repair shop could one day become a 180,000-square-foot furniture showroom, but what Johnny Janosik started in 1953 after a stint in the Navy has become just that, thanks to hard work and a commitment to customer service.

Janosik added TV sales to his repair work and then decided to sell some furniture. Nearly 60 years later, the company he started has stores in Laurel (expanded in 2006) and Dover (its newer location). It serves customers in Delaware, Maryland, Virginia, Pennsylvania and New Jersey through a variety of methods. Customers can shop online, go to the stores or have Johnny Janosik's decorators come to them.

"We do a lot of commercial design for hotels and businesses,"

said Lori Janosik Morrison, the company's president.

Morrison is most proud of how the store was able to weather the economic downturn last decade in an industry that depends on discretionary purchases. She credits a close eye on expenses and the hiring of consultant — and now part owner — David Koehler for keeping things moving forward.

The result is a company that serves a variety of customers and has a strong reputation nationwide. It was named one of the top 100 furniture stores in the country by Furniture Today Magazine and was also recognized as one of the Power 50 Retailers by Home Furnishings Business Magazine.

And it all started with TV repair. ■



Lori Janosik Morrison is president of Johnny Janosik Inc.

Photo by Luigi Cuffeilli



KIMMEL, CARTER, ROSEN, PELTZ & O'NEILL, P.A.

BUSINESS BRIEFING

Location:

56 W. Main St., Fourth Floor;
Newark, Del. 19702

Founded: 1972

Industry: Legal services

Generations: 3

Website: www.kimmelcarter.com
Facebook: Kimmel Carter

Twitter: @LarryKimmelEsq

The lawyers in the firm of Kimmel, Carter, Rosen, Peltz & O'Neill may not have the same last names, but Morton Kimmel considers them all part of one family. "We are together all the time," said Kimmel, who founded the firm in 1972 with Harold Leshem. "We're together at work, socializing, at the ballgame, at our kids' games. We have won the award for having the best work atmosphere for the last three years [by The News Journal].

"I call the lawyers my brothers."

Kimmel Carter specializes in personal injury, workers' compensation and nursing home negligence cases, and has 11 attorneys, with more than 30 paralegals, assistants, clerks and other professionals providing support. Kimmel represented insurance companies at the beginning of his career but changed his focus and help those "who had been injured, rather than helping the other side." Kimmel's son, Larry, is the firm's managing partner, having taken over the role in 2013.

"Everyone respects Larry," Kimmel said. "He's the rainmaker for the firm. He brings in the most business for the firm, and he works the hardest of everyone."



Founder Morton Kimmel stands with son Larry and members of the Kimmel Carter team.

Kimmel Carter supports several charities, including the Ronald McDonald House, the Junior Achievement Center and the Arthritis Foundation. It is also primary sponsor of the annual Blue-Gold High School All-Star Basketball Games, which bring together the top boys and girls players in the state each year at UD's Bob Carpenter Center. All of the proceeds go to Best Buddies Delaware.

And help the "family" keep on giving. ■



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MARINI PRODUCE

BUSINESS BRIEFING

Locations:

12121 Veale Road,
Wilmington, Del. 19810

Founded: 1950

Industry: Produce

Generations: 4

Website: www.mariniproduce.com

Facebook: Norman Marini



It started with Dante Marini's coming home from work with produce he had purchased from various farms during his time as a sales rep for a chemical company. His goal was to give some of his children something productive to do on the weekends and later during summer vacation.

More than 50 years later, Marini Produce is a North Wilmington staple, and from May until the end of October, customers come by to pick up fruits, vegetables, pies, prepared salads and specialty items. During the Christmas season, people flock to the store for trees, wreaths, greens and cemetery blankets. The business now includes a fourth generation of Marinis, and it continues to grow.

"We're always trying new ideas," said Jimmy Marini, who runs the store with his brother, Danny. "We work hard, because we know it's our business."

Jimmy and Danny's parents, Dante and Beebe, started Marini Produce with an assist from Dante's father, Pasquale, who lived next door to the store. Although customers enjoy interacting with all of the Marinis, the most popular member of the Marini family is Norman, a potbellied pig with his own



From left: Dante Marini, Jimmy Marini and Jessica Marini stand with their produce.

Photo by Ron Dubick

Facebook page.

"Customers post photos of him that they take when they come to visit," Jimmy said. "He's very social, and when we close at the end of the season, people want to stay in touch with Norman, so they write him notes on Facebook, and he writes back."

Just to make sure he stays busy. ■



NEW CASTLE DANCE & MUSIC ACADEMY

BUSINESS BRIEFING

Location:

21 Montague Road,
Newark, Del. 19713

Founded: 1978

Industry: Performance

Generations: 2

Website: www.newcastledanceacademy.com

Facebook: New Castle Dance & Music Academy

When the 2020 Summer Olympics commence in Tokyo, don't be surprised if Valerie Gooding and her students from the New Castle Dance & Music Academy are there, performing for fans from around the world.

"We have an open invitation to perform there," said Gooding, who started the Academy in 1978.

In 2016, the dancers passed an audition to perform at the 2016 Games in Rio but were redirected to Barcelona because of health concerns in Brazil. They happily traveled to Spain and dazzled the crowd, just another entry on a packed resumé for one of the nation's most accomplished troupes.

Even though the academy has had to relocate three times since 1980, it remains a magnet for talented performers. Gooding estimates that 100 people per day come through the doors to train in a variety of disciplines, from ballet to modern dance to musical instrument training. Thanks to university-trained teachers and a top-shelf curriculum, New Castle Dance & Music Academy is able to stage "Broadway-quality productions," according to Gooding. No one has to sit through a drab recital.



Founder Valerie Gooding is flanked by her daughters Heather (left) and Dana.

Photo by Ron Dubick

"I've always been very determined to roll out the red carpet to customers," Gooding said. "I look at the customer through their eyes. We take everyone individually and provide the best training for them."

Gooding's daughters, Dana and Heather, have joined the academy and are helping it move ahead, while still adhering to their mother's high standards.

And getting ready for a trip to Japan. ■





RESTAURANT 55

BUSINESS BRIEFING

Locations:

2461 State St., Dover, Del. 19901

Founded: 2010

Industry: Restaurant

Generations: 2

Website: www.myrestaurant55.com

Facebook: Restaurant 55

Twitter: @myrestaurant55

Dennis Forbes was quite clear with his daughter, Desiree. He wanted her to go to college, to work somewhere else. And if she still wanted to be a restaurateur, then he would help.

"I kept pushing her away," Forbes said. "I told her to go do something else. I said that when she accomplished something else and had done something else, then I would help her."

So, Desiree earned her master's degree in historical preservation, and when she was ready to get into the business, in 2010, her father was there with some ideas. He had already been an independent restaurant owner for more than 25 years. Among his credits is Cool Springs Fish Bar & Restaurant in Dover. The result of their collaboration is Restaurant 55 in Dover, which sits right next door to Cool Springs and features a wide selection of craft beers and a menu stocked with local ingredients.

Forbes' father was an avid gardener, and that's where he developed his passion for working with local farmers and other purveyors. Witt Brothers Market provides the ground beef fresh for burgers every morning. T.A. Farms supplies

the turkey, and Fifer Orchards comes through with produce. "That's what I grew up with," Forbes said.

Now, Desiree is growing as a restaurant owner, under her father's watchful eye and bringing Restaurant 55 forward.

"I love working with Desiree," Forbes said. "This all turned out great. One of the things I stressed to her when we started was for her to maintain her family life. Have fun while you do a great job with the restaurant. I'm proud of her." ■



Dennis Forbes, Carolyn Forbes, Ethan Diantonio and Desiree Diantonio at their State Street restaurant in Dover.

Photo by Brian Harvath

Restaurant 55

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RALPH G. DEGLIOBIZZI & SONS, INC.

BUSINESS BRIEFING

Location:

115 E. 14th St., Wilmington, Del. 19801

Founded:

1969

Industry:

Mechanical contracting

Generations:

3

Website:

www.degli.com

Facebook:

Ralph G. DegliObizzi & Sons



What happens when you put five brothers in a conference room for a couple hours every week and ask them to agree on how best to run a business?

You'll certainly get a lot of arguments, but you will also produce a successful business that has thrived for 48 years, employs more than 100 people and has welcomed its third generation to the party.

Ralph DegliObizzi & Sons has become a force in mechanical contracting work throughout Delaware, specializing in service for hospitals, schools and office buildings. Founded in 1969 by Ralph Sr., the company has contracted with Christiana Care, Beebe Hospital and Wilmington Hospital, as well as a lot of work for the University of Delaware.

DegliObizzi & Sons handles the underground piping, interior plumbing and HVAC work and the venting atop the building.

"We can take a project from the underground to the roof," said Joe, a second-generation member of the company.

Every Monday at 2:30, Joe and his four brothers — Ralph Jr., Matthew, Anthony and Mark — meet to discuss strategy,



Anthony DegliObizzi, Ralph DegliObizzi Jr., Joseph DegliObizzi, Mark DegliObizzi, Matthew DegliObizzi.

break down what they have done and look to the future for what they will do. Part of that future includes three third-generation DegliObizzis, Joe Jr., Daniel and Ralph III, who have taken positions in the company with an eye on making sure the company continues its good work in the future.

And can still have lively meetings once a week. ■



SCHAGRINGas Co.

BUSINESS BRIEFING

Location:

1000 N. Broad St.,
Middletown, Del. 19709

Founded:

1932

Industry:

Gas, HVAC

Generations:

4

Website:

www.schagrinas.com

Facebook:

SchagrinGas Co.



When a company has been around for 84 years and has its fourth generation of family members charting the course, it has to have a secret or two to explain its success.

For SchagrinGas, company president Andrew Levinson said it's pretty simple why the company has thrived and why so many of its employees have been working there for more than 20 years.

"The family atmosphere we provide keeps them around," he said. "It's a stable environment and not a big, corporate feel. We have chosen to stay family owned and independent."

Schagrin provides customers with propane and appliances in homes and businesses. It does considerable work with the new construction in coastal Sussex County, where the housing boom continues. Just as its employees stick around, Schagrin's customers keep coming back.

"We take care of people when they need it," Levinson said. "It's a culture of caring."

No company that sticks around for more than eight decades does so without adapting to the changing times.



SchagrinGas President Andrew Levinson stands beside one of his trucks.

Schagrin has diversified its offerings over the years, and as it looks to the future, it is interested in making sure it continues to offer a good variety of services to its customers.

"There are new technologies that can help us capture new markets moving forward," Levinson said. "With more natural gas available, we need to find ways to capture that through our appliance sales."

And keep going another 84 years. ■



SUPERIOR ELECTRIC SERVICE CO.

BUSINESS BRIEFING

Locations:

36 Germay Drive,
Wilmington, Del. 19804

Founded: 1985

Industry: Commercial &
industrial electric contracting

Generations: 4

Website: www.superiorelectric.biz

Facebook: Superior Electric Service



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If you happen upon the offices of Superior Electric and happen to hear the clack-clack-clack of a typewriter, don't be alarmed. You haven't stepped into a time warp, and there is plenty of modern equipment around to make sure today's electrical requirements are met.

It's just that when a company has spent more than 30 years adhering to old-fashioned tenets like never taking on any debt and a self-described "go-getter attitude," it makes sense that the occasional invoice might be dispatched from something other than a laser printer.

"We're about hard work and persistence," said Joelle Fitzsimmons, who has been with the company for 22 years. "My mother [Jane] has a lot of energy, even at 64."

Jane started the company with her husband, Jim Fitzsimmons Jr., in 1985 in their home. Today, more than 50 people work for Superior, with members of two other Fitzsimmons generations, including Jim III, who runs the day-to-day operations.

Superior Electric is a union shop that does commercial and industrial work that includes new construction and



Jim and Jane Fitzsimmons with their kids Joelle and Jimmie Fitzsimmons.

renovation. It works with schools, hospitals and malls. It is committed to its employees, and its conservative business principles helped Superior stay alive during the economic crash of 2007-08, when, as Joelle said, "the whole state slowed down." Today, as Jim IV prepares for his first summer job, Superior Electric continues to move forward, marching to its own beat, which is kept by, of all things, a typewriter. ■



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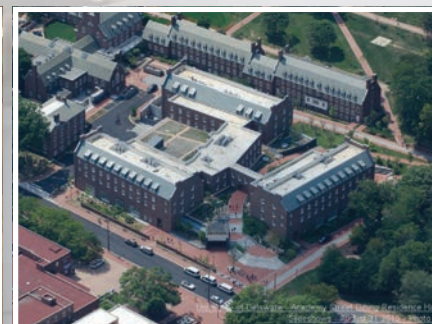


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5 THINGS I KNOW ABOUT...

HIGH-PERFORMING TEAMS

By Kyle Emich



Teams are complicated. They entail bringing together people with their own unique goals and personalities, and asking them to work together towards a common objective. This complexity means that there are many factors that can impact teams' success. Of course, context matters and individual teams are unique, but research suggests the following five characteristics are generally found in high-performing teams:

5. They are safe.

Members of effective teams feel comfortable sharing their opinions and information, and speaking up when something is wrong. In fact, a recent Google study found that the No. 1 contributor to effective performance was an environment of psychological safety within the team.

4. They are interdependent.

In the ideal team structure, each member participates and has a clearly defined role. And it is perhaps even more important that the team members recognize each other's skills and contributions as essential, instead of thinking, 'I can do this all on my own.'

3. They are positive.

Evidence suggests that emotions play a strong role in teams, and more positive emotions can support creativity and innovation. High-performing teams should recognize the power of emotions, and the fact that negativity could hurt their efficiency.

2. They are reflective.

Teams should avoid the trap of groupthink, which is a tendency to avoid change because of comfort with the current group dynamic. Instead, teams should be able to reflect on their performances and change when necessary. A key element of this is viewing conflict as something that can be productive, instead of something that's always negative.

1. They have purpose.

Without clear, shared goals, it's difficult to even measure the success of a team. Team members should understand and care about the group's collective goals, as even one member who is only interested in their own gains can be detrimental. This is because, at their core, teams need to coordinate the knowledge and skills of their members to be successful.

Kyle Emich is an assistant professor of management at the Alfred Lerner College of Business and Economics at the University of Delaware. His research focuses on understanding how patterns of perceptions and emotions influence team functioning.

You knew this moment would come: It's time to shoot the boss

By Mitchell Hill

The call has come in from the top floor and your boss/CEO needs to have a video shot of him/her explaining the new product/service to the public or worse, has to respond to some corporate emergency to soothe the general public and satisfy the stockholders. How can you make your company spokesperson look their best and you look like the hero?

Over the years I have shot thousands of what we refer to as talking heads. Here are some top tips and tricks straight from the film crew that will ensure an excellent result:

Great scripts make great impressions

Prepare the speech content and get approval from all parties concerned in advance. It should be brief and concise and on message. Also, do yourself a favor and hire a teleprompter. In technical parlance, a teleprompter is a screen that sits in front of the camera lens and scrolls the script text for the subject. Changes can be made quickly and the result seen immediately without a confusing marked-up script. Everyone uses them (including POTUS) and they go a long way in holding to the same narrative and making the boss comfortable. You'll also thank me later when it comes time to edit the piece.

Location, location, location

Pick a quiet spot in the building where background noise will be at a minimum. HVAC, noisy hallways, elevators, mechanical and people sounds are distracting and time consuming. Make sure you visit your shooting location and make a determination. There should be plenty of power available from multiple outlets and circuit breakers so the crew has plenty of places to tap power. Background (background action) is usually not an issue unless it has something to do with the subject. Most of the time you'll be using a color or patterned backdrop. The best option? Book time at a film studio where great pains are taken to control the shooting environment.

Hire an experienced crew

An experienced crew consists of a cameraman (DP), lighting person (gaffer), sound person (sound guy), director/producer and a teleprompter operator (prompter.) It might also be good idea to hire a qualified makeup artist especially if the video will be shown to the general public.

Even a squeamish boss that doesn't want makeup will look better with some strategic dusting of hot spots and it can be done at a minimum. Just remind them



that they represent the company brand and it's all about image. If the crew shows up with a camera available from Best Buy wearing dungarees and T-shirts you're in for trouble and please don't even think of using your iPhone. Cheap equipment and inexperienced crews equals more time shooting and a greater frustration factor.

Remember, nobody's time is more valuable than the boss's time, plus everyone looks bad if you need to do the dreaded re-shoot.

A bit of planning and a good crew selection will result in a good video that does your boss proud and reinforces the company brand. An experienced crew works as a team and together makes the speaker look great in every way — and that's a good reflection on you. ■

Mitchell Hill is the creative director at Secret Agency Films.

To stay on task, turn your digital calendar into your career coach

By Cheryl Hyatt

1. Break it down. The perfect is the enemy of the good. Often we don't even start because tasks feel overwhelming. Prioritizing what's important and breaking it down into manageable steps can be the bridge between intentions and reality.

Spend an approachable amount of time, no more than 30 minutes, making a list of small, concrete steps you could take to strengthen your career outlook. Focus on attainable! "Get a doctorate" should not be on your list, but "research schools" or "talk to associates about their education experience" might be. Once you've made a list, select six tasks to start with. Store the list somewhere easily retrievable (such as in an email or in a Google Doc) for your next planning session.

2. Schedule it out. Put automated reminders in your calendar every two weeks over the next three months prompting you to do one of the tasks you selected. Be sure to select the most helpful method of reminder: a pop-up on your phone is easily missed, but an email to your inbox has a little more staying power. Schedule a date to restart the cycle with another planning session.

By taking small, incremental steps,



you'll be amazed by what you can accomplish over time. Where could your career be in a year if you made small steps between now and then?

Some ideas to get you started:

- Update LinkedIn profile.
- Set up one networking lunch.
- Freshen up résumé.
- Check job postings.
- Research valuable CE options.
- Connect with an old colleague.

- Write a recommendation for a colleague on LinkedIn.
- Sign up for a seminar of value to your field.
- Volunteer for an industry-specific mentoring program.
- Check in with your college's alumni association. ■

Cheryl Hyatt has more than 20 years experience as an executive-search consulting experience.

VIEWPOINT

Computing power in our cars can multitask when we cannot



Greg Gurev
Guest Columnist

A new mobile computer can save your life.

I'm not talking about the computer that you wear on your wrist or that sits at your desk at work. I'm talking about the embedded computers in 2017 model cars.

In the past 12 months, a new era for auto safety has dawned, thanks to advanced electronics. At the center of those electronics are fast, dedicated computer microprocessors. These microprocessors combine sensor data from the front, sides, and rear of your car and use software to make split-second, lifesaving decisions while you drive.

Many people think of backup cameras, antilock brakes and stability control as advanced electronics. That is so 2016! The past year has redefined safety. Now your new car may have the ability to alert you when you're sleepy, help keep the car in the center of your lane and autonomously bring your vehicle to a halt if you're about to hit somebody or something.

I recently drove a 2017 car with some great tech bells and whistles from Wilmington to Williamsburg, Virginia. So I experienced these benefits firsthand.

You don't have to buy a Tesla or spend a lot of money for these features. Many are available on mainstream models today. Almost all new 2017 model cars come with the option for these safety features. Luxury cars have more of these features in their standard offering.

My mom just got a new Kia, and she purchased it with these features in mind. She is mindful of her aging eyes and slowing reflexes and looks to this technology to help avoid an accident. (Not to worry, she lives in Virginia.)

Here are some automotive technologies you should be aware of. Note, I did not include auto parallel parking because that is more for convenience than safety. I included common acronyms that may be on your new car dashboard. Read your owner's manual and get the instruction that comes with your new car lease or purchase from the dealer.

- AEB — Autonomous emergency braking senses a potential collision, can automatically brake your vehicle to a stop.

- BSM — Blind spot monitor is designed to detect and warn you of vehicles approaching or positioned in the adjacent lanes. Often there are warning lights in both side mirrors in addition to an auditory warning.

- RCT — Rear cross-traffic braking notifies you of vehicles approaching from either side when backing out.

- Adaptive cruise Control automatically slows to maintain a safe following distance from the car in front of you. It resumes the set speed when the car in front speeds up. The fact your car

over rumble strips.

- Driver condition warns the driver to pull over for rest if the car senses inattentive driving.

- FCA — Forward collision alert

“Many people think of backup cameras, antilock brakes and stability control as advanced electronics. That is so 2016!”

—Greg Gurev

slows automatically eliminates constant braking and resuming when driving with cruise control. It is a lifesaver — and also saves on gas.

- Steering assist maintains its bearing in your lane. Great for reducing fatigue on long-haul road trips.

- LDW — Lane departure warning gently notifies you if you drift left or right in your lane. It alerts you through an audible tone, essentially talking to you, or through haptic feedback in the steering wheel, which feels like running

signals an audible alert, notifying the driver of a collision threat in front.

So how was my time behind the wheel? I found myself much less fatigued after six hours of driving than ever before. The only thing that could be better would be owning a private airplane. (However, with a plane, I would constantly worry about the weather.) ■

Greg Gurev is head Sherpa at MySherpa Business Technology Guides.



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BUSINESS BRIEFS

Gov. Carney plans to close economic development agency

Gov. John Carney earlier this month announced his plan to close the Delaware Economic Development Office to make way for a new public-private group called the Delaware Prosperity Partnership. The nonprofit will work to attract and retain new talent and business in the state with a focus on large employers and early-stage tech companies.

"We can and should do more to promote innovation, support our entrepreneurs, build and retain a talented workforce in Delaware, and strategically partner with the private sector to grow the state's economy," said Carney. "This plan will position Delaware to create good-paying jobs, build an entrepreneurial ecosystem, and keep our state a competitive place to do business."

The plan follows an extended review of DEDO by a working group of business leaders, academics, and public officials. Carney appointed the group on his first full day in office.

The group released a report last month that proposed creating a public-private partnership while also keeping DEDO in place to handle small business support and workforce development, among other functions.

"This should not be seen simply as an effort to privatize statewide economic development in Delaware," the report stated. "Privatization is not what the working group is recommending."

This plan reflects a more aggressive approach: If approved by the legislature, DEDO will effectively become a new division of the Department of State handling small business development and tourism.

"This is about positioning Delaware to be competitive for good jobs moving forward," said Jeff Bullock, Delaware's Secretary of State. "By strategically partnering with the private sector, we can leverage business resources to strengthen the state's economic development efforts, while continuing to support small business owners and promote our state's \$3 billion tourism industry."

Carney's plan calls for \$2 million in

Two clothiers leave Greenville for Concord Pike

Two popular Greenville clothing shops are moving to North Wilmington this August.

Peter Kate, the upscale women's boutique that has been operating at Powder Mill for 15 years, is moving to Fairfax Shopping Center. Two Sisters, the brightly decorated tweens-and-teens clothing store, is moving to Independence Mall.

Shanna Yalamanchili, owner of Two Sisters, said rents and customer demographics drove her move to North Wilmington, less than four miles away. "We're a small business, and Greenville's just a hard area. The rents are so high there," she said. "Speaking with customers and seeing where they come from, I realized we really didn't have to be in Greenville," said Yalamanchili, who bought the store last August.

"We have customers from all over Delaware. We have customers who drive an hour from down south. We have people coming over the border from Pennsylvania. We definitely get a good following from Greenville, but I like to think they will travel with us. We're so close in Independence Mall."

For Sissy Harris of Peter Kate, the prime reason for the move was the chance to expand, although rents were a factor. "Rents are increasing here in Greenville, but that was coupled with the fact that we wanted to increase our space," she said.

Harris said her display space will almost double from 1,500 square feet to almost 3,000 in Fairfax.

"We were ready to redo and revise what we're doing. We thought about increasing our space several months ago, and we just couldn't figure out the way to do that, and then this opportunity came up," Harris said. "We've had a great run here in Powder Mill, but it's time to move."

Harris, who will be taking over the space that was leased to the recently shuttered Radio Shack, said the high traffic volume on U.S. 202 was a draw. According to CBRE, 49,496 vehicles pass the Fairfax Shopping Center daily.

"I am extremely excited to have Peter Kate move into Fairfax Shopping Center. It is a great upscale women's clothing store," said Bob Aerenson of Rojan Inc., owner of the section of center where Peter Kate will move. "This opportunity will give her the ability to expand her lines and her customer base dramatically."

Yalamanchili said she chose Independence Mall for its style. Her store will be located next to The Melting Pot. "I personally love the boutique style of Independence Mall," she said. "I wanted to keep that boutique style of the store, and the spot that we chose is very bright and inviting."

Yalamanchili, who lives in Centreville, said several new shoppers from North Wilmington have visited her shop since news of her move spread by word-of-mouth and she posted it on Facebook.

She said there's a buzz since word is getting out that Two Sisters and Peter Kate will be moving to North Wilmington. "In a lot of cases, the daughters will come into our store and the mothers will come into Peter Kate. I think both of us moving has kind of gotten a buzz going," Yalamanchili said.

Greg Pettinaro of Pettinaro, owner of Powder Mill, could not be reached for comment.

—Kathy Canavan



REGIONAL BRIEFS

WALGREENS, RITE AID MERGER DRAGS ON

Walgreens Boots Alliance Inc., headquartered in Central Pennsylvania, has pressed federal officials to approve its merger with one-time competitor Rite Aid. The pharmacy chains first proposed the merger in 2015, but federal approval has dragged on due to anti-trust concerns. Following a joint press release from both companies, Walgreens filed paperwork that would force the Federal Trade Commission to either approve the deal or file a suit opposing it. The current merger deadline is July 31. Rite Aid has told shareholders to expect \$6.50 per share if the deal is finalized.

N.J. TAX BREAKS DRAW NEW BUSINESS TO CAMDEN

AeroFarms, an urban farming company, and E Mortgage Management LLC, an online lender, both plan to set up shop on the Camden waterfront due to a tax incentive program offered by New Jersey's Economic Development Authority. The state would award more than \$30 million over 10 years. The proposed moves follow a spate of relocations to Camden due to generous tax benefits.

PHL AIRPORT TOUTS ECONOMIC IMPACT

The Philadelphia International Airport released a study measuring its direct and indirect economic impact on the 11-county Philadelphia metropolitan statistical area, which includes much of northern Delaware. The report shows that the airport supports 96,300 jobs, \$15.4 billion in annual output, and \$4.8 billion in total earnings. Meanwhile, PHL continues to lag behind its competition when it comes to customer satisfaction, according to J.D. Power's 2016 North American Airport Satisfaction Study.

annual state funding and \$1 million in annual funding from the private sector. The public money would hinge on private support. The partnership will be led by a 15-member board with members from both sectors.

Carney aims to complete the reorganization by early 2018, pending approval by the legislature.

TICKER

14
former
industrial sites
that could return to use
if proposed reforms to
Coastal Zone Act pass

7.6
percent
property tax increase in
Wilmington budget



210 sodium lights
replaced with energy efficient LEDs on Delaware Memorial Bridge

1.9
percent
increase in total jobs
in Delaware between
2012 and 2013

CALENDAR

6.2.17 | 6:30 PM TO 6.4.17 | 4 PM

Open Data Challenge Hackathon

Open Data Delaware, the Government Information Center and the Technology Forum of Delaware will host a weekend-long hackathon. The event is based around a simple idea: Access to Hope through Innovation. Nonprofit partners The Food Bank of Delaware and Network Delaware will present challenges that teams will solve.

Teams will compete to prototype solutions to the provided challenges.

Two teams will be selected as the winners and will earn grants totaling \$17,500 to help them finish their ideas to produce something useable for the community.

The event will be held at 1313 Innovation, 1313 N Market St, Wilmington.

For more information, go to open-data-delaware.ticketleap.com.

6.2.17 | NOON – 1:30 PM

Small Business Networking Lunch

The Wilmington Small Business Meetup will host a lunch for new and established

small businesses that are looking for effective ways to network. If you are interested in making some new connections, come to this monthly meeting. The goal is to provide a venue for low cost, low pressure, but highly effective networking.

The event will be held at Catherine Rooney's, 1616 Delaware Ave., Wilmington. Cost for lunch is \$12. Exact change is appreciated.

6.6.17 | 5:30 – 7 PM

Let's start or grow your business – coaching/networking/masterminding

Women's Small Business Talks Meetups, held at the Lewes Public Library will host an expert talk on business, entrepreneurship, social media marketing, success coaching and personal development to grow your business. The meeting will be in the Medium Event Room at the library.

Members of the group will also briefly present tips they love from the business book, "The EMyth Revisted."

This group covers the latest online/offline marketing/business strategies for local, national and global businesses. Free.

6.7.17 | 5:30 – 8 PM

SABADE presents an evening with Paul Singh Grewal

The South Asian Bar Association of Delaware Speaking Series will present an evening with Paul Singh Grewal, vice president and deputy general counsel at Facebook Inc.

Prior to joining Facebook last year, Paul served as a U.S. Magistrate Judge for the Northern District of California. During his judicial tenure, he was appointed by Chief Justice Roberts to the Magistrate Judges Education Committee of the Federal Judicial Center.

The event will be held at the Wilmington Club, 1103 N. Market St., Wilmington.

For questions, contact Charles Vincent at Charlie@innovinent.com or (302) 566-8008.

6.14.17 | 9 AM – NOON

Developing Your Personal Brand

Delaware Bio and DESCA will host this year's Inspiring Women in STEM Forum, featuring two informative sessions designed

to help you develop your personal brand.

Featured speaker will be Donna Duffy, CEO and founder of 3E Marketing Solutions.

Workshops include Becoming a Resident Expert and How to Rock your LinkedIn Profile.

The event will be held at Alpha Technologies, 704 N. King St., Wilmington. Early discounted rate expires June 2.

Registration fee is \$95. For more information, contact Britta Marsden at Delaware BioScience Association at (302) 294-2208.

6.27.17 | 5:30 – 7:30 PM

Delaware Bio Networking Social

Kick off the summer with Delaware Bio. Enjoy hors d'oeuvres, sip craft beer, and network with Delaware's bioscience community.

Cost is \$25 for Delaware Bio Members and \$45 for nonmembers.

Registration fee includes hors d'oeuvres and one free beverage. Cash bar will also be available. The event will be held at Iron Hill Brewery & Restaurant, 620 Justison St., Wilmington. ■

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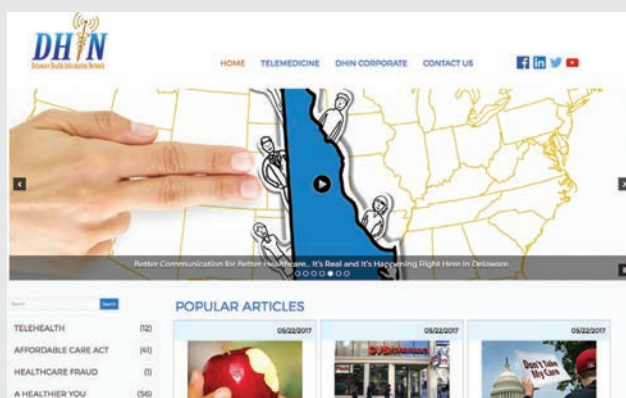
campaign

Delaware Health Information Network launches tracking tools for consumers

Delaware Health Information Network (DHIN) is sending a message to let the community know about its newly launched consumer-focused programs.

Designed to empower patients, the programs offer individuals access to their medical information and around-the-clock communication with Delaware board-certified physicians.

A newly launched comprehensive consumer advertising campaign will saturate the market with television, radio, outdoor, print and digital ads alerting the community about DHIN's line of interactive health-care tools. The campaign directs consumers to a new website, www.dhin24seven.org, which offers white board videos that



explain how DHIN and its products work.

DHIN was the first live, statewide health information network in the nation. Launched in 2007, today it serves all of Delaware's acute care hospitals and approaching 100 percent of the state's medical providers.

celebration

UDairy Creamery hosts block party to celebrate new Wilmington storefront

The University of Delaware's UDairy Creamery opened a downtown Wilmington location.

Located at 815 N. Market St., directly across the street from Wilmington's Grand Opera House, the new site is managed by LeeAnne Ahamad. It is the UDairy Creamery's first off-campus location.

Students from UD's Associate in Arts Program will operate the new UDairy Creamery Market, making the ice cream on site from locally sourced milk, serving customers, supervising the storefront and developing the marketplace into a sustainable business.

In addition to the creamery's ice cream products, honey, wool blankets and other items produced by UD's College of Agriculture and Natural Resources will be available for purchase. The farm-to-table menu will include burgers, gourmet grilled cheese, salads and other items straight from the university's organic garden.

The university partnered with Wilmington-based developer Buccini/Pollin Group (BPG) to develop the project. BPG owns the site and supported a student-run feasibility study to assess the viability of a creamery marketplace.



innovation

TechForum showcase offers new technologies

TechForum's 3rd annual Technologies to Watch Showcase spotlighted new innovations in material science, healthcare, wearable tech, digital communications and mobile apps.

Technologies included a wearable, therapeutic product that uses vibration technology to help alleviate pain and an app that provides a patient's care network real-time information.



Gabriel Humphries and Andrew Braun of Danio Diary attend the TechForum showcase. Danio Diary creates a care network of health care professionals, family members & friends and other sources of support.

modernizing

DRBA electricians modernizing Delaware Memorial Bridge lighting

The Delaware River and Bay Authority (DRBA) officials announced that all high-pressure sodium roadway lights on the Delaware Memorial Bridge are being replaced with new high-efficiency light-emitting diode (LED) fixtures. The Delaware Memorial Bridge twin span has 210 light fixtures, and the cost of the project is approximately \$210,000. The installation process started the second week of March and is expected to be completed by the end of June.



DRBA electricians Ryan Dolbow (left) and Bill Maxwell put the finishing touches on a newly installed high efficiency light-emitting diode (LED) fixture. The fixtures will be installed on all 210 light posts by the end of June.

PEOPLE ON THE MOVE

COMMERCE

New board member elected

David Brond, vice president and director of account services of Aloysius Butler & Clark, has been elected to the company's board of directors. A resident of Middletown, Brond also serves on the boards of the Del-Mar-Va Council Boy Scouts of America and Teach for America-Delaware.

As a board member, Brond will contribute to the efforts of the marketing and membership committee, which helps facilitate the recruitment of new members and the retention of existing members through promotions, programs, events and services.

New VP for Pepco Holdings

David Vosvick has been named the vice president of human resources for Pepco Holdings, which includes Atlantic City Electric, Delmarva Power and Pepco. Vosvick previously served as Baltimore Gas and Electric Company's vice president of human resources, where he was responsible for the company's human resources and occupational health services activities.

Prior to being named BGE's vice president of human resources in 2008, Vosvick served as vice president of talent management and learning and organizational development for constellation energy. In this role, he was responsible for overseeing talent acquisition, executive talent management, learning and organizational development, and diversity and inclusion, among other duties.

LEGAL

Local lawyer recognized as a Rising Star

Krista Reale Samis has been recognized as a 2017 Delaware Rising Star by Super Lawyers. Samis works for the national law firm of Eckert Seamons Cherin & Mellot LLC.

Samis was recognized for her work in civil litigation defense for the fourth year. She focuses her practice on mass tort, product liability, professional liability, medical device, and construction matters.



CONSTRUCTION

New project manager at Bancroft Construction

Ray Facciolo has been promoted to senior project manager at Bancroft Construction Co.

Facciolo began his career at Bancroft in May 2014, and he's spent 41 years in the construction industry.



EDUCATION

Goldey-Beacom coach named in Top 30

Thomas J. Dekmar, head men's basketball coach at Goldey-Beacom College, has been listed by the National Association of Basketball Coaches among the top 30 basketball coaches under age 30.

Dekmar had a solid first season at the helm, leading Goldey-Beacom College (20-7, 14-5 CACC) to its best regular-season win total in school history at 20 and a berth in the Central Atlantic Collegiate Conference Tournament. Goldey-Beacom's Lightning also posted a 12-game winning streak and a team-

best 11 road wins.

Goldey-Beacom College led the league with 81.3 points per contest, shot a league-best 49.5 percent from the floor and was crowned the January Team of the Month in a poll conducted by Hero Sports. The Lightning was also listed ninth in the first NCAA East Region rankings of the year.

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PEOPLE ON THE MOVE

ENGINEERING

Engineer asked to chair ACEC committee

Dakota Laidman, a project engineer at Landmark Science & Engineering, will chair the education and public relations committee for ACEC Delaware, the local chapter of American Council of Engineering Companies. Laidman will lead the committee that selects two scholarship winners annually for ACEC Delaware.



Laidman earned a bachelor's degree in environmental engineering, with a concentration in water resources and water quality, and a minor in civil engineering at the University of Delaware. She has worked at Landmark for over four years, performing civil engineering for land development projects involving site design, stormwater management, water resources and environmental sciences.

BANKING

New addition at Wye Financial & Trust

Christopher Parks has joined the Wye Financial & Trust company as a LPL financial advisor. Parks will be responsible for delivering comprehensive strategies to help clients work towards their long term financial goals.

Parks holds a Series 7 and 65 Securities License through LPL Financial and a Maryland Life and Health insurance license. He is a graduate of Salisbury University and holds a bachelor's degree in applied mathematics. Prior to joining Wye Financial & Trust, Parks helped clients with retirement planning, investment and annuity strategies and small business management.

NONPROFITS

Jewish Federation receives awards

The **Jewish Federation of Delaware** has received two awards recognizing creativity and marketing excellence in the 23rd annual Communicator Awards, the leading international awards program recognizing big ideas in marketing and communications.

The Federation received an Award of Distinction in the Annual Report Category for its "2015-2016 Report to the Community – Strengthening Community Together" and an Award of Distinction in the Outdoor Category for its "We Are Stronger Together" PSA Campaign.

New operations manager for Community Service Building


Matthew Sandlin has been appointed as the new operations manager for the Community Service Building. Sandlin has extensive training and experience in all aspects of building operations. He was previously employed by the Grand Opera House for five years in a similar capacity.

The Community Service Building, now in operation for 20 years, is home to 78 nonprofit tenants and is the country's largest multi-tenant nonprofit center.

ACCOUNTING

New staff accountant at WW&D

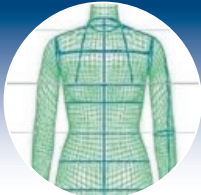
Evan Hughes has joined Wheeler Wolfenden and Dwares, CPAs as a staff accountant in its audit and tax practices unit. Hughes earned a Bachelor of Science in Accounting and Finance from Rowan University. WW&D is a full-service CPA firm with offices in Wilmington and Lewes.




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Staffing Firms

Ranked by No. DE Employees

Rank	Company	Phone / Fax	No. DE Employees	Person in charge (Title)	Year Founded
1	CAREERS USA 1450 Capitol Trail, Newark, DE 19711 www.careersusa.com	(302) 737-3600 (302) 737-3606	40	Marilyn Ounjian (CEO)	1981
2	CBI GROUP/ PLACERS 1501 Casho Mill Rd, Ste 9 Newark, DE 19711 www.thebiggroup.com/ www.myplacers.com	(302) 709-0973/ (302) 266-0680 (302) 304-8217	23	Chris Burkhard (President)	2001
3	SYNERFAC TECHNICAL STAFFING 2 Read's Way, Suite 209 New Castle, DE 19720 www.synerfac.com	(302) 324-9400 (302) 324-9404	16	Sam Forester (Senior Account Manager) Greg Porter (Area Vice President)	1987
4	PEOPLES SHARE 200 Continental Drive, Suite 214 Newark, DE 19713 www.peopleshareworks.com	(302) 455-1300 (302) 455-1327	12	Rosa Catalino (Branch Manager)	2004
5	ADVANCED STAFFING 44 Read's Way, New Castle, DE 19720 www.advancedstaffing.net	(302) 326-5400 (302) 326-5401	11	Geoffrey L. Henry	1996
	PROGRESSIVE SOFTWARE COMPUTING (PSCI) Delaware Corporate Center, 1 Righter Pkwy, Ste 280 Wilmington, DE 19803 www.psci.com	(302) 479-9700 (302) 479-7573	11	Chris O'Neill (President, CEO)	1993
7	CSS STAFFING 263 E Main St Newark, DE 19711 www.cssstaffing.com	(302) 737-4920 (844) 235-4674	10	Tom Clarke (Vice President)	NA
	PLACERS 1501 Casho Mill Rd. Ste. 9 Newark, DE 19711 www.MyPlacers.com	(302) 709-0973 NA	10	Chris Burkhard (President)	2011
9	OFFICETEAM 500 Delaware Ave., Suite 700 Wilmington, DE 19801 www.roberthalf.com	(302) 252-3163 (302) 252-3190	6	Renee Janolo (Branch Manager)	2000
10	ADECCO 1241 N. Dupont Hwy., Dover, DE 19901 www.adecousa.com	(302) 734-5379 (302) 734-5847	5	Joyce Russell (President & COO)	1996
	BARTON CAREER ADVISORS 300 Delaware Ave, Suite 813 Wilmington, DE 19801 www.bartoncareeradvisors.com	(302) 266-0860 NA	5	Christopher Barton (Founder & Managing Partner) Chris Burkhard (Partner)	2008
	DELMARVA TEMPORARY STAFFING PO Box 264 Rehoboth Beach, DE 19711 www.delmarvatemporarystaffing.com	(302) 644-1807 (302) 644-1925	5	Melissa McDermott Joseph (President/Owner)	1990
13	CONTEMPORARY STAFFING SOLUTION 10 Corporate Cir 210 New Castle, DE 19720 www.contemporarystaffing.com	(302) 328-1300 NA	4	Tom Clarke (Client relations mgr)	1996
	EXPRESS EMPLOYMENT PROFESSIONALS 2 Penn's Way, Ste 205 2 Penns Way New Castle, DE 19720 www.expresspros.com	(302) 324-0140 (302) 324-1173	4	David Rodier (Owner/ President)	2005
15	BERNARD PERSONNEL 5187 Woodmill Dr., Ste. 1 Wilmington, DE 19808 www.bernardstaff.com	(302) 999-7213 NA	3	Barney Bernard	NA
16	BESTEMPS 1310 Bridgeville Hwy. Seaford, DE 19973 www.besttemporaries.com	(302) 629-HELP (302) 628-9675	1	Patsy Ware (President)	1976
	CALDWELL STAFFING 3520 Silverside Rd Wilmington, DE 19807 www.caldwellstaffing.com	(302) 438-6667 (302) 656-1609	1	James Randall (President)	1976
	CAREER CONCEPTS 650 Naamans Rd Claymont, DE NA www.cciconsulting.com	(302) 793-1193 NA	NA		NA

Source: Individual company survey responses. Researched by: Delaware Business Times. All figures followed by an asterisk are previous year's figures. Some companies may have been omitted due to lack of information, deadline restrictions, or space constraints.

Editorial Estimate = Information derived from: publicly available sources, observation, news sources, and general market knowledge of the editorial team.

FINAL THOUGHTS

DR. NINA ANDERSON
EXECUTIVE DIRECTOR,
TOVA COMMUNITY HEALTH INC.

A whole new model of health care

By Christi Milligan
Christi@DelawareBusinessTimes.com

Years as a hematology/oncology staff nurse, then a stint running an outpatient clinic focused on sickle cell disease, prepared Nina Anderson to branch out on her own with a unique brand of holistic health care. Seven years ago she founded Tova Community Health Inc., a health center that offers comprehensive care for individuals with chronic medical conditions like sickle cell disease.

“One of the biggest things in health care that’s missing is taking care of the whole patient,” said Anderson, who added that, in a typical delivery model, providers spend only about 15 minutes with a patient. “We acquire more problems and chronic conditions as we get older, but everything now is piecemealed. No one is taking a deep dive into your problems.”

For example, a person with sickle cell disease probably suffers from chronic pain, chronic kidney disease, and could be on as many as 10 different medications, said to Anderson. Her incentive was to figure out how best to provide comprehensive care and a coordination of services that meet the patient’s needs in a one-stop-shop delivery model.

Tova Community Health is designed to do just that. The organization utilizes a band of nurses, social workers and community health workers to teach patients self-management skills to care for themselves, according to Anderson, who has carved an impressive career in the health sector.

Experience in the hospital and clinic settings, and multiple degrees punctuated by a doctor of nursing practice degree from Thomas Jefferson University School of Nursing, have given Anderson the experience and passion for Tova Community Health.

In fact, she was honored by the U.S. Small Business Administration Delaware District as the 2017 Women-Owned Small Business of the Year.

“I have seen growth [of support] over the years in the Delaware community,” said Anderson, who added that it’s estimated that about 700 individuals in Delaware — mostly African American and Hispanic communities — suffer from sickle cell disease.

“I don’t chase huge profits,” said Anderson. “It all depends on what your model of care is and what you set as your goals for net profits. Do you want to make a huge amount of money or present a high-quality care of experience for the patient?” ■



Photo by Ron Dubick

readers' **guide**

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MARKET WATCH

A sampling of what's for sale in the First State



Name: Six-bedroom Cape Shores home

Location: 314 Cape Shores Drive, Lewes

Asking price: \$1,299,000

Size: 4331 square feet

Setting: House overlooks the pool at Cape Shores, a beach community featuring beach access, kayak storage, a pool, tennis and a fishing pier.

Features: Six-bedroom, 4½ bath custom-built home features three master suites, a rooftop deck with Delaware Bay views, a recreation room with a pool table and wet bar and a great room with a wood-burning fireplace and vaulted ceilings that opens to a large screened porch. The updated eat-in kitchen features granite countertops. The two-car garage features an extra storage room. Rental income is \$54,000-plus.

Contact: Julie Gritton at Lewes Realty at (302) 645-1955.

Home equity's back, but banks find borrowers scarce

By Christopher S. Rugaber
AP Economics Writer

WASHINGTON (AP) — Americans have long borrowed against the ownership stakes in their homes to buy cars, build decks and renovate houses. That borrowing helped accelerate consumer spending — until the housing bust struck a decade ago and shrank home prices.

But prices have recovered, and housing equity now equals 58 percent of home values — the highest point since 2006. Yet borrowing against that equity has barely budged from post-recession lows, which helps explain why consumer spending remains weak eight years after the Great Recession ended.

The main problem, according to consumer surveys and banking analysts, is that despite low interest rates, it's become harder to borrow. The web of lending regulations that was tightened after the financial crisis has yet to be eased. Many households would like to borrow more through home equity credit lines or cash-outs from loan refinancings. But having been burned by defaults during the financial crisis, banks are demanding nearly pristine credit.

"It's harder to do a cash-out refinancing or get a home equity line of credit than it used to be," said Karen Dynan, who was a chief economist at the Treasury Department

in the Obama administration. "That has dampened the housing wealth effect" — the tendency of households to spend more when home values rise.

Johnson, 54, had hoped to spend \$30,000 on the renovation. It would have meant building a music studio and adding wheelchair ramps and other modifications for her husband, a disabled veteran. That project is now on hold.

Americans do carry slightly more overall debt than before the recession, according to data from the Federal Reserve Bank of New York. But that's mainly because of huge increases in student loans. By contrast, the kind of debt that fuels consumption — credit card borrowing as well as housing debt — remains well-below pre-recession peaks.

Research from the New York Fed suggests that if home-equity-related borrowing were to regain healthier levels — dating to the early 2000s, before the housing bubble — the economy could accelerate by three-quarters of a percentage point a year.

Americans have increased spending an average of just 2.3 percent a year since 2009, when the recession ended, just two-thirds of the historical norm. Because consumer spending drives about 70 percent of the economy, that weaker pace has hobbled growth.



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