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# **Salisbury-Wicomico Economic Development**

*Celebrating 33 Years*

Annual Report  
2000-2001

# FY 2000 – 2001: Annual Report

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***SALISBURY-WICOMICO  
ECONOMIC DEVELOPMENT***

*One Plaza East, Suite 501  
P.O. Box 4700  
Salisbury, MD 21803*

To Our Members:

Thirty-three years ago, our local governments and the business community joined forces to create the Salisbury-Wicomico Economic Development Corporation. Our public-private partnership seeks to preserve and attract productive employment opportunities by:

- 1) Enhancing the growth and competitiveness of resident industry
- 2) Attracting new and diverse industry to our region and
- 3) Strengthening our cooperative partnership

Included in this report are highlights not only of the past year, but also, the past thirty-three years. With more than thirty years experience in the real estate industry, I have witnessed first-hand the many changes of our economic base. It is clear to me that economic development is not a “once in a while” activity as social, demographic, political and market forces will continue to alter our economic foundation well into the future. Preparation, persistence and a focus on our strategy will allow our organization to seize upon market opportunities and mitigate the impact of economic downturns.

Serving as President gives one new appreciation of the intricacies of economic development and the demands placed upon our organization.

## President's Message *(continued)*

Many thanks to our professional staff for managing the numerous and varied aspects of operations. With a staff of just two, it hardly seems possible.

I also wish to thank SWED's Executive Committee for their time, insight and service. Our organization is much stronger due to their commitment.

Most importantly, thank you members, elected officials and all of our partners for your steadfast support of our program. SWED's leadership position in economic development is very much the result of public and private sectors working together toward a common cause.

It's been my honor to serve as your President and I look forward to the second year of my term of office.

Sincerely,

A handwritten signature in black ink, appearing to read "Henry H. Hanna III". The signature is written in a cursive style with a long, sweeping underline that extends to the left.

Henry H. Hanna III  
President

## Officers and Board of Directors

### Officers

Henry Hanna, III  
**President**  
*Long & Foster Commercial*

John Stern, Jr.  
**Secretary**  
*Pigg, Krahl, Stern & Co.*

Rafael Correa  
**Immediate Past President**  
*MaTech, Inc.*

Ed Urban  
**Vice-President**  
*Harvard Custom Mfg.*

Peter Bozick  
**Treasurer**  
*George, Miles, & Buhr*

### Board of Directors

Mike Abercrombie  
*Cato Gas & Oil, Inc.*

John McClellan  
*Salisbury Area Chamber*

Jon Sherwell  
*Allfirst*

Scott Aja  
*McCrone, Inc.*

Craig McConnell  
*Shore Bank*

Steve Smethurst  
*Adkins, Potts & Smethurst*

Mike Bloxham  
*Wilmington Trust*

George Mengason  
*Dennis Storage*

Ed Thomas  
*The Bank of Delmarva*

Eric Crouchley  
*Peninsula Insurance*

Dan Oliver  
*Conectiv*

Jeff Turner  
*Peninsula Bank*

Barry Curry  
*Bay National Bank*

John Pick  
*City of Salisbury*

Robert Twilley  
*Twilley, Rommel & Moore*

David Ennis  
*Wicomico County*

Rick Pollitt  
*City of Fruitland*

Roger Vandegrift  
*Peninsula Bank*

Palmer Gillis  
*Gillis-Gilkerson, Inc.*

Bill Rinnier  
*Rinnier Development Corp.*

Mark Welsh  
*Trice, Geary & Myers*

Dawn Harcum  
*Filtronic Comtek*

Monty Sayler  
*Bank of America*

Robert Wheatley  
*The Whayland Company*

Janyne Katz  
*The Order People*

Mark Sewell  
*Atlantic Bank*

Thomas Wisniewski  
*Avery W. Hall Insurance*

## **Our Strategy**

In 1967, Chris-Craft Corporation announced its closing, eliminating hundreds of jobs in Wicomico County. Business and government leaders shortly thereafter created the Salisbury-Wicomico Economic Development Corporation in an effort to mitigate future plant closings while attracting new and diverse industries. This activity reduces reliance on few companies or industries while providing new job opportunities for all citizens. Our focus is three-fold:

1) Business Retention/Expansion: Most businesses derive seventy-eighty percent of revenue from existing customers. As a correlation, most new jobs in any community originate from resident businesses. A strong business base also helps to attract new firms to a growing area.

2) Business Attraction: New and diverse businesses mitigate adverse effects of economic downturns, reduce reliance on a few firms, increase the taxable base and add jobs. Ancillary or indirect benefits are as great, if not greater, than direct benefits.

3) Strengthen SWED: Since its establishment in 1968, SWED has received financial and professional support from public and private sectors. Both sectors demonstrate an interest in economic development and both sectors possess unique resources. A combined public-private effort maximizes our resources, leverages capital and broadens expertise.

## Highlights

### 1968 – 1969

SWED opens its corporate offices at One Plaza East. A thirty-page brochure is prepared for the new Northwood Industrial Park and SWED places its first advertisement in the July 1969 issue of “Industrial Property Guide”. There are sixteen members of SWED.

### 1969 – 1970

Firestone announces plans to build a \$2.5 million plastics factory in Northwood. Salisbury begins the installation of water and sewer lines throughout Northwood Industrial Park, over-sizing the lines to allow for anticipated growth. At the same time, Chris Craft Corp. closes its plant at Moss Hill Lane.



*The former Chris Craft plant.*

### 1970 – 1971

Crown, Cork, and Seal expands its manufacturing plant by 73,000 sq. ft. at a cost of \$450,000. A three-phase 54,000 sq. ft. Industrial Apartment concept is announced to provide “start-up” manufacturing space for new industry. K&L Microwave begins operations in Salisbury.

## Highlights *(continued)*

### 1971 – 1972

Open Roads Industries of Redondo Beach, California, a manufacturer of recreational vehicles purchases the 309,000-sq. ft. former Chris Craft plant. SWED obtains a 001 designation from the SBA giving our community priority on direct SBA loans under \$25,000 and 10 percent instead of 20 percent down on 502 local development corporation loans.

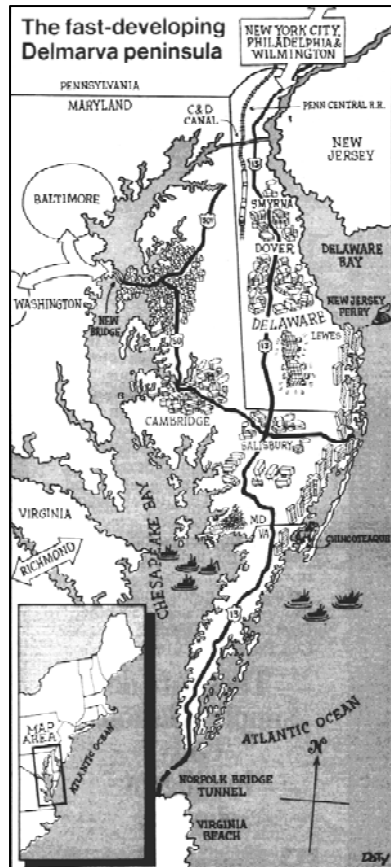
### 1972 – 1973

“Business Week” publishes a feature article entitled “Business Discovers a Tri-State Peninsula” in its August 18, 1973 edition. Burroughs Corp. and Georgia Pacific announce plans to construct a \$6 million and \$2.5 million plant, respectively.

### 1973 – 1974

Central Supply, Shaw Warehousing and Hoffman LaRoche construct facilities in Northwood. The Industrial Apartment Complex is completed and now home to six companies employing one hundred people. The CPI percentage change from 1973 to 1974 is 11.0%. There are forty-one members of SWED.

*Right: Illustration from “Business Week”, 1973.*





## **Highlights** *(continued)*

### **1974 – 1975**

“Energy-Economics-Environment-Inflation-Recession are terms that were not well understood by many Americans just a few years ago” is the opening line in SWED’s seventh annual report. SWED assists the Manhattan Shirt Company (350 employees) in the sale of the business to a newly formed group called the Salisbury Manufacturing Co., Inc. Open Roads Industries announces its plant closing.

### **1975 – 1976**

D&F shirt factory opens on East Main Street as Wootten Welding completes construction of its facility in Northwood. Marketing efforts begin in earnest to fill the vacant Open Roads Plant. Seven new firms open operations in the Industrial Apartment Complex including Good Electronic Company, Salisbury Special Tools and Maryland Clarklift, Inc.

### **1976 – 1977**

K&L Microwave triples its manufacturing space to 16,000 sq. ft. Roadway and AAA Trucking locate terminals in Salisbury. SWED institutes a monthly newsletter, conducts a labor survey, updates our community audit, and records annual expenditures of \$53,988.



*K&L Microwave now employs hundreds of associates at the company’s 80,000 sq. ft. facility located on this site in Northwood Industrial Park.*

## **Highlights** *(continued)*

### **1977 – 1978**

Condec Corporation acquires former Open Roads/Chris Craft plant for its ConDiesel division. Duo Sofa, Inc., a division of Maryland Bedding Corporation (later known as Sealy and Ellis Home Furnishings) announces plans to construct a 150,000 sq. ft. factory in Northwood. Middle Atlantic Printing and Chilton Publishing begin plant construction in Northwood.

### **1978 – 1979**

Gregg Shirt Makers expands one of two plants in Fruitland while Delmar Sportswear locates in Delmar. Richard Bernstein, founder of K&L Microwave, wins Maryland's Small Businessman of the Year award. There are sixty-nine members of SWED.

### **1979 – 1980**

SWED assists with the formation of Salisbury Pewter, helps Heinemann Electric locate a manufacturing facility, and works with Chesapeake Corporation in the establishment of a hardwood processing facility in Wicomico County.

### **1980 – 1981**

Chesapeake Shipbuilding purchases Roberts Shipyard on Fitzwater Street and begins constructing the "America", a 180' cruise ship. Plymouth Tube, with headquarters in Michigan, begins construction on a 70,000 sq. ft. specialty tubing plant in Northwood. The CPI percentage change from 1979-1980 is 13.5%.

*The "America", one of the first cruise ships built in Salisbury.*



## **Highlights** *(continued)*

### **1981 – 1982**

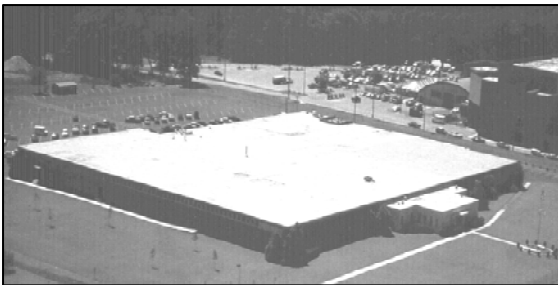
Perdue Farms, Wicomico County's largest manufacturing employer, doubles its corporate headquarters and expands its processing plant adding hundreds of new jobs. Henson Airlines adds ninety new jobs and is recognized as the "Regional Airline of the Year" by Air-Transport World. Viskon-Aire relocates from New Jersey to Salisbury in a 70,000 sq. ft. plant in Northwood.

### **1982 – 1983**

Wicomico County, the City of Salisbury, and SWED team up to obtain Maryland's largest enterprise zone, consisting of some 2,100 acres. Heinemann triples its manufacturing space by building a new 48,000 sq. ft. plant in Northwood. Governor Hughes announces a new 90,000 sq. ft. state office building to be located in Salisbury's central business district.

### **1983 – 1984**

SWED links its office computer to a worldwide master industrial plant location file operated by the IDRC (Industrial Development Research Council). Work begins on the establishment of the Air Business Center at the Salisbury-Wicomico County Airport. SWED records expenditures of \$105,107.



*Harvard Custom Manufacturing now employs hundreds of people at this site on Glen Avenue. The plant was once home to Manhattan Shirt and Grumman Aerospace.*

## **Highlights** *(continued)*

### **1984 – 1985**

Grumman Aerospace projects 300 new manufacturing jobs as the company selects Salisbury for its new electronics and cabling operations at the former Manhattan Shirt Factory. IPC Corporation (now Wheaton-Pharmatech) announces the construction of two new plants in Northwood. Enterprise zone benefits are extended from five to ten years.

### **1985 – 1986**

Standard Register purchases Burroughs Corporation's business forms division, while Mardelva News begins plant construction in Northwood. SWED received local approval for funds to construct a 79,696 sq. ft. inventory building



*The Standard Register plant, located in Northwood.*

### **1986 – 1987**

Over 200,000 sq. ft. of industrial space is added by K&L Microwave, U.S. Marine and Coaxitube generating over 250 new jobs. Federal Express constructs a plant in the new Air Business Center while a new terminal building has been approved for funding at the Salisbury-Wicomico County Regional Airport.

## **Highlights** *(continued)*

### **1987 – 1988**

Imperial Cup Corporation purchases Wicomico County's 79,696 sq. ft. "inventory" building, creating fifty new jobs while Ford Laboratories (Trinity Labs today) completes its 80,000 sq. ft. facility along W. Zion



*Trinity Laboratory's Northwood pharmaceutical plant, once home to Ford Laboratories.*

Road. The CPI percentage change from 1986 – 1987 was 1.9%

### **1988 – 1989**

Salisbury welcomes Machining Technologies (precision machining), Toroid Corporation (transformers) and CallCenter Services (telemarketing). Foot Management opens a facility in Pittsville.

### **1989 – 1990**

Tishcon Corporation, a manufacturer of vitamins and dietary supplements, completes its 70,000 sq. ft. plant in Northwood. Under construction is the Regional State Office Building. SWED proposes a second inventory building of 100,000 sq. ft.

### **1990 – 1991**

U.S. Marine builds its 1,000th yacht, MaTech doubles its workforce and 66,000 sq. ft. of office/industrial/warehouse space is built by Northgate Development along Naylor Mill Road. CallCenter Services reaches 200 Associates while Eaton Corporation (formerly Heinemann Electric) employs 300 people.

## **Highlights** *(continued)*

### **1991 – 1992**

Nanticoke Homes, a manufacturer of modular housing purchases the former ConDiesel plant, while Wicomico County begins construction of its second inventory building. The national economy enters a recession largely due to defense cutbacks associated with changes in the Soviet Union and other foreign economies.

### **1992 – 1993**

Campbell's Soup closes operations in Salisbury eliminating nearly eight hundred jobs. At the same time, Grumman Aerospace announces plans to close its Salisbury plant eliminating over five hundred jobs. Filtronic Comtek locates in the former terminal building at the Salisbury-Wicomico Regional Airport.

### **1993 – 1994**

Field Container, a manufacturer of folding cartons, purchases Wicomico County's 100,000 sq. ft. inventory building while Royal Quality Foods begins a beef processing business in the former Campbell Soup plant. RelComm Technologies begins a new relay switch business in Northwood, employing six people. Data Services constructs a new facility in Winterplace Park as CallCenter Services (now known as The Order People) cuts the ribbon on its 42,000 sq. ft. telemarketing center also in Winterplace. SWED in conjunction with Wicomico County,



U.M.E.S. and the EDA establishes a \$1 million revolving loan fund for industrial development.

*The Order People's telemarketing center in Winterplace Park*

## **Highlights** *(continued)*

### **1994 – 1995**

Lorch Microwave relocates from Florida to Salisbury and initially employs fifteen people. Salisbury Technologies, now Harvard Custom Manufacturing, purchases the former Grumman plant, retaining eighty-two jobs while projecting one hundred more in the next few years. MaTech turns a former sweet potato warehouse into a state of the art machine shop in Hebron.



*Filtronic Comtek's U.S. headquarters and manufacturing plant.*

### **1995 – 1996**

Filtronic Comtek moves into its new 80,000 sq. ft. U.S. manufacturing plant and headquarters and now employs over one hundred fifty personnel. Shoreland Freezers, Tishcon, and Trinity Labs commit millions of dollars for new warehouse and manufacturing space. Piedmont/USAir Express opens its new engine testing facility at the Salisbury-Wicomico Regional Airport generating new jobs and strengthening maintenance operations. Rafael Correa, President of Machining Technologies, wins Maryland's Small Businessman of the Year award.

### **1996 – 1997**

ClearComm Technologies and Custom Cable Solutions begin new manufacturing operations in Wicomico County. Cape May Foods purchases Nanticoke Foods, retaining 75 jobs in Nanticoke, Maryland. Tishcon Corporation relocates a New York division to Salisbury and purchases the former Sears Warehouse building on Brown Street.

## **Highlights** *(continued)*

### **1997 – 1998**

ThermoLyte Corporation of Waltham, Mass. begins manufacturing operations in the former terminal building at the Salisbury/Ocean City: Wicomico Regional Airport. SWED, along with eight Eastern Shore counties, produces a CD-ROM, highlighting business attributes of the Eastern Shore and each county. The Kiplinger Washington Letter mentions that Salisbury is “drawing smaller, high-tech businesses” in its February 20, 1998 edition. There are eighty members of SWED.

### **1998 – 1999**

Interactive Marketing Services, Inc. enters into a lease with Mountaire Farms for a portion of the former Campbell Soup plant. Millenium Microwave, LLC begins manufacturing operations in Fruitland, serving. military and commercial customers in the wireless communications industry.



*K&L Microwave recently purchased and renovated this 60,000 sq. ft. facility in Northwood, adjacent to the company's existing Northwood plant.*

### **1999 – 2000**

Arcon Welding, LLC begins manufacturing portable arc welding machines in Northwood. Rail service is retained along Mill Street thanks to a creative financing package and a unique partnership between SWED, the City of Salisbury, Norfolk-Southern, M.D.O.T. and rail users.

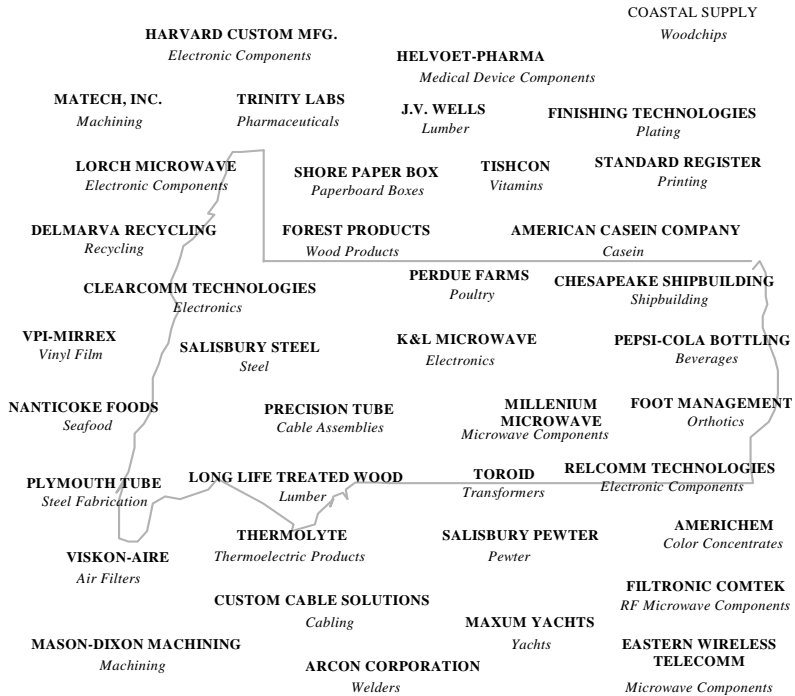
### **2000 – 2001**

K&L Microwave purchases and renovates the former Eaton facility. Lorch Microwave constructs an addition to its current facility. Eastern Wireless TeleComm begins manufacturing microwave filters in the Northwood Industrial Park. The former Chris Craft plant is sold for the fourth time in 33 years.



## Strength Through Diversity

Wicomico County is home to a number of diverse companies manufacturing products used by people and industries around the world. Eighty-five percent of Wicomico manufacturers employ less than one hundred people. A sampling of our manufacturing diversity is illustrated below.



## Director's Message

What a difference a year makes!

During fiscal year 1999, the unemployment rate for Wicomico County, Maryland and the nation reached historical lows. The Federal Reserve raised interest rates in an effort to slow a rapidly expanding economy. "Dot-coms" were all the rage with relative ease in accessing capital. Stocks reached unprecedented valuations. Labor was in short supply.

This past fiscal year, the unemployment rate for Wicomico County, Maryland and the nation inched upward. The Federal Reserve reversed direction by lowering interest rates to stimulate a sluggish economy. "Dot-coms" lost favor with investors and venture capitalists. Stock valuations retreated to more realistic and perhaps, sustainable levels. The tight labor market eased.

Unemployment Rate Percentage: Wicomico County

	J	A	S	O	N	D	J	F	M	A	M	J
'98-'99	5.0	5.1	5.3	5.1	5.5	4.9	6.1	6.3	5.5	5.1	4.8	4.9
'99-'00	4.4	4.2	3.8	3.9	4.1	3.6	4.8	5.0	4.1	3.9	4.1	4.1
'00-'01	3.8	3.9	4.0	4.2	5.1	4.6	5.6	5.7	5.0	5.1	5.4	5.6

This past year marked a period of conflicting economic indicators. Even as unemployment rose, local area home sales remained brisk, new home construction paralleled that of last year and retail sales, measured by sales tax receipts, grew four percent over last year figures.

Manufacturing however was especially "hard-hit" in the latest downturn, nationally and on a local basis. As of this writing, this sector is experiencing the lowest level of employment in thirty-five years. From 1990 through 2000, the nation lost approximately one million manufacturing jobs, a decline of about four percent. In contrast, from 1990 through 2000, Wicomico County increased its manufacturing job

## Director's Message *(continued)*

count by approximately five percent. Accounting for more than sixteen percent of all jobs in Wicomico County, this sector accounts for over twenty-one percent of all wages.

### Jobs/Wages by Sector: Wicomico County Year-End 2000

	Service	Retail	Gov't	Mfg	Const	TCPU	Wholes	FIRE
% Jobs	27.9	21.3	14.3	16.6	5.6	5.5	3.7	3.6
% Wages	29.2	11.8	17.3	21.0	5.6	7.2	4.5	4.3

*TCPU= transportation, communication, public utilities, FIRE = finance, insurance, real estate, GOVT= federal, state, local, source: Md. Dep't Labor, Licensing & Regulation*

Economic diversification, job retention and job attraction efforts have long been key strategies of SWED to mitigate the impact of economic downturns and to reduce reliance on a few firms or industries for our economic viability.

At the same time, we recognize that economic forces can overwhelm even the best of intentions. Despite best and proactive efforts from local, state and federal officials, the Wayne Division of Dresser Equipment Group ceased production activities at its Salisbury plant. Other manufacturers shortened work schedules and eliminated contract labor in an effort to cope with excess capacity and sluggish demand.

On a more positive note, Eastern Wireless TeleComm, Inc. began operations in Northwood Industrial Park. The company competes in the wireless components industry, clearly Wicomico's fastest growing industrial sector during the last decade. Within that same industry, K&L Microwave completed its renovation of the former Eaton facility, offering additional room in which to grow. Lorch Microwave also added space this year to its Salisbury facility while Pepsi-Cola Bottling expanded to a larger facility in Northwood Industrial Park.

## **Director's Message** *(continued)*

During this past year, SWED was pleased to play a role in preserving and adding jobs associated with Toroid, Salisbury Steel, ThermoLyte, Filtronic Comtek, Arcon Welding, Finishing Technologies, and VPI-Mirrex.

Twelve companies utilized more than \$280,000 in Partnership for Workforce Training funds, a state-sponsored program designed to improve business competitiveness by upgrading worker skills for new technologies and production processes.

SWED initiated and hosted an informative session on the Small Business Association's (SBA) 504 Program for area bankers. The program enhances small business lending by leveraging conventional funds with SBA funds. Your executive director also served on a small business task force appointed by the Maryland General Assembly to examine the effectiveness of state assistance programs for small business.

Recommendations from the task force resulted in enhanced resources for the Maryland Competitive Advantage Financing Fund (MCAFF) and Maryland's Small Business Development Centers. MCAFF offers financial assistance to any business regardless of sector. The Small Business Development Center for the Lower Eastern Shore is housed at Salisbury University.

Internally, we responded to hundreds of requests for demographic data, site or facility availability, taxation issues, overall market conditions and just about any other topic one might imagine. We added more information to our web site to complement the type of information requested by our customers. To ensure accuracy and relevancy, we updated our site at least once a day.

From a marketing perspective, SWED promoted Wicomico County at the International Development and Research (IDRC) conference held in Orlando Florida and at the chapter levels in and around the Mid-Atlantic region. IDRC is an association of corporate real estate and economic

## **Director's Message** *(continued)*

development professionals and widely recognized as the leading economic development association in the world.

We also attended, along with our partners from Maryland's Department of Business and Economic Development, the CTIA Wireless trade show in Las Vegas. CTIA is the largest wireless trade event in North America.

Along with the airport manager and commission president of the Salisbury/Ocean City: Wicomico Regional Airport, we researched the industrial park surrounding the Melbourne International Airport. Melbourne has been instrumental in developing businesses around its airport by marketing its geographic location to Cape Canaveral, a distance not unlike Wicomico's location to Wallops Island.

SWED participated in the Eastern Shore Marketing Partnership, a consortia of the nine Eastern Shore of Maryland counties. As a group, we retained a site location consultant actively marketing Maryland's Eastern Shore to companies around the nation, and particularly those facing energy difficulties in California. This partnership, funded by Conectiv, leverages our capital and human resources.

The internet allowed us to communicate and market to selected brokers, companies and site location consultants on a cost-effective basis. Our use of technology will continue as we enhance our database and strengthen our relationships with these contacts.

More than two hundred fifty people attended SWED's membership meetings this year, featuring first-class speakers on relevant economic development topics. Richard Story, President and CEO of the Howard County Economic Development Authority, stressed the importance of commitment to economic development during his keynote address at our thirty-second annual meeting. Lou Abbagnaro, President and CEO of K&L Microwave discussed the current state of the wireless industry, the

## **Director's Message** *(continued)*

many fields in which K&L competes and the future of wireless communication at our February event. In July, former Governor and current Comptroller of the State of Maryland, William Donald Schaefer, visited Wicomico County. Governor Schaefer toured Harvard Custom Manufacturing, met with elected officials at Brew River and presented the various aspects of the Comptroller's office during a luncheon held at Green Hill.

From a financial perspective, SWED remained prudent in expenditures, expending ninety-eight percent of our \$197,100 budget. From fiscal year 1991 through this past fiscal year, our budget increased 12.0%, or put another way, an average annual growth rate of 1.2%.

The year ahead presents great challenges.

Companies will continue to adjust cost structures to conform to market conditions and competition for industry will be as fierce as ever before. Our important agricultural and poultry industries face various regulatory issues affecting operations. Demand for public and private sector funds for operations will be great among many organizations with worthwhile endeavors.

With great challenge however comes great opportunity.

SWED's marketing efforts will remain responsive to our resident businesses, recognizing that most new jobs in virtually any community originate from existing businesses. Given available inventory of industrial facilities, we will target diverse industries in specific geographic regions, particularly those located in high cost environments. Your executive director will serve on a statewide task force on Resource-Based Industries and on the Wicomico County Zoning Revisions advisory committee. The statewide task force will examine current issues and needs associated with resource-based industries while

## **Director's Message** *(continued)*

the advisory committee examines various zoning revisions to Wicomico's Comprehensive Plan. SWED will continue to seek new members, generate additional and alternative sources of revenue and remain prudent in operating expenditures.

Our economy has changed dramatically over our thirty-three year history. With agriculture and poultry as a foundation, textile manufacturing fueled our industrial growth in the 1970's, defense in the 1980's and wireless components in the 1990's. Our industrial foundation today is as diverse and more reliant on technology than ever before.

We cannot predict with certainty the types of jobs or companies that will encompass our community in the years to come. We can however work today to prepare for the economy of tomorrow through a strong, effective and cooperative economic development effort.

## SWED Budgets and Expenditures 1968 - 2001

YEAR	BUDGET	EXPENDITURES
1968 – 1969	\$26,991.09	\$21,055.66
1969 – 1970	\$35,000.00	\$34,745.15
1970 – 1971	\$35,147.00	\$34,074.28
1971 – 1972	\$42,305.00	\$35,963.72
1972 – 1973	\$40,060.00	\$38,363.79
1973 – 1974	\$43,728.00	\$41,788.34
1974 – 1975	\$47,770.00	\$45,309.40
1975 – 1976	\$51,565.00	\$49,926.10
1976 – 1977	\$55,354.00	\$53,988.82
1977 – 1978	\$58,777.00	\$59,091.23
1978 – 1979	\$65,200.00	\$64,183.12
1979 – 1980	\$72,070.00	\$73,996.21
1980 – 1981	\$80,003.00	\$75,566.21
1981 – 1982	\$88,073.00	\$85,113.21
1982 – 1983	\$114,258.00	\$90,064.79
1983 – 1984	\$124,758.00	\$105,107.13
1984 – 1985	\$126,205.00	\$104,616.50
1985 – 1986	\$135,198.25	\$106,024.82
1986 – 1987	\$150,618.00	\$137,637.82
1987 – 1988	\$155,018.00	\$149,702.07
1988 – 1989	\$184,708.00	\$179,992.97
1989 – 1990	\$164,544.00	\$162,137.77
1990 – 1991	\$171,248.00	\$155,855.47
1991 – 1992	\$175,883.00	\$156,346.57
1992 – 1993	\$172,883.00	\$167,555.26
1993 – 1994	\$174,835.00	\$181,634.00
1994 – 1995	\$177,250.00	\$175,000.00
1995 – 1996	\$173,050.00	\$171,086.56
1996 – 1997	\$177,550.00	\$169,087.29
1997 – 1998	\$179,905.00	\$179,859.27
1998 – 1999	\$185,315.00	\$184,317.55
1999 – 2000	\$189,190.00	\$185,299.68
2000 – 2001	\$197,100.00	\$195,073.98



## Past Presidents

**1968 - 1969**

Robert M. Lawrence

**1969 - 1970**

Robert A. Deacon

**1970 - 1971**

A.L. Flemming

**1971 - 1972**

Frank P. Maher

**1972 - 1973**

H. Gray Reeves, M.D.

**1973 - 1974**

William J. Ahtes, Jr.

**1974 - 1975**

W. Howard Hayman

**1975 - 1976**

Robert M. Lawrence

**1976 - 1977**

William C. Bicknell

**1977 - 1978**

W. Thomas Hershey

**1978 - 1979**

Daniel E. Ulm

**1979 - 1980**

William G. Carey

**1980 - 1981**

John Lerch

**1981 - 1983**

Fulton Jeffers

**1983 - 1984**

William J. Ahtes, Jr.

**1984 - 1986**

Gordon D. Gladden

**1986 - 1988**

Edward J. Kremer

**1988 - 1990**

Hugh McLaughlin

**1990 - 1992**

W. Bill Rinnier

**1992 - 1994**

Robert C. Wheatley

**1994 - 1996**

Roger Vandegrift

**1996 - 1998**

Edward M. Thomas

**1998 - 2000**

Rafael Correa

**2000 - 2002**

Henry H. Hanna, III

## **Our Members**

### **Accountants**

Faw, Casson, & Company  
*Ron Hickman*

Pigg, Krahl, & Stern  
*John Stern, Jr.*

Trice, Geary, & Myers, LLC  
*Mark Welsh*

Twilley, Rommel, & Moore, P.A.  
*Bob Twilley*

### **Attorneys**

Adkins, Potts, & Smethurst  
*Steve Smethurst*

Webb, Burnett, Jackson, Douse,  
Cornbrooks, Wilbur, & Vorhis  
*K. King Burnett*

### **Banks**

Allfirst  
*Jon Sherwell*

Atlantic Bank  
*Mark Sewell*

Bank of America  
*Monty Saylor*

Bay National Bank  
*Barry Curry*

First Shore Federal S&L  
*Marty Neat*

MidAtlantic Farm Credit  
*Tim Sargent*

Peninsula Bank  
*Jeff Turner*

Shore Bank  
*Craig McConnell*

The Bank of Delmarva  
*Ed Thomas*

Wilmington Trust FSB  
*Mike Bloxham*

### **Construction**

Concrete Building Systems  
*Viren Sharma*

Gillis-Gilkerson, Inc.  
*Palmer Gillis*

Rinnier Development Corporation  
*Bill Rinnier*

The Whyland Company  
*Bob Wheatley*

Wohlsen Dashiell  
*Katherine Magner*

### **Engineers / Architects**

Davis, Bowen, & Friedel, Inc.  
*John Davis*

George, Miles, & Buhr, LLP  
*Peter Bozick*

McCrone, Inc.  
*Scott Aja*

## **Our Members** *(continued)*

### **Government / Chamber**

City of Fruitland  
*Rick Pollitt*

City of Salisbury  
*John Pick*

Salisbury Area Chamber of  
Commerce  
*Gamee Elliott*

Town of Delmar  
*Sara Bynum-King*

Wicomico County  
*Tony Sarbanes*

### **Insurance**

Atlantic/Smith, Cropper, & Deeley  
*Bob Elliot*

Avery W. Hall Insurance Agency  
*Tom Wisniewski*

Hanna, Kremer, & Tilghman  
*Ed Kremer*

The Peninsula Insurance Company  
*Eric Crouchley*

### **Manufacturing**

Atlantic & Hastings Printers  
*Brian Twilley*

Delmarva Recycling  
*Greg Stein*

Filtronic Comtek  
*Dawn Harcum*

Harvard Custom Manufacturing  
*Ed Urban*

K&L Microwave  
*Lou Abbagnaro*

Lorch Microwave  
*Kevin Bernstein*

Lower Shore Enterprises  
*Mike Purkey*

MaTech, Inc.  
*Rafael Correa*

Pepsi-Cola Bottling Company  
*Morgan Hazel*

Plymouth Tube  
*Tom Maternowski*

RelComm Technologies  
*John Tinkler*

Standard Register  
*Randy Merritt*

Tishcon Corporation  
*Arun Chopra*

VPI-Mirrex Corporation  
*Michael Betts*

Wheaton PharmaTech  
*Todd Stephens*

### **Real Estate**

E.S. Adkins & Company  
*Bill Turner*

Hanna Systems  
*Frank Hanna*

Long & Foster Commercial  
*Henry Hanna, III, John McClellan,  
Chris Peek, Sarah Showell*

## **Our Members** *(continued)*

### **Retail**

Centre at Salisbury  
*Jim Biggs*

Lowe's of Salisbury  
*David Grasse*

Sam's Club of Salisbury  
*Kevin Wright*

Walmart of Salisbury  
*Phyllis Avato*

### **Services**

Beacon Technologies  
*Dana Seiler*

Data Services, Inc.  
*Joe Ollinger*

Go-Glass Corporation  
*Doug Linderer*

Peninsula Health Group  
*Victor Lowe*

Peninsula Regional Medical Center  
*Alan Newberry*

Perdue School of Business at  
Salisbury University  
*Gerard DiBartolo*

Quality Staffing Services  
*Maria Waller*

The Nature Conservancy  
*Bill Bostian*

The Order People  
*Janyne Katz*

U.S. Airways Express / Piedmont  
*John Leonard*

WISPERS, LLC  
*Nathan Whitaker*

### **Utilities**

Cato Gas & Oil, Inc.  
*Mike Abercrombie*

Chesapeake Utilities Corporation  
*Phil Barefoot*

Conectiv  
*Dan Oliver*

Delmarva Oil  
*Brian Schneck*

Verizon  
*Tony Marva*

### **Wholesale / Distribution**

Dennis Sales  
*Galen Gardner*

Dennis Storage  
*George Mengason*

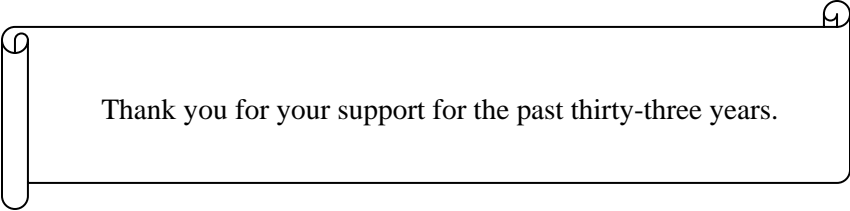
Eastern Shore Distributing  
*Robert Burke*

Shore Distributors  
*Jim Morris*

Shoreland Freezers  
*Art Cooley*

## Mission Statement

Enhance the socio-economic environment of Salisbury,  
Wicomico County, and region through the  
preservation and creation of  
productive employment  
opportunities.



Thank you for your support for the past thirty-three years.