

**SALISBURY-WICOMICO**  
***ECONOMIC DEVELOPMENT, INC.***

Annual Report  
2006-2007

## SWED Annual Report: 2006 – 2007

Celebrating 39  
Years



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*Peter Bozick is Executive Vice-President and Director of the Salisbury operations center for the Architectural and Engineering firm of George, Miles & Buhr*



**Salisbury-Wicomico  
Economic Development, Inc.**

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

To Our Members:

We are pleased to present this 39th Annual Report of Salisbury-Wicomico Economic Development, Inc. (SWED). While economic conditions, industry sectors, demographics and governments change at an accelerating pace, our underlying mission of enhancing our socio-economic environment through the preservation and creation of productive employment opportunities has withstood the test of time.

We recognize that economic forces can overwhelm even the best of intentions. Despite best efforts, such was the case as JV Wells ceased operations this past year while Brunswick Corporation announced a closing of their Salisbury operation next year.

On a more positive note, we were pleased to assist Machining Technologies and Harvard Custom Manufacturing in their expansion projects. In total, these companies invested millions of dollars in our community and together, anticipate adding more than three hundred (300) new jobs over the next several years.

We welcomed The Siesta Group and The Knowland Group, both "internet-based" technology firms operating in the software development and sales and hospitality industries, respectively to our community this year. In partnership with the Wicomico County Airport Commission, our mutual vision of renovating the former terminal building into a business incubator is now a reality.

Details of these initiatives and others follow in this report. A special thank you goes to our public and private sector partners for their sustained support, our officers and board members for their service this year, and to our excellent staff as they carry out our strategies. It has been a very rewarding opportunity to serve as your President this past year and I look forward to continuing the organization's goals next year as SWED completes four (4) decades of service.

Sincerely,

Peter Bozick, President

## Officers and Board of Directors

Debbie Abbott  
*Mercantile Peninsula Bank*

John Allen  
*Delmarva Power*

John Cannon  
*Wicomico County*

Rafael Correa  
*MaTech, Inc.*

Eric Crouchley  
*The Peninsula Insurance Co.*

Palmer Gillis  
*Gillis-Gilkerson, Inc.*

Dawn Harcum  
*Powerwave Technologies*

Henry Hanna, III  
*Sperry Van Ness-Miller Comm.*

Dennis Hebert  
*Shore Bank*

Fred King  
*BB&T*

Craig McConnell  
*Hebron Savings Bank*

John McDonnell  
*City of Fruitland*

George Mengason  
*Dennis Storage / Mayflower*

Jim Morris  
*Shore Distributors*

Greg Olinde  
*Bay National Bank*

John Pick  
*City of Salisbury*

Bill Rinnier  
*Rinnier Development Corp.*

Steve Smethurst  
*Adkins, Potts & Smethurst*

Ed Thomas  
*The Bank of Delmarva*

Phil Tilghman  
*Salisbury Area Chamber*

Ed Townsend  
*M&T Bank*

Ed Urban  
*Harvard Custom Manufacturing*

Mark Welsh  
*Trice, Geary & Myers*

Bob Wheatley  
*The Whayland Company*

Tom Wisniewski  
*Avery W. Hall Insurance Co.*

Pete Bozick  
**President**  
*George, Miles  
& Buhr*

Monty Saylor  
**Vice-  
President**  
*Bank of  
America*

Scott Aja  
**Secretary**  
*McCrone, Inc.*

Bob Moore  
**Treasurer**  
*Moore &  
Company, P.A.*

John Stern  
**Immediate  
Past  
President**  
*PKS &  
Company, P.A.*

*Business  
Retention /  
Expansion*

*Business  
Attraction*

*Strengthen  
SWED*

## **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 to our region. 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 to 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 resources, leverages capital, and broadens expertise.

## Highlights of 38 Years

- 1968-1970
- SWED opens its corporate office and places its first ad in "Industrial Property Guide"
  - Firestone announces plans to build a plastics factory in Northwood Industrial Park
  - Salisbury "oversizes" water & sewer lines in Northwood Industrial Park to allow for future growth
  - Chris Craft closes its Salisbury plant
- 1970-1975
- Crown, Cork & Seal expands its plant by 73,000 sq. ft.
  - A 3-phase Industrial Apartment concept is announced to provide "start-up" manufacturing space for new industry
  - K&L Microwave is founded by Richard Bernstein
  - Open Roads Industries purchases the former Chris Craft plant
  - New factories planned for construction include: Burroughs Corp., Georgia Pacific, Central Supply, Shaw Warehousing, & Hoffman LaRoche
  - Manhattan Shirt Co. is sold to Salisbury Manufacturing Co., Inc.
  - Open Roads Industries announces its closing
- 1975-1980
- D&F Shirt and Wootten Welding begin operations
  - Seven new companies move into the Industrial Apartment Complex, including Good Electronic Co., Salisbury Special Tool, & Maryland Clarklift, Inc.
  - K&L Microwave triples its manufacturing space
  - Roadway & AAA Trucking locate terminals in Salisbury
  - Condec Corp. acquires the former Chris Craft plant for its ConDiesel division

*"Business Week" publishes a feature article entitled "Business Discovers a Tri-State Peninsula", 1973.*

*Work begins on the establishment of the 150 acre Air Business Center.*

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

1975-1980  
*continued*

- Duo Sofa, Inc. announces plans to construct a plant in Northwood
- Mid-Atlantic Printing & Chilton Publishing begin plant construction in Northwood
- Gregg Shirt Makers expands its Fruitland plant
- Delmar Sportswear locates in Delmar
- Richard Bernstein, founder of K&L Microwave, wins Maryland's Small Businessman of the Year award
- Henson Airlines locates to Wicomico County

1980-1985

- SWED assists in site selection for Salisbury Pewter, Heinemann Electric, & Chesapeake Corporation
- Chesapeake Shipbuilding purchases Roberts Shipyard & begins constructing the "America" cruise ship
- Plymouth Tube begins construction on a specialty tubing plant in Northwood
- Perdue Farms doubles its corporate headquarters & expands its processing plant
- Henson Airlines adds ninety new jobs & is recognized as the "Regional Airline of the Year" by Air-Transport World.
- Viskon-Aire locates in Northwood
- SWED partners with Wicomico County & the City of Salisbury to obtain Maryland's largest enterprise zone
- Heinemann triples its manufacturing space
- Governor Hughes announces a state office building to be built in downtown Salisbury
- Grumman Aerospace purchases the former Manhattan Shirt factory, projecting 300 new manufacturing jobs
- IPC Corporation announces the construction of two plants in Northwood
- Enterprise zone benefits are extended from five years to ten years

## Highlights *(continued)*

1985-1990

- Standard Register purchases Burroughs Corporation's business forms division
- Mardelva News begins plant construction in Northwood
- SWED received local & state approval for funds to construct an inventory building
- K&L Microwave, US Marine, & Coaxitube expand creating 250+ new jobs
- Federal Express constructs a plant at the new Air Business Center
- A new terminal building has been approved for funding at the airport
- Imperial Cup Corp. purchases Wicomico's "inventory" building, creating 50 new jobs
- Ford Laboratories (Trinity Sterile today) completes construction of its facility on W. Zion Rd.
- Machining Technologies, Toroid Corporation, & CallCenter Services are welcomed to our area
- Foot Management opens a facility in Pittsville
- Tishcon Corp. completes its Northwood plant
- The Regional State Office Building is under construction in downtown Salisbury
- SWED proposes a second inventory building

1990-1995

- US Marine builds its 1000<sup>th</sup> yacht
- MaTech doubles its workforce
- Northgate Development builds 66,000 sq ft of office/industrial/warehouse space
- CallCenter Services reaches 200 associates
- Eaton Corporation, formerly Heinemann Electric, employs 300
- Nanticoke Homes purchases the former Con-Diesel plant
- Wicomico County begins construction of its second inventory building
- Campbell's Soup closes, eliminating nearly 800 positions
- Grumman Aerospace announces plans to close, eliminating over 500 jobs

*Wicomico  
County  
constructs its  
second  
"inventory"  
building;  
100,000 sq. ft.,  
1993.*



SWED, in conjunction with Wicomico County, UMES, & the EDA establishes a \$1 million revolving loan fund.

## Highlights *(continued)*

1990-1995  
*continued*

- Filtronic Comtek locates in the former terminal building at the airport
- Field Container purchases Wicomico's second "inventory" building
- Royal Quality Foods begins beef processing in the former Campbell's Soup plant
- RelComm Technologies begins operations in Northwood
- Data Services, Inc. & CallCenter Services construct facilities in Winterplace Park
- Lorch Microwave relocates to Salisbury with 15 employees
- Salisbury Technologies (now Harvard Custom Manufacturing) purchases the former Grumman Aerospace plant, retaining 82 jobs
- MaTech renovates a former sweet potato plant into a state-of-the-art machine shop in Hebron
- The City of Fruitland establishes a 110 acre enterprise zone & begins planning a new industrial park

1995-2000

- Filtronic Comtek moves into its new headquarters, employing 150+
- Shoreland Freezers, Tishcon, & Trinity Labs commit millions of dollars for new warehouse & manufacturing space
- Piedmont/US Air Express opens its new engine testing facility at the airport
- Rafael Correa, President of MaTech, Inc., wins Maryland's Small Businessman of the Year award
- ClearComm Technologies & Custom Cable Solutions begin operations in Wicomico
- Cape May Foods purchases Nanticoke Foods, retaining 75 jobs
- Tishcon Corp. relocates a division to the former Sears Warehouse building on Brown St.
- ThermoLyte Corp. begins operations in the old terminal building at the airport

## Highlights *(continued)*

1995-2000  
*continued*

- SWED along with 8 other Maryland Eastern Shore counties produces a CD-ROM highlighting business attributes of the Eastern Shore
- Interactive Marketing Services, Inc. enters into a lease with Mountaire Farms for a portion of the former Campbell Soup plant
- Millenium Microwave, LLC begins operations in Fruitland
- Arcon Welding, LLC begins operations in Northwood
- Rail service is retained along Mill St. due to a partnership between SWED, City of Salisbury, Norfolk-Southern, MDOT, & rail users

2000-2005

- K&L Microwave purchases & renovates the former Eaton facility
- Lorch Microwave constructs an addition to its existing facility
- Eastern Wireless TeleComm begins manufacturing microwave filters in Northwood
- The former Chris Craft plant is sold for the fourth time in 33 years
- Helvoet Pharma purchases Wheaton Pharma-Tech, retaining 200 jobs
- Bar None, Inc. purchases the local assets of The Order People, retaining 150 jobs
- Silverton Marine purchases the former Webcraft plant, creating 175 new jobs
- SWED creates a “schematic/vision” for the Air Business Center in conjunction with the Airport Commission & several SWED members
- Cambrex chooses Northwood for a bio-tech manufacturing facility
- SWED establishes a new \$406,000 revolving loan fund for business development
- SWED secures \$350,000 in funding (CDBG) for renovation of the former airport terminal building into a business incubator

*The Kiplinger Washington Letter mentions that Salisbury is “drawing smaller, high-tech businesses” in its February 20, 1998 edition.*

## Highlights *(continued)*

Partnerships

2000-2005  
*continued*

Technology

- SWED assists Silverton Marine in securing the former “Hess” site for a new manufacturing plant expected to employ approximately 200 people
  - Germane Tool, a precision machine shop, relocates to Salisbury from West Chester, PA
  - SWED assists Filter Networks in its site search and other “start-up” issues
  - SWED initiates and promotes a “Technology Partnering Showcase” in conjunction with TEDCO at Salisbury University
  - Through the Maryland Economic Adjustment Fund, SWED capitalizes an additional \$100,000 to the SWED Business Expansion Fund
  - SWED assists Century Seals in the firm’s acquisition of Finishing Technologies, Inc.
  - SWED was instrumental in assisting Sklar Instruments in its merger with Trinity Labs, creating Trinity Sterile and retaining 55 jobs
  - SWED assists in the start-up of Callidus, LLC, a developer of software products targeting the sleep lab industry
- 2005-2007
- SWED assists MaTech, Inc. in its site search, permitting, and expansion into a 150,00 square foot facility in Northwood
  - SWED assists Perdue Farms, Inc. in locating a site for a new corporate hangar, developing lease terms, and assisting throughout the permitting process
  - SWED accepts a lead role in working with developers of the Salisbury Mall property toward a Tax Increment Finance agreement
  - Perdue Farms renovates a manufacturing plant in Northwood into an “Innovation Center,” a state-of-the-art research and development facility
  - SWED supports House Bill 399, allowing more flexibility to local jurisdictions in creating and expanding enterprise zones

## Highlights *(continued)*

2005-2007  
*continued*

- SWED assists Harvard Custom Manufacturing with financing from the Southern Eastern Shore Revolving Loan Fund (SES-RLF) to expand its facility and increase jobs
- As requested by the Wicomico County Council, SWED reviewed and presented a request toward the establishment of an Arts and Entertainment District
- SWED assists the Airport Commission in establishing a business incubator in the former terminal building at the airport and in securing funds through the Community Development Block Grant program, the Federal Aviation Administration, and the Maryland Aviation Administration
- SWED assists Ameriscan, a GPS company, in locating to the recently renovated incubator space at the airport, and with permitting and leasing issues as well
- SWED assists the City of Salisbury and Wicomico County in promoting and completing the application to expand the existing enterprise zone to include WestWood Commerce Park
- SWED sponsored and arranged a presentation from the Maryland Industrial Development Financing Authority (MIDFA) to area bankers and loan officers
- The Siesta Group, a sleep software development company, begins operations at the airport
- The Knowland Group, an internet-based “reader board” service targeting the hospitality industry, relocates to Salisbury
- SWED brokers a loan through the Southern Eastern Shore Revolving Loan Fund (SES-RLF) to Navtrak, Inc., a GPS product and service provider for fleet vehicles
- With the help of Wicomico County Public Works, SWED assists Ferguson Enterprises, a plumbing/heating distributor, with their location to WestWood Commerce Park

*Salisbury is ranked 55th Hottest City in the US, according to the May 2006 issue of Inc. Magazine.*



David Ryan  
Executive  
Director

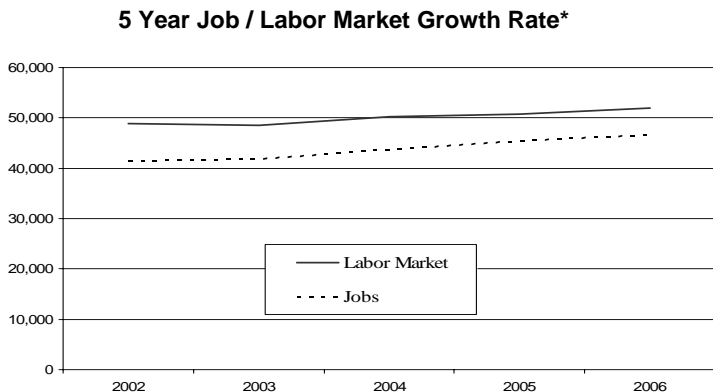
## Director's Message

For the past thirty-nine years, our community has experienced a period of great economic diversification. One of our community's greatest strengths, economic diversification mitigates the impact of economic downturns while enhancing opportunities during economic growth cycles. Our organization has played and continues to play a key role in this strategy. We do so by committing to our stated mission of enhancing our socio-economic environment through the preservation and creation of productive employment opportunities and by earning the confidence among our public and private sector partners as well as those businesses and industries which have chosen to make our community their home.

At the same time, and after thirty-nine years of service, we recognize that market conditions can overpower best efforts. We experienced this last year as JV Wells ceased operations and Brunswick announced their plant closing for next year. Several mill companies purchased the Wells facility and we will work with all of our partners in marketing the Brunswick plant to a new employer.

As in recent years, job growth this past year exceeded the growth in our labor market, leading to low monthly unemployment rates throughout the year. For the five year period ending in 2006, our average annual job and labor market growth rate were 2.5% and 1.3%, respectively. While good news for those seeking jobs, the tight labor market was challenging for those employers seeking qualified job applicants.

The following chart illustrates this trend.



\* Source: Md. Dep't. of Labor, Licensing & Regulation

## Director's Message *(continued)*

*Coordinated  
Efforts*

From an expansion perspective, we were pleased to assist two long-term employers in our community in their growth plans; Machining Technologies (MaTech) and Harvard Custom Manufacturing (HCM).

*Proactive*

MaTech completed its purchase and renovation of the former 150,000 s.f. Sealy furniture plant in Northwood Industrial Park while HCM began construction on a 60,000 s.f. addition to its 100,000 s.f. plant.



*Creative*

*MaTech ribbon cutting ceremony.*

Combined, both companies invested millions of dollars in plant, property and

equipment that will ultimately result in the addition of some three hundred new jobs. SWED was pleased to play a role in recruiting these companies to our area some twenty years ago and just as pleased to play a key role in their respective expansion projects.

Also regarding existing businesses, through Maryland's Partnership for Workforce Quality program, more than \$60,000 was distributed to area employers toward training initiatives.

Recruiting new employers and creating an environment that supports new companies and industries is integral to our long term goals and diversification strategies. In cooperation with the Wicomico County Airport Commission, we completed the renovation of the former terminal building into a small business "incubator", specifically targeting technology-related firms. The Siesta Group, a software development company operating within the sleep industry, began operations in the incubator joining Americanscan (GPS) and the Federal Aviation Administration. Of 9,000 s.f. available, 2,000 s.f. remains available for lease.

We welcomed The Knowland Group this past year as well. This internet-based company began as a "reader-board" service targeting the sales and hospitality industry world-wide. The firm anticipates nearly one hundred new jobs as it further "mines" its significant database. While the company could have located virtually anywhere, Knowland relocated from Washington D.C. to our community in large part due to our past success in assisting "start-up" technology-oriented firms.

## Director's Message *(continued)*

Internally, and as we have done for the past five years, we completely redesigned our web site. Content within the site itself is updated daily. In addition, we responded to hundreds of requests for information about our community from students, brokers, corporate clients and citizens.

More than one hundred members and guests attended our 2006 Annual Meeting at The Fountains Conference Center. The event



featured perspectives on the current status and future of our local economy. Bill Satterfield, Executive Director of the Delmarva Poultry Industry highlighted agriculture and poultry; Dr. Memo Diriker, Director of B.E.A.C.O.N. discussed business trends, and your Executive Director provided an overview of industry and development.



From a fiscal perspective, we remained prudent in our expenditures and operated within our budget. For the five years ending August 31, 2007, our budget has increased by 5.5%, or put another way, approximately 1.1% per year.

Top: Bill Satterfield, DPI  
Bottom: Dr. Memo Diriker, BEACON

We cannot predict with certainty the businesses or even the types of businesses that will encompass our landscape in the years to come. We do know change will occur and with change comes opportunity. By committing to our mission of assisting resident industry in their competitiveness, attracting new industry and striving for a diverse economic base, we can capitalize on the many opportunities that lie ahead.

## Recent Programs

### The Poultry Industry

*Jim Perdue – Chairman, Perdue Farms, Inc.*

### Moving Maryland Forward

*James T. Brady – Secretary, Maryland DBED*

### The State of the State

*Governor Paris Glendening – State of Maryland*

### Looking Ahead: The Wireless Industry

*Lou Abbagnaro – President, K&L Microwave*

### Why Jobs Come and Go

*A.B. (Buzzy) Krongard – Director, BT Alex Brown, Inc.*

### Marketing Maryland

*Aris Melissaratos – Secretary, Maryland DBED*

### The Current & Future Impact of the Microwave Industry on the Lower Shore

*Charles Schaub – President, K&L Microwave*

*John Tinkler – President, RelComm Technologies*

*David Chambers – President, Filtronic Comtek*

*Kevin Bernstein – President, Lorch Microwave*

*Wayne Barbely – President, Salisbury Engineering*

*Jeff Evans – President, ClearComm Technologies*

### Healthcare & PRMC

*Alan Newberry – President & CEO, Peninsula Regional Medical Center*

### Business Taxes in Maryland

*William Donald Schaefer – Comptroller, State of Maryland*

### What to Expect Next

*Kevin Hassett – Senior Economist, Board of Governors*

*Federal Reserve System; Author, Dow 36,000*

### Research Triangle Park, NC

*James Roberson – President, Research Triangle Foundation*

### The State of the County

*Anthony Sarbanes – President, Wicomico County Council*

### Energy Costs and Electricity Supply

*Gary Stockbridge – President, Delmarva Power*

*Quality Meetings*

*Expert Speakers*

*Relevant Issues*



**Mission Statement**

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

**Past Presidents**

1968 – 1969  
Robert M. Lawrence

1969 – 1970  
Robert A. Deacon

1970 – 1971  
A.L. Fleming

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

2002 – 2004  
Edward Urban

2004 – 2006  
John Stern, Jr.

## SWED Members



### Accountants

Moore & Company, P.A.  
*Bob Moore*

PKS & Company, P.A.  
*John Stern, Jr.*

Trice, Geary & Myers, LLC  
*Mark Welsh*

### Attorneys

Adkins, Potts & Smethurst  
*Steve Smethurst*

Webb, Burnett, Cornbrooks,  
Wilber, Vorhis, Douse &  
Mason, LLP  
*K. King Burnett*

### Banks

Bank of America  
*Monty Saylor*

Bay National Bank  
*Greg Olinde*

BB&T  
*Fred King*

First Shore Federal S&L  
*Marty Neat*

Hebron Savings Bank  
*Greg Johnson*

M&T Bank  
*Ed Townsend*

Mercantile Peninsula Bank  
*Debbie Abbott*

Shore Bank  
*Dennis Hebert*

The Bank of Delmarva  
*Ed Thomas*

### Construction

Concrete Building Systems  
*Viren Sharma*

Gillis-Gilkerson, Inc.  
*Palmer Gillis*

Nason Construction, Inc.  
*Mike Dashiell*

Rinnier Development  
Corporation  
*Bill Rinnier*

The Whayland Company  
*Bob Wheatley*

### Engineers / Architects

Barry Isett & Associates, Inc.  
*Don Hoen*

Davis, Bowen & Friedel  
*Jerry Friedel*

George, Miles & Buhr, LLP  
*Peter Bozick*

McCrone, Inc.  
*Scott Aja*

O'Donnell, Naccarato,  
MacIntosh  
*Jim Baker*

### Government / Chamber

City of Fruitland  
*John McDonnell*

City of Salisbury  
*John Pick*

Salisbury Area Chamber of  
Commerce  
*Phil Tilghman*

Town of Delmar  
*Sara Bynum-King*

Wicomico County  
*John Cannon*

**SWED Members** *(continued)*

**Insurance**

Avery Hall Insurance Group  
*Tom Wisniewski*

Hanna, Kremer, & Tilghman  
*Mat Tilghman, Jr.*

The Peninsula Insurance  
Company  
*Eric Crouchley*

Tri-State General Insurance  
*Ed Dickerson*

**Manufacturing**

Delmarva Recycling  
*Greg Stein*

Harvard Custom  
Manufacturing  
*Ed Urban*

K&L Microwave  
*Don Hoeler*

Lorch Microwave  
*Kevin Bernstein*

Lower Shore Enterprises  
*Mike Purkey*

MaTech, Inc.  
*Rafael Correa*

Pepsi Bottling Ventures of  
Delmarva  
*Bill Flaherty*

Plymouth Tube  
*Joe Clardy*

Powerwave Technologies  
*Dawn Harcum*

RelComm Technologies  
*John Tinkler*

Standard Register  
*Herb Troyer*

Tishcon Corporation  
*Arun Chopra*

Toroid Corporation  
*Katarina Ennerfelt*

**Real Estate/Development**

E.S. Adkins & Company  
*Bill Turner*

Mr. Square Feet  
*Mark McIver*

PCS Homes  
*Michael Thomasson*

Shoreland, Inc.  
*Art Cooley*

Sperry Van Ness-Miller  
Commercial Real Estate  
*Brent Miller, Henry Hanna,  
John McClellan, Chris Peek*

Westwood Development, LLC  
*Morgan Hazel*

**Retail**

Centre at Salisbury  
*Alane Emerson*

## **SWED Members** *(continued)*



### **Services**

**Beacon Technologies**  
*Dana Seiler*

**Data Services, Inc.**  
*Kathy Geary*

**Go-Glass Corporation**  
*Doug Linderer*

**Navtrak, Inc.**  
*Ron Hodges*

**Peninsula Regional Medical Center**  
*Alan Newberry*

**Perdue School of Business at Salisbury University**  
*Dr. Richard Hoffman*

**Quality Staffing Services**  
*Maria Waller*

**Salisbury University Foundation**  
*Rosemary Thomas*

### **Utilities**

**Cato Gas & Oil, Inc.**  
*Mike Abercrombie*

**Delmarva Oil**  
*Brian Schneck*

**Delmarva Power**  
*John Allen*

**Eastern Shore Natural Gas**  
*Elaine Bittner*

**Verizon**  
*Joe Daniels*

### **Wholesale / Distribution**

**Dennis Storage / Mayflower**  
*George Mengason*

**Eastern Shore Distributing**  
*Robert Burke*

**Shore Distributors**  
*Jim Morris*

*Thank you for  
supporting our program  
of economic development  
for the past thirty-nine years.*