

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

ANNUAL REPORT 2012 - 2013

## SWED Annual Report: 2012 – 2013

Celebrating Our  
45th Year

**SWED**  
Est. 1968

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Bob Moore is a CPA  
with Moore & Co.  
P.A..



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

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

To Our Members:

I am pleased to present this 45<sup>th</sup> Annual Report of the Salisbury - Wicomico Economic Development Corporation (SWED). Confronted with lingering effects of the “great” recession, the organization this past year continued it’s long running trend of achieving results while enhancing outreach and administrative responsibilities through the use of technology.

Within this report are highlights of our assistance this past year to Cadista Pharmaceuticals, Machining Technologies, Piedmont Airlines, AHPharma Food Safety Products, Manufacturing Support Industries, and Bay Steel, Inc. as well as many other firms in years past.

Internally, we completed our transition to a “paperless” office, essentially eliminating a number of administrative liabilities while enhancing our productivity. We now have the capability of accessing our files from virtually any electronic communication device anywhere and at anytime. Along these lines, we created a new website that can be easily seen and navigated regardless of the device used to connect to the web. A property database, complete with demographic reports by property, enhances still the new site.

Thank you to our membership, government supporters and the community-at-large for your confidence and support of SWED. A special thank you goes to SWED’s Executive Committee and Board of Directors for their confidence, volunteerism and support of our mission and organization. I look forward to my second term of office.

Sincerely,

Robert L. Moore, President

## Officers and Board of Directors

Ed Townsend  
*BB&T*

Sheree Sample-Hughes  
*Wicomico County*

Eric Crouchley  
*The Peninsula Insurance Co.*

Dwight Miller  
*Gillis-Gilkerson, Inc.*

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

Dennis Hebert  
*Shore Bank*

Trent Pusey  
*Hebron Savings Bank*

John Psota  
*City of Fruitland*

Jim Morris  
*Shore Distributors*

Dana Mottley  
*Bay Bank*

David Ennis  
*Pro Coat LLC*

Pete Bozick  
*George Miles & Buhr*

John Pick  
*City of Salisbury*

Fred Puente  
*Blind Industries & Serv of MD*

Sandy Fitzgerald  
*Salisbury Area Chamber*

Kelly Rew  
*PNC Bank*

Steve Smethurst  
*Adkins, Potts & Smethurst*

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

Ed Thomas  
*The Bank of Delmarva*

Jon Sherwell  
*M&T Bank*

Tony Rodriguez  
*Labinal Salisbury*

Mark Welsh  
*Trice, Geary & Myers*

Tom Wisniewski  
*Avery W. Hall Insurance Co.*

Tony Nichols  
*BBSI*

Bob Moore  
Aja  
**President**  
*Moore & Co.,  
P.A.*

John Allen  
**Vice President**  
*Delmarva  
Power*

Ed Townsend  
**Secretary**  
*BB&T*

Jim Morris  
**Treasurer**  
*Shore  
Distributors*

Scott  
**Immediate  
Past President**  
*McCrone, Inc.*

*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 40 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.*

*Business  
Expansion*

## **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

2005-2010

- 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
- Perdue Farms renovates a manufacturing plant in Northwood into an “Innovation Center,” a state-of-the-art research and development facility
- SWED assists Harvard Custom Manufacturing with financing from the Southern Eastern Shore Revolving Loan Fund (SES-RLF) to expand its facility and increase jobs

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

2005-2010  
*(continued)*

- 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
- 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

2010-2013

- Hospital Billing and Collection Service (HBCS) locates to Salisbury and projects two hundred fifty new jobs.
- Trinity Sterile principals purchase the former Americhem building for expansion. Trinity anticipates sixty new jobs as a result.
- Marvel Investments, LLC purchases the 66,000 s.f. former Silverton Marine plant in Northwood.
- Via the SES-RLF, SWED loans funds Coastal Linens, Inc. for the construction and purchase of equipment for a new industrial laundry operation in WestWood.
- SWED assists Bennett Construction as the company constructs a new facility for expansion.

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

2010-2013  
*(continued)*

- Delmar Brewing Company (dba Evolution Craft Brewery) locates to the vacant, former Reddy Ice facility near downtown Salisbury. Via the SES-Revolving Loan fund, SWED provided equipment and working capital loans.
- SWED teams with the Wicomico County Airport Commission for development of a strategic plan for the airport.
- SWED works with the City of Salisbury and Wicomico County toward recertification and expansion of the Salisbury-Wicomico Enterprise Zone.
- SWED moves toward a “paper-less” office by digitizing files, both past and present.
- SWED launches a new website featuring a “responsive” design, meaning the site is legible and can be navigated regardless of the device used to connect to the net.
- SWED, via the SWED-Revolving Loan Fund and the SES-Revolving Loan Fund extend working capital loans to Machining Technologies, Inc.
- Cadista Pharmaceuticals breaks ground on a 100,000 s.f., \$10 million addition to the firm’s Northwood plant. The expansion is expected to add several hundred new jobs to the existing three hundred over the next four to five years.
- Through Maryland’s Department of Business and Economic Development, and in conjunction with the Wicomico County Airport Commission, SWED secured funding for and completed renovations to the Piedmont hangar complex at the airport.
- Assisted AHPharma Food Safety Products in a tech-transfer agreement with the Agricultural Research Center in Beltsville MD. AHPharma is licensing a technology with plans to manufacture and market the bacteria identifying instrument. SWED assisted the company with a revolving loan for working capital as well as in prototyping via 3-D printing technology.



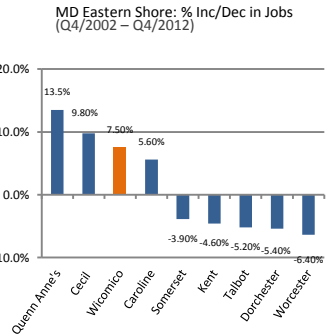
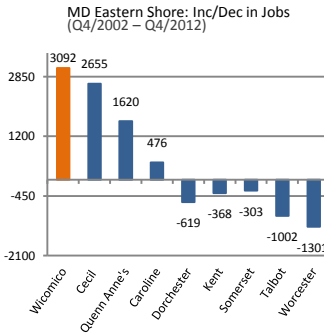
David Ryan  
Executive  
Director

## Director's Message

SWED achieved results in our core objectives of job creation, job retention and organizational productivity though economic recovery from the "Great Recession" remained stubbornly slow as we completed our 45<sup>th</sup> year of operation.

On a positive note, the local housing market showed signs of improvement. Through July 2013, average and median prices of existing homes in Wicomico increased on a YTD basis by 3.5% and 1.5%, respectively. And in 2012, Wicomico recorded the first average annual increase in existing home prices since 2007. Volume, in terms of unit sales, was up through July 2013 by 10.2% while active inventory continued a steep, double-digit decline.

On the other hand, we saw conflicting data regarding employment. In terms of jobs, and as indicated by the two charts below, Wicomico was one of four counties on the Eastern Shore with more jobs nearly five years after the recession began versus five years before the recession.



Source: Maryland Department Of Labor,  
Licensing & Regulation; note: not seasonally adjusted

However, beginning early in 2013, employment began to soften. Possible concerns among consumers and businesses regarding the elimination of the payroll tax cut, uncertainty over the affordable health care act and sequestration and still fairly weak new home construction all may have played a role in a softening employment market, especially on the Eastern Shore.

And so it is against this back drop in which SWED operated throughout the year. We were fortunate this year to assist Jubilant Cadista Pharmaceuticals as the company held a ground breaking

## Director's Message *(continued)*

Coordinated  
Efforts

ceremony for the 100,000 s.f., \$10 million expansion of its U.S. headquarters and manufacturing plant. Cadista currently employs approximately three hundred associates and anticipates adding two to three hundred additional associates over the next five years. SWED has assisted the company over many years, most recently in connection with permitting and site selection services associated with the expansion. Jubilant Cadista is the eighth fastest growing pharmaceutical firm in the world.



Shyam Bhartia, one of the owners of Cadista, discusses the firm's expansion

Proactive

Creative

SWED was pleased to assist the Wicomico County Airport Commission and Piedmont Airlines by partnering with Maryland's Department of Business and Economic Development in structuring a conditional loan for the renovation and retrofit of Piedmont's hangar complex. The complex is home to approximately two hundred associates, a maintenance base and the corporate headquarters of Piedmont.

Through the Southern Eastern Shore Revolving Loan Fund, brokered two loans to Manufacturing Support Services, Inc. (MSI) and Bay Steel, Inc. The working capital loan to MSI helped to preserve twenty-five jobs as the firm prepared to relocate operations to smaller quarters. Bay steel, Inc. purchased a 10,000 s.f. facility on Brown Street in Salisbury. The company plans to add new jobs while utilizing a formerly vacant facility. Along these same lines, SWED in conjunction with another lender, assisted Machining Technologies in restructuring several loans, allowing the company to become financially stronger and ensuring the retention and potential growth of jobs. The company currently employs approximately one hundred fifty associates.

One means in which to grow business and / or business opportunity is through technology transfer. This past year SWED assisted AHPharma Food Safety Products with its licensing of patented technology from the U.S. Department of Agriculture in Beltsville, MD. The company plans to market and manufacture a device that can detect bacteria in food processing plants and commercial kitchens. This agreement led AHPharma toward the purchase of a 3D printer for use in prototyping.

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

*Job Retention*

Internally, we receive hundreds of calls from students, brokers, corporate executives and people from all walks of life seeking information about our community. We respond to every call.

*Job Attraction*

SWED is no different than any other business when seeking to improve efficiencies and enhance productivity. This past year we completed digitizing our files, switched to a web-based email system, switched to a smart phone and added an electronic tablet, reduced land-line telephone services, replaced one office computer, installed multiple monitors per computer, initiated receipt of online statements where possible, established a file back-up system to an external hard drive, established an online, third party backup system, synced all computers and launched a new website. Our website features an interactive property database complete with demographic reports for each specific property. In addition, the site features a "responsive" design site, allowing legible access regardless of the device used to connect to the web

Nearly one hundred twenty people attended our 44<sup>th</sup> Annual Meeting held at the Holiday Inn in downtown Salisbury. Ward Barney, Chief Operating Officer for Cadista Pharmaceuticals, outlined the firm's aggressive growth plans over the next five years while Christian Johansson, Secretary of Maryland's Department of Business and Economic Development updated our membership on Maryland's economic development initiatives.

From a fiscal perspective, we operated a budget that was comparable to that of thirteen years ago. While our budget may be less, our enthusiasm for our organization and mission is not. Our investment in productivity and technology will allow us to operate more efficiently and promote our community to anyone, anywhere and at anytime.

Thank you for your continued support.



## 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.*

### Challenging Times

*Rick Pollitt, Wicomico County Executive*

### Economic Outlook

*Jeffrey Lacker, – President, Federal Reserve Bank of Richmond*

### 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 New Perdue School of Business

*Dr. Bob Wood – Dean, Perdue School of Business*

### Energy Costs and Electricity Supply

*Gary Stockbridge – President, Delmarva Power*

## **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	1984 – 1986 Gordon D. Gladden
1969 – 1970 Robert A. Deacon	1986 – 1988 Edward J. Kremer
1970 – 1971 A.L. Fleming	1988 – 1990 Hugh McLaughlin
1971 – 1972 Frank P. Maher	1990 – 1992 W. Bill Rinnier
1972 – 1973 H. Gray Reeves, M.D.	1992 – 1994 Robert C. Wheatley
1973 – 1974 William J. Ahtes, Jr.	1994 – 1996 Roger Vandegrift
1974 – 1975 W. Howard Hayman	1996 – 1998 Edward M. Thomas
1975 – 1976 Robert M. Lawrence	1998 – 2000 Rafael Correa
1976 – 1977 William C. Bicknell	2000 – 2002 Henry H. Hanna, III
1977 – 1978 W. Thomas Hershey	2002 – 2004 Edward Urban
1978 – 1979 Daniel E. Ulm	2004 – 2006 John Stern, Jr.
1979 – 1980 William G. Carey	2006 – 2008 Peter Bozick
1980 – 1981 John Lerch	2008 – 2010 Monty Saylor
1981 – 1983 Fulton Jeffers	2010 – 2012 Scott Aja
1983 – 1984 William J. Ahtes, Jr.	

## SWED Members



### Accountants

Granger & Company, P.A.  
*Mark Granger*

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 Bank  
*Dana Mottley*

BB&T  
*Greg Tawes*

Farmers Bank of Willards  
*Chris Davis*

First Shore Federal S&L  
*Marty Neat*

Hebron Savings Bank  
*Trent Pusey*

M&T Bank  
*Ed Townsend*

PNC Bank  
*Kelly Rew*

Shore Bank  
*Dennis Hebert*

The Bank of Delmarva  
*Ed Thomas*

### Construction

Concrete Building Systems  
*Todd Stephens*

Gillis-Gilkerson, Inc.  
*Dwight Miller*

### Engineers / Architects

Davis, Bowen & Friedel  
*Gerald Friedel*

George, Miles & Buhr, LLP  
*Peter Bozick*

McCrone, Inc.  
*Scott Aja*

### Government / Chamber

City of Fruitland  
*John Psota*

City of Salisbury  
*Tom Stevenson*

Salisbury Area Chamber of  
Commerce  
*Sandy Fitzgerald-Angello*

Town of Delmar  
*Sara Bynum-King*

Wicomico County  
*Sheree Sample-Hughes*

**SWED Members** (continued)

**Insurance**

Avery Hall Insurance Group  
*Tom Wisniewski*

The Peninsula Insurance  
Company  
*Eric Crouchley*

Tri-State General Insurance  
*Ed Dickerson*

Mat Tilghman (Retired)

**Manufacturing**

K&L Microwave  
*Michele Garigliano*

Labinal Salisbury  
*Tony Rodriguez*

Lorch Microwave  
*Kevin Bernstein*

Lower Shore Enterprises  
*Luis Luna*

MaTech, Inc.  
*Rafael Correa*

Pepsi Bottling Ventures of  
Delmarva  
*Michael Langley*

Plymouth Tube  
*Marvin Dunham*

RelComm Technologies  
*John Tinkler*

Standard Register  
*Jay Parks*

Tishcon Corporation  
*Arun Chopra*

Toroid Corporation  
*Katarina Ennerfelt*

**Real Estate/Development**

E.S. Adkins & Company  
*Bill Turner*

Mr. Square Feet  
*Mark McIver*

Schneider Commercial  
*Joe Schneider*

Shoreland, Inc.  
*Art Cooley*

Sperry Van Ness-Miller  
Commercial Real Estate  
*Brent Miller, Bradley Gillis,  
Henry Hanna, John McClellan,*

Stein Land Corporation  
*Greg Stein*

Westwood Development, LLC  
*Morgan Hazel*

**Retail**

Centre at Salisbury  
*Alane Emerson*

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



### **Services**

Alarm Engineering

*Ron Boltz*

Barr International

*Stu Barr*

BBSI

*Tony Nichols*

Blind Industries & Services of  
MD

*Fred Puente*

Perdue School of Business at  
Salisbury University

*Dr. Bob Wood*

Pro Coat LLC

*David Ennis*

Quality Staffing Services

*Maria Waller*

Salisbury University Foundation

*T. Greg Prince*

W. R. McCain & Associates

*Bill McCain*

### **Utilities**

Cato Gas & Oil, Inc.

*Mike Abercrombie*

Chesapeake Utilites Corp.

*Darrell Wilson*

Delmarva Power

*John Allen*

### **Wholesale / Distribution**

Eastern Shore Distributing

*Robert Burke*

Shore Distributors

*Jim Morris*

*Thank you for  
supporting our program  
of economic development  
for the past forty five years.*