



Claymont steel mill may be on way to demolition, redevelopment **8**

## This week

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# City, county announce development strategy

*Click on the photo at right to see a video courtesy of WHYY Newsworks*

**N**ew Castle County Executive Tom Gordon warned that “we don’t have a lot of time left,” as a long-term economic development strategy was announced at a media event on Monday afternoon. [Click here](#) to read the plan.

City and county officials were on hand for the announcement of a strategy to deal with the loss of good jobs during and after the recession of 2009. At that time, the county lost both auto plants.

City officials appeared to be more upbeat in

**Continued on next page**



**Jeff Flynn of the Mayor’s Office of Economic Development shows a report to the crowd while New Castle Chamber President Mark Kleinschmidt looks on. From WHYY Newsworks video.**

# Williams says plan works wells with city priorities

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their assessments. The city is seeing continued development on the riverfront, downtown and the upcoming completion of a more than \$200 million expansion at Wilmington Hospital.

At the same time, the image of the city has been hit hard by a high homicide rate and continued concern over the quality of education. Wilmington Mayor Dennis Williams said the plans carry on his efforts to bring more new residents and businesses to the city and praised the Gordon administration for its work.

Gordon and Williams were joined by a large group of city and county officials as well as New Castle County Chamber of Commerce President Mark Kleinschmidt.

The effort to formulate the plan has been under way for nine months, with county and city officials meeting with business, labor and others to gain ideas. In a brief interview after the event Gordon repeated his plea on the podium for businesspeople and others to offer their suggestions. He continued to emphasize the need for everyone to get on board to make the plan work.



**County Executive Tom Gordon says a sense of urgency is needed in efforts to bring jobs to the county.**

Gordon also said the effort will include other municipalities in the county. He mentioned that county has been in touch with the City of New Castle over a proposal for a deepwater port along the Delaware River and noted the attendance of the Mayor of Elsmere at the briefing.

Gordon said the county will revise the Unified Development Code. The code has been criticized for its complexity and tendency to lengthen timelines for development. Gordon's efforts have earned cautious praise in development circles that have long criticized the code. Gordon conceded **Continued on next page**



# County returns to economic development arena

## From previous page

during remarks at the event that the “Tom Gordon of the 1990s” helped to push through the code aimed at managing growth.

A 2010 report from the Caesar Rodney Institute, a Delaware public policy group showed that the code slowed economic development in the county from the late 1990s on. [Click here](#) to read the report.

The code also pushed development into the town of Middletown and adjacent areas of Maryland and Pennsylvania.

At the time, overdevelopment had led to the code, according to Gordon, who said the landscape has changed drastically in the years since it went into effect.

The first Gordon administration essentially dismantled the New Castle County Economic Development Corp and his successor Chris Coons, facing budget deficits, did not try to revive the agency.

The county, later in Gordon's first two terms, provided a modest funding for New Castle County Economic Development Council that operated under the auspices of the New Castle County Chamber of Commerce.

Only recently has the county put together a visible economic development presence. Adjacent counties have economic development agencies and/or directors.

Not on hand were state government representatives. Much of the economic

development activity in the state goes through the Delaware Economic Development Office.

Representatives for the Delaware Economic Development Office and the governor's office declined to comment on the county-city initiative

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# Sunoco to spend \$2.5 billion on pipeline, Marcus Hook project

**S**unoco Logistics Partners announced it will spend \$2.5 billion on a project that will process and deliver natural gas products at the Marcus Hook refinery site.

The Mariner East II project will deliver natural gas liquids from shale areas in western Pennsylvania, West Virginia and eastern Ohio. Production has skyrocketed in the region.

Commitments have been received from shippers, enabling the project to move forward.

Mariner East 2 is expected to provide an initial capacity of 275,000 barrels per day of liquids such as propane, butane and ethane. Combined with Mariner East 1 capacity of 70,000 barrels per day, the Mariner East project will provide 345,000 barrels per day of total production from the shale regions. Mariner East 1 is expected to begin propane service by the end of this year.

Under Mariner East 2, Sunoco Logistics plans to construct a pipeline from processing and fractionation complexes in western Pennsylvania, West Virginia and Eastern Ohio for transport to the Marcus Hook Industrial Complex. Sunoco Logistics plans to construct new facilities at the



Marcus Hook Industrial Complex to store, chill, process and distribute propane, butane and ethane for distribution to local, domestic and international markets. Mariner East 2 is expected to be operational by the end of 2016, pending regulatory and permit approvals.

“This vital energy project will provide a comprehensive solution in the region to transport, store and process NGLs from the Marcellus and Utica Shales, and will provide the foundation for the continuing rebirth of the local manufacturing sector,” said Michael J. Hennigan, CEO. “The project also enables the continuing development of the Marcus Hook Industrial Complex, as we convert a former refinery site into a world-class natural gas liquids hub in southeastern Pennsylvania.”

A small portion of the complex is in Delaware

although it is expected that no investments will take place in the state. The project will aid skilled construction trades in the region that are needed in such projects

The pipeline project has drawn fire from residents in areas along its route. Mariner East will roughly parallel the Mariner West route.

Sunoco Logistics will invest about \$3 billion in Pennsylvania for the Mariner East projects to provide a mechanism for moving these resources within the commonwealth. As part of this

**Continued on next page**



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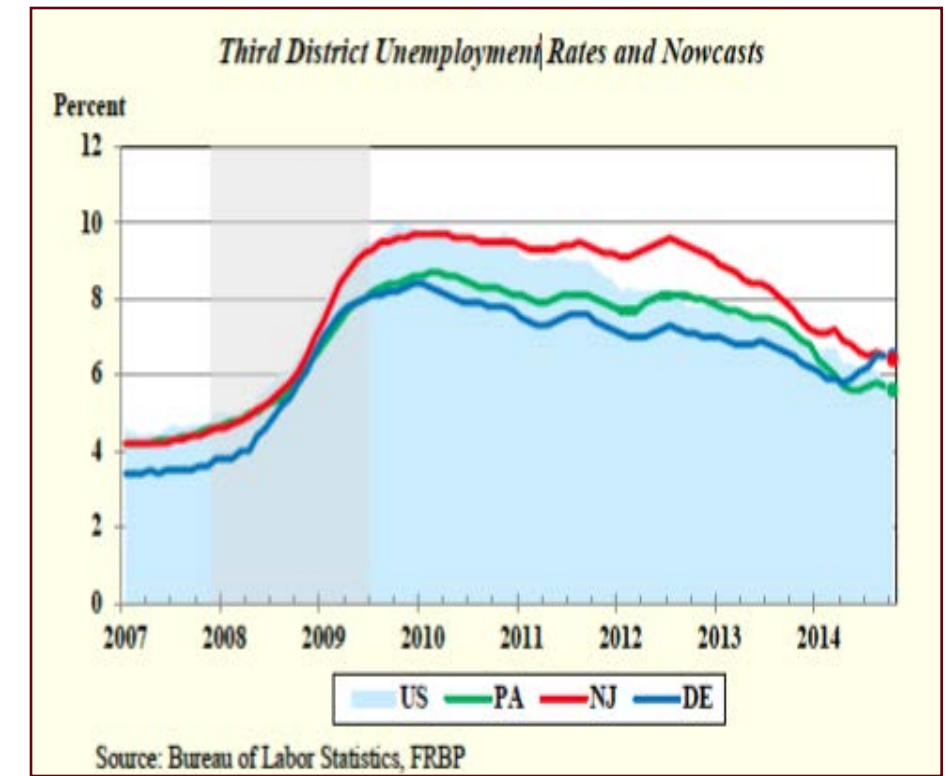
# Delaware jobless rate for October likely to remain steady

**U**nemployment rates for October are expected to decrease in Pennsylvania and New Jersey and remain unchanged in Delaware, according to the Federal Reserve Bank of Philadelphia's forecasts.

The Bureau of Labor Statistics releases national employment figures weeks ahead of state estimates, which leaves those following state economies with unanswered questions about the direction of local activity. The Federal Reserve Bank of Philadelphia produces regular unemployment rate estimates, or "nowcasts," for the region.

During October, the national unemployment rate decreased from 5.9 percent to 5.8 percent. The Philadelphia Fed expects unemployment rates for October to decrease from 5.7 percent to 5.6 percent in Pennsylvania and from 6.5 percent to 6.4 percent in New Jersey and remain unchanged at 6.5 percent in Delaware.

After a long period of having a lower jobless rate than its neighbors, Delaware now has a higher rate of joblessness than other states in the fed region. The state has seen a steady rise in workforce participation as those who had dropped out of the labor market look for work. 



## Major project planned at Marcus Hook

### From previous page

investment, the Mariner East project will also allow for additional propane to be available for consumers

The rapid expansion of natural gas liquids production from the Marcellus and Utica Shale deposits has significantly revitalized local economies across Pennsylvania, creating thousands of jobs and enhancing the country's energy supply, a release stated. As more natural gas liquids flow through Pennsylvania to Marcus Hook, additional

full-time employment opportunities will grow with Sunoco Logistics' long-term investment at this 800-acre site, according to the release.

Sunoco Logistics is also actively developing the addition of an NGL manufacturing complex, including a propane dehydrogenation (PDH) plant at Marcus Hook for the manufacture of propylene. This furthers the revitalization plan for the Marcus Hook Industrial Complex, the release stated.



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# A few suggestions on economic development

Following the press event announcing a new city and county economic strategy, I asked County Executive Tom Gordon a quick question.



**Rainey**

After answering the inquiry, he again asked for suggestions from the business community.

It is clear that the County Executive who some critics claimed put the “closed for business” sign out in the 1990s (he disputed that claim at the time) sees a bleak future if the issue is not addressed.

Drawing on more than a couple of decades of covering a business community now being buffeted by the winds of global and state-led competition, I offer the following a few suggestions to the mix.

1. Quickly determine whether a deepwater port

is feasible. The port is a good idea, but as Gordon noted, time is limited. Delaware has wasted resources following “the next big thing” (one example being the semiconductor industry).


In other words, don’t squander precious time and resources if prospects are dim and you are bringing (to repeat the cliché) a knife to a gunfight.

2. Confront the realities of the labor market. Topics that are painful to organized labor have to be examined regarding their impact. One example is right to work laws and the prevailing wage structure that sets wages for government projects. Delaware may simply be too small to insist on such protections as it competes with states such as Virginia and the economic might of non right to work states like New York.

3. Work to attract retail employers that pay higher wages. Costco has resisted shareholder pressure to lower wages and slash benefits. Other higher-wage

or higher benefit retail employees include grocer Aldi, which has no stores in Delaware, but operates in Maryland; Trader Joe’s, which has one store in the county, but would add more if allowed to sell wine and beer; home furnishings giant IKEA and The Container Store. Where to place these stores? One possibility is a redeveloped Tri-State Mall and perhaps a portion of the Claymont Steel site.

4. At the top of my list is forming a sustainable economic development corporation, realizing that administrations and priorities come and go. New Castle County and the city only have to look to their north to see the success of the Chester County Economic Development Council., which has operated for decades under top-notch leadership and strong support from the private sector.

5. Bring the state into the process. This simply has to happen. I’ll offer my suggestions from time to time and please send along your thoughts. - *Doug Rainey, Chief Content Officer.* 

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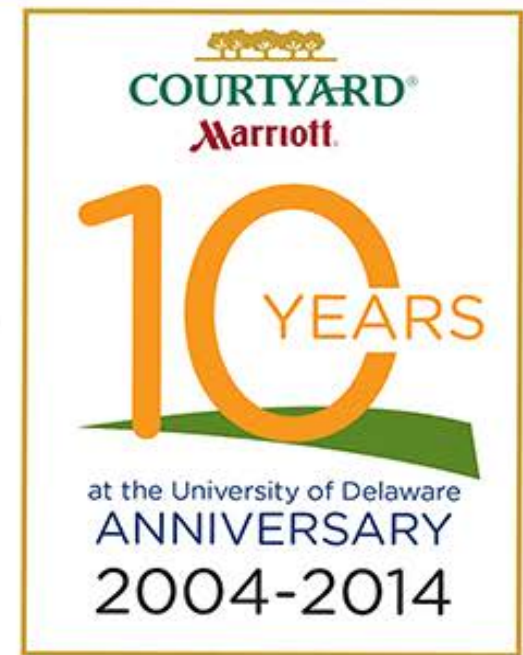
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Photo on left; The official grand opening, hosted by UD President David Roselle; J. Willard Marriott Jr., chairman and CEO of Marriott International Inc.



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# Reports indicate deal near to redevelop site of steel mill

**B**oth WDEL-AM and the News-Journal are reporting that the Evraz Claymont Steel site has been sold to a St. Louis company that plans to raze structures and clean up the site for future development.

The buyer was identified as [Commercial Development Co.](#), St. Louis, The company, according to its website, redevelops industrial properties. The deal was reportedly valued in the millions of dollars and is near finalization.

The process could take a couple of years, the company told the two media outlets.

Gov. Jack Markell issued the following statement: “This announcement is the beginning of the next chapter for the Claymont Steel site, which has been and needs to remain an economic engine for Claymont and Delaware. While the clean-up will take time, I am hopeful the redevelopment will mean a better environment and great jobs for Delawareans in the years to come.”

The state would be a key player in any



**Photo of a portion of the Claymont site from the State of Delaware.**

clean-up effort that would go through the Delaware Department of Natural Resources and Environmental Control.

Prior to its closing, the mill had invested in a bag house system aimed at reducing emissions and meeting clean air standards.

The site has been mentioned more frequently in recent weeks as hopes faded that a buyer would come in and reopen the mill, which was purchased several years ago by London-based steel

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# Future uses for Evraz Claymont steel mill property remain unclear

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maker Evraz for more than half a billion dollars. It was part of a buying spree by the steel maker, which has the bulk of its operations in Russian.

Developers are also taking a closer look at brownfield sites. The Claymont site has its attractions, including convenient access to Interstates 95 and 495.

Evraz, which has its North American headquarters in Chicago, has not faced any restrictions related to Russian actives in Ukraine.

The company, which has experienced losses, is offering debt notes for private placement at a 7.5 percent interest rate.

The Evraz site is also adjacent to Tri-State Mall, which is losing the K Mart store on its property and has not seen any significant investment in recent years.

It's not known what will eventually be built at the steel site, but it is believed the property will likely be used for industry or distribution. State officials had

indicated that prospects of the mill reopening were dim. The steel industry has virtually disappeared along the Mid-Atlantic coast, with the closing and dismantling of the massive Sparrows Point works in Baltimore and the shuttering of the Claymont mill.

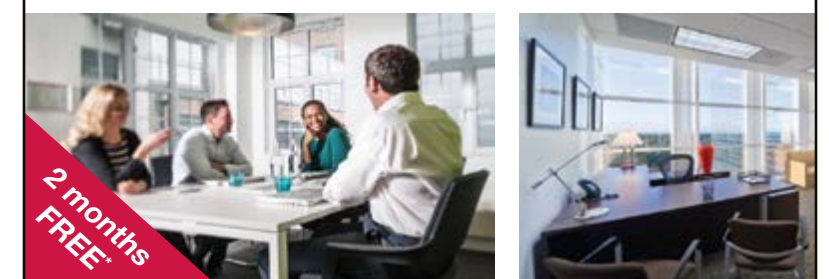
The mills have struggled with costs and foreign competition. Steel is also a cyclical business that is hammered in economic downturns.

Prior to Evraz, the mill was owned by a private equity firm after being purchased from a Chinese state steel company that operated under the Citisteel name. The company also operated for many years under the Phoenix Steel name. The mini mill produced steel plate used in construction and other areas.

The announcement comes as New Castle County and the City of Wilmington announced an economic strategy aimed at bringing more businesses and good paying jobs to the area.









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# Mattress recycling pitch wins Great Dames competition

[Click here](#) for photo gallery

Tanya Whye, founder and President of [Delaware Green Mattress Disassembling & Recycling LLC](#) (MDR) was declared winner of premier pitch competition sponsored by Great Dames.

Whye will receive more than \$25,000 in cash and services. She emerged first among 41 entries in the competition, according to Sharon Kelly Hake, CEO of Great Dames.

“We are thrilled that Tanya Whye is the remarkable winner in our premier competition because she is creating a social enterprise that we hoped to encourage through this competition,” Hake said. On hand to present the award was Delaware First Lady Carla Markell.

Green MDR is based on recycling and reusing mattress materials in a way that generates revenue, reduces environmental impact and employs first offenders.

Whye came up with the idea for a business while earning her MBA degree in

Environmental Stewardship at Wilmington University.

The event also featured a conversation with Linda Farquhar, founder of [EntreDonovan](#), Wilmington. EntreDonovan, was a winner in business competition sponsored by Comcast. The company uses the latest technology for custom fitting of women’s attire.

Prior to founding entreDonovan, Linda spent more than 25 years in the fields of banking and investment management where she had to wear business attire (by varying definitions) to work every day. For further information on the ideas competition, [click here](#):

Hake said success of the competition has led the group to look for other ways to assist young companies. Great Dames is partnering with Start It Up Delaware for a free workshop entitled “Great Dames Community of Remarkable Entrepreneurs” on Nov. 20 from 6 p.m., at 605 Market St., Wilmington. RSVPs can be sent to [HeatherHake@greatdames.com](mailto:HeatherHake@greatdames.com)



**In top photo from left are Whye, Hake and Markell. At bottom are finalists and individuals who provided assistance.**



# SBA 7(a) loan volume shows strength during fiscal year

**T**he Small Business Administration reported another strong year for its 7(a) loan program.

In Delaware, the SBA reported 143 separate 7(a) loans providing more than \$44 million to Delaware small businesses for startup or expansion.

“For the fifth consecutive year, the number of SBA loans in Delaware has increased. SBA lending created 532 new jobs and helped retain 960 Delaware jobs in fiscal year 2014. This is a great measure of the positive impact SBA loan programs have on the economy,” said

Delaware SBA District Director John Fleming.

“Of special note is that of these 143 loans; 51 were to women business owners, 39 were to minority business owners and six were to veteran business owners.”

M&T Bank issued the most SBA loans in Delaware, with 53 loans totaling \$4.8 million. Applied Bank lent the most dollars with six

loans totaling \$9.7 million. The 7(a) program is designed to cover the vast majority of business expenses, such as short and long-term working capital, exports, and refinancing existing debt under certain conditions.

Other SBA loans that did well in fiscal 2014 were those \$150,000 and under. Spurred by the fee relief implemented at the beginning of the fiscal year (fees were set to zero), these loans saw an increase of 23 percent in number of loans (30,675) and 29 percent in approved dollars (\$1.86 billion) over fiscal year 2013 (24,923 and \$1.44 billion respectively).

“Veteran Advantage fee relief, in which we dropped fees on loans under \$350,000 to veterans, was also instrumental in helping veteran small business owners,” said SBA mid-Atlantic Regional Administrator Natalia Olson-Urtecho.



## Trending this week

Most viewed stories this week at [DelawareBusinessDaily.com](http://DelawareBusinessDaily.com)

1. [Gordon, Williams announce economic development strategy](#)
2. [\(Photo gallery\) Whye wins pitch competition](#)
3. [\(Photo gallery\) Cabela's opens store near Christiana Mall](#)
4. [Redevelopment firm poised to acquire Claymont steel mill site](#)
5. [Wastemasters celebrates remarkable period of growth](#)
6. [Business people: Nov. 6-11, 2014](#)
7. [Cinemark to open 12-screen theater at Christiana Mall this month](#)
8. [Business people/Oct. 15-21, 2014](#)
9. [Update: Job cuts, restructuring under way at News Journal](#)
10. [Live Nation, Pires to host country music fest in Harrington](#)

# McConnells aid UD entrepreneurship program

**U**niversity of Delaware's [Horn Program in Entrepreneurship](#) announced a gift from alumnus Paul McConnell, a member of the Class of 1974, and his wife, Linda, to support and expand youth entrepreneurship programming.

The commitment will create the Paul and Linda McConnell Youth Entrepreneurship Initiative, which aims to raise awareness of entrepreneurship as a viable career path and engage youth in world-class educational programming.

“We want to provide all high school students, especially Delawareans, with an outstanding opportunity to develop entrepreneurial knowledge and skills,” said Dan Freeman, director of the Horn Program. “We are grateful to Paul and Linda for their support because we know how important it is for young people to learn about how to be entrepreneurial and innovation-ready if they are going to be successful in their careers.”

The Youth Entrepreneurship Initiative supports



**The Horn Program's Julie Frieswyk discusses the new Paul and Linda McConnell Youth Entrepreneurship Initiative.**

the Diamond Challenge for High School Entrepreneurs, a new Youth Entrepreneurship Summit (YES!), expanded training programs for teachers and opportunities for youth to be exposed to new technologies.

“Linda’s and my commitment to the Horn Program represents the realization of our passion to get young people interested in innovation and

entrepreneurship,” McConnell said. “Most kids, given an opportunity to pursue their dreams, will amaze you with what they can do.”

**Continued on next page**

A promotional poster for the 'Superstars in Business' event. It features a blue star in a circle logo, the text 'MARVIN S. GILMAN SUPERSTARS IN BUSINESS', the date 'Wednesday, November 12', and the keynote speaker 'Steven D. Strauss'. A small portrait of Steven D. Strauss is included, along with the event location 'Hotel du Pont' and time '11:15 a.m. - 1:45 p.m.'. The background has a pattern of light blue stars.

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# Program opens new world for young entrepreneurs

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“One important goal of the youth entrepreneurship initiative is to level the playing field for all,” said Julie Frieswyk, coordinator of youth and external programs for the Horn Program. “This means that students are judged solely on their ideas, creativity, hard work, persistence and other controllable factors, not by where they go to school or where they live.”

“It gives youth an understanding of the value of their unique approaches to solving problems,” said Frieswyk. “This is the true value of entrepreneurship -- the idea that anyone can rise to the challenge

of creating a great new product or solution, and in doing so take control of their own economic future.”

In addition to financial support, the McConnell’s gift comes with a pledge to continue building on the collaboration between the Horn Program and one of Paul McConnell’s initiatives, 1313 Innovation.

A by-product of this collaboration is an event will be held on Saturday, Nov. 21, during Global Entrepreneurship Week. The event will bring together young people from around the region to tour 1313 Innovation and to meet with and learn


from community mentors and successful The Diamond Challenge for High School Entrepreneurs serves as the cornerstone of the Paul and Linda McConnell Youth Entrepreneurship Initiative. The Diamond Challenge is an innovative business concept competition that aims to teach participants how to build their businesses like scientists by gathering evidence to test the validity of business model assumptions. It aims to spark imaginations and promote the development of an entrepreneurial mindset.

*Article by Stefanie Spatola and photos by Duane Perry, University of Delaware.*

## Moody’s upgrades Christiana Care bonds

Moody’s Investors Service has upgraded to Aa2 and Aa2/VMIG 1 from Aa3 and Aa3/VMIG 1, respectively, the ratings assigned to Christiana Care Health Services’ bonds, issued by the Delaware Health Facilities Authority.

The rating outlook is stable at the higher rating level. The ratings and outlook apply to \$253 million of outstanding debt.

The rating upgrade to Aa2 reflects Christiana’s history of consistently strong financial performance, strengthened debt coverage measures including measurable reduction of unfunded pension liability, marked growth in liquidity, commanding market position in state, and strong and experienced management team, the ratings service stated. On the minus side, Moody’s cited the systems “more modest cushion of variable rate demand debt.” 



## Chase, Citi sign leases with Emory Hill totaling 278,000 sq. ft.

**N**AI Emory Hill announced the leasing of more than 278,000 square feet of office space at its White Clay Corporate Center near Newark to two financial institutions, CitiGroup and JP Morgan Chase.

CitiGroup Technology signed a lease renewal for approximately 88,000 square feet of office space at White Clay, while JP Morgan Chase has leased several spaces totaling about 190,000 square feet at the same center to accommodate an expansion.

NAI Emory Hill Director of Brokerage and Principal Neil Kilian, was the sole broker in the transactions, which together totaled more than \$11.6 million.

“With its strategic location in Newark and close proximity to the University of Delaware campus, the White Clay Corporate Center has been and continues to be a highly desirable location for the financial services industry,” Kilian said. “We are seeing an uptick in office leasing activity in



the greater Newark area which is a welcome sign, following the great recession, and highlights the many advantages Newark has to offer major employers.”

In addition to White Clay, JPMorgan Chase, which has more than 7,000 employees in Delaware, leased space and added a parking ramp in the Iron Hill Corporate Center, a short distance away from White Clay, in Ogletown. The company also bought the former AstraZeneca south campus north of Wilmington.

White Clay has long been a center for financial services employers, with the Bank of New York, as occupying space at the site for many years. Chase has also had a presence at the site for years.

[NAI Emory Hill](#) represents NAI Global in Delaware and Cecil County, Md. and is a division of the Emory Hill Companies. Emory Hill provides Delaware and the Mid-Atlantic region with commercial real estate brokerage, construction, property management, maintenance and residential real estate sales.

### **\$3 million in improvements for Nemours Building**

The [Buccini/Pollin Group](#), Inc, owner of The Nemours Building located at 1007 North Orange Street Wilmington, announced the completion of a property upgrade that has helped the building land new tenants and provide a boost to the legal district.

**Continued on next page**

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The 14-floor, building underwent a \$3 million renovation that included a two-part facelift to the building's ground floor, as well as the rebranding and upgrading of the on-site extended stay furnished apartment community. This marks the first major renovation to the property since it originally went through a \$33 million-dollar transformation from a single-tenant to a mixed-used, multi-tenant building in 1999.

[LuxiaSuites](#), previously a member of ExecuStay and part of a locally-owned and operated extended stay community, features 85 studio, one bedroom and two bedroom accommodations, and underwent a million dollar renovation and re-branding in January.

The building's ground floor improvements include a modernized main lobby. The new lobby design features modern wall and ceiling treatments that upgrade the lighting quality and modernize the ambiance, while complimenting the building's remaining art deco elements. The redesigned motor court features pull-in parking spaces, granite



pavers, and new landscaping, which includes a both decorative and functional water collection feature.

“We saw an opportunity in the market to recapitalize on what the Nemours Building has to offer,” says BPG’s Director of Asset Management, David Garonzik. “With its central location and numerous on-site amenities, we felt that the extra push is all we would need to make it more competitive and appealing to new tenants in the market for commercial office space.”

BPG says the efforts have been proved successful, with tenant occupancy increasing to nearly 90

percent. The law firm of Marshall Dennehey Warner Coleman Goggin moved into their newly renovated 29,000 square-foot suite on the sixth floor. (See story on page 20.) The State of Delaware’s Department of Insurance will be occupying 19,000 sf suite on the 10th floor by the end of 2014. The first Starbucks to make its way into the city of Wilmington recently opened on the ground level of Nemours facing the new motor court on September 25th.

The Nemours Building has more than two dozen tenants and suite floor plans ranging from 1,000 to 45,000 square feet. The building also features Theater N, Plexus Fitness, Plexus Crossfit, Dynamic Printing Services, Louviers Credit Union, LuxiaSuites Extend Stay Suites, Café Mezzanote, and the newly opened Starbucks.

The Buccini/Pollin group currently has under management or development 26 hotels, six million square feet of office and retail space, 10 major residential communities, and multiple entertainment venues, including PPL Park, home of

**Continued on next page**

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the Philadelphia Union Major League Soccer team. 12, The company has 2,000 employees.

**Space leased in Vineyards**

Rehoboth Art League and The Gallery Espresso have leased space of the Vineyards at Nassau Valley in Lewes.

The Rehoboth Art League leased 6,387 square feet for a satellite campus. Its main campus is in Henlopen Acres, Rehoboth. Construction of their space will begin soon and occupancy is expected in mid-spring, 2015. The Art League has been growing and needs extra space for its classes and other programs.

The Gallery Espresso, a coffee and dessert café, is leasing 5,973 square feet of space to accommodate the move from its former location in Rehoboth Beach to the Vineyards. The restaurant is expected to open by the end of the year.

NAI Emory Hill's Ann Bailey represented the landlord, Vineyards 3E Holdings LLC in



both transaction. Bill Lucks of Sperry Van Ness represented the Rehoboth Art League. Office and retail space remains available at the Vineyards, a mixed-use development on 82 acres located off Route 9 and Coastal Highway in Lewes. NAI [Emory Hill](#) represents NAI Global in Delaware and Cecil County, Md. and is a division of the Emory Hill Companies, which offers commercial real estate brokerage, construction, property management, maintenance and residential real estate sales.

**Gillis Gilkerson completes new public works building**

Gillis Gilkerson, a contractor based in Salisbury,

Md. announced the completion of the new Ocean View Public Works building on Maintenance Road in the municipality. The 5,120 square foot flex space was built to store equipment and provide offices for the Public Works department staff. "Working with the public sector is just as important to us as working with privately owned businesses," said Dwight Miller, president, Gillis Gilkerson. "Their job is to support their community, just as Gillis Gilkerson supports each community it does business with. We are happy to provide the public works team a functional space with adequate room for equipment and vehicles that meets their workforce needs."

The structure is a one story, pre-engineered metal building with a garage, shop space and offices. The team led by Superintendent Darryl Mitchell and Mike Truitt, Project Manager, worked on the project which included a large open space to store vehicles, tools and Christmas decorations.

Smaller sections within the building were designed as a conditioned work shop area, shower and locker room, a lunch room and office space.





# What is your Authority Position?

By **Chuck Boyce**

Prospects and customers are looking to identify with leaders within an industry to do business with. By positioning yourself as an authority in your space, it really makes you the go-to person, the sought-after thought leader for your space. Prospects pursue you, instead of you chasing them.



**Boyce**

So what does it take to claim your authority position? What does it mean to be the authority?

Prospects are looking for leaders, for authorities, that have attributes that they aspire to. It's important to keep that in mind. Do you exhibit those attributes yourself?

For example, if you're a social media expert, your prospects would expect you have a large online social media presence, and someone that is looking to build a large online following for themselves would want to work with somebody

that similarly had a large online presence.

Prospect are looking for authorities that have qualities that they identified and they recognize within themselves. People like to work with people that they feel are like them because they know that they're going to understand the situations that they come from and what they do.

Finally, they want an authority that instills confidence. They need to believe that you can solve this problem. They have this pain or challenge that they are trying to overcome. The prospect needs to trust that you are the person that can make all their dreams come true.

Do you have what it takes to be an authority?

One of the biggest misconceptions about being an authority is that you must know everything about your field to be an authority. No one can truly know everything. This is really common limiting belief that some people will hang onto as a reason not to take this step.

There are three basic things you need to be an authority.

*You must know more than your prospects and client.*

*You must be able to help them solve their problem.*

*You must be willing to help them solve their problem.*

It's not about calling yourself the expert; it's not about knowing it all. It's about knowing more than your prospects or customers, being able and willing to help them solve their problems.

Ultimately, the authority is an educator and an advocate for those people who they help. They plant their seeds of authority through videos, blog posts, articles, books, etc.

These seeds take root, and it is the people you help as an authority, that will start to refer to you as the expert. The authority understands we give value first, and we give that value freely to attract new business.

*Chuck Boyce is a serial entrepreneur based in Newark, DE. Connect with him on Facebook at <https://www.facebook.com/ChuckBoyceJr> or LinkedIn at <http://www.linkedin.com/in/cboyce>*

## Delaware firms win Marcom awards

The Jewish Federation of Delaware, north Wilmington and Harvey Hanna and Associates, Newport, both won awards in the MarCom competition.

The federation won four awards in the international competition, including a Platinum Award for its 2013-2014 Report to the Community; a Gold Award for its website; and Honorable Mention Awards for its MOSHAV t-shirt design and Board Orientation Manual.

Harvey Hanna won a Gold Award for its Lighthouse Cove Press Kit. Lighthouse Cove is the former Ruddertowne complex in Dewey Beach.

Submitted were more than 6,500 entries from throughout the United States, Canada and 15 other countries in the 2014 competition. Judges are industry professionals who look for companies and individuals whose talent exceeds a high standard of excellence and whose work serves as a benchmark for the industry.



### Tello-Marzol accepts the award.

“Winning multiple entries in the 2014 MarCom Awards is a wonderful achievement and a testament of our organization’s commitment to excellence,” stated Seth J. Katzen, Chief Executive Officer of the Jewish Federation of Delaware. Also winning awards in Delaware were:

- Tipton Communications
- Gillespie Hall
- Winterthur Museum


### AstraZeneca, Delaware Hispano director honored

AstraZeneca was named Business of the Year and magazine publisher Ronaldo Tello-Marzol was

selected Business Person of the Year last month at the Hispanic Choice Awards event in Philadelphia. Tello-Marzol, of Newark, is director of Delaware Hispano and Pennsylvania Hispano magazines. The winners were announced as part of a day-long celebration honoring Pennsylvania, New Jersey and Delaware’s Latino professionals, organizations and businesses across all sectors.

Among the winners honored were Wilmer Valderrama -best known for his role as “Fez” on That 70’s Show, for activism for voter registration and Luis Enrique -best known for his Grammy awards, while championing immigration rights and advocacy against drug abuse.

Philadelphia Mayor Michael Nutter was on hand to present both national figures with replicas of the Liberty Bell.

“They [Latinos] come to this country with dreams to succeed. We must applaud our achievements and not compete as members of isolated communities waiving different flags. We must unify under one flag, as Americans,” said Valderrama. 



## Community Service Day tradition continues

**B**erkshire Hathaway HomeServices Fox & Roach, Realtors associates volunteered at its 19th Annual Community Service Day.

Pictured above is a group of Bear office volunteers at The Pantry of Hope.

More than 3000 sales associates and employees from the company's 65 offices volunteered at more than 85 organizations.

Each fall, the Tri-State area's largest residential real estate firm closes its doors for the company-wide Community Service Day. Sales associates and employees can spend the day at local non-profits helping to paint, repair, stock food banks, and cook meals to help the less fortunate in their communities.

"This annual day touches all of us, volunteers and recipients alike," explains Fox & Roach Charities President Kassie Erb, "and we are pleased to be able to continue to offer more than the financial support we donate, contributing an entire day to help with much-needed projects. This is our way of giving back to those communities that support us."

Fox & Roach Charities, a charitable foundation sponsored by Berkshire Hathaway HomeServices Fox & Roach.


Fox & Roach Charities has contributed more than \$4 million since its inception to more than 250 local community organizations in the region.

## Delle Donne national ambassador for Lyme Disease Alliance

[Lyme Research Alliance](#) (LRA) announced that Elena Delle Donne, a professional basketball player with the WNBA's Chicago Sky, two-time WNBA All-Star starter and 2013 Rookie of the Year, will serve as its first national Ambassador. University of Delaware standout Delle Donne, who has battled Lyme disease since 2008, will support LRA's efforts to promote Lyme disease awareness and funding Lyme and other tick-borne diseases research.



**Delle Donne**

"It's such an honor to support the Lyme Research Alliance as an Ambassador," said Delle Donne. "While my battle with Lyme has been very public, there are so many people whose battles are not, and through LRA my ability to be a voice for them is amplified. Together, we are working to raise awareness and fighting to find a cure and I am eager to get to work." 

## **Marshall Dennehey moves to space in Nemours Building.**

The law firm of [Marshall Dennehey Warner Coleman and Goggin](#) has relocated from north Market Street in downtown Wilmington to the Nemours building.

The office's new address is 1007 N. Orange Street, Suite 600, Wilmington, DE 19801.

Marshall Dennehey has had a presence in downtown Wilmington for nearly 20 years. The office's 27 attorneys defend businesses, insureds, municipalities and professionals in general casualty, employment and labor, health care and health law, product liability, property litigation, professional liability, workers' compensation, and white collar criminal matters.

The attorneys are active in local Inns of Court and are members of regional defense groups, including the Defense Research Institute, Trial Attorneys of America, Defense Counsel of Delaware and the Delaware Claims Association.

According to Kevin J. Connors, managing attorney of the Wilmington office, the new office space is larger and more efficient. "We anticipate future growth and with this new office space we are well-positioned to accommodate that growth while continuing to provide quality legal services to our clients," he said.



MARSHALL DENNEHEY  
WARNER COLEMAN & GOGGIN

Marshall Dennehey Warner Coleman & Goggin, founded in 1962 and headquartered in Philadelphia, is a civil defense litigation law firm that represents and advises insurers, self-insured businesses and professionals in a wide range of professional liability, casualty, health law, employment and workers' compensation matters.

The firm has more than 480 attorneys in multiple offices.


## **Widener announces family law institute**

Widener University School of Law in Delaware

has launched a new academic institute dedicated to education, and to the reform of laws and policies relating to the intersection of families and their health.

The Family Health Law and Policy Institute will focus on a range of critically important issues, including child welfare, intimate partner violence, family economic laws, elder law, human rights, reproductive justice, lesbian, gay, bisexual and transgender rights and more.

The institute is directed by Professors John G. Culhane, Alicia B. Kelly and Associate Professor Dana Harrington Conner. It was designed to serve as a collaborative think tank and reform and service organization, through innovative scholarship with real-world relevance. It will offer students specialized education and legal training as well as service learning opportunities through legal representation and community engagement.

"The institute is a force for policy development that will enhance the health and welfare of families," Kelly said. 


# AstraZeneca launches Fit2Me diabetes website

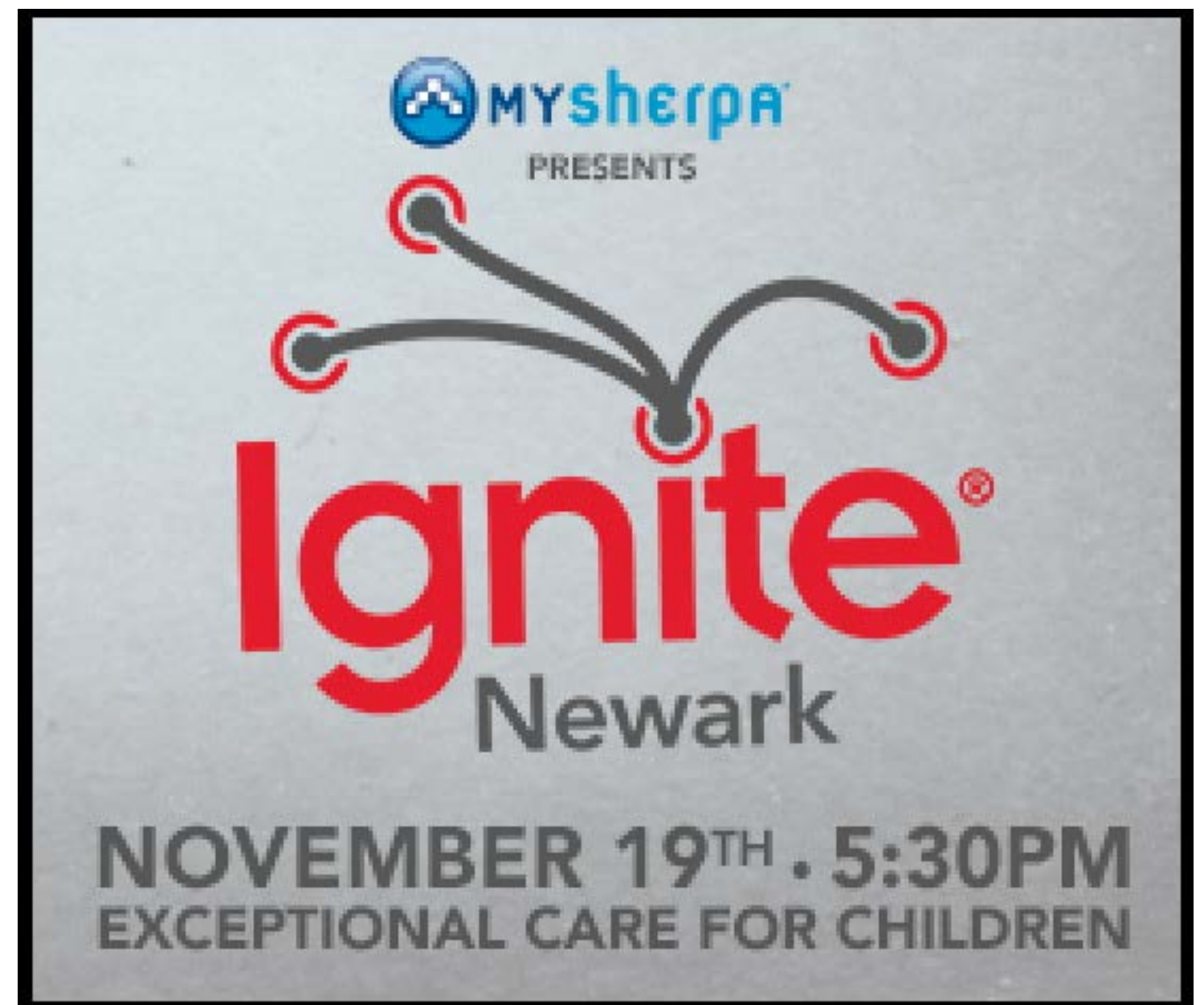
**A**straZeneca announced the launch of [Fit2Me](#), a free diet and lifestyle support program that allows people with this complex disease to create a diabetes care plan that is custom fit to their likes and dislikes. Fit2Me is the first multi-platform, customizable diabetes platform offered in the suite of AstraZeneca patient support programs. AstraZeneca has about 2,000 employees in Delaware.

Fit2Me is the only diabetes support program to offer the guidance and encouragement of “digital coaches” who help users through the process and celebrating successes along the way. Utilizing an interactive gaming platform to design and implement their personalized plans, people make meal and exercise choices and tradeoffs custom fit to their preferences. In addition, no other diabetes support program has a recipe and activity database as Fit2Me, with more than 10,000 diabetes-friendly recipes and over 500 physical activities and exercises.

“For our adult patients with type 2 diabetes, where our emphasis is on confident self-management and empowerment, a major challenge is finding a way to make diet and lifestyle changes that work for them,” said James R. Gavin III, MD, PhD, clinical professor of medicine at Emory University School of Medicine, and CEO and chief medical officer at Healing Our Village, Inc. “Unlike other programs, Fit2Me is a compelling, fresh approach that strengthens self-management and lets people make choices based on their individual tastes and activity levels – a reflection of the reality that one size doesn’t fit all.”

Fit2Me focuses on four key areas of diabetes management – food, activity, support team and treatment support.

“We launched Fit2Me with the understanding that type 2 diabetes is a multi-faceted, progressive disease that requires customized approaches to treatment management,” said Topher Brooke, vice president, U.S. Diabetes, AstraZeneca. “In addition to our diverse portfolio of diabetes treatments, AstraZeneca has a long-term commitment to putting patients first and providing people with custom fit diabetes solutions like Fit2Me to help them better manage their condition today and in the future.” 



# Unemployment fund funded; employer rates should drop


**T**he Unemployment Insurance Trust Fund in Delaware, which had been under pressure during the recession and had to borrow funds from the federal government, has finished repaying the federal loan.

According to the Markell administration, the average Delaware employer \$288 per employee in increased fees and penalties over the next two years. If the federal loan had not been retired by November 10 Delaware employers would have owed \$105 per employee in January under the Federal Unemployment Tax Act (FUTA), rather than returning to the normal pre-recession amount of \$42 per employee.

Without enactment of House Bill 168 in 2013, the Trust Fund would not have repaid its loan until after November 10, 2015, subjecting Delaware businesses to an even stiffer federal penalty – and a bill of \$315 per employee in January 2016. The state unemployment trust fund took a hit as the state lost both auto plants and for a time the state's oil refinery. .

“We recognize the impact this effort has had on the business community and I want to thank them for their willingness to work with us on

a solution,” said Markell. “By accelerating the loan’s repayment, we have reduced the overall tax burden on our employers in the near term, and begun to restore the long-term health of our Unemployment Insurance Trust Fund so it can better support workers in difficult times. The money Delaware businesses will save means more opportunities to reinvest in their companies now,

including their workforce, and more activity for Delaware’s economy.” The legislation – crafted with the assistance of representatives of both employers and employees – increased the amount of wages per employee that is subject to state unemployment tax (from \$10,500 to \$18,500), while also saving more than \$2 million per year by implementing a one-week waiting period. 



**News, like many things in life, is best when served fresh**

**DelawareBusinessDaily.com**  
**Now...not later**

October 11, 2014 by DOUG RAINY  
(UPDATE) IBIO STOCK SOARS IN FRIDAY TRADING ON SPECULATION OVER EBOLA DRUG  
Shares of Newark-based IBio Inc. soared on Friday after the death of a patient in Texas from Ebola and links to a company in the Lone Star State could help produce a disease-fighting drug.  
Shares of the company rose nearly 84 percent to \$1.47 a share, well above its 52-week high. More than 16.7 million shares were traded.  
Such surges are not uncommon for small cap stocks where investors can place big bets for relatively modest gains, at least by Wall Street standards. There were no published announcements that accompanied the surge.  
The New York Times earlier reported that the federal government is looking to spur production of the experimental drug ZMapp used in the treatment of Ebola. The drug was developed by Mapp Biopharmaceuticals, a small company in San Diego.

# iBio strikes deal Texas company as lawsuits pop up

**S**hares of [iBio Inc.](#) Newark, ended Tuesday at \$1.15 a share after the Newark company and Texas-based [Caliber Biotherapeutics](#) LLC agreed to an emergency use license to the iBioLaunch platform for production by Caliber of antibodies that target the Ebola virus.

News that the two companies might be a part of the fight against the disease put iBio stock on a roller coaster, with shares rising to more than \$3 at one point in the past month.

[Click here](#) for previous iBio stories.

Shares of iBio have traded as low as 25 cents a share in the past year. The company was able to raise capital so it could maintain its stock listing.

The New York Times and other media reported ties between the two companies as Ebola cases were reported in Texas and elsewhere.

Speculation has since cooled over Ebola and law



firms, specializing in class action suits, have filed actions against iBio.

On January 15 and October 16, it was disclosed that iBio and Caliber, a privately held Texas-based biotech company have an ongoing collaborative relationship reflected by an agreement struck in 2013. Since early September, both iBio and Caliber have examined how they could use their technologies and facilities to help governments to

address the Ebola epidemic, an iBio released stated.

The license announced on Monday expands Caliber's freedom to run under iBio's issued U.S. patents and related intellectual property to enable Caliber to help the U.S. government by manufacturing certain experimental drugs that address the current Ebola virus outbreak, to the extent such assistance is requested.

Caliber operates the largest capacity manufacturing facility in the world capable to using iBio's technology for the production of monoclonal antibodies, other biotherapeutics, and vaccines, iBio noted.

On October 16, the Biomedical Advanced Research and Development Authority (BARDA) of the U.S. government issued a Task Order Request to three pre-existing contractors, to gain of a specified experimental Ebola therapeutic known as Zmapp

**Continued on next page**

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derived from plants. None of the three appears to have a plant-made pharmaceutical technology or facility to produce significant quantities of the ZMapp experimental product in plants. It is now expected that those who want in be involved will contract with entities that use the technology, the company stated.

In addition to the Ebola-related activities, iBio and Caliber are collaborating on commercial opportunities for antibodies and antibody-related proteins that can benefit from the speed, efficiency, and cost of producing pharmaceutical proteins in plants, a release stated.

The company pointed to the difficulties of the use of animal-based processes, one using Chinese hamster ovary cells.

iBio owns the iBioLaunch plant-baed technology that uses robotics and other methods to extract materials used to make vaccines.

In Brazil, iBio has been collaborating with Oswaldo Cruz Foundation since 2011 to develop a

yellow fever vaccine based on iBio technology. Ibio has worked with Newark-based Fraunhofer CMS, Newark, in developing the platform.

#### Open house Saturday for military charter school in Clayton


First State Military Academy in Clayton will hold an open house on Saturday.

Modeled after the Delaware Military Academy in New Castle County, the school will have the

first combination of JROTC and New Tech in the country.

The event will be held at the academy's campus at 335 West Duck Creek Road from 9 a.m. to 1 p.m.

The charter high school is currently seeking students for the ninth and 10th grades.

Further information can be obtained by [clicking here.](#)



**Click here** **To register**

**TECHNOLOGY FORUM**  
of Delaware

**Nov. 19, Newark**  
3D Printing in Action

The banner features a dark blue background with several interlocking hexagons in light blue and orange. A red button with the text 'Click here' is positioned in the upper right. The main text 'TECHNOLOGY FORUM of Delaware' is centered in white, with 'TECHNOLOGY FORUM' in a larger font. Below it, 'Nov. 19, Newark' and '3D Printing in Action' are written in orange and white respectively. A small inset image in the bottom left shows a 3D printer in operation.



## FBI veteran takes post at DRBA Police

Delaware River and Bay Authority officials announced the selection of **Michael C. Howard** of Fredericksburg, Va. to serve as the agency's new Deputy Police Administrator, with a rank of Lt. Colonel.



**Howard**

Howard has more than 31 years of law enforcement experience at the federal, state and local levels. The Deputy Police Administrator, the second highest ranking officer in the department, serves as the primary advisor to the Police Administrator regarding police practices and operations.

He will also be responsible for the management and supervision of various administrative and operational units in the police department, make recommendations on staffing and assignments, provide direction on crime prevention activities and highway safety, and participate in the recruitment

and selection process for new hires and promotions within the department.

For 24 years, Howard served in the Federal Bureau of Investigation (FBI), most recently as the Unit Chief of SWAT Operations and Critical Incident Response Group. He was responsible for spearheading training, and policy implementation for the FBI Tactical Program, encompassing 56 Field Offices and more than 1,200 agents.

For the past two years, Howard served as an outside contractor for the FBI providing training and operational support to FBI personnel conducting operations in globally based chemical, biological, and radiological environments. In 1983, Howard began his law enforcement career as a police officer for the Southeastern Pennsylvania Transportation Authority (SEPTA).

## First State Loan Fund board announced

First State Community Loan Fund (CLF), a non-profit community development financial

institution providing lending and technical assistance services to small businesses and community organizations, recently elected the following slate of officers for its 2014/2015 Board of Directors:

- **Jimmy Jarrell**, Board Chair, vice president, SBA-Business Development, TD Bank.



**Jarrell**

- **Carrie Gray**, Vice Chair Managing Director, Wilmington Renaissance Corporation.

- **Margo Reign**, Treasurer Business Loan Advisor, Delaware Small Business Development Center.



**Reign**

- **Terrence Barclift**, Secretary Senior Vice President, Senior Client Manager, Bank of America.

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**Sheila Harrigan**, assistant secretary  
Community Lending Team Leader, First State  
Community Loan Fund.

Additionally, **Thomas Hanson**, Esq., Morris  
**James LLP** and **Mark Brindle**, M&T Bank joined  
First State CLF's Executive Committee.

"We have always had strong Board leadership at  
First State Community Loan Fund," said Vandell  
Hampton, Jr., president & CEO. "That trend  
continues with Jimmy Jarrell at the helm and  
Margo Reign taking over the Treasurer duties. First  
State CLF will continue to grow its footprint in  
the region, providing small businesses with the  
financial products and support services needed to  
be successful."

For more than 22 years, First State CLF has  
provided creative opportunities to capital for  
small businesses, community organizations and  
developers of affordable housing throughout  
Delaware and Southeast Pennsylvania.

**PBF president to retire**

PBF Energy Inc announced that  
**Michael Gayda**, president of PBF  
Energy Inc. and PBF Logistics  
LP, has elected to retire, effective  
around year-end. PBF owns the  
Delaware City Refinery.



**Gayda**

Gayda will continue to  
be involved in day-to-day  
management until his retirement. Gayda will  
remain on the board of directors of the General  
Partner of PBF Logistics LP and will continue  
to serve in his capacity as a director after his  
retirement as President.

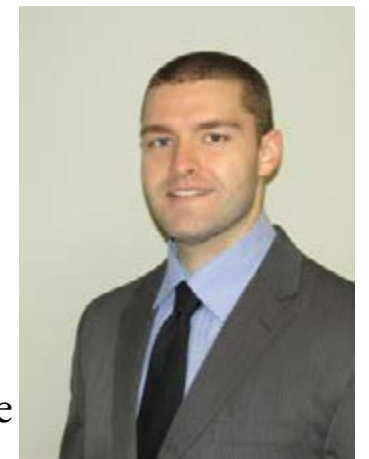
PBF Energy and PBF Logistics CEO Tom  
Nimbley said, "It has been a pleasure working  
with Mike over the last six years. As a founding  
member of PBF Energy, he had a critical role in  
building PBF Energy from the ground up. Since  
inception, Mike has been a key director and  
executive overseeing many aspects of the growth of  
the company. Using his broad industry experience  
and familiarity with the refining and logistics

sectors, Mike has been a central part of all of our  
transactions and his expertise and counsel have  
been invaluable in our journey to create value for  
our investors. We are pleased that he will remain  
active on the board of PBF Logistics LP's General  
Partner and wish Mike, his wife Pattie and his  
family well in the future."

Thomas D. O'Malley, executive chairman of PBF  
Energy and Chairman of PBF Logistics, said, "Mike  
Gayda has made an extraordinary contribution  
to PBF. I am extremely pleased that Mike will  
continue his association with the company via his  
role as a director of PBF's general partner."

**Santora adds  
accountant**

Santora CPA Group, a  
Newark-based certified public  
accounting and consulting firm,  
is pleased to announce that  
**Mark R. Kennedy** has joined the  
firm as a Staff Accountant. He  
is a 2011 graduate of Widener



**Kennedy**

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University with a Bachelor of Science Degree in Accounting. Mark will be providing auditing, accounting, and a variety of tax preparation services to the firm's clients.

### New board members for La Comunidad Hispana

La Comunidad Hispana has added eight new community members of the organization's Board of Directors. "We are an organization that provides excellent needed services to the community. Our eight new board members will make our organization even stronger, said Margarita Mirkil, LCH's CEO. "They are volunteering their time and expertise and should be commended for their public spirit."

The new board members are:

**Lucero Benites** of Kennett Square is a graduate of Millersville University with a degree in speech communication.

**Paloma Gaona Lopez** is a native of Mexico and worked for the Mexican government for 10

years before coming to the area in 2003. She works in the food industry and is pursuing a degree in environmental sciences.

**Michelle Sanchez** of Downingtown has been working with the Maternal and Child Health Consortium of Chester County since 2008.

Attorney **William O. LaMotte, III** of West Grove has practice law for more than 40 years. He is also a former director of the Delaware Symphony; a former Trustee of the Delaware Multiple Sclerosis Society and former director of the Cheshire Hunt Conservancy.

**Douglas T. Nakashima** of Kennett Square is the executive director of the Kennett Area YMCA.

**Paola Rosas-Weed** of Avondale is the outreach coordinator for the Chester County Council, BSA of West Chester. She is the former borough secretary for Kennett Square.


**Emma Tapia** moved to Chester County four years ago after living in Jalisco, Mexico, and working as a secretary. Monica Dulemba of

Romansville is a business development officer at DNB First. La Comunidad Hispana was established in 1973 as a community-based nonprofit organization to help low income residents of southern Chester County.

### 87ers hire three

The Delaware 87ers today announced that **John Bryant** and **Doug Stewart** have been hired as Assistant Development Coaches, while **Norman de Silva** is joining the staff as an Operations and Development Assistant. Bryant, Stewart and de Silva will team up with new Head Development Coach Kevin Young on the 87ers bench.

Bryant spent the last three seasons with the NBA Development League's Bakersfield Jam as an associate head coach and head strength and conditioning coach.

As an assistant on the Oregon State coaching staff since 2008, Stewart saw the team post 94 wins over his six seasons in Corvallis. A Massachusetts native, de Silva spent the 2013-14 season as the head coach of the Kumamoto Volters in Japan's National Basketball League. 

Editor's note: Business licenses are issued by the State of Delaware as a revenue raising tool. The following are new licenses:

#### Employment agencies

**AITA CONSULTING SERVICES 404**  
TOWNE CENTRE DR N BRUNSWICK,  
NJ 08902-1200

#### Contractor

**AJL ENTERPRISES INC** 91 THORN LN  
OFC 2 NEWARK, DE 19711-4446

**ALEXANDER CONCRETE  
CONSTRUCTION** 27 HILLTOP  
RDELKTON, MD 21921-2401

**ALL AMERICAN REMODELING** 3424  
RIDGWAY STREANDING, PA 19605-  
2653

**ALLCRETE CONSTRUCTION LLC**  
37 NEW FREEDOM RD BERLIN, NJ  
08009-2109

**ALLEGIANT INGENUITY LLC** 11471  
W SAMPLE RD STE 10CORAL  
SPRINGS, FL 33065-2667

**ALLPRO PAINTERS LLC** 1 WARD ST  
HARRINGTON, DE 19952-1312

**AMATAY9593 LLC STEVE'S HOME  
SERVICES** 2611 HERITAGE FARM  
DRWILMINGTON, DE 19808-3729

**AMATO ENTERPRISES, LLC AMATO  
HOME IMPROVEMENTS** 308  
WALKABOUT RD BETHANY BEACH,  
DE 19930-9004

**AMERICAN BUILDERS INC** 1212  
PIMPERNELL PATH MIDDLETOWN,  
DE 19709-7506

**AMERICAN BUILDING SYSTEMS  
OF MD** 15101 BUCK LN UPPER

MARLBORO, MD 20772-7819

**AMERICAN CONTRACTING** 3720  
PEARSONS CORNER RD DOVER, DE  
19904-5026

**AMERICANA CONTRACTING, LLC**  
9175 E GATE DR BRIDGEVILLE, DE  
19933-2983

**AMIN TIMOTHY R UNIVERSAL  
WIRING** 3 GELLEY CT NEWARK, DE  
19702-2817

**APARTMENT RESTORERS, LLC**  
14660 ROTHGEB DR STE 102  
ROCKVILLE, MD 20850-5366

#### Taxi/bus operator

**AKINNUSI FOLA P PEE KAY  
VENTURES** 260 CHRISTIANA RD APT  
I17 NEW CASTLE, DE 19720-2950

#### Retailer

**AKORN SALES INC** 1925 W FIELD CT  
STE 300 LAKE FOREST, IL 60045-4862

**ALAM HALAL MEAT & GROCERY  
LLC** 700 CAPITOL TRL NEWARK, DE  
19711-3914

**AMERICAN DESIGN ASSOCIATES  
INC.** 606 BALTIMORE AVE STE 405  
BALTIMORE, MD 21204-4073

**ANGELO'S CURBSIDE CAFE** 105  
NEW GRANVILLE RD WILMINGTON,  
DE 19808-1107

**ANGRY EDDIES DISCOUNTS INC.**  
1516 E TROPICANA AVE STE 148 LAS  
VEGAS, NV 89119-8316

**ANIYA RAYES BOUTIQUE** 161  
BELFRY DR FELTON, DE 19943-7407

**APPLIANCES TO GO** 4128 FORREST  
AVE STE CDOVER, DE 19904-5268

#### Security services

**ALARM SERVICE COMPANY OF  
AMERICA** 1701 WALNUT ST FL 7  
PHILADELPHIA, PA 19103-5220  
ALCHEMY CONSULTING LLC

#### Real estate broker

**ALCYON INVESTORS LLC** 200  
PARSONS RD LANDENBERG, PA  
19350-1512

#### Mover

**ALEXA TRANSPORT LLC** 58 PYLES  
LN STE 300 NEW CASTLE, DE 19720-  
1420

**ALL OUT TRANSPORTATION LLC** PO  
BOX 1316 SEAFORD, DE 19973-5316

#### Photographer

**ALEXANDER NIGELONE JOURNEY**  
1035 ROGER CHAFFEE SQ BEAR, DE  
19701-6852

#### Services

**ALL ABOUT MASSAGE** 120 OLD  
CAMDEN RD STE CCAMDEN, DE  
19934-5523

**ALL AROUND ENERGY SERVICES**  
1816 FLORAL DR WILMINGTON, DE  
19810-4504

**ALL SIGNALS LLC** 5 WARREN DR  
NEWARK, DE 19702-2848

**ALS GROUP USA CORP** 10450  
STANCLIFF RD STE 210HOUSTON, TX  
77099-4338

**ALS GROUP USA CORP** 10450  
STANCLIFF RD STE 210HOUSTON, TX  
77099-4338

**AMERICAN EXPRESS CENTURION  
BANK** 4315 S 2700 W SALT LAKE

CTY, UT 84184-0001

**AMPONSAH PAUL K BRIGHT  
ASSURANCE DRIVING** 260  
CHRISTIANA RD APT J16 NEW  
CASTLE, DE 19720-2952

**AMS RESEARCH** 11 MORNING DEW  
DR MIDDLETOWN, DE 19709-2419

**ANDERSON ANDREW L JR TOUCH  
OF ANDERSON** 2914A OGLETOWN  
RD NEWARK, DE 19713-1928

**ANDERSON IYONNA D TINY TUCK  
LEARNING CENTER** 3400 N MARKET  
ST WILMINGTON, DE 19802-2732

**ANGEL ELITE ALL STAR  
CHEERLEADIN** 149 OLD FORGE DR  
DOVER, DE 19904-6527

**ANGEL IN THE HOUSE** 2313  
WOODLAND LN WILMINGTON, DE  
19810-4054

**ANGELA ALLBEE 23005 ARGOS  
CORNER RD MILFORD, DE 19963-  
4745**

**ANTOINE JEAN THE CLEAN  
SWEEP COMPANY** 932 N PINE ST  
WILMINGTON, DE 19801-4030

#### Wholesaler

**ALL PRO ENTERPRISES INC** 1201 N  
ORANGE ST WILMINGTON, DE 19801-  
1155

**ALLIED INFORMATICS INC** 1815  
SATELLITE BLVD STE 302 DULUTH,  
GA 30097-5239

**ANP TECHNOLOGIES INC** 824  
INTERCHANGE BLVD NEWARK, DE  
19711-3570

#### Telecommunication

**ALTAWORX, LLC** 7530 PARKER RD

STE 210FAIRHOPE, AL 36532-3462

**AMERIVISION COMMUNICATIONS  
INC** 999 WATERSIDE DR STE 1910  
NORFOLK, VA 23510-3319

#### Medical office

**AMERICAN UNIVERSAL LLC  
AMERICAN KIDNEY CARE** 1415  
PULASKI HWY STE B NEWARK, DE  
19702-5104

#### Dance School

**AMOS BETHANY J TWIRL** 345 N  
GOVERNORS AVE DOVER, DE 19904-  
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