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Federal Reserve report offers mixed bag of news for Delaware

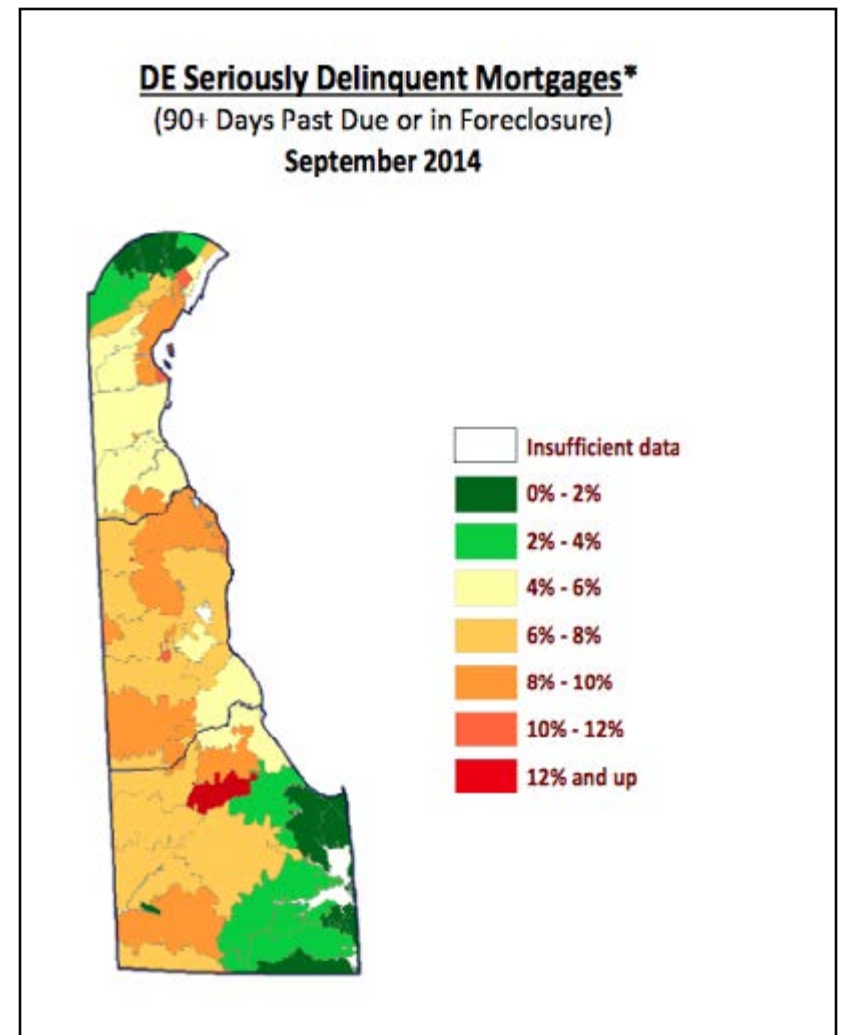
The Philadelphia Federal Reserve's Tri-State Tracking report shows a mixed bag of economic trends for Delaware as of October.

Job growth continues to show promise with a 2.9 percent gain when compared to the same period a year earlier. The growth rate nationally has been around 2 percent.

The most encouraging news came out of the construction sector, which saw a 12.7 percent gain from the same period a year earlier. Also coming in with strong growth was the broad category of professional and business services, up 8.6 percent.

The gains in construction were reflected in an upturn

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Health care employment growth slows in Delaware

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in building permits in the state, with the increase outpacing national figures. Health and education, a category that fared relatively well during the economic downturn, was up only 1.7 percent, while manufacturing saw a disappointing .4 percent drop.

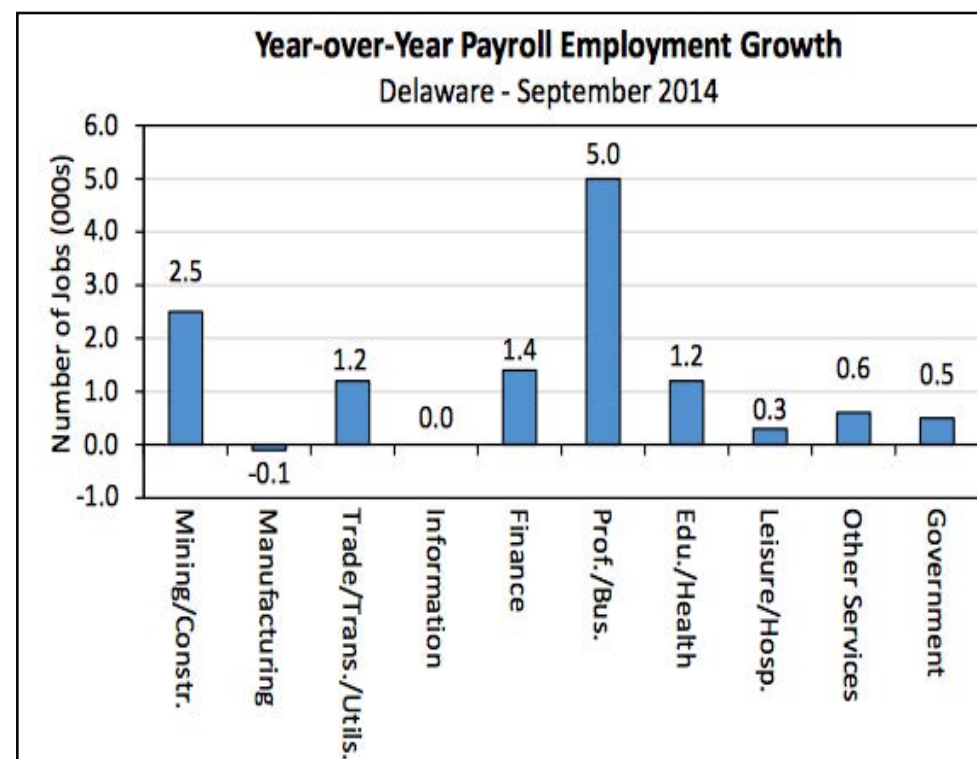
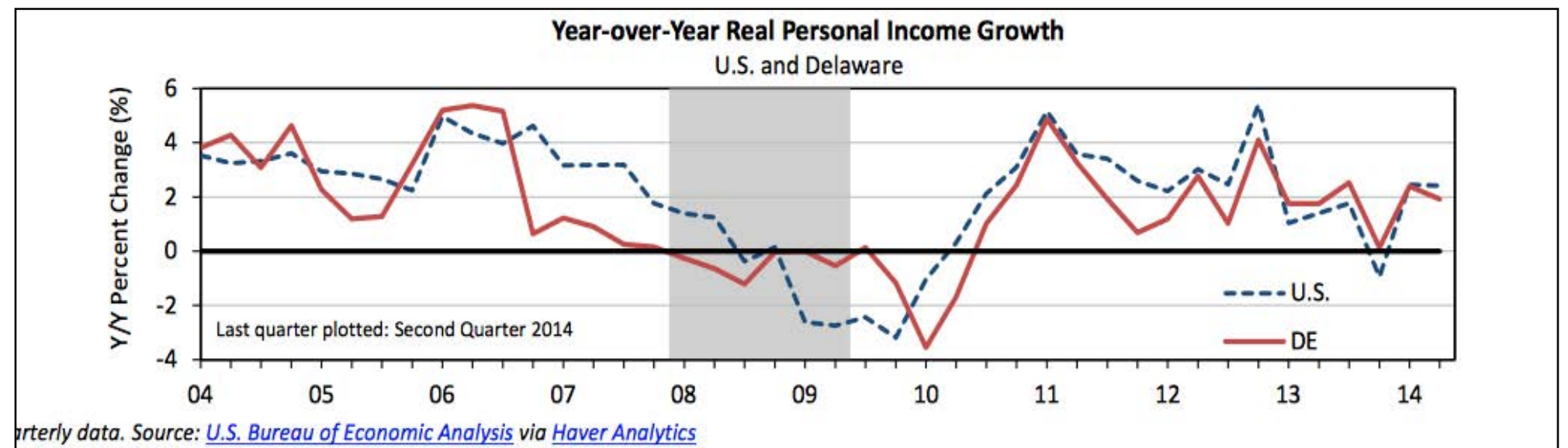
The key financial services and real estate industry saw a 3.2 percent gain when compared to October of last year, while trade transportation and utilities jobs were up by 1.5 percent.

The positive news is also believed to be a factor in an unexpected gain in workforce participation as more people looked for jobs. That contributed to a 6.5 percent unemployment rate in September, with the Philadelphia Fed predicting a comparable rate in October.

That is above the 5.8 percent national rate and marks the end of a long period when the state's jobless figure ran well below the national number.

The state is expected to release October jobless figures this week.


Home price growth, a sign of a recovering



economy, remained below national figures. Seriously delinquent mortgages, as shown in a state map on Page 1, were highest in a small portion of northern Sussex County, with the lowest rates in

affluent areas on the northern edge of the state and coastal Sussex County. The term “seriously delinquent” refers to mortgages that are 90 days or more past due.

Personal income was up 3.5 percent of the year, although one measurement of business activity (proprietors' income) was up 2.76 percent. Wages and salaries were up 4.3 percent. The 3.5 percent rate was below the national average.

The state has been hurt by the loss of higher paying blue collar jobs, due to the closing of the state's auto plants as well as downsizings and closings of smaller employers. Last week, New Castle County and the City of Wilmington announced an economic development strategy aimed at bringing more good jobs to the area. 

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Our sincerest thanks to all our employees, clients and Sherpa fans.



Analysis

Help wanted sign out as NJ business staff departs

The News Journal has the help wanted sign out as job cuts and voluntary departures temporarily leave it without a business news staff.

As part of a previously announced Gannett corporate move, all staff had to reapply for new jobs, many of which are said to reflect Gannett's priorities in terms of streamlining operations and dealing with a changing environment that has more people getting news from social media and online sources.

Some staffers here and elsewhere refused to reapply for positions and moved on to other jobs.

In the case of the *News Journal*, the departures left a number of openings that can be filled, perhaps by lower paid reporters and editors. The website JournalismJobs.com is advertising openings for five positions, including slots for small business and corporate reporters.

Departures that have included the business/health editor earlier in the year have left the paper with no business desk.



Business reporter Aaron Nathans, who had bylines on an almost daily basis, took a position with an economic organization in neighboring Pennsylvania.

Business coverage is now being handled by existing staff. Longtime business reporter Maureen Milford is contributing to the coverage, although she is not listed as a business reporter in the DelawareOnline.com directory. Other openings include Wilmington reporter, engagement editor and watchdog editor.

No opening for a business editor was listed. Gannett has been eliminating such positions as it shifts reduced budgets in the direction of reporting.

Newsroom veterans say the lack of veteran editors is already being felt in terms of the quality of copy.

On the business reporting side, requirements for specialization are more apparent than in other local news areas due to the need to understand the complexities of corporations and even smaller businesses.

Another factor is the often uneasy relationship between journalists and companies that often only hear from reports during a crisis or disaster. Executives also balk at dealing with reporters lacking background knowledge of business.

Finally, Delaware has a large incorporation community that relies on a judicial system developed over the past century that deals with corporate disputes. That system remains under pressure, due to other states seeking incorporation revenue and moves at the federal level to take away some of the advantages enjoyed by the state.

Continued on next page

Analysis

Falling circulation and revenue slide hits industry

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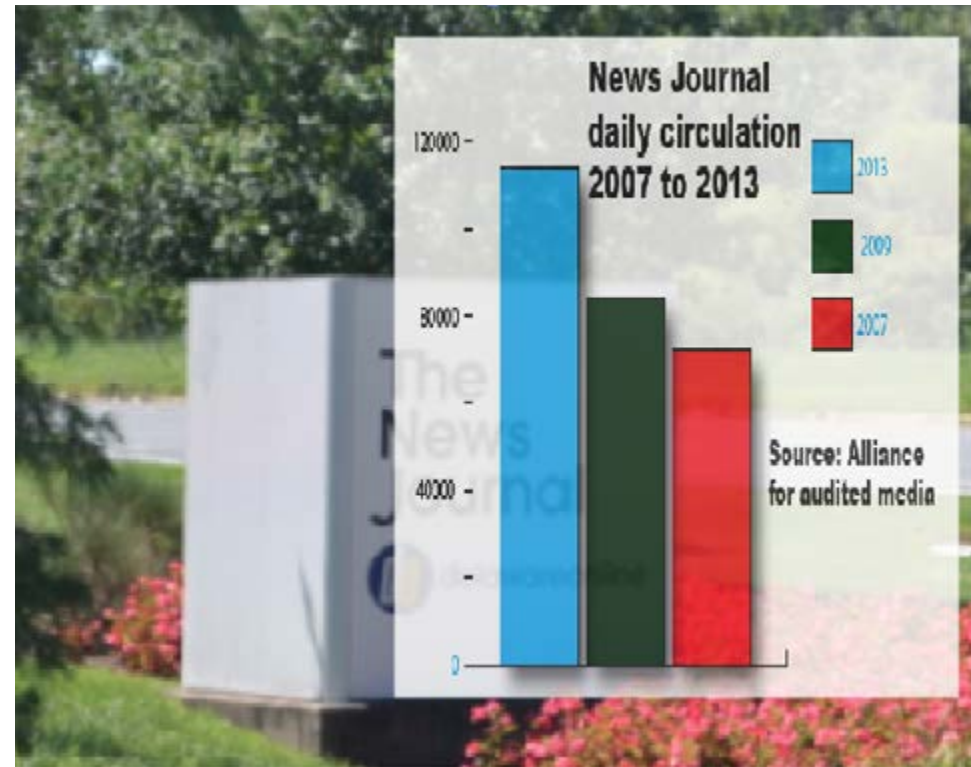
Coverage of that area has been sporadic over the years, triggering some complaints within the legal community.

The *News Journal* and other daily papers have been forced to face the realities of the print world that were accelerated by the recent recession.

The Sunday circulation of the *News Journal* Sunday edition now stands at 95,000, according to a report a year ago from the Alliance for Audited Media. That compares to the 2009 circulation of 112,000.

The average daily print circulation of the *News Journal*, as of last year, was 72,000, compared to the 2009 figure of 84,000, the report indicated. A portion of that higher figure was due to “churn” caused by people getting the paper at a discount, dropping it and waiting for the next deal.

[Figures from 2007](#), show the extent of the decline during the downturn, with a 2007 daily circulation of 114,000 and more than 130,000 on Sunday.



Newspaper circulation has been dropping for decades. However, Delaware was somewhat insulated from that trend as the state experienced higher population growth than other East Coast locations.

On the revenue side, the *News Journal* was also insulated from local television competition as Philadelphia TV rates were too high for Delaware advertisers.

The state’s second largest newspaper operator, Gatehouse, is also looking for reporters. That

company previously slashed staff at weeklies that include the *Dover Post* and *Hockessin Community News*. Gatehouse entered the state through an aggressive acquisition strategy on the belief that smaller publications were less prone to industry trends.

Newspaper companies counter falling circulation figures by noting its heavy web traffic, although those numbers have been held down by a “paywall” that limits non-subscribers to a handful of views of content per month.

The recent job cuts at the *News Journal* are believed to total about a dozen and include sports, photography, copy desk, editors, news assistants and reporters. Added in with the previous loss of 28 positions last year, the size of the staff has shrunk dramatically.

At one time, the *News Journal* had a business staff totaling six. *News Journal* management has not commented on the cutbacks to date, a contrast to the announcements made during the previous job cuts that led to the end of two niche publications, *Spark* and *Signature Brandywine*. - Doug Rainey

Global Startup Battle returns this weekend

It **doesn't take a talent** for code or an eye for design to win the Global Startup Battle. But it does take the right idea.

That's what everyone will be looking for as entrepreneurial spirits gather at The Loft at Start It Up Delaware on Friday, Nov. 21, for the start of 54 hours that will take ideas from pitch to prototype, concluding at the co-working offices of co-sponsor 1313 Innovation at 6 p.m. Sunday. The best project in Delaware will go on to compete with others around the world as part of Global Entrepreneurship Week.

"We want to show the world the best of what's happening here in Delaware," said Mona Parikh, managing director of Start It Up Delaware. "We have some of the best coders and designers in the country here, but that's not everything a start-up company needs, and not every good idea comes out of the digital space. We need marketers and project managers and makers -- people who know how to get things done -- to join us at the Delaware Startup Battle." At the last Global Startup Battle in Delaware, Wilmington attorney Brenda Mayrack led the winning team that developed Whip Count, an app that allows legislators and lobbying groups to crowdsource legislative support for bills in Dover.

The event begins on Friday night with a pitch session, where every participant gets 60 seconds to promote an idea. Teams gather around the best ideas, as voted by participants, to brainstorm, create business plans and build basic prototypes. A panel of judges will select the best laid plan during the Demo Night on Sunday, and the best will go on to compete on the global stage (via Skype). The public is invited to Demo Night, starting at 6 p.m. Sunday at 1313 Innovations, inside Hercules Plaza at 1313 N. Market St.,

Wilmington. Registration costs \$75, plus \$1.88 fee, and includes seven meals from Friday night through Sunday, as well as water, soda, beer and all the snacks needed to fuel your creativity. Find more information and register on the [Global Startup Battle: Delaware page](#).

(From Global Startup Battle)

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The advertisement features a collage of images at the bottom: a technician working on a control panel, a group of people in a workshop, a person at a computer workstation, and a close-up of a fire suppression nozzle.

Supreme Court upholds Pike Creek golf course decision

(At right is a portion of the plans for redevelopment of the golf course submitted to the county)

The Delaware Supreme Court upheld a Chancery Court ruling that keeps land used for a golf course in Pike Creek Valley as open space or what some called a “phantom golf course.”

Owner of the property is Pike Creek Recreational Services.

The site may be best known as Three Little Bakers, which operated a country club and banquet property as well as the course for decades. The golf course closed in 2010. Pike Creek wants to build homes on the property, a move opposed by residents. New Castle County sought to keep the land as a golf course or open space.

A release earlier this year from the Wilmington law firm of [Morris James](#) noted that the county spent more than \$400,000 to halt development even though most of the existing homes in the area will continue to overlook open space.

The ruling calls for all but 38 of the 177 acres of property in the popular residential area that has seen little new development in decades to remain



as open space. New Castle County Executive Tom Gordon thanked the attorneys who represented New Castle County, namely Max Walton, Esquire, of Connolly Gallagher, and County Attorney Bernard Pepukay.

“The office of law was proud to represent the interest of New Castle County Government and the people within the county,” said County Attorney Pepukay. “I’m happy for all those whose quality

of life has been preserved by the court’s decision to enforce the applicable deed restriction.”

Pepukay thanked Max Walton for his work and diligence concerning the matter.

“This is a victory for the residents in the Pike Creek Valley. The applicable deed restriction and open space serve as precious resources for our county, and should be protected for future generations,” a county press release stated.

Continued on next page

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Developer has options after high court rules in favor of residents

From previous page

The owner has various legal options. However, the ruling seems to stop the proposed project currently being proposed.

A changing economy and other factors have put golf courses under financial pressure here and elsewhere, leading to many closings and bankruptcy filings, as well as plans to convert the properties to new home developments.

Many years ago, legislators approved the purchase of golf courses by the state in an effort to limit development.

More recently, the Newark Country Club property was the site of a proposed housing development.

Plans in the controversial proposal called for the course to move to property in nearby Maryland.

Plans for that development were later shelved and the club remains at its current site.

The decision and a similar battle over the

former DuPont Barley Mill site puts the Gordon administration in the somewhat awkward position of pushing for a long-term economic development plan while remaining at odds with portions of the development community that can help make projects become a reality.

At the same time, members of the development community have noted the receptiveness of the administration in listening to their suggestions.



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The Business Bulletin and the companion DelawareBusinessDaily.com website are proud members of Local Independent News Publishers (LION).

Successful Annual Business Women's Expo

The New Castle County Chamber of Commerce held another successful Annual Entrepreneurial & Business Women's Expo on November 13th.

Janet Killian, president and founder of Gemini Janitorial Services, was presented with the Entrepreneurial Woman of the Year award at the 24th annual event. Also honored was Amy Eschenbrenner from Blue Hen Bed & Breakfast, Newark, who won the Business Woman of the Year Award

Keynote speaker was Melinda Emerson, author and business expert.

The event was founded by Dian Taylor, CEO of Artesian Resources more than two decades ago.

The selected business must be one hundred percent woman owned, have operating longevity, substantial organizational structure, and documented success.

Killian has grown her business to more than 90 employees. Presenting sponsor was the Brandywine Executive Center.

Photos by Hudson Whitenight



Bayhealth to open \$250 mil. health campus in Milford

Bayhealth Tuesday announced plans for a \$250 million health care center in Milford.

A hospital had long been in the works to replace Milford Memorial. However, the scope of the project may have come as a surprise in some quarters. Completion is slated in 2018. The price tag rivals the nearly completed expansion and renovation of Wilmington Hospital and an expansion at Nemours A.I. duPont Childrens Hospital near Wilmington.

“Health care is changing and at the same time so are the needs of our community. After evaluating the direction of health care and conducting detailed research, we realized the community needs more than a hospital,” Bayhealth CEO Terry Murphy said.

By way of a press conference and the use of a health campus website ImagineDE.com, Murphy and Bayhealth officials offered details on a site that will feature an inpatient hospital with the latest technology that will also be complemented by outpatient services.

“Many services that used to be provided in a hospital are now often delivered in an outpatient setting. With a health campus model, our



patients will have access to physician offices and expansive diagnostic testing on the same site as the new hospital. The location and expansion of services really means more convenient access to comprehensive, higher quality and better coordinated care for many decades to come,” Murphy said.

The new campus will be located along Wilkins Road and Cedar Creek Road in Milford. This location gives patients and emergency services access off a new Route 30 bypass, directly linking into south Milford.

Milford Memorial serves areas in Kent and Sussex counties that have seen growth that includes an influx of retirees drawn to the area by low taxes, small town lifestyles and access to coastal areas.

Bayhealth announced it will work closely with state and community leaders to ensure that the current Milford Memorial site “becomes a resource for the community.”

“From the moment our research pointed us to a new location, the future of the Clarke Avenue facility has remained a top priority. We will remain very transparent and keep the community informed of the possibilities as we re-imagine the Milford Memorial location along Clarke Avenue. We will partner with state and regional leaders as well as the people of Milford to develop the best approach for this well established community resource,” Murphy said.

Bayhealth is currently interviewing firms with expertise in adaptive reuse of locations like the Clarke Avenue facility and have committed to select a firm by the end of 2014.

Bayhealth and consultants looked at the current hospital site was analyzed and it was determined that a new site was needed that could evolve with the changes in health care, according the announcement of the new health campus. Bayhealth also operates Kent General Hospital, physician practices and other entities.



County has to take a clear stand on blue collar jobs

Last week, this column mentioned some of the issues faced by the administration of New Castle County Executive Tom Gordon as it works to develop an economic strategy in conjunction with the City of Wilmington.



Doug Rainey

A couple of recent news stories illustrated the situation.

First, the Delaware Supreme Court upheld a Chancery Court ruling on deed restrictions related to the former Three Little Bakers golf course. The course, barring some additional legal maneuvers, will be open space.

Not far away, in Newark, the City Council, over the protests of a an empowered group of activists who stopped the Data Centers project, placed a time limit on meetings that were running absurdly

late. The county had little say regarding the goings on in Newark, but should be concerned over the message being sent by this relatively small group.

The Gordon administration - in what may have been seen as a wise move at the time - remained neutral on the Data Centers project, even though it would have created the blue collar construction jobs that are a top priority.

In reading the findings from the county report the University of Delaware STAR Campus, remains one of the key attractions when it comes to bringing jobs to the area.

But looming in the background are the motivated activists, who, depending on their mood, might object to almost any project.

With the lack of a galvanizing issue, their influence is likely to fade over time, but not before much damage is done in terms of the civility that

once marked the debate over issues going before the City Council and the toll it has taken on city staff.

Meanwhile, out-of-state companies, knowing that other areas will welcome them with open arms and tax abatements may well avoid the Newark area, minus large tax-draining incentives.

The Pike Creek issue is trickier. But the fact remains that the county - by spending a reported \$400,000 in the fight to preserve the land and not seeking a compromise plan - said no to some blue collar jobs that do not require advanced degrees.

Then we have the Barley Mill situation, which is mired in legal mumbo jumbo over traffic studies and the real estate law nuances that led to another legal victory for the county. It now appears the site might see piecemeal development that will have

Continued on next page

Growth and jobs: County can't have it both ways

From previous page

little impact on the tax base. In the end, a creative city center plan that brings housing and retail to the site, would create construction jobs, and if the right sort of retailers come to the site, living wages.

Add in the opposition to a Wal Mart in New Castle and it is understandable why those scouting the market are wary.


The Gordon administration deserves credit for starting the conversation and for looking for ways to alter the Unified Development Code so it does not automatically add another year to the development time frame for even the most desirable projects.

Gordon clearly understands the sense of urgency and a friendlier environment would clearly help in

putting together big projects like the redevelopment of the steel mill site in Claymont.

The county executive only needs to look to the Town of Middletown, where powerful mayor Ken Branner has used tax abatements, decent schools and a friendlier development stance to add to the tax base.

Never mind that many residents are commuting long distances and adding to traffic congestion up north.

In the end, the county administration will continue to face the question posed in the 1930s union anthem "Which Side are You On." Will it side with the not in my backyard folks or move in the direction of seeking "win win" solutions that can more quickly build employment? 

Readers debate whether News Journal's woes are a 'real story'

Readers on the [Facebook page](#) of the Business Daily/Business Bulletin chimed in on the combination cutbacks and process of applying for new jobs at the *News Journal*.

The newspaper itself did not comment on the process. Hit hard was the business news side, where voluntary job departures that led to a search for reporters. Most troubling was questions about whether the cutbacks were indeed news as some have already written off the future of the medium.

Here are the comments:

Why is this page so worried about what the *News Journal* does? Every time something happens there, this page is posting about it. What am I missing? Post came from a business owner who went on to add a link to a towing service?

The death of print media is fairly big news still. TNJ is still the leading source of news stories in the area for specific DE interests. The fact that they are downsizing greatly is real news.

Who would want to work in that hostile environment?

Ok, I was just asking. But we all know the newspaper industry is going extinct. We don't need a post about this all the time. But if you want to hear about it every time TNJ releases/hires an employee, that's fair. I won't say anything.

Four fatalities reported at DuPont site

An investigation is under way after four people died in chemical plant accident at a DuPont Co. site in La Porte, Texas.

“It is with the deepest regret that I tell you that the county medical examiner has confirmed this afternoon that this morning’s incident at the DuPont La Porte site has resulted in four employee fatalities. A fifth employee has been hospitalized and is being held for observation,” plant manager Randall Clements stated. “There are no words to fully express the loss we feel or the concern and sympathy we extend to the families of the employees and their co-workers. We are in close touch with them and we are providing them every measure of support and assistance at this time.”

Clements stated that “as part of that investigation, we are conducting our own top-to-bottom review of this incident and we will share what we learn with the relevant authorities.” According to Clements at 4 a.m. Saturday, the site experienced a release of methyl mercaptan. Methyl mercaptan is a product commonly used to add odor to natural gas for safety purposes.

At very high concentrations it is highly toxic and affects the central nervous system. The odor



LaPorte employees in a photo from 2012.

normally provides a warning and may have been the reason the crew was at the location where the deaths occurred.

The release was contained, and it appears at this point that several of the employees were responding to a leak in a valve. The leak did not pose a threat to the community, Clements stated. In 2012, it was announced that DuPont employees and contractors at the La Porte site in Texas had achieved 13 years without an event-related, lost-workday injury. La Porte is in an area with a large concentration of petroleum and chemical plants.

Continued on next page

Trending this week

Most viewed stories this week at DelawareBusinessDaily.com

1. [Update: Departures lead to five ‘help wanted’ ads at News Journal](#)
2. [Cinemark to open 12-screen theater at Christiana Mall this month](#)
3. [\(Photo gallery\) Cabela’s opens store near Christiana Mall](#)
4. [Wastemasters celebrates remarkable period of growth](#)
5. [\(Photo gallery\) A successful Business Women’s Expo](#)
6. [\(Updated\) Claymont Kmart to close in early December](#)
7. [Christiana Mall area moves into the fast lane](#)
8. [iBio strikes Ebola related deal with Texas company](#)
9. [\(Updated\) Despite new exterior, no opening date has been set for Fuddruckers](#)
10. [Accident at DuPont Texas site claims four lives](#)
11. [Delmarva Broadcasting’s Booker receives top State Chamber award](#)

Incyte to cut ribbon on new headquarters


The multi-million dollar conversion of the former Wanamaker store near Wilmington into a corporate headquarters and research center for [Incyte, Inc.](#) will be marked with a ribbon cutting ceremony on Friday.

Four killed at DuPont plant

From previous page

The site's primary resident contractor, KB&R, had achieved 15 years without an event-related, lost-workday injury, the company reported. La Porte has implemented SafeStart, an advanced safety awareness and safety skills program, as part of its training arsenal, encouraging employees to become personally responsible for their safety performance at work and home.

Still the chemical industry, remains a dangerous place to work, even for DuPont, which has a highly visible safety culture. DuPont has used its expertise in safety and protection to build a business that is one of its faster-growing enterprises.

DuPont is based in Wilmington. The company is spinning off much of its chemical holdings into a separate company. 

Incyte had been located in the DuPont Experimental Station near Wilmington, but moved to the site on Augustine Cut-off as it expands to more than 550 employees.


Hiring has been brisk at the company in a county that has seen the departure of research and other jobs at AstraZeneca.

The company moved from California to Delaware in 2002 under the leadership of a former DuPont pharmaceutical executive.

The company's breakthrough drug Jakafi, received

Food and Drug Administration approval in 2011 to treat a blood disorder. Jakafi is the first in a new class of drugs, known as JAK inhibitor. R&D efforts are continuing on new drugs and expanded uses for Jakafi. Shares of Incyte were trading at more than \$69 this week.

Total stock market value of the company is \$11.7 billion.

Incyte received assistance from Delaware Economic Development Office and a who's who of public officials are expected to be on hand for the event. 



FedEx opens New Castle center after 'fast track' project

From Deals Defining the Skyline

FedEx has opened a new, state of the art 186,000 square foot distribution center on 20 acres at 49 Davidson Lane, New Castle. The project was fast-tracked to completion in 18 months under a built-to-suit lease agreement with the Westmoreland Company of Huntsville, Ala.

According to the *News-Journal*, the new facility was developed at a cost of about \$15 million and will replace an existing operation on Dock View Drive. It could eventually employ 100.

The Davidson Lane facility will serve all of New Castle County, as far north as north Wilmington, south to Townsend and west to Perryville, Md.

Designed by McBride & Ziegler, the all one-story building contains approximately 6,000 square feet of finished office space, 45 truck loading docks, plus an interior loading area for up to 80 delivery



vans that allow packages to go directly from tractor-trailers to vans and vice versa when FedEx drivers return with packages scheduled to be shipped elsewhere.

Westmoreland is a privately held real estate development company that has completed previous fast-turnaround projects for FedEx. As Westco New Castle II & III, LLC, Westmoreland acquired the entire 72.65-acre site from Q.D. Saienni LLC for \$8.99 million.

Bill Ganc, principal of Ganc Commercial Realty, who represented Quentin Saienni in negotiating the Agreement of Sale for the building site, said completion of the project in 18 months resulted from the high level of cooperation between the State of Delaware and local agencies involved in construction of the building and parking areas for FedEx vehicles and employees.

While the state assisted FedEx with some planning and coordination, no money was contributed to the project by the Delaware Economic Development Office (DEDO).

Colliers named agent for Brandywine East, West

The Colliers International's Delaware office team of Rick Kingery and Lisa Bariglio was selected by Capano Management to handle the leasing of Brandywine East & West, a 112,974 square-foot,

Continued on next page

From previous page

Class A, office complex at 1521 & 1523 Concord Pike in north Wilmington.

The property, owned and developed by Capano Management, is near Interstate 95 and the retail office, restaurant area on Concord Pike.

The current tenant base includes legal, financial, and service firms, with the property management team on-site.

“Brandywine Plaza East & West offers a combination of quality, location, and access that is unmatched in the north Wilmington office market,” stated Ashley Allen, director of leasing, Capano Management Company. “We are excited to have a new, aggressive leasing team on board via our real estate broker, Colliers International. Brandywine East & West offers an attractive opportunity to tenants in the north Wilmington market and we are confident in delivering superior tenant experiences“ she added.

“We are extremely excited to be working with



this Capano Management. They make swift smart decisions and have the resources to execute on their plans,” Kingery says. “With Delaware Corporate Center 100 percent leased and Applied Card filling up rapidly, the north Wilmington market is a hotbed of activity with Concord Pike properties leading the way. In terms of roadway access Brandywine East and West are the best in the class.”

Multiple suites are available with up to 11,000 square feet of contiguous space, according to Colliers.

Capano entities include more than 2,400 apartments and townhomes, 1.7 million square feet

of retail space, and 500,000 square feet of office space. Further information is available at www.capanomanagement.com.

Kent farm marketed by Long & Foster

A real estate company listing a Kent County farm is promoting, among other things, a climate resembling a major wine-growing region in France.

Long & Foster Real Estate, has listed a 330-acre Jackewicz Farm in Magnolia, Del. The company also lists the possibility of low-density residential development.

The farm was listed by Long & Foster’s Chiqui Gavilan and Marisa Chaves.

Jackewicz Farms is truly in a league of its own,” Gavilan said. “Ensnconced within Kent County’s coveted Growth Zone, the estate is nestled in a picturesque setting, yet centrally located near national nature preserves for migratory wildlife,

Continued on next page

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five-star beaches, year-round resort and maritime towns, 18-hole championship golf courses, universities, museums and casinos.”

“This unique opportunity simply doesn’t often come along,” Chaves said. “Given current market and growth trends in Delaware, we believe the potential upside for the forward-looking buyer is significant.”

According to the Long & Foster release Jackewicz Farms is situated within Kent County’s Growth Zone and has frontage on key trucking routes.

“The farm’s temperate climate resembles the Bordeaux region of France and boasts rich sassafras soil and abundant wildlife,” a Long & Foster release stated. “Being located in the Growth Zone also means the land is suitable for a variety of uses, including low-density one-third to 10-acre, single-family home residential development, vineyards, field-to-bottle production of quality spirits, utility-scale solar farms, golf courses and more. The property’s Agricultural Conservation zoning allows



Twin Spans in New Castle

for even more flexibility in its potential uses.” The sale price is available on request.

Art Guild leases 23,000 square feet in Twin Spans, New Castle

[Harvey, Hanna & Associates, Inc.](#) (HHA) announced that Art Guild is leasing 23,856 square feet of warehouse, office and showroom industrial space at 200 Anchor Mill Road in the Twin Spans Business Park in New Castle, Delaware.

Twin Spans features 1.85 million square feet of

Class A commercial warehouse space on 135 acres along the Delaware River.

Art Guild specializes in the creation and management of 3-D marketing, educational and event programs.

Art Guild creates, manages, fabricates and installs trade show exhibits, museum exhibits, lobbies, showrooms, visitor centers and retail displays. Established in the early 1920s in Philadelphia as a sign fabricator, Art Guild has gradually expanded their scope of services and has three locations: West Deptford, N.J.; Las Vegas and New Castle.

Art Guild customers include many Fortune 500 companies.

“We are excited to welcome Art Guild to New Castle, as they bring a cutting edge business philosophy and model to the industry along with value-adding products, jobs and services to the local economy”, stated E. Thomas Harvey, president of Havey, Hanna.

Delmarva Broadcasting's Booker wins Gilman Cup

The [Delaware State Chamber of Commerce](#) awarded the Marvin S. Gilman Bowl to Julian H. "Pete" Booker CEO of Delmarva Broadcasting Co. at the 16th Annual Marvin S. Gilman Superstars in Business Awards luncheon last Wednesday.

The event was held in a packed Gold Ballroom at the Hotel duPont that earlier honored small businesses and non profits.

The program included video tributes to the Superstars in Business award winners, as well as keynote remarks by author and small business expert, Steven Strauss.

The Gilman Bowl was established as a tribute to small business leadership. It is named in memory of Marvin S. Gilman, who served as a business and community leader at Gilman Development Co., a developer and builder.

The identity of the winners of the Gilman Bowl



Booker, left and Greg Gurev of My Sherpa speak after accepting awards.

was held confidential until its presentation at the awards luncheon.

A University of Delaware grad, Booker began his career on air. Booker became program director of Delmarva Broadcasting station WDEL in 1980. By 1993, he began serving as vice president and general manager of WDEL and WSTW, before ascending to president and CEO upon the retirement of C. Robert Taylor. Taylor passed away recently.

Delmarva Broadcasting is part of a family company that also owns newspapers in Lancaster, Pa.

In 1996 Delmarva Broadcasting began a program of growth through acquisition. Today, in addition to WDEL and WSTW, DBC now owns and operates 10 other radio stations throughout the Delmarva Peninsula and an interactive and internet content, design and e-commerce division.

Under Booker's leadership, the company has maintained and expanded its commitment to creating local content. More than 935,000 people tune in every week to Delmarva Broadcasting radio stations, according to the company.

While radio has suffered some of the same
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problems as print media, Delmarva has found opportunities, one recent example being the highly successful reformatting of 105.9 in Sussex County into a news and talk station.

Booker has been active in nonprofit and charity organizations. In 2004 he founded an organization called SmartDrive, which is dedicated improving the driving skills of teenaged drivers. This year alone, 40,000 students from 169 high schools in the region will participate in the program.

Other Superstars winners are:

St. Patrick's Center (Nonprofit category)

Since 1971 St. Patrick's Center has served diverse community needs and improved people's lives immeasurably, delivering basic human needs to some of Delaware's poorest residents, including food, clothing, shelter and transportation. St. Patrick's typically serves emergency food to 1,500 families each month.

MySherpa (1-24 employees category)


MySherpa prides itself on guiding its clients through the complex world of technology and delivering high value for their investment. Throughout the region, the company has grown while providing managed computer and cloud services, plus best-of-breed technologies that offer guaranteed, turnkey solutions to clients.

BrightFields, Inc. (25-59 employees category)

Driven by creativity and enthusiasm, BrightFields performs environmental consulting and remediation services that run the gamut from contaminated site assessments and brownfield remediation, to asbestos, lead, mold and industrial compliance. From industrial and commercial buildings, to streams, lakes and wetlands, BrightFields acts as environmental stewards for Delaware.

TekSolv, Inc. (60-150 employees category)

TekSolv has grown into award-winning providers of professional service solutions for industrial markets, focusing on safety and training services, systems integration and oilfield automation services, engineering consulting, and environmental and occupational health services.

A dynamic business model, and a niche in the oil and gas, petrochemical and power industries, has led to rapid company growth. 

(Includes content from State Chamber)



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

DelawareBusinessDaily.com

Now...not later

Building authority platform takes commitment, consistency

By **Chuck Boyce**

When starting off on something new, regardless if it is a fitness plan, marketing strategy or establishing your authority platform, there are few things more important than commitment and consistency.



Boyce

Once you have made a choice to establish your authority platform, it is time to commit. The father of modern management, Peter Drucker, said, “Unless commitment is made, there are only promises and hopes... but no plans.”

One of my favorite tools for creating commitment is to make a grand public announcement. In the years before Facebook and social media, this would usually mean sharing my commitment with friends, family, and trusted advisors. In this case, social media might not be the best place to announce your commitment.

If you belong to an entrepreneurs group, mastermind, or leads group that might be a good

place to help build in some public accountability for your plan.

Now that you’ve committed, it is time to get it all done. As an educator and advocate for your clients and prospects you need to get your message out. Most importantly, you need to get the message out consistently. It takes a bit of time to get known as the authority for your specialty.


The first place to start is with a planned social media campaign. Use the power of Facebook, Twitter, Pinterest, LinkedIn, and others to start sharing your best tips and advice for your prospects to find. Since social media can chew up a lot of time, you should choose the most important one for your target audience and focus your efforts there. As your following grows, you can repurpose your content onto the other sites.

Keeping up with a steady stream of consistent content can be daunting. With a little planning, you should be able to feed the content monster just about 1-2 hours per week, so that you still have time to run your business. Consider creating a calendar for the month, quarter or even a year. Map out what content you are going to share,

where it is going to be seen and in what format. This helps it from becoming overwhelming, and let’s you keep the pipeline full.

Establishing your authority platform is going to set you and your business apart from your competitors. Your commitment to sharing your magic with those that need your help is a cornerstone of your authority positioning. Consistently sharing your tips and problem solving skills with your target audience via social media will build a strong and durable authority platform.

Authority Resource: Ideas for content can strike at anytime, and keeping all of those notes organized can be a challenge. Check out EverNote (www.evernote.com). It is a notebook application that works on just about every device and keeps them all in sync. Cost: Free. There is a pay version, that allows you offline access to your notes on your mobile devices for \$5/month.

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> 

Successful Easter Seals walk; Wal Mart donation to Food Bank

The Easter Seals second annual Walk With Me Delmarva event has raised more than \$25,000 to date.

More than 290 people participated in the walk which featured local families served by Easter Seals.

“Easter Seals is overwhelmed by the incredible support of the local community for our second Walk With Me Delmarva event,” Ken Sklenar, president/CEO of Easter Seals Delaware & Maryland’s Eastern Shore, said. “I would like to thank the community for their hard work and dedication to supporting people with disabilities. We are very hopeful we will meet our \$30,000 goal with the help of our local community.”

Easter Seals thanked the Tunnell family and the many corporate sponsors.

Top sponsors include: Bayhealth Medical Center, Baywood Greens, Delaware Electric Co-Op,



The Delaware KIDS Fund and Harvey, Hanna & Associates, Inc. stopped by the Cape Henlopen Food Basket in Sussex County making a donation to help continue the fight against hunger.

Christiana Care Health System Visiting Nurse Association, Country Side Cafe Independence Prosthetics-Orthotics, Inc., Grotto Pizza, Jefferson, Urian, Doane & Sterner PA CPA’s, Nickle Electrical Companies, Pot-Nets Communities and Sussex County Federal Credit Union. Easter Seals

announced the date for next year’s Walk With Me will be October 18, 2015 at Baywood Greens. For more information contact Linda Forte at (302) 253-1100 x1121.

Easter Seals Delaware & Maryland’s Eastern Shore offers a range of services, including children’s therapies, assistive technology, recreational camping, day programs for adults with physical or intellectual disabilities and respite services for caregivers.

To learn more about how Easter Seals helps children and adults with disabilities, call 1-800-677-3800 or visit www.de.easterseals.com.

Walmart donations to Food Bank of Delaware

The Food Bank of Delaware announced significant donations from Walmart and the

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Walmart Foundation. Over the past two years, the [Food Bank of Delaware](#) has received two refrigerated trucks and more than \$330,000 from the Walmart Foundation, and close to one million pounds of food from the retailer.

The Food Bank of Delaware received its first truck from the Walmart Foundation in 2012.

Earlier this fall, the food bank received its second truck valued at \$117,000. The two 26-foot trucks enable the hunger-relief organization to travel up and down the state picking up perishable food donations, including fruits, vegetables and meats, from local retailers – including Walmart.

According to Feeding America's Map the Meal Gap study, 119,500 Delawareans live in food insecure households.


Sunday Breakfast Mission sees more people in need

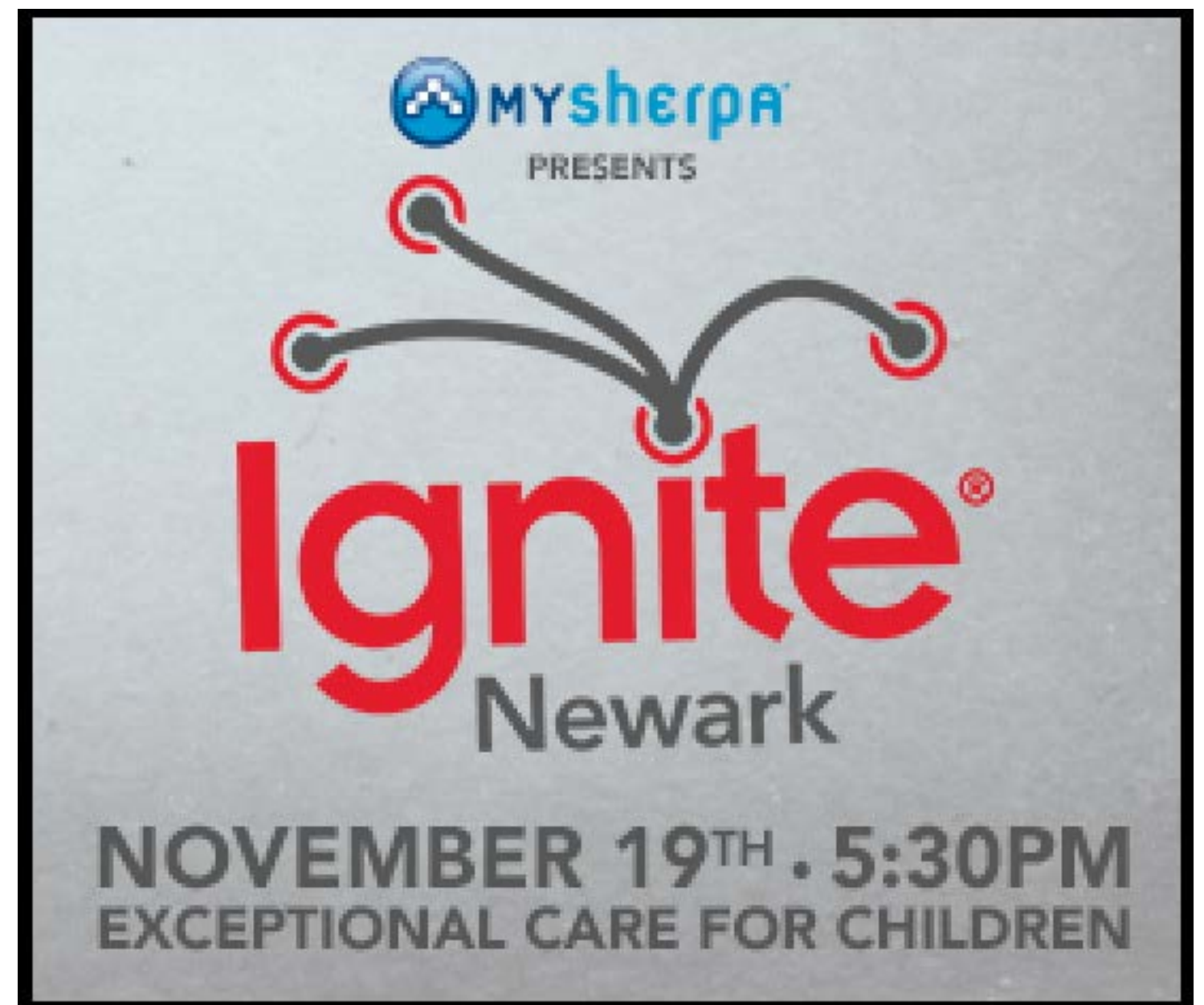
The [Sunday Breakfast Mission](#) in Wilmington is reporting an increase in those seeking lodging in 2014.

The organization is reporting it is averaging 240 people a night, up from 197 in 2013. In addition, the community meal for non-residents is up more than 25 percent, with children accounting for a substantial part of the increase.

Rev. Tom Laymon, CEO of the Breakfast Mission says the organization

launched a major food drive, but reported that results have been slow. "We need a real push over the next few weeks to keep in a strong position of serving the people coming to us for help," Laymon stated.

The organization still has a need for frozen turkeys and fresh meats. Business can drop off products at the mission at 110 N. Poplar St. Laymon can be reached at 302-293-7767. 



Delaware Trust name returns at CSC business

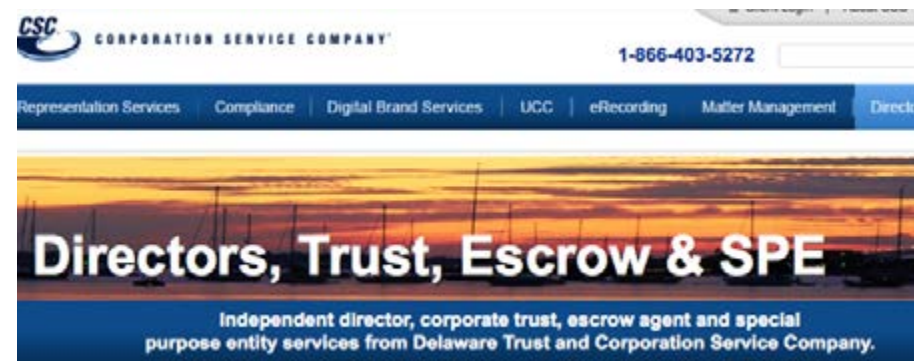
The name of Delaware Trust Co. has returned with CSC renaming one of its operations.

CSC Trust Company of Delaware, a wholly owned subsidiary of locally based Corporation Service Company, announced that it will now operate under the name [Delaware Trust Company](#).

The new name encompasses Delaware Trust's trust and agency, special purpose vehicle, and independent director services.

"The name Delaware Trust is part of a larger rebranding effort and better mirrors our expanded capabilities," said Delaware Trust President and CEO Bill Popeo.

In recent years, Delaware Trust has serviced the bankruptcy, structured finance, real estate, international tax and M&A markets. The Delaware Trust team is made up of lawyers, certified public



accountants and other professionals. None of this means, the company's operations will expand into banking.

"We are a privately held company that is not affiliated with a bank, lender or any other third party. That will not change," said Popeo. "Our staff, locations, management and ownership structure will remain the same. Also, our flexibility and responsiveness remain top-notch."

Delaware Trust is a wholly owned subsidiary of Corporation Service Company. The company was founded in Delaware to help companies incorporate in the state.

It has since become a national and international player through growth and acquisitions.

Delaware Trust was a banking and trust company that was part of the family holdings of Alfred I. duPont, one of the members of the family that made a fortune in building DuPont Cop. The smallest of the three large banks in the state, it was acquired in 1987 by Meridian Bank, which after a number of mergers is now part of Wells Fargo.

Morgan Stanley adds Bloom fuel cell

Morgan Stanley unveiled a new fuel cell system manufactured by Bloom Energy. Bloom has a manufacturing site in Newark.

The system, which was installed at the firm's offices in Purchase, NY, is now supplying energy to the building.

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business bulletin update

YOUR WEEKLY ELECTRONIC BUSINESS JOURNAL

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The fuel cell system, along with a solar panel field completed earlier this year, are the latest in a series of initiatives to improve the facility's energy efficiency and resiliency.

The Bloom Energy fuel cell will supply about 250 kilowatts of power to the facility. The cells can also power portions of the building during grid outages.


“Environmental sustainability begins at home, and Morgan Stanley is committed to improving the energy efficiency and resiliency of all of our facilities,” said Jim Rosenthal, CEO. “Annual grid consumption at Westchester has dropped from 29.1 million kWh in 2008 to 23.7 million kWh projected for 2014. We are proud of the progress we've achieved so far and are excited to incorporate this new technology into our facility in Westchester.”

“We are excited to bring another Bloom Energy project online in New York,” said Bill Kurtz, chief financial and commercial officer at Bloom Energy.

“By installing Bloom Energy's business continuity solution, Morgan Stanley can protect its critical business operations from grid events and mitigate the risk of escalating energy prices.”

Combined with the solar field, these new installations are expected to produce approximately 3 million kilowatt hours (kWh) of energy a year. During peak energy consumption times, the combined systems can supply approximately one megawatt, or up to 30 percent of the building's

demand. Support for this project was provided by the New York State Energy Research and Development Authority.

Founded in 1975, NYSERDA is a public benefit corporation that provides information, services, programs and funding to help New Yorkers increase energy efficiency, save money, use renewable energy and reduce reliance on fossil fuels. 



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TECHNOLOGY FORUM

of Delaware

Nov. 19, Newark
3D Printing in Action

Wulfsohn named Ashland CEO

Ashland Inc. announced its board of directors elected **William A. Wulfsohn** as the company's new chairman and chief executive officer, effective January 1, 2015.



Wulfsohn

in aerospace, energy, medical, transportation, consumer and industrial products.

Margins increased sharply while he served as CEO of Carpenter.

He will work out of the company's headquarters in Covington, Ky.

Janvier named campus director

Dr. Kathy Janvier was appointed to of vice president and campus director at Delaware Technical Community College's Stanton/George Campus effective November 11.

Dr. Mark Brainard, college president, stated, "Dr. Janvier has my full confidence and support, and I believe she will not only continue the college's tradition of excellence, but will enhance it."

Janvier has been serving as acting vice president and campus director since July 1, 2013.

She began her 25-year career at Delaware Tech

as an instructor in the nursing department at Stanton in 1989.

She was promoted to department chairperson in 2004 and became instructional director in 2007. In June of 2011, Janvier was appointed dean of instruction for the Stanton/George Campus.



Janvier

Janvier currently serves on the board of directors of the Delaware Center for Health Innovation (DCHI) and as co-chair of the Workforce and Education Committee, and the State's Child Death, Near Death & Stillbirth Commission to which she was appointed by Governor Ruth Ann Minner and re-appointed by Governor Jack Markell.

Previously, she has served on the National League for Nursing Education Summit Planning Committee, the Board of Directors for the Delaware Stroke Initiative and the Health Advisory Committee for New Directions Early Head Start.

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She has also served as a program evaluator for the Accreditation Commission for Education in Nursing (ACEN).

Janvier received the 2012 University of Delaware School of Nursing Alumni Award in recognition of professional excellence.

She has been published in several nursing journals including Nurse Educator, DNA Reporter and the Journal of Nursing Staff Development. In addition, she has presented professional papers both nationally and internationally.

Janvier has a bachelor's and master's degree in Nursing, and a Doctor of Philosophy in Family Studies from the University of Delaware.

Miller to head education center

Aretha Miller, who has served thousands of children and families for more than two decades through her roles as a teacher, school evaluator, leadership mentor, and nonprofit administrator,

has been named the new Chief Executive Officer of the Community Education Building.

Miller's appointment follows a nationwide search for an entrepreneurial leader with a track record of successful experience as an educator and community partner.

She will guide the CEB into Phase Two of its development, focusing on assisting partner schools in identifying and implementing strategies for academic success and fiscal viability.

Most recently, Miller worked as founder and CEO of the Venn Group, Inc., an educational consulting firm where she coached and mentored charter school leaders in New York City and Buffalo, NY; created the School Leaders in Training Program to increase the pool of high-performing leaders in charter public schools; and, conducted program evaluations and school quality reviews for independent charter schools, the SUNY



Miller

Charter Schools Institute, and the New York State Education Department.

As Chief Operating Officer at the New York City Charter Schools Center, a nonprofit dedicated to helping new charter schools get started and to supporting existing schools, Miller provided administrative oversight, supervising a team of over a dozen employees and supplying critical input on program and strategic planning for the organization. She was responsible for making sure that all internal operations were aligned to the Center's mission and annual goals.

During her tenure as the Charter Center's Vice President of School Support and Director of School Improvement, Miller also developed creative solutions to a number of pressing local problems. Her signature initiatives included establishing the NYC Charter Schools ELL Consortium, to build charters' capacity to effectively educate English language learners; and the launch of an electronic scoring process for statewide English Language Arts and math exams in New York City, used by both

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charter and district schools to ensure the validity of test results.

Miller has experience working with state education departments in Massachusetts and New York, and with charter and district school officials in cities including Chicago, Philadelphia, New Orleans, St. Louis, and Buffalo. She has also trained teachers to work with at-risk youth and collaborated with district and charter school administrators on improving student achievement through the design of better systems for accountability. She began her career as a special education teacher and literacy specialist in Boston

Senate leadership remains unchanged

Delaware Senate Democrats and Republicans retained their leaders following the election.

Senate President Pro Tempore **Patricia Blevins**, D-Elsmere, will have added work during the new session. She will serve as the Senate's presiding officer because Lt. Gov. Matt Denn will give up

the office in January when he's sworn in as attorney general.

"It is a tremendous honor to have my colleagues in the majority caucus again put my name before the full Senate to serve as president pro tem," Blevins said.

Senators also voted to return **Sen. David McBride**, D-Hawks Nest, as majority leader and **Sen. Margaret Rose Henry**, D-Wilmington East, as majority whip.

Delaware State Senate Republican leadership remains unchanged, with Leader **Gary Simpson** (R-Milford) and Whip **Greg Lavelle** (R-Sharples) staying in their positions.

Simpson has served as Republican Leader for the past six years.

He says his message heading into the 148th General Assembly is that it's time for the Democrats to respect their colleagues across the aisle. Republicans picked up a senate seat during the previous election. Democrats no longer have a

"super majority" and Republicans will have more influence in budget matters.


ResortQuest announces top agents

ResortQuest Real Estate recently announced the October 2014 top producing agents for its Southeast Sussex County, Delaware, operations.

Sandy Greene and **Ellen McCreary** of the Bethany Beach office won top honors for listings for the month of October.

Top listing agents by office were: **Shannon Smith** of the West Fenwick office, **Colleen Windrow** of the Marketplace at Sea Colony office and **Marc Grimes** of the Bear Trap Dunes office.

Windrow won top honors for sales for the month of October.

Top sales agents by office were: **Jenny Smith** of the Edgewater Lobby/Sea Colony, **Jane Baxter** of the Bethany Beach office and **Cindy Spieczny** of the West Fenwick office. 

Wayback Burgers cuts ribbon, celebrates new ownership

Wayback Burgers, a Connecticut-based franchise with more than 80 locations nationwide, hosted a grand re-opening of its New Castle location at 150 S. DuPont Highway on November 11. The celebration kicked off with a official ribbon-cutting ceremony hosted by the New Castle Chamber of Commerce.

The location was one of the original Jake's stores. The company started out in Newark, grew to several restaurants and was later sold. The Wayback name was added and more recently, the Jake's name was dropped.

"Burger lovers of New Castle are in for a special treat," said Robert Morse, Wayback Burgers New Castle owner. "We were attracted to the Wayback Burgers brand because of its commitment of serving fresh high-quality food the Wayback way and we are thrilled to be offering such a quality product to the people of New Castle."

Since launching the national expansion in 2009, Wayback Burgers currently has a



presence across 24 states. Wayback Burgers plans to double its number of locations sold by the end of 2014, reaching 100 stores open and operating by the end of the year.

"Wayback Burgers is focused on nationwide growth, so we are pleased to announce this latest expansion in New Castle," said John Eucalitto, president of Wayback Burgers. "It's our franchisees' passion and commitment to their communities that makes Wayback Burgers successful, and we are confident the Morses will continue that commitment in New Castle. with their first Wayback Burgers restaurant."



Saluting veterans

Food Network celebrity chef Robert Irvine stopped by the [Comcast](#) Call Center last week to talk with a group of veterans who work at the site south of Newark.

In the photo above, Irvine talks with Devon Hight, who works in customer support.

Irvine is a veteran of the British Royal Navy and started his cooking career in that branch of the military. Irvine has been involved in efforts to aid veterans.

Comcast is an active participant in the Hiring Our Heroes campaign. The company has hired more than 3,000 veterans in just three years under the initiative.

Former Wilm. Trust manager convicted on one count

Peter W. Hayes, 49 of Newark, pleaded guilty to one count of accepting a gift for procuring loans. The plea was made in federal court in Wilmington.

United States District Judge Richard G. Andrews scheduled a sentencing hearing for March 17, 2015, at 9 a.m.

Hayes originally faced a number of charges and pleaded innocent. He later agreed to plead guilty to the one charge.

According to the U.S. Attorneys Office for Delaware, Hayes, a former Relationship Manager at Wilmington Trust Corp. admitted that he purchased two model homes from a bank customer in November 2005 as part of a sale/lease-back arrangement.

The customer agreed to pay Hayes and his business partner monthly lease payments in the exact amount of, and to satisfy, their monthly mortgage payments.

In March 2008, Hayes and his partner sold the model homes to a third-party for a loss, leaving

Hayes with a \$70,000.00 obligation to his mortgage lender. Hayes ultimately requested a loan from the customer to cover the shortfall.

In November 2008, the customer loaned Hayes the necessary funds by issuing him a check from the customer's operating account. Hayes repaid the loan in February 2009 by depositing a treasury check directly into the customer's WTC operating account, according to court records.

The customer was identified by the News-Journal as Stephen Anderson, who headed Anderson Homes, a large home-builder based in Middletown.


During the four year period in which Hayes had a financial relationship with the customer, he approved millions of dollars in financing for various projects being developed by the customer, the U.S. Attorneys office stated.

As part of his guilty plea, Hayes admitted to making funding decisions for the customer that were based on materially false statements and omissions, or were otherwise in contravention of existing loan agreements. With his guilty plea, Hayes becomes the third former Bank employee

to plead guilty to criminal conduct relating to his employment at Wilmington.

The probe is ongoing leading to speculation on who might next among the management ranks of the bank, now a part of M&T. Earlier, M&T paid an \$18.5 million civil fine related to the failure by Wilmington Trust to disclose problem loans. M&T was not involved in the bank at the time.

United States Attorney Charles Oberly said, "It is a serious offense for a bank insider to engage in self-dealing with a client for his own personal benefit. The successful prosecution of Mr. Hayes demonstrates my Office's commitment to uncover criminal misconduct committed by bank officers, particularly where such activity has the potential to affect the safety and soundness of a financial institution and its shareholders."

The case was investigated by the Federal Bureau of Investigation; the Special Inspector General for the Troubled Asset Relief Program (SIGTARP); and the Internal Revenue, Service Criminal Investigation Division, and is being prosecuted by Assistant United States Attorneys Robert F. Kravetz and Lesley F. Wolf. 

Editor's note: Business licenses are issued in Delaware as a revenue raising tool. The following licenses are from Sept. 1, 2014.

Restaurant

141 RESTAURANT INC FIVE STAR PIZZA 1721 W GILPIN DR WILMINGTON, DE 19805-1261
202 WINGS LLC WINGS TO GO 1814 COASTAL HWY REHOBOTH BCH, DE 19971-2332

Broker

1504 CAPITAL INC 3921 ALTON RD MIAMI, FL 33140-3852

Contractor

1ST CHOICE FLOORING LLC 232 OLD CHURCHMANS RD NEW CASTLE, DE 19720-1554
1ST STATE PEST & HOME SERVICES 709 ROTHWELL DR MIDDLETOWN, DE 19709-1746
2GS GENERAL CONTRACTORS 1203 WYNNBROOK RD WILMINGTON, DE 19809-2354
3 SONS MASONRY 765 MONTCLAIR DR APT 5 CLAYMONT, DE 19703-3642
AAC HOME SOLUTIONS LLC 1207 LORRAIN AVE WILMINGTON, DE 19808-5719
ABOVE & BEYOND LLC 107 MILTON ELLENDALE HWY MILTON, DE 19968-1505
ACOUSTICS PLUS INC PO BOX 262 HARLEYSVILLE, PA 19438-0262
ADZADU PATRICK S 410 N RAMUNNO DR UNIT 1203 MIDDLETOWN, DE 19709-3005

AGIG INC BEACON CONSTRUCTION SERVICES INC 601 ROUTE 73 N STE 105 MARLTON, NJ 08053-3472
ALDER MEADOW FARM LLC 15118 BLANCHARD RD BRIDGEVILLE, DE 19933-2841
ALLIANCE PROPERTY SOLUTIONS 263 CAMERTON LN TOWNSEND, DE 19734-2873

Services

1ST REGAL SOLUTIONS INC 719 W 9TH ST WILMINGTON, DE 19801-1306
AITHR DEALER INC 1460 W CANAL CT STE 102 LITTLETON, CO 80120-5631
A.S. ACADEMY OF LEARNING INC 10 SONGSMITH DR NEWARK, DE 19702-4405
AADI SYSTEMS INC 1209 MADISON LN HOCKESSIN, DE 19707-9418
ACES & 8'S 1135 BRIDGEVILLE HWY SEAFORD, DE 19973-1600
ACTION FINANCIAL SERVICES LLC AFS, LLC 4894 N RUNWAY DR STE 103 CENTRAL POINT, OR 97502-3005
ACTION POINT DESIGN LLC 674 PENCADER DR NEWARK, DE 19702-3348
AETEA IT CONSULTING LLC 1445 RESEARCH BLVD STE 210 ROCKVILLE, MD 20850-6526
AFS GEO CONSULTANTS, LLC 6299 SHIPLETT BLVD BURKE, VA 22015-3442
AGING IN PLACE SPECIALISTS LLV 32828 OCEAN REACH DR LEWES, DE 19958-4658
AIKEN DONNELL L CLEANSOURCE 315 COULTER ST MILTON, DE 19968-1425

ALEXIS CRISTO (FCCLA) 220 SIMMONS ST HARRINGTON, DE 19952-1133
ALFA GL INC 990 BISCAYNE BLVD STE 503 MIAMI, FL 33132-1556
ALL SIGNALS INC 5 WARREN DR NEWARK, DE 19702-2848
ALSTON DONNA 9 LEADER DR NEWARK, DE 19713-1765 DE 19713-1765
AMA CARS 23000 SUSSEX HWY SEAFORD, DE 19973-5866
AMERICAN CIT CONSULTING GROUP 1000 N WEST ST STE 1200 WILMINGTON, DE 19801-1058
AMERICAN CLEANING SUPPLIES 686 N DUPONT BLVD STE 125 MILFORD, DE 19963-1002

Retailer

2407 PHILADELPHIA PIKE LLC ROYAL FURNITURE 2407 PHILADELPHIA PIKE CLAYMONT, DE 19703-2430
3 DAY BLINDS CORPORATION 25 TECHNOLOGY DR STE B100 IRVINE, CA 92618-2381
AFS GEO CONSULTANTS, LLC 6299 SHIPLETT BLVD BURKE, VA 22015-3442
AL VARIETY STORE II LLC 36 S. MARKER STREET SEAFORD, DE 19973
ALI NOOR, INC. WASHINGTON GROCERY STORE 301 W 29TH ST WILMINGTON, DE 19802-3110
ALIENWEAR INC ALIENWEAR 2814 BRIARBROOK LN GARLAND, TX 75040-3936
ALTSCHULER ILENE 134 KINGS

CREEK CIR REHOBOTH BCH, DE 19971-1031

Lessor

2B'S INVESTMENTS, LLC 32413 LEWES GEORGETOWN HWY LEWES, DE 19958-1646
Wholesaler/Transportation
410 MOTORS LLC 134 BROOKLYN AVE UNIT 20 LAUREL, DE 19956-1183
A M PRO INC 122 DELAWARE ST FL B23 NEW CASTLE, DE 19720-4814

Nursing home

5 LINX 809 ARTHUR SPRINGS LN NEW CASTLE, DE 19720-8773
Motor vehicle dealer
A PLUS MARINE SERVICES LLC 32951 LIGHTHOUSE RD SELBYVILLE, DE 19975-4025

Bus/taxi operator

A SOURCE TRANSPORTATION INC 1053 N WALNUT ST STE A MILFORD, DE 19963-1242

A&F MEDICAL INC

11 PRINTZ DR BEAR, DE 19701-3055

Wholesaler

A TO Z BEAUTY SUPPLY LLC DARA ALLIANCE LLC 300 DELAWARE AVE STE 210 WILMINGTON, DE 19801-6601

Mover

ABUELO TRANSPORT 18726 GREELY AVE LINCOLN, DE 19960-3141

Lessee

ABUNDANT LIVING HOUSING 309 JULIA WAY SMYRNA, DE 19977-1632
 LESSEE OF TANGIBLE PROPERTY

Collection agency

ACCELERATED INVENTORY MANAGEMENT LLC 5725 W HIGHWAY 290 STE 103 AUSTIN, TX 78735-8722
ADVANCED CALL CTR TECH LLC 4837 WATT AVENUE CARMICHAEL, CA 95608

Photographer

AIRTOGRAPHY 117 CANDLEWYCK DR AVONDALE, PA 19311-1436
ALL DOLLED UP PHOTOGRAPHY 38114 E CHESTER LN OCEAN VIEW, DE 19970-2800

Distributor

ALL STATE EXPRESS LLC 260 CHRISTIANA RD APT T12 NEW CASTLE, DE 19720-2935

Telecommunications

ALLVOITEL, INC. 13644 NEUTRON RD DALLAS, TX 75244-4410

Motor vehicle service

ALVARADO MANUAL DEL PILAR ALVARADO AUTO REPAIR 24699 MEADOW LN MILLSBORO, DE 19966-1664

Real estate broker

AMC INVESTMENT LLC 77 WESTWOODS BLVD HOCKESSIN, DE 19707-2063