

1 2  
2 3  
3 4  
4 5  
5 6  
6 7  
7 8  
8 9  
9 10  
10 11  
11 12  
12 13  
13 14  
14 15  
15 16  
16 17  
17 18  
18 19  
19 20  
20 21  
21 22  
22 23  
23 24  
24 25

-----  
BEFORE THE BOARD OF COMMISSIONERS  
OF CHELTENHAM TOWNSHIP  
MONTGOMERY COUNTY, PENNSYLVANIA

-----  
PUBLIC HEARING

-----  
Wednesday, November 16, 2011  
Commencing at 7:40 p.m.

-----  
Curtis Hall  
Greenwood Avenue and Church Road  
Wyncote, Pennsylvania

-----  
**RECEIVED**  
DEC 07 2011  
**ASST. TWP. MANAGER**

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24

2     BEFORE:  
3  
4     HARVEY PORTNER, PRESIDENT  
5  
6     ART HAYWOOD, VICE PRESIDENT  
7  
8     MICHAEL SWAVOLA, WARD 5  
9  
10    CHARLES D. McKEOWN, WARD 7  
11  
12    MORTON J. SIMON, JR., WARD 6  
13  
14    KATHY A. HAMPTON, WARD 4  
15  
16    J. ANDREW SHARKEY, WARD 1  
17  
18    DAVID M. LYNCH, TOWNSHIP ENGINEER  
19  
20    JOSEPH BAGLEY, ESQUIRE, SOLICITOR  
21  
22  
23  
24

- - -

1           2                           PRESIDENT PORTNER: Next on our  
2           3 agenda, item seven, it's a public hearing to receive  
3           4 any and all comments regarding the adoption of an  
4           5 ordinance creating a Glenside Business Improvement  
5           6 District.

6           7                           I'd like to call on our assistant  
7           8 township manager, Bryan Havir, to give us an update and  
8           9 frame the whole process that we're talking about.

9           10                           Mr. Havir.

10          11                           MR. HAVIR: Thank you, President  
11          12 Portner.

12          13                           I have a few comments I wanted to  
13          14 make, background comments about the process that the  
14          15 township is going through for the creation -- or the  
15          16 proposed creation of the Glenside Business Improvement  
16          17 District.

17          18                           At the recommendation of the  
18          19 Economic Development Task Force and the resolution by  
19          20 the Cheltenham Township Board of Commissioners, the  
20          21 administration filed a \$25,000 matching planning grant  
21          22 application to the Pennsylvania Department of Community  
22          23 and Economic Development in 2007 for the purpose of  
23          24 hiring a consultant to explore the feasibility of  
24          25 creating a Business Improvement District in downtown

1 2 Glenside, Cheltenham Township.

2 3 The township was subsequently  
3 4 awarded funding in 2008 and later that year solicited  
4 5 proposals for professional consultant services which  
5 6 ultimately led to the hiring in 2009 of Delta  
6 7 Development Group of Mechanicsburg, Pennsylvania.

7 8 A steering committee of business  
8 9 owners from Glenside, representatives from both the  
9 10 Greater Glenside and Eastern Montgomery County Chambers  
10 11 of Commerce, representatives from the EDTF and  
11 12 representatives from Cheltenham Township staff and  
12 13 commissioners worked with the consultant over a period  
13 14 of 18 months to explore the feasibility of developing a  
14 15 plan for a BID in downtown Glenside.

15 16 Initially, the study area  
16 17 incorporated close to 130 properties, which included a  
17 18 proposed boundary along Easton Road, extending between  
18 19 Mt. Carmel Avenue to Arcadia University.

19 20 After eight steering committee  
20 21 meetings were held to develop a preliminary draft plan,  
21 22 there were two community meetings held at Glenside Hall  
22 23 with the commercial property owners. Those transpired  
23 24 in March 2010 and April of 2010, where the consultant  
24 25 presented the preliminary draft plan, and it was

1       2       determined that the majority property owners did not  
2       3       want a BID boundary to extend between Waverly Road to  
3       4       Arcadia University.

4       5                   The proposed boundary for the  
5       6       district and the budget was revised and reduced and  
6       7       incorporated into a final draft plan which was  
7       8       presented to the Public Works Committee in July of  
8       9       2010.

9       10                   The final proposed boundary of the  
10      11      district was shortened to include 109 properties along  
11      12      East and West Glenside Avenue and along Easton Road  
12      13      between Mt. Carmel Avenue to Waverly Road.

13      14                   Earlier this year, the township  
14      15      requested the consultant to reach out one last time to  
15      16      all the property owners, of which there were 98, within  
16      17      the proposed boundary and to have a community meeting  
17      18      to gauge support prior to scheduling a public hearing  
18      19      for the consideration of the adoption of the plan and  
19      20      the ordinance for the creation of the BID.

20      21                   That meeting was held on June 21st,  
21      22      2011 at Glenside Hall. All property owners were  
22      23      notified of that meeting by the Delta Development Group  
23      24      by a post card that was sent out via U.S. mail.

24      25                   Of those attending the meeting, a

1 2 majority were in favor of pursuing the public process  
2 3 for creating the BID. This was documented by the  
3 4 consultant in a technical assistance report, which was  
4 5 reviewed by the EDTF at its July 19th, 2011 meeting and  
5 6 subsequently at the August 3rd, 2011 Public Affairs  
6 7 Committee meeting, at which time the township  
7 8 administration was directed to set forth the schedule  
8 9 and send out notifications for a public hearing to be  
9 10 held November 16th, 2011.

10 11 The township solicitor's office  
11 12 subsequently worked with the township administration to  
12 13 formalize the draft ordinance, of which a copy was sent  
13 14 via certified mail, along with a cover letter dated  
14 15 October 14th, 2011, to all 98 property owners.

15 16 In addition to the ordinance, the  
16 17 mailing included the following exhibits:

17 18 Exhibit A: A copy of the final  
18 19 plan;

19 20 Attachment I: The proposed  
20 21 boundary map;

21 22 Attachment II: The properties to  
22 23 be assessed;

23 24 Attachment III: The proposed  
24 25 budget;

1           2                           Attachment IV: The bylaws for the  
2           3           501c-3 creation;

3           4                           Attachment V: The articles of  
4           5           incorporation for the 501c-3 creation.

5           6                           As of today, 87 certified, return  
6           7           receipt cards have been returned to the township,  
7           8           indicating receipt of the mail by the property owners.  
8           9           Six packets were returned undelivered and/or  
9           10           unaccepted. Five packets have not been returned.

10          11                          Since the mailing, three property  
11          12           owners have called the assistant township manager's  
12          13           office to advise that their properties are actually  
13          14           residential and not commercial and requested that they  
14          15           be removed from the assessment. Follow-up  
15          16           documentation by those three property owners was  
16          17           requested to substantiate their claim, but none have  
17          18           been received to date.

18          19                          The purpose of tonight's hearing is  
19          20           to allow public comment on the proposed creation of the  
20          21           Glenside BID plan and the ordinance in accordance with  
21          22           Pennsylvania Neighborhood Improvement District Act 73,  
22          23           P.S. Section 831.

23          24                          This hearing was duly advertised in  
24          25           the Times Chronicle on October 13th and 20th, 2011.

1           2                               Depending on the comments this  
2           3           evening, at the close of the hearing, the Board of  
3           4           Commissioners can either authorize staff to follow up  
4           5           with a second mailing containing a schedule for  
5           6           consideration of adoption of the final ordinance, along  
6           7           with a ballot to the property owners to vote for or  
7           8           against the creation of a BID.

8           9                               The ballots will need to be  
9           10           returned to the township for official tally. Should  
10          11          40 percent or more property owners vote against the  
11          12          creation of the BID, it will not go forward.

12          13                               Any future mailings will be done  
13          14          either by U.S. Postal Service regular mail or by  
14          15          e-mail.

15          16                               All property owners that are here  
16          17          this evening for the public hearing are asked to sign  
17          18          the special sign-in sheet in the foyer and to be sure  
18          19          to verify their mailing address and e-mail address.

19          20                               At this point, I would recommend we  
20          21          open the floor for public comment. Thank you.

21          22                               PRESIDENT PORTNER: Before we open  
22          23          it for public comment, I would like some comment from  
23          24          the Commissioners' Board either for, against, yea, nay,  
24          25          and we're here to listen. And at some point after this



1 2 listening, we'll make a determination based on what is  
2 3 sent back.

3 4 Are there any comments from any of  
4 5 the Commissioners?

5 6 (No response.)

6 7 PRESIDENT PORTNER: If not, we'll  
7 8 open it up to the public.

8 9 Please raise your hand, step  
9 10 forward, give us your name and address and say what you  
10 11 have to say. We're all ears.

11 12 Yes, sir.

12 13 MR. McSHANE: Hi. My name is Frank  
13 14 McShane. I am at 141 East Glenside Avenue.

14 15 I just wanted -- I wanted to state  
15 16 two points. One, I wasn't clear if we were having a  
16 17 ballot or not. A meeting I went to in, I think, May of  
17 18 2010, they said there would be a ballot. It sounds  
18 19 like there is a ballot?

19 20 MR. HAVIR: There will be a ballot.

20 21 MR. McSHANE: Okay. That was one  
21 22 point I wanted to make sure, so that we do get a fair  
22 23 hearing. Because I feel like the June meeting where  
23 24 they took the pulse, there probably weren't very many  
24 25 of us business owners there.

1           2                   The second thing I really want to  
2           3           make a point is that I felt like the fact that you're  
3           4           excluding about half of the businesses and expecting  
4           5           the other half to put on this business -- or to pay for  
5           6           the Business Improvement District, the -- if we improve  
6           7           the downtown Glenside business, all businesses will  
7           8           be -- benefit from it. Why are only half being  
8           9           assessed a tax? The other get off scot-free and enjoy  
9           10          the benefit.

10          11                   I'm basically against it. I don't  
11          12          feel like it's overly helpful to begin with.

12          13                   In a conversation with Stewart  
13          14          Toland, who was instrumental in helping to set up the  
14          15          Jenkintown BID which they just voted out, this is one  
15          16          of the guys who was for it and helped set it up, but  
16          17          then he voted it out.

17          18                   The problem with the Jenkintown  
18          19          one, as he put it, was there were not enough people,  
19          20          not enough real money to make it work. They were  
20          21          paying more than half to hire the person that was  
21          22          implementing it.

22          23                   Also, most of the events that they  
23          24          had in Jenkintown were already -- like were already  
24          25          there, like the jazz fest, et cetera. We have in

1 2 Glenside the motorcycle show, the car show, and other  
2 3 events that are already established.

3 4 I feel that, you know, just maybe  
4 5 better advertising and better outreach with regular tax  
5 6 dollars instead of this special money will help bolster  
6 7 that.

7 8 Those are the points I wanted to  
8 9 make.

9 10 The main one I wanted to stress,  
10 11 though, is the unfairness of having half the businesses  
11 12 pay for the benefit of all of the businesses. And I  
12 13 feel like you're discriminating on -- in one area  
13 14 saying you have to pay an extra tax, you guys don't,  
14 15 but you're all going to get the same benefit. It's  
15 16 just not fair.

16 17 PRESIDENT PORTNER: Thank you for  
17 18 your comments.

18 19 Anyone else?

19 20 Any comments from the Board once  
20 21 again?

21 22 Oh, I'm sorry. David, come forward  
22 23 and tell us who you are.

23 24 MR. COHEN: David Cohen, Elkins  
24 25 Park.

1           2                           I'm here tonight as vice chairman  
2           3                           of the Economic Development Task Force.

3           4                           As Bryan indicated before, we've  
4           5                           been actively involved in the process both in terms of  
5           6                           reviewing and also been personally actively engaged in  
6           7                           the Glenside BID.

7           8                           I've also personally been involved  
8           9                           in the startup operations -- I've been involved in  
9           10                           three BIDs in Pennsylvania. And BIDs are not  
10          11                           guaranteed to work, but, in general, they're recognized  
11          12                           as a very good tool to promote economic development.  
12          13                           And I feel it's worthy of consideration of the  
13          14                           Commissioners and of the property owners that would be  
14          15                           impacted by this.

15          16                           A few brief notes. One is that the  
16          17                           BID is not set up in perpetuity. It operates under the  
17          18                           five-year Sunset Clause provision, so they have to  
18          19                           prove themselves. If they do not prove themselves  
19          20                           during the five years, it will not be probably  
20          21                           authorized and will not operate sustained in  
21          22                           perpetuity, as many people might believe.

22          23                           The second aspect is, as indicated  
23          24                           in the plan, already the BID is leveraging money by  
24          25                           getting a \$20,000 commitment from Arcadia University.

1           2                           The last key point I want to make  
2           3                           is that there are a number of very good, diligent  
3           4                           volunteers in Glenside, as there are throughout the  
4           5                           community. However, these volunteers lack resources  
5           6                           and time and are focused on their personal and business  
6           7                           lives, and having an executive director or a person to  
7           8                           really steer the ship and to try to implement the plan  
8           9                           and go after additional resources is key to the success  
9          10                          of the BID, I believe.

10          11                          It cannot all fall upon the burden  
11          12                          of the people that have existing busy lives, that are  
12          13                          diligent, but, frankly, it falls secondary or third in  
13          14                          their lives is reasonably to be expected.

14          15                          Again, I want to advocate for the  
15          16                          adoption of this ordinance, and I hope that the BID  
16          17                          process moves forward. Thank you.

17          18                          PRESIDENT PORTNER: Thank you for  
18          19                          your comments.

19          20                          Anyone else?

20          21                          MS. HAFF: My name is Maureen Haff,  
21          22                          H-A-F-F. My address is 117 South Easton Road.

22          23                          PRESIDENT PORTNER: A little  
23          24                          louder.

24          25                          MS. HAFF: I am actually in favor

1 2 of the BID. I am one of those volunteers that have  
2 3 been volunteering for about eight years, maybe more,  
3 4 putting together all those great events that we have in  
4 5 Glenside. The problem is that we're all getting a bit  
5 6 burned out, and we do put a lot of our time into things  
6 7 that we probably should be focusing more on our  
7 8 businesses. I feel that Glenside is a great town and  
8 9 we're stuck.

9 10 I thought eight years ago we were  
10 11 ready to take off, and every year I believe that's  
11 12 going to happen, but it hasn't. I feel that we need  
12 13 somebody to take the lead, market us.

13 14 And, you know, the township has  
14 15 gone to great strides to do the street scape. And they  
15 16 will not be able to go to Glenside Avenue because of  
16 17 the other four districts that they have to concentrate  
17 18 on.

18 19 If we get a BID and we have  
19 20 somebody that will be able to -- because it will be a  
20 21 501c-3 -- will be able to get funding and work on  
21 22 Glenside Avenue, that would absolutely complete the  
22 23 whole Glenside area.

23 24 I guess finally I would say if we  
24 25 do nothing, nothing will happen. Thank you.

1           2                           PRESIDENT PORTNER: Thank you for  
2           3 your comments.

3           4                           Anyone else? Step forward.

4           5                           MR. KRAVITZ: Michael Kravitz. I  
5           6 own 130 South Easton Road in Glenside.

6           7                           I would say I'm in favor of it if  
7           8 it's done right, if something really gets accomplished,  
8           9 and that's where I believe the report as it is is  
9          10 lacking. Where is the vision? What's going to be done  
10         11 that's different?

11         12                           We have, what, 4,000 between the  
12         13 students and the faculty down the street? You never  
13         14 see them in Glenside. They're not spending their money  
14         15 there. They're not spending their parents' money  
15         16 there, probably. That's what has to change.

16         17                           Then once you get momentum, then  
17         18 you'll find some developer is going to come in and say  
18         19 I want to buy those four houses. I'm going to knock  
19         20 them down and put in a brand-new building. You won't  
20         21 have to incentivize somebody to make money when you  
21         22 create the foot traffic.

22         23                           Just to say we're going to market  
23         24 it doesn't work for me. Tell me what you're going to  
24         25 do before you get started.

1        2                    My second point is what the other  
2        3 gentleman was talking about, the unfairness of the way  
3        4 the assessment is being done.

4        5                    If you take the 90 grand total,  
5        6 knock the 57 off, there's 33,000 in tax, our property  
6        7 is being assessed for 3 percent of the total. I have  
7        8 less than 3,000 square feet of retail space. I'm an  
8        9 owner-occupied building, and that will not change  
9        10 unless I move my business out of town. I don't think  
10      11 we want that.

11      12                    So you have light industrial users  
12      13 that are owner-occupied that have no upside of bringing  
13      14 in a tenant. You have a vacant building, you're going  
14      15 to triple the value of the building. This needs to be  
15      16 assessed based on what this will do for that use.

16      17                    And, lastly, some people might be  
17      18 upset at the administrative percentage compared to  
18      19 everything. I want to reverse that. At \$35,000, are  
19      20 we going to get somebody full time or part time? In  
20      21 this, are we guaranteed X number of hours, or are we  
21      22 going to get five, ten hours a week, and really nothing  
22      23 is going to get done and this will be a waste?

23      24                    I'll go back to my first point.  
24      25 I'm in favor of it if it's done right.



1           2                           PRESIDENT PORTNER: Thank you for  
2           3 your comment, sir.

3           4                           Anyone else? Step forward.

4           5                           MR. BROKKER: My name is Bob  
5           6 Brooker. My address is 108 South Easton Road.

6           7                           A few questions or points.

7           8                           Regarding the BID, how would -- as  
8           9 Mr. Kravitz said, how do commercial users on the BID  
9          10 proposed area benefit? How do apartment owners benefit  
10         11 from the BID? What powers will the BID have over the  
11         12 property owners per se? Is it going to be something  
12         13 like Chestnut Hill, where they can determine what kind  
13         14 of businesses move into those properties?

14         15                           I also have a question.

15         16                           As far as sending out the ballots,  
16         17 these ballots are not going to be sent out certified?  
17         18 How do you know they're going to get them?

18         19                           Also, instead of having a majority  
19         20 vote to determine whether it's going to pass or not,  
20         21 it's whether there's enough minority votes against  
21         22 whether it will determine whether it passes or not. I  
22         23 would think, as an example with the Board, it's like  
23         24 saying you have a quorum, but several of the Board  
24         25 members didn't show up, so we're going to take their --

1 2 as an affirmative for anything that's voted on in the  
2 3 evening. I would think that the majority of the owners  
3 4 should be in favor of it in order for it to go forward.

4 5 That's it right now. Thank you.

5 6 PRESIDENT PORTNER: Thank you. We  
6 7 appreciate your comments.

7 8 MR. SHARKEY: Mr. President --

8 9 PRESIDENT PORTNER: Commissioner,  
9 10 go ahead.

10 11 Anyone else?

11 12 MR. SILVERMAN: My name is Jay  
12 13 Silverman, 100 East Glenside Avenue.

13 14 I fail to see the benefit to a  
14 15 light manufacturing company. We don't get foot  
15 16 traffic. As a matter of fact, we would rather not have  
16 17 any foot traffic.

17 18 It cost us \$2500 in the next --  
18 19 over the next five years, and that's on top of the ten  
19 20 to \$12,000 that we already pay in taxes and other  
20 21 things.

21 22 I'd much rather have to put that  
22 23 \$2500 into the aesthetic of the building, whether it's  
23 24 cement work or painting or what have you, than to not  
24 25 be able to spend it on that and instead put it into the

1 2 bucket.

2 3 I read through the letter. A  
3 4 couple things I was concerned about.

4 5 First is, for the people who are  
5 6 not very involved or active and haven't gone to any of  
6 7 the previous meetings, there was a statement in there  
7 8 that said that -- it was very positive, saying that  
8 9 we've had several meetings and there have been a lot of  
9 10 positive -- where people felt very positive about it.

10 11 I kind of took offense to that,  
11 12 because the meeting that I attended, it was extremely  
12 13 negative, so much so that there wasn't anything  
13 14 positive that was said. And I asked if anyone was  
14 15 there from the township, and someone stood up. It was  
15 16 a person who no longer works for the township. But  
16 17 there wasn't anything positive.

17 18 And if I was a homeowner or I was a  
18 19 business owner that didn't have time to become active  
19 20 and really learn about this, I would think that  
20 21 everyone is in agreement, we should do it, I'll go  
21 22 along with them. And I'm a little concerned about  
22 23 that.

23 24 If there was a fair and equitable  
24 25 way to have the people who are going to get the most

1 2 benefit pay the most for it, then it's probably an okay  
2 3 thing, but to do it the way that it's being divvied up,  
3 4 we're in, I think -- we're one of the top ten or top 15  
4 5 of the 109 properties that are being assessed.

5 6 And I read every bullet. I read  
6 7 every page. There wasn't one thing that addressed my  
7 8 needs or anything that would benefit me from a payback  
8 9 standpoint. We're a business. We've got to make  
9 10 decisions. Do we hire people? Do we purchase  
10 11 equipment?

11 12 Well, the question is, what is the  
12 13 payback for the \$2500 that I'm going to spend over the  
13 14 next five years? And that's what I would like you  
14 15 guys -- well, I'd like everyone to take a good hard  
15 16 look at and make sure that there is a payback for those  
16 17 who you are asking to pay this tax.

17 18 Thank you very much.

18 19 PRESIDENT PORTNER: Thank you very  
19 20 much.

20 21 Anyone else? Yes, ma'am.

21 22 MS. RIDDLER: I'm Lisa Riddler.  
22 23 I'm a Glenside resident.

23 24 Until this past June, I was the  
24 25 owner of Elsie's at the Glenside train station for the

1       2     last 11 years.

2       3                     I have worked on lots of committees  
3       4     in downtown Glenside. I'm not a property owner, but my  
4       5     husband and I do real estate investing, so I  
5       6     understand, you know, it feels a little funny me not  
6       7     really having the sort of pay necessarily officially.  
7       8     I don't want to say that I can represent who you are,  
8       9     but I understand your concerns.

9       10                    Everyone had a lot of good points  
10      11     here. I am for sure for this BID. I don't necessarily  
11      12     agree with every single aspect of it, but the beauty of  
12      13     this is that the people that pay into it create the  
13      14     Board and they -- you do have a say on where that money  
14      15     gets spent.

15      16                    You also as a BID have a voice to  
16      17     go -- you know, try to get things done with the  
17      18     township that you'd like to see done as a class of  
18      19     people.

19      20                    We all know when you have a  
20      21     property or anything else, you have to put time or  
21      22     money into it for it to increase in value. Whoever  
22      23     runs this organization and the Board are crucial pieces  
23      24     of that.

24      25                    For the small amount of money, I

1       2     think, you know, the reason that it got changed from  
2       3     having a full-time, more expensive administrator  
3       4     initially is because of, you know, the concern for the  
4       5     expense of it.

5       6                     If we start small and we get the  
6       7     right people on the Board and making good decisions and  
7       8     spending that money wisely, where we're finding grants,  
8       9     for example, if you want to, you know, do aesthetics on  
9       10    your building that you know will increase your personal  
10      11   value and you have a Board and an administrative  
11      12   director who is going after those grants and seeking  
12      13   money for you to get refunds on those improvements that  
13      14   other counties are getting because they have  
14      15   organizations like this in place, but because we don't  
15      16   necessarily invest the time and money in people and the  
16      17   organization to do that, we may be losing out on free  
17      18   money that is available.

18      19                     You know, we can't rely -- no  
19      20   offense on the township to find grants out there and  
20      21   things like that.

21      22                     I agree with Maureen in that  
22      23   there's only so much that lots of us that are  
23      24   volunteers that are motivated and love Glenside can do,  
24      25   but I just want to continue to see our neighborhood

1       2     move in the right direction and become an Ambler or a  
2       3     West Chester.

3       4                     When you look at those  
4       5     neighborhoods 20 or 30 years ago and you look at them  
5       6     now, they look different because there are  
6       7     organizations like this BID in place.

7       8                     And it's a little bit of money.  
8       9     Maybe on average, let's say \$1.50 a day. I think it  
9       10    will go a long way. That's it.

10      11                    PRESIDENT PORTNER: Thank you.

11      12                    Any other comments? Yes, sir.

12      13                    MR. BARBIERI: My name is John  
13      14     Barbieri.. I own the property at 341 West Glenside  
14      15     Avenue, J. Bar, LLC.

15      16                    We are a light commercial  
16      17     industrial building. The property is rented out and  
17      18     leased out to other companies under a five-year net --  
18      19     three-year net arrangement.

19      20                    What you're proposing is to pass  
20      21     onto that business taxes that they haven't agreed to  
21      22     and I can't pass them on.

22      23                    Secondly, because we're so far  
23      24     outside of the main Glenside area, we feel that we're  
24      25     not really part of what is required for what you're

1 2 looking at is retail space and getting people to come  
2 3 into Glenside. Again, we're a commercial building  
3 4 dealing with people that come in and pick up warehouse  
4 5 goods, not retail.

5 6 Also, additionally, whoever you  
6 7 hired to send out post cards for previous meetings, we  
7 8 never got any post cards. Thank you.

8 9 PRESIDENT PORTNER: Thank you for  
9 10 your comment.

10 11 Anyone else?

11 12 (No response.)

12 13 PRESIDENT PORTNER: If not,  
13 14 Commissioner Sharkey has something to say.

14 15 MR. SHARKEY: Thank you,  
15 16 Mr. President.

16 17 I'll be brief, and I think everyone  
17 18 that spoke had valid points.

18 19 What I would ask you to consider is  
19 20 the following, and I think Mr. Kravitz adequately  
20 21 expressed that if it's done right, it could be a very  
21 22 positive thing for the community. And how do you make  
22 23 it right? I think that's on you. I think it's on the  
23 24 people that decide to become -- if the BID were to take  
24 25 place, it would be on that Board. And I believe that



1       2     the way that the Board would be set up, it would have  
2       3     an opportunity for both the large and the small  
3       4     property owners to have a voice.

4       5                   Some of the positive things that  
5       6     could come from it: One, you would certainly have --  
6       7     from the BID, you could speak as one when you have  
7       8     concerns that you'd like to bring to this township.

8       9                   You would have the opportunity to  
9       10    have joint advertising dollars if you're a retail  
10      11    business.

11     12                   If you're a light industrial  
12     13    business, I think some of the concern is if we do not  
13     14    do something with downtown Glenside, whether you be at  
14     15    the far end of Glenside Avenue or Easton Road, I don't  
15     16    see good things for you.

16     17                   I think we need to reinvest in that  
17     18    community, and if you're not concerned about what  
18     19    happens on the other side of Easton Road and Glenside  
19     20    Avenue, you should be, because at the end of the day  
20     21    your property values are going to be determined on what  
21     22    happens with our community. When you think of  
22     23    Glenside, you do think of Easton Road, you do think of  
23     24    Glenside.

24     25                   There is a lot of potential there.

1       2     There's a lot of potential if you're a retail business.  
2       3     And if the retail establishments do well, you would  
3       4     think that other businesses will do well also.

4       5                     I know there's some concern about  
5       6     the shrinking of the borders. I think we did that  
6       7     because we felt the immediate benefit probably would be  
7       8     between Waverly Road and Mt. Carmel Avenue and -- up on  
8       9     Glenside Avenue and down to Keswick Avenue on the other  
9       10    end.

10      11                    You'll see the benefit, and,  
11      12    hopefully, in time if you were to pass it, the other  
12      13    side of Easton Road would see the benefit and would,  
13      14    hopefully, join in. I do believe positive things can  
14      15    happen from this.

15      16                    What I would encourage you to do,  
16      17    if you have questions -- one last thing. One of the  
17      18    things we did do is we had the reduced millage  
18      19    increase, you know, starting out small over the first  
19      20    two years and then have it increase in years three and  
20      21    four and five.

21      22                    What I would encourage you to do if  
22      23    you have questions or if you have concerns, before you  
23      24    cast your no vote, as some of you would like to do, I  
24      25    would encourage you to give me a call. You can

1       2       certainly call Theresa over there. And just give us a  
2       3       few minutes to talk about the positives. And certainly  
3       4       at the end of that conversation, if you're not  
4       5       comfortable voting for it, certainly go ahead and do  
5       6       that. And you have every right to do that. And I  
6       7       would encourage you to express your opinion -- you vote  
7       8       the way you feel it needs to be expressed.

8       9                       But if you do believe that there is  
9       10       more that can be done with our community in Glenside --  
10      11       and I believe we all think more can be done -- I'd  
11      12       encourage you to give this a shot.

12     13                       Mr. Cohen spoke about how there's a  
13     14       five-year Sunset provision. So if at the end of the  
14     15       five years you don't like it -- and it's all of you.  
15     16       It's not the township. You're the ones that will  
16     17       decide to enact it and you're the ones that will decide  
17     18       if it's to go away.

18     19                       When you look at other districts,  
19     20       you know, people can say we are -- you look at West  
20     21       Chester, you look at Chestnut Hill, they're areas with  
21     22       heavy retail. They've had success with the BIDs,  
22     23       although there were certainly issues.

23     24                       However, areas in Northeast  
24     25       Philadelphia, Frankford and Germantown and Northwest

1       2     Philadelphia, also have BIDs because they have  
2       3     different concerns. They want to address cleanliness  
3       4     of the neighborhood and public safety, and they've been  
4       5     able to use budget money to hire more police officers.

5       6                     So what this plan that we presented  
6       7     to you is just that. It's a plan. It's not set in  
7       8     stone. You all can determine what the course of action  
8       9     would be, what your master plan will be for Glenside.  
9       10    And if it's retail, great. And if there's an  
10      11   industrial owner that says, you know what, I'd really  
11      12   like to have Glenside have this, well, that's your  
12      13   opportunity to set the plan.

13      14                     But if we don't do this, there will  
14      15   be no plan. It will be status quo. I guess that's the  
15      16   question you have to ask yourselves. Is the status  
16      17   quo -- is it worth it to keep the status quo? If  
17      18   you're happy with that, then so be it. Then,  
18      19   obviously, you know how to cast your vote.

19      20                     If you don't think that the status  
20      21   quo, you know, five, ten, 15 years out is going to be  
21      22   doing your property much good, then I would encourage  
22      23   you to give this a shot. Again, I would encourage you  
23      24   to reach out to me.

24      25                     And they are my comments,

1 2 Mr. President.

2 3 PRESIDENT PORTNER: Thank you,  
3 4 Commissioner.

4 5 I now declare the hearing closed.  
5 6 The Board will await the responses from the business  
6 7 community, and at some point we will either vote yea or  
7 8 nay with the ordinance. Thank you. We appreciate all  
8 9 of the comments from all of you.

9 10 MR. SIMON: Mr. President, the  
10 11 comments that Bryan says the Board can authorize staff  
11 12 to follow up with the second mailing and the vote and  
12 13 whatnot or not. Do we have to take some action?

13 14 MR. KRAYNIK: I would suggest that  
14 15 the Board, if it sees fit, make a motion -- and vote on  
15 16 a motion to authorize staff to send out --

16 17 MR. SIMON: To move forward. Now,  
17 18 it doesn't finalize anything, just --

18 19 PRESIDENT PORTNER: Would you make  
19 20 that motion, Commissioner?

20 21 MR. SIMON: Drew, do you want to  
21 22 make that motion?

22 23 MR. SHARKEY: Then I would have  
23 24 make that motion that we go ahead and at least give --  
24 25 go ahead with the balloting, sending out the ballot and

1        2     give you the opportunity, because it is your decision  
2        3     to go forward or not.  It shouldn't be up to this  
3        4     Board.  It really is up to you.

4        5                                So I would go ahead and move that  
5        6     we authorize sending out the ballots.

6        7                                PRESIDENT PORTNER:  All in favor?

7        8                                (All members say aye.)

8        9                                PRESIDENT PORTNER:  Thank you.

9        10                              (The proceedings were concluded at

10       11     8:15 p.m. )

11       12                              - - -

12       13

13       14

14       15

15       16

16       17

17       18

18       19

19       20

20       21

21       22

22       23

23       24

24       25

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24

C E R T I F I C A T I O N

I hereby certify that the proceedings and evidence are contained fully and accurately in the notes taken by me upon the above case, and that this is a true and correct transcript of the same.

*Anita Russo Huber*

ANITA RUSSO HUBER

Court Reporter

- - -

<b>1</b>	26:12 27:12 28:12 29:12 30:12 31:12	23:16 24:16 25:16 26:16 27:16 28:16 29:16 30:16 31:16	<b>20,000</b> 12:24 <b>2007</b> 3:22 <b>2008</b> 4:3 <b>2009</b> 4:5 <b>2010</b> 4:23,23 5:8 9:17 <b>2011</b> 1:10 5:21 6:4,5 6:9,14 7:24 <b>20th</b> 7:24 <b>21</b> 1:20 2:20 3:20 4:20 5:20 6:20 7:20 8:20 9:20 10:20 11:20 12:20 13:20 14:20 15:20 16:20 17:20 18:20 19:20 20:20 21:20 22:20 23:20 24:20 25:20 26:20 27:20 28:20 29:20 30:20 31:20 <b>21st</b> 5:20 <b>22</b> 1:21 2:21 3:21 4:21 5:21 6:21 7:21 8:21 9:21 10:21 11:21 12:21 13:21 14:21 15:21 16:21 17:21 18:21 19:21 20:21 21:21 22:21 23:21 24:21 25:21 26:21 27:21 28:21 29:21 30:21 31:21 <b>23</b> 1:22 2:22 3:22 4:22 5:22 6:22 7:22 8:22 9:22 10:22 11:22 12:22 13:22 14:22 15:22 16:22 17:22 18:22 19:22 20:22 21:22 22:22 23:22 24:22 25:22 26:22 27:22 28:22 29:22 30:22 31:22 <b>24</b> 1:23 2:23 3:23 4:23 5:23 6:23 7:23 8:23 9:23 10:23 11:23 12:23 13:23 14:23 15:23 16:23
<b>1</b> 2:8 <b>1.50</b> 23:8 <b>10</b> 1:9 2:9 3:9 4:9 5:9 6:9 7:9 8:9 9:9 10:9 11:9 12:9 13:9 14:9 15:9 16:9 17:9 18:9 19:9 20:9 21:9 22:9 23:9 24:9 25:9 26:9 27:9 28:9 29:9 30:9 31:9 <b>100</b> 18:12 <b>108</b> 17:5 <b>109</b> 5:10 20:4 <b>11</b> 1:10 2:10 3:10 4:10 5:10 6:10 7:10 8:10 9:10 10:10 11:10 12:10 13:10 14:10 15:10 16:10 17:10 18:10 19:10 20:10 21:1,10 22:10 23:10 24:10 25:10 26:10 27:10 28:10 29:10 30:10 31:10 <b>117</b> 13:21 <b>12</b> 1:11 2:11 3:11 4:11 5:11 6:11 7:11 8:11 9:11 10:11 11:11 12:11 13:11 14:11 15:11 16:11 17:11 18:11 19:11 20:11 21:11 22:11 23:11 24:11 25:11 26:11 27:11 28:11 29:11 30:11 31:11 <b>12,000</b> 18:19 <b>13</b> 1:12 2:12 3:12 4:12 5:12 6:12 7:12 8:12 9:12 10:12 11:12 12:12 13:12 14:12 15:12 16:12 17:12 18:12 19:12 20:12 21:12 22:12 23:12 24:12 25:12	<b>130</b> 4:16 15:5 <b>13th</b> 7:24 <b>14</b> 1:13 2:13 3:13 4:13 5:13 6:13 7:13 8:13 9:13 10:13 11:13 12:13 13:13 14:13 15:13 16:13 17:13 18:13 19:13 20:13 21:13 22:13 23:13 24:13 25:13 26:13 27:13 28:13 29:13 30:13 31:13 <b>141</b> 9:13 <b>14th</b> 6:14 <b>15</b> 1:14 2:14 3:14 4:14 5:14 6:14 7:14 8:14 9:14 10:14 11:14 12:14 13:14 14:14 15:14 16:14 17:14 18:14 19:14 20:3,14 21:14 22:14 23:14 24:14 25:14 26:14 27:14 28:14 28:20 29:14 30:14 31:14 <b>16</b> 1:10,15 2:15 3:15 4:15 5:15 6:15 7:15 8:15 9:15 10:15 11:15 12:15 13:15 14:15 15:15 16:15 17:15 18:15 19:15 20:15 21:15 22:15 23:15 24:15 25:15 26:15 27:15 28:15 29:15 30:15 31:15 <b>16th</b> 6:9 <b>17</b> 1:16 2:16 3:16 4:16 5:16 6:16 7:16 8:16 9:16 10:16 11:16 12:16 13:16 14:16 15:16 16:16 17:16 18:16 19:16 20:16 21:16 22:16	<b>18</b> 1:17 2:17 3:17 4:13,17 5:17 6:17 7:17 8:17 9:17 10:17 11:17 12:17 13:17 14:17 15:17 16:17 17:17 18:17 19:17 20:17 21:17 22:17 23:17 24:17 25:17 26:17 27:17 28:17 29:17 30:17 31:17 <b>19</b> 1:18 2:18 3:18 4:18 5:18 6:18 7:18 8:18 9:18 10:18 11:18 12:18 13:18 14:18 15:18 16:18 17:18 18:18 19:18 20:18 21:18 22:18 23:18 24:18 25:18 26:18 27:18 28:18 29:18 30:18 31:18 <b>19th</b> 6:4	<b>2</b> <b>2</b> 1:1 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 <b>20</b> 1:19 2:19 3:19 4:19 5:19 6:19 7:19 8:19 9:19 10:19 11:19 12:19 13:19 14:19 15:19 16:19 17:19 18:19 19:19 20:19 21:19 22:19 23:4,19 24:19 25:19 26:19 27:19 28:19 29:19 30:19 31:19



17:23 18:23 19:23 20:23 21:23 22:23 23:23 24:23 25:23 26:23 27:23 28:23 29:23 30:23 31:23 <b>25</b> 1:24 2:24 3:24 4:24 5:24 6:24 7:24 8:24 9:24 10:24 11:24 12:24 13:24 14:24 15:24 16:24 17:24 18:24 19:24 20:24 21:24 22:24 23:24 24:24 25:24 26:24 27:24 28:24 29:24 30:24 31:24 <b>25,000</b> 3:20 <b>2500</b> 18:17,22 20:12	<b>5</b> <b>5</b> 1:4 2:4,4 3:4 4:4 5:4 6:4 7:4 8:4 9:4 10:4 11:4 12:4 13:4 14:4 15:4 16:4 17:4 18:4 19:4 20:4 21:4 22:4 23:4 24:4 25:4 26:4 27:4 28:4 29:4 30:4 31:4 <b>501c</b> 7:2,4 14:20 <b>57</b> 16:5	<b>8:15</b> 30:10 <b>9</b> <b>9</b> 1:8 2:8 3:8 4:8 5:8 6:8 7:8 8:8 9:8 10:8 11:8 12:8 13:8 14:8 15:8 16:8 17:8 18:8 19:8 20:8 21:8 22:8 23:8 24:8 25:8 26:8 27:8 28:8 29:8 30:8 31:8 <b>90</b> 16:4 <b>98</b> 5:15 6:14	<b>affairs</b> 6:5 <b>affirmative</b> 18:1 <b>agenda</b> 3:2 <b>ago</b> 14:9 23:4 <b>agree</b> 21:11 22:21 <b>agreed</b> 23:20 <b>agreement</b> 19:20 <b>ahead</b> 18:9 27:4 29:23,24 30:4 <b>allow</b> 7:19 <b>ambler</b> 23:1 <b>amount</b> 21:24 <b>andrew</b> 2:8 <b>anita</b> 31:12 <b>apartment</b> 17:9 <b>application</b> 3:21 <b>appreciate</b> 18:6 29:7 <b>april</b> 4:23 <b>arcadia</b> 4:18 5:3 12:24 <b>area</b> 4:15 11:12 14:22 17:9 23:23 <b>areas</b> 27:20,23 <b>arrangement</b> 23:18 <b>art</b> 2:3 <b>articles</b> 7:3 <b>asked</b> 8:16 19:13 <b>asking</b> 20:16 <b>aspect</b> 12:22 21:11 <b>assessed</b> 6:22 10:8 16:6,15 20:4 <b>assessment</b> 7:14 16:3 <b>assistance</b> 6:3 <b>assistant</b> 3:6 7:11 <b>attachment</b> 6:19,21 6:23 7:1,3 <b>attended</b> 19:11 <b>attending</b> 5:24 <b>august</b> 6:5 <b>authorize</b> 8:3 29:10 29:15 30:5 <b>authorized</b> 12:20
<b>3</b>	<b>6</b> <b>6</b> 1:5 2:5,6 3:5 4:5 5:5 6:5 7:5 8:5 9:5 10:5 11:5 12:5 13:5 14:5 15:5 16:5 17:5 18:5 19:5 20:5 21:5 22:5 23:5 24:5 25:5 26:5 27:5 28:5 29:5 30:5 31:5	<b>a</b> <b>able</b> 14:15,19,20 18:24 28:4 <b>absolutely</b> 14:21 <b>accomplished</b> 15:7 <b>accurately</b> 31:7 <b>act</b> 7:21 <b>action</b> 28:7 29:12 <b>active</b> 19:5,18 <b>actively</b> 12:4,5 <b>addition</b> 6:15 <b>additional</b> 13:8 <b>additionally</b> 24:5 <b>address</b> 8:18,18 9:9 13:21 17:5 28:2 <b>addressed</b> 20:6 <b>adequately</b> 24:19 <b>administration</b> 3:20 6:7,11 <b>administrative</b> 16:17 22:10 <b>administrator</b> 22:2 <b>adoption</b> 3:3 5:18 8:5 13:15 <b>advertised</b> 7:23 <b>advertising</b> 11:4 25:9 <b>advise</b> 7:12 <b>advocate</b> 13:14 <b>aesthetic</b> 18:22 <b>aesthetics</b> 22:8	
<b>3</b> 1:2 2:2 3:2 4:2 5:2 6:2 7:2,2,4 8:2 9:2 10:2 11:2 12:2 13:2 14:2,20 15:2 16:2,6 17:2 18:2 19:2 20:2 21:2 22:2 23:2 24:2 25:2 26:2 27:2 28:2 29:2 30:2 31:2 <b>3,000</b> 16:7 <b>30</b> 23:4 <b>33,000</b> 16:5 <b>341</b> 23:13 <b>35,000</b> 16:18 <b>3rd</b> 6:5	<b>7</b> <b>7</b> 1:6 2:5,6 3:6 4:6 5:6 6:6 7:6 8:6 9:6 10:6 11:6 12:6 13:6 14:6 15:6 16:6 17:6 18:6 19:6 20:6 21:6 22:6 23:6 24:6 25:6 26:6 27:6 28:6 29:6 30:6 31:6 <b>73</b> 7:21 <b>7:40</b> 1:10		
<b>4</b>	<b>8</b> <b>8</b> 1:7 2:7 3:7 4:7 5:7 6:7 7:7 8:7 9:7 10:7 11:7 12:7 13:7 14:7 15:7 16:7 17:7 18:7 19:7 20:7 21:7 22:7 23:7 24:7 25:7 26:7 27:7 28:7 29:7 30:7 31:7 <b>831</b> 7:22 <b>87</b> 7:5		
<b>4</b> 1:3 2:3,7 3:3 4:3 5:3 6:3 7:3 8:3 9:3 10:3 11:3 12:3 13:3 14:3 15:3 16:3 17:3 18:3 19:3 20:3 21:3 22:3 23:3 24:3 25:3 26:3 27:3 28:3 29:3 30:3 31:3 <b>4,000</b> 15:11 <b>40</b> 8:10			

<p><b>available</b> 22:17  <b>avenue</b> 1:13 4:18  5:11,12 9:13 14:15  14:21 18:12 23:14  25:14,19 26:7,8,8  <b>average</b> 23:8  <b>await</b> 29:5  <b>awarded</b> 4:3  <b>aye</b> 30:7</p>	<p><b>bob</b> 17:4  <b>bolster</b> 11:5  <b>borders</b> 26:5  <b>boundary</b> 4:17 5:2,4  5:9,16 6:20  <b>brand</b> 15:19  <b>brief</b> 12:15 24:16  <b>bring</b> 25:7  <b>bringing</b> 16:12  <b>brokker</b> 17:4  <b>brooker</b> 17:5  <b>bryan</b> 3:7 12:3  29:10  <b>bucket</b> 19:1  <b>budget</b> 5:5 6:24  28:4  <b>building</b> 15:19 16:8  16:13,14 18:22 22:9  23:16 24:2  <b>bullet</b> 20:5  <b>burden</b> 13:10  <b>burned</b> 14:5  <b>business</b> 3:4,15,24  4:7 9:24 10:4,5,6  13:5 16:9 19:18  20:8 23:20 25:10,12  26:1 29:5  <b>businesses</b> 10:3,6  11:10,11 14:7 17:13  26:3  <b>busy</b> 13:11  <b>buy</b> 15:18  <b>bylaws</b> 7:1</p>	<p><b>cast</b> 26:23 28:18  <b>cement</b> 18:23  <b>certainly</b> 25:5 27:1  27:2,4,22  <b>certified</b> 6:13 7:5  17:16  <b>certify</b> 31:5  <b>cetera</b> 10:24  <b>chairman</b> 12:1  <b>chambers</b> 4:9  <b>change</b> 15:15 16:8  <b>changed</b> 22:1  <b>charles</b> 2:5  <b>cheltenham</b> 1:5 3:19  4:1,11  <b>chester</b> 23:2 27:20  <b>chestnut</b> 17:12  27:20  <b>chronicle</b> 7:24  <b>church</b> 1:13  <b>claim</b> 7:16  <b>class</b> 21:17  <b>clause</b> 12:17  <b>cleanliness</b> 28:2  <b>clear</b> 9:15  <b>close</b> 4:16 8:2  <b>closed</b> 29:4  <b>cohen</b> 11:23,23  27:12  <b>come</b> 11:21 15:17  24:1,3 25:5  <b>comfortable</b> 27:4  <b>commencing</b> 1:10  <b>comment</b> 7:19 8:20  8:22,22 17:2 24:9  <b>comments</b> 3:3,12,13  8:1 9:3 11:17,19  13:18 15:2 18:6  23:11 28:24 29:8,10  <b>commerce</b> 4:10  <b>commercial</b> 4:22  7:13 17:8 23:15  24:2  <b>commissioner</b> 18:8  24:13 29:3,19</p>	<p><b>commissioners</b> 1:4  3:19 4:12 8:3,23 9:4  12:13  <b>commitment</b> 12:24  <b>committee</b> 4:7,19  5:7 6:6  <b>committees</b> 21:2  <b>community</b> 3:21  4:21 5:16 13:4  24:21 25:17,21 27:9  29:6  <b>companies</b> 23:17  <b>company</b> 18:14  <b>compared</b> 16:17  <b>complete</b> 14:21  <b>concentrate</b> 14:16  <b>concern</b> 22:3 25:12  26:4  <b>concerned</b> 19:3,21  25:17  <b>concerns</b> 21:8 25:7  26:22 28:2  <b>concluded</b> 30:9  <b>consider</b> 24:18  <b>consideration</b> 5:18  8:5 12:12  <b>consultant</b> 3:23 4:4  4:12,23 5:14 6:3  <b>contained</b> 31:6  <b>containing</b> 8:4  <b>continue</b> 22:24  <b>conversation</b> 10:12  27:3  <b>copy</b> 6:12,17  <b>correct</b> 31:8  <b>cost</b> 18:17  <b>counties</b> 22:13  <b>county</b> 1:6 4:9  <b>couple</b> 19:3  <b>course</b> 28:7  <b>court</b> 31:13  <b>cover</b> 6:13  <b>create</b> 15:21 21:12  <b>creating</b> 3:4,24 6:2</p>
<p><b>b</b></p>	<p><b>c</b></p>		
<p><b>back</b> 9:2 16:23  <b>background</b> 3:13  <b>bagley</b> 2:10  <b>ballot</b> 8:6 9:16,17,18  9:19 29:24  <b>balloting</b> 29:24  <b>ballots</b> 8:8 17:15,16  30:5  <b>bar</b> 23:14  <b>barbieri</b> 23:12,13  <b>based</b> 9:1 16:15  <b>basically</b> 10:10  <b>beauty</b> 21:11  <b>believe</b> 12:21 13:9  14:10 15:8 24:24  26:13 27:8,10  <b>benefit</b> 10:7,9 11:11  11:14 17:9,9 18:13  20:1,7 26:6,10,12  <b>better</b> 11:4,4  <b>bid</b> 4:14 5:2,19 6:2  7:20 8:7,11 10:14  12:6,16,23 13:9,15  14:1,18 17:7,8,10  17:10 21:10,15 23:6  24:23 25:6  <b>bids</b> 12:9,9 27:21  28:1  <b>bit</b> 14:4 23:7  <b>board</b> 1:4 3:19 8:2  8:23 11:19 17:22,23  21:13,22 22:6,10  24:24 25:1 29:5,10  29:14 30:3</p>	<p><b>c</b> 31:1,1  <b>call</b> 3:6 26:24 27:1  <b>called</b> 7:11  <b>car</b> 11:1  <b>card</b> 5:23  <b>cards</b> 7:6 24:6,7  <b>carmel</b> 4:18 5:12  26:7  <b>case</b> 31:7</p>		

<p><b>creation</b> 3:14,15 5:19 7:2,4,19 8:7,11 <b>crucial</b> 21:22 <b>curtis</b> 1:12</p>	<p><b>documented</b> 6:2 <b>doing</b> 28:21 <b>dollars</b> 11:5 25:9 <b>downtown</b> 3:24 4:14 10:6 21:3 25:13 <b>draft</b> 4:20,24 5:6 6:12 <b>drew</b> 29:20 <b>duly</b> 7:23</p>	<p><b>evidence</b> 31:6 <b>example</b> 17:22 22:8 <b>excluding</b> 10:3 <b>executive</b> 13:6 <b>exhibit</b> 6:17 <b>exhibits</b> 6:16 <b>existing</b> 13:11 <b>expected</b> 13:13 <b>expecting</b> 10:3 <b>expense</b> 22:4 <b>expensive</b> 22:2 <b>explore</b> 3:23 4:13 <b>express</b> 27:6 <b>expressed</b> 24:20 27:7 <b>extend</b> 5:2 <b>extending</b> 4:17 <b>extra</b> 11:13 <b>extremely</b> 19:11</p>	<p><b>finally</b> 14:23 <b>find</b> 15:17 22:19 <b>finding</b> 22:7 <b>first</b> 16:23 19:4 26:18 <b>fit</b> 29:14 <b>five</b> 7:9 12:17,19 16:21 18:18 20:13 23:17 26:20 27:13 27:14 28:20 <b>floor</b> 8:20 <b>focused</b> 13:5 <b>focusing</b> 14:6 <b>follow</b> 7:14 8:3 29:11 <b>following</b> 6:16 24:19 <b>foot</b> 15:21 18:14,16 <b>force</b> 3:18 12:2 <b>formalize</b> 6:12 <b>forth</b> 6:7 <b>forward</b> 8:11 9:9 11:21 13:16 15:3 17:3 18:3 29:16 30:2 <b>four</b> 14:16 15:18 26:20 <b>foyer</b> 8:17 <b>frame</b> 3:8 <b>frank</b> 9:12 <b>frankford</b> 27:24 <b>frankly</b> 13:12 <b>free</b> 10:8 22:16 <b>full</b> 16:19 22:2 <b>fully</b> 31:6 <b>funding</b> 4:3 14:20 <b>funny</b> 21:5 <b>future</b> 8:12</p>
<p><b>d</b></p>	<p><b>e</b></p>	<p><b>f</b></p>	<p><b>g</b></p>
<p><b>d</b> 2:5 <b>date</b> 7:17 <b>dated</b> 6:13 <b>david</b> 2:9 11:21,23 <b>day</b> 23:8 25:19 <b>dealing</b> 24:3 <b>decide</b> 24:23 27:16 27:16 <b>decision</b> 30:1 <b>decisions</b> 20:9 22:6 <b>declare</b> 29:4 <b>delta</b> 4:5 5:22 <b>department</b> 3:21 <b>depending</b> 8:1 <b>determination</b> 9:1 <b>determine</b> 17:12,19 17:21 28:7 <b>determined</b> 5:1 25:20 <b>develop</b> 4:20 <b>developer</b> 15:17 <b>developing</b> 4:13 <b>development</b> 3:18 3:22 4:6 5:22 12:2 12:11 <b>different</b> 15:10 23:5 28:2 <b>diligent</b> 13:2,12 <b>directed</b> 6:7 <b>direction</b> 23:1 <b>director</b> 13:6 22:11 <b>discriminating</b> 11:12 <b>district</b> 3:5,16,24 5:5,10 7:21 10:5 <b>districts</b> 14:16 27:18 <b>divvied</b> 20:2 <b>documentation</b> 7:15</p>	<p><b>e</b> 8:14,18 31:1 <b>earlier</b> 5:13 <b>ears</b> 9:10 <b>east</b> 5:11 9:13 18:12 <b>eastern</b> 4:9 <b>easton</b> 4:17 5:11 13:21 15:5 17:5 25:14,18,22 26:12 <b>economic</b> 3:18,22 12:2,11 <b>edtf</b> 4:10 6:4 <b>eight</b> 4:19 14:2,9 <b>either</b> 8:3,13,23 29:6 <b>elkins</b> 11:23 <b>elsie's</b> 20:24 <b>enact</b> 27:16 <b>encourage</b> 26:15,21 26:24 27:6,11 28:21 28:22 <b>engaged</b> 12:5 <b>engineer</b> 2:9 <b>enjoy</b> 10:8 <b>equipment</b> 20:10 <b>equitable</b> 19:23 <b>esquire</b> 2:10 <b>established</b> 11:2 <b>establishments</b> 26:2 <b>estate</b> 21:4 <b>et</b> 10:24 <b>evening</b> 8:2,16 18:2 <b>events</b> 10:22 11:2 14:3</p>	<p><b>f</b> 13:21,21 31:1 <b>fact</b> 10:2 18:15 <b>faculty</b> 15:12 <b>fail</b> 18:13 <b>fair</b> 9:21 11:15 19:23 <b>fall</b> 13:10 <b>falls</b> 13:12 <b>far</b> 17:15 23:22 25:14 <b>favor</b> 6:1 13:24 15:6 16:24 18:3 30:6 <b>feasibility</b> 3:23 4:13 <b>feel</b> 9:22 10:11 11:3 11:12 12:12 14:7,11 23:23 27:7 <b>feels</b> 21:5 <b>feet</b> 16:7 <b>felt</b> 10:2 19:9 26:6 <b>fest</b> 10:24 <b>filed</b> 3:20 <b>final</b> 5:6,9 6:17 8:5 <b>finalize</b> 29:17</p>	<p><b>g</b> <b>gauge</b> 5:17 <b>general</b> 12:10 <b>gentleman</b> 16:2 <b>germantown</b> 27:24 <b>getting</b> 12:24 14:4 22:13 24:1</p>

<p><b>give</b> 3:7 9:9 26:24 27:1,11 28:22 29:23 30:1</p> <p><b>glenside</b> 3:4,15 4:1,8 4:9,14,21 5:11,21 7:20 9:13 10:6 11:1 12:6 13:3 14:4,7,15 14:21,22 15:5,13 18:12 20:22,24 21:3 22:23 23:13,23 24:2 25:13,14,18,22,23 26:8 27:9 28:8,11</p> <p><b>go</b> 8:11 13:8 14:15 16:23 18:3,9 19:20 21:16 23:9 27:4,17 29:23,24 30:2,4</p> <p><b>going</b> 3:14 11:14 14:11 15:9,17,18,22 15:23 16:13,19,21 16:22 17:11,16,17 17:19,24 19:24 20:12 22:11 25:20 28:20</p> <p><b>good</b> 12:11 13:2 20:14 21:9 22:6 25:15 28:21</p> <p><b>goods</b> 24:4</p> <p><b>grand</b> 16:4</p> <p><b>grant</b> 3:20</p> <p><b>grants</b> 22:7,11,19</p> <p><b>great</b> 14:3,7,14 28:9</p> <p><b>greater</b> 4:9</p> <p><b>greenwood</b> 1:13</p> <p><b>group</b> 4:6 5:22</p> <p><b>guaranteed</b> 12:10 16:20</p> <p><b>guess</b> 14:23 28:14</p> <p><b>guys</b> 10:15 11:13 20:14</p>	<p><b>hall</b> 1:12 4:21 5:21</p> <p><b>hampton</b> 2:7</p> <p><b>hand</b> 9:8</p> <p><b>happen</b> 14:11,24 26:14</p> <p><b>happens</b> 25:18,21</p> <p><b>happy</b> 28:17</p> <p><b>hard</b> 20:14</p> <p><b>harvey</b> 2:2</p> <p><b>havir</b> 3:7,9,10 9:19</p> <p><b>haywood</b> 2:3</p> <p><b>hearing</b> 1:8 3:2 5:17 6:8 7:18,23 8:2,16 9:22 29:4</p> <p><b>heavy</b> 27:21</p> <p><b>held</b> 4:20,21 5:20 6:9</p> <p><b>help</b> 11:5</p> <p><b>helped</b> 10:15</p> <p><b>helpful</b> 10:11</p> <p><b>helping</b> 10:13</p> <p><b>hi</b> 9:12</p> <p><b>hill</b> 17:12 27:20</p> <p><b>hire</b> 10:20 20:9 28:4</p> <p><b>hired</b> 24:6</p> <p><b>hiring</b> 3:23 4:5</p> <p><b>homeowner</b> 19:17</p> <p><b>hope</b> 13:15</p> <p><b>hopefully</b> 26:11,13</p> <p><b>hours</b> 16:20,21</p> <p><b>houses</b> 15:18</p> <p><b>huber</b> 31:12</p> <p><b>husband</b> 21:4</p>	<p><b>improvements</b> 22:12</p> <p><b>incentivize</b> 15:20</p> <p><b>include</b> 5:10</p> <p><b>included</b> 4:16 6:16</p> <p><b>incorporated</b> 4:16 5:6</p> <p><b>incorporation</b> 7:4</p> <p><b>increase</b> 21:21 22:9 26:18,19</p> <p><b>indicated</b> 12:3,22</p> <p><b>indicating</b> 7:7</p> <p><b>industrial</b> 16:11 23:16 25:11 28:10</p> <p><b>initially</b> 4:15 22:3</p> <p><b>instrumental</b> 10:13</p> <p><b>invest</b> 22:15</p> <p><b>investing</b> 21:4</p> <p><b>involved</b> 12:4,7,8 19:5</p> <p><b>issues</b> 27:22</p> <p><b>item</b> 3:2</p> <p><b>iv</b> 7:1</p>	<p><b>know</b> 11:3 14:13 17:17 21:5,16,19 22:1,3,8,9,18 26:4 26:18 27:19 28:10 28:18,20</p> <p><b>kravitz</b> 15:4,4 17:8 24:19</p> <p><b>kraynik</b> 29:13</p>
			<b>l</b>
			<p><b>lack</b> 13:4</p> <p><b>lacking</b> 15:9</p> <p><b>large</b> 25:2</p> <p><b>lastly</b> 16:16</p> <p><b>lead</b> 14:12</p> <p><b>learn</b> 19:19</p> <p><b>leased</b> 23:17</p> <p><b>led</b> 4:5</p> <p><b>letter</b> 6:13 19:2</p> <p><b>leveraging</b> 12:23</p> <p><b>light</b> 16:11 18:14 23:15 25:11</p> <p><b>lisa</b> 20:21</p> <p><b>listen</b> 8:24</p> <p><b>listening</b> 9:1</p> <p><b>little</b> 13:22 19:21 21:5 23:7</p> <p><b>lives</b> 13:6,11,13</p> <p><b>llc</b> 23:14</p> <p><b>long</b> 23:9</p> <p><b>longer</b> 19:15</p> <p><b>look</b> 20:15 23:3,4,5 27:18,19,20</p> <p><b>looking</b> 24:1</p> <p><b>losing</b> 22:16</p> <p><b>lot</b> 14:5 19:8 21:9 25:24 26:1</p> <p><b>lots</b> 21:2 22:22</p> <p><b>louder</b> 13:23</p> <p><b>love</b> 22:23</p> <p><b>lynch</b> 2:9</p>
			<b>m</b>
			<p><b>m</b> 2:9</p> <p><b>ma'am</b> 20:20</p>
	<p style="text-align: center;"><b>i</b></p> <p><b>ii</b> 6:21</p> <p><b>iii</b> 6:23</p> <p><b>immediate</b> 26:6</p> <p><b>impacted</b> 12:14</p> <p><b>implement</b> 13:7</p> <p><b>implementing</b> 10:21</p> <p><b>improve</b> 10:5</p> <p><b>improvement</b> 3:4,15 3:24 7:21 10:5</p>	<p style="text-align: center;"><b>j</b></p> <p><b>j</b> 2:6,8 23:14</p> <p><b>jay</b> 18:11</p> <p><b>jazz</b> 10:24</p> <p><b>jenkintown</b> 10:14 10:17,23</p> <p><b>john</b> 23:12</p> <p><b>join</b> 26:13</p> <p><b>joint</b> 25:9</p> <p><b>joseph</b> 2:10</p> <p><b>jr</b> 2:6</p> <p><b>july</b> 5:7 6:4</p> <p><b>june</b> 5:20 9:22 20:23</p>	
		<p style="text-align: center;"><b>k</b></p> <p><b>kathy</b> 2:7</p> <p><b>keep</b> 28:16</p> <p><b>keswick</b> 26:8</p> <p><b>key</b> 13:1,8</p> <p><b>kind</b> 17:12 19:10</p> <p><b>knock</b> 15:18 16:5</p>	

<p><b>mail</b> 5:23 6:13 7:7 8:13,14,18 <b>mailing</b> 6:16 7:10 8:4,18 29:11 <b>mailings</b> 8:12 <b>main</b> 11:9 23:23 <b>majority</b> 5:1 6:1 17:18 18:2 <b>making</b> 22:6 <b>manager</b> 3:7 <b>manager's</b> 7:11 <b>manufacturing</b> 18:14 <b>map</b> 6:20 <b>march</b> 4:23 <b>market</b> 14:12 15:22 <b>master</b> 28:8 <b>matching</b> 3:20 <b>matter</b> 18:15 <b>maureen</b> 13:20 22:21 <b>mckeown</b> 2:5 <b>mcshane</b> 9:12,13,20 <b>mechanicsburg</b> 4:6 <b>meeting</b> 5:16,20,22 5:24 6:4,6 9:16,22 19:11 <b>meetings</b> 4:20,21 19:6,8 24:6 <b>members</b> 17:24 30:7 <b>michael</b> 2:4 15:4 <b>millage</b> 26:17 <b>minority</b> 17:20 <b>minutes</b> 27:2 <b>momentum</b> 15:16 <b>money</b> 10:19 11:5 12:23 15:13,14,20 21:13,21,24 22:7,12 22:15,17 23:7 28:4 <b>montgomery</b> 1:6 4:9 <b>months</b> 4:13 <b>morton</b> 2:6 <b>motion</b> 29:14,15,19 29:21,23</p>	<p><b>motivated</b> 22:23 <b>motorcycle</b> 11:1 <b>move</b> 16:9 17:13 23:1 29:16 30:4 <b>moves</b> 13:16 <b>mt</b> 4:18 5:12 26:7</p> <p style="text-align: center;"><b>n</b></p> <p><b>n</b> 31:1 <b>name</b> 9:9,12 13:20 17:4 18:11 23:12 <b>nay</b> 8:23 29:7 <b>necessarily</b> 21:6,10 22:15 <b>need</b> 8:8 14:11 25:16 <b>needs</b> 16:14 20:7 27:7 <b>negative</b> 19:12 <b>neighborhood</b> 7:21 22:24 28:3 <b>neighborhoods</b> 23:4 <b>net</b> 23:17,18 <b>never</b> 15:12 24:7 <b>new</b> 15:19 <b>northeast</b> 27:23 <b>northwest</b> 27:24 <b>notes</b> 12:15 31:7 <b>notifications</b> 6:8 <b>notified</b> 5:22 <b>november</b> 1:10 6:9 <b>number</b> 13:2 16:20</p> <p style="text-align: center;"><b>o</b></p> <p><b>o</b> 31:1 <b>obviously</b> 28:18 <b>occupied</b> 16:8,12 <b>october</b> 6:14 7:24 <b>offense</b> 19:10 22:19 <b>office</b> 6:10 7:12 <b>officers</b> 28:4 <b>official</b> 8:9 <b>officially</b> 21:6 <b>oh</b> 11:21 <b>okay</b> 9:20 20:1</p>	<p><b>once</b> 11:19 15:16 <b>ones</b> 27:15,16 <b>open</b> 8:20,21 9:7 <b>operate</b> 12:20 <b>operates</b> 12:16 <b>operations</b> 12:8 <b>opinion</b> 27:6 <b>opportunity</b> 25:2,8 28:12 30:1 <b>order</b> 18:3 <b>ordinance</b> 3:4 5:19 6:12,15 7:20 8:5 13:15 29:7 <b>organization</b> 21:22 22:16 <b>organizations</b> 22:14 23:6 <b>outreach</b> 11:4 <b>outside</b> 23:23 <b>overly</b> 10:11 <b>owner</b> 16:8,12 19:18 20:24 21:3 28:10 <b>owners</b> 4:8,22 5:1 5:15,21 6:14 7:7,11 7:15 8:6,10,15 9:24 12:13 17:9,11 18:2 25:3</p> <p style="text-align: center;"><b>p</b></p> <p><b>p.m.</b> 1:10 30:10 <b>p.s.</b> 7:22 <b>packets</b> 7:8,9 <b>page</b> 20:6 <b>painting</b> 18:23 <b>parents</b> 15:14 <b>park</b> 11:24 <b>part</b> 16:19 23:24 <b>pass</b> 17:19 23:19,21 26:11 <b>passes</b> 17:21 <b>pay</b> 10:4 11:11,13 18:19 20:1,16 21:6 21:12 <b>payback</b> 20:7,12,15</p>	<p><b>paying</b> 10:20 <b>pennsylvania</b> 1:6,13 3:21 4:6 7:21 12:9 <b>people</b> 10:18 12:21 13:11 16:16 19:4,9 19:24 20:9 21:12,18 22:6,15 24:1,3,23 27:19 <b>percent</b> 8:10 16:6 <b>percentage</b> 16:17 <b>period</b> 4:12 <b>perpetuity</b> 12:16,21 <b>person</b> 10:20 13:6 19:15 <b>personal</b> 13:5 22:9 <b>personally</b> 12:5,7 <b>philadelphia</b> 27:24 28:1 <b>pick</b> 24:3 <b>pieces</b> 21:22 <b>place</b> 22:14 23:6 24:24 <b>plan</b> 4:14,20,24 5:6 5:18 6:18 7:20 12:23 13:7 28:5,6,8 28:12,14 <b>planning</b> 3:20 <b>please</b> 9:8 <b>point</b> 8:19,24 9:21 10:2 13:1 16:1,23 29:6 <b>points</b> 9:15 11:7 17:6 21:9 24:17 <b>police</b> 28:4 <b>portner</b> 2:2 3:1,11 8:21 9:6 11:16 13:17,22 15:1 17:1 18:5,8 20:18 23:10 24:8,12 29:2,18 30:6,8 <b>positive</b> 19:7,9,9,13 19:16 24:21 25:4 26:13 <b>positives</b> 27:2</p>
---	--	--	---

<p><b>post</b> 5:23 24:6,7  <b>postal</b> 8:13  <b>potential</b> 25:24 26:1  <b>powers</b> 17:10  <b>preliminary</b> 4:20,24  <b>presented</b> 4:24 5:7 28:5  <b>president</b> 2:2,3 3:1 3:10 8:21 9:6 11:16 13:17,22 15:1 17:1 18:5,7,8 20:18 23:10 24:8,12,15 29:1,2,9,18 30:6,8  <b>previous</b> 19:6 24:6  <b>prior</b> 5:17  <b>probably</b> 9:23 12:19 14:6 15:15 20:1 26:6  <b>problem</b> 10:17 14:4  <b>proceedings</b> 30:9 31:6  <b>process</b> 3:8,13 6:1 12:4 13:16  <b>professional</b> 4:4  <b>promote</b> 12:11  <b>properties</b> 4:16 5:10 6:21 7:12 17:13 20:4  <b>property</b> 4:22 5:1 5:15,21 6:14 7:7,10 7:15 8:6,10,15 12:13 16:5 17:11 21:3,20 23:13,16 25:3,20 28:21  <b>proposals</b> 4:4  <b>proposed</b> 3:15 4:17 5:4,9,16 6:19,23 7:19 17:9  <b>proposing</b> 23:19  <b>prove</b> 12:18,18  <b>provision</b> 12:17 27:13  <b>public</b> 1:8 3:2 5:7,17 6:1,5,8 7:19 8:16,20 8:22 9:7 28:3</p>	<p><b>pulse</b> 9:23  <b>purchase</b> 20:9  <b>purpose</b> 3:22 7:18  <b>pursuing</b> 6:1  <b>put</b> 10:4,18 14:5 15:19 18:21,24 21:20  <b>putting</b> 14:3</p> <hr/> <p style="text-align: center;"><b>q</b></p> <hr/> <p><b>question</b> 17:14 20:11 28:15  <b>questions</b> 17:6 26:16,22  <b>quo</b> 28:14,16,16,20  <b>quorum</b> 17:23</p> <hr/> <p style="text-align: center;"><b>r</b></p> <hr/> <p><b>r</b> 31:1  <b>raise</b> 9:8  <b>reach</b> 5:14 28:23  <b>read</b> 19:2 20:5,5  <b>ready</b> 14:10  <b>real</b> 10:19 21:4  <b>really</b> 10:1 13:7 15:7 16:21 19:19 21:6 23:24 28:10 30:3  <b>reason</b> 22:1  <b>reasonably</b> 13:13  <b>receipt</b> 7:6,7  <b>receive</b> 3:2  <b>received</b> 7:17  <b>recognized</b> 12:10  <b>recommend</b> 8:19  <b>recommendation</b> 3:17  <b>reduced</b> 5:5 26:17  <b>refunds</b> 22:12  <b>regarding</b> 3:3 17:7  <b>regular</b> 8:13 11:4  <b>reinvest</b> 25:16  <b>rely</b> 22:18  <b>removed</b> 7:14  <b>rented</b> 23:16  <b>report</b> 6:3 15:8</p>	<p><b>reporter</b> 31:13  <b>represent</b> 21:7  <b>representatives</b> 4:8 4:10,11  <b>requested</b> 5:14 7:13 7:16  <b>required</b> 23:24  <b>resident</b> 20:22  <b>residential</b> 7:13  <b>resolution</b> 3:18  <b>resources</b> 13:4,8  <b>response</b> 9:5 24:11  <b>responses</b> 29:5  <b>retail</b> 16:7 24:1,4 25:9 26:1,2 27:21 28:9  <b>return</b> 7:5  <b>returned</b> 7:6,8,9 8:9  <b>reverse</b> 16:18  <b>reviewed</b> 6:4  <b>reviewing</b> 12:5  <b>revised</b> 5:5  <b>riddler</b> 20:21,21  <b>right</b> 15:7 16:24 18:4 22:6 23:1 24:20,22 27:5  <b>road</b> 1:13 4:17 5:2 5:11,12 13:21 15:5 17:5 25:14,18,22 26:7,12  <b>runs</b> 21:22  <b>russo</b> 31:12</p> <hr/> <p style="text-align: center;"><b>s</b></p> <hr/> <p><b>safety</b> 28:3  <b>saying</b> 11:13 17:23 19:7  <b>says</b> 28:10 29:10  <b>scape</b> 14:14  <b>schedule</b> 6:7 8:4  <b>scheduling</b> 5:17  <b>scot</b> 10:8  <b>se</b> 17:11  <b>second</b> 8:4 10:1 12:22 16:1 29:11</p>	<p><b>secondary</b> 13:12  <b>secondly</b> 23:22  <b>section</b> 7:22  <b>see</b> 15:13 18:13 21:17 22:24 25:15 26:10,12  <b>seeking</b> 22:11  <b>sees</b> 29:14  <b>send</b> 6:8 24:6 29:15  <b>sending</b> 17:15 29:24 30:5  <b>sent</b> 5:23 6:12 9:2 17:16  <b>service</b> 8:13  <b>services</b> 4:4  <b>set</b> 6:7 10:13,15 12:16 25:1 28:6,12  <b>seven</b> 3:2  <b>sharkey</b> 2:8 18:7 24:13,14 29:22  <b>sheet</b> 8:17  <b>ship</b> 13:7  <b>shortened</b> 5:10  <b>shot</b> 27:11 28:22  <b>show</b> 11:1,1 17:24  <b>shrinking</b> 26:5  <b>side</b> 25:18 26:12  <b>sign</b> 8:16,17  <b>silverman</b> 18:11,12  <b>simon</b> 2:6 29:9,16 29:20  <b>single</b> 21:11  <b>sir</b> 9:11 17:2 23:11  <b>six</b> 7:8  <b>small</b> 21:24 22:5 25:2 26:18  <b>solicited</b> 4:3  <b>solicitor</b> 2:10  <b>solicitor's</b> 6:10  <b>somebody</b> 14:12,19 15:20 16:19  <b>sorry</b> 11:21  <b>sort</b> 21:6  <b>sounds</b> 9:17</p>
--	--	---	---

<p><b>south</b> 13:21 15:5 17:5 <b>space</b> 16:7 24:1 <b>speak</b> 25:6 <b>special</b> 8:17 11:5 <b>spend</b> 18:24 20:12 <b>spending</b> 15:13,14 22:7 <b>spent</b> 21:14 <b>spoke</b> 24:17 27:12 <b>square</b> 16:7 <b>staff</b> 4:11 8:3 29:10 29:15 <b>standpoint</b> 20:8 <b>start</b> 22:5 <b>started</b> 15:24 <b>starting</b> 26:18 <b>startup</b> 12:8 <b>state</b> 9:14 <b>statement</b> 19:6 <b>station</b> 20:24 <b>status</b> 28:14,15,16 28:19 <b>steer</b> 13:7 <b>steering</b> 4:7,19 <b>step</b> 9:8 15:3 17:3 <b>stewart</b> 10:12 <b>stone</b> 28:7 <b>stood</b> 19:14 <b>street</b> 14:14 15:12 <b>stress</b> 11:9 <b>strides</b> 14:14 <b>stuck</b> 14:8 <b>students</b> 15:12 <b>study</b> 4:15 <b>subsequently</b> 4:2 6:5,11 <b>substantiate</b> 7:16 <b>success</b> 13:8 27:21 <b>suggest</b> 29:13 <b>sunset</b> 12:17 27:13 <b>support</b> 5:17 <b>sure</b> 8:17 9:21 20:15 21:10</p>	<p><b>sustained</b> 12:20 <b>swavola</b> 2:4</p> <hr/> <p><b>t</b></p> <p><b>t</b> 31:1,1 <b>take</b> 14:10,12 16:4 17:24 20:14 24:23 29:12 <b>taken</b> 31:7 <b>talk</b> 27:2 <b>talking</b> 3:8 16:2 <b>tally</b> 8:9 <b>task</b> 3:18 12:2 <b>tax</b> 10:8 11:4,13 16:5 20:16 <b>taxes</b> 18:19 23:20 <b>technical</b> 6:3 <b>tell</b> 11:22 15:23 <b>ten</b> 16:21 18:18 20:3 28:20 <b>tenant</b> 16:13 <b>terms</b> 12:4 <b>thank</b> 3:10 8:20 11:16 13:16,17 14:24 15:1 17:1 18:4,5 20:17,18 23:10 24:7,8,14 29:2,7 30:8 <b>theresa</b> 27:1 <b>thing</b> 10:1 20:2,6 24:21 26:16 <b>things</b> 14:5 18:20 19:3 21:16 22:20 25:4,15 26:13,17 <b>think</b> 9:16 16:9 17:22 18:2 19:19 20:3 22:1 23:8 24:16,19,22,22 25:12,16,21,22,22 26:3,5 27:10 28:19 <b>third</b> 13:12 <b>thought</b> 14:9 <b>three</b> 7:10,15 12:9 23:18 26:19</p>	<p><b>time</b> 5:14 6:6 13:5 14:5 16:19,19 19:18 21:20 22:2,15 26:11 <b>times</b> 7:24 <b>today</b> 7:5 <b>toland</b> 10:13 <b>tonight</b> 12:1 <b>tonight's</b> 7:18 <b>tool</b> 12:11 <b>top</b> 18:18 20:3,3 <b>total</b> 16:4,6 <b>town</b> 14:7 16:9 <b>township</b> 1:5 2:9 3:7 3:14,19 4:1,2,11 5:13 6:6,10,11 7:6 7:11 8:9 14:13 19:14,15 21:17 22:19 25:7 27:15 <b>traffic</b> 15:21 18:15 18:16 <b>train</b> 20:24 <b>transcript</b> 31:8 <b>transpired</b> 4:22 <b>triple</b> 16:14 <b>true</b> 31:8 <b>try</b> 13:7 21:16 <b>two</b> 4:21 9:15 26:19</p> <hr/> <p><b>u</b></p> <p><b>u.s.</b> 5:23 8:13 <b>ultimately</b> 4:5 <b>unaccepted</b> 7:9 <b>undelivered</b> 7:8 <b>understand</b> 21:5,8 <b>unfairness</b> 11:10 16:2 <b>university</b> 4:18 5:3 12:24 <b>update</b> 3:7 <b>upset</b> 16:17 <b>upside</b> 16:12 <b>use</b> 16:15 28:4 <b>users</b> 16:11 17:8</p>	<p><b>v</b></p> <p><b>v</b> 7:3 <b>vacant</b> 16:13 <b>valid</b> 24:17 <b>value</b> 16:14 21:21 22:10 <b>values</b> 25:20 <b>verify</b> 8:18 <b>vice</b> 2:3 12:1 <b>vision</b> 15:9 <b>voice</b> 21:15 25:3 <b>volunteering</b> 14:2 <b>volunteers</b> 13:3,4 14:1 22:23 <b>vote</b> 8:6,10 17:19 26:23 27:6 28:18 29:6,11,14 <b>voted</b> 10:14,16 18:1 <b>votes</b> 17:20 <b>voting</b> 27:4</p> <hr/> <p><b>w</b></p> <p><b>want</b> 5:2 10:1 13:1 13:14 15:18 16:10 16:18 21:7 22:8,24 28:2 29:20 <b>wanted</b> 3:12 9:14,14 9:21 11:7,9 <b>ward</b> 2:4,5,6,7,8 <b>warehouse</b> 24:3 <b>waste</b> 16:22 <b>waverly</b> 5:2,12 26:7 <b>way</b> 16:2 19:24 20:2 23:9 25:1 27:7 <b>we've</b> 12:3 19:8 20:8 <b>wednesday</b> 1:10 <b>week</b> 16:21 <b>went</b> 9:16 <b>west</b> 5:11 23:2,13 27:19 <b>whatnot</b> 29:12 <b>wisely</b> 22:7 <b>work</b> 10:19 12:10 14:20 15:23 18:23</p>
--	--	--	---

<b>worked</b> 4:12 6:11 21:2
<b>works</b> 5:7 19:15
<b>worth</b> 28:16
<b>worthy</b> 12:12
<b>wyncote</b> 1:13
<b>x</b>
<b>x</b> 16:20
<b>y</b>
<b>yea</b> 8:23 29:6
<b>year</b> 4:3 5:13 12:17 14:10 23:17,18 27:13
<b>years</b> 12:19 14:2,9 18:18 20:13 21:1 23:4 26:19,19 27:14 28:20