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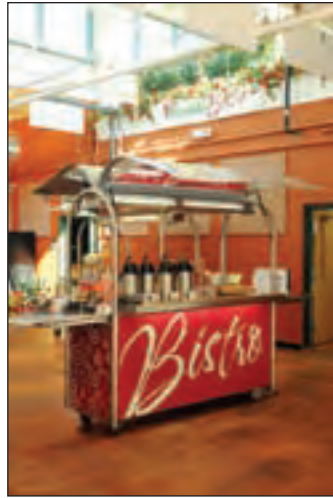
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COVER STORY

By Bill Haley

Trivia Question: Name the only facility in the United States where you can receive a complete education from the age of three months through the graduate level, without leaving the building? **Hint:** It's local. Give up? The answer is: Franklin Commons, located at 400 Franklin Avenue in Phoenixville, about six blocks north of the heart of the downtown district.

Developers Marian and Dave Moskowitz created this unique and attractive mixed-use educational, corporate and recreational facility with spacious meeting and conference facilities and a first-class Bistro open to the public, after successfully developing a residential community, Northridge Village, on the north side of Phoenixville, and are planning a similar project near Franklin Commons to be called Fillmore Village. "Everything we've done has been on this (north) side," Marian Moskowitz said. "I love it here. People are great. They're very supportive. The neighbors have been amazing."

While many of the post-industrial towns in the region have limped along through the current economic downturn, Phoenixville stands out as a relative success story with considerable and ongoing private investment and expansion.

"Here's the interesting thing about that," Dave Moskowitz explains. "If you asked people in Phoenixville, why there is a revitalization, everyone would say Bridge Street restaurants and the Colonial

Theatre, and so on, but the truth of the matter is while that's very important, it represents maybe \$20-25 million in real estate development. The hospital expansion is \$70-75 million. On the north side of Phoenixville you have 500 new houses. That's about \$150 million. And then you have this building, which is almost like half of downtown."

His point is well taken. The ongoing successful revitalization of Phoenixville is the result of multiple and ongoing independent yet mutually supportive projects. And in Phoenixville, or anywhere for that matter, there are few projects as impressive in scope and unique in concept as Franklin Commons, which has transformed a century-old industrial building that has had only four owners and four uses in its history — a silk mill, a carpet mill, and in the mid-'70s it was purchased by a manufacturer, Budd Company, who ceased operations in 2003. The Moskowitzs bought the building on March 17, 2006. After the environmental remediation and cleanup, it was divided into leasehold spaces and leasing commenced in 2007.



One-half of the tenants in this expansive 225,000 square-foot facility are educational or quasi-educational, and they collectively occupy approximately 80 percent of the space — hence the answer to today's trivia question. You can enroll in the Stepping Stone Education Center or Phoenixville Area Children's Learning Center at three-months; move on to Renaissance Academy and supplement your education with Phoenixville Area Positive Alternatives enrichment programs, Rock & Roll After School or FaceTime Performing Arts Center; and attend Lansdale School of Business for a 2 year degree or certificate programs and finish your undergraduate and graduate degrees from Neumann University, all without leaving the building (that would mean a lot of meals from the Bistro on site, but the food and variety are so good you might never tire of it). Other current tenants include: 21st Century Products; A Healthy Change for Us; Better Communication Through Education; Body-Borneman Insurance; Cornucopia Catering; D&M Glass; James C. Lolli, Architect, LLC; Lansdale School of Business; Life Management; Miller Designworks; Seraph; Soul Centered Health; and Triumph Capital Associates, LLC.

"It's by design that we sought out educational tenants, because we saw there was a real need in Phoenixville," Dave Moskowitz said. "The other tenants kind of found us. We currently have approximately 19,000 square feet left," he said.

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Franklin Commons offers available classroom, office, and even recreational space that can be custom-designed and built-to-suit. For corporate, recreational or office space needs, the flexible open floor plans and first-class common areas make the transition to Franklin Commons an attractive choice. KIZ (Keystone Innovation Zone) designation is another incentive if your business is Bio-Life, IT or a "Green" company less than eight years old.

About 14,000 square feet of the remaining available space has its own entrance and can be split into smaller spaces with restrooms to accommodate a Karate or Gymnastics studio, for example. "Or a fitness center with locker rooms, office suites, anything," Dave Moskowitz explains. "The space is very flexible." There are also potentially other small spaces, which can be built for specific uses

(See "Cover Story" on page 8)





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COVER STORY

(Continued from page 7)

in various parts of the building, such as in the office area or in the corridors (which are over-sized to allow for this opportunity).

"We have plenty of parking," Marian Moskowitz said. "And one of the things we've done here is offer options for tenants. We are a condominium, so people can buy their space. Secondly, they can fix their own space up. A lot of our tenants did their own improvements, and we provide reduced rent in return. We're very flexible in how we deal with tenants. It's very individual," she explains.

Franklin Hall and Franklin Conference Room

One of the many amenities that make this space so attractive is the on-site availability of reception and banquet facilities at Franklin Hall, and the Franklin Conference Room for business or community meetings. The garden themed Hall accommodates from 100 to over 1,000 people, and your event can also spill outdoors to enjoy the fresh air on Campus Walk with bistro style tables and sculpture gardens.

Teri Eide, Events Manager, has been applying her talents at Franklin Commons for a little over a year. "Teri's been great," Marian Moskowitz says. "She started out doing PR to get the word out on who we are, and it turned into her serving as the events manager, because the events have started to take off, and now we have outside caterers that come in as well, so Teri's been running that for us," she said.

"We're booking corporate events, sales meetings, holiday parties, trade shows, fund raising events, wedding ceremonies and receptions, bar and bat mitzvahs, you name it," said Eide, who's been busy coordinating 37 events in September, another 33 in October, and on the day the interview for this article was conducted she was busy preparing the Hall for an eight-Chamber regional mixer event scheduled for that evening.

"September and October were great events months for us," Dave Moskowitz said. "We're getting good word of mouth and feedback. Teri's taking the feedback

(See "Cover Story" on page 10)

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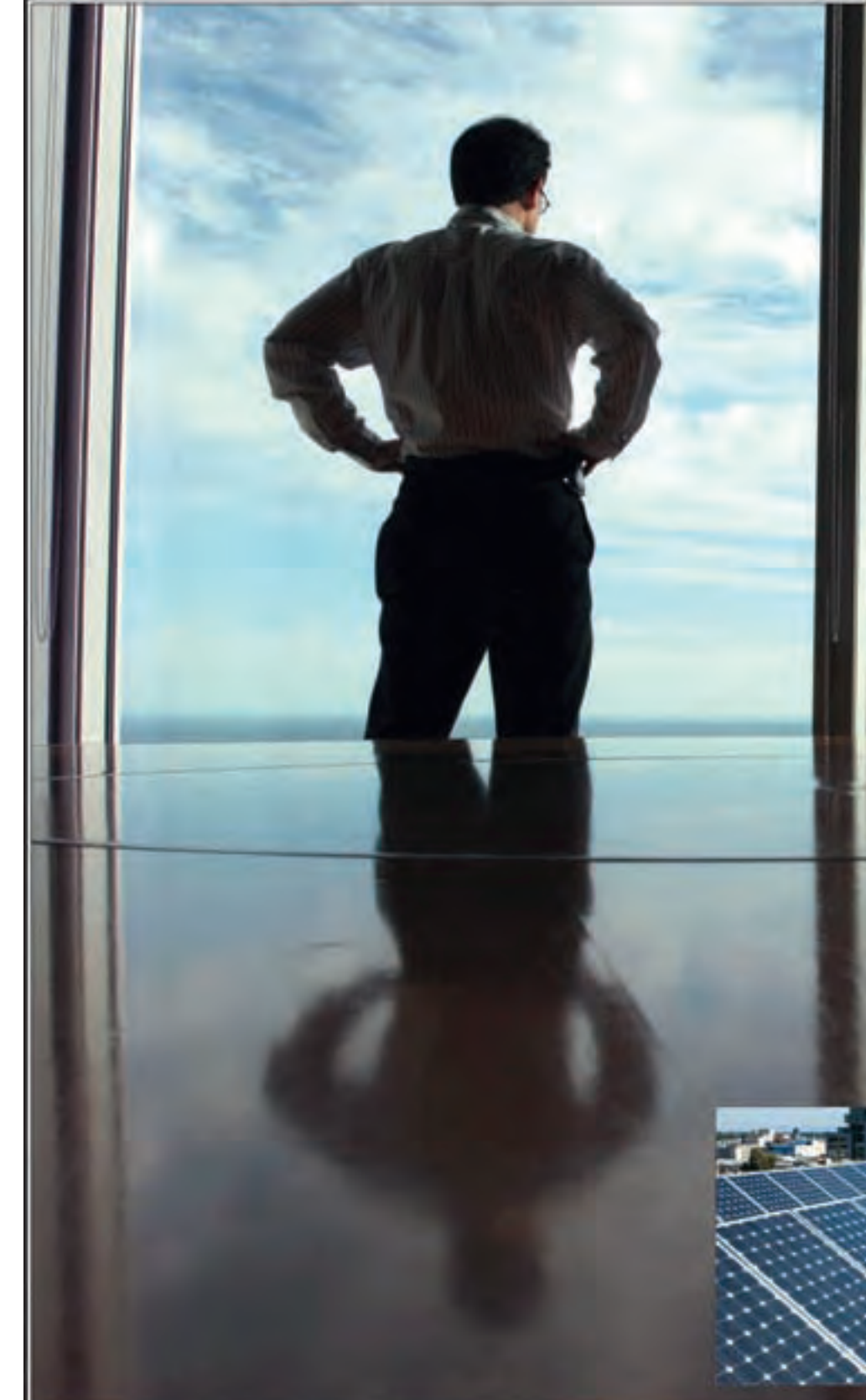
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COVER STORY

(Continued from page 8)

and we're making changes based on what we hear, so we're going in the right direction for sure."

"We're learning, because it's a new part of the business," Marian Moskowitz added. "I think we are at a price point that fills a niche right now. We are not a firehouse. We're not the Foundry. We're somewhere in between, and I think it's a good mix, especially in this economy."

Franklin Conference Room, which is available on demand by the hour, half-

day or day, is a full-service, professional business environment that holds up to 50 people comfortably with different table configurations. The room offers a 65" plasma screen for DVD or Power Point presentations, microphone/audio system and wireless Internet access. In fact, free WIFI is available throughout the entire facility.

Catering is available for meetings and events, or for a quick break, you can stop in at the Franklin Bistro.

Franklin Bistro Open to the Public

Franklin Bistro, featuring great food and drinks, is easy to get to and open to the public for eat-in or take-out. Just a few blocks from the downtown, you can sit outside or inside, with free WIFI, and enjoy the fun menu, including featured soups and daily specials, and the company of great people. Easy entrances and parking are available on Franklin Avenue, Grant Street, or behind the building off of Dewey Street. Come to the Bistro to enjoy a warm home style meal for one, or enough to feed a family, open Monday through Thursday 7 AM – 7:30 PM and Friday 7 AM – 2 PM.

What's Next?

The Moskowitz's are continuing to make improvements to enhance the facility. "We are building relationships with artists to fill some of our wall space with art," Marian Moskowitz said. "Art and education go well together, and we are extending the arts and culture theme from the downtown. We need to change the theme of the downtown from 'Work, Live, Play' to 'Work, Live, Play, and Learn.' Add us in there," she suggests.

Additional landscaping projects are planned and the Moskowitz's recently installed energy-saving solar panels that

(See "Cover Story" on page 12)



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PHYSICIANS CARE SURGICAL HOSPITAL

This new multi-specialty surgical hospital is the fruition of a dream turned passion of a group of area physicians, and is the first hospital to be built in the growing Philadelphia suburb for several years. In addition to being an expansion of medical services in the community, the hospital is also helping the local economy with the creation of thirty-five new full-time positions.

Uniting this group of physicians is their commitment to putting the patient back at

the center of medicine. As the U.S. health care industry grew over the last decade, the physicians noticed more problems were being created than solutions. With a commitment to making a tangible difference in their patients' lives as well as improving our national health system as a whole, this group of physicians banded together to bring Physicians Care Surgical Hospital to life.

In most cases, health care is still a local industry because, as the mission of the PCSH exemplifies, it is the patients, physicians, and other providers within a similar geography that truly create a community's environment of care. The physicians and staff at Physicians Care Surgical Hospital hope to be an integral player in improving the quality of health care in their community by increasing access to inpatient and outpatient surgery. By focusing exclusively on surgical care, the hospital's staff will get people back to their lives and work quickly and efficiently, with safety, patient satisfaction and lower surgical cost as their focus.

Leading the charge along with several other dedicated physicians has been Frederic Liss, MD, an orthopedic hand surgeon based in Phoenixville, Pennsylvania, who currently serves as the hospital's board chairman and medical director. Dr. Liss has been an outspoken advocate of physician-owned hospitals. He frequently participates in Washington, D.C. fly-ins and works to educate politicians at all levels of government on the benefits and necessity of physician owned facilities.

As possibly one of the last physician owned hospitals in the country eligible to receive their CMS license, the partners of Physicians Care Surgical Hospital have taken steps to ensure their ability to provide quality health care well into the future.

At nearly 30,000 square feet, the hospital includes five operating rooms and twelve private inpatient rooms. The hospital is outfitted for procedures in

(See "Buzz Around the Block" on page 13)

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COVER STORY

(Continued from page 10)

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"If you look at the monitor you'd see that the two shaded panels, number three and number four, aren't generating as much electricity," Dave Moskowitz points out. "It serves as an interesting educational device for children, or even adults to look on the monitor to see how each individual panel is doing."

"We will have little children from the day care monitoring the panels," Marian Moskowitz explains, "and also going to the drama school for lessons twice a week, and then they take the trash to the recycling bin. And now this will be part of their learning experience too," she said. "They'll see how much energy we're saving through solar panels."

Asked about her outlook for continued economic development in the borough of Phoenixville, Marian Moskowitz observed, "The steel site project will be good for everybody. It's interesting. In Phoenixville the developers work together. We're all in it to see it be successful. Everybody helps each other, and that's

what it takes to make a strong community. You can't be in it just for yourself. You've got to work with other people to make everyone successful."

"You also need a cooperative, intelligent, insightful government," Dave Moskowitz adds. "We've had a great relationship with local government," Marian Moskowitz said. "It's give and take. It always is. When we went to the borough with this project, they must have thought these people are nuts, but, why not support them? And they did."

"When you look at Phoenixville, if you compare it to Manayunk or some of these other areas, we really have everything," Marian Moskowitz said. "We have the hospital, we have education now, we have the downtown, the restaurants, nightlife, theater. You have all the items that you would find in a county seat except a courthouse. I think the combination of those things, and employment, make this area stronger," she said.

Franklin Commons is located at 400 Franklin Avenue, Phoenixville, PA 19460. For additional information, please call Teri Eide at 610.983.4640 and visit www.franklincommons.net. ■

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"BUZZ AROUND THE BLOCK"

(Continued from page 11)

orthopedic surgery, hand surgery, otolaryngology, ophthalmology, general surgery, gynecology, oral and maxillofacial surgery and pain management.

Additional specialties will be added to their scope of services in the coming months, which will support their long-term goal of continually pursuing excellence in patient care. Physicians and staff alike look forward to a productive and successful future serving all patients in this thriving and beautiful suburban Philadelphia community.

Physicians Care Surgical Hospital is located at 454 Enterprise Drive Royersford, PA 19468. For additional information, please visit www.phycarehospital.com.

POTTSTOWN MEMORIAL MEDICAL CENTER

With the opening of its highly anticipated Center for Orthopedics and Spine on the completely renovated fourth floor earlier this year, Pottstown Memorial Medical Center (PMMC) has reached the top floor in patient care. A major accomplishment for the hospital, under the direction of CEO John Kirby, renovations for the center required input from many levels of personnel to make the multi-million dol-

lar, client-centered facility a reality.

Together with the newly renovated Intensive Care Unit, the Center for Orthopedics and Spine and other updated and existing programs make Pottstown a "destination center" for health care throughout the region. The fourth floor was entirely demolished and rebuilt to include 18 beds for the Intensive Care unit, and 10 beds for the orthopedic unit. After two years of renovation and construction projects, PMMC has elevated patient care to a new level, and evolved into the single destination for community health care. The new orthopedic unit brings together all orthopedic services in one area.

The hospital has eleven orthopedic surgeons on staff, including spine surgeons, spine-care doctors, a neurosurgeon, and physical medicine and rehabilitation specialists. Specially trained nurses and therapists who are experienced in working with joint replacement and spine surgery patients will staff the unit.

Starting from the ground floor and working up, following is a recap of renovations over the past five years:

In 2009, the nationally-renowned Center for Wound Healing was opened on

(See "Buzz Around the Block" on page 14)

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"BUZZ AROUND THE BLOCK"

(Continued from page 13)

the ground floor, featuring two hyperbaric chambers, and receiving a third chamber in the coming months. The chambers represent the most advanced technology in wound healing available. The Emergency Room was upgraded about five years ago, and delivers care quickly and efficiently. Average wait times are just over two hours from when a patient enters until he or she leaves.

The second floor now houses the Endoscopic Unit, which utilizes high-definition television technology to meet the demand for colon cancer and gastrointestinal screenings and other diagnostic procedures, and features three GI procedure rooms, one bronchoscopy room, and a 10-bay pre- and post-recovery area. Family members may accompany the patient to the unit, wait with them until the procedure begins, and then visit them once the procedure is completed.

The second-floor Maternity Unit was revised in 2008-2009, adding digital mammography technology, increasing accuracy and convenience in diagnostics. The newly constructed, 18-bed Intensive Care Unit moved from the third to the fourth floor, and is joined by the 10-bed Center for Orthopedics and Spine. On the seventh floor, a new Transitional Care Unit

with private suites and showers was recently created along with an expansion of the Center for Behavioral Medicine. For additional information, please visit www.pottstownmemorial.com.

WOMEN'S HEALTHCARE GROUP OF PA, PC

Women's Healthcare Group of PA, PC, located in the ChesMont Building at 13 Armand Hammer Boulevard, Suite 310, Pottstown is a dedicated group of Gynecology and Obstetrics physicians including Dr. Thea Barton, DO, Dr. Charles Touey, and Dr. Maria Tucker. The compassionate and caring team of professionals at Women's Healthcare PC also includes nurse practitioners Rosalie Lisa and Christine Campbell. "We're a close-knit team," said Dr. Barton, "We emphasize a team approach to patient care, which is kind of a rarity in medicine sometimes." Welcoming and accommodating children during visits by parents also makes this practice somewhat unique. "We are very family oriented and receptive to women bringing their children with them to appointments," Dr. Barton said.

The wide range of services provided by Women's Healthcare Group include:

(See "Buzz Around the Block" on page 16)

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Dr. Thea Barton, DO

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Left to Right: Richard Zuber, Brian Gilbert, Jim Thomas, Jerry Christy and Barbara Wagner

Listings For SALE - Call Toll Free 1-866-948-2255

FOR SALE-(#ZC2073) Chester County-

E. VINCENT TWP. — 5.72 ACRES with C2 Zoning. (3) rental units, house and garage. **Reduced \$895,000.**

FOR SALE-(#ZC2080) 3208 Sanaloga Road, Pottstown-

Rural setting but close to 422 and all major arteries. 2-3 bedroom stone farmhouse with large stone barn. Includes storage sheds, outbuildings and a spring house. Lots of storage. Zoned LLI but used as a horse farm-residential. **Reduced \$250,000.**

FOR SALE-(#ZC2083) Douglass Twp, Berks County-

(3) +/- acre lot in Industrial park with approved land development plan to construct up to 27,000SF of flex space. Owner will also consider constructing the building if a tenant is secured. Call for details \$475,000.

FOR SALE-(#ZC2093) Business Only For Sale-

Current business on Main Street in ROYERSFORD. Building is leased. Owner supplied equipment included. Intellectual property (recipe and processes) included. Call for showings. \$59,900.

FOR SALE-(#ZC2097) Morgantown- Rita's Water Ice BUSINESS ONLY-

Ready to operate. Call for details. **\$147,500.**

PENDING-(#ZC2098) 650 Spring St., Reading-

\$249,000

FOR SALE-(#ZC2101) 531 North Charlotte St., Pottstown-

OFFICE SPACE - Approx. 2,000SF w/2 powder rooms on upper level. Approx. 1,500SF w/powder room on lower level. Can be (2) separate units. Offstreet parking for (5) cars. Medical or Dental office, etc. **\$225,000.**

FOR SALE-(#ZC2102) 1745 Portland Ave., West Lawn-

COMMERCIAL BUILDING IN THE HEART OF WEST LAWN w/ first class office space, conference room and 2,000SF of warehouse space. Listing includes large parking lot. Separate tenant occupied house w/ garage. Entire package is also for lease at \$3,200/Month-NNN. Ideal for day care facility, builder/developer, (large building could be converted into apartments/condos) or engineering firm, graphic arts firm, etc. **\$379,000.**

FOR SALE-(#ZC2105) 1219 N. Gravel Pike, Zieglerville-

COMMERCIAL PROPERTY (1 story cape cod) currently used as a residential property plus separate building in rear. Across from WalWa. **\$234,900**

FOR SALE-(#ZC2107) 451-453 North Charlotte Street, Pottstown-

NORTH END INVESTMENT PROPERTY that includes (8) UNITS. 4 residential apartments; 2 retail stores and 2 storage/warehouse units. Tenant pays heat and electric. All units metered for water/sewer. Call for specific expenses. Current CAP rate is almost 10%. Expenses include management and vacancy. **Reduced \$264,900.**

FOR SALE-(#ZC2108) 1924 Perkiomen Ave., Mt. Penn-

Suburban (6) unit apartment in an all brick bldg. 10% CAP rate. All rents are fully leased with long term tenants. Offstreet parking in rear of bldg. Good updated mechanicals with separate electric and gas meters. 1 year old furnace. Property is up to code with all inspections current. Owner will consider a package deal with 136 N. 11th St. and 1264 N. 10th St. Landlord pays gas heat and hot water. Tenant pays electric. **Reduced \$245,000.**

FOR SALE-(#ZC2110) 136 North 11th Street, Reading-

(6) unit stone apartment bldg. located across from City Park. Well maintained with all units fully leased. 12% CAP rate. Updated mechanicals with separate electric meters. up to city code with all inspections current. Owner will consider package deal with 1924 Perkiomen Ave. and 1264 N. 10th St. **Reduced \$145,900.**

FOR SALE-(#ZC2111) 2431 Morgantown Rd., Reading-

Prime location. COMMERCIAL/RETAIL property located on busy Route 10. Large (5)BR Residence above comm. sp. ideal for owner to live in or rent for extra income. (1)BR efficiency unit on first floor rear can also be leased. 2nd 2,000SF bldg. in rear of property. Village commercial zoning allows for a myriad of possibilities. 1.57 acres has large fenced in area. A better location just past Flying Hills cannot be found. Currently used as BlackBerry Services. Owner willing to consider negotiating business and inventory. **\$398,000.**

FOR SALE-(#ZC2115) 2427 Morgantown Rd., Reading-

2.18 ACRES- Property to be sold as additional land to property adjacent known as 2431 Morgantown Rd. which is a separate listing. Total package would be 3.6 ACRES. Located on route 10 in Flying Hills, across road from large Turkey Hill. Ideal for Sheetz, WalWa, CVS, RiteAid or bank. Public water and sewer. Call for additional information. **\$220,000.**

PENDING-(#ZC2112) 117 East Main Street, New Holland-

Fully leased commercial property on busy main street. First floor has operating EAT-IN PIZZERIA and 2BR apt. in rear + efficiency apt. Second floor has a 2BR apt. in rear and (5) rooms for boarders. Third floor has (3) more boarding rooms. 31 space macadam parking lot in rear. **Reduced \$439,900.**

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(ZC1012) 1200 E. High St. Office Building, Pottstown-

Suites from 200-1300SF. \$12.50/SF includes all utilities.

(ZC1026) 1314 E. Philadelphia Avenue, Gilbertsville-

2nd floor individual office suites. Competitive Rates!

(ZC1033) N. Keim Street, North End, Pottstown-

1,850SF retail/office space, plenty of offstreet parking. \$8-10/SF

LEASED (ZC1038) 355 Circle of Progress, Pottstown-

(ZC1089) 410-412 Laurel St., Pottstown-

15,000SF Industrial building situated in the southern side of Pottstown. Warehouse, office and exterior storage areas. Building located in Pottstown Hub Zone. Call for details.

(ZC1070) 100 Porter Road, Pottstown-

Professional office building situated in the immediate vicinity of the Pottstown Memorial Medical Center. Handicapped accessible, elevator, ample parking and various size suites from 300-3,500SF. Competitive rates and flexible terms. Call for more details!

(ZC1080) Lemon Street, West Pottsgrove-

7,000SF warehouse/light manufacturing with office space. Loading dock and overhead doors. Call for rates.

(ZC1083) Boyertown Professional Space- 7205F including 3 large

offices, reception area, general work area and restroom. Utilities included. \$750/Month

(ZC1090) 1 Security Plaza, Downtown Pottstown- (Train

Station Building) 1,150SF second floor office. \$1,000/Month includes ALL utilities.

(ZC1097) 1145 E. Phila. Ave. Gilbertsville- 5,900SF

retail/office COMMERCIAL SPACE for lease. Non conforming use. **Reduced \$2,700/Month** + heat, elec., sewer, lawn and snow removal. Public sewer, well water.

(ZC1098) 261 High Street, Pottstown- 2,500SF BRAND NEW

OFFICE SPACE. Could be used for dance or karate studio. 2 separate bathrooms- handicapped accessible. \$1,350/Month + heat, AC, electric and 1/2 water invoice.

(ZC1099) 21 South Limerick Road., Limerick OFFICE

SPACE- 3,100SF OF CLASS A OFFICE SPACE. inc. reception area, conference room, private office and large open area; 2 handicap accessible bathrooms. Central Air, sep. utilities and plenty of parking. \$7/SF

(ZC1101) 12 Church Lane, Douglassville- Totally refurbished

commercial space. Two car garage and plenty of off-street parking. Easy access to Route 422. \$1,500/Month + utilities

(ZC1102) 1745 Portland Ave., West Lawn-

Commercial building with 1st class office space. Conference room and 2,000SF of warehouse space. Large parking lot and separate tenant occupied house w/garage. **\$3,200/Month**

(ZC1104) 306 W. Ridge Pike, Limerick- One (1) floor- 32x32+

1,024SF. 2 rooms and powder room, parking- 10 spots. heat is oil hot air, central air, separate electric, water (well) sewer (septic) included in rent. Trash, grass and snow is tenant's responsibility. Zoning is Village Commercial. Usages will be what is allowed in Village Commercial. Tenant can use existing sign in front of property. **\$1,100/Month**

(ZC1105) 531 N. Charlotte Street, Pottstown- Office space

available. 3,000SF on upper and lower level. Will divide. Can be leased together or separate. Offstreet parking. Present use is Dental office. **\$8.00/SF**

(ZC1106) Main Street, Pottstown-

3 Bay garage/repair shop with office. \$1,500/Month + utilities

(ZC1107) 32 Wells Road, Parkersburg- 650SF office/retail space.

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(ZC1108) 2087 East High Street, Pottstown-

1825SF professional office space. Single (1) story stand alone bldg. Private parking. IMMEDIATE OCCUPANCY. \$2,500/Month includes CAM.

(ZC1109) 129 East 3rd Street, Pottstown- Commercial office, retail

space, professional, automotive, garage/repair. Completely remodeled, new drywall, paint and flooring. A must see. This building has been very well maintained. It has air conditioning and heat. HVAC throughout shop and office. 2 story office space with private offices and large reception area. Main level also has large room for shop area. 5 bay garage (1,920SF). Shop (3,390SF). Lots of garage area with a 10' door to one of the spaces. Plenty of parking. 7,230SF building, public water, sewer and gas. **\$2,200/Month. Also For Sale @ \$295,500**

(ZC1110) 850 West High Street, Pottstown- 850SF zoned

commercial. Many possibilities. Additional 850SF on lower level with garage also included in lease. \$900/Month NNN plus grass cutting. Minimum 1 year lease requested.

(ZC1111) 17 North Hanover Street, Pottstown- Retail/Office space.

Former doctor's office. 2 baths, 4 rooms to be used as offices or exam rooms. \$700/Month + utilities.

(ZC1112) 933 North Charlotte Street, Pottstown- 2 office suites

avail. Each approx. 1,000SF with bathroom, internet availability and both on the bottom floor. One suite is set up for a medical office with plumbing in exam rooms. \$1,025/Month + utilities. The other suite is great office space and ready for your special touches. **\$775/Month + utilities.**

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"BUZZ AROUND THE BLOCK"

(Continued from page 14)

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Montgomery Hospital Medical Center (MHMC) in Norristown is the oldest suburban hospital in Southeastern Pennsylvania. Founded in 1889, MHMC serves as the primary source of health care for Norristown and its surrounding communities. MHMC meets the needs of approximately 10,000 inpatients and more than 100,000 outpatients each year.

The hospital's specialty services include a spacious Fast Track Emergency Department to meet the medical needs of

non-critical emergency visitors; life-saving cardiac catheterization and balloon stenting; Sleep Laboratory, accredited by the American Academy of Sleep Medicine; Joint Commission accredited and nationally recognized home care and hospice services; Joint Restoration Center for knee and hip replacement; Women's Center, offering DEXA scan bone density studies, mammography, perinatology and stereotactic breast biopsies. Montgomery Hospital is also recognized as a Breast Imaging Center of Excellence.

MHMC's Cancer Program offers a full spectrum of oncology services including medical, surgical and radiation oncology, genetic cancer risk assessment and support groups. Advanced diagnostics such as 64-slice CT imaging, digital mammography, and PET/CT enhance early detection and accurate staging of cancer. We feature Varian's state of the art RapidArc technology encompassing speed and precision for accurate and efficient cancer treatment. We also offer MammoSite partial breast irradiation.

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(See "Buzz Around the Block" on page 18)

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RIDE TO PROSPERITY

STRATEGIES FOR ECONOMIC COMPETITIVENESS IN GREATER READING — PART 5

SITES AND INFRASTRUCTURE

(Editor's Note: This document was prepared with support from EntreWorks Consulting on behalf of a coalition of eight leading economic development organizations in the Greater Reading Area. This month's installment focuses on the fourth of five key themes and action plans: Sites and Infrastructure.)

OUR CHALLENGE:

Previous research, such as the 2001 Leak-Goforth Study, has suggested that Berks County needs to develop and market an expanded and regularly updated inventory of industrial sites. They concluded that the market had failed to produce the supply of sites needed to meet the "time to market" demand of companies interested in Berks County. This was largely due to the significant up-front financial risks associated with receiving state and local development approvals. In accordance with the study's recommendations and at the direction of the County Commissioners, the BCIDA has taken the initiative to begin to develop several new sites, such as the Bethel I-78 site and the Berks Research and Technology Center at the airport. We will continue to support these efforts, but an enhanced approach to facilitate the development of additional "shovel ready" business/industrial sites is also needed.

According to the Berks County Industrial Development Authority, "shovel ready" refers to sites that meet the following criteria: the site is truly for sale, preferably listed with a broker with established terms and conditions; is capable of being fully served by all utilities evidenced by a formal engineering plan (including cost estimates); and has completed all necessary due diligence items associated with site readiness (i.e. environmental assessments, wetlands delineations, geothermal studies, endangered and protected species assessments, archeological and historical investigations, etc.). A strengthened program, including both the public and private development community, to identify and develop a new inventory of "shovel ready" business/industrial sites with adequate supporting infrastructure should be aggressively pursued. While this may generate some competition for resources, both the public and private sectors need to work

together to make the development of additional commercial and industrial sites throughout the region a priority.

The development and marketing of industrial sites has long been a top economic development priority for Greater Reading and Berks County. The 2001 Leak-Goforth Study presented a series of suggestions for improving site identification, preparation, and marketing. It recommended development of several specific site locations along with a regular pipeline of newly available properties. It also recommended an enhanced set of public-private partnerships to support this work. A number of these recommendations, such as creation of the Berks Economic Partnership, have gone forward. In addition, plans for the Berks Research and Technology Center are also proceeding ahead. However, a number of the other recommendations, some related to specific sites and some to the broader strategy of creating

a stronger pipeline of available property, have not yet been completed.

Our coalition recognizes that current infrastructure limitations and the absence of available financing will complicate any effort to develop new large acreage sites beyond that envisioned for the proposed Research and Technology Center and the Industrial Park at Bethel. In response, the group agreed that, over the short term, it should focus its attention on having the Berks County Planning Commission update the Leak Goforth study with modern GPS technology along with a new focus on developing smaller sites.

The goal would be to develop two smaller "shovel ready" sites with an average size range of 25-50 acres. At the same time, Berks County should strive to prepare an additional 300-400 acres of shovel ready property over the next three to five years.

(See "Ride to Prosperity" on page 19)



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Presenter: MEA General Counsel,
Michael G. Trachtman, President of Powell
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"BUZZ AROUND THE BLOCK"

(Continued from page 16)

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- Level II certified trauma center.
- "Premier Award for Quality"- Paoli is one of only 6 hospitals nationwide to earn this distinction two years in a row.
- Magnet® designation for nursing excellence, the highest recognition in the nursing profession.

- Gold Seal of Approval™ from The Joint Commission for Stroke, Hip and Knee Replacement and the treatment of Chronic Obstructive Pulmonary Disease (COPD).

Paoli Hospital's new Pavilion, built to meet the needs of our growing community, features an expanded emergency department, more operating rooms and all private patient rooms specially designed to enhance safety and quality.

The second location, Main Line Health Center in Collegeville, offers every member of the family convenient access to all the expertise of Paoli Hospital in a neighborhood setting. Here, you'll find physician practices representing a wide range of specialties, as well as a full array of imaging and laboratory services.

PHOENIXVILLE HOSPITAL – WORLD-CLASS HEALTHCARE, RIGHT HERE

With clinical partnerships with the University of Pennsylvania Health System, The Children's Hospital of Philadelphia, The Philadelphia Hand Center, and the Moore Eye Institute, Phoenixville Hospital brings world-class healthcare to the residents of Chester and

(See "Buzz Around the Block" on page 20)

The Choice for Comprehensive Healthcare

Phoenixville Hospital is a 200-bed, acute care facility with a strong commitment to the highest quality of care. The hospital is a member of the University of Pennsylvania Health System, The Children's Hospital of Philadelphia, The Philadelphia Hand Center, and the Moore Eye Institute. The hospital provides comprehensive medical services through its various departments and is a leader in the region for its commitment to excellence in patient care.

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RIDE TO PROSPERITY

(Continued from page 17)

Meanwhile, we will continue to support efforts to facilitate the development of the Bethel Industrial Park and the Berks Research and Technology Center at the Reading Regional Airport.

Securing these sites for future development will be easier said than done.

Some form of land-banking may be required, and additional infrastructure finance resources must also be identified. While near-term funding resources appear limited, our group will continue explore alternative mechanisms and

strategies for developing business and industrial sites.

As the lead economic development organizations in Berks County, we also need to introduce new efforts that help remove complications and uncertainties from the process for developing new sites. We recommend two initiatives tied to this objective.

First, our lead organizations will begin negotiations with "self selected" municipalities actively interested in business and industrial development. We will collaborate to prepare and adopt plans that provide an agreed upon reuse and development plan for business and industrial sites, and that can be used as a basis to seek private developers and provide the public infrastructure to support those plans. These plans, if approved by the local taxing bodies and the County Commissioners, will also examine the potential use of financing tools such as tax increment financing (TIF), federal Community Development Block Grant funds, and Local Economic Revitalization Tax Assistance Act (LERTA) dollars. Where possible, these efforts will align with our proposed new business cluster support initiatives.

(See "Ride to Prosperity" on page 21)

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"BUZZ AROUND THE BLOCK"

(Continued from page 18)

Montgomery counties. Phoenixville Hospital provides comprehensive medical services including an award-winning cardiovascular program, one of the region's largest and most varied Robotic Surgery programs, a fully-accredited Penn Cancer Center Network cancer center, an Emergency Department with FastTrac, and a full-range of women's health services.

In the final stages of more than \$100million in expansion and renovation projects, the hospital boasts cutting-edge technology like the daVinci SI robot and an innovative nurse call system that cuts down on noise, as well as patient amenities like all private rooms and room service style dining. In 2011, the hospital will open the Breast Health Center at Phoenixville Hospital, headed by acclaimed breast surgeon Bruce Weiner, MD. Future expansion plans include adding a state-of-the-art cardiac cath lab and an expansion to the Cancer Center.

Phoenixville Hospital's Limerick Outpatient & Surgery Center Campus located on Linfield-Trappe Road is devoted outpatient testing, treatment, and surgical services.

With three operating rooms, the Limerick campus provides a full array of outpatient surgical services including general orthopedics, hand surgery, plastic surgery, ophthalmology including cataract, glaucoma, pediatric, oculoplastic and retina, pain management; urology, general surgery, vascular surgery, podiatric surgery, ENT, and oral & maxillofacial surgery.

In addition, specialized services at Limerick include Phoenixville Pain Management Institute, Phoenixville Hospital Wound Treatment and Healing Center, and The Philadelphia Hand Center. One of the highlights of the Limerick campus is a state-of-the art, ACR accredited diagnostic imaging center that offers gener-

al x-ray, CT scan, MRI, PET scan, Ultrasound, and digital mammography.

Serving its community for over 100 years, Phoenixville Hospital's commitment to improving the lives of families is its highest priority. Phoenixville Hospital is located at 140 Nutt Road, Phoenixville, PA; 610.983.1000; www.phoenixvillehospital.com. Phoenixville Hospital Outpatient & Surgery Center is located at 420 Linfield-Trappe Road, Limerick, PA 19468; Surgery Center: 610.495.2600; Diagnostic Imaging: 610.495.2370; Wound Treatment & Healing Center: 610.495.2190; Phoenixville Hospital Pain Management Institute at Limerick: 610.495.3838.

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(See "Buzz Around the Block" on page 22)

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RIDE TO PROSPERITY

(Continued from page 19)

Limited water and sewer capacity is placing severe limits on our ability to support new development. In an effort to better understand the extent of current challenges, the Berks County Planning Commission is currently updating its 1998 Water and Sewer Survey. Armed with these results, our coalition needs to make a strong public case for increased investment in water and sewer facilities and for increased regional cooperation in the development of new or upgraded facilities in support of vibrant economic development. We will work with key County leaders to update the 2001 Leak-Goforth study. This analysis will provide an updated and complete list of available industrial sites throughout the County.

Finally, we will work with County and municipal leaders to create an "off-the-shelf and ready-to-go" set of county-wide policies that facilitate and encourage municipalities, school districts and devel-

opers to pursue development of business and industrial sites that are in accordance with the principles of the Berks County Comprehensive Plan.

While each project will have unique characteristics and needs, this broad policy guidance will help reduce uncertainties in the process.

Reading and Berks County are presently involved in a host of important and challenging economic development discussions. These include responding to the City of Reading's current financial challenges, statewide budget shortfalls, and the current statewide business climate. Also, major infrastructure projects like the R6 transit project and improvements to Route 222 North are underway. Our organizations will continue to be actively engaged in these projects. The collaborative work detailed in this report represents initiatives to be pursued in addition to these other ongoing activities. ■

This document was prepared with support from EntreWorks Consulting, and represents the combined efforts of the following organizations and their supporters: The Berks County Industrial Development Authority, the Berks County Planning Commission, the Berks County Workforce Investment Board, the Berks Economic Partnership, the City of Reading, the Greater Berks Development Fund, the Greater Reading Chamber of Commerce and Industry, and the Greater Reading Convention and Visitors Bureau. We'd like to thank the Greater Reading Chamber of Commerce for making this document available to our readers. Next Month's issue: Quality of Place.)

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“BUZZ AROUND THE BLOCK”

(Continued from page 20)

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Healthcare is constantly changing. We don't like to think that we will ever need to stay in a hospital and much less a skilled nursing facility. However, the odds are that we will. Hospital stays are much shorter now due to insurance companies as well as Medicare reforms. A few years ago someone who went into the hospital for a total knee replacement would stay five days and then go to an acute rehab prior to going home. That is no longer the case. The majority of knee replacements go straight home after a 24-48 hour hospital stay! Most insurances and Medicare will no longer pay for an acute rehab after a hospital stay. Home health only sees a patient an hour a day 2-3 times a week. What is a patient to do?

Consider this typical scenario. You are admitted to the hospital because of abdominal pain. After testing you find out your gall bladder is enlarged and it must be removed. After surgery you find that it is quite painful to go from the bed to the bathroom and you need help to do so. Your spouse works and can't take off to stay home with you while you recover. So your case manager at the hospital hands you a list of skilled nursing facilities to pick from. How do you choose? What criteria do you use to decide where to go after your hospital stay? Do you choose based on the location of the facility, the lack of smell or the staff being nice? NO! You want to know if the facility has taken care of patients with conditions similar to yours. You also want to know if they keep data on their patients so you can see what their outcomes are. How well has the facility done in the past with patients with similar

diagnosis? How many have they treated?

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Recently, AT Wellness Center held their Grand Opening of the new Jeffersonville Office. After practicing in Skippack PA for over 14 years, Owner Alina Szypula opened a second office in Jeffersonville at One Liberty Avenue, next to Amedeo's Italian Restaurant.

Both the Jeffersonville and Skippack locations provide a variety of wellness therapies, including Acupuncture, Traditional Chinese Medicine, Herbal Medicine (Alina Szypula and Greg Henderson, both Masters of Acupuncture) Massage Therapy (Monica Dotts and Kathy York), Network Chiropractic Therapy (Dr. Helen Antoinette “Tony” Janiec), Reflexology (Buffie Hudock), Cranial Sacral Therapy (Susan Williams), Yoga (Heather Gustafson and Connie Williams), Tai Chi (Peter Judd) and Jin Shin Jyutsu (Betty Sheridan, RN). AT Wellness also offers informative and educational lectures on an ongoing basis. Call our offices at 610.454.0041 or 610.539.5600 for additional information.

(See “Buzz Around the Block” on page 24)



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"BUZZ AROUND THE BLOCK"

(Continued from page 22)

Both the Jeffersonville and Skippack offices offer morning, afternoon and evening hours, as well as Saturday hours. Both offices offer a friendly, warm, tranquil and comfortable environment. Meditation class is offered at the Skippack Office on Monday evenings. All are invited to participate.

The AT Wellness Staff always provide the highest standard of professional care while addressing the individual and specific needs of each patient. Owner Alina Szypula believes in educating patients to become masters of their own health and

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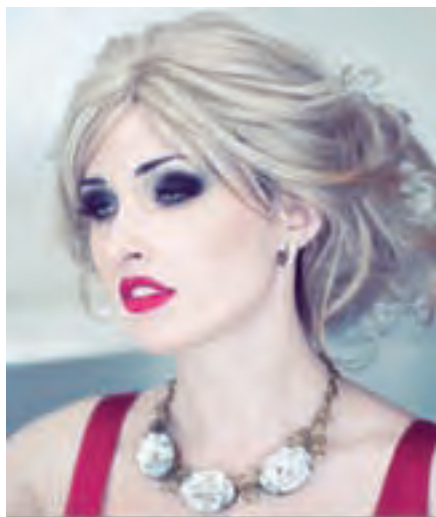
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(See "Buzz Around the Block" on page 26)



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INTEREST ON PAST DUE OBLIGATIONS

LEGAL PERSPECTIVES

By **Bruce L. Baldwin, Esquire, Wolf, Baldwin & Associates, P.C.**



In this uncertain economy, it is not uncommon for bills to go unpaid for 30, 60 or 90 days, or more. In such an environment, businesses must use every reasonable tool available to collect their receivables, and one of the simplest of these tools is interest.

Consider this: if you don't charge interest on past due accounts — that is, if you are essentially carrying a struggling customer without any carrying costs — then that customer has every incentive to pay its other bills first. In order to change that dynamic, if only slightly, and to make your voice a little bit louder, your business may have to charge interest — or at least threaten to charge interest — to the extent that you are legally able to do so.

But when can you charge interest, and how much can you charge?

Generally speaking, Pennsylvania law provides that in the absence of an agreement to the contrary, liquidated demands bear interest, while unliquidated demands do not. A sum is "liquidated" when the amount is fixed or certain, such as a specific contract price where there is no genuine dispute as to whether that full contract price is due. A claim is unliquidated where the amount due, if any, is uncertain, such as where both parties have claims and counterclaims or offsets, or where a claim is grounded in

negligence or other tort, where the amount ultimately owed is indeterminate until the claim is either settled or decided by a court.

In a nutshell then, a claim for an undisputed contract price generally bears interest. A claim for an uncertain sum typically does not bear interest.

(See "Legal Perspectives" on page 27)

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"BUZZ AROUND THE BLOCK"

(Continued from page 24)

grade treatments to its guests. In addition to traditional salon and spa service offerings, Bell Tower also provides detoxification services and wellness programs, allowing guests to not only maintain a wonderful appearance, but also to experience a superior level of wellness.

The holiday season often invites habits of over-indulgence, but each January Bell Tower offers a variety of services that help to create healthy resolutions. With detoxification services beginning at just \$39, guests may choose to what level they wish to commit to their new wellness program. Guests can choose from simple services like ear-candling or a Detox Pedicure to month-long weight-loss and detox programs. Our most popular detoxification treatment is our seven-day Jumpstart program, which helps to create a healthier lifestyle and as an added bonus, achieves a loss upwards of 14 inches! Services are also available to help people who suffer from ailments like chronic pain, TMJ, fibromyalgia, emotional trauma, anxiety, chronic fatigue syndrome and even menopause.

Once new guests experience some of the wellness-oriented services, many times they will seek more traditional services in the salon and store to enhance their image. The award-winning salon has an excellent reputation for its well-trained staff and exclusive product lines including Oribe and Bumble and bumble. Stylists base every guest's look on their personal taste and lifestyle, offering everything from current trends to ever-fashionable classics. Stylists often participate in editorial shoots and fashion shows. Most notably, Bell Tower's owner, Carolyn Helms, was invited to help style looks for the Spring 2011 Armani Fashion Shows.

Guests can complete their Bell Tower experience at The Store. The Store at Bell Tower is a boutique that carries an eclectic mix of hard-to-find contemporary clothing lines, designer denim and handmade accessories as well as NARS Cosmetics. Style Consultants will help you find a fresh new wardrobe or classic pieces that fit the new you! Please call 610.372.6379 and visit www.BellTowerSalonSpa.com. 

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LEGAL PERSPECTIVES

(Continued from page 25)

To be precise, however, the law does not speak in terms of liquidated "claims." It speaks in terms of liquidated "demands." The reason for this is that the interest clock does not start running until the creditor has made a demand for the specific amount due, either by an invoice specifying a due date, or by some other request for payment of the liquidated sum. Thus, if an invoice specifies that payment is due within 30 days, then in the absence of a contrary agreement, interest starts running at the end of that 30 days. If an amount is due under a promissory note that does not contain an interest term, then in the absence of a contrary agreement, interest will generally be due from the date that the lender calls the note or demands to be repaid.

Once it is determined that interest is owing, the next question is: how much?

By statute, the legal rate of interest in Pennsylvania, in the absence of an express contract term calling for a different rate, is six percent per year. And although there is nothing illegal about compound interest when the rate adopted, in the aggregate, does not exceed the maximum legal rate, the law does not

favor compound interest. So the general rule is that in the absence of an express or implied contract term or some statute authorizing compound interest, interest is not compounded. Instead, in most cases, interest is calculated as simple interest.

While the legal interest rate of six percent currently exceeds (by a lot) the interest offered by most banks over the past few years, the prospect of paying six percent interest on past due obligations still pales by comparison to the interest charged on most lines of credit and credit cards. As a result, the prospect of having to pay legal interest may not be enough to persuade your customer to pay its debt to your business, particularly where its cost of credit on other obligations is much higher. This is one reason why many businesses include terms to the effect that all amounts not paid within 30 days shall be subject to a finance charge equal to 1 percent or 1½ percent per month, equating to interest of 12 percent or 18 percent per year, respectively. This is significant for at least two reasons. First, these higher rates of interest

(See "Legal Perspectives" on page 29)

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THE PROBLEM OF ARROGANCE

ONE REASON WHY LEADERS WHO FAIL, FAIL



ON LEADERSHIP

Kenneth D. Richardson, PhD, Redwood Enterprises

"When pride comes, then comes disgrace, but with humility comes wisdom."

— Proverbs 11: 2

One of my favorite fables has always been Hans Christian Anderson's story, "The Emperor's New Clothes." Its message is simple, yet profound — thinking too highly of yourself can put you out of touch with reality and lead you to make errors that would be impossible for a humbler person. In the story of this particular emperor, an egotistical style caused him extreme embarrassment and a loss of prestige, illustrating its self-defeating nature. In our modern day world of business, such arrogance

can produce disastrous economic consequences, including the loss of customer loyalty and competitive position in one's market.

In the case of General Motors, it led to one of the most dramatic business declines in history in a few short decades. Virtually every analyst of that case claims that arrogance and rigidity among key decision makers were as much the causes of the downfall as any other factor.

(See "On Leadership" on page 30)

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LEGAL PERSPECTIVES

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provide debtors with a more meaningful incentive to pay off their obligations. Second, if the parties do not specifically contract that a higher rate of interest will be the applicable rate *after* the debt becomes due, then the interest rate fixed by law applies — six percent simple interest — from the due date going forward, even though the contract may have called for a higher rate to prevail *prior* to the due date.

Under Pennsylvania law, six percent per year is the maximum lawful interest on many non-business obligations. However, on business loans, finance charges of 1 percent or 1½ percent per month are not prohibited by law. So there is nothing unlawful about charging 12 percent or even 18 percent interest on past due obligations between businesses.

But what if the contract or the exchange of purchase order and confirmation says nothing about interest?

Even if the original contract contains no reference to a finance charge, a finance charge of 1 percent per month or 1½ percent per month can be effectively imposed after the fact by invoices providing for such finance charges on any bill more

than 30 days past due. See *Parker Oil Co v. Mico Petro and Heating Oil, LLC*, 979 A.2d 854 (Pa.Super. 2009). As a result, when the original contract or the original exchange of purchase order and confirmation is silent on the questions of interest, interest can be tacked onto the contract by an invoice issued after the fact. In effect, this means that if the customer does not pay the invoice by its due date, that customer is deemed to have accepted the interest terms included in that invoice.

We have provided only the briefest of overviews of interest under Pennsylvania law. As with many areas of law, the laws governing interest are complex and overlapping. If you have any questions about whether you can charge interest or, if so, how much, it is recommended that you contact your legal counsel for an individualized assessment of your company's rights. 📁

Bruce L. Baldwin, Esquire is a partner in the law firm of Wolf, Baldwin and Associates, P.C. of Pottstown, and has represented consumers and businesses in commercial litigation for over 25 years. He may be reached by calling 610.323.7436, or by e-mail at BBaldwin@wolfbaldwin.com.

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ON LEADERSHIP

(Continued from page 28)

Warren Bennis, one of the most well known commentators on successful leadership over the last 50 years, has repeatedly reported that in case after case, a lack of humility was an underlying factor in leadership failures. Daniel Goleman's work on "emotional intelligence" shows that people in leadership positions often fail because they are unable to learn by listening to others, and to seriously reconsider what seems obvious to them from their own point of view. Irving Janis, famous for his work on "groupthink" as a cause of organizational disasters, also reported that egotistical, authoritarian leadership styles were frequently among the root causes of errant decisions. When the Bible, popular folklore, and research on organizational behavior all convey the same message, I think we should listen!

Seeking the balance between self-confidence and humility

Everyone who knows anything about leadership in business or any other domain is aware of the importance of self-confidence and self-directedness. No one who is "weak-kneed" or chronically low in self-esteem will ever be a successful inspiration to others, nor will they be capable of taking the responsibility necessary to run a successful enterprise. The problem is that, in an American culture that stresses self-reliance, decisiveness, and independence, it is common to lose sight of the importance of the "soft" aspects of leadership — empathy, compassion, and the ability to second guess oneself. What is needed is an ability to combine a strong sense of self with an acceptance of one's potential for error.

It isn't easy to maintain this balance. When you open yourself up to advice and criticism, there will always be those who attempt to exploit that for their own self serving agendas. That's an old story too, so it makes sense to keep your guard up. On the other hand, if you allow your-

self to be overly defensive, you'll be rigid and authoritarian, which will also lead to poorly informed, dysfunctional courses of action. Decision makers face this challenge every day, so how do the ones who manage it deal with it?

Maintaining your confidence while avoiding arrogance

Keep in mind that we're all subject to the influences of a world that encourages us to think highly of ourselves, but at the same time is also working on us to create self doubt and erode our self confidence. That is an annoying and unpleasant truth, but if accepted in a functional sense, it becomes a constructive first step toward maintaining a useful harmony between confidence and humility. One unfortunate input into the imbalance is the "self esteem movement" of recent decades that has emerged to poison the minds of many. A poorly thought out "pop psych" scheme, this ill-conceived fad emphasizes only the need to think highly of oneself. Critics of this movement have noted that it has bred all kinds of destructive tendencies, including bullying, intolerance of criticism, a sense of entitlement, rampant narcissism, and a host of other pathologies. All of these have been associated with failures in leadership at the adult level, as well as many dysfunctions that plague our youth.

How then, are we to maintain the balance between a healthy sense of self and the kind of humility that will allow us to be effective leaders in the settings in which we function? One approach is to emphasize the distinctions between arrogance and self-confidence, and to avoid the former as we pursue the latter. At least three things are true of arrogance in our society, all of which are easy to keep in mind as we go about our daily routines:

- Everybody hates arrogance, and associates only negatives with it. In ten years of conducting research on the subject, I ran across no instance of it being

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identified with anything useful or good. Strangely enough however:

- It's rampant! One hundred percent of those whom I interviewed regarding it claimed to know innumerable cases of persons whose arrogance irritates them to no end.

- Even people regarded as highly arrogant by others say that arrogance is a problem in our society.

If everybody hates it, why is it so prolific?

In the research I directed, I found that most people suggested that those they know who are arrogant frequently do get their own way in the short run. The intimidating school bully, boss, or coworker often gets what he or she wants because their more reasonable counterparts back off so as to avoid ugly confrontations, avoid punishment, or to keep the peace. People who deploy arrogance as a tactic for getting what they want therefore, often get immediate reinforcement for their behavior. Like the rat that gets a food pellet for pressing the bar in a Skinner Box, they tend to repeat what has worked for them in the past, even if it doesn't work every single time. In the long run however, this strategy backfires. Those who can avoid them do, and those who can't avoid them develop strategies for thwarting the games that

they play, very often in creative ways.

In sharp contrast, effective leaders do not rely on influences that produce simple obedience or compliance in the short run, only to backfire later. They have the wisdom to adopt behavioral styles that lead others to internalize, or "buy into" their goals, values, and visions. The chemistry that produces such effects in subordinates is complex, and research tells us not to expect a set formula. Good leaders may be tough, tender, more formal, or more "loosey goosey." Very often they lead by example rather than through the identifiable exercise of authority. What they do have in common is that they manage to keep people committed to goals, and are seen as facilitators of goal attainment.

In addition, those who lead effectively are those who are able to avoid slipping into the trap of arrogance. It's not that they don't ever make the mistake—they just don't make it for long. In some cases, their natural tendency to "take charge" runs a little amok for a little while. In others, it can happen due to fatigue, frustration, or simply "having a bad day." We're all susceptible, although some more than others. What is important is that they don't let it become a chronic problem for their subordinates.

(See "On Leadership" on page 32)



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ON LEADERSHIP

(Continued from page 31)

A simple scheme for helping to maintain the right balance

Arrogance is a problem as old as human history, but it's manageable through some common procedures that most successful people engage in as a matter of course. Below are some simple suggestions that can help:

- Keep a private, daily journal that acknowledges areas of satisfaction and dissatisfaction with how you handled the day's activities. Be as honest as you can about both. Use it as a guide to reflection, and use it to set goals.

- As part of the above, note occasions on which you've acted arrogant and what the consequences were. Also note instances in which you've been "too nice" and got steamrolled. Figure on how you would do better in similar situations that are sure to arise.

- Don't insist on feeling great about yourself all the time—you can't, and still be in touch with reality. The Christian model of admitting your mistakes, repenting, and moving on without undue guilt is not just spiritual. It's practical!

- Don't go it alone. Seek the counsel of

trusted others as often as possible. Also make time for leadership seminars, workshops, and you've got a chronic imbalance, get a good executive coach (emphasis on good—coaches are sprouting like mushrooms, so be sure to avoid the wannabe psychotherapists. Some of these have bigger problems than you'll ever have).

Most of all, keep in mind that we're in a world of complexity, change, and stress that frequently strives to bring out the worst rather than the best in us. It takes a special awareness of self—both strengths and weaknesses (if you're uncomfortable with that last word, let's just say "areas in which you might benefit from further development"). Remember that both learning and personal growth are lifelong processes. The second you see yourself as a finished product, you're off course—get ready for a correction. I guarantee that there will be one coming your way! 📦

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INVESTMENT IDEAS

By Jim McGuire, Wells Fargo Advisors

For most teenagers, spending money seems to come naturally. But that doesn't mean they know how to manage it. In fact, the JumpStart Coalition for Personal Financial Literacy recently found that only ten percent of 12th-graders could satisfactorily answer questions about personal finance. Some couldn't balance a checkbook. Yet many high school students have, and regularly use, credit cards — with little or no understanding of how interest rates, skipped payments or continual high balances can impact a person's financial future. So whether you've already begun the process of instilling sound money management in your teen or you're searching for ways to begin, you may find the following tips helpful.

Lead by example. Take a look in the mirror. If, for instance, you budget effectively, invest wisely, pay down debt and donate to charity, most likely your children will learn by example. Financial responsibility is one area where a parent's actions definitely speak louder than words.

Talk about money management. As soon as your child begins to earn money, it is important that he or she thinks about how to manage the income. A budget may seem annoying and a little extreme — but a basic plan may set the tone for jumpstarting your teen's financial future while still leaving money left to buy the things that will help him or her enjoy today. Your teenager's desire for a new video game, phone, computer or car can work to your advantage.

At this stage, you can begin to have periodic family financial discussions. This doesn't necessarily mean that your teenager needs to know your total income or the amount of your home mortgage. But you can certainly begin to familiarize your teenager with the family budget, financial challenges you may be facing, some of the family's longer-term goals and priorities, and perhaps

how he or she can help you make progress toward these goals.

Encourage your child to start saving early. Even if in the beginning your teenager is more into buying new clothes for the school dance rather than putting away money for medical school, saving as early as possible for whatever the goal may be is key. And no matter the size of the paycheck, help your child recognize the importance of always saving a portion of what she earns. Practicing good savings habits early can result in developing wise money management skills that can last a lifetime. Your Financial Advisor can advise you and your teen on a variety of investment accounts designed for saving money: savings accounts, Certificates of Deposit (CDs), mutual funds and money market accounts are just some of the options.

Stress the importance of establishing responsible credit. There are several ways for a teenager to establish responsible credit — by opening a checking account, using their savings to secure a loan or getting a secured credit card. If your older teen (or college-bound student) wants a credit card, you might seize the opportunity to have

(See "Investment Ideas" on page 36)

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INVESTMENT IDEAS

(Continued from page 35)

a serious talk or two about spending. In general, teens with credit cards are less price-conscious and often spend more than they should. While credit cards are a very common and popular way to help a teenager establish a credit history, when misused the cards can also cost a lot of money. Paying credit card bills late, not paying off balances in full each month and incurring late payment fees are shortcuts for teens getting in over their heads.

Explain credit scores. Make sure your teenager understands that once anyone has created a bad credit history, it can take a long time to recover. A bad credit score can keep your teen from getting a job after college or a mortgage on a home. In all fairness, your teenage son or daughter may not even know what a credit score is. Simply put, a credit score is a snapshot of a person's credit risk at a particular point in his or her credit history. The score helps a lender determine how likely you are to repay your debt on time. For teens with no credit history, no score can be computed.

You can help your teenager understand that one of the keys to qualifying for the loan he or she will want someday at a competitive rate is a strong credit score. Even beyond being a key indicator of whether or not an applicant can qualify for a mortgage or line of credit, credit scores are used in other ways that affect people's lives. For instance, it's been reported in *The Wall Street Journal* that one in six companies use credit scores before extending a job offer.*

Wells Fargo Advisors has some great money management resources available to families — ask your Financial Advisor for information for tips and suggestions to help your children build sound financial skills. 📁

*Source: March 11, 2009, *The Wall Street Journal*, "One in Six Employers Looking at Your Credit Report, Study Finds."

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Find out what our analysts are saying.

Read our free outlook report to find out what our analysts are forecasting for the last half of the year. Call today to order your free copy of our 2010 Midyear Outlook report, "The Bumpy Road Continues."



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2010-2011 TCACC EXECUTIVE COMMITTEE & BOARD OF DIRECTORS

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PRESIDENT'S MESSAGE –

Dear Chamber Members,

Thank you! On behalf of the staff of the TriCounty Chamber, we thank the Chamber Membership and community members that have pledged their support of our 83 year old organization.

We truly understand the problems, obstacles, and ongoing concerns that our Chamber Member businesses have been facing, as it has been shared with you, we have been facing them ourselves. The willingness of all of us to “roll up our sleeves” and rejuvenate is our next step. We are not looking back but are pushing forward, and we will be increasing our outreach efforts. We want to hear from you – what you value from your membership with the TriCounty Chamber and how we might be able to assist you in your efforts to push forward.

The staff will be contacting members in an effort to learn more about your business and we ask you to learn more about the Chamber. If we have not seen you in awhile – and we know who you are – attend a Chamber 101 or set-up a meeting to meet with a staff person one on one to refresh your memory on what the Chamber has to offer. Schedule time and budget time and resources to network – the tri-county business community continues to change; attend an event and meet new faces!

The TriCounty Area Chamber of Commerce is a membership-based, business advocacy organization. As a member we need your help to ALWAYS BUY CHAMBER – which will help us all advocate for and support a strong and thriving Tri-County business community. As you shop for the holidays, plan for personal, household, and business projects and purchases in the new year use the Chamber's Business Directory as your resource and your fellow Chamber Members for your purchases.

Eileen Dautrich, TCACC President



ALWAYS BUY CHAMBER!

The “Shapiro Study” states:

Consumers think more favorably of a company if the company is a member of its local chamber.

Consumers are more likely to buy goods and services from a company that they believe is a member of the local chamber.

TCACC MISSION: As the primary business advocate, the TriCounty Area Chamber of Commerce provides relevant membership services and proactive leadership to enhance economic opportunity and quality of life within our region.

CONNECT WITH YOUR TRICOUNTY AREA CHAMBER:

152 High St., Suite 360, Pottstown, PA 19464 TEL: 610.326.2900 FAX: 610.970.9705 EMAIL: info@tricountyareachamber.com

Eileen Dautrich, President,
eileen@tricountyareachamber.com

Jeff Dentler, Vice President of Finance,
jeff@tricountyareachamber.com

Kitty Papp, Special Events Director,
kitty@tricountyareachamber.com

It's as easy as 1-2-3 or ABC – Always Buy Chamber!

THE POWER OF THE NETWORK JOIN TODAY!

Belong to the NETWORK and
make an IMPACT on our community!

For more info on Membership, call 610.326.2900 or visit us on the web at tricountyareachamber.com to APPLY ONLINE!

WELCOME OUR NEW MEMBER!

Look who's joined us... The following business has invested in YOUR Chamber. When purchasing goods or services please keep this business as well as other TriCounty Area Chamber of Commerce Members in mind.

Sprogels Run Properties, LLC
PO Box 1275
Pottstown, PA 19464 (215.763.6213)
Property Management
Own and manage three commercial properties on High Street.

CHAMBER MEMBER UPDATES

If your business moves to a new location or your contact information changes, update your information with the Chamber by calling 610.326.2900 or email jeff@tricountyareachamber.com.

FREE EVENTS: CHAMBER 101

Thursday, December 2, 3:30PM AND Tuesday, December 14, 8AM

Chamber's Conference Center, 152 E. High St., Suite 360, Pottstown PA, 19464

CHAMBER 101 is a no-obligation orientation for prospective members to learn what the Chamber has to offer. Also open to current Members seeking information about the Chamber. Reservation required.

Now, more than ever, businesses need an ADVOCATE.

The Chamber of Commerce provides opportunities for you to exchange ideas with other talented leaders in business, community, and government, to help make your business run smoother – and to make your community a better place to work, live and play.

Members, it's simple.

REFER a business & if they JOIN TCACC, you will receive a \$50 Referral Incentive.

As a Member, all you have to do is tell others why you VALUE your Chamber Membership. If the business JOINS, you will receive a \$50 credit towards your Chamber participation as our thank you for making your Chamber a PRIORITY. See, it's simple.

Call 610.326.2900
or visit us on the web at
tricountyareachamber.com.



CHAMBER MEMBERSHIP ANNIVERSARIES

(ACCORDING TO TCACC RECORDS)

HAPPY ANNIVERSARY to
the following Members:

32 Years:

Pottsgrove
School District
A. Weitzenkorn's
Sons, Inc.

25 Years:

JL Machine
& Tool, Inc.
Wendy's Flowers

20 Years:
GVF (Greater Valley
Forge TMA)

10 Years:

Tri-County
Chiropractic

5 Years:

About All Floors
Corporate
Psychological
Resource Center
Office Installation
Service, Inc.

Thank you to the following Members
who renewed their commitment to
make your Chamber a **PRIORITY!**

American Crane &
Equipment Corp.
Appraisal
Services Group
Bally Block Company

Bella Vista
Golf Course, Ltd.
Brandywine Institute
of Orthopaedics
CB Richard Ellis, Inc.

CONCERTive
Coventry Christian
Schools, Inc.

Creative Health
Services, Inc.
Michael L. Cross
& Co., Ltd.

East Coast
Seed Connection
Franklin Commons

David Garner, Esq.
Gary's Carpet &
Flooring Depot

Ice House
Steaks & Pizza

Keller Williams
Realty Group
Kinetic Web Solutions

Gary P. Lewis,
Attorney at Law
Manatawny Creek
Winery, Inc.

Meridian Bank
North Coventry
Township

Oletowne Jewelers
Perkiomen Watershed
Conservancy

Permabond, LLC
Professional Pharmacy
& Convalescent
Products, Ltd.

Sanatoga Animal
Hospital

United Way of
Southeastern PA

Visiting Nurse
Association of
Pottstown & Vicinity

Your Claim to Fame
YWCA Tri-County Area

Celebrating 1 Year of Membership:

ACLAMO Family Centers
Boy Scouts of America –
Cradle of Liberty Council
Driven Autoplex

Pat's Beverages
Serenity Junction
Wellness Center, LLC
Waddell & Reed

Are you Celebrating 25, 50, 75 Years?

If your Chamber Member company is celebrating a significant anniversary then the Chamber needs to know! The Chamber strives to recognize their Members for their success. Contact

Kitty Papp at 610.326.2900 or kitty@tricountyareachamber.com

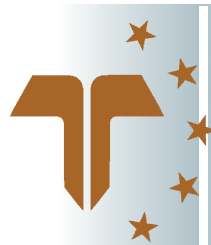


TRICOUNTY AREA
CHAMBER OF COMMERCE

It's as easy as 1-2-3 or ABC – Always Buy Chamber!

BE SEEN. BE HEARD. BELONG.

CALENDAR OF EVENTS



TRICOUNTY AREA CHAMBER OF COMMERCE

NETWORKING

Thurs., Dec. 9
11:30 AM – 1:30 PM

WOW LUNCHEON

*Brookside Country Club, Prospect & Adams Streets,
Pottstown, PA 19464*

The December Luncheon will feature women's success stories and attendees will hear three prominent leaders and how they succeeded in the business world. Our speakers include: Risa Ferman, Montgomery County District Attorney; Deb Takes, Chairman and CEO of First Priority Bank; and Heather Chandler, President of Sealstrip Corporation. Members may bring a non-member guest to attend this luncheon.

SPONSORED BY: Arnold's Family Fun Center.

Sponsorship Available.

This is a Members Only event! Members may bring a non-member guest to attend this luncheon. \$28 per Member prepaid or at the door; \$36 per Member Invoiced.

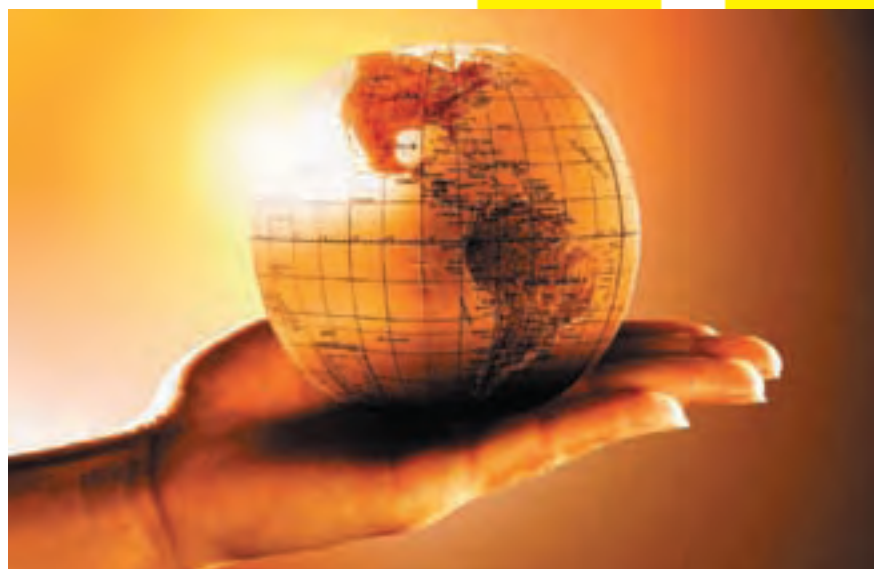
Tues., Dec. 14
5 – 6:30 PM

ANNUAL HOLIDAY MIXER

*Chamber Conference Center, 152 High Street, Suite 360,
Pottstown, PA 19464*

Chamber Members start your holiday celebrations at the Annual Holiday Mixer. Join us at this event and enjoy refreshments provided by Chamber member restaurants and caterers.

No Charge. Members Only Event. Reservations Appreciated.



NETWORKS

Getting to know various **NETWORKS** of people might be just what your business needs.

The Chamber's business is to be an advocate for your company – and for the community – creating a climate of growth and success that benefits all. The Chamber connects business to government and civic leaders to make communities a better place to live, work and play.

Access to people. One more way to connect to customers and the community.



Be a part of the
TriCounty Area Chamber of Commerce
Leading Businesses. Leading Communities.™

Call 610.326.2900 or log onto tricountyareachamber.com.

EVENTS

Thurs., Dec. 2
3:30 PM

CHAMBER 101

Chamber's Conference Center, 152 E. High St., Suite 360,
Pottstown PA, 19464*

A no-obligation orientation for prospective members to learn what the Chamber has to offer. Also open to current Members seeking information about the Chamber.

No Charge. Reservation required.

Tues., Dec. 14
8 AM

CHAMBER 101

Chamber's Conference Center, 152 E. High St., Suite 360,
Pottstown PA, 19464*

A no-obligation orientation for prospective members to learn what the Chamber has to offer. Also open to current Members seeking information about the Chamber.

No Charge. Reservation required.

SAVE THE DATES

Thurs., Jan. 6
11:30 AM – 1:30 PM

WOW LUNCHEON

*Western Montgomery County Career and Technology Center,
77 Gratersford Road, Limerick, PA 19468*

"Beyond the Simple Will" will be the topic as Kathleen Martin, Esquire, CELA, discusses wills, financial, and healthcare powers of attorney with living wills, how they work and why they are important not only for yourself but when caring for a loved one. She will also touch on elder law issues and how it impacts the above.

Sponsorship Available.

\$28 per Member prepaid or at the door; \$36 per Member invoiced. Members only.

Tues., Jan. 11
12-1:30 PM

NETWORK AT NOON

*Western Montgomery County Career and Technology Center,
77 Gratersford Road, Limerick, PA 19468*

Share your business story with others. Take the floor for one minute and highlight your business to attendees at the next Network at noon event. Don't you have a product and/or service that can benefit the membership? Attend this event and have attendees' attention and interest for one minute.

\$20 per Member. Members only.

Thurs., Jan. 13
7- 7:30 AM
7:30 AM

ECONOMIC FORECAST MEMBERSHIP BREAKFAST

Copperfield Inn at Lakeside, 594 West Ridge Pike, Limerick, PA 19468

Networking
Program

\$25 per Member pre-paid; \$30 per Member invoiced; \$50 per non-member

Thurs. Jan. 13
4 - 6 PM

5 CHAMBER MIXER

Copperfield Inn at Lakeside, 594 West Ridge Pike, Limerick, PA 19468

Join Members of the TriCounty Area, Perkiomen Valley, Phoenixville, Spring-Ford, and Upper Perkiomen Chambers of Commerce for a super charged evening of Networking. Expand your network!

SPONSORED BY: Verizon

Members Only (of at least one of the 5 participating Chambers). No Charge.

Weds., Jan. 19

BOYERTOWN AREA PROGRESS DINNER

*La Massaria at Bella Vista Golf Course, 2901 Fagleysville Rd.,
Gilbertsville, PA 19525*

Social Hour
Dinner

Event highlights include the presentation of the James K. Boyer Award presented to the Rotary Club of Boyertown as well as a video produced by Boyertown Area High School students. The video highlights progress in the Boyertown community and will feature: Bause's Super Drug Store; Douglass Town Center; Fred Beans Collision Center; and Grace Independent Baptist Church.

Sponsorship Opportunities Available – contact the Chamber Office at 610.326.2900.

Inclement Weather Date: Wednesday, January 26, 2011.

***PARKING:** There is **NO** visitor parking available at the Security Trust Building, 152 High St. Parking is available on High St. for up to 3 hours at no charge or in the Freight Station Municipal lot, across the railroad tracks for \$10 per hour (enter off of Hanover St.). You must have a permit to park in the 152 lot or you will be ticketed.

Register today; connect tomorrow. Visit tricountyareachamber.com or call 610.326.5158.

BECAUSE YOU *Belong...* MEMBER BENEFITS

MEMBER BENEFIT OPPORTUNITIES TO HELP YOU PROMOTE YOUR BUSINESS:

ALWAYS BUY CHAMBER!

FEATURED MEMBER BENEFIT OF THE MONTH

Visit the Business Directory at tricountyareachamber.com! **SHARE** the Business Directory at tricountyareachamber.com with your co-workers and contacts – **encourage everyone to ALWAYS BUY CHAMBER!** Whether you are planning holiday shopping or celebrations, improvements to your home or office, seeking advice on how to accomplish your New Year's resolutions – Check out a chamber Member that can provide you those goods and services.



ALWAYS BUY CHAMBER!

The "Shapiro Study" states:

Consumers think more favorably of a company if the company is a member of its local chamber.

Consumers are more likely to buy goods and services from a company that they believe is a member of the local chamber.



WEBSITE SPONSORSHIPS ACT NOW – CHAMBER WEBSITE IS LIVE!

Opportunities for Website Sponsorships are available on a first come, first serve basis! The Chamber is offering sponsorships including: ¼ Banner Logo, and Featured Internal. Each of these two options has a discounted price for a one year commitment to the sponsorship. Your business should **Be Seen** on the go-to website of the tri-county region!

A ¼ Banner Logo Sponsorship has a discount rate of \$300 per year or \$100 per quarter. This option is shared with 3 other ¼ banner logos, rotates approximately every 3 seconds, and is placed at the bottom of **every** page.

A Featured Internal Sponsorship has a discount rate of \$375 per year or \$125 per quarter. This sponsorship is exclusive, full banner at mid-level of the internal page of your choice.

For more information about becoming a WEBSITE SPONSOR on tricountyareachamber.com, please email Jeff Dentler at jeff@tricountyareachamber.com or call 610.326.2900.

YOUR MEMBERSHIP MEANS— YOU WILL... BE SEEN.

Make sure it is known that you are a Chamber Member.

- The Chamber **ONLY** refers Chamber Members.
- **Display** your TriCounty Area Chamber of Commerce Membership **plaque proudly and predominantly in your business. Add the Chamber logo to your website, letterhead, marketing materials, etc.**
- The go-to website, tricountyareachamber.com - As a Member, you are listed in the online directory – the most visited page on the website! **You are listed under each category that you have shared with us that you want to be listed under (maximum – 5).**
- The Tri-County Area Community Guide & Business Directory is published biannually. **Only Members receive a listing in this directory.**
- Members renewing their Chamber Membership are **listed in a monthly issue of the Route 422 Business Advisor** listing and thanking all renewing members.
- The brochure rack in the lobby is available for you to display. **Drop off copies of your marketing material and we will add you to the rack.**

Networking Tip: Don't Reject, Reconnect

How many people, when cleaning up their email addresses, delete names of those they haven't made contact with during the past couple of years?

Remember, your personal and business networks often hum along at a very low frequency. It's better to reconnect than disconnect.

Based on the book *WORK THE POND! Use the Power of Positive Networking to Leap Forward in Work and Life* by Darcy Rezac with Judy Thomson and Gayle Hallgren-Rezac (Prentice Hall) www.workthepond.com. Positive Networking® is a registered trademark of Darcy Rezac.



JOIN OUR GROUPS ON FACEBOOK AND LINKEDIN

The Chamber has a group on LinkedIn – Join Us! Facebook user? – check out the Chamber's fanpage! Also join the Chamber's WOW, Foundation and/or Leadership Tri-County Sub-Groups on LinkedIn.



Each month Member businesses are sent the Chamber's official newsmagazine, *Route 422 Business Advisor*, reaching nearly 1,000 Chamber Member representatives. As a sponsor, your marketing flyer will be inserted into the Chamber Members' mailings. This Members Only marketing opportunity will get the word out about your business. All you have to do is supply the Chamber with your insert and the Chamber will do the rest of the work for YOU! For more information, please email Eileen Dautrich at eileen@tricountyareachamber.com or call 610.326.2900.

It's as easy as 1-2-3 or ABC – Always Buy Chamber!

SUCCESSFUL AND SOLD OUT TRICOUNTY CHAMBER ECONOMIC DEVELOPMENT LUNCHEON HELD ON OCTOBER 20

The TriCounty Area Chamber of Commerce's Annual **Economic Development Luncheon** is one of the Chamber's largest networking events of the program year and proved itself to be just that with a sold out attendance of over 215 people at this year's event held on Wednesday, October 20. The Chamber was happy to support the recently reopened and renamed Copperfield Inn at Lakeside in Limerick, the location of this year's event.

This year's award winners included Pope John Paul II High School, Pottstown Area Health and Wellness Foundation, Limerick and Lower Pottsgrove Townships, State Senator John Rafferty, and Cabot Supermetals.

Pope John Paul II High School received the Economic Development Award, which recognized a project that provides quality land use improvement, generates economic benefits for the community and has the potential to create new jobs. Pope John Paul II High School received this award for the building of their facility located in Upper Providence Township, Royersford. The project was a result of the merger of the St. Pius X facility in Pottstown and the Kennedy-Kenrick Catholic High School in Norristown.

The Economic Impact Award is presented for a project or to an organization that provided a significant contribution to the economic vitality of the communities in the tri-county area. The Pottstown Area Health and Wellness Foundation was the recipient of this year's award and was nominated by multiple municipalities for their generous investment in municipal parks and recreational systems. The Foundation's investment of over 2 million dollars has improved the quality of life in the municipalities providing them with an additional platform to market their communities.

Limerick Township and Lower Pottsgrove Township were the recipients



Rev. Alan J. Okon, President (left) and Principal Judith Owens (right) accepted the Economic Development award for Pope John Paul II High School. (center) Terese Brittingham, Keller Williams Realty Group and Chamber Chairman of the Board.



David Kraybill, Executive Director of the Pottstown Area Health and Wellness Foundation, accepts the Economic Impact Award.



Matt Campbell, Plant Manager of the Boyertown facility of Cabot Supermetals (right), accepted the Environmental Award.



Accepting the Regional planning Award (left to right) – Rodney Hawthorne, Township Manager of Lower Pottsgrove Township; President of the Lower Pottsgrove Township Commissioners, Bruce Foltz; Vice President of the Lower Pottsgrove Township Commissioners, Jim Phillips; Joseph St. Pedro, Limerick Township Commissioner; James D. Kaiser, Lower Pottsgrove Commissioner and Daniel Kerr, Township Manager of Limerick Township.

of the Regional Planning Award for their collaboration to create congruent zoning ordinances along High Street/Ridge Pike and throughout the Sanatoga interchange in response to the development of the Philadelphia Premium Outlets and the potential for other large development projects in the area. The Regional Planning Award is presented annually to two or more intergovernmental agencies that develop and implement a multi-organiza-

tional plan that fosters smart growth.

In 2009 an Environmental Impact Award was created to recognize a business or organization that is taking a "green" proactive approach for a more sustainable business environment. Cabot Supermetals received this year's award. The Chamber's Environmental Education Committee nominated Cabot to receive this award for their proactive approach, as a local manufacturing facility, in being a good corporate and

environmental neighbor. They have taken a leadership role in their efforts to reduce waste, upgrade wastewater, invest in training and work within the community to expand understanding of their processes.

Senator John Rafferty received the Legislator of the Year Award for his tireless effort in supporting the transportation needs of our region whether its leadership in discussion of Route 422 or advocating (See "Economic Development Luncheon" on page 43)

It's as easy as 1-2-3 or ABC – Always Buy Chamber!

WOW - WOMEN OF THE WORKFORCE

OCTOBER LUNCHEON PROVIDED ATTENDEES A CHAMBER UPDATE



On Thursday, October 14, WOW attendees started their day at our event. The October WOW was held as a breakfast at Longhorn Steakhouse. A special thank you to Longhorn for opening early and preparing breakfast for us. Tim Phelps, Chamber President, was the guest speaker. Tim provided an update on various community projects and the Chamber's involvement in them. In addition, Tim highlighted the priorities for the TriCounty Chamber as it continues through the 2010-2011 program year. The October WOW Event was sponsored by Tri County Area Federal Credit Union.



Join us at the December WOW Luncheon – Featuring the success stories of three professional women on Thursday, December 9. See calendar on page 39 for more details.

THE TRICOUNTY AREA CHAMBER OF COMMERCE (TCACC) ANNOUNCED ENDORSEMENTS OF LOCAL CANDIDATES

The TriCounty Area Chamber of Commerce (TCACC) announced the endorsement of Congressman Charlie Dent (PA 15th), Congressman Jim Gerlach (PA 6th), Candidate Pat Meehan (PA 7th), State Senator Robert Mensch (24th), State Representative Tom Quigley (146th) and Marcy Toepel (147th). We believe these candidates will support the issues that are important to the business community.

For over 15 years, TCACC has taken the opportunity to review key state and congressional races that are within the TCACC trade area to endorse pro business candidates. Reviewing the potential races the Government Affairs committee selected

three congressional, one Pennsylvania Senate and two Pennsylvania House races to focus on. Through research of past voting records on key business issues, questionnaires and interviews of candidates the TCACC Government Affairs committee created the slate of nominees to be submitted to the Board of Directors. Through majority vote the Board took the final step to endorse the candidates.

TCACC supports pro business candidates because we believe that the free enterprise system helps create opportunity and jobs.

Congratulations to the victorious tri-county area legislators as a result of the November 2 election!

CALLING ALL STUDENTS!

Looking for Course Credit and Hands-On Business Experience?

The Chamber is currently accepting resumes from students who are looking to gain business experience. An internship at the Chamber is a great way to increase personal and professional knowledge and understanding about the business environment by completing daily hands-on tasks. Internships are unpaid, but we will work with the student's school with evaluations if they are receiving course credit.

A previous intern at the Chamber says, "You can be taught essential skills in the classroom, but an internship is what really allows you to showcase your talents and use them to help your community."

If you know of a student who is interested in working an internship at the Chamber, please have them contact Eileen Dautrich and email their resume to eileen@tricountyareachamber.com.

ARE YOU CURRENTLY HIRING?

Let us know or stop by the Chamber Office to look through the RESUMES collected throughout the last few months. This month's resumes include:

ARBITRATOR - 1; NON-PROFIT - 1; ADMIN/EXEC. ASSISTANT - 1; TECHNICAL SUPPORT SPECIALIST/SALES - 1; INVESTIGATIVE CONSULTANT - 1

CHAMBER MEMBERS MAKE AN IMPACT ON OUR ENVIRONMENT DURING CHAMBER MONTH

As a part of the celebration of "Local Chamber of Commerce Month", more than 41 Chamber Member businesses took part in an annual Business Equipment Recycling Day presented by the TriCounty Area Chamber of Commerce's Environmental Education Committee. Because of the large amount of items brought by members to be recycled, the event was extended another day. According to Rick Lewis of Lewis Environmental, Inc., 32 cubic yards of e-waste were collected. With the support of 41 chamber member businesses, equipment and electronics were recycled as part of a member benefit program provided to TriCounty Area Chamber Members.

Of the nearly 32 cubic yards collected, some of the items recycled included approximately 190 monitors, more than 70 printers, laptops, keyboards, CPU's, and computer towers. Over 1,000 items were brought to the event. This year, the event received one of the largest responses since the TriCounty Area Chamber of Commerce first started offering this member benefit program to their members.

Volunteers for the two day event included: Bradley Okoniewski, Cabot Supermetals;

Patty Barthel, Waste Management of PA; Darryl Borrelli, Manko, Gold, Katcher & Fox, LLP; Crystal Gilchrist, Perkiomen Watershed Conservancy; Leanne Birkmire, Exelon Nuclear; Brian Loughnane, Synergy Environmental, Inc.; and Richard Lewis and Steve Ohrwaschel, Lewis Environmental.

Event sponsors included: Manko, Gold, Katcher & Fox, LLP; Beacon Container Corporation; Industrial Investments; and Lewis Environmental, Inc. Jay Bown of Pottstown Industrial Complex, once again provided the site location for the event. Beacon Container Corporation provided the boxes for the items, and Lewis Environmental provided the truck that transported the items collected to UNICOR Electronics Recycling Solutions in Lewisburg for disposal.

By recycling your electronic equipment at the Chamber's annual Business Equipment Recycling Day, your business assisted the Chamber Membership in saving more than 32 cartons of e-waste from turning up in a landfill. With more than 40 Chamber Member businesses demonstrating corporate responsibility, we, the business community, nearly doubled our collection from last year.

COFFEE SPONSORSHIP

Thank you to Express Data Systems, Inc. for their November Coffee Sponsorship!



RIBBON CUTTINGS



Fred Beans Collision Center, Route 100, Boyertown

Fred Beans, pictured holding the scissors, proudly cuts the ribbon on the brand new Fred Beans Collision Center, located on Route 100 in Boyertown, surrounded by employees of the Collision Center and the Fred Beans of Boyertown, Inc. automobile dealership located next door.

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OCTOBER MEMBERSHIP MIXER

Thank you to Pope John Paul II High School for sponsoring and hosting the Membership Mixer on October 26, 2010.

Remember to join us on December 14 for the Chamber's Annual Holiday Mixer (see page 39 for more details).



Potholes and Congestion are Nonpartisan

There has been a shift in the political mood and direction of both the Commonwealth of Pennsylvania and the United States as a whole. The mid-term elections of 2010 have shaken up the political landscape, mostly centered on the spending of our state and federal government. Whether you agree or disagree on the issue of spending, the next budget cycle will be filled with debate as legislators decide which programs to fund and which programs to cut. Infrastructure, the backbone of our economy and the essential network that facilitates the American way of life will certainly enter into the debate.

Infrastructure is an extremely costly, yet high value investment. Regions with a good network of roadways, transit lines, railroads, sewers and water delivery systems are able to attract industry, provide a higher quality of life and retain workers. A large part of what drove the growth of our economy, and defined the American way of life was our vast and extensive interstate highway system. When it was first conceived in 1956, it generated the feeling of freedom; freedom to go anywhere, do anything, see everything. Fifty years later, our infrastructure is becoming a significant obstacle to progress as age, deferred maintenance and over use have finally caught up.

Pennsylvania is a national leader when it comes to highways. With over 253,000 lane miles of road, (lane miles represents actual amount of paved surface. One mile of a two lane road is equal to two lane miles) Pennsylvania has more lane miles than Delaware, Maryland, New Jersey, and West Virginia combined. We also have more lane miles than New York. Needless to say, owning that many lane miles is a huge responsibility, and a huge expense. The American Society of Civil Engineers has estimated that 50% of our



Shayne Trimbell,
Project Coordinator,
GVF Transportation



bridges are structurally deficient or functionally obsolete, 44% of our major roads are in poor quality, and 34% of our urban highways are congested. All that leads to a \$3 Billion backlog in projects to bring our system to good standing. Sometimes being a leader is curse.

The needs of Pennsylvania's infrastructure transcend election politics. A structurally deficient bridge has no party affiliation; it simply needs to be fixed. The challenge is deciding how we will pay to fix our bridges. There are many good ideas that address the financial obligation we have to our infrastructure; however there is no single solution. Properly addressing our infrastructure funding needs will require our politicians to make difficult decisions but it will also require the voters and taxpayers to support their decisions. Some concepts being considered include raising the gas tax (which is the primary way our roads are paid for), tolling high volume highways to generate new revenue, privatizing roadways to shift the burden from the state to a private owner, and investing in transit and railroads to remove cars and trucks from the roads. Each of these options can work, however none of them can work independently, they must be part of a comprehensive transportation funding reform.

As Pennsylvania moves forward after this election with fresh faces in Harrisburg, it is crucial that the importance of infrastructure is not lost in political debate. Our elected officials must now provide the leadership they asked to be given, and show the residents of this state that Pennsylvania can also be a national leader in infrastructure funding reform. Backing away from this discussion now will only continue to hurt prosperity and increase the amount we all have to pay to fix this problem. ■

Shayne Trimbell works as a project manager with GVF.
To reach Shayne by email: strimbell@gvftma.com, or by phone: (610)635-3559.



Legislator of the Year Award Recipient, Senator John Rafferty (2nd from right) with (left to right) Rep. Tom Quigley; Terese Brittingham, Keller Williams Real Estate and Chamber Chairman of the Board; and Rep. Marcy Toepel.

ECONOMIC DEVELOPMENT LUNCHEON

(Continued from page 41)

for mass transit. Recognition for accomplishments through this award is based on helping to create and/or support a pro-business environment.

Recognition of the anniversaries of local businesses is also an important portion of the program. The Chamber thanks these businesses for the multiple years they have been contributing to the local community. Anniversary recognition for the 2010 Luncheon included congratulating Bause's Super Drug Store, located in Boyertown, on their 75th Anniversary, and the anniversary of Exelon, celebrating ten years since its creation.

Denis O'Brien, president and CEO of PECO and executive vice president, Exelon presented the keynote address at the October 20th event. Mr. O'Brien spoke on the "Transition to a Competitive Energy Market." He encouraged customers to take advantage of their options, like PECO's programs to help customers save energy and money and also potentially saving money by shopping for the best rate on the "commodity" portion of their electric bill – the electricity used by customers. He also shared that PECO's website – www.pecoanswers.com has helpful information about all these changes for customers.

O'Brien also spoke of the importance that PECO places on their involvement in the local community. As stated in O'Brien's message on PECO's website, "at PECO, we're doing more than just providing energy, we're working to make a difference in our community. We understand that being a business leader involves more than being a reliable provider of energy services. It also means being an important part of the communities we serve and working to sustain our environment." During Mr. O'Brien's presentation at the luncheon he reinforced that PECO wants to be a partner for local businesses, wanting them to grow and prosper so all businesses can have a positive impact in our communities.

per so all businesses can have a positive impact in our communities.

In closing, Mr. O'Brien left attendees with three key messages to take away from his presentation: Learn about shopping for electricity, take advantage of PECO Smart Ideas to save energy and money, and work together to help this region grow and prosper.

The Chamber would like to thank the businesses that sponsored this year's event: Co-Sponsor, First Niagara; Platinum Sponsors, Maillie, Falconiero & Co., LLP; Montgomery County Community College; O'Donnell, Weiss & Mattei, P.C.; and Windstream Communications. In addition, a special thank you to the elected officials in attendance. Congressman James Gerlach, State Senator John Rafferty, State Representative Curt Schroder, State Representative Thomas Quigley, State Representative David Kessler, State Representative Marcy Toepel, and Chester County Commissioner Carol Aichele were present and presented citations to the event's award recipients. ■

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CHILDHOOD OBESITY: THE RISK FACTORS, WARNING SIGNS AND LONG-TERM EFFECTS

NOTE: This is the second article in a four-part series on Childhood Obesity presented by the Pottstown Area Health & Wellness Foundation. Corresponding Webisodes are available for viewing on www.missionhealthyliving.org.

By Dr. Laurie Betts, Program Officer, Pottstown Area Health & Wellness Foundation

Too often, parents make excuses why their child is overweight, or worse, not even realize that their weight is becoming a problem. "It's baby fat, she'll out grow it." "He's just a good eater." "She is just big-boned." "His dad is big too, it's in the family." Unfortunately, ignoring the warning signs that your child is gaining weight or is already obese can have significant effects on their current and future physical health and surprisingly, their psychological health, too.

A recent White House Task Force on Childhood Obesity Report to the President, *Solving the Problem of Childhood Obesity Within a Generation*, released some startling information — childhood obesity has become an epidemic in America and it is now considered a national health crisis. The report goes on to say that the epidemic of childhood obesity is costing more than \$3 billion a year in direct medical expenses and that is likely to rise if not stopped. According to the Institute of Medicine of the National Academies, approximately nine million American children over six years old are considered obese. In addition, one study found that obese six to eight year-olds were approximately ten times more likely to become obese adults than children with lower body mass indexes (BMI).

It is not considered normal for a child to be overweight. It is important that parents take the responsibility to feed their children healthy foods and monitor their intake in the early years, so that good eating habits stay with them for life. However, all too often, it is easier to let children self-monitor what they are eating due to their or your schedule. The reality is that parents need to be just as concerned about what their children eat as they are about teaching them not to get into cars with strangers.

Risk Factors for Childhood Obesity

There are a number of factors that can contribute to a child being overweight; in fact, the tendency can actually start before birth. If the mother uses tobacco, gains excessive weight or has diabetes, her child has an increased risk of being obese during the preschool years. If the child has a higher birth weight, has rapid weight gain in the first year of life or develops body fat in the preschool years, he or she has an increased risk of being obese by age seven.

Other risk factors include:

Diet – regularly eating high-calorie foods such as baked goods, fast food, fried food, vending machine snacks, sugary drinks, candy and desserts can easily cause a child to gain weight. All these foods lack significant nutritional value and are high in sugar, fat and calories.

Lack of exercise – children tend to spend more time in front of the TV, the computer and video games and less time outside playing sports, walking and riding bikes. Children who do not exercise much are likely to gain weight because they are not burning enough calories.

Family history – if the child comes from a family of overweight people or if one or both parents are obese, he or she is more likely to put on excess weight, especially if the parents do not eat well and high-calorie food is always available and exercise is not encouraged.

Psychological factors – children can overeat due to stressful school or home life situations. They also can turn to food to cope with any strong emotions or problems, or to fight boredom.

Family factors – parents buy the groceries, and if they are buying high-calorie or convenience foods, this is probably contributing to a child's weight problem. Parents should limit the child's exposure to these types of foods.

Socioeconomic factors – children from low-income backgrounds are unfortunately at higher risk. It takes both time and resources to make healthy eating and exercise a family priority.

Warning Signs

In addition to the risk factors for childhood obesity, there are definite warning signs a parent can watch for that could indicate your child is already overweight or on the path to becoming obese.

1. Weight gain – this is definitely a sign that your child is probably not eating correctly, especially if your child is a teenager. Teens are usually in a growth phase, and they should be absorbing energy from their food, not putting on unnecessary pounds and getting obese.

2. Inactivity – if your child starts to become overweight, he or she will most likely become less active and lethargic. Children need to be active in order to develop properly. The amount of physical education they get in school is not enough. Exercising as a family can help assure your child is getting enough physical activity.

3. Depression – this is a very serious condition, and if you are concerned your child may be depressed, always seek professional help. Depressed children often overeat, seeking solace in food. This can lead to obesity and eating disorders.

4. Improper Eating – if children are not eating the healthy meals you've prepared, there is a good chance they have been snacking on junk food during the day or after school.

5. Meal Skipping – this could lead to bingeing or digestive problems. It is important to discourage children from skipping a meal because it will not help them lose weight, but it could actually lead to weight gain.

6. Food Obsession – when your child starts to turn to food instead of friends and family for support or comfort, this can be an unhealthy association and lead to obesity, as well as other problems.

7. Continual Snacking – this is a bad habit that will follow children into adulthood. Have healthy snacks on hand for after-school treats. It will help alleviate hunger pangs, but offer nutritional value.

Short- and Long-Term Health Effects

Ultimately, being overweight as a child puts the child at increased risk for having problems, both in the short term and the long term, with the child's physical, social and emotional well-being.

Physical complications include:

- Type 2 diabetes
- High blood pressure and high cholesterol
- Asthma and other breathing problems
- Sleep apnea, a condition in which your child may snore, have abnormal breathing, or stop breathing while asleep
- Early puberty or menstruation due to hormone imbalances of being overweight at an early age

- Gallstones

- Liver problems

Social and emotional complications include:

- Suffering from low self-esteem and bullying
- Behavior and learning problems
- Depression

What Are We doing?

The Report to the President is hopeful that we are prepared to fight this epidemic through knowledge of the causes and risk factors for obesity. In addition, the report outlines what we can do as a country, as individual communities and as families to stop the epidemic.

In February 2010, Michelle Obama launched her *Let's Move* initiative to the nation. It is designed to get healthier foods in schools, give parents support to make healthier choices for their children, and get families to be active together. For more information on this program, go to www.letsmove.gov.

The Pottstown Area Health & Wellness Foundation continues to make strides in changing the health habits of area residents. The Foundation funds programs and services through grants to area organizations and schools that focus on teaching children and their families to live healthier lives. 🍎

ABOUT THE SERIES – Childhood Obesity This four-part article series was developed by the Pottstown Area Health & Wellness Foundation. Corresponding Webisodes featuring local experts can be found on www.missionhealthyliving.org. The first article discusses how childhood obesity has become a national epidemic. The third article will discuss what schools are doing across the nation, the state of Pennsylvania and in Greater Pottstown to combat childhood obesity. The final article will focus on what parents and children can do to start to change their habits, lose weight and live healthier lives.



ABOUT THE FOUNDATION – The Pottstown Area Health & Wellness Foundation's mission is to enhance the health and wellness of area residents, providing education, funding and programs that motivate people to adopt healthy lifestyles. Visit www.pottstownfoundation.org for more information about the Foundation. Discover Pottstown area's new online community at www.missionhealthyliving.org to learn and share great information on how to lead a healthier life!

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Not Conducting Background Checks? "Let the Buyer Beware"

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EFFECTIVE MANAGEMENT

By Jim Devine, President & CEO,
MidAtlantic Employers' Association, www.meainfo.org

While many think of the workplace as a haven from the questionable behavior found elsewhere in society, statistics indicate otherwise.

Losses due to employee theft in the U.S. are staggering, totaling over \$240 billion a year when accounting for losses due to intellectual property theft. This makes theft by employees two to three times more costly than the combined total of all of the nation's Type I index crimes (i.e., crimes that make up metropolitan area "crime rate" statistics).

Workplace fraud and employee crime has never been more prevalent than it is today. Whether this dynamic has been driven by a down economy or by better means of detecting and catching wrongdoers is hard to say. However, the statistics are pretty alarming. According to the Association of Certified Fraud Examiners (ACFE) frauds perpetrated against small businesses continue to cost more on average than those against larger firms. The ACFE's 2010 Global Fraud study entitled, "Report to the Nations on Occupational Fraud and Abuse," found

the median loss caused by occupational fraud in 2008 was \$160,000, with nearly 25 percent of all fraud cases involving losses of at least \$1 million. In many cases, the criminal activities lasted an average of 18 months before even being detected. Our readers don't have to look very far to find an employer that has recently fallen victim to an employee fraud scheme. In October there were headlines and news reports of embezzlement of over \$5 million by an employee

(See "Effective Management" on page 46)



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EFFECTIVE MANAGEMENT

(Continued from page 45)

of LaSalle University. A long-service employee was charged with the crime.

Other examples of employee crimes:

- Bookkeeper accused of misappropriating money for a total of \$6 million. Employee made out more than 100 checks to herself, spending thousands of dollars on dog clothing, doll collections, and jewelry. The company's losses forced it to lay off 20 employees.

- Patient coordinator charged with embezzling \$99,245 from her former surgeon-employer's office. She told police she also stole \$3,153 from her next employer, a dental clinic.

There are hundreds and thousands of cases just like these every year, and the ACFE study found that businesses with fewer than 100 employees suffered the greatest percentage of employee theft. One reason small businesses are particularly good targets is that they tend to have far fewer anti-theft controls than larger organizations, which makes them particularly vulnerable. The financial impact of criminal activity to businesses, when cou-

pled with the indirect costs of higher levels of stress, increased absenteeism, higher turnover, raised insurance premiums, increased litigation and lower morale, makes workplace crime a problem for businesses of all sizes. This can be overwhelming for some companies, particularly smaller businesses. According to the U.S. Chamber of Commerce, employee crime is a factor in approximately 30 percent of all business failures.

The rise in workplace-related criminal activity is undoubtedly tied to the absolute explosion of consumer identity theft and fraud complaints. According to the Federal Trade Commission's February 2010 report, consumer complaints have increased over 500 percent since 2000. There were over 1.3 million identity theft and fraud complaints in 2009 as compared to approximately 230,000 in the year 2000.

Identity theft, a major source of these complaints, is tracked separately by the FTC and cost U.S. consumers more than \$1.3 billion last year. New Jersey, Delaware

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and Pennsylvania rank twelfth, thirteenth and fourteenth in the nation, respectively, in the number of identity theft complaints filed in 2009. Of all identity theft complaints filed in these states, between eight and 11 percent are employment-related. Break that down by the rankings, and then by the percentage of employment-related claims, and although the actual math may be a bit complicated, it's not difficult to conclude that identity theft alone costs employers a bundle of money.

Whether its identity or other theft at issue, know that there may be common criminals and people who are out to take your employees' information and your company's property lurking among your pool of candidates. Could one of your next applicants be such a criminal? Is it possible you have hired someone recently who has a history of criminal or fraudulent behavior? How would you know if you looked only to a candidate's resume and their interview responses as the source of your information?

According to *Forbes* magazine, lying on a resume is one of the most frequent lies people tell. Even the most honest of people have fallen into the trap of stretching the truth to get the job. As a result of ever-increasing false resume information, human resource professionals spend more time than ever before deciphering truths and lies on resumes and applications. For employers, it is a huge risk to hire an unqualified person, and a potential danger to their workforce to hire someone with a criminal past.

(See "Effective Management" on page 48)

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EFFECTIVE MANAGEMENT

(Continued from page 47)

The potentially devastating risks associated with employee crime are recognized by many of our members, who I think would agree that the days when an employer could count on an interview and a handshake as the norm are long gone. The smartest thing hiring professionals can do in qualifying candidates is to perform thorough due diligence. Criminal background and reference checking by employers is becoming more and more commonplace today. Through more cost-effective and reliable technology, candidate background information is becoming a more well-known and sought-after commodity to hiring managers. In the past seven years, MEA has conducted thousands of background investigations for hundreds of our members. Our preferred provider VerifyProtect.com has an even longer track record of successfully partnering with businesses to screen candidates. Through their cost-effective, comprehensive screening process, utilizing the latest technology combined with a high-touch, personal approach, our members have the opportunity to deploy a best-practices

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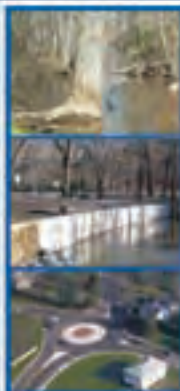
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Organizing for Revitalization



DOWNTOWN MARKETING & DEVELOPMENT

By Barry Cassidy

Perhaps the first step in the revitalization process is the organizing process. You know how it goes — a few people get together and say they need to do something about their town. Usually they refer to how things were in the past when people walked four abreast down the street. But also, it could be a couple of people seeing potential and seizing the moment to plan some improvements for the future.

However the group is formed, and whether it is old timers or new blood, there is an initial situational analysis that needs to be completed. What is the situation? What is the current status? What is going on in the district? Those are the questions that should be asked and answered in the initial stages of revitalization. I always like to “look at” the district for a long time. You can walk around, hang around, or just plain watch what is happening in the district to get a good feel for the foot traffic flow and the constraints to a good visit to the business district.

Developing a list of constraints and issues should be the first order of business. Prioritize the constraints and issues and assign value of importance to those items. Then the constraints and issues could be segregated into four categories: **promotion, design, economic restruc-**

turing and organization ... the four points of the main street process. Once this is accomplished it will give you the basis for a list of goals and objectives.

“The town looks needs a face lift” would be a design goal whereas converting the electric system on the street from overhead to underground would be a design objective. If you have a number of people listing constraints and issues there are always people who will look in the “broad sense,” and people who tend to come up with more specific items. It almost always works that way, and with a little imagination, most of the items can be grouped together within the four-point approach.

When you address the organization point, one of the first questions to come up will be how to structure the

(See “Downtown Marketing & Development” on page 57)

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DOWNTOWN MARKETING & DEVELOPMENT

(Continued from page 54)

revitalization. Should the revitalization have an organization? Should the organization be a nonprofit? Should the organization be a special services district? Do we want to hire a staff? Can we work this out through board participation? How many should be on the board, if there is a board? Should the organization seek the magical and mystical 501 C-3 status? All questions that will need to be answered ...

For example, an organizational goal may be to form a non-profit organization. Organizational objectives listed under the goal could include applying for 501 C-3 status, organizing a Board of Directors, establishing financial controls and so on. These objectives should have time lines and milestones. It is good to plan for what could be accomplished during a five-year period.

Once you have gone through every point in the four-point process and assigned goals and objectives, it is time to develop a work plan. Many people

start with an eighteen-month work plan that will constantly be revised to add new items and subtract out accomplished items. The work plan will need to be detailed to the point where all the tasks are laid out and assigned to different committee members and a paid staff person if there is one. The more detailed your plan, the better your plan.

I always like to create a work plan that is in an outline form and start with capital "A" and work my way down to small case a and later roman numerals. A very precise, very in-depth work plan is then ready to be approved by the organizing group or the board. This work can encompass a lot of different things including visioning, strategic planning or another related plan.

When we were starting the Pennsylvania Downtown Center, Jim Mann put together a 20-page detailed work plan that convinced the then Department of Community Affairs to

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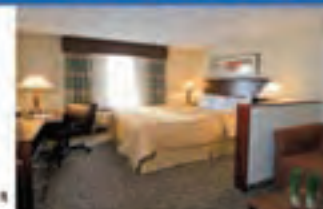


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DOWNTOWN MARKETING & DEVELOPMENT

(Continued from page 57)

fund the organization. In the process, that work plan was handed over to our first director, Beth Spokas and she implemented it to perfection.

The plan stressed outreach to the communities because at the time the pay was not that great for managers and the turnover rate was high. Some were qualified to be a main street manager and some were not, and their range of skills varied. In most cases the plan pretty much nailed what Beth would be expected to provide. This enabled her to be prepared on visits to the towns.

The thing one must remember is that the documents that you create, goals and objectives or a work plan, are dynamic in nature and not a static document. The one mistake that most people make when they are starting a revitalization effort is to get a report from a consultant and leave it on the shelf. That is not the purpose of the report. If you hired someone to give you something, do not read it just once. Read it often. If you are preparing the goals and objectives, as an organization or group, it is helpful to have a work plan, because that is your plan of action.

Plan of Action ... sounds nice, does it not? How you are going to proceed is out there for everyone to see or comment on. How you are going to get from "A" to "B"... "A" being your starting point and "B" being where you want to end up ... on any issue. It is necessary to stick to the plan. I do not like to veer too far from the work plan but I am always open to amending the work plan.

It is not good to take a scatter shot approach when you are revitalizing because it is a process. A group should build on each success and pretty soon those building blocks start to mean something. Take for example the desire to get a grant to fix the streetscape. In order to get a grant, you need an account to deposit the grant, in order to create the account you need an entity, in order to have an entity you need to determine if you are a for profit, non-profit, or some kind of government entity. It is process, process, process and if you organize correctly you will be able to utilize the process that you have created in order to, in turn, create revitalization. 🗑



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