

Foxwood

1 PENNSYLVANIA GAMING CONTROL BOARD
 2
 3 PUBLIC INPUT HEARINGS
 4
 5 DREXEL UNIVERSITY
 6 PHILADELPHIA, PENNSYLVANIA
 7
 8 MAY 12, 2006, 8:31 A.M.
 9
 10 BEFORE:
 11 RAYMOND ANGELI
 12 MARY DIGIACOMO COLINS
 13 JEFFREY W. COY
 14 WILLIAM T. SIMMONS, PRESIDING OFFICER
 15 DALE MILLER
 16
 17
 18 HILLARY M. HAZLETT, REPORTER
 19 NOTARY PUBLIC
 20
 21
 22
 23
 24
 25

1 I N D E X (cont'd) 3

2	WITNESS	PAGE
3	Duane Belgrave	137
4	Francis Carey	141
5	Ronald Battoni	145
6	Kevin McGroarty	147
7	Lisa Witomski	150
8	William Nix	151
9	Burt Cavanagh	153
10	Jeffrey Loll	155
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		

1 I N D E X 2

2	WITNESS	PAGE
3	Charles Atwood	10
4	Jan Jones	15
5	Fred Keeton	19
6	Vince Donlevie	24
7	Stephen Schrier	32
8	Tony Ricci	38
9	Ron Davis	42
10	Ted Mondzelewski	45
11	Andy Heinrich	48
12	Kimbal Goluska	50
13	Dominic Pileggi	56
14	Robert Tomlinson	60
15	Thaddeus Kirkland	64
16	William McCauley	70
17	Joseph DiGirolamo	74
18	Wendell Butler, Jr.	81
19	David Sciocchetti	91
20	William Payne	99
21	Linda Cartisano	106
22	Patrick Killian	112
	Walter Yakabosky	120
	Benjamin Dunlap	124
25	Albert Danish	132

1 **PRESIDING OFFICER MILLER: Ladies and**
 2 **gentlemen, please take your seats.**
 3 **Good morning. I'm Dale Miller. I'm the**
 4 **Presiding Officer for this Pennsylvania Gaming**
 5 **Control Board public input hearing.**
 6 **Before we begin, I would like to make a few**
 7 **housekeeping remarks. Please turn off all cell**
 8 **phones, beepers, and blackberries and other**
 9 **electronic devices so as not to disturb the speakers**
 10 **or others in the audience.**
 11 **I want to remind everyone that if you**
 12 **choose, you may make written comments to be included**
 13 **as part of the evidentiary record of these public**
 14 **input hearings.**
 15 **These written comments are an alternative**
 16 **to live testimony and may be submitted at this**
 17 **hearing or any of our other live hearings or may be**
 18 **downloaded from our website and mailed to the Board.**
 19 **We will be accepting written comments until**
 20 **June 2nd, 2006, when the evidentiary record of these**
 21 **public input hearings will be closed.**
 22 **As you may have observed, there are a**
 23 **number of media representatives present for the**
 24 **hearing. The media has been furnished with our**
 25 **protocols. I simply ask that those protocols be**

1 observed.

2 No signs on sticks, poles, or anything else
3 which might affect the safety of others will be
4 permitted inside the hearing room.

5 As this time, I would like everybody to
6 rise for the Pledge of Allegiance.

7 (Pledge of Allegiance.)

8 PRESIDING OFFICER MILLER: The May 12th
9 public input hearing of the Pennsylvania Gaming
10 Control Board at Philadelphia, Pennsylvania will come
11 to order.

12 This hearing is convened by the
13 Pennsylvania Gaming Control Board pursuant to the
14 authority of Act 71 of 2004 and the Pennsylvania
15 Gaming Board Regulation 441.2.

16 The Board is present as a panel this
17 morning composed of the following members, Mary
18 Colins and Ray Angeli.

19 Our stenographer is Hillary Hazlett. Our
20 clerk to the board is Mickey Kane. We want to thank
21 Drexel University for making this facility available
22 for the hearing. Their cooperation and hard work has
23 really been essential in bringing of this public
24 input hearing today to Philadelphia today and we do
25 appreciate it.

1 complicate the task of assuring each speaker for the
2 use of the time for which he or she is prepared and
3 make our stenographer's task much more difficult.

4 Much will be said here today. Each of us
5 should expect that we are all interested in being
6 able to hear it.

7 Speakers will not be interrupted and will
8 be able to speak longer than their allotted time.

9 If I determine that an outburst is
10 disruptive to this hearing, I will call a recess and
11 only resume the hearing upon restoration of order.

12 Persons who refuse to acknowledge and obey
13 the authority of the Presiding Officer may be asked
14 to leave the room and the area.

15 The order of presentations today will be as
16 follows. Category I slot machine facility operator
17 license applicant, Chester Downs and Marina, LLC,
18 that's Harrah's Chester Downs will be first, followed
19 by Greenwood Gaming and Entertainment Incorporated,
20 Philadelphia Park.

21 Following the applicant's presentations,
22 legislators and local government entities will
23 provide input, then community groups and individual
24 members of the public will follow.

25 The operator license applicant is permitted

1 This is one of a statewide series of
2 Pennsylvania Gaming Control Board hearings designed
3 to allow applicants for operator gaming licenses to
4 simultaneously present their plans before the Gaming
5 Control Board and the public.

6 These hearings will allow individual
7 members of the public, community groups, elected
8 officials, and local government representatives to
9 express their thoughts and share their concerns with
10 the Board.

11 The hearing will continue throughout the
12 day and will end no later than 6:00 p.m. or until the
13 conclusion of the last scheduled speaker registered
14 for today.

15 The rules and code of conduct for this
16 public input hearing are available on our website and
17 will be strictly enforced and adhered to by all
18 participants.

19 The Board expects and it's my
20 responsibility to insist that courtesy prevail among
21 the audience, presenters, and speakers.

22 Therefore, audience outbursts are not
23 permitted. I respectfully ask your assistance in
24 complying with this courtesy for each speaker.

25 Vocal expressions from the audience

1 to speak for up to 40 minutes. Legislative officials
2 will each have not more than five minutes to speak.
3 Local government representatives may speak for up to
4 30 minutes.

5 Spokepersons for community groups may speak
6 for up to 10 minutes, and general members of the
7 public will speak up to 3 minutes.

8 Each speaker will begin his or her remarks
9 by stating his or her name, the municipality and
10 state in which he or she resides, and the name of the
11 entity on whose behalf he or she will speak.

12 All speakers will be sworn in at one time
13 at the conclusion of my remarks. To assist all of us
14 in adhering to the time limits for each speaker and
15 to assist us in having as many speakers heard in the
16 time we have available today, an electronic stoplight
17 timer is located in front of me on the stage.

18 The green light indicates that the
19 speaker's time has started. When the light turns
20 yellow, 30 seconds remain of the allotted time and
21 the speaker should wrap up the presentations.

22 For the applicants, when the yellow light
23 goes on, they will have three minutes remaining.
24 When the light turns red, a beeping sound will begin
25 and the speaker is expected to stop speaking and

1 leave the microphone.

2 If anyone has any questions about this
3 hearing or future hearings, please see a member of
our staff stationed outside the hearing room where
you came in.

6 We welcome and need your full attention and
7 cooperation throughout this hearing. Finally, should
8 it be necessary for you to converse with someone who
9 is also attending this hearing, please have your
10 conversations out in the hallway or in the outer
11 room.

12 I thank you for your attention and
13 cooperation. It's my pleasure today to ask those of
14 you who have registered to speak to please stand and
15 raise your right hand to be sworn in.

16 Would you do that, please? Do you all and
17 each of you swear or affirm that the testimony you're
18 about to give shall be the truth, the whole truth,
19 and nothing but the truth, so help you God?

20 THE WITNESSES: I do.

21 PRESIDING OFFICER MILLER: Thank you very
22 much. You may be seated.

23 PRESIDING OFFICER MILLER: At this time,
24 will the presenter for Harrah's Chester Downs come to
25 the podium and you may begin your presentation.

1 policies and goals.

2 Vince Donlevie, our Senior Vice President
3 and General Manager of Harrah's and a 13-year veteran
4 of our company, will walk you through our facility
5 design and our plan for operations.

6 I would also like to introduce our partners
7 who are here today, Kevin Flynn, Joe Lassinger, and
8 George Miller. They will not speak in the interest
9 of time.

10 Let me begin by introducing you to
11 Harrah's. Our company was founded more than 70 years
12 ago. Since then, we have built a property portfolio
13 of 4 million square feet of casino space, 40,000
14 hotel rooms, and nearly 40 properties in three
15 counties.

16 We employ about 85,000 ladies and gentlemen
17 throughout the world. Our customer base is what I
18 think is the most impressive thing that we have to
19 add.

20 Total Rewards is our nationwide loyalty
21 program. Today, we have about 40 million members of
22 our Total Rewards Program.

23 Through Total Rewards, we provide customers
24 with a personalized offer and the unique services
25 that encourage them to visit our properties over and

1 I would note on the podium for the
2 speakers, there is a replica of our stoplight and it
3 does show the time. Whenever you're ready.

4 MR. ATWOOD: Thank you. All of us at
5 Harrah's are greatly appreciative of the opportunity
6 to speak with you today about Harrah's Chester Downs.

7 I should say first, my name is Charles
8 Atwood. I live in Las Vegas, Nevada. Good to see
9 you again.

10 We are very excited about our project. We
11 believe that it provides significant funds for
12 property and wage tax relief for all the citizens of
13 the Commonwealth, and it also importantly provides
14 economic revitalization to Chester and the Eastern
15 Pennsylvania region.

16 Therefore, we believe that our project
17 thoroughly fulfills both the letter and the spirit of
18 the 2004 Gaming Act.

19 Let me introduce my colleagues who are with
20 me today. Jan Jones, our Senior Vice President of
21 Communications and Government Relations, who will
22 speak about the responsible gaming in the Harrah's
code of conduct.

23 Our Chief Diversity Officer, Fred Keeton,
24 22 years with Harrah's, will discuss our diversity

1 over again.

2 Our stellar reputation and strong financial
3 performance have enabled us to become our industry's
4 most geographically diverse company.

5 Why is that important here? Because our
6 customers who get to know us in markets throughout
7 the world will also come to enjoy our facility here.

8 Today, we provide exciting gaming
9 experiences under three world class distinctive
10 brands; Harrah's, Horseshoe, and Caesars. Each of
11 these brands offers a different type of experience,
12 though the commitment to quality and exceptional
13 service is what is common to each of them.

14 Supplementing these core brands and tying
15 all of our locations together, two national brands,
16 Total Rewards and World Series of Poker.

17 These two brands are widely known and each
18 provides customers a compelling reason to visit our
19 Harrah's casinos worldwide and will help in
20 attracting customers to Harrah's Chester.

21 The power of these well-known brands is one
22 of the reasons why we know we can provide substantial
23 business at the Harrah's Chester location.

24 We carry our industry's only investment
25 grade credit rating, a distinction attributable to

1 our consistent and outstanding financial results. We
2 take particular pride in having been named to the
3 elite Dow Jones World Sustainability Index for five
4 years running.

5 That index acknowledges the efforts of
6 companies around the globe noted for their
7 responsible approaches to creating long-term
8 shareholder value.

9 Today, our company is the No. 1 or No. 2
10 operator as measured by revenues in virtually every
11 market where we compete. We will bring the same
12 commitment to excellence and quality to Delaware
13 County and indeed to the Commonwealth of
14 Pennsylvania.

15 Our performance has its routes in a
16 strategy that we devised in the late 1990s, one that
17 is built on the practice of instilling loyalty to
18 gaming enthusiasts worldwide.

19 For proof of the effectiveness of these
20 strategies, one need look no further than our
21 impressive financial results.

22 Last year, we increased our cross market
23 play and that's the pay from customers who we get to
24 one in one market but play in many others. We
25 increased that by 18 percent to more than \$1.7

1 Good morning, Commissioners. I wanted to
2 take a few minutes this morning and talk about the
3 Harrah's code of commitment.

4 Harrah's Entertainment led the industry in
5 the late '90s when put in place our commitment to our
6 community, to our employees, and to our customers.

7 It's a pledge that we will uphold the very
8 highest standards in all of our relationships, in our
9 commitment to our employees and to our customers
10 about upholding and implementing responsible gaming
11 programs.

12 We do not cash welfare, unemployment
13 checks. We've had a policy in place since 1995.
14 We're the leaders in self exclusion and self
15 restriction programs, which allow our customers to
16 ask not to receive any marketing information or in
17 more extreme cases not to be admitted to our casinos.

18 We recognize that pathological gambling is
19 a very serious issue and have built our programs to
20 help those small percentage of customers who cannot
21 help themselves.

22 We were the first to put in place Project
23 21, which educates about underage gambling. We train
24 every one of our 85,000 employees in pathological
25 gambling, and a small level of employees are actually

1 billion.

2 It's the sixth consecutive year for that
3 growth. It represents more than 20 percent of our
4 gaming revenues.

5 We have also produced same store growth in
6 all but one of the last 34 quarters. So that's eight
7 and a half years of steady organic growth. That's a
8 track record of financial stability that no one in
9 our industry can match.

10 As successful as our strategy has been, we
11 think the future is even brighter. It really is
12 organic growth through the introduction of Total
13 Rewards across our company.

14 In addition, we intend to continue to
15 reinvest in our facilities including at Chester. We
16 will expand into new markets like Spain and the
17 Bahamas.

18 The growth is the key to our fulfilling the
19 promise of the Gaming Act. As we continue to grow,
20 we'll generate more tax revenue for the Commonwealth
21 and long-term economic stimulus for the community.

22 Now, I would like to introduce my
23 colleague, Jan Jones, who will speak about our code
24 of commitment. Thank you.

25 MS. JONES: Thank you, Chuck.

1 trained where they can take an action if a customer
2 requests or states that they may need assistance of a
3 further kind.

4 Some of the first industry recognitions, we
5 were the first to recognize an operational need,
6 address problem gambling. We're the first to be
7 recognized for leadership by the National Council on
8 Problem Gambling.

9 As I said, we were the first to offer a
10 nationwide self extrusion and self restriction, which
11 also includes that if a customer asks to be excluded
12 at any of our properties, it will be recognized
13 throughout the entire Harrah's family.

14 We are the first to be partnered with the
15 National Council to establish a national toll free
16 helpline. We are the first and even now the only
17 company that actually broadcasts responsible gambling
18 marketing messages.

19 We have collateral that as a matter of
20 policy is placed throughout all of our properties
21 that deal not only with underage gambling but gives
22 information on knowing when to stop, how to keep your
23 golden years golden, detailing and clearly
24 delineating all of the commitments in our code of
25 commitment, and keeping your children safe.

1 These are not placed in back areas but are
2 very clearly placed throughout the casino floor, all
3 of the entrances, and then back of house for our
4 employees as well.

5 Our commitment to our employees is to treat
6 them with respect and provide them opportunities to
7 build satisfying careers. We take this very, very
8 seriously.

9 We provide excellent pay and valuable
10 benefits, including health insurance and a full
11 retirement plan.

12 We are the only company that actually
13 rewards frontline employees based on their customer
14 service with cash bonuses.

15 Here it says over \$50 million has been paid
16 out since our program started. Actually, next year
17 we're going to be holding rallies to recognize the
18 \$100 million point bonuses we paid to our employees
19 recognizing their exceptional service to our
20 customers.

21 We encourage professional and personal
22 growth. We seek and respond to employee opinions.
23 In fact, all of our employees on a quarterly basis
24 have the opportunity to talk to divisional
25 presidents, Chuck Atwood, our CFO, as well as our

1 pay and benefits for all of our employees who had
2 been displaced.

3 Last year, we -- in five years, we donated
4 \$28.5 million in charitable contributions. We
5 support over 13,000 organizations; as I said, Meals
6 on Wheels, Alzheimers, United Way.

7 We have made a similar commitment to
8 continue that kind of investment in Chester. One of
9 our first initiative was the Chester Challenge, where
10 we contributed \$500,000 to the community to look for
11 ways we could partner together to ensure that in
12 vendor and employment that Chester would grow and
13 prosper as the project moved forward.

14 To continue our talking about commitment
15 particularly in the areas of diversity and
16 employment, I would like to introduce Fred Keeton,
17 who is our Chief Diversity Officer and Vice President
18 of External Affairs.

19 MR. KEETON: Thank you, Jan.

20 Good morning, Commissioners. When we think
21 about the issue of diversity at our company, it
22 really is in keeping with the code of commitment.

23 As Jan has described, it's our focused
24 method of really acknowledging, valuing, and
25 embracing every segment of our various local, state,

1 CEO, Gary Loveman.

2 Our intention is hold our employees and
3 have them to grow with the company, because we know
4 that's what keeps us a strong company.

5 To our communities, part of our code is to
6 invest 1 percent of all of our operating profits back
7 into the community. With those monies, we have
8 become the lead sponsor for Meals on Wheels.

9 We have purchased over 26 additional Meals
10 on Wheels trucks, which has increased food service
11 capacity by over two million meals over the last
12 three years.

13 We are the lead sponsor for marketing
14 outreach for Alzheimers. We have forged partnerships
15 with AARP in reaching in communities. Seniors has
16 been our focus of our charitable donations because we
17 feel that's where we can make a significant impact.

18 With our employees, they also gave our
19 100,000 hours of volunteer time and participated with
20 the company following Katrina to raise almost \$7
21 million that went back in aid to our colleagues who
22 either had lost their homes or lost their jobs.

23 I would say that Harrah's after Katrina was
24 the first company to stand and make sure for the
25 three months following the hurricane, we covered full

1 and national stakeholders in the Harrah's family.

2 We view it as part and parcel of how we
3 operate our business, as part and parcel of the goals
4 and aspirations that we have as we develop our
5 business going forward.

6 The code, along with our diversity vision,
7 really is an opportunity for us to make sure that
8 everybody is respected and included in our entire
9 family; and that includes our workforce, our
10 employees specifically, our workplace, making sure
11 that the environment is positive and a progressive
12 place for them to work and the marketplace such that
13 we engage all segments of our communities in the
14 significant business of our organization and in the
15 benefits that our organization brings to those
16 communities.

17 From a human resources perspective, we
18 simply want to make sure that there is full
19 engagement by all of our employees.

20 We want to understand that there are
21 similarities, that there are differences, and that we
22 manage those to the greatest extent possible to
23 continue to innovate in our company so that we
24 recruit, we retain; and quite frankly, we optimize
25 the talent that we have cross the board.

1 So our human resources goals are simply to
2 make sure that across the board, wherever we are, we
3 go out, we source talent, we bring that talent into
4 the organization, and we ensure that that talent is
5 maximized across the board.

6 From a supplier, vendor, and contractor
7 perspective, we want to share our economic
8 development.

9 Now, through the employment sector as well
10 as from an employment -- supplier perspective, those
11 are significant economic development impacts.

12 As we talk about employment, as we talk
13 about economic development, as we view the
14 competitive quality, service, and price that we get
15 from our business partners, all of those things are
16 critical to us from a supplier perspective.

17 Again, we go out. We create relationships
18 with various diverse organizations. We ensure that
19 we make our opportunities known to purchase goods and
20 services across the board.

21 We also work to ensure that we create
22 mentor or protege relationships and we help people to
23 understand how to maximize their relationship with
24 us.

25 Across the board, we measure our results to

1 What this does is this gives you an idea of
2 the structure that we have, and essentially that
3 structure helps us to cascade down through the
4 organization so that we supply the support and the
5 consistency to make sure that at every Harrah's
6 operation, we engage significantly and constructively
7 from a diversity perspective.

8 As we also think about this, our formal
9 internal diversity leadership and external expertise,
10 we have an internal diversity council that brings
11 leaders around various topics such as the HR and
12 other areas; and we have an external advisory
13 committee of leaders, such as Eddie Williams,
14 President and Emeritis of the Joint Center for
15 Political and Economic Studies, Mickey Ibarra, with
16 Mickey Ibarra and Associates so we begin to really
17 address and get outside input as to what we do and
18 how we do it.

19 Finally, we understand that diversity
20 impacts us from an innovative perspective. It helps
21 us to evolve our company. It help us to keep good
22 people, to optimize their talents. It helps us to
23 engage in new markets and really grow and develop
24 economically.

25 Now, our Senior Vice President and General

1 make sure that we are doing and walking in the way
2 that we represent ourselves.

3 From a community relations perspective, Jan
4 gave you great detail about how we engage. I want
5 you to know as well we want to ensure that every
6 segment of a community receives reinvestment
7 opportunities with us.

8 To that end, we actually dedicate 20
9 percent of all of our charity contributions to
10 diverse organizations. That is our pledge, again, in
11 concert with the Code to include all.

12 We also make sure that we partner with
13 minority organizations. Very often, people think
14 that that partnership from a charitable perspective
15 is solely philanthropic.

16 What we do is to strategically do that so
17 that we begin to push economic development because
18 there are organizations, women's organizations,
19 minority organizations, and others that really work
20 to increase economic impacts and inclusion across the
21 board.

22 As we think about this, we have to
23 formalize our structure within the organization so
24 that we actually follow through with what we ought to
25 follow through on.

1 Manager, Vince Donlevie, will come up and give you
2 specific project information.

3 MR. DONLEVIE: Thank you, Fred.

4 Good morning, members. I'm pleased with
5 the opportunity to be here this morning. What I hope
6 to do is to give a brief overview of Harrah's Chester
7 project, provide an update on the project status,
8 give an overview of our staff and recruitment plans,
9 share the strategic direction of the property, share
10 some photos of the construction site and some
11 artistic renderings of the project and to share a
12 simulated walkthrough of the finished project.

13 Without further ado, let me talk a little
14 bit about the scope of the project. As you can see,
15 this is a very large scale project, a total of 3200
16 parking places, over 2500 slot units, and 100,000
17 square foot casino.

18 We have five restaurants, two bars, a
19 coffee bar, a VIP lounge, and 11,000 square feet of
20 banquet space.

21 It's a three and a half floor facility, as
22 you can see on this slide how we break that down.
23 Primarily, the first floor is the arrival area. The
24 second floor is racing and the event center.

25 The third floor is the casino area in

1 conjunction with the majority of our restaurants.
 2 Then on the fourth floor, we've got access to the
 3 racing official area, as well as a VIP lounge.

We're extremely excited to be building this
 first class project and entertainment facility in
 Chester. To date, we have already employed over
 1,000 people on the construction project and about
 there is 600 people working on the site as we speak
 today.

Our project status update, the construction
 is in full swing on the Harrah's Chester facility.
 It's really beginning to take shape.

Most of the work on the racing paddock
 building and the garage has been completed, and we
 received temporary certificates of occupancy for
 both.

We've also built an \$11 and a half million
 bridge over to carry the racetrack over a wet dock.
 We received a TCO for that as well.

In the main facility, steel erection and
 concrete slabs are complete, 75 percent of the
 roofing is complete, 75 percent of the exterior
 framing and building skin have been installed, and
 we're installing exterior glass walls on the
 racetrack side of the facility, as we speak.

1 certainly have a focus on Chester first, as well as
 2 minority and female opportunities in our recruitment
 3 efforts.

I want to share a little bit of our
 strategic direction today as well. A foundation of
 the Harrah's operating philosophy is the service
 profit chain.

It's a belief that creating great work
 environments is critical to delivering great service
 and that great service is a key competitive
 differentiator and a key to our economic performance.

Another key strategic initiative is
 leveraging the Total Rewards brand. The Total
 Rewards is a key brand for our company and a most
 widely distributed relationship management program in
 the gaming business.

With this brand, we have access to HET
 Database of over 40 million customers and Total
 Rewards credits earned as Harrah's properties are
 transferrable throughout the organization.

One of the key strategic initiatives will
 be to leverage the Harrah's name as it is the best
 known brand among all brands in the country and, in
 particular, has tremendous recognition in the
 Philadelphia metropolitan area.

1 Live racing will commence in September and
 2 will run through December 18th, primarily on Sundays,
 3 Mondays, and Thursdays. The racetrack opening will
 4 include a parking garage, race and food concessions,
 5 a simulcast bar, the paddock area, betting windows,
 6 of course, the racetrack itself, and our simulcast
 7 area.

Pending regulatory approval, we are in
 position to have construction complete on the
 remainder of the facility and be prepared to operate
 in January of 2007.

Our employee team that we put together is
 very limited at this point as we have begun to scope
 out the preopening planning and begun to move forward
 on that.

We assembled a team of eight folks, and
 that team represents over 100 years worth of
 experience and service in executive level positions.

Of 12 current employees, 5 of those -- of
 the current employees, 5 of those are minority folks,
 minority and women folks. We've allocated, as Jan
 mentioned earlier, \$500,000 to the Delaware County
 Workforce Investment Board to help to prepare Chester
 residents for job readiness.

As we ramp up our staffing, we will

1 That name assures gaming guests of an
 2 outstanding, safe, clean environment, great service,
 3 fair and honest, and the benefits of the Total
 4 Rewards program.

Harrah's Chester also enjoys the benefit of
 an outstanding location. Our property will be at the
 crossroads of I-95, Route 322, 476, and 291.

This will give us outstanding reach
 throughout the region. In addition, we're only six
 miles south of Philadelphia airport and sit in a
 metropolitan area that has over six million in
 population of the eight-county region.

What I would like to do next is share an
 aerial view of the construction site. This view is
 from the February time frame. You can see in the
 photo here that to the right of the facility is the
 paddock building right there on the side, in the
 center is the garage facility.

Then to the left of that is the main
 facility with the track up against the water, very
 far along in development and even further along as we
 speak today.

The next few slides are artistic renderings
 of the facility. Since they're renderings, they're
 not extra replicas of the end project as some

1 elements may change during the design process.
2 They're designed to provide a flavor for
3 what the facility will actually look like and feel
like.

6 This first slide gives a sense of a
7 nighttime appearance of the building as you approach
8 the facility from the Route 291, Melrose Avenue
entrance.

9 This driveway approaches in front of the
10 casino and simulcast building and culminates in the
11 valet port cachere for the self parking garage.

12 This is a rendering of the grandstand and
13 clubhouse from the eastern track side of the
14 facility, and I think it's exciting and dynamic.

15 The next rendering is a view of our
16 Temptations restaurant, which is a 400 plus seat
17 buffet that presents a very colorful and uplifting
18 fun decor package.

19 This final shot is a picture of our casino
20 lobby area. What you can see on this picture is a
21 floor to ceiling glass that presents a stunning view
22 overlooking the racetrack, as well as the Delaware
23 River.

24 In addition to the right is the garage
25 elevators, and in the foreground is the escalators to

1 neighbors and have demonstrated that most recently
2 with our \$500,000 donation to the Workforce
3 Investment Board, as well as a donation to the
4 Philadelphia area Meals on Wheels program.

5 We bring to Pennsylvania all of the
6 benefits of a Fortune 500 Company and an S&P 100
7 Company and the recognition and benefit of the
8 Harrah's' name, the Total Rewards brand, and the
9 largest database in the gaming industry.

10 Finally, we bring a commitment to
11 community, support, diversity, great work
12 environments, service excellence, and the highest
13 levels of integrity as spelled out in the code of
14 commitment that Jan Jones referred to.

15 As I said earlier, Harrah's Chester will be
16 very good for the citizens of Chester, Delaware
17 County, and Pennsylvania. We're excited about the
18 prospects of this opportunity.

19 I would now like to run a two-minute video,
20 an animated walkthrough of the facility.

21 (Video played.)

22 MR. DONLEVIE: Thank you very much.

23 PRESIDING OFFICER MILLER: Thank you for
24 that presentation.

25 At this point, Greenwood Gaming

1 the second floor, and downstairs to the left is where
2 the casino will be.

3 In closing, let me say the Harrah's Chester
4 Casino and Racetrack will be very good for Chester,
5 very good for Delaware County, and very good for the
6 state of Pennsylvania.

7 Harrah's is excited to be part of the
8 Pennsylvania Gaming, and we're excited to bring this
9 quality of gaming and harness racing venue to Chester
10 and Delaware County.

11 Prior to receiving our gaming license,
12 Harrah's made a commitment to Pennsylvania, Chester,
13 and harness racing with this over \$400 million
14 facility.

15 This was done to assure we could open as
16 close to the issuance of slot licenses as possible
17 and begin to generate revenues and tax revenues for
18 the state.

19 You have seen that we have an outstanding
20 and exciting facility design that has already created
21 construction work for over 1,000 people and will
22 create 900 operational jobs.

23 We have compiled a seasoned and experienced
24 leadership team and have a long track record, and
25 continue to be committed to being good corporate

1 Entertainment Incorporated, Philadelphia Park, you
2 should be ready to go.

3 Actually whenever we're ready, I guess.
4 You may begin.

5 MR. SCHRIER: Thank you, Mr. Chairman,
6 Commissioner Colins, Commissioner Angeli, Mr. Miller,
7 distinguished elected officials and representatives
8 of our government, ladies and gentlemen.

9 My name is Stephen Schrier and I'm an
10 attorney with Obermayer, Rebmann, Maxwell & Hippel.
11 I'm honored and pleased to present the application of
12 Greenwood Gaming and Entertainment for a Category I
13 slot machine license.

14 The first part of our presentation involves
15 a short video about Greenwood Gaming and Philadelphia
16 Park.

17 (Video played.)

18 MR. SCHRIER: Ladies and gentlemen,
19 Greenwood Gaming and Entertainment is applying for a
20 Category I slot machine license at its thoroughbred
21 horse racetrack in the Township of Bensalem.

22 The applicant is a subsidiary of Greenwood
23 Racing. Greenwood Racing is also the parent company
24 of Philadelphia Park through it's two racing
25 associations, Bensalem Racing Association and

1 Keystone Turf Club.

2 I would like to provide you with a brief
3 background about the applicant, its parent company,
4 and the Philadelphia Park Racing Association.

5 As a principal racetrack in Pennsylvania,
6 Philadelphia Park accounts for over 50 percent of the
7 total parimutual handle in the Commonwealth.

8 Despite profound difficulties the
9 Pennsylvania racing industry has faced over the last
10 decade, Philadelphia Park has invested heavily in its
11 business.

12 It has created a first class live racing
13 facility. It has built what are arguably the best
14 offtrack facilities in the country and has developed
15 America's most advanced telephone account wagering
16 system.

17 Philadelphia Park has also introduced
18 numerous technical innovations, including those that
19 have allowed horse racing from the United States to
20 be exported as a live televised commingled program
21 throughout Europe and elsewhere.

22 In the process, the company has created
23 over 1,000 new and local jobs and has been a model,
24 corporate citizen.

25 The two founding shareholders of Greenwood

1 Racing are Mr. Bob Green and Bill Hogwood. They are
2 shareholders and directors of the organization and
3 are with me today in support of the application.

4 I would ask them to just stand for a
5 moment. Bob Green would certainly have been here
6 speaking on behalf of his company, but he recently
7 underwent throat surgery. So his vocal cords are
8 still recovering.

9 Bob and Bill Hogwood formed Greenwood in
10 1989 with the express purpose of purchasing
11 Philadelphia Park. That transaction was completed in
12 December of 1990. The company has been under the
13 same continuous ownership for the last 15 years.

14 The applicant is located at 3001 Street
15 Road in Bensalem, Pennsylvania. Bensalem is in Bucks
16 County.

17 Philadelphia Park is a beautiful property
18 containing 450 acres of gated racetrack operations.
19 That's roughly ten times the size of the Borgata
20 hotel complex in Atlantic City.

21 It's actually a larger location than all of
22 the stadium complexes in South Philadelphia on
23 Pattison and Broad Avenue.

24 Philadelphia Park boasts over 40 percent of
25 land that is undeveloped at this time. It has

1 operated for over 30 years as a premiere horse racing
2 venue, a place to wager and enjoy the beauty of horse
3 racing.

4 Anyone who has visited Philadelphia Park
5 knows that it has one of the most modern grandstands
6 on the east coast with first class indoor and outdoor
7 facilities.

8 The area surrounding Philadelphia Park has
9 many restaurants and a wide variety of hotels.
10 Philadelphia Park is at the center of major roadways,
11 which contain a variety of commercial uses.

12 This slide shows, again, how well
13 positioned Philadelphia Park site is with regard to
14 main roadways like I-95, Route 1, the Pennsylvania
15 Turnpike, and Street Road.

16 While there's great excitement about the
17 installation of slot machines here in Pennsylvania,
18 it must be remembered that the original intent of the
19 Gaming Act was the improvement and support of
20 Pennsylvania horse racing and breeding industry.

21 The law was placed to fulfill several
22 important requirements of the Commonwealth. First,
23 it was designed to help racetracks compete with other
24 racing venues in adjoining states and throughout the
25 United States generally.

1 Second, it was created as a means to
2 improve horse racing in Pennsylvania and support the
3 horse breeding industry.

4 Finally, it was designed to foster capital
5 improvements at racing facilities throughout this
6 Commonwealth.

7 Since Greenwood acquired Philadelphia Park
8 in 1990, the company has continuously conducted live
9 racing on a year round basis.

10 Like all of its businesses, the company's
11 racetrack operations and its live racing program have
12 continuously been under regulatory control of the
13 Pennsylvania Horse Racing Commission.

14 Philadelphia Park has an exemplary record
15 of fitness and suitability for the past 16 years.
16 The company has consistently met its legal
17 requirements as to the conduct of live racing and, in
18 fact, currently races over 200 days per year, one of
19 the highest number of live race days in North
20 America.

21 Philadelphia Park has a live racing
22 agreement with its horsemen that runs through 2011,
23 and as part of that contract has advanced over \$5.5
24 million in additional purses over and above the
25 purses that have been earned to assist its local

1 horsemen in improving their stock so they can hold
2 their own when larger purses emanating from gaming
3 revenue begin to attract nationally renowned racing
4 entities.

5 Mr. Sal DeBunda and Mr. Mark McDermott
6 spoke on our video today, and they attest to the
7 excellent relationship that exists between
8 Philadelphia Park and its horsemen.

9 I submit that Philadelphia Park in all
10 respects meets or exceeds the requirements necessary
11 to be awarded a Category I slot license.

12 What I would like to do now is introduce
13 the other members of the Greenwood gaming team who
14 will tell you a little bit more about our plans.

15 Our other speakers today are Tony Ricci,
16 the Chief Financial Officer of Greenwood Gaming; Ron
17 Davis, the Director of Community Development and
18 Diversity for Greenwood Gaming; Ted Mondzelewski, our
19 architect and a senior partner with the firm of
20 Architectural Concepts; Andy Heinrich, our traffic
21 engineer with the firm of Heinrich and Kline Traffic
22 Engineers; and Kimbal Goluska, a nationally
23 recognized urban planner and development consultant
24 with over 30 years of professional master planning
25 experience advising developers, mayors, cities, and

1 gaming companies worldwide.

2 Our next speaker is Tony Ricci, who will
3 discuss the financial impact of this project.

4 MR. RICCI: Thank you, Steve. Good
5 morning. My name is Tony Ricci. I'm the Chief
6 Financial Officer of Greenwood Racing. It's my
7 pleasure to serve in that capacity since October
8 1993.

9 I'm also a resident of Pennsylvania, and I
10 will provide a review of the finance impact of
11 Greenwood's operations and our company's proven track
12 record as a responsible corporate citizen.

13 Greenwood Racing is a company that is
14 financially strong. We own Philadelphia Park
15 Racetrack that sits on approximately 450 acres in
16 Bensalem, Pennsylvania, along with six non-primary
17 facilities known as turf clubs and an extensive
18 telephone wagering network.

19 The parimutual handle of these facilities
20 was \$498 million in fiscal 2005. In addition,
21 Philadelphia Park generated a further \$242 million of
22 annual handle by exporting its racing program to
23 other racetracks and wagering outlets.

24 The company also owns the Atlantic City
25 Racetrack that occupies 260 acres of land in Hamilton

1 Township, New Jersey.

2 Additionally, in partnership with Penn
3 National Gaming through a corporation named Pennwood,
4 it owns Freehold Raceway in New Jersey, one of the
5 premiere harness racing tracks in America.

6 The current strong financial position of
7 Greenwood Racing will undoubtedly support the
8 proposed development of the property and the ongoing
9 operation of the business.

10 Greenwood has earned a profit in each of
11 the past nine years, and this consistent performance
12 enabled the company to secure a \$445 million credit
13 facility and construction financing commitment
14 through Bear Stearns in December 2005.

15 We are the largest taxpayer in Bensalem
16 Township, paying local taxes of \$1.8 million per
17 year.

18 We also pay state, federal, and corporate
19 taxes which when added to our township taxes amount
20 to approximately \$19.3 million per year.

21 We are Bensalem's largest employer and
22 currently employ approximately 800 people. We will
23 add another 500 jobs when the temporary facility
24 opens. This total will increase significantly when
25 the permanent facility commences operation.

1 The majority of the people who work at the
2 track are local citizens, and we anticipate that many
3 of our new hires will be residents of the local
4 community and surrounding areas.

5 As a point of information, we have
6 collective bargaining agreements with 11 different
7 trade unions at the track with whom we have excellent
8 relations and we look forward to the future with our
9 union partners.

10 We have been a responsible corporate
11 citizen in the local business community. Since
12 November 4th, 1974, Philadelphia Park has been a
13 proud member of the local business community.

14 We have consistently relied on local
15 vendors and suppliers to support our ongoing
16 operations.

17 I have already detailed the taxes we pay,
18 the number of people we employ. We have also
19 sponsored many local charities and hosted several
20 community-based events.

21 Greenwood takes its charitable involvement
22 seriously and tries to balance major national and
23 international issues with the requirement of local
24 communities and organizations within its sphere of
25 operations.

1 On the wider scale, the companies made many
2 significant contributions in recent years to
3 organizations set up in response to disasters such as
4 9/11, the Tsunami disaster and Hurricane Katrina, as
5 well as to establish charities, like UNICEF and the
6 Red Cross.

7 On a local level, the company has been a
8 major sponsor of the Welcome Philadelphia Initiative
9 and has been a prime donor to the Franklin Square,
10 Once Upon a Nation Revitalization Program.

11 At the community level, Greenwood has
12 sponsored numerous activities ranging from little
13 league baseball teams to the Northeast Fun Run.

14 It is confidentially expected that these
15 activities will continue and grow as the company's
16 base of operations widens to exclude expanded gaming.

17 Responsible gaming is not a new issue for
18 us. We have been members of the Council on
19 Compulsive Gambling of Pennsylvania for many years
20 and our track Chaplain, Jack Cordell, who is a
21 trained gambling abuse counselor, sits on their
22 Executive Board.

23 We are fully aware that the issue of
24 compulsive gambling is recognized as a healthcare
25 issue. It is a disease, not a disgrace.

1 So the promotion of responsible gaming is
2 already part of the culture of this organization. It
3 is something that we take pride in.

4 We recognize that although the gambling
5 provides harmless fun for the vast majority of
6 participants, there will be a tiny number who will
7 lose the ability to control their gaming.

8 We have policies and procedures on the
9 support, treatment and assistance that is available
10 to problem gamblers.

11 We will work closely with the organizations
12 and keep abreast of new techniques. Incidentally, as
13 far as alcohol is concerned, all of our managers and
14 servers are both tips trained and ramp trained. In
15 fact, we are the first applicant for a Category I
16 license that has completed ramp training.

17 Thank you very much. I would now like to
18 introduce Ron Davis to go over our diversity program.

19 MR. DAVIS: Thank you very much, Tony.

20 Good morning, Mr. Chairman and members of
21 the Commission. My name is Ron Davis. I am the
22 Diversity and Community Development Director for
23 Greenwood Gaming and Entertainment.

24 I report directly to the President, and I
25 am responsible for planning, implementing, and

1 managing this company's diversity's plan.

2 It's probably simpler for me to describe
3 our effective, accountable, and transparent plan
4 under the three headings that you see on the screen
5 under workplace, business partners, and guests.

6 Under workplace, we are dedicated to
7 creating a workplace that acknowledges and
8 appreciates employee differences.

9 If you visit any of our current facilities,
10 such as the Track or Turf Clubs, you will see many
11 women from different ethnic backgrounds.

12 This commitment to diverse workforce will
13 extend to both the temporary and permanent facility.
14 Outreach is the key component of our plan.

15 We had a very successful booth at the
16 recent NAACP, Philadelphia Diversity Job Fair at the
17 Pennsylvania Convention Center, where we accepted
18 over 615 applications and resumes.

19 We will continue to reach out to minorities
20 and people of color in this fashion and give them the
21 opportunity to apply for available jobs.

22 Incidentally, we will be in compliance with
23 all Federal and State regulations to ensure disabled
24 people have the opportunity to apply.

25 Business partnerships. Through a number of

1 initiatives that we will introduce, we will make
2 contact with minority and women-owned vendors,
3 contractors, and subcontractors and give them the
4 opportunity to bid on different services and
5 contracts that we require.

6 In turn, we will encourage our business
7 partners to sponsor their own diversity programs.
8 These initiatives will include attending minority
9 trade shows and business meetings, becoming members
10 of various relevant organizations such as the
11 Minority Supplier Development Council, US and Local
12 Hispanic Chamber of Commerce and the African American
13 Chamber of Commerce, as well as OIC.

14 At this way, we will create a vendor
15 database of minority and women-owned businesses that
16 our executives can consider when making purchasing
17 and contracting decisions.

18 Our guests, through regular surveys and
19 market research, we will strive to bring the best
20 possible service to our guests by finding out exactly
21 what they want in the gaming facility and what we can
22 do to improve their visits.

23 By extensive employee awareness training,
24 we will ensure our staff to be fully sensitive to the
25 needs of all of our guests, whatever their

1 backgrounds.

2 With an eye to accountability, a Diversity
3 Council has been formed under my auspices that will
4 monitor our company's activities to ensure
5 consistency with these policies.

6 Now, I would like to introduce our
7 architect, Ted Mondzelewski, who will show us the
8 proposed gaming facility.

9 MR. MONDZELEWSKI: Thank you.

10 Members of the Board, good morning. I'm
11 Ted Mondzelewski, a senior partner with Architectural
12 Concepts. We are the architects for the project.

13 The project will basically consist of two
14 phases, the temporary gaming operation in the
15 grandstand and a permanent casino development.

16 The interiors of the first and second
17 floors were extensively renovated with the finest
18 materials to provide wide open patron areas,
19 restaurants, lounge areas, security, and
20 administration spaces.

21 The temporary facility will accommodate
22 approximately 1300 electronic gaming devices on the
23 first and second floors.

24 The new permanent casino will initially
25 consist of a freestanding, polished granite, and

1 floor, shown here in yellow.

2 Restaurants, dining, and entertainment
3 venue shown here in blue. Attached the parking
4 structure shown here in purple to the right, with
5 various other areas shown dedicated to VIP areas,
6 circulation, administration, Pennsylvania Lottery
7 sales, retail, loading, secure money rooms,
8 maintenance and valet parking, waiting areas, etc.

9 The shaded area to the upper left is for
10 expansion for both gaming, entertainment, retail, and
11 gaming venues.

12 The second floor mezzanine shown here shows
13 the various uses, mainly mechanical equipment shown
14 in grey.

15 Administration, executive offices, security
16 are shown in tan. The staff areas, lounge, changing
17 areas, etc. are shown in light red and circulation
18 areas are shown in green.

19 The building will have a large parapet to
20 hide all rooftop equipment from view. The building
21 will be totally protected with fire raided
22 construction, automatic sprinkler system, automatic
23 fire alarm, security and surveillance systems.

24 The entire building and parking structure
25 will also be serviced with 100 percent emergency

1 reflective glass over 300,000 square foot one-story
2 building with an attached six level approximately
3 2,000 car parking structure providing direct,
4 protected pedestrian access to the main casino
5 building.

6 The exterior agricultural character of this
7 new freestanding main building will be built with the
8 thought in mind of the first step in creating a
9 contemporary sense of place of an eventual overall
10 Philadelphia Park destination resort.

11 The quality of materials, the sense of
12 scale, the sense of excitement both night and day
13 wants to set the tone for a setting befitting the
14 size of the property, its history, and its
15 neighboring contexts to identify it geographically as
16 a multi-entertainment venue.

17 Lighting, landscaping, building materials,
18 the identification of the main entry, connections
19 both pedestrian and vehicular accesses will combine
20 to make this building and the development that will
21 evolve into a complete park of entertainment, gaming,
22 lodging, shopping, dining, and recreational
23 amenities.

24 The permanent casino building first floor
25 will have approximately 104,000 square foot of gaming

1 backup power generators to provide continuous
2 uninterrupted power supply.

3 Mechanical electrical systems are designed
4 for optimal energy efficiency. The overall
5 development will meet or exceed all state, local, and
6 Federal codes and will be totally handicap
7 accessible.

8 The permanent casino will have a gaming
9 floor with 3,000 gaming devices. Areas are provided
10 for future internal expansion of gaming and
11 entertainment venues.

12 Thank you very much. I would like to now
13 introduce Andy Heinrich, who is our traffic engineer.

14 MR. HEINRICH: Good morning, members of the
15 Board. My name is Andy Heinrich. I'm the traffic
16 engineer and I'm here to speak about traffic impact
17 and site access.

18 The Philadelphia Park site is a location of
19 an existing thoroughbred horse racing track with
20 access and parking facilities already sized to
21 accommodate large crowds of thoroughbred horse racing
22 fans.

23 The access and parking facilities are
24 easily adaptable and expandable to handle large
25 crowds of future casino slots patrons.

1 The Philadelphia Park is located adjacent
2 to the Pennsylvania Turnpike in Bensalem Township,
3 Bucks County.

4 The township consultants have prepared a
5 detailed traffic impact study of the proposed new
6 casino.

7 The traffic impact study lists
8 recommendations for improving site access and
9 off-site road -- for improving site access and
10 off-site roads and intersections.

11 Greenwood Gaming will expand site access.
12 Currently, patron parking is served via four access
13 locations, two signalized and two unsignalized.

14 It is proposed to construct a fifth access
15 location and install two new traffic control signals,
16 as well as constructing additional turning lanes so
17 that four signalized access driveways will serve
18 Philadelphia Park in the future.

19 Next, Greenwood Gaming will contribute
20 traffic impact fees to Bensalem Township. Bensalem
21 Township with PennDOT approval will use the collected
22 funds for widening street road as part of the
23 Township Transportation Capital Improvement Program.

24 Finally, the Pennsylvania Turnpike with
25 PennDOT's support will construct new EasyPass ramps

1 believe will greatly exceed the intent, spirit, and
2 expectation of the Pennsylvania Gaming Control Board.

3 The amenities listed up on the screen are
4 just a few of the likely components of the overall
5 mastered development plan for Philadelphia Park,
6 which the casino will help facilitate.

7 By positioning the horse racing venue and a
8 new casino as unique tourist destination mentalities,
9 the broader master plan for Philadelphia Park's 450
10 acres creates a multi-phased development framework,
11 with Phase 1 establishing an elegant and gracious
12 setting for the grandstand and casino facilities.

13 Phase II incorporates high quality visitor
14 lodging, unique retailing and dining, conference
15 meeting facilities, a performance events center, and
16 a luxury spa along with expanded casino capacity
17 capturing overnight and multi-day stays in the Bucks
18 County region.

19 Phase III accommodates community-based
20 elements including sports and leisure attractions,
21 especially Retail Village and Lifestyle Center and a
22 10,000 seat multi-purpose venue.

23 Finally, Phase IV looks at bringing a
24 beautiful champion golf course along with
25 corresponding residential product, unique housing

1 along the Pennsylvania Turnpike for more direct
2 access to street road in the vicinity of Philadelphia
3 Park.

4 I would now like to introduce Kimbal
5 Goluska.

6 MR. GOLUSKA: Thank you, Andy.

7 What I would like to do is take our last
8 remaining moments and address the broader development
9 vision of Philadelphia Park, which looks to the
10 potential relay of development that might occur over
11 time as part of our master plan.

12 As municipalities and states look to gaming
13 as a means to enhance revenues, the greater long-term
14 opportunity should focus really on the articulation
15 of a broader development plan, which utilizes gaming
16 not nearly as a source of revenue but as an economic
17 engine to capture a competitive position in the
18 world's largest industry travel, tourism,
19 entertainment, which today remains a larger industry
20 worldwide than agriculture or manufacturing and is
21 today the fastest growing industry sector of the
22 United States.

23 In short, the introduction of slots gaming
24 at Philadelphia Park presents a community building
25 opportunity of unparalleled potential, which we

1 amenities complementing the overall vision.

2 When the master development program is
3 fully built out, the casino will be but one component
4 of a well-planned mixed use tourist destination at
5 Philadelphia Park united within a gracious and
6 bucolic setting, which is in context with the
7 historic character and upscale image of Bucks County
8 in the Philadelphia region.

9 Reflecting Philadelphia Park's region as an
10 equestrian setting, the master plan visions an
11 environment which reinforces that quality brand and
12 one which visitors will be drawn to and which
13 residents will be proud to include in their regional
14 portfolio as a unique and exciting asset.

15 The illustrative plan pictured here on the
16 screen suggests a careful and creative integration of
17 all uses into a complete destination package, paying
18 particular attention to establishing a quality
19 arrival image and reinforcing that image throughout;
20 whether it be for the racetrack patron, the casino
21 visitor, the shopper, conventioner, the weekend
22 overnight guest, or a local resident.

23 Golfing, leisure activities, spa amenities,
24 shopping, dining, on-site equestrian residences
25 combined with the entertainment of track wagering and

1 casino gaming will make Bucks County a must-visit
2 destination.

3 In doing so would also further enhance the
4 competitive advantage of the many existing other
5 attractions and amenities in the region.

6 Greenwood Gaming and Entertainment is
7 excited to present a master development plan for
8 Philadelphia Park, which will bring to the local
9 community and the region far more jobs, tax revenues,
10 and positive economic impacts than would be possible
11 with only casino.

12 By strategical planning for this broader
13 vision, Philadelphia Park secures a bright future for
14 the horse racing industry, as well as creates a
15 signature landmark development attraction for
16 metropolitan Philadelphia, for all of Bucks County,
17 and for the entire region.

18 Steve?

19 MR. SCHRIER: Thank you, Kim.

20 Ladies and gentlemen, and honorable members
21 of this Board, Greenwood Gaming and Entertainment is
22 pleased and honored to be able to provide this brief
23 outline of its plans for a first class gaming
24 facility in this public forum.

25 I submit that our application not only

1 and Entertainment awaits its opportunity to partner
2 with you to become the finest racing and slot machine
3 facility in the world. Thank you.

4 PRESIDING OFFICER MILLER: Thank you very
5 much for your presentation. That concludes the
6 applicants' portion of this public hearing.

7 Before we begin the public comment on the
8 applicants today, we're going to take a short,
9 15-minute comfort break. This hearing will resume in
10 15 minutes. Thank you.

11 (Break.)

12 PRESIDING OFFICER MILLER: Ladies and
13 gentlemen, please take your seats. Please take your
14 seats.

15 This hearing is back under order. We'll
16 now begin the public comment portion of the hearing.
17 At this time, we'll begin with legislative speakers.

18 The first scheduled speaker is Senator
19 Dominic Pileggi. Please approach the -- you may
20 approach the microphone.

21 SENATOR PILEGGI: Good morning, members of
22 the Board. My name is Dominic Pileggi. I am a State
23 Senator representing the 9th Senatorial District.
24 I've been in the State Senate for about four years
25 now.

1 meets but exceeds the requirements of the Gaming Act.

2 As you have hopefully seen, our plans will
3 create an exciting attractive tourist destination in
4 Bucks County for the entire Philadelphia region.

5 Our plans utilize gaming as the driving
6 force or the engine fueling new jobs, additional tax
7 revenues, new business, and community development in
8 this region.

9 We are interested in the voices of the
10 community that will present their viewpoint here
11 today, and we will continue to work with the
12 surrounding neighbors to address any concerns that
13 they may have about this project.

14 Most important to us, this exciting and
15 substantial project will preserve and enhance the
16 future of horse racing and breeding here in
17 Pennsylvania.

18 It will return Pennsylvania to its former
19 status as a top notch horse racing and breeding venue
20 comparable to any facilities in the world.

21 Hopefully, we have shown you how we will
22 accomplish these goals. We pledge to continue to be
23 a responsible corporate citizen in this vibrant and
24 growing community.

25 In the upcoming months, Greenwood Gaming

1 Before that, I was the Mayor of the City of
2 Chester for four years. I'm a lifelong resident of
3 the City of Chester.

4 I appear today in strong support of the
5 application of Chester Downs and Marina LLC for a
6 Category I Gaming License under Act 71 of 2004.

7 I believe that this facility is in the
8 right place at the right time with the right operator
9 to maximize benefits to the citizens of the City of
10 Chester, Delaware County, my legislative district,
11 and the region.

12 I believe it's in the right place for
13 several reasons. You heard a little bit about the
14 location of the City of Chester, how it's at the
15 southeastern corner of the state between the city of
16 Wilmington and the City of Philadelphia, across the
17 Delaware River from South Jersey, at the location of
18 the Commodore Bridge.

19 The particular site that was chosen for
20 this facility in the city is the former Sun
21 Shipbuilding site, which for 100-plus years was a
22 heavy industrial use.

23 It was a brownfield site heavily
24 contaminated. In my district, there's a great
25 concern for preservation of open space, and I'm a

1 believer that the best way to preserve open space is
2 to reuse space, such as this facility that had been
3 used for years in industrial use, and rather than go
4 out to a farmland site and use virgin soil to reuse
5 sites such as this.

6 The infrastructure is in place at this
7 site. It does not need to be created. There's
8 adequate water, adequate waste for treatment,
9 electric, natural gas, the transportation system is
10 there. You heard reference to Interstate 95, the
11 newly constructed 291, the connector roads that are
12 proposed and being funded between I-95 and 291.

13 It's just a few miles down the road from
14 the Philadelphia Airport, just a mile or so from the
15 Commodore Bridge to south Jersey.

16 It's just less than a mile from a SEPTA
17 train station and bus station that was just recently
18 renovated.

19 This site has, I think, unique support,
20 almost unanimous from all of the elected officials in
21 city government, in county government, the state
22 delegation and, from my conversations with them, from
23 our Federal delegation.

24 The citizens of the city and the region are
25 supportive of this facility. There have been some

1 discussions that somehow the citizens of the city
2 would be more susceptible to some of the potential
3 negative impacts of the gaming facility than in other
4 locations.

5 It's my contention of a lifelong resident
6 of the city that there be no more negative impact in
7 the City of Chester than there would be in the City
8 of Philadelphia or Pittsburgh or Erie, Allentown or
9 Bethlehem and any of the other cities that are
10 attempting to host a gaming facility.

11 The question of local impact also on
12 residents and restaurants and retail businesses,
13 which has been a concern in Atlantic City, for
14 example, would not be a concern at this facility.

15 There are almost no restaurants of the type
16 that would be in this facility that would be
17 negatively impacted in the city.

18 There are no residents or residential
19 neighborhoods close by to this facility that would be
20 negatively impacted.

21 I think it's the right time for a number of
22 reasons. The City of Chester has been working for
23 over ten years now pursuant to an award-winning
24 comprehensive redevelopment plan to turn around this
25 fortune after its post-industrial decline.

1 I think it's fitting that the heart of the
2 strength of the city at its industrial peak was the
3 shipyard, which employed thousands of people, and now
4 that facility will be used for this new economy use.

5 Is this 15 seconds?

6 PRESIDING OFFICER MILLER: Yes.

7 SENATOR PILEGGI: Well, again, I believe
8 for these reasons and many more that this is a
9 perfect application of the type of success that we
10 would see from a gaming facility. I strongly support
11 this application. Thank you.

12 PRESIDING OFFICER MILLER: Thank you very
13 much, Senator Pileggi.

14 I would like to remind all speakers that
15 you may submit additional written comments to be made
16 part of the record. Those are to be submitted to our
17 clerk, Mickey Kane, seated to my left.

18 If you wish, your notes and any prepared
19 remarks may also be submitted to Mickey Kane and it
20 would greatly aid our stenographer in preparing the
21 transcript of this hearing.

22 Our next speaker is Senator Robert
23 Tomlinson. I would ask that the Senator approach the
24 podium.

25 SENATOR TOMLINSON: Thank you, Chairman

1 Decker, members of the Gaming Commission. I thank
2 you for the opportunity of speaking in favor of
3 granting a license to Philadelphia Park for both a
4 conditional and permanent license.

5 You're at the end of a very long and
6 tedious process. I thank you for that. I thank you
7 for your diligence. I thank you for your patience,
8 but your process hasn't been as long as mine.

9 I've been fighting for gaming in
10 Pennsylvania for well over ten years. If it hadn't
11 been for Philadelphia Park or Greenwood Gaming, I
12 don't think we would ever have been able to turn this
13 initiative from river boats to racetracks.

14 When I first was in the General Assembly in
15 the late '80s and early '90s, all the talk was
16 riverboats. Most of us in Bensalem realized that
17 there were four sites located in Bensalem that were
18 already under contract or ready to go for riverboat
19 gaming.

20 We knew there were several sites in
21 Philadelphia, several sites in Chester. I didn't
22 believe that that was the right economic development
23 for our area.

24 I didn't think that it would ripple into
25 the rest of the state with agriculture being the No.

1 1 industry in Pennsylvania, the horse industry and
2 the breeding industry, a huge part of the
3 Pennsylvania culture; and me having a racetrack right
in my district, I thought why would I ignore a great
corporate citizen who has paid over \$30 million in
property taxes and was my largest employer, why would
I ignore that for riverboat gaming.

8 If it hadn't been for Greenwood Racing, Bob
9 Green and his associates coming in and reviving a
10 dying track, they literally turned that track around.
11 They made it a successful business. They showed that
12 their entrepreneurial spirit paid off.

13 The original investors from Pennsylvania
14 had sold. The other investors were not doing well.
15 Bob Green and his investors came in and made this a
16 going enterprise.

17 If it had not been, I would hate to think
18 of the mega mall that would take up 450 acres in
19 downtown Bensalem, right at Route 1 and Street Road
20 and the Turnpike. Traffic would have been
21 unspeakable, unthinkable, or the huge housing
22 development that could have been there instead of the
23 open space that we'll preserve with this racetrack.

24 So for the best use of that property, for
25 the best economic development, for the most jobs and

1 Jones.

2 I think if we had gotten slot machines at
3 racetracks earlier, we would also have had the
4 Kentucky Derby winner this year based out of
5 Philadelphia Park and not out of Delaware.

6 Clearly, we will become the preeminent
7 racing facility on the east coast with purses like
8 \$400,000; and with our ability to change those and
9 move those around, the Pennsylvania Derby will
10 certainly become one of the premiere sporting events,
11 I think, on the entire east coast.

12 For that reason, I think it was very, very
13 important for us to switch from riverboats to
14 racetracks for the better economic good of the area.

15 We've been very, very concerned, however,
16 about the traffic in the area. The Governor has been
17 very good to us, Governor Rendell, in helping us with
18 the Turnpike Commission to get slip ramps off the
19 Turnpike to relieve the congestion on Route 1.

20 The Route 1 project is moving ahead with
21 PennDOT to help that. Of course, the racetrack
22 itself is going to improve its entrance and require
23 left-hand lanes and right-hand lanes into the track
24 before they open their facility.

25 We believe that we are answering a lot of

1 for the betterment of that community, we believe that
2 saving Philadelphia Park was a much better choice
3 than going to riverboats or even to slot machines --
4 not slot machines but video poker at bars, which was
5 all of the talk, all of the debate at that time.

6 So my mayor, my state representative now,
7 Gene DiGirolamo and many legislators thought, let's
8 save that racing industry as you've seen by the
9 pictures of Smarty Jones.

10 Let's feed into that agriculture so that
11 the rural areas that do not have a racetrack get some
12 ripple effect from this economic development.

13 Certainly, I felt that it was much better
14 controlled situation at a racetrack. There was
15 already licensed gaming institutions in the State of
16 Pennsylvania.

17 They had taken quite a hit economically
18 from Atlantic City, of course, Delaware Park. That
19 was the real impetus to putting slot machines in
20 Philadelphia Park is because the purses at
21 Philadelphia Park are probably around \$150,000 a day.
22 At Delaware Park, they're about \$250,000 a day.

23 With slot machines at the racetrack, they
24 could reach upwards to \$400,000 a day, which is a
25 major impact. We are very, very proud of Smarty

1 questions that have to do with traffic with this
2 facility, but nowhere close to what the traffic
3 problem would have been with a mall or with the
4 traffic problems where when it was a racetrack and
5 everyone was trying to get into the racetrack at post
6 time at 1:00.

7 I want to thank you, again, very much for
8 your diligence and the hard work and good work that
9 you do to make sure that this industry in
10 Pennsylvania will be run properly.

11 Thank you very much. Again, I endorse very
12 strongly the license for Philadelphia Park where all
13 of this began. Thank you.

14 PRESIDING OFFICER MILLER: Thank you very
15 much, Senator.

16 Our next scheduled speaker is
17 Representative Thaddeus Kirkland.

18 REPRESENTATIVE KIRKLAND: Good morning,
19 Chairman Decker and members of the Board.

20 First of all, please allow me to thank you
21 for this opportunity to speak to you concerning the
22 economic future of a place that I have had the
23 pleasure of calling home of my entire 51 years on
24 this earth, that place being the great City of
25 Chester and the birthplace of this great

1 Commonwealth.

2 For those of you who do not know, William
3 Penn's stop was not here in Philadelphia but instead
4 in the great City of Chester. I will not be
5 surprised if it were not in that very spot that we
6 now call and embrace as Harrah's Chester Downs.

7 William Penn was looking for a new
8 beginning and he found it here in Chester. Now, the
9 people of Chester are looking for a new beginning.
10 Their hopes, our hopes are that they find it by way
11 of Harrah's Chester Downs.

12 Members of the Gaming Board, it has been a
13 long time since an opportunity such as this, the
14 Harrah's Chester Downs Racino, has graced our fair
15 city.

16 We have had our share and then some of the
17 downs in life, the closing of past industries and
18 what have you, but now we had an opportunity for
19 great things to happen, the building and eventual
20 operation of Harrah's Chester Downs has the potential
21 to impact the lives of the people of Chester and the
22 surrounding areas in a very positive area.

23 The projected revenues that are said to be
24 generated can and should go a long way in helping the
25 old Chester become the new Chester.

1 here for years will remain without fear of a tax
2 increase but instead will realize the reality of a
3 long overdue property tax reduction. Thank you,
4 Governor Rendell.

5 Secondly, by developing a partnership with
6 Harrah's Chester Downs, the future of Chester's youth
7 can be made brighter.

8 Once again, if properly utilized, the
9 city's portion of the financial gains from the racino
10 can go a long way in helping to rebuild our repleted
11 school district.

12 Those programs such as vocational training
13 can, once again, become a reality in our city.
14 Training that will allow our young persons who choose
15 a trade instead of college to leave the corners and
16 enter into the world of work with a skill, a skill by
17 which they can tell others because of it, I have
18 helped to build my community.

19 This type of partnership helps to reduce
20 crime and increase the number of responsible persons
21 in our city.

22 Speaking of reducing crime, we will also be
23 able to hire more police officers, which in turn will
24 produce a safer Chester. As we all know, a safer
25 Chester is a prosperous Chester.

1 Make no bones about it. This will not be
2 the cure for all of our economic woes, but it can and
3 should be a good dose of health if administered and
4 managed properly.

5 Members of the Board, it is my hope that
6 Harrah's Chester Downs not just become a good
7 neighbor but a permanent partner as well.

8 Thus far, that good neighbor partnership
9 has existed. This is evident by the number of
10 Chester residents who are involved in the
11 construction phase of facility. 60 percent of the
12 workers are Chester residents. That is a good thing.

13 Now, as you move closer to the completion
14 of the project, it is my hope that the partnership
15 grows.

16 If administered properly, the financial
17 benefits reaped by the City of Chester from the
18 Harrah's Chester Downs Racino can positively impact
19 the lives of our citizens.

20 Our homeowners can experience real property
21 tax relief. Our seniors would no longer have to make
22 decisions, like should I pay my taxes or should I
23 eat. If I eat, do I risk losing my home.

24 If the partnership is properly developed,
25 homeownership will increase. Those who have been

1 Finally, if properly administered and
2 utilized, the financial gains realized for the City
3 of Chester via this partnership can and should
4 produce recreational outlets for both our young and
5 our old.

6 We cannot forget that our children
7 currently have very little to do in the way of
8 recreation. However, we can change all of that now.

9 If we give them something to do that is
10 positive, something that would allow them to work off
11 of that energy, that energy that they have and we
12 don't and a place that is clean and brand new to do
13 it in, I'm sure they would be grateful. That's not
14 just a place for our young, but not so young as well.

15 I would like to see my children and
16 grandchildren go to their own skating rink or
17 recreational facility in Chester and not have to
18 travel to other towns to have fun.

19 In closing, I know that this is a lot for
20 now; but as I said, the future of Chester is bright.
21 So I patiently wait. In the meantime, I believe that
22 Harrah's Chester Downs Racino can be a sure bet to
23 produce positive returns for quality people.

24 As a State Representative in the area, I
25 look forward to working with Harrah's officials

1 towards success because we believe that working
2 together in partnership is what is needed in our
3 community.

Once again, I would like to express the
fact that our good Governor, Governor Rendell, was a
vision to reduce property taxes in our community.

PRESIDING OFFICER MILLER: Thank you very
much.

Our next speaker is William McCauley from
Bensalem Township.

Did I swear you in already today?

MR. McCAULEY: No, sir.

PRESIDING OFFICER MILLER: I would like to
do that right now if you would raise your right hand,
please.

Do you swear or affirm that the testimony
you're about to give is the truth, the whole truth,
and nothing but the truth, so help you God?

MR. McCAULEY: I do.

PRESIDING OFFICER MILLER: Thank you very
much. You may proceed.

MR. McCAULEY: Mr. Chairman and members of
the Pennsylvania Gaming Control Board, I would like
to thank you for the opportunity to appear before you
today regarding the application of Greenwood Gaming

1 required and send out emergency responders without
2 having to worry how they're going to pay for these
3 increases in services.

The 2 percent of revenues and additional
real estate taxes that will be received provide a
financial incentive to local governments to host
gaming facilities.

Even more importantly, the local share
assessment makes Bensalem Township a partner in the
Greenwood Gaming and Entertainment, Inc. venture.

The local government has a vested interest
in seeing the development be successful. I suggest
to you that without this guaranteed revenue stream,
Bensalem is much more ambivalent about the quality
and success of the proposed racino as opposed to
being an extremely interested party.

Everyone knows about the job creation and
increased spending in the local economy from slot
machines. There will be direct spending, indirect
spending, and ancillary spending created by the
racino at Philadelphia Park.

However, I believe that the Pennsylvania
Gaming Control Board and Bensalem Township have a
joint responsibility to mitigate the potential
negative impacts of expanded gaming.

Entertainment, Inc. for a permanent Category I
license.

My name is William James McCauley, III.
I'm the Director of Administration for Bensalem
Township, home of Philadelphia Park.

Mayor DiGirolamo, the Township's Chief
Executive Officer, will speak on behalf of the
Township and explain our support of the Greenwood
Gaming Entertainment application much more eloquently
than I can.

The Township has supported expanded gaming
as an economic development tool long before the
passage of a Gaming Act.

I will steer away from this area except to
begin from the position of supporting slot machines
at Philadelphia Park.

Historically, casino gaming has
accomplished two objectives. It creates a large
number of jobs and even larger amount of revenue.

Bensalem is prepared to accept its local
share assessment, which its taxpayers truly deserve
for being a host community to the proposed racino.

The local share assessment will assure
municipalities where racinos are situated, that they
can afford to hire any additional police officers

The Township is already hard at work on
implementing the recommendations of the traffic
impact study for Philadelphia Park.

Perhaps the biggest piece of this puzzle is
the major rehabilitation of the Route 95 interchange
at Street Road and Route 13.

Unfortunately, this project is of such a
magnitude being a Federal highway that it is out of
our hands, a local government. Any support that the
Gaming Control Board could lend to speed up the
construction of these improvements would be a great
assistance.

I believe that the Commonwealth has a moral
obligation to do everything in their power to get
this major construction project completed based
solely on the gross revenue that we generated for
Pennsylvania by the slot machines at Philadelphia
Park.

Now, the Township is well aware that there
is no evidence to support the increase of crime as a
result of racinos opening.

However, I would suggest that Bensalem
Township may very well see crime in the area of
counterfeiting, fraud, and check forgery without any
overall increase in crime.

1 The Township is prepared to address this
2 potential and mitigate any negative impacts. The one
3 issue on review by the Gaming Board is jurisdiction
on the casino floor law enforcement.

4 It is generally assumed, due to the model
5 used next door in New Jersey, that the Pennsylvania
6 State Police will control the gaming floor and local
7 police on all other areas.

8 After reviewing the proposed plans for the
9 new Philadelphia Park gaming facility, I am convinced
10 this is an antiquated model. The lines between
11 gaming areas and non-gaming areas have become
12 extremely nebulous. There is, in fact, no
13 delineation of gaming areas and non-gaming areas in
14 new facilities.

15 With the new smoking regulations in New
16 Jersey, more and more bars are being put on the
17 gaming floors.

18 It would seem to make more sense to allow
19 the State Police jurisdiction over the entire indoor
20 premises. Bensalem Township Police would then be
21 responsible for the grounds and parking garage.

22 Thank you very much for allowing me to
23 speak before you today. On behalf of Bensalem
24 Township, I look forward to the expansion of gaming
25

1 license for Bensalem Township, which we have been
2 wanting for many years.

3 I think my Senator, Tomlinson, eloquently
4 described riverboats over ten years ago in Bensalem
5 Township. I've been mayor of Bensalem for 12 years.
6 It was even before that when I was head of economic
7 development in our area that gaming was something
8 that was on the horizon.

9 The riverboat gambling was something that
10 was out there that I wholeheartedly did not support,
11 because I don't think it had the potential for our
12 community that the gaming at Philadelphia Park has
13 for us in our economy.

14 What it has already done for us in the
15 past, Philadelphia Park is our biggest taxpayer, our
16 biggest employer.

17 In the past for many, many years has done
18 so much for our community, they have been a real
19 partner. In the future, what we see not just saving
20 the racing industry, which is paramount to us, the
21 racing industry and the thoroughbreds have been so
22 good to Bensalem Township that all of the people that
23 are involved with that, the horsemen, the owners, all
24 of the people involved with thoroughbred racing,
25 after all, Pennsylvania is probably the biggest state

1 at Philadelphia Park resulting in the creation of new
2 jobs and economic stimulus of Bensalem Township.

3 PRESIDING OFFICER MILLER: Thank you very
4 much, Mr. McCauley.

5 Our next speaker will be mayor of Bensalem,
6 Joseph DiGirolamo. You may begin.

7 MR. DIGIROLAMO: Mr. Chairman, members of
8 the Board, let me thank you for the opportunity to be
9 here with you today to testify for this.

10 I might have a question. Do we have a full
11 30 minutes, is that correct, or is that for the three
12 --

13 PRESIDING OFFICER MILLER: No, you were
14 sharing your time. You get 25 minutes, actually.

15 MR. DIGIROLAMO: 25?

16 PRESIDING OFFICER MILLER: I'm sure you
17 won't use it all.

18 MR. DIGIROLAMO: I have 29:44. That's the
19 only reason I'm asking that question. I don't want
20 to speak for 30 minutes, by the way.

21 PRESIDING OFFICER MILLER: I'm going to
22 give you --

23 MR. DIGIROLAMO: Okay. Again, thank you
24 for the opportunity to be here today. First of all,
25 I'm here to support this project and this gaming

1 when you talk about farms that trickle down on that
2 from all of the jobs that that creates in this state.
3 I think it's over 30,000 jobs with farms and the
4 thoroughbred racing industry. That's very, very
5 important to us that we sustain that.

6 In the past, if you look at the record,
7 Philadelphia Park in my opinion has been losing the
8 better horses, the owners. They're not coming to
9 Philadelphia Park because of Delaware and the other
10 areas that have gaming, that have the bigger purses
11 to attract these type of horsemen and owners, and the
12 horses itself.

13 Certainly, Smarty Jones speaks to that a
14 couple of years ago. Despite all of the down parts
15 of the racing industry, we were fortunate enough to
16 have Smarty Jones. It just was tremendous for our
17 community at that time. The interest in racing came
18 back.

19 In my opinion, that's going to dwindle very
20 quickly if we don't get gaming to where we can
21 support the purses they need to attract these owners
22 to come to our park.

23 Racing is a very, very important ingredient
24 to me to the gaming industry to bring it to
25 Philadelphia Park. I say that because I went back.

1 If I go back to the other part of the gambling, which
2 would have been the riverboat, would have never done
3 what this has done for our community and the State of
Pennsylvania.

4 We've been very proactive. We have a
5 Gaming Board in our community that has been working
6 very diligently for the last two years, looking into
7 every aspect of the gaming, what we do in our
8 community.

9 They addressed all of the things you hear,
10 the negativities of gaming which could bring to our
11 community and other communities.

12 We feel as though a lot of this is not
13 true. I think that using the proper methods and
14 being ahead of the curve, which I think we have done
15 and I know we have done, that we can sustain
16 ourselves to make sure that we don't have any of
17 these negative problems; and when we do have them,
18 that we'll be ready to address them. I think we've
19 done that already.

20 If you notice when the presentation was
21 done with Greenwood, you see they're right in the
22 center of our town, 450 acres of magnificent area of
23 horses and open space. It's just an incredible area.

24 I think my Senator so eloquently said, we
25

1 don't want to see big boxes, shopping centers there,
2 or just a myriad of homes that come into there.

3 I think that's a much bigger impact to our
4 community and certainly would never have the economic
5 development effect that we can have if we have this
6 gaming come into Bensalem.

7 Like I said before, this has been going on
8 for a long time. I've been with Senator through this
9 and throughout.

10 I'm a retired business person. I
11 understand the effects of all of these things and how
12 it has to work. Our community needs to have the
13 revenue.

14 Again, the legislators have done their job.
15 They have gotten us 2 percent of the gross from the
16 tracks, a minimum of \$10 million. That goes a long
17 way in enabling us to have some more security to make
18 sure that our citizens in Bensalem Township have the
19 safety that they deserve.

20 We even are hoping that we can even give
21 them back some revenue against their taxes, their
22 real estate taxes. So that was an enormous part on
my end to make this really feasible for my community.

23 Again, I thank the legislators for having
24 accomplished that.
25

1 Again, I'm going to address the roads that
2 a couple of us already talked about in Bensalem.
3 We're between I-95, Route-1 and the Turnpike. They
4 situated the racetrack right in the middle of that
5 area, and we need to address these traffic problems.

6 Greenwood, Bob Green and his team has
7 worked with us on a continuous basis to address those
8 problems. We're doing that as we speak today. We're
9 going through all of these things.

10 We expect this summer, hopefully, to start
11 some real work on those areas in front of the track,
12 the Turnpike slip ramp that we hope to have started
13 this summer. These will address a lot of the areas
14 that had our concerns. Again, Greenwood was on top
15 of that from the very beginning, addressing that with
16 us and knowing that they had to be a partner with us,
17 which they have been.

18 They have been in our community a real
19 partner. They do so many things in the community.
20 They have been for years. It's not something new.
21 It's not something because of gaming. This is what
22 they would have done in the past. They have
23 supported the community in every way. We're grateful
24 for that.

25 I'm grateful for Bob Green and his team for

1 what they have done in the past, and we look forward
2 to that in the future.

3 We think it is a first class operation. We
4 think it saves the horse racing industry, which we're
5 very proud to say here today. We think thoroughbred
6 racing is, again, a big part of this. Everyone is
7 going to the gambling, the revenue.

8 Well, I think the gaming industry brings
9 revenue to the thoroughbreds that will bring it back
10 throughout the state.

11 Mr. Chairman, Board Members, I thank you
12 for the opportunity to be here today and hopefully
13 look forward to this coming very quickly to us. We
14 waited a long time. Thank you. God bless you.

15 PRESIDING OFFICER MILLER: Thank you.

16 Our next presentation will be by the City
17 of Chester. They will have 30 minutes to be shared
18 amongst the speakers as they choose.

19 Mayor Butler?

20 MR. BUTLER: Good morning. I'm Wendell
21 Butler, Mayor of the City of Chester. On behalf of
22 my colleagues on Chester City Council, I want to
23 thank the Gaming Control Board for this opportunity
24 to speak and support of the application submitted by
25 Chester Downs for a gaming license to operate the

1 Harrah's Chester Casino and Racetrack.

2 As the mayor of a small and proud city that
3 has seen its share of difficulties over the years,
4 there are a few opportunities that come along that
5 have the potential to so dramatically change the
6 local landscape as the project that sits before you
7 today.

8 Chester has a long historic past and has
9 experienced all of the highs and the lows faced by
10 this nation's urban communities, both large and
11 small, as our country gradually transitions from an
12 industrial and manufacturing base to a service and
13 information age economy.

14 The transition has not been easy nor has it
15 come without hardship and tremendous loss, not only
16 in economic but in social terms as well.

17 Far too often people look for quick fixes
18 or easy answers to try to solve the ills that decades
19 of decline have reaped on many urban communities.

20 Unfortunately, quick fixes and easy answers
21 to urban renewal simply do not exist. Instead, urban
22 renewal must be viewed as more of a marathon as
23 opposed to a 100 yard dash.

24 Since 1996, when the City of Chester began
25 to run that marathon of urban renewal, we have

1 witnessed over \$1 billion in public and private
2 investment pouring through this proud city of 37,000
3 residents.

4 We started off with an award winning
5 comprehensive plan and began with, some would
6 consider, small successes. Each small success added
7 to the foundation that we are building.

8 The small successes as they begin to
9 accumulate created an environment of buzz, if you
10 will, that has set the stage for more significant
11 larger scale investments to follow.

12 I certainly thought that we reached the
13 pinnacle of success with the \$60 plus million
14 conversion of a former PECO powerplant into 400,000
15 square feet of office known as Wharf at Rivertown on
16 the Delaware River by Michael O'Neill and Preferred
17 Real Estate Investments.

18 This building, once slated for demolition,
19 now houses two of the city's largest private sector
20 employers and is the home to over 1,200 employees.

21 I must submit that I never assumed another
22 project that equal the size and the scale of the
23 Wharf at Rivertown was something I would witness
24 doing my tenure as mayor.

25 However, the arrival of Harrah's Chester

1 Casino and Racetrack and its anticipated economic
2 impact far surpasses any expectation that I would
3 have ever envisioned for the City of Chester.

4 I want to take this opportunity to touch on
5 a few of what I consider the positive impacts that
6 this project will have and why I believe a favorable
7 review of their application is in the best interest
8 of the City of Chester, Delaware County, and the
9 Commonwealth of Pennsylvania.

10 From the very beginning, this project has
11 been developed in the true spirit of public/private
12 partnership as we sought to put a brownfield site
13 that once employed tens of thousands of people in the
14 shipbuilding industry back into productive use.

15 I would be remiss if I did not take this
16 opportunity to publicly thank my predecessor as Mayor
17 and current State Senator Dominic F. Pileggi for the
18 vision and groundwork that he laid in working with
19 the original Chester Downs partnership.

20 From that vision, there evolved a strong
21 working relationship between the City, Delaware
22 County, J. Patrick Killian of the Delaware County
23 Redevelopment Authority, the Horsemen's Association,
24 and the partnership that ultimately secured a license
25 from the Pennsylvania Harness Racing Commission for a

1 harness racing facility.

2 You are certainly aware the Commission has
3 authorized that live racing will commence on
4 September 10th, 2006. I would certainly hope that
5 you would be able to join us on opening day as we
6 celebrate this milestone and the city's rich history.

7 September 10th will only be the first
8 milestone in what we hope will be the ongoing
9 conversion of former brownfield into one of the
10 premiere destination sites in southeastern
11 Pennsylvania.

12 Like a lot of urban areas, brownfield sites
13 dot the landscape of the City of Chester. The
14 prohibitive cost of environmental remediation has
15 been a significant detriment in putting these sites
16 back into productive use.

17 I don't think many people really appreciate
18 or consider the fact that the Harrah's project and
19 the millions that they have spent on the
20 environmental remediation is a significant, positive
21 impact in and of itself.

22 Nevertheless, the more significant economic
23 impact of this project ultimately centers on your
24 decision to grant a slot license to Harrah's Chester.

25 While the racetrack will create several

1 hundred seasonal jobs, it is anticipated that a slot
2 license will ultimately require somewhere between 8
3 and 900 employees. This would make Harrah's one of
the city's largest private sector employees.

4 As this would be a new facility, these
5 would not be jobs that are transplanted from one
6 community to the next.

7 Instead, these will be 8 and 900 new jobs
8 for Chester residents to pursue. Every chance that I
9 get, I stress to Harrah's officials our goal of
10 seeing as many of these jobs filled with qualified
11 Chester residents.

12 To date, I am pleased to report that many
13 Chester residents through the leadership of Jim
14 Harper, the Business Manager for Local Laborers'
15 Council 413 have been involved from the beginning in
16 the construction of the Harrah's facility.

17 I would hope that Harrah's will continue
18 their efforts and commitment to hiring locally as the
19 facility moves closer to operations. This is an
20 important issue for the city. And as a sign of what
21 I believe is their genuine commitment to this common
22 goal, Harrah's donated half a million to Delaware
23 County Workforce Investment Board for training
24 Chester residents at a ceremony that was attended by
25

1 faced in these times of rising healthcare, insurance,
2 fuel, and personal costs while not resorting to
3 raising taxes, which would only further the vicious
4 cycle of this investment in the city and negatively
5 impact our residents.

6 However, as required by Pennsylvania Act
7 71, if licensed, Harrah's Chester will generate a
8 minimum of \$10 million in new revenues for the City
9 of Chester, which represents approximately 28 percent
10 of the 2006 total city budget.

11 No other single development, industrial,
12 commercial, or residential, could generate anywhere
13 near that kind of revenue for the city.

14 To further illustrate that point, collected
15 current real estate taxes for the entire city
16 totalled around six and a half million in 2005.

17 I want to clear and restate this very
18 important point, the host fee that will be generated
19 by Harrah's will be approximately 50 percent more
20 than the combined real estate taxes collected from
21 every homeowner and business owner in the entire City
22 of Chester.

23 When I'm asked by some as to what the
24 benefits of Harrah's project will be to them
25 directly, I ask them to take out their property tax

1 Governor Edward Rendell.

2 Chester residents do not want a handout.
3 They just want opportunity to participate in the
4 economic opportunities that are coming to the City of
5 Chester.

6 In addition to the fact that this project
7 remediates a brownfield site, provides surely needed
8 job opportunities for Chester residents. The
9 financial impact on the city's budget is also
10 significant.

11 Chester was declared an Act 47 distressed
12 community in 1996 by the Commonwealth Department of
13 Community and Economic Development.

14 Although the city has made significant
15 progress since that time, the city's fiscal condition
16 continues to remain a challenge.

17 Whether you're in the public or private
18 sector, I don't need to remind anyone that costs
19 continue to rise annually.

20 I believe the city has done a remarkable
21 job in controlling costs over the years, particularly
22 in light of the fact that we have not raised property
23 taxes in 11 years, reduced the resident wage tax by
24 20 percent and lowered our business privilege tax.

25 You can imagine the fiscal challenges we

1 bill and imagine if it were 50 percent higher.

2 Once again, all taxpayers in the City of
3 Chester will benefit as this new revenue stream will
4 allow us to continue to hold the line on real estate
5 taxes while continuing our efforts to reduce the wage
6 tax.

7 In addition to maintaining fiscal
8 discipline with our tax rates, this new revenue
9 stream will also allow us to begin to provide
10 additional services that the city simply has not had
11 the resources to furnish in the past.

12 We have worked hard to keep our fiscal
13 house in order while the results of our economic
14 develop efforts begin to bear fruit.

15 However, we must also be prepared to invest
16 in community and provide additional services where
17 necessary.

18 At the present time, the city would love to
19 bring on additional police officers, but our Act 47
20 status and fiscal realities make that difficult.

21 City council and I would love to provide
22 additional services to the community in the form of
23 further improvements to our parks, streets, public
24 buildings, libraries, and so on; but the reality of
25 how to pay for these things is one that we are faced

1 with daily.

2 We constantly hear the concerns of
3 residents as to the needs they face and why don't we
4 have this and why don't we have that; but when you
5 come right down to it, the bottom line is very --
6 excuse me, that every improvement, every demand for
7 service has a pricetag. The question how you pay for
8 it is paramount.

9 This is not to suggest that once the city
10 begins to realize the host community fee, we are
11 going to go on a spending spree. We will continue
12 the fiscal discipline that we have experienced over
13 the years.

14 However, for the first time in many, many
15 years, we will have additional resources that will
16 allow us to not only shake our Act 47 fiscally
17 distressed status, but also allow us the opportunity
18 to reinvest in the community to make sure our
19 economic tide floats all boats.

20 In my limited time, I have attempted to lay
21 out a few of the reasons why the application for
22 license by Harrah's Chester is so important to the
23 city and why I would encourage your prompt and
24 favorable review.

25 I am not naive to the fact that there are

1 some who would question the morality of gaming and
2 the social consequences. I'm not a gambler. I, too,
3 have struggled with the ramifications that this
4 facility may have on my community.

5 I fully understand and appreciate that
6 gaming is not a solution to all of the city's
7 problems. There are those individuals who may fall
8 prey to its lure.

9 I would certainly encourage the members of
10 the Pennsylvania Gaming Control Board to promote
11 policies that encourage responsible gambling, gaming,
12 and to produce resources to those social service
13 agencies that can provide needed services to those
14 individuals that may have a problem.

15 However, I also believe that the
16 overwhelming majority of thousands of people that
17 will visit Harrah's Chester on a daily basis will not
18 become problem gamblers.

19 They will come to the city, have a good
20 time, win some, lose some, but all in all have a
21 positive experience that will leave them with a
22 lasting, favorable impression of the City of Chester.

23 It is a lasting impression and the gradual
24 change in perception for thousands of folks who will
25 come to my city that will signal to me that we are

1 getting closer to the finish line of that marathon
2 that we began to run in 1996.

3 Once again, thank you for this opportunity
4 to testify before you. I look forward to your
5 favorable review of this application and the day that
6 you will join me and my colleagues on the City
7 Council the opening day of Harrah's Chester Casino
8 and Racetrack.

9 At this time I would like to bring to the
10 podium, Mr. Sciocchetti, the Executive Director of
11 Chester Economic Development Authority. Thank you.

12 MR. SCIOCCHETTI: Thank you, Mayor.

13 Members of the Board, as the Executive
14 Director of the Chester Economic Development
15 Authority, the Mayor has asked me to address you
16 today to highlight the anticipated economic impacts
17 of the proposed Harrah's Chester Casino and Racetrack
18 on the City of Chester.

19 To do that effectively, some brief
20 background is in order. The City of Chester has been
21 the center of business and commerce since the 1700s.

22 Initially, the city's commerce was based on
23 shipbuilding and waterfront commerce. Over time,
24 Chester's industrial growth covered most of its
25 waterfront.

1 At its economic peak in the 1940s and the
2 1950s, the City of Chester was a major manufacturing
3 center of the Philadelphia region and the commercial
4 center for southern Delaware County.

5 Its waterfront corridor was the home of
6 major plants owned by Ford Motor Company, Scott
7 Paper, Reynolds Aluminium, and others that employed
8 thousands of people.

9 In the post World War II era, however, the
10 city's economy started a long decline. By the early
11 1990s, most of the major industries were gone and the
12 city's downtown center had lost its retail primacy to
13 suburban malls.

14 The loss of the industrial base and the
15 decline of its retail center left the city with no
16 real economic strength.

17 This economic decline was a major
18 contributor to the population loss and social decline
19 that has plagued the city for many years.

20 In the late 1990s, the city decided to make
21 extensive use of the state's newly available Keystone
22 Opportunity Zone or KOZ program to attract new
23 economic development to the city.

24 This program offers real estate and other
25 tax abatements to encourage companies to locate in

1 distressed communities.

2 In 2001, one of the sites that received the
3 KOZ designation from the city was the former Sun
4 Shipbuilding, Pennsylvania Shipbuilding and Metro
5 machine property along the eastern edge of the city's
6 waterfront.

7 The failure of three successive
8 shipbuilding ventures had left that property a
9 vacant, contaminated eyesore on the Chester
10 waterfront.

11 The KOZ designation of the parcel did
12 exactly what it was designed to do. It attracted
13 private sector development to a distressed urban
14 community.

15 Designated approximately three years before
16 the State Legislature approved gaming in
17 Pennsylvania, the availability of a 65 acre KOZ site
18 on the water attracted the original Chester Downs
19 team to the site for a harness racing facility.

20 To paraphrase a well known local
21 advertising campaign, they could have gone anywhere
22 but because of the KOZ, they choose Chester. Their
23 arrival set the stage for the many positive economic
24 impacts that the city will derive from Harrah's.

25 In addition to this \$10 million revenue

1 by these new employees.

2 We have been and will continue to work with
3 city businesses to help them succeed in capturing a
4 portion of that income.

5 It is worth noting that the arrival of 800
6 Harrah's jobs will represent an increase of over 12
7 percent in the total number of jobs present in the
8 city.

9 A 12 percent increase in total jobs in the
10 city, while an accomplishment in its own right, means
11 that these new jobs are more accessible to city
12 residents than jobs elsewhere in the county or the
13 region. For city residents for limited travel
14 budgets, proximity is important.

15 Beyond the impact of its employees, the
16 location of Harrah's and Chester will create another
17 major consumer of local goods, and services.

18 As we speak here today, we are working with
19 Harrah's to identify city-based businesses that have
20 goods or services that might be purchased by
21 Harrah's.

22 As with its pledge to work with the city on
23 hiring local residents, Harrah's has stated it will
24 strive for a Chester First Approach when it comes to
25 its local purchases.

1 impact on the city highlighted by the Mayor, a
2 smaller but significant additional revenue impact
3 will also benefit the city.

4 Harrah's expects to employ initially at
5 least 800 people. All Harrah's employees will pay
6 the city's earned income tax.

7 Estimating an average salary of \$30,000 and
8 applying the lowest possible 1.4 percent tax rate,
9 the 800 Harrah's jobs will generate 336,000 in annual
10 earned income tax for the city.

11 The highest possible earned income tax rate
12 of 2.4 percent, it would generate 576,000. The true
13 revenue will obviously be somewhere between those two
14 numbers, but these funds will start to become
15 available to the city the day that Harrah's commences
16 operations.

17 Another aspect of the jobs created by
18 Harrah's is the local buying power that they
19 generate. 800 employees in an average wage of
20 \$30,000 will generate 24 million in wage income.

21 Every employee of Harrah's will have the
22 opportunity every day to buy gas, coffee, newspapers,
23 lunch, dinner, and many other items in the city.

24 Local businesses will have the opportunity
25 to capture a share of the disposable income generated

1 The prospect of selling to Harrah's is also
2 assisting the city's efforts to expand the number of
3 certified minority-based enterprise or MBEs and
4 women-based enterprises or WBEs in the city.

5 The city recently sponsored a forum on how
6 to get certified by the State of Pennsylvania as an
7 MBE, WBE, and 18 local small businesses participated.

8 The value of being a certified MBE, WBE
9 lies in the face that gaming facilities have an
10 incentives to purchase goods and services from MBE,
11 WBE companies and the regulations that govern their
12 operations.

13 Companies that get certified to sell to
14 Harrah's will also be able to parlay that
15 certification into other sales opportunities.

16 The visitors that come to Harrah's will
17 also have a positive economic impact on the city.
18 Harrah's impact study indicates that there will be
19 17,000 total visitor trips per day in and out of the
20 facility. That means that the true number of average
21 daily visitors is estimated at roughly half that
22 amount or 8,500 per day.

23 In a week, that would result in almost
24 60,000 visitors. In a year, it would result in a
25 total of over 3 million visitors.

1 To put that in perspective, in 2005, just
2 over 2 million people visited the Liberty Bell,
3 perhaps the City of Philadelphia's premiere tourist
4 destination.

5 Longwood Gardens, perhaps the premiere
6 tourist destination in the western suburbs of
7 Philadelphia, attracts approximately 900,000 visitors
8 per year.

9 Thus, the arrival of Harrah's will
10 instantly transform Chester into one of the
11 Philadelphia region's major tourist destinations.

12 While for Chester that result by itself is
13 truly significant, the potential impact of those
14 visitors is even more important.

15 A quick calculation will illustrate this
16 point. If each of the 3 million visitors stopped in
17 Chester on their way to or from Harrah's and spent \$5
18 on a cup of coffee, newspaper, and a donut, that
19 small expenditure would generate \$15 million in
20 annual revenue for local businesses.

21 While it is clearly unlikely that every
22 visitor will buy a coffee, a newspaper, and a donut
23 on their visit to Chester, the analogy demonstrates
24 the magnitude of the spendable income that will be
25 arriving in the city everyday that Harrah's is open.

1 It is this cumulative spendable income that
2 will create tremendous opportunities for existing and
3 future city businesses.

4 There has already been one major benefit
5 that has resulted from the anticipated arrival of
6 Harrah's. That is the excitement that this kind of
7 facility brings to an area.

8 There is a growing change in the way that
9 Chester is perceived. We are emerging as a place
10 where exciting things are happening.

11 As the Mayor has previously noted, there is
12 a buzz about the City of Chester. While it is
13 impossible to measure the impact of this phenomenon,
14 there is no question that economic decisions are
15 often made on the basis of perceptions that an area
16 is suddenly high.

17 I see evidence for this phenomenon every
18 day in the form of phone calls and inquiries we did
19 not get a few years ago.

20 More and more of those calls and inquiries
21 are resulting in new businesses and investments in
22 the city that will ultimately result in more job
23 opportunities for city residents.

24 In summary, the positive economic impact of
25 Harrah's will be a significant part of the city's

1 efforts to rebound from years of economic decline.

2 When added to the city's other major
3 developments, your approval of the location of
4 Harrah's in Chester will help the city generate
5 substantial new revenue, add substantial new
6 employment, create new market opportunities for
7 businesses, and further diversify its economic base.

8 All of these benefits argue strongly for
9 approval of a gaming license for Harrah's and
10 Chester.

11 Thank you for the opportunity to present
12 this testimony. Let me turn the city's time over to
13 William Payne, City Planner for the City of Chester.

14 MR. PAYNE: Good morning. My name is
15 William Payne. I am the City Planner for Chester
16 City.

17 My testimony today is in regard to our
18 comprehensive planning effort and the land
19 development review process for the city in general
20 and to Harrah's proposed racetrack and casino
21 specifically.

22 To be relevant, the comprehensive planning
23 process must identify and address not only the
24 present issues of concern to residents, workers,
25 property owners, and business people but also the

1 emerging issues that will be important in the future.

2 In 1995, Chester City Council adopted its
3 award winning comprehensive plan and economic
4 development strategy.

5 To bring my testimony in perspective with
6 the topic of the day, I will limit my discussion to
7 land use, transportation, community facilities, and
8 the subdivision/land development review process.

9 In the early '90s when the city began to
10 create a vision for Chester City as a whole, the land
11 use on waterfront consisted of a state prison, a
12 paper manufacturer, a small industrial park, waste
13 treatment, scattered deteriorated residential
14 properties and many vacant and underutilized
15 industrial properties.

16 The Chester plan takes into account each of
17 the many diverse opportunities and issues of the area
18 to improve the quality of life for Chester
19 inhabitants.

20 Using Vision 2000 as a guide to capitalize
21 on the natural resources of the Delaware River, the
22 city first began to examine its regulatory tools,
23 mainly the zoning ordinance.

24 In terms of existing and future land use,
25 we wanted to eliminate the many conflict and uses

1 listed above and encourage more water related uses by
2 creating new zoning districts; the Waterfront Overlay
3 District adopted in 1998 and a Waterfront Development
4 District developed in 2003.

5 The intent of the Waterfront Overlay
6 District was to provide a tool with the flexibility
7 to allow for a wider diversity of uses along the
8 waterfront corridor and to establish the reasonable
9 conditions and safeguards under which diversity can
10 be supported and maintained.

11 In terms of transportation, we know that
12 I-95, an interstate highway, bisected the city and
13 carrying over 100,000 vehicles a day. Access off and
14 onto 95 was inadequate and the city was not able to
15 capitalize on a highway system that could remove
16 heavy traffic -- heavy truck traffic from residential
17 neighborhoods.

18 In addition, we knew that running parallel
19 to 95 along the waterfront corridor was Route 291.
20 This route was classified as a major arterial but was
21 inadequate to handle traffic generated from the local
22 residential industrial uses.

23 Our major objective was to improve Route
24 291 so it could handle the type and quantity of
25 traffic usually associated with major arterials. Our

1 these usually determine which lands will be developed
2 for urban purposes and at what density.

3 The city sewage is collected and treated by
4 the Delaware County Regional Authority System. The
5 treatment plan has the capacity to treat up to 44
6 million gallons daily and in the process of making
7 long-range improvements to increase their capacity to
8 enable them to treat up to 50 million gallons daily.
9 The plant is currently treating approximately 40
10 million gallons daily. The national average for
11 water demand is 160 per capita per day.

12 There are several factors that influence
13 demand including community size, density, and type of
14 customers. The city's water supply is provided by
15 the Chester Water Authority. They provide water
16 supply to 39 municipalities, including Chester City
17 delivering 33 million gallons of treated.

18 The water authority is also making long
19 range improvements to address projected growth in the
20 area. They have present and available capacity to
21 fully serve all current and future planned
22 developments in the city.

23 In terms of the proposed Harrah's Chester
24 Casino and Racetrack, Harrah's submitted an
25 application to the Chester City Planning Commission

1 next objective was to link I-95 to Route 291.

2 Route 291 has now been approved to five
3 lanes, two travel lanes in each direction and a
4 center turning lane.

5 In December of 2006, PennDOT will have
6 commenced construction for new ramps that will link
7 I-95 directly to 291.

8 It is contemplated that these ramps will be
9 open to traffic in late 2008 or early 2009. By
10 making these improvements, goods and people will be
11 able to move more efficiently through the city and
12 thereby greatly reduce traffic congestion and
13 unpleasant hazards generated by odor and fumes.

14 It was through our comprehensive planning
15 effort that we identified potential issues and
16 concerns and developed means to address them.

17 In terms of community facilities, Vision
18 2000 acknowledged that there is a strong relationship
19 between the quality of life and the -- any local
20 community and the public facilities and human
21 services programs that are provided to service that
22 community.

23 Water supply and sewage disposal are
24 important form givers in urban development. That is
25 the physical and economic constraints related to

1 for a review and approval to develop a 65 acre site
2 with a casino, harness racetrack, entertainment
3 facility, and parking facilities totalling 400,000
4 square feet.

5 Other agencies that were involved in the
6 review process included the Department of Army, Corps
7 of Engineers, Pennsylvania Department of
8 Environmental Protection, Delaware County Planning
9 Commission, and the Delaware Soil and Conservation
10 Service.

11 Each agency performs a review and issues --
12 each agency performs a review and/or issues a permit.
13 The Chester City Planning Commission reviews the
14 proposal and forwards the recommendation based on the
15 provisions of the city zoning ordinance and
16 subdivision and land development ordinance to City
17 Council.

18 To provide a base reference for
19 orientation, the property is located at the foot of
20 Morton Avenue and is bounded by the Conrail railroad
21 tracks to the north, Ridley Creek to the east, and
22 the Delaware River to the south.

23 The adjacent land uses include
24 Kimberly-Clark, a paper manufacturer located to the
25 west, a state prison to the north and Ridley Creek

1 located to the east and separated from Penn
2 Terminals.

3 Based on the city's adopted comprehensive
4 plan, the location appears to be suitable for the
5 proposed racetrack and casino and will not have an
6 adverse impact on the appropriate use or development
7 of adjacent properties.

8 Access to the property is via Morton Avenue
9 and Melrose Avenue. Both of these streets are
10 classified as local streets that feed into recently
11 approved 291, a major arterial.

12 A more detailed discussion and
13 recommendation for access improvement are presented
14 in a traffic analysis prepared by Orth-Rodgers and
15 Associates Transportation Engineers.

16 The property is located in the W-1
17 Waterfront Development District. On January 12th,
18 2005, the Planning Commission determined that the
19 proposal in terms of lot size and land use and area
20 and bulk requirements were consistent with
21 requirements of the W-1 Waterfront Development
22 District and recommended approval subject to the
23 review and approval of other city and state agencies.

24 On April 13, 2005, the Chester City Council
25 passed a resolution granting final development

1 Chester racetrack has been a collaborative effort
2 between the city, county, and state governments along
3 with private industry.

4 We foresee that same collaboration will
5 continue to ensure the positive impact of Harrah's
6 Racino on the City of Chester, on Delaware County and
7 on Pennsylvania.

8 One of the first examples of collaboration
9 at the Chester site is the revitalization of this
10 waterfront property.

11 The land where Harrah's racetrack and
12 proposed casino is located was once home to the Sun
13 Shipbuilding and Dry Dock Company.

14 After Sun Ship closed, the property faced
15 tough times while in other hands. It went into
16 default and was a vacant, environmentally
17 contaminated site for over a decade.

18 City, county, and state officials worked
19 with private investors to acquire the site and
20 redevelop it.

21 To take this old industrial brownfield site
22 and turn it into a productive use that will bring
23 people and revenue to the area is a wonderful example
24 of what can be achieved when government and business
25 leaders work together.

1 approval to the plan for Harrah's Chester Racetrack
2 and Casino to construct a harness racetrack, a gaming
3 and entertainment facility, a garage, a paddock
4 building, and associate parking on 65 acres.

5 Thank you for the opportunity to present
6 the testimony.

7 PRESIDING OFFICER MILLER: Thank you.

8 At this time, the County of Delaware has 30
9 minutes to make their presentation to be divided
10 among the speakers as they choose.

11 MS. CARTISANO: Good morning. Thank you
12 for the opportunity to address you this morning and
13 for considering Delaware County government's views on
14 the impact of Harrah's resort in our community.

15 I am Linda Cartisano, Vice Chair of
16 Delaware County Council and a lifelong resident of
17 the City of Chester.

18 I also serve as the solicitor for the City
19 of Chester. In addition, I serve on the Delaware
20 County Redevelopment Authority and the Delaware
21 County Economic Development Oversight Board.

22 First, let me state that I and my
23 colleagues on County Council strongly support
24 Harrah's application.

25 From its inception, the creation of the

1 Harrah's racetrack and proposed casino is
2 in keeping with the county's goal to develop the
3 waterfront as a place of employment for residents and
4 as a place for entertainment and public access.

5 The economic investment of the racetracking
6 casino in the community has already begun. Harrah's
7 already gave half a million dollars to Delaware
8 County's Workforce Investment Board to create a
9 Chester Workforce Development Center.

10 The track has created construction jobs and
11 full-time positions, many of which were filled by
12 Chester and county residents.

13 A study done by the National Gambling
14 Impact Commission shows that communities closest to
15 casinos experienced a significant drop in
16 unemployment rates when the casinos opened.

17 Beyond the employee impact, there's the
18 added purchasing power of a new workforce. The added
19 income allows people to buy homes, cars, appliances,
20 and other goods from local businesses.

21 While visitors who come to gamble return to
22 their home base, the workforce stays here and spends
23 its money here.

24 In addition to the revenue that will flow
25 to the city and county under the state legislation on

1 gaming, the government leaders in Delaware County had
2 the foresight to negotiate a share of the slot
3 proceeds directly to the county.

4 Pat Killian, Director of the County

5 Redevelopment Authority, and John McBlain, Delaware
6 County Solicitor and Redevelopment Authority
7 Solicitor, negotiated a transfer of the property from
8 the county to the original Chester Downs' Partners
9 that guaranteed the county would receive 2 percent of
10 the net revenue from the slots operation.

11 That infusion of revenue will bring a
12 benefit to the entire county and especially those
13 communities that will be impacted by the development
14 at the Harrah's site.

15 The harness racing that Harrah's offers in
16 addition to the proposed slots will mean a variety of
17 entertainment that will draw people to Chester.

18 Our director of tourism for Delaware County
19 believes the casino will absolutely boost tourism in
20 Delaware County.

21 With the expansion of Route 291, the
22 configuration of I-95 and Route 476 and its proximity
23 to the airport, it will be easier for people to get
24 to Chester.

25 Corporations meeting in the area will want

1 The addition of a racino in Chester will
2 focus the public's attention on the viability of
3 these communities and help us to bring further
4 renewal to these older municipalities.

5 While a casino is not a panacea to solve
6 all of our challenges, the opportunities for growth
7 that Harrah's Racetrack and Casino offers can only
8 enhance our cooperative efforts to spark renewed
9 economic growth in Delaware County's riverfront
10 communities.

11 Every form of economic development, whether
12 it's a casino or an industrial park, brings benefits
13 and costs.

14 I believe in the case of Harrah's Chester
15 Downs, it is a win/win situation for all involved.
16 It will provide much needed revenue to the
17 Commonwealth of Pennsylvania and the Horse Breeders
18 Association. I'm sure Harrah's will manage to
19 increase the bottom line also.

20 For Delaware County, it will spark tourism
21 and create job opportunities, fund improvements to
22 roads, schools, and other projects, and improve our
23 overall economy.

24 Thank you for taking the time to carefully
25 evaluate this application and this issues surrounding

1 to hold events at Harrah's. Our tourism director
2 envisions that people will come up from Maryland,
3 over from New Jersey.

4 They'll visit the harness racing and casino
5 and then enjoy the other amenities of our towns and
6 municipalities along the riverfront.

7 In Delaware County, we have a
8 revitalization program that focuses on our first
9 generation waterfront communities.

10 Since 2002, Delaware County Council has
11 directed \$1 million annually to this program. This
12 program is aimed at revitalizing 29 of the
13 municipalities in the eastern end of our county; this
14 includes 22 boroughs, 6 townships, and the City of
15 Chester.

16 More than half of Delaware County's
17 population still lives within these communities.
18 These are communities that have suffered economically
19 from the exodus of business.

20 This program is a partnership between the
21 municipal leaders and the county to aid in the
22 funding of programs and improvements which will
23 attract new residents and businesses and more
24 importantly help to retain those residents and
25 businesses who still inhabit the communities.

1 gaming in Delaware County in Pennsylvania.

2 I would like now to turn my time over to
3 Patrick Killian, Director of the County Redevelopment
4 Authority.

5 MR. KILLIAN: Good morning, Mr. Chairman,
6 members of the Commission. I'm Patrick Killian. I'm
7 a resident of Havertown, Delaware County. I serve as
8 Director of Commerce for Delaware County, and in that
9 capacity I'm also Executive Director of the County
10 Redevelopment Authority and the County's Industrial
11 Development Authority.

12 As a result of my service in those
13 positions and my previous 14-year capacity as Chief
14 of Staff for the late United States Senator John
15 Heinz, I feel that I can offer a rather unique
16 perspective on the site of Harrah's Chester Downs.

17 I have spent time at the facility in all of
18 its various incarnations from Sun Ship to
19 Pennsylvania Shipbuilding to Metro machine and now
20 Harrah's.

21 Harrah's Racetrack Casino development
22 represents the finest available example of positive
23 impact to a community brought about by the enactment
24 of Pennsylvania's Gaming Law.

25 You have heard time and time again in your

1 statewide hearings, the promises of development,
2 redevelopment and community partnerships from a dozen
3 of potential licensees.

4 I'm sure that you've grown weary after days
5 and days and days of hearings of promises and
6 platitudes.

7 We come here today to talk not about
8 promises but to talk about the reality of what
9 Harrah's has meant to the county thus far and what
10 the future holds.

11 A significant brownfield has been
12 redeveloped. Local citizens are being trained for
13 jobs. Revenue is being generated for the local
14 community.

15 Daily we see progress on what is the
16 largest waterfront construction project, the entire
17 length of the Delaware River.

18 In addition, this development can serve as
19 a textbook case of the good that can come to a
20 community when all levels of government get together.

21 Senator Pileggi took lead role both as
22 mayor and as senator. Mayor Butler, Linda Cartisano
23 for Delaware County Council, Delaware County
24 Redevelopment Authority, the Chester Economic
25 Development Authority all worked together to get this

1 environmental remediation of the property.

2 Metro finally closed to shut down and give
3 the property to the Commonwealth in lieu of
4 foreclosure in 2001.

5 There were continued efforts to keep Metro
6 going to the point where a delegation from Delaware
7 County and the Commonwealth of Pennsylvania met with
8 the Ambassador from Kuwait to try to sell some of the
9 Metro ships to Kuwait. We worked hard. It
10 ultimately didn't work.

11 The Commonwealth, however, had no interest
12 in owning or developing the property. After a year
13 of negotiations between the Redevelopment Authority
14 and the Commonwealth, the County Redevelopment
15 Authority agreed to take the property from the state
16 in order to redevelop it.

17 We hired Logmaton Realty Services to do an
18 adaptive reuse study of the area and concluded that
19 the highest and best use of this site would be for an
20 entertainment anchored facility that would generate
21 employment and tax revenue.

22 Coincidentally, at the same time, a group of
23 local investors, Messinger, Lassinger and Flynn, were
24 looking along for waterfront property to develop a
25 harness racing facility.

1 site redeveloped.

2 At one time or another, we interacted with
3 the Pennsylvania Infrastructure Development
4 Authority, two different secretaries of Community and
5 Economic Development, two different secretaries of
6 the Department Environmental Protection, two regional
7 administrators of the Environmental Protection
8 Agency, the Harness Racing Commission, the Fish and
9 Game Commission, and even the United States Navy had
10 at one time or another been involved in this project.

11 We have worked with three separate governors.

12 There were some bumps along the way. One
13 of the Governors in the Redevelopment Authority sued
14 one another but we worked that out. Eventually,
15 everybody came together for the common good to get
16 this site developed.

17 As I referenced earlier, once Sun Ship
18 closed, I participated in both the Pennsylvania
19 Shipbuilding and Metro machine of Pennsylvania
20 initiatives at the yard.

21 Both began on an optimistic note with
22 promises of employment and opportunities for the
23 community. Both were initially successful but
24 unfortunately ultimately failed and neither had the
25 time, need, nor resources to perform a complete

1 They were aware of the availability of the
2 property and approached both the city and the county
3 concerning purchasing the site.

4 We found ourselves in the position now of
5 having an end user who would fill our requirements
6 for the highest and best use of the sites, and a
7 local firm was prepared to invest at that time \$20
8 million in the facility, which would have
9 entertainment uses and result in the creation of
10 nearly 200 jobs.

11 Shortly after that, the developers enter
12 into an agreement with -- partnership agreement with
13 Harrah's. Coupled with the Governor's signing of the
14 Gaming Act, the addition of the Harrah's meant that
15 our \$20 million locally developed racetrack became a
16 development by a nationally recognized firm in excess
17 of \$400 million, 200 potential jobs became 800 jobs.

18 In addition, Harrah's brought their
19 reputation for involvement for communities in which
20 they are located quickly into play by granting a half
21 a million dollars to the County Workforce Investment
22 Board, which I know you heard referenced numerous
23 times today.

24 No one asked them to do this. They came
25 forward on their own because that's the corporate

1 philosophy of community involvement which they
2 espouse.

3 Daily in my position I see companies
4 seeking to relocate to Pennsylvania who ask how much
5 money is the state going to give them, how much money
6 is the county going to give them. It's rather
7 refreshing and unusual for a company to come forward
8 and say, here is some of our money and use it.

9 First, I thought it was a joke but realized
10 it wasn't. They were really coming forward and
11 giving us money. Again, that's the kind of community
12 involvement that they espouse.

13 Harrah's, as well as the local development
14 team, brought an intimate familiarity with brownfield
15 development and the site was remediated under
16 Pennsylvania's Act, too.

17 The remediation cost well in excess of \$8
18 million, this is \$8 million that in the previous
19 three years before our remediation cost would have
20 been born by the taxpayers of the Commonwealth of
21 Pennsylvania.

22 It's easy to quantify, but having Harrah's
23 as a company means we have talked about the
24 redevelopment of the site. We talked about the
25 largest construction project probably between

1 In summation, and this pun is intended, the
2 state, county, and the city have hit the jackpot
3 with the development of the Harrah's Racetrack and
4 Casino.

5 Taxes are generated, this brownfield is
6 cleaned up, and our citizens will be working. We
7 urge you to approve the track as a gaming facility as
8 soon as possible. Thank you.

9 PRESIDING OFFICER MILLER: Thank you very
10 much. That concludes our government part of the
11 presentation for the public input hearings.

12 At this time, we will begin with the
13 community group comment. Our first speaker is Walter
14 Yakabosky.

15 I would ask all of the community group
16 spokespersons to both state their name and the
17 community group of which they are a spokesperson.

18 MR. YAKABOSKY: Thank you, Mr. Chairman and
19 Board, for having me here today to speak on behalf of
20 Harrah's Casino and Racetrack.

21 My name is Walter Yakabosky. I am Dean for
22 Technical Education and Executive Director for
23 Workforce Development at Delaware County Community
24 College.

25 In my role as Executive Director, I work

1 Baltimore and New York on the water, money to train
2 and hire local citizens; but other benefits derive
3 from Harrah's presence that are harder to quantify.

4 The presence sends a signal, as
5 Councilwoman Cartisano said earlier, nationally, but
6 internationally the Delaware County and the City of
7 Chester are places that you want to invest in.

8 In January of this year, there was a
9 two-page article in the New York Times discussing the
10 investment that Harrah's was making in Chester.

11 If we were to purchase that as part of our
12 economic development marketing budget, it would cost
13 in excess of \$50,000 for that kind of publicity in
14 the New York Times.

15 We estimate that the city and the county
16 have been the beneficiaries of nearly \$200,000 in
17 positive publicity through other print and electronic
18 news outlet since Harrah's chose to come to Chester.

19 As Mr. Sciocchetti said, they could have
20 come anywhere but they came to Chester and Delaware
21 County.

22 We have every reason to believe that this
23 type of positive publicity will continue as Harrah's,
24 Chester, and Delaware County continue to grow
25 together.

1 with business and industry to assist them in
2 developing education programs that will provide them
3 with a steady pool of qualified candidates for career
4 opportunities.

5 Since we are the county's community
6 college, our primary market for recruiting
7 individuals is Delaware County.

8 Specifically, Harrah's has made a
9 commitment to hire individuals from the City of
10 Chester. Therefore, we will be working closely with
11 our Workforce Investment Boards, the United Way, our
12 high schools, and other education partners to
13 identify individuals that can succeed in a rigorous
14 curriculum that will prepare them for potential
15 careers as slot machine technicians.

16 The businesses that we work with are those
17 that believe that their human capital are one of
18 their most valuable assets.

19 Over the past year, we have had several
20 meetings with the key officials from Harrah's to
21 learn about the gaming industry and specifically to
22 learn about Harrah's philosophy as it relates to
23 their workforce.

24 What Harrah's stressed to the college most
25 is that their business is entertainment and that

1 creating a welcoming environment for its customers is
2 paramount to its success.

3 To this end, their employees are key to
4 achieving this goal. Customer service is not a
5 department within that company. It is a culture that
6 is embedded in every employee within the company, and
7 education they believe is the vehicle to that end.

8 What we have also learned is that Harrah's
9 is committed to the social and economic development
10 of the communities where they do business.

11 It is clear that they value education and
12 support of economic development. As you have heard,
13 they have contributed \$500,000 toward workforce
14 development initiatives for local residents.

15 These dollars are not restricted for
16 employment opportunities only with Harrah's but can
17 be used for workforce development and education
18 initiatives as the city sees fit.

19 This is a new industry coming to
20 Pennsylvania and specifically to Delaware County.
21 We, as an education institution, now realize that we
22 are now the students.

23 We need to learn more about this industry
24 and the knowledge and skills that will be required of
25 individuals to work in this industry.

1 the gaming industry. They will be assisting us to
2 provide faculty to teach that curriculum.

3 As many of you know, people in academe, as
4 a strength and as a fault study things to death
5 before we engage in any activity.

6 I can assure you from our President and our
7 Board of Directors that we believe that Harrah's will
8 be a viable and significant benefit to the residents
9 of the communities that we serve and a major force in
10 the economic development in the City of Chester.
11 Thank you.

12 PRESIDING OFFICER MILLER: Thank you, sir.
13 Our next scheduled community group speakers
14 I see, Benjamin Dunlap and Joseph McGlynn sharing ten
15 minutes on behalf of Consolidated Rail Corporation.

16 MR. DUNLAP: Thank you. I'm Benjamin
17 Dunlap and I represent Consolidated Rail Corporation,
18 which owns and operates a very active rail line
19 adjacent to the Harrah's property on the north.

20 With hundreds of millions of dollars being
21 spent on the Harrah's Chester Downs facility, the
22 company is ignoring one vital aspect of its
23 operations patron safety.

24 It is doing so by proposing the conversion
25 of the Morton Avenue railroad crossing, which is

1 Harrah's has been an excellent teacher. As
2 I mentioned earlier, we have had several meetings
3 with company representatives specifically for the
4 purpose of learning.

5 Last fall, our President invited Gary
6 Loveman, President and CEO of Harrah's, to be the
7 keynote speaker at our foundation and scholarship
8 award banquets so the college community, our board
9 members, faculty, local businesses, and students can
10 learn more about the gaming industry and about
11 Harrah's.

12 Over the past eight months, I have had much
13 contact with these individuals. I can tell you that
14 Harrah's will be welcome as one of Delaware County's
15 newest businesses.

16 As we move forward to implement the
17 curriculum for slot machine technicians, we will be
18 partnering with Atlantic Cape Community College in
19 New Jersey, who has over 25 years experience and
20 education in support of the gaming industry.
21 Harrah's will be providing technical support to
22 ensure the quality of that education.

23 We have also began discussions with Mars
24 Electronics, our business neighbor in Chester County,
25 who also has significant experience and knowledge in

1 presently sparsely used and has extraordinary safety
2 concerns for use as a primary vehicular access road
3 for its patrons.

4 As Harrah's has not acknowledged the danger
5 in using the crossing, Conrail requests that the
6 Board requires Harrah's to find a long-term solution
7 to this problem by developing the other means access
8 available to it in order to obtain licensure.

9 Using Harrah's own projections, it is
10 expected that about 10,000 vehicles a day will use
11 this grade level crossing, which is 3,000 percent
12 increase over the several hundred vehicles a day that
13 previously used it only as an industrial crossing
14 over Kimberly Clark's production facility adjacent to
15 Harrah's.

16 If Harrah's business grows as it hopes and
17 expects, the company projects the vehicular usage of
18 the crossing could increase to 15,000 a day.

19 What makes this crossing particular
20 dangerous is the fact that rail deliveries are made
21 to Kimberly Clark adjacent to the crossing twice each
22 day.

23 This entails trains moving back and forth
24 through the crossing about a dozen times as the train
25 crew sets off carloads of paper pulp for delivery and

1 picks up empty cars from the facility.

2 The 25 or so switching moves through the
3 crossing each day are in addition to the six to ten
4 through trains traveling through the crossing each
5 day to other destinations on the line.

6 Referring to Conrail Exhibit No. 1 held by
7 Mr. McGlynn, three railroad tracks traverse the
8 Morton Avenue crossing.

9 Just to the west of the crossing, Kimberly
10 Clark has facilities on the north and south side of
11 Conrail's tracks.

12 Deliveries of loaded freight cars are made
13 into Kimberly Clark's plant on the south side of the
14 tracks via the lead track.

15 Empty rail cars are picked up from Tracks
16 1, 2, and 3 at Kimberly Clark's plant on the north
17 side of Conrail's tracks via the Reading R&A Hill
18 Track and through trains travel on the main track in
19 the middle.

20 Photos of the crossing's current condition
21 are shown on Conrail Exhibit No. 3 that you have
22 before you, Photos A through C. Kimberly Clark's
23 facility and the tracks used for the twice daily
24 switching operations are shown on Photos D through G.

25 Conrail conducted a study shown in Exhibit

1 2, which you also have before you, which shows that
2 each switching operation for Kimberly Clark takes
3 about 80 to 90 minutes.

4 During each operation, the lights and gates
5 proposed for the crossing would be activated closing
6 the crossing to vehicular traffic between 17 and 25
7 minutes.

8 Because of the lead times for crossing
9 protection devices required under Federal law, track
10 circuits would activate the lights and gates at the
11 crossings at times when the train is engaged in
12 switching operations adjacent to the crossing but is
13 not occupying the crossing.

14 This is particularly dangerous, in that
15 cars and especially pedestrians are more apt to
16 circumvent the gates when they do not see a train in
17 or approaching a crossing.

18 Furthermore, as Exhibit 2 shows, the
19 warning devices will be activated multiple times,
20 sometimes only a moment apart further adding to
21 potential frustration and irrational behavior on the
22 part of motorists and pedestrians.

23 The potential for irrational behavior is
24 exacerbated by the fact that all traffic exiting
25 Harrah's will be directed to use the Morton Avenue

1 crossing, so many of these will have been drinking.

2 Also, the evening switching operation will
3 operate during Harrah's peak hour of traffic. This
4 crossing also has other problems such as the
5 potential for queueing of vehicular traffic across
6 the crossing, poor site distances, and the merging of
7 vehicular traffic from various points in the Harrah's
8 facility and from Kimberly Clark onto the crossing.

9 There are more than 200,000 crossings with
10 active warning devices in the United States.
11 However, only a handful have the combination of
12 switching moves and through train moves that occur at
13 the Morton Avenue crossing.

14 The particular safety problems associated
15 with crossings at which switching operations occur
16 has prompted the Federal Railroad Administration to
17 recommend that all such crossings be closed.
18 Instead, Harrah's proposes to turn this crossing into
19 a major thoroughfare.

20 This matter is currently in litigation
21 before the Pennsylvania Public Utility Commission,
22 which must approve alterations to any highway
23 railroad crossing.

24 The matter was nominally brought by the
25 City of Chester as an application for approval.

1 However, as Harrah's is paying for the city's outside
2 counsel and the city's costs in connection with the
3 litigation of the crossing, it is rather obvious who
4 is calling the shots.

5 The PUC will ultimately decide whether the
6 Morton Avenue crossing can be altered as proposed by
7 the city and Harrah's and shown on Conrail Exhibit 4
8 before you.

9 However, the PUC Bureau of Transportation
10 and Safety's own witness agreed with Conrail that the
11 Morton Avenue crossing should only be used on a
12 temporary basis until other means of access can
13 further be developed.

14 The PUC Bureau of Transportation and
15 Safety's witness further agreed with Conrail that
16 under no circumstances should pedestrians be
17 permitted to use the Morton Avenue crossing on even a
18 temporary basis because of the special hazards
19 involved with pedestrians ignoring warning devices
20 and their ability to walk around or under gates and
21 between train cars.

22 The use of this dangerous crossing makes no
23 sense when other means of access could be developed.
24 Melrose Avenue, which is also shown on Exhibit 1,
25 provides a direct route off of State Route 291 under

1 Conrail's tracks with no opportunity for vehicular or
2 pedestrian interaction with trains.

3 The current condition of Melrose Avenue is
4 shown in Conrail Exhibit 3, Photos H and I. Conrail
5 has volunteered that the northern most of the bridges
6 shown on Photo H could be removed completely and the
7 southern bridge could be replaced to provide a 60
8 foot right-of-way, enough room for four 12-foot
9 traffic lanes and a sidewalk.

10 Conrail estimates that the southern bridge
11 could be replaced for about \$700,000. The site also
12 as a connection to PA 291 via Second Street and
13 Saville Avenue in Eddystone Borough as acknowledged
14 in the Orth-Rodgers traffic analysis posted on the
15 Gaming Control Board's website.

16 Even so, Harrah's testified before the PUC
17 that this route is unavailable due to it not having
18 sought any kind of accommodation with Eddystone
19 Borough.

20 This route travels through an industrial
21 area in Eddystone Borough and would utilize a bridge
22 under Conrail's tracks on Saville Avenue having a 14
23 foot clearance.

24 This route is clearly posted as a truck
25 route with some photos of its current condition near

1 long term alternative to the use of Morton Avenue for
2 access.

3 Even though Harrah's began work at the site
4 and completed its development and traffic plans
5 without even attempting to contact Conrail or hiring
6 a railroad safety expert, Conrail is agreeable to the
7 use of Morton Avenue for a finite period of two years
8 for general access while alternatives are developed.

9 After that time, Conrail believes that
10 Harrah's should be prohibited from utilizing Morton
11 Avenue for other than employee, horse trailer, and
12 emergency access.

13 The Board certainly has the power to
14 require how Harrah's itself controls the entry and
15 exiting of patrons from its property pursuant to the
16 Board's jurisdiction, quote, over every aspect of
17 authorization and operation of slot machines,
18 unquote, and its power to require adequate security
19 and condition any license in the public interest.
20 Thank you very much.

21 PRESIDING OFFICER MILLER: Thank you very
22 much.

23 Our next scheduled speaker is Mr. Albert
24 Danish from the Delaware County Chamber of Commerce.
25 Mr. Danish, please approach the podium.

1 the Harrah's facility shown on Conrail Exhibit 3,
2 Photos J through L.

3 The Eddystone access roads and Melrose
4 Avenue constitute the roadways for the former route,
5 State Route 291.

6 Among its many excuses why these alternate
7 routes allegedly could not be used, Harrah's contends
8 that Melrose Avenue is prone to frequent flooding
9 even though its plans call for drainage at the
10 underpass to accommodate a 25-year storm.

11 Contrary to its alleged problems, Harrah's
12 is still planning to use Melrose Avenue as its
13 primary entrance to the facility and admitted that it
14 had made no plans on what to do when that entrance is
15 not available and Morton Avenue may be blocked by
16 train operations.

17 Developing these alternate means of access
18 would no doubt cost money. However, the safety of
19 its patrons should not be sacrificed for a few
20 dollars, especially on a \$400 million project.

21 Conrail does not object to the Harrah's
22 Chester Downs application being granted. It is no
23 doubt a boom to the City of Chester and the county.

24 However, Conrail does object to it being
25 granted without a requirement that Harrah's develop a

1 You may begin, sir.

2 MR. DANISH: Thank you, sir. Good morning,
3 Mr. Chairman and members of the Board. My name is
4 Albert Danish. I'm here today representing as
5 Chairman-elect of the Delaware County Chamber of
6 Commerce.

7 On behalf of the Chamber of Commerce and
8 our 3200 business members, I would like to thank the
9 Pennsylvania Gambling Control Board for allowing us
10 the opportunity to offer testimony in support of the
11 proposed Chester Downs and Harrah's Casino in the
12 City of Chester.

13 Your commitment to receiving feedback from
14 all stakeholders that are impacted is in our opinion
15 of our Board of Directors the best way to move this
16 project forward in a matter inclusive of input from
17 all of us.

18 We have concluded a great deal of research
19 on Harrah's as a company and are pleased to stand
20 before you today to tell you how fortunate we as a
21 county are to have attracted such an outstanding
22 corporate citizen to the City of Chester and our
23 county.

24 Their proven track record of community
25 service is very impressive and noteworthy in our

1 testimony today.

2 Nothing encapsulates the Harrah's
3 commitment to community better than the success
4 enjoyed in the City of Joliet, Illinois after
5 Harrah's began its operation there in the mid-'90s.

6 The history of Joliet is quite similar to
7 Chester's. Once a thriving manufacturing riverfront
8 city located south of Chicago, the city became
9 depressed after their manufacturing jobs left town.

10 Crime and unemployment rates were high and
11 Joliet was a city facing many problems, much like the
12 city of Chester today.

13 However, a variety of factors reversed this
14 downward trend in an area that is contributed to
15 Joliet's rebirth, none more significant than the
16 decision of the government and the business leaders
17 to bring casino gambling to Joliet.

18 Another significant factor in the area's
19 comeback was the road improvements to provide Joliet
20 commuters with an easily accessible direct route to
21 the northwest and western suburbs of Chicago.

22 As a result, builders and housing
23 developers have rediscovered Joliet, and each new
24 residential community enhances Joliet's position as
25 an attractive location for new homeowners.

1 Their collective endorsements of Harrah's
2 and the positive impact on the city have been
3 overwhelming.

4 Mr. Slinkard believed that the Harrah's
5 Riverboat Casino is the single largest contributor to
6 their revitalization over the last 12 years. He has
7 seen their community grow in excitement and, frankly,
8 did not have any negative but most positive things to
9 say about them.

10 He attributes Harrah's impact on Joliet to
11 a number of significant areas that have been
12 excellent. Their financial contributions to the
13 community have been significant and have touched a
14 variety of areas.

15 For example, the arts are now thriving in
16 Joliet. There is a wide range of cultural
17 activities, museums, theaters, art galleries, and
18 performing arts facilities that he believes were
19 there through Harrah's leadership and direct funding.

20 This has turned greatly to enhance the
21 overall quality of life for city residents and
22 tourists coming into the area.

23 In addition to my role with the Chamber of
24 Commerce, I am also Chairman of the Delaware County
25 Workforce Investment Board. In that role, I can

1 Similarly, improvements in Chester's roads
2 and housing stock are well underway as you have heard
3 today. Just this past February, state, county, and
4 city officials cut the ribbon on the newly and
5 completed Route 291 expansion project, which will
6 greatly enhance the city's transportation.

7 Within the past year, the first new single
8 housing developments have been constructed in Chester
9 in more than a decade because both large and small
10 companies are taking notice, many have started to
11 relocate and look into the city for their operations.

12 Even with all of that positive news
13 emulating from Chester, me telling you this, there is
14 much more to be done to handle this enormous
15 challenge.

16 Similar to the turnaround in Joliet, we
17 firmly believe that Harrah's Racetrack and Slot
18 Parlor in Chester will be the much needed catalyst
19 needed to bring all of the components of economic
20 development together.

21 Our research of Harrah's and their success
22 in Joliet has brought us in contact with a number of
23 government and business leaders in their area,
24 including the city manager and the President of the
25 Chamber of Commerce.

1 speak of, as was mentioned 12 times today, the
2 generous contribution that was given to the Workforce
3 Development Board. I did receive the check. We are
4 putting it to great use as we speak today.

5 We are pleased to find the community
6 involvement isn't limited to monetary contributions.
7 Their employees, from their executives through their
8 rank and file, are encouraged to offer their time
9 back by volunteering for countless charity activities
10 with a great deal of them taking leadership roles on
11 nonprofit boards.

12 In addition, Harrah's is an industry leader
13 in advocating responsible gambling as part of a
14 corporate heritage and culture. This is for people
15 who have the right reasons who are going there, we
16 believe just to have fun.

17 If gambling becomes something other than
18 fun and problematic, then they are committed to
19 helping those affected. We sincerely hope to have
20 your full support in granting Harrah's gambling and
21 racing facilities so that they may become a key
22 member of our community. We hope you will help this
23 happen. Thank you.

24 PRESIDING OFFICER MILLER: Thank you very
25 much for your remarks.

1 Our next speaker is Reverend Duane
2 Belgrave, Sr., from the FAIR Deal Coalition.
3 MR. BELGRAVE: Good morning. I want to
4 thank you for the opportunity to address you today to
5 the Chair and members of the Pennsylvania Gaming
6 Control Board. Thank you for this opportunity and
7 also the entire process of sharing.

8 I represent the FAIR Deal Coalition, which
9 is a community based religious non-profit civic and
10 it consists of other organizations that have come
11 together to ensure that a portion of the enormous
12 revenues generated by gambling in southeastern
13 Pennsylvania are channeled into positive public
14 purposes.

15 We are a multi-county coalition. The FAIR
16 Deal, the FAIR is an acronym for Fair and Accountable
17 Investment of Revenue.

18 The organizational members of the FAIR Deal
19 Coalition serve low income, minority, limited English
20 speaking, and other disenfranchised individuals in
21 communities.

22 As our name suggests, the FAIR Deal
23 Coalition wants a fair deal as the gaming industry
24 comes to the City of Chester.

25 Our main objective is to advocate for the

1 community.

2 We also contend that the public hearing
3 process in regards to Chester Downs has not been
4 transparent, participatory, and also that sufficient
5 time has not been given for Chester and other
6 Delaware County citizens to review and to respond to
7 the documents relative to the proposed gaming
8 facility.

9 Unlike the City of Philadelphia, the City
10 of Chester and Delaware County, officials did not
11 create a task force to analyze the comprehensive
12 impact of a gaming facility that may potentially
13 have on Chester and its surrounding communities.

14 Despite these very serious deficiencies, a
15 casino is being constructed in Chester, as I speak.
16 Also, a question that this raises is how and why
17 would Harrah's invest over \$400 million in a
18 development of a casino when they have yet to receive
19 a gaming license? That's food for thought.

20 Also, Harrah's public impact report lacks
21 any meaningful reference to the issues of local
22 police and emergency services.

23 Those services will likely be stretched
24 beyond the breaking point, especially since the state
25 has imposed a cap on hiring -- the hiring of police

1 use of gaming revenues in a manner that meets the
2 broad economic needs of our region.

3 We believe that a casino in Chester can be
4 both beneficial and equitable for both Harrah's and
5 the City of Chester and Delaware County.

6 The experience of the gaming industry in
7 Evansville, Indiana, about a decade ago, demonstrates
8 that with a forward thinking partnership between an
9 independent coalition of dedicated experts and
10 citizen leaders, the economic benefits can also help
11 low income communities and contribute to an
12 effective, long-term anti-poverty strategies.

13 We at the FAIR Deal Coalition look forward
14 to the opportunity to work with Harrah's to ensure
15 that local citizens' needs and concerns are
16 appropriately addressed. Thus, we look forward to
17 working with Mr. Atwood, Donlevie, Keeton, Ms. Jones
18 and their staff in getting together and really seeing
19 how we can work together.

20 We also ask that a regulation be added to
21 Act 71 requiring that every gaming license applicant
22 negotiate a community benefit agreement with broad
23 based local community groups that represent the
24 citizens who will be directly impacted by the
25 presence of a casino operating within their

1 in the City of Chester.

2 Harrah's has not even met the most
3 rudimentary requirements set forth by this body and
4 these regulations.

5 Another issue which has been raised today
6 also is the issue of gambling and gambling addictions
7 and gambling education and prevention.

8 We look forward to the opportunity to have
9 a discussion with Harrah's. They mentioned two
10 programs today, the Responsible Gambling and the
11 Project 21 Programs. We would like to hear more --
12 have the opportunity to hear from them about those
13 programs.

14 The FAIR Deal Coalition will also be making
15 some announcements regarding some forthcoming future
16 events as, for example, public educational forums
17 about gaming.

18 We, the FAIR deal coalition, are looking
19 forward to working with casino operators,
20 governmental officials throughout the region in order
21 to achieve the economic social goals that benefit
22 both the residents, as well as the Harrah's, the
23 other local businesses, and the public sector.

24 We know that these benefits can, again, as
25 discussed earlier have impact locally, as well as

1 countywide and throughout the Commonwealth. Thank
2 you for the opportunity to speak.

3 PRESIDING OFFICER MILLER: Thank you,
4 Reverend.

5 Our next speaker is Francis Carey from the
6 Workforce Investment Board; is that right, Mr. Carey?

7 MR. CAREY: Yes, sir.

8 PRESIDING OFFICER MILLER: Thank you, sir.
9 You may begin.

10 MR. CAREY: Thank you, Mr. Chairman,
11 members of the Gaming Board. My remarks will be
12 brief because they will be somewhat redundant from
13 some of the previous speakers, which you've heard
14 from; but I come from the position of standing as the
15 executive director of the Workforce Investment Board
16 and also serve as the Director for the Office of
17 Employment Training for the County of Delaware.

18 The mission of the Workforce Investment
19 Board is to provide policy guidance and the resources
20 necessary to serve the needs of both employers and
21 job seekers within its jurisdiction.

22 Since the initial announcement of the
23 possibilities of the gaming industry coming to
24 Delaware County, the Delaware Board has been at the
25 table to provide advice and counsel relative to the

1 entry level positions in a number of industries.

2 The skill sets taught through this funding
3 are not self serving to the future needs of Harrah's
4 but are applicable to a number of industry sectors
5 including healthcare, financial services, and
6 manufacturing.

7 This commitment is proof positive of their
8 intentions to maximize employment prospects for
9 residents of the city and throughout Delaware County.

10 Harrah's Entertainment should be recognized
11 as a company which fully intends to keep its
12 promises.

13 Efforts such as theirs will result in
14 expanded opportunities for our citizens to obtain
15 family sustaining wage positions and the synergistic
16 benefits created within the community, its business
17 and overall commerce. Thank you for the opportunity
18 to address the Board.

19 PRESIDING OFFICER MILLER: Thank you, sir.

20 At this time, we'll begin with the
21 individual speakers, who will have up to three
22 minutes to speak.

23 Before we begin, I note that Mr. Cavanaugh
24 and Mr. Lolli have not been sworn in. I do not know
25 where you two are, but if you please stand and raise

1 overall issue of workforce development.

2 As you know, the City of Chester has been a
3 severely distressed community for many years. As
4 over time, it has lost a strong industrial and
5 manufacturing employer base.

6 However, the city is entering a vibrant
7 stage of revitalization as existing and incoming
8 employers are recognizing the advantages of locating
9 in their businesses in the City of Chester.

10 Harrah's Entertainment has from the very
11 beginning shown its willingness to be an active
12 corporate citizen within the city.

13 It has demonstrated, as has been spoken of
14 before, its good will by contributing over \$500,000
15 for the purposes of augmenting existing resources to
16 prepare Chester residents as employment opportunities
17 evolve.

18 Their contribution has enabled us to reach
19 out in the community and provide employment awareness
20 services and currently funding a comprehensive,
21 preemployment readiness program for Chester
22 residents.

23 This program currently has approximately
24 100 well-screened applicants that will upon
25 successful completion be credible candidates for

1 your hand, I'll swear you in right now.

2 Do you swear or affirm that the testimony
3 you're about to give will be the truth, the whole
4 truth, and nothing but the truth, so help you God?

5 THE WITNESSES: I do.

6 PRESIDING OFFICER MILLER: Thank you. You
7 may be seated.

8 Our first speaker will be Mr. Ron Battoni,
9 who I note is at the podium.

10 MR. BATTONI: Good morning, members of the
11 Gaming Board. My name is Ron Battoni. I am the
12 Executive Director of the Pennsylvania Harness
13 Horsemen's Association or PHHA.

14 Our mission is to provide a stable
15 foundation for our members by encouraging competitive
16 racing that will increase fan participation and raise
17 the profile of the Pennsylvania harness racing to a
18 national level.

19 Years ago, the start of harness racing
20 season in southeastern Pennsylvania was a highly
21 anticipated event met with great excitement by fans
22 and media.

23 Today, we have an opportunity to recapture
24 that excitement at Harrah's Chester. The right
25 people, the right location, and most importantly the

1 right intentions have finally come together at the
2 right time.

3 Since 2002, when then Chester Downs project
4 began PHHA was encouraged by the give and take
5 between our directors and the founders, Joe
6 Lashinger, Kevin Flynn, and George Miller.

7 They fully understood the realities of
8 harness racing and were prepared to address the
9 challenges that lie ahead.

10 As the project grew in scope to include the
11 possibility for slot machine gaming, we are excited
12 to learn that Harrah's Entertainment, the world's
13 largest gaming brand would join the project.

14 Since then they have proven their
15 dedication by creating a facility that exceeded our
16 expectations.

17 When you factor in the potential benefits
18 of slot machine revenues, it becomes clear that
19 Harrah's Chester can become a worthy successor to
20 southeastern Pennsylvania's former harness landmark,
21 Liberty Bell Park.

22 Augmented overnight purses will encourage a
23 level of competition not seen since Liberty Bell's
24 heyday. In fact, projections indicate that this will
25 quickly become the premiere harness attraction in

1 MR. MCGROARTY: McGroarty, exactly. My name
2 is Kevin McGroarty. I am Vice President and co-owner
3 of Suburban Electric Supply Incorporated located at
4 1500 West Fourth Street in Chester City,
5 Pennsylvania. I'm a lifelong resident of Delaware
6 County.

7 Suburban Electric Supply is a family owned
8 and operated business established in 1979. Our
9 business has been headquartered in Chester city since
10 1991. Suburban Electric is a wholesale distributor
11 of electrical supplies, energy efficient lighting
12 systems and renewable energy products.

13 Our company has been a certified small
14 business administration HUBZone since June 16th,
15 2002.

16 This program promotes the revitalization of
17 city regions through the employment of local
18 residents.

19 Our company has been successful and
20 participated in its program since that date and hope
21 to continue to employ and educate for years to come.

22 I was struck by the similarities of the
23 HUBZone message and the message of Vince Donlevie,
24 Operations Manager, at the procurement guidelines
25 seminar held on October 28th, 2005.

1 Pennsylvania and possibly in the entire country.

2 In addition, slot revenues will further
3 enhance the Pennsylvania Sire Stakes Program. They
4 will also aid in the creation of the Commonwealth's
5 first standard bred breeders program, both of these
6 will significantly contribute to the agriculture base
7 in the Commonwealth.

8 Finally, increased revenues will allow PHHA
9 to offer a more comprehensive health insurance plan
10 and create a new pension plan for trainers.

11 In conclusion, southeastern Pennsylvania
12 was always an ideal location for harness racing.
13 It's even better today in terms of accessibility,
14 proximity, and the potential for high profile media
15 coverage.

16 The added benefits of slot machines will
17 allow for a quality that rivals the world's very
18 best.

19 All of this combined with Harrah's
20 demonstrated ability to adapt and change in today's
21 gaming marketplace has earned our endorsement.

22 PRESIDING OFFICER MILLER: Thank you very
23 much, sir.

24 Our next speaker is Kevin, is it,
25 McGroarty?

1 Following the meeting, I called some local
2 subcontractors who were working on the construction
3 phase of the Harrah's racino.

4 The conversation led to purchases totalling
5 \$42,000 from the Hobbs Electric Corporation and
6 \$17,000 from Joseph Metzger in building cable and
7 sundry items.

8 I have to believe that the fact that
9 Harrah's is looking to support local businesses will
10 only increase the amount of business transactions for
11 my company in the future.

12 Suburban Electric Supplies has been
13 supplying contractors in the gaming industry for over
14 20 years.

15 In 2004, we supplied all of the lighting
16 systems necessary for Eastern Energy, a New Jersey
17 based contract at Caesars and Harrah's Casino in
18 Atlantic City, New Jersey.

19 Some other projects include Trump Plaza,
20 the Atlantic City Convention Center and most recently
21 the Tropicana Casino.

22 The construction of Harrah's Casino and
23 Racetrack marks the beginning of the revitalization
24 of what was once a thriving city in southeastern
25 Pennsylvania.

1 My company, Suburban Electric Supply,
2 eagerly looks forward to this bright future of
3 Harrah's Racino and the City of Chester and hopes
4 that the Chester First Initiative continues to become
5 part of the fabric of this success. Thank you for
6 your time and your attention.

7 PRESIDING OFFICER MILLER: Thank you, sir.

8 Our next scheduled speaker is Lisa
9 Witomski. You may begin.

10 MS. WITOMSKI: My name is Lisa Witomski.
11 I'm President of T. Frank McCalls Incorporated. I'm
12 a resident of Pennsylvania.

13 Since 1876, 130 years, McCalls has been
14 located at Sixth and Madison Streets, three short
15 blocks from Harrah's Chester.

16 McCalls is a distributor of paper and
17 janitorial supplies. McCalls was, in fact, Scott
18 Paper's very first customer and we remain a master
19 distributor for Kimberly Clark.

20 In 2005, McCalls was honored at the White
21 House in Washington as the Mid-Atlantic Women Owned
22 Business of the Year.

23 Most importantly, we were nominated by our
24 marvelous customers, some of which are Avon, Boeing,
25 Johnson & Johnson, and Harrah's soon.

1 opportunity to come and speak.

2 I just want to say that it is a difficult
3 task to get here and to go through all of the sort of
4 difficulties to be able to express what I wanted to
5 bring before this Commission.

6 I really want to speak about in reference
7 to the residents of Chester is the overall impact,
8 not the economic impact but the environmental impact.

9 Chester and the surrounding areas have been
10 bombarded with environmental issues for the last 20
11 years, everything from the largest trash burning
12 facility in the State of Pennsylvania, the seventh, I
13 believe, in the whole country.

14 We are surrounded by industries,
15 refineries. We have Delcor, which is the Delaware
16 County Regional Sewer Authority located plant in
17 Chester.

18 We have the Chester Water Authority. We
19 also have some other incineration organizations. My
20 question is how does this great opportunity in
21 Harrah's impact this community in reference to its
22 environment.

23 We're talking about traffic that might
24 increase 300 percent on Morton Avenue, one of the
25 main routes that come in.

1 Harrah's Chester in spite of preexisting
2 national contracts has been extraordinarily
3 supportive and proactive in engaging McCalls as a
4 vendor.

5 From personal experience, I can attest that
6 Harrah's not only talks the talk but walks the walk
7 for local Chester businesses and women owned
8 businesses. Thank you.

9 PRESIDING OFFICER MILLER: Thank you,
10 ma'am.

11 Our next speaker is Mr. William Nix.

12 Mr. Nicks, have you been sworn?

13 MR. NIX: No, I haven't.

14 PRESIDING OFFICER MILLER: Why don't you
15 step to the podium and I'll do that right now.

16 Do you swear or affirm that the testimony
17 you're about to give shall be the truth, the whole
18 truth, and nothing but the truth, so help you God?

19 MR. NIX: Yes, I do.

20 PRESIDING OFFICER MILLER: All right. You
21 may begin.

22 MR. NIX: Good morning. I just, again,
23 want to thank you for this opportunity. I am a
24 Chester lifelong resident, just one of those plain
25 people that was able to take advantage of this

1 We're talking about in addition of burning
2 trash and sewer that comes into the Chester, Delaware
3 County Regional Sewer Authority and through Del Corp.

4 I know that permits were asked for and in
5 some places approved, but it is the overall effect
6 of all of these industries that I think no specific
7 person is looking at.

8 If you look at one thing here and one thing
9 there, they might be okay and because Chester was a
10 place where there was a Federal lawsuit for
11 environmental racism. Not that I'm saying that that
12 is an issue, but the health impact of this facility
13 in Chester, I think, is something that should not be
14 ignored and should be looked at for the Commission in
15 order to properly look at its permit. Thank you.

16 PRESIDING OFFICER MILLER: Thank you, sir.

17 Our next speaker is Burt Cavanagh, Sr.

18 MR. CAVANAGH: Members of the Commission,
19 ladies and gentlemen, my remarks will be brief and to
20 the point, as is required.

21 My name is Burt Cavanagh. I'm a lifelong
22 resident of Delaware County where I operate a fourth
23 generation business.

24 I've served numerous boards and commissions
25 during my business career. I'm also licensed by the

1 United States Trotting Association as a trainer of
2 standardbred racehorses, having been an owner and
3 breeder for many years.

4 I'm here today to speak in favor of
5 granting a Category I slot license to Harrah's in the
6 City of Chester.

7 Harrah's is an organization with a record
8 of success in operating businesses, which provide a
9 positive ripple effect in the communities in which
10 they are located.

11 Fifty years ago, I went to high school in
12 an economically vibrant town called Chester. It was
13 the home of Scott Paper, Sun Ship, Balt Anchor and
14 many other industries.

15 With their presence came jobs, which were
16 filled by those who lived in the immediate area,
17 numerous other businesses and services located in
18 Chester to serve the needs of those who worked in
19 those industries.

20 During the last 50 years, regulatory,
21 economic, and technological changes impacted Chester.
22 It now needs the economic stimulus this new
23 enterprise will create.

24 Entertainment dollars now go to Delaware
25 and New Jersey. Harrah's will give Chester a jump

1 is known as the multiplier effect.

2 In hospitality and tourism industry, there
3 are many secondary effects produced beyond their
4 original expenditures.

5 When a guest patronizes a casino, that
6 money is recycled to other businesses to purchase
7 additional goods in the local and regional area.

8 In addition, employees of the business will
9 spend a higher proportion of their money on various
10 goods and services in the local community.

11 The multiplier effect has both a direct
12 impact on the local community and region. For
13 example, money used from gaming taxes funds local
14 redevelopment that can improve the quality of life
15 for residents and an indirect impact on many other
16 local businesses.

17 Casino driven demand creates a need for new
18 businesses that provide goods and services for the
19 tourism economy. It will also allow Chester to
20 redefine itself as a tourist area that is fresh, new,
21 and on the move.

22 Data from a 1999 National Gaming Impact
23 Study shows that communities closest to casinos
24 experience a 12 to 7 percent drop in welfare
25 payments, unemployment rates, and unemployment

1 start in reigniting the city's marketplace.

2 I urge you to look favorably upon Harrah's
3 application. Harrah's represents a first class
4 business presence, which will hopefully stop the
5 drain of Pennsylvania dollars going to Delaware and
6 New Jersey and help Chester, again, be a vibrant and
7 prominent city of industry. Thank you for the
8 opportunity to make my thoughts known.

9 PRESIDING OFFICER MILLER: Thank you, sir.
10 Our next scheduled speaker is Mr. Jeffrey
11 Lolli. You may begin.

12 MR. LOLLI: Thank you. I would like to
13 thank the Pennsylvania Gaming Board for allowing me
14 to speak today.

15 Again, my name is Jeff Lolli. I'm a
16 full-time professor at Widener University in the
17 School of Hospitality Management.

18 However, prior to becoming an academician,
19 I spent 18 years in the hospitality industry, most of
20 that time in the gaming sector in Atlantic City and
21 part of that time as a director for Harrah's in
22 Atlantic City.

23 The positive impact of adding gaming to any
24 area is indisputable. In addition to infusing badly
25 needed revenue into the area, it can also create what

1 insurance.

2 Moreover, the study stated that a new
3 casino of even limited attractiveness, placed in a
4 market that is not only saturated, will yield
5 positive economic benefits on net to its host
6 community.

7 In addition to the economic benefits, the
8 opportunity for new employment will be expansive.
9 Casino gaming is a labor intensive business and this
10 will provide Chester and area residents with the
11 creation of much needed new jobs at varying levels.

12 As the gaming industry is known to be a
13 leader in pay and benefits in the hospitality and
14 tourism industry, these jobs will offer employees the
15 opportunity to make a fair and competitive wage to
16 provide for themselves, their families, and their
17 future.

18 Widener University and the School of
19 Hospitality Management already have an outstanding
20 relationship with Harrah's. This new entertainment
21 complex provides opportunities for our students to
22 gain valuable work experience in the gaming sector of
23 the hospitality industry.

24 Having worked for Harrah's Atlantic City, I
25 can personally attest to their being the employer of

1 choice in the gaming industry.

2 They offer fair and outstanding wages and
3 benefits, while also offering their employees
4 opportunities for career growth and advancement.

5 Harrah's is definitely the premiere company
6 in the gaming industry. Thank you.

7 PRESIDING OFFICER MILLER: Thank you, sir.
8 That concludes the public comment portion of this
9 hearing.

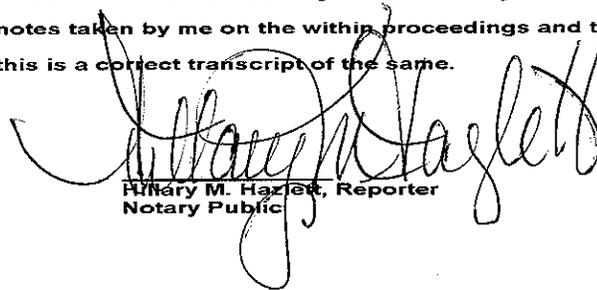
10 The two applicants have an opportunity at
11 this time to address any issues they feel compelled
12 to rebut or to make a final comment. They have up to
13 15 minutes to do so. I would ask that that be done
14 in the same order as the presentation, which means
15 Harrah's Chester Downs may make a final comment if
16 they choose to do so.

17 MR. ATWOOD: Thank you, members. I'll be
18 brief. I think we have a terrific site. We're
19 building a beautiful building.

20 We have the ability to deliver a lot of
21 economic benefits to the citizens of the Commonwealth
22 and particularly to our neighbors of Chester. Most
23 of all, we have the ability to affect a lot of
24 people's lives by providing them jobs and great
25 opportunities to build a living for their families.

1 I hereby certify that the proceedings and
2 evidence are contained fully and accurately in the
3 notes taken by me on the within proceedings and that
4 this is a correct transcript of the same.

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



Hillary M. Hazlett, Reporter
Notary Public

COMMONWEALTH OF PENNSYLVANIA

Notarial Seal
Hillary M. Hazlett, Notary Public
City Of Harrisburg, Dauphin County
My Commission Expires Sept. 29, 2007

Member, Pennsylvania Association Of Notaries

1 We're very excited about the opportunity and we hope
2 that you will give us the opportunity to do it.
3 Thank you.

4 PRESIDING OFFICER MILLER: Thank you very
5 much.

6 Greenwood Gaming, you may do likewise.

7 MR. SCHRIER: Good morning, again. I just
8 wanted to thank the Board for the opportunity to have
9 addressed you today.

10 I want to thank those from our legislative
11 branch who have spoken and given some encouraging
12 words on our behalf. We look forward to presenting
13 you with a terrific project in the future that will
14 enhance not only Bensalem and Bucks County but the
15 entire Philadelphia region. Thank you.

16 PRESIDING OFFICER MILLER: That concludes
17 all of the speakers for today's public hearing. This
18 public hearing in Philadelphia, Pennsylvania on May
19 12th, 2006 is now closed.

20 (The hearing concluded at 11:58 a.m.)
21
22
23
24
25

<p>\$</p> <p>\$1</p> <p>[2] 82:1 110:11</p> <p>\$1.7</p> <p>[1] 13:25</p> <p>0</p> <p>78:16 87:8 93:25</p> <p>\$100</p> <p>[1] 17:18</p> <p>\$11</p> <p>[1] 25:17</p> <p>\$15</p> <p>[1] 97:19</p> <p>\$150,000</p> <p>[1] 62:21</p> <p>\$17,000</p> <p>[1] 148:6</p> <p>\$20</p> <p>[2] 116:7 116:15</p> <p>\$200,000</p> <p>[1] 118:16</p> <p>\$242</p> <p>[1] 38:21</p> <p>\$250,000</p> <p>[1] 62:22</p> <p>\$30</p> <p>[1] 61:5</p> <p>\$30,000</p> <p>[2] 94:7 94:20</p> <p>\$400</p> <p>[4] 30:13 116:17 130:</p> <p>20 139:17</p> <p>\$400,000</p> <p>[2] 62:24 63:8</p> <p>\$42,000</p> <p>[1] 148:5</p> <p>\$445</p> <p>[1] 39:12</p> <p>\$498</p> <p>[1] 38:20</p> <p>\$5</p> <p>97:17</p> <p>0</p> <p>17:15</p> <p>\$50,000</p> <p>[1] 118:13</p> <p>\$500,000</p> <p>[5] 19:10 26:22 31:2</p> <p>121:13 142:14</p> <p>\$60</p> <p>[1] 82:13</p> <p>\$7</p> <p>[1] 18:20</p> <p>\$700,000</p> <p>[1] 129:11</p> <p>\$8</p> <p>[2] 117:17 117:18</p>	<p>100</p> <p>[5] 26:17 31:6 47:25 81:</p> <p>23 142:24</p> <p>100,000</p> <p>[3] 18:19 24:16 101:13</p> <p>100-plus</p> <p>[1] 56:21</p> <p>104,000</p> <p>[1] 46:25</p> <p>106</p> <p>[1] 2:21</p> <p>10th</p> <p>[2] 84:4 84:7</p> <p>11</p> <p>[2] 40:6 86:23</p> <p>11,000</p> <p>[1] 24:19</p> <p>112</p> <p>[1] 2:22</p> <p>11:58</p> <p>[1] 158:20</p> <p>12</p> <p>[8] 1:7 26:19 75:5 95:6</p> <p>95:9 135:6 136:1 155:</p> <p>24</p> <p>12-foot</p> <p>[1] 129:8</p> <p>120</p> <p>[1] 2:23</p> <p>124</p> <p>[1] 2:24</p> <p>12th</p> <p>[3] 5:8 105:17 158:19</p> <p>13</p> <p>[2] 72:6 105:24</p> <p>13,000</p> <p>[1] 19:5</p> <p>13-year</p> <p>[1] 11:3</p> <p>130</p> <p>[1] 149:13</p> <p>1300</p> <p>[1] 45:22</p> <p>132</p> <p>[1] 2:25</p> <p>137</p> <p>[1] 3:3</p> <p>14</p> <p>[1] 129:22</p> <p>14-year</p> <p>[1] 112:13</p> <p>141</p> <p>[1] 3:4</p> <p>145</p> <p>[1] 3:5</p> <p>147</p> <p>[1] 3:6</p> <p>15</p> <p>[5] 2:4 34:13 55:10 59:</p> <p>5 157:13</p> <p>15,000</p> <p>[1] 124:18</p> <p>15-minute</p> <p>[1] 55:9</p> <p>150</p> <p>[1] 3:7</p> <p>1500</p> <p>[1] 147:4</p> <p>151</p> <p>[1] 3:8</p> <p>153</p> <p>[1] 3:9</p> <p>155</p> <p>[1] 3:10</p> <p>16</p> <p>[1] 36:15</p> <p>160</p> <p>[1] 103:11</p> <p>16th</p> <p>[1] 147:14</p> <p>17</p> <p>[1] 126:6</p> <p>17,000</p>	<p>[1] 96:19</p> <p>1700s</p> <p>[1] 91:21</p> <p>18</p> <p>[3] 13:25 96:7 154:19</p> <p>1876</p> <p>[1] 149:13</p> <p>18th</p> <p>[1] 26:2</p> <p>19</p> <p>[1] 2:5</p> <p>19.3</p> <p>[1] 39:20</p> <p>1940s</p> <p>[1] 92:1</p> <p>1950s</p> <p>[1] 92:2</p> <p>1974</p> <p>[1] 40:12</p> <p>1979</p> <p>[1] 147:8</p> <p>1989</p> <p>[1] 34:10</p> <p>1990</p> <p>[2] 34:12 36:8</p> <p>1990s</p> <p>[3] 13:16 92:11 92:20</p> <p>1991</p> <p>[1] 147:10</p> <p>1993</p> <p>[1] 38:8</p> <p>1995</p> <p>[2] 15:13 100:2</p> <p>1996</p> <p>[3] 81:24 86:12 91:2</p> <p>1998</p> <p>[1] 101:3</p> <p>1999</p> <p>[1] 155:22</p> <p>1:00</p> <p>[1] 64:6</p>	<p>[1] 36:22</p> <p>21</p> <p>[2] 15:23 140:11</p> <p>22</p> <p>[2] 10:25 110:14</p> <p>24</p> <p>[2] 2:6 94:20</p> <p>25</p> <p>[5] 74:14 74:15 122:19</p> <p>125:2 126:6</p> <p>25-year</p> <p>[1] 130:10</p> <p>2500</p> <p>[1] 24:16</p> <p>26</p> <p>[1] 18:9</p> <p>260</p> <p>[1] 38:25</p> <p>28</p> <p>[1] 87:9</p> <p>28.5</p> <p>[1] 19:4</p> <p>28th</p> <p>[1] 147:25</p> <p>29</p> <p>[1] 110:12</p> <p>291</p> <p>[15] 28:7 29:7 57:11 57:</p> <p>12 101:19 101:24 102:</p> <p>1 102:2 102:7 105:11</p> <p>109:21 128:25 129:12</p> <p>130:5 134:5</p> <p>29:44</p> <p>[1] 74:18</p> <p>2nd</p> <p>[1] 4:20</p>	<p>[1] 29:16</p> <p>400,000</p> <p>[2] 82:14 104:3</p> <p>413</p> <p>[1] 85:16</p> <p>42</p> <p>[1] 2:9</p> <p>44</p> <p>[1] 103:5</p> <p>441.2</p> <p>[1] 5:15</p> <p>45</p> <p>[1] 2:10</p> <p>450</p> <p>[5] 34:18 38:15 51:9 61:</p> <p>18 77:23</p> <p>47</p> <p>[3] 86:11 88:19 89:16</p> <p>476</p> <p>[2] 28:7 109:22</p> <p>48</p> <p>[1] 2:11</p> <p>4th</p> <p>[1] 40:12</p>	<p>19 95:5 116:17</p> <p>81</p> <p>[1] 2:18</p> <p>85,000</p> <p>[2] 11:16 15:24</p> <p>8:31</p> <p>[1] 1:7</p>
<p>'80s</p> <p>[1] 60:15</p> <p>'90s</p> <p>[3] 15:5 60:15 100:9</p>	<p>15000</p> <p>[1] 124:18</p> <p>15-minute</p> <p>[1] 55:9</p> <p>150</p> <p>[1] 3:7</p> <p>1500</p> <p>[1] 147:4</p> <p>151</p> <p>[1] 3:8</p> <p>153</p> <p>[1] 3:9</p> <p>155</p> <p>[1] 3:10</p> <p>16</p> <p>[1] 36:15</p> <p>160</p> <p>[1] 103:11</p> <p>16th</p> <p>[1] 147:14</p> <p>17</p> <p>[1] 126:6</p> <p>17,000</p>	<p>2</p> <p>[8] 13:9 71:4 78:15 97:</p> <p>2 109:9 125:16 126:1</p> <p>126:18</p> <p>2,000</p> <p>[1] 46:3</p> <p>2.4</p> <p>[1] 94:12</p> <p>20</p> <p>[5] 14:3 22:8 86:24 148:</p> <p>14 151:10</p> <p>200</p> <p>[3] 36:18 116:10 116:17</p> <p>200,000</p> <p>[1] 127:9</p> <p>2000</p> <p>[2] 100:20 102:18</p> <p>2001</p> <p>[2] 93:2 115:4</p> <p>2002</p> <p>[3] 110:10 145:3 147:15</p> <p>2003</p> <p>[1] 101:4</p> <p>2004</p> <p>[4] 5:14 10:18 56:6 148:</p> <p>15</p> <p>2005</p> <p>[8] 38:20 39:14 87:16</p> <p>97:1 105:18 105:24</p> <p>147:25 149:20</p> <p>2006</p> <p>[6] 1:7 4:20 84:4 87:10</p> <p>102:5 158:19</p> <p>2007</p> <p>[1] 26:11</p> <p>2008</p> <p>[1] 102:9</p> <p>2009</p> <p>[1] 102:9</p> <p>2011</p>	<p>3</p> <p>[7] 8:7 96:25 97:16 125:</p> <p>16 125:21 129:4 130:1</p> <p>3,000</p> <p>[2] 48:9 124:11</p> <p>30</p> <p>[8] 8:4 8:20 35:1 37:24</p> <p>74:11 74:20 80:17 106:</p> <p>8</p> <p>30,000</p> <p>[1] 76:3</p> <p>300</p> <p>[1] 151:24</p> <p>300,000</p> <p>[1] 46:1</p> <p>3001</p> <p>[1] 34:14</p> <p>32</p> <p>[1] 2:7</p> <p>3200</p> <p>[2] 24:15 132:8</p> <p>322</p> <p>[1] 28:7</p> <p>33</p> <p>[1] 103:17</p> <p>336,000</p> <p>[1] 94:9</p> <p>34</p> <p>[1] 14:6</p> <p>37,000</p> <p>[1] 82:2</p> <p>38</p> <p>[1] 2:8</p> <p>39</p> <p>[1] 103:16</p>	<p>5</p> <p>[2] 26:19 26:20</p> <p>5.5</p> <p>[1] 36:23</p> <p>50</p> <p>[6] 2:12 33:6 87:19 88:</p> <p>1 103:8 153:20</p> <p>500</p> <p>[2] 31:6 39:23</p> <p>51</p> <p>[1] 64:23</p> <p>56</p> <p>[1] 2:13</p> <p>576,000</p> <p>[1] 94:12</p>	<p>9</p> <p>9/11</p> <p>[1] 41:4</p> <p>90</p> <p>[1] 126:3</p> <p>900</p> <p>[3] 30:22 85:3 85:8</p> <p>900,000</p> <p>[1] 97:7</p> <p>91</p> <p>[1] 2:19</p> <p>95</p> <p>[4] 57:10 72:5 101:14</p> <p>101:19</p> <p>99</p> <p>[1] 2:20</p> <p>9th</p> <p>[1] 55:23</p>
<p>1</p> <p>[11] 13:9 18:6 35:14 51:</p> <p>11 61:1 61:19 63:19 63:</p> <p>20 125:6 125:16 128:24</p> <p>1,000</p> <p>[3] 25:7 30:21 33:23</p> <p>1,200</p> <p>[1] 82:20</p> <p>1.4</p> <p>[1] 94:8</p> <p>1.8</p> <p>[1] 39:16</p> <p>2:3 8:6</p> <p>10,000</p> <p>[2] 51:22 124:10</p>	<p>15000</p> <p>[1] 124:18</p> <p>15-minute</p> <p>[1] 55:9</p> <p>150</p> <p>[1] 3:7</p> <p>1500</p> <p>[1] 147:4</p> <p>151</p> <p>[1] 3:8</p> <p>153</p> <p>[1] 3:9</p> <p>155</p> <p>[1] 3:10</p> <p>16</p> <p>[1] 36:15</p> <p>160</p> <p>[1] 103:11</p> <p>16th</p> <p>[1] 147:14</p> <p>17</p> <p>[1] 126:6</p> <p>17,000</p>	<p>4</p> <p>[2] 11:13 128:7</p> <p>40</p> <p>[6] 8:1 11:14 11:21 27:</p> <p>18 34:24 103:9</p> <p>40,000</p> <p>[1] 11:13</p> <p>400</p>	<p>6</p> <p>[1] 26:19 26:20</p> <p>5.5</p> <p>[1] 36:23</p> <p>50</p> <p>[6] 2:12 33:6 87:19 88:</p> <p>1 103:8 153:20</p> <p>500</p> <p>[2] 31:6 39:23</p> <p>51</p> <p>[1] 64:23</p> <p>56</p> <p>[1] 2:13</p> <p>576,000</p> <p>[1] 94:12</p>	<p>6</p> <p>[1] 110:14</p> <p>60</p> <p>[3] 2:14 66:11 129:7</p> <p>60,000</p> <p>[1] 96:24</p> <p>600</p> <p>[1] 25:8</p> <p>615</p> <p>[1] 43:18</p> <p>64</p> <p>[1] 2:15</p> <p>65</p> <p>[3] 93:17 104:1 106:4</p> <p>6:00</p> <p>[1] 6:12</p>	<p>A</p> <p>A.M.</p> <p>[1] 1:7</p> <p>AARP</p> <p>[1] 18:15</p> <p>Abate</p> <p>[1] 92:25</p> <p>Ability</p> <p>[6] 42:7 63:8 128:20</p> <p>146:20 157:20 157:23</p> <p>Able</p> <p>[11] 7:6 7:8 53:22 60:</p> <p>12 67:23 84:5 96:14</p> <p>101:14 102:11 150:25</p> <p>151:4</p> <p>Abreast</p> <p>[1] 42:12</p> <p>Absolutely</p> <p>[1] 109:19</p> <p>Abuse</p> <p>[1] 41:21</p> <p>Abut</p> <p>[1] 33:3</p> <p>Academe</p> <p>[1] 123:3</p> <p>Academician</p> <p>[1] 154:18</p> <p>Accept</p> <p>[1] 70:20</p> <p>Accepted</p> <p>[1] 43:17</p> <p>Accepting</p> <p>[1] 4:19</p> <p>Access</p> <p>[26] 25:2 27:17 46:4 48:</p> <p>17 48:20 48:23 49:8 49:</p> <p>9 49:11 49:12 49:14 49:</p> <p>17 50:2 101:13 105:8</p> <p>105:13 108:4 124:2</p> <p>124:7 128:12 128:23</p> <p>130:3 130:17 131:2</p> <p>131:8 131:12</p> <p>Accesses</p> <p>[1] 46:19</p> <p>Accessibility</p> <p>[1] 148:13</p> <p>Accessible</p> <p>[3] 48:7 95:11 133:20</p> <p>Accommodate</p> <p>[3] 45:21 48:21 130:10</p> <p>Accommodates</p> <p>[1] 51:19</p> <p>Accommodation</p> <p>[1] 129:18</p> <p>Accomplish</p> <p>[1] 54:22</p>

Accomplished [2] 70:18 78:25 Accomplishment [1] 95:10 Account [2] 33:15 100:16 Accountability 45:2 Accountable [2] 43:3 137:16 Accounts [1] 33:6 Accumulate [1] 82:9 Accurately [1] 159:2 Achieve [1] 140:21 Achieved [1] 107:24 Achieving [1] 121:4 Acknowledge [1] 7:12 Acknowledged [3] 102:18 124:4 129:13 Acknowledges [2] 13:5 43:7 Acknowledging [1] 19:24 Acquire [1] 107:19 Acquired [1] 36:7 Acre [2] 93:17 104:1 Acres [7] 34:18 38:15 38:25 51:10 61:18 77:23 106: 4 Acronym [1] 137:16 Act [1] 5:14 10:18 14:19 19 54:1 56:6 70:13 86:11 87:6 88:19 89:16 116:14 117:16 138:21 Action [1] 16:1 Activate [1] 126:10 Activated [2] 126:5 126:19 Active [3] 123:18 127:10 142: 11 Activities [6] 41:12 41:15 45:4 52: 23 135:17 136:9 Activity [1] 123:5 Acts [1] 135:18 Adapt [1] 146:20 Adaptable [1] 48:24 Adaptive [1] 115:18 Add [3] 11:19 39:23 99:5 Added [7] 39:19 82:6 99:2 108: 18 108:18 138:20 146: 16 Addictions [1] 140:6 Adding [2] 126:20 154:23 Addition [1] 14:14 28:9 29:24 20 86:6 88:7 93:25 101:18 106:19 108:24 109:16 111:1 113:18	116:14 116:18 125:3 135:23 136:12 146:2 152:1 154:24 155:8 156:7 Additional [14] 18:9 36:24 49:16 54:6 59:15 70:25 71:4 88:10 88:16 88:19 88: 22 89:15 94:2 155:7 Additionally [1] 39:2 Address [19] 16:6 23:17 50:8 54: 12 73:1 77:19 79:1 79: 5 79:7 79:13 91:15 99: 23 102:16 103:19 106: 12 137:4 143:18 145:8 157:11 Addressed [3] 77:10 138:16 158:9 Addressing [1] 79:15 Adequate [3] 57:8 57:8 131:18 Adhered [1] 6:17 Adhering [1] 8:14 Adjacent [7] 49:1 104:23 105:7 123:19 124:14 124:21 126:12 Adjoining [1] 35:24 Administered [3] 66:3 66:16 68:1 Administration [6] 45:20 47:6 47:15 70: 4 127:16 147:14 Administrators [1] 114:7 Admitted [2] 15:17 130:13 Ado [1] 24:13 Adopted [3] 100:2 101:3 105:3 Advanced [2] 33:15 36:23 Advancement [1] 157:4 Advantage [2] 53:4 150:25 Advantages [1] 142:8 Adverse [1] 105:6 Advertising [1] 93:21 Advice [1] 141:25 Advising [1] 37:25 Advisory [1] 23:12 Advocate [1] 137:25 Advocating [1] 136:13 Aerial [1] 28:14 Affairs [1] 19:18 Affect [2] 5:3 157:23 Affected [1] 136:19 Affirm [4] 9:17 69:16 144:2 150:16 Afford [1] 70:25 African [1] 44:12	Age [1] 81:13 Agencies [3] 90:13 104:5 105:23 Agency [3] 104:11 104:12 114:8 Ago [7] 11:12 75:4 76:14 98: 19 138:7 144:19 153:11 Agreeable [1] 131:6 Agreed [3] 115:15 128:10 128: 15 Agreement [4] 36:22 116:12 116: 12 138:22 Agreements [1] 40:6 Agricultural [1] 46:6 Agriculture [4] 50:20 60:25 62:10 146:6 Ahead [3] 63:20 77:15 145:9 Aid [4] 18:21 59:20 110:21 146:4 Aimed [1] 110:12 Airport [3] 28:10 57:14 109:23 Alarm [1] 47:23 Albert [3] 2:25 131:23 132:4 Alcohol [1] 42:13 Alleged [1] 130:11 Allegedly [1] 130:7 Alliance [2] 5:6 5:7 Allentown [1] 58:8 Allocated [1] 26:21 Allotted [2] 7:8 8:20 Allow [15] 6:3 6:6 15:15 64: 20 67:14 68:10 73:19 88:4 88:9 89:16 89:17 101:7 146:8 146:17 155:19 Allowed [1] 33:19 Allowing [3] 73:23 132:9 154:13 Allows [1] 108:19 Almost [4] 18:20 57:20 58:15 96:23 Alterations [1] 127:22 Altered [1] 128:6 Alternate [2] 130:6 130:17 Alternative [2] 4:15 131:1 Alternatives [1] 131:8 Aluminium [1] 92:7 Alzheimers [2] 18:14 19:6 Ambassador [1] 115:8 Ambivalent [1] 71:14	Amenities [6] 46:23 51:3 62:1 52: 23 53:5 110:5 America [2] 36:20 39:5 America's [1] 33:15 American [1] 44:12 Amount [4] 39:19 70:19 96:22 148:10 Analogy [1] 97:23 Analysis [2] 105:14 129:14 Analyze [1] 139:11 Anchor [1] 153:13 Anchored [1] 115:20 Ancillary [1] 71:20 Andy [5] 2:11 37:20 48:13 48: 15 50:6 Angeli [3] 1:10 5:18 32:6 Animated [1] 31:20 Announcement [1] 141:22 Announcements [1] 140:15 Annual [3] 38:22 94:9 97:20 Annually [2] 86:19 110:11 Answering [1] 63:25 Answers [2] 81:18 81:20 Anti [1] 138:12 Anti-poverty [1] 138:12 Anticipate [1] 40:2 Anticipated [5] 83:1 85:1 91:16 98: 5 144:21 Antiquated [1] 73:11 Apart [1] 126:20 Appear [2] 56:4 69:24 Appearance [1] 29:6 Appliances [1] 108:19 Applicable [1] 143:4 Applicant [7] 7:17 7:25 32:22 33: 3 34:14 42:15 138:21 Applicant's [1] 7:21 Applicants [5] 6:3 8:22 55:8 142: 24 157:10 Applicants' [1] 55:6 Application [18] 32:11 34:3 53:25 56:5 59:9 59:11 69:25 70:9 80:24 83:7 89:21 91:5 103:25 106:24 111:25 127:25 130:22 154:3 Applications [1] 43:18 Apply	[2] 43:21 43:24 Applying [2] 32:19 94:8 Appreciate [3] 5:25 84:17 90:5 Appreciates [1] 43:8 Appreciative [1] 10:5 Approach [6] 29:6 55:19 55:20 59: 23 95:24 131:25 Approached [1] 116:2 Approaches [2] 13:7 29:9 Approaching [1] 126:17 Appropriate [1] 105:6 Appropriately [1] 138:16 Approval [9] 26:8 49:21 99:3 99: 9 104:1 105:22 105:23 106:1 127:25 Approve [2] 119:7 127:22 Approved [4] 93:16 102:2 105:11 152:5 Improvement [1] 105:13 April [1] 105:24 Apt [1] 126:15 Architect [2] 37:19 45:7 Architects [1] 45:12 Architectural [2] 37:20 45:11 Area [41] 7:14 24:23 24:25 25:3 26:5 26:7 27:25 28:11 29:20 31:4 35:8 47:9 60:23 63:14 63:16 65:22 68:24 70:14 72: 23 75:7 77:23 77:24 79: 5 98:7 98:15 100:17 103:20 105:19 107:23 109:25 115:18 129:21 133:14 134:23 135:22 153:16 154:24 154:25 155:7 155:20 156:10 Area's [1] 133:18 Areas [27] 17:1 19:15 23:12 40:4 45:18 45:19 47:5 47:5 47:8 47:16 47:17 47:18 48:9 62:11 65:22 73:8 73:12 73:12 73:14 73:14 76:10 79:11 79: 13 84:12 135:11 135:14 151:9 Arguably [1] 33:13 Argue [1] 99:8 Army [1] 104:6 Arrival [7] 24:23 52:19 82:25 93:23 95:5 97:9 98:5 Arriving [1] 97:25 Art [1] 135:17 Arterial [2] 101:20 105:11 Arterials [1] 101:25 Article	[1] 118:9 Articulation [1] 50:14 Artistic [2] 24:11 28:23 Arts [1] 135:15 Aspect [4] 77:8 94:17 123:22 131:16 Aspirations [1] 20:4 Assembled [1] 26:16 Assembly [1] 60:14 Assessment [3] 70:21 70:23 71:9 Asset [1] 52:14 Assets [1] 120:18 Assist [4] 8:13 8:15 36:25 120: 1 Assistance [4] 6:23 16:2 42:9 72:12 Assisting [2] 96:2 123:1 Associate [1] 106:4 Associated [2] 101:25 127:14 Associates [3] 23:16 61:9 105:15 Association [6] 32:25 33:4 83:23 111:18 144:13 153:1 Associations [1] 32:25 Assumed [2] 73:5 82:21 Assure [3] 30:15 70:23 123:6 Assures [1] 28:1 Assuring [1] 7:1 Atlantic [1] 34:20 38:24 58:13 62:18 122:18 148:18 148:20 149:21 154:20 154:22 156:24 Attached [2] 46:2 47:3 Attempted [1] 89:20 Attempting [2] 58:10 131:5 Attended [1] 85:25 Attending [2] 9:9 44:8 Attention [5] 9:6 9:12 52:18 111: 2 149:6 Attest [3] 37:6 150:5 156:25 Attorney [1] 32:10 Attract [5] 37:3 76:11 76:21 92: 22 110:23 Attracted [3] 93:12 93:18 132:21 Attracting [1] 12:20 Attraction [2] 53:15 145:25 Attractions [2] 51:20 53:5 Attractive [2] 54:3 133:25 Attractiveness
---	---	---	--	---	---

Attractions
 [2] 51:20 53:5
 Attractive
 [2] 54:3 133:25
 Attractiveness
 [1] 156:3
 Attracts
 97:7
 Attributable
 [1] 12:25
 Attributes
 [1] 135:10
 Atwood
 [6] 2:3 10:4 10:8 17:25
 138:17 157:17
 Audience
 [4] 4:10 6:21 6:22 6:25
 Augmented
 [1] 145:22
 Augmenting
 [1] 142:15
 Auspices
 [1] 45:3
 Authority
 [23] 5:14 7:13 83:23 91:
 11 91:15 103:4 103:15
 103:18 106:20 109:5
 109:6 112:4 112:10
 112:11 113:24 113:25
 114:4 114:13 115:13
 115:15 151:16 151:18
 152:3
 Authorization
 [1] 131:17
 Authorized
 [1] 84:3
 Automatic
 [2] 47:22 47:22
 Availability
 [2] 93:17 116:1
 Available
 [11] 5:21 6:16 8:16 42:
 9 43:21 92:21 94:15
 103:20 112:22 124:8
 151:15
 Venue
 [24] 29:7 34:23 104:20
 105:8 105:9 123:25
 125:8 126:25 127:13
 128:6 128:11 128:17
 128:24 129:3 129:13
 129:22 130:4 130:8
 130:12 130:15 131:1
 131:7 131:11 151:24
 Average
 [4] 94:7 94:19 96:20
 103:10
 Avon
 [1] 149:24
 Awaits
 [1] 55:1
 Award
 [4] 58:23 82:4 100:3
 122:8
 Award-winning
 [1] 58:23
 Awarded
 [1] 37:11
 Aware
 [4] 41:23 72:19 84:2
 116:1
 Awareness
 [2] 44:23 142:19

B

Background
 [2] 33:3 91:20
 Backgrounds
 [2] 43:11 45:1
 Backup
 48:1
 Badly
 [1] 154:24
 Bahamas

[1] 14:17
 Balance
 [1] 40:22
 Balt
 [1] 153:13
 Baltimore
 [1] 118:1
 Banquet
 [1] 24:20
 Banquets
 [1] 122:8
 Bar
 [2] 24:19 26:5
 Bargaining
 [1] 40:6
 Bars
 [3] 24:18 62:4 73:17
 Base
 [9] 11:17 41:16 81:12
 92:14 99:7 104:18 108:
 22 142:5 146:6
 Baseball
 [1] 41:13
 Based
 [12] 17:13 40:20 51:19
 63:4 72:15 91:22 95:19
 104:14 105:3 137:9
 138:23 148:17
 Basis
 [7] 17:23 36:9 79:7 90:
 17 98:15 128:12 128:18
 Battoni
 [4] 3:5 144:8 144:10
 144:11
 Bear
 [2] 39:14 88:14
 Beautiful
 [3] 34:17 51:24 157:19
 Beauty
 [1] 35:2
 Became
 [3] 116:15 116:17 133:8
 Become
 [15] 12:3 18:8 55:2 63:
 6 63:10 65:25 66:6 67:
 13 73:12 90:18 94:14
 136:21 145:19 145:25
 149:4
 Becomes
 [2] 136:17 145:18
 Becoming
 [2] 44:9 154:18
 Beepers
 [1] 4:8
 Beeping
 [1] 8:24
 Befitting
 [1] 46:13
 Began
 [11] 64:13 81:24 82:5
 91:2 100:9 100:22 114:
 21 122:23 131:3 133:5
 145:4
 Begin
 [26] 4:6 8:8 8:24 9:25
 11:10 22:17 23:16 30:
 17 32:4 37:3 55:7 55:
 16 55:17 70:15 74:6 82:
 8 88:9 88:14 119:12
 132:1 141:9 143:20
 143:23 149:9 150:21
 154:11
 Beginning
 [8] 25:12 65:8 65:9 79:
 15 83:10 85:16 142:11
 148:23
 Begins
 [1] 89:10
 Begun
 [3] 26:13 26:14 108:6
 Behalf
 [9] 8:11 34:6 70:7 73:
 24 80:21 119:19 123:15
 132:7 158:12
 Behavior

[2] 126:21 126:23
 Belgrave
 [3] 3:3 137:2 137:3
 Belief
 [1] 27:8
 Believer
 [1] 57:1
 Believes
 [3] 109:19 131:9 135:18
 Bell
 [2] 97:2 145:21
 Bell's
 [1] 145:23
 Beneficial
 [1] 138:4
 Beneficiaries
 [1] 118:16
 Benefit
 [9] 28:5 31:7 88:3 94:3
 98:4 109:12 123:8 138:
 22 140:21
 Benefits
 [21] 17:10 19:1 20:15
 28:3 31:6 56:9 66:17
 87:24 99:8 111:12 118:
 2 138:10 140:24 143:16
 145:17 146:16 156:5
 156:7 156:13 157:3
 157:21
 Benjamin
 [3] 2:24 123:14 123:16
 Bensalem
 [31] 32:21 32:25 34:15
 34:15 38:16 39:15 49:2
 49:20 49:20 60:16 60:
 17 61:19 69:10 70:4 70:
 20 71:9 71:14 71:23 72:
 22 73:21 73:24 74:2 74:
 5 75:1 75:4 75:5 75:22
 78:6 78:18 79:2 158:14
 Bensalem's
 [1] 39:21
 Best
 [11] 27:22 33:13 44:19
 57:1 61:24 61:25 83:7
 115:19 116:6 132:15
 146:18
 Bet
 [1] 68:22
 Bethlehem
 [1] 58:9
 Better
 [6] 62:2 62:13 63:14 76:
 8 133:3 146:13
 Betterment
 [1] 62:1
 Betting
 [1] 26:5
 Between
 [17] 37:7 56:15 57:12
 73:11 79:3 83:21 85:2
 94:13 102:19 107:2
 110:20 115:13 117:25
 126:6 128:21 138:8
 145:5
 Beyond
 [4] 95:15 108:17 139:
 24 155:3
 Bid
 [1] 44:4
 Big
 [2] 78:1 80:6
 Bigger
 [2] 76:10 78:3
 Biggest
 [4] 72:4 75:15 75:16 75:
 25
 Bill
 [3] 34:1 34:9 88:1
 Billion
 [2] 14:1 82:1
 Birthplace
 [1] 64:25
 Bisected
 [1] 101:12

Bit
 [4] 24:14 27:4 37:14 56:
 13
 Blackberries
 [1] 4:8
 Bless
 [1] 80:14
 Blocked
 [1] 130:15
 Blocks
 [1] 149:15
 Blue
 [1] 47:3
 Board
 [63] 1:1 4:5 4:18 5:10 5:
 13 5:15 5:16 5:20 6:2 6:
 5 6:10 6:19 20:25 21:2
 21:5 21:20 21:25 22:21
 26:23 31:3 41:22 45:10
 48:15 51:2 53:21 55:22
 64:19 65:12 66:5 69:23
 71:23 72:10 73:3 74:8
 77:6 80:11 80:23 85:24
 90:10 91:13 106:21
 108:8 116:22 119:19
 122:8 123:7 124:6 131:
 13 132:3 132:9 132:15
 135:26 136:3 137:6
 141:6 141:11 141:15
 141:19 141:24 143:18
 144:11 154:13 158:8
 Board's
 [2] 129:15 131:16
 Boards
 [3] 120:11 136:11 152:
 24
 Boasts
 [1] 34:24
 Boats
 [2] 60:13 89:19
 Bob
 [7] 34:1 34:5 34:9 61:8
 61:15 79:6 79:25
 Body
 [1] 140:3
 Boeing
 [1] 149:24
 Bombarded
 [1] 151:10
 Bones
 [1] 66:1
 Bonuses
 [2] 17:14 17:18
 Boom
 [1] 130:23
 Boost
 [1] 109:19
 Booth
 [1] 43:15
 Borgata
 [1] 34:19
 Born
 [1] 117:20
 Borough
 [3] 129:13 129:19 129:
 21
 Boroughs
 [1] 110:14
 Bottom
 [2] 89:5 111:19
 Bounded
 [1] 104:20
 Boxes
 [1] 78:1
 Branch
 [1] 158:11
 Brand
 [8] 27:13 27:14 27:17
 27:23 31:8 52:11 68:12
 146:13
 Brands
 [7] 12:10 12:11 12:14
 12:15 12:17 12:21 27:
 23
 Break

[3] 24:22 55:9 55:11
 Breaking
 [1] 139:24
 Bred
 [1] 146:5
 Breeder
 [1] 153:3
 Breeders
 [2] 111:17 146:5
 Breeding
 [5] 35:20 36:3 54:16 54:
 19 61:2
 Bridge
 [6] 25:18 56:18 57:15
 129:7 129:10 129:21
 Bridges
 [1] 129:5
 Brief
 [7] 24:6 33:2 53:22 91:
 19 141:12 152:19 157:
 18
 Bright
 [3] 53:13 68:20 149:2
 Brighter
 [2] 14:11 67:7
 Bring
 [19] 13:11 21:3 30:8 31:
 5 31:10 44:19 53:8 76:
 24 77:11 80:9 88:19 91:
 9 100:5 107:22 109:11
 111:3 133:17 134:19
 151:5
 Bringing
 [2] 5:23 51:23
 Brings
 [5] 20:15 23:10 80:8 98:
 7 111:12
 Broad
 [3] 34:23 138:2 138:22
 Broadcasts
 [1] 16:17
 Broader
 [4] 50:8 50:15 51:9 53:
 12
 Brought
 [6] 112:23 116:18 117:
 14 127:24 134:22
 Brownfield
 [9] 56:23 83:12 84:9 84:
 12 86:7 107:21 113:11
 117:14 119:5
 Bucks
 [8] 34:15 49:3 51:17 52:
 7 53:1 53:16 54:4 158:
 14
 Bucolic
 [1] 52:6
 Budget
 [3] 86:9 87:10 118:12
 Budgets
 [1] 95:14
 Buffet
 [1] 29:17
 Build
 [3] 17:7 67:18 157:25
 Builders
 [1] 133:22
 Building
 [23] 25:4 25:14 25:23
 28:17 29:6 29:10 46:2
 46:5 46:7 46:17 46:20
 46:24 47:19 47:20 47:
 24 50:24 65:19 82:7 82:
 18 106:4 148:6 157:19
 157:19
 Buildings
 [1] 88:24
 Built
 [7] 11:12 13:17 15:19
 25:17 33:13 46:7 52:3
 Bulk
 [1] 105:20
 Bumps
 [1] 114:12
 Bureau

[2] 128:9 128:14
 Burning
 [1] 151:11 152:1
 Burt
 [3] 3:9 152:17 152:21
 Bus
 [1] 57:17
 Business
 [43] 12:23 20:3 20:5 20:
 14 21:15 27:16 33:11
 39:9 40:11 40:13 43:5
 43:25 44:6 44:9 54:7
 61:11 78:10 85:15 86:
 24 87:21 91:21 99:25
 107:24 110:19 120:1
 120:25 121:10 122:24
 124:16 132:8 133:16
 134:23 143:16 147:8
 147:9 147:14 148:10
 149:22 152:23 152:25
 154:4 155:8 156:9
 Businesses
 [27] 36:10 44:15 58:12
 94:24 95:3 95:19 96:7
 97:20 98:3 98:21 99:7
 108:20 110:23 110:25
 120:16 122:9 122:15
 140:23 142:9 148:9
 150:7 150:8 153:8 153:
 17 155:6 155:16 155:18
 Butter
 [5] 2:18 80:19 80:20 80:
 21 113:22
 Buy
 [3] 94:22 97:22 108:19
 Buying
 [1] 94:18
 Buzz
 [2] 82:9 98:12

C

Cable
 [1] 148:6
 Cachere
 [1] 29:11
 Caesars
 [2] 12:10 148:17
 Calculation
 [1] 97:15
 Campaign
 [1] 93:21
 Candidates
 [2] 120:3 142:25
 Cannot
 [2] 15:20 68:6
 Cap
 [1] 139:25
 Capacity
 [8] 18:11 38:7 51:16
 103:5 103:7 103:20
 112:9 112:13
 Cape
 [1] 122:18
 Capita
 [1] 103:11
 Capital
 [3] 36:4 49:23 120:17
 Capitalize
 [2] 100:20 101:15
 Capture
 [2] 50:17 94:25
 Capturing
 [2] 51:17 95:3
 Car
 [1] 46:3
 Career
 [3] 120:3 152:25 157:4
 Careers
 [2] 17:7 120:15
 Careful
 [1] 52:16
 Carefully
 [1] 111:24
 Carey

[1] 52:16
Carefully
[1] 111:24
Carey
[5] 3:4 141:5 141:6 141:7 141:10
Carloads
124:25
Carr
[2] 12:24 25:18
Carrying
[1] 101:13
Cars
[6] 108:19 125:1 125:12 125:15 126:15 128:21
Cartisano
[5] 2:21 106:11 106:15 113:22 118:5
Cascade
[1] 23:3
Case
[2] 111:14 113:19
Cases
[1] 15:17
Cash
[2] 15:12 17:14
Casino
[60] 11:13 17:2 24:17 24:25 29:10 29:19 30:2 30:4 45:15 45:24 46:4 46:24 48:8 48:25 49:6 51:6 51:8 51:12 51:16 52:3 52:20 53:1 53:11 70:17 73:4 81:1 83:1 91:7 91:17 99:20 103:24 104:2 105:5 106:2 107:12 108:1 108:6 109:19 110:4 111:5 111:7 111:12 112:21 119:4 119:20 132:11 133:17 135:5 138:3 138:25 139:15 139:18 140:19 148:17 148:21 153:22 155:5 155:17 156:3 156:9
Casinos
[5] 12:19 15:17 108:15 108:16 155:23
Catalyst
[1] 134:18
Category
[8] 7:16 32:12 32:20 37:11 42:15 56:6 70:1 153:5
Cavanagh
[4] 3:9 152:17 152:18 152:21
Cavanaugh
[1] 143:23
Ceiling
[1] 29:21
Celebrate
[1] 84:6
Cell
[1] 4:7
Center
[16] 23:14 24:24 28:18 35:10 43:17 51:15 51:21 77:23 91:21 92:3 92:4 92:12 92:15 102:4 108:9 148:20
Centers
[2] 78:1 84:23
CEO
[2] 18:1 122:6
Ceremony
[1] 85:25
Certainly
[11] 27:1 34:5 62:13 63:10 76:13 78:4 82:12 84:4 90:9 131:13
Certificates
[1] 25:15
Certification

[1] 96:15
Certified
[5] 96:3 96:6 96:8 96:13 147:13
Certify
[1] 159:1
CFO
[1] 17:25
Chain
[1] 27:7
Chair
[2] 106:15 137:5
Chairman
[13] 32:5 42:20 59:25 64:19 69:22 74:7 80:11 112:5 119:18 132:3 132:5 135:24 141:10
Chairman-elect
[1] 132:5
Challenge
[3] 19:9 86:16 134:15
Challenges
[3] 86:25 111:6 145:9
Chamber
[7] 44:12 44:13 131:24 132:5 132:7 134:25 135:23
Champion
[1] 51:24
Chance
[1] 85:9
Change
[7] 29:1 63:8 68:8 81:5 90:24 98:8 146:20
Changes
[1] 153:21
Changing
[1] 47:16
Channeled
[1] 137:13
Chaplain
[1] 41:20
Character
[2] 46:6 52:7
Charitable
[4] 18:16 19:4 22:14 40:21
Charities
[2] 40:19 41:5
Charity
[2] 22:9 136:9
Charles
[2] 2:3 10:7
Check
[2] 72:24 136:3
Checks
[1] 15:13
Chester
[191] 7:17 7:18 9:24 10:6 10:14 12:20 12:23 14:15 19:8 19:9 19:12 24:6 25:6 25:11 26:23 27:1 28:5 30:3 30:4 30:9 30:12 31:15 31:16 56:2 56:3 56:5 56:10 56:14 58:7 58:22 60:21 64:25 65:4 65:6 65:8 65:9 65:11 65:14 65:20 65:21 65:25 65:25 66:6 66:10 66:12 66:17 66:18 67:6 67:24 67:25 67:25 68:3 68:17 68:20 68:22 80:17 80:21 80:22 80:25 81:1 81:8 81:24 82:25 83:3 83:8 83:19 84:13 84:24 85:9 85:12 85:14 85:25 86:2 86:5 86:8 86:11 87:7 87:9 87:22 88:3 89:22 90:17 90:22 91:7 91:11 91:14 91:17 91:18 91:20 92:2 93:9 93:18 93:22 95:16 95:24 97:10 97:12 97:17 97:23 98:9 98:12 99:4 99:10 99:13 99:15 100:

2 100:10 100:16 100:18 103:15 103:16 103:23 103:25 104:13 105:24 106:1 106:17 106:19 107:1 107:6 107:9 108:9 108:12 109:8 109:17 109:24 110:15 111:1 111:14 112:16 113:24 118:7 118:10 118:18 118:20 118:24 120:10 122:24 123:10 123:21 127:25 130:22 130:23 132:11 132:12 132:22 133:12 134:8 134:13 134:18 137:24 138:3 138:5 139:3 139:5 139:10 139:13 139:15 140:1 142:2 142:9 142:16 142:21 144:24 145:3 145:19 147:4 147:9 149:3 149:4 149:15 150:1 150:7 150:24 151:7 151:9 151:17 151:18 152:2 152:9 152:13 153:6 153:12 153:18 153:21 153:25 154:6 155:19 156:10 157:15 157:22
Chester's
[4] 67:6 91:24 133:7 134:1
Chicago
[2] 133:8 133:21
Chief
[6] 10:24 19:17 37:16 38:5 70:6 112:13
Children
[3] 16:25 68:6 68:15
Choice
[2] 62:2 157:1
Choose
[6] 4:12 67:14 80:18 93:22 106:10 157:16
Chose
[1] 118:18
Chosen
[1] 56:19
Chuck
[2] 14:25 17:25
Circuits
[1] 126:10
Circulation
[2] 47:6 47:17
Circumstances
[1] 128:16
Circumvent
[1] 126:16
Cities
[2] 37:25 58:9
Citizen
[8] 33:24 38:12 40:11 54:23 61:5 132:22 138:10 142:12
Citizens
[15] 10:12 31:16 40:2 56:9 57:24 58:1 66:19 78:18 113:12 118:2 119:6 138:24 139:6 143:14 157:21
Citizens'
[1] 138:15
City
[160] 34:20 38:24 56:1 56:3 56:9 56:14 56:15 56:16 56:20 57:21 57:24 58:1 58:6 58:7 58:7 58:13 58:17 58:22 59:2 62:18 64:24 65:4 65:15 66:17 67:13 67:21 68:2 80:16 80:21 80:22 81:2 81:24 82:2 83:3 83:8 83:21 84:13 85:21 86:4 86:14 86:20 87:4 87:8 87:10 87:13 87:15 87:21 88:2 88:10 88:18 88:21 89:9 89:23 90:19 90:

22 90:25 91:6 91:18 91:20 92:2 92:15 92:19 92:20 92:23 93:3 93:24 94:1 94:3 94:10 94:15 94:23 95:3 95:8 95:10 95:11 95:13 95:19 95:22 96:4 96:5 96:17 97:3 97:25 98:3 98:12 98:22 98:23 99:4 99:13 99:13 99:15 99:16 99:19 100:2 100:9 100:10 100:22 101:12 101:14 102:11 103:3 103:16 103:22 103:25 104:13 104:15 104:16 105:23 105:24 106:17 106:18 107:2 107:6 107:18 108:25 110:14 116:2 118:6 118:15 119:2 120:9 121:18 123:10 127:25 128:7 130:23 132:12 132:22 133:4 133:8 133:8 133:11 133:12 134:4 134:11 134:24 135:2 135:21 137:24 138:5 139:9 139:9 140:1 142:2 142:6 142:9 142:12 143:9 147:4 147:9 147:17 148:18 148:20 148:24 149:3 153:6 154:7 154:20 154:22 156:24
City's
[22] 67:9 82:19 84:6 85:4 86:9 86:15 90:6 91:22 92:10 92:12 93:5 94:6 96:2 98:25 99:2 99:12 103:14 105:3 128:1 128:2 134:6 154:1
City-based
[1] 95:19
Civic
[1] 137:9
Clark
[6] 104:24 124:21 125:10 126:2 127:8 149:19
Clark's
[4] 124:14 125:13 125:16 125:22
Class
[7] 12:9 25:5 33:12 35:6 53:23 80:3 154:3
Classified
[2] 101:20 105:10
Clean
[2] 28:2 68:12
Cleaned
[1] 119:6
Clear
[3] 87:17 121:11 145:18
Clearance
[1] 129:23
Clearly
[6] 16:23 17:2 63:6 97:21 129:24
Clerk
[2] 5:20 59:17
Close
[3] 30:16 58:19 64:2
Closed
[6] 4:21 107:14 114:18 115:2 127:17 158:19
Closely
[2] 42:11 120:10
Closer
[3] 66:13 85:20 91:1
Closest
[2] 108:14 155:23
Closing
[4] 30:3 65:17 68:19 126:5
Club
[1] 33:1
Clubhouse
[1] 29:13
Clubs

[2] 38:17 43:10
Co-owner
[1] 147:2
Coalition
[8] 137:2 137:8 137:15 137:19 137:23 138:9 138:13 140:14 140:18
Coast
[3] 35:6 63:7 63:11
Code
[10] 6:15 10:23 14:23 15:3 16:24 18:5 19:22 20:6 22:11 31:13
Codes
[1] 48:6
Coffee
[4] 24:19 94:22 97:18 97:22
Coincidentally
[1] 115:22
Colins
[3] 1:10 5:18 32:6
Collaboration
[2] 107:4 107:8
Collaborative
[1] 107:1
Collateral
[1] 16:19
Colleague
[1] 14:23
Colleagues
[5] 10:19 18:21 80:22 91:6 106:23
Collected
[4] 49:21 87:14 87:20 103:3
Collective
[2] 40:6 135:1
College
[6] 67:15 119:24 120:6 120:24 122:8 122:18
Color
[1] 43:20
Colorful
[1] 29:17
Combination
[1] 127:11
Combine
[1] 46:19
Combined
[3] 52:25 87:20 146:19
Comeback
[1] 133:19
Comfort
[1] 55:9
Coming
[8] 61:9 76:8 80:13 86:4 117:10 121:19 135:22 141:23
Commadore
[2] 56:18 57:15
Commence
[2] 26:1 84:3
Commenced
[1] 102:6
Commences
[2] 39:25 94:15
Comment
[6] 55:7 55:16 119:13 157:8 157:12 157:15
Comments
[4] 4:12 4:15 4:19 59:15
Commerce
[12] 44:12 44:13 91:21 91:22 91:23 112:8 131:24 132:6 132:7 134:25 135:24 143:17
Commercial
[3] 35:11 87:12 92:3
Commingled
[1] 33:20
Commission
[18] 36:13 42:21 60:1 63:18 83:25 84:2 103:

25 104:9 104:13 105:18 108:14 112:6 114:8 114:9 127:21 151:5 152:14 152:18
Commissioner
[2] 32:6 32:6
Commissioners
[2] 15:1 19:20
Commissions
[1] 152:24
Commitment
[22] 12:12 13:12 14:24 15:3 15:5 15:9 16:25 17:5 19:7 19:14 19:22 30:12 31:10 31:14 39:13 43:12 85:19 85:22 120:9 132:13 133:3 143:7
Commitments
[1] 16:24
Committed
[3] 30:25 121:9 136:18
Committee
[1] 23:13
Common
[3] 12:13 85:22 114:15
Commonwealth
[19] 10:13 13:13 14:20 33:7 35:22 36:6 65:1 72:13 83:9 86:12 111:17 115:3 115:7 115:11 115:14 117:20 141:1 146:7 157:21
Commonwealth's
[1] 146:4
Communications
[1] 10:21
Communities
[26] 18:5 18:15 20:13 20:16 40:24 77:12 81:10 81:19 93:1 108:14 109:13 110:9 110:17 110:18 110:25 111:3 111:10 116:19 121:10 123:9 137:21 138:11 139:13 153:9 155:23
Community
[5] 6:7 7:23 8:5 14:21 15:6 18:7 19:10 22:3 22:6 31:11 37:17 40:4 40:11 40:13 40:20 41:11 42:22 50:24 51:19 53:9 54:7 54:10 54:24 62:1 67:18 69:3 69:6 70:22 75:12 75:18 76:17 77:3 77:6 77:9 77:12 78:4 78:12 78:23 79:18 79:19 79:23 85:7 86:12 86:13 88:16 88:22 89:10 89:18 90:4 93:14 100:7 102:17 102:20 102:22 103:13 106:14 108:6 112:23 113:2 113:14 113:20 114:4 114:23 117:1 117:11 119:13 119:15 119:17 119:23 120:5 122:8 122:18 123:13 132:24 133:3 133:24 135:7 135:13 136:5 136:22 137:9 138:22 138:23 139:1 142:3 142:19 143:16 151:21 155:10 155:12 156:6
Community-based
[2] 40:20 51:19
Commuters
[1] 133:20
Companies
[8] 13:6 38:1 41:1 92:25 96:11 96:13 117:3 134:10
Company
[44] 11:4 11:11 12:4 13:9 14:13 16:17 17:12 18:3 18:4 18:20 18:24 19:

9 14:13 16:17 17:12 18:
3 18:4 18:20 18:24 19:
21 20:23 23:21 27:14
31:6 31:7 32:23 33:3
33:22 34:6 34:12 36:8
36:16 38:13 38:24 39:
42 41:7 92:6 107:13
7:7 117:23 121:5
1:6 122:3 123:22
124:17 132:19 143:11
147:13 147:19 148:11
149:1 157:5
Company's
[5] 36:10 38:11 41:15
43:1 45:4
Comparable
[1] 54:20
Compelled
[1] 157:11
Compelling
[1] 12:18
Compete
[2] 13:11 35:23
Competition
[1] 145:23
Competitive
[6] 21:14 27:10 50:17
53:4 144:15 156:15
Compiled
[1] 30:23
Complementing
[1] 52:1
Complete
[6] 25:21 25:22 26:9 46:
21 52:17 114:25
Completed
[6] 25:14 34:11 42:16
72:15 131:4 134:5
Completely
[1] 129:6
Completion
[2] 66:13 142:25
Complex
[1] 34:20 156:21
Complexes
[1] 34:22
Compliance
[1] 43:22
Complicate
[1] 7:1
Complying
[1] 6:24
Component
[2] 43:14 52:3
Components
[2] 51:4 134:19
Composed
[1] 5:17
Comprehensive
[10] 58:24 82:5 99:18
99:22 100:3 102:14
105:3 139:11 142:20
146:9
Compulsive
[2] 41:19 41:24
Concepts
[2] 37:20 45:12
Concern
[4] 56:25 58:13 58:14
99:24
Concerned
[2] 42:13 63:15
Concerning
[2] 64:21 116:3
Concerns
[7] 6:9 54:12 79:14 89:
2 102:16 124:2 138:15
Concert
[1] 22:11
Concessions
[1] 26:4
Included
[3] 115:18 132:18 158:
20
Concludes

[4] 55:5 119:10 157:8
158:16
Conclusion
[3] 6:13 8:13 146:11
Concrete
[1] 25:21
Condition
[5] 86:15 125:20 129:3
129:25 131:19
Conditional
[1] 60:4
Conditions
[1] 101:9
Conduct
[3] 6:15 10:23 36:17
Conducted
[2] 36:8 125:25
Conference
[1] 51:14
Confidentially
[1] 41:14
Configuration
[1] 109:22
Conflict
[1] 100:25
Congestion
[2] 63:19 102:12
Conjunction
[1] 25:1
Connection
[2] 128:2 129:12
Connections
[1] 46:18
Connector
[1] 57:11
Conrail
[17] 104:20 124:5 125:
6 125:21 125:25 128:7
128:10 128:15 129:4
129:4 129:10 130:1
130:21 130:24 131:5
131:6 131:9
Conrail's
[4] 125:11 125:17 129:
1 129:22
Consecutive
[1] 14:2
Consequences
[1] 90:2
Conservation
[1] 104:9
Consider
[4] 44:16 82:6 83:5 84:
18
Considering
[1] 106:13
Consist
[2] 45:13 45:25
Consisted
[1] 100:11
Consistency
[2] 23:5 45:5
Consistent
[3] 13:1 39:11 105:20
Consistently
[2] 36:16 40:14
Consists
[1] 137:10
Consolidated
[2] 123:15 123:17
Constantly
[1] 89:2
Constitute
[1] 130:4
Constraints
[1] 102:25
Construct
[3] 49:14 49:25 106:2
Constructed
[3] 57:11 134:8 139:15
Constructing
[1] 49:16
Construction
[18] 24:10 25:7 25:10

26:9 28:14 30:21 39:13
47:22 66:11 72:11 72:
15 85:17 102:6 108:10
113:16 117:25 148:2
148:22
Constructively
[1] 23:6
Consultant
[1] 37:23
Consultants
[1] 49:4
Consumer
[1] 95:17
Cont'd
[1] 3:1
Contact
[4] 44:2 122:13 131:5
134:22
Contain
[1] 35:11
Contained
[1] 159:2
Containing
[1] 34:18
Contaminated
[3] 56:24 93:9 107:17
Contemplated
[1] 102:8
Contemporary
[1] 46:9
Contend
[1] 139:2
Contends
[1] 130:7
Contention
[1] 58:5
Context
[1] 52:6
Contexts
[1] 46:15
Continue
[20] 6:11 14:14 14:19
19:8 19:14 20:23 30:25
41:15 43:19 54:11 54:
22 85:18 86:19 88:4 89:
11 95:2 107:5 118:23
118:24 147:21
Continued
[1] 115:5
Continues
[2] 86:16 149:4
Continuing
[1] 88:5
Continuous
[3] 34:13 48:1 79:7
Continuously
[2] 36:8 36:12
Contract
[3] 36:23 60:18 148:17
Contracting
[1] 44:17
Contractor
[1] 21:6
Contractors
[2] 44:3 148:13
Contracts
[2] 44:5 150:2
Contrary
[1] 130:11
Contribute
[3] 49:19 138:11 146:6
Contributed
[3] 19:10 121:13 133:14
Contributing
[1] 142:14
Contribution
[2] 136:2 142:18
Contributions
[5] 19:4 22:9 41:2 135:
12 136:6
Contributor
[2] 92:18 135:5
Control
[19] 1:1 4:5 5:10 5:13 6:

2 6:5 36:12 42:7 49:15
51:2 69:23 71:23 72:10
73:7 80:23 90:10 129:
15 132:9 137:6
Controlled
[1] 62:14
Controlling
[1] 86:21
Controls
[1] 131:14
Convened
[1] 5:12
Convention
[2] 43:17 148:20
Conventioneer
[1] 52:21
Conversation
[1] 148:4
Conversations
[2] 9:10 57:22
Converse
[1] 9:8
Conversion
[3] 82:14 84:9 123:24
Convinced
[1] 73:10
Cooperation
[3] 5:22 9:7 9:13
Cooperative
[1] 111:8
Cordell
[1] 41:20
Cords
[1] 34:7
Core
[1] 12:14
Corner
[1] 56:15
Corners
[1] 67:15
Corp
[1] 152:3
Corporate
[11] 30:25 33:24 38:12
39:18 40:10 54:23 61:5
116:25 132:22 136:14
142:12
Corporation
[4] 39:3 123:15 123:17
148:5
Corporations
[1] 109:25
Corps
[1] 104:6
Correct
[2] 74:11 159:4
Corresponding
[1] 51:25
Corridor
[3] 92:5 101:8 101:19
Cost
[5] 84:14 117:17 117:
19 118:12 130:18
Costs
[5] 86:18 86:21 87:2
111:13 128:2
Council
[17] 16:7 16:15 23:10
41:18 44:11 45:3 80:22
85:16 88:21 91:7 100:2
104:17 105:24 106:16
106:23 110:10 113:23
Councilwoman
[1] 118:5
Counsel
[2] 128:2 141:25
Counselor
[1] 41:21
Counterfeiting
[1] 72:24
Counties
[1] 11:15
Countless
[1] 136:9

Country
[5] 27:23 33:14 81:11
146:1 151:13
County
[89] 13:13 26:22 28:12
30:5 30:10 31:17 34:16
49:3 51:18 52:7 53:1
53:16 54:4 56:10 57:21
83:8 83:22 83:22 85:24
92:4 95:12 103:4 104:8
106:8 106:13 106:16
106:20 106:21 106:23
107:2 107:6 107:18
108:12 108:25 109:1
109:3 109:4 109:6 109:
8 109:9 109:12 109:18
109:20 110:7 110:10
110:13 110:21 111:20
112:1 112:3 112:7 112:
8 112:9 113:9 113:23
113:23 115:7 115:14
116:2 116:21 117:6
118:6 118:15 118:21
118:24 119:2 119:23
120:7 121:20 122:24
130:23 131:24 132:5
132:21 132:23 134:3
135:24 137:15 138:5
139:6 139:10 141:17
141:24 143:9 147:6
151:16 152:3 152:22
158:14
County's
[7] 108:2 108:8 110:16
111:9 112:10 120:5
122:14
Countywide
[1] 141:1
Couple
[2] 76:14 79:2
Coupled
[1] 116:13
Course
[4] 26:6 51:24 62:18 63:
21
Courtesy
[2] 6:20 6:24
Coverage
[1] 146:15
Covered
[2] 18:25 91:24
COY
[1] 1:11
Create
[16] 21:17 21:21 30:22
44:14 54:3 84:25 95:16
98:2 99:6 100:10 108:8
111:21 139:11 146:10
153:23 154:25
Created
[10] 30:20 33:12 33:22
36:1 57:7 71:20 82:9
94:17 108:10 143:16
Creates
[5] 51:10 53:14 70:18
76:2 155:17
Creating
[7] 13:7 27:8 43:7 46:8
101:2 121:1 145:15
Creation
[6] 71:17 74:1 106:25
116:9 146:4 156:11
Creative
[1] 52:16
Credible
[1] 142:25
Credit
[2] 12:25 39:12
Credits
[1] 27:19
Creek
[2] 104:21 104:25
Crew
[1] 124:25
Crime
[6] 67:20 67:22 72:20

72:23 72:25 133:10
Critical
[2] 21:16 27:9
Cross
[3] 13:22 20:25 41:6
Crossing
[30] 123:25 124:5 124:
11 124:13 124:18 124:
19 124:21 124:24 125:3
125:4 125:8 125:9 126:
5 126:6 126:8 126:12
126:13 126:17 127:1
127:4 127:6 127:8 127:
13 127:18 127:23 128:3
128:6 128:11 128:17
128:22
Crossing's
[1] 125:20
Crossings
[4] 126:11 127:9 127:
15 127:17
Crossroads
[1] 28:7
Crowds
[2] 48:21 48:25
Culminates
[1] 29:10
Cultural
[1] 135:16
Culture
[4] 42:2 61:3 121:5 136:
14
Cumulative
[1] 98:1
Cup
[1] 97:18
Cure
[1] 66:2
Current
[10] 26:19 26:20 39:6
43:9 83:17 87:15 103:
21 125:20 129:3 129:25
Curriculum
[3] 120:14 122:17 123:2
12
Curry
[1] 77:15
Customer
[6] 11:17 16:1 16:11 17:
13 121:4 149:18
Customers
[14] 11:23 12:6 12:18
12:20 13:23 15:6 15:9
15:15 15:20 17:20 27:
18 103:14 121:1 149:24
Cut
[1] 134:4
Cycle
[1] 87:4

D

Daily
[9] 89:1 90:17 96:21
103:6 103:8 103:10
113:15 117:3 125:23
Dale
[2] 1:12 4:3
Danger
[1] 124:4
Dangerous
[3] 124:20 126:14 128:
22
Danish
[5] 2:25 131:24 131:25
132:2 132:4
Dash
[1] 81:23
Data
[1] 155:22
Database
[3] 27:18 31:9 44:15
Date
[3] 25:6 85:13 147:20
David
[1] 2:19

<p>Date [3] 25:6 85:13 147:20 David [1] 2:19 Davis [5] 2:9 37:17 42:18 42:42:21 Days [3] 36:18 36:19 113:4 113:5 113:5 Deal [12] 16:21 132:18 136:10 137:2 137:8 137:16 137:18 137:22 137:23 138:13 140:14 140:18 Dean [1] 119:21 Death [1] 123:4 Debate [1] 62:5 DeBunda [1] 37:5 Decade [4] 33:10 107:17 134:9 138:7 Decades [1] 81:18 December [4] 26:2 34:12 39:14 102:5 Decide [1] 128:5 Decided [1] 92:20 Decision [2] 84:24 133:16 Decisions [3] 44:17 66:22 98:14 Decker [2] 60:1 64:19 Declared [1] 86:11 Decline 58:25 81:19 92:10 92:15 92:17 92:18 99:1 Decor [1] 29:18 Dedicate [1] 22:8 Dedicated [3] 43:6 47:5 138:9 Dedication [1] 145:15 Default [1] 107:16 Deficiencies [1] 139:14 Definitely [1] 157:5 Del [1] 152:3 Delaware [69] 13:12 26:22 29:22 30:5 30:10 31:16 56:10 56:17 62:18 62:22 63:5 76:9 82:16 83:8 83:21 83:22 85:23 92:4 100:21 103:4 104:8 104:9 104:22 106:8 106:13 106:16 106:19 106:20 107:6 108:7 109:1 109:5 109:18 109:20 110:7 110:10 110:16 111:9 111:20 112:1 112:7 112:8 113:17 113:23 113:23 116:6 118:6 118:20 118:24 119:23 120:7 121:20 122:14 131:24 132:5 135:24 135:5 139:6 139:10 141:17 141:24 141:24 143:9 147:5 151:15 152:2 152:22 153:24 154:5</p>	<p>Delcor [1] 151:15 Delegation [3] 57:22 57:23 115:6 Delineating [1] 16:24 Delineation [1] 73:14 Deliver [1] 157:20 Deliveries [2] 124:20 125:12 Delivering [2] 27:9 103:17 Delivery [1] 124:25 Demand [4] 89:6 103:11 103:13 155:17 Demolition [1] 82:18 Demonstrated [3] 31:1 142:13 146:20 Demonstrates [2] 97:23 138:7 Density [2] 103:2 103:13 Department [5] 86:12 104:6 104:7 114:6 121:5 Depressed [1] 133:9 Derby [2] 63:4 63:9 Derive [2] 93:24 118:2 Describe [1] 43:2 Described [2] 19:23 75:4 Deserve [2] 70:21 78:19 Design [3] 11:5 29:1 30:20 Designated [1] 93:15 Designation [2] 93:3 93:11 Designed [6] 6:2 29:2 35:23 36:4 48:3 93:12 Despite [3] 33:8 76:14 139:14 Destination [9] 46:10 51:8 52:4 52:17 53:2 54:3 84:10 97:4 97:6 Destinations [2] 97:11 125:5 Detail [1] 22:4 Detailed [3] 40:17 49:5 105:12 Detailing [1] 16:23 Deteriorated [1] 100:13 Determine [2] 7:9 103:1 Determined [1] 105:18 Detriment [1] 84:15 Develop [7] 20:4 23:23 88:14 104:1 108:2 115:24 130:25 Developed [11] 33:14 66:24 83:11 101:4 102:16 103:1 114:16 116:15 128:13 128:23 131:8 Developers [3] 37:25 116:11 133:23</p>	<p>Developing [5] 67:5 116:12 120:2 124:7 130:17 Development [73] 21:8 21:11 21:13 22:17 28:21 37:17 37:23 39:8 42:22 44:11 45:15 46:20 48:5 50:8 50:10 50:15 51:5 51:10 52:2 53:7 53:15 54:7 60:22 61:22 61:25 62:12 70:12 71:12 75:7 78:5 86:13 87:11 91:11 91:14 92:23 93:13 99:19 100:4 100:8 101:3 102:24 104:16 105:6 105:17 105:21 105:25 106:21 108:9 109:13 111:11 112:11 112:21 113:1 113:18 113:25 114:3 114:5 116:16 117:13 117:15 118:12 119:3 119:23 121:9 121:12 121:14 121:17 123:10 131:4 134:20 136:3 139:18 142:1 Developments [3] 99:3 103:22 134:8 Devices [7] 4:9 45:22 48:9 126:9 126:19 127:10 128:19 Devised [1] 13:16 Diaster [1] 41:4 Differences [2] 20:21 43:8 Different [6] 12:11 40:6 43:11 44:4 114:4 114:5 Differentiator [1] 27:11 Difficult [3] 7:3 88:20 151:2 Difficulties [3] 33:8 81:3 151:4 DiGIACOMO [1] 1:10 DiGirolamo [8] 2:17 62:7 70:6 74:6 74:7 74:15 74:18 74:23 Diligence [2] 60:7 64:8 Diligently [1] 77:7 Dining [4] 46:22 47:2 51:14 52:24 Dinner [1] 94:23 Direct [7] 46:3 50:1 71:19 128:25 133:20 135:19 155:11 Directed [2] 110:11 126:25 Direction [3] 24:9 27:5 102:3 Directly [5] 42:24 87:25 102:7 109:3 138:24 Director [17] 37:17 42:22 70:4 91:10 91:14 109:4 109:18 110:1 112:3 112:8 112:9 119:22 119:25 141:15 141:16 144:12 154:21 Directors [4] 34:2 123:7 132:15 145:5 Disabled [1] 43:23 Disasters [1] 41:3</p>	<p>Discipline [2] 88:8 89:12 Discuss [2] 10:25 38:3 Discussed [1] 140:25 Discussing [1] 118:9 Discussion [3] 100:6 105:12 140:9 Discussions [2] 58:1 122:23 Disease [1] 41:25 Disenfranchised [1] 137:20 Disgrace [1] 41:25 Displaced [1] 19:2 Disposable [1] 94:25 Disposal [1] 102:23 Disruptive [1] 7:10 Distances [1] 127:6 Distinction [1] 12:25 Distinctive [1] 12:9 Distinguished [1] 32:7 Distressed [5] 86:11 89:17 93:1 93:13 142:3 Distributed [1] 27:15 Distributor [3] 147:10 149:16 149:19 District [10] 55:23 56:10 56:24 61:4 67:11 101:3 101:4 101:6 105:17 105:22 Districts [1] 101:2 Disturb [1] 4:9 Diverse [5] 12:4 21:18 22:10 43:12 100:17 Diversify [1] 99:7 Diversity [19] 10:24 10:25 19:15 19:17 19:21 20:6 23:7 23:9 23:10 23:19 31:11 37:18 42:18 42:22 43:16 44:7 45:2 101:7 101:9 Diversity's [1] 43:1 Divided [1] 106:9 Divisional [1] 17:24 Dock [2] 25:18 107:13 Documents [1] 139:7 Dollars [7] 108:7 116:21 121:15 123:20 130:20 153:24 154:5 Dominic [4] 2:13 55:19 55:22 83:17 Donated [2] 19:3 85:23 Donation [2] 31:2 31:3 Donations</p>	<p>[1] 18:16 Done [16] 30:15 75:14 75:17 77:2 77:3 77:15 77:16 77:20 77:22 78:14 79:22 80:1 86:20 108:13 134:14 157:13 Donlevie [7] 2:6 11:2 24:1 24:3 31:22 138:17 147:23 Donor [1] 41:9 Donut [2] 97:18 97:22 Door [1] 73:6 Dose [1] 66:3 Dot [1] 84:13 Doubt [2] 130:18 130:23 Dow [1] 13:3 Down [7] 23:3 24:22 57:13 76:1 76:14 89:5 115:2 Downloaded [1] 4:18 Downs [25] 7:17 7:18 9:24 10:6 56:5 65:6 65:11 65:14 65:17 65:20 66:6 66:18 67:6 68:22 80:25 83:19 93:18 111:15 112:16 123:21 130:22 132:11 139:3 145:3 157:15 Downs' [1] 109:8 Downstairs [1] 30:1 Downtown [2] 61:19 92:12 Downward [1] 133:14 Dozen [2] 113:2 124:24 Drain [1] 154:5 Drainage [1] 130:9 Dramatically [1] 81:5 Draw [1] 109:17 Drawn [1] 52:12 Drexel [2] 1:4 5:21 Drinking [1] 127:1 Driven [1] 155:17 Driveway [1] 29:9 Driveways [1] 49:17 Driving [1] 54:5 Drop [2] 108:15 155:24 Dry [1] 107:13 Duane [2] 3:3 137:1 Due [2] 73:5 129:17 Dunlap [4] 2:24 123:14 123:16 123:17 During [5] 29:1 126:4 127:3 152:5 153:20 Dwindle</p>	<p>[1] 76:19 Dying [1] 61:10 Dynamic [1] 29:14</p> <p style="text-align: center;">E</p> <p>Eagerly [1] 149:2 Early [4] 60:15 92:10 100:9 102:9 Earned [7] 27:19 36:25 39:10 94:6 94:10 94:11 146:21 Earth [1] 64:24 Easier [1] 109:23 Easily [2] 48:24 133:20 East [5] 35:6 63:7 63:11 104:21 105:1 Eastern [5] 10:14 29:13 93:5 110:13 148:16 Easy [4] 81:14 81:18 81:20 117:22 EasyPass [1] 49:25 Eat [2] 66:23 66:23 Economic [63] 10:14 14:21 21:7 21:11 21:13 22:17 22:20 23:15 27:11 50:16 53:10 60:22 61:25 62:12 63:14 64:22 66:2 70:12 74:2 75:6 78:4 81:16 83:1 84:22 86:4 86:13 88:13 89:19 91:11 91:14 91:16 92:1 92:16 92:17 92:23 93:23 96:17 98:14 98:24 99:1 99:7 100:3 102:25 106:21 108:5 111:9 111:11 113:24 114:5 118:12 121:9 121:12 123:10 134:19 138:2 138:10 140:21 151:8 153:21 153:22 156:5 156:7 157:21 Economically [4] 23:24 62:17 110:18 153:12 Economy [7] 59:4 71:18 75:13 81:12 92:10 111:23 155:19 Eddie [1] 23:13 Eddystone [4] 129:13 129:18 129:21 130:3 Edge [1] 93:5 Educate [1] 147:21 Educates [1] 15:23 Education [10] 119:22 120:2 120:12 121:7 121:11 121:17 121:21 122:20 122:22 140:7 Educational [1] 140:16 Edward [1] 86:1 Effect [6] 62:12 78:5 152:5 153:9 155:1 155:11 Effective</p>
--	--	---	--	---	--

[1] 86:1
Effect
[6] 62:12 78:5 152:5
153:9 155:1 155:11
Effective
[2] 43:3 138:12
Effectively
91:19
Effectiveness
[1] 13:19
Effects
[2] 78:11 155:3
Efficiency
[1] 48:4
Efficient
[1] 147:11
Efficiently
[1] 102:11
Effort
[3] 99:18 102:15 107:1
Efforts
[10] 13:5 27:3 85:19 88:
5 88:14 96:2 99:1 111:
8 115:5 143:13
Eight
[4] 14:6 26:16 28:12
122:12
Eight-county
[1] 28:12
Either
[1] 18:22
Elect
[1] 132:5
Elected
[3] 6:7 32:7 57:20
Electric
[7] 57:9 147:3 147:7
147:10 148:5 148:12
149:1
Electrical
[2] 48:3 147:11
Electronic
[4] 4:9 8:16 45:22 118:
12
Electronics
[1] 122:24
Elegant
[1] 51:11
Elements
[2] 29:1 51:20
Elevators
[1] 29:25
Eliminate
[1] 100:25
Elite
[1] 13:3
Eloquently
[3] 70:9 75:3 77:25
Elsewhere
[2] 33:21 95:12
Emanating
[1] 37:2
Embedded
[1] 121:6
Embrace
[1] 65:6
Embracing
[1] 19:25
Emergency
[4] 47:25 71:1 131:12
139:22
Emerging
[2] 98:9 100:1
Emeritis
[1] 23:14
Employ
[5] 11:16 39:22 40:18
94:4 147:21
Employed
[7] 25:6 59:3 83:13 92:7
Employee
[1] 17:22 26:12 43:8 44:
23 94:21 108:17 121:6
131:11

Employees
[28] 15:6 16:9 15:24 15:
25 17:4 17:5 17:13 17:
18 17:23 18:2 18:18 19:
1 20:10 20:19 26:19 26:
20 82:20 85:3 85:4 94:
5 94:19 95:1 95:15 121:
3 136:7 155:8 156:14
157:3
Employer
[5] 39:21 61:6 75:16
142:6 156:25
Employers
[3] 82:20 141:20 142:8
Employment
[16] 19:12 19:16 21:9
21:10 21:12 99:6 108:3
114:22 115:21 121:16
141:17 142:16 142:19
143:8 147:17 156:8
Empty
[2] 125:1 125:15
Emulating
[1] 134:13
Enable
[1] 103:8
Enabled
[3] 12:3 39:12 142:18
Enabling
[1] 78:17
Enactment
[1] 112:23
Encapsulates
[1] 133:2
Encourage
[9] 11:25 17:21 44:6 89:
23 90:9 90:11 92:25
101:1 145:22
Encouraged
[2] 136:8 145:4
Encouraging
[2] 144:15 158:11
End
[9] 6:12 22:8 28:25 60:
5 78:23 110:13 116:5
121:3 121:7
Endorse
[1] 64:11
Endorsement
[1] 146:21
Endorsements
[1] 135:1
Energy
[6] 48:4 68:11 68:11
147:11 147:12 148:16
Enforced
[1] 6:17
Enforcement
[1] 73:4
Engage
[5] 20:13 22:4 23:6 23:
23 123:5
Engaged
[1] 126:11
Engagement
[1] 20:19
Engaging
[1] 150:3
Engine
[2] 50:17 54:6
Engineer
[3] 37:21 48:13 48:16
Engineers
[3] 37:22 104:7 105:15
English
[1] 137:19
Enhance
[8] 50:13 53:3 54:15
111:8 134:6 135:20
146:3 158:14
Enhances
[1] 133:24
Enjoy
[3] 12:7 35:2 110:5

Enjoyed
[1] 133:4
Enjoys
[1] 28:5
Enormous
[3] 78:22 134:14 137:11
Ensure
[12] 19:11 21:4 21:18
21:21 22:5 43:23 44:24
45:4 107:5 122:22 137:
11 138:14
Entails
[1] 124:23
Enter
[2] 67:16 116:11
Entering
[1] 142:6
Enterprise
[3] 61:16 96:3 153:23
Enterprises
[1] 96:4
Entertainment
[32] 7:19 15:4 25:5 32:
1 32:12 32:19 42:23 46:
16 46:21 47:2 47:10 48:
11 50:19 52:25 53:6 53:
21 55:1 70:1 70:9 71:
10 104:2 106:3 108:4
109:17 115:20 116:9
120:25 142:10 143:10
145:12 153:24 156:20
Enthusiasts
[1] 13:18
Entire
[15] 16:13 20:8 47:24
53:17 54:4 63:11 64:23
73:20 87:15 87:21 109:
12 113:16 137:7 146:1
158:15
Entities
[2] 7:22 37:4
Entity
[1] 8:11
Entrance
[4] 29:8 63:22 130:13
130:14
Entrances
[1] 17:3
Entrepreneurial
[1] 61:12
Entry
[3] 46:18 131:14 143:1
Environment
[6] 20:11 28:2 52:11 82:
9 121:1 151:22
Environmental
[9] 84:14 84:20 104:8
114:6 114:7 115:1 151:
8 151:10 152:11
Environmentally
[1] 107:16
Environments
[2] 27:9 31:12
Envisioned
[1] 83:3
Envisions
[1] 110:2
Equal
[1] 82:22
Equestrian
[2] 52:10 52:24
Equipment
[2] 47:13 47:20
Equitable
[1] 138:4
Era
[1] 92:9
Erection
[1] 25:20
Erie
[1] 58:8
Escalators
[1] 29:25
Especially

[5] 51:21 109:12 126:
15 130:20 139:24
Espouse
[2] 117:2 117:12
Essential
[1] 5:23
Essentially
[1] 23:2
Establish
[3] 16:15 41:5 101:8
Established
[1] 147:8
Establishing
[2] 51:11 52:18
Estate
[7] 71:5 78:22 82:17 87:
15 87:20 88:4 92:24
Estimate
[1] 118:15
Estimated
[1] 96:21
Estimates
[1] 129:10
Estimating
[1] 94:7
Etc
[2] 47:8 47:17
Ethnic
[1] 43:11
Europe
[1] 33:21
Evaluate
[1] 111:25
Evansville
[1] 138:7
Evening
[1] 127:2
Event
[2] 24:24 144:21
Events
[5] 40:20 51:15 63:10
110:1 140:16
Eventual
[2] 46:9 65:19
Eventually
[1] 114:14
Everyday
[1] 97:25
Evidence
[3] 72:20 98:17 159:2
Evident
[1] 66:9
Evidentiary
[2] 4:13 4:20
Evolve
[3] 23:21 46:21 142:17
Evolved
[1] 83:20
Exacerbated
[1] 128:24
Exactly
[3] 44:20 93:12 147:1
Examine
[1] 100:22
Example
[6] 58:14 107:23 112:
22 135:15 140:16 155:
13
Examples
[1] 107:8
Exceed
[2] 48:5 51:1
Exceeded
[1] 145:16
Exceeds
[2] 37:10 54:1
Excellence
[2] 13:12 31:12
Excellent
[5] 17:9 37:7 40:7 122:
1 135:12
Except
[1] 70:14
Exceptional

[2] 12:12 17:19
Excess
[3] 116:16 117:17 118:
13
Excited
[8] 10:10 25:4 30:7 30:
8 31:17 53:7 145:11
158:1
Excitement
[6] 35:16 46:12 98:6
135:7 144:21 144:24
Exciting
[7] 12:8 29:14 30:20 52:
14 54:3 54:14 98:10
Exclude
[1] 41:16
Excluded
[1] 16:11
Exclusion
[1] 15:14
Excuse
[1] 89:6
Excuses
[1] 130:6
Executive
[11] 26:18 41:22 47:15
70:7 91:10 91:13 112:9
119:22 119:25 141:15
144:12
Executives
[2] 44:16 136:7
Exemplary
[1] 36:14
Exhibit
[8] 125:6 125:21 125:
25 126:18 128:7 128:24
129:4 130:1
Exist
[1] 81:21
Existed
[1] 66:9
Existing
[6] 48:19 53:4 98:2 100:
24 142:7 142:15
Exists
[1] 37:7
Exiting
[2] 126:24 131:15
Exodus
[1] 110:19
Expand
[3] 14:16 49:11 96:2
Expandable
[1] 48:24
Expanded
[5] 41:16 51:16 70:11
71:25 143:14
Expansion
[5] 47:10 48:10 73:25
109:21 134:5
Expansive
[1] 156:8
Expect
[2] 7:5 79:10
Expectation
[2] 51:2 83:2
Expectations
[1] 145:16
Expected
[3] 8:25 41:14 124:10
Expects
[3] 6:19 94:4 124:17
Expenditure
[1] 97:19
Expenditures
[1] 155:4
Experience
[11] 12:11 26:18 37:25
66:20 90:21 122:19
122:25 138:6 150:5
155:24 156:22
Experienced
[4] 30:23 81:9 89:12
108:15

Experiences
[1] 12:9
Expert
[1] 131:6
Expertise
[1] 23:9
Experts
[1] 138:9
Explain
[1] 70:8
Exported
[1] 33:20
Exporting
[1] 38:22
Express
[4] 6:9 34:10 69:4 151:4
Expressions
[1] 6:25
Extend
[1] 43:13
Extensive
[3] 38:17 44:23 92:21
Extensively
[1] 45:17
Extent
[1] 20:22
Exterior
[3] 25:22 25:24 46:6
External
[3] 19:18 23:9 23:12
Extra
[1] 28:25
Extraordinarily
[1] 150:2
Extraordinary
[1] 124:1
Extreme
[1] 15:17
Extremely
[3] 25:4 71:16 73:13
Extrusion
[1] 16:10
Eye
[1] 45:2
Eyesore
[1] 93:9

F

Fabric
[1] 149:5
Face
[2] 89:3 96:9
Faced
[5] 33:9 81:9 87:1 88:
25 107:14
Facilitate
[1] 51:6
Facilities
[22] 14:15 33:14 35:7
36:5 38:17 38:19 43:9
48:20 48:23 51:12 51:
15 54:20 71:7 73:15 96:
9 100:7 102:17 102:20
104:3 125:10 135:18
136:21
Facility
[74] 5:21 7:16 11:4 12:
7 24:21 25:5 25:11 25:
20 25:25 26:10 28:16
28:18 28:20 28:24 29:3
29:7 29:14 30:14 30:20
31:20 33:13 39:13 39:
23 39:25 43:13 44:21
45:8 45:21 53:24 55:3
56:7 56:20 57:2 67:25
58:3 58:10 58:14 58:16
58:19 59:4 59:10 63:7
63:24 64:2 66:11 68:17
73:10 84:1 85:5 85:17
85:20 90:4 93:19 96:20
98:7 104:3 106:3 112:
17 115:20 115:25 116:8
119:7 123:21 124:14
125:1 125:23 127:8
130:1 130:13 139:8

8 119:7 123:21 124:14
 125:1 125:23 127:8
 130:1 130:13 139:8
 139:12 145:15 151:12
 152:12
 Facing
 [1] 133:11
 ct
 [4] 17:23 36:18 42:15
 69:5 73:13 84:18 86:6
 86:22 89:25 124:20
 126:24 145:24 148:8
 149:17
 Factor
 [2] 133:18 145:17
 Factors
 [2] 103:12 133:13
 Faculty
 [2] 122:9 123:2
 Failed
 [1] 114:24
 Failure
 [1] 93:7
 Fair
 [16] 28:3 43:16 65:14
 137:2 137:8 137:15
 137:16 137:16 137:18
 137:22 137:23 138:13
 140:14 140:18 156:15
 157:2
 Fail
 [2] 90:7 122:5
 Familiarity
 [1] 117:14
 Families
 [2] 156:16 157:25
 Family
 [5] 16:13 20:1 20:9 143:
 15 147:7
 Fan
 [1] 144:16
 Fans
 [2] 48:22 144:21
 Far
 [2] 28:21 42:13 53:9 66:
 31:17 83:2 113:9
 Farmland
 [1] 57:4
 Farms
 [2] 76:1 76:3
 Fashion
 [1] 43:20
 Fastest
 [1] 50:21
 Fault
 [1] 123:4
 Favor
 [2] 60:2 153:4
 Favorable
 [4] 83:6 89:24 90:22 91:
 5
 Favorably
 [1] 154:2
 Fear
 [1] 67:1
 Feasible
 [1] 78:23
 February
 [2] 28:15 134:3
 Federal
 [8] 39:18 43:23 48:6 57:
 23 72:8 126:9 127:16
 152:10
 Fee
 [2] 87:18 89:10
 Feed
 [2] 62:10 105:10
 Feedback
 [1] 132:13
 Fees
 [4] 9:20
 et
 [4] 11:13 24:19 82:15
 104:4

Felt
 [1] 62:13
 Female
 [1] 27:2
 Few
 [10] 4:6 15:2 28:23 51:
 4 57:13 81:4 83:5 89:
 21 98:19 130:19
 Fifth
 [1] 49:14
 Fifty
 [1] 153:11
 Fighting
 [1] 60:9
 File
 [1] 136:8
 Fill
 [1] 116:5
 Filled
 [3] 85:11 108:11 153:16
 Final
 [4] 29:19 105:25 157:
 12 157:15
 Finally
 [10] 9:7 23:19 31:10 36:
 4 49:24 51:23 68:1 115:
 2 145:1 146:8
 Finance
 [1] 38:10
 Financial
 [15] 12:2 13:1 13:21 14:
 8 37:16 38:3 38:6 39:6
 66:16 67:9 68:2 71:6
 86:9 135:12 143:5
 Financially
 [1] 38:14
 Financing
 [1] 39:13
 Finest
 [3] 45:17 55:2 112:22
 Finish
 [1] 91:1
 Finished
 [1] 24:12
 Finite
 [1] 131:7
 Fire
 [2] 47:21 47:23
 Firm
 [4] 37:19 37:21 116:7
 116:16
 Firmly
 [1] 134:17
 First
 [45] 7:18 10:7 15:22 16:
 4 16:5 16:6 16:9 16:14
 16:16 18:24 19:9 24:23
 25:2 27:1 29:5 32:14
 33:12 35:6 35:22 42:15
 45:16 45:23 46:8 46:24
 53:23 55:18 60:14 64:
 20 74:24 80:3 84:7 89:
 14 95:24 100:22 106:22
 107:8 110:8 117:9 119:
 13 134:7 144:8 146:5
 149:4 149:18 154:3
 Fiscal
 [7] 38:20 86:15 86:25
 88:7 88:12 88:20 89:12
 Fiscally
 [1] 89:16
 Fish
 [1] 114:8
 Fit
 [1] 121:18
 Fitness
 [1] 36:15
 Fitting
 [1] 59:1
 Five
 [5] 8:2 13:3 19:3 24:18
 102:2
 Fixes
 [2] 81:17 81:20
 Flavor

[1] 29:2
 Flexibility
 [1] 101:6
 Floats
 [1] 89:19
 Flooding
 [1] 130:8
 Floor
 [14] 17:2 24:21 24:23
 24:24 24:25 25:2 29:21
 30:1 46:24 47:1 47:12
 48:9 73:4 73:7
 Floors
 [3] 45:17 45:23 73:18
 Flow
 [1] 108:24
 Flynn
 [3] 11:7 115:23 145:6
 Focus
 [4] 18:16 27:1 50:14
 111:2
 Focused
 [1] 19:23
 Focuses
 [1] 110:8
 Folks
 [4] 26:16 26:20 26:21
 90:24
 Follow
 [4] 7:24 22:24 22:25 82:
 11
 Followed
 [1] 7:18
 Following
 [5] 5:17 7:21 18:20 18:
 25 148:1
 Follows
 [1] 7:16
 Food
 [3] 18:10 26:4 139:19
 Foot
 [6] 24:17 46:1 46:25
 104:19 129:8 129:23
 Force
 [3] 54:6 123:9 139:11
 Ford
 [1] 92:6
 Foreclosure
 [1] 115:4
 Foreground
 [1] 29:25
 Foresee
 [1] 107:4
 Foresight
 [1] 109:2
 Forged
 [1] 18:14
 Forgery
 [1] 72:24
 Forget
 [1] 68:6
 Form
 [4] 88:22 98:18 102:24
 111:11
 Formal
 [1] 23:8
 Formalize
 [1] 22:23
 Formed
 [2] 34:9 45:3
 Former
 [7] 54:18 56:20 82:14
 84:9 93:3 130:4 145:20
 Forth
 [2] 124:23 140:3
 Forthcoming
 [1] 140:15
 Fortunate
 [2] 76:15 132:20
 Fortune
 [2] 31:6 58:25
 Forum
 [2] 53:24 96:5
 Forums

[1] 140:16
 Forward
 [21] 19:13 20:5 26:14
 40:8 68:25 73:25 80:1
 80:13 91:4 116:25 117:
 7 117:10 122:16 132:16
 138:8 138:13 138:16
 140:8 140:19 149:2
 158:12
 Forwards
 [1] 104:14
 Foster
 [1] 36:4
 Foundation
 [4] 27:5 82:7 122:7 144:
 15
 Founded
 [1] 11:11
 Founders
 [1] 145:5
 Founding
 [1] 33:25
 Four
 [6] 49:12 49:17 55:24
 56:2 60:17 129:8
 Fourth
 [3] 25:2 147:4 152:22
 Frame
 [1] 28:15
 Framework
 [1] 51:10
 Framing
 [1] 25:23
 Francis
 [2] 3:4 141:5
 Frank
 [1] 149:11
 Franklin
 [1] 41:9
 Frankly
 [2] 20:24 135:7
 Fraud
 [1] 72:24
 Fred
 [4] 2:5 10:24 19:16 24:3
 Free
 [1] 16:15
 Freehold
 [1] 39:4
 Freestanding
 [2] 45:25 46:7
 Freight
 [1] 125:12
 Frequent
 [1] 130:8
 Fresh
 [1] 155:20
 Front
 [3] 8:17 29:9 79:11
 Frontline
 [1] 17:13
 Fruit
 [1] 88:14
 Frustration
 [1] 126:21
 Fuel
 [1] 87:2
 Fueling
 [1] 54:6
 Fulfill
 [1] 35:21
 Fulfilling
 [1] 14:18
 Fulfills
 [1] 10:17
 Full
 [7] 9:6 17:10 18:25 20:
 18 25:11 74:10 136:20
 Full-time
 [2] 108:11 154:16
 Fully
 [8] 41:23 44:24 52:3 90:
 5 103:21 143:11 145:7
 159:2

Fumes
 [1] 102:13
 Fun
 [6] 29:18 41:13 42:5 68:
 18 136:16 136:18
 Fund
 [1] 111:21
 Funded
 [1] 57:12
 Funding
 [4] 110:22 135:19 142:
 20 143:2
 Funds
 [4] 10:11 49:22 94:14
 155:13
 Furnish
 [1] 88:11
 Furnished
 [1] 4:24
 Furthermore
 [1] 126:18
 Future
 [24] 9:3 14:11 40:8 48:
 10 48:25 49:18 53:13
 54:16 64:22 67:6 68:20
 75:19 80:2 98:3 100:1
 100:24 103:21 113:10
 140:15 143:3 148:11
 149:2 156:17 158:13

G

Gain
 [1] 156:22
 Gains
 [2] 67:9 68:2
 Galleries
 [1] 135:17
 Gallons
 [4] 103:6 103:8 103:10
 103:17
 Gamble
 [1] 108:21
 Gambler
 [1] 90:2
 Gamblers
 [2] 42:10 90:18
 Gambling
 [26] 15:18 15:23 15:25
 16:6 16:8 16:17 16:21
 41:19 41:21 41:24 42:4
 75:9 77:1 80:7 90:11
 108:13 132:9 133:17
 136:13 136:17 136:20
 137:12 140:6 140:6
 140:7 140:10
 Game
 [1] 114:9
 Gaming
 [152] 1:1 4:4 5:9 5:13 5:
 15 6:2 6:3 6:4 7:19 10:
 18 10:22 12:8 13:18 14:
 4 14:19 15:10 27:16 28:
 1 30:8 30:9 30:11 31:9
 31:25 32:12 32:15 32:
 19 35:19 37:2 37:13 37:
 16 37:18 38:1 39:3 41:
 16 41:17 42:1 42:7 42:
 23 44:21 45:8 45:14 45:
 22 46:21 46:25 47:10
 47:11 48:8 48:9 48:10
 49:11 49:19 50:12 50:
 15 50:23 51:2 53:1 53:
 6 53:21 53:23 54:1 54:
 5 54:25 56:6 58:3 58:
 10 59:10 60:1 60:9 60:
 11 60:19 61:7 62:15 65:
 12 69:23 69:25 70:9 70:
 11 70:13 70:17 71:7 71:
 10 71:23 71:25 72:10
 73:3 73:7 73:10 73:12
 73:12 73:14 73:14 73:
 18 73:25 74:25 75:7 75:
 12 76:10 76:20 76:24
 77:6 77:8 77:11 78:6
 79:21 80:8 80:23 80:25
 90:1 90:6 90:10 90:11

93:16 96:9 99:9 106:2
 109:1 112:1 112:24
 116:14 119:7 120:21
 122:10 122:20 123:1
 129:15 137:5 137:23
 138:1 138:6 138:21
 139:7 139:12 139:19
 140:17 141:11 141:23
 144:11 145:11 145:13
 146:21 148:13 154:13
 154:20 154:23 155:13
 155:22 156:9 156:12
 156:22 157:1 157:6
 158:6
 Garage
 [7] 26:14 26:4 28:18 29:
 11 29:24 73:22 106:3
 Gardens
 [1] 97:6
 Gary
 [2] 18:1 122:5
 Gas
 [2] 57:9 94:22
 Gated
 [1] 34:18
 Gates
 [4] 126:4 126:10 126:
 16 128:20
 Gene
 [1] 62:7
 General
 [6] 8:6 11:3 23:25 60:
 14 99:19 131:8
 Generally
 [2] 35:25 73:5
 Generate
 [11] 14:20 30:17 87:7
 87:18 94:9 94:12 94:19
 94:20 97:19 99:4 115:
 20
 Generated
 [10] 38:21 65:24 72:16
 87:18 94:25 101:21
 102:13 113:13 119:5
 137:12
 Generation
 [2] 110:9 152:23
 Generators
 [1] 48:1
 Generous
 [1] 136:2
 Gentlemen
 [7] 4:2 11:16 32:8 32:
 18 53:20 55:13 152:19
 Genuine
 [1] 85:22
 Geographically
 [2] 12:4 46:15
 George
 [2] 11:8 145:6
 Given
 [3] 136:2 139:5 158:11
 Givers
 [1] 102:24
 Glass
 [3] 25:24 29:21 46:1
 Globe
 [1] 13:6
 Goal
 [4] 85:10 85:23 108:2
 121:4
 Goals
 [5] 11:1 20:3 21:1 54:
 22 140:21
 God
 [5] 9:19 69:18 80:14
 144:4 150:18
 Golden
 [2] 16:23 16:23
 Golf
 [1] 51:24
 Golfing
 [1] 52:23
 Goluska
 [4] 2:12 37:22 50:5 50:6

[1] 51:24
 Golfing
 [1] 52:23
 Goluska
 [4] 2:12 37:22 50:5 50:6
 Goods
 [1] 21:19 95:17 95:20
 10 102:10 108:20
 5:7 155:10 155:18
 Govern
 [1] 96:11
 Government
 [15] 6:8 7:22 8:3 10:21
 32:8 57:21 57:21 71:11
 72:9 107:24 109:1 113:
 20 119:10 133:16 134:
 23
 Government's
 [1] 106:13
 Governmental
 [1] 140:20
 Governments
 [2] 71:6 107:2
 Governor
 [6] 63:16 63:17 67:4 69:
 5 69:5 86:1
 Governor's
 [1] 116:13
 Governors
 [2] 114:11 114:13
 Graced
 [1] 65:14
 Gracious
 [2] 51:11 52:5
 Grade
 [2] 12:25 124:11
 Gradual
 [1] 90:23
 Gradually
 [1] 81:11
 Grandchildren
 [1] 68:16
 Grandstand
 [1] 29:12 45:15 51:12
 Grandstands
 [1] 35:5
 Granite
 [1] 45:25
 Grant
 [1] 84:24
 Granted
 [2] 130:22 130:25
 Granting
 [5] 60:3 105:25 116:20
 136:20 153:5
 Grateful
 [3] 68:13 79:23 79:25
 Great
 [20] 22:4 27:8 27:9 27:
 10 28:2 31:11 35:16 56:
 24 61:4 64:24 64:25 65:
 4 65:19 72:11 132:18
 136:4 136:10 144:21
 151:20 157:24
 Greater
 [1] 50:13
 Greatest
 [1] 20:22
 Greatly
 [6] 10:5 51:1 59:20 102:
 12 134:6 135:20
 Green
 [8] 8:18 34:1 34:5 47:
 18 61:9 61:15 79:6 79:
 25
 Greenwood
 [34] 7:19 31:25 32:12
 32:15 32:19 32:22 32:
 23 33:25 34:9 36:7 37:
 13 37:16 37:18 38:6 38:
 7 39:7 39:10 40:21 41:
 42:23 49:11 49:19
 56 53:21 54:25 60:11
 61:8 69:25 70:8 71:10
 77:22 79:6 79:14 158:6

Greenwood's
 [1] 38:11
 Grew
 [1] 145:10
 Grey
 [1] 47:14
 Gross
 [2] 72:16 78:15
 Grounds
 [1] 73:22
 Groundwork
 [1] 83:18
 Group
 [5] 115:22 119:13 119:
 15 119:17 123:13
 Groups
 [4] 6:7 7:23 8:5 138:23
 Grow
 [7] 14:19 18:3 19:12 23:
 23 41:15 118:24 135:7
 Growing
 [3] 50:21 54:24 98:8
 Growin
 [1] 113:4
 Grows
 [2] 66:15 124:16
 Growth
 [11] 14:3 14:5 14:7 14:
 12 14:18 17:22 91:24
 103:19 111:6 111:9
 157:4
 Guaranteed
 [2] 71:13 109:9
 Guess
 [1] 32:3
 Guest
 [2] 52:22 155:5
 Guests
 [5] 28:1 43:5 44:18 44:
 20 44:25
 Guidance
 [1] 141:19
 Guide
 [1] 100:20
 Guidelines
 [1] 147:24

H

Half
 [9] 14:7 24:21 25:17 85:
 23 87:16 96:21 108:7
 110:16 116:20
 Hallway
 [1] 9:10
 Hamilton
 [1] 38:25
 Hand
 [4] 9:15 63:23 69:14
 144:1
 Handful
 [1] 127:11
 Handicap
 [1] 48:6
 Handle
 [7] 33:7 38:19 38:22 48:
 24 101:21 101:24 134:
 14
 Handout
 [1] 86:2
 Hands
 [2] 72:9 107:15
 Hard
 [5] 5:22 64:8 72:1 88:
 12 115:9
 Harder
 [1] 118:3
 Hardship
 [1] 81:15
 Harmless
 [1] 42:5
 Harness
 [19] 30:9 30:13 39:5 83:
 25 84:1 93:19 104:2
 106:2 109:15 110:4

114:8 115:25 144:12
 144:17 144:19 145:8
 145:20 145:25 146:12
 Harper
 [1] 85:15
 Harrah's
 [187] 7:18 9:24 10:5 10:
 6 10:22 10:25 11:3 11:
 11 12:10 12:19 12:20
 12:23 15:3 15:4 16:13
 18:23 20:1 23:5 24:6
 25:11 27:6 27:19 27:22
 28:5 30:3 30:7 30:12
 31:15 65:6 65:11 65:14
 65:20 66:6 66:18 67:6
 68:22 68:25 81:1 82:25
 84:18 84:24 85:3 85:10
 85:17 85:18 85:23 87:7
 87:19 87:24 89:22 90:
 17 91:7 91:17 93:24 94:
 4 94:5 94:9 94:15 94:
 18 94:21 95:6 95:16 95:
 19 95:21 95:23 96:1 96:
 14 96:16 96:18 97:9 97:
 17 97:25 98:6 98:25 99:
 4 99:9 99:20 103:23
 103:24 106:1 106:14
 106:24 107:5 107:11
 108:1 108:6 109:14
 109:15 110:1 111:7
 111:14 111:18 112:16
 112:20 112:21 113:9
 116:13 116:14 116:18
 117:13 117:22 118:3
 118:10 118:18 118:23
 119:3 119:20 120:8
 120:20 120:22 120:24
 121:8 121:16 122:1
 122:6 122:11 122:14
 122:21 123:7 123:19
 123:21 124:4 124:6
 124:9 124:15 124:16
 126:25 127:3 127:7
 127:18 128:1 128:7
 129:16 130:1 130:7
 130:11 130:21 130:25
 131:3 131:10 131:14
 132:11 132:19 133:2
 133:5 134:17 134:21
 135:1 135:4 135:10
 135:19 136:12 136:20
 138:4 138:14 139:17
 139:20 140:2 140:9
 140:22 142:10 143:3
 143:10 144:24 145:12
 145:19 146:19 148:3
 148:9 148:17 148:22
 149:3 149:15 149:25
 150:1 150:6 151:21
 153:5 153:7 153:25
 154:2 154:3 154:21
 156:20 156:24 157:5
 157:15
 Harrah's'
 [1] 31:8
 Hate
 [1] 61:17
 Havertown
 [1] 112:7
 Hazards
 [2] 102:13 128:18
 Hazlett
 [3] 1:14 5:19 159:7
 Head
 [1] 75:6
 Headings
 [1] 43:4
 Headquartered
 [1] 147:9
 Health
 [4] 17:10 66:3 146:9
 152:12
 Healthcare
 [3] 41:24 87:1 143:5
 Hear
 [5] 7:6 77:10 89:2 140:
 11 140:12

Heard
 [8] 8:15 56:13 57:10
 112:25 116:22 121:12
 134:2 141:13
 Hearing
 [26] 4:5 4:17 4:24 5:4 5:
 9 5:12 5:22 5:24 6:11 6:
 16 7:10 7:11 9:3 9:4 9:
 7 9:9 55:6 55:9 55:16
 55:16 59:21 139:2 157:
 9 158:17 158:18 158:20
 Hearings
 [10] 1:2 4:14 4:17 4:21
 6:2 6:6 9:3 113:1 113:5
 119:11
 Heart
 [1] 59:1
 Heavily
 [2] 33:10 56:23
 Heavy
 [3] 56:22 101:16 101:16
 Heinrich
 [6] 2:11 37:20 37:21 48:
 13 48:14 48:15
 Heinz
 [1] 112:15
 Held
 [2] 125:6 147:25
 Help
 [20] 9:19 12:19 15:20
 15:21 21:22 23:21 26:
 23 35:23 51:6 63:21 69:
 18 95:3 99:4 110:24
 111:3 136:22 138:10
 144:4 150:18 154:6
 Helped
 [1] 67:18
 Helping
 [4] 63:17 65:24 67:10
 136:19
 Helpline
 [1] 16:16
 Helps
 [4] 23:3 23:20 23:22 67:
 19
 Hereby
 [1] 159:1
 Heritage
 [1] 136:14
 HET
 [1] 27:17
 Heyday
 [1] 145:24
 Hide
 [1] 47:20
 High
 [6] 51:13 98:16 120:12
 133:10 146:14 153:11
 Higher
 [2] 88:1 155:9
 Highest
 [6] 15:8 31:12 36:19 94:
 11 115:19 116:6
 Highlight
 [1] 91:16
 Highlighted
 [1] 94:1
 Highly
 [1] 144:20
 Highs
 [1] 81:9
 Highway
 [4] 72:8 101:12 101:15
 127:22
 Hill
 [1] 125:17
 Hillary
 [3] 1:14 5:19 159:7
 Hippel
 [1] 32:10
 Hire
 [4] 67:23 70:25 118:2
 120:9
 Hired

[1] 115:17
 Hires
 [1] 40:3
 Hiring
 [5] 85:19 95:23 131:5
 139:25 139:25
 Hispanic
 [1] 44:12
 Historic
 [2] 52:7 81:8
 Historically
 [1] 70:17
 History
 [3] 46:14 84:6 133:6
 Hit
 [2] 62:17 119:2
 Hobbs
 [1] 148:5
 Hogwood
 [2] 34:1 34:9
 Hold
 [4] 18:2 37:1 88:4 110:1
 Holding
 [1] 17:17
 Holds
 [1] 113:10
 Home
 [8] 64:23 66:23 70:5 82:
 20 92:5 107:12 108:22
 153:13
 Homeowner
 [1] 87:21
 Homeowners
 [2] 66:20 133:25
 Homeownership
 [1] 66:25
 Homes
 [3] 18:22 78:2 108:19
 Honest
 [1] 28:3
 Honorable
 [1] 53:20
 Honored
 [3] 32:11 53:22 149:20
 Hope
 [11] 24:5 66:5 66:14 79:
 12 84:4 84:8 85:18 136:
 19 136:22 147:20 158:1
 Hopefully
 [5] 54:2 54:21 79:10 80:
 12 154:4
 Hopes
 [4] 65:10 65:10 124:16
 149:3
 Hoping
 [1] 78:20
 Horizon
 [1] 75:8
 Horse
 [18] 32:21 33:19 35:1
 35:2 35:20 36:2 36:3
 36:13 48:19 48:21 51:7
 53:14 54:16 54:19 61:1
 80:4 111:17 131:11
 Horsemen
 [5] 36:22 37:1 37:8 75:
 23 76:11
 Horsemen's
 [2] 83:23 144:13
 Horses
 [3] 76:8 76:12 77:24
 Horseshoe
 [1] 12:10
 Hospitality
 [6] 154:17 154:19 155:
 2 156:13 156:19 156:23
 Host
 [6] 58:10 70:22 71:6 87:
 18 89:10 156:5
 Hosted
 [1] 40:19
 Hotel
 [2] 11:14 34:20
 Hotels

[1] 35:9
 Hour
 [1] 127:3
 Hours
 [1] 18:19
 House
 [3] 17:3 88:13 149:21
 Housekeeping
 [1] 4:7
 Houses
 [1] 82:19
 Housing
 [5] 51:25 61:21 133:22
 134:2 134:8
 HR
 [1] 23:11
 HUBZone
 [2] 147:14 147:23
 Huge
 [2] 61:2 61:21
 Human
 [4] 20:17 21:1 102:20
 120:17
 Hundred
 [2] 85:1 124:12
 Hundreds
 [1] 123:20
 Hurricane
 [2] 18:25 41:4

[1] 87:21
 Homeowners
 [2] 66:20 133:25
 Homeownership
 [1] 66:25
 Homes
 [3] 18:22 78:2 108:19
 Honest
 [1] 28:3
 Honorable
 [1] 53:20
 Honored
 [3] 32:11 53:22 149:20
 Hope
 [11] 24:5 66:5 66:14 79:
 12 84:4 84:8 85:18 136:
 19 136:22 147:20 158:1
 Hopefully
 [5] 54:2 54:21 79:10 80:
 12 154:4
 Hopes
 [4] 65:10 65:10 124:16
 149:3
 Hoping
 [1] 78:20
 Horizon
 [1] 75:8
 Horse
 [18] 32:21 33:19 35:1
 35:2 35:20 36:2 36:3
 36:13 48:19 48:21 51:7
 53:14 54:16 54:19 61:1
 80:4 111:17 131:11
 Horsemen
 [5] 36:22 37:1 37:8 75:
 23 76:11
 Horsemen's
 [2] 83:23 144:13
 Horses
 [3] 76:8 76:12 77:24
 Horseshoe
 [1] 12:10
 Hospitality
 [6] 154:17 154:19 155:
 2 156:13 156:19 156:23
 Host
 [6] 58:10 70:22 71:6 87:
 18 89:10 156:5
 Hosted
 [1] 40:19
 Hotel
 [2] 11:14 34:20
 Hotels
 [8] 28:7 35:14 57:12 79:
 3 101:12 102:1 102:7
 109:22
 Ibarra
 [2] 23:15 23:16
 Idea
 [1] 23:1
 Ideal
 [1] 146:12
 Identification
 [1] 46:18
 Identified
 [1] 102:15
 Identify
 [4] 46:15 95:19 99:23
 120:13
 Ignore
 [2] 61:4 61:7
 Ignored
 [1] 152:14
 Ignoring
 [2] 123:22 128:19
 II
 [2] 51:13 92:9
 III
 [2] 51:19 70:3
 Illinois
 [1] 133:4
 Ills
 [1] 81:18
 Illustrate
 [2] 87:14 97:15
 Illustrative
 [1] 52:15
 Image
 [3] 52:7 52:19 52:19
 Imagine
 [2] 86:25 88:1
 Immediate
 [1] 153:16
 Impact
 [47] 18:17 38:3 38:10
 48:16 49:5 49:7 49:20
 58:6 58:11 62:25 65:21
 66:18 72:3 78:3 83:2
 84:21 84:23 86:9 87:5
 94:1 94:2 95:15 96:17
 96:18 97:13 98:13 98:
 24 105:6 106:14 107:5
 108:14 108:17 112:23
 135:2 135:10 139:12
 139:20 140:25 151:7

108:14 108:17 112:23
 135:2 135:10 139:12
 139:20 140:25 151:7
 151:8 151:8 151:21
 152:12 154:23 155:12
 155:15 155:22
 impacted
 [1] 58:17 58:20 109:13
 2:14 138:24 153:21
 impacts
 [10] 21:11 22:20 23:20
 53:10 58:3 71:25 73:2
 83:5 91:16 93:24
 Impetus
 [1] 62:19
 Implement
 [1] 122:16
 Implementing
 [3] 15:10 42:25 72:2
 Important
 [13] 12:5 35:22 54:14
 63:13 76:5 76:23 85:21
 87:18 89:22 95:14 97:
 14 100:1 102:24
 Importantly
 [5] 10:13 71:8 110:24
 144:25 149:23
 Imposed
 [1] 139:25
 impossible
 [1] 98:13
 Impression
 [2] 90:22 90:23
 Impressive
 [3] 11:18 13:21 132:25
 Improve
 [7] 36:2 44:22 63:22
 100:18 101:23 111:22
 155:14
 improvement
 [3] 35:19 49:23 89:6
 Improvements
 [10] 36:5 72:11 88:23
 102:10 103:7 103:19
 122 111:21 133:19
 1
 improving
 [3] 37:1 49:8 49:9
 inadequate
 [2] 101:14 101:21
 Inc
 [2] 70:1 71:10
 Incarnations
 [1] 112:18
 Incentive
 [1] 71:6
 Incentives
 [1] 96:10
 Inception
 [1] 106:25
 Incidentally
 [2] 42:12 43:22
 Incineration
 [1] 151:19
 Include
 [7] 22:11 26:4 44:8 52:
 13 104:23 145:10 148:
 19
 Included
 [3] 4:12 20:8 104:6
 Includes
 [3] 16:11 20:9 110:14
 Including
 [8] 14:15 17:10 33:18
 51:20 103:13 103:16
 134:24 143:5
 Inclusion
 [1] 22:20
 Inclusive
 [1] 132:16
 Income
 [94:6 94:10 94:11
 20 94:25 95:4 97:24
 98:1 108:19 137:19
 138:11

Incoming
 [1] 142:7
 Incorporated
 [4] 7:19 32:1 147:3 149:
 11
 Incorporates
 [1] 51:13
 Increase
 [16] 22:20 39:24 66:25
 67:2 67:20 72:20 72:25
 95:6 95:9 103:7 111:19
 124:12 124:18 144:16
 148:10 151:24
 Increased
 [5] 13:22 13:25 18:10
 71:18 146:8
 Increases
 [1] 71:3
 Incredible
 [1] 77:24
 Indeed
 [1] 13:13
 Independent
 [1] 138:9
 Index
 [2] 13:3 13:5
 Indiana
 [1] 138:7
 Indicate
 [1] 145:24
 Indicates
 [2] 8:18 96:18
 Indirect
 [2] 71:19 155:15
 Indisputable
 [1] 154:24
 Individual
 [3] 6:6 7:23 143:21
 Individuals
 [8] 90:7 90:14 120:7
 120:9 120:13 121:25
 122:13 137:20
 Indoor
 [2] 35:6 73:20
 Industrial
 [17] 56:22 57:3 58:25
 59:2 81:12 87:11 91:24
 92:14 100:12 100:15
 101:22 102:21 111:12
 112:10 124:13 129:20
 142:4
 Industries
 [7] 65:17 92:11 143:1
 151:14 152:6 153:14
 153:19
 Industry
 [47] 14:9 15:4 16:4 31:
 9 33:9 35:20 36:3 50:
 18 50:19 50:21 53:14
 61:1 61:1 61:2 62:8 64:
 9 75:20 75:21 76:4 76:
 15 76:24 80:4 80:8 83:
 14 107:3 120:1 120:21
 121:19 121:23 121:25
 122:10 122:20 123:1
 136:12 137:23 138:6
 141:23 143:4 148:13
 154:7 154:19 155:2
 156:12 156:14 156:23
 157:1 157:6
 Industry's
 [2] 12:3 12:24
 Influence
 [1] 103:12
 Information
 [5] 15:16 16:22 24:2 40:
 5 81:13
 Infrastructure
 [2] 57:6 114:3
 Infusing
 [1] 154:24
 Infusion
 [1] 109:11
 Ingredient
 [1] 76:23

Inhabit
 [1] 110:25
 Inhabitants
 [1] 100:19
 Initial
 [1] 141:22
 Initiative
 [5] 19:9 27:12 41:8 60:
 13 149:4
 Initiatives
 [6] 27:21 44:1 44:8 114:
 20 121:14 121:18
 Innovate
 [1] 20:23
 Innovations
 [1] 33:18
 Innovative
 [1] 23:20
 Input
 [11] 1:2 4:5 4:14 4:21 5:
 9 5:24 6:16 7:23 23:17
 119:11 132:16
 Inquiries
 [2] 98:18 98:20
 Inside
 [1] 5:4
 Insist
 [1] 6:20
 Install
 [1] 49:15
 Installation
 [1] 35:17
 Installed
 [1] 25:23
 Installing
 [1] 25:24
 Instantly
 [1] 97:10
 Instead
 [7] 61:22 65:3 67:2 67:
 15 81:21 85:8 127:18
 Instilling
 [1] 13:17
 Institution
 [1] 121:21
 Institutions
 [1] 62:15
 Insurance
 [4] 17:10 87:1 146:9
 156:1
 Integration
 [1] 52:16
 Integrity
 [1] 31:13
 Intend
 [1] 14:14
 Intended
 [1] 119:1
 Intends
 [1] 143:11
 Intensive
 [1] 156:9
 Intent
 [3] 35:18 51:1 101:5
 Intention
 [1] 18:2
 Intentions
 [2] 143:8 145:1
 Interacted
 [1] 114:2
 Interaction
 [1] 129:2
 Interchange
 [1] 72:5
 Interest
 [6] 11:8 71:11 76:17 83:
 7 116:11 131:19
 Interested
 [3] 7:5 54:9 71:16
 Interiors
 [1] 45:16
 Internal
 [3] 23:9 23:10 48:10
 International

[1] 40:23
 Internationally
 [1] 118:6
 Interrupted
 [1] 7:7
 Intersections
 [1] 49:10
 Interstate
 [2] 57:10 101:12
 Intimate
 [1] 117:14
 Introduce
 [10] 10:19 11:6 14:22
 19:16 37:12 42:18 44:1
 45:6 48:13 50:4
 Introduced
 [1] 33:17
 Introducing
 [1] 11:10
 Introduction
 [2] 14:12 50:23
 Invest
 [5] 18:6 88:15 116:7
 118:7 139:17
 Invested
 [1] 33:10
 Investment
 [17] 12:24 19:8 26:23
 31:3 82:2 85:24 87:4
 108:5 108:8 116:21
 118:10 120:11 135:25
 137:17 141:6 141:15
 141:18
 Investments
 [3] 82:11 82:17 98:21
 Investors
 [5] 61:13 61:14 61:15
 107:19 115:23
 Invited
 [1] 122:5
 Involved
 [8] 66:10 75:23 75:24
 85:16 104:5 111:15
 114:10 128:19
 Involvement
 [5] 40:21 116:19 117:1
 117:12 136:6
 Involves
 [1] 32:14
 Irrational
 [2] 126:21 126:23
 Issuance
 [1] 30:16
 Issue
 [11] 15:19 19:21 41:17
 41:23 41:25 73:3 85:21
 140:5 140:6 142:1 152:
 12
 Issues
 [11] 40:23 99:24 100:1
 100:17 102:15 104:11
 104:12 111:25 139:21
 151:10 157:11
 Items
 [2] 94:23 148:7
 Itself
 [7] 26:6 63:22 76:12 84:
 21 97:12 131:14 155:20
 IV
 [1] 51:23

J

Jack
 [1] 41:20
 Jackpot
 [1] 119:2
 James
 [1] 70:3
 Jan
 [8] 2:4 10:20 14:23 19:
 19 19:23 22:3 26:21 31:
 14
 Janitorial
 [1] 149:17

January
 [3] 26:11 105:17 118:8
 Jeff
 [1] 154:15
 Jeffrey
 [3] 1:11 3:10 154:10
 Jersey
 [12] 39:1 39:4 56:17 57:
 15 73:6 73:17 110:3
 122:19 148:16 148:18
 153:25 154:6
 Jim
 [1] 85:14
 Job
 [9] 26:24 43:16 71:17
 78:14 86:8 86:21 98:22
 111:21 141:21
 Jobs
 [33] 18:22 30:22 33:23
 39:23 43:21 53:9 54:6
 61:25 70:19 74:2 76:2
 76:3 85:1 85:6 85:8 85:
 11 94:9 94:17 95:6 95:
 7 95:9 95:11 95:12 108:
 10 113:13 116:10 116:
 17 116:17 133:9 153:15
 156:11 156:14 157:24
 Joe
 [2] 11:7 145:5
 John
 [2] 109:5 112:14
 Johnson
 [2] 149:25 149:25
 Join
 [3] 84:5 91:6 145:13
 Joint
 [2] 23:14 71:24
 Joke
 [1] 117:9
 Joliet
 [10] 133:4 133:6 133:
 11 133:17 133:19 133:
 23 134:16 134:22 135:
 10 135:16
 Jolie's
 [2] 133:15 133:24
 Jones
 [11] 2:4 10:20 13:3 14:
 23 14:25 31:14 62:9 63:
 1 76:13 76:16 138:17
 Joseph
 [4] 2:17 74:6 123:14
 148:6
 Jr
 [1] 2:18
 Jump
 [1] 153:25
 June
 [2] 4:20 147:14
 Jurisdiction
 [4] 73:3 73:20 131:16
 141:21

K

Kane
 [3] 5:20 59:17 59:19
 Katrina
 [3] 18:20 18:23 41:4
 Keep
 [6] 16:22 23:21 42:12
 88:12 115:6 143:11
 Keeping
 [3] 16:25 19:22 108:2
 Keeps
 [1] 18:4
 Keeton
 [5] 2:5 10:24 19:16 19:
 19 138:17
 Kentucky
 [1] 63:4
 Kevin
 [5] 3:6 11:7 145:6 146:
 24 147:2
 Key

[10] 14:18 27:10 27:11
 27:12 27:14 27:21 43:
 14 120:20 121:3 136:21
 Keynote
 [1] 122:7
 Keystone
 [2] 33:1 92:21
 Killian
 [6] 2:22 83:22 109:4
 112:3 112:5 112:6
 Kim
 [1] 53:19
 Kimbal
 [3] 2:12 37:22 50:4
 Kimberly
 [10] 104:24 124:14 124:
 21 125:9 125:13 125:16
 125:22 126:2 127:8
 149:19
 Kimberly-Clark
 [1] 104:24
 Kind
 [7] 16:3 19:8 87:13 98:
 6 117:11 118:13 129:18
 Kirkland
 [3] 2:15 64:17 64:18
 Kline
 [1] 37:21
 Knowing
 [2] 16:22 79:16
 Knowledge
 [2] 121:24 122:25
 Known
 [10] 12:17 12:21 21:19
 27:23 38:17 82:15 93:
 20 154:8 155:1 156:12
 Knows
 [2] 35:6 71:17
 KOZ
 [5] 92:22 93:3 93:11 93:
 17 93:22
 Kuwait
 [2] 115:8 115:9

L

Labor
 [1] 156:9
 Laborers'
 [1] 85:15
 Lacks
 [1] 139:20
 Ladies
 [7] 4:1 11:16 32:8 32:
 18 53:20 55:12 152:19
 Laid
 [1] 83:18
 Land
 [10] 34:25 38:25 99:18
 100:7 100:10 100:24
 104:16 104:23 105:19
 107:11
 Landmark
 [2] 53:15 145:20
 Lands
 [1] 103:1
 Landscape
 [2] 81:6 84:13
 Landscaping
 [1] 46:17
 Lane
 [1] 102:4
 Lanes
 [6] 49:16 63:23 63:23
 102:3 102:3 129:9
 Large
 [7] 24:15 47:19 48:21
 48:24 70:18 81:10 134:
 9
 Larger
 [5] 34:21 37:2 50:19 70:
 19 82:11
 Largest
 [12] 31:9 39:15 39:21
 50:18 61:6 82:19 85:4

Largest
 [12] 31:9 39:15 39:21
 50:18 61:6 82:19 85:4
 113:16 117:25 135:5
 145:13 151:11
 Las
 [1] 10:8
 Lashinger
 [1] 145:6
 Lassinger
 [2] 11:7 115:23
 Last
 [13] 6:13 13:22 14:6 18:
 11 19:3 33:9 34:13 50:
 7 77:7 122:5 135:6 151:
 10 153:20
 Lasting
 [2] 90:22 90:23
 Late
 [6] 13:16 15:5 60:15 92:
 20 102:9 112:14
 Law
 [4] 35:21 73:4 112:24
 126:9
 Lawsuit
 [1] 152:10
 Lay
 [1] 89:20
 Lead
 [5] 18:8 18:13 113:21
 125:14 126:8
 Leader
 [2] 136:12 156:13
 Leaders
 [9] 15:14 23:11 23:13
 107:25 109:1 110:21
 133:16 134:23 138:10
 Leadership
 [6] 16:7 23:9 30:24 85:
 14 135:19 136:10
 League
 [1] 41:13
 Learn
 [1] 120:21 120:22 121:
 122:10 145:12
 Learned
 [1] 121:8
 Learning
 [1] 122:4
 Least
 [1] 94:5
 Leave
 [4] 7:14 9:1 67:15 90:21
 Led
 [2] 15:4 148:4
 Left
 [8] 28:19 30:1 47:9 59:
 17 63:23 92:15 93:8
 133:9
 Left-hand
 [1] 63:23
 Legal
 [1] 36:16
 Legislation
 [1] 108:25
 Legislative
 [4] 8:1 55:17 56:10 158:
 10
 Legislators
 [4] 7:22 62:7 78:14 78:
 24
 Legislature
 [1] 93:16
 Leisure
 [2] 51:20 52:23
 Lend
 [1] 72:10
 Length
 [1] 113:17
 Less
 [1] 57:16
 Letter
 [1] 10:17
 Level

[9] 15:25 26:18 41:7 41:
 11 46:2 124:11 143:1
 144:18 145:23
 Levels
 [3] 31:13 113:20 156:11
 Leverage
 [1] 27:22
 Leveraging
 [1] 27:13
 Liberty
 [3] 97:2 145:21 145:23
 Libraries
 [1] 88:24
 License
 [23] 7:17 7:25 30:11 32:
 13 32:20 37:11 42:16
 56:6 60:3 60:4 64:12
 70:2 75:1 80:25 83:24
 84:24 85:2 89:22 99:9
 131:19 138:21 139:19
 153:5
 Licensed
 [3] 62:15 87:7 152:25
 Licensees
 [1] 113:3
 Licenses
 [2] 6:3 30:16
 Licensure
 [1] 124:8
 Lie
 [1] 145:9
 Lies
 [1] 96:9
 Lieu
 [1] 115:3
 Life
 [5] 65:17 100:18 102:
 19 135:21 155:14
 Lifelong
 [6] 56:2 58:5 106:16
 147:5 150:24 152:21
 Lifestyle
 [1] 51:21
 Light
 [6] 8:18 8:19 8:22 8:24
 47:17 86:22
 Lighting
 [3] 46:17 147:11 148:15
 Lights
 [2] 126:4 126:10
 Likely
 [2] 51:4 139:23
 Likewise
 [1] 158:6
 Limit
 [1] 100:6
 Limited
 [6] 26:13 89:20 95:13
 136:6 137:19 156:3
 Limits
 [1] 8:14
 Linda
 [3] 2:21 106:15 113:22
 Line
 [6] 88:4 89:5 91:1 111:
 19 123:18 125:5
 Lines
 [1] 73:11
 Link
 [2] 102:1 102:6
 Lisa
 [3] 3:7 149:8 149:10
 Listed
 [2] 51:3 101:1
 Lists
 [1] 49:7
 Literally
 [1] 61:10
 Litigation
 [2] 127:20 128:3
 Live
 [12] 4:16 4:17 10:8 26:
 1 33:12 33:20 36:8 36:
 11 36:17 36:19 36:21

84:3
 Lived
 [1] 153:16
 Lives
 [4] 65:21 66:19 110:17
 157:24
 Living
 [1] 157:25
 LLC
 [2] 7:17 56:5
 Loaded
 [1] 125:12
 Loading
 [1] 47:7
 Lobby
 [1] 29:20
 Local
 [63] 6:8 7:22 8:3 19:25
 33:23 36:25 39:16 40:2
 40:3 40:11 40:13 40:14
 40:19 40:23 41:7 44:11
 48:5 52:22 53:8 58:11
 70:20 70:23 71:6 71:8
 71:11 71:18 72:9 73:7
 81:6 85:15 93:20 94:18
 94:24 95:17 95:23 95:
 25 96:7 97:20 101:21
 102:19 105:10 108:20
 113:12 113:13 115:23
 116:7 117:13 118:2
 121:14 122:9 138:15
 138:23 139:21 140:23
 147:17 148:1 148:9
 150:7 155:7 155:10
 155:12 155:13 155:16
 Locally
 [3] 85:19 116:15 140:25
 Locate
 [1] 92:25
 Located
 [16] 8:17 34:14 49:1 60:
 17 104:19 104:24 105:1
 105:16 107:12 116:20
 133:8 147:3 149:14
 151:16 153:10 153:17
 Locating
 [1] 142:8
 Location
 [13] 12:23 28:6 34:21
 48:18 49:15 56:14 56:
 17 95:16 99:3 105:4
 133:25 144:25 146:12
 Locations
 [3] 12:15 49:13 58:4
 Lodging
 [2] 46:22 51:14
 Logmotion
 [1] 115:17
 Lolli
 [3] 3:10 143:24 154:11
 154:12 154:15
 Long-range
 [1] 103:7
 Long-term
 [5] 13:7 14:21 50:13
 124:6 138:12
 Longwood
 [1] 97:5
 Look
 [20] 13:20 19:10 29:3
 40:8 50:12 68:25 73:25
 76:6 80:1 80:13 81:17
 91:4 134:11 138:13
 138:16 140:8 152:8
 152:15 154:2 158:12
 Looked
 [1] 152:14
 Looking
 [7] 65:7 65:9 77:7 115:
 24 140:18 148:9 152:7
 Looks
 [3] 50:9 51:23 149:2
 Lose
 [2] 42:7 90:20
 Losing

[2] 66:23 76:7
 Loss
 [3] 81:15 92:14 92:18
 Lost
 [4] 18:22 18:22 92:12
 142:4
 Lottery
 [1] 47:6
 Lounge
 [4] 24:19 25:3 45:19 47:
 16
 Love
 [2] 88:18 88:21
 Loveman
 [2] 18:1 122:6
 Low
 [2] 137:19 138:11
 Lowered
 [1] 86:24
 Lowest
 [1] 94:8
 Lows
 [1] 81:9
 Loyalty
 [2] 11:20 13:17
 Lunch
 [1] 94:23
 Lure
 [1] 90:8
 Luxury
 [1] 51:16

M

Ma'am
 [1] 150:10
 Machine
 [11] 7:16 32:13 32:20
 55:2 93:5 112:19 114:
 19 120:15 122:17 145:
 11 145:18
 Machines
 [11] 35:17 62:3 62:4 62:
 19 62:23 63:2 70:15 71:
 19 72:17 131:17 146:16
 Madison
 [1] 149:14
 Magnificent
 [1] 77:23
 Magnitude
 [2] 72:8 97:24
 Mailed
 [1] 4:18
 Main
 [9] 25:20 28:19 35:14
 46:4 46:7 46:18 125:18
 137:25 151:25
 Maintained
 [1] 101:10
 Maintaining
 [1] 88:7
 Maintenance
 [1] 47:8
 Major
 [20] 35:10 40:22 41:8
 62:25 72:5 72:15 92:2
 92:6 92:11 92:17 95:17
 97:11 98:4 99:2 101:20
 101:23 101:25 105:11
 123:9 127:19
 Majority
 [4] 25:1 40:1 42:5 90:16
 Mall
 [2] 61:18 64:3
 Malls
 [1] 92:13
 Manage
 [2] 20:22 111:18
 Managed
 [1] 66:4
 Management
 [3] 27:15 154:17 156:19
 Manager
 [5] 11:3 24:1 85:15 134:
 24 147:24

Managers
 [1] 42:13
 Managing
 [1] 43:1
 Manner
 [1] 138:1
 Manufacturer
 [2] 100:12 104:24
 Manufacturing
 [7] 50:20 81:12 92:2
 133:7 133:9 142:5 143:
 6
 Marathon
 [3] 81:22 81:25 91:1
 Marina
 [2] 7:17 56:5
 Mark
 [1] 37:5
 Market
 [7] 13:11 13:22 13:24
 44:19 99:6 120:6 156:4
 Marketing
 [4] 15:16 16:18 18:13
 118:12
 Marketplace
 [3] 20:12 146:21 154:1
 Markets
 [3] 12:6 14:16 23:23
 Marks
 [1] 148:23
 Mars
 [1] 122:23
 Marvelous
 [1] 149:24
 Mary
 [2] 1:10 5:17
 Maryland
 [1] 110:2
 Master
 [7] 37:24 50:11 51:9 52:
 2 52:10 53:7 149:18
 Mastered
 [1] 51:5
 Match
 [1] 14:9
 Materials
 [3] 45:18 46:11 46:17
 Matter
 [4] 16:19 127:20 127:
 24 132:16
 Maximize
 [3] 21:23 56:9 143:8
 Maximized
 [1] 21:5
 Maxwell
 [1] 32:10
 Mayor
 [16] 56:1 62:6 70:6 74:
 5 75:5 80:19 80:21 81:
 2 82:24 83:16 91:12 91:
 15 94:1 98:11 113:22
 113:22
 Mayors
 [1] 37:25
 MBE
 [3] 96:7 96:8 96:10
 MBes
 [1] 96:3
 McBlain
 [1] 109:5
 McCalls
 [6] 149:11 149:13 149:
 16 149:17 149:20 150:3
 McCauley
 [7] 2:16 69:9 69:12 69:
 19 69:22 70:3 74:4
 McDermott
 [1] 37:5
 McGlynn
 [2] 123:14 125:7
 McGroarty
 [5] 3:6 146:25 147:1
 147:1 147:2
 Meals

[5] 18:8 18:9 18:11 19:
 5 31:4
 Mean
 [1] 109:16
 Meaningful
 [1] 139:21
 Means
 [11] 36:1 50:13 95:10
 96:20 102:16 117:23
 124:7 128:12 128:23
 130:17 157:14
 Meant
 [2] 113:9 116:14
 Meantime
 [1] 68:21
 Measure
 [2] 21:25 98:13
 Measured
 [1] 13:10
 Mechanical
 [2] 47:13 48:3
 Media
 [4] 4:23 4:24 144:22
 146:14
 Meet
 [1] 48:5
 Meeting
 [3] 51:15 109:25 148:1
 Meetings
 [3] 44:9 120:20 122:2
 Meets
 [3] 37:10 54:1 138:1
 Mega
 [1] 61:18
 Melrose
 [7] 29:7 105:9 128:24
 129:3 130:3 130:8 130:
 12
 Member
 [3] 9:3 40:13 136:22
 Members
 [34] 5:17 6:7 7:24 8:6
 11:21 24:4 37:13 41:18
 42:20 44:9 45:10 48:14
 53:20 55:21 60:1 64:19
 65:12 66:5 69:22 74:7
 80:11 90:9 91:13 112:6
 122:9 132:3 132:8 137:
 5 137:18 141:11 144:10
 144:15 152:18 157:17
 Mental
 [1] 21:22
 Mentalities
 [1] 51:8
 Mentioned
 [4] 26:22 122:2 136:1
 140:9
 Merging
 [1] 127:6
 Message
 [2] 147:23 147:23
 Messages
 [1] 16:18
 Messenger
 [1] 115:23
 Met
 [4] 36:16 115:7 140:2
 144:21
 Method
 [1] 19:24
 Methods
 [1] 77:14
 Metro
 [6] 93:4 112:19 114:19
 115:2 115:5 115:9
 Metropolitan
 [3] 27:25 28:11 53:16
 Metzger
 [1] 148:6
 Mezzanine
 [1] 47:12
 Michael
 [1] 82:16
 Mickey

Michael
 [1] 82:16
 Mickey
 [5] 5:20 23:15 23:16 59:
 17 59:19
 Microphone
 [1] 9:1 55:20
 Mid
 [1] 149:21
 Mid-'90s
 [1] 133:5
 Mid-Atlantic
 [1] 149:21
 Middle
 [2] 79:4 125:19
 Might
 [6] 5:3 50:10 74:10 95:
 20 151:23 152:9
 Mile
 [2] 57:14 57:16
 Miles
 [2] 28:10 57:13
 Milestone
 [2] 84:6 84:8
 Miller
 [42] 1:12 4:1 4:3 5:8 9:
 21 9:23 11:8 31:23 32:
 6 55:4 55:12 59:6 59:
 12 64:14 69:7 69:13 69:
 20 74:3 74:13 74:16 74:
 21 80:15 106:7 119:9
 123:12 131:21 136:24
 141:3 141:8 143:19
 144:6 145:6 146:22
 149:7 150:9 150:14
 150:20 152:16 154:9
 157:7 158:4 158:16
 Million
 [43] 11:13 11:21 17:15
 17:18 18:11 18:21 19:4
 25:17 27:18 28:11 30:
 13 36:24 38:20 38:21
 39:12 39:16 39:20 61:5
 78:16 82:13 85:23 87:8
 89:16 93:25 94:20 96:
 97:2 97:16 97:19
 103:6 103:8 103:10
 103:17 108:7 110:11
 116:8 116:15 116:17
 116:21 117:18 117:18
 130:20 139:17
 Millions
 [2] 84:19 123:20
 Mind
 [1] 46:8
 Mine
 [1] 60:8
 Minimum
 [2] 78:16 87:8
 Minorities
 [1] 43:19
 Minority
 [10] 22:13 22:19 26:20
 26:21 27:2 44:2 44:3
 44:11 44:15 137:19
 Minority-based
 [1] 96:3
 Minutes
 [18] 8:1 8:2 8:4 8:6 8:7
 8:23 15:2 55:10 74:11
 74:14 74:20 80:17 106:
 9 123:15 126:3 126:7
 143:22 157:13
 Mission
 [2] 141:18 144:14
 Mitigate
 [2] 71:24 73:2
 Mixed
 [1] 52:4
 Model
 [3] 33:23 73:5 73:11
 Modern
 [1] 35:5
 Moment
 [2] 34:5 126:20

Moments
 [1] 50:8
 Mondays
 [1] 26:3
 Mondzelewski
 [5] 2:10 37:18 45:7 45:
 9 45:11
 Monetary
 [1] 136:6
 Money
 [11] 47:7 108:23 117:5
 117:5 117:8 117:11
 118:1 130:18 155:6
 155:9 155:13
 Monies
 [1] 18:7
 Monitor
 [1] 45:4
 Months
 [3] 18:25 54:25 122:12
 Moral
 [1] 72:13
 Morality
 [1] 90:1
 Moreover
 [1] 156:2
 Morning
 [23] 4:3 5:17 15:1 15:2
 19:20 24:4 24:5 38:5
 42:20 45:10 48:14 55:
 21 64:18 80:20 99:14
 106:11 106:12 112:5
 132:2 137:3 144:10
 150:22 158:7
 Morton
 [14] 104:20 105:8 123:
 25 125:8 126:25 127:13
 128:6 128:11 128:17
 130:15 131:1 131:7
 131:10 151:24
 Most
 [22] 11:18 12:4 25:13
 27:14 31:1 33:15 35:5
 54:14 60:16 61:25 91:
 24 92:11 120:18 120:24
 129:5 135:8 140:2 144:
 25 148:20 149:23 154:
 19 157:22
 Motor
 [1] 92:6
 Motorists
 [1] 126:22
 Move
 [7] 26:14 63:9 66:13
 102:11 122:16 132:15
 155:21
 Moved
 [1] 19:13
 Moves
 [4] 85:20 125:2 127:12
 127:12
 Moving
 [2] 63:20 124:23
 Multi
 [2] 46:16 137:15
 Multi-county
 [1] 137:15
 Multi-day
 [1] 51:17
 Multi-entertainment
 [1] 46:16
 Multi-phased
 [1] 51:10
 Multi-purpose
 [1] 51:22
 Multiple
 [1] 126:19
 Multiplier
 [2] 155:1 155:11
 Municipal
 [1] 110:21
 Municipalities
 [6] 50:12 70:24 103:16
 110:6 110:13 111:4
 Municipality

[1] 8:9
 Museums
 [1] 135:17
 Must
 [7] 35:18 53:1 81:22 82:
 21 88:15 99:23 127:22
 Must-visit
 [1] 53:1
 Myriad
 [1] 78:2

N

NAACP
 [1] 43:16
 Naive
 [1] 89:25
 Name
 [22] 8:9 8:10 10:7 27:
 22 28:1 31:8 32:9 38:5
 42:21 48:15 55:22 70:3
 99:14 119:16 119:21
 132:3 137:22 144:11
 147:1 149:10 152:21
 154:15
 Named
 [2] 13:2 39:3
 Nation
 [1] 41:10
 Nation's
 [1] 81:10
 National
 [12] 12:15 16:7 16:15
 16:15 20:1 39:3 40:22
 103:10 108:13 144:18
 150:2 155:22
 Nationally
 [4] 37:3 37:22 116:16
 118:5
 Nationwide
 [2] 11:20 16:10
 Natural
 [2] 57:9 100:21
 Navy
 [1] 114:9
 Near
 [2] 87:13 129:25
 Nearly
 [4] 11:14 50:16 116:10
 118:16
 Nebulous
 [1] 73:13
 Necessary
 [5] 9:8 37:10 88:17 141:
 20 148:16
 Need
 [11] 9:6 13:20 16:2 16:
 5 57:7 76:21 79:5 86:
 18 114:25 121:23 155:
 17
 Needed
 [8] 69:2 86:7 90:13 111:
 16 134:18 134:19 154:
 25 156:11
 Needs
 [9] 44:25 78:12 89:3
 138:2 138:15 141:20
 143:3 153:18 153:22
 Negative
 [6] 58:3 58:6 71:25 73:
 2 77:18 135:8
 Negatively
 [3] 58:17 58:20 87:4
 Negativities
 [1] 77:11
 Negotiate
 [2] 109:2 138:22
 Negotiated
 [1] 109:7
 Negotiations
 [1] 115:13
 Neighbor
 [3] 66:7 66:8 122:24
 Neighborhoods
 [2] 58:19 101:17

Neighboring
 [1] 46:15
 Neighbors
 [3] 31:1 54:12 157:22
 Net
 [2] 109:10 156:5
 Network
 [1] 38:18
 Nevada
 [1] 10:8
 Never
 [3] 77:2 78:4 82:21
 Nevertheless
 [1] 84:22
 New
 [65] 14:16 23:23 33:23
 39:1 39:4 40:3 41:17
 42:12 45:24 46:7 49:5
 49:15 49:25 51:8 54:6
 54:7 59:4 65:7 65:9 65:
 25 68:12 73:6 73:10 73:
 15 73:16 73:16 74:1 79:
 20 85:5 85:8 87:8 88:3
 88:8 92:22 95:1 95:11
 98:21 99:5 99:5 99:6
 101:2 102:6 108:18
 110:3 110:23 118:1
 118:9 118:14 121:19
 122:19 133:23 133:25
 134:7 146:10 148:16
 148:18 153:22 153:25
 154:6 155:17 155:20
 156:2 156:8 156:11
 156:20
 Newest
 [1] 122:15
 Newly
 [3] 57:11 92:21 134:4
 News
 [2] 118:18 134:12
 Newspaper
 [2] 97:18 97:22
 Newspapers
 [1] 94:22
 Next
 [23] 17:16 28:13 28:23
 29:15 38:2 49:19 59:22
 64:16 69:9 73:6 74:5
 80:16 85:7 102:1 123:
 13 131:23 137:1 141:5
 146:24 149:8 150:11
 152:17 154:10
 Nicks
 [1] 150:12
 Night
 [1] 46:12
 Nighttime
 [1] 29:6
 Nine
 [1] 39:11
 Nix
 [5] 3:8 150:11 150:13
 150:19 150:22
 Nominally
 [1] 127:24
 Nominated
 [1] 149:23
 Non
 [3] 38:16 73:12 73:14
 Non-gaming
 [2] 73:12 73:14
 Non-primary
 [1] 38:16
 Non-profit
 [1] 137:9
 None
 [1] 133:15
 Nonprofit
 [1] 136:11
 North
 [6] 36:19 104:21 104:
 25 123:19 125:10 125:
 16
 Northeast
 [1] 41:13

Northern
 [1] 129:5
 Northwest
 [1] 133:21
 Notary
 [2] 1:15 159:8
 Notch
 [1] 54:19
 Note
 [4] 10:1 114:21 143:23
 144:9
 Noted
 [2] 13:6 98:11
 Notes
 [2] 59:18 159:3
 Noteworthy
 [1] 132:25
 Nothing
 [5] 9:19 69:18 133:2
 144:4 150:18
 Notice
 [2] 77:21 134:10
 Noting
 [1] 95:5
 November
 [1] 40:12
 Nowhere
 [1] 64:2
 Number
 [16] 4:23 36:19 40:18
 42:6 43:25 58:21 66:9
 67:20 70:19 95:7 96:2
 96:20 134:22 135:11
 143:1 143:4
 Numbers
 [1] 94:14
 Numerous
 [5] 33:18 41:12 116:22
 152:24 153:17

O

O'Neill
 [1] 82:16
 Obermayer
 [1] 32:10
 Obey
 [1] 7:12
 Object
 [2] 130:21 130:24
 Objective
 [3] 101:23 102:1 137:25
 Objectives
 [1] 70:18
 Obligation
 [1] 72:14
 Observed
 [2] 4:22 5:1
 Obtain
 [2] 124:8 143:14
 Obvious
 [1] 128:3
 Obviously
 [1] 94:13
 Occupancy
 [1] 25:15
 Occupies
 [1] 38:25
 Occupying
 [1] 126:13
 Occur
 [3] 50:10 127:12 127:15
 October
 [2] 38:7 147:25
 Operated
 [1] 102:13
 Off-site
 [2] 49:9 49:10
 Offer
 [8] 11:24 16:9 112:15
 132:10 136:8 146:9
 156:14 157:2
 Offering
 [1] 157:3
 Offers

[4] 12:11 92:24 109:15
 111:7
 Office
 [2] 82:15 141:16
 Officer
 [45] 1:11 4:1 4:4 5:8 7:
 13 9:21 9:23 10:24 19:
 17 31:23 37:16 38:6 55:
 4 55:12 59:6 59:12 64:
 14 69:7 69:13 69:20 70:
 7 74:3 74:13 74:16 74:
 21 80:15 106:7 119:9
 123:12 131:21 136:24
 141:3 141:8 143:19
 144:6 146:22 149:7
 150:9 150:14 150:20
 152:16 154:9 157:7
 158:4 158:16
 Officers
 [3] 67:23 70:25 88:19
 Offices
 [1] 47:15
 Official
 [1] 25:3
 Officials
 [11] 6:8 8:1 32:7 57:20
 68:25 85:10 107:18
 120:20 134:4 139:10
 140:20
 Offtrack
 [1] 33:14
 Often
 [3] 22:13 81:17 98:15
 OIC
 [1] 44:13
 Old
 [3] 65:25 68:5 107:21
 Older
 [1] 111:4
 On-site
 [1] 52:24
 Once
 [13] 41:10 67:8 67:13
 69:4 82:18 83:13 88:2
 89:9 91:3 107:12 114:
 17 133:7 148:24
 One
 [40] 6:1 8:12 12:21 13:
 16 13:20 13:24 13:24
 14:6 14:8 15:24 19:8
 27:21 35:5 36:18 39:4
 46:1 52:3 52:12 63:10
 73:2 84:9 85:3 85:6 88:
 25 93:2 97:10 98:4 107:
 8 114:2 114:10 114:12
 114:14 116:24 120:17
 122:14 123:22 150:24
 151:24 152:8 152:8
 One-story
 [1] 46:1
 Ongoing
 [3] 39:8 40:15 84:8
 Open
 [9] 30:15 45:18 56:25
 57:1 61:23 63:24 77:24
 97:25 102:9
 Opened
 [1] 108:16
 Opening
 [4] 26:3 72:21 84:5 91:7
 Opens
 [1] 39:24
 Operate
 [5] 20:3 26:10 80:25
 127:3 152:22
 Operated
 [2] 35:1 147:8
 Operates
 [1] 123:18
 Operating
 [4] 18:6 27:6 138:25
 153:8
 Operation
 [12] 23:6 39:9 39:25 45:
 14 65:20 80:3 109:10

Operation
 [12] 23:6 39:9 39:25 45:14 65:20 80:3 109:10 126:2 126:4 127:2 131:17 133:5
 Operational
 [1] 16:5 30:22
 Operations
 [1] 11:5 34:18 36:11 38:11 40:16 40:25 41:16 85:20 94:16 96:12 123:23 125:24 126:12 127:15 130:16 134:11 147:24
 Operator
 [5] 6:3 7:16 7:25 13:10 56:8
 Operators
 [1] 140:19
 Opinion
 [3] 76:7 76:19 132:14
 Opinions
 [1] 17:22
 Opportunities
 [22] 17:6 21:19 22:7 27:2 81:4 86:4 86:8 96:15 98:2 98:23 99:6 100:17 111:6 111:21 114:22 120:4 121:16 142:16 143:14 156:21 157:4 157:25
 Opportunity
 [51] 10:5 17:24 20:7 24:5 31:18 43:21 43:24 44:4 50:14 50:25 55:1 60:2 64:21 65:13 65:18 69:24 74:8 74:24 80:12 80:23 83:4 83:16 86:3 89:17 91:3 92:22 94:22 94:24 99:11 106:5 106:12 129:1 132:10 137:4 137:6 138:14 140:8 140:12 141:2 143:17 144:23 150:23 151:1 152:15 157:10 158:1 158:2 158:8
 Opposed
 [2] 71:15 81:23
 Optimal
 [1] 48:4
 Optimistic
 [1] 114:21
 Optimize
 [2] 20:24 23:22
 Order
 [11] 5:11 7:11 7:15 55:15 88:13 91:20 115:16 124:8 140:20 152:15 157:14
 Ordinance
 [3] 100:23 104:15 104:16
 Organic
 [2] 14:7 14:12
 Organization
 [9] 20:14 20:15 21:4 22:23 23:4 27:20 34:2 42:2 153:7
 Organizational
 [1] 137:18
 Organizations
 [13] 19:5 21:18 22:10 22:13 22:18 22:18 22:19 40:24 41:3 42:11 44:10 137:10 151:19
 Orientation
 [1] 104:19
 Original
 [6] 35:18 61:13 83:19 93:18 109:8 155:4
 Orth
 [1] 105:14 129:14
 Orth-Rodgers
 [2] 105:14 129:14
 Ought

[1] 22:24
 Ourselves
 [3] 22:2 77:17 116:4
 Outburst
 [1] 7:9
 Outbursts
 [1] 6:22
 Outdoor
 [1] 35:6
 Outer
 [1] 9:10
 Outlet
 [1] 118:18
 Outlets
 [2] 38:23 68:4
 Outline
 [1] 53:23
 Outreach
 [2] 18:14 43:14
 Outside
 [3] 9:4 23:17 128:1
 Outstanding
 [8] 13:1 28:2 28:6 28:8 30:19 132:21 156:19 157:2
 Overall
 [11] 46:9 48:4 51:4 52:1 72:25 111:23 135:21 142:1 143:17 151:7 152:5
 Overdue
 [1] 67:3
 Overlay
 [2] 101:2 101:5
 Overlooking
 [1] 29:22
 Overnight
 [3] 51:17 52:22 145:22
 Oversight
 [1] 106:21
 Overview
 [2] 24:6 24:8
 Overwhelming
 [2] 90:16 135:3
 Own
 [8] 37:2 38:14 44:7 68:16 95:10 116:25 124:9 128:10
 Owned
 [5] 44:2 92:6 147:7 149:21 150:7
 Owner
 [2] 87:21 153:2
 Owners
 [5] 75:23 76:8 76:11 76:21 99:25
 Ownership
 [1] 34:13
 Owning
 [1] 115:12
 Owns
 [3] 38:24 39:4 123:18

P

P.m.
 [1] 6:12
 Package
 [2] 29:18 52:17
 Paddock
 [4] 25:13 26:5 28:17 106:3
 PAGE
 [2] 2:2 3:2
 Paid
 [4] 17:15 17:18 61:5 61:12
 Panacea
 [1] 111:5
 Panel
 [1] 5:16
 Paper
 [6] 92:7 100:12 104:24 124:25 149:16 153:13
 Paper's

[1] 149:18
 Parallel
 [1] 101:18
 Paramount
 [3] 75:20 89:8 121:2
 Parapet
 [1] 47:19
 Paraphrase
 [1] 93:20
 Parcel
 [3] 20:2 20:3 93:11
 Parent
 [2] 32:23 33:3
 Parimutual
 [2] 33:7 38:19
 Park
 [60] 7:20 32:1 32:16 32:24 33:4 33:6 33:10 33:17 34:11 34:17 34:24 35:4 35:8 35:10 35:13 36:7 36:14 36:21 37:8 37:9 38:14 38:21 40:12 46:10 46:21 48:18 49:1 49:18 50:3 50:9 50:24 51:5 52:5 53:8 53:13 60:3 60:11 62:2 62:18 62:20 62:21 62:22 63:5 64:12 70:5 70:16 71:21 72:3 72:18 73:10 74:1 75:12 75:15 76:7 76:9 76:22 76:25 100:12 111:12 145:21
 Park's
 [2] 51:9 52:9
 Parking
 [13] 24:16 26:4 29:11 46:3 47:3 47:8 47:24 48:20 48:23 49:12 73:22 104:3 106:4
 Parks
 [1] 88:23
 Parlay
 [1] 96:14
 Parlor
 [1] 134:18
 Part
 [22] 4:13 18:5 20:2 20:3 30:7 32:14 36:23 42:2 49:22 50:11 59:16 61:2 77:1 78:22 80:6 98:25 118:11 119:10 126:22 136:13 149:5 154:21
 Participants
 [2] 6:18 42:6
 Participate
 [1] 86:3
 Participated
 [4] 18:19 96:7 114:18 147:20
 Participation
 [1] 144:16
 Participatory
 [1] 139:4
 Particular
 [6] 13:2 27:24 52:18 56:19 124:19 127:14
 Particularly
 [4] 19:15 86:21 126:14 157:22
 Partner
 [10] 19:11 22:12 37:19 45:11 55:1 66:7 71:9 75:19 79:16 79:19
 Partnered
 [1] 16:14
 Partnering
 [1] 122:18
 Partners
 [7] 11:6 21:15 40:9 43:5 44:7 109:8 120:12
 Partnership
 [15] 22:14 39:2 66:8 66:14 66:24 67:5 67:19 68:3 69:2 83:12 83:19 83:24 110:20 116:12 138:8

Partnerships
 [3] 18:14 43:25 113:2
 Parts
 [1] 76:14
 Party
 [1] 71:16
 Passage
 [1] 70:13
 Passed
 [1] 105:25
 Past
 [14] 36:15 39:11 65:17 75:15 75:17 76:6 79:22 80:1 81:8 88:11 120:19 122:12 134:3 134:7
 Pat
 [1] 109:4
 Pathological
 [2] 15:18 15:24
 Patience
 [1] 60:7
 Patiently
 [1] 68:21
 Patrick
 [4] 2:22 83:22 112:3 112:6
 Patron
 [4] 45:18 49:12 52:20 123:23
 Patronizes
 [1] 155:5
 Patrons
 [4] 48:25 124:3 130:19 131:15
 Pattison
 [1] 34:23
 Pay
 [11] 13:23 17:9 19:1 39:18 40:17 66:22 71:2 88:25 89:7 94:5 156:13
 Paying
 [3] 39:16 52:17 128:1
 Payments
 [1] 155:25
 Payne
 [4] 2:20 99:13 99:14 99:15
 Peak
 [3] 59:2 92:1 127:3
 PECO
 [1] 82:14
 Pedestrian
 [3] 46:4 46:19 129:2
 Pedestrians
 [4] 126:15 126:22 128:16 128:19
 Pending
 [1] 26:8
 Penn
 [3] 39:2 65:7 105:1
 Penn's
 [1] 65:3
 PennDOT
 [3] 49:21 63:21 102:5
 PennDOT's
 [1] 49:25
 Pennsylvania
 [84] 1:1 1:4 4:4 5:9 5:10 5:13 5:14 6:2 10:15 13:14 30:6 30:8 30:12 31:5 31:17 33:5 33:9 34:15 35:14 35:17 35:20 36:2 36:13 38:9 38:16 41:19 43:17 47:6 49:2 49:24 50:1 51:2 54:17 54:18 60:10 61:1 61:3 61:13 62:16 63:9 64:10 69:23 71:22 72:17 73:6 75:25 77:4 83:9 83:25 84:11 87:6 90:10 93:4 93:17 96:6 104:7 107:7 111:17 112:1 112:19 114:3 114:18 114:19 115:7 117:4 117:21 121:20 127:21

132:9 137:5 137:13 144:12 144:17 144:20 146:1 146:3 146:11 147:5 148:25 149:12 151:12 154:5 154:13 158:18
 Pennsylvania's
 [3] 112:24 117:16 145:20
 Pennwood
 [1] 39:3
 Pension
 [1] 146:10
 People
 [35] 21:22 22:13 23:22 25:7 25:8 30:21 39:22 40:1 40:18 43:20 43:24 59:3 65:9 65:21 68:23 75:22 75:24 81:17 83:13 84:17 90:16 92:8 94:5 97:2 99:25 102:10 107:23 108:19 109:17 109:23 110:2 123:3 136:14 144:25 150:25
 People's
 [1] 157:24
 Per
 [8] 36:18 39:16 39:20 96:19 96:22 97:8 103:11 103:11
 Perceived
 [1] 98:9
 Percent
 [24] 13:25 14:3 18:6 22:9 25:21 25:22 33:6 34:24 47:25 66:11 71:4 78:15 86:24 87:9 87:19 88:1 94:8 94:12 95:7 95:9 109:9 124:11 151:24 155:24
 Percentage
 [1] 15:20
 Perception
 [1] 90:24
 Perceptions
 [1] 98:15
 Perfect
 [1] 59:9
 Perform
 [1] 114:25
 Performance
 [5] 12:3 13:15 27:11 39:11 51:15
 Performing
 [1] 135:18
 Performs
 [2] 104:11 104:12
 Perhaps
 [3] 72:4 97:3 97:5
 Period
 [1] 131:7
 Permanent
 [9] 39:25 43:13 45:15 45:24 46:24 48:8 60:4 66:7 70:1
 Permit
 [2] 104:12 152:15
 Permits
 [1] 152:4
 Permitted
 [4] 5:4 6:23 7:25 128:17
 Person
 [2] 78:10 152:7
 Personal
 [3] 17:21 87:2 150:5
 Personalized
 [1] 11:24
 Personally
 [1] 156:25
 Persons
 [3] 7:12 67:14 67:20
 Perspective
 [11] 20:17 21:7 21:10 21:16 22:3 22:14 23:7 23:20 97:1 100:5 112:

16
 Phase
 [6] 51:11 51:13 51:19 51:23 66:11 148:3
 Phases
 [1] 45:14
 Phenomenon
 [2] 98:13 98:17
 PHHA
 [3] 144:13 145:4 146:8
 Philadelphia
 [78] 1:4 5:10 5:24 7:20 27:25 28:10 31:4 32:1 32:15 32:24 33:4 33:6 33:10 33:17 34:11 34:17 34:22 34:24 35:4 35:8 35:10 35:13 36:7 36:14 36:21 37:8 37:9 38:14 38:21 40:12 41:8 43:16 46:10 48:18 49:1 49:18 50:2 50:9 50:24 51:5 51:9 52:5 52:8 52:9 53:8 53:13 53:16 54:4 56:16 57:14 58:8 60:3 60:11 60:21 62:2 62:20 62:21 63:5 64:12 65:3 70:5 70:16 71:21 72:3 72:17 73:10 74:1 75:12 75:16 76:7 76:9 76:25 92:3 97:7 97:11 139:9 158:15 158:18
 Philadelphia's
 [1] 97:3
 Philanthropic
 [1] 22:15
 Philosophy
 [3] 27:6 117:1 120:22
 Phone
 [1] 98:18
 Phones
 [1] 4:8
 Photo
 [2] 28:16 129:6
 Photos
 [7] 24:10 125:20 125:22 125:24 129:4 129:25 130:2
 Physical
 [1] 102:25
 Picked
 [1] 125:15
 Picks
 [1] 125:1
 Picture
 [2] 29:19 29:20
 Pictured
 [1] 52:15
 Pictures
 [1] 62:9
 Piece
 [1] 72:4
 Pileggi
 [8] 2:13 55:19 55:21 55:22 59:7 59:13 83:17 113:21
 Pinnacle
 [1] 82:13
 Pittsburgh
 [1] 58:8
 Place
 [17] 15:5 15:13 15:22 20:12 35:2 46:9 56:8 56:12 57:6 64:22 64:24 68:12 68:14 98:9 108:3 108:4 152:10
 Placed
 [5] 16:20 17:1 17:2 35:21 156:3
 Places
 [3] 24:16 118:7 152:5
 Plagued
 [1] 92:19
 Plain
 [1] 150:24
 Plan

Plain
[1] 150:24
Plan
[21] 11:5 17:11 43:1 43:
3 43:14 50:11 50:15 51:
5 51:9 52:10 52:15 53:
58:24 82:5 100:3 100:
103:5 105:4 106:1
6:9 146:10
Planned
[2] 52:4 103:21
Planner
[3] 37:23 99:13 99:15
Planning
[12] 26:14 37:24 42:25
53:12 99:18 99:22 102:
14 103:25 104:8 104:13
105:18 130:12
Plans
[10] 6:4 24:8 37:14 53:
23 54:2 54:5 73:9 130:
9 130:14 131:4
Plant
[4] 103:9 125:13 125:
16 151:16
Plants
[1] 92:6
Platitudes
[1] 113:6
Play
[3] 13:23 13:24 116:20
Played
[2] 31:21 32:17
Plaza
[1] 148:19
Pleased
[6] 24:4 32:11 53:22 85:
13 132:19 136:5
Pleasure
[3] 9:13 38:7 64:23
Pledge
[6] 5:6 5:7 15:7 22:10
54:22 95:22
Pliers
[29] 16 82:13
Podium
[7] 9:25 10:1 59:24 91:
10 131:25 144:9 150:15
Point
[10] 17:18 26:13 31:25
40:5 87:14 87:18 97:16
115:6 139:24 152:20
Points
[1] 127:7
Poker
[2] 12:16 62:4
Poles
[1] 5:2
Police
[9] 67:23 70:25 73:7 73:
8 73:20 73:21 88:19
139:22 139:25
Policies
[4] 11:1 42:8 45:5 90:11
Policy
[3] 15:13 16:20 141:19
Polished
[1] 45:25
Political
[1] 23:15
Pool
[1] 120:3
Poor
[1] 127:6
Population
[3] 28:12 92:18 110:17
Port
[1] 29:11
Portfolio
[2] 11:12 52:14
Portion
[55] 5:6 55:16 67:9 95:
4 137:11 157:8
Position

[8] 26:9 39:6 50:17 70:
15 116:4 117:3 133:24
141:14
Positioned
[1] 35:13
Positioning
[1] 51:7
Positions
[5] 26:18 108:11 112:
13 143:1 143:15
Positive
[23] 20:11 53:10 65:22
68:10 68:23 83:5 84:20
90:21 93:23 96:17 98:
24 107:5 112:22 118:17
118:23 134:12 135:2
135:8 137:13 143:7
153:9 154:23 156:5
Positively
[1] 66:18
Possibilities
[1] 141:23
Possibility
[1] 145:11
Possible
[7] 20:22 30:16 44:20
53:10 94:8 94:11 119:8
Possibly
[1] 146:1
Post
[3] 58:25 64:5 92:9
Post-industrial
[1] 58:25
Posted
[2] 129:14 129:24
Potential
[18] 50:10 50:25 58:2
65:20 71:24 73:2 75:11
81:5 97:13 102:15 113:
3 116:17 120:14 126:21
126:23 127:5 145:17
146:14
Potentially
[1] 139:12
Pouring
[1] 82:2
Poverty
[1] 138:12
Power
[8] 12:21 48:1 48:2 72:
14 94:18 108:18 131:13
131:18
Powerplant
[1] 82:14
Practice
[1] 13:17
Predecessor
[1] 83:16
Preeminent
[1] 63:6
Preemployment
[1] 142:21
Preexisting
[1] 150:1
Preferred
[1] 82:16
Premiere
[8] 35:1 39:5 63:10 84:
10 97:3 97:5 145:25
157:5
Premises
[1] 73:21
Preopening
[1] 26:14
Prepare
[3] 26:23 120:14 142:16
Prepared
[10] 7:2 26:10 49:4 59:
18 70:20 73:1 88:15
105:14 116:7 145:8
Preparing
[1] 59:20
Presence
[5] 118:3 118:4 138:25
153:15 154:4

Present
[12] 4:23 5:16 6:4 32:
11 53:7 54:10 88:18 95:
7 99:11 99:24 103:20
106:5
Presentation
[1] 9:25 31:24 32:14 55:
5 77:21 80:16 106:9
119:11 157:14
Presentations
[3] 7:15 7:21 8:21
Presented
[1] 105:13
Presenter
[1] 9:24
Presenters
[1] 6:21
Presenting
[1] 158:12
Presently
[1] 124:1
Presents
[3] 29:17 29:21 50:24
Preservation
[1] 56:25
Preserve
[3] 54:15 57:1 61:23
President
[12] 10:20 11:2 19:17
23:14 23:25 42:24 122:
5 122:6 123:6 134:24
147:2 149:11
Presidents
[1] 17:25
Presiding
[40] 1:11 4:1 4:4 5:8 7:
13 9:21 9:23 31:23 55:
4 55:12 59:6 59:12 64:
14 69:7 69:13 69:20 74:
3 74:13 74:16 74:21 80:
15 106:7 119:9 123:12
131:21 136:24 141:3
141:8 143:19 144:6
146:22 149:7 150:9
150:14 150:20 152:16
154:9 157:7 158:4 158:
16
Prevail
[1] 6:20
Prevention
[1] 140:7
Previous
[3] 112:13 117:18 141:
13
Previously
[2] 98:11 124:13
Prey
[1] 90:8
Price
[1] 21:14
Pricetag
[1] 89:7
Pride
[2] 13:2 42:3
Primacy
[1] 92:12
Primarily
[2] 24:23 26:2
Primary
[4] 38:16 120:6 124:2
130:13
Prime
[1] 41:9
Principal
[1] 33:5
Print
[1] 118:17
Prison
[2] 100:11 104:25
Private
[7] 82:1 82:19 85:4 86:
17 93:13 107:3 107:19
Privilege
[1] 86:24
Proactive

[2] 77:5 150:3
Problem
[7] 16:6 16:8 42:10 64:
3 90:14 90:18 124:7
Problematic
[1] 136:18
Problems
[9] 64:4 77:18 79:5 79:
8 90:7 127:4 127:14
130:11 133:11
Procedures
[1] 42:8
Proceed
[1] 69:21
Proceedings
[2] 159:1 159:3
Proceeds
[1] 109:3
Process
[11] 29:1 33:22 60:6 60:
8 99:19 99:23 100:8
103:6 104:6 137:7 139:
3
Procurement
[1] 147:24
Produce
[4] 67:24 68:4 68:23 90:
12
Produced
[2] 14:5 155:3
Product
[1] 51:25
Production
[1] 124:14
Productive
[3] 83:14 84:16 107:22
Products
[1] 147:12
Professional
[2] 17:21 37:24
Professor
[1] 154:16
Profile
[2] 144:17 146:14
Profit
[2] 27:7 39:10
Profits
[1] 18:6
Profound
[1] 33:8
Program
[25] 11:21 11:22 17:16
27:15 28:4 31:4 33:20
36:11 38:22 41:10 42:
18 49:23 52:2 92:22 92:
24 110:8 110:11 110:12
110:20 142:21 142:23
146:3 146:5 147:16
147:20
Programs
[11] 15:11 15:15 15:19
44:7 67:12 102:21 110:
22 120:2 140:10 140:11
140:13
Progress
[2] 86:15 113:15
Progressive
[1] 20:11
Prohibited
[1] 131:10
Prohibitive
[1] 84:14
Project
[44] 10:10 10:16 15:22
19:13 24:2 24:7 24:7
24:11 24:12 24:14 24:
15 25:5 25:7 25:10 28:
25 38:3 45:12 45:13 54:
13 54:15 63:20 66:14
72:7 72:15 74:25 81:6
82:22 83:6 83:10 84:18
84:23 86:6 87:24 113:
16 114:10 117:25 130:
20 132:16 134:5 140:11
145:3 145:10 145:13

158:13
Projected
[2] 65:23 103:19
Projections
[2] 124:9 145:24
Projects
[3] 111:22 124:17 148:
19
Prominent
[1] 154:7
Promise
[1] 14:19
Promises
[5] 113:1 113:5 113:8
114:22 143:12
Promote
[1] 90:10
Promotes
[1] 147:16
Promotion
[1] 42:1
Prompt
[1] 89:23
Prompted
[1] 127:16
Prone
[1] 130:8
Proof
[2] 13:19 143:7
Proper
[1] 77:14
Properly
[7] 64:10 66:4 66:16 66:
24 67:8 68:1 152:15
Properties
[8] 11:14 11:25 16:12
16:20 27:19 100:14
100:15 105:7
Property
[31] 10:12 11:12 24:9
28:6 34:17 39:8 46:14
61:6 61:24 66:20 67:3
69:6 86:22 87:25 93:5
93:8 99:25 104:19 105:
8 105:16 107:10 107:14
109:7 115:1 115:3 115:
12 115:15 115:24 116:2
123:19 131:15
Proportion
[1] 155:9
Proposal
[2] 104:14 105:19
Proposed
[19] 39:8 45:8 49:5 49:
14 57:12 70:22 71:15
73:9 91:17 99:20 103:
23 105:5 107:12 108:1
109:16 126:5 128:6
132:11 139:7
Proposes
[1] 127:18
Proposing
[1] 123:24
Prospect
[1] 96:1
Prospects
[2] 31:18 143:8
Prosper
[1] 19:13
Prosperous
[1] 67:25
Protected
[2] 46:4 47:21
Protection
[4] 104:8 114:6 114:7
126:9
Protege
[1] 21:22
Protocols
[2] 4:25 4:25
Proud
[6] 40:13 52:13 62:25
80:5 81:2 82:2
Proven

[3] 38:11 132:24 145:14
Provide
[34] 7:23 11:23 12:8 12:
22 17:6 17:9 24:7 29:2
33:2 38:10 45:18 48:1
53:22 71:5 88:9 88:16
88:21 90:13 101:6 103:
15 104:18 111:16 120:2
123:2 129:7 133:19
141:19 141:25 142:19
144:14 153:8 155:18
156:10 156:16
Provided
[3] 48:9 102:21 103:14
Provides
[7] 10:11 10:13 12:18
42:5 86:7 128:25 156:
21
Providing
[3] 46:3 122:21 157:24
Provisions
[1] 104:15
Proximity
[3] 95:14 109:22 146:14
Public
[33] 1:2 1:15 4:5 4:13 4:
21 5:9 5:23 6:5 6:7 6:
16 7:24 8:7 53:24 55:6
55:7 55:16 82:1 86:17
88:23 102:20 108:4
119:11 127:21 131:19
137:13 139:2 139:20
140:16 140:23 157:8
158:17 158:18 159:8
Public's
[1] 111:2
Public/private
[1] 83:11
Publicity
[3] 118:13 118:17 118:
23
Publicly
[1] 83:16
PUC
[4] 128:5 128:9 128:14
129:16
Pulp
[1] 124:25
Pun
[1] 119:1
Purchase
[4] 21:19 96:10 118:11
155:6
Purchased
[2] 18:9 95:20
Purchases
[2] 95:25 148:4
Purchasing
[4] 34:10 44:16 108:18
116:3
Purple
[1] 47:4
Purpose
[2] 34:10 122:4
Purposes
[3] 103:2 137:14 142:15
Purses
[8] 36:24 36:25 37:2 62:
20 63:7 76:10 76:21
145:22
Pursuant
[3] 5:13 58:23 131:15
Pursue
[1] 85:9
Push
[1] 22:17
Put
[6] 15:5 15:22 26:12 73:
17 83:12 97:1
Putting
[3] 62:19 84:15 136:4
Puzzle
[1] 72:4

Puzzle [1] 72:4	21 107:6 111:1 148:3 149:3 Racinos [2] 70:24 72:21 Racism [1] 152:11 Raided [1] 47:21 Rail [5] 123:15 123:17 123: 18 124:20 125:15 Railroad [6] 104:20 123:25 125: 7 127:16 127:23 131:6 Raise [5] 9:15 18:20 69:14 143:25 144:16 Raised [2] 86:22 140:5 Raises [1] 139:16 Raising [1] 87:3 Rallies [1] 17:17 Ramifications [1] 90:3 Ramp [4] 26:25 42:14 42:16 79:12 Ramps [4] 49:25 63:18 102:6 102:8 Range [3] 103:7 103:19 135:16 Ranging [1] 41:12 Rank [1] 136:8 Rate [2] 94:8 94:11 Rates [4] 88:8 108:16 133:10 155:25 Rather [4] 57:3 112:15 117:6 128:3 Rating [1] 12:25 Ray [1] 5:18 RAYMOND [1] 1:10 Reach [4] 28:8 43:19 62:24 142:18 Reached [1] 82:12 Reaching [1] 18:15 Readiness [2] 26:24 142:21 Reading [1] 125:17 Ready [5] 10:3 32:2 32:3 60: 18 77:19 Real [13] 62:19 66:20 71:5 75:18 78:22 79:11 79: 18 82:17 87:15 87:20 88:4 92:16 92:24 Realities [1] 88:20 Reality [4] 67:2 67:13 88:24 113:8 Realize [3] 67:2 89:10 121:21 Realized [3] 60:16 68:2 117:9 Really [15] 5:23 14:11 19:22 19:24 20:7 22:19 23:16	23:23 25:12 50:14 78: 23 84:17 117:10 138:18 151:6 Realties [1] 145:7 Realty [1] 115:17 Reaped [2] 66:17 81:19 Reason [4] 12:18 63:12 74:19 118:22 Reasonable [1] 101:8 Reasons [6] 12:22 56:13 58:22 59:8 89:21 136:15 Rebirth [1] 133:15 Rebmann [1] 32:10 Rebound [1] 99:1 Rebuild [1] 67:10 Rebut [1] 157:12 Recapture [1] 144:23 Receive [4] 15:16 109:9 136:3 139:18 Received [4] 25:15 25:19 71:5 93: 2 Receives [1] 22:6 Receiving [2] 30:11 132:13 Recent [2] 41:2 43:16 Recently [6] 31:1 34:6 57:17 96: 5 105:10 148:20 Recess [1] 7:10 Recognition [2] 27:24 31:7 Recognitions [1] 16:4 Recognize [4] 15:18 16:5 17:17 42: 4 Recognized [6] 16:7 16:12 37:23 41: 24 116:16 143:10 Recognizing [2] 17:19 142:8 Recommend [1] 127:17 Recommendation [2] 104:14 105:13 Recommendations [2] 49:8 72:2 Recommended [1] 105:22 Record [10] 4:13 4:20 14:8 30: 24 36:14 38:12 59:16 76:6 132:24 153:7 Recovering [1] 34:8 Recreation [1] 68:8 Recreational [3] 46:22 68:4 68:17 113:8 Recruit [1] 20:24 Recruiting [1] 120:6 Recruitment [2] 24:8 27:2 Recycled [1] 155:6	Red [3] 8:24 41:6 47:17 Redefine [1] 155:20 Redevelop [2] 107:20 115:16 Redeveloped [2] 113:12 114:1 Redevelopment [14] 58:24 83:23 106: 20 109:5 109:6 112:3 112:10 113:2 113:24 114:13 115:13 115:14 117:24 155:14 Rediscovered [1] 133:23 Reduce [4] 67:19 69:6 88:5 102: 12 Reduced [1] 86:23 Reducing [1] 67:2 Reduction [1] 67:3 Redundant [1] 141:12 Reference [5] 57:10 104:18 139: 21 151:6 151:21 Referenced [2] 114:17 116:22 Referred [1] 31:14 Referring [1] 125:6 Refineries [1] 151:15 Reflecting [1] 52:9 Reflective [1] 46:1 Refreshing [1] 117:7 Refuse [1] 7:12 Regard [2] 35:13 99:17 Regarding [2] 69:25 140:15 Regards [1] 139:3 Region [19] 10:15 28:9 28:12 51:18 52:8 52:9 53:5 53:9 53:17 54:4 54:8 56:11 57:24 92:3 95:13 138:2 140:20 155:12 158:15 Region's [1] 97:11 Regional [6] 52:13 103:4 114:6 151:16 152:3 155:7 Regions [1] 147:17 Registered [2] 6:13 9:14 Regular [1] 44:18 Regulation [2] 5:15 138:20 Regulations [4] 43:23 73:16 96:11 140:4 Regulatory [4] 26:8 36:12 100:22 153:20 Rehabilitation [1] 72:5 Reigniting [1] 154:1 Reinforces [1] 52:11	Reinforcing [1] 52:19 Reinvest [2] 14:15 89:18 Reinvestment [1] 22:6 Related [2] 101:1 102:25 Relates [1] 120:22 Relations [3] 10:21 22:3 40:8 Relationship [6] 21:23 27:15 37:7 83: 21 102:18 156:20 Relationships [3] 15:8 21:17 21:22 Relative [2] 139:7 141:25 Relay [1] 50:10 Relevant [2] 44:10 99:22 Relied [1] 40:14 Relief [2] 10:12 66:21 Relieve [1] 63:19 Religious [1] 137:9 Relocate [2] 117:4 134:11 Remain [4] 8:20 67:1 86:16 149: 18 Remainder [1] 26:10 Remaining [2] 8:23 50:8 Remains [1] 50:19 Remarkable [1] 86:20 Remarks [7] 4:7 8:8 8:13 59:19 136:25 141:11 152:19 Remediated [1] 117:15 Remediate [1] 86:7 Remediation [5] 84:14 84:20 115:1 117:17 117:19 Remembered [1] 35:18 Remind [3] 4:11 59:14 86:18 Remise [1] 83:15 Remove [1] 101:15 Removed [1] 129:6 Rendell [4] 63:17 67:4 69:5 86:1 155:15 156:10 Resides [2] 29:12 29:15 Renderings [3] 24:11 28:23 28:24 Renewable [1] 147:12 Renewal [4] 81:21 81:22 81:25 111:4 Renewed [1] 111:8 Renovated [2] 45:17 57:18 Renowned [1] 37:3 Replaced [2] 129:7 129:11 Repleted	[1] 67:10 Replica [1] 10:2 Replicas [1] 28:25 Report [3] 42:24 85:13 139:20 Reporter [2] 1:14 159:7 Represent [5] 22:2 95:6 123:17 137:8 138:23 Representative [4] 62:6 64:17 64:18 68: 24 Representatives [5] 4:23 6:8 8:3 32:7 122:3 Representing [2] 55:23 132:4 Represents [5] 14:3 26:17 87:9 112: 22 154:3 Reputation [2] 12:2 116:19 Requests [2] 16:2 124:5 Require [5] 44:5 63:22 85:2 131: 14 131:18 Required [5] 71:1 87:6 121:24 126:9 152:20 Requirement [2] 40:23 130:25 Requirements [8] 35:22 36:17 37:10 54:1 105:20 105:21 116:5 140:3 Requires [1] 124:6 Requiring [1] 138:21 Research [3] 44:19 132:18 134:21 Residences [1] 52:24 Resident [11] 38:9 52:22 56:2 58: 5 86:23 106:16 112:7 147:5 149:12 150:24 152:22 Residential [7] 51:25 58:18 87:12 100:13 101:16 101:22 133:24 Residents [36] 26:24 40:3 52:13 58:12 58:18 66:10 66: 12 82:3 85:9 85:12 85: 14 85:25 86:2 86:8 87: 5 89:3 95:12 95:13 95: 23 98:23 99:24 108:3 108:12 110:23 110:24 121:14 123:8 135:21 140:22 142:16 142:22 143:9 147:18 151:7 155:15 156:10 Resides [1] 8:10 Resolution [1] 105:25 Resort [2] 46:10 106:14 Resorting [1] 87:2 Resources [9] 20:17 21:1 88:11 89: 15 90:12 100:21 114:25 141:19 142:15 Respect [1] 17:6 Respected [1] 20:8 Respectfully
Q	Q	Q	Q	Q	Q
Qualified [2] 85:11 120:3 Quality [1] 12:12 13:12 21:14 30:9 46:11 51:13 52:11 52:18 68:23 71:14 100: 18 102:19 122:22 135: 21 146:17 155:14 Quantify [2] 117:22 118:3 Quantity [1] 101:24 Quarterly [1] 17:23 Quarters [1] 14:6 Questions [2] 9:2 64:1 Queueing [1] 127:5 Quick [3] 81:17 81:20 97:15 Quickly [4] 76:20 80:13 116:20 145:25 Quite [3] 20:24 62:17 133:6 Quote [1] 131:16	21 107:6 111:1 148:3 149:3 Racinos [2] 70:24 72:21 Racism [1] 152:11 Raided [1] 47:21 Rail [5] 123:15 123:17 123: 18 124:20 125:15 Railroad [6] 104:20 123:25 125: 7 127:16 127:23 131:6 Raise [5] 9:15 18:20 69:14 143:25 144:16 Raised [2] 86:22 140:5 Raises [1] 139:16 Raising [1] 87:3 Rallies [1] 17:17 Ramifications [1] 90:3 Ramp [4] 26:25 42:14 42:16 79:12 Ramps [4] 49:25 63:18 102:6 102:8 Range [3] 103:7 103:19 135:16 Ranging [1] 41:12 Rank [1] 136:8 Rate [2] 94:8 94:11 Rates [4] 88:8 108:16 133:10 155:25 Rather [4] 57:3 112:15 117:6 128:3 Rating [1] 12:25 Ray [1] 5:18 RAYMOND [1] 1:10 Reach [4] 28:8 43:19 62:24 142:18 Reached [1] 82:12 Reaching [1] 18:15 Readiness [2] 26:24 142:21 Reading [1] 125:17 Ready [5] 10:3 32:2 32:3 60: 18 77:19 Real [13] 62:19 66:20 71:5 75:18 78:22 79:11 79: 18 82:17 87:15 87:20 88:4 92:16 92:24 Realities [1] 88:20 Reality [4] 67:2 67:13 88:24 113:8 Realize [3] 67:2 89:10 121:21 Realized [3] 60:16 68:2 117:9 Really [15] 5:23 14:11 19:22 19:24 20:7 22:19 23:16	23:23 25:12 50:14 78: 23 84:17 117:10 138:18 151:6 Realties [1] 145:7 Realty [1] 115:17 Reaped [2] 66:17 81:19 Reason [4] 12:18 63:12 74:19 118:22 Reasonable [1] 101:8 Reasons [6] 12:22 56:13 58:22 59:8 89:21 136:15 Rebirth [1] 133:15 Rebmann [1] 32:10 Rebound [1] 99:1 Rebuild [1] 67:10 Rebut [1] 157:12 Recapture [1] 144:23 Receive [4] 15:16 109:9 136:3 139:18 Received [4] 25:15 25:19 71:5 93: 2 Receives [1] 22:6 Receiving [2] 30:11 132:13 Recent [2] 41:2 43:16 Recently [6] 31:1 34:6 57:17 96: 5 105:10 148:20 Recess [1] 7:10 Recognition [2] 27:24 31:7 Recognitions [1] 16:4 Recognize [4] 15:18 16:5 17:17 42: 4 Recognized [6] 16:7 16:12 37:23 41: 24 116:16 143:10 Recognizing [2] 17:19 142:8 Recommend [1] 127:17 Recommendation [2] 104:14 105:13 Recommendations [2] 49:8 72:2 Recommended [1] 105:22 Record [10] 4:13 4:20 14:8 30: 24 36:14 38:12 59:16 76:6 132:24 153:7 Recovering [1] 34:8 Recreation [1] 68:8 Recreational [3] 46:22 68:4 68:17 113:8 Recruit [1] 20:24 Recruiting [1] 120:6 Recruitment [2] 24:8 27:2 Recycled [1] 155:6	Red [3] 8:24 41:6 47:17 Redefine [1] 155:20 Redevelop [2] 107:20 115:16 Redeveloped [2] 113:12 114:1 Redevelopment [14] 58:24 83:23 106: 20 109:5 109:6 112:3 112:10 113:2 113:24 114:13 115:13 115:14 117:24 155:14 Rediscovered [1] 133:23 Reduce [4] 67:19 69:6 88:5 102: 12 Reduced [1] 86:23 Reducing [1] 67:2 Reduction [1] 67:3 Redundant [1] 141:12 Reference [5] 57:10 104:18 139: 21 151:6 151:21 Referenced [2] 114:17 116:22 Referred [1] 31:14 Referring [1] 125:6 Refineries [1] 151:15 Reflecting [1] 52:9 Reflective [1] 46:1 Refreshing [1] 117:7 Refuse [1] 7:12 Regard [2] 35:13 99:17 Regarding [2] 69:25 140:15 Regards [1] 139:3 Region [19] 10:15 28:9 28:12 51:18 52:8 52:9 53:5 53:9 53:17 54:4 54:8 56:11 57:24 92:3 95:13 138:2 140:20 155:12 158:15 Region's [1] 97:11 Regional [6] 52:13 103:4 114:6 151:16 152:3 155:7 Regions [1] 147:17 Registered [2] 6:13 9:14 Regular [1] 44:18 Regulation [2] 5:15 138:20 Regulations [4] 43:23 73:16 96:11 140:4 Regulatory [4] 26:8 36:12 100:22 153:20 Rehabilitation [1] 72:5 Reigniting [1] 154:1 Reinforces [1] 52:11	Reinforcing [1] 52:19 Reinvest [2] 14:15 89:18 Reinvestment [1] 22:6 Related [2] 101:1 102:25 Relates [1] 120:22 Relations [3] 10:21 22:3 40:8 Relationship [6] 21:23 27:15 37:7 83: 21 102:18 156:20 Relationships [3] 15:8 21:17 21:22 Relative [2] 139:7 141:25 Relay [1] 50:10 Relevant [2] 44:10 99:22 Relied [1] 40:14 Relief [2] 10:12 66:21 Relieve [1] 63:19 Religious [1] 137:9 Relocate [2] 117:4 134:11 Remain [4] 8:20 67:1 86:16 149: 18 Remainder [1] 26:10 Remaining [2] 8:23 50:8 Remains [1] 50:19 Remarkable [1] 86:20 Remarks [7] 4:7 8:8 8:13 59:19 136:25 141:11 152:19 Remediated [1] 117:15 Remediate [1] 86:7 Remediation [5] 84:14 84:20 115:1 117:17 117:19 Remembered [1] 35:18 Remind [3] 4:11 59:14 86:18 Remise [1] 83:15 Remove [1] 101:15 Removed [1] 129:6 Rendell [4] 63:17 67:4 69:5 86:1 155:15 156:10 Resides [2] 29:12 29:15 Renderings [3] 24:11 28:23 28:24 Renewable [1] 147:12 Renewal [4] 81:21 81:22 81:25 111:4 Renewed [1] 111:8 Renovated [2] 45:17 57:18 Renowned [1] 37:3 Replaced [2] 129:7 129:11 Repleted	[1] 67:10 Replica [1] 10:2 Replicas [1] 28:25 Report [3] 42:24 85:13 139:20 Reporter [2] 1:14 159:7 Represent [5] 22:2 95:6 123:17 137:8 138:23 Representative [4] 62:6 64:17 64:18 68: 24 Representatives [5] 4:23 6:8 8:3 32:7 122:3 Representing [2] 55:23 132:4 Represents [5] 14:3 26:17 87:9 112: 22 154:3 Reputation [2] 12:2 116:19 Requests [2] 16:2 124:5 Require [5] 44:5 63:22 85:2 131: 14 131:18 Required [5] 71:1 87:6 121:24 126:9 152:20 Requirement [2] 40:23 130:25 Requirements [8] 35:22 36:17 37:10 54:1 105:20 105:21 116:5 140:3 Requires [1] 124:6 Requiring [1] 138:21 Research [3] 44:19 132:18 134:21 Residences [1] 52:24 Resident [11] 38:9 52:22 56:2 58: 5 86:23 106:16 112:7 147:5 149:12 150:24 152:22 Residential [7] 51:25 58:18 87:12 100:13 101:16 101:22 133:24 Residents [36] 26:24 40:3 52:13 58:12 58:18 66:10 66: 12 82:3 85:9 85:12 85: 14 85:25 86:2 86:8 87: 5 89:3 95:12 95:13 95: 23 98:23 99:24 108:3 108:12 110:23 110:24 121:14 123:8 135:21 140:22 142:16 142:22 143:9 147:18 151:7 155:15 156:10 Resides [1] 8:10 Resolution [1] 105:25 Resort [2] 46:10 106:14 Resorting [1] 87:2 Resources [9] 20:17 21:1 88:11 89: 15 90:12 100:21 114:25 141:19 142:15 Respect [1] 17:6 Respected [1] 20:8 Respectfully
R R&A [1] 125:17 Race [2] 26:4 36:19 Racehorses [1] 153:2 Races [1] 36:18 Racetrack [1] 33:25:18 25:25 26:3 26:6 29:22 30:4 32:21 33:5 34:18 36:11 38:15 38:25 52:20 61:3 61:23 62:11 62:14 62:23 63: 21 64:4 64:5 79:4 81:1 83:1 84:25 91:8 91:17 99:20 103:24 104:2 105:5 106:1 106:2 107: 1 107:11 108:1 111:7 112:21 116:15 119:3 119:20 134:17 148:23 Racetracking [1] 108:5 Racetracks [5] 35:23 38:23 60:13 63:3 63:14 Raceway [1] 39:4 Racing [65] 24:24 25:3 25:13 26:1 30:9 30:13 32:23 32:23 32:24 32:25 33:4 33:9 33:12 33:19 34:1 35:1 35:3 35:20 35:24 36:2 36:5 36:9 36:11 36:13 36:17 36:21 37:3 38:6 38:13 38:22 39:5 39:7 48:19 48:21 51:7 53:14 54:16 54:19 55:2 61:8 62:8 63:7 75:20 75:21 75:24 76:4 76:15 76:17 76:23 80:4 80:6 83:25 84:1 84:3 93:19 109:15 110:4 114:8 115:25 136:21 144:16 144:17 144:19 145:8 145:12 Racino [11] 65:14 66:18 67:9 68:22 70:22 71:15 71:	R R&A [1] 125:17 Race [2] 26:4 36:19 Racehorses [1] 153:2 Races [1] 36:18 Racetrack [1] 33:25:18 25:25 26:3 26:6 29:22 30:4 32:21 33:5 34:18 36:11 38:15 38:25 52:20 61:3 61:23 62:11 62:14 62:23 63: 21 64:4 64:5 79:4 81:1 83:1 84:25 91:8 91:17 99:20 103:24 104:2 105:5 106:1 106:2 107: 1 107:11 108:1 111:7 112:21 116:15 119:3 119:20 134:17 148:23 Racetracking [1] 108:5				

Respect
 [1] 17:6
 Respected
 [1] 20:8
 Respectfully
 [1] 6:23
 Respects
 37:10
 Respond
 [2] 17:22 139:6
 Responders
 [1] 71:1
 Response
 [1] 41:3
 Responsibility
 [2] 6:20 71:24
 Responsible
 [15] 10:22 13:7 15:10
 16:17 38:12 40:10 41:
 17 42:1 42:25 54:23 67:
 20 73:22 90:11 136:13
 140:10
 Rest
 [1] 60:25
 Restate
 [1] 87:17
 Restaurant
 [1] 29:16
 Restaurants
 [7] 24:18 25:1 35:9 45:
 19 47:2 58:12 58:15
 Restoration
 [1] 7:11
 Restricted
 [1] 121:15
 Restriction
 [2] 15:15 16:10
 Result
 [9] 72:21 96:23 96:24
 97:12 98:22 112:12
 116:9 133:22 143:13
 Resulted
 [1] 98:5
 Consulting
 74:1 98:21
 Results
 [4] 13:1 13:21 21:25 88:
 13
 Resume
 [2] 7:11 55:9
 Resumes
 [1] 43:18
 Retail
 [6] 47:7 47:10 51:21 58:
 12 92:12 92:15
 Retailing
 [1] 51:14
 Retain
 [2] 20:24 110:24
 Retired
 [1] 78:10
 Retirement
 [1] 17:11
 Return
 [2] 54:18 108:21
 Returns
 [1] 68:23
 Reuse
 [3] 57:2 57:4 115:18
 Revenue
 [27] 14:20 37:3 50:16
 70:19 71:13 72:16 78:
 13 78:21 80:7 80:9 87:
 13 88:3 88:8 93:25 94:
 2 94:13 97:20 99:5 107:
 23 108:24 109:10 109:
 11 111:16 113:13 115:
 21 137:17 154:25
 Revenues
 [15] 13:10 14:4 30:17
 37 50:13 53:9 54:7
 63 71:4 87:8 137:12
 138:1 145:18 146:2
 146:8

Reverend
 [2] 137:1 141:4
 Reversed
 [1] 133:13
 Review
 [13] 38:10 73:3 83:7 89:
 24 91:5 99:19 100:8
 104:1 104:6 104:11
 104:12 105:23 139:6
 Reviewing
 [1] 73:9
 Reviews
 [1] 104:13
 Revitalization
 [8] 10:14 41:10 107:9
 110:8 135:6 142:7 147:
 16 148:23
 Revitalizing
 [1] 110:12
 Reviving
 [1] 61:9
 Rewards
 [11] 11:20 11:22 11:23
 12:16 14:13 17:13 27:
 13 27:14 27:19 28:4 31:
 8
 Reynolds
 [1] 92:7
 Ribbon
 [1] 134:4
 Ricci
 [5] 2:8 37:15 38:2 38:4
 38:5
 Rich
 [1] 84:6
 Ridley
 [2] 104:21 104:25
 Right-hand
 [1] 63:23
 Right-of-way
 [1] 129:8
 Rigorous
 [1] 120:13
 Rink
 [1] 68:16
 Ripple
 [3] 60:24 62:12 153:9
 Rise
 [2] 5:6 86:19
 Rising
 [1] 87:1
 Risk
 [1] 66:23
 Rivals
 [1] 146:17
 River
 [7] 29:23 56:17 60:13
 82:16 100:21 104:22
 113:17
 Riverboat
 [5] 60:18 61:7 75:9 77:
 2 135:5
 Riverboats
 [4] 60:16 62:3 63:13 75:
 4
 Riverfront
 [3] 110:6 111:9 133:7
 Rivertown
 [2] 82:15 82:23
 Road
 [10] 34:15 35:15 49:9
 49:22 50:2 57:13 61:19
 72:6 124:2 133:19
 Roads
 [6] 49:10 57:11 79:1
 111:22 130:3 134:1
 Roadways
 [3] 35:10 35:14 130:4
 Robert
 [2] 2:14 59:22
 Rodgers
 [2] 105:14 129:14
 Role
 [4] 113:21 119:25 135:

23 135:25
 Roles
 [1] 136:10
 Ron
 [6] 2:9 37:16 42:18 42:
 21 144:8 144:11
 Ronald
 [1] 3:5
 Roofing
 [1] 25:22
 Rooftop
 [1] 47:20
 Room
 [5] 5:4 7:14 9:4 9:11
 129:8
 Rooms
 [2] 11:14 47:7
 Roughly
 [2] 34:19 96:21
 Round
 [1] 36:9
 Route
 [25] 28:7 29:7 35:14 61:
 19 63:19 63:20 72:5 72:
 6 101:19 101:20 101:23
 102:1 102:2 109:21
 109:22 128:25 128:25
 129:17 129:20 129:24
 129:25 130:4 130:5
 133:20 134:5
 Route-1
 [1] 79:3
 Routes
 [3] 13:15 130:7 151:25
 Rudimentary
 [1] 140:3
 Rules
 [1] 6:15
 Run
 [6] 26:2 31:19 41:13 64:
 10 81:25 91:2
 Running
 [1] 13:4 101:18
 Runs
 [1] 38:22
 Rural
 [1] 62:11

S

S&P
 [1] 31:6
 Sacrificed
 [1] 130:19
 Safe
 [2] 16:25 28:2
 Safeguards
 [1] 101:9
 Safer
 [2] 67:24 67:24
 Safety
 [7] 5:3 78:19 123:23
 124:1 127:14 130:18
 131:6
 Safety's
 [2] 128:10 128:15
 Sal
 [1] 37:5
 Salary
 [1] 94:7
 Sales
 [2] 47:7 96:15
 Satisfying
 [1] 17:7
 Saturated
 [1] 156:4
 Save
 [1] 62:8
 Saves
 [1] 80:4
 Saville
 [2] 129:13 129:22
 Saving
 [2] 62:2 75:19
 Scale

[5] 24:15 41:1 46:12 82:
 11 82:22
 Scattered
 [1] 100:13
 Scheduled
 [7] 6:13 55:18 64:16
 123:13 131:23 149:8
 154:10
 Scholarship
 [1] 122:7
 School
 [4] 67:11 153:11 154:
 17 156:18
 Schools
 [2] 111:22 120:12
 Schrier
 [6] 2:7 32:5 32:9 32:18
 53:19 158:7
 Sciochcetti
 [4] 2:19 91:10 91:12
 118:19
 Scope
 [3] 24:14 26:13 145:10
 Scott
 [3] 92:6 149:17 153:13
 Screen
 [3] 43:4 51:3 52:16
 Screened
 [1] 142:24
 Season
 [1] 144:20
 Seasonal
 [1] 85:1
 Seasoned
 [1] 30:23
 Seat
 [2] 29:16 51:22
 Seated
 [3] 9:22 59:17 144:7
 Seats
 [3] 4:2 55:13 55:14
 Second
 [7] 24:24 30:1 36:1 45:
 16 45:23 47:12 129:12
 Secondary
 [1] 155:3
 Secondly
 [1] 67:5
 Seconds
 [2] 8:20 69:5
 Secretaries
 [2] 114:4 114:5
 Sector
 [9] 21:9 50:21 82:19 85:
 4 86:18 93:13 140:23
 154:20 156:22
 Sectors
 [1] 143:4
 Secure
 [2] 39:12 47:7
 Secured
 [1] 83:24
 Secures
 [1] 53:13
 Security
 [5] 45:19 47:15 47:23
 78:17 131:18
 See
 [19] 9:3 10:8 24:14 24:
 22 28:15 29:20 43:4 43:
 10 59:10 68:15 72:23
 75:19 77:22 78:1 98:17
 113:15 117:3 123:14
 126:16
 Seeing
 [3] 71:12 85:11 138:18
 Seek
 [1] 17:22
 Seekers
 [1] 141:21
 Seeking
 [1] 117:4
 Seem
 [1] 73:19

Sees
 [1] 121:18
 Segment
 [2] 19:25 22:6
 Segments
 [1] 20:13
 Self
 [6] 15:14 15:14 16:10
 16:10 29:11 143:3
 Sell
 [2] 96:13 115:8
 Selling
 [1] 96:1
 Seminar
 [1] 147:25
 Senate
 [1] 55:24
 Senator
 [16] 55:18 55:21 55:23
 59:7 59:13 59:22 59:23
 59:25 64:15 75:3 77:25
 78:8 83:17 112:14 113:
 21 113:22
 Senatorial
 [1] 65:23
 Send
 [1] 71:1
 Sends
 [1] 118:4
 Senior
 [5] 10:20 11:2 23:25 37:
 19 45:11
 Seniors
 [2] 18:15 66:21
 Sense
 [6] 29:5 46:9 46:11 46:
 12 73:19 128:23
 Sensitive
 [1] 44:24
 Separate
 [1] 114:11
 Separated
 [1] 105:1
 SEPTA
 [1] 57:16
 September
 [3] 26:1 84:4 84:7
 Series
 [2] 6:1 12:16
 Serious
 [2] 15:19 139:14
 Seriously
 [2] 17:8 40:22
 Serve
 [12] 38:7 49:17 103:21
 106:18 106:19 112:7
 113:18 123:9 137:19
 141:16 141:20 153:18
 Served
 [2] 49:12 152:24
 Servers
 [1] 42:14
 Service
 [20] 12:13 17:14 17:19
 18:10 21:14 26:18 27:6
 27:9 27:10 28:2 31:12
 44:20 81:12 89:7 90:12
 102:21 104:10 112:12
 121:4 132:25
 Serviced
 [1] 47:25
 Services
 [20] 11:24 21:20 44:4
 71:3 88:10 88:16 88:22
 90:13 95:17 95:20 96:
 10 102:21 115:17 139:
 22 139:23 142:20 143:5
 153:17 155:10 155:18
 Serving
 [1] 143:3
 Set
 [5] 41:3 46:13 82:10 93:
 23 140:3
 Sets

[2] 124:25 143:2
 Setting
 [4] 46:13 51:12 52:6 52:
 10
 Seventh
 [1] 151:12
 Several
 [10] 35:21 40:19 56:13
 60:20 60:21 84:25 103:
 12 120:19 122:2 124:12
 Severely
 [1] 142:3
 Sewage
 [2] 102:23 103:3
 Sewer
 [3] 151:16 152:2 152:3
 Shaded
 [1] 47:9
 Shake
 [1] 89:16
 Shall
 [2] 9:18 150:17
 Shape
 [1] 25:12
 Share
 [14] 6:9 21:7 24:9 24:9
 24:11 27:4 28:13 65:16
 70:21 70:23 71:8 81:3
 94:25 109:2
 Shared
 [1] 80:17
 Shareholder
 [1] 13:8
 Shareholders
 [2] 33:25 34:2
 Sharing
 [3] 74:14 123:14 137:7
 Ship
 [4] 107:14 112:18 114:
 17 153:13
 Shipbuilding
 [9] 56:21 83:14 91:23
 93:4 93:4 93:8 107:13
 112:19 114:19
 Ships
 [1] 115:9
 Shipyard
 [1] 59:3
 Shopper
 [1] 52:21
 Shopping
 [3] 46:22 52:24 78:1
 Short
 [4] 32:15 50:23 55:8
 149:14
 Shortly
 [1] 116:11
 Shot
 [1] 29:19
 Shots
 [1] 128:4
 Show
 [2] 10:3 45:7
 Showed
 [1] 61:11
 Shown
 [19] 47:1 47:3 47:4 47:
 5 47:12 47:13 47:16 47:
 17 47:18 54:21 125:21
 125:24 125:25 128:7
 128:24 129:4 129:6
 130:1 142:11
 Shows
 [7] 35:12 44:9 47:12
 108:14 126:1 126:18
 155:23
 Shut
 [1] 115:2
 Side
 [6] 25:25 28:17 29:13
 125:10 125:13 125:17
 Sidewalk
 [1] 129:9
 Sign

Sign [1] 85:21 Signal [2] 90:25 118:4 Signalized [2] 49:13 49:17 Signals 49:15 Signature [1] 53:15 Significant [22] 10:11 18:17 20:14 21:11 41:2 82:10 84:15 84:20 84:22 86:10 86: 14 94:2 97:13 98:25 108:15 113:11 122:25 123:8 133:15 133:18 135:11 135:13 Significantly [3] 23:6 39:24 146:6 Signing [1] 116:13 Signs [1] 5:2 Similar [3] 19:7 133:6 134:16 Similarities [2] 20:21 147:22 Similarly [1] 134:1 SIMMONS [1] 1:11 Simpler [1] 43:2 Simply [5] 4:25 20:18 21:1 81: 21 88:10 Simulated [1] 24:12 Simulcast [3] 26:5 26:6 29:10 Simultaneously [1] 6:4 Sincerely 136:19 Single [3] 87:11 134:7 135:5 Sire [1] 146:3 Sit [1] 28:10 Site [36] 24:10 25:8 28:14 35:13 48:17 48:18 49:8 49:9 49:11 56:19 56:21 56:23 57:4 57:7 57:19 83:12 86:7 93:17 93:19 104:1 107:9 107:17 107:19 107:21 109:14 112:16 114:1 114:16 115:19 116:3 117:15 117:24 127:6 129:11 131:3 157:18 Sites [9] 57:5 60:17 60:20 60: 21 84:10 84:12 84:15 93:2 116:6 Sits [3] 38:15 41:21 81:6 Situated [2] 70:24 79:4 Situation [2] 62:14 111:15 Six [6] 28:9 28:11 38:16 46: 2 87:16 125:3 Sixth [2] 14:2 149:14 Size [5] 34:19 46:14 82:22 3:13 105:19 Skated [1] 48:20 Skating	[1] 68:16 Skill [3] 67:16 67:16 143:2 Skills [1] 121:24 Skin [1] 25:23 Slabs [1] 25:21 Slated [1] 82:18 Slide [3] 24:22 29:5 35:12 Slides [1] 28:23 Slinkard [1] 135:4 Slip [2] 63:18 79:12 Slot [28] 7:16 24:16 30:16 32:13 32:20 35:17 37: 11 55:2 62:3 62:4 62: 19 62:23 63:2 70:15 71: 18 72:17 84:24 85:1 109:2 120:15 122:17 131:17 134:17 145:11 145:18 146:2 146:16 153:5 Slots [4] 48:25 50:23 109:10 109:16 Small [12] 15:20 15:25 81:2 81:11 82:6 82:6 82:8 96:7 97:19 100:12 134: 9 147:13 Smaller [1] 94:2 Smarty [4] 62:9 62:25 76:13 76: 16 Smoking [1] 73:16 Social [6] 81:16 90:2 90:12 92: 18 121:9 140:21 Soil [2] 57:4 104:9 Sold [1] 61:14 Solely [2] 22:15 72:16 Solicitor [3] 106:18 109:6 109:7 Solution [2] 90:6 124:6 Solve [2] 81:18 111:5 Someone [1] 9:8 Sometimes [1] 126:20 Somewhat [1] 141:12 Somewhere [2] 85:2 94:13 Soon [2] 119:8 149:25 Sort [1] 151:3 Sought [2] 83:12 129:18 Sound [1] 8:24 Source [2] 21:3 50:16 South [8] 28:10 34:22 56:17 57:15 104:22 125:10 125:13 133:8 Southeastern [7] 56:15 84:10 137:12 144:20 145:20 146:11	148:24 Southern [3] 92:4 129:7 129:10 Spa [2] 51:16 52:23 Space [7] 11:13 24:20 56:25 57:1 57:2 61:23 77:24 Spaces [1] 45:20 Spain [1] 14:16 Spark [2] 111:8 111:20 Sparsely [1] 124:1 Speaker [24] 6:13 6:24 7:1 8:8 8: 14 8:21 8:25 38:2 55: 18 59:22 64:16 69:9 74: 5 119:13 122:7 131:23 137:1 141:5 144:8 146: 24 149:8 150:11 152:17 154:10 Speaker's [1] 8:19 Speakers [15] 4:9 6:21 7:7 8:12 8: 15 10:2 37:15 55:17 59: 14 80:18 106:10 123:13 141:13 143:21 158:17 Speaking [5] 8:25 34:6 60:2 67: 22 137:20 Speaks [1] 76:13 Special [1] 128:18 Specific [2] 24:2 152:6 Specifically [6] 20:10 99:21 120:8 120:21 121:20 122:3 Speed [1] 72:10 Spelled [1] 31:13 Spend [1] 155:9 Spendable [2] 97:24 98:1 Spending [5] 71:18 71:19 71:20 71:20 89:11 Spends [1] 108:22 Spent [5] 84:19 97:17 112:17 123:21 154:19 Sphere [1] 40:24 Spirit [4] 10:17 51:1 61:12 83: 11 Spite [1] 150:1 Spoken [2] 142:13 158:11 Spokepersons [1] 8:5 Spokesperson [1] 119:17 Spokespersons [1] 119:16 Sponsor [4] 18:8 18:13 41:8 44:7 Sponsored [3] 40:19 41:12 96:5 Sporting [1] 63:10 Sports [1] 51:20 Spot [1] 65:5	Spree [1] 89:11 Sprinkler [1] 47:22 Square [8] 11:13 24:17 24:19 41:9 46:1 46:25 82:15 104:4 Sr [2] 137:2 152:17 Stability [1] 14:8 Stable [1] 144:14 Stadium [1] 34:22 Staff [6] 9:4 24:8 44:24 47: 16 112:14 138:18 Staffing [1] 26:25 Stage [4] 8:17 82:10 93:23 142:7 Stakeholders [2] 20:1 132:14 Stakes [1] 146:3 Stand [5] 9:14 18:24 34:4 132: 19 143:25 Standard [1] 146:5 Standardbred [1] 153:2 Standards [1] 15:8 Standing [1] 141:14 Start [4] 79:10 94:14 144:19 154:1 Started [6] 8:19 17:16 79:12 82: 4 92:10 134:10 State [40] 8:10 19:25 30:6 30: 18 39:18 43:23 48:5 55: 22 55:24 56:15 57:21 60:25 62:6 62:15 68:24 73:7 73:20 75:25 76:2 77:3 80:10 83:17 93:16 96:6 100:11 104:25 105:23 106:22 107:2 107:18 108:25 115:15 117:5 119:2 119:16 128:25 130:5 134:3 139:24 151:12 State's [1] 92:21 States [10] 16:2 33:19 35:24 35:25 50:12 50:22 112: 14 114:9 127:10 153:1 Statewide [2] 6:1 113:1 Stating [1] 8:9 Station [2] 57:17 57:17 Stationed [1] 9:4 Status [5] 24:7 25:10 54:19 88: 20 89:17 Stays [2] 51:17 108:22 Steady [2] 14:7 120:3 Stearns [1] 39:14 Steel [1] 25:20 Steer	[1] 70:14 Stellar [1] 12:2 Stenographer [2] 5:19 59:20 Stenographer's [1] 7:3 Step [2] 46:8 150:15 Stephen [2] 2:7 32:9 Steve [2] 38:4 53:18 Sticks [1] 5:2 Still [4] 34:8 110:17 110:25 130:12 Stimulus [3] 14:21 74:2 153:22 Stock [2] 37:1 134:2 Stop [4] 8:25 16:22 65:3 154: 4 Stoptlight [2] 8:16 10:2 Stopped [1] 97:16 Store [1] 14:5 Storm [1] 130:10 Story [1] 46:1 Strategic [4] 24:9 27:5 27:12 27: 21 Strategical [1] 53:12 Strategically [1] 22:16 Strategies [2] 13:20 138:12 Strategy [3] 13:16 14:10 100:4 Stream [3] 71:13 88:3 88:9 Street [8] 34:14 35:15 49:22 50:2 61:19 72:6 129:12 147:4 Streets [4] 88:23 105:9 105:10 149:14 Strength [3] 59:2 92:16 123:4 Stress [1] 85:10 Stressed [1] 120:24 Stretched [1] 139:23 Strictly [1] 6:17 Strive [2] 44:19 95:24 Strong [8] 12:2 18:4 38:14 39: 6 56:4 83:20 102:18 142:4 Strongly [4] 59:10 64:12 99:8 106:23 Struck [1] 147:22 Structure [6] 22:23 23:2 23:3 46: 3 47:4 47:24 Struggled [1] 90:3 Students [3] 121:22 122:9 156:21 Studies	[1] 23:15 Study [10] 49:5 49:7 72:3 96: 18 108:13 115:18 123:4 125:25 155:23 156:2 Stunning [1] 29:21 Subcontractors [2] 44:3 148:2 Subdivision [1] 104:16 Subdivision/land [1] 100:8 Subject [1] 105:22 Submit [4] 37:9 53:25 59:15 82: 21 Submitted [5] 4:16 59:16 59:19 80: 24 103:24 Subsidiary [1] 32:22 Substantial [4] 12:22 54:15 99:5 99: 5 Suburban [6] 92:13 147:3 147:7 147:10 148:12 149:1 Suburbs [2] 97:6 133:21 Succeed [2] 95:3 120:13 Success [10] 59:9 69:1 71:15 82: 6 82:13 121:2 133:3 134:21 149:5 153:8 Successes [2] 82:6 82:8 Successful [7] 14:10 43:15 61:11 71:12 114:23 142:25 147:19 Successive [1] 93:7 Successor [1] 145:19 Stream [1] 98:16 Sued [1] 114:13 Suffered [1] 10:18 Sufficient [1] 139:4 Suggest [3] 71:12 72:22 89:9 Suggests [2] 52:16 137:22 Suitability [1] 36:15 Suitable [1] 105:4 Summary [1] 98:24 Summation [1] 119:1 Summer [2] 79:10 79:13 Sun [7] 56:20 93:3 107:12 107:14 112:18 114:17 153:13 Sundays [1] 26:2 Sundry [1] 148:7 Supplementing [1] 12:14 Supplied [1] 148:15 Supplier [4] 21:6 21:10 21:16 44: 11
--	--	---	---	---	--

Supplier
[4] 21:6 21:10 21:16 44:11
Suppliers
[1] 40:15
Supplies
[1] 147:11 148:12 149:1
Supply
[8] 23:4 48:2 102:23 103:14 103:16 147:3 147:7 149:1
Supplying
[1] 148:13
Support
[27] 19:5 23:4 31:11 34:3 35:19 36:2 39:7 40:15 42:9 49:25 56:4 57:19 59:10 70:8 72:9 72:20 74:25 75:10 76:21 80:24 106:23 121:12 122:20 122:21 132:10 136:20 148:9
Supported
[3] 70:11 79:23 101:10
Supporting
[1] 70:15
Supportive
[2] 57:25 150:3
Surely
[1] 86:7
Surgery
[1] 34:7
Surpasses
[1] 83:2
Surprised
[1] 65:5
Surrounded
[1] 151:14
Surrounding
[7] 35:8 40:4 54:12 65:22 111:25 139:13 151:9
Surveillance
[1] 47:23
Sweeps
[1] 44:18
Susceptible
[1] 58:2
Sustain
[2] 76:5 77:16
Sustainability
[1] 13:3
Sustaining
[1] 143:15
Swear
[6] 9:17 69:11 69:16 144:1 144:2 150:16
Swing
[1] 25:11
Switch
[1] 63:13
Switching
[7] 125:2 125:24 126:2 126:12 127:2 127:12 127:15
Sworn
[4] 8:12 9:15 143:24 150:12
Synergistic
[1] 143:15
System
[6] 33:16 47:22 57:9 101:15 103:4
Systems
[4] 47:23 48:3 147:12 148:16

T

Table
[1] 141:25
Talent
[2] 20:25 21:3 21:3 21:4
Talents
[1] 23:22

Talks
[1] 150:6
Tan
[1] 47:16
Task
[4] 7:1 7:3 139:11 151:3
Taught
[1] 143:2
Tax
[19] 10:12 14:20 30:17 53:9 54:6 66:21 67:1 67:3 86:23 86:24 87:25 88:6 88:8 92:25 94:6 94:8 94:10 94:11 115:21
Taxes
[17] 39:16 39:19 39:19 40:17 61:6 66:22 69:6 71:5 78:21 78:22 86:23 87:3 87:15 87:20 88:5 119:5 155:13
Taxpayer
[2] 39:15 75:15
Taxpayers
[3] 70:21 88:2 117:20
TCO
[1] 25:19
Teach
[1] 123:2
Teacher
[1] 122:1
Team
[9] 26:12 26:16 26:17 30:24 37:13 79:6 79:25 93:19 117:14
Teams
[1] 41:13
Technical
[3] 33:18 119:22 122:21
Technicians
[2] 120:15 122:17
Techniques
[1] 42:12
Technological
[1] 153:21
Ted
[4] 2:10 37:18 45:7 45:11
Tedious
[1] 60:6
Telephone
[2] 33:15 38:18
Televised
[1] 33:20
Temporary
[7] 25:15 39:23 43:13 45:14 45:21 128:12 128:18
Temptations
[1] 29:16
Ten
[6] 34:19 58:23 60:10 75:4 123:14 125:3
Tens
[1] 83:13
Tenure
[1] 82:24
Term
[2] 131:1 138:12
Terminals
[1] 105:2
Terms
[7] 81:16 100:24 101:11 102:17 103:23 105:19 146:13
Terrific
[2] 157:18 158:13
Testified
[1] 129:16
Testify
[2] 74:9 91:4
Testimony
[11] 4:16 9:17 69:16 99:12 99:17 100:5 106:6

132:10 133:1 144:2 150:16
Textbook
[1] 113:19
Thaddeus
[2] 2:15 64:17
Theaters
[1] 135:17
Theirs
[1] 143:13
Themselves
[2] 15:21 156:16
Thereby
[1] 102:12
Therefore
[3] 6:22 10:16 120:10
Thinking
[1] 138:8
Third
[1] 24:25
Thoroughbred
[6] 32:20 48:19 48:21 75:24 76:4 80:5
Thoroughbreds
[2] 75:21 80:9
Thoroughfare
[1] 127:19
Thoroughly
[1] 10:17
Thoughts
[2] 6:9 154:8
Thousands
[5] 59:3 83:13 90:16 90:24 92:8
Three
[15] 8:23 11:14 12:9 18:12 18:25 24:21 43:4 74:11 93:7 93:15 114:11 117:19 125:7 143:21 149:14
Thriving
[3] 133:7 135:15 148:24
Throat
[1] 34:7
Throughout
[18] 6:11 9:7 11:17 12:6 16:13 16:20 17:2 27:20 28:9 33:21 35:24 36:5 52:19 78:9 80:10 140:20 141:1 143:9
Thursdays
[1] 26:3
Tide
[1] 89:19
Timer
[1] 8:17
Tiny
[1] 42:6
Tips
[1] 42:14
Today
[54] 5:24 5:24 6:14 7:4 7:15 8:16 9:13 10:6 10:20 11:7 11:21 12:8 13:9 25:9 27:5 28:22 34:3 37:6 37:15 50:19 50:21 54:11 55:8 56:4 69:11 69:25 73:24 74:9 74:24 79:8 80:5 80:12 81:7 91:16 95:18 99:17 113:7 116:23 119:19 132:4 132:20 133:1 133:12 134:3 136:1 136:4 137:4 140:5 140:10 144:23 146:13 153:4 154:14 158:9
Today's
[2] 146:20 158:17
Together
[14] 12:15 19:11 26:12 69:2 107:25 113:20 113:25 114:15 118:25 134:20 137:11 138:18 138:19 145:1
Toll

[1] 16:15
Tomlinson
[4] 2:14 59:23 59:25 75:3
Tone
[1] 46:13
Tony
[5] 2:8 37:15 38:2 38:5 42:19
Took
[1] 113:21
Toot
[2] 70:12 101:6
Tools
[1] 100:22
Top
[2] 54:19 79:14
Topic
[1] 100:6
Topics
[1] 23:11
Total
[18] 11:20 11:22 11:23 12:16 14:12 24:15 27:13 27:13 27:18 28:3 31:8 33:7 39:24 87:10 95:7 95:9 96:19 96:25
Totalled
[1] 87:16
Totalling
[2] 104:3 148:4
Totally
[2] 47:21 48:6
Touch
[1] 83:4
Touched
[1] 135:13
Tough
[1] 107:15
Tourism
[8] 50:18 109:18 109:19 110:1 111:20 155:2 155:19 156:14
Tourist
[7] 51:8 52:4 54:3 97:3 97:6 97:11 155:20
Tourists
[1] 135:22
Toward
[1] 121:13
Towards
[1] 69:1
Town
[3] 77:23 133:9 153:12
Towns
[2] 68:18 110:5
Township
[26] 32:21 39:1 39:16 39:19 49:2 49:4 49:20 49:21 49:23 69:10 70:5 70:8 70:11 71:9 71:23 72:1 72:19 72:23 73:1 73:21 73:25 74:2 75:1 75:5 75:22 78:18
Township's
[1] 70:6
Townships
[1] 110:14
Track
[22] 14:8 28:20 29:13 30:24 38:11 40:2 40:7 41:20 43:10 48:19 52:25 61:10 61:10 63:23 79:11 108:10 119:7 125:14 125:18 125:18 126:9 132:24
Tracks
[11] 39:5 78:16 104:21 125:7 125:11 125:14 125:15 125:17 125:23 129:1 129:22
Trade
[3] 40:7 44:9 67:15
Traffic
[32] 37:20 37:21 48:13

48:15 48:16 49:5 49:7 49:15 49:20 61:20 63:16 64:1 64:2 64:4 72:2 79:5 101:16 101:16 101:21 101:25 102:9 102:12 105:14 126:6 126:24 127:3 127:5 127:7 129:9 129:14 131:4 151:23
Trailer
[1] 131:11
Train
[9] 15:23 57:17 118:1 124:24 126:11 126:16 127:12 128:21 130:16
Trained
[5] 16:1 41:21 42:14 42:14 113:12
Trainer
[1] 153:1
Trainers
[1] 146:10
Training
[6] 42:16 44:23 67:12 67:14 85:24 141:17
Trains
[4] 124:23 125:4 125:18 129:2
Transaction
[1] 34:11
Transactions
[1] 148:10
Transcript
[2] 59:21 159:4
Transfer
[1] 109:7
Transferrable
[1] 27:20
Transform
[1] 97:10
Transition
[1] 81:14
Transitions
[1] 81:11
Transparent
[2] 43:3 139:4
Transplanted
[1] 85:6
Transportation
[8] 49:23 57:9 100:7 101:11 105:15 128:9 128:14 134:6
Trash
[2] 151:11 152:2
Travel
[5] 50:18 68:18 95:13 102:3 125:18
Traveling
[1] 125:4
Travels
[1] 129:20
Traverse
[1] 125:7
Treat
[3] 17:5 103:5 103:8
Treated
[2] 103:3 103:17
Treating
[1] 103:9
Treatment
[4] 42:9 57:8 100:13 103:5
Tremendous
[4] 27:24 76:16 81:15 98:2
Trend
[1] 133:14
Trickle
[1] 76:1
Tries
[1] 40:22
Trips
[1] 96:19
Tropicana

[1] 148:21
Trotting
[1] 153:1
Truck
[2] 101:16 129:24
Trucks
[1] 18:10
True
[4] 77:14 83:11 94:12 96:20
Truly
[2] 70:21 97:13
Trump
[1] 148:19
Truth
[12] 9:18 9:18 9:19 69:17 69:17 69:18 144:3 144:4 144:4 150:17 150:18 150:18
Try
[2] 81:18 115:8
Trying
[1] 64:5
Tsunami
[1] 41:4
Turf
[3] 33:1 38:17 43:10
Turn
[9] 4:7 44:6 58:24 60:12 67:23 99:12 107:22 112:2 127:18
Turnaround
[1] 134:16
Turned
[2] 61:10 135:20
Turning
[2] 49:16 102:4
Turnpike
[9] 35:15 49:2 49:24 50:1 61:20 63:18 63:19 79:3 79:12
Turns
[2] 8:19 8:24
Twice
[2] 124:21 125:23
Two
[22] 12:15 12:17 18:11 24:18 32:24 33:25 45:13 49:13 49:13 49:15 70:18 77:7 82:19 94:13 102:3 114:4 114:5 114:6 131:7 140:9 143:25 157:10
Two-minute
[1] 31:19
Two-page
[1] 118:9
Tying
[1] 12:14
Type
[8] 12:11 58:15 59:9 67:19 76:11 101:24 103:13 118:23

U

Ultimately
[7] 83:24 84:23 85:2 98:22 114:24 115:10 128:5
Unanimous
[1] 57:20
Unavailable
[1] 129:17
Under
[18] 12:9 34:12 36:12 43:4 43:5 43:6 45:3 55:15 56:6 60:18 101:9 108:25 117:15 126:9 128:16 128:20 128:25 129:22
Underage
[2] 15:23 16:21
Underpass
[1] 130:10
Understood

Understood [1] 145:7 Underutilized [1] 100:14 Underway [1] 134:2 Underwent 34:7 Undeveloped [1] 34:25 Undoubtedly [1] 39:7 Unemployment [5] 15:12 108:16 133: 10 155:25 155:25 Unfortunately [3] 72:7 81:20 114:24 UNICEF [1] 41:5 Uninterrupted [1] 48:2 Union [1] 40:9 Unions [1] 40:7 Unique [7] 11:24 51:8 51:14 51: 25 52:14 57:19 112:15 United [10] 19:6 33:19 35:25 50:22 52:5 112:14 114: 9 120:11 127:10 153:1 Units [1] 24:16 University [4] 1:4 5:21 154:16 156: 18 Unlike [1] 139:9 Unlikely [1] 97:21 Unparalleled [1] 50:25 Unpleasant 102:13 Unquote [1] 131:18 Unsignalized [1] 49:13 Unspeakable [1] 61:21 Unthinkable [1] 61:21 Unusual [1] 117:7 Up [20] 8:1 8:3 8:6 8:7 8: 21 24:1 26:25 28:20 41: 3 51:3 61:18 72:10 103: 5 103:8 110:2 119:6 125:1 125:15 143:21 157:12 Upcoming [1] 54:25 Update [2] 24:7 25:10 Uphold [1] 15:7 Upholding [1] 15:10 Uplifting [1] 29:17 Upper [1] 47:9 Upscale [1] 52:7 Upwards [1] 62:24 Urban [1] 37:23 81:10 81:19 21 81:21 84:25 84: 93:13 102:24 103:2 Urge [2] 119:7 154:2	Usage [1] 124:17 User [1] 116:5 Uses [9] 35:11 47:13 52:17 100:25 101:1 101:7 101:22 104:23 116:9 Utility [1] 127:21 Utilize [2] 54:5 129:21 Utilized [2] 67:8 68:2 Utilizes [1] 50:15 Utilizing [1] 131:10 V Vacant [3] 93:9 100:14 107:16 Valet [2] 29:11 47:8 Valuable [3] 17:9 120:18 156:22 Value [3] 13:8 96:8 121:11 Valuing [1] 19:24 Variety [5] 35:9 35:11 109:16 133:13 135:14 Various [9] 19:25 21:18 23:11 44:10 47:5 47:13 112: 18 127:7 155:9 Varying [1] 156:11 Vast [1] 42:5 Vegas [1] 10:8 Vehicle [1] 121:7 Vehicles [3] 101:13 124:10 124: 12 Vehicular [7] 46:19 124:2 124:17 126:6 127:5 127:7 129: 1 Vendor [4] 19:12 21:6 44:14 150:4 Vendors [2] 40:15 44:2 Venture [1] 71:10 Ventures [1] 93:8 Venue [7] 30:9 35:2 46:16 47: 3 51:7 51:22 54:19 Venues [3] 35:24 47:11 48:11 Vested [1] 71:11 Veteran [1] 11:3 Via [6] 49:12 68:3 105:8 125:14 125:17 129:12 Viability [1] 111:2 Viable [1] 123:8 Vibrant [4] 54:23 142:6 153:12 154:6 Vice [6] 10:20 11:2 19:17 23: 25 106:15 147:2 Vicinity	[1] 50:2 Vicious [1] 87:3 Video [6] 31:19 31:21 32:15 32:17 37:6 62:4 View [7] 20:2 21:13 28:14 28: 14 29:15 29:21 47:20 Viewed [1] 81:22 Viewpoint [1] 54:10 Views [1] 106:13 Village [1] 51:21 Vince [4] 2:6 11:2 24:1 147:23 VIP [3] 24:19 25:3 47:5 Virgin [1] 57:4 Virtually [1] 13:10 Vision [10] 20:6 50:9 52:1 53: 13 69:6 83:18 83:20 100:10 100:20 102:17 Visions [1] 52:10 Visit [7] 11:25 12:18 43:9 53: 1 90:17 97:23 110:4 Visited [2] 35:4 97:2 Visitor [4] 51:13 52:21 96:19 97:22 Visitors [9] 52:12 96:16 96:21 96:24 96:25 97:7 97:14 97:16 108:21 Visits [1] 44:22 Vital [1] 123:22 Vocal [2] 6:25 34:7 Vocational [1] 67:12 Voices [1] 54:9 Volunteer [1] 18:19 Volunteered [1] 129:5 Volunteering [1] 136:9 W W-1 [2] 105:16 105:21 Wage [7] 10:12 86:23 88:5 94: 19 94:20 143:15 156:15 Wager [1] 35:2 Wagering [4] 33:15 38:18 38:23 52:25 Wages [1] 157:2 Wait [1] 68:21 Waited [1] 80:14 Waiting [1] 47:8 Walk [3] 11:4 128:20 150:6 Vice Walking [1] 22:1 Walks	[1] 150:6 Walkthrough [2] 24:12 31:20 Walls [1] 25:24 Walter [3] 2:23 119:13 119:21 Wants [2] 46:13 137:23 War [1] 92:9 Warning [3] 126:19 127:10 128: 19 Washington [1] 149:21 Waste [2] 57:8 100:12 Water [12] 28:20 57:8 93:18 101:1 102:23 103:11 103:14 103:15 103:15 103:18 118:1 151:18 Waterfront [18] 91:23 91:25 92:5 93:6 93:10 100:11 101: 2 101:3 101:5 101:8 101:19 105:17 105:21 107:10 108:3 110:9 113:16 115:24 Ways [1] 19:11 WBE [3] 96:7 96:8 96:11 WBEs [1] 96:4 Weary [1] 113:4 Website [3] 4:18 6:16 129:15 Week [1] 96:23 Weekend [1] 52:21 Welcome [3] 9:6 41:8 122:14 Welcoming [1] 121:1 Welfare [2] 15:12 155:24 Well-known [1] 12:21 Well-planned [1] 52:4 Well-screened [1] 142:24 Wendell [2] 2:18 80:20 West [3] 104:25 125:9 147:4 Western [2] 97:6 133:21 Wet [1] 25:18 Wharf [2] 82:15 82:23 Wheels [4] 18:8 18:10 19:6 31:4 White [1] 149:20 Whole [6] 9:18 69:17 100:10 144:3 150:17 151:13 Wholeheartedly [1] 75:10 Wholesale [1] 147:10 Wide [3] 35:9 45:18 135:16 Widely [2] 12:17 27:15 Widener [2] 154:16 156:18 Widening	[1] 49:22 Widens [1] 41:16 Wider [2] 41:1 101:7 William [11] 1:11 2:16 2:20 3:8 65:2 65:7 69:9 70:3 99: 13 99:15 150:11 Williams [1] 23:13 Willingness [1] 142:11 Wilmington [1] 56:16 Win [1] 90:20 Win/win [1] 111:15 Windows [1] 26:5 Winner [1] 63:4 Winning [3] 58:23 82:4 100:3 Wish [1] 59:18 Witness [5] 2:2 3:2 82:23 128: 10 128:15 Witnessed [1] 82:1 WITNESSES [2] 9:20 144:5 Witomski [4] 3:7 149:9 149:10 149:10 Woes [1] 66:2 Women [5] 26:21 43:11 44:2 149:21 150:7 Women's [1] 22:18 Women-based [1] 96:4 Women-owned [2] 44:2 44:15 Wonderful [1] 107:23 Words [1] 158:12 Workers [2] 66:12 99:24 Workforce [21] 20:9 26:23 31:2 43: 12 85:24 108:8 108:9 108:18 108:22 116:21 119:23 120:11 120:23 121:13 121:17 135:25 136:2 141:6 141:15 141:18 142:1 Workplace [4] 20:10 43:5 43:6 43:7 World [9] 11:17 12:7 12:9 12: 16 13:3 54:20 55:3 67: 16 92:9 World's [3] 50:18 145:12 146:17 Worldwide [4] 12:19 13:18 38:1 50: 20 Worry [1] 71:2 Worth [2] 26:17 95:5 Worthy [1] 145:19 Wrap [1] 8:21 Written [4] 4:12 4:15 4:19 59:15	Y Yakabosky [4] 2:23 119:14 119:18 119:21 Yard [2] 81:23 114:20 Year [16] 13:22 14:2 17:16 19:3 36:9 36:18 39:17 39:20 63:4 96:24 97:8 115:12 118:8 120:19 134:7 149:22 Years [53] 10:25 11:11 13:4 14:7 16:23 18:12 19:3 26:17 34:13 35:1 36:15 37:14 39:11 41:2 41:19 55:24 56:2 56:21 57:3 58:23 60:10 64:23 67:1 75:2 75:4 75:5 75:17 76:14 77:7 79:20 81:3 86:21 86:23 89:13 89: 10 128:15 15 92:19 93:15 98:19 99:1 117:19 122:19 131:7 135:6 142:3 144: 19 147:21 148:14 149: 13 151:11 153:3 153:11 153:20 154:19 Yellow [3] 8:20 8:22 47:1 Yield [1] 156:4 York [3] 118:1 118:9 118:14 Young [4] 67:14 68:4 68:14 68: 14 Youth [1] 67:6 Z Zone [1] 92:22 Zoning [3] 100:23 101:2 104:15
---	--	--	--	--	--