



Support Children with Special Needs

Contact: Leah Wentz (717) 731-4504 lwentz@naicir.com

For the fifth year in a row the Bill Gladstone Group of NAI CIR is hosting this special event to support TrueNorth Wellness Services. We have arranged a private performance of Elf The Musical JR. on August 2, 2016 at the Grace Milliman Pollock Performing Arts Center in Camp Hill, Pennsylvania for children with special needs and their families. Our goal is to provide a free and fun family activity in a supportive and understanding environment. Thank you for your support!







Is What You See What You Get? BILL GLADSTONE, CCIM, SIOR

Sometimes as I watch the primary and caucus results on television, I wonder if any parallels can be made to the business communities in our country. I am not talking so much about policy and procedure as I am about social interaction, the ability to be heard and believed, and the skill to lead and make things happen. This is not about anybody in particular; it is about all the candidates. If these are the attributes we share with others in our business community, why do we need a work ethic, a desire to work long hours, to plan strategically, and to seek to protect our reputation? I am not so sure that as we look at examples in the political arena we will find them in our business arena. Should we be pleased that we cannot draw any correlations?

I have often thought that people who get paid because they are able to talk and document those conversations with an excellent paper trail are not our best business people (and definitely not our best politicians). It really should be about their accomplishments, not the amount of paper in their files. How would it work if month after month of conversations and dialogue, with no tangible results, I took time off? How could I provide for my family, myself, and my employees? My system would collapse and those most dependent would be left to fend for themselves. I am not so sure it is as simple as that, but if you look at it in terms of running a business, the political arena could learn from the business world how to make things happen. We would then have a much better chance of getting results! It might be a new concept in politics, but it might be worth exploring, with all the successes that occur in the business community.

If you are a small businessperson, it helps to accomplish tasks rather than not get them done and living with those consequences. You would quickly find you hitched your reins to the wrong horse.

How does someone get to run for the office of the president of the United States while large numbers of people make comments like "he/she cannot be trusted" or refer to the individual as a "bigot and racist." How do you get to this point with majorities of people not trusting you but believing you are their best choice, simply because they think you are the lesser of two evils? I do not see it that way in my business circle.

It is a fascinating situation that has developed over the years. And it is as dynamic as it is complex. There is no easy answer. I suppose we are fortunate that we at least live in a country that, although it may be out of alignment at times, still allows these thoughts to occur without government interference. We should be thankful for that. But more importantly, we should see this confusion as an opportunity to bring ideas and concepts that work outside of politics into the political arena to make sure our politics work better for us in the future. Do we really want to see a repeat of this in four years?



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ON THE COVER:

Bill Gladstone (NAI CIR) and Justin Doty (Frederick, Seibert and Associates, Inc.) pause for a moment outside 30 North Third Street in Harrisburg, Pennsylvania.

Cover Photo: Joe Cicak

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In Communities Control Contr

Urban redevelopment is not a concept confined to large population centers like New York and Philadelphia. There is plenty of urban redevelopment occurring here in Central Pennsylvania's boroughs, towns, and cities.

While redevelopment of existing properties appears to have many merits, it can be challenging to find the investment required and connect all of the pieces necessary for successful, economically sustainable redevelopment efforts. On top of these challenges are aging infrastructure, a flight to the suburbs, and the draw of the development of vacant land in a rural or suburban setting (greenfield development) as a cheaper and more profitable alternative to urban redevelopment.

There are advantages to pursuing urban redevelopment over greenfield development. Many communities believe that a thriving, local economy centered on a strong downtown has tremendous benefit to the community as a whole. It is difficult to achieve a thriving local economy in a downtown area that does not support active commerce or local, regional, or national business growth, or that has been converted to mainly residential rental use.

A thriving downtown attracts people to visit and spend money but it also invites people to live and invest in the community. An ideal model for a downtown is to foster a Live/Work/Play community, where residents of an urban center have the amenities they need within close proximity to their dwellings. The concept of walkable communities reinforces this goal.

A thriving downtown also has the benefit of improving the value of real estate in the area. When properties are redeveloped into facilities that generate income and promote economic growth, blighted structures are slowly replaced with businesses, owner-occupied residences, and even open space. Also, when redevelopment of a downtown occurs, the aging infrastructure which supports these areas can also benefit from local investment. A borough or city is more likely to invest in infrastructure projects such as water, sewer, gas, electric, and stormwater runoff improvements that will support economic growth.

Urban redevelopment projects come with many challenges that a developer must face in pursuit of this investment. A developer alone is not likely to take on a major redevelopment project. These types of projects often involve a developer, teams of investors, and government bodies in order to successfully adopt, design, construct, and maintain a project. First, a municipality has to decide that investing in redevelopment projects is worthwhile. The Commonwealth of Pennsylvania, through the Department of Community and Economic Development (DCED), as well as many municipalities in our area supports downtown associations or some

type of economic development corporation that may focus on a downtown area.

Carlisle, PA, is supported by a group called the Downtown Carlisle Association (DCA), which focuses on many aspects of downtown life, including redevelopment. Together with the DCA, DCED, and the local redevelopment authority, who may provide financial incentives or simply organize efforts, a developer is much more apt to repurpose a blighted building or else demolish and start anew. Once the government body has made redevelopment a priority, investors begin to look for incentives to put capital into projects. This may start slowly

or the municipality may decide to give the project a shot in the arm through a large-scale project. In either case, the success of the redevelopment is dependent on the momentum of the investors and the continuously increasing interest in the area by the general public. Chris Rice, a local attorney and investor in urban real estate, says in regard to making these efforts sustainable, "You must maintain the vision with the businesses and individuals that will make this project their home." The investment by one individual must inspire investment by others, and so forth, in order for a true revitalization to occur. Another perspective on urban redevelopment is that of residents and community organizations. In many cases, urban areas are not seeing high levels of investment. Instead, there are citizens who are capable of pooling members of the

community to impact their own neighborhood through community-centered redevelopment. Brenda Landis with the West Side Neighbors association in Carlisle, PA, has been fundamental in organizing her neighbors to embark on community initiatives aimed at improving a targeted neighborhood. Her approach is not unlike that of the investor. By taking on small projects and continuously growing community involvement, community members begin to build momentum toward the ultimate goal of total neighborhood revitalization. Brenda has put this principle into practice through the organization of neighborhood

cleanup days and small improvements to buildings that face public space.

Most recently, she secured grant funding to redevelop an underutilized park in the center of the neighborhood. Heberlig-Palmer Park is a small park, about two acres in size, which consists of a small playground and a large, grass field. The goal is to improve this park as a centerpiece of the neighborhood, inspiring adjacent property owners to

do the same, and so forth. "People get complacent with the large-scale blight or neglect in their neighborhoods," writes Brenda. "Our neighbors can't tackle the (redevelopment of the) factory sites due to cost of purchase and redevelopment. That is why we adopted a public space to set the tone for what we want the other spaces to reflect."

In downtown Carlisle, the historical society has taken the initiative to demolish a blighted building adjacent to its existing campus. During the planning phase of this project, the leadership of the society began to seek ideas to use this valuable, downtown property. While not a very large space, the urban property could certainly support a multi-story addition to the existing building. However, a new approach was proposed and utilizing a unique design process, the space will be converted to a pocket park.

These types of projects often involve a developer, teams of investors, and government bodies in order to successfully adopt, design, construct, and maintain a project.

















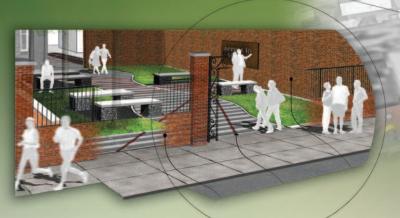
STONE

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LANDMARK LINES

INFLUENCE



The concept of the pocket park has a lot to do with the location and the use and the size of the space. The location is unique in that most of the blocks surrounding the downtown corridor are dedicated to rooftops or parking lots. This green space will provide visitors to the historical society, and the downtown in general, a respite from the hardscape of the urban center. It will integrate two things that are often seen as mutually exclusive: urban space and nature. On top of being located on the historical society campus, where the park will be used for many events, it is adjacent to local shops, restaurants, and residences. Green space in a downtown has several benefits, not the least of which includes stormwater runoff reduction, decreased thermal impacts, and carbon dioxide reduction. In fact, studies have shown that contact with nature can reduce depression in individuals. Redevelopment of urban areas into green public space is a concept which will help to round out the Live/Work/Play concept for downtown areas.

No matter the circumstance, urban redevelopment is a challenge which has many obstacles. The costs, energy, and coordination that must occur for successful redevelopment can be daunting. However, when groups of developers, community organizations composed of citizens, and government bodies cooperate and move toward the same goal, urban revitalization is not only possible, it is contagious and will spread throughout and energize the entire community.





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EVERY BUSINESS OWNER SHOULD KNOW

Search engine optimization (SEO) is one of the biggest buzzwords in marketing today. But because it entails a lot of work, time, and tech knowledge, it's also one of the least-used strategies by small businesses.

SEO is the process of improving your website so search engines like Google can read and understand it more easily, which helps your website show up better in search results. Then, when someone searches for words or phrases related to your business, they see your company at the top of the search results and click to your site.

SEO also involves knowing everything you can about how search engines operate, how you stack up against your competition online, and how your potential customers research your industry on the Internet.

That can all sound like a lot, especially if you've never worked on a website before.

So if your business just launched a website, is it worth your (and your company's) time to start an SEO strategy? In a word: Absolutely. Even if you have to look up every step as you go, SEO is worth the effort.

These seven statistics will show you what SEO can do for your business so you can lay out your company's strategy today.



This is *the* most important stat about SEO because it directly affects your business's bottom line.

With traditional marketing — like television, radio, or direct mail — the average close rate is 1.7%. So if you gain 100 new leads from traditional marketing, only two of them would become actual customers.

That might pay your bills, but imagine how much your company would grow if you closed seven times as many deals.

That means instead of getting one new customer per 50 leads in your sales funnel, you'd get one for every seven.

That's a massive difference in revenue for any company.



Right away, the person clicking to your site is much more likely to be a qualified lead than the average TV viewer or radio listener since they found you — not the other way around.

That means there's a good chance that your website's visitors want to buy your products or services, or at least learn more about your company and what you offer.

On top of all that, SEO doesn't have a set time limit.

A TV commercial lasts about 30 seconds, and once your ad campaign is over, the commercial never airs again.

But with SEO, you choose what goes on your site and how long it stays there. A great page could potentially attract new leads and create new customers for years at a time with the right optimization.

Our next stat is the reason why.



Google reports that they process about 1 trillion searches every year.

So let's say it took you 30 seconds to skim to this point in this article. In that time, Google has processed as many searches as there are people living in Dallas, Texas.

Altogether, that's roughly a 65% market share of search engine traffic, depending on what source you check. Using those numbers, the total volume of all search engine queries is around 1.35 trillion.

Even if you work in a niche industry that makes up .0001% of that search volume, you still have about 1.35 million searches related to your industry every year.

That's 1.35 million potential customers actively searching for your industry — and your business — online. Or, in other words, 1.35 million opportunities to increase your revenue each year.

To meet that demand, you need to know about our next stat.

http://cdn2.hubspot.net/hub/53/blog/docs/ebooks/the_ 2012_state_of_inbound_marketing.pdf

http://searchengineland.com/google-1-trillionsearches-per-year-212940



Content marketing generates three times more leads than traditional marketing.

Source: Demand Metric³

Content marketing is a subset of SEO that helps your site expand, show up more in search engines, and build trust with potential customers. It's the process of creating pages for your website that offer some form of value to your site's visitors.

Those pages could be blog posts about current industry events, articles answering common questions in your industry, or even videos showing off your facilities.

As you continue to create this content online, you give people reasons to come to your site and become customers.

And the reason content marketing generates so many leads is the same reason SEO has a 14.6% close rate: People are actively searching for information online.

When you combine these stats together, you really start to see the effects on your bottom line. Just triple the number of leads you have now and calculate 14.6% of them — that's how many customers you could have with a working SEO strategy.

Plus, it doesn't matter whether you're a B2B company selling high-grade mining equipment or a B2C business selling handmade beaded necklaces. Content marketing is effective across the board for building your brand and attracting customers.

But if that doesn't convince you to start using content, just take a look at our next stat.



Content marketing costs 62% less than traditional marketing.

Source: Demand Metric³

To make content marketing even better, you can use it at roughly two-thirds the cost of traditional marketing.

It can cost even less if you decide to take care of content marketing in your own business. In that case, the only real cost is the time you or your employees spend writing blogs, designing graphics, or taking photos.

Regardless of what kind of content you choose to create, you can publish it right on your site to make sure your potential customers can only find it from your business.

Then, you use it to draw new customers for years to come without any additional upkeep or publishing costs.

Even if you have to pay someone to make it, you can probably make that money back with just one sale.





⁴ https://www.thinkwithgoogle.com/research-studies/how-advertisers-can-extend-their-relevance-with-search.html

⁵ http://www.earnest-agency.com/ideas-and-insight/earnest-blog/vital-statistics-for-b2b-marketers-2-the-infographic/



Source: Google⁴

SEO doesn't just let you appeal to people researching your industry — you can also use it to get customers nearby.

This is called local SEO, and it's important because it lets you reach new customers that are right down the road. It's especially great for retailers and B2B companies that want to close deals in person.

It means if someone is near you and they look for your products or services, they'll find your business right away.

And of the people who do, half of them will come to your storefront that same day.

That's far more effective than any billboard or radio ad, and all you have to do is create a few new pages for your site. That includes pages that use your city's name, street name, and other geographic indicators. You can also reach local customers by designing your site to be compatible with mobile devices (like smartphones) so they can find you when they're on the go.

Overall, a strong local SEO strategy can quickly grow your business since you're targeting potential customers that are already near you. You just need to clearly show them that you're in their area.

But what if you're a B2B company that doesn't need customers at your headquarters to make a sale?

Well, if that's the case, our next stat is for you.



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Source: Earnest Agency⁵

Whether you finalize contracts through email, over the phone, or in the conference room, 81% of all B2B sales start from the same place: search engines.

That means if your B2B company isn't using an SEO strategy, you're missing out on a lot of potential clients. That's money down the drain for you — or worse, money to your competitors.

But when you optimize your website, you don't have to worry about that. SEO places you in the driver's seat of your industry so you can be sure you're getting as many new clients from the Internet as possible.

And keep that in mind as we get to our last stat, because they're related.



Source: Earnest Agency⁵

This is one of the most important stats on this list because it directly relates to consumer mentality.

If you want to get more customers for your company, cold calls and similar tactics won't work.

Why?

Because 90% of your potential customers say they'll find you when they're ready to buy.

They don't want cold calls, and an ad that they happen to see on TV won't suddenly make them a customer.

But when they take the time to look for you online, see your professional website, and engage with the content you've created, they're much more likely to buy.

The reason is simple: They want what you offer.

SEO makes sure they can find you when they're ready.





The cost of oil is low compared to recent years. Natural gas is a bargain. With energy costs once again manageable, we can live the happily-ever-after fairy tale ending, right? But what happens when energy costs begin to rise? How reliable is your energy system compared to your potential fiscal loss if an outage occurs – remember the businesses impacted by Hurricane Sandy?

One way medium to large energy users can stabilize their energy costs, increase operating efficiencies, and obtain more reliable energy is by implementing a combined heat and power (CHP) system. CHP systems generate electricity on-site while reclaiming the thermal energy (e.g., steam or hot water). The thermal energy can be used for heating and cooling, providing a year-round use for CHP heat.

A common example of CHP is a downtown steam loop where a centrally located power plant generates electricity. The waste heat is distributed through pipes to provide thermal energy to buildings as in the central business core of an urban area. The City of Harrisburg, for example, uses a downtown steam loop from a CHP system.



The opportunity to generate electricity on-site to offset a facility's electric demand while also utilizing hot water or low-grade steam is not limited to the power companies. Recent innovations in equipment and technology improvements allow smaller facilities to consider CHP.

Increased Efficiency.

While most of us never contemplate the efficiency of the electric system, generating electricity and sending it long distances over wires is not very energy efficient, yet that is how most of the USA receives energy.

Steam-based electric generation systems fired by coal or nuclear may only convert 30-35% of the thermal energy generated into electricity. The most efficient combined cycle systems may only achieve 60% efficiency.¹

- It is estimated that 6% of electricity generated is lost in transmission and distribution.²
- At best, only 54% of the energy utilized to make electricity gets to your facility for use.

The users are paying for that energy loss in the electric bill.

The loss of heat energy from generating electricity is visually evident at the Three Mile Island generating station where the massive cooling towers and steam plumes are visible from a considerable distance. That's heat that is not being utilized.

¹ "Energy Efficiency in the Power Grid", ABB Inc. for National Electrical Manufacturers Association, https://www.nema.org/ Products/Documents/TDEnergyEff.pdf, pg 2.

² "How much electricity is lost in transmission and distribution in the United States", U.S. Energy Information Administration (EIA), https://www.eia.gov/tools/faqs/faq.cfm?id=105&t=3



Figure 1 - Boiler Room

CHP systems can be 70-90% efficient (Figure 2), thereby reducing the amount of fuel required to generate power and heat for a facility. It is this increase in efficiency that gives modern CHP some fiscal advantages, along with energy stability and security.

Generating on-site electricity.

In Pennsylvania, facilities are allowed to generate electricity on-site while still being connected to the grid (operate parallel to the grid), use power from the grid normally, and sell any excess electricity generated on-site back to the grid through a process called net metering. This allows the customer to offset electric costs at their retail rate by generating necessary process heat while retaining the convenience of the grid connection. If the CHP system is also designed to operate independently of the grid (island mode), then the CHP system provides a robust electric redundancy for a facility in case of a grid outage while providing potential overall energy cost savings.

One technology to generate on-site electricity is by using a reciprocating engine connected to an electric generator (genset) as illustrated in Figure 2. This system uses natural gas to fuel the engine (consider this to be like a locomotive engine) which makes electricity and generates heat. The engine jacket and exhaust stack both contain thermal energy which is reclaimed as either hot water or low-grade steam.

The engine can be housed within a structure or shell as illustrated in Figure 3 (Page 15). The housing can be installed indoors or outdoors.

On-site electric generation systems are designed to replace much of a customer's demand for electricity from the grid. Net metering assumes that a customer can derive about 90% of the annual electric charges returned in avoided electric costs. The cost of natural gas and operating and maintenance costs usually round out revenue and expenses for this type of system.

Increased energy stability and security.

Institutions such as nursing homes, senior living facilities, and hospitals require reliable electric power regardless of grid conditions. If a facility has back-up electrical generation, then there is a recognized loss risk due to extended power outage.



Figure 2 - Natural Gas Fired Generator Set

So how does on-site electric generation meet the customer's thermal needs? This is where a CHP system adds significant value via avoided costs. A boiler that heats water also uses a fuel. However, the engine that generated the electricity has generated a lot of hot water or low-grade steam without the addition of any more fuel. Therefore, the boiler can become back-up redundant equipment for time periods when electricity is not being generated. Annual cost savings vary by fuel charges and electric costs and usage, but total energy costs at a facility may be reduced by 30-60%.



Depending on business activity, insurance premiums may be negotiated downward as a CHP system may be considered a risk reduction assure against disruptions in the energy supply, helping to prevent product spoilage or providing a back-up system for a senior living facility.

Considering a CHP system.

CHP systems can reduce energy costs and protect facility owners from spikes in electric costs by providing known long-term energy cost forecasting. Project planning begins with an analysis of gas and electric usage and energy commodity costs. Next, an engineer or project development specialist can provide a review of necessary facility upgrades, electric grid interconnection, and permitting requirements, as well as a full description of the equipment to be provided and potential cost savings to the facility.

Barton & Loguidice has evaluated facilities for CHP and found the following consistencies:

 CHP economics are very dependent on cost of electricity and fuel at a facility.

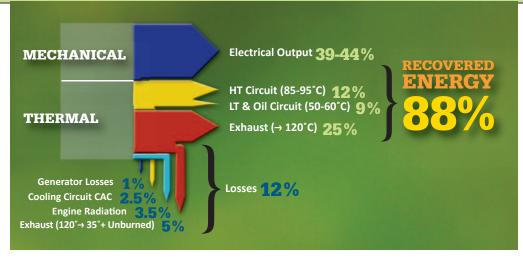


Figure 4 – Cummins Generation Power CHP Engine Genset Heat Balance

- It is critical to determine the gas/electric price difference or "spark spread." Typically, a spread of >\$10-12/mmBTU is required for a successful CHP project.
- While smaller equipment is available, typically larger energy users (over 0.5 MW) see faster returns on investment.
- An electric-only project seldom generates enough revenue to offset expenses, but can be justified as power outage risk avoidance.
- ROI is enhanced if the boiler is already in need of replacement, thereby requiring capital funds that can be applied to a CHP project.

The larger the thermal load reclaimed over the entire year, the better the project payback. Depending on conditions, the project payback can be three years or less. To achieve this, look for at least 50% total annual thermal usage from the CHP system. Heat usage during summer months is typically necessary.

In summary, a CHP project may be a fit for facilities that have steady continuous electric and heating demands, or if a very reliable electric power supply is required to support the business goals. If either of these two situations are present, then many opportunities can be developed to achieve the benefits of CHP.



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energy development, energy efficiency and the beneficial use of waste resources. Mr. Sweeney is a Senior Managing Engineer with Barton & Loguidice, DPC in their Camp Hill office. He can be reached at (717) 737-8326 or ssweeney@bartonandloguidice.com.



Figure 3 – Engine House for Figure 2 in a Modified Shipping Container





DESPITE ALL THE ISSUES

facing doctors today, some 18,000 eager students still graduate from medical school every year, undeterred by the time, money, and sweat equity required. Whatever their motivations—a desire to help others or a passion for science—those who go on to become independent practitioners must realize they are also running a business and learn to manage it accordingly.

To stay on top of key industry trends and concerns, Citizens Bank commissioned the 2015 Healthcare Practice Outlook. Based on a survey of more than 250 privately and independently owned practices with fewer than 10 physicians, the report offers an inside look at smaller practices. Most importantly, it identifies the top five business areas that practice leaders will prioritize in the year ahead.

(]) GROW REVENUE

CHICAGO IN THE PARTY.

Medicine should be a booming business, given the nation's aging population and dwindling numbers of uninsured. In reality, a third of the medical practices we surveyed anticipate a decrease in revenues over the next five years. Fighting that trend has understandably become a top priority among smaller practices. Since few small practices have the inclination to pursue practice acquisition opportunities, increasing the number of patients is seen as the most effective way to boost revenue, followed by providing more specialty services. Although a seemingly simple solution, many doctors are ambivalent about seeing more patients, since it decreases time spent with each patient and threatens to diminish the quality of care.

¹State Health Facts, Kaiser Family Foundation. http://kff.org/other/state-indicator/total-medical-school-graduates.

STREAMLING OPERATIONS IS A BIG JOB



IMPROVE PROFIT MARGINS AND BOOST OPERATIONAL EFFICIENCIES

Revenue growth isn't enough—profit margins also need to improve. Half of our respondents anticipate a decrease in profitability over the next five years and expect tighter margins to force hard decisions about managing their practices. Two-thirds attribute their margin challenges on the shift to cheaper insurance plans by employers and patients, leading to lower reimbursements and an increase in procedures deemed not reimbursable. Though Washington temporarily fixed Medicare's troubled physician payment formula,² reimbursement challenges will continue. As a result, any lasting fix to tight margins will likely involve cutting costs. But streamlining operations is a big job—for example, practices must reimagine how they stock their inventory of medical equipment and supplies to avoid superfluous ordering while still meeting patients' needs. It remains to be seen how effectively they will be able to manage this task.



STAY IN BUSINESS

Our most revealing finding: 46% of respondents named staying in business as one of their top three objectives for 2016. This sentiment was especially strong among practices with four or more physicians, as well as those that have been in business for over 30 years. How can so many longstanding members of a revered profession worry about staying in business? Practices cite a variety of external factors—from government mandates such as electronic records and ICD-10 to shrinking reimbursements. ³

In the short run, practices may be getting a temporary reprieve from some of the threats they face—for example, Congress voted to delay the scheduled 21% decrease in Medicare reimbursements.⁴ However, these short-term fixes still leave many doctors wondering about the future long-term sustainability of their practices.



ACQUIRE NEW PATIENTS

Forty-two percent of respondents said patient acquisition was one of their top objectives for 2016. Adding patients is important for any practice looking to grow revenue, but it is especially critical for smaller and newer teams. Interestingly, almost 60% of practices are confident that their acquisition efforts will succeed. It is not entirely clear, however, whether that confidence is justified since few medical practices surveyed have extensive marketing experience.

Almost all medical practices still market themselves primarily through old-fashioned word of mouth. Only half also have a website, and merely a quarter are using social media. About one-third also employ traditional media to build awareness, like advertising in local publications and participating in community events. Nonetheless, there is still plenty of skepticism about the value of marketing. Forty-five percent of respondents don't believe it is a worthwhile effort, despite the fact that many new patients who are part of the Millennial generation rely upon websites and social media to seek out their healthcare providers.



RECRUIT NEW STAFF

Rounding out the top five business objectives for small practices in 2016 is staff recruitment. Practices are looking to hire to support patient growth, but to also to meet their expanding list of regulatory obligations. The job market was robust in 2015 and demand for talent will continue to rise in outpatient facilities as delivery of care continues to shift away from hospitals and inpatient settings.⁵ Hiring is not an easy task, and it is the area where medical practices say they'll need the greatest support moving forward.

Smaller medical practices are operating in a tough environment. Some will struggle to stay in business, but there is opportunity ahead as well—if practice leaders are willing to identify and invest in their critical priorities. Navigating these decisions can be difficult and tedious but fortunately, small practices don't have to traverse these challenges alone. By developing partnerships with strategic and financial advisors and investing more in their practices in 2016, small medical practices can put themselves in a better position to earn more and spend more time with patients.

Healthcare practice banking specialists offer tailored and comprehensive financial solutions to help healthcare practices succeed. They are backed by the power of a leading financial services provider who knows their clients well, responds quickly and provides solutions to help practices achieve their potential. Offering both healthcare industry insight and an understanding of the unique needs of medical practices, healthcare practice banking specialists know what it takes to achieve financial success, at every stage of a practice.

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² Reuters 2015—Medicare doctor pay fix prospects brighten in Congress.

abnormal findings, complaints, social circumstances, and external causes of injury or diseases.
Medscape 2015—Congress repeals Medicare SGR formula.

Modern Healthcare—Healthcare hiring boom will bypass hospitals.





Scott Stevens is the Vice President of HealthCare Practice Banking at Citizens Bank. Citizens Bank, one of the nation's leading banking institutions, is a division of Citizens Financial Group Inc., one of the nation's oldest and largest financial institutions, with \$135.4 billion in assets as of September 30, 2015. Headquartered in Providence, Rhode Island, the company has offices in 20 states. Scott can be reached at (717) 979-1599 or www.businessbankinghealthcare.com.

³ ICD-10 is the 10th revision of the International Statistical Classification of Diseases and Related Health Problems (ICD), a medical classification list by the World Health Organization (WHO). It contains codes for diseases, signs and symptoms,

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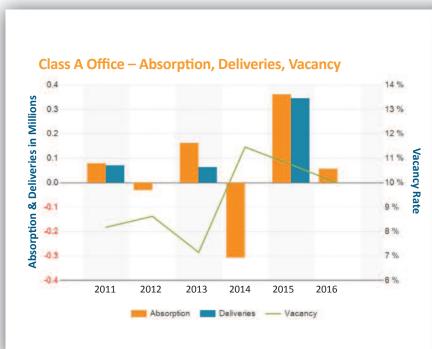
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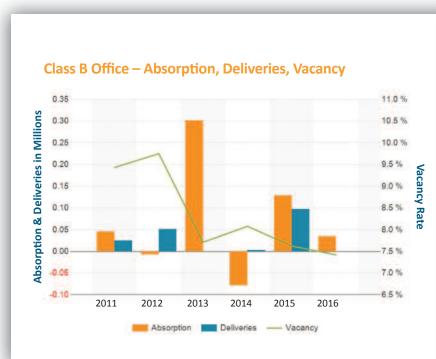


AVAILABILITY	SURVEY	5-YEAR AVG
Gross Rent Per SF	\$19.81	\$19.92
Vacancy Rate	10.0%	9.1%
Vacant SF	745,234	648,313
Availability Rate	18.0%	12.7%
Available SF	1,392,033	923,821
Sublet SF	59,303	87,377
Months on Market	30.6	27.3
DEMAND	SURVEY	5-YEAR AVG
12 Mo. Absorption SF	415,809	52,355
12 Mo. Leasing SF	556,317	221,169
INVENTORY	SURVEY	5-YEAR AVG
Existing Buildings	70	67
Existing SF	7,466,250	7,142,368
12 Mo. Const. Starts	258,000	190,002
Under Construction	258,000	160,385
12 Mo. Deliveries	345,059	112,237
SALES	PAST YEAR	5-YEAR AVG
Sale Price Per SF	\$138	\$219
Asking Price Per SF	\$144	\$144
Sales Volume (Mil.)	\$4.6	\$36
Cap Rate	-	6.5%



AVAILABILITY	SURVEY	5-YEAR AVG
Gross Rent Per SF	\$19.81	\$19.92
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12 Mo. Absorption SF	415,809	52,355
12 Mo. Leasing SF	556,317	221,169
INVENTORY	SURVEY	5-YEAR AVG
INVENTORY	JURVET	5-TEAR AVG
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Existing Buildings	70	67
Existing Buildings Existing SF	70 7,466,250	67 7,142,368
Existing Buildings Existing SF 12 Mo. Const. Starts	70 7,466,250 258,000	67 7,142,368 190,002
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Existing Buildings Existing SF 12 Mo. Const. Starts Under Construction 12 Mo. Deliveries SALES	70 7,466,250 258,000 258,000 345,059 PAST YEAR	67 7,142,368 190,002 160,385 112,237 5-YEAR AVG
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In an effort to bring our readers pertinent information regarding commercial real estate in the Greater Harrisburg Area, we are including the following graphs as part of the *Commercial Real Estate Review*. This edition focuses on the Office market in Dauphin and Cumberland County.



AVAILABILITY	SURVEY	5-YEAR AVG
Gross Rent Per SF	\$16.77	\$16.77
Vacancy Rate	7.4%	8.7%
Vacant SF	1,245,800	1,449,655
Availability Rate	12.6%	12.5%
Available SF	2,111,696	2,100,938
Sublet SF	47,457	99,334
Months on Market	25.7	22.5
DEMAND	SURVEY	5-YEAR AVG
12 Mo. Absorption SF	162,794	72,867
12 Mo. Leasing SF	532,506	377,968
INVENTORY	SURVEY	5-YEAR AVG
Existing Buildings	650	645
Existing SF	16,790,716	16,747,358
12 Mo. Const. Starts	7,590	33,095
Under Construction	7,590	29,264
12 Mo. Deliveries	96,827	34,722
SALES	PAST YEAR	5-YEAR AVG
Sale Price Per SF	\$74	\$103
Asking Price Per SF	\$86	\$87
Sales Volume (Mil.)	\$54	\$71
Cap Rate	7.7%	8.0%



AVAILABILITY	SURVEY	5-YEAR AVG
Gross Rent Per SF	\$16.77	\$16.77
Vacancy Rate	7.4%	8.7%
Vacant SF	1,245,800	1,449,655
Availability Rate	12.6%	12.5%
Available SF	2,111,696	2,100,938
Sublet SF	47,457	99,334
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INVENTORY	SURVEY	5-YEAR AVG
Existing Buildings	650	645
Existing SF	16,790,716	16,747,358
12 Mo. Const. Starts	7,590	33,095
Under Construction	7,590	29,264
12 Mo. Deliveries	96,827	34,722
SALES	PAST YEAR	5-YEAR AVG
Sale Price Per SF	\$74	\$103
Asking Price Per SF	\$86	\$87
Sales Volume (Mil.)	\$54	\$71
Cap Rate	7.7%	8.0%

GROW YOUR BUSINESS BY EXPANDING INTO ONE OF THESE LISTINGS FOR LAND, COMMERCIAL, OFFICE, INDUSTRIAL OR INVESTMENT SPACE.

200	LAND	CITY	PAGE	OFFICE	CITY	PAGE
156 Cumberland Parkway Mechanicsburg 30	700 S. Baltimore Street	Dillsburg	23	3029 N. Front Street	Harrisburg	30
7700 Derry Street, Lot #8	Allentown Boulevard	Harrisburg	23	NEW 208 N. Third Street	Harrisburg	30
1175 Walnut Bottom Road (Lots 2 and 3)	5148 E. Trindle Road	Mechanicsburg	23	156 Cumberland Parkway	Mechanicsburg	30
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	NEW 6490 Carlisle Pike	Mechanicsburg	29			
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	322 South Front Street	Wormleysburg	29			







700 S. Baltimore Street, Dillsburg

5.23 – 57.5 Acres available made up of three parcels with great topography and accessibility from Baltimore Street (Route 74). Only moments from Route 15, a truly unique opportunity with a great country setting for a residential neighborhood. Properties can be sold together or individually.



7700 Derry Street, Lot #8, Harrisburg

2.3 Acres available at high traffic area at a signalized corner, adjacent to new Rutter's Farm Store, Members 1st Credit Union and Susquehanna Bank branches. Surrounding area is densely populated with residential, business and office parks, and other commercial/retail businesses.



Allentown Boulevard, Harrisburg

17+ Acres available for sale along busy Allentown Boulevard with over 2,200' of frontage. Zoned Commercial Highway (CH) with multiple uses being possible. **Price reduced!**



1175 Walnut Bottom Road (Lots 2 and 3), Carlisle

1.74-4.07 Acres available in this commercial cul-de-sac off heavily traveled Walnut Bottom Road. Sites have utilities and are accessed by a signal at the intersection. Ideal location for an office or medical user.



Vacant commercial land located along Trindle Road in Mechanicsburg. Heavily traveled secondary corridor with good surrounding demographics and commercial development.



6325 Chelton Avenue, Harrisburg

3.75 Acres of office land sites with potential signage exposure to over 57,000 cars daily on I-81. Less than one mile from Route 22 and I-81. Can be subdivided to 1.0+ acre lots.

Price reduced!



Clover Hill Business Park Allentown Blvd. and N. Hershey Road, Harrisburg

1.35 Acres (1 lot) remains in this 44-acre park. Excellent location between Hershey and Harrisburg with quick access to I-81, Route 22, Route 39, Route 322, and I-83. Rapid growth is bringing over 1,500 new homes within five miles of this site over the next several years.



4,050 SF office building on 2.49 acres available for sale. The land could be subdivided into two parcels. Site is zoned for a variety of retail and commercial uses.



Route 114 & Gettysburg Pike (NEC), Mechanicsburg

2.140 — 2.970 Acres available in this high-profile corner lot. Located at signalized intersection situated off the PA Route 114/US Route 15 interchange. Area is populated with affluent, upper middle class neighborhoods and is continuing to expand.



Route 114 & Gettysburg Pike (NWC), Mechanicsburg

3.340 – 7.120 Acres available. Located directly across from Mechanicsburg Middle School and situated just off the PA Route 114/US Route 15 interchange. Area is populated with affluent, upper middle class neighborhoods and is continuing to expand.



Over 13 acres of land available for sale, located directly off I-81 (exit 90) and I-78. It is zoned Commercial with many business possibilities.



Route 441, SWC and Orchard Drive, Harrisburg

8.34 Acres available with controlled intersection and utilities on-site. Ideal opportunity for a church relocation or home business on this vacant parcel. Close to the Harrisburg Mall, TecPort Business Campus and great access to Route 283, I-83 and the PA Turnpike (I-76).





Bent Creek Boulevard, Mechanicsburg

Highly visible corner at the entrance of one of the West Shore's most prominent business parks. The two lots can be sold separately or as the entire 4.44+/- acres. Being at a corner with a traffic light and within close proximity to the Wal-Mart and Giant shopping centers, this tract offers a great location for a variety of retail/commercial uses. **Lot 3A Pending!**



330 South Third Street, Lemoyne

Development opportunity, 8.5 acres. High profile retail site or medical complex along I-83; just over the I-83 bridge in Lemoyne. Great visibility for a retail center or a medical complex. Easy access from all road networks in this area.



E. Cumberland Street (Route 422), Lebanon

2.2 Acres available at Route 422 and Narrows Drive intersection. Storm water management plan and driveway permits approved by Township. Level topography; Holiday Inn Express hotel adjacent. **Price reduced!**



730 Limekiln Road, New Cumberland

Over eight acres of land available within a 1/4 mile of the Limekiln Road exit off I-83. Good for a variety of commercial uses. Some visibility to travelers going eastbound on the PA Turnpike.



Approximately 1.6 acres available for sale with quick access

to Route 322 (Paxton Street). This property is perfect for your storage or parking needs. Zoning is Limited Manufacturing District. Call for additional details!



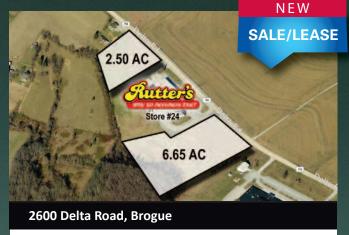
Eisenhower Boulevard, Harrisburg

Nice 10-acre site on Eisenhower Boulevard with easy access to Route 283, I-83 and PA Turnpike (I-76). This site is surrounded by commercial, retail and industrial development and the Commercial General zoning permits virtually any of these like uses for future development. **New pricing!**



370 W. Main Street, Leola

Two pad sites available in a growing area with high visibility, and easy access. Join the new Rutter's Farm Store on Main Street/New Holland Pike in Leola.



Two parcels totaling 9.15 acres available for sale or lease in York County next to Rutter's Farm Store. Properties have good visibility on Delta Road (Route 74) and easy ingress/egress.



Excess land around the new Rutter's in York Springs. Over 18 acres available for multiple users. Quick access and good visibility from Route 15.



Route 75 & William Penn Highway, Mifflintown

Join Rutter's as they expand north to Juniata County. The new store (their 63rd location) is slated to open in the summer of 2016 and excess land is available for a variety of users. The site is located right off the Port Royal, PA. exit and easily accessible for large trucks and heavy volumes of car traffic.





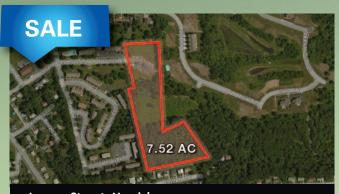
7700 Derry Street, Lots #4-8, Harrisburg

10.19 Acres available! Take advantage of current interest rates and join in on the expansion of this prime location between Hershey and Harrisburg. You can design your next space from the ground up. Easily accessible to US Route 322 and all of the Central PA highway network.



Waterford Square, Carlisle Pike (Route 11), Mechanicsburg

Over 16 acres remain in the park, with over 8 acres having frontage along Carlisle Pike. Waterford Square offers excellent access to major transportation routes. All lots in the park are serviced with underground power, water, gas, sewage and telecommunications.



Lancer Street, Harrisburg

Over 7.5 acres of semi-wooded, multi-family ground for sale in well-established, multi-family community. Excellent proximity to all services, shopping, transportation and more. Perfect for townhome development (approved for 37 units).



Linglestown Road, Harrisburg

9.48 Acres available in one of Linglestown Road's last remaining commercial parcels. Very desirable location in Lower Paxton Township among numerous restaurants, offices, and business services.



Lockwillow Avenue, Chiara Drive and Jaycee Avenue, Harrisburg

3.68 Acres available in one of the last developable tracks. Highly popular and targeted area of Route 22. The five parcels are zoned Commercial General. Call for additional details!



I-81 and W. Trindle Road, Carlisle

Two parcels for sale along W. Trindle Road. Great location directly off I-81. Call for details!

COMMERCIAL LISTINGS



12,400 SF former Planet Fitness located on heavily traveled Paxton Street, directly across from the Harrisburg Mall. Don't miss this opportunity to own or lease this prime real estate.



10,000 SF [to-be-built] functionally designed warehouse/shop space. The price is right and the East Hanover Township location is convenient to I-81.



Over 12,000 SF for sale with a flexible interior configuration. Building is currently being used as a church but space is very versatile and can be changed to fit the needs of a variety of users. Good visibility and quick access to Downtown Harrisburg, I-81 and I-83. **Price reduced!**



4,050 SF office building on 2.49 acres available for sale. The land could be subdivided into two parcels. Site is zoned for a variety of retail and commercial uses. Great West Shore location, with easy access to Route 15 and PA Turnpike, and minutes from Rossmoyne Business Park.



7,395 SF available on the first floor in the Harrisburg Transportation Center in Downtown Harrisburg. In walking distance to all the downtown restaurants, amenities, and Riverfront Park.



1,160 SF (Suite #4) space available in this newly constructed, modern facility. This end-unit has an open floor plan and can easily be modified for a commercial, retail or office user. There is easy access and exposure to Route 15.





8,000 SF beautiful historic schoolhouse turned successful furrier business is now available for sale. Real estate only. Potential user/investor opportunity available. Property has four apartment rentals (2nd floor) and can be subdivided into space for up to three businesses on the first floor.



6,500 SF well-known restaurant/diner available in prime location. Furniture, fixtures, and equipment can be purchased separately. Don't miss this opportunity to run a successful business!



11,550 SF former Yale Electric building available for sale or lease on heavily traveled Carlisle Pike. The building features a large showroom/office area and warehouse space. Great location with many retailers and restaurants nearby.



2,000 SF first floor space available for lease in this beautiful historic schoolhouse turned successful furrier business. Property features an open, bright, commercial space in the heart of Wormleysburg. There are gorgeous new hardwood floors, fresh paint, high ceilings, and private parking.

OFFICE LISTINGS



3029 N. Front Street, Harrisburg

4,744 SF three-story office building with lovely character and amazing river views. The property has been well-maintained over the years and was fully renovated in 2008. It is obvious that great attention to detail was made to modernize the property while keeping the early 1900's feel. **Price reduced!**



1029 Mumma Road, Wormleysburg

16,434 SF attractive office building available in well-established business park along the West Shore business corridor. Quick access to all major business hubs on both East and West Shores. Property has been well-maintained, features modern upgrades and has ample on-site parking.



208 N. Third Street, Suite 400, Harrisburg

4,642 SF sublease opportunity in completely renovated and updated suite on the 4th floor. This historic building faces the Capitol Complex with great window lines. All the downtown amenities are a few steps from the doors and parking is a block in every direction.



5006 E. Trindle Road, Mechanicsburg

Unit 101 First floor, brick condominium available for sale. The space features a large, open floorplan which allows for a multiple number of uses. The location is ideal along rapidly growing Trindle Road and allows for quick access to Routes 581 and 15.



156 Cumberland Parkway, Mechanicsburg

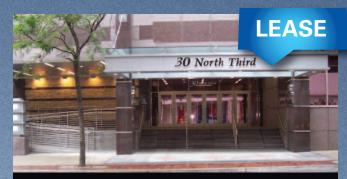
3,103 SF available in Suite 100. High-profile building offers quick access to Route 15 and PA Turnpike, plus great amenities. Over 200' frontage on Cumberland Parkway. It is hereby disclosed that a partner in the ownership of this property is a licensed real estate salesperson in the Commonwealth of Pennsylvania.



5275 E. Trindle Road, Mechanicsburg

7,018 SF open corner office suite offers functionality and usability. There are many private offices and large conference room(s) lining the perimeter. This professional office space features executive sized offices, private in-suite restrooms and two entrances.





30 North Third Street, Harrisburg

1,969 – 20,112 SF contiguous available in Class A office building. Skywalk to Strawberry Square, Harrisburg Hilton and connected parking garage directly across from the Capitol Complex. Great window lines.



17,748 SF property with 6,852 SF office, an adjoining warehouse and two additional storage garages on-site. The office space and storage garages will be vacated by the current occupant; the main warehouse is leased by a strong credit tenant until September 30, 2020 (right to terminate after 3 years.)



22,150 SF two-story, red brick office building on Derry Street. The building has perimeter windows on both levels. Parking ratio is approximately 5 vehicles per thousand square feet.



3525 N. 6th Street, Harrisburg

700-4,656 SF flexible office space available for lease. Suites are available on the first and second floors. Building is under new ownership and is undergoing major renovations. Good on-site parking available.



2604 N. 2nd Street, Harrisburg

800 SF second floor suite ready for tenant to lease. New carpets and fresh paint at affordable rental rate. Features large reception/waiting area, three private offices, a full kitchen with eating area, a full bathroom with washer and dryer, and on-site storage. Enjoy beautiful river views from the balcony.



1,819 SF attractive office suite available in recently renovated building. Easily accessible from I-83/Union Deposit Interchange. Good parking ratio.



148 Reno Street, New Cumberland

4,741 SF flex space featuring a clean, open floor plan with multiple offices, good storage and a dock. Offers quick access to I-83 and the PA Turnpike (I-76). Property can be leased with 144 Reno Street (for an additional cost). **Price reduced!**



774 Limekiln Road, New Cumberland

7,481 – 25,942 SF available in this beautiful, large office building located just minutes off I-83 and I-76 (PA Turnpike). Completely renovated in 2006, the property boasts high-end finishes, large windows and an open floorplan.



3552 Old Gettysburg Road, Camp Hill

2,208 SF available in this beautifully renovated building with large panoramic window lines. Quick connections to Route 15 and Route 581 make this site attractive for many users.



800 N. 3rd Street, Harrisburg

Prominent downtown office building across from the State Museum. One block from the Capitol Complex; perfect location for attorneys and associations. On-site parking and many other amenities are available to tenants. Suites range from 210 to 760 SF. **Price reduced!**



1,600 – 7,000 SF available – can be subdivided. Newly constructed class A office space for medical or professional use. Located along Linglestown Road (Route 39) with close access to lodging, Super Giant store, eateries, gas, banking, and all major transportation corridors.



415 Market Street, Harrisburg

Suites ranging from 500 - 3,113 SF on the second and third floors. Located in Enterprise Zone; permits professional offices, personal services and other common office use. In walking distance to all the downtown restaurants, amenities, and Riverfront Park.

*50% Off Base Rent For First Lease Year.





3601 N. Progress Avenue, Harrisburg

Prominent, two-story office building with Progress Avenue frontage is now offering medical/professional office space for lease. Lobby and common areas in the building have recently been renovated. The 1,375 SF suite features five private offices/exam rooms, a large reception/waiting and check-in area, a private bathroom and incredible views.



1779 W. Trindle Road, Building 200, Carlisle

1,000 – 3,218 SF office/retail space along busy Trindle Road. This property offers great visibility. Landlord will divide to suit tenant requirements. Easy access to I-81 and the rapidly growing Carlisle area. Located across from the Sheetz convenience store and adjacent to Target anchored Carlisle Crossing Shopping Center.



130 State Street, Harrisburg

955 SF available on the third floor. Located in the CBD along State Street leading to the steps of the Capitol Complex. Ideal for lobbyists, attorneys or other professionals who visit the City frequently. Turn-key condition and offered at a competitive full-service rate.



1335 N. Front Street, Harrisburg

2,000 SF functional first floor office space includes four offices, a work room, reception area, kitchen, and two bathrooms. Grand windows overlook beautiful Susquehanna River in Downtown Harrisburg. Good on-site parking with 8 spaces for first floor tenant. Conveniently located minutes from I-81 and I-83. **Price reduced!**



2,400 SF of medical or professional office space now available for lease. Five exam rooms, two private offices, lab area, break room, and large waiting/reception area. Plenty of windows allow for abundance of natural light. There is a generous parking area and quick access to Route 11/15.



208 N. Third Street, Harrisburg

335 – 2,000 SF turn-key suites available in prime CBD location. This historic building faces the Capitol Complex with the largest expanse of glass window lines in a privately owned building overlooking the Capitol. Multiple parking garages available within 1 block.



INDUSTRIAL LISTINGS

NEW SALE/LEASE

240 Silver Spring Road, Mechanicsburg

Single-story flex space located on heavily traveled Silver Spring Road. Property has been well-maintained over the years and has a flexible floorplan which could accommodate a variety of users. Excess land allows for additional parking or potential expansion.



20,611 SF functional, clean and inexpensive warehouse or can be an alternative use – grocery store or variety shop. Space just off I-83. 4 dock doors and 1 drive-in. Fully fenced yard. Across from the new Hamilton Health Center.



1039 S. 13th Street, Harrisburg

24,000 SF large, functional warehouse available. Property features some office area (with kitchen/break room, conference room and storage), a counter/showroom area and large warehouse spaces. Quick access to major local highways. The 1.82+/- acres sits on a corner and is partially fenced.



3,690 SF available in this flex space for a company in need of a storage or shipping area. It features a dock door, a potential drive-in and is open, clean and competitively priced. The park is situated right off Progress Avenue at the I-81 interchange with amenities in close vicinity.



85,000 SF of clean and functional industrial space. Features eight 8' x 8' dock doors and one 18' x 15' drive-in. Excellent for assembly or light industrial uses.



3525 N. 6th Street, Harrisburg

1,484 – 21,906 SF large economical warehouse space available for lease and currently undergoing major renovations. Various warehouse sizes and features can be accommodated before renovations commence. Located close to downtown and just off Front Street at I-81. Additional office spaces available.





83,544 SF large, clean warehouse facility built in 1996 and recently expanded. Location is ideal off the Miracle Mile at I-81

and the PA Turnpike (I-76) in Carlisle. Approximately 8,900 SF of finished office space and 74,644 SF of warehouse space. Price reduced!



151 Allendale Road, Mechanicsburg

70,710 SF functional warehouse, with 1,000 SF being office, available in convenient West Shore location. Includes six docks: 8' x 8'. Easily accessible from Route 15, Route 581 and I-81.



INVESTMENT LISTINGS



PENDING



914 S. 13th Street, Harrisburg

Great opportunity to purchase a fully occupied, freestanding building with high exposure to more than 90,000 vehicles daily. The site is 2.440 acres with 28,492 SF available, situated alongside I-83, just north of the South Bridge.

SALE



5620-5630 Derry Street 5650-5670 Lancaster Street, Harrisburg

Portfolio of four properties which includes three existing buildings and a 3 acre vacant parcel. Two buildings are leased to Brightwood until 2019 with an extension option. Great upside potential with the development of the vacant parcel and leasing the apartments (16 units: 8 two-bedroom, 8 three-bedroom), 9.03% CAP rate.



Bill Gladstone, CCIM, SIOR

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Taryn Allander, left center, is not a licensed REALTOR

If you are in the market for commercial, industrial, office or land property in the Greater Harrisburg Area, the Bill Gladstone Group of NAI CIR can help. Let them be your first step in finding a solution for your commercial real estate needs!

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