City of Philadelphia

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On the cover: The massive crane of the Kvaerner Philadelphia Shipyard at the former Naval Base and Shipyard in South Philadelphia. The Navy Yard, as the 1,000 acre site is now known, is actively being transformed into a mixed-use complex for office, research, industrial, and residential activity.

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City Stats

General Demographic and Economic Data

January 2005

The attached tables include general demographic and economic data that are frequently requested from staff at the Philadelphia City Planning Commission. For additional information, or to suggest corrections or improvements to this document, please contact the City Planning Commission staff.

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TABLE 1 POPULATION: PHILADELPHIA CITY AND REGION (MSA*), 1900-2000, (in thousands)

	1900	1910	1920	1930	1940	1950	1960	1970	1980	1990	2000
Philadelphia City	1,293.7	1,549.0	1,823.8	1,951.0	1,931.3	2,071.6	2,002.5	1,948.6	1,688.2	1,585.6	1,517.6
Philadelphia MSA	1,892.1	2,268.2	2,714.8	3,137.0	3,199.6	3,671.0	4,342.9	4,817.9	4,716.8	4,856.9	5,100.9

SOURCE: U.S. Bureau of the Census

TABLE 2 LABOR FORCE, EMPLOYMENT, AND UNEMPLOYMENT RATE: PHILADELPHIA CITY AND REGION (MSA*), 1993-2003, (in thousands)

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Labor Force											
Philadelphia City	681.3	662.1	651.3	650.1	652.9	644.2	643.0	661.8	668.9	676.1	666.9
Philadelphia MSA	2,463.7	2,448.8	2,457.2	2,499.0	2,542.2	2,540.4	2,569.0	2,552.5	2,596.3	2,647.6	2,626.6
Resident Employment											
Philadelphia City	616.8	609.2	600.9	604.2	607.5	603.9	603.9	623.2	627.6	624.4	616.0
Philadelphia MSA	2,288.5	2,299.6	2,313.3	2,367.1	2,418.7	2,431.0	2,462.0	2,452.1	2,484.8	2,500.9	2,481.1
Establishment Employment											
Philadelphia City	689.1	687.6	676.2	673.7	667.5	675.3	685.2	695.9	688.2	683.5	679.0
Philadelphia MSA	2,140.9	2,171.6	2,186.9	2,218.3	2,264.8	2,322.1	2,361.4	2,397.5	2,410.9	2,408.8	2,407.5
Unemployment Rate (%)											
Philadelphia City	9.5	8.0	7.7	7.1	7.0	6.2	6.1	5.8	6.2	7.6	7.6
Philadelphia MSA	7.1	6.1	5.9	5.3	4.9	4.3	4.2	3.9	4.3	5.5	5.5

NOTE: Labor force, resident employment, and unemployment are derived from household surveys and include self-employed persons. Establishment employment is derived from surveys of employers and includes only non-agricultural wage and salary workers. Self-employed persons are not included under establishment employment.

NOTE: * MSA is the Metropolitan Statistical Area. In Pennsylvania, the MSA includes Bucks, Chester, Delaware, Montgomery and Philadelphia Counties. In New Jersey, the MSA includes the counties of Burlington, Camden, Gloucester, and Salem.

SOURCE: Labor Force, Resident Employment, Unemployment Rate: Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis. Establishment Employment: U.S. Department of Labor, Bureau of Labor Statistics

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TABLE 3 ESTABLISHMENT EMPLOYMENT BY ECONOMIC SECTOR, PHILADELPHIA CITY AND REGION (MSA*), 1993-2003, (in thousands)

	1993	1994	1995	1996	1997(1)	1998	1999	2000	2001	2002	2003
City of Philadelphia											
Total Establishment Employment	689.1	687.6	676.2	673.7	667.5	675.3	685.2	695.9	688.2	683.5	679.0
Sector											
Manufacturing	54.9	52.8	50.1	47.3	45.0	44.5	43.9	43.2	39.9	37.3	33.9
Transportation & Utilities	26.2	26.4	24.8	24.1	25.1	24.8	25.1	25.7	25.5	26.4	27.5
Information	18.1	17.5	17.1	15.6	14.7	15.7	16.1	16.8	17.0	16.8	17.4
Wholesale and Retail Trade	86.0	84.6	83.0	79.8	75.5	76.8	77.8	77.2	73.4	71.3	70.3
Financial Activities	61.0	61.2	57.8	56.4	54.7	53.9	52.4	53.0	52.2	51.8	51.2
Services	263.1	266.9	268.1	273.0	275.2	281.5	286.4	291.6	293.1	296.4	299.2
Leisure & Hospitality	43.4	42.7	43.4	46.1	47.0	49.7	54.1	56.5	56.0	53.7	52.4
Construction and Mining	10.5	11.0	10.0	10.6	11.8	11.6	12.2	12.5	13.4	12.8	12.5
Government	126.0	124.6	121.9	120.8	118.7	116.8	117.2	119.6	118.0	117.1	114.5
Philadelphia Region (MSA*)											
Total Establishment Employment	2,140.9	2,171.6	2,186.9	2,218.3	2,264.8	2,322.1	2,361.4	2,397.5	2,410.9	2,408.8	2,407.5
Sector											
Manufacturing	280.1	279.6	276.2	269.1	269.3	271.5	267.7	267.0	254.8	235.8	222.8
Transportation & Utilities	74.5	76.9	76.1	77.6	78.8	80.4	82.0	82.8	83.5	83.3	84.3
Information	53.3	54.5	55.8	55.0	56.7	59.1	60.3	63.5	64.1	60.8	58.9
Wholesale and Retail Trade	348.8	357.2	363.7	368.2	369.0	377.1	384.5	391.2	390.1	385.8	387.1
Financial Activities	167.0	168.2	165.9	166.8	169.3	173.0	177.7	179.1	178.4	177.7	180.0
Services	701.8	717.5	729.4	755.5	783.7	817.1	831.1	842.8	861.2	878.7	884.4
Leisure & Hospitality	141.1	139.9	143.3	149.0	154.7	160.1	166.4	169.6	172.5	177.0	179.5
Construction and Mining	76.6	79.4	78.5	80.8	87.6	91.2	95.5	98.9	101.7	100.8	102.2
Government	297.9	298.5	298.0	296.6	295.5	292.7	296.2	302.5	304.8	309.0	308.3

NOTE: Sectors may not add to totals due to rounding. Establishment data do not include self-employed persons or proprietors.
(1) 1997 and later estimates for total and total government employment are not directly comparable to earlier years due to a change in the methodology for reporting US Dept. of Defense employment.

NOTE: * MSA is the Metropolitan Statistical Area. In Pennsylvania, the MSA includes Bucks, Chester, Delaware, Montgomery and Philadelphia Counties. In New Jersey, the MSA includes the counties of Burlington, Camden, Gloucester, and Salem.

SOURCE: U.S. Department of Labor, Bureau of Labor Statistics

TABLE 4 SELECTED INCOME DATA AND CONSUMER PRICE INDEX: PHILADELPHIA CITY AND REGION (MSA), 1993-2003

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Personal Per Capita Income											
Philadelphia City	$19,414	$19,414	$19,938	$20,792	$21,342	$22,444	$23,137	$24,572	$ 25,266	$26,369	n.a.
Philadelphia Region (MSA) [1]	$24,516	$25,165	$26,177	$27,515	$28,823	$30,763	$31,832	$34,062	$ 34,856	$35,753	n.a.
Median Household Effective Buying Income											
Philadelphia City	$30,086	$31,682	$27,542	$28,557	$29,561	$30,127	$31,621	$33,297	$29,995	$28,015	$28,150
Philadelphia (PMSA/MSA) [2]	$42,562	$44,815	$39,470	$41,192	$42,852	$44,425	$47,152	$49,717	$43,800	$41,820	$42,852
Philadelphia Urban CPI (1982-84 = 100)	150.2	154.6	158.7	162.8	166.5	168.2	171.9	176.5	181.3	184.9	188.8

SOURCE: Personal Per Capita Income from the U.S. Department of Commerce, Bureau of Economic Analysis (BEA), Regional Economic Information System
Since 2001, BEA has estimated sources of personal income according to the North American Industrial Classification System (NAICS)
(1) BEA uses February 2004, Office of Management and Budget (OMB) definitions of the Philadelphia Metropolitan Statistical Area (MSA)
These definitions include: Pennsylvania counties of Bucks, Chester, Delaware, Montgomery, and Philadelphia; New Jersey Counties of Burlington, Camden, Gloucester, and Salem; New Castle County, DE, and; Cecil County, MD.
Effective Buying Income from "Sales and Marketing Management", Survey of Buying Power (note:decrease 1994-1995 due to rebenchmarking)
(2) Prior to 2003, data is for the Primary MSA, which does not include New Castle County, DE, and Cecil County MD.
Consumer Price Index (CPI) from the U.S. Department of Labor, Bureau of Labor Statistics, for Philadelphia-Wilmington-Atlantic City Consolidated Metropolitan Statistical Area (CMSA).

TABLE 5 TOTAL RETAIL SALES: PHILADELPHIA CITY AND REGION (PMSA), 1993-2003

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Total Retail Sales (in $million)											
Philadelphia City	$8,323	$8,986	$8,950	$9,361	$9,495	$9,605	$10,874	$11,271	$11,173	$11,533	$11,367
Philadelphia Region (PMSA)	$40,858	$43,481	$44,309	$47,088	$48,187	$50,381	$58,259	$65,741	$65,090	$67,333	$70,032

SOURCE: Retail sales estimates from "Sales and Marketing Management", Survey of Buying Power. For this table, the region is defined as the Primary MSA, including Bucks, Chester, Delaware, Montgomery and Philadelphia Counties in Pennsylvania, and Burlington, Camden, Gloucester, and Salem Counties in New Jersey. Does not include New Castle County, DE, and Cecil County MD.

TABLE 6 MAJOR EMPLOYERS: CITY OF PHILADELPHIA, 2003

Employer	Number of Employees
Federal Government	32,000
City of Philadelphia (general fund and self-supporting departments)	26,580
Philadelphia School District (includes professional and support staff)	22,500
University of Pennsylvania	14,300
Jefferson Health System	14,300
Commonwealth of Pennsylvania	11,100
Southeastern Pennsylvania Transportation Authority (SEPTA)	8,500
University of Pennsylvania Health System	8,300
Temple University	7,000
Tenet Health System	7,000
Temple University Health System	6,200
US Airways	5,500
Children's Hospital of Philadelphia	5,100
Independence Blue Cross	5,000
Wachovia	4,500
Thomas Jefferson University	4,400
Verizon Corporation	4,300
Cardone Industries	4,000
American Express/Rosenbluth	3,000
Comcast Corporation	3,000
Mercy Health System	2,800
AMTRAK	2,400
PECO Energy	2,300
Rohm and Haas Co.	2,224
Drexel University	2,200
PNC Financial Services Group	2,200
Glaxo SmithKline	2,200
Sunoco	2,158
Fox Chase Cancer Center	2,100
Aramark Corporation	2,000
Acme Markets	1,600
CIGNA Corporation	1,600

SOURCE: Philadelphia City Planning Commission, Philadelphia Business Journal, Greater Philadelphia Chamber of Commerce. Federal government and Commonwealth employment data from PA. Dept. of Labor. Figures are intended to reflect full- time employment.

TABLE 7 HOUSING STOCK CHARACTERISTICS: PHILADELPHIA CITY AND REGION (PMSA), 2000

	Philadelphia City		Philadelphia PMSA	
Households				
Total Households	590,071		1,914,246	
Persons per Household	2.48		2.62	
% Elderly Households	27.0%		25.6%	
% One-person Households	33.8%		27.1%	
Median Family Income	$37,036		$58,395	
Housing Units				
Total Housing Units	661,958		2,047,843	
Owner-occupied Units (%)	349,633	59.3%	1,337,667	69.9%
Renter-occupied Units (%)	240,438	40.7%	576,579	30.1%
Census Vacancy Rate	10.9%		6.5%	
Age of Housing Stock				
% of Units Built, 1990-2000	2.2%		9.4%	
1980-1989	3.3%		10.0%	
1970-1979	6.9%		13.0%	
1960-1969	12.3%		14.0%	
1950-1959	17.0%		17.2%	
1940-1949	16.6%		11.1%	
1939 or Earlier	41.7%		25.3%	

SOURCE: U.S. Department of Commerce, Bureau of the Census

NOTE: * PMSA is the Primary Metropolitan Statistical Area. In Pennsylvania, the PMSA includes Bucks, Chester, Delaware, Montgomery and Philadelphia Counties. In New Jersey, the PMSA includes the counties of Burlington, Camden, Gloucester, and Salem.

Map A
City of Philadelphia
Planning Analysis Sections (PAS)

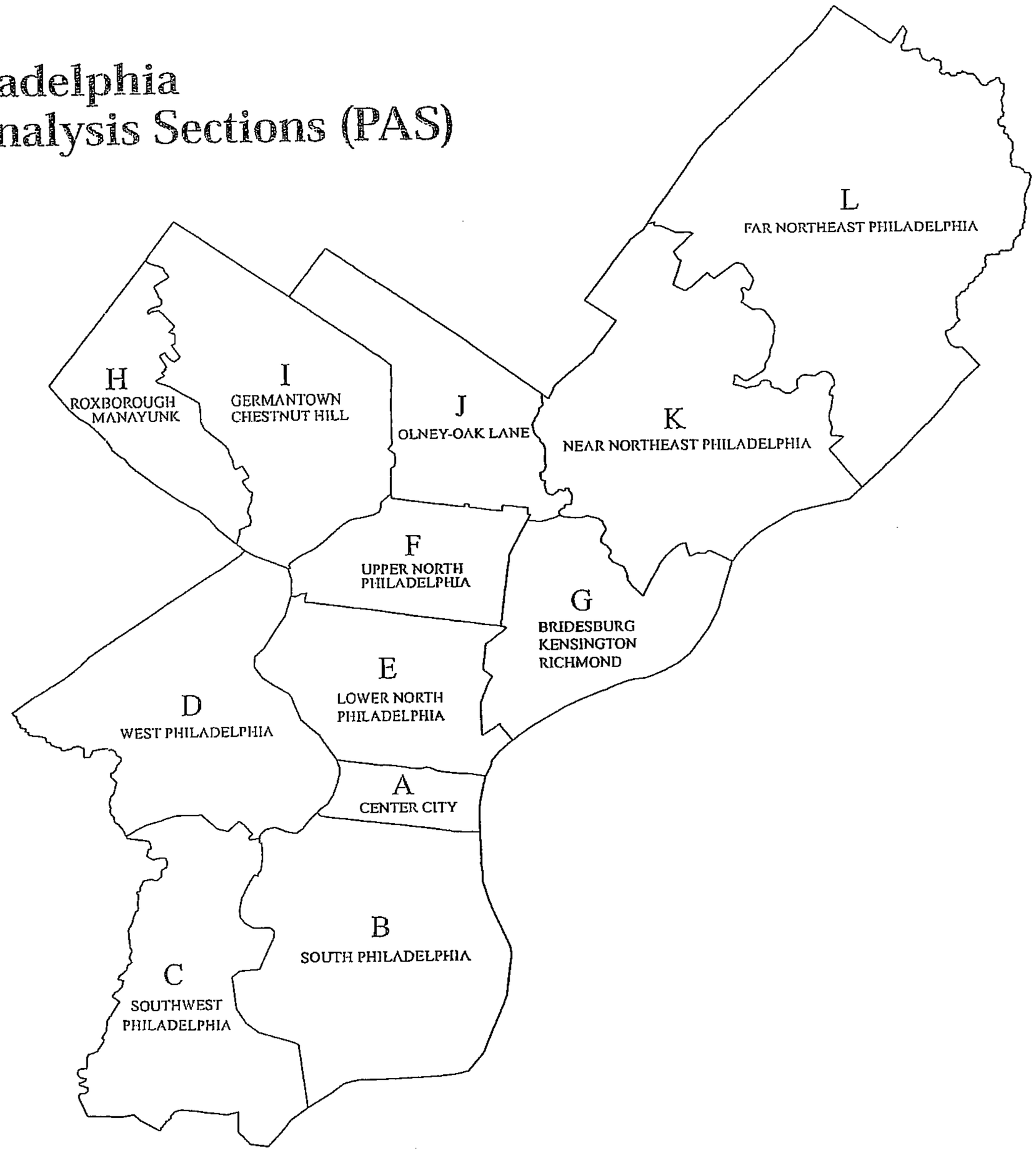


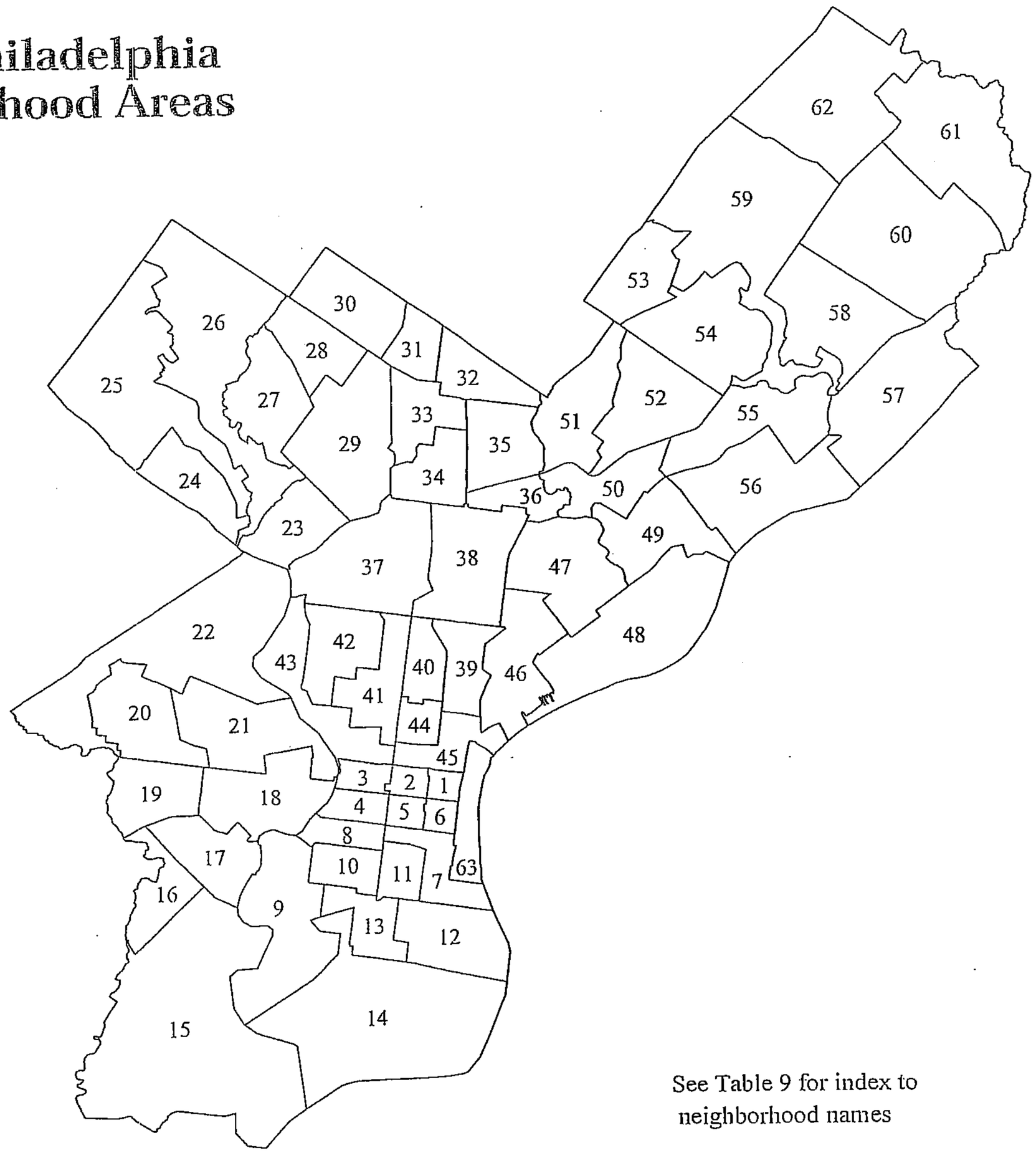
TABLE 8 PHILADELPHIA CITY POPULATION BY PLANNING ANALYSIS SECTION (PAS) AND RACE, 1980, 1990, AND 2000

	Total Population			White Population			Black Population			Latino Population*			Asian Population		
	1980	1990	2000	1980	1990	2000	1980	1990	2000	1980	1990	2000	1980	1990	2000
PAS															
A	43,552	45,645	49,855	39,220	38,826	39,247	2,572	3,620	4,042	715	1,083	1,760	1,343	2,778	5,017
B	188,318	170,944	155,531	126,569	107,635	82,797	57,752	54,446	53,051	3,345	3,972	5,367	1,990	6,948	13,913
C	86,328	81,885	75,716	39,155	30,226	14,410	45,969	49,439	55,812	773	780	1,266	664	1,772	3,432
D	232,979	219,713	209,130	63,850	52,664	36,571	162,448	158,188	157,087	2,558	3,008	4,024	4,319	7,144	8,757
E	170,611	146,491	125,875	28,405	25,376	24,679	125,230	104,442	85,418	19,575	18,651	16,845	746	1,559	2,228
F	113,693	106,045	93,763	28,559	13,244	11,238	67,197	64,336	57,217	22,725	33,740	33,126	926	1,257	875
G	100,865	94,715	94,434	99,464	90,640	66,395	466	960	9,608	1,129	3,004	20,053	496	1,390	2,866
H	45,440	42,525	41,568	43,542	40,164	37,216	1,267	1,616	2,544	335	461	736	517	548	963
I	110,455	103,266	100,152	44,748	35,277	28,307	63,568	66,084	67,119	1,416	1,610	1,846	1,001	950	1,343
J	184,039	176,550	171,538	72,370	43,809	19,935	102,865	114,028	123,839	6,503	13,726	18,988	4,197	10,334	11,027
K	248,559	237,251	241,865	240,962	223,337	189,971	4,677	7,037	26,951	2,577	5,801	18,955	1,754	4,447	9,736
L	163,371	160,547	158,123	156,240	147,388	132,501	4,867	7,740	13,136	1,919	3,357	5,962	1,697	4,395	7,497
TOTAL	1,688,210	1,585,577	1,517,550	983,084	848,586	683,267	638,878	631,936	655,824	63,570	89,193	128,928	19,650	43,522	67,654

SOURCE: U. S. Bureau of the Census.

*Note: Persons indicating Latino Population could be of any Race.

Map B
City of Philadelphia
Neighborhood Areas



See Table 9 for index to neighborhood names

TABLE 9 SINGLE-FAMILY HOME, MEDIAN SALES PRICE AMD SALES VOLUME, BY 63 NEIGHBORHOODS, 1997-2002

Neighborhood Number and Name		Median Sales Price ($)			Sales Volume (Number of Sales)		
		1997	2002	Percent Change 1997-2002	1997	2002	Percent Change 1997-2002
1	Old City	$85,000	$318,750	275%	23	6	-74%
2	Chinatown [1]	$0	$125,500	-	-	6	-
3	Logan Square	$130,000	$354,500	173%	17	16	-6%
4	Rittenhouse Square	$129,000	$351,200	172%	147	142	-3%
5	Washington Square West	$117,000	$248,000	112%	65	62	-5%
6	Society Hill	$119,500	$477,500	300%	120	10	-92%
7	Queen Village - Bella Vista - Hawthorne	$63,750	$120,000	88%	192	395	106%
8	South of South	$30,000	$92,750	209%	40	244	510%
9	Grays Ferry - Southbrook	$19,100	$27,500	44%	122	193	58%
10	Point Breeze	$11,000	$23,000	109%	103	223	117%
11	Italian Market - Southwark	$30,000	$75,000	150%	137	400	192%
12	Pennsport - Snyder - Whitman	$22,000	$40,000	82%	149	463	211%
13	South Broad	$38,000	$55,000	45%	292	635	117%
14	Packer Park - Girard Estates	$64,000	$90,000	41%	61	112	84%
15	Eastwick	$36,950	$57,000	54%	306	664	117%
16	Elmwood	$25,000	$45,000	80%	138	158	14%
17	Kingsessing	$13,500	$21,500	59%	85	290	241%
18	University City	$66,000	$134,000	103%	53	106	100%
19	Cobbs Creek	$19,600	$40,000	104%	76	285	275%
20	Haddington - Overbrook	$43,000	$42,000	-2%	273	478	75%
21	Millcreek - Parkside	$12,000	$20,000	67%	63	151	140%
22	Overbrook Park - Wynnefield Heights	$64,900	$74,780	15%	299	310	4%
23	East Falls	$64,500	$104,500	62%	75	156	108%
24	Manayunk	$61,250	$115,500	89%	178	430	142%
25	Roxborough	$99,500	$134,900	36%	163	280	72%
26	Chestnut Hill	$167,000	$262,500	57%	81	101	25%
27	W. Mt. Airy	$99,900	$167,250	67%	85	148	74%
28	E. Mt Airy	$77,250	$98,450	27%	108	187	73%
29	Germantown	$32,000	$55,000	72%	195	366	88%
30	Cedarbrook	$62,500	$77,000	23%	151	276	83%
31	W. Oak Lane	$43,000	$61,000	42%	63	165	162%

Table 9 continued on next page

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TABLE 9 SINGLE-FAMILY HOME, MEDIAN SALES PRICE AMD SALES VOLUME, BY 63 NEIGHBORHOODS, 1997-2002

Neighborhood Number and Name		Median Sales Price ($)			Sales Volume (Number of Sales)		
		1997	2002	Percent Change 1997-2002	1997	2002	Percent Change 1997-2002
32	E. Oak Lane	$69,450	$80,000	15%	94	131	39%
33	Belfield - Ogontz - Fern Rock	$23,125	$47,000	103%	46	133	189%
34	Logan	$25,000	$30,500	22%	77	142	84%
35	Olney	$46,000	$49,000	7%	404	464	15%
36	Feltonville	$36,750	$38,000	3%	162	223	38%
37	Nicetown - Tioga	$10,000	$23,500	135%	105	209	99%
38	Hunting Park - Fairhill	$5,975	$10,099	69%	246	453	84%
39	W. Kensington	$5,000	$25,000	400%	84	172	105%
40	Temple - Yorktown	$5,754	$30,000	421%	16	45	181%
41	Francisville - Cabot - Cecil B. Moore	$10,000	$25,000	150%	19	110	479%
42	Strawberry Mansion	$6,000	$12,500	108%	55	195	255%
43	Fairmount - Spring Garden	$86,000	$211,000	145%	151	225	49%
44	Poplar	$16,500	$32,000	94%	3	10	233%
45	Northern Liberties	$33,250	$130,000	291%	14	27	93%
46	Kensington	$17,500	$26,000	49%	401	676	69%
47	Juniata Park - Harrowgate	$34,900	$38,900	11%	453	673	49%
48	Richmond - Bridesburg	$33,950	$42,500	25%	192	301	57%
49	Frankford	$30,000	$33,000	10%	204	365	79%
50	Northwood	$50,500	$58,700	16%	186	304	63%
51	Lawncrest	$54,000	$57,900	7%	280	267	-5%
52	Oxford Circle - Castor Gardens	$58,000	$68,900	19%	574	1057	84%
53	Fox Chase	$93,500	$126,000	35%	109	162	49%
54	Rhawnhurst	$80,000	$109,900	37%	210	389	85%
55	Mayfair - Holmesburg	$62,000	$74,000	19%	421	901	114%
56	Wissinoming - Tacony	$50,000	$59,700	19%	279	620	122%
57	Torresdale	$72,000	$80,400	12%	115	134	17%
58	Pennypack	$86,600	$116,000	34%	155	289	86%
59	Bustleton	$97,750	$149,950	53%	252	308	22%
60	Morrell - Modena - Millbrook	$80,900	$106,450	32%	201	132	-34%
61	Parkwood	$81,250	$95,000	17%	114	79	-31%
62	Somerton	$104,450	$150,000	44%	250	316	26%
63	Central Delaware Riverfront [1]	$0	$0	-	-	-	-
	City of Philadelphia	$50,000	$60,000	20%	9,732	18,972	95%

Source: City of Philadelphia, Bureau of Revision of Taxes (BRT)

(1) too few sales were recorded in some years to allow for a valid estimate of median sales price.

TABLE 10 OFFICE LEASING ACTIVITY: CENTER CITY AND THE REGION, 1989-2004

Year	Leasing in Square Feet: Center City	Pennsylvania Suburbs	New Jersey Suburbs	Regional Total	Center City % Share of Region
1989	4,776,000	3,540,000	947,000	9,263,000	52%
1990	2,970,000	3,746,000	864,000	7,580,000	39%
1991	2,925,000	2,690,000	612,000	6,227,000	47%
1992	1,690,000	2,852,000	947,000	5,489,000	31%
1993	1,522,000	2,684,000	692,000	4,898,000	31%
1994	1,410,000	2,190,000	787,000	4,387,000	32%
1995	2,038,000	2,826,000	807,000	5,671,000	36%
1996	2,038,000	2,271,000	790,000	5,099,000	40%
1997	1,757,000	2,337,000	977,000	5,071,000	35%
1998	2,514,000	4,589,000	817,000	7,920,000	32%
1999	3,092,000	4,929,000	740,000	8,761,000	35%
2000	2,475,000	5,279,000	1,030,000	8,784,000	28%
2001	1,428,000	3,538,000	1,026,000	5,992,000	24%
2002	1,842,000	4,263,000	1,327,000	7,432,000	25%
2003	1,354,000	1,500,000	1,156,000	4,010,000	34%
2004 mid-year	2,052,000	1,470,000	775,000	4,297,000	48%
Annual Average 1989-2004	2,242,688	3,169,000	893,375	6,305,063	35%

SOURCE: CB Richard Ellis. Philadelpia Office

TABLE 11 COMPARISON OF AVERAGE CLASS "A", CBD* OFFICE RENTS AND VACANCY RATES: SELECTED CITIES, MID-YEAR 2004

City	Rental Rate ($ Per Square Foot Per Year)	Overall Vacancy Rate
New York City, NY (Midtown)	$52.04	9.3%
Washington, D.C.	$46.78	8.8%
Boston, MA	$42.76	12.3%
New York City, NY (Downtown)	$38.19	12.8%
San Diego, CA	$29.12	9.3%
Chicago, IL	$29.03	14.1%
Miami, FL	$28.98	14.8%
Seattle, WA	$28.09	15.3%
San Francisco, CA	$27.38	17.7%
San Jose, CA	$25.67	17.8%
Los Angeles, CA	$25.20	15.8%
PHILADELPHIA, PA	**$25.00**	11.2%
Phoenix, AZ	$23.00	21.1%
Atlanta, GA	$22.30	21.4%
Portland, OR	$22.13	11.6%
Houston, TX	$21.11	21.9%
Denver, CO	$20.59	15.4%
Dallas, TX	$19.95	24.1%
St. Louis, MO	$18.90	17.7%
Tampa, FL	$18.27	16.0%

* Central Business District

SOURCE: CB Richard Ellis, Philadelphia Office

TABLE 12 MAJOR CONSTRUCTION PROJECTS COMPLETED, 2000-2004

Year Complete	Project Name	Address	PAS*	Type*	Use	Size	Developer	Cost ($mil.)
2000	Kvaerner Shipyard	PNBC	B	R/C	Industrial	--	PIDC/Kvaerner	$400
	Loews Philadelphia Hotel	1200 Market St.	A	C	Hotel	590 rooms	12th St. Hotel Assn.	$115
	Wharton School-Huntsman Hall	3451 Walnut St.	D	N	Institutional	324,000 SF	U Penn	$99
	Ritz Carlton Hotel	1400 South Penn Square	A	C	Hotel	330 rooms	Arden Group	$88
	Southwark Plaza	4th St./Washington Ave.	B	N/R	Residential	940 units	SPLP	$55
	Penn's Landing Hyatt Hotel	Columbus Blv./Walnut St.	A	N	Hotel	350 rooms	Somerset	$54
	Sofitel Hotel	116-22 S. 17th St.	A	C	Hotel	300 rooms	Accor, N. America	$45
	The Drake	1512 Spruce St.	A	R	Residential	280 units	Forest City Residential	$32
	University City Science Center	3535 Market St.	D	C	Institutional	400,000 SF	Townsend Capital	$30
	Hilton Garden Inn	1100 Arch St.	A	N	Hotel	282 rooms	Switzenbaum	$30
	Terra Building	211 S. Broad St.	A	C	Institutional	300,000 SF	University of the Arts	$30
	Grover Washington Middle School	B St./Olney Ave.	J	N	Institutional	--	School District.	$27
	One Meridian Plaza Demolition	15th St./South Penn Sq.	A	N	Demolition	800,000 SF	E / R Associates	$25
	Parke Ridge Phase 2	8400 E. Roosevelt Blvd.	K	N	Residential	299 units	Pennypack Assoc.	$25
	Federal Detention Center	700 Arch St.	A	N	Institutional	100,000 SF	Federal Government	$25
	Drexel University Dormitory	101 N. 32nd St.	D	N	Residential	300,000 SF	Drexel University	$20
	Cricket Court Commons	549 W. Manheim St.	I	R	Residential	228 units	MWManor-LP/Ingerman	$20
	Avenue of Arts Building	1346 Chestnut St.	A	C	Residential	176 units	Ron Caplan	$18
	Independence Park Garage	501-35 Market St.	A	R	Parking	650 rooms	Parking Authority	$16
	Port of Technology	3624 Market St.	D	N	Institutional	144,000 SF	Urban America LP	$16
	W. Poplar Nehemiah Phase II	13th/Poplar Sts.	E	N	Residential	101 units	Poplar Enterprise	$14
	Elderly Housing 1	5500 block Arch Street	D	N	Residential	100 units	Salvation Army	$10
	Eagles Practice Facility	1 Novacare Way	B	N	Sports	108,000 SF	Eagles/NovaCare	$10
	One South Broad	Broad/Chestnut Sts.	A	R	Mixed	464,804 SF	One South Broad	$7
	Kelly Fieldhouse	17th St./Girard Ave.	E	N	Institutional	60,000 SF	St. Joseph's Prep	$7
	Super Fresh	12123 Knights Rd.	L	N	Retail	57,000 SF	Mills Corp.	$5
	Ricoh Business Systems	2727 Commerce Way	L	N	Industrial	63,000 SF	Ricoh Business Systems	$5
	Prime Plate Enterprises	Quarters L (PNBC)	B	C	Industrial	--	Ed Gleason	--
2001	Terminal F	Philadelphia Int'l Airport	C	N	Terminal	190,000 SF	US Airways	$100
	1500 Spring Garden	1500 Spring Garden	E	C	Office	1.2 million SF	Amerimar	$85
	The Left Bank	3100 Chestnut St.	D	C	Residential	700,000 SF/287 units	Carl Dranoff	$55
	League Island Boulevard	PNBC	B	N	Highway	--	PIDC	$45
	Women's Detention Facility	State Rd/Rhawn St.	K	N	Prison	80,000 SF	City of Philadelphia	$33
	Children's Village	Girard College	E	N	Residential	155,000 SF	Girard College	$30
	Convention Center Parking	1201-39 Filbert St.	A	N	Parking	--	Parkway	$29

*PAS = Planning Analysis Section. See map on Page 6

*Type Code N - New C - Conversion R - Rehabilitation

SOURCE: Phila. City Planning Commission and published reports

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TABLE 12 MAJOR CONSTRUCTION PROJECTS COMPLETED, 2000-2004

Year Complete	Project Name	Address	PAS*	Type*	Use	Size	Developer	Cost ($mil.)
2001 (cont.)	Adelphia House	1229 Chestnut St.	A	R	Residential	350 units	Lubert and Adler	$25
	Golf Course (Old Budd Plant)	1 Red Lion Rd.	L	N	Recreation	188 acres	Transit America , Inc.	$23
	The Lofts @ 1835 Arch	1835 Arch St.	A	C	Residential	256,000 SF/192 units	Forest City	$20
	Fresh Grocer	40th/Walnut Sts.	D	N	Mixed	50,000 SF	U Penn	$20
	Hampton Inn	1301-09 Race St.	A	N	Hotel	240 rooms	Affordable Hosp. Assoc.	$20
	Patriot Building	1601 Sansom St.	A	C	Residential	80 units	John Turchi	$12
	Home Depot	2539 Castor Ave	G	N	Retail	151,000 SF	Home Depot	$12
	Pier 70 Plaza	Columbus Blv./Mifflin St.	B	N	Retail	83,000 SF	Delaware 1851 Assoc. LP	$10
	Presbyterian Housing Bldg	16th/Reed Sts.	B	N	Residential	67,000 SF	PSC Apartments Inc.	$10
2002	Frankford EL Reconstruction	Spring Garden/Bridge-Pratt	E,G,K	R	Transit line	--	SEPTA	$765
	Kimmell Center	Broad/Spruce Sts.	A	N	Theaters	3,280 seats	RPAC	$255
	Richmond Frequency Converter	3801 N. Delaware Ave.	G	N	Transit	--	Amtrak	$140
	Four Penn Center	1600 JFK Blv.	A	R	Office	525,000 SF	Leggat McCall	$88
	Dockside	Pier 30 S. Columbus Blv.	B	N	Residential	242 units	DePaul Group	$75
	The Phoenix Phase 1	1600 Arch Street	A	R/C	Residential	452,000 SF/267 units	Keating Development	$73
	Marriott Residence Inn	Juniper/Market Sts.	A	R/C	Hotel	269 rooms	Marriott International	$58
	Wills Eye Hospital	8th/Walnut Sts.	A	N	Institutional	125,000 SF	Wills Eye Hospital	$40
	American College Of Physicians	190 Independence Mall W.	A	N	Office	150,000 SF	A.C.P	$35
	Independence Visitor Center	501-35 Market St.	A	N	Institutional	50,000 SF	Visitor Center Corp.	$32
	Fedex Distribution Center	3560 Grays Ferry Ave.	B	N	Industrial	110,000 SF	Cargex	$15
	15th Street Garage	15th/Spruce Sts.	A	N	Mixed	668 spaces	Parkway Corp.	$31
	The Barclay Phase 1	237-47 S. 18th St.	A	R	Residential	200 units	--	$30
	Delaware Avenue	North of Vine Street	E,A	R	Highway	--	PennDOT	$30
	Kardon/Atlantic Building	1801 N. 10th Street	E	R	Residential	240 units	Philadelphia Management	$30
	University Crossings	15 N. 32nd St.	D	C	Residential	450,000 SF/254 units	Philadelphia Management	$25
	2121 Market St.	2121 Market St.	A	C	Mixed	186,000 SF/168 units	Philadelphia Management	$23
	Strawbridges	801 Market St.	A	C	Office	382,487 SF	Preferred Investments	$20
	Origlio Beverage	3000 Meeting House Rd.	L	N	Industrial	230,000 SF	Antonio Origlio Inc.	$15
	Target Corp.	Snyder Plaza	B	R	Retail	126,000 SF	Target Corp.	$15
	Leonard Pearlstein Center	3220 Market St.	D	N	Institutional	40,000 SF	Drexel University	$15
	Spring Lane Meadows	501 Spring Lane	H	N	Residential	78 units	Westrum	$13
	Green Tree Apartments	400-14 Walnut St.	A	C	Residential	80 units	John Turchi	$12
	Old Shoe Factory Lofts	314-22 N. 12th St.	A	C	Residential	96,844 SF/63 units	Old Shoe Partners/Orens	$10
	The Bridge: Cinema De Lux	40th/Walnut Sts.	D	N/C	Commercial	8 screens	UPenn	$8
	Almo Warehouse	Commerce Way	L	N	Industrial	114,000 SF	Almo	$6
	F.M.I. Direct Mail	Cornery/Hornig Rds.	L	N	Industrial	55,000 SF	F.M.I. Direct Mail , Inc.	$4

*PAS = Planning Analysis Section. See map on Page 6

*Type Code N - New C - Conversion R - Rehabilitation

SOURCE: Phila. City Planning Commission and published reports

TABLE 12 MAJOR CONSTRUCTION PROJECTS COMPLETED, 2000-2004 (continued)

Year Complete	Project Name	Address	PAS*	Type*	Use	Size	Developer	Cost ($mil.)
2003	Lincoln Financial Field	Pattison Ave/11th St.	B	N	Sports	68,532 seats	Eagles/City/State	$512
	Terminal One	Philadelphia Int'l Airport	C	N	Terminal	785,000 SF	U S Airways	$325
	Frankford Transport. Center	5200 Frankford Ave.	K	N	Transport	65,500 SF	SEPTA/Fed. Gov.	$180
	Greater Grays Ferry Estates	1806 Corlies Street	B	N	Residential	245 units	PHA	$165
	National Constitution Center	501 Arch St.	A	N	Museum	132,000 SF	National Constitution Cntr	$130
	Abramson Research Center	Civic Center Blv.	D	N	Institutional	125,000 SF	Children's Hospital	$100
	Falls Ridge	4301-4501 Ridge Ave.	I	N	Residential	288 units	Universal/Pennrose	$74
	MarMaxx Distribution Center	276 Red Lion Rd.	L	N	Industrial	1 million SF	Liberty Property	$60
	The Grande	111 S. 15th St.	A	R	Mixed	335,000 SF/258 units	Metro/Joshua Sloan	$60
	PA Academy of Fine Arts	Broad/Cherry Sts.	A	R	Institutional	90,000 SF	PA Academy of Fine Arts	$35
	CCP Business/Industry Center	Callowhill/Franklintown	E	N	Institutional	97,000 SF	Community College	$29
	Wilson Park	2500 Jackson St.	B	R	Residential	153 units	PHA	$19
	Levine Hall (UPenn)	3320 Walnut	D	N	Institutional	50,000 SF	Upenn	$16
	Temple Community Center	15th St./Cecil B. Moore	E	N	Mixed	61,000 SF	Temple University	$16
	Hunter Elementary School	Front/Cumberland	E	N	School	--	School District	$16
	Julia de Burgos Elementary	4th/Lehigh Ave.	F	N	School	--	School District	$16
	Suffolk Manor	1416 Clearview Ave.	I	R	Residential	137 units	PHA	$14
2004	Citizen's Bank Park/Phillies	1 Citizens Bank Way	B	N	Sports	1.15 million SF	Phillies/City/State	$458
	St. James Court	200 W. Washington Square	A	N	Mixed	307 units	P&A Assoc. / Boston Fin.	$80
	Quartermaster Plaza	2300 Oregon Ave.	B	N	Retail	540,000 SF	Forest City Ratner Cos.	$70
	Richard Allen Homes	10th/Brown Sts.	E	R	Residential	408 units	PHA	$60
	Columbus Commons	2206 S. Columbus Blv	B	N	Commercial	600,000 SF	Goldenburg	$55
	30th St. Station Garage	N side 30th St. Station	D	N	Parking	2,100 spaces	Berwind Property Group	$50
	Whitman Square	9701 Roosevelt Blv.	L	N	Retail	434,800 SF	The Goldenberg Group	$40
	St. Joseph's University - Dorms	54th St./City Ave.	D	N	Mixed	400 units	St. Joseph's University	$33
	Athletic Recreation Center	43rd and Woodland	D	N	Institutional	78,000 SF	University of the Sciences	$30
	The Reserve at Packer Park	20th/Pattison-Oregon	B	N	Residential	230 units	Westrum	$30
	Cambridge Plaza	920 Parrish Street	E	N	Residential	85 units	PHA	$29
	AppTec Laboratory Services	4751 League Island Blvd	B	N	Industrial	75,000 SF	Liberty Property Trust	$28
	Victory Building	1001 Chestnut St.	A	C	Residential	106,000 SF/75 units	Lupert Adler/Jefferson U.	$25
	University Village	10th St./Cecil B. Moore	E	N	Residential	221 units	Titan Investments, Inc.	$22
	World Café	3807 Spruce St.	D	C	Institutional	40,000 SF	U Penn	$15
	E. Spencer Middle School	4300 Westminster	--	C	Institutional	--	School District	$15
	Frankford Hospital-Torresdale	Knights/Red Lion Rd.	L	N	Hospital	51 beds	Frankford Hospital	$15
	Schuylkill River Park	Spruce St. to Art Museum	A	N	Park	1.2 miles	City/SRDC	$14
	The Cigar Factory Condos	1147 North 4th St.	E	C	Residential	96 units	Eric Blumenfeld	$14
	Barthco International	Broad St./Delaware River	B	C	Office	45,000 SF	Barthco	$10

*PAS = Planning Analysis Section. See map on Page 6

*Type Code N - New C - Conversion R - Rehabilitation

SOURCE: Phila. City Planning Commission and published reports

TABLE 13 MAJOR PROJECTS UNDER CONSTRUCTION, 2004

Project Name	Address	PAS*	Type*	Use	Size	Developer	Cost ($mil)
Frankford-Market EL	4600-6300 Market St.	D	R	Transit Line	--	SEPTA	$370
U. S. Postal Distribution Center	7500 Lindbergh	C	N	Industrial	910,000 SF	U. S. Postal Service	$289
Waterfront Square	900-999 Penn St.	E	N	Residential	789 units	Isle of Capri Associates	$280
Navy Yard Corporate Center	PNBC	B	N	Office	1,400,000 SF	Liberty Property Trust/Synterra	$250
The Piazza	2nd St./Girard Ave.	E	N	Mixed	416 units	Tower Investments	$125
Cira Centre	30th St. Station	D	N	Mixed	650,000 SF	Brandywine Realty Trust	$116
Girard Avenue Light Rail	6201 Girard-3300 Richmond	E,D,G	R	Transit Line	--	SEPTA	$94
Lucien Blackwell Homes	46th/Aspen	D	N	Residential	120 units	PHA	$94
Martin Luther King Plaza	770 S. 13th St.	B	N	Residential	245 units	PHA	$90
School District Admin.Building	440 N. Broad St.	E	C	Office	850,000 SF	Phila. School Reform Comm.	$81
National Products Building	109-31 N. 2nd St.	A	C	Mixed	325 units	Matrix/Hovnanian	$75
Edgewater	23rd/Race Sts.	A	N	Residential	290 units	Realen	$70
Tivoli	1900 Hamilton	A	N	Residential	122 units	ValHal Corporation	$55
Microsoft School of the Future	39th and Girard Ave.	D	N	Institution	--	School District	$50
Belber Building	22nd/Arch Sts.	A	C	Residential	176 units	Orens Brothers Inc.	$41
Fox Chase Cancer Center	7701/7701R Burholme Ave.	L	N	Institutional	120,000 SF	Fox Chase Cancer Center	$38
Westrum - 20th/Geary	20th/Geary Sts.	B	N	Residential	228 units	Westrum Development Co.	$35
C.B.Moore Homeownership Zone	17th/Oxford Vicinity	E	N/R	Residential	296 units	HUD/City	$30
The Metro Club	8th/Race Sts.	A	C	Residential	128 units	Metropolitan Hospital	$30
La Salle University Housing	1825-27 Lindley Ave	J	N	Residential	119 units	La Salle University	$26
Liberties Walk	2nd/George St.	E	N	Mixed R/C	35,000 SF	Tower Investments	$25
Brewerytown Square	31st/Master Sts.	E	N	Residential	144 units	Westrum Dev. Co.	$25
Jefferson Sq. Revitalization	Jefferson Square	B	N/R	Residential	94 units	Jefferson Square CDC	$23
Suburban Station	1601 J.F.Kennedy	A	R	Transit	--	SEPTA	$20
Feltonville School	210 East Courtland	J	N	Institutional	112,000 SF	Philadelphia School District	$14
Elderly Housing 4	4200 Mitchell St.	H	C	Residential	65 units	Interac/Friends	$12
The Lofts at Bella Vista	1101 Washington Ave.	B	C	Residential	78 units	Metro Development Co.	$12
22 Front	14-22 S. Front St.	A	N	Residential	38 units	640 Devel./Revolution Devel.	$10
The Studios	311 S. Juniper St.	A	C	Residential	85 units	Goldman Properties	$6
Boone School Lofts	Northern Liberties	E	C	Residential	38 units	Tower Investments	$6
1022 New Market	1022 New Market	E	C	Residential	18 units	Tower Investments	$3

*PAS = Planning Analysis Section. See map on Page 6
* Type Code N - New C - Conversion R - Rehabilitation

SOURCE: Phila. City Planning Commission and published reports

TABLE 14 MAJOR PROPOSED CONSTRUCTION PROJECTS, 2004

Project Name	Address	PAS*	Type*	Use	Size	Developer	Cost ($mil.)
Children's Hospital	34th St/Civic Center Blv.	D	N/R	Hospital	1,200,000 SF	Children's Hospital	$650
Convention Center Expansion	Broad/Arch Sts.	A	N	Institutional	200,000 SF	City/State	$464
Northern Shipping	7777, 7777R State Rd.	K	N	Mixed	tbd	TPS	$300
One Pennsylvania Plaza	100 N. 17th St.	A	N	Office	--	Liberty Property Trust	$250
Byberry Redevelopment	Byberry Site	L	N	Res./Office	105 acres	Westrum/Brandywine	$150
Mariner Tower	1413-37 Chestnut St.	A	N	Mixed	809,400 SF	Mariner Commercial Prop.	$140
10 Rittenhouse Square	10 Rittenhouse Square	A	N/C	Mixed	150 units	ARC Wheeler Group	$140
Philadelphia Coke Site	Buckius/Richmond Sts.	G	N	Mixed	70,000 SF	Westrum/Hovnanian	$125
One South Penn Square	15th/Chestnut Sts.	A	N	Residential	899,000 SF	Craig Spencer	$120
Liberty Landing - Phase 1	1301 S. Columbus Blv.	B	N	Residential	350 units	Local 19/Hampton RE Grp	$95
Symphony House	400 S. Broad	A	N	Mixed	160 units	Dranoff, Gamble, Lomax	$92
15th/Arch Offices	15th/Arch Sts.	A	N	Office	440,000 SF	Parking Authority	$85
1706 Rittenhouse Square St.	258-62 S. 17th St.	A	N	Residential	40 units	Parkway/Scannapieco	$78
Holy Redeemer Senior Hsg	8550 Verree Rd.	K	N	Residential	1,015 units	Holy Redeemer	$75
World Trade Center-Phase I A	Columbus Blv/Callowhill	E	N	Residential	358 units	Carl Marks & Co.	$73
U.S. Naval Home/Naval Square	2300 Gray's Ferry Ave.	B	N/R	Residential	345 units, phase 1	Toll Brothers	$60
Thurgood Marshall Center	4601 Market	D	N	Institutional	--	Dept. of Human Services	$60
North Pointe	1600 N. Broad St.	E	N	Mixed	60,000 SF	Beech Interplex /Tower	$50
4700 City Ave.	4700 City Ave.	D	--	Residential	451 units	Winther Investment	$50
AAA Garage Conversion	23 S. 23rd St.	B	C	Residential	110 units	Turchi Inc.	$40
University City Science Center	3777 Market St.	D	N	Institutional	400,000 SF	Townsend Capital	$40
Urban Outfitters Relocation	PNBC	B	N	Office	--	PIDC	$35
Mulford Building	640 N. Broad St.	E	C	Mixed	400,000 SF/215 units	Corvest Opportunity Fund	$30
Tacony Army Warehouse	6801 State Rd.	K	N	Residential	tbd	TPS	$30
Umbria Village	4862 Umbria Sts.	H	--	Residential	213 units	Stubbs Enterprises	$28
Target	City Ave-Adams Mark Hotel	D	C	Retail/Mixed	tbd	--	$25
3250 N. Broad St.	3250 N. Broad St.	E	N	Mixed	178,000 SF	Overbrook Investment	$25
Western Union Building	1103 Locust	A	C	Mixed	218,210 SF	WU Locust Partners	$25
Girard College Elementary	2101 S. College Ave.	E	N	Institutional	167,000 SF	City of Philadelphia	$21
Enterprise Heights (Phase 1)	4628 Market St.	D	N	Office	84,000 SF	Enterprise Center CDC	$20
Enon Tabernacle	Cheltenham/Mt. Pleasant	J	N	Institutional	94,000 SF	Enon Tabernacle Baptist	$20
Target	Richmond/Castor	G	N	Commercial	33,000 SF	Salmon & Butler	$20
Master Street Housing	3000-98 Master St	E	N	Residential	176 units	--	$20
Susquehanna Village Senior Hsg	15th/Susquehanna	E	N	Residential	73 units	Susquehanna Village LP	$11

*PAS = Planning Analysis Section. See map on Page 6

* Type Code N - New C - Conversion R - Rehabilitation

SOURCE: Phila. City Planning Commission and published reports

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The Case for Regional Cooperation

Ted Hershberg
This essay appeared in The Regionalist (December, 1995), vol. 1, no. 3

INTRODUCTION

Will metropolitan Philadelphia be better off in the global economy if the city at the core of the region collapses? If you live in the suburbs, do you believe that what happens to Philadelphia is without significant consequence for you and the community in which you reside?

Let us be clear about the argument. It is not that the suburban communities surrounding a failed Philadelphia will be wiped out by virtue of their proximity to ground-zero in an atomic blast. They won't. But suburban residents are wrong if they think they won't suffer any fallout. The fact is they have a compelling economic interest in Philadelphia's viability.

Ample evidence documents that suburbs surrounding healthy central cities are better off than those surrounding relatively sick ones, and proof is mounting that regions -- not cities or counties -- will be the pre-eminent competitive units of the global economy. The issue is not whether the city and suburbs are tied together in a regional economy -- they are -- but how to ensure that the region will prosper in the future. The fear and frustration felt by so many suburbanites about the problems of big cities is understandable, but their economic interests are not well served by turning their backs and ignoring the troubles next door. Such a course guarantees that problems will grow, opportunities will be lost, and, in the long run, everyone will be worse off. The time has come to recognize the mutuality of interests across the region and to begin a rational dialogue about what it will take to work with each other to shape a prosperous future.

Regional cooperation spins on two axes, not simply one. Although the focus of this essay is on the more familiar and difficult city-to-suburb relationships, suburb-to-suburb cooperation remains an important part of the larger challenge facing the region. Southeastern Pennsylvania has 239 municipalities and 63 school districts. These units of government offer citizens highly-valued local control, but they also give rise to a cloud of parochialism that obscures the necessity for change demanded by the competitiveness of the new global economy.

NEW GLOBAL ECONOMIC REALITIES

There is an apocryphal story about an American in the 1930s who grew weary with the world rushing off to war. To get away from the madness, he sold all his possessions in the states and bought a piece of land on a remote South Pacific isle known for its beauty and tranquility. Unfortunately, he settled on Guadalcanal, the site, as World War II buffs know, of the fiercest fighting in the Pacific Theater. The moral of the story is that the past

is not always a useful guide for the future. The global economy ensures the future will differ from the past. International trade, which equaled only 11 percent of America's GNP in 1960, reached 25 percent in 1990 and is growing rapidly. Already 25 percent of agricultural produce is exported, 30 percent of autos sold in America are produced by foreign manufacturers, 40 percent of corporate profits among Fortune 500 companies and 20 percent overall are derived from international activities, and 40 percent of all commercial loans in the U.S. are made by foreign banks. Ten percent of American pension funds, $500 billion, is invested in Asian companies alone.

Many Americans, particularly those in positions of leadership today who came of age in the years between 1945 and 1970, still have not fully understood the nature of this change. The subconscious assumptions they hold about America's place in the world order were formed when we were the world's undisputed leader after World War II decimated the economies of our friends and our enemies alike. In the late 1940s, America's GNP was half of world's; in 1950, American per capita GNP was four times that of West Germany and fifteen times that of Japan.

But world dominance was temporary, and it gave way rapidly in the years following 1970. By the late 1980s, America accounted for only 23 percent of world GNP, and by 1990, Japan's per capita GNP slightly exceeded our own. Since 1970, dominance has been lost in industries that were once synonymous with America -- steel, machine tools, chemicals and autos -- while consumer electronics has been virtually wiped out.

As the rest of the developed world caught up to us in these difficult decades, the lives of working men and women were affected. Real wages have been flat since 1970: only the top 20 percent of American male workers have improved their standing; 20 percent were stagnant and 60 percent actually experienced a decline. Our standard of living did not fall at the same time, largely because women entered the labor force in record numbers, but absent polygamy there will be no third spouse to send into the labor force to bail us out in the future. Moreover, since 1989, even median household income has fallen despite the fact that Americans now work longer hours and a greater proportion now hold at least two jobs than in the last half century. According to Lester Thurow (1995), income inequality is also growing -- among men working full time the earnings gap between the top and bottom quintiles doubled in the last 25 years -- and the distribution of wealth is worsening, with the share of wealth held today by the top 1 percent of the population (more than 40 percent), rising to what it was in the late 1920s. Although these troubling statistics result from many factors, including new labor-saving technologies and the decline of unions, it is clear that America must adapt to the competitive challenges of the global economy."

The global economy has already affected the lives of all Americans in powerful ways, and its impact will increase as barriers to free trade continue to fall, global capital markets become more fluid and telecommunication technologies accelerate the flow of information. If we understand the future, we greatly increase our chances of successfully adapting to the changes it will bring.

THE REGIONAL IMPLICATIONS OF THE GLOBAL ECONOMY

The starting point is to recognize that the competitive unit of the global economy is the region -- not the city, suburb or county. Victor Petrella (1993), Director of Science and Technology Forecasting for the European Union, believes: Within 50 years, such nation-states as Germany, Italy, the United States and Japan will no longer be the most relevant socioeconomic entities and the ultimate political configuration. Instead, areas like Orange County, California, Osaka, Japan, the Lyon region of France, or Germany's Ruhrgebeit will acquire predominant socioeconomic status. The real decision making power of the future . . .will be transnational companies in alliance with city-regional governments.

Kenichi Ohmae (1995), former senior partner at McKinsey & Company and leader of a Japanese reform movement, put it this way in his new study, The End of the Nation State: The noise you hear rumbling in the distance is the sound of the later 20th century's primary engine of economic prosperity -- the region-state -- stirring to life. No longer will managers organize the international activities of their companies on the basis of national borders. Region-states have become the primary units of economic activity. It is through these region-states that participation in the global economy actually takes place.

Neal Peirce, national columnist and, with Curtis Johnson and John Stuart Hall (1993), co-author of Citistates, contends that "Only when the central city and its surrounding counties work together will they be able to compete effectively. It won't be America versus Japan or Germany, but Greater Philadelphia versus metropolitan Tokyo or Stuttgart."

It is not difficult to understand why. Only regions have the necessary scale and diversity to compete in the global marketplace. Only regions have an asset profile capable of projecting overall strength in sharp contrast to the much less attractive profiles of individual counties or cities which lack either key infrastructure or a sufficiently skilled labor force.

Regions, moreover, are the geographic units in which we create our goods and services. We hire from a regional labor force. We count on a regional transportation system to move the people and the materials involved in their production. We rely on a regional infrastructure to keep the bridges and roads intact and our sewers and pipelines functioning. We live in a regional environment whose water and air do not recognize political boundaries.

Finally, although most people don't realize it, regions have always been the geographic units of economic competition. The national economy is a set of summary statistics drawn from the performance of distinct regional economies. The global economy has important implications for regions. Let us consider three: develop human resources, lower the costs of goods and services, and use scarce investment capital wisely.

Develop Human Resources

The source of comparative advantage in the future will be human capital. Future competition, argues Lester Thurow (1992) in Head-to-Head: The Coming Economic Battle Among Japan, Europe, and America, will be characterized by competition over seven "brain intensive" industries -- computers and software, robotics and machine tools, civilian aviation, microelectronics, materials sciences, biotechnology and telecommunications -- that offer high paying jobs to their workers and bring prosperity and world prestige to their countries. But even jobs requiring lower skills will be far more demanding than in the past. While only 30 percent of the jobs in the year 2000 will require college degrees, fully 89 percent will require post-secondary training.

Employers may recruit their top managers from a national labor pool, but they must rely on the regional labor force for the lion's share of their workers. If the region's schools and training institutes are not producing workers with adequate skills, the premium employers will have to pay to attract qualified labor from outside the region will erode their competitiveness. Even though big corporations have the resources to compensate by retraining their workers, such a strategy unavoidably adds to their costs, while small businesses, utterly dependent on the quality of local institutions, lack even this option.

The central argument of America's Choice: High Skills or Low Wages, the Report of the Commission on the Skills of the American Workforce (1990), was summarized by William Brock, a Commission co-chair and former U.S. Labor Secretary. If companies in every country in the world can now buy "idiot-proof machinery" to compensate for workers with terribly deficient skills, and if there are people elsewhere in the world who will work for $5 per day with the same equipment as Americans who want $10 or $15 per hour, then we cannot compete on the basis of wage. We can only compete on the basis of skill..

Suburban schools generally have lower drop-out rates, better achievement scores, and higher college enrollment rates than city schools, but there should be no comfort in this comparison. Nor does it matter if our schools are somewhat better than they were twenty years ago. The appropriate comparisons are first to schools in the rest of the developed world and here the results are sobering. On average, American students are measurably far behind students in other nations -- their future competitors -in math, science and critical thinking skills. Only the top 10 to 20 percent of our kids can be considered truly competitive.

The second comparison -- how does the human capital of our kids match up with the skill requirements of twenty-first century jobs -- is equally troubling. Of new entrants to the nation's labor force between 1985 and 2000, roughly 80 percent have the skills for only the bottom 40 percent of the jobs, and only 5 percent have the skills for the top 40 percent of the jobs.

As corporate leaders well understand, America cannot succeed in the global economy unless every able-bodied citizen has the skills required by the demanding jobs of the new economy. The results of the recent National Adult Literacy Survey are shocking: half the

adult population in the U.S. is ill-equipped for the job requirements of the 21st century global economy. Although this makes clear that the challenge is national rather than solely urban, the fact remains that great efforts to improve human capital must be made in our cities. Here is where a disproportionate number of the fastest growing segment of new labor force entrants -- immigrants and minorities -- reside, which means they are attending some of the nation's worst schools and living in some of our worst environments. The cost of supporting people who are unable to contribute to the economy -- those without skills, on welfare or in prison -- will hold us down just as surely as a weight tied to a kite's tail. The suburbs cannot be hermetically sealed off from the city or the world. The future standard of living of the children of the haves will be determined to a significant extent by the productivity of the children of the have-nots. The region -- city and suburbs together -- must work to adopt rigorous academic performance standards for its students and its schools benchmarked against the toughest in the developed world, expand greatly training for high school graduates not going to college, make admission to its colleges and universities far more demanding, and increase the availability of advanced on-the-job training in the work place.

Lower the Costs of Goods and Services

The good news is that the global economy means vast new markets: with 5.5 billion people, the world has more than twenty times the population of the United States. The bad news is that our goods and services must now compete with firms around the world. As the latest round of corporate downsizing suggests, the competition is fierce, in part because of a dramatic shift that is making commodities out of what used to be specialized products. A decade ago an IBM personal computer was unique. Today many manufacturers produce high quality clones, making computers a commodity, like so much rice, wheat and potatoes. The result in industry after industry is rapidly falling prices, and the message is clear: firms that can keep costs down will remain competitive; others will fade away.

It is absolutely essential to grasp how global competition differs from domestic competition. For 30 years, critics have pointed out the inefficiency of duplicated services, facilities and personnel that result from too many local governments. Others have lamented the inadequate management of regional resources such as labor force, transportation, infrastructure and environment. But despite the higher costs resulting from inefficiencies found outside the firm and beyond the direct control of company managers, reformers found few supporters.

There are two reasons why these inefficiencies did not matter very much when the competition was domestic. First, the inefficiencies noted above did not cut into profit margins because producers passed their costs onto their customers in the form of higher prices. Second, since all domestic producers did the same thing, no one derived competitive advantage.

But when the competition is international -- and for whatever reasons the prices for foreign goods and services are coming in lower than our own -- inefficiencies that spring from domestic practices undercut our competitiveness. Thirty years ago, 20 percent of

General Motors' assembly line workers were illiterate, but it didn't matter, as David Osborne and Ted Gaebler (1992) remind us, because 20 percent of Ford's and Chrysler's workers were illiterate as well. Today, when 100 percent of Toyota's workers are literate, it matters a great deal. When voters understand that the choice they will increasingly face to maintain the competitiveness of American goods and services in a global economy is either to lower their wages or to find ways of reducing costs and managing resources outside their firms more efficiently, they will, not surprisingly, choose the latter. Behaviors and governance structures considered sacrosanct today, I contend, will change far more rapidly than most people currently appreciate.

The time has come to scrutinize a host current behaviors. In metropolitan Philadelphia, for example, fiscal policy, land use, growth management and zoning decisions are being made by municipalities -- 239 in Southeastern Pennsylvania and 100 in South Jersey -- rather than at the level of multiple municipalities, the county or the region. But the response should not assume that the regional scale is automatically best. Rather, the political smog that obscures our choices should be blown away by an objective cost-benefit analysis to determine what size "service shed" -- geographic scale -- is appropriate for what service and, for that matter, whether government should produce the service or contract it out to the private sector. The issue before us, as Richard Nathan (1994) has argued, is not structural -- requiring the consolidation of local governments into larger units, but functional - offering services at the most efficient geographic scale.

Use Scarce Investment Capital More Productively

When crime, drugs, homelessness, and other social problems spill over into adjacent suburban communities, the response of those who can afford it has been to move even farther away to more pristine areas at the peripheries of our regions. This process is embedded in the concentric rings of growth that emanate outward from our central cities.

Very troubling signs in the older, inner-ring suburbs suggest that the pace of out-migration and other indicators of deterioration -- job loss, housing depreciation, drugs, crime and related social problems -- are accelerating faster than in the central cities they surround. The reason is that these small communities lack the basic resources the big cities rely on to slow down and mediate the process of decline. These inner-ring communities do not have large central business districts generating substantial tax revenues to underwrite essential services in the neighborhoods; they do not have large police forces to maintain safety and a sense of social order as the crime rate climbs; and they do not have the sizeable public and not-for-profit human and social service agencies to address the needs of the poor and disadvantaged.

This out-migration from the cities and the inner-ring suburbs leads to new development in the exurbs, requiring new roads and highways, water mains and sewer lines, schools and libraries, homes and shopping centers, office and sport complexes. When this happens, we end up spending our scarce investment dollars redundantly because we are essentially duplicating an infrastructure that already exists in older suburbs and central cities. Such growth also often represents a highly inefficient use of our land. In

Southeastern Pennsylvania between 1970 and 1995, for example, while population declined by 140,000, one quarter of the region's prime farmland was lost to development.

This redundant spending imposes heavy opportunity costs because these dollars are not available for vital investments in productivity. To improve our competitive position in the global economy, America's regions would be far wiser to undertake more cost-effective development by adopting metropolitan growth rings, by increasing residential and job densities in existing suburbs and cities, and by investing the savings in research and development, plant and equipment and human capital. The current practice of redundant spending is akin to eating our seed corn. America can ill afford public policy that leads to throw-away cities, throw-away suburbs, and throw-away people. "It's the economy, stupid" read the now famous sign on James Carville's wall, announcing the central message for the 1992 Clinton presidential campaign. For those of us who want to see our metropolitan areas prosper in the twenty-first century, the sign should be amended to read: "It's the global economy, stupid!" In sum, the global economy has forever changed the rules of competition. Either we adapt intelligently or we face a significant deterioration in our standard of living and an increasingly worrisome unequal distribution of wealth within our regions that threatens the stability of our democracy.

ECONOMIC LINKAGES BETWEEN THE CITY AND THE SUBURBS

The nation's economy is an aggregation of metropolitan economies in which the fortunes of the cities and suburbs are intertwined. Here are just a few examples of the economic linkages that bind them together. We'll first consider relationships between cities and suburbs in general and then review some of the specific linkages between Philadelphia and the surrounding suburban counties.

Detroit and Its Suburbs

Skeptics about regional cooperation often pose the "Detroit question": If cities and suburbs are so interdependent, then why are Detroit's suburbs doing well while the city is an economic wasteland? While the Detroit suburbs are doing well relative to the city, it turns out this is a misleading comparison. According to a Philadelphia Federal Reserve Bank study (Voith, 1992) of 28 metropolitan areas in the Northeast and Midwest, the better off the central city, the better off are its suburbs. The Detroit suburbs have experienced considerably slower job, population and income growth than the suburbs surrounding healthier central cities. For example, although the population of the Detroit suburbs grew 2 percent between 1980 and 1990, the average for northeastern suburbs during that period was almost 7 percent.

National League of Cities

In its recent study, All In It Together: Cities, Suburbs and Local Economic Regions (Ledebur and Barnes, 1993), the National League of Cities documents that in each of the 25 metropolitan areas with the most rapidly growing suburbs, central city incomes also increased from 1979 to 1989. "No suburb in this high growth set experienced income growth without corresponding growth in their central city. . . For every one dollar in increase in central city household incomes, suburban household incomes increase by

. $1.12." Cities and suburbs are not two distinct economies, the report concludes, "but a single highly interdependent economy. . . their fortunes [are] inextricably intertwined. Cities and suburbs grow or decline together."

Cities Without Suburbs

In Cities Without Suburbs, David Rusk (1993), the former Mayor of Albuquerque, New Mexico, describes a fascinating set of differences between elastic cities (those that have been able to annex or merge with their suburbs so they are "without" suburbs) and inelastic cities (those whose growth stopped at their historic political boundaries and therefore are surrounded by suburbs). It turns out that in elastic cities, income distributions are more equal, poverty is less concentrated, crime rates are lower, residential segregation is lower, and schools are less segregated. By contrast, Rusk argues that inelastic cities like Philadelphia "are programmed to fail." He does not write off the Philadelphias of the world, however, because he believes public policies promoting regional responses can produce greater social and economic equity.

Citistates

In CITISTATES: How Urban America Can Prosper in a Competitive World, nationally-syndicated columnist Neal Pierce, writing with Curtis Johnson and John Stuart Hall (1993), argues that the true economic units of the global economy are citistates, a new name for metropolitan areas. With the end of the Cold War, the battleground of the future will be economic, not military, a shift that will diminish the role of nations and enhance the importance of regions. Based on case studies of metro areas that included Baltimore, Dallas, Phoenix and Seattle, Peirce contends that only when the central city and the surrounding suburban communities work together will they be in a position to compete effectively against the metropolitan economies of Frankfurt, Milan and Osaka. Peirce urges metropolitan residents to recognize the indivisibility of the citistate, find a niche for the region in the global economy, focus on workforce preparedness, plan for a multicultural future, fight for fiscal equity, and build a sense of regional citizenship.

Wharton Real Estate Center's "New Urban Strategy"

The consequences of continued urban decline will be felt well beyond city borders. A 10 percent decline in the value of real estate in just nine of America's largest cities would mean losses of $160 billion, reports Real Estate Professor Joseph Gyourko (Gyuorko and Summers, 1994) of the University of Pennsylvania's Wharton School, an amount roughly equal to cost of the entire savings and loan bailout. A great many suburbanites - shareholders in the banks, insurance companies and pension funds that own these properties -- would be among the losers.

The evidence from around the nation, then, is compelling, but does it hold true for Southeastern Pennsylvania? Despite the striking growth of the suburbs in past decades, research done here strongly suggests that many economic ties bind Bucks, Chester, Delaware, Montgomery and Philadelphia Counties together.

Commuting Patterns in Metropolitan Philadelphia

Although most people live and work in a single county and suburb-to-suburb commuting is on the rise, a great many people cross Philadelphia's borders as part of the "journey-to-work." Each day 395,000 commuters are on the move in and out of the city. Fifteen percent of suburban residents come into the city (down from 20 percent in 1980), and altogether, Philadelphia imports almost one-third of its labor force. Meanwhile, 20 percent of city residents commute to jobs in the suburban counties (up from 15 percent in 1980). These commuting patterns are important linkages between the city and surrounding counties that are experienced by real people in very real ways.

Purchases of Goods and Services

A 1991 survey of over 1,000 area firms conducted by the Center for Greater Philadelphia revealed that despite considerable suburban economic growth the region's economy remains tightly integrated. For example, nearly 20 percent of all goods and services purchased by firms in Bucks, Chester and Delaware Counties are acquired from Philadelphia firms. Overall, when direct and indirect purchases are considered together, roughly one-quarter of Southeastern Pennsylvania's $110 billion gross metropolitan product in 1991 was a function of city-county business transactions.

Best-Case and Worst-Case Scenarios for the Year 2000

When Philadelphia was at the brink of bankruptcy in 1991, leaders of the Pennsylvania General Assembly asked the Center for Greater Philadelphia to consider the question "what would happen to the suburbs if the city went down the tubes?"

Two regional job scenarios were constructed for the Sixth Southeastern Pennsylvania State Legislators' Conference (Hershberg, 1991). The worst case was based on the 1970s when the city lost 40 percent of its manufacturing jobs, 18 percent of its total jobs, and 13 percent of its population. The best case was based on the 1980s when the city ended the decade with roughly the same number of jobs it had at its start and population loss slowed to less than half the prior decade's rate.

The difference between these two scenarios in the year 2000 is 268,000 fewer jobs in Bucks, Chester, Delaware and Montgomery Counties and 178,000 fewer jobs in Philadelphia. This would represent a loss to the region of $11.6 billion in wages, and a loss to the state treasury of $585 million in personal income, corporate net income and sales taxes (in 1990 dollars).

It Won't Be a Zero-Sum Game

Nor would Philadelphia's deterioration be a zero-sum game for Pennsylvania in which city jobs move to the suburbs and the state treasury breaks even because only the location of economic activity changes. Although many city firms would move to the suburbs, some would close rather than relocate, others would downsize, and still others would leave the region entirely. One study of manufacturing firms in the 1970s estimated that at least 30 percent of jobs eliminated in the city did not relocate. Such losses are shared by everyone.

Suburban Housing Values are Affected by Philadelphia's Economy and Access to Commuter Rail Another glimpse into the integrated regional economy comes from the work of Richard Voith (1993), Senior Economist at the Federal Reserve Bank of Philadelphia. Voith set out to learn whether access to commuter rail service in the suburban counties boosts home values. In a careful study that controlled for access to highways and the quality of homes, Voith found that residences in neighborhoods with rail service -- about 258,500 owner-occupied houses -- enjoy a premium of 6.4 percent in housing values over those areas without service. This amounts to $1.45 billion in the value of residential real estate over the five-county region. In new research examining the value of homes in Montgomery County located near commuter rail lines, Voith found that prices fell in the 1970s as the city's manufacturing economy collapsed and rose sharply in the mid-1980s when the Philadelphia economy, especially downtown jobs, rebounded.

GOOD THINGS HAPPEN WHEN THE CITY AND SUBURBS COOPERATE

The case for regional cooperation is solid. Intense new competition in the global economy makes regions the strategic units of future economic competition. Moreover, economic linkages between the city and the suburbs make cooperative strategies in everyone's self-interest. But there is a third basis for this approach and that is, simply put, good things happen when the city and the suburbs cooperate. Let's consider three of the leading achievements of regional cooperation in Southeastern Pennsylvania in the last decade.

Regional Success Stories

Pennsylvania Convention Center: The new center, the most important economic development project in Philadelphia's modern history, functions as the cornerstone of an ambitious, multipronged effort to make Philadelphia a "Destination City" in the burgeoning global hospitality industry. The suburban counties are now working with the city to develop a regional tourism strategy. The $525 million facility was made possible with a contribution of $185 million from the Commonwealth of Pennsylvania, an investment that required cooperation between political leaders from both parties across the region.

Philadelphia Regional Port Authority (PRPA): In 1990, the General Assembly created the PRPA, a partnership between the State and Bucks, Delaware and Philadelphia Counties. The Authority has been a "win-win" proposition: the City was freed from a multi-million drain on its annual budget; $60 million was made available for Port capital and marketing projects, including Philadelphia's first intermodal facility; and PRPA was instrumental in attracting a new rail line to the region. The Ports' competitive position will be greatly improved by the recent affiliation of PRPA and the South Jersey Port Corporation under the auspices of Delaware River Port Authority.

SEPTA Capital Funding: In an historic breakthrough in 1991, the Pennsylvania General Assembly provided a source of predictable funding for all 37 of the Commonwealth's mass transit agencies. Numerous studies have documented the significant impact the

Southeastern Pennsylvania Transportation Authority has on the region's economy, and the guarantee of a reliable funding stream allows SEPTA to continue its rebuilding process. Once the region's leaders reached consensus on ensuring SEPTA's future capital needs, the debate between city and suburbs gave way to the search for a politically viable funding formula.

Southeastern Pennsylvania Commands Considerable State Power

The reason good things like these can happen when city and suburban state leaders cooperate is that Southeastern Pennsylvania is the most powerful region in the state. John Stauffer, the former Majority Leader of the Pennsylvania State Senate from Chester County, recognized this at the first regionwide Conference of elected officials in 1985 when he said: "If we in Southeastern Pennsylvania ever flexed our political muscle on both sides of the aisle, we'd be a formidable force to be reckoned with in Harrisburg."

While Bucks, Chester, Delaware, Montgomery and Philadelphia Counties are only five of the state's 67 counties, they account for 31 percent of the state's population, 33 percent of its jobs and 36 percent of its income. The five counties, moreover, are home to many leaders of the General Assembly. As of November, 1995, these include House Speaker Matthew Ryan (R-Delaware County); House Majority Leader John Perzel (R-Philadelphia), and Senate Majority Leader Joseph Loeper (R-Delaware County); and all four Appropriations Committee Chairmen: Rep. Dwight Evans (D-Philadelphia) Sen. Vincent Fumo (D-Philadelphia), Rep. Joseph Pitts (R-Chester County) and Sen. Richard Tilghman (R-Montgomery County).

PHILADELPHIA REBOUNDS

The 1990s are critical years for Philadelphia and the region. The decade began with a national recession, which in conjunction with an accumulated deficit of $250 million, brought the City of Philadelphia to the brink of bankruptcy. But in November 1991, Edward G. Rendell won election as the city's new Mayor and has led Philadelphia in a remarkable comeback.

Central to his success was a political alliance with John Street, President of the Philadelphia City Council. This partnership has meant that for the first time since 1980, the city's Mayor and City Council have worked in tandem to promote Philadelphia's best interests. Since Rendell is white and Street is African American, it has also meant that highly divisive racial politics have been avoided in a city where whites and non-whites share political power.

Working together, Rendell and Street produced a five-year fiscal plan that won approval from the Pennsylvania Intergovernmental Cooperation Authority, the fiscal oversight committee created by the state with the power to issue bonds on Philadelphia's behalf. Bankruptcy was avoided, budgets were balanced, and new labor contracts containing remarkable wage, health benefits and work rule concessions were signed with all four of the city's municipal labor unions. The public financial markets have responded by buying Philadelphia's bonds at low, prevailing market rates of interest. In 1995, the City reported

an $80 million surplus, and Rendell was re-elected by a 77 percent margin. The restoration of Philadelphia's fiscal image has been paralleled by other events with high national visibility:

- ·Metropolitan Philadelphia ranked third in overall livability by the 1993 Places Rated Almanac;
- ·Fortune magazine rated Philadelphia among the ten "Best Cities for Knowledge Workers" (November 15, 1993); and · FBI statistics documented that the Philadelphia region is the safest of the twelve largest U.S. metropolitan areas.

The city's long-term economic prospects hold real promise. The city and region have considerable strength in higher education with 80 institutions granting degrees in higher learning and 50,000 college graduates annually. The region has enormous strengths in health care, medical education and research, biotechnology and pharmaceuticals. Organized venture capital companies can now be found throughout the region, and they support synergies among universities, entrepreneurs and the growing base of companies in what promoters call "Medical Valley" and "America's High-Tech Mainstreet."

The $525 million Pennsylvania Convention Center opened in downtown Philadelphia in 1991, and by all measures is living up to its advance billing as the anchor institution for the city's growing hospitality industry that promises to become a major sector of its economy. Efforts valued at several hundred million dollars are now underway to develop the Avenue of the Arts on South and North Broad Street as lively settings for the performing arts, and entertainment-based development is proceeding smartly on the Delaware River waterfront. Along with the city's unique comparative advantage as the birthplace of American democracy, these multiple developments are helping transform Philadelphia into an exciting "Destination City" in a global economy marked by extensive travel, tourism and trade.

Serious Social Problems Remain

Despite these strengths and the Mayor's Economic Stimulus Plan, Philadelphia's prospects are not without serious threats. The city's tax base has eroded precipitously, as Philadelphia lost 10 percent of its jobs between 1990 and 1993. Although the city added jobs in 1994, other significant weaknesses endure. One family in five is mired in poverty, and unemployment, particularly for nonwhites, remains high. The 1980s saw the rise of new and costly social problems, including AIDS, homelessness, and the crack epidemic. The condition of public housing is disgraceful, and the past performance of public schools has been dismal (although it is gratifying to see the efforts of the new school superintendent, David Hornbeck, to implement fundamental reform through his "Children Achieving" agenda). So it can be argued that despite all the positive trends described above, Philadelphia and America's other big cities are on greased skids. What distinguishes one from the other is the angle of descent. Aid is needed to at least help level the fiscal playing field so that cities can stabilize their revenues by holding on to their job and population base. But without intervention from federal and state governments, America in the long run may well lose all its big cities, Philadelphia included. The time has come to get the suburbs involved.

TOWARD A DIALOGUE BETWEEN THE CITY AND THE SUBURBS

If I've convinced you that the region's best chance for success in the global economy requires city-suburban cooperation, it should also be clear that it is in the counties' and state's best interests to help Philadelphia survive in the face of declining federal aid, an eroding local tax base, and mounting social problems. Philadelphia's neighboring suburban counties can help in three important ways.

First, modest county funds are needed for varied regional projects. Bucks, Chester, Delaware, Montgomery and Philadelphia Counties should undertake joint strategic planning, expand regional marketing strategies, embrace tax base sharing for new economic development, promote regional tourism, dedicate funds for the region's arts and cultural institutions, protect open space, and create a regional airport authority. While the details and the politics behind each initiative differ, they share the common notion that regional opportunities require regional responses. This agenda was advanced by the 2,000 business, civic and political leaders as well as concerned citizens who gathered at the Call to Action Conference on May 25, 1995, which was organized by the University of Pennsylvania's Center for Greater Philadelphia, the Greater Philadelphia Chamber of Commerce and Greater Philadelphia First. They heard addresses by Pennsylvania Governor Tom Ridge, Philadelphia May or Ed Rendell and Neal R. Peirce and considered eighty-nine regional initiatives collected in the Greater Philadelphia Investment Portfolio.

Second, Philadelphia will need political support from suburban legislators in the General Assembly to provide additional state funding for the social costs associated with the support of the disadvantaged. Fairness dictates that these costs should be shared more equitably by citizens across the Commonwealth. These disadvantaged people are Pennsylvanians, not just Philadelphians, and their problems are not of the city's making. To overcome the perception that "giving additional funding to Philadelphia is like throwing the money down a hole," most Philadelphians would likely accept some form of state control over social programs in return for adequate state aid to meet needs. Neither economic nor moral ends are served by balancing the city's budget on the backs of the poor or by driving Philadelphia into bankruptcy in a futile attempt to meet social needs beyond its fiscal capacity. Cities cannot solve social problems because they cannot redistribute income without driving out businesses and middle income taxpayers.

The devolution of federal authority to the states in the form of block grants also presents an excellent opportunity for the states to stimulate regional approaches. Instead of distributing all block grant funds directly to individual counties, states would reserve portions only for counties who joined together as regions and submitted strategic plans spelling out how they would allocate funds for health care, welfare, job training, education, environment, and the like. The metropolitan planning organizations or MPOs, which determine how to spend the "flex" dollars set aside by the Intermodal Surface Transportation Efficiency Act, suggest a mechanism through which regional decisions could be made.

Third, and perhaps most importantly, political leverage from the suburban counties is needed to help the city continue government reform and to use more effectively the large sums of money it already spends on education and government operations.

I am not suggesting that the suburbs should come to the table with a blank check -- that would be both counter-productive and politically impossible. But the time has come to begin a candid dialogue about what can be done to keep central cities like Philadelphia fiscally stable and economically viable. Voters in the city and suburbs must ask Republicans and Democrats to stop the histrionics and get on with the difficult task of finding solutions because partisan politics is now a luxury neither the region nor the nation can afford.

If suburban residents believe state funds have been put to poor use in Philadelphia, this is the moment to sit down and agree on the changes that need to be made to use these funds more effectively. If further aid is required in the city, suburban political support could be conditioned on the adoption of fundamental reforms. A possible model is the Wharton Real Estate Center's "New Urban Strategy," which proposes no new net funding for urban America. However, cities which undertake serious reform should be rewarded with additional dollars while those which refuse to make the tough political choices should receive fewer dollars. In short, many desired changes in cities may prove impossible without this new politics of leverage from the suburbs.

Although there is no line item in the federal budget for "cities," as HUD Secretary Henry Cisneros (1995) has pointed out, the aggregate impact of the cuts proposed by the Congress for Medicaid, food stamps, welfare, Head Start, education, job training, mass transit, and the earned income tax credit will have a devastating impact on urban America because this is where those in poverty and with low incomes disproportionately reside. Suburban leaders need to understand that these cuts will further destabilize the cities they surround, with serious consequences for their communities as well. We also must not become captives of our own language. Words such as city and suburbs suggest monoliths where none exist; they give rise to false, but powerful images of We/They and Us/Them. The images are reinforced with census data and the political numbers favor the suburbs: nationwide one quarter of Americans live in cities and one-half live in suburbs.

Yet many older, inner-ring suburban communities more closely resemble the cities than they do the affluent suburbs where the wealthiest 20 percent of Americans live. During the 1980s, these older, inner-ring suburbs generally lost population, had little or no job growth, saw housing values stagnate or decline, and watched urban social problems such as homelessness, crime, and drugs spill-over into their communities. The city-suburban duality distorts reality, buttresses partisan approaches, and complicates the cooperative arrangements that should follow economic self-interest.

Not too long ago regional cooperation was an oxymoron, but efforts by a great many people and organizations in the last decade have made it a strategy taken seriously by business, civic and political and leaders. Although substantial progress has been made, much of what remains to be done will be more controversial. When asked to move in

these more difficult directions, elected officials in the city and suburbs first look over their shoulders to see if their constituents are behind them. For those of us who believe in regional cooperation, it is time to build a host of parades. Of course the barriers of race, class and politics that divide the city and suburbs are formidable. But we must accept the fact the global economy is putting Americans on the same team. The economic realities of the 1990s make clear that we are in this together and that cities and suburbs must work cooperatively. In our region people must recognize that "Philadelphia bashing" is old politics. The failure to respond to the fiscal factors that undermine the city's competitiveness is old economics. It is time to change. It is time for city dwellers and suburbanites to develop a quid-pro-quo, to ask what they expect from each other and to explore what they will do if each lives up their respective commitments.

Although a compelling argument based on morality and social justice can be made to bring the city and suburbs together, the case presented here is based on economic self-interest. This is not an exercise in what we should be doing, but in what we have to do to be competitive in the global economy.

Lest this task seem overwhelming, it is good to recall in closing that truly radical changes can occur: the Soviet Union has collapsed, the Berlin Wall has come down and the Germanies have united, Arabs and Israelis are making peace, and black and white South Africans are peacefully building a new nation together. Surely we can have regional cooperation in metropolitan Philadelphia.

For copies of this piece, please contact cgpinfo@pobox.upenn.edu

Committee of Seventy

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Banking with one focus. You.

The Committee of Seventy

Wednesday, October 0

The Rebirth of the Committee of Seventy

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Mission

The new Committee of Seventy is fighting for honest government and efficient government, first in the city of Philadelphia and eventually throughout the Philadelphia region. More on our mission

Status

The Committee of Seventy is an independent, non-partisan, non-profit 501(c)(3) organization.

History

The group was formed 101 years ago by Philadelphia's civic and business leaders to fight corruption and to reform a political system that was victimizing immigrants and the poor. In the last few decades, the Committee of Seventy has focused primarily on monitoring Election Day activities. More on our history

Why a Rebirth

The recent political scandals in Philadelphia prompted the Board of the Committee of Seventy to decide to embark on a radical transformation of the group, to redefine its mission and to build its capacity. The William Penn

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Foundation was instrumental in helping to launch this effort. A new president and CEO of the Committee of Seventy, Zachary Stalberg, was recruited.

We believe strongly that Philadelphia cannot grow if its government is perceived as corrupt and unresponsive, and the city is perceived as a difficult place in which to do business.

We see our work as key to the success of other initiatives to improve the city and the entire Greater Philadelphia region: The drive to market Philadelphia as a new location for businesses; the desire to make this a place that works together as a region; the campaign to build a dedicated funding stream for arts and culture and many other efforts.

Recent Efforts

In the last few months, the Committee of Seventy has played a role in the passage of a new law aimed at controlling pay-to-play, the introduction of legislation that would bring about merit selection of judges, the effort to develop a comprehensive plan for protecting and improving Fairmount Park and the fight to win passage of the ethics reform measure that will appear on the ballot in Philadelphia in November.

Immediate Goals

We are currently focused on:

- Enactment of additional ethics reforms, including the creation of a truly independent Board of Ethics and various measures to increase transparency in government.

- Major improvements in our web site.

- Creation of a Whistleblower Hotline.

- A systematic effort to persuade the candidates in the 2007 mayoral and City Council races to make honesty and efficiency a key part of their agenda.

- Sponsorship of public educational forums on ethics and government

efficiency.

- Building alliances with other organizations with similar values and related goals.

- Development of an internal code of ethics.

The Committee of Seventy was instrumental in the creation of the 1919 and 1951 City Charters and in the reform movement that so deeply changed Philadelphia in the 1950s. Ultimately, we believe we need to closely examine the current Home Rule Charter in order to help make it the strongest possible tool for achieving good government in the 21st Century.

Staff Leadership
Zachary Stalberg, who ran the Philadelphia Daily News for 20 years, is the new President and CEO of the Committee of Seventy. During his tenure, the newspaper won two Pulitzer Prizes and went from bankruptcy to double-digit profitability and he earned a reputation as a powerful advocate for a better Philadelphia. He is a lifelong Philadelphian. More on Seventy's staff

The Meaning of the Name
The name, "Committee of Seventy," has biblical origins. The reference was used in New York City in the 19th Century by an organization that fought Boss Tweed and the corrupt stranglehold of Tammany Hall. Several years later, legendary business leader Samuel

Fels borrowed the name again when he led the creation of a Committee of Seventy in Philadelphia.

Governance
A small Executive Committee oversees the management and policy decisions of the Committee of Seventy. Several very prominent business and community leaders will soon join the Executive Committee in order to show their commitment to clean government and to improve funding and results. More on our structure

There also is a set of about 60 Board members who have hands-on involvement in determining policy, in development and in other matters.

Funding
Currently, our work is primarily funded by local foundations and by the contributions of board members and their employers. Corporate support will represent a growing part of our financial base moving forward. In 2006, we will launch a mass membership drive. More on how we're funded

Diversity
The group has been dominated in recent years by members of the legal community. We honor this tradition, but are working to diversify the Board, the Executive Committee, the staff and our ever-changing body of interns in every possible way – from race, gender and ethnic background to age and occupation.

A Final Word about Elections
The Committee of Seventy has a long history of helping Philadelphians to vote on Election Day – and making sure their votes count. We will expand our Election Day service and monitoring efforts and work to drive up turnout through a broad-based civic education program. In 2006, we plan to take our Election Day program to the Philadelphia and New Jersey suburbs. More on elections

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Seventy's Mission

The Committee of Seventy strives for government that is honest and government that works.

Seventy is an independent, non-partisan organization committed to a permanent campaign of Improving government in the city of Philadelphia and the surrounding region. It is our goal to make government more efficient, fair and transparent. Both the reality and the appearance of clean and effective government are vitally important if Philadelphia is to achieve the success it must.

Seventy cares very deeply about educating citizens, protecting their voting rights and driving up voter participation – all of which are the foundation of better government.

Seventy is best known as the city's dependable watchdog during election time. Although we will continue to focus on trustworthy elections, we are actively branching out into direct advocacy, aggressive research efforts and large-scale civic education programs. Recently, for instance, Seventy has focused on legislation aimed at curtailing the contract awarding practice known as "pay-to-

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play," on openness in government and on changing the random and sometimes corrupt process by which Philadelphians select judges.

At critical moments over the last 101 years, the Committee of Seventy has stepped forward to stimulate reform and help drive Philadelphia ahead. We are at it again

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Objectives and Principles

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The Committee of Seventy is a not-for-profit, non-partisan political watchdog organization dedicated to advancing good government for the City of Philadelphia and its surrounding communities since 1904. Seventy's numerous and diverse endeavors are predicated on the following basic tenets:

- Government should be excellent and honest;
- Public elections must be free and fair; and
- Citizens who do not hold public office can and should affect those who do

To accomplish these objectives, the work of the Committee includes the following:

- Developing an informed and active electorate through non-partisan, educational means;
- Investigating illegal action, misconduct, and inefficiency in government and the elections process, and taking appropriate action thereon, initiating litigation when necessary;
- Researching and disseminating information regarding City policy,

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politics, and public officials;

- Encouraging and aiding public officials in the performance of their duties through such means as research-based governance studies; and
- Informing and educating the public about civic affairs of current importance, including municipal finance, interpretation and observance of the City Charter, and other related matters.

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History of Seventy

The moniker "committee of seventy" is Biblical. Chronicling the Israelites' journey through the desert, Exodus tells of seventy elders who were appointed to assist Moses in the governance of the people. In 1904, this Committee of Seventy was so named to represent an analogous function: to be the ethical backbone of a city forgetting its conscience. Philadelphia's City Hall was then infamous, nationally labeled "corrupt and contented." Public elections were routinely stolen by the dominant Republican Party. Civic organizations demonstrated apathy and impotence towards combating such political iniquity. By structuring itself as "an organization of permanent character" committed to good government, Seventy was immediately relevant and effective. Our first members were prominent civic leaders and professionals like Frederic Strawbridge and Samuel S. Fels; today's constituents remain leaders of the region's business, professional, and academic communities.

For more than a Century, Seventy has brought about change through the 1919 and 1951 Home Rule Charters (giving Philadelphians broad powers of local governance), the progressive elimination of most election fraud and intimidation, and the successful transition to electronic voting machines in 2002. Both Democrats and Republicans enlisted Seventy to supervise the 1976

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recall of Mayor Rizzo. In the interest of free and fair public elections, Seventy has been recruiting and training volunteers to oversee actual proceedings at polling places; over 400 volunteers participated in the November 2004 election. Our volunteers, members, and contributors represent the full range of the political spectrum.

More on the History of Seventy

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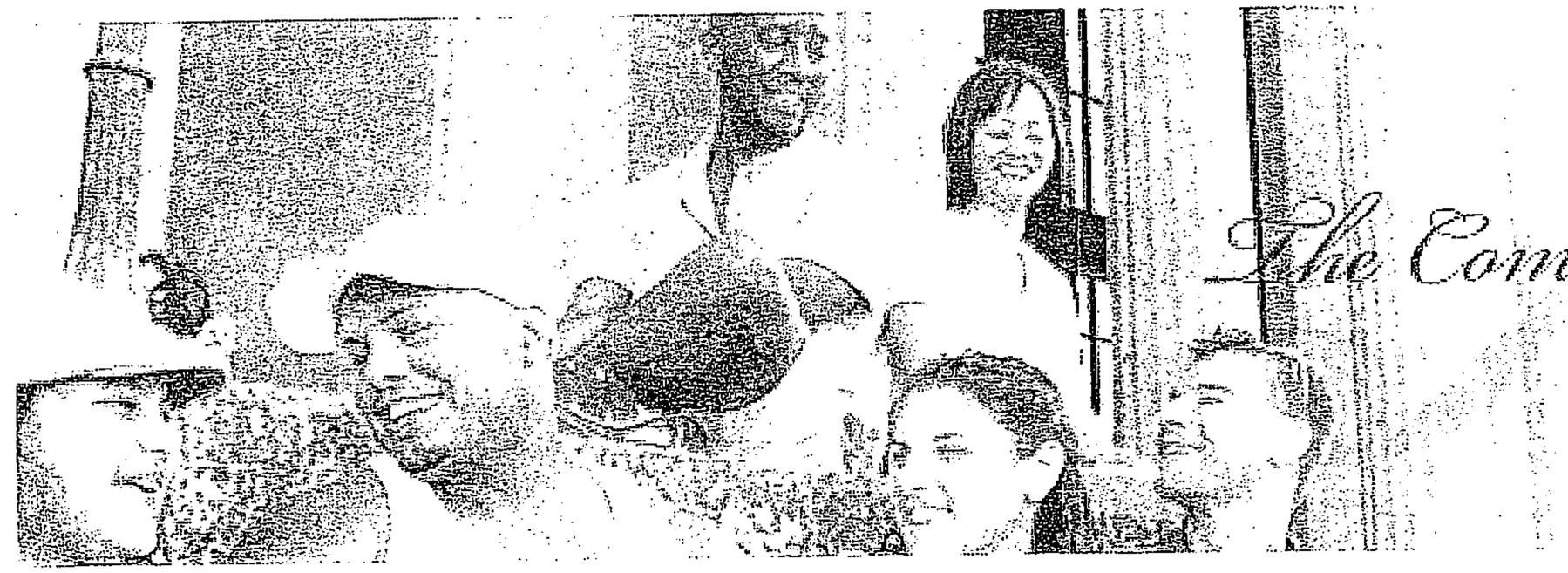

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Structure of Seventy

Seventy was founded by some of the most prominent and influential men in Philadelphia. At the time, women, members of minority groups and recent immigrants had few opportunities to influence government or civic life.

Fortunately, that is no longer true in today's world. Seventy makes a conscientious effort to maintain a Board that is ethnically, racially and geographically diverse, as well as representative of a wide range of personal and professional viewpoints. In the spirit of nonpartisanship, Seventy's members represent the full spectrum of political ideals, but come together to advocate for the overarching goal of good and effective government for everyone.

While Seventy still draws heavily from the legal community, a growing number of educators, executives, entrepreneurs and non-profit professionals have been added to the Board. More emphasis will be placed in 2005 on further diversifying the Board, including those serving in leadership capacities. In addition to their professional expertise, Seventy's members bring to the organization their perspectives gained from serving on other non-profit boards and community organizations, and the vast majority have held leadership

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positions elsewhere prior to their election as a member of Seventy. This collective professional and civic wisdom contributes to Seventy's unique ability to represent the public interest in matters relating to the fundamental right to vote and the ongoing struggle for effective governance at every level.

Members also serve Seventy by helping to recruit other members whose backgrounds and experiences will broaden the consideration of issues pertinent to its agenda.

The business and affairs of Seventy are managed by an Executive Committee of between 8 and 16 members. The permanent members of the Executive Committee include:

- Chairman
- Vice-Chair
- Secretary
- Treasurer (who also serves as the Chair of the Finance Committee)

Chairs of Seventy's current standing Board Committees (in addition to the Finance Committee) also serve on the Executive Committee Currently, these Committees include:

- Policy
- Development
- Community Outreach
- Membership

The President and CEO of Seventy is a voting member of the Executive Committee.

Current Board Members

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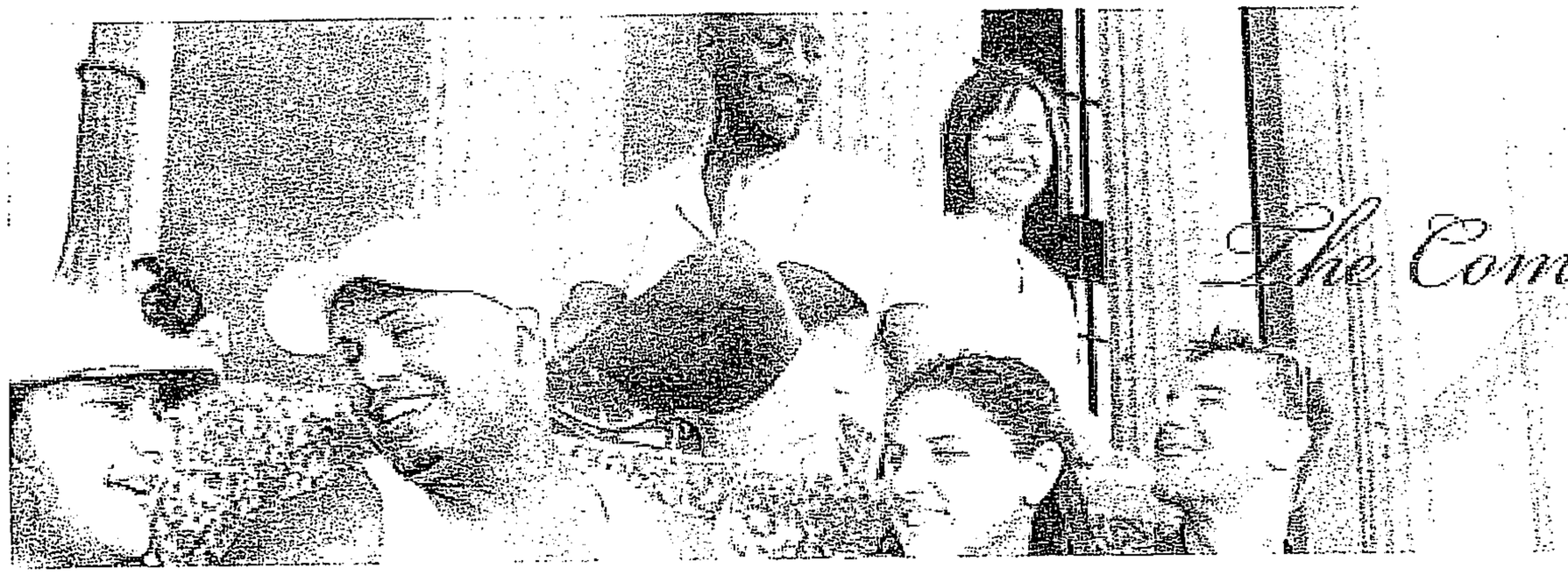

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The Committee of Seventy is a non-profit agency exempt from taxation under Section 501(c)(3) of the Internal Revenue Code. All contributions are fully tax deductible.

Seventy's initiatives are made possible by the generosity of many foundations, corporations and individuals throughout the region. Our donors reflect a variety of constituencies and viewpoints, and it is that diversity of support that attests to Seventy's widespread appeal and nonpartisanship. The common thread is our contributors' commitment to honest and effective government, and to fair elections. We are grateful for their financial support, but perhaps more importantly, for their belief in our mission and trust in our work.

2005 Corporate Support
2005 Foundation Support
Seventy's Board Members - Special thanks are owed to each and every individual who serves as a member of the Committee of Seventy. Seventy's continued viability depends greatly on their support, financial, in-kind and pro-bono.

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How a Dream Home Becomes a Nightmare

Avoiding a Mortgage Trap

By Joan Paylor

An elderly couple on a fixed income bought a house and chose a mortgage allowing them to make the lowest payments possible. Months later, they were surprised to find that their payment was not even covering the amount of interest accrued each month, a situation known as negative amortization. Since the interest not paid was added to their loan, it increased the total of what they owed instead of decreasing it. Once they realized this, they wanted to increase their payments to cover the interest, but encountered the second problem with their deal – the mortgage held a pre-payment penalty of $5500. To make matters worse, the broker had convinced them to take out an additional $25,000 home equity loan for future home improvements. The loan had a 9.75% interest rate and was reinvested in a CD earning only 5% interest. To put this all into perspective, the couple ended up with a mortgage whose payments were not keeping up with the interest accrued; the mortgage had a $5500 pre-payment penalty in the fine print keeping them from increasing their monthly payments; and they had $25,000 locked into a CD that was actually costing them money. And on top of all of this, the broker took an $11,000 commission on the deal! As the costs accrued they had to sell their home fearing it would be lost to foreclosure.

The above story is hard to believe, but it is an actual case of a couple who came to me for help because they had been caught in a predatory lending scheme. Unfortunately, these deceptive programs are legal. I have been in the mortgage industry for over 20 years and it is no exaggeration that I am seeing more people being taken advantage of than I ever have.

It is easy to fall for one of these bad programs. Mortgages can be confusing and low rates always seem enticing. The best tips I can offer as an expert are these:

- If it sounds too good to be true it probably is, so always get a second opinion from someone you trust – your accountant, your financial advisor, your attorney or credit union.
- Shop around and compare rates and fees.

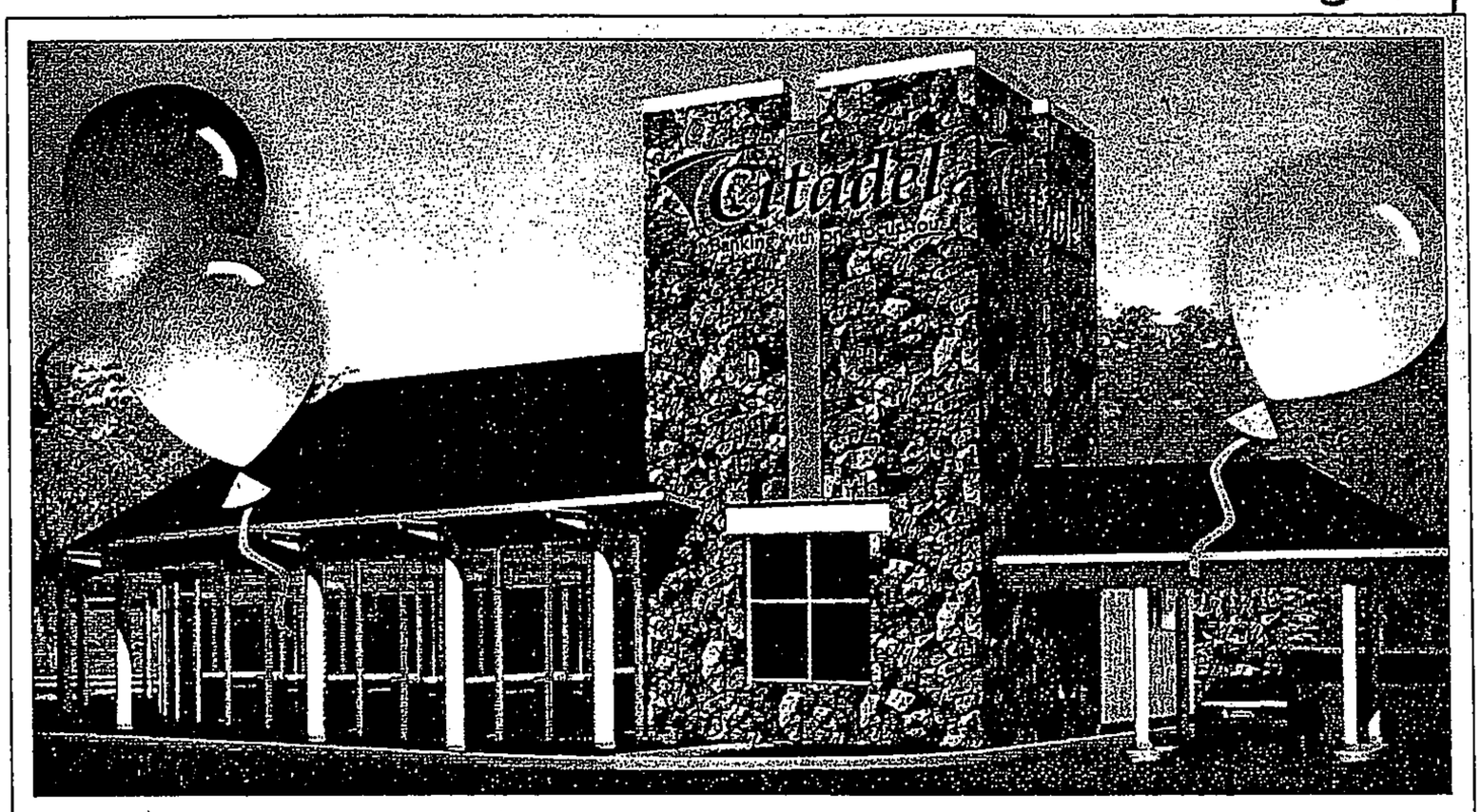
Dream Home

(continued)

- Check your amortization schedule. Amortization describes how your payment is broken down into interest paid and principal paid. Make sure your payments are balanced. Beware of negative amortization.
- Ask if the loan has a pre-payment penalty and get a detailed example of what that means.
- Ask if the rate will adjust and, if so, what is the worst-case scenario. If you have an Adjustable Rate Mortgage (ARM), find out what conditions could trigger a rate increase.
- Understand that the longer the term of your mortgage, generally the lower your payment will be. However, a longer term will substantially add to the amount of interest you pay over the full-term of the mortgage.
- Be aware – using a mortgage broker may result in additional fees to pay the broker's commission.
- Be on the lookout for any unnecessary add-in features to your mortgage. For example, insurance should be strongly considered to protect your family, but decide if the plan offered by your lending firm is the right choice for you.
- If you do not understand a term your lender is using never be embarrassed to ask! You should expect simple answers and your lender should be willing to provide them to you.
- Be certain that you are dealing with a reputable lender.

Owning your own home is part of the American dream, but too often a dream home can become a nightmare with the wrong mortgage. Trusted advice may be the single most important feature of a good mortgage.

Joan Paylor is Vice President of Lending at Citadel Federal Credit Union. She can be reached at JoanPaylor@CitadelFCU.org



New Phoenixville Office Opens!!!

Citadel celebrated the opening of a new Phoenixville branch office with a ribbon-cutting ceremony on June 20th and a Grand Opening Boardwalk Bash on June 22nd. Free food, games, music, rides and raffles entertained both new and existing Citadel customers. The Grand Opening was highlighted with a week of special offers, great rates and a sweepstakes to win a trip for two to Cancun.

The new office is located at 558 Kimberton Road, less than one mile south of the old location. Holding true to the Citadel Class Service℠ Pledge, the beautiful and more spacious office offers several enhancements that will add convenience and value to the member experience: Drive-up service, FREE coin machine, 24-hour ATM access, plus a full staff eager to provide Citadel Class Service!

Beware of Solicitations

From time to time our members notify us of other companies soliciting them for mortgage life insurance and mortgage refinancing business using Citadel's name on the letter or postcard. Citadel's name is sometimes strategically placed within the mailing to make it appear to the member that we have either endorsed the product or that Citadel is the one soliciting. These solicitations from outside companies are in no way connected to Citadel.

Because information on new mortgages is available to the public through the courthouse records, some aggressive companies often obtain this information to use in their direct mailings. You have certain rights within the Bureau of Consumer Protection. If you have received any of this misleading information, you can file a complaint with the Bureau of Consumer Protection at www.attorneygeneral.gov/complaints.aspx

Congratulations to Jeff March and Citadel

Citadel President and CEO Jeff March accepted the Corporate Good Neighbor Hero award on behalf of Citadel Federal Credit Union at the second annual Literacy Heroes Breakfast.

The program, established by the West Chester Library, was created to recognize those who support literacy throughout the community. Seven awards were presented this year, each in its own category, for actions taken during 2006 to promote reading and writing.

"I believe this award is confirmation f the belief we hold at Citadel that we .rive daily to improve the quality of life of each and every one we serve," said Jeff March. "We pride ourselves on being active in the community and partner with several organizations including the Chester County Library System providing not only financial support, but also the volunteer time of our employees."

Citadel began sponsoring children's programs when the Chester County Library System was faced with budget cuts. The continued support allowed summer programs to more than triple in size. Citadel-sponsored raffles and contests have benefited local libraries and provided for a children's mural at the Chester County Library at Exton which Citadel employees designed and installed.

Along with being there every step of the way for its members, Citadel is also there for the community. Citadel's philosophy is to support programs and organizations that positively impact the local community.

Debit or Credit? Always Sign for Safety!

For added security, Citadel encourages our check card users to Sign for Safety and choose "credit" as their preferred transaction method when asked "debit or credit" at the check-out counter. Choosing "credit" simply eliminates any possibility of someone obtaining your Personal Identification Number (PIN) as you enter it and attempting to gain access to your account. Signing for the transaction also protects you through MasterCard Assist which includes additional services such as, Extended Warranty Purchase, Assurance Coverage, and Satisfaction Guarantee Coverage which is not provided when using your PIN. Some other security tips to keep in mind when using your check card:

- Treat your card like cash and always keep it in a safe place.
- Review all account statements and report any errors to Citadel as soon as possible.
- Never allow a cashier or any other person to enter your PIN for you.
- Report a lost or stolen card immediately to Citadel 1-800-666-0191.

For more information about protecting your identity, other security measures and additional information about our Debit Gold Card visit our website, www.citadelfcu.org

Citadel Helps Two Junior National Young Leaders Get to D.C.

Citadel presented two students from Collegium Charter School one hundred dollar Visa cards to help fund their trips to Washington D.C. where they will participate in the Junior National Young Leaders Conference this summer.

The Collegium Junior National Young Leaders are:

ırai Sherfield – 5th Grade student

acob Cliggett – 6th Grade student

The Junior National Leaders Conference helps mature, high-achieving middle school scholars develop and sharpen their leadership skills by examining the leaders of the past and empowering them to make a positive social impact in their community and the world. Students are selected to attend the conference by teachers and mentors within their community.

Collegium CEO Bill Winters and students Jacob Cliggett and Sarai Sherfield stand with Citadel's Melynda Wagner and Tom Gugerty outside of Collegium Charter School.

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Congratulations to the 2007 Citadel Heart of Learning Award Winners and Finalists

Citadel's Heart of Learning Award™
a tribute to teachers

The winners of the sixth annual Citadel Heart of Learning Award were announced on May 8th at a banquet held at the Desmond Hotel in Malvern, PA.

The winners are:

- Elementary School – **Bill Hicks**
  5th Grade – Greenwood Elementary School in the Kennett Consolidated School District
- Middle School – **Donna McDermott**
  Language Arts – Twin Valley Middle School in the Twin Valley School District
- High School – **Joanne Kiwak**
  German – Coatesville Area Senior High School in the Coatesville Area School District

Pennsylvania Education Secretary Gerald Zahorchak, the keynote speaker for the event, shared with an audience of more than 150 his thanks not only to the fifteen finalists, but all educators and the service that they provide our students and our community.

"A teacher's influence often extends beyond the student and into the home touching the lives of parents, grandparents and extended family," said Michael Schnably Senior Vice President at Citadel and Co-Chair of the program. "Each of our finalists had nominations with examples of influence that went even beyond the homes of our students. Their influence has impacted their fellow teachers and local communities. It is an honor for us to be able to recognize 15 of the most deserving teachers in Chester County this evening."

The Citadel Heart of Learning Award program was created in a joint effort by Citadel and the Chester County Intermediate Unit to recognize and honor excellent teachers throughout the county. One award is presented to a teacher in each of the 13 school districts as well as one from the Chester County Intermediate Unit and one from the non-public schools.

Fifteen finalists and three winners were selected from a record-breaking 2000 nominations submitted by students, parents, teachers and administrators. In the Spring, Citadel representatives traveled across Chester County to present each of the fifteen finalists with the Citadel Heart of Learning Award. Each of the fifteen finalists received $500 to use in their classrooms and a custom glass sculpture from Simon Pearce. Each of the three winners received an additional $1000 to use in their classrooms.

The 2008 nominations open up in October, so if you know of a teacher who deserves recognition – nominate them. If you've nominated them in the past and they have not won, nominate them again. Chester County schools are filled with deserving teachers and Citadel hopes to have the opportunity to recognize every one of them.

Pictured from Left to Right. Back Row - Paula Landrum, David McQuiston, Todd Picord, Bill Hicks, Mark Serfass, Duffy Sample, Mike Schnably, Secretary Zahorchak. Front Row - Joanne Kiwak, Sandra Cooper, Nikki Bonaduce-Davis, Rebecca Roberts, Donna McDermott, Cheryl Everett, Frank Nefos, Julie Bannan, Karin Suzadail, Jeff March

Pictured from Left to Right. Jeff March, Bill Hicks, Secretary Zahorchak, John Baillie, Mike Schnably. Front Row - Joanne Kiwak, Donna McDermott

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A QUARTERLY CITADEL PUBLICATION

FALL 2007

And the winner is... YOU!

Citadel is proud to introduce our new line of checking accounts that make you feel like a STAR!

Introducing...

Citadel FREE

- **Citadel STAR℠**
- **Citadel STAR Premiere℠**

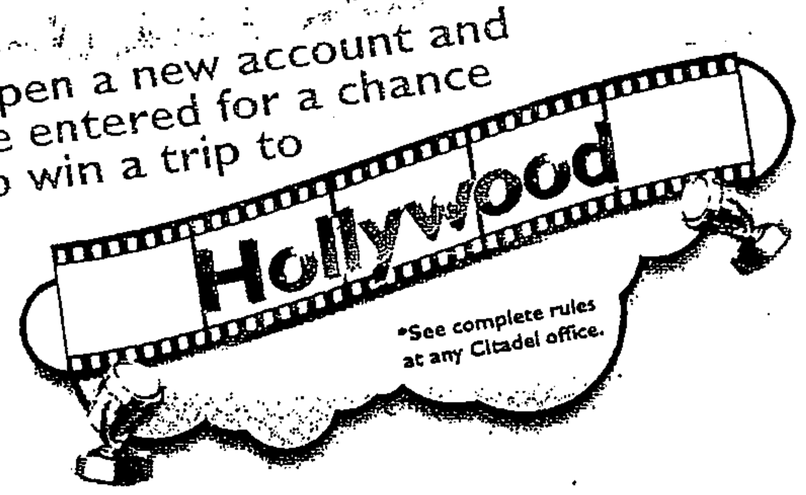
We are pleased to offer you checking account options that help you manage your money, fit your lifestyle and reward your banking relationship. From higher rates of earned interest and identity theft protection to debit rewards and our always free PC banking, Citadel's new checking accounts provide you with the financial freedom and security to feel like a STAR!

Citadel STAR Premiere Checking

At Citadel, we think you should be rewarded for your banking relationship. If you maintain a $5,000 average monthly checking balance or $25,000 in total relationships,* Citadel STAR Premiere Checking is the account to choose. With these balances, this account earns Citadel's highest interest rate among our checking options and your monthly fee of $15.00 is waived. You will be provided with free ID theft protection, free checks and unlimited global ATM usage.** Plus, you will receive a free debit card with debit rewards as well as free PC Banking with Bill Payer.

Citadel STAR Checking

If your balance and service needs require more than just a basic account – maybe you keep a higher balance or use more electronic services – Citadel STAR Checking may be the account for you. Your monthly fee of $5.00 is waived with a $500 average monthly checking balance or $2,500 in total relationships. Plus, the STAR Checking account earns a competitive interest rate. You will receive unlimited global ATM usage, three free overdraft transfers each month, a free debit card with debit rewards and free PC Banking with Bill Payer.

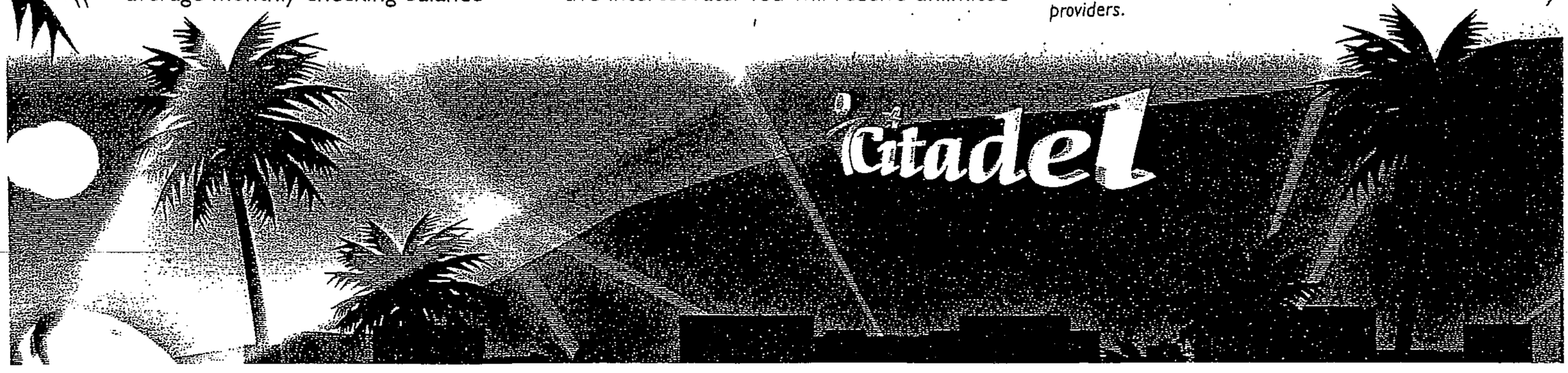


Citadel FREE Checking

Why worry about monthly account maintenance fees and minimum balance requirements? With a Citadel FREE Checking account, it is simple to manage your money. No monthly maintenance fee, no minimum balance and debit rewards points. Plus, you get the added convenience of free PC Banking with Bill Payer and a free debit card!

** Your total relationship is defined by the total of all of your household's deposits (average monthly balance), loans and investments with Citadel. Visit a nearby Citadel office, call 800-666-0191; or visit www.Citadelfcu.org/checking for specific account requirements and features.*

*** Surcharges may apply from non-Citadel ATM providers.*



Debit Rewards

New! All Citadel checking account members with debit cards have been automatically enrolled in our new Debit Rewards Program. Through this exclusive program, using your Citadel Debit MasterCard will unlock a door to wonderful vacations, exciting travel opportunities and countless premium merchandise.

When you use your debit card and sign instead of entering your PIN you will earn one point for every three dollars that you spend. The benefits of signing for a sale are two-fold. One, you will receive rewards points that are redeemable for great stuff. Two, it is extra security against identity theft. Choosing to sign simply eliminates any possibility of someone obtaining your PIN as you enter it. Signing for your transaction also protects you through MasterCard Assist which is not provided when using your PIN.

Best of all about our Debit Rewards Program, you can combine your debit points with the points you earn with your Citadel Platinum MasterCard. The more points you save, the greater your reward! It's another example of how Citadel provides more value for your banking relationship.

For more information about our Debit Rewards Program or protecting your identity, visit our website www.citadelfcu.org or contact us at 800-666-0191.

When Your Home is on the Line

Owning a home is a lot like living in a giant savings account – the more you put into it, the more you can take out of it. Herein lies the greatest advantage of owning your own home: as you make payments you build equity. Equity is the difference between the fair market value (appraised value) of the home and the outstanding mortgage balance. And equity is borrowing power, especially useful for major purchases.

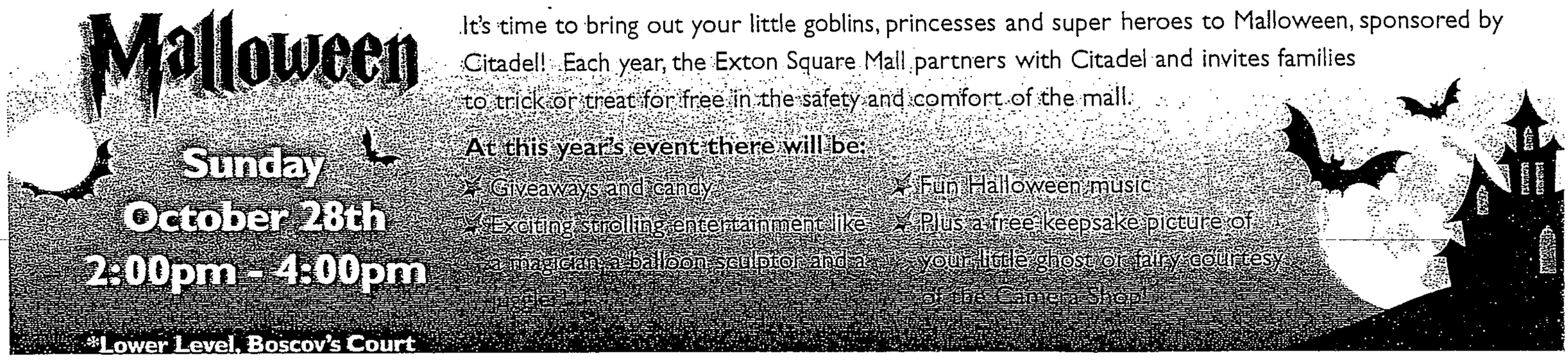
A home equity line of credit or a home equity loan can be taken out against the equity that you own in your home. Home equity loans are a wonderful source of available cash or credit, especially if your property has appreciated in value. These loans could be used to pay off a pile of bills, fund your child's college education, buy a classic car or finally take that vacation you have always dreamed of. Best of all, home equity loans can often be found with very low rates.

There are plenty of things in life to spend money on and several reasons to use a home equity loan to pay for them. Tapping the equity in your home is easy, and interest on a loan as much as $100,000 is typically tax deductible.

Chances are that if you own your home, it is your greatest single asset. If you are considering using your home's value as a financing solution, here is some advice:

- ***Talk to Citadel!*** Our lending experts can guide you to the right loan to fit your borrowing needs. In addition to getting good advice, you can always count on great rates and affordable payments at Citadel.
- ***Know the difference between a home equity loan and a HELOC*** – Both are basically a second mortgage. With a Home Equity Loan you borrow a lump sum and pay it back in installments, usually with a fixed rate based on the length of the term. The home equity line of credit (HELOC) functions more like a credit card where you can borrow as much as you want when you want. However, HELOC rates are frequently variable which means your interest rate could go up or down.
- ***Spend wisely*** – Home equity money can be used for anything, but most homeowners focus on several priorities when borrowing: debt consolidation, home improvements, paying for education or other "big ticket" items.

Before you take advantage of the equity in your home by borrowing against it, equip yourself with the facts. Armed with the right information, you can make smart choices about your financial future. To find out more about Citadel's home equity loans, call 800-666-0191 today.



Affording a College Education

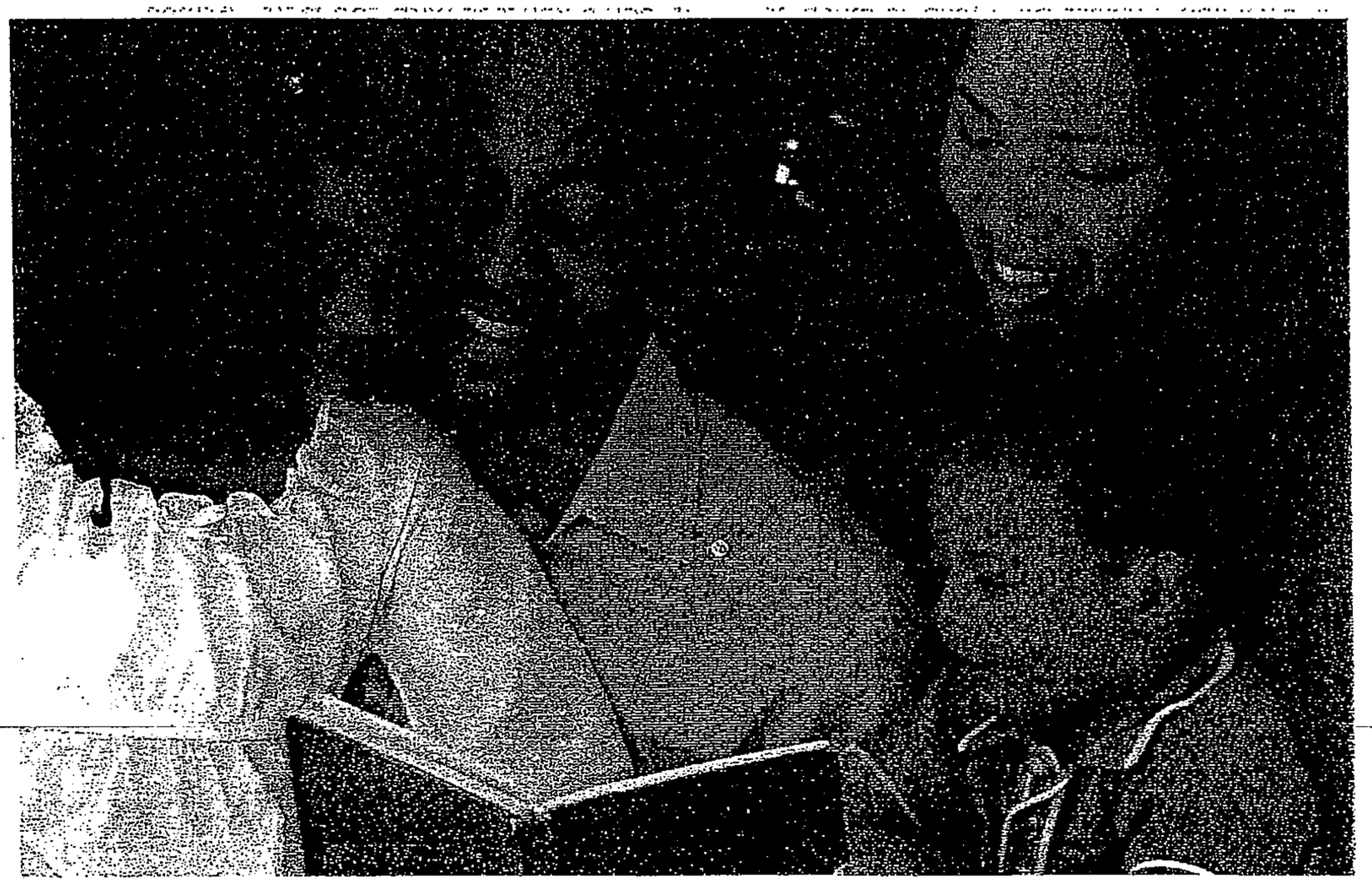
College is expensive and it will certainly be more expensive in the years to come, but affording a college education for yourself or your child is not impossible.

There are four specific stages in affording a college education. No matter where you may currently fall in those stages, Citadel can help you to make the smartest financial decisions.

1. ***Planning*** – It is best to start planning and saving when your child is in elementary school. Get good advice from a financial advisor. If you do not have an advisor, CFS's registered investment representatives at Citadel could help you set up a savings program that will work for you.
2. ***Saving*** – After speaking to your financial advisor and setting up a plan, make following the plan a priority and be a disciplined saver. If you already have a plan in place, you may want to confirm with a financial advisor that you are optimizing your savings.
3. ***Financing*** – There are a number of options for financing college including PHEAA (PA Higher Education Assistance Agency), federal or personal loans. Citadel is a great source for this information and can point you in the right direction.
4. ***Consolidating Loans*** – Many people are not aware that loan consolidation is available for college loans, and that it can create a manageable path to affording a college education. Citadel is pleased to offer a loan consolidation program that can reduce your payments by combining all of your loans including Stafford or Parent Plus loans. The program comes with attractive rates and can extend the term of your loan out to 20 years.

To find out how Citadel can help you afford paying for college or to speak to one of our registered investment representatives, call 800-666-0191 or visit www.citadelfcu.org.

Investments products and services offered through CUSO Financial Services, L.P., (CFS), an independent broker/dealer, are not NCUA/NCUSIF insured, not Credit Union guaranteed and may lose value. Citadel is in partnership with CFS. Representatives are employed by Citadel and registered through CFS. (Member NASD/SIPC)



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Identity Theft

With today's growing security concerns, checking accounts that offer identity theft protection should be considered. Identity theft is the fastest growing crime in the U.S. and can happen to anyone regardless of how careful they are with their financial information. Receiving protection through your checking account could save you time and stress in addition to hundreds, possibly thousands, of dollars.

Citadel is pleased to offer an identity theft protection program through our new line of STAR checking accounts. With the Citadel STAR Premiere checking account, you automatically receive the basic identity theft protection package for free. This package includes information on how to better protect yourself and your family, assignment of your own Personal Recovery Advocate as well as credit reviews from all three credit bureaus. It also includes the preparation, filing and follow-up for all necessary documentation to affected agencies, financial institutions and businesses so you do not get bogged down with all the paperwork.

The entire package is offered to all Citadel members for $5.95 a month. This package includes all of the features listed above including additional benefits such as ID Alert and Credit Monitoring Assist.

For more details or to sign-up for the Identity Theft Protection Program, please visit us at www.citadelfcu.org

Citadel Honors Great Teachers

Do you know a teacher whose innovation and enthusiasm in the classroom inspires students to want to learn? How about one who goes that extra mile to work with students and parents outside of school hours? Citadel has a great way to give that teacher the thanks and recognition he or she deserves.

Citadel is proud to announce that nominations for the 2008 Citadel Heart of Learning Awards open on October 1st.

Citadel and the Chester County Intermediate Unit created this award to recognize and reward teachers, while raising awareness of their impact.

"We can never thank our teachers enough for what they do, but it is an honor to be able to recognize some of the most deserving through this awards program," said Jeff March, Citadel President and CEO.

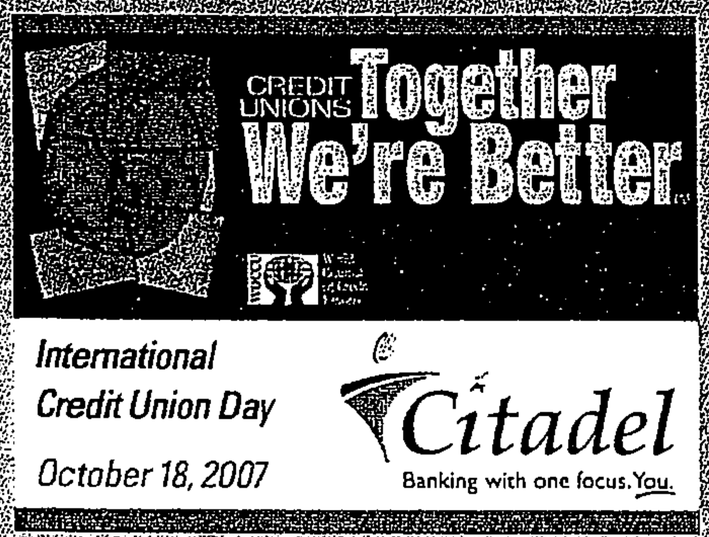
Citadel's Heart of Learning Award™
a tribute to teachers

Over the past 6 years, we've honored 90 fantastic educators (to view information on past winners, visit www.citadelheartoflearning.com). As we kick off the 7th year of this program, we are looking forward to receiving more nominations than ever for the fantastic teachers in our community.

Anyone can nominate an active classroom teacher for this award. The nomination period runs through December 31st.

For more information or to submit a nomination, please visit www.citadelfcu.org or www.citadelheartoflearning.com

Please nominate a teacher today!



Community Involvement

Citadel encourages community involvement through its employees. Over the last quarter, Citadel has partnered with various local charities and organizations to give back to the community. Here are just a few examples:

Thirty children's backpacks were filled by Citadel with donated school supplies and provided them to the Community Volunteers in Medicine (CVIM) organization for distribution among their clients.

Pictured at bottom are Tom Gugerty, Sue Domsohn and Tracey Laws, Citadel employees who volunteered their time at the 6th Annual Community Volunteers in Medicine Golf Classic at Applebrook Golf Club in Malvern.

Citadel employees volunteered with Good Works to restore a home in Coatesville, PA in August. The home, which was abandoned, is being restored both inside and out so that it can be sold to a local family.

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Writer/Editor: Kristianna Del Grande (KristiannaDelGrande@citadelfcu.org) • Graphic Artist: Mary Fisher

the FOCUS

A QUARTERLY CITADEL PUBLICATION

WINTER 2008

How about a

NEW YEAR'S RESOLUTION

that's easy to keep?

Grow Your Savings With Citadel's STAR Savings★

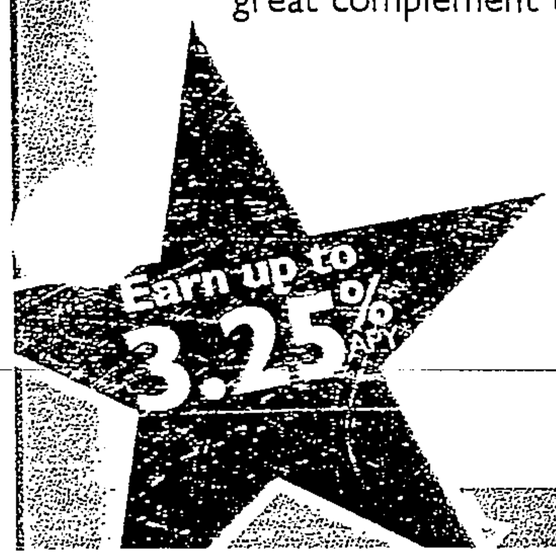
How about a New Year's resolution you can keep? Resolve to grow your savings with a Citadel STAR savings account. Citadel is excited to announce that your savings account is now called Citadel STAR Savings, and with this new name comes great new features. Beginning on January 1, 2008, the savings account will become a variable rate tiered-system with starting rates listed below:

$0 - $2,499	**will earn 0.50% APY***
$2,500 - $24,999	**will earn 1.00% APY**
$25,000 - $74,999	**will earn 2.25% APY**
$75,000+	**will earn 3.25% APY**

No action is required by our current members with savings accounts. All Citadel savings accounts will automatically earn these new rates.

The Citadel STAR savings account is the newest product offered in the Citadel STAR product line which also includes the Citadel STAR checking accounts. With great features like identity theft protection, debit rewards and higher rates of earned interest, Citadel STAR checking accounts are a great complement to the new STAR savings account.

If you have any questions about STAR Savings or STAR Checking accounts, please contact Citadel at 1-800-666-0191 or visit us at: www.CitadelFCU.org/STARSavings.



**Annual Percentage Yield. All rates are accurate at time of printing and subject to change without notice.*

Happy New Year!!!

On behalf of the employees at Citadel, please allow me to offer our sincere hope for a prosperous and safe new year to you and your family. We appreciate you choosing Citadel as your financial institution.

Jeff March

President and CEO

Annual Meeting Schedule - 2008

As a member of Citadel, you are invited to attend the Annual Membership Meeting on **Monday, April 21st, 2008, at 6 p.m. at Citadel's Administration & Operations Center located at 3030 Zinn Road, Thorndale, PA.** The meeting is held to elect the Board of Directors and review Citadel's financial reports.

Electing the Board

Each year there are openings on the Board of Directors. If you are interested in serving, you must submit a resume to the Nominating Committee by **January 21st, 2008.** The Nominating Committee will then select and submit a list of qualified candidates for each open position to the Board Secretary.

Candidates who are not selected by the Nominating Committee will be notified. Those individuals can be placed on the ballot by petitioning signatures from 500 members. The petition, a resume and a statement of willingness to serve must be presented to the Board Secretary by **March 12th, 2008.** On **March 17th,** a list of qualified candidates will be posted in Citadel offices.

At the Annual Meeting, should there be only one nomination for each position, the election will not be conducted by ballot. If more than one nominee for each opening is presented, an election by ballot will then take place. Members voting must have their Citadel ID and be at least 16 years of age.

Who Do I Contact?

If you wish to be nominated for a Board position, please contact the Nominating Committee.

Nominating Committee
c/o Citadel Federal Credit Union
P.O. Box 72147
Thorndale, PA 19372

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Citadel Expands Network to Include More Than 25,000 ATMs

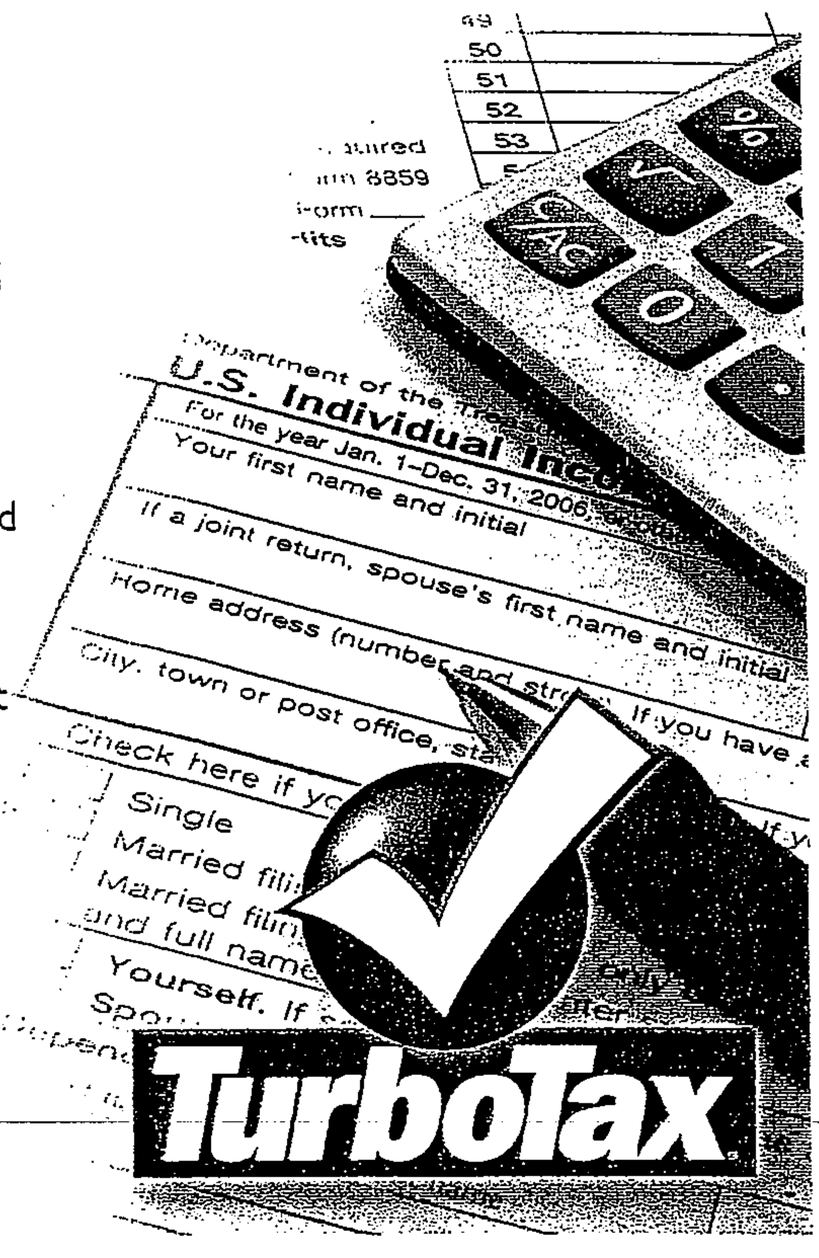
Citadel has expanded their surcharge-free ATM network to include more than 25,000 ATMs nationwide! The agreement with CO-OP Financial Services allows Citadel members to use any CO-OP operated ATM nationwide, surcharge-free – a benefit to all Citadel members with no strings attached. CO-OP's ATMs are located in credit unions and retail locations including more than 5,500 7-Eleven stores nationwide and many major airports.

Members can recognize a surcharge-free machine by the CO-OP Network logo displayed. To find the surcharge-free ATM nearest you, visit Citadel at www.citadelfcu.org/ATM

TurboTax

It is the beginning of the new year, and with that comes the beginning of tax filing season. This year, as a Citadel member, you can take advantage of the #1 rated tax prep software, TurboTax, and save 10%. If you prefer to self-prepare and file your taxes online, TurboTax may be the solution for you. Visit us online at www.CitadelFCU.org/TurboTax to find out how you can receive the Citadel discount.

If you plan to electronically deposit your refund into your Citadel account, be sure to provide our routing number (231380104) and your account number on your tax return.



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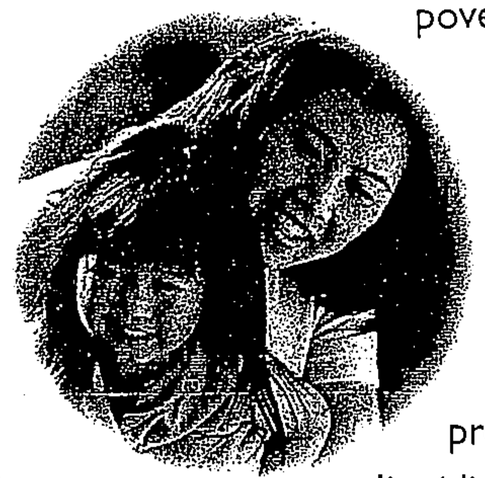
Credit Unions Good for Members, Good for Economy, Say Media

National and local media are picking up on the benefits that credit unions have to offer their members. According to these sources, you have made a wise financial decision by becoming a member. Here are just a few examples to validate your choice of using a credit union as your financial institution:

- *Money Magazine* called credit unions "the best little deal in banking," saying they provide "sweet deals on credit cards and auto loans, the best CD rates in the business and heaps of personalized services."
- *Consumer Reports* conducted a survey of 21 credit card issuers that indicated credit unions' cards ranked higher in customer satisfaction than Bank of America, Citibank, HSBC, Capital One and JP Morgan Chase.
- Forrester Research, based in Cambridge, Mass., indicated that credit unions "beat banks 2-to-1 when consumers were asked what institution does 'what's best for me, not what's best for the bottom line.'"
- Forrester Research also found that credit unions were the only non-retailer brand in the top 10 spots of a 2007 Customer Experience Survey. Credit unions clocked in as the No. 5 brand, sharing the limelight with Costco, Borders and Barnes & Noble.
- The Competitive Enterprise Institute, a Washington think tank, suggested that credit unions should increase business lending to grow the U.S. economy. Because credit unions are not-for-profit, they make small loans banks deny as being unprofitable.
- The Center for American Progress, a nonpartisan policy research and advocacy organization, said broadening access of low-income Americans to credit unions could cut the nation's poverty in half.



- *USA Today* reported that more than 1,000 credit unions have alternative products to high-interest payday loans.
- *National Review Online* reported that credit unions provide a "vital source of financial liquidity that can soften the blow in the face of a national credit crunch." The publication noted that if credit unions were taxed, they'd have to cut back on loans that break even, drying up credit for some borrowers.

We're interested in your experience with Citadel as your financial institution. Visit us at **www.CitadelFCU.org/StriveForFives** to give us your feedback.

Information from CUNA (Credit Union National Association)

Debt Consolidation

Are you tired of paying piles of bills every month? Citadel can offer you ways to roll all of those bills into one convenient low-payment with the likelihood of tax deductible interest.* We are your expert in debt consolidation. Citadel is now offering great rates and a variety of terms on fixed-rate home equity loans. If you are not a homeowner or have low equity, we are also offering specials on personal loans and credit card balance transfers to help you consolidate your holiday bills, reduce your monthly payments and fund your springtime home improvements.

- **Home Equity Loan:** A homeowner can borrow against the equity they have built in their home by taking out a home equity loan. Citadel has a variety of terms and payment schedules in addition to the great rates being offered during this promotional period.
- **Personal Loan:** A personal loan, often referred to as an unsecured loan, is money borrowed from a financial institution that is not secured by any assets of the borrower. Citadel offers flexible terms, personalized service and a rate discount of 0.25% when loan payments are made through automatic transfers.
- **Balance Transfer:** Transferring the balance of another credit card onto a Citadel Gold/Platinum MasterCard could save you hundreds of dollars. And, qualified borrowers can get a Citadel credit card with rates as low as 9.99% Annual Percentage Rate.

Call us today to find out which option works best for you at 1-800-666-0191 or visit www.CitadelFCU.org/consolidation.

**Consult your tax advisor.*

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Family Fun at Exton Square Mall

Selah Davis patiently waits her turn to get her photo taken at the Citadel sponsored Malloween event held at the Exton Square Mall.

Santa and Mrs. Claus arrive in style at the Citadel sponsored Santa Arrival at Exton Square Mall.

Giving Back

At Citadel, we operate on the core philosophy of "People Helping People." In support of this philosophy and mission, Citadel encourages our employees to volunteer to "give back" to the communities where we live and work. As part of our commitment, we encourage participation in the United Way of Chester County. This year, Citadel was proud to present Claudia Hellebush, President and CEO of the United Way of Chester County with a check for $45,750.18.

Citadel celebrated International Credit Union Day on October 18th with goodies in each office and a $1000 12-month CD sweepstakes. Virginia A. Mattera of Morgantown was chosen as the CD winner. Virginia submitted her entry form at the Paoli office.

Pictured from left to right: Paoli Assistant Manager Janet Fitzgerald, Virginia Mattera and Retail Manager Margi Meyers.

2008 Citadel Heart of Learning Award

The 2008 Citadel Heart of Learning Award nomination period is now officially closed. Thank you for all of the nominations for so many of the wonderful educators in our community! Stay tuned for the announcement of our fifteen finalists this spring. The three overall winners will be awarded on May 6th at our Annual Citadel Heart of Learning Award Banquet. If you have questions regarding this award, please feel free to contact Kristianna Del Grande at 1.800.666.0191 or you may email her at KristiannaDelGrande@CitadelFCU.org. Good luck to all of the nominees and thank you for all that you contribute to our children's lives!

Citadel's Heart of Learning Award™
a tribute to teachers

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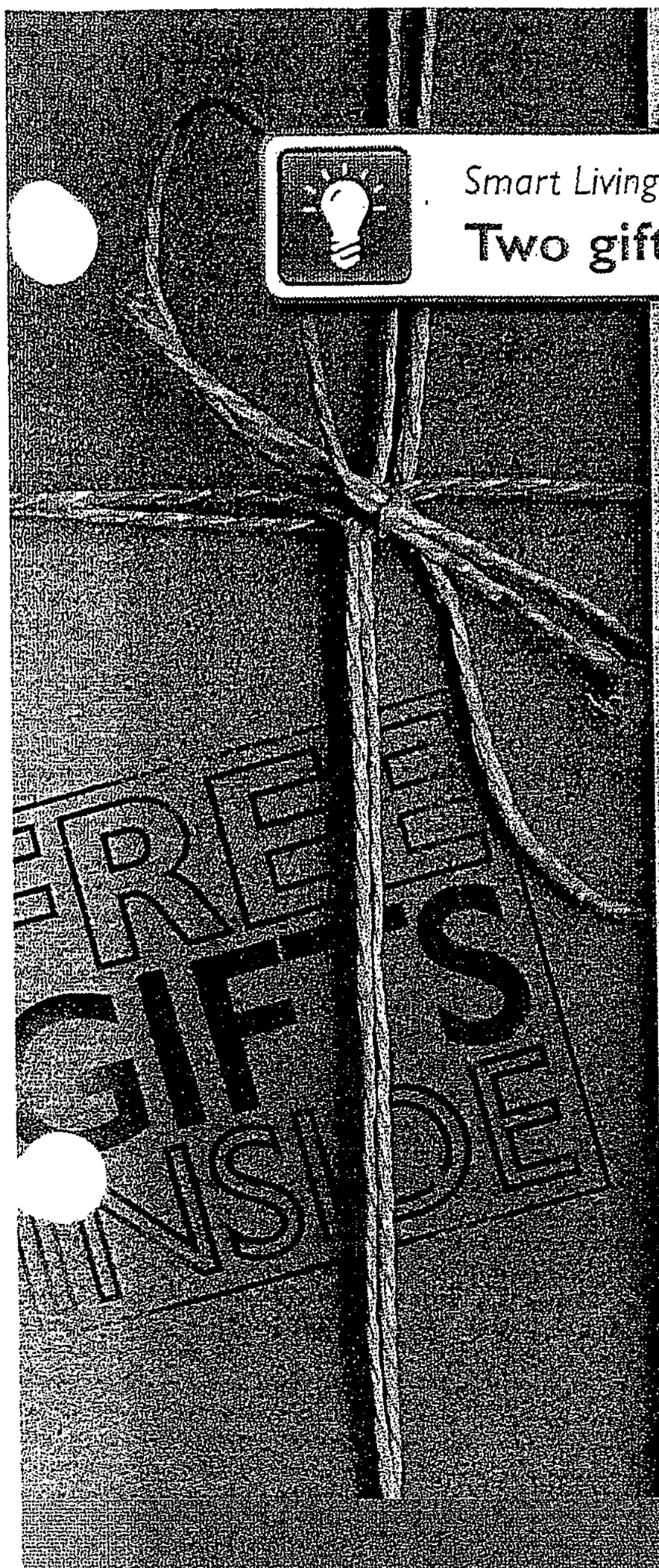


Smart Living Tip No. 068

Two gifts are better than one.

Citadel

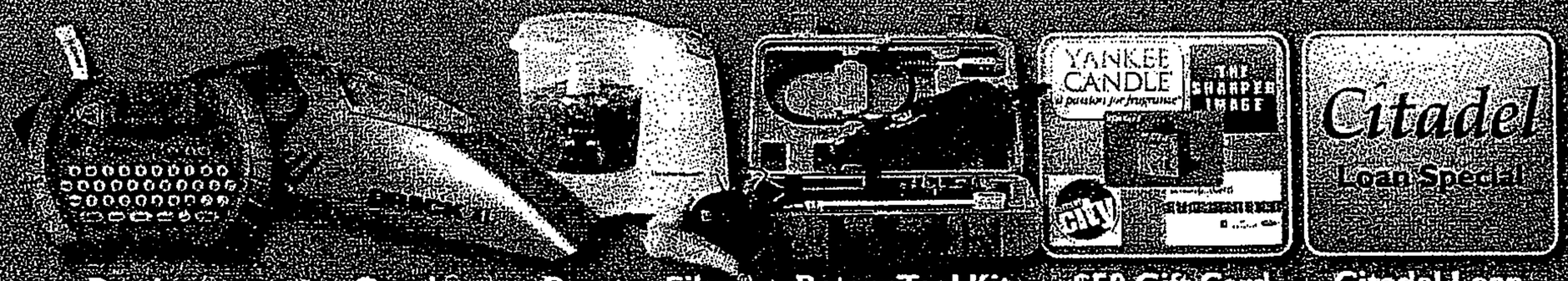
Banking with one focus. You.

Open a new checking account, *choose TWO free gifts...*

...and get great features, too!

- Choice of three different accounts
- Identity Theft Protection
- FREE PC Banking and Bill Payer
- Earn Rewards points with your Debit Card
- Combine your Citadel Debit and Platinum MasterCard® Rewards points

Choose any two of these great gifts when you open a new Checking Account![1]



Brother® Handheld Labeler | Oreck® Auto Vacuum | Proctor-Silex® Food Chopper | Rotary Tool Kit | $50 Gift Card | Citadel Loan Pricing Special*

*1/2% off auto and personal loans. $175 loan origination fee waived for Home Equity loans.

A RewardsNOW™ Program

CitadelFCU.org/SmartLiving

NCUA | EQUAL HOUSING LENDER

[1]Offer valid March 26, 2008. Gifts are subject to change without notice. The Home Depot® is a registered trademark of Homer TLC, Inc. Citadel is not affiliated with The Home Depot®. The Home Depot® is not a sponsor of this promotion. Use of the Circuit City® name and/or logo is by permission of Circuit City® Stores, Inc. Circuit City®, The Sharper Image®, Yankee Candle® and Optoma Gift Card are not sponsors of this program or offer. 1/2% off offer valid on auto and personal loans. Applicants for home equity loans will have the $175 fee waived. Loan amounts must be used within six months of opening the checking account. Other restrictions may apply.

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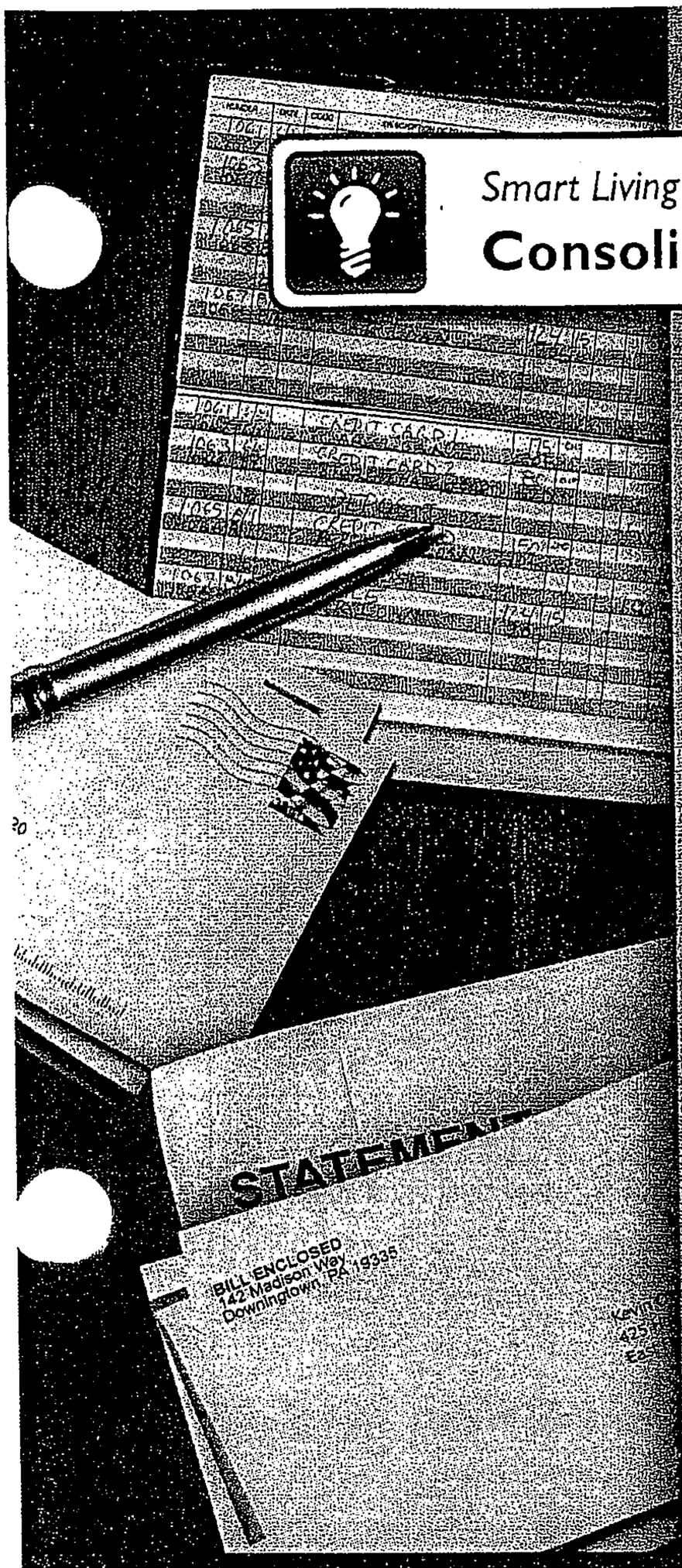
Smart Living Tip No. 413

Consolidate your debt.



Citadel

Banking with one focus. You.

Better Rate.
One Low Payment.

Use a Home Equity or Personal Loan to consolidate your bills. Interest may be tax deductible.*

Home Equity Loan

$228.00/mo

$20,000-10yr loan

Based on Credit, 80% Loan To Value, 6.49% Annual Percentage Rate which includes a .25% discount for automatic payment with a term of 10 years. $175.00 Processing and Recording Fee collected at closing. Minimum $20,000 new money

Personal Loan

$185.00/mo

$10,000 - 7yr loan

Based on Credit, 13.50% Annual Percentage Rate which includes a .25% discount for automatic payment with a term of 7 years.

CitadelFCU.org/SmartLiving

NCUA

EQUAL HOUSING LENDER

*Consult your Tax Advisor.

Other rates and terms apply. Home Equity Loans are available on primary homes in PA, NJ and DE. Home Equity Loans are subject to verification of market value and flood certification may apply. Use of equity expenses including property value/property search, flood certification and recording fees. Citadel is an Equal Housing Lender. Offer valid through February 10, 2006. Rates subject to change without notice.

Reward Yourself

this Holiday Season.

You deserve it.

Earn
DOUBLE REWARDS *points*
on all purchases this
November and **December.***

Rates as low as 9.99%*

The Citadel MasterCard®
Give yourself extra purchasing power, just in time for the holidays! With low rates, rewards points and worldwide acceptance, you will enjoy outstanding value and convenience this holiday shopping season. Plus, each swipe of your Citadel MasterCard enters you to win Citadel's Holiday Shopping Payoff!

Citadel
Banking with one focus. You.

www.citadelfcu.org
800.666.0191

CCS

Our Pledge to You

At Citadel, we go beyond merely meeting your banking needs...

We will use our knowledge of products and services, our desire to help people, and the technology available to us to make recommendations that satisfy customer needs and wants. We will work with customers to determine which recommendation is the best possible financial solution for you, ensuring a positive outcome. It is called Citadel Class Service.℠

EQUAL HOUSING LENDER

NCUA

Citadel

Banking with one focus. You.

800.666.0191 www.citadelfcu.org

© Citadel 8/07

Citade.

Checking accounts

FREE Checking

STAR Checking℠

STAR Premiere Checking℠

And the winner is...

...You!
Citadel is proud to introduce our new line of checking accounts that make you feel like a STAR!
Introducing...
✗ Citadel FREE
✗ Citadel STAR
✗ Citadel STAR Premiere

863

Presenting...

★ Citadel STAR Premiere Checking

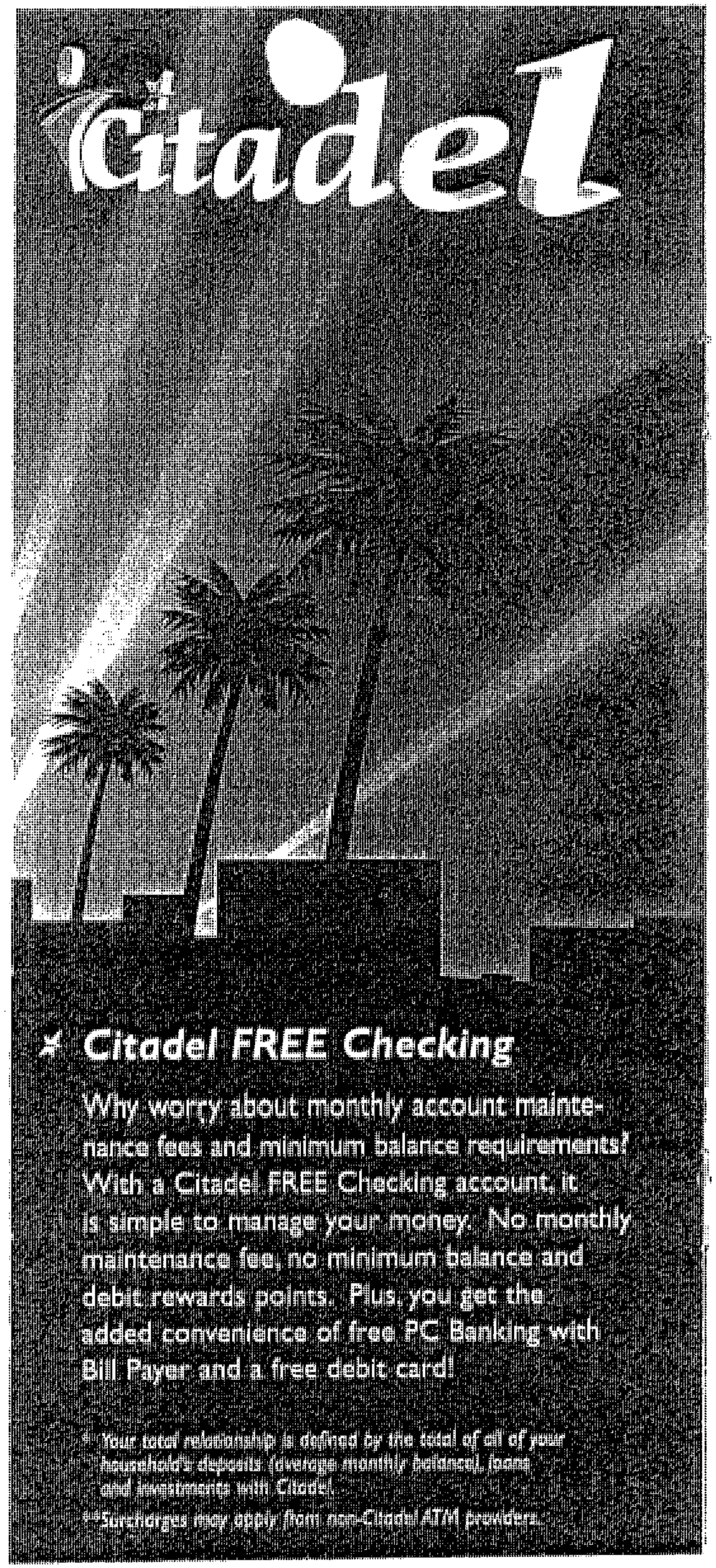
At Citadel, we think you should be rewarded for your banking relationship. If you maintain a $5,000 average monthly checking balance or $25,000 in total relationships* Citadel STAR Premiere Checking is the account to choose. With these balances, this account earns Citadel's highest interest rate among our checking options and your monthly fee is waived. You will be provided with free ID Theft Protection, free checks and unlimited ATM usage, free overdraft transfers each month, a free debit card and free PC Banking with Bill Payer.

★ Citadel STAR Checking

If your balance and service needs require more than just a free account, Citadel STAR Checking may be the account for you. Your monthly fee is waived with a $500 average monthly checking balance or $2,500 in total relationships. Plus, the STAR Checking account earns a competitive interest rate. You will receive unlimited global ATM usage, three free overdraft transfers each month, a free debit card and free PC Banking with Bill Payer.

We are pleased

to offer you checking account options that help you manage your money, fit your lifestyle and reward your banking relationship. From higher interest rates and ID Theft Protection to debit rewards and our always free PC Banking, Citadel's new checking accounts provide you with the financial freedom and security to live like a STAR!



Citadel Services

Starring...

Identity Theft Protection

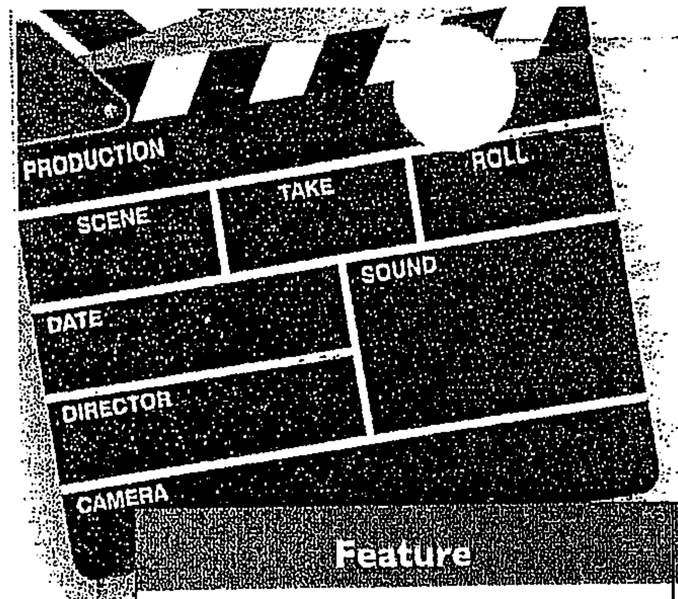
With today's growing security concerns, Citadel wants to help you protect your identity. Our ID Theft program helps you through the whole process unlike many other programs out there that only offer advice and legal documents. Through the Citadel program, our advocates use a limited power of attorney to do the work for you.

Electronic Banking

Citadel provides a full array of free online tools for managing your money at home or on the go. You have access to your accounts to make transfers, loan payments, withdrawals, pay bills and even enroll in additional services.

Debit Rewards

By opening a Citadel checking account, you will be automatically enrolled in our Debit Rewards program. Through this exclusive program, using your Citadel Debit MasterCard will unlock a door to wonderful vacations, exciting travel opportunities and countless premium merchandise. Signature transactions completed with your debit card will earn you one point for every net three dollars that are spent. Best of all, you can combine your debit points with the points you earn with your Citadel Platinum MasterCard. The more points you save, the greater your reward.



Citadel

STAR Checking Account Suite

Feature	Citadel FREE	Citadel STAR	Citadel STAR Premiere
Monthly Balance Criteria	$0.00	$500 Average Daily Balance in Checking or $2,500 in total Household Deposit, Investment* & Loan Balance	$5,000 Average Daily Balance in Checking or $25,000 in total Household Deposit, Investment & Loan Balance
Monthly fee if balance criteria is not met	$0.00	$5.00	$15.00
Free Checks	No	No	**FREE** Premiere Standard checks**
Debit Rewards redeemable for merchandise and travel. Can also be combined with Citadel Platinum MasterCard points.	$3 of purchases = 1 point	$3 of purchases = 1 point	$3 of purchases = 1 point **Bonus point incentives**
Foreign ATM transactions (non Citadel ATM Machine)	$1.00 each	Unlimited	Unlimited
Overdraft Fee	$5.00 each	3 free/month, then $5.00 each	Unlimited
Interest Earned	0.00%	$2,500 - $9,999.99 0.25% $10,000 and up 0.50%	$0 - $4,999.99 0.50% $5,000 - $24,999.99 1.50% $25,000 and up 2.50%
Optional ID Theft Protection Package	$5.95 individual package $9.95 family package	$5.95 individual package $9.95 family package	**FREE** basic package Upgrade: $5.95 individual $9.95 family
Free Travelers Checks	No	No	Yes
Inactive Fee (90 days of no activity)	$15.00	N/A	N/A

All checking accounts come with the following FREE products and services: PC Banking, Bank by Phone, Bill Payer, Notary Service, starter checks, debit or ATM card, Auto/Homeowners/Renters Insurance Quotes, check copies, e-Statements, Direct Deposit, MasterCard Credit Card.**

* *Investment products and services offered through CUSO Financial Services, L.P., (CFS), an independent broker/dealer, are not NCUA/NCUSIF insured, not Credit Union guaranteed and may lose value. Citadel is in partnership with CFS. Representatives are employed by Citadel and registered through CFS (Member NASD/SIPC).*

* *2 boxes per year or 50% off catalague. Duplicate wallet styles only.*

** *Free with any active Citadel Checking account. Qualification based on approval guidelines.*

08

Convenien.

Citadel understands the stress of today's busy lifestyle. With 13 branch offices open for extended and Saturday hours, plus the convenience of PC Banking, bank by phone and direct deposit you are able to do all of your banking virtually anywhere and at anytime.

Citadel is also a source for trusted advice about mortgage and home loans, auto loans, insurance and investments.

Loans

Whether you are buying a house, getting a new car or consolidating debt, Citadel has a great selection of loan products to choose from. With our low rates and easy application process, Citadel makes it easy for you to shop for the right loan to meet your needs.

Investments*

The Investment team at Citadel is a nationally recognized high-performer within the credit union industry, ranking in the top ten percent. They realize that every customer's financial situation is unique. That is why our representatives offer personalized solutions for your short and long term needs.

Insurance**

The Citadel Agency is the best way to get the best coverage, at the best price. We make it easy for you to buy insurance by doing the shopping for you. Whether it is auto, homeowner's or renter's insurance, we work with several of the top carriers in the nation to make sure the insurance plan you pay for is the one you need.

To speak with one of Citadel's trusted experts about any of our lines of business, please visit our website at ***www.CitadelFCU.org*** *or call* ***800-666-0191****.*

* *Investment products and services offered through CUSO Financial Services, L.P., (CFS), an independent broker/dealer, are not NCUA/NCUSIF insured, not Credit Union guaranteed and may lose value. Citadel is in partnership with CFS. Representatives are employed by Citadel and registered through CFS (Member NASD/SIPC).*

** *Insurance products are not deposits of Citadel and are not protected by the NCUA. They are not obligated of or guaranteed by Citadel and may be subject to risk. Any insurance required as a condition of an extension of credit by Citadel need not be purchased from Citadel or Citadel Agency and may be purchased from an agent or an insurance company of the customer's choice. Citadel Agency is a Citadel company. Business conducted with Citadel Agency is separate and distinct from any business conducted with Citadel.*

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Citadel

Banking with one focus. You.

What does this mean to you?

EFFECTIVE SEPTEMBER 2007

All current checking accounts will automatically be classified under the new "Citadel STAR" checking account. This involves chang stated below:

Balance Criteria

C rently, customers who maintained $1,500 in total household deposit and investment* balances or $2,500 in total household sit, investment and loan balances were exempt from Citadel's $5 monthly account balance fee. The balance criteria will chang for checking account holders. Referencing the chart enclosed, "Citadel STAR" checking account holders who maintain a $500 bala in their checking account or $2,500 in total household deposit, investment and loan balances will be exempt from the $5 monthly account balance fee. There is no change in the method used to calculate total deposit, investment and loan balances.

Debit Rewards

A new benefit! All Citadel checking accounts will now earn debit CURewards™ for point of sale purchases made as a "credit," usi your signature instead of your PIN. For account holders who have both a Citadel Platinum MasterCard and a Citadel Debit Maste Card, points may be combined for accelerated point earnings. You will be able to redeem points online for travel vouchers and premiere merchandise, for more information visit our website www.citadelfcu.org.

EFFECTIVE OCTOBER 2007

Overdraft Service

Checking account holders are entitled to three **FREE** Citadel-initiated overdraft transfers* each month to cover overdrawn chec ing account transactions when the funds are available in your savings account. A charge of $5 will be assessed for each additional Citadel-initiated transfer each month to cover overdrawn checking account transactions. As before, there will be no charge for member-initiated transfers such as: at a retail office, PC Banking, Bank by Phone, ATM or automatic loan transfers.

Citadel is pleased to offer our members the luxury of choosing a checking account to meet specific financial needs. Should you ha any questions or comments about our STAR lineup of checking accounts, please visit your nearest Citadel office, call the Citadel Customer Contact Center at (800) 666-0191 to speak with a representative or visit our website at www.citadelfcu.org.

*Federal Regulation D places a monthly limit on the number of transfers you may make from your Savings Accounts or Money Market Accounts without your al presence being required. Transfers affected by this regulation therefore include:

- Transfers made using PC Banking
- Transfers made using Bank by Phone
- Overdraft transfers
- Pre-authorized, automatic, scheduled or recurring transfers

You are allowed six transfers per month, per account.

✣ Investment products and services offered through CUSO Financial Services, L.P., (CFS), an independent broker/dealer, are not NCUA/NCUSIF insured, not Credit Union guaranteed and may lose value. Citadel is in partnership with CFS. Representatives are employed by Citadel and registered through CFS (Member NASD/SIPC).

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Great news about Citadel's checking accounts!

We are pleased to announce a new and exciting product line - checking account choices that offer greater value and more benefits! A STAR lineup of checking accounts will be available starting on September 1, 2007. With these new products you will be able to enjoy added benefits such as debit CURewards™, ID Theft Protection and tiered dividends.

Our main focus is on your banking needs.
As a current checking account owner you will not have to do a thing! You will automatically be enrolled in Citadel's STAR checking account program. Your current account structure and the way you access your account will not change.

Citadel STAR Checking Account Suite

Feature	Citadel Free	Citadel STAR	Citadel STAR Premiere
Monthly Balance Criteria	**$0.00**	**$500** Average Daily Balance in Checking or **$2,500** in total Household Deposit, Investment* & Loan Balance	**$5,000** Average Daily Balance in Checking or **$25,000** in total Household Deposit, Investment & Loan Balance
Monthly fee if balance criteria is not met	**$0.00**	**$5.00**	**$15.00**
Free Checks	**No**	**No**	**FREE Premiere Standard checks***
't Rewards- redeemable for ıandise and travel. Can also be ..mbined with Citadel Platinum MasterCard points.	$3 of purchases = 1 point	$3 of purchases = 1 point	$3 of purchases = 1 point **Bonus point incentives**
Foreign ATM transactions (non Citadel ATM Machine)	**$1.00 each**	**Unlimited**	**Unlimited**
Overdraft Fee	**$5.00 each**	**3 free/month, then $5.00 each**	**Unlimited**
Interest Earned	**0.00%**	$2,500 - $9,999.99 0.25% $10,000 and up 0.50%	$0 - $4,999.99 0.50% $5,000 - $24,999.99 1.50% $25,000 and up 2.50%
Optional ID Theft Protection Package	$5.95 individual package $9.95 family package	$5.95 individual package $9.95 family package	FREE basic package Upgrade: $5.95 individual/$9.95 family
Free Travelers Checks	**No**	**No**	**Yes**
Inactive Fee (90 days of no activity)	**$15**	**N/A**	**N/A**

All checking accounts come with the following FREE products and services: PC Banking, Bank by Phone, Bill Payer, Notary Service, starter checks, debit or ATM card, Auto/Homeowners/Renters Insurance Quotes. Check copies, e-Statements, Direct Deposit, MasterCard Credit Card.**

* Investment products and services offered through CUSO Financial Services, L.P., (CFS), an independent broker/dealer, are not NCUA/NCUSIF insured, not Credit Union guaranteed and may lose value. Citadel is in partnership with CFS. Representatives are employed by Citadel and registered through CFS (Member NASD/SIPC).

* 2 boxes per year or 50% off catalogue. Duplicate wallet styles only.

** Free with any active Citadel Checking account. Qualification based on approval guidelines.

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YALE, CLAUDIA B

From: Chris Dollar (b)(6)
Sent: Thursday, April 24, 2008 3:47 PM
To: YALE, CLAUDIA B
Subject: Demographics by Age Table
Attachments: Product Marketing by Age.doc

Good afternoon Claudia. Please find attached the table regarding product marketing by age for the Citadel FCU proposed community. Thanks again for your help with this. Please let me know if there is other information we can provide.

Chris Dollar

DOLLAR ASSOCIATES, LLC

5511 Highway 280, Suite 224
Birmingham, AL 35242
(b)(6)

Washington Area Office:
5810 Kingstowne Center Drive, #120
Alexandria, VA 22315
(b)(6)

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Demographic Group	Amount of Community Population	Product and Service Promotions
Youth (ages 19 and under)	1,076,013 (27.95%)	Kids Only Club Accounts, Student Loans, and on-site events.
Young Adults (ages 20-24)	238,657(6.20%)	Student Loans, Share draft accounts w/ focus on Free Checking, MasterCard credit cards, Debit Gold cards, PC Banking and Bill Payer, Personal Loans (popular for computers), Share Secured Loans, Automobile loans.
Prime Borrowers (ages 25-54)	1,664,862 (43.25%)	Share Draft accounts w/ focus on STAR Premiere Checking, share certificates, IQ Money Market, IRAs, Debit Gold cards, credit cards, all loan products from first mortgages to vacation loans, and electronic access to funds.
Baby Boomers/Seniors (ages 55 years and older)	870,115 (22.60%)	All share products, Share Draft Accounts, PC Banking, Bank by Phone

(b)(8)

Major Trade Areas

The original application submission included total percentage of community shoppers compared to total shoppers for each of the shopping centers listed below. The chart below breaks these numbers down further, to include the percentage of total shoppers from each individual county within the proposed community and the total for the overall proposed community.

Percentage of Mall Shoppers from the Community

Mall Name	Bucks County	Chester County	Delaware County	Montgomery County	City of Philadelphia	Total Percentage
Franklin Mills	15.2%	0.4%	2.1%	3.8%	56.8%	**78.3%**
Gallery I & II	3.8%	2.5%	4.7%	1.2%	71.9%	**84.1%**
King of Prussia Mall	5.5%	12.2%	11.1%	25.2%	22.3%	**76.2%**
Montgomery Mall	26.4%	1.1%	1.6%	45.2%	17.8%	**92.2%**
Neshaminy Mall	42.4%	0.0%	0.0%	5.0%	44.3%	**91.7%**
Philadelphia Center City Business District	4.2%	3.1%	5.4%	5.0%	60.4%	**78.0%**
Springfield Mall	0.0%	3.9%	69.4%	3.0%	18.6%	**94.9%**
Willow Grove Park	19.4%	0.0%	3.2%	36.6%	37.2%	**96.5%**

(Source: Scarborough Research)

The chart above provides the most conclusive data as to each shopping center's presence in the proposed community due to the natural assumption that if a strong majority of a center's shoppers come from a certain area then that must be their target community. While less of a direct tie to establishing community, the chart below provides further compelling data. The chart below details the percentage of county residents that have shopped at each particular shopping center during the last three months. For example, 23.5% of Bucks County residents have shopped at Franklin Mills during the last three months. The total community percentage column indicates the total percentage of proposed community residents that shopped in the particular center during the past three months. For example, 19.4% of residents of the proposed community shopped at Franklin Mills during the last three months.

Percentage of Total County Residents Shopping at each Center in Past 3 Months

Mall Name	Bucks County	Chester County	Delaware County	Montgomery County	City of Philadelphia	Total Community Percentage
Franklin Mills	23.5%	0.8%	3.6%	4.6%	37.7%	**19.4%**
Gallery I & II	3.3%	2.9%	4.6%	0.8%	27.0%	**6.8%**
King of Prussia Mall	12.9%	38.4%	29.3%	47.3%	22.7%	**28.9%**
Montgomery	30.0%	1.6%	2.0%	40.7%	8.7%	**16.8%**

Mall						
Neshaminy ıll	45.8%	0.0%	0.0%	4.2%	20.6%	**15.9%**
niladelphia Center City Business District	4.8%	4.7%	6.8%	4.4%	29.4%	**14.2%**
Springfield Mall	0.0%	4.5%	67.5%	2.1%	7.0%	**13.2%**
Willow Grove Park	20.1%	0.0%	3.7%	29.9%	16.5%	**16.0%**

(Source: Scarborough Research)

From the chart above it is clear that the most often used shopping center of the proposed community is the King of Prussia Mall, with 28.9% of community residents shopping there in the past three months. With 76.2% of its total shoppers residing in the proposed community, it is evident that this shopping center is a common source of trade and interaction in the proposed community.

Media and Public Relations

The original application submission included total percentage of community readers compared to total readers for each of the newspapers listed below. The chart below breaks these numbers down further, to include the percentage of total readers from each individual county within the proposed community and the total for the overall proposed community.

Percentage of Readers from the Community

Newspaper Name	Bucks County	Chester County	Delaware County	Montgomery County	City of Philadelphia	Total Percentage
Philadelphia Inquirer	9.0%	10.1%	11.6%	16.7%	29.9%	**77.3%**
Philadelphia Daily News	4.3%	4.2%	10.2%	7.2%	58.7%	**84.6%**
Metro Philadelphia	2.1%	1.1%	4.9%	8.2%	76.8%	**93.2%**
Philadelphia Inquirer (Sunday)	8.2%	7.3%	11.6%	16.9%	32.7%	**76.7%**

(Source: Scarborough Research)

The chart above provides the most conclusive data as to each newspapers presence in the proposed community due to the natural assumption that if a strong majority of a newspaper's readership base comes from a certain area then that must be their target market/community. While less of a direct tie to establishing community, the chart below provides further compelling data. The chart below details the percentage of county residents that read each particular newspaper. For example, 17.3% of Bucks County residents read the Philadelphia Inquirer daily and 30.1% of Bucks County residents read the Philadelphia Inquirer Sunday Edition. The total community percentage column indicates the total percentage of proposed community

residents that read the particular newspaper. For example, 23.9% of residents of the proposed community read the Philadelphia Inquirer daily and 45.3% read the Philadelphia Inquirer Sunday Edition.

Percentage of Total Readers by County

Newspaper Name	Bucks County	Chester County	Delaware County	Montgomery County	City of Philadelphia	Total Community Percentage
Philadelphia Inquirer	17.3%	25.95%	25.0%	25.5%	24.8%	**23.9%**
Philadelphia Daily News	4.3%	5.7%	11.6%	5.8%	25.5%	**13.7%**
Metro Philadelphia	1.3%	1.0%	3.5%	4.2%	21.2%	**9.6%**
Philadelphia Inquirer (Sunday)	30.1%	35.9%	47.9%	49.3%	51.7%	**45.3%**

(Source: Scarborough Research)

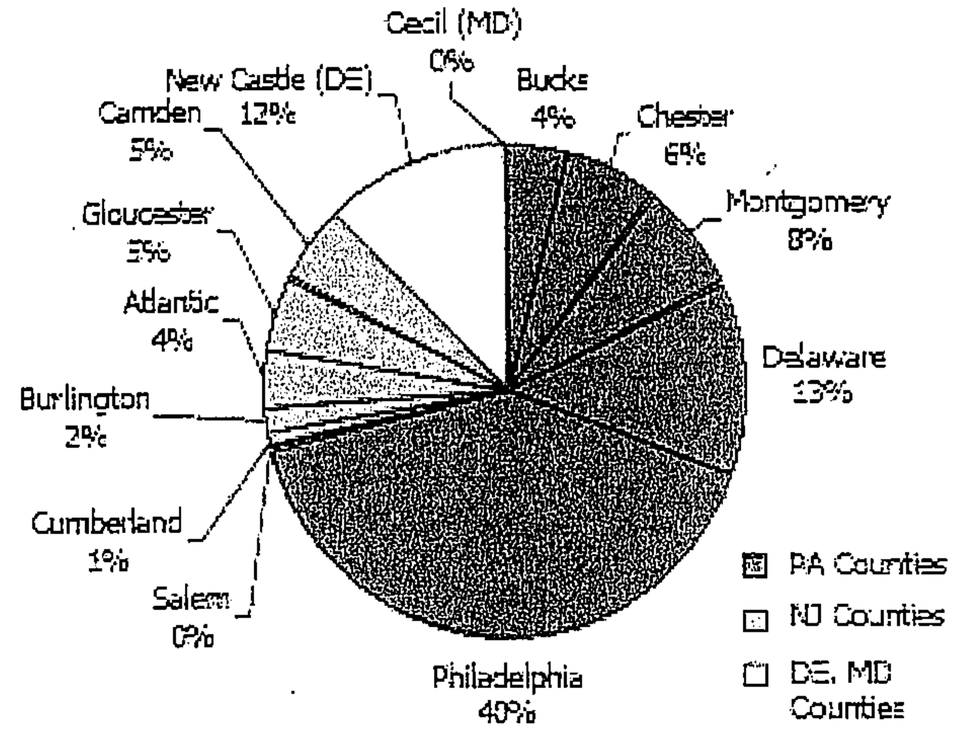
From the chart above it is clear that the dominant newspaper source in the proposed community is the Philadelphia Inquirer. With 77.3% of its total daily readership and 76.7% of its Sunday readership residing in the proposed community, it is evident that this newspaper is a common source of information within the proposed community.

Higher Education

To date there are no statistics available that show county to county student flow for higher education. The Knowledge Industry Partnership (now called Campus Philly) indicates that a county by county study has not been conducted. That being said, there are some statistics available that provide evidence of the proposed community's role in higher education in the Philadelphia community. It is important to note that the Knowledge Industry Partnership identifies the Knowledge Industry as 83 institutions spread over the 14 county Philadelphia CMSA.

- The broadest concentration of institutions in the region is in the specific proposed community of Philadelphia, which has 66 of the region's 83 institutions and 71 percent of the enrolled student body. The chart below shows the breakdown in student enrollment by county.

Distribution of FTE Enrollment by County



- 42 percent of the state of Pennsylvania's total college and university employment is located in the proposed community.

- 75 percent of new student enrollments reside within the region.

In addition, there are a number of colleges in the proposed community that have a campus presence in more than one county. The table below shows these campus locations.

Institution Name	Campus Locations	County
CHI INSTITUTE	**Campuses:** Southampton,Bucks County & Broomall, Delaware County	Bucks, Delaware
DELAWARE COUNTY COMMUNITY COLLEGE	**Main Campus:** Media, Delaware County; **Branch Campus:** Downingtown, Chester County	Delaware, Chester
EASTERN UNIVERSITY	**Main Campus:** St. Davids, Montgomery County; **Branch Campus**: Valley Forge, Chester County & Philadelphia, Philadelphia County	Montgomery & Philadelphia
ITT TECHNICAL INSTITUTE	**Campuses:** Bensalem, Bucks County & King of Prussia, Montgomery County	Montgomery
LA SALLE UNIVERSITY	**Main Campus:** Philadelphia, Philadelphia County; **Branch Campus:** Newtown, Bucks County	Philadelphia, Bucks
LINCOLN TECHNICAL INSTITUTE (Includes Cittone Campuses)	**Campuses:** 3 Philadelphia Locations, Philadelpia County & Plymouth Meeting, Montgomery County & Mount Laurel, Burlington County	Philadelphia, Montgomery, Bulrington
PENNSYLVANIA STATE UNIVERSITY	**Campuses:** Malvern, Chester County & Media, Delaware County & Abington, Montgomery County	Chester, Delaware, Montgomery
PENNSYLVANIA INSTITUTE OF TECHNOLOGY	**Campuses:** Media, Delaware County & Philadelphia, Philadelphia County	Delaware
TEMPLE UNIVERSITY	**Main Campus:** Philadelphia, Philadelphia County & **Branch Campus:** Ambler, Montgomery County	Philadelphia, Montgomery
UNIVERSITY OF PHOENIX	**Campuses:** Philadelphia, Philadelphia County & King of Prussia, Montgomery County	Philadelphia, Montgomery

(Source: http://www.selectgreaterphiladelphia.com/data/education.cfm)

Temple University even features shuttle service for students between its Philadelphia and Montgomery County campuses. Interaction within the proposed community is common in higher education.

(b)(8)

MARKETING RESEARCH REPORT

INQUIRER PAID CIRCULATION, BY COUNTY

12 Months Ended April 1, 2007

Philadelphia DMA, 8-County Market

County	Households	Daily		Sunday	
		Net Paid Daily	Percent Coverage	Net Paid Sunday	Percent Coverage
TOTAL CIRCULATION	--	341,384	--	670,022	--
Total DMA	*2,958,317*	*331,794*	*11.2*	*655,589*	*22.2*
Total 8-County Market	*1,954,182*	*317,186*	*126*	*621,329*	*31.8*
Pennsylvania DMA	*1,883,258*	*262,235*	*13.9*	*510,891*	*27.1*
Philadelphia*	**572,210**	**88,496**	***15.5***	**186,303**	***32.6***
Berks	151,031	467	*0.3*	2,395	*1.6*
Bucks*	**232,215**	**27,874**	***12.0***	**56,191**	***24.2***
Chester*	**175,987**	**36,430**	***20.7***	**67,183**	***38.2***
Delaware*	**209,485**	**41,108**	***19.6***	**77,335**	***36.9***
Lehigh	130,392	204	*0.2*	476	*0.4*
Montgomery*	**300,260**	**67,540**	***22.5***	**120,703**	***40.2***
Northampton	111,678	116	*0.1*	305	*0.3*
New Jersey DMA	*820,002*	*65,611*	*8.0*	*135,992*	*16.6*
Atlantic	103,295	3,173	*3.1*	7,022	*6.8*
Burlington*	**171,096**	**20,671**	***12.1***	**39,501**	***23.1***
Camden*	**191,956**	**24,572**	***12.8***	**48,880**	***25.5***
Cape May	41,691	3,321	*8.0*	6,665	*16.0*
Cumberland	51,896	1,693	*3.3*	5,030	*9.7*
Gloucester*	**100,973**	**10,495**	***10.4***	**25,233**	***25.0***
Mercer	133,848	166	*0.1*	432	*0.3*
Salem	25,247	1,520	*6.0*	3,229	*12.8*
Delaware DMA	*255,057*	*3,948*	*1.5*	*8,706*	*3.4*
Kent	54,529	88	*0.2*	202	*0.4*
New Castle	200,528	3,860	*1.9*	8,504	*4.2*

*** Located within the Philadelphia 8-County Market**

Source: Audit Bureau of Circulations audit report for 12 months ended April 1, 2007

The Inquirer MARKETING RESEARCH DEPARTMENT Daily News

879

Citadel

daily banking

investments

loans

nsurance

October 23, 2008

Claudia Yale
NCUA
Region II – Capital
1775 Duke Street
Alexandria, VA 22314-3437

Dear Claudia:

In following up on our conversation concerning the need for more current financial information for Citadel Federal Credit Union's charter application, attached is such documentation. These documents reflect more up-to-date statistics concerning the status of the Credit Union.

A hard copy of these documents will also be sent to you via the U.S. Postal Service.

If you have any questions, please let me know.

Sincerely,

Jeff March

Jeff March
President/CEO

RECEIVED
OCT 27 2008
FEDERAL CREDIT UNION

Current Statistics	
Category	Measure
Total Assets	$1,085,382,110
Net Worth to Total Assets	10.67%
ROA	0.83%
Loan to Share Ratio	104.80%
Delinquency	0.79%
Net Charge-Offs	1.01%

Based on actual YTD 9/30/2008

(b)(4)

(b)(4)

Previous Membership		
2005	2006	2007
125,021	122,259	117,760

(b)(4)

(b)(4)

(b)(8)

(b)(8)

(b)(8)

Citadel Federal Credit Union
Response to NCUA Questions of 11/24/08

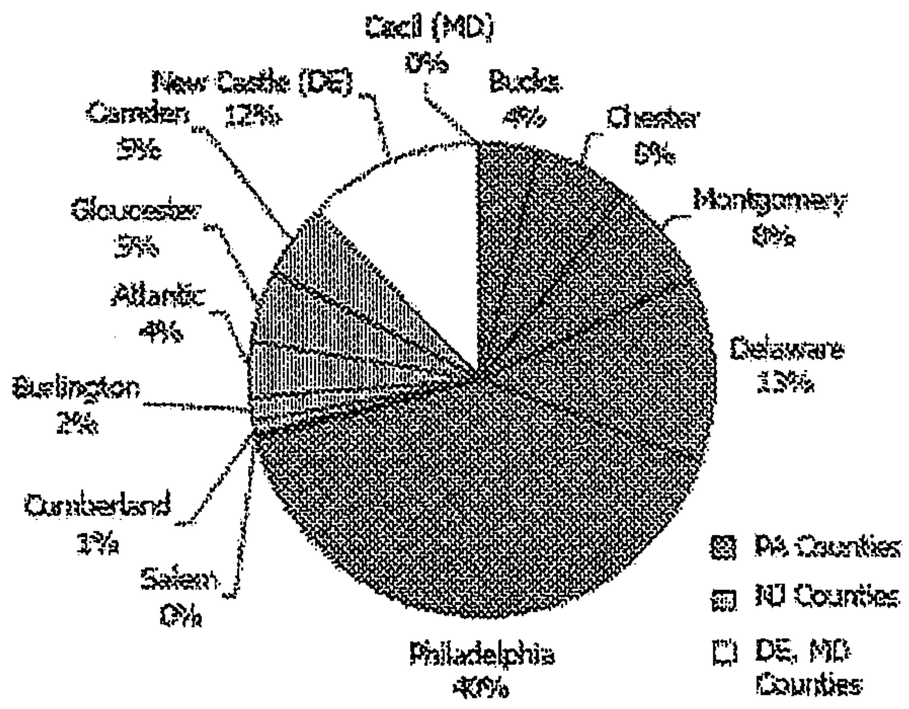
** NCUA Questions in Blue*

For colleges and universities, obtain and analyze enrollment data broken down by students' county of residence.

To date the credit union has been unable to identify any statistics that show county to county student flow for higher education. The Knowledge Industry Partnership (now called Campus Philly) indicates that a county by county study has not been conducted. That being said, statistical information was identified that provides additional evidence of the proposed community's role in higher education in the Philadelphia community. It is important to note that the Knowledge Industry Partnership identifies the Knowledge Industry as 83 institutions spread over the 14 county Philadelphia CMSA.

- The broadest concentration of institutions in the region is in the specific proposed community of Philadelphia, which has 66 of the region's 83 institutions and 71 percent of the enrolled student body. The chart below shows the breakdown in student enrollment by county.

Distribution of FTE Enrollment by County



- 42 percent of the state of Pennsylvania's total college and university employment is located in the proposed community.

- 75 percent of new student enrollments reside within the region.

In addition, there are a number of colleges in the proposed community with a campus presence in more than one county. The table below shows these campus locations.

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CHI INSTITUTE	**Campuses:** Southampton,Bucks County & Broomall, Delaware County	Bucks, Delaware
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EASTERN UNIVERSITY	**Main Campus:** St. Davids, Montgomery County; **Branch Campus**: Valley Forge, Chester County & Philadelphia, Philadelphia County	Montgomery & Philadelphia
ITT TECHNICAL INSTITUTE	**Campuses:** Bensalem, Bucks County & King of Prussia, Montgomery County	Montgomery
LA SALLE UNIVERSITY	**Main Campus:** Philadelphia, Philadelphia County; **Branch Campus:** Newtown, Bucks County	Philadelphia, Bucks
LINCOLN TECHNICAL INSTITUTE (Includes Cittone Campuses)	**Campuses:** 3 Philadelphia Locations, Philadelpia County & Plymouth Meeting, Montgomery County & Mount Laurel, Burlington County	Philadelphia, Montgomery, Bulrington
PENNSYLVANIA STATE UNIVERSITY	**Campuses:** Malvern, Chester County & Media, Delaware County & Abington, Montgomery County	Chester, Delaware, Montgomery
PENNSYLVANIA INSTITUTE OF TECHNOLOGY	**Campuses:** Media, Delaware County & Philadelphia, Philadelphia County	Delaware
TEMPLE UNIVERSITY	**Main Campus:** Philadelphia, Philadelphia County & **Branch Campus:** Ambler, Montgomery County	Philadelphia, Montgomery
UNIVERSITY OF PHOENIX	**Campuses:** Philadelphia, Philadelphia County & King of Prussia, Montgomery County	Philadelphia, Montgomery

(Source: http://www.selectgreaterphiladelphia.com/data/education.cfm)

Temple University even features shuttle service for students between its Philadelphia and Montgomery County campuses. Interaction within the proposed community is common in higher education.

Regarding enrollment by individual institution, higher education in the proposed community consists largely of private institutions. Many of these institutions are nationally and internationally known, resulting in a geographically diverse student population, such as the University of Pennsylvania, Villanova University and Swarthmore College. The two largest remaining public institutions in the proposed community are Temple University and the Community College of Philadelphia.

With the highest enrollment of the colleges and universities in the Greater Philadelphia Community, Temple University is a pre-eminent regional university. With US enrollment of 32,577, it is the largest university in the proposed community.

According to the Temple University Department of Institutional Research, Temple's system-wide US enrollment is 32,577. Of this figure, 79% are from Pennsylvania. Of the Pennsylvania residents, the vast majority, 81% are from the Greater Philadelphia community.

TEMPLE UNIVERSITY

Total Enrollment by Geographic Origin
1996 and 2005

	Fall 1996		Fall 2005	
	Headcount	% of Total Students	Headcount	% of Total Students
PENNSYLVANIA				
Philadelphia	11,880	42.0%	9,754	28.6%
Suburban				
Bucks County	2,588	9.1%	3,232	9.5%
Chester County	565	2.0%	952	2.8%
Delaware County	1,736	6.1%	2,344	6.9%
Montgomery County	4,468	15.8%	4,589	13.5%
Suburban Total	9,357	33.0%	11,117	32.6%
Pittsburgh (Allegheny County)	124	0.4%	196	0.6%
Rest of Pennsylvania	2,250	7.9%	4,706	13.8%
PENNSYLVANIA TOTAL	23,611	83.4%	25,773	75.6%
DELAWARE	136	0.5%	215	0.6%
MARYLAND	198	0.7%	669	2.0%
NEW ENGLAND	226	0.8%	704	2.1%
NEW JERSEY	1,624	5.7%	2,712	8.0%
NEW YORK	605	2.1%	1,015	3.0%
REST OF UNITED STATES	707	2.5%	1,489	4.4%
INTERNATIONAL	1,212	4.3%	1,520	4.5%
TOTAL STUDENTS	28,319	100.0%	34,097	100.0%

Note: First-Time freshmen count reflects applicants coded as freshmen who were admitted and registered for the Fall semester.

Source: Undergraduate Admissions Files

Prepared by: Institutional Research 12/05/2005

Community College of Philadelphia is the only public institution of higher education in the city. Since 1965, over 500,000 students have attended Community College pf Philadelphia seeking associates degrees, certificates, improved workplace skills and lifelong learning. Many of the degree students seek employment in the Philadelphia region. While specific county-by-county statistics are not available, according to personal telephone communication with Dr. Jane Grosset, Director of Institutional Research, virtually all of the Community College of Philadelphia students are from the Greater Philadelphia community. According to the Community College of Philadelphia's web site, over 90% of the graduates remain in the area and seek employment, strengthening the local economy and workforce. Local businesses utilize the Community Colleges' workplace training programs to keep their workers skilled and their companies competitive.

For hospitals and medical facilities, obtain and analyze admission and/or discharge data broken down by patients' county of residence.

The original application submission included total percentage of community patients compared to total patients for each of the medical centers listed below. The chart below breaks these numbers down further, to include the percentage of total patients from each individual county within the proposed community and the total for the overall proposed community.

Percentage of Hospital Patients from the Community

Hospital Name	Bucks County	Chester County	Delaware County	Montgomery County	City of Philadelphia	Total Percentage
University of Pennsylvania Medical Center	5.2%	5.5%	4.3%	18.3%	40.4%	**73.7%**
Children's Hospital of Philadelphia	16.5%	5.0%	11.5%	3.7%	31.4%	**68.0%**
Abington Memorial Hospital	20.4%	0.0%	3.5%	63.1%	13.0%	**100.0%**

(Source: Scarborough Research)

For shopping centers, obtain updated data documenting consumer shopping patterns.

The original application submission included total percentage of community shoppers compared to total shoppers for each of the shopping centers listed below. The chart below breaks these numbers down further, to include the percentage of total shoppers from each individual county within the proposed community and the total for the overall proposed community.

Percentage of Mall Shoppers from the Community

Mall Name	Bucks County	Chester County	Delaware County	Montgomery County	City of Philadelphia	Total Percentage
Franklin Mills	15.2%	0.4%	2.1%	3.8%	56.8%	**78.3%**
Gallery I & II	3.8%	2.5%	4.7%	1.2%	71.9%	**84.1%**
King of Prussia Mall	5.5%	12.2%	11.1%	25.2%	22.3%	**76.2%**
Montgomery Mall	26.4%	1.1%	1.6%	45.2%	17.8%	**92.2%**
Neshaminy Mall	42.4%	0.0%	0.0%	5.0%	44.3%	**91.7%**
Philadelphia Center City Bus District	4.2%	3.1%	5.4%	5.0%	60.4%	**78.0%**
Springfield Mall	0.0%	3.9%	69.4%	3.0%	18.6%	**94.9%**
Willow Grove Park	19.4%	0.0%	3.2%	36.6%	37.2%	**96.5%**

(Source: Scarborough Research)

The chart above provides the most conclusive data as to each shopping center's presence in the proposed community due to the natural assumption that if a strong majority of a center's shoppers come from a certain area then that must be their target community. The chart below provides further compelling data. The chart below details the percentage of county residents that have shopped at each particular shopping center during the last three months. For example, 23.5% of Bucks County residents have shopped at Franklin Mills during the last three months. The total community percentage column indicates the total percentage of proposed community residents that shopped in the particular center during the past three months. For example, 19.4% of residents of the proposed community shopped at Franklin Mills during the last three months.

Percentage of Total County Residents Shopping at each Center in Past 3 Months

Mall Name	Bucks County	Chester County	Delaware County	Montgomery County	City of Philadelphia	Total Community Percentage
Franklin Mills	23.5%	0.8%	3.6%	4.6%	37.7%	**19.4%**
Gallery I & II	3.3%	2.9%	4.6%	0.8%	27.0%	**6.8%**
King of Prussia Mall	12.9%	38.4%	29.3%	47.3%	22.7%	**28.9%**
Montgomery Mall	30.0%	1.6%	2.0%	40.7%	8.7%	**16.8%**
Neshaminy Mall	45.8%	0.0%	0.0%	4.2%	20.6%	**15.9%**
Philadelphia Center City Business District	4.8%	4.7%	6.8%	4.4%	29.4%	**14.2%**
Springfield Mall	0.0%	4.5%	67.5%	2.1%	7.0%	**13.2%**
Willow Grove Park	20.1%	0.0%	3.7%	29.9%	16.5%	**16.0%**

(Source: Scarborough Research)

From the chart above it is clear that the usage of these shopping centers by residents throughout each of the five counties demonstrates significant interaction within the proposed community.

For civic organizations, elaborate on how their activities unify the five counties.

The proposed community is unified through service and the unique characteristics, history, and qualities that identify the Greater Philadelphia Community. Numerous community organizations, agencies, and clubs, including civic, business, service, and common-interest groups provide opportunities for community residents to interact and share common interests. The Greater Philadelphia community is made of residents who generously volunteer time in their community. According to the 2006 Scarborough Research, 824,596 adults or 48.7% of the volunteers are residents in the Greater Philadelphia community. This is a great example of the "City of Brotherly Love" extending itself to help those in need. Citadel FCU staff clearly connects with this segment as Citadel FCU employees volunteer thousands of hours every year in the community. Following is a brief list of some organizations that provide employment,

volunteer opportunities, and special services and programs to Greater Philadelphia community residents. These organizations unify the proposed community through the common bond of service.

- *Big Brothers Big Sisters Southeastern Pennsylvania* - Proudly serves the Greater Philadelphia community. Big Brothers Big Sisters is the nation's oldest, largest and most effective youth mentoring organization, matching at-risk youth in a one-to-one relationship with a caring adult mentor since 1904. The mission of Big Brothers Big Sisters Southeastern Pennsylvania is to make a positive difference in the lives of children and youth, primarily through a professionally supported one-to-one relationship with a caring volunteer and to assist them in achieving their highest potential as they grow to be confident, competent and caring individuals.

  Census information suggests that 100,000 children in the proposed community are at-risk of social and academic failure. The presence of Big Brothers/Big Sisters seeks to provide mentoring relationships to this demographic in an effort to reach individuals and impact the community as a whole.

  National research has shown the positive relationships between youth and their Big Brothers and Big Sisters have a direct and measurable impact on children's lives. Little Brothers and Sisters are:

  - More confident in their schoolwork performance
  - Able to get along better with their families
  - 46% less likely to begin using illegal drugs
  - 27% less likely to begin using alcohol
  - 52% less likely to skip school

  (Source: www.bbbssepa.org)

- *Alzheimer's Association, Southeastern PA Chapter* - Provides educational and informational support to individuals coping with Alzheimer's disease or a related disorder and their caregivers within the Greater Philadelphia community. Some of the programs offered to the community residents are: 24/7/365 help line and contact center, support groups, professional training and counseling, newsletters, speakers bureau, safe return program for wanderers, care coordination, and multicultural outreach.

- *Easter Seals of Southeastern Pennsylvania* - Provides the foundation necessary for children and adults with disabilities to gain greater independence. Easter Seals of Southeastern Pennsylvania served over 9,000 children and adults with disabilities and their families in 2003 in the Philadelphia, Bucks, Chester, Delaware, and Montgomery counties.

  Taken specifically from the organization's website, Easter Seals of Southeastern Pennsylvania serves Philadelphia, Bucks, Chester, Delaware and Montgomery Counties in an effort to maximize the independence of children and adults with disabilities.
  (Source: http://sepa.easterseals.com)

- *Preservation Alliance for Greater Philadelphia* - Actively promotes the appreciation, protection, and revitalization of the Philadelphia community's historic buildings, communities, and landscapes. A nonprofit membership organization, the alliance leads in setting the agenda for preservation issues of community importance and advocates strong public preservation policies. According to John Gallery, Executive Director of the Preservation Alliance, this organization serves the five-county area and the majority of its members are from this area as well. *(Source: Personal correspondence, March 2007)*

  Although there are many nonprofit organizations involved in the preservation and management of historic resources in the Philadelphia region as well as many public agencies devoted to the protection of historic resources, the Alliance is the principal "public steward" of the historic landmarks of the Philadelphia area. The Alliance's task is not simply to protect the past; it is also to build public appreciation and support for the distinctive historic character of the city of Philadelphia and surrounding communities, and the assets that contribute to that character. The Alliance is also a public advocate for preservation policies and laws. No other organization performs these functions in the city of Philadelphia; no other organization takes as its mission cooperative efforts with preservation organizations in all the Pennsylvania counties adjacent to Philadelphia to achieve these same objectives. Very simply, the Preservation Alliance for Greater Philadelphia helps to preserve the unique character of the proposed community, providing abundant evidence to support the Greater Philadelphia Community as a well-defined local community.

- *Greater Philadelphia Cultural Alliance (GPCA)* - Founded in 1972 by nine leading Philadelphia cultural institutions: The Academy of Music, Academy of Natural Sciences, The Franklin Institute, The Free Library of Philadelphia, Library Company of Philadelphia, Pennsylvania Academy of Fine Arts, Philadelphia Museum of Art, Philadelphia Orchestra Association and The Philadelphia Zoological Garden.

  The leaders of these organizations originally came together to coordinate historical and cultural events for the bicentennial celebration of 1976. From these interactions an idea evolved to band together permanently to share mutual concerns and solve common problems among Philadelphia area cultural institutions. Through its sponsorship of numerous programs and activities, the Greater Philadelphia Cultural Alliance also sought to arouse public awareness, participation and financial support for the humanities, arts and sciences in the community.

- *United Way of Southeastern Pennsylvania* - Members of the business community established the United Way of Southeastern Pennsylvania in 1921, although it was originally called the Welfare Federation of Philadelphia. It was created to eliminate overlapping charities, so money could be raised and distributed more efficiently. From its inception until today, United Way remains one of the most outstanding ways for individuals and corporations to make an impact on local health, education, and social service needs. According to the United Way of Southeastern Pennsylvania's website, the organization serves the proposed community for many reasons, listed below.

  United Way invests in Education because:

- By the sixth grade, 60% of Philadelphia public school children are reading below grade level.

- Roughly 47% of all Philadelphia high school students eventually drop out and drop-outs are eight times more likely to end up in prison.

United Way invests in Income and Financial Stability because:

- In the *five county Greater Philadelphia region*, there are roughly 73,000 young people between the ages of 16 and 24 who are not in school and not working.

- A person working full-time at the minimum wage makes less than $14,000 per year. A Philadelphian with a pre-school and a school-aged child needs to earn $48,500 for his or her family to be self-sufficient.

United Way invests in Health because:

- Pennsylvania ranks 4th in the nation in the proportion of its households with at least one member aged 65 or over and is the second oldest state in the nation overall.

- Most seniors prefer to age in place in the dignity of their own homes, yet Pennsylvania only spends 23% of its long-term care dollars on at-home care. The other 76% is spent on nursing homes and other facilities.

United Way invests in this region's Safety Net because:

- Nearly 122,000 households in Southeastern Pennsylvania are currently reducing portion sizes or skipping meals entirely because they cannot afford food purchases. Those 122,000 households include nearly 61,000 children.

- Approximately 6,500 people are homeless on any given day in Philadelphia.

The United Way of Southeast Pennsylvania continues to fulfill its mission of service to the proposed Greater Philadelphia Community.

For financial projections, outline contingency plans should growth or overall financial performance lag expectations.

(b)(4)

Clearly, Citadel FCU is cognizant of the significant economic challenges the country is currently facing. Notwithstanding those challenges and the uncertainties a volatile economy brings, Citadel FCU believes strongly that it is well positioned from a financial point of view to

(b)(4)

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Naturally, Citadel FCU will closely monitor internal and external trends to ensure that the credit union's long term viability is preserved and protected. (b)(4)

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(b)(4)

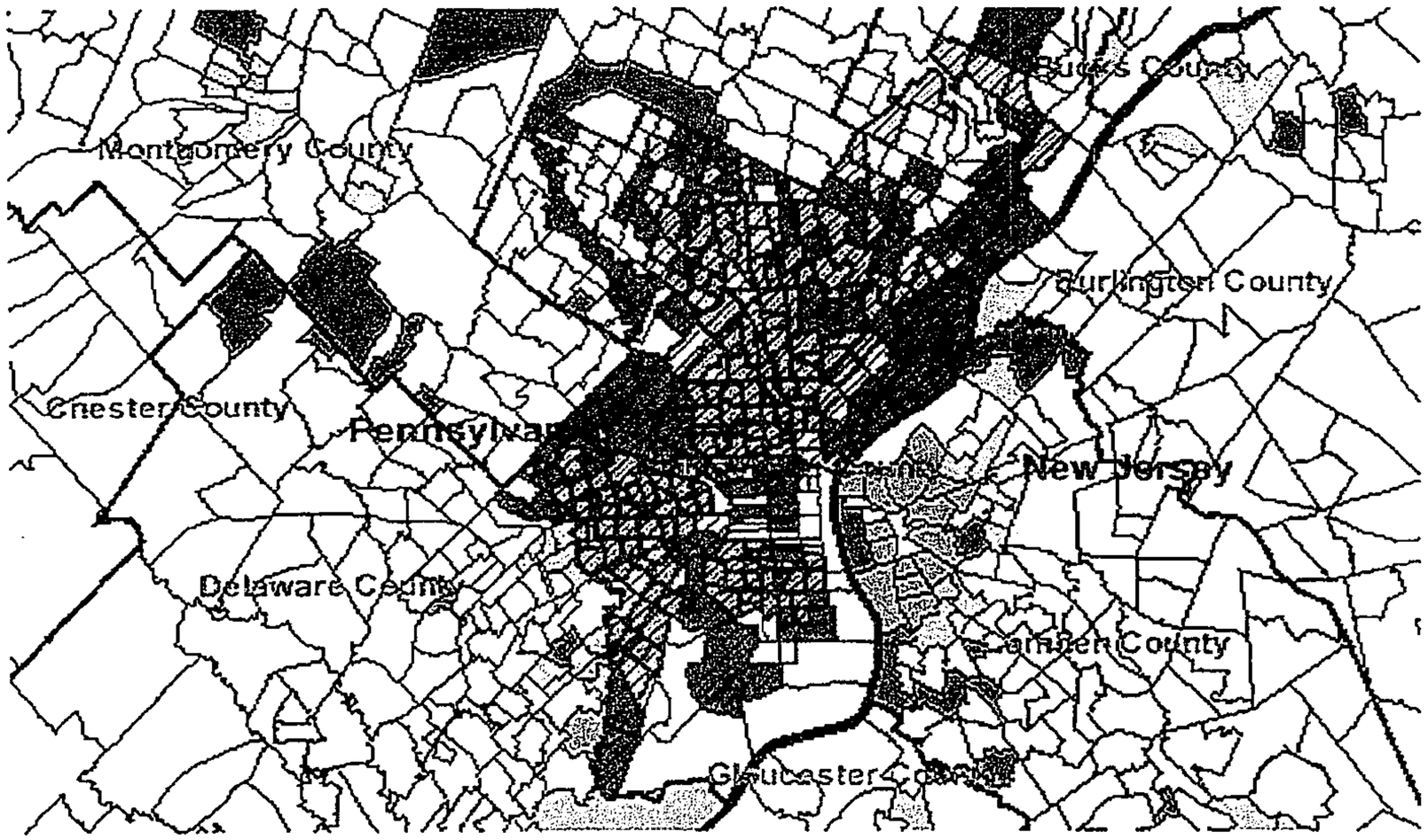
that a vote on the proposed application would be completed perhaps as early as second quarter 2008.

myCDFI·Fund

Dollar Associates, LLC

F.A. Component: CDFI Program: Investment Area Hot Zone Worksheet

Dollar Associates, LLC - Philadelphia UA



Qualifying Status

The selected area has contiguous units.

- ✓ Non-Qualifying Tract Population Less Than 15% of Qualifying Tract Population
- Hot Zones Comprise 64% of Investment Area
- Hot Zones Comprise 72% of Investment Area Population
- ✓ Qualifies As An Investment Area

Qualified

Reports

Investment Area Worksheet

Count	State	Metropolitan Area Name	County	Unit	Total Population	Poverty Rate	% of Benchmark Median Family Income	Unemployment Rate	Ratio of Local to U.S Unemployment Rates	Qualifies Under Invesment Area Criteria?	Qualifies as Economic Development Hot Zone?	Qualifies as a Housing Hot Zone?
1	PA	Philadelphia, PA--NJ PMSA	101	42101032900	4073	0.146	0.717	0.077	1.33	Yes	No	No
2	PA	Philadelphia, PA--NJ PMSA	101	42101031400	10298	0.162	0.728	0.075	1.29	Yes	No	No
		Philadelphia,										

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3	PA	PA--NJ PMSA	101	42101030100	6050	0.199	0.706	0.098	1.69	Yes	No	No
4	PA	Philadelphia, PA--NJ PMSA	101	42101028800	4319	0.326	0.45	0.165	2.84	Yes	Yes	Yes
5	PA	Philadelphia, PA--NJ PMSA	101	42101027500	4823	0.258	0.632	0.063	1.09	Yes	No	Yes
6	PA	Philadelphia, PA--NJ PMSA	101	42101026301	4313	0.098	0.868	0.101	1.74	Yes	No	No
7	PA	Philadelphia, PA--NJ PMSA	101	42101025000	1072	0.291	0.631	0.336	5.79	Yes	No	No
8	PA	Philadelphia, PA--NJ PMSA	101	42101023700	5123	0.143	0.86	0.098	1.69	Yes	No	No
9	PA	Philadelphia, PA--NJ PMSA	101	42101021100	2574	0.077	0.989	0.097	1.67	Yes	No	No
10	PA	Philadelphia, PA--NJ PMSA	101	42101019800	6239	0.455	0.345	0.227	3.91	Yes	Yes	Yes
11	PA	Philadelphia, PA--NJ PMSA	101	42101018400	2239	0.141	0.662	0.079	1.36	Yes	No	No
12	PA	Philadelphia, PA--NJ PMSA	101	42101017300	3126	0.341	0.406	0.164	2.83	Yes	Yes	Yes
13	PA	Philadelphia, PA--NJ PMSA	101	42101016100	5435	0.481	0.355	0.26	4.48	Yes	Yes	Yes
14	PA	Philadelphia, PA--NJ PMSA	101	42101014900	4634	0.313	0.481	0.152	2.62	Yes	Yes	Yes
15	PA	Philadelphia, PA--NJ PMSA	101	42101013500	3437	0.244	0.561	0.117	2.02	Yes	Yes	Yes
16	PA	Philadelphia, PA--NJ PMSA	101	42101012300	13	0	0	0	0	Yes	No	No

17	PA	Philadelphia, PA--NJ PMSA	101	42101011000	3800	0.35	0.444	0.185	3.19	Yes	Yes	Yes
18	PA	Philadelphia, PA--NJ PMSA	101	42101009600	4504	0.251	0.487	0.182	3.14	Yes	Yes	Yes
19	PA	Philadelphia, PA--NJ PMSA	101	42101008302	4535	0.316	0.545	0.106	1.83	Yes	Yes	No
20	PA	Philadelphia, PA--NJ PMSA	101	42101007100	8310	0.267	0.504	0.188	3.24	Yes	Yes	No
21	PA	Philadelphia, PA--NJ PMSA	101	42101006000	6127	0.17	0.637	0.082	1.41	Yes	No	Yes
22	PA	Philadelphia, PA--NJ PMSA	101	42101004500	3049	0.087	0.797	0.087	1.5	Yes	No	No
23	PA	Philadelphia, PA--NJ PMSA	101	42101003500	117	0.205	0.561	0.19	3.28	Yes	No	No
24	PA	Philadelphia, PA--NJ PMSA	101	42101002300	2644	0.209	0.673	0.102	1.76	Yes	Yes	No
25	PA	Philadelphia, PA--NJ PMSA	101	42101000900	4969	0.332	0.976	0.037	0.64	Yes	No	No
26	PA	Philadelphia, PA--NJ PMSA	101	42101000600	1384	0.224	1.065	0.283	4.88	Yes	No	No
27	PA	Philadelphia, PA--NJ PMSA	101	42101000500	1071	0.636	0.079	0.275	4.74	Yes	No	No
28	PA	Philadelphia, PA--NJ PMSA	101	42101002100	2387	0.291	0.452	0.156	2.69	Yes	Yes	Yes
29	PA	Philadelphia, PA--NJ PMSA	101	42101002200	2135	0.282	0.533	0.109	1.88	Yes	Yes	Yes
30	PA	Philadelphia, PA--NJ	101	42101002000	2270	0.353	0.441	0.129	2.22	Yes	Yes	No

		PMSA										
31	PA	Philadelphia, PA--NJ PMSA	101	42101001900	2689	0.325	0.402	0.127	2.19	Yes	Yes	Yes
32	PA	Philadelphia, PA--NJ PMSA	101	42101001800	2462	0.129	0.724	0.054	0.93	Yes	No	No
33	PA	Philadelphia, PA--NJ PMSA	101	42101001400	3528	0.261	0.587	0.105	1.81	Yes	Yes	Yes
34	PA	Philadelphia, PA--NJ PMSA	101	42101001300	4410	0.26	0.504	0.105	1.81	Yes	Yes	Yes
35	PA	Philadelphia, PA--NJ PMSA	101	42101000400	4387	0.169	0.72	0.202	3.48	Yes	No	No
36	PA	Philadelphia, PA--NJ PMSA	101	42101000200	1355	0.564	0.17	0.247	4.26	Yes	No	No
37	PA	Philadelphia, PA--NJ PMSA	101	42101020600	1646	0.337	1.436	0.01	0.17	Yes	No	No
38	PA	Philadelphia, PA--NJ PMSA	101	42101020500	3308	0.344	0.392	0.216	3.72	Yes	Yes	Yes
39	PA	Philadelphia, PA--NJ PMSA	101	42101020400	3398	0.25	0.535	0.133	2.29	Yes	Yes	No
40	PA	Philadelphia, PA--NJ PMSA	101	42101020300	3147	0.272	0.428	0.159	2.74	Yes	Yes	No
41	PA	Philadelphia, PA--NJ PMSA	101	42101020200	5659	0.339	0.484	0.264	4.55	Yes	Yes	Yes
42	PA	Philadelphia, PA--NJ PMSA	101	42101020100	7732	0.318	0.459	0.122	2.1	Yes	Yes	Yes
43	PA	Philadelphia, PA--NJ PMSA	101	42101020000	1756	0.319	0.392	0.086	1.48	Yes	No	Yes

44	PA	Philadelphia, PA--NJ PMSA	101	42101019900	5002	0.468	0.334	0.252	4.34	Yes	Yes	Yes
45	PA	Philadelphia, PA--NJ PMSA	101	42101019600	2632	0.47	0.31	0.179	3.09	Yes	Yes	Yes
46	PA	Philadelphia, PA--NJ PMSA	101	42101019700	7139	0.449	0.352	0.195	3.36	Yes	Yes	Yes
47	PA	Philadelphia, PA--NJ PMSA	101	42101019500	8642	0.499	0.274	0.225	3.88	Yes	Yes	Yes
48	PA	Philadelphia, PA--NJ PMSA	101	42101019300	146	0	0.431	0	0	Yes	No	No
49	PA	Philadelphia, PA--NJ PMSA	101	42101019400	350	0.483	0.245	0.212	3.66	Yes	No	No
50	PA	Philadelphia, PA--NJ PMSA	101	42101019200	7519	0.434	0.352	0.197	3.4	Yes	Yes	Yes
51	PA	Philadelphia, PA--NJ PMSA	101	42101019100	6662	0.176	0.657	0.087	1.5	Yes	No	No
52	PA	Philadelphia, PA--NJ PMSA	101	42101018900	942	0.381	0.416	0.099	1.71	Yes	No	No
53	PA	Philadelphia, PA--NJ PMSA	101	42101019000	6869	0.293	0.471	0.148	2.55	Yes	Yes	Yes
54	PA	Philadelphia, PA--NJ PMSA	101	42101018700	1598	0.213	0.683	0.126	2.17	Yes	Yes	No
55	PA	Philadelphia, PA--NJ PMSA	101	42101018800	7257	0.395	0.443	0.193	3.33	Yes	Yes	Yes
56	PA	Philadelphia, PA--NJ PMSA	101	42101018600	4870	0.149	0.693	0.07	1.21	Yes	No	No
57	PA	Philadelphia, PA--NJ	101	42101018500	117	0.282	0.717	0.189	3.26	Yes	No	No

		PMSA										
58	PA	Philadelphia, PA--NJ PMSA	101	42101018300	4027	0.1	0.752	0.086	1.48	Yes	No	No
59	PA	Philadelphia, PA--NJ PMSA	101	42101018100	205	0.241	0.664	0.154	2.66	Yes	No	No
60	PA	Philadelphia, PA--NJ PMSA	101	42101018200	390	0.155	0.459	0.046	0.79	Yes	No	No
61	PA	Philadelphia, PA--NJ PMSA	101	42101018000	8005	0.163	0.62	0.077	1.33	Yes	No	No
62	PA	Philadelphia, PA--NJ PMSA	101	42101017900	6050	0.322	0.504	0.151	2.6	Yes	Yes	No
63	PA	Philadelphia, PA--NJ PMSA	101	42101017800	6340	0.543	0.278	0.262	4.52	Yes	Yes	Yes
64	PA	Philadelphia, PA--NJ PMSA	101	42101017700	9159	0.538	0.293	0.258	4.45	Yes	Yes	Yes
65	PA	Philadelphia, PA--NJ PMSA	101	42101017602	3867	0.595	0.21	0.386	6.66	Yes	Yes	Yes
66	PA	Philadelphia, PA--NJ PMSA	101	42101017601	5863	0.627	0.213	0.323	5.57	Yes	Yes	Yes
67	PA	Philadelphia, PA--NJ PMSA	101	42101017500	7452	0.59	0.241	0.26	4.48	Yes	Yes	Yes
68	PA	Philadelphia, PA--NJ PMSA	101	42101017400	2667	0.498	0.278	0.249	4.29	Yes	Yes	Yes
69	PA	Philadelphia, PA--NJ PMSA	101	42101017200	8643	0.322	0.442	0.178	3.07	Yes	Yes	No
70	PA	Philadelphia, PA--NJ PMSA	101	42101017100	4435	0.304	0.449	0.11	1.9	Yes	Yes	Yes

71	PA	Philadelphia, PA--NJ PMSA	101	42101017000	2909	0.276	0.619	0.121	2.09	Yes	Yes	No
72	PA	Philadelphia, PA--NJ PMSA	101	42101016902	6577	0.362	0.373	0.202	3.48	Yes	Yes	Yes
73	PA	Philadelphia, PA--NJ PMSA	101	42101016901	3807	0.426	0.329	0.238	4.1	Yes	Yes	Yes
74	PA	Philadelphia, PA--NJ PMSA	101	42101016800	4553	0.379	0.388	0.194	3.34	Yes	Yes	Yes
75	PA	Philadelphia, PA--NJ PMSA	101	42101016700	6947	0.459	0.335	0.205	3.53	Yes	Yes	Yes
76	PA	Philadelphia, PA--NJ PMSA	101	42101016600	1630	0.426	0.51	0.221	3.81	Yes	Yes	Yes
77	PA	Philadelphia, PA--NJ PMSA	101	42101016500	2722	0.449	0.361	0.21	3.62	Yes	Yes	Yes
78	PA	Philadelphia, PA--NJ PMSA	101	42101016400	5086	0.54	0.275	0.263	4.53	Yes	Yes	Yes
79	PA	Philadelphia, PA--NJ PMSA	101	42101016300	3776	0.44	0.281	0.224	3.86	Yes	Yes	Yes
80	PA	Philadelphia, PA--NJ PMSA	101	42101016200	2442	0.607	0.247	0.173	2.98	Yes	Yes	Yes
81	PA	Philadelphia, PA--NJ PMSA	101	42101016000	7406	0.235	0.583	0.136	2.34	Yes	Yes	No
82	PA	Philadelphia, PA--NJ PMSA	101	42101015900	1793	0.228	0.735	0.084	1.45	Yes	No	No
83	PA	Philadelphia, PA--NJ PMSA	101	42101015800	5854	0.173	0.696	0.085	1.47	Yes	No	No
84	PA	Philadelphia, PA--NJ	101	42101015700	2759	0.374	0.413	0.116	2	Yes	Yes	Yes

		PMSA									
85	PA	Philadelphia, PA--NJ PMSA	101	42101015600	1989	0.522	0.364	0.199	3.43	Yes	Yes	Yes
86	PA	Philadelphia, PA--NJ PMSA	101	42101015500	2883	0.616	0.236	0.255	4.4	Yes	Yes	Yes
87	PA	Philadelphia, PA--NJ PMSA	101	42101015400	2316	0.233	0.647	0.214	3.69	Yes	Yes	No
88	PA	Philadelphia, PA--NJ PMSA	101	42101015300	3382	0.394	0.346	0.181	3.12	Yes	Yes	Yes
89	PA	Philadelphia, PA--NJ PMSA	101	42101015200	5167	0.475	0.331	0.357	6.16	Yes	Yes	Yes
90	PA	Philadelphia, PA--NJ PMSA	101	42101015000	108	0.426	0.126	0	0	Yes	No	No
91	PA	Philadelphia, PA--NJ PMSA	101	42101015100	8018	0.465	0.317	0.226	3.9	Yes	Yes	Yes
92	PA	Philadelphia, PA--NJ PMSA	101	42101014800	633	0.596	0.229	0.255	4.4	Yes	No	No
93	PA	Philadelphia, PA--NJ PMSA	101	42101014700	2449	0.552	0.311	0.279	4.81	Yes	Yes	Yes
94	PA	Philadelphia, PA--NJ PMSA	101	42101014600	3231	0.261	0.614	0.16	2.76	Yes	Yes	Yes
95	PA	Philadelphia, PA--NJ PMSA	101	42101014500	1460	0.561	0.353	0.193	3.33	Yes	No	No
96	PA	Philadelphia, PA--NJ PMSA	101	42101014400	3217	0.339	0.532	0.208	3.59	Yes	Yes	No
97	PA	Philadelphia, PA--NJ PMSA	101	42101014300	1466	0.083	0.722	0.076	1.31	Yes	No	No

98	PA	Philadelphia, PA--NJ PMSA	101	42101014200	2091	0.223	0.598	0.028	0.48	Yes	No	Yes
99	PA	Philadelphia, PA--NJ PMSA	101	42101014100	2366	0.456	0.398	0.229	3.95	Yes	Yes	Yes
100	PA	Philadelphia, PA--NJ PMSA	101	42101014000	2855	0.464	0.271	0.209	3.6	Yes	Yes	Yes
101	PA	Philadelphia, PA--NJ PMSA	101	42101013900	2846	0.513	0.24	0.252	4.34	Yes	Yes	Yes
102	PA	Philadelphia, PA--NJ PMSA	101	42101013800	2209	0.42	0.397	0.168	2.9	Yes	Yes	Yes
103	PA	Philadelphia, PA--NJ PMSA	101	42101013700	5208	0.295	0.499	0.15	2.59	Yes	Yes	Yes
104	PA	Philadelphia, PA--NJ PMSA	101	42101013300	2217	0.376	0.539	0.16	2.76	Yes	Yes	Yes
105	PA	Philadelphia, PA--NJ PMSA	101	42101013100	1744	0.389	0.362	0.095	1.64	Yes	Yes	Yes
106	PA	Philadelphia, PA--NJ PMSA	101	42101013200	2190	0.513	0.282	0.244	4.21	Yes	Yes	Yes
107	PA	Philadelphia, PA--NJ PMSA	101	42101013000	1003	0.133	0.664	0.06	1.03	Yes	No	No
108	PA	Philadelphia, PA--NJ PMSA	101	42101012600	801	0.277	0.4	0.126	2.17	Yes	No	No
109	PA	Philadelphia, PA--NJ PMSA	101	42101012700	689	0.594	0.265	0.399	6.88	Yes	No	No
110	PA	Philadelphia, PA--NJ PMSA	101	42101012500	4379	0.238	1.154	0.053	0.91	Yes	No	No
111	PA	Philadelphia, PA--NJ	101	42101012200	8016	0.239	0.84	0.042	0.72	Yes	No	No

		PMSA									
112	PA	Philadelphia, PA--NJ PMSA	101	42101012000	1690	0.133	0.819	0.102	1.76	Yes	No	No
113	PA	Philadelphia, PA--NJ PMSA	101	42101012100	3314	0.173	0.972	0.123	2.12	Yes	No	No
114	PA	Philadelphia, PA--NJ PMSA	101	42101011900	5596	0.274	0.553	0.125	2.16	Yes	Yes	Yes
115	PA	Philadelphia, PA--NJ PMSA	101	42101011700	3000	0.273	0.979	0.204	3.52	Yes	No	No
116	PA	Philadelphia, PA--NJ PMSA	101	42101011800	5987	0.128	0.823	0.118	2.03	Yes	No	No
117	PA	Philadelphia, PA--NJ PMSA	101	42101011500	4274	0.081	0.733	0.063	1.09	Yes	No	No
118	PA	Philadelphia, PA--NJ PMSA	101	42101011600	3771	0.233	1.043	0.127	2.19	Yes	No	No
119	PA	Philadelphia, PA--NJ PMSA	101	42101011300	3132	0.193	0.68	0.114	1.97	Yes	No	No
120	PA	Philadelphia, PA--NJ PMSA	101	42101011400	6612	0.203	0.587	0.088	1.52	Yes	Yes	Yes
121	PA	Philadelphia, PA--NJ PMSA	101	42101011200	6107	0.307	0.538	0.128	2.21	Yes	Yes	Yes
122	PA	Philadelphia, PA--NJ PMSA	101	42101011100	4215	0.278	0.492	0.162	2.79	Yes	Yes	Yes
123	PA	Philadelphia, PA--NJ PMSA	101	42101010900	2570	0.448	0.266	0.137	2.36	Yes	Yes	Yes
124	PA	Philadelphia, PA--NJ PMSA	101	42101010800	4262	0.452	0.323	0.241	4.16	Yes	Yes	Yes

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125	PA	Philadelphia, PA--NJ PMSA	101	42101010700	3671	0.429	0.311	0.24	4.14	Yes	Yes	Yes
126	PA	Philadelphia, PA--NJ PMSA	101	42101010600	1511	0.41	0.394	0.194	3.34	Yes	Yes	Yes
127	PA	Philadelphia, PA--NJ PMSA	101	42101010500	3557	0.449	0.305	0.144	2.48	Yes	Yes	Yes
128	PA	Philadelphia, PA--NJ PMSA	101	42101010300	2556	0.375	0.478	0.203	3.5	Yes	Yes	Yes
129	PA	Philadelphia, PA--NJ PMSA	101	42101010400	3498	0.357	0.529	0.173	2.98	Yes	Yes	Yes
130	PA	Philadelphia, PA--NJ PMSA	101	42101010200	3240	0.283	0.427	0.178	3.07	Yes	Yes	Yes
131	PA	Philadelphia, PA--NJ PMSA	101	42101010100	5841	0.206	0.532	0.1	1.72	Yes	Yes	Yes
132	PA	Philadelphia, PA--NJ PMSA	101	42101010000	4256	0.119	0.611	0.137	2.36	Yes	No	Yes
133	PA	Philadelphia, PA--NJ PMSA	101	42101009700	40	0	0.792	0	0	Yes	No	No
134	PA	Philadelphia, PA--NJ PMSA	101	42101009500	3588	0.351	0.411	0.143	2.47	Yes	Yes	Yes
135	PA	Philadelphia, PA--NJ PMSA	101	42101009400	3871	0.32	0.443	0.191	3.29	Yes	Yes	Yes
136	PA	Philadelphia, PA--NJ PMSA	101	42101009300	4609	0.291	0.411	0.14	2.41	Yes	Yes	Yes
137	PA	Philadelphia, PA--NJ PMSA	101	42101009200	3150	0.386	0.375	0.244	4.21	Yes	Yes	Yes
138	PA	Philadelphia, PA--NJ	101	42101009100	2737	0.341	0.53	0.167	2.88	Yes	Yes	Yes

		PMSA										
139	PA	Philadelphia, PA--NJ PMSA	101	42101008900	3343	0.611	0.043	0.196	3.38	Yes	Yes	No
140	PA	Philadelphia, PA--NJ PMSA	101	42101009000	5335	0.453	0.48	0.215	3.71	Yes	Yes	Yes
141	PA	Philadelphia, PA--NJ PMSA	101	42101008800	8307	0.674	0.492	0.404	6.97	Yes	Yes	Yes
142	PA	Philadelphia, PA--NJ PMSA	101	42101008700	6733	0.356	0.606	0.116	2	Yes	Yes	Yes
143	PA	Philadelphia, PA--NJ PMSA	101	42101008600	6224	0.326	0.517	0.125	2.16	Yes	Yes	Yes
144	PA	Philadelphia, PA--NJ PMSA	101	42101008500	6539	0.292	0.464	0.156	2.69	Yes	Yes	Yes
145	PA	Philadelphia, PA--NJ PMSA	101	42101008400	4798	0.245	0.549	0.166	2.86	Yes	Yes	Yes
146	PA	Philadelphia, PA--NJ PMSA	101	42101008301	4420	0.241	0.602	0.108	1.86	Yes	Yes	Yes
147	PA	Philadelphia, PA--NJ PMSA	101	42101008200	7297	0.201	0.65	0.153	2.64	Yes	Yes	Yes
148	PA	Philadelphia, PA--NJ PMSA	101	42101008100	8288	0.246	0.507	0.154	2.66	Yes	Yes	Yes
149	PA	Philadelphia, PA--NJ PMSA	101	42101008000	4321	0.262	0.498	0.19	3.28	Yes	Yes	Yes
150	PA	Philadelphia, PA--NJ PMSA	101	42101007900	4777	0.156	0.757	0.073	1.26	Yes	No	Yes
151	PA	Philadelphia, PA--NJ PMSA	101	42101007600	2396	0	0	0.042	0.72	Yes	No	No

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152	PA	Philadelphia, PA--NJ PMSA	101	42101007700	2033	0.469	0.306	0.213	3.67	Yes	Yes	Yes
153	PA	Philadelphia, PA--NJ PMSA	101	42101007800	4690	0.166	0.698	0.085	1.47	Yes	No	Yes
154	PA	Philadelphia, PA--NJ PMSA	101	42101007400	4559	0.374	0.391	0.213	3.67	Yes	Yes	Yes
155	PA	Philadelphia, PA--NJ PMSA	101	42101007300	3255	0.297	0.533	0.183	3.16	Yes	Yes	Yes
156	PA	Philadelphia, PA--NJ PMSA	101	42101007200	5421	0.238	0.606	0.129	2.22	Yes	Yes	Yes
157	PA	Philadelphia, PA--NJ PMSA	101	42101007000	4622	0.337	0.481	0.209	3.6	Yes	Yes	Yes
158	PA	Philadelphia, PA--NJ PMSA	101	42101006900	2677	0.484	0.292	0.233	4.02	Yes	Yes	Yes
159	PA	Philadelphia, PA--NJ PMSA	101	42101006700	6991	0.303	0.438	0.134	2.31	Yes	Yes	Yes
160	PA	Philadelphia, PA--NJ PMSA	101	42101006600	3979	0.4	0.442	0.124	2.14	Yes	Yes	Yes
161	PA	Philadelphia, PA--NJ PMSA	101	42101006500	5231	0.265	0.568	0.179	3.09	Yes	Yes	No
162	PA	Philadelphia, PA--NJ PMSA	101	42101006400	4658	0.259	0.521	0.155	2.67	Yes	Yes	Yes
163	PA	Philadelphia, PA--NJ PMSA	101	42101006300	4546	0.375	0.394	0.237	4.09	Yes	Yes	Yes
164	PA	Philadelphia, PA--NJ PMSA	101	42101006200	4132	0.255	0.505	0.087	1.5	Yes	Yes	Yes
165	PA	Philadelphia, PA--NJ	101	42101006100	2952	0.16	0.698	0.127	2.19	Yes	No	Yes

		PMSA										
166	PA	Philadelphia, PA--NJ PMSA	101	42101005600	1246	0.452	0.366	0.224	3.86	Yes	No	No
167	PA	Philadelphia, PA--NJ PMSA	101	42101005400	1226	0.038	0.734	0.082	1.41	Yes	No	No
168	PA	Philadelphia, PA--NJ PMSA	101	42101005500	5777	0.117	0.767	0.074	1.28	Yes	No	No
169	PA	Philadelphia, PA--NJ PMSA	101	42101005100	590	0.157	0.43	0.038	0.66	Yes	No	No
170	PA	Philadelphia, PA--NJ PMSA	101	42101004600	177	0.78	0.151	0.224	3.86	Yes	No	No
171	PA	Philadelphia, PA--NJ PMSA	101	42101004400	1110	0.216	0.521	0.2	3.45	Yes	No	No
172	PA	Philadelphia, PA--NJ PMSA	101	42101004202	5053	0.164	0.649	0.101	1.74	Yes	No	No
173	PA	Philadelphia, PA--NJ PMSA	101	42101004201	5449	0.185	0.656	0.09	1.55	Yes	No	No
174	PA	Philadelphia, PA--NJ PMSA	101	42101004101	5737	0.361	0.392	0.099	1.71	Yes	Yes	Yes
175	PA	Philadelphia, PA--NJ PMSA	101	42101004102	7316	0.314	0.454	0.125	2.16	Yes	Yes	Yes
176	PA	Philadelphia, PA--NJ PMSA	101	42101004002	5024	0.103	0.7	0.075	1.29	Yes	No	No
177	PA	Philadelphia, PA--NJ PMSA	101	42101004001	4036	0.159	0.594	0.077	1.33	Yes	No	Yes
178	PA	Philadelphia, PA--NJ PMSA	101	42101003901	6192	0.234	0.556	0.122	2.1	Yes	Yes	Yes

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179	PA	Philadelphia, PA--NJ PMSA	101	42101003702	3319	0.211	0.58	0.069	1.19	Yes	No	Yes
180	PA	Philadelphia, PA--NJ PMSA	101	42101003701	7114	0.308	0.465	0.147	2.53	Yes	Yes	Yes
181	PA	Philadelphia, PA--NJ PMSA	101	42101035400	5	0.4	0	0	0	Yes	No	No
182	PA	Philadelphia, PA--NJ PMSA	101	42101034900	6589	0.241	0.629	0.113	1.95	Yes	Yes	Yes
183	PA	Philadelphia, PA--NJ PMSA	101	42101034802	5458	0.1	0.754	0.05	0.86	Yes	No	Yes
184	PA	Philadelphia, PA--NJ PMSA	101	42101034801	4286	0.087	0.779	0.064	1.1	Yes	No	No
185	PA	Philadelphia, PA--NJ PMSA	101	42101034600	1828	0.181	0.656	0.042	0.72	Yes	No	Yes
186	PA	Philadelphia, PA--NJ PMSA	101	42101034500	8440	0.146	0.618	0.059	1.02	Yes	No	Yes
187	PA	Philadelphia, PA--NJ PMSA	101	42101033800	5981	0.119	0.788	0.095	1.64	Yes	No	Yes
188	PA	Philadelphia, PA--NJ PMSA	101	42101033700	9328	0.12	0.745	0.08	1.38	Yes	No	Yes
189	PA	Philadelphia, PA--NJ PMSA	101	42101033100	8896	0.109	0.754	0.079	1.36	Yes	No	No
190	PA	Philadelphia, PA--NJ PMSA	101	42101033000	7169	0.115	0.73	0.058	1	Yes	No	No
191	PA	Philadelphia, PA--NJ PMSA	101	42101032700	494	0.234	0.501	0.179	3.09	Yes	No	No
192	PA	Philadelphia, PA--NJ	101	42101032600	6561	0.106	0.721	0.057	0.98	Yes	No	No

		PMSA										
193	PA	Philadelphia, PA--NJ PMSA	101	42101032400	15	0	0.706	0	0	Yes	No	No
194	PA	Philadelphia, PA--NJ PMSA	101	42101032500	5285	0.122	0.735	0.061	1.05	Yes	No	No
195	PA	Philadelphia, PA--NJ PMSA	101	42101032200	195	0.175	0.521	0.091	1.57	Yes	No	No
196	PA	Philadelphia, PA--NJ PMSA	101	42101032300	3601	0.101	0.709	0.061	1.05	Yes	No	No
197	PA	Philadelphia, PA--NJ PMSA	101	42101032100	3741	0.18	0.611	0.049	0.84	Yes	No	Yes
198	PA	Philadelphia, PA--NJ PMSA	101	42101032000	6199	0.096	0.716	0.058	1	Yes	No	No
199	PA	Philadelphia, PA--NJ PMSA	101	42101031800	3512	0.079	0.716	0.071	1.22	Yes	No	No
200	PA	Philadelphia, PA--NJ PMSA	101	42101031900	4618	0.077	0.713	0.047	0.81	Yes	No	No
201	PA	Philadelphia, PA--NJ PMSA	101	42101031300	5866	0.156	0.655	0.07	1.21	Yes	No	Yes
202	PA	Philadelphia, PA--NJ PMSA	101	42101031200	4171	0.124	0.735	0.024	0.41	Yes	No	No
203	PA	Philadelphia, PA--NJ PMSA	101	42101031100	8395	0.123	0.719	0.064	1.1	Yes	No	No
204	PA	Philadelphia, PA--NJ PMSA	101	42101030900	3529	0.123	0.795	0.072	1.24	Yes	No	Yes
205	PA	Philadelphia, PA--NJ PMSA	101	42101030700	3140	0.109	0.719	0.058	1	Yes	No	Yes

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206	PA	Philadelphia, PA--NJ PMSA	101	42101030600	6911	0.062	0.824	0.043	0.74	No	No	No
207	PA	Philadelphia, PA--NJ PMSA	101	42101030400	469	0.252	0.752	0.023	0.4	Yes	No	No
208	PA	Philadelphia, PA--NJ PMSA	101	42101030500	10172	0.099	0.681	0.087	1.5	Yes	No	No
209	PA	Philadelphia, PA--NJ PMSA	101	42101030300	6887	0.208	0.523	0.078	1.34	Yes	No	Yes
210	PA	Philadelphia, PA--NJ PMSA	101	42101030200	6694	0.14	0.779	0.077	1.33	Yes	No	No
211	PA	Philadelphia, PA--NJ PMSA	101	42101030000	7150	0.269	0.508	0.152	2.62	Yes	Yes	No
212	PA	Philadelphia, PA--NJ PMSA	101	42101029900	4448	0.355	0.451	0.184	3.17	Yes	Yes	Yes
213	PA	Philadelphia, PA--NJ PMSA	101	42101029700	396	0.237	0.618	0.02	0.34	Yes	No	No
214	PA	Philadelphia, PA--NJ PMSA	101	42101029800	4395	0.21	0.58	0.096	1.66	Yes	Yes	No
215	PA	Philadelphia, PA--NJ PMSA	101	42101029500	1050	0.149	0.507	0.068	1.17	Yes	No	No
216	PA	Philadelphia, PA--NJ PMSA	101	42101029600	1198	0.193	0.555	0.156	2.69	Yes	No	No
217	PA	Philadelphia, PA--NJ PMSA	101	42101029400	3232	0.407	0.375	0.221	3.81	Yes	Yes	Yes
218	PA	Philadelphia, PA--NJ PMSA	101	42101029300	2898	0.352	0.372	0.111	1.91	Yes	Yes	Yes
219	PA	Philadelphia, PA--NJ	101	42101029200	4295	0.223	0.634	0.096	1.66	Yes	Yes	Yes

		PMSA									
220	PA	Philadelphia, PA--NJ PMSA	101	42101029100	4371	0.211	0.595	0.124	2.14	Yes	Yes	Yes
221	PA	Philadelphia, PA--NJ PMSA	101	42101029000	6217	0.198	0.667	0.16	2.76	Yes	No	No
222	PA	Philadelphia, PA--NJ PMSA	101	42101028900	10116	0.302	0.452	0.152	2.62	Yes	Yes	Yes
223	PA	Philadelphia, PA--NJ PMSA	101	42101028700	2543	0.367	0.348	0.137	2.36	Yes	Yes	Yes
224	PA	Philadelphia, PA--NJ PMSA	101	42101028600	7337	0.277	0.495	0.128	2.21	Yes	Yes	Yes
225	PA	Philadelphia, PA--NJ PMSA	101	42101028500	2334	0.175	0.713	0.077	1.33	Yes	No	No
226	PA	Philadelphia, PA--NJ PMSA	101	42101028400	4409	0.291	0.533	0.151	2.6	Yes	Yes	Yes
227	PA	Philadelphia, PA--NJ PMSA	101	42101028300	7270	0.308	0.46	0.202	3.48	Yes	Yes	Yes
228	PA	Philadelphia, PA--NJ PMSA	101	42101028200	5448	0.211	0.563	0.068	1.17	Yes	No	Yes
229	PA	Philadelphia, PA--NJ PMSA	101	42101028100	4051	0.239	0.698	0.16	2.76	Yes	Yes	No
230	PA	Philadelphia, PA--NJ PMSA	101	42101028000	4819	0.315	0.55	0.154	2.66	Yes	Yes	No
231	PA	Philadelphia, PA--NJ PMSA	101	42101027900	8350	0.257	0.485	0.221	3.81	Yes	Yes	Yes
232	PA	Philadelphia, PA--NJ PMSA	101	42101027800	4867	0.278	0.53	0.14	2.41	Yes	Yes	Yes

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233	PA	Philadelphia, PA--NJ PMSA	101	42101027600	3932	0.183	0.531	0.119	2.05	Yes	No	Yes
234	PA	Philadelphia, PA--NJ PMSA	101	42101027700	5102	0.225	0.575	0.123	2.12	Yes	Yes	Yes
235	PA	Philadelphia, PA--NJ PMSA	101	42101027400	10479	0.175	0.621	0.073	1.26	Yes	No	No
236	PA	Philadelphia, PA--NJ PMSA	101	42101027300	6000	0.202	0.581	0.09	1.55	Yes	Yes	Yes
237	PA	Philadelphia, PA--NJ PMSA	101	42101027200	4567	0.131	0.709	0.063	1.09	Yes	No	Yes
238	PA	Philadelphia, PA--NJ PMSA	101	42101027100	2355	0.131	0.747	0.071	1.22	Yes	No	No
239	PA	Philadelphia, PA--NJ PMSA	101	42101026900	2452	0.11	1.12	0.099	1.71	Yes	No	No
240	PA	Philadelphia, PA--NJ PMSA	101	42101026800	4698	0.183	0.591	0.184	3.17	Yes	No	Yes
241	PA	Philadelphia, PA--NJ PMSA	101	42101026700	7068	0.144	0.658	0.09	1.55	Yes	No	No
242	PA	Philadelphia, PA--NJ PMSA	101	42101026600	6975	0.139	0.718	0.135	2.33	Yes	No	No
243	PA	Philadelphia, PA--NJ PMSA	101	42101026500	4823	0.148	0.64	0.165	2.84	Yes	No	Yes
244	PA	Philadelphia, PA--NJ PMSA	101	42101026400	5943	0.103	0.859	0.09	1.55	Yes	No	No
245	PA	Philadelphia, PA--NJ PMSA	101	42101026302	5754	0.178	0.742	0.114	1.97	Yes	No	No
246	PA	Philadelphia, PA--NJ	101	42101026200	4564	0.086	0.861	0.114	1.97	Yes	No	No

		PMSA									
247	PA	Philadelphia, PA--NJ PMSA	101	42101026100	3237	0.102	0.791	0.094	1.62	Yes	No	Yes
248	PA	Philadelphia, PA--NJ PMSA	101	42101025500	2762	0.073	1.05	0.095	1.64	Yes	No	No
249	PA	Philadelphia, PA--NJ PMSA	101	42101025300	4284	0.202	0.631	0.099	1.71	Yes	Yes	No
250	PA	Philadelphia, PA--NJ PMSA	101	42101025200	7327	0.233	0.562	0.181	3.12	Yes	Yes	Yes
251	PA	Philadelphia, PA--NJ PMSA	101	42101024800	2094	0.165	0.624	0.116	2	Yes	No	No
252	PA	Philadelphia, PA--NJ PMSA	101	42101024900	3662	0.281	0.513	0.155	2.67	Yes	Yes	Yes
253	PA	Philadelphia, PA--NJ PMSA	101	42101024700	4866	0.401	0.48	0.165	2.84	Yes	Yes	Yes
254	PA	Philadelphia, PA--NJ PMSA	101	42101024600	2883	0.326	0.372	0.183	3.16	Yes	Yes	Yes
255	PA	Philadelphia, PA--NJ PMSA	101	42101024500	4510	0.29	0.477	0.104	1.79	Yes	Yes	Yes
256	PA	Philadelphia, PA--NJ PMSA	101	42101024400	3491	0.203	0.704	0.095	1.64	Yes	Yes	Yes
257	PA	Philadelphia, PA--NJ PMSA	101	42101024200	4263	0.296	0.647	0.123	2.12	Yes	Yes	Yes
258	PA	Philadelphia, PA--NJ PMSA	101	42101024300	4016	0.182	0.527	0.109	1.88	Yes	No	Yes
259	PA	Philadelphia, PA--NJ PMSA	101	42101024100	1308	0.321	0.428	0.109	1.88	Yes	No	No

260	PA	Philadelphia, PA--NJ PMSA	101	42101023900	2052	0.244	0.58	0.06	1.03	Yes	No	Yes
261	PA	Philadelphia, PA--NJ PMSA	101	42101024000	4244	0.307	0.604	0.111	1.91	Yes	Yes	Yes
262	PA	Philadelphia, PA--NJ PMSA	101	42101023800	4860	0.111	0.744	0.057	0.98	Yes	No	Yes
263	PA	Philadelphia, PA--NJ PMSA	101	42101023300	3097	0.074	0.954	0.091	1.57	Yes	No	No
264	PA	Philadelphia, PA--NJ PMSA	101	42101022500	549	0.066	1.849	0.091	1.57	Yes	No	No
265	PA	Philadelphia, PA--NJ PMSA	101	42101022600	467	0.17	2.732	0.167	2.88	Yes	No	No
266	PA	Philadelphia, PA--NJ PMSA	101	42101022300	211	0.104	0.382	0.028	0.48	Yes	No	No
267	PA	Philadelphia, PA--NJ PMSA	101	42101003600	5733	0.42	0.318	0.177	3.05	Yes	Yes	Yes
268	PA	Philadelphia, PA--NJ PMSA	101	42101003400	387	0.351	0.352	0.22	3.79	Yes	No	No
269	PA	Philadelphia, PA--NJ PMSA	101	42101003300	6235	0.322	0.482	0.182	3.14	Yes	Yes	Yes
270	PA	Philadelphia, PA--NJ PMSA	101	42101003200	5587	0.298	0.423	0.202	3.48	Yes	Yes	Yes
271	PA	Philadelphia, PA--NJ PMSA	101	42101003100	5161	0.359	0.375	0.186	3.21	Yes	Yes	Yes
272	PA	Philadelphia, PA--NJ PMSA	101	42101003000	8160	0.408	0.424	0.143	2.47	Yes	Yes	Yes
273	PA	Philadelphia, PA--NJ	101	42101002900	4050	0.227	0.665	0.061	1.05	Yes	No	No

		PMSA									
274	PA	Philadelphia, PA--NJ PMSA	101	42101002800	9255	0.307	0.454	0.118	2.03	Yes	Yes	Yes
275	PA	Philadelphia, PA--NJ PMSA	101	42101002700	7658	0.323	0.488	0.107	1.84	Yes	Yes	Yes
276	PA	Philadelphia, PA--NJ PMSA	101	42101002500	3149	0.319	0.461	0.154	2.66	Yes	Yes	Yes
277	PA	Philadelphia, PA--NJ PMSA	101	42101002400	4262	0.179	0.707	0.111	1.91	Yes	No	No
Total 277					1161295	0.277	0.556	0.139	2.396	276	149	158

Details:

Total population of tracts/counties that do not meet Investment Area criteria(if any)	**6911**
Percent of total population in tracts/counties not meeting Investment Area criteria	**0.60%**
Total number of Hot Zone tracts/counties(any type)	**178**
Hot Zones as a percentage of Investment Area tracts/counties	**64.26%**
Hot Zones population as a percentage of Investment Area population	**72.02%**
Are all geographic units in Investment Area contiguous?	**True**

Source: U.S. Bureau of the Census, U.S. Bureau of Labor Statistics, 2003. The above data is not rounded in order to prevent errors in the computation of Distress Criteria.

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