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The Newsletter for Economic Development Professionals

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Economic Developers Discover the Power of Video

Many ED groups find success through the medium.

By Michael Keating, Senior Research Editor

SUCCESS STORIES ABOUND FOR ED DIRECTORS WHO have used video in their community's marketing efforts. The St. Louis Regional Chamber & Growth Association (RCGA), for instance, uses a six-minute video that showcases business advantages, including quality of life, in St. Louis. The presentation includes testimonials from executives, new arrivals and residents.

"In 2006, the first year that the video was part of the integrated five-year economic development campaign, the RCGA concluded 13 successful deals, representing 1,481 new jobs, \$76 million in new payroll and \$492 million in new capital investments," said Thom Gross, vice president of Fleishman-Hillard (F-H), producers of the RCGA video. "The number of active prospects in the pipeline doubled. At year-end, the RCGA and its partners were actively working on 62 live deals."

F-H, which is a global communications and public affairs consulting firm, has also produced a two-minute Flash animation video that summarizes the St. Louis region's new brand.

Across the Atlantic, the North of England Inward Investment Agency (NEIIA) launched a short video/CD of what North England can offer businesses looking to expand.

"It's been well worth the effort," said Theresa Lindsay, head of marketing communications for NEIIA, a UK-government-sponsored agency responsible for promoting direct business investment from North America into Northern England. "Over the last year alone, we attracted more than 200 new projects, and 20 percent of foreign investment in the UK went to the North England region. What we learned is that if you want to attract investment, you must make an investment."

Economic developers need to rise above the noise, said Steve Brinson, senior producer at COMPRO Productions, a video production house in the Atlanta metro.

"Successfully promoting a community and attracting new businesses involves delivering a message that successfully competes with the myriad of messages and other stimuli already bombarding your targeted audiences," he said.

Find a pro, Brinson added.

"The quality of the message invariably is perceived as reflecting the quality of the organization that is sending it, and the success or failure of an image-building or promotional effort can frequently have high-stakes consequences," he pointed out. "Consequently, economic developers would be well-advised to seek the services of a professional video producer or production company to assist in such a task. It is especially helpful to seek professional help and advice as early in the process as possible — especially during the budgeting phase."

COMPRO has helped many blue-chip clients in their communications programs, including Coca Cola, Delta Airlines, IBM, AT&T and Jameson Inns.

"We hired a local production company to produce our "Balance" video, and were very pleased with the outcome," said Thomas A. Kucharski, president and CEO of Buffalo Niagara Enterprise, a regional marketing and business development organization committed to attracting jobs and investment to the eight counties of Western New York.

The "Balance" production portrays the Buffalo Niagara region's assets and quality of life, and can be viewed at <http://www.buffaloniagara.org/Home/Lifestyle/RelationVideo>.

"For economic development organizations that can't outsource production due to budget constraints, we rec-

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The Newsletter for Economic Development Professionals

ommend using production students from local universities and colleges to produce quality video at minimum to no cost,” Kucharski said.

Local broadcast and cable outlets may be worth tapping for video, said Terry Holzheimer, director of Arlington Economic Development (AED), a division of Virginia’s Arlington County.

“One resource we’ve used is the public TV station in the Washington area, WETA, which is located in our community, and they have done special programs about Arlington, so they have footage that we are able to borrow for productions,” Holzheimer said.

Is your department operating on a video shoestring?

“Have a contest in your city or town, to see who can produce the best video selling the community,” said Emerson Smith, CEO of Metromark Market Research in Columbia, S.C. “Anyone can participate, including advertising and production companies. Have a community video festival in which the videos are screened.”

Metromark offers market assessment and business development tools to a variety of organizations, including manufacturers, healthcare institutions, utilities, property developers and service organizations.

Smith also suggested that Inside Economic Development readers have their initial video efforts appraised.

“Whether it’s a professional or amateur production, you should test the initial rough versions with people from outside your community to make sure that what you are producing is not going to be just pretty, ‘chamber’ stuff, but information that prospects say they want and need,” Smith said. “Have economic development professionals outside your state give you an evaluation of what they think about your production.”

“Absolutely hire a professional producer!” noted Shawne Duperon, a TV producer and media trainer in Detroit. “Having a video that rocks the house can catapult your organization. When you start pitching local news story ideas, you can use your video to show your level of expertise. You can also put it on your organization’s Web site. Plus, you can use it as a business card for your department. The key, though, is to have a video that is exquisite.”

COMPRO, the Atlanta video production team, issues a “Guidelines for Production” booklet that assists potential clients in gaining a more in-depth understanding of the production process. Go to COMPRO’s Web site, <http://www.compro-atl.com>, to find out how to get a copy.

Michael Keating is senior research editor for Expansion Management. He can be contacted at mkeating@penton.com and has a datasheet listing video resources and tools on the Web.

WORK FORCE FACTS

WORKING MOMS — A VITAL PART OF THE WORK FORCE

A HIGH PERCENTAGE OF MOTHERS IN the U.S. are employed — often at higher rates than moms in other countries. An “Employment Outlook” report from the Organization for Economic Cooperation and Development (OECD) shows that the United States has the highest percentage of employed mothers, compared with employment-population rates in eight other industrial countries.

For single moms, only Italy has a higher employment-population rate. For mothers in couple families, only the Netherlands has a higher employment-population rate.

More current data, from the U.S. Bureau of Labor Statistics (BLS), shows that the labor force participation rate for all mothers in the United States stood at 70.5 percent in 2005, and was unchanged from 2004 levels. The proportion of mothers in the labor force has been trending down since 2000, when it was 72.3 percent, reported the BLS.

The labor participation rate for married mothers, at 68.2 percent in 2005, was little changed from the previous year. That rate, likewise, has been trending down since 1997, when it was 70.7 percent.

The participation rate for unmarried mothers, those who were widowed, divorced, separated or never married, stood at 76.1 percent in 2005; it most recently peaked at 78.9 percent in 2002.

Among mothers with children younger than a year old, 53.8 percent were in the labor force, little changed from the prior year. Their participation rate remained about 4 percentage points lower than its peak in the late 1990s. The jobless rate for mothers of children under age 1 was 8 percent in 2005, unchanged from 2004 levels.

Note: the employment to population ratio data from the OECD differs slightly from the BLS’ estimates of labor participation rates. The OECD data removes those who are unemployed from the numerator of the participation rate, which is total labor force (employed and unemployed) in a specified age group, usually the working-age population, divided by the total number of people in that age group.

Compiled by Michael Keating, senior research editor for Expansion Management. He can be reached at mkeating@penton.com.

MOMS IN INDUSTRIAL COUNTRIES

What Percent Are Working

Employment-population ratios of women in families with children under 6 years of age

Country	All mothers	Single mothers	Mothers in couple families*
United States	61.5	65.6	60.6
France	56.2	49	56.8
Germany	51.1	47.9	51.4
Ireland	44.4	34.1	45.5
Italy	45.7	69.5	44.9
Netherlands	60.7	37.5	62.3
Spain	41.8	61.5	41.5
Sweden	77.8	NA	NA
United Kingdom	55.8	34.2	61.3

** Couple families are married couples only. Except for Sweden, the data excludes families with members over 60 years. Source: “Employment Outlook,” Organization for Economic Cooperation and Development, 2001*

Establishing An Effective Local Economic Development Program

Having a solid infrastructure in place, supported by the stakeholders, is key to creating ED in your community.

BY ROBERT BATEMAN

IT HAS BEEN SAID MANY TIMES THAT ECONOMIC development originates at the local level, in the cities and towns across the nation. To some extent this is true. The national economy is an aggregation of local, regional and state economies.

Of course this is an oversimplification in these times of international business and worldwide economic activity. But for most businesses, entrepreneurs and workers, the localities are where it all happens. Home base is the focal point of their operations and the principal source of their infrastructure support.

Many municipalities have focused on their economic base as an important component of overall community development and well being. Businesses, imported wealth, jobs and income are recognized as significant sources of support for other business and governmental services because of the cash flow and economic multipliers that they generate.

Other cities and towns understand the value of a viable local economy but do not have the mechanism in place to enhance the opportunities for growth and expansion that they may inherently possess.

ESTABLISHING THE PRECONDITIONS

POLITICAL SUPPORT FOR YOUR PROGRAM is a necessary starting point. Local government officials play a significant role in the process. They set the rules of the process through the adoption of ordinances or bylaws, the appropriation of municipal funds, the establishment of tax policy, the structuring of licensing and permitting, etc.

They must understand from the outset what the mission of your program is and what their role is likely to be. Endorsement of your efforts must also be garnered from business organizations. After all, their memberships will, in a large part, be the beneficiaries of the program.

They will provide a voice for the program and ongoing support. In addition, local community development groups should participate with you in the establishment and operation of your program.

CREATING A POINT OF CONTACT

YOU MUST ESTABLISH A BASE OF OPERATION within your municipality. You need an office, an address, telephone number, Web address, etc. You must be in a position to greet and meet local businessmen and prospects that you may stir up.

You must have the capability to communicate efficiently and in a timely manner. The physical location of your base of operation could be in any one of several places. Each community must decide what the approach will be for their perceived needs and objectives.

Many communities decide that economic development operations are best accomplished from the city or town hall. Other municipalities prefer to operate their programs out of the chamber of commerce office or through a non-profit development corporation. Your community will have to make this decision after weighing and addressing all of the local factors.

RETENTION VS. RECRUITMENT

MANY ECONOMIC DEVELOPMENT PRACTITIONERS believe that retention of existing firms is most important.

A bird-in-hand you know! Building upon your existing economic base makes great sense. In those municipalities that are extensively developed, retention activities are likely to be the only game in town.

But bringing new businesses into your community will prove beneficial in the longer term by presumably adding jobs and generating new real estate tax collections.

As a first step, a profile of your municipality's economic base must be created.

What type and size companies make up the local economy? Are they local businesses or are they national or international businesses?

To help with this profiling, some communities seek help from outside sources, e.g., a regional or state planning agency,

**YOU MUST HAVE THE
CAPABILITY TO
COMMUNICATE
EFFICIENTLY AND IN A
TIMELY MANNER.**

a private consultant, etc. The availability and the quantity of development resources, particularly land and buildings, will bear on your focus.

Other factors that would have an influence on the emphasis of your development program would be any brownfield sites and potential economic conversions existing in your city or town. Very often, these situations offer redevelopment opportunities for your locality and prospective sites for businesses.

This is by no means intended to be all encompassing. Many other strategies can be employed to retain firms and to attract others to your community. However, this compilation gives your city or town a plan and approach to work with. It just might be that local economies are the engines that fuel, in a cumulative way, the national economy. Economic development programming surely can give your municipality a boost.

Robert Bateman wrote this for the Massachusetts Economic Council.

INDUSTRY PROFILE

Industry Contacts

SIC 3316 Cold-Rolled Steel Sheet, Strip, and Bars

SIC TO NAICS CROSSWALK — 3316 Cold-Rolled Steel Sheet, Strip, and Bars—
331221 Rolled Steel Shape Manufacturing (pt)

LEADING NATIONAL COMPANIES

Firm	Location	Sales (\$mil.)	Employees
Ispat Inland Inc.	East Chicago, Ind.	\$2,223	4,000
Worthington Industries	Columbus, Ohio	\$1,745	6,600
National Steel Corp., Great Lakes Div.	Ecorse, Mich.	\$640	3,700
WHX Corp.	New York, N.Y.	\$621	2,800
GKN Sinter Metals Inc.	Auburn Hills, Mich.	\$601	6,000
USS Posco Industries	Pittsburg, Calif.	\$428	1,000
National Forge Co.	Irvine, Pa.	\$243	600
Farrell Duferco Corp.	Farrell, Pa.	\$221	500
North American Stainless	Ghent, Ky.	\$221	500
Thomas Steel Strip Corp.	Warren, Ohio	\$190	500
Beta Steel Corp.	Portage, Ind.	\$133	300
Corey Steel Co.	Chicago, Ill.	\$88	200
Rome Strip Steel Co.	Rome, N.Y.	\$88	200
Spectro Alloys Corp.	Rosemount, Minn.	\$84	100
Maurice Pincoffs Co.	Houston, Texas	\$80	100
Spinco Metal Products	Newark, N.Y.	\$77	200
Wells Mfg. Co.	Woodstock, Ill.	\$70	400

Source: Ward's Business Directory

Steel Manufacturers Association
1150 Connecticut Ave. NW, Ste. 715,
Washington, DC 20036
Phone: (202) 296-1515
Fax: (202) 296-2506
e-mail: stuart@steelnet.org
Web: <http://www.steelnet.org>
Thomas A. Danjczek, President
Annual Members Conference:
Washington, D.C., May 15-16, 2007

American Iron and Steel Institute
1140 Connecticut Ave. NW, Ste. 705,
Washington, DC 20036
Phone: (202) 452-7100
Fax: (202) 463-6573
e-mail: webmaster@steel.org
Web: <http://www.steel.org>
Andrew G. Sharkey, III, President/CEO
AISI General Meeting: Las Vegas,
May 6-8, 2007

Steel Founders' Society of America
780 McArdle Dr., Unit G
Crystal Lake, IL 60014
Phone: (815) 455-8240
Fax: (815) 455-8241
e-mail: monroe@sfsa.org
Web: <http://www.sfsa.org>
Raymond W. Monroe
Executive Vice President
National Technical & Operating
Conference: Chicago, Dec. 12-15, 2007

American Institute of Steel Construction
1 E. Wacker Dr., Ste. 700
Chicago, IL 60601
Phone: (312) 670-2400
Fax: (312) 670-5403
e-mail: membership@aisc.org
Web: <http://www.aisc.org>
Roger E. Ferch, President
North American Steel Construction
Conference: New Orleans
April 18-21, 2007

Metals Service Center Institute
4201 Euclid Ave.
Rolling Meadows, IL 60008
Phone: (847) 485-3000
Fax: (847) 485-3001
e-mail: info@msci.org
Web: <http://www.msci.org>
M. Robert Weidner, III, President

National Association of Reinforcing Steel Contractors
10382 Main St., Ste. 200
PO Box 280, Fairfax, VA 22038
Phone: (703) 591-1870
Fax: (703) 591-1895
e-mail: info@narsc.com
Web: <http://www.narsc.com>
Mr. Fred H. Coddling, President
Annual meeting: St. Maarten
Caribbean
February 2-9, 2007

WHAT YOU NEED TO KNOW ABOUT SIC 3316

CURRENT INDUSTRY CHARACTERISTICS

U.S. Establishments	181
U.S. Employment	24,783
Production Workers	19,569
Average Wage (All Mfg.= \$17.21)	\$20.12 per hour
U.S. Annual Payroll	\$1,140,119,000
U.S. Annual Total Compensation	\$1,499,830,000
Value Added by Manufacture	\$4,149,381,000
Value of Shipments	\$11,547,072,000
Cost of Materials	\$7,628,973,000
[Purchased Fuels & Electric Energy]	\$304,818,000
Total Capital Expenditures	\$313,638,000

* Data is for NAICS 33122, rolling & drawing of purchased steel

LINKAGES

The leading inputs to the steel sheet, strip, and bars industry were:

Industry were:	Share of All Industry Inputs
Iron & steel mills	66.7%
Steel wire drawing	2.9%
Misc. fabricated metal product mfg.	2.5%
Ferroalloy & related product mfg.	1.9%
Truck transportation	1.6%

Leading customers for steel sheet, strip, and bars

were:

were:	Share of All Purchased Outputs
Iron & steel mills	43.7%
Steel wire drawing	3.4%
Custom roll forming	3.2%
Misc. fabricated metal product mfg.	2.7%
Relays & industrial controls mfg.	2.6%

LOCATIONAL FACTORS

TRANSPORTATION & SHIPPING

Shipped via:	tons	% of total
Carload	173,375,086	85.57%
Truckload	12,255,549	6.05%
Private	7,691,339	3.80%
Water	7,429,698	3.67%
Intermodal	1,549,975	0.77%
LTL	287,466	0.14%
Air	20,293	0.01%
Total	202,609,405	100.0%

Source: Global Insight

LABOR MIX

SIC 331 - Steel Works, Blast Furnaces, and Rolling and Finishing Mills

Occupation Title	Employees	Percent of Total
Industry Total	222,210	100.00%
Production Occupations	99,750	44.89%
Transportation and Material		
Moving Occupations	37,090	16.69%
Installation, Maintenance, and Repair Occupations	28,870	12.99%
Office and Administrative		
Support Occupations	17,160	7.72%
Management Occupations	10,210	4.59%
Architecture and Engineering		
Occupations	7,040	3.17%
Business and Financial		
Operations Occupations	3,150	1.42%
Sales and Related Occupations	3,000	1.35%

TRADE PATTERNS

Region	Exports	Imports
NAFTA	70%	21%
Latin America	8%	8%
Western Europe	8%	24%
Japan/Chinese Economic Area	2%	22%
Other Asia	3%	9%
Rest of world	9%	16%
World	100%	100%

TOP 5 COUNTRIES

Country	% of total U.S. exports of steel sheet, strip, and bars
Canada	48%
Mexico	22%
United Kingdom	2%
Venezuela	2%
Morocco	1%

IMPORTS

Country	% of total U.S. imports of steel sheet, strip, and bars
Japan	18%
Canada	15%
Russia	8%
South Korea	7%
Mexico	7%

Source: U.S. Industry & Trade Outlook

DISTRIBUTION OF U.S. EMPLOYMENT

Leading States	No. of Employees	% of Total
Ohio	3,306	30.65%
Pennsylvania	1,508	13.98%
Indiana	1,016	9.42%
New York	731	6.78%
Michigan	705	6.54%
Illinois	584	5.41%
Tennessee	291	2.70%
Alabama	168	1.56%
California	149	1.38%
United States	10,786	100.00%

Plants in Connecticut employ between 500 and 999 in the rolled steel industry. Plants in South Carolina employ between 250 and 499 in this industry. In the following states, plants employ between 100 and 249: Georgia, Kentucky, Massachusetts, Missouri, New Jersey and Wisconsin.

NAICS code 331221 Rolled Steel Shape Manufacturing (pt)

— MICHAEL KEATING, SENIOR RESEARCH EDITOR

CAREER opportunities

For information on obtaining complete listings, contact Bill King at (913) 338-1503, or e-mail BillKing@penton.com.

Career listings are edited for space.

ARIZONA

Economic Development Director, Phoenix, Ariz. — The Downtown Phoenix Partnership seeks a director to manage the economic development program for the Copper Square Business Improvement District of downtown Phoenix. Copper Square is the 90-block heart of downtown Phoenix, where more than \$3 billion of public and private funds are currently being invested. New developments include more than 3,000 residential units under construction, or in advanced planning; university, biomedical and entertainment districts; retail development; light rail; new Class A office space; convention center expansion; and new hotels. The position's primary responsibilities are to retain, grow and recruit corporate and retail businesses and to enhance the overall business environment within Copper Square. The position will include significant interaction with private businesses, developers, commercial real estate brokers, property managers, public officials and other community stakeholders. Candidates must have a bachelor's degree and a minimum of five years progressively responsible economic development or related experience. Candidates must have strong knowledge of, and skills in, economic development principles, writing and verbal communications, public speaking, market research, and data management. Competitive salary, plus full benefits package. Send one-page letter of interest and resume, with salary history to: Downtown Phoenix Partnership, c/o Jeannie Rankin, 541 East Van Buren, Suite B-1, Phoenix, AZ 85004; fax: (602) 254-8696; e-mail: jrankin@downtownphx.org. Position open until filled.

CALIFORNIA

Economic Development Manager, Glendale, Calif. — The City of Glendale, Los Angeles County's third largest city, is seeking an economic development manager. The successful candidate will assist business prospects in evaluating and selecting sites, securing public approvals, and financing and relocating their businesses, as well as facilitate local business' use of the city's resources to aid in business retention and expansion. The successful candidate will possess four years of professional experience in traditional economic development, including programs

related to business retention, attraction and expansion; industrial and commercial development; marketing; program management; and a high level of team leadership and supervisory responsibilities. Some experience with California Redevelopment procedures is desirable. A bachelor's degree in business or public administration, management, marketing, economics or a related field is required. The salary range is \$90,720 to \$112,404 annually, plus an attractive benefits package, including 2.5 percent @ 55 CalPERS retirement formula. If you are interested in applying for this outstanding opportunity, please visit www.ci.glendale.ca.us or call (818) 548-2110.

FLORIDA

Economic Development Manager, Largo, Fla. — The city of Largo is seeking a city economic development manager. Minimum qualification requirements include a bachelor's degree in business/public administration, economics, marketing, finance, urban planning, commercial real estate or a closely related field; five years of administrative experience in economic development, including three years of experience in local/state government economic development; or an equivalent combination of education, training and experience. Salary range is \$57,844 to \$86,777, DOQ. Please apply to: resume@largo.com, or by mail to: City of Largo, Human Resources Department, 201 Highland Ave NE, Largo, FL 33777.

GEORGIA

Vice President of Economic Development, Dublin, Ga. — The Dublin-Laurens County Development Authority is seeking an individual to lead the community's economic development program. The vice president is responsible for spearheading business development, retention and recruitment. This is a new position. The Search Committee seeks a person with a record of professional and personal accomplishments. A bachelor's degree in business or communications is desired. A competitive salary and benefits package is offered, commensurate with experience, education and competencies. A performance bonus will be included in the compensation plan. Sherman Dudley with Executive Leadership Solutions has been retained to assist the Development Authority Search Committee. To apply,

please complete the Personal Profile that's posted at www.elsolutions.org, and forward a resume to sherman@elsolutions.org. Expressions of interest will be treated in confidence. Deadline is March 12, 2007.

President & CEO, Athens, Ga. — The Athens Area Chamber of Commerce is seeking a president and CEO, responsible to the chamber's board of directors, and is responsible for the day-to-day management of all the chamber's functions carrying out policies established by the board through an annual program of work. Priorities are membership growth and retention, community development, and economic development. A bachelor's degree is required. All applications and supporting material for this position must be received by March 7, 2007. Candidates must submit a letter of interest, resume, list of references and a synopsis of their accomplishments as it relates to the position. Please send all correspondence to: Athens Area Chamber of Commerce, Attn: President Search Committee, 246 W. Hancock Ave., Athens, GA 30601.

INDIANA

President & Chief Executive Officer, Tell City, Ind. — The Perry County Development Corp. is seeking a fulltime president and CEO, who will serve as the principal industrial/business promoter for Perry County. Requirements include a bachelor's degree in marketing, economics, engineering or any of the disciplines associated with the economic development field, with five to eight years experience in community and economic development. Previous experience developing business and marketing plans is strongly preferred. A demonstrated record of project success is essential. Position requires substantial travel, high energy, organizational leadership and the ability to team with local partners. Interested candidates should direct a letter of interest including resume and salary requirements post marked no later than March 7, 2007, to Chairman, Perry County Development Corp., 601 Main St., Tell City, IN 47586; e-mail: pcdcexecutivesearch@yahoo.com.

Regional Director, Southwest Office, Indiana EDC, Evansville, Ind. — The Indiana Economic Development Corp. (IEDC) is accepting resumes for the position of business development regional director for the Southwest Regional Office

located in Evansville, Ind. The regional director is responsible for the area covering Sullivan, Greene, Lawrence, Martin, Daviess, Knox, Gibson, Pike, Dubois, Crawford, Perry, Spencer, Warrick, Vanderburgh and Posey counties. The position reports directly to the business development director, IEDC Central Office (Indianapolis). Qualifications include a bachelor's degree, although a master's degree is preferred, in business administration, marketing, public administration, political science or closely related field, and at least five years of experience in economic development, real estate, marketing or other related activity. Salary will be commensurate with knowledge, skills and abilities. Please send resume with salary requirements no later than March 15, 2007, to: Indiana Economic Development Corp., Attn: Janey Trout, Human Resources Director, One North Capitol Ave., Suite 700, Indianapolis, IN 46204.

MINNESOTA

Economic Development Director, Benson, Minn. — Swift County, located in west-central Minnesota and comprised of 21 townships and eight cities, including the county seat of Benson (pop. 3,400), is accepting resumes for an economic development director. Four-year degree in economic development, community development, planning, public administration, finance, business or related field, with two years of related experience or any equivalent combination of education and experience. Salary range is the low \$40s to the low \$60s, depending on experience, with an attractive benefits package. Position profile is available. Send resume with cover letter by March 16, 2007, to Swift County RDA, Box 288, Benson, MN 56215; phone: (320) 842-4769; fax: (320) 843-4850; e-mail: rda@co.swift.mn.us; Web: www.swiftcountyrda.com.

Executive Director Albert Lea, Minn. — Executive director position of the Albert Lea Economic Development Agency, consists of directing the activities of the Albert Lea Port Authority, a municipal corporation; Greater Jobs Inc., a private non-profit economic development corporation; and the Albert Lea Business Development Center, a small business incubator. Requires a bachelor's degree in business or public administration, finance, economics, planning or related field. Prefer five years of responsible experience in planning and implementing industrial development, business development and retention. Certified economic developer status a plus; otherwise attain credential within two years. The director position manages combined assets of \$12.5 million,

and annual budget of more than \$1 million. Position reports to COMBINED boards as executive director for industrial and general business development. Starting salary range and benefits open, DOQ. Closing date for applications March 20, 2007. Send resume detailing education, experience and salary history to: Dave Lundak, ALEDA, P.O. Box 370, Albert Lea, MN 56007; e-mail: nljensen@albertlea.org. Questions and additional information may be addressed by phone at (507) 373-3930; e-mail: or fax: (507) 377-1354. Visit www.albertleaeconomicdevelopment.org.

MISSOURI

Executive Director, Maryville, Mo. — Nodaway County Economic Development Inc. in Maryville, Mo., located in Northwest Missouri within 35minutes of St. Joseph and 70 minutes of Kansas City International Airport. The ideal candidate will be responsible for business and industry retention, expansion and recruitment; retail retention and development; administering community development programs; and maintaining an effective working relationship with boards, county commission, city councils, mayors and business leaders. Candidates must have a minimum of five years of experience in community economic development and should possess appropriate degree/certifications. Salary commensurate with experience, plus excellent benefit package. Submit a resume with a cover letter and a minimum of three work-related references to Nodaway County Economic Development, P.O. Box 456, Maryville MO 64468; fax: (660) 582-3071. Closing date for applications, March 19, 2007, or until filled. Questions may be directed to (660) 582-4490.

NEW MEXICO

Executive Director, Tatum, N.M. — The Greater Tatum Economic Development Corp. is conducting an executive search for an executive director. The ideal candidate is a successful economic developer with a minimum of two years of ED experience. The client is also willing to consider individuals with substantial business management experience in manufacturing, real estate or financial institutions. Candidates must be able to create jobs in this growing community in Eastern New Mexico on I-40. Attractive salary and benefits package are available. For more information, or to submit a resume in confidence, please e-mail: [John Lovorn, The PACE Group, pace@thepacegroup.com](mailto:John.Lovorn@thepacegroup.com). For additional information, please visit: <http://thepacegroup.com>, and www.tatum.biz/.

TEXAS

Vice President of Business Development, College Station, Texas — The Research Valley Partnership (RVP), a public-private economic development corporation, is seeking an energetic and progressive individual to join the Research Valley team as vice president of business development. This new position will be responsible for working with the president/CEO on RVP business development activities, as well as managing the RVP's Alliance Program (The RVP's private sector partners). A bachelor's degree and work experience are strongly preferred. Experience within a membership organization and/or with membership management experience would be a plus. Salary DOQ. For more information, or to send a resume, contact: Todd E. McDaniel, President/CEO, 1500 Research Parkway, Suite 270, College Station, TX 77845; phone: (800) 449-4012 or (979) 260-1755; fax: (979) 260-5252; e-mail: tmcdaniel@researchvalley.org; Web: www.researchvalley.org. Deadline is March 16, 2007.

VIRGINIA

Business Development Manager, Hampton, Va. — The business development manager will work to recruit new businesses to the city of Hampton and work with existing businesses in the city of Hampton to assist companies locating their business, expanding their business and to retain a presence within the city. Minimum qualifications include a bachelor of arts degree in business administration, marketing, public administration, economics or related field of study. Extensive experience in commercial property sales and/or business recruitment and retention is required. Solid sales, negotiating and computer skills required. Ability to communicate effectively both in writing and orally, such as briefings and presentations; ability to read and interpret documents, such as laws, regulations, contracts, and financial and accounting reports; ability to perform mathematical calculations, such as those required in preparing financial reports, economic and statistical reports, cost estimates, and budgets. Must possess a valid Virginia driver's license and have a driving record satisfactory based on the city's criteria. Any acceptable combination of experience and education may be considered. Salary is \$53,766 annually, fulltime with benefits. Closing date is March 7. To apply, please submit a city of Hampton application via the Web at www.hampton.gov/hire.

MARCH 2007

5-8
2007 Expansion Solutions Conference

INDUSTRY SECTOR: Food Processing
Location TBD
Contact: Kelley Whetsell
(330) 558-0012

6-8
MEDETEC China 2007
Guangzhou, China
Contact: (310) 445-4200

12-14
BIO 2007 CEO & Investor Conference
New York, N.Y.
Contact: www.bio.org

12-15
Mid-South Basic E.D. Course
Little Rock, Ark.
Contact: Ron Swager
(501) 683-7347

13-16
MIPIM International Real Estate Summit
Cannes, France
Contact: www.mipim.com

15-17
Assoc. of University Research Parks Washington Summit
Washington, D.C.
Contact: (703) 234-4088

15-17
Virginia EDA Spring Conference
Williamsburg, Va.
Contact: (757) 412-2664

21-24
2007 World Congress on Industrial Biotechnology and Bioprocessing
Orlando, Fla.
Contact: www.bio.org

21-24
Food Processing Suppliers Assoc. 2007 Conference
Palm Springs, Calif.
Contact: www.iefp.org

22-24
NCIIA 11th Annual Meeting, Fostering a Culture of Innovation on Campus and Beyond
Location TBD
Contact: www.nciia.net

22-26
Mexico Basic E.D. Course
Mexicali, Mexico
Contact: David Dodd
(318) 288-4950

25-29
Economic Development Institute (EDI)
Indianapolis, Ind.
Contact: www.edi.ou.edu

27-30
Roundtable in the Rockies
Vail, Colo.
Contact: Kelley Whetsell
(330) 558-0012

28-29
Ohio Basic E.D. Course (Part 1)
Columbus, Ohio
Contact: Deb Burley-Biro
(800) 632-7763

APRIL 2007

11-12
Louisiana Governor's Conference on Economic Development
Baton Rouge, La.
Contact: www.lagovconf.com

15-19
Heartland Basic E.D. Course
Cedar Falls, Iowa
Contact: LaDene Bowen
(319) 273-2969

2007 SAE World Congress
Detroit, Mich.
Contact: www.sae.org

16-20
Hannover Messe 2007
Hannover, Germany
Contact: www.hannovermesse.de

18-20
Ohio Basic E.D. Course (Part 2)
Columbus, Ohio
Contact: Deb Burley-Biro
(800) 632-7763

24-26
South Pack 2007
Atlanta, Ga.
Contact: www.devicelink.com/expo

April 29-May 2
CoreNet Global Summit
Denver, Colo.
Contact: www.corenetglobal.org

April 30-May 2
Texas Basic E.D. Course
The Woodlands, Texas
Contact: Carlton Schwab
(512) 480-8432

MAY 2007

2-4
CALED Annual Conference
Monterey, Calif.
Contact: www.caled.org

3-5
SIOR Spring Conference
Los Angeles, Calif.
Contact: www.sior.com

6-9
BIO 2007 Annual International Conf.
Boston, Mass.
Contact: www.bio.org

13-17
Tennessee Basic E.D. Course
Nashville, Tenn.
Contact: David Kolzow
(615) 214-3127

16-18
Automotive News Manufacturing Conference
Nashville, Tenn.

20-25
Interop Las Vegas
Las Vegas, Nev.
Contact: www.comdex.com

20-25
New Mexico Basic E.D. Course
Silver City, N.M.
Contact: Linda Kay Jones
(505) 538-6320

23-25
MAEDC 2007 Summer Conference
Omaha, Neb.
Contact: www.maedc.net

May 30-June 1
Missouri EDC Spring Conference
Lake Ozark, Mo.
Contact: www.showme.org

JUNE 2007

3-5
Realcomm 2007 (Commercial & Corp. Real Estate)
Boston, Mass.
Contact: www.realcomm.com

11-15
Interop Tokyo
Tokyo, Japan
Contact: www.comdex.com

12-14
MD&M East
New York, N.Y.
Contact: www.devicelink.com/expo/east06/

12-14
Plastec East 2007
New York, N.Y.
Contact: www.plasticindustry.org

18-21
Roundtable in the South
Pinehurst, N.C.
Contact: Kelley Whetsell
(330) 558-0012

18-21
New York Basic E.D. Course
Schenectady, N.Y.
Contact: Ron Coan, (518) 426-4058

21-25
Economic Development Institute
Tijuana, Mexico
Contact: (405) 325-3891

23-26
Florida EDC Annual Conference
Tampa, Fla.
Contact: www.fedc.net

JULY 2007

8-11
Alabama (EDAA) Summer Conference
 Point Clear, Ala.
 Contact: www.edaa.org

16-19
Chesapeake Basic E.D. Course
 Aberdeen, Md.
 Contact: Pamela Ruff
 (410) 575-6027

16-20
Upper Midwest Basic E.D. Course
 Duluth, Minn.
 Contact: Elaine Hansen
 (888) 387-4594

AUGUST 2007

6-9
North Carolina Basic E.D. Course
 Chapel Hill, N.C.
 Contact: Jonathan Morgan
 (919) 843-0972

19-21
CoreNet Global Summit
 Melbourne, Australia
 Contact: www.corenetglobal.org

19-26
Kentucky Basic E.D. Course
 Lexington, Ky.
 Contact: Wayne Foster
 (859) 887-8770

27-29
Arkansas EDA Annual Conference
 Little Rock, Ark.
 Contact: www.aed.dina.org

Date TBD
Northwest Basic E.D. Course
 Ellensburg, Wash.
 Contact: Maury Forman
 (206) 256-6110

SEPTEMBER 2007

10-13
New England Basic E.D. Course
 Portland, Maine
 Contact: (207) 621-0011

10-13
Michigan Basic E.D. Course
 Traverse City, Mich.
 Contact: (517) 241-0011

10-13
Illinois Basic E.D. Course (Part 1)
 Naperville, Ill.
 Contact: (618) 656-9048

17-19
CoreNet Global Summit
 London, England
 Contact: www.corenetglobal.org

19-21
Georgia Economic Developers Association Annual Conference
 Savannah, Ga.
 Contact: www.geda.org

23-28
New South E.D. Course
 Hattiesburg, Miss.
 Contact: (601) 266-5515

25-27
National Manufacturing Week
 Rosemont, Ill.
 Contact: (203) 840-5637

25-28
Texas Basic E.D. Course
 Dallas, Texas
 Contact: (512) 480-8432

26-28
Texas (TEDC) Annual Conference
 Dallas, Texas
 Contact: www.texasedc.org

OCTOBER 2007

8-10
EXPO Real 2007
 Munich, Germany
 Contact: www.exporeal.net

11-15
Economic Development Institute (EDI)
 Guadalajara, Mexico
 Contact: www.edi.ou.edu

15-17
[Food] Process Expo 2007
 Las Vegas, Nev.
 Contact: (703) 761-2600

15-17
Assoc. of University Research Parks Annual Conference
 St. Louis, Mo.
 Contact: (703) 234-4088

16-18
Medical Design & Manufacturing Minneapolis 2007
 Minneapolis, Minn.
 Contact: www.devicelink.com/expo

16-17
Illinois Basic E.D. Course (Part 2)
 Naperville, Ill.
 Contact: (618) 656-9048

16-19
Roundtable in the High Desert
 Tucson, Ariz.
 Contact: Kelley Whetsell
 (330) 558-0012

21-24
CSMP Annual Conference
 Philadelphia, Pa.
 Contact: www.csmp.org

21-25
Economic Development Institute
 Oklahoma City, Okla.
 Contact: (405) 325-3891

28-31
CoreNet Global Summit
 Atlanta, Ga.
 Contact: www.corenetglobal.org

NOVEMBER 2007

4-9
Florida Basic E.D. Course
 Tampa, Fla.
 Contact: (813) 905-5852

5-7
EXPO Real — Asia
 SAR Macau
 Contact: www.exporeal.net

8-10
SIOR Fall Professional Conference
 St. Louis, Mo.
 Contact: www.sior.com

12-14
BIO-Europe 2007 International Partnering Conference
 Hamburg, Germany
 Contact: www.bio.org

12-16
COMDEX 2007
 Las Vegas, Nev.
 Contact: (781) 433-1500

28-30
Congresso SAE (Automotive) Brazil
 Sao Paulo, Brazil
www.sae.org

DECEMBER 2007

2-4
MAEDC 2007 Competitiveness Conference
 Chicago, Ill.
 Contact: www.maedc.net

2-7
Pennsylvania Basic E.D. Course
 Harrisburg, Pa.
 Contact: (717) 948-6697

MARCH 2008
4-6
Plastics USA
 Chicago, Ill.
 Contact: www.plasticsusa.org

THE INFORMATION SOURCE FOR ECONOMIC DEVELOPMENT PROFESSIONALS

To add your organization's events to the list, please call

Bill King

at *Expansion Management Magazine* at

Magazine at (913) 338-1503,

or e-mail:

BillKing@penton.com.

All listings must be

received by the 15th of each month

to appear in

the following month's issue.

E.D. SNAPSHOTS

East

Lundbeck USA, a pharmaceutical company focusing on psychiatry and neurology, announced that it signed a lease agreement for office space in **King of Prussia, Pa.**, in the Philadelphia metro. Earlier, Lundbeck USA announced that it was establishing its U.S. headquarters, with 50 to 75, employees in the Philadelphia area. Lundbeck USA anticipates hiring more than 300 employees nationwide over the next several years.

West

US Ethanol Holdings LLC has announced plans to construct a 100 million gallon capacity ethanol plant in **Wasco, Calif.** The plant will be a \$200 million investment and will create 60 to 65 jobs in Kern County, in addition to 400 to 500 local construction jobs while the plant is being built. The Wasco plant will be US Ethanol's second California facility. They have four other plants under development in Indiana and Illinois. Construction is scheduled to begin during the fourth quarter of 2007.

Dutchmen Manufacturing, a division of Thor Industries, opened a recreational vehicle manufacturing plant in **Burley, Idaho**, in October. Bringing in as many as 250 jobs in two years, Dutchmen renovated a former 80,000 square foot potato processing plant for their new facility. State and local leaders put together an incentive package to encourage Dutchmen to expand in Idaho. The state provided an \$800,000 Idaho Workforce Development Training Grant to offset training costs for new employees, and the city of Burley is also applying for economic development grants from the state that will go toward purchasing a water well at the plant site. The well will provide much needed water for the city and help reduce the total cost Dutchmen will need to pay for the property.

South

Independent financial services company **PlainsCapital Corp.** is moving its holding company headquarters to **Dallas**. PlainsCapital is the first financial services company to announce leasing retail and office space in Hillwood's Victory Park development. PlainsCapital has leased a total of 48,500 square feet of premium office space in the development.

Aerospace Products International Inc. (API), a wholly

owned subsidiary of First Aviation Services Inc. and a provider of innovative distribution and supply chain services for the aviation industry, recently opened a new 172,000 square foot distribution center in **Southaven, Miss.**, near Memphis International Airport and the FedEx Express hub. This new facility, which features 40 percent more cubic volume per square foot, air conditioning and 45 candle watt lighting, consolidates services previously provided by four warehouse facilities, thus optimizing shipping and receiving functions and allowing operations to function more effectively and efficiently in servicing our customers, according to the company.

Lillian Vernon has relocated its headquarters to **Virginia Beach, Va.**, from New York state. Lillian Vernon is a catalog merchant and online retailer that sells household, organizational, children's and fashion accessory products. The company moved its corporate headquarters to Virginia Beach to consolidate operations with its national distribution center there. The facility sits on 62 acres and encompasses 827,000 square feet, the size of 18 football fields. As part of the move, 55 employees were either moved from the previous corporate headquarters or were hired to fill positions in Virginia Beach.

Midwest

Metabolix Inc., a company developing and commercializing environmentally sustainable and totally biodegradable Natural Plastic, recently announced that permits have been received for a commercial manufacturing facility designed to produce 110 million pounds of biodegradable Natural Plastic annually and will now commence construction in **Clinton, Iowa**. The facility is being constructed as part of a joint venture agreement with Archer Daniels Midland Co. a world leader in agricultural processing and fermentation.

Murray Equipment Inc. plans to invest \$2.18 million in an expansion project that will include new manufacturing, R&D, logistical distribution and IT equipment in **Fort Wayne, Ind.** A new 12,000 square foot building will be added to Murray Equipment's existing 85,000 square foot complex in the Congressional Industrial Park to house engineering, quality control, laboratory and production offices, plus provide a controlled environment for precision machining work and logistical support. The Fort Wayne Redevelopment Commission will consider Murray Equipment's request for tax abatement.

A Conversation *with...*

Jerry Beck

Jerry Beck is president of the College of Southern Idaho (CSI) and John Miller is instructional dean, in charge of extension programs at the community college, which is located in Twin Falls, Idaho. CSI has helped attract companies to the region by offering work force training programs that are designed specifically for the individual company. This approach helped convince Dell to locate and expand a customer support center in the region and has also helped lure manufacturing company expansions, including recreational vehicle manufacturer Dutchmen Manufacturing Inc.

IED: *How important is the roll of community colleges in work force training?*

JB: The most critical role a community college can play in work force training is not to hand a company its catalog and say, "Choose from this — this is what we offer." The most critical role that we can play is to look at a company's work force needs, look at the labor market we're in and see what the gap there is between those two issues and build a program to fill that gap. Community colleges have to be as fluid as the company. The sole purpose of the college is to provide opportunities for people to come through the college and get a good job. It can't be a one-size-fits-all mentality, even for companies in the same industry.

IED: *How is your relationship with Dell?*

JB: There have been three different site managers since the company has been here. We've established a relationship with each manager and told him or her what our commitment to Dell is. We have two classrooms on campus that are dedicated to Dell. Those are used almost everyday, mostly from early morning to late at night. We continually work with Dell in helping create the work force they need on a day-to-day basis. Dell is a company that has a very short shelf life as far as the skills workers have today and what they will need tomorrow as they bring a new product or function online. They have to have customer support for that immediately.

IED: *You've also helped convince Dutchman to launch a recreational vehicle manufacturing facility in the area. How did that come about?*

JB: We have a state work force development fund at our disposal, where we give money to companies to train their workers. We always felt from a college standpoint, that money generally should be used for the company to train workers in "unique things" to their company — that they don't want to share. So, they want to conduct the training themselves. We assured Dutchman we could get a work force ready for them from a more generic standpoint, and they would be able to use those state work force development training funds to do the finishing training to build the Dutchman product.

IED: *What has been the result?*

JM: Training has been greatly accelerated from what we envisioned originally. Dutchman is turning over a new trading cadre every 10 days. That puts pressure on us. The company measures its corporate goals in units of 10, 20, etc. trailers a day. That's a high standard. The way we have the training schedule laid out. Employees spend the morning doing some preliminary tasks for Dutchman. The second half of the workday is dedicated to training in the classroom. Even though they are new hires and still learning, they are running the regular shift schedule. It was important to Dutchman and to us that we approximate the work environment as closely as possible so employees can develop the corporate mindset they need to be productive.

States That Are Friendly to Small Businesses

THE SOUTH AND WEST ARE TOP SCORERS IN THE SBE Council's Small Business Survival Index 2006. Among the top 10 states with the friendliest environments for entrepreneurs, both the South and West claimed four finishers. South Dakota and Nevada finished one-two as the most-friendly states.

The Index brings together 29 different government-imposed or government-related costs in order to rank the states according to their respective policy climates for entrepreneurship. Almost half of the measures included in the index are tax related, such as top state personal income tax rate, top individual capital gains tax rate and top corporate income tax rate.

Some of the other measures included in the index are electricity costs, level of healthcare regulations, workers' compensation costs and whether a state is a right-to-work state.

What steps should state policymakers take if they'd like to improve their tax and overall policy climates?

"That's easy to answer," said Raymond J. Keating, chief economist at the Small Business & Entrepreneurship Council, based in Washington, D.C. "Follow the lead of seven of the top 10 states in terms of their tax burden scores, and eliminate income taxes. The top four states on the index' tax score impose no personal income, capital gains or corporate income taxes. Another three in the top 10 inflict no general personal income tax and no individual capital gains levies. Killing off income taxes translates into more life for the economy.

"There are states that have used the ranking [in the Small Business Survival Index] as a positive for economic development over the years," he added.

Compiled by Michael Keating, senior research editor for Expansion Management. He can be reached at mkeating@penton.com.

SMALL BUSINESS SURVIVAL INDEX: STATES THAT ARE THE MOST FRIENDLY TO SMALL BUSINESSES

Small Business Survival Index 2006 Rank	State	Small Business Survival Index—Overall Score
1	South Dakota	26.36
2	Nevada	29.92
3	Wyoming	35.84
4	Alabama	40.33
5	Washington	40.42
6	Florida	40.82
7	Mississippi	41.09
8	Colorado	42.68
9	Texas	42.71
10	Michigan	42.74
11	South Carolina	44.56
12	Indiana	44.87
13	Tennessee	44.97
14	Virginia	45.46
15	Arizona	45.75
16	Pennsylvania	45.86
17	Alaska	46.77
18	New Hampshire	47.26
19	Delaware	47.31
20	Arkansas	48.16
21	Illinois	48.49
22	Missouri	49.24
23	Oklahoma	49.46
24	North Dakota	49.85
25	Georgia	49.90

*Note: A lower score indicates a more friendly state.
Source: Small Business Survival Index 2006*

CITY RANKINGS

Sunbelt Leads the Way in Top Performing Cities Ranking

FLORIDA COMMUNITIES ARE AT THE TOP OF THE HEAP IN THE MILKEN INSTITUTE'S LATEST BEST PERFORMING CITIES INDEX, which ranks 379 U.S. metropolitan areas based on their economic performance and their ability to create, as well as keep, the greatest number of jobs in the United States. Growth rates for jobs, wage and salary, and new technology were some of the performance measures used in this index.

Metros in the Sunshine State won the Milken Index' top three places, as well as five of the top six and 12 of its top 30. Palm Bay-Melbourne-Titusville came in No. 1, followed by last year's top scorer, Cape Coral-Fort Myers in second place, and Naples-Marco Island in third place.

The Sunbelt dominates the rankings, with six metros in the top 20 come from the Southwest, including three in California (Riverside, Santa Barbara and Santa Ana) and two in Arizona (Tucson and Phoenix). The other high-ranking metro was Las Vegas.

Some of the characteristics of these winning metros include strong and growing service sectors, a vital tourism industry, and populations that are on the upswing, including the number of retirees.

Both long-term (five years) and short-term (one year) measurements of employment and salary growth were used to compile the metro rankings. In addition, four measurements of technology output growth were used, because of technology's crucial role in regional economic growth.

The Midwest, on the other hand, had no top finishers in this Milken Index. The top-ranked Midwest metro was Madison, Wis., at No. 35. Nine of the bottom 10 spots on the index were from the Midwest — five from Michigan and four from Ohio, reflecting the region's declining manufacturing sector. Flint, Mich., is at the bottom at No. 200.

Businesses, industry associations, economic development agencies, investors, academics, governments and public policy groups use the Milken Index to assess and monitor recent metro performance.

"Economic development directors, chambers of commerce, and city and county leaders use the rankings as public relations tools, not so much to compare against others, but rather to tout their community's own high ranking," said Skip Rimer, director of communications for the Milken Institute (www.milkeninstitute.org).

In order to include more up-to-date data, the next Best Performing Cities ranking will be released in mid-2007, and will cover 2006 data. Direct comparisons with last year's Milken Index ranking may not be possible because of changes in metropolitan area definitions.

Compiled by Michael Keating, senior research editor for Expansion Management.

COMMUNITIES THAT ARE PERFORMING WELL IN THE U.S.

2005 Rank	Metro Area
1	Palm Bay-Melbourne-Titusville, Fla.
2	Cape Coral-Fort Myers, Fla.
3	Naples-Marco Island, Fla.
4	McAllen-Edinburg-Mission, Texas
5	Deltona-Daytona Beach-Ormond Beach, Fla.
6	Orlando-Kissimmee, Fla.
7	Washington-Arlington-Alexandria, D.C.-Va.-Md.-W.Va., Metropolitan Division
8	Fayetteville-Springdale-Rogers, Ark.-Mo.
9	Fort Lauderdale-Pompano Beach-Deerfield Beach, Fla., Metropolitan Division
10	Riverside-San Bernardino-Ontario, Calif.
11	Las Vegas-Paradise, Nev.
12	Port St. Lucie-Fort Pierce, Fla.
13	Ocala, Fla.
14	Tucson, Ariz.
15	Phoenix-Mesa-Scottsdale, Ariz.
16	Santa Barbara-Santa Maria, Calif.
17	Santa Ana-Anaheim-Irvine, Calif., Metropolitan Division
18	Bremerton-Silverdale, Wash.
19	Camden, N.J., Metropolitan Division
20	Clarksville, Tenn.-Ky.
21	Reno-Sparks, Nev.
22	Charleston-North Charleston, S.C.
23	Provo-Orem, Utah
24	Sarasota-Bradenton-Venice, Fla.
25	Tampa-St. Petersburg-Clearwater, Fla.
26	Gainesville, Fla.
27	West Palm Beach-Boca Raton-Boynton Beach, Fla., Metropolitan Division
28	Huntsville, Ala.
29	San Diego-Carlsbad-San Marcos, Calif.
30	Bakersfield, Calif.

Note: Data covers largest 200 cities; Source: Milken Institute



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From the Editors of
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