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# Comprehensive Study of Regionalism: Tools for Comparison and Evaluation

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# Executive Summary

This report and the accompanying computer package provide economic development decision makers a tool with which to evaluate and compare potential economic development projects and efforts. Moreover, the report and accompanying computer package can also serve as part of a comprehensive training and informational program for local economic organizations on the importance of regionalism in economic development. The analysis is based on a regional approach to economic development that is grounded both in academic research in the field of regional development theory and in the tacit knowledge of economic development practitioners in the field. The quantitative model generates a project score that is based on eight regional and industry factors. The quantitative economic model can be summarized by the following equation:

Project Score $= Z_c + Z_w + Z_o + Z_f + Z_p + Z_u + Z_e + Z_v$

The components of the score are as follows:

- $Z_c$ = the standardized regional employment multiplier for the project industry. An employment multiplier is the ratio of the total number of jobs created in the region by a new economic development project divided by the number of jobs created only by the project itself. It is a measure of the project industry's economic connection to the region; therefore, an industry that has a concentrated supply base in the region will generate a larger employment multiplier.
- $Z_w$ = the standardized regional industry wage multiplier for the project industry. This is a measure of the potential of the industry to generate additional income and wealth for the region.
- $Z_o$ = the standardized share of less-skilled occupations in the project industry. This is a measure of the industry's capability to generate employment opportunities accessible to those of the region's workers who may face educational barriers.
- $Z_f$ = a standardized measure of the national forecast for growth for the project industry.
- $Z_p$ = a standardized measure of the regional forecast for growth for the project industry. This is a measure of the expected competitiveness of the region for that industry.
- $Z_u$ = a standardized measure of the project's county unemployment rate, which is a measure of the availability of employment opportunities.
- $Z_e$ = the standardized employment rate for the region. This is an additional measure of economic need that monitors the level of labor force attachment of the county's residents. It also helps account for regions that may have a low unemployment rate as a result of limited workforce participation instead of a healthy job market.
- $Z_v$ = a standardized measure of the percentage of the industry's workforce who are engineers and scientists (a measure of the innovation potential of the industry).

The success of any economic development project also depends upon local leadership. Through the use of case studies we identified the key local leadership and commitment factors that are associated with successful economic development projects but not readily measurable by existing quantitative measures. The key local factors follow:

1. The region's leading economic development organization has a stable and professional staff.

2. The project is a part of an existing regional economic development plan that is based on the region's strengths and potential.

3. The project has strong leadership involvement and financial commitment by at least one private company.

4. There is a regional approach that is supported by local government units.

5. The EDA-funded project is part of a greater plan for development.

6. The project has strong support from the region's major economic-development organizations which have developed a strong regional reputation.

7. There is strong financial support, both public and private.

8. The initial groundwork is already in place. All of the regional stakeholders, public and private, are represented, and all necessary regulatory and property-ownership issues resolved.

No model can provide a definite "yea" or "nay" as to whether a project should be supported. However, by combining a structured approach to evaluating potentially successful economic development projects with a checklist of key local leadership and commitment factors, this model should provide decision makers with a better understanding of the project's strengths and weaknesses. In addition, this decision-making tool is designed to be accessible to local economic developers and project administrators alike.

# Introduction

In the current environment of limited economic development funds for the advancement and transformation of economically distressed regions, it is clear that funds should be allocated prudently. This requires a comprehensive partnership between local economic developers and state and federal administrators. The partnership works best when all partners are on the same page in their understanding of the factors necessary for economic development to succeed in fostering regional economic change and at the same time to provide economic opportunities for the region's residents.

A regional project that can harness, cultivate, and enhance these factors and that fits in well with the region's existing economic structure will face a greater likelihood of success. Moreover, the more successful projects will likely do one of two things: they will either

1) build on the region's current economic structure by closing existing gaps in supplier linkages in one or more of its industrial clusters, or

2) leverage one or more of the region's underutilized resources.

Still, regional growth depends on national and international factors as well. For example, a region whose major industries face sluggish national or international markets will struggle regardless of the strengths of its local factors. Therefore, an effective economic growth model must take into account both national and regional factors.

Finally, successful economic development efforts also depend upon strong regional leadership. Seldom does an economic development project go exactly according to plan. Therefore, it is crucial for the project's leadership to have the trust, connectedness, and resources necessary for the flexibility to respond quickly and effectively to unexpected challenges and opportunities.

The formula for regional economic success seems to be ever-changing; however, almost all regional economic development experts agree that regionalism is a prudent strategy to use to improve the economic development functions of cities, counties, and states. A comprehensive regional strategy would encourage innovation, nurture and support the region's industrial clusters, and promote workforce development.

# Project Overview

The purpose of this project is to support the development of an evaluative tool that can be used to assess the competitiveness of applications for Economic Development Administration (EDA) public works investments, as well as to assist regional stakeholders in the development of their applications for EDA assistance. Of course, substantial guidelines and application requirements already guide the decision-making process for the distribution of the limited federal economic-development investment funds. The project team set out to provide a complementary product that would address additional regional issues (such as economic cluster linkages, accessible employment opportunities, and regional leadership) and increase the probability that the economic development project will create long-term, sustainable regional economic growth and open employment opportunities for unemployed individuals.

The development of this tool is based on a framework for economic growth derived through a careful review of current and past economic development research. A regional project that can harness, cultivate, and enhance the factors associated with growth, and that fits in well with the region's existing economic structure, will face a greater likelihood of success. The more successful projects will likely either build off of the region's current economic structure by closing existing supplier and linkage gaps in one or more of its industrial clusters, or it will make use of one or more of the region's underutilized resources. Therefore, the ideal project would do more than strive to help boost or maintain employment in a disadvantaged region; it would also represent a high-impact choice in terms of its ability to spur additional economic activity in the community, promote sustainability and the creation of high-wage, highly-skilled jobs through entrepreneurship and innovation, and compete effectively in the global marketplace.

Since EDA investments deal specifically with regional economic development approaches, it was important to clarify how regionalism is defined. The eight-member project team was made up of researchers from the W.E. Upjohn Institute for Employment Research, Cleveland State University, and TeamNEO.[1] The team worked with Western Carolina State University in Cullowhee, North Carolina, to develop a comprehensive definition of regionalism that could be used across multiple projects involving regional economic development approaches. This definition is detailed in the next section.

Finally, because economic development does not occur in a vacuum, the project team felt it was important to make direct contact with EDA administrators and field representatives who are responsible for working with public works investment project applicants. Frontline economic development representatives and other EDA staff were first contacted through an electronic survey instrument; a select number of willing participants later took part in one-on-one phone interviews. This process both provided an understanding of the elements of successful projects identified by those directly involved with the process and assisted the project team in identifying actual Public Works investment projects that were suitable for in-depth investigation as case studies.

In summary, this project consists of three major sections:

1. **Background research into regionalism and economic development theory.** This step includes the development of a comprehensive definition of regionalism and a review of research into approaches to economic development.

2. **Development of a quantitative, economic theory–driven assessment tool**. Based on the project team's economic research and its background in economic development practice, a simple tool was produced to allow a basic comparison as to how a proposed Public Works investment project is scored in terms of its likely economic impact on the region.

3. **Qualitative research into real EDA investment projects and the role of leader-ship and other intangible factors in economic development success.** Using a combination of electronic EDA staff surveys, one-on-one interviews, and site visits to undertake in-depth case studies of completed EDA Public Works investment projects, the team developed an understanding of nonquantifiable factors that contribute to regional economic development success.

[1] TeamNeo is an economic development partnership in northeast Ohio.

# Defining Regionalism

The first step undertaken in this project was to define regionalism. In our experience, the concept frequently has been used in a general way by economic development practitioners and researchers, who tend to use the terms "region" and "regionalism" loosely, tailoring them as necessary to represent the degree that the project under examination is multijurisdictional or geographically bounded. Thus, in practice, regionalism has been used to refer to activities of varying levels of involvement that are bound by geography or other commonalities. Examples range from multistate or multination "regions" to collections of municipal or smaller-sized entities, and the common ties of such regions may vary from having little in common except borders or weather patterns to sharing specific industries, resources, or commuting patterns.

Working with Western Carolina State University—which is also involved in a project on regionalism and training development for EDA—the Upjohn team developed a conceptual definition of regionalism. This shared conceptual definition then drove the Upjohn team's model development and regional site-visit selection decisions, as well as Western Carolina University's development of a curriculum on regionalism and economic development.

## Examining Regionalism

The dramatic economic and technological changes that globalization has created in recent years have made traditional geopolitical boundaries increasingly archaic frameworks for formulating and implementing effective local economic development initiatives. In light of these changes, researchers and practitioners interested in assessing economies on a local level have begun touting the significance of "economic regionalism" and "economic regions." Yet, to date, these concepts have largely been ill-defined and inconsistently applied.

Recognizing this, the EDA has requested that the recipients of its National Technical Assistance Grant collaborate on developing consistent and applicable definitions for the terms "economic regionalism" and "economic region." The definitions developed through this initiative will then serve as the foundation for both projects.

## The Economic Region

Rosenfeld (1997) defines the concept of "economic region" as "a geographically bounded concentration of similar, related or complementary businesses, with active channels for business transactions, communications and dialogue, that share specialized infrastructure, labor markets and services, and that are faced with common opportunities and threats."

The core of this definition is the notion that economic regions are 1) geographically contiguous and 2) economically defined. While geographical proximity is a defining characteristic of economic regions, it is important to note this does not confine economic regions to traditional geopolitical boundaries. Indeed, lines on political maps are often poor guides to the actual behavior of economic actors in a region.

The second tenet of this definition—the importance of basing an "economic region" on a region's economic characteristics—is also significant. Common approaches to determining the boundary of a particular economic region include commuting patterns, workforce characteristics, and the strength of industrial clusters and linkages.

Drawing on these ideas, Western Carolina University's Regionalism and Clusters for Local Development project defines "economic region" as "a geographically proximate region of amorphous shape that is based on economic factors" (particularly industrial clusters and workforce characteristics). Because economic regions are defined by economic characteristics that are susceptible to change over time, economic regions must be considered dynamic entities.

The curriculum developed through this project will utilize this definition to 1) help development practitioners understand the interdependence that exists among economic regions at various levels (local, regional, state, national, international) and, more importantly, to 2) effectively apply development strategies that maximize regional assets and linkages.

# Existing Literature and Research on Regionalism

For decades, regional scientists, including economists, political scientists and sociologists, have researched the many aspects of regionalism. The most pertinent research for this study has focused on regional governance, regional growth theory, spatial aspects of innovation and product cycles, industrial clusters, and human capital development.

## Economic Regionalism

Porter (1990) defines "economic regionalism" as being composed of coordinated economic development activities tied to a comprehensive economic development strategy for a geographically contiguous region. These regions will most often cross municipal and state boundaries. Their uniqueness is that they contain clusters of related companies, universities, and other institutions that generate an environment conducive to bringing together and leveraging technology, information, specialized talent, and academic and professional expertise.

In policy circles, economic regionalism is generally considered to be the concept of how interaction among economic regions occurs. In essence, "economic regionalism" connotes an understanding of how the goods, labor, capital, and assets of a given economic region are shared, transferred, and utilized.

An informative case study that presents a clear conceptualization of what economic regionalism means and how it is applied can be found in a comprehensive plan for the state of Alabama. This comprehensive strategy guided the development of the automotive cluster in that state by actively courting foreign auto manufacturers and their suppliers, coordinating manufacturer assistance through the EDA-funded University Center at Auburn, and focusing the state's extensive workforce development program on training workers for the auto industry.[2] What is evident from this example is that economic regionalism entails a thorough understanding of the whole economic picture of a region—not merely an awareness of a handful of isolated economic indicators.

A central component of these definitions is that economic regionalism focuses on the collaboration of organizations, governments, and businesses within a multijurisdictional economic region and that these entities strive to consciously manage the opportunities and constraints created by the geographic and social characteristics of a region.

Based on these ideas, the EDA-funded Western Carolina University's Regionalism and Clusters for Local Development project defines "economic regionalism" as an understanding of the linkages and collaborations that exist among stakeholders within an economic region of geographical proximity.

## Regional Governance

Potential economic development investors, be they private or public, are attracted to regional economic development projects where the region's communities are working together to create growth and change in the economy. Many communities have turned to regional governance as the primary mechanism for promoting economic development. Donald Norris (2001) notes that "to define regional governance in terms of overarching region-wide structures of government would be to relegate it to the boneyard of regionalism because such structures are nearly impossible to establish today" (p.559). Making an important distinction between regional governance and government consolidation, authors Savitch and Vogel (2000) note that governance is different from government because "governance conveys the notion that existing institutions can be harnessed in new ways, that cooperation can be out of a fluid and voluntary basis among localities, and that people can best regulate themselves through horizontally linked organizations" (p.161). Institutionally speaking, before regionalism and economic development can create a regional development agenda, some form of managing authority must exist.

The development of this managing authority depends directly upon the ability of a region's economic development leaders. As we found over and over again in our case studies, the most effective regions are those in which the region's primary economic development authority have established trust, acquired tacit knowledge of the region's economy, developed a vision and a plan, and—most importantly—shown the energy and durability to get the job done.

## Growth Theory

Historically, economic change was thought to be a by-product of the relationship between labor and capital, and innovation was left as the unexplained exogenous factor. In the 1950s, Solow (1956) argued that the interaction between labor and capital was highly influenced by technology, but he then left technology as an external component of his model. Regional scientists made the simplifying and increasingly erroneous assumption that technology is fixed and unchanging in the relevant time period. Rather than questioning where technology is derived from and how it can be enhanced, policy advisers and politicians were content in letting the market work (Cortright 2001). Public and private investors did not have to worry about technology change, only about finding the most competitive location in

[2] We thank William Kittredge of the EDA for sharing this study with us.

which to produce a standardized product with a known production process.

In a major shift in the framework of thinking regarding growth theory, Romer (1986) challenged the notion that technology was an external and uncontrolled variable and modeled technology as a component inside his growth model. This small but revolutionary shift in the calculus of economics led to endogenous growth theory, or new growth theory. Technology in Romer's model is the result of specific investments in regions such as human capital, research and development, innovation, and others. Because technology is no longer a mystic's exogenous variable, specific investments can be made in the foundations of technology that can lead to increasing returns and sustained growth. These include investments in innovation, entrepreneurship, human capital, and other knowledge-based factors that, along with traditional factors such as capital and land, can form the basis for substantive economic change.

Romer's work also encouraged regional scientists to reexamine Schumpeter's (1983) principles of creative destruction, which involve the idea that dynamic, internal market forces will create a never-ending cycle of business births and deaths as new technologies and innovations outcompete older ones. Understanding that change happens because of endogenous shocks to the economy from innovation and entrepreneurship has led economic developers to seek ways to capitalize on the potential for new ideas.

## Innovation

Romer's introduction of the new growth theory and the resuscitation of Schumpeter's earlier work put innovation front and center, and it took on a life of its own. Research suggests that one extremely important role in promoting innovation and entrepreneurship in regional economic development belongs to intermediaries who broker supply and demand forces, e.g., financiers, and legal services, in the marketplace (Garmise 2005). The development of strong relationships between regional entrepreneurs and regional intermediaries is seen as a necessary step in promoting emerging industries. This is particularly important because many innovators require a high degree of tacit knowledge that can only be gained through proximity. In other words, regional networks matter. The transfer of tacit knowledge can directly affect a region's ability to form competitive advantages.

Additionally, regional intermediaries can play an important role in directing entrepreneurial activity to sectors that may have use for it. Feldman (2001) defines three characteristics of entrepreneurial environments: access to venture capital, supportive social capital, and regional support services. Other entrepreneurial needs may include knowledge of public funding opportunities or human capital networks (Scherer 2002). Finally, intermediaries may simply direct entrepreneurial activity to other important intermediaries. This may include existing firms in the private sector that have knowledge of or a potential use for new concepts.

Another important factor in promoting regional innovation and entrepreneurship is having regional capital-market systems. Many early-stage innovations, such as those that take place in conceptual research and development and in technology development, require unique sources of financing and capital support. The availability of venture capital funding is particularly important to small- or medium-sized firms with limited assets and inadequate access to resources (Gompers and Lerner 2001). Moreover, since venture capitalists have an incentive to see an emerging concept reach the market, they may be in a unique position to provide important management services for the firm. Traditional lenders may be wary of investment because of the high risk involved in lending. In such instances, access to nontraditional funding sources is necessary (Seidman 2004).

One regional implication may be public-private partnerships between regional governing bodies and traditional funding sources. If traditional lenders agree to take on more of a venture capitalist role, governing agencies could provide support staff to assist in making financial investment decisions. One new regional funding approach, for example, is referred to as proximity capital. This is a regional funding source essential to the development of young, innovative firms. While many funding sources are global, proximity capital is important because, in addition to funding, entrepreneurs and innovators require specialized support services that local financial institutions and venture capitalists can provide (Crevoisier 1997). Regions may also choose to directly invest in innovative activity, though their ability to do so is limited. One way they may accomplish this is to directly advocate for emerging firms to obtain state or federal economic development funding.

## Spatial Impact of the Product Life Cycle of Firms

Most all products and services are on the market for a limited period before they are replaced by a newer technology or process. When a firm introduces a successful product or service into the market, it can earn substantial revenues; however, with time, competitors can and will enter the market and the original firm will see its profit return to normal. In today's market, product life-cycles are getting shorter and shorter in many sectors, such as computers and consumer electronics. Even pharmaceutical products, which usually enjoy a period of patent protection, now usually face keen competition from generic drug producers the instant their legal protection expires.

The life cycle of a firm's products and services has significant implications for spatial location as well (Markusen

1985). As the life cycle of a firm's product progresses, the firm tends to relocate its production location from one that values tacit knowledge and innovation to a location that can more efficiently maximize its production capacity and profits (Hill 2005). This is the case because increased competition reduces the product's revenue potential and pushes firms to concentrate on cost reductions. Over time, this drive for cost minimization can lead to an overseas location for the firm and economic hardship for the region that once housed the early-stage activities.

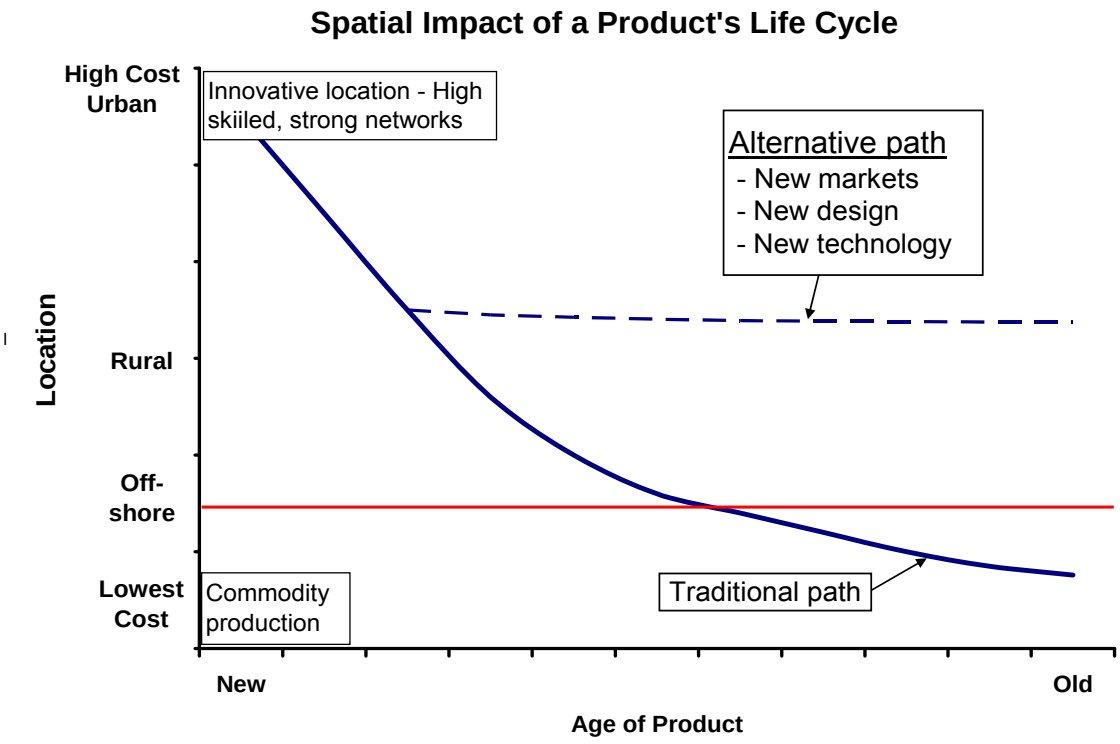
For investors and economic developers, it would appear that the life-cycle stage of a firm should be considered. However, regional intermediaries—i.e., financiers and economic development organizations—should not focus exclusively on entrepreneurial development. Intermediaries can also be an important source of support and information for existing firms to reestablish themselves through the development of new technologies or products. For example, the National Institute of Standards and Technology's (NIST) Manufacturing Extension Partnership (MSP) network can provide technical assistance that can turn back the clock in the life of a product made by a particular firm tapping new technologies. In Michigan, several auto suppliers are exploring the possibility of adapting their know-how and abilities to manufacture products for the medical equipment sector.

Clearly, established firms, such as auto suppliers, have an incentive to think outside of their customer supply chains, especially if they are in stagnant markets such the North American auto industry. If well-established regional corporations can continue to innovate, they too can find emerging or undiscovered markets. However, this requires forward-thinking, capable leadership from a broad array of public and private partnerships (Christensen 2003). Regions may wish to provide public incentives and infrastructure upgrades to existing industries proposing to expand production to new technologies.

In the more mature stage of the product cycle, access to capital for firms is more likely to come from "global capital sources" (Crevoisier 1997). This refers to traditional lending markets that have established a global presence. Still, firms in this mature stage may be looking to expand production or develop new product frameworks. Regions can facilitate this process through infrastructure financing assistance or loan guarantees. Finally, in cases where a firm's product is aging, regional intermediaries may wish to play a role in facilitating a move to another, less costly part of the region (Hill and Gammons 2006). In Michigan, for example, several auto suppliers relocated their production facilities to rural locations outside of metro Detroit but within hours of their customers' assembly plants

The generalized spatial consequences of the life cycle of a product are shown in Figure 1, below. The traditional progression is illustrated by the downward-sloping solid line. It is born in a high-cost, highly innovative location. As the product's market matures and as similar rival products en-

Figure 1



ter the market, the firm relocates the products to a lower-cost environment, often a rural location. If competitive pressures continue and the production process becomes highly routine, then an offshore location may be considered. However, intervention by regional intermediaries, such as a regional MSP office or university, could assist the firm in redesigning the product, adapting the product to new markets and uses, or making significant engineering improvements on the product. If successful, such efforts will prolong the life of the product at its current location.

In sum, a great deal of the vast body of economic development literature focuses on the role of innovation and entrepreneurship—the early stage of the product cycle. Explicit policy recommendations, however, are often broadly defined at best and ambiguous at worst. Moreover, data that can accurately measure regional innovation are limited, as is discussed more fully in the next section.

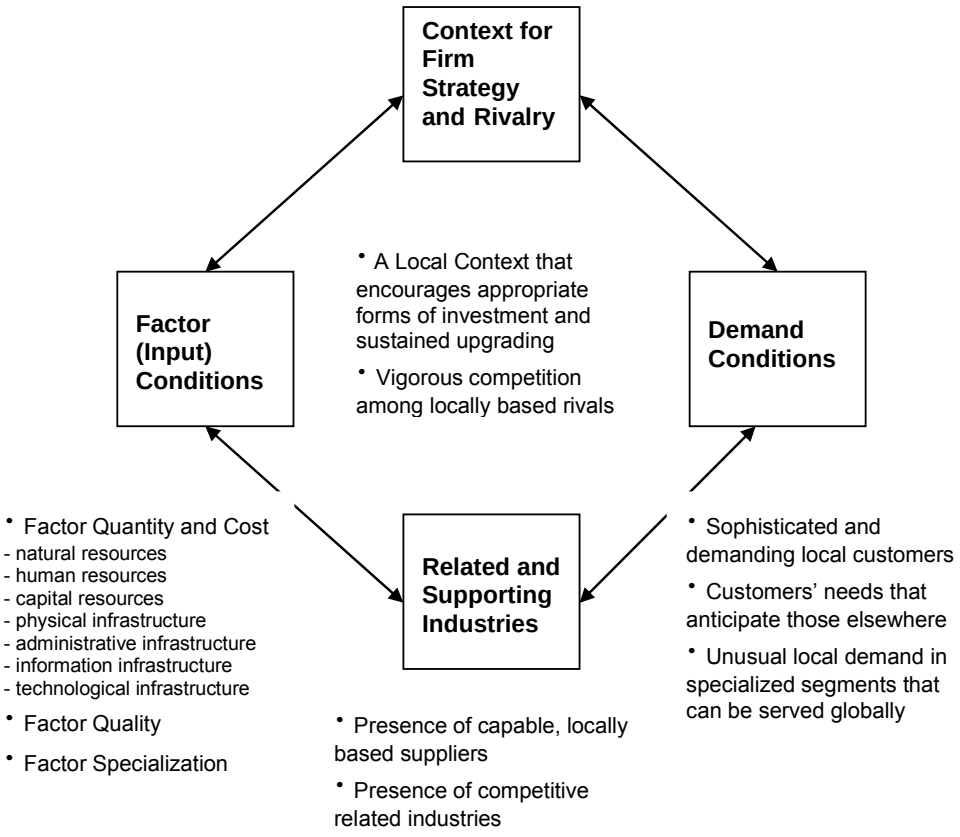
## Industrial Clusters

Seeking to gain a competitive advantage, communities throughout the United States have begun looking at clusters as a regional economic development strategy to promote long-term, sustainable growth. A cluster is an interacting group of industries and public and private institutions, especially universities, concentrated in a regional setting (Porter 1990). According to an earlier work by Porter (1990), clusters have essentially four components: factor conditions, context for firm strategy and rivalry, demand conditions, and related and supporting industries. Figure 2 illustrates the relationships between these factors.

Clusters are viewed as important elements of economic development because they have the potential to create structural change in regional economies. EDA published a 1997 policy paper titled *Cluster-Based Economic Development: A Key to Regional Competitiveness,* which provides a four-step guide to developing a cluster-based economic development strategy. The steps include 1) the mobilization of regional resources, 2) a diagnosis of the economic base of the region, 3) a supply-side- and a demand-side-focused collaborative strategy, and 4) the implementation of the strategy.

In 2007, the Institute for the Economy and the Future at Western Carolina University published an EDA-funded

Figure 2




Porter (1990)

initiative titled *Regionalism and Clusters for Local Development Needs Assessment Results*. The study surveyed 945 development practitioners throughout the nation to gauge their priorities, the use of industrial clustering techniques, and the training and technology requirements for successful development strategies. Survey results show that most practitioners view development concerns in a similar manner and are in favor of some interjurisdictional or regional cooperation. Two-thirds of respondents attended workshops on regional clusters, and four-fifths of organizations that have conducted a cluster analysis use it in practice.

Although cluster development is often discussed in terms of its relationship to urban and metropolitan regions, clusters can also play an important role in revitalizing rural economies. A 2007 EDA-funded study titled *Unlocking Rural Competitiveness: The Role of Regional Clusters* (Purdue University, Indiana University, and Strategic Development Group 2007) finds that, unlike the popular perception, rural regions are not totally dependent on agriculture and offer a high level of economic activity. In general, many rural development practitioners may not be as familiar with clusters as their urban counterparts.

Finally, strong and healthy clusters can be source of innovations, which can keep a region's firms from maturing to the later stages of their product cycle. However, many clusters have aged poorly: e.g., steel in the Youngstown, Ohio, region; auto production in Flint, Michigan; and textiles in the Carolinas. It is vital for economic developers to not only identify the industrial clusters in their region but also gauge their health.

## Human Capital

Garmise (2005) claims that "economic development is in the throes of a paradigm change. It is moving from a focus on the assets of place to a recognition of the assets of people. Like all paradigm changes, it means rethinking policies, strategies, and assumptions" (p.1). This paradigm shift demands a focus on human capital as the cornerstone of successful economic-development strategies, instead of the longstanding strategy of "smokestack chasing." Unlike many private goods, education is a quasi-public good that is responsible for increasing the stock of knowledge that can lead to innovation and economic growth. Human capital, according to Mathur (1999), "stimulates growth and development directly as well as indirectly" (p.213). Therefore, many communities realize that to be successful in the global economy, place is not enough; it is also necessary to attract and retain creative people.

A qualified labor pool plays a major role in convincing firms to stay within a region. Companies looking to maintain a market share and maximize profit rely on a skilled and efficient labor force to compete globally. Access to training is also an important equity issue, as it improves the ability of low- and moderate-income households to gain access to high-wage, high-skill jobs. Community colleges and trade schools can play an important role in retraining the existing labor force in this regard (Rosenfeld 2000). Moreover, local community colleges and nonprofit training initiatives can attempt to bridge the gap between emerging technologies on the one hand and inadequately prepared workforces on the other (Feldman 2001; Howells 2002).

Indeed, a primary goal of economic development is to provide employment opportunities for the region's existing residents. If an economic development program only lures more-highly educated individuals from one region to another, then its usefulness should be questioned. Bartik (1991) finds that, on average, eight out of every ten jobs that are created in a region are filled by individuals moving into the region.

The ability of existing residents to land newly generated jobs depends upon two things: 1) whether they have the skills demanded by the jobs and 2) the existence of "job chains." Persky, Felsenstein, and Carlson (2004) make the point that most new jobs are filled by employed residents moving up from worse-paying jobs. The new employer will most likely find their experience and work history more attractive than the option of hiring unemployed persons. It is the second-tier jobs, which open up when the previously employed persons move up, that may be accessible to the region's unemployed. In other words, employers who generate job chains that have the potential of reaching down to the unemployed are preferred over other employers who will most likely hire from outside the region.

The inability of a region's existing, aging workforce to keep up with changing technologies can threaten firms, especially in the manufacturing sector. To address these concerns, some regions have instituted workforce development programs that attend to the changing dynamics of the regional labor market. For example, the Wisconsin Regional Training Partnership (WRTP) was established in 1992 in response to declining employment in the Milwaukee region's manufacturing sector. The organization is a partnership devised by the University of Wisconsin at Madison to enable greater public-private sector cooperation and coordination. The WRTP has three primary aims: 1) firm modernization, 2) incumbent training, and 3) the training of new labor. The WRTP works with local foundations and public education to address the labor and workforce needs of firms by enrolling existing and new workers throughout the Greater Milwaukee region in training programs (Garmise 2005). Additionally, economic development that focuses on human capital must emphasize a culture of lifelong learning. Lifelong learning is the process of continuing to pursue knowledge and skill sets throughout one's life.

Access to a skilled regional workforce is also important for promoting the development of innovation. Entrepreneurs

will require access to specialized advice and knowledge. Hansen et al. (2000) call this knowledge personalization knowledge. Personalization knowledge implies access to a few specialized and highly creative intermediaries. For example, major research universities could likely play a role in providing specialized assistance to entrepreneurs in this stage. Some evidence indicates that because of their large public investments, public universities can be instrumental in providing research that leads to local knowledge spillovers and innovation (Hedge 2005).

In a more comprehensive view, human capital development becomes a difficult and complex task. A 2003 study by the National Bureau of Economic Research finds that targeting early-stage human capital investments was the primary mechanism through which to increase the chances of return on investment later in life. The authors find that later-life investments, such as workforce training or remedial education programs, are much less likely to be successful than early-stage investments. They conclude that "skill and ability beget future skill and ability. At current levels of funding, traditional policies like tuition subsidies, improvements in school quality, job training and tax rebates are unlikely to be effective in closing gaps" (Carneiro and Heckman 2007, p.3). Bartik (2008) finds a similar result in his examination of the economic development impact of three separate preschool programs aimed at helping children between the ages of one and five in disadvantaged neighborhoods. Of course, these findings should not be construed as diminishing the importance of ongoing programs that provide lifelong learning opportunities, since more than ever the rapidly changing workplace requires continuous skill development so that workers can keep up with technological change. Instead, findings on the economic impact of prekindergarten education merely demonstrate that lifelong learning should start earlier than previously believed.

# Development of a Decision Model

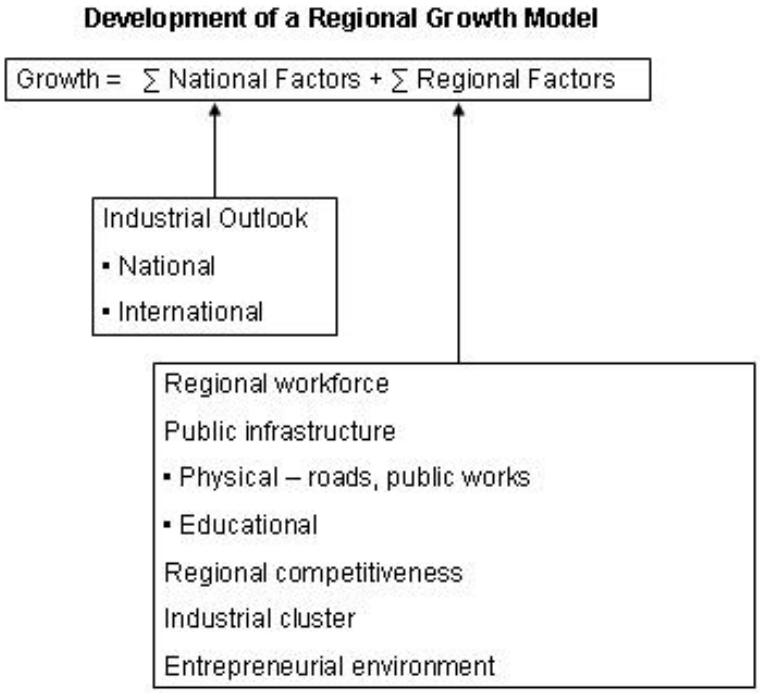
Local economic development efforts are designed to enhance the local economy's capacity to create good jobs and wealth for its existing residents. A focus on economically advancing the region's existing residents is key in those efforts. The economic development projects that prove more successful tend to incorporate the strengths of the region's resources, such as its workers' skill level, its education and training institutions, and its industrial base. Economic development occurs through local job growth and by shifting employed labor to more productive uses. Moreover, shifting employed workers into better paying, more productive jobs can open up their former positions to individuals who are unemployed or seriously underemployed.

In constructing the decision model we start with a regional framework, highlighted in Figure 3. This exhibit shows that regional growth is dependent upon national factors, which are outside the control of regional organizations.

1. **Identification of national factors that are associated with regional economic growth.** This analysis is conducted on an industry level. Its purpose is to identify the national and international factors that can influence the potential success and growth of a prospective economic development project funded by EDA. Clearly, regional firms in industries that are enjoying strong national and international markets are more likely to experience growth than those that are facing such challenges.
2. **Identification of regional growth factors.** Regions grow when new or existing firms bring additional economic activity into the region. The more traditional economic development route is through increasing out-of-region sales of locally made products. Firms that sell their products or services to customers outside the region make up the region's economic base, and it is through the expansion of this base that the overall economy grows. An equally effective path is through import substitution, where a new or existing firm closes a market gap in the region by producing a good or service that was previously delivered from outside the region. This approach has the extra benefit of adding a greater level of regionalism to the industrial structure of that region. The strengthening of a region's industrial cluster can add competitiveness and stability to its economy. Of course, highly-integrated industrial clusters, while holding a competitive advantage in their specific industry, do increase the vulnerability of their host regions to possible downturns in the industry.

Based on our review of the economic development literature, we find the following three factors to be important in terms of promoting regional economic growth.

Figure 3



a) **The project's industry should fit into one of the region's existing industrial clusters.** The project's industry is likely to have a stronger impact on the economic health of the region—in terms of indirect job and income generation—if it is part of an industrial cluster. Supplier linkages and networks are stronger when an industrial cluster exists, which enhances the "multiplier effect" of the project's employment creation. In addition, being a part of an existing industrial cluster can, in itself, enhance the project industry's probability of success.

b) **The project's firms should be in industries facing strong national and international markets.** High-growth industries tend to benefit from growing demand for their products or services and limited competition amongst producers. Such markets can occur as the result of a new product that revolutionizes (or even creates) an industry; however, changing market tastes or preferences can also spur strong industry-wide growth as well. What is important is that firms in these industries have a strong advantage because, even if they are an average-cost producer, they will benefit from the industries' overall growth. Of course, this "head start" can be temporary and will tend to diminish as the industries' products begin to age. Still, firms in high-growth industries tend to have better survival odds and pay better wages than those facing stagnant or declining industry conditions.

c) **The project should provide jobs that are accessible to currently unemployed or underemployed residents.** A major focus of economic development is on providing employment opportunities to existing residents that are facing economic hardship. Economic development efforts that bring in firms that cannot capitalize on the capabilities of the local workforce will still economically benefit the region; however, they will be forced to rely on labor imported from elsewhere.

d) **The project industry should be in the early stages of its life cycle.** As mentioned earlier, most products and services tend to become more routine and commoditized as they age. The older an industry's product mix is, the more likely it is to face extreme marketplace competition and thin profit margins. Firms producing these late-cycle goods and services tend to be very cost-sensitive, which results in low-wage jobs and a tendency to move production activities offshore.

In this report we use Bureau of Economic Analysis–defined regions, which consist of one or more metropolitan regions or collections of counties in rural regions that relate to a regional economic center. Specifically, the BEA economic regions are defined by combining commuting data from the 2000 census and newspaper circulation data—a measure of the region's media market boundaries—from the Audit Bureau of Circulations for 2001 (Johnson and Kort 2004).

The following section details the eight selected factors and the data series used to measure the underlying concept in the model. More detailed information on running the Microsoft Excel–based version of the model and on how to use the model as an evaluative tool is included in a separate users guide.

The quantitative economic model can be summarized by the following equation:

Project Score $= Z_c + Z_w + Z_o + Z_f + Z_p + Z_u + Z_e + Z_v$

which can be described by its components, wherein

$Z_c$ is the standardized regional employment multiplier for the project industry,

$Z_w$ is the standardized regional industry-wage multiplier for the project industry,

$Z_o$ is the standardized share of low-skilled (or accessible) occupations in the project industry,

$Z_f$ is the standardized measure of nationally forecast growth for the project industry,

$Z_p$ is the standardized measure of regionally forecast growth for the project industry,

$Z_u$ is the standardized measure of project county unemployment (2006 rate),

$Z_e$ is the standardized project region employment rate (2005), and

$Z_v$ is the standardized measure of the percentage of the industry's workforce that is made up of engineers and scientists.

Unless otherwise noted, the region is defined as one of the BEA's 179 economic regions (See Appendix A).

Also, our analysis defines industries at the four-digit NAICS level (1997 NAICS definitions are used in the model), except where otherwise noted.

Definitions and procedure of standardization using Z-score are summarized in the following equations.[3]

## Cluster Strength (employment multiplier effect)

$$Z_c = \frac{[M_i - \overline{M_r}]}{\sigma}$$

$M_i$ = employment multiplier for the industry in that region;

$\overline{M_r}$ = mean employment multiplier, all regions;

σ = standard deviation.

Unlike other studies that attempt to measure the strength of an industrial cluster by focusing on the regional concentration of the cluster's lead industry—the use of a location quotient, for example—our approach is to focus on the strength of the linkages between industries. In short, industries with larger employment multipliers are more integrated into the region's economic base. The employment multipliers used in our analysis were created by Regional Dynamic Inc. (REDYN). A description of the methodology used in the generation of these multipliers is included in the appendix.

[3] A Z-score is a way of standardizing a score to indicate how far it is from average on a particular measure. For example if the Z-score of a region's unemployment rate is 0, it means that the region has an unemployment rate equal to the average of all other regions in the nation. If its Z-score is 2 then its unemployment rate is greater than approximately 95 percent of all other regions in the nation, assuming a normal distribution. The Z-score is calculated by taking the difference between the region's value and that of the nation and then dividing it by the standard deviation.

## Wage Strength (wage multiplier effect)

$$Z_w = \frac{[MW_i - \overline{MW_r}]}{\sigma}$$

$\frac{MW_i}{\overline{MW_r}}$ = wage multiplier for industry; = average wage multiplier for the region as a whole;

$\sigma$ = standard deviation.

The creation of well-paying jobs is, of course, an important goal in any economic development project. However, another equally important goal should be the creation of income in the region. A well-paying industry that has few economic linkages with other industries in the region may not generate as much regional income as a lesser-paying industry that has strong economic linkages with other regional industries. Therefore, we incorporate the industry's wage multiplier because it captures the impact of the wages being paid by the project's industry (direct wages) and the impact that the project has on total wages in the region as a result of its supplier base and the consumption of its workers. The wage multipliers used are supplied by the REDYN model.

## Occupational Accessible for Economically Disadvantaged Workers

$$Z_o = \frac{[L_i - \overline{L_{us}}]}{\sigma}$$

$L_i$ = percentage minimalLY-skilled occupations in national industry;

$\overline{L_{us}}$ = mean percent of minimal-skilled occupations in all occupations;

$\sigma$ = standard deviation.

Good economic development projects should offer employment opportunities that are accessible to the region's more economically disadvantaged residents. This factor was generated by combining data from the BLS's national industry-occupation matrix with information on the occupational skills requirements available through O*NET.[4] Projects offering jobs that require only a high school education or modest training are more likely to be accessible to economically disadvantaged individuals. Hopefully, these jobs serve as a stepping stone for the region's economically disadvantaged workers to higher skilled positions as they gain more experience and access to more training opportunities.

$\frac{L_i}{\overline{L_{us}}}$

[4] The Occupational Information Network (O*NET) program contains information on hundreds of occupation-specific descriptors including education requirements, skill requirements, and average level of experience. O*NET operates under the sponsorship of the U.S. Dept. of Labor, Employment and Training Administration (USDOL/ETA) through a grant to the North Carolina Employment Security Commission.

## Industry National Outlook

$$Z_f = \frac{[F_{us} - \overline{F_{us}}]}{\sigma}$$

$F_{us}$ = the five-year national employment forecast for the project's industry;

$\overline{F_{us}}$ = the five-year overall national forecast for employment;

σ = standard deviation.

In short, project industries that are expected to experience better-than-average growth nationwide are preferred over those that are expected to be facing stagnant national markets.

## Growth Potential

$$Z_p = \frac{[F_i - \overline{F_r}]}{\sigma}$$

$F_i$ = the five-year employment forecast for the project's industry in the region;

$\overline{F_r}$ = the mean five-year employment forecast for all industries in the region;

σ = standard deviation.

Each region provides a unique set of production factors for each industry. These include natural resources such as amenities, existing industrial clusters, capital, training and education institutions, and of course labor. These factors help determine the growth potential of the industry relative to other industries in the region. Although an industry may be facing a subpar national market, regional factors could make it a better-than-average performer in the region.

For industries that do not have a presence in the region, the region's average growth rate is used.

## Unemployment Situation and Employment Participation

The next two measures are not associated with the potential success of the project except in rare situations where the area's unemployment rate is so low that severe labor shortages could impede growth. These measures are included to identify areas of greater need for economic development for their residents.

Lake, Leichenko, and Glasmeier (2004), in their development of an alternative Index of Economic Health for regions, include the region's unemployment rate and a labor-force-to-total-population ratio as key indicators. Although we use a different structural form, we incorporate both measures in our model.

## Unemployment Situation

$$Z_u = \frac{[U_c - \overline{U_{us}}]}{\sigma}$$

$U_C$ = unemployment rate for the county of the project (2006 average annual);

$\overline{U_{us}}$ = national rate (2006 average annual);

σ = standard deviation.

It is our view that local labor markets, especially for economically disadvantaged persons, are better estimated by county-level statistics than by multicounty BEA regions. Therefore, in calculating this measure-of-need factor we are using county-level data.

## Employment Participation

$$Z_e = \frac{[EP_c - \overline{EP_{us}}]}{\sigma}$$

$EP_c$ = employment-population ratio = (BEA employment / U.S. census population estimate) for the county of the project;

$\overline{EP_{us}}$ = national average employment-population ratio;

σ = standard deviation.

In many instances, the unemployment rate is an incomplete measure of the region's employment situation because individuals may have simply dropped out of the labor market and therefore are not captured by the region's unemployment rate. Individuals often leave the labor market when they become discouraged and stop looking for work.[5] For this reason, we include the employment-population rate, which captures both the level of the region's dependency population—persons younger than 16 years of age or persons who have retired—and the region's participation rate. [It should be noted that Lake, Leichenko, and Glasmeier (2004), in their development of an alternative Index of Economic Health for regions, included the region's unemployment rate and a labor-force-to-total-population ratio as key indicators as well.

## Innovation

$$Z_v = \frac{[PSE_i - \overline{PSE_{us}}]}{\sigma}$$

$PSE_i$ = percentage of the project's industry's workforce composed of scientists and engineers

$\overline{PSE_{us}}$ = national average across all industries

σ = standard deviation

Attempts to measure innovation have generated numerous papers and debate. The concept has been associated with product development, creative management techniques, a culture of entrepreneurship, and plain luck. We adopted an occupation-based approach, which assumes that the level of innovation in an industry is tied to the level research and development activity that is taking place. Since good data on research and development spending are not available, we used the percentage of the industry's workforce that are likely to be working in some type of research or development activity.

[5] It should be noted that individuals can also leave the labor market to attend school or raise children.

## Comparing Scores

The model gives equal weights to each of the eight factors and generates an overall score that can be used to compare alternative projects. Given that each region faces its own unique challenges and goals, it is very possible that one or two of the factors are more important to that region than the others. For example, a region that has a large pool of unemployed, economically disadvantaged workers could be much more interested in finding firms that will offer starting-level positions than in whether it is part of an existing cluster. In short, the purpose of the model is to provide comparable quantitative scoring; however, specific regional circumstances should always be taken into consideration by the user.

Because the model is standardized and the scores are unweighted, it is extremely easy to compare performance on individual measures across both projects and regions. For example, the model user can compare the cluster strength (or any other factor) of two different projects proposed for the same region, or how the same project would affect two different regions. By comparing project performance on individual components, the user can see exactly where a given project might be stronger or weaker than any other project.

# Identifying Key Community Leadership and Partnership Assets for Success: Economic Development

A two-step approach was used in identifying salient community leadership and partnership assets that are associated with successful economic development projects. First, we surveyed EDA field representatives and administrators in order to tap into their experience in working with local communities on projects and to identify not only successful projects but projects that did not reach their expected potential. The next step was to conduct case studies at the identified project sites. Both successful and unsuccessful sites were included in the case studies.

## Survey of EDA Representatives and Staff

Invitations to complete the survey were first distributed to 58 e-mail addresses (provided by EDA) in July 2007.[6] A follow-up invitation was sent out in August. Additionally, the survey was announced to potential recipients through official EDA channels in order to encourage participation and boost the response rate.[7] Although respondents were officially given roughly two weeks to respond, the project team waited until the end of August—more than three weeks after initial invitations were sent out—to collect the final data and close the Web-based survey form, to ensure that everyone was given ample opportunity to participate. Table 1 summarizes the number of survey respondents and the response rate.

**Table 1**

**Summary of Survey Response**
**Final Collection 8/20/07**

| Distribution | Count | Percent of total |
|---|---|---|
| Total e-mail addresses | 58 | |
| Returned as undeliverable | 3 | 5.2 |
| Delivered surveys | 55 | 94.8 |
| **Response** | **Count** | **Percent of delivered** |
| All required questions completed | 27 | 49.1 |
| Partial response | 10 | 18.2 |
| Total responses | 37 | 67.3 |

Additionally, during the response period, one individual from EDA contacted the Upjohn Institute by e-mail to request an alternate method of completing the survey. The Upjohn team offered to call the individual and complete the survey process by telephone; however, the individual never replied to schedule a time or provide a telephone number.

The geographic distribution of survey respondents is presented in Table 2. The number of responses from each region is reasonably close for most regions, with the exception of the Austin EDA region and the Philadelphia EDA region. The Austin region is underrepresented, having only three responses, while the Philadelphia region is slightly overrepresented, with nine responses.

**Table 2**

**Regional Distribution of Responses**

| Region | Quantity | Percent |
|---|---|---|
| Atlanta | 7 | 18.9 |
| Austin | 3 | 8.1 |
| Chicago | 6 | 16.2 |
| Denver | 5 | 13.5 |
| Philadelphia | 9 | 24.3 |
| Seattle | 7 | 18.9 |
| Total | 37 | |

In general, factors such as the response rate and the geographically representative distribution of responses are not major concerns, since this survey was not attempting to derive a quantitative, statistically significant sample. Instead, the purpose of the survey was to gather expert information from a limited source of respondents who have direct experience on one side of the EDA investment process. In addition to identifying or confirming the importance of some basic factors of economic development practice, these results also assisted the project team in both identifying willing participants for one-on-one phone interviews and building a list of potential case-study locations.

## Project Factors Determining Positive Outcomes

Survey respondents were asked to rate the importance of 13 factors identified as influencing the outcome of EDA public works projects. Additionally, respondents were asked to select which one factor played the largest role in determining project success. Overall, respondents appeared to agree that the listed factors are important to the success of a project. Every factor listed in the survey was rated as either "essential" or "very important" by at least half of all respondents; additionally, only six factors were rated as being "not important at all" by any survey respondents. Indeed, no single factor was said to be "not important at all" by more than one respondent. Overall, survey respondents seemed to confirm that our selection of factors that are relevant to economic development success did not in-

[6] A mock-up of the questions used in the electronic (Web-based) survey is provided in the appendix.
[7] The team was told that this would be done through a regularly distributed voice-mail system message to EDA staff.

clude unnecessary or irrelevant items. A summary of these survey results is presented in Table 3.

The survey respondents were also quite clear as to which factor they believed to be most important in determining positive project outcomes. The largest share of respondents rated "has strong organizational leadership" as "essential" in determining project success. When asked to select the one most important factor from the same list, nearly half chose "has strong organizational leadership"—a substantially higher share than those who chose the next most popular response, "was part of a long-term, comprehensive, and specific economic development strategy," which was selected by less than one-fifth of survey respondents. Although, as mentioned earlier, these results may not be statistically significant due to the small sample size, the wide margin of agreement on the factor of most importance does provide ample reassurance that our focus on these factors—and on leadership in particular—is a correct one.

## Individual Project Information and Contacts

The last section of the survey addresses individual projects that, in the respondent's opinion, were notable for either their success or their failure to reach their potential. At this point in the survey the response rate drops, which is not surprising given the additional work necessary to recall and describe specific projects. Still, 27 individuals completed open-ended questions detailing individual projects. Additionally, 11 respondents also provided contact information and expressed interest in participating in an additional phone interview regarding determinants of project success. This section of the survey was perhaps the most valuable, as it set the stage for the case studies (described in the next section of this report).

**Table 3**

**Summary of Success Factor Ratings**

**(percent)**

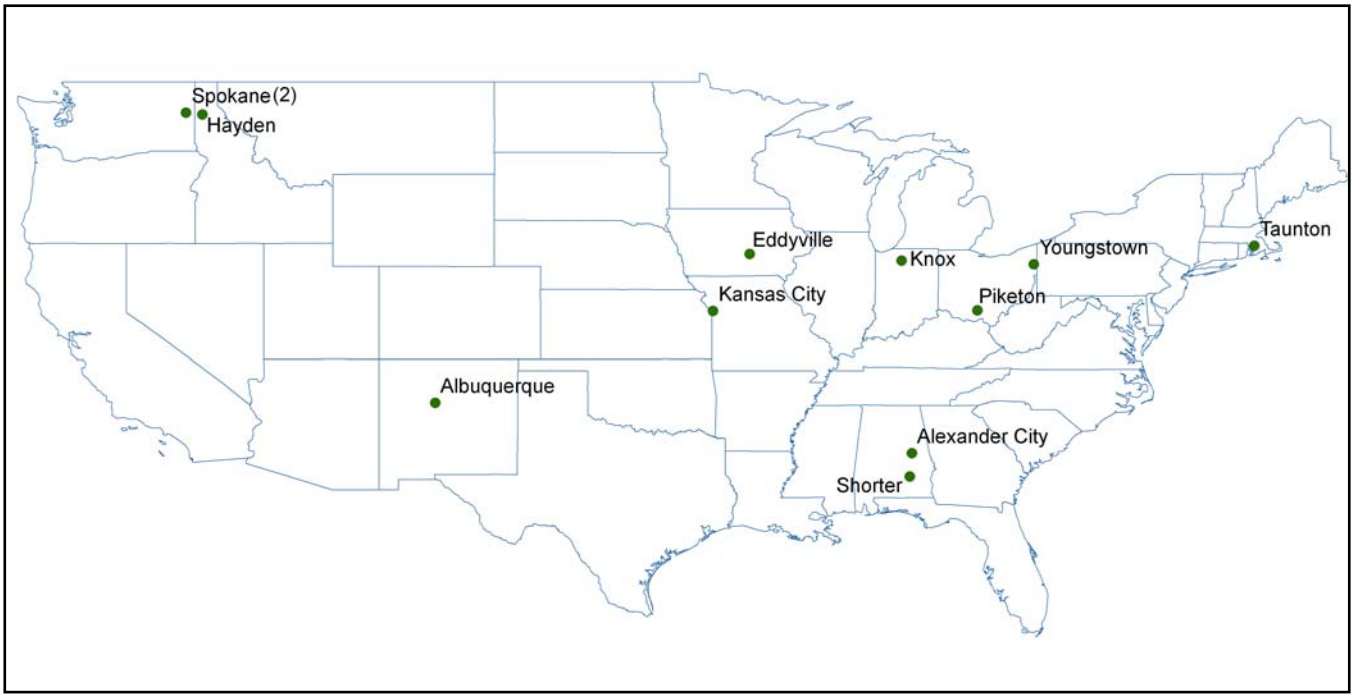
| Factor (presented in survey order) | Essential | Very important | Somewhat important | Marginally important | Not important at all |
|---|---|---|---|---|---|
| Had strong organizational leadership | 56.8 | 32.4 | 5.4 | 2.7 | 2.7 |
| Was part of a long-term, comprehensive, & specific econ. Dev. strategy | 40.5 | 29.7 | 24.3 | 2.7 | 2.7 |
| Demonstrated strong, broad-based community involvement | 37.8 | 51.4 | 8.1 | 0.0 | 2.7 |
| Created jobs that provide high wages by local standards | 24.3 | 62.2 | 13.5 | 0.0 | 0.0 |
| Diversified the region's economic base | 24.3 | 59.5 | 16.2 | 0.0 | 0.0 |
| Created jobs w/ significant opportunities for skill development or career mobility | 18.9 | 43.2 | 35.1 | 2.7 | 0.0 |
| Offered jobs tailored to the skill set of the community's un- and under-employed | 16.2 | 35.1 | 37.8 | 10.8 | 0.0 |
| Created year-round jobs for a seasonal workforce | 16.2 | 43.2 | 24.3 | 13.5 | 2.7 |
| Leveraged a growing or stable regional cluster | 16.2 | 54.1 | 21.6 | 8.1 | 0.0 |
| Spurred entrepreneurship in the community | 10.8 | 62.2 | 27.0 | 0.0 | 0.0 |
| Displayed robust multi-jurisdiction planning or support | 8.1 | 43.2 | 40.5 | 5.4 | 2.7 |
| Involved universities, comm colleges, and other education & workforce develop | 8.1 | 43.2 | 32.4 | 16.2 | 0.0 |
| Assisted in opening or supporting an innovative firm | 2.7 | 48.6 | 32.4 | 13.5 | 2.7 |

# Case Studies

The project team conducted 12 case studies of prior EDA investments that were identified as particularly successful or unsuccessful in the eyes of surveyed EDA staff and field representatives. The purpose of this approach was not only to gain a more in-depth understanding of public works investments, but also to attempt to identify factors related to project success (or failure) that lie outside of either economic theory or the prescribed rules and goals of EDA's regional economic development activities. It is our belief—a belief supported by other economic development researchers—that it takes more than supporting a regional economic cluster and meeting basic application requirements to generate good results from an investment project. As this section will highlight, factors such as leadership, organization, and planning all play an important role in determining the success probability of regional economic development efforts.

Not surprisingly, most of the investments the team was able to include as case studies were success cases. The most successful projects are more likely both to be still-going concerns and to be supported by local staff who are enthusiastic and eager to discuss their economic development efforts and the role played by the EDA investment. Although this might seem to introduce a bias into the case studies, it is actually not inappropriate, given that the primary goal in developing the tool is to identify factors that increase both the success probability and impact of EDA public works investments. Indeed, potential projects that would not have an impact or that are wholly inappropriate to EDA are already screened out by the requirements of the basic application process. Still, we were able to include examples of projects that were cited as being less successful, as well as projects that represented average or mixed success in terms of overall performance. Basic descriptions of the projects and their identified roles are listed in the appendix, as are the full reports of each of the 12 sites visited. Figure 3 provides a map illustrating the location of the case study site visits.

**Figure 4**



# Lessons Learned

Throughout the case study process, participants involved in the selected EDA public works investments described a wide variety of activities and approaches that combined to make their individual projects successful in the context of developing or growing regional economic activity. Despite immense diversity in the projects—including differences in the geographies of the case-study regions, the industries involved, and the length and size of economic development activity—some commonalities seemed to naturally arise out of each case-study scenario. Analysis of these commonalities resulted in the identification of eight key lessons learned regarding the factors that best come together to increase the probability of a successful public works investment project. Hence, a successful project should have the following eight characteristics:

1. **Stable staffing of the region's economic development effort.** Throughout the case-study process, we saw that the stability of the lead organization was key in maintaining the long-term drive required to implement a successful regional economic development strategy. Longevity in staffing allows public-private partnerships and relationships to be established. In addition, the longevity and independence of the region's economic development effort can shelter it from harmful political infighting. For example, the economic development efforts in Mahaska and Oskaloosa counties in Iowa appear to have been ineffective because of recurring staff turnover that made their organizations vulnerable to political pressure and infighting. This is in sharp contrast to neighboring Monroe County, which has benefited from a stable economic development effort. Indeed, we saw that more successful projects, such as the one found in the Knox, Indiana, case study, possessed a smaller, independent, stable leadership structure that allowed the maintenance of a continuity of vision for economic development.
2. **Being part of an existing economic development plan that is based on the region's strengths and potential.** Throughout the case studies, no successful regional economic-development effort took the approach of applying for EDA investment funds solely for the purpose of capitalizing on a one-time infrastructure situation or an isolated company need. In general, success appears to come only following a sustained effort to address a long-term plan. Although these plans may vary widely in terms of their scale or focus, the most important aspect appears to be that successful projects did not just start with the project for which they requested EDA funds. Whether it is a specific long-term goal, such as development of an industrial park or an incubator, or a more generalized long-term realization, such as knowing that an industry could be developed or that investments will need to be made to support key companies, the vision of the community must be long-term.
3. **Strong private involvement by at least one company.** This may be one of the more controversial findings, since many in the economic development community may be uncomfortable with the idea of using public funds in a way that appears beneficial to a specific or narrow interest. Still, the case study participants overwhelmingly cited the involvement of a single company as being key to getting the project done—even as the results ultimately involve a benefit that encourages development and investment from multiple firms. The individual private firm can spur economic development success in two ways. First, a firm that is a major employer can often rally a wide variety of public, private, and governmental interests to action through concern over the negative impact the firm's loss could have on the community. Second, and perhaps more importantly, the individual firm can act as a decisive leader, making quick decisions and large investments in developments. For example, in Kansas City, the commitment of Faultless Starch / Bon Ami Company to a brownfield site was key in anchoring the project—in fact, the local commitment of Faultless Starch was due not to economic considerations but to the company owners' commitment to the region.
4. **A regional approach.** In some ways, the importance of a regional approach may go hand-in-hand with the importance of long-term planning, since developing multi-jurisdictional cooperation does not appear to be something that happens overnight. In the case of Eddyville, Iowa, three counties—Monroe, Mahaska, and Oskaloosa—formed a tricounty partnership back in 1985, long before the EDA's funding of the Iowa Bioprocess Training Center (IBTC). This partnership, along with the regional focus of the Indian Hills Community College, located in Eddyville, helped to curb the potential divisions that could occur in a project. In the case of Piketon, Ohio, five counties played major roles in bringing the incubator to fruition, because they avoided political disagreement on the site function and location. Although regional cooperation may not always necessarily create success, it seems to be essential for avoiding failure: conflict over resources and the location or focus of economic development will quickly derail economic development plans. At the very least, we saw how a regional approach kept projects on track, even when the efforts or resources of all the jurisdictions and interests involved might not have appeared to be directly necessary for things to proceed.
5. **The EDA-funded project is part of a greater plan for development.** Quite simply, the maximum funding available from an EDA public works investment is insufficient to drive successful regional economic development on its own. The successful case studies made use of EDA funding as only one part of a larger effort. In the cases of both Kansas City and Knox, Indiana, economic development stakeholders cited the

EDA project as just one necessary step in the communities' economic development vision. Completing the EDA project was not a goal for the region; it was an integral part of a longer, forward-thinking economic development strategy.

6. **Reputation of sponsoring agency.** The reputation of the organization taking the leadership role in a project is helpful in gathering support, both in terms of financing and regional cooperation. For example, in Piketon, the cooperative partnership with Ohio State University was instrumental in securing funding, providing research support, and giving the incubator a brand name that people could rally around and one that lends credence to the project and to those associated with the facility.
7. **Financial support.** Beyond the fact that EDA public works investments all require some degree of local financial match, diverse and stable financing sources were cited by successful project stakeholders as essential to their efforts. As stated in earlier points, successful projects are generally part of a larger and longer-term strategic approach to regional economic development. This reflects the importance of keeping regional economic development activities ongoing through a stable financial support system. Successful project groups did not just come together to get EDA monies; instead, the federal investment dollars were seen as an important addition to other supported activities.
8. **Groundwork already in place.** One theme identified more than once in our early interviews with EDA staff and economic development staff was how easy it was to tell whether a public works investment applicant was ready to make successful use of federal investment dollars. Those regions that are successful later have the necessary details in place from the start. For example, in the case of Piketon, prior preparation, such as the existence of an environmental assessment, a formal business plan, and a feasibility study, made the EDA application process much smoother. In Kansas City, the city had already put into place a funding mechanism—a one-cent increase in its sales tax—for brownfield redevelopment. If the red tape has been cut up front, before the project begins, it seems to be an indicator of the willingness and drive inherent in the stakeholders to make sure the project is completed and has the support necessary to be part of an economic-development success story.

These findings form the basis for a checklist (Table 4) that can be used by those involved in proposals to quickly determine the number of positive elements of project leadership and support that are present in the organization working on implementing the economic development activities. For EDA staff, this should serve as a way of comparing the relative strength of intangible support and leadership among multiple projects, as well as providing some guidelines for best practices to promote. For applicants, the checklist can serve as a guideline for use in the development of their own working group.

Although the checklist cannot be used to calculate a specific probability, it can be considered in a simple quantitative sense. Our case study research suggests that these elements contribute to the success of a project in a cumulative fashion: simply put, more best practices or supporting factors are better. Although it is possible that interactive effects do exist—meaning that combinations of factors have a greater or lesser effect on the probability of project success when they occur together—it would be impossible to isolate and measure such an effect without using a significantly larger sample of projects. Unfortunately, constraints of time and resources prevent such a study within the framework of this analysis.

## Table 4

**Leadership and Composition Checklist for Project Success**

| Checkpoint | | Indicators of Fulfillment |
|---|---|---|
| 1. Stable staffing of the area's economic development effort. | □ | Leadership has been in place for several years. |
| | □ | Lead organization is independent of any one local government entitiy. |
| | □ | Lead organization is financed through multiple sources (i.e. multiple government entities/levels and private sources. |
| | □ | Lead organization existed substantially before the pursuit of EDA investment project. |
| | □ | More than one key staff person or leader that has major project role. |
| 2. Project is part of an existing economic development plan that is based on the area's strengths and potential. | □ | Evidence of formal strategic plan. |
| | □ | Project is part of a larger pre-existing development (e.g. expanding previously existing industrial park). |
| | □ | Project supports key regional industry clusters. |
| | □ | Involvement of stakeholders with long-term ties to region. |
| 3. Strong private involvement by at least one company. | □ | Local business is active participant in EDA investment application process. |
| | □ | Infrastructure improvement will benefit or target major local employer. |
| | □ | Infrastructure improvement involves dominant industry cluster. |
| | □ | Large share of regional economic development and/or lead project organization financial support is from private firm(s) or individuals. |
| 4. A regional approach | □ | Multi-jurisdictional leadership in economic organization. |
| | □ | Larger strategic plan includes multiple counties, multiple cities. |
| | □ | Financial support from wide range of local interests. |
| 5. The EDA funded project is part of a greater plan for development | □ | Evidence of formal strategic plan. |
| | □ | Project is part of a larger pre-existing development (e.g. expanding previously existing industrial park). |
| 6. Reputation of sponsoring agency | □ | Leadership has been in place for several years. |
| | □ | Experience with prior EDA projects. |
| | □ | Lead organization enjoys financial support and direct leadership involvement from a wide variety of regional interests. |
| | □ | Lead organization is independent of any one local government entitiy. |
| 7. Financial support | □ | Financing from both public and private sources. |
| | □ | Lead organization funding is not dependent on getting EDA investment monies. |
| | □ | Continious, dedicated organizational funding source (i.e. separate economic development tax). |
| 8. Ground work already in place | □ | All entities necessary to make decisions (i.e. mayors, company representatives, property owners, etc.) are represented during initial project meetings. |
| | □ | Permit issueing entities (e.g. environmental regulators, municipalities, state officials) are present during initial project meetings. |
| | □ | Property ownership already in place. |

# Summary

The purpose of this project is to support the development of an evaluative tool that can be used both to assess EDA public works investments and to assist in the education and planning process undertaken by regional stakeholders. Nevertheless, a single tool can never fix all problems. Regional economic development is becoming more complex, and the number of required tools necessary to get the job done is growing quickly. Moreover, these policy tools can be in fields that seemingly are not associated with economic development. The importance of amenities to regional economic development has been clearly recognized; however, the economic developers' toolbox to address their region's quality of life holds few policies that have been proven to be effective.

Moreover, new studies are now showing that there is a connection between economic development and a region's openness to diversity in people, ideas, and equity issues (see, for example, Pindus, Theodos, and Kingsley [2007] and Eberts, Erickcek, and Kleinhenz [2006]. Twenty years ago, regional economic developers would not have been engaged in issues of diversity, racial inclusion, or income inequality, but today, research shows that regions that lag in these factors also lag in economic performance.

Some would erroneously argue that, given the expansion in the scope of activities associated with regional economic development, EDA public-works infrastructure projects are not as important as before. This argument is mistaken on several levels. First, as highlighted in the case-studies section of this report, EDA is funding cutting-edge, human-capital-driven regional economic development efforts. In Spokane, Washington, EDA funded the construction of a biomedical industry incubator that introduced the bioscience cluster to the region. In Albuquerque, New Mexico, EDA funded the construction of infrastructure improvements (water, sewer, and roads) to serve the Sandia Science and Technology Park.

Second, places such as Knox, Indiana, and Shorter, Alabama, can still prosper by attracting and growing firms that are in the later stages of their product life cycles. These more traditional economic development projects provide employment opportunities that are accessible to the region's less academically trained residents—a key goal of any regional economic development program. Moreover, they can provide skill-building career ladders for the region's workers, enabling them to advance to higher-paying jobs.

Nevertheless, as regional economic development broadens to include issues that 20 years ago were not even on the radar of nearly any economic development efforts, it is even more important for federal, state, and local economic development stakeholders to pick their projects carefully. A successful, comprehensive, regional approach that addresses the region's challenges by capitalizing on itsassets will require multiple partners, including organizations that may have never partnered before. This report and the accompanying model provide valuable assistance in economic-development decision making, as they offer information on the economic fit of the proposed project to the regional economy and its workforce. However, it is still but a single piece of an increasingly complex problem.

Finally, the ever-changing regional economic development landscape only calls further attention to the importance of local leadership and partnerships. The surveyed EDA representatives and administrators had it right when they said, over and over again, that successful projects will be those that are driven and organized by committed, knowledgeable, and practical economic development stakeholders willing to work together for the region's benefit.

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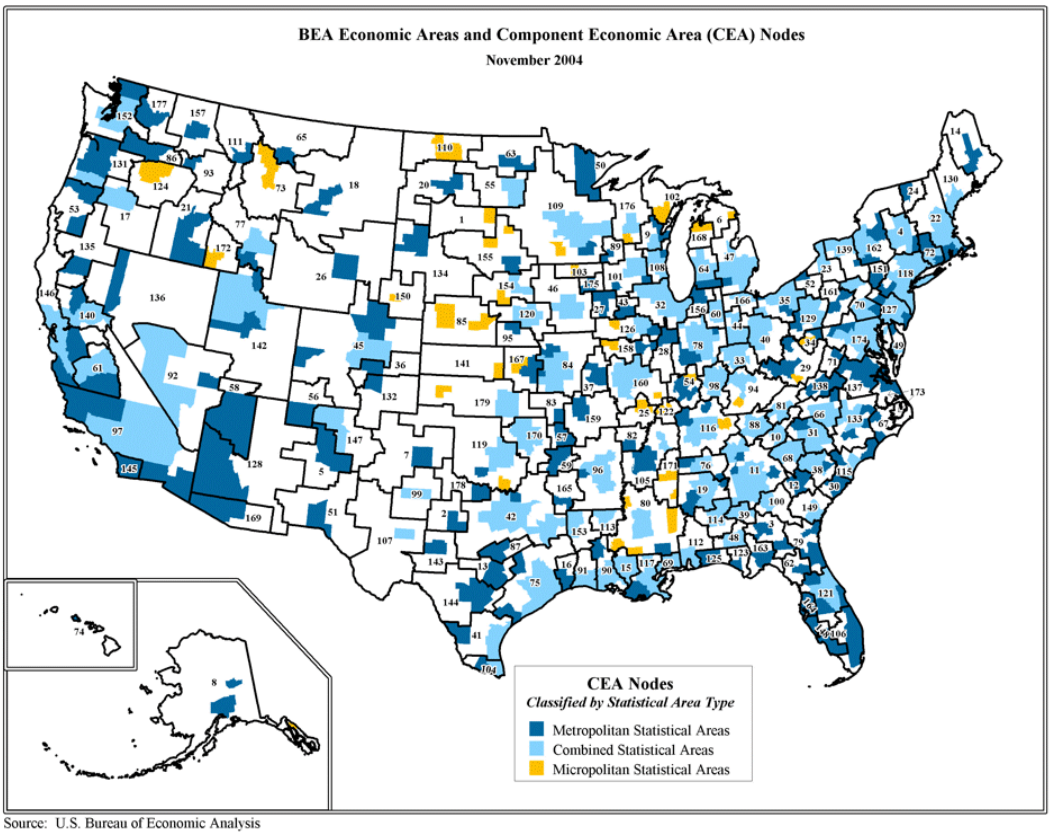
# APPENDIX A

## BEA Regions Summary Map




Source: U.S. Bureau of Economic Analysis

## BEA Region Definitions (Region name followed by component counties)

1: Aberdeen, SD (EA) (57001)
- Adams, ND (38001)
- Sioux, ND (38085)
- Brown, SD (46013)
- Campbell, SD (46021)
- Corson, SD (46031)
- Dewey, SD (46041)
- Edmunds, SD (46045)
- Faulk, SD (46049)
- McPherson, SD (46089)
- Potter, SD (46107)
- Spink, SD (46115)
- Walworth, SD (46129)
- Ziebach, SD (46137)

2: Abilene, TX (EA) (57002)
- Callahan, TX (48059)
- Fisher, TX (48151)
- Haskell, TX (48207)
- Jones, TX (48253)
- Kent, TX (48263)
- Knox, TX (48275)
- Mitchell, TX (48335)
- Nolan, TX (48353)
- Scurry, TX (48415)
- Shackelford, TX (48417)
- Stonewall, TX (48433)
- Taylor, TX (48441)

3: Albany, GA (EA) (57003)
- Hamilton, FL (12047)
- Madison, FL (12079)
- Baker, GA (13007)
- Ben Hill, GA (13017)
- Berrien, GA (13019)
- Brooks, GA (13027)
- Calhoun, GA (13037)
- Clay, GA (13061)
- Colquitt, GA (13071)
- Cook, GA (13075)

Crisp, GA (13081)
Dooly, GA (13093)
Dougherty, GA (13095)
Echols, GA (13101)
Irwin, GA (13155)
Lanier, GA (13173)
Lee, GA (13177)
Lowndes, GA (13185)
Mitchell, GA (13205)
Randolph, GA (13243)
Schley, GA (13249)
Sumter, GA (13261)
Terrell, GA (13273)
Tift, GA (13277)
Turner, GA (13287)
Wilcox, GA (13315)
Worth, GA (13321)

4: Albany-Schenectady-Amsterdam, NY (EA) (57004)
Berkshire, MA (25003)
Albany, NY (36001)
Columbia, NY (36021)
Fulton, NY (36035)
Greene, NY (36039)
Hamilton, NY (36041)
Montgomery, NY (36057)
Rensselaer, NY (36083)
Saratoga, NY (36091)
Schenectady, NY (36093)
Schoharie, NY (36095)
Warren, NY (36113)
Washington, NY (36115)
Bennington, VT (50003)

5: Albuquerque, NM (EA) (57005)
Bernalillo, NM (35001)
Cibola, NM (35006)
Sandoval, NM (35043)
Socorro, NM (35053)
Torrance, NM (35057)
Valencia, NM (35061)

6: Alpena, MI (EA) (57006)
Alpena, MI (26007)
Antrim, MI (26009)
Charlevoix, MI (26029)
Cheboygan, MI (26031)
Crawford, MI (26039)
Emmet, MI (26047)
Montmorency, MI (26119)
Oscoda, MI (26135)
Otsego, MI (26137)
Presque Isle, MI (26141)
Roscommon, MI (26143)

7: Amarillo, TX (EA) (57007)
Curry, NM (35009)
De Baca, NM (35011)
Harding, NM (35021)
Quay, NM (35037)
Roosevelt, NM (35041)
Union, NM (35059)
Armstrong, TX (48011)
Bailey, TX (48017)
Carson, TX (48065)
Castro, TX (48069)
Dallam, TX (48111)
Deaf Smith, TX (48117)
Donley, TX (48129)
Gray, TX (48179)
Hansford, TX (48195)
Hartley, TX (48205)
Hemphill, TX (48211)
Hutchinson, TX (48233)
Lipscomb, TX (48295)
Moore, TX (48341)
Ochiltree, TX (48357)
Oldham, TX (48359)
Parmer, TX (48369)
Potter, TX (48375)
Randall, TX (48381)
Roberts, TX (48393)
Wheeler, TX (48483)

8: Anchorage, AK (EA) (57008)
Aleutians East Borough, AK (02013)
Aleutians West Census Region, AK (02016)
Anchorage Municipality, AK (02020)
Bethel Census Region, AK (02050)
Bristol Bay Borough, AK (02060)
Denali Borough, AK (02068)
Dillingham Census Region, AK (02070)
Fairbanks North Star Borough, AK (02090)
Haines Borough, AK (02100)
Juneau City and Borough, AK (02110)
Kenai Peninsula Borough, AK (02122)
Ketchikan Gateway Borough, AK (02130)
Kodiak Island Borough, AK (02150)
Lake and Peninsula Borough, AK (02164)
Matanuska-Susitna Borough, AK (02170)
Nome Census Region, AK (02180)
North Slope Borough, AK (02185)
Northwest Arctic Borough, AK (02188)
Pr. of Wales-Outer Ketchikan Census Region, AK (02201)
Sitka City and Borough, AK (02220)
Skagway-Hoonah-Angoon Census Region, AK (02232)
Southeast Fairbanks Census Region, AK (02240)
Valdez-Cordova Census Region, AK (02261)
Wade Hampton Census Region, AK (02270)
Wrangell-Petersburg Census Region, AK (02280)
Yakutat City and Borough, AK (02282)
Yukon-Koyukuk Census Region, AK (02290)

9: Appleton-Oshkosh-Neenah, WI (EA) (57009)
Brown, WI (55009)
Calumet, WI (55015)
Door, WI (55029)

Kewaunee, WI (55061)
Menominee, WI (55078)
Oconto, WI (55083)
Outagamie, WI (55087)
Shawano, WI (55115)
Waupaca, WI (55135)
Waushara, WI (55137)
Winnebago, WI (55139)

10: Asheville-Brevard, NC (EA) (57010)
Ashe, NC (37009)
Avery, NC (37011)
Buncombe, NC (37021)
Haywood, NC (37087)
Henderson, NC (37089)
Jackson, NC (37099)
Macon, NC (37113)
Madison, NC (37115)
Mitchell, NC (37121)
Swain, NC (37173)
Transylvania, NC (37175)
Watauga, NC (37189)
Yancey, NC (37199)
Johnson, TN (47091)

11: Atlanta-Sandy Springs-Gainesville, GA-AL (EA) (57011)
Chambers, AL (01017)
Cherokee, AL (01019)
Cleburne, AL (01029)
Randolph, AL (01111)
Banks, GA (13011)
Barrow, GA (13013)
Bartow, GA (13015)
Butts, GA (13035)
Carroll, GA (13045)
Catoosa, GA (13047)
Chattooga, GA (13055)
Cherokee, GA (13057)
Clarke, GA (13059)
Clayton, GA (13063)
Cobb, GA (13067)
Coweta, GA (13077)
Dade, GA (13083)
Dawson, GA (13085)
DeKalb, GA (13089)
Douglas, GA (13097)
Elbert, GA (13105)
Fannin, GA (13111)
Fayette, GA (13113)
Floyd, GA (13115)
Forsyth, GA (13117)
Franklin, GA (13119)
Fulton, GA (13121)
Gilmer, GA (13123)
Gordon, GA (13129)
Greene, GA (13133)
Gwinnett, GA (13135)
Habersham, GA (13137)
Hall, GA (13139)
Haralson, GA (13143)
Hart, GA (13147)
Heard, GA (13149)
Henry, GA (13151)
Jackson, GA (13157)
Jasper, GA (13159)
Lamar, GA (13171)
Lumpkin, GA (13187)
Madison, GA (13195)
Meriwether, GA (13199)
Morgan, GA (13211)
Murray, GA (13213)
Newton, GA (13217)
Oconee, GA (13219)
Oglethorpe, GA (13221)
Paulding, GA (13223)
Pickens, GA (13227)
Pike, GA (13231)
Polk, GA (13233)
Putnam, GA (13237)
Rabun, GA (13241)
Rockdale, GA (13247)
Spalding, GA (13255)
Stephens, GA (13257)
Talbot, GA (13263)
Taliaferro, GA (13265)
Towns, GA (13281)
Troup, GA (13285)
Union, GA (13291)
Upson, GA (13293)
Walker, GA (13295)
Walton, GA (13297)
White, GA (13311)
Whitfield, GA (13313)
Wilkes, GA (13317)
Cherokee, NC (37039)
Clay, NC (37043)
Graham, NC (37075)
Bledsoe, TN (47007)
Bradley, TN (47011)
Hamilton, TN (47065)
McMinn, TN (47107)
Marion, TN (47115)
Meigs, TN (47121)
Polk, TN (47139)
Rhea, TN (47143)
Sequatchie, TN (47153)

12: Augusta-Richmond County, GA-SC (EA) (57012)
Burke, GA (13033)
Columbia, GA (13073)
Glascock, GA (13125)
Jefferson, GA (13163)
Lincoln, GA (13181)
McDuffie, GA (13189)
Richmond, GA (13245)
Warren, GA (13301)
Aiken, SC (45003)
Allendale, SC (45005)
Barnwell, SC (45011)
Edgefield, SC (45037)

13: Austin-Round Rock, TX (EA) (57013)
Bastrop, TX (48021)
Blanco, TX (48031)
Burnet, TX (48053)
Caldwell, TX (48055)
Hays, TX (48209)

Lee, TX (48287)
Llano, TX (48299)
Mason, TX (48319)
Milam, TX (48331)
Travis, TX (48453)
Williamson, TX (48491)

14: Bangor, ME (EA) (57014)
Aroostook, ME (23003)
Hancock, ME (23009)
Penobscot, ME (23019)
Piscataquis, ME (23021)
Washington, ME (23029)

15: Baton Rouge-Pierre Part, LA (EA) (57015)
Ascension, LA (22005)
Assumption, LA (22007)
East Baton Rouge, LA (22033)
East Feliciana, LA (22037)
Iberville, LA (22047)
Livingston, LA (22063)
Pointe Coupee, LA (22077)
St. Helena, LA (22091)
West Baton Rouge, LA (22121)
West Feliciana, LA (22125)
Wilkinson, MS (28157)

16: Beaumont-Port Arthur, TX (EA) (57016)
Hardin, TX (48199)
Jasper, TX (48241)
Jefferson, TX (48245)
Newton, TX (48351)
Orange, TX (48361)
Tyler, TX (48457)

17: Bend-Prineville, OR (EA) (57017)
Crook, OR (41013)
Deschutes, OR (41017)
Harney, OR (41025)
Jefferson, OR (41031)
Lake, OR (41037)

18: Billings, MT (EA) (57018)
Big Horn, MT (30003)
Carbon, MT (30009)
Carter, MT (30011)
Custer, MT (30017)
Daniels, MT (30019)
Dawson, MT (30021)
Fallon, MT (30025)
Fergus, MT (30027)
Garfield, MT (30033)
Golden Valley, MT (30037)
Judith Basin, MT (30045)
McCone, MT (30055)
Musselshell, MT (30065)
Petroleum, MT (30069)
Powder River, MT (30075)
Prairie, MT (30079)
Richland, MT (30083)
Roosevelt, MT (30085)
Rosebud, MT (30087)
Sheridan, MT (30091)
Stillwater, MT (30095)
Sweet Grass, MT (30097)
Treasure, MT (30103)
Valley, MT (30105)
Wibaux, MT (30109)
Yellowstone, MT (30111)
Golden Valley, ND (38033)
Big Horn, WY (56003)
Hot Springs, WY (56017)
Park, WY (56029)
Sheridan, WY (56033)

19: Birmingham-Hoover-Cullman, AL (EA) (57019)
Bibb, AL (01007)
Blount, AL (01009)
Calhoun, AL (01015)
Chilton, AL (01021)
Clay, AL (01027)
Cullman, AL (01043)
Fayette, AL (01057)
Greene, AL (01063)
Hale, AL (01065)
Jefferson, AL (01073)
Lamar, AL (01075)
Marion, AL (01093)
Pickens, AL (01107)
St. Clair, AL (01115)
Shelby, AL (01117)
Talladega, AL (01121)
Tuscaloosa, AL (01125)
Walker, AL (01127)
Winston, AL (01133)

20: Bismarck, ND (EA) (57020)
Billings, ND (38007)
Bowman, ND (38011)
Burleigh, ND (38015)
Dunn, ND (38025)
Emmons, ND (38029)
Grant, ND (38037)
Hettinger, ND (38041)
Kidder, ND (38043)
Logan, ND (38047)
McIntosh, ND (38051)
McLean, ND (38055)
Mercer, ND (38057)
Morton, ND (38059)
Oliver, ND (38065)
Slope, ND (38087)
Stark, ND (38089)
Harding, SD (46063)
Perkins, SD (46105)

21: Boise City-Nampa, ID (EA) (57021)
Ada, ID (16001)
Adams, ID (16003)
Boise, ID (16015)
Canyon, ID (16027)
Elmore, ID (16039)
Gem, ID (16045)
Owyhee, ID (16073)
Payette, ID (16075)
Valley, ID (16085)
Washington, ID (16087)
Malheur, OR (41045)

22: Boston-Worcester-Manchester, MA-NH (EA) (57022)
Barnstable, MA (25001)
Bristol, MA (25005)

Dukes, MA (25007)
Essex, MA (25009)
Middlesex, MA (25017)
Nantucket, MA (25019)
Norfolk, MA (25021)
Plymouth, MA (25023)
Suffolk, MA (25025)
Worcester, MA (25027)
Belknap, NH (33001)
Carroll, NH (33003)
Cheshire, NH (33005)
Coos, NH (33007)
Grafton, NH (33009)
Hillsborough, NH (33011)
Merrimack, NH (33013)
Rockingham, NH (33015)
Strafford, NH (33017)
Sullivan, NH (33019)
Bristol, RI (44001)
Kent, RI (44003)
Newport, RI (44005)
Providence, RI (44007)
Washington, RI (44009)
Essex, VT (50009)
Orange, VT (50017)
Rutland, VT (50021)
Windham, VT (50025)
Windsor, VT (50027)

23: Buffalo-Niagara-Cattaraugus, NY (EA) (57023)
Allegany, NY (36003)
Cattaraugus, NY (36009)
Chautauqua, NY (36013)
Erie, NY (36029)
Niagara, NY (36063)
McKean, PA (42083)
Potter, PA (42105)

24: Burlington-South Burlington, VT (EA) (57024)
Addison, VT (50001)
Caledonia, VT (50005)
Chittenden, VT (50007)
Franklin, VT (50011)
Grand Isle, VT (50013)
Lamoille, VT (50015)
Orleans, VT (50019)
Washington, VT (50023)

25: Cape Girardeau-Jackson, MO-IL (EA) (57025)
Alexander, IL (17003)
Pulaski, IL (17153)
Bollinger, MO (29017)
Butler, MO (29023)
Cape Girardeau, MO (29031)
Carter, MO (29035)
Mississippi, MO (29133)
New Madrid, MO (29143)
Perry, MO (29157)
Ripley, MO (29181)
Scott, MO (29201)
Stoddard, MO (29207)
Wayne, MO (29223)

26: Casper, WY (EA) (57026)
Teton, ID (16081)
Rich, UT (49033)
Campbell, WY (56005)
Carbon, WY (56007)
Converse, WY (56009)
Crook, WY (56011)
Fremont, WY (56013)
Johnson, WY (56019)
Lincoln, WY (56023)
Natrona, WY (56025)
Niobrara, WY (56027)
Platte, WY (56031)
Sublette, WY (56035)
Sweetwater, WY (56037)
Teton, WY (56039)
Uinta, WY (56041)
Washakie, WY (56043)
Weston, WY (56045)

27: Cedar Rapids, IA (EA) (57027)
Benton, IA (19011)
Cedar, IA (19031)
Iowa, IA (19095)
Johnson, IA (19103)
Jones, IA (19105)
Keokuk, IA (19107)
Linn, IA (19113)
Louisa, IA (19115)
Muscatine, IA (19139)
Washington, IA (19183)

28: Champaign-Urbana, IL (EA) (57028)
Champaign, IL (17019)
Clay, IL (17025)
Coles, IL (17029)
Cumberland, IL (17035)
Douglas, IL (17041)
Effingham, IL (17049)
Fayette, IL (17051)
Ford, IL (17053)
Jasper, IL (17079)
Moultrie, IL (17139)
Piatt, IL (17147)
Richland, IL (17159)
Shelby, IL (17173)
Vermilion, IL (17183)
Wayne, IL (17191)

29: Charleston, WV (EA) (57029)
Boyd, KY (21019)
Carter, KY (21043)
Greenup, KY (21089)
Lawrence, KY (21127)
Lawrence, OH (39087)
Washington, OH (39167)
Boone, WV (54005)
Braxton, WV (54007)
Cabell, WV (54011)
Calhoun, WV (54013)
Clay, WV (54015)
Fayette, WV (54019)
Gilmer, WV (54021)
Greenbrier, WV (54025)
Jackson, WV (54035)
Kanawha, WV (54039)
Lincoln, WV (54043)
Logan, WV (54045)

Nicholas, WV (54067)
Pleasants, WV (54073)
Pocahontas, WV (54075)
Putnam, WV (54079)
Raleigh, WV (54081)
Randolph, WV (54083)
Ritchie, WV (54085)
Roane, WV (54087)
Summers, WV (54089)
Tucker, WV (54093)
Wayne, WV (54099)
Webster, WV (54101)
Wirt, WV (54105)
Wood, WV (54107)
Wyoming, WV (54109)

30: Charleston-North Charleston, SC (EA) (57030)
Berkeley, SC (45015)
Charleston, SC (45019)
Colleton, SC (45029)
Dorchester, SC (45035)

31: Charlotte-Gastonia-Salisbury, NC-SC (EA) (57031)
Alexander, NC (37003)
Anson, NC (37007)
Burke, NC (37023)
Cabarrus, NC (37025)
Caldwell, NC (37027)
Catawba, NC (37035)
Cleveland, NC (37045)
Gaston, NC (37071)
Iredell, NC (37097)
Lincoln, NC (37109)
McDowell, NC (37111)
Mecklenburg, NC (37119)
Rowan, NC (37159)
Rutherford, NC (37161)
Stanly, NC (37167)
Union, NC (37179)
Chester, SC (45023)
Chesterfield, SC (45025)
Lancaster, SC (45057)
York, SC (45091)

32: Chicago-Naperville-Michigan City, IL-IN-WI (EA) (57032)
Boone, IL (17007)
Bureau, IL (17011)
Carroll, IL (17015)
Cook, IL (17031)
DeKalb, IL (17037)
DuPage, IL (17043)
Grundy, IL (17063)
Iroquois, IL (17075)
Kane, IL (17089)
Kankakee, IL (17091)
Kendall, IL (17093)
Lake, IL (17097)
La Salle, IL (17099)
Lee, IL (17103)
Livingston, IL (17105)
McHenry, IL (17111)
Ogle, IL (17141)
Putnam, IL (17155)
Stephenson, IL (17177)
Will, IL (17197)
Winnebago, IL (17201)
Jasper, IN (18073)
Lake, IN (18089)
La Porte, IN (18091)
Newton, IN (18111)
Porter, IN (18127)
Kenosha, WI (55059)

33: Cincinnati-Middletown-Wilmington, OH-KY-IN (EA) (57033)
Dearborn, IN (18029)
Franklin, IN (18047)
Ohio, IN (18115)
Ripley, IN (18137)
Switzerland, IN (18155)
Boone, KY (21015)
Bracken, KY (21023)
Campbell, KY (21037)
Fleming, KY (21069)
Gallatin, KY (21077)
Grant, KY (21081)
Kenton, KY (21117)
Lewis, KY (21135)
Mason, KY (21161)
Owen, KY (21187)
Pendleton, KY (21191)
Adams, OH (39001)
Brown, OH (39015)
Butler, OH (39017)
Clermont, OH (39025)
Clinton, OH (39027)
Hamilton, OH (39061)
Highland, OH (39071)
Warren, OH (39165)

34: Clarksburg, WV+Morgantown, WV (EA) (57034)
Barbour, WV (54001)
Doddridge, WV (54017)
Harrison, WV (54033)
Lewis, WV (54041)
Marion, WV (54049)
Monongalia, WV (54061)
Preston, WV (54077)
Taylor, WV (54091)
Upshur, WV (54097)

35: Cleveland-Akron-Elyria, OH (EA) (57035)
Ashland, OH (39005)
Ashtabula, OH (39007)
Carroll, OH (39019)
Columbiana, OH (39029)
Crawford, OH (39033)
Cuyahoga, OH (39035)
Erie, OH (39043)
Geauga, OH (39055)
Harrison, OH (39067)
Holmes, OH (39075)
Huron, OH (39077)
Lake, OH (39085)
Lorain, OH (39093)
Mahoning, OH (39099)
Medina, OH (39103)
Portage, OH (39133)

Richland, OH (39139)
Stark, OH (39151)
Summit, OH (39153)
Trumbull, OH (39155)
Tuscarawas, OH (39157)
Wayne, OH (39169)
Mercer, PA (42085)

36: Colorado Springs, CO (EA) (57036)
Cheyenne, CO (08017)
Custer, CO (08027)
El Paso, CO (08041)
Fremont, CO (08043)
Kit Carson, CO (08063)
Lincoln, CO (08073)
Teller, CO (08119)

37: Columbia, MO (EA) (57037)
Audrain, MO (29007)
Boone, MO (29019)
Callaway, MO (29027)
Camden, MO (29029)
Cole, MO (29051)
Cooper, MO (29053)
Howard, MO (29089)
Maries, MO (29125)
Miller, MO (29131)
Moniteau, MO (29135)
Monroe, MO (29137)
Morgan, MO (29141)
Osage, MO (29151)
Randolph, MO (29175)
Shelby, MO (29205)

38: Columbia-Newberry, SC (EA) (57038)
Bamberg, SC (45009)
Calhoun, SC (45017)
Clarendon, SC (45027)
Fairfield, SC (45039)
Kershaw, SC (45055)
Lee, SC (45061)
Lexington, SC (45063)
Newberry, SC (45071)
Orangeburg, SC (45075)
Richland, SC (45079)
Saluda, SC (45081)
Sumter, SC (45085)

39: Columbus-Auburn-Opelika, GA-AL (EA) (57039)
Lee, AL (01081)
Macon, AL (01087)
Russell, AL (01113)
Chattahoochee, GA (13053)
Harris, GA (13145)
Marion, GA (13197)
Muscogee, GA (13215)
Stewart, GA (13259)
Webster, GA (13307)

40: Columbus-Marion-Chillicothe, OH (EA) (57040)
Athens, OH (39009)
Coshocton, OH (39031)
Delaware, OH (39041)
Fairfield, OH (39045)
Fayette, OH (39047)
Franklin, OH (39049)
Gallia, OH (39053)
Guernsey, OH (39059)
Hardin, OH (39065)
Hocking, OH (39073)
Jackson, OH (39079)
Knox, OH (39083)
Licking, OH (39089)
Logan, OH (39091)
Madison, OH (39097)
Marion, OH (39101)
Meigs, OH (39105)
Morgan, OH (39115)
Morrow, OH (39117)
Muskingum, OH (39119)
Noble, OH (39121)
Perry, OH (39127)
Pickaway, OH (39129)
Pike, OH (39131)
Ross, OH (39141)
Scioto, OH (39145)
Union, OH (39159)
Vinton, OH (39163)
Mason, WV (54053)

41: Corpus Christi-Kingsville, TX (EA) (57041)
Aransas, TX (48007)
Bee, TX (48025)
Brooks, TX (48047)
Duval, TX (48131)
Jim Hogg, TX (48247)
Jim Wells, TX (48249)
Kenedy, TX (48261)
Kleberg, TX (48273)
Live Oak, TX (48297)
McMullen, TX (48311)
Nueces, TX (48355)
Refugio, TX (48391)
San Patricio, TX (48409)
Webb, TX (48479)
Zapata, TX (48505)

D| Top:Bottom

42: Dallas-Fort Worth, TX (EA) (57042)
Atoka, OK (40005)
Bryan, OK (40013)
Choctaw, OK (40023)
Pushmataha, OK (40127)
Anderson, TX (48001)
Bosque, TX (48035)
Brown, TX (48049)
Camp, TX (48063)
Cherokee, TX (48073)
Coleman, TX (48083)
Collin, TX (48085)
Comanche, TX (48093)
Cooke, TX (48097)
Dallas, TX (48113)
Delta, TX (48119)
Denton, TX (48121)
Eastland, TX (48133)
Ellis, TX (48139)
Erath, TX (48143)
Fannin, TX (48147)
Franklin, TX (48159)

Grayson, TX (48181)
Gregg, TX (48183)
Hamilton, TX (48193)
Harrison, TX (48203)
Henderson, TX (48213)
Hill, TX (48217)
Hood, TX (48221)
Hopkins, TX (48223)
Hunt, TX (48231)
Jack, TX (48237)
Johnson, TX (48251)
Kaufman, TX (48257)
Lamar, TX (48277)
McCulloch, TX (48307)
Marion, TX (48315)
Mills, TX (48333)
Montague, TX (48337)
Morris, TX (48343)
Navarro, TX (48349)
Palo Pinto, TX (48363)
Panola, TX (48365)
Parker, TX (48367)
Rains, TX (48379)
Red River, TX (48387)
Rockwall, TX (48397)
Rusk, TX (48401)
San Saba, TX (48411)
Smith, TX (48423)
Somervell, TX (48425)
Stephens, TX (48429)
Tarrant, TX (48439)
Throckmorton, TX (48447)
Titus, TX (48449)
Upshur, TX (48459)
Van Zandt, TX (48467)
Wise, TX (48497)
Wood, TX (48499)
Young, TX (48503)

43: Davenport-Moline-Rock Island, IA-IL (EA) (57043)

Henry, IL (17073)
Mercer, IL (17131)
Rock Island, IL (17161)
Whiteside, IL (17195)
Clinton, IA (19045)
Scott, IA (19163)

44: Dayton-Springfield-Greenville, OH (EA) (57044)

Allen, OH (39003)
Auglaize, OH (39011)
Champaign, OH (39021)
Clark, OH (39023)
Darke, OH (39037)
Greene, OH (39057)
Mercer, OH (39107)
Miami, OH (39109)
Montgomery, OH (39113)
Preble, OH (39135)
Putnam, OH (39137)
Shelby, OH (39149)
Van Wert, OH (39161)

45: Denver-Aurora-Boulder, CO (EA) (57045)

Adams, CO (08001)
Alamosa, CO (08003)
Arapahoe, CO (08005)
Boulder, CO (08013)
Broomfield, CO (08014)
Chaffee, CO (08015)
Clear Creek, CO (08019)
Conejos, CO (08021)
Costilla, CO (08023)
Delta, CO (08029)
Denver, CO (08031)
Douglas, CO (08035)
Eagle, CO (08037)
Elbert, CO (08039)
Garfield, CO (08045)
Gilpin, CO (08047)
Grand, CO (08049)
Gunnison, CO (08051)
Jackson, CO (08057)
Jefferson, CO (08059)
Lake, CO (08065)
Larimer, CO (08069)
Logan, CO (08075)
Mesa, CO (08077)
Mineral, CO (08079)
Moffat, CO (08081)
Montrose, CO (08085)
Morgan, CO (08087)
Ouray, CO (08091)
Park, CO (08093)
Phillips, CO (08095)
Pitkin, CO (08097)
Rio Blanco, CO (08103)
Rio Grande, CO (08105)
Routt, CO (08107)
Saguache, CO (08109)
San Miguel, CO (08113)
Sedgwick, CO (08115)
Summit, CO (08117)
Washington, CO (08121)
Weld, CO (08123)
Yuma, CO (08125)
Albany, WY (56001)
Laramie, WY (56021)

46: Des Moines-Newton-Pella, IA (EA) (57046)

Adair, IA (19001)
Adams, IA (19003)
Appanoose, IA (19007)
Boone, IA (19015)
Buena Vista, IA (19021)
Calhoun, IA (19025)
Carroll, IA (19027)
Cherokee, IA (19035)
Clarke, IA (19039)
Clay, IA (19041)
Crawford, IA (19047)
Dallas, IA (19049)
Davis, IA (19051)
Decatur, IA (19053)
Dickinson, IA (19059)
Emmet, IA (19063)
Franklin, IA (19069)
Greene, IA (19073)

Guthrie, IA (19077)
Hamilton, IA (19079)
Hardin, IA (19083)
Humboldt, IA (19091)
Ida, IA (19093)
Jasper, IA (19099)
Lucas, IA (19117)
Madison, IA (19121)
Mahaska, IA (19123)
Marion, IA (19125)
Marshall, IA (19127)
Monroe, IA (19135)
Palo Alto, IA (19147)
Pocahontas, IA (19151)
Polk, IA (19153)
Poweshiek, IA (19157)
Ringgold, IA (19159)
Sac, IA (19161)
Story, IA (19169)
Tama, IA (19171)
Union, IA (19175)
Wapello, IA (19179)
Warren, IA (19181)
Wayne, IA (19185)
Webster, IA (19187)
Wright, IA (19197)

47: Detroit-Warren-Flint, MI (EA) (57047)
Alcona, MI (26001)
Arenac, MI (26011)
Bay, MI (26017)
Clare, MI (26035)
Clinton, MI (26037)
Eaton, MI (26045)
Genesee, MI (26049)
Gladwin, MI (26051)
Gratiot, MI (26057)
Hillsdale, MI (26059)
Huron, MI (26063)
Ingham, MI (26065)
Iosco, MI (26069)
Isabella, MI (26073)
Jackson, MI (26075)
Lapeer, MI (26087)
Lenawee, MI (26091)
Livingston, MI (26093)
Macomb, MI (26099)
Midland, MI (26111)
Monroe, MI (26115)
Oakland, MI (26125)
Ogemaw, MI (26129)
Saginaw, MI (26145)
St. Clair, MI (26147)
Sanilac, MI (26151)
Shiawassee, MI (26155)
Tuscola, MI (26157)
Washtenaw, MI (26161)
Wayne, MI (26163)

48: Dothan-Enterprise-Ozark, AL (EA) (57048)
Barbour, AL (01005)
Coffee, AL (01031)
Covington, AL (01039)
Dale, AL (01045)
Geneva, AL (01061)
Henry, AL (01067)
Houston, AL (01069)
Quitman, GA (13239)

49: Dover, DE (EA) (57049)
Kent, DE (10001)
Sussex, DE (10005)
Somerset, MD (24039)
Wicomico, MD (24045)
Worcester, MD (24047)
Accomack, VA (51001)
Northampton, VA (51131)

50: Duluth, MN-WI (EA) (57050)
Carlton, MN (27017)
Cook, MN (27031)
Itasca, MN (27061)
Koochiching, MN (27071)
Lake, MN (27075)
St. Louis, MN (27137)
Douglas, WI (55031)

51: El Paso, TX (EA) (57051)
Dona Ana, NM (35013)
Grant, NM (35017)
Lincoln, NM (35027)
Luna, NM (35029)
Otero, NM (35035)
Sierra, NM (35051)
Culberson, TX (48109)
El Paso, TX (48141)
Hudspeth, TX (48229)

52: Erie, PA (EA) (57052)
Clarion, PA (42031)
Crawford, PA (42039)
Erie, PA (42049)
Forest, PA (42053)
Venango, PA (42121)
Warren, PA (42123)

53: Eugene-Springfield, OR (EA) (57053)
Coos, OR (41011)
Douglas, OR (41019)
Jackson, OR (41029)
Josephine, OR (41033)
Lane, OR (41039)

54: Evansville, IN-KY (EA) (57054)
Edwards, IL (17047)
Gallatin, IL (17059)
Wabash, IL (17185)
White, IL (17193)
Daviess, IN (18027)
Dubois, IN (18037)
Gibson, IN (18051)
Martin, IN (18101)
Perry, IN (18123)
Pike, IN (18125)
Posey, IN (18129)
Spencer, IN (18147)
Vanderburgh, IN (18163)
Warrick, IN (18173)
Daviess, KY (21059)
Hancock, KY (21091)
Henderson, KY (21101)
Hopkins, KY (21107)

McLean, KY (21149)
Muhlenberg, KY (21177)
Ohio, KY (21183)
Union, KY (21225)
Webster, KY (21233)

55: Fargo-Wahpeton, ND-MN (EA) (57055)
Clay, MN (27027)
Norman, MN (27107)
Wilkin, MN (27167)
Barnes, ND (38003)
Cass, ND (38017)
Dickey, ND (38021)
Foster, ND (38031)
Griggs, ND (38039)
LaMoure, ND (38045)
Ransom, ND (38073)
Richland, ND (38077)
Sargent, ND (38081)
Sheridan, ND (38083)
Stutsman, ND (38093)
Wells, ND (38103)

56: Farmington, NM (EA) (57056)
Archuleta, CO (08007)
Dolores, CO (08033)
Hinsdale, CO (08053)
La Plata, CO (08067)
Montezuma, CO (08083)
San Juan, CO (08111)
San Juan, NM (35045)

57: Fayetteville-Springdale-Rogers, AR-MO (EA) (57057)
Benton, AR (05007)
Madison, AR (05087)
Washington, AR (05143)
McDonald, MO (29119)
Adair, OK (40001)
Delaware, OK (40041)

58: Flagstaff, AZ (EA) (57058)
Coconino, AZ (04005)
Kane, UT (49025)

59: Fort Smith, AR-OK (EA) (57059)
Crawford, AR (05033)
Franklin, AR (05047)
Logan, AR (05083)
Scott, AR (05127)
Sebastian, AR (05131)
Latimer, OK (40077)
Le Flore, OK (40079)
Sequoyah, OK (40135)

60: Fort Wayne-Huntington-Auburn, IN (EA) (57060)
Adams, IN (18001)
Allen, IN (18003)
Blackford, IN (18009)
De Kalb, IN (18033)
Grant, IN (18053)
Huntington, IN (18069)
Jay, IN (18075)
Noble, IN (18113)
Steuben, IN (18151)
Wabash, IN (18169)
Wells, IN (18179)
Whitley, IN (18183)
Branch, MI (26023)

61: Fresno-Madera, CA (EA) (57061)
Fresno, CA (06019)
Kings, CA (06031)
Madera, CA (06039)
Mariposa, CA (06043)
Tulare, CA (06107)

62: Gainesville, FL (EA) (57062)
Alachua, FL (12001)
Bradford, FL (12007)
Columbia, FL (12023)
Dixie, FL (12029)
Gilchrist, FL (12041)
Lafayette, FL (12067)
Levy, FL (12075)
Suwannee, FL (12121)
Union, FL (12125)

63: Grand Forks, ND-MN (EA) (57063)
Kittson, MN (27069)
Lake of the Woods, MN (27077)
Marshall, MN (27089)
Pennington, MN (27113)
Polk, MN (27119)
Red Lake, MN (27125)
Roseau, MN (27135)
Benson, ND (38005)
Cavalier, ND (38019)
Eddy, ND (38027)
Grand Forks, ND (38035)
Nelson, ND (38063)
Pembina, ND (38067)
Ramsey, ND (38071)
Steele, ND (38091)
Traill, ND (38097)
Walsh, ND (38099)

64: Grand Rapids-Muskegon-Holland, MI (EA) (57064)
Allegan, MI (26005)
Barry, MI (26015)
Calhoun, MI (26025)
Ionia, MI (26067)
Kalamazoo, MI (26077)
Kent, MI (26081)
Mecosta, MI (26107)
Montcalm, MI (26117)
Muskegon, MI (26121)
Newaygo, MI (26123)
Oceana, MI (26127)
Ottawa, MI (26139)
Van Buren, MI (26159)

65: Great Falls, MT (EA) (57065)
Blaine, MT (30005)
Cascade, MT (30013)
Chouteau, MT (30015)
Glacier, MT (30035)
Hill, MT (30041)
Liberty, MT (30051)
Phillips, MT (30071)
Pondera, MT (30073)
Teton, MT (30099)
Toole, MT (30101)

66: Greensboro-Winston-Salem-High Point, NC (EA) (57066)
- Alamance, NC (37001)
- Alleghany, NC (37005)
- Caswell, NC (37033)
- Davidson, NC (37057)
- Davie, NC (37059)
- Forsyth, NC (37067)
- Guilford, NC (37081)
- Montgomery, NC (37123)
- Randolph, NC (37151)
- Rockingham, NC (37157)
- Stokes, NC (37169)
- Surry, NC (37171)
- Wilkes, NC (37193)
- Yadkin, NC (37197)
- Grayson, VA (51077)
- Patrick, VA (51141)
- Carroll + Galax, VA (51913)
- Henry + Martinsville, VA (51929)
- Pittsylvania + Danville, VA (51939)

67: Greenville, NC (EA) (57067)
- Beaufort, NC (37013)
- Carteret, NC (37031)
- Craven, NC (37049)
- Greene, NC (37079)
- Jones, NC (37103)
- Lenoir, NC (37107)
- Martin, NC (37117)
- Onslow, NC (37133)
- Pamlico, NC (37137)
- Pitt, NC (37147)
- Washington, NC (37187)

68: Greenville-Spartanburg-Anderson, SC (EA) (57068)
- Polk, NC (37149)
- Abbeville, SC (45001)
- Anderson, SC (45007)
- Cherokee, SC (45021)
- Greenville, SC (45045)
- Greenwood, SC (45047)
- Laurens, SC (45059)
- McCormick, SC (45065)
- Oconee, SC (45073)
- Pickens, SC (45077)
- Spartanburg, SC (45083)
- Union, SC (45087)

69: Gulfport-Biloxi-Pascagoula, MS (EA) (57069)
- George, MS (28039)
- Hancock, MS (28045)
- Harrison, MS (28047)
- Jackson, MS (28059)
- Stone, MS (28131)

70: Harrisburg-Carlisle-Lebanon, PA (EA) (57070)
- Adams, PA (42001)
- Clinton, PA (42035)
- Columbia, PA (42037)
- Cumberland, PA (42041)
- Dauphin, PA (42043)
- Juniata, PA (42067)
- Lancaster, PA (42071)
- Lebanon, PA (42075)
- Lycoming, PA (42081)
- Montour, PA (42093)
- Northumberland, PA (42097)
- Perry, PA (42099)
- Snyder, PA (42109)
- Union, PA (42119)
- York, PA (42133)

71: Harrisonburg, VA (EA) (57071)
- Bath, VA (51017)
- Highland, VA (51091)
- Page, VA (51139)
- Augusta, Staunton + Waynesboro, VA (51907)
- Rockbridge, Buena Vista + Lexington, VA (51945)
- Rockingham + Harrisonburg, VA (51947)
- Pendleton, WV (54071)

72: Hartford-West Hartford-Willimantic, CT (EA) (57072)
- Hartford, CT (09003)
- Middlesex, CT (09007)
- New London, CT (09011)
- Tolland, CT (09013)
- Windham, CT (09015)
- Franklin, MA (25011)
- Hampden, MA (25013)
- Hampshire, MA (25015)

73: Helena, MT (EA) (57073)
- Beaverhead, MT (30001)
- Broadwater, MT (30007)
- Deer Lodge, MT (30023)
- Gallatin, MT (30031)
- Granite, MT (30039)
- Jefferson, MT (30043)
- Lewis and Clark, MT (30049)
- Madison, MT (30057)
- Meagher, MT (30059)
- Park, MT (30067)
- Powell, MT (30077)
- Silver Bow, MT (30093)
- Wheatland, MT (30107)

74: Honolulu, HI (EA) (57074)
- Hawaii, HI (15001)
- Honolulu, HI (15003)
- Kauai, HI (15007)
- Maui + Kalawao, HI (15901)

75: Houston-Baytown-Huntsville, TX (EA) (57075)
- Angelina, TX (48005)
- Austin, TX (48015)
- Brazoria, TX (48039)
- Brazos, TX (48041)
- Burleson, TX (48051)
- Calhoun, TX (48057)
- Chambers, TX (48071)
- Colorado, TX (48089)
- DeWitt, TX (48123)
- Fayette, TX (48149)
- Fort Bend, TX (48157)
- Galveston, TX (48167)
- Goliad, TX (48175)
- Grimes, TX (48185)

Harris, TX (48201)
Houston, TX (48225)
Jackson, TX (48239)
Lavaca, TX (48285)
Leon, TX (48289)
Liberty, TX (48291)
Madison, TX (48313)
Matagorda, TX (48321)
Montgomery, TX (48339)
Nacogdoches, TX (48347)
Polk, TX (48373)
Robertson, TX (48395)
Sabine, TX (48403)
San Augustine, TX (48405)
San Jacinto, TX (48407)
Shelby, TX (48419)
Trinity, TX (48455)
Victoria, TX (48469)
Walker, TX (48471)
Waller, TX (48473)
Washington, TX (48477)
Wharton, TX (48481)

76: Huntsville-Decatur, AL (EA) (57076)
Colbert, AL (01033)
DeKalb, AL (01049)
Etowah, AL (01055)
Franklin, AL (01059)
Jackson, AL (01071)
Lauderdale, AL (01077)
Lawrence, AL (01079)
Limestone, AL (01083)
Madison, AL (01089)
Marshall, AL (01095)
Morgan, AL (01103)
Lincoln, TN (47103)

77: Idaho Falls-Blackfoot, ID (EA) (57077)
Bannock, ID (16005)
Bear Lake, ID (16007)
Bingham, ID (16011)
Bonneville, ID (16019)
Butte, ID (16023)
Caribou, ID (16029)
Clark, ID (16033)
Custer, ID (16037)
Fremont (includes Yellowstone Park), ID (16043)
Jefferson, ID (16051)
Lemhi, ID (16059)
Madison, ID (16065)
Power, ID (16077)

78: Indianapolis-Anderson-Columbus, IN (EA) (57078)
Clark, IL (17023)
Crawford, IL (17033)
Edgar, IL (17045)
Lawrence, IL (17101)
Bartholomew, IN (18005)
Benton, IN (18007)
Boone, IN (18011)
Brown, IN (18013)
Carroll, IN (18015)
Cass, IN (18017)
Clay, IN (18021)
Clinton, IN (18023)
Decatur, IN (18031)
Delaware, IN (18035)
Fayette, IN (18041)
Fountain, IN (18045)
Greene, IN (18055)
Hamilton, IN (18057)
Hancock, IN (18059)
Hendricks, IN (18063)
Henry, IN (18065)
Howard, IN (18067)
Jackson, IN (18071)
Jennings, IN (18079)
Johnson, IN (18081)
Knox, IN (18083)
Lawrence, IN (18093)
Madison, IN (18095)
Marion, IN (18097)
Miami, IN (18103)
Monroe, IN (18105)
Montgomery, IN (18107)
Morgan, IN (18109)
Orange, IN (18117)
Owen, IN (18119)
Parke, IN (18121)
Putnam, IN (18133)
Randolph, IN (18135)
Rush, IN (18139)
Shelby, IN (18145)
Sullivan, IN (18153)
Tippecanoe, IN (18157)
Tipton, IN (18159)
Union, IN (18161)
Vermillion, IN (18165)
Vigo, IN (18167)
Warren, IN (18171)
Wayne, IN (18177)
White, IN (18181)

79: Jacksonville, FL (EA) (57079)
Baker, FL (12003)
Clay, FL (12019)
Duval, FL (12031)
Nassau, FL (12089)
Putnam, FL (12107)
St. Johns, FL (12109)
Atkinson, GA (13003)
Bacon, GA (13005)
Brantley, GA (13025)
Camden, GA (13039)
Charlton, GA (13049)
Clinch, GA (13065)
Coffee, GA (13069)
Glynn, GA (13127)
McIntosh, GA (13191)
Pierce, GA (13229)
Ware, GA (13299)
Wayne, GA (13305)

80: Jackson-Yazoo City, MS (EA) (57080)
Choctaw, AL (01023)
Sumter, AL (01119)
Catahoula, LA (22025)

Concordia, LA (22029)
Madison, LA (22065)
Tensas, LA (22107)
Adams, MS (28001)
Amite, MS (28005)
Attala, MS (28007)
Bolivar, MS (28011)
Carroll, MS (28015)
Claiborne, MS (28021)
Clarke, MS (28023)
Copiah, MS (28029)
Covington, MS (28031)
Forrest, MS (28035)
Franklin, MS (28037)
Greene, MS (28041)
Grenada, MS (28043)
Hinds, MS (28049)
Holmes, MS (28051)
Humphreys, MS (28053)
Issaquena, MS (28055)
Jasper, MS (28061)
Jefferson, MS (28063)
Jefferson Davis, MS (28065)
Jones, MS (28067)
Kemper, MS (28069)
Lamar, MS (28073)
Lauderdale, MS (28075)
Lawrence, MS (28077)
Leake, MS (28079)
Leflore, MS (28083)
Lincoln, MS (28085)
Madison, MS (28089)
Marion, MS (28091)
Montgomery, MS (28097)
Neshoba, MS (28099)
Newton, MS (28101)
Perry, MS (28111)
Pike, MS (28113)
Rankin, MS (28121)
Scott, MS (28123)
Sharkey, MS (28125)
Simpson, MS (28127)
Smith, MS (28129)
Sunflower, MS (28133)
Walthall, MS (28147)
Warren, MS (28149)
Washington, MS (28151)
Wayne, MS (28153)
Winston, MS (28159)
Yazoo, MS (28163)

81: Johnson City-Kingsport-Bristol (Tri-Cities), TN-VA (EA) (57081)

Carter, TN (47019)
Greene, TN (47059)
Hawkins, TN (47073)
Sullivan, TN (47163)
Unicoi, TN (47171)
Washington, TN (47179)
Buchanan, VA (51027)
Dickenson, VA (51051)
Lee, VA (51105)
Russell, VA (51167)
Scott, VA (51169)
Smyth, VA (51173)
Tazewell, VA (51185)
Washington + Bristol, VA (51953)
Wise + Norton, VA (51955)
McDowell, WV (54047)
Mercer, WV (54055)

82: Jonesboro, AR (EA) (57082)

Clay, AR (05021)
Craighead, AR (05031)
Greene, AR (05055)
Lawrence, AR (05075)
Mississippi, AR (05093)
Poinsett, AR (05111)
Randolph, AR (05121)
Dunklin, MO (29069)
Pemiscot, MO (29155)

83: Joplin, MO (EA) (57083)

Allen, KS (20001)
Bourbon, KS (20011)
Cherokee, KS (20021)
Crawford, KS (20037)
Neosho, KS (20133)
Wilson, KS (20205)
Woodson, KS (20207)
Barton, MO (29011)
Cedar, MO (29039)
Jasper, MO (29097)
Newton, MO (29145)
Vernon, MO (29217)
Ottawa, OK (40115)

84: Kansas City-Overland Park-Kansas City, MO-KS (EA) (57084)

Anderson, KS (20003)
Atchison, KS (20005)
Doniphan, KS (20043)
Douglas, KS (20045)
Franklin, KS (20059)
Johnson, KS (20091)
Leavenworth, KS (20103)
Linn, KS (20107)
Miami, KS (20121)
Wyandotte, KS (20209)
Adair, MO (29001)
Andrew, MO (29003)
Bates, MO (29013)
Benton, MO (29015)
Buchanan, MO (29021)
Caldwell, MO (29025)
Carroll, MO (29033)
Cass, MO (29037)
Chariton, MO (29041)
Clay, MO (29047)
Clinton, MO (29049)
Daviess, MO (29061)
DeKalb, MO (29063)
Gentry, MO (29075)
Grundy, MO (29079)
Harrison, MO (29081)
Henry, MO (29083)
Holt, MO (29087)
Jackson, MO (29095)

Johnson, MO (29101)
Knox, MO (29103)
Lafayette, MO (29107)
Linn, MO (29115)
Livingston, MO (29117)
Macon, MO (29121)
Mercer, MO (29129)
Nodaway, MO (29147)
Pettis, MO (29159)
Platte, MO (29165)
Putnam, MO (29171)
Ray, MO (29177)
St. Clair, MO (29185)
Saline, MO (29195)
Schuyler, MO (29197)
Sullivan, MO (29211)
Worth, MO (29227)

85: Kearney, NE (EA) (57085)
Adams, NE (31001)
Arthur, NE (31005)
Blaine, NE (31009)
Buffalo, NE (31019)
Chase, NE (31029)
Clay, NE (31035)
Custer, NE (31041)
Dawson, NE (31047)
Dundy, NE (31057)
Franklin, NE (31061)
Frontier, NE (31063)
Furnas, NE (31065)
Garfield, NE (31071)
Gosper, NE (31073)
Greeley, NE (31077)
Hall, NE (31079)
Hamilton, NE (31081)
Harlan, NE (31083)
Hayes, NE (31085)
Hitchcock, NE (31087)
Hooker, NE (31091)
Howard, NE (31093)
Kearney, NE (31099)
Keith, NE (31101)
Lincoln, NE (31111)
Logan, NE (31113)
Loup, NE (31115)
McPherson, NE (31117)
Merrick, NE (31121)
Nuckolls, NE (31129)
Perkins, NE (31135)
Phelps, NE (31137)
Red Willow, NE (31145)
Sherman, NE (31163)
Thomas, NE (31171)
Valley, NE (31175)
Webster, NE (31181)

86: Kennewick-Richland-Pasco, WA (EA) (57086)
Benton, WA (53005)
Columbia, WA (53013)
Franklin, WA (53021)
Walla Walla, WA (53071)
Yakima, WA (53077)

87: Killeen-Temple-Fort Hood, TX (EA) (57087)
Bell, TX (48027)
Coryell, TX (48099)
Falls, TX (48145)
Freestone, TX (48161)
Lampasas, TX (48281)
Limestone, TX (48293)
McLennan, TX (48309)

88: Knoxville-Sevierville-La Follette, TN (EA) (57088)
Bell, KY (21013)
Anderson, TN (47001)
Blount, TN (47009)
Campbell, TN (47013)
Claiborne, TN (47025)
Cocke, TN (47029)
Grainger, TN (47057)
Hamblen, TN (47063)
Hancock, TN (47067)
Jefferson, TN (47089)
Knox, TN (47093)
Loudon, TN (47105)
Monroe, TN (47123)
Morgan, TN (47129)
Roane, TN (47145)
Scott, TN (47151)
Sevier, TN (47155)
Union, TN (47173)

89: La Crosse, WI-MN (EA) (57089)
Houston, MN (27055)
Jackson, WI (55053)
La Crosse, WI (55063)
Monroe, WI (55081)
Trempealeau, WI (55121)
Vernon, WI (55123)

90: Lafayette-Acadiana, LA (EA) (57090)
Acadia, LA (22001)
Avoyelles, LA (22009)
Evangeline, LA (22039)
Grant, LA (22043)
Iberia, LA (22045)
Lafayette, LA (22055)
La Salle, LA (22059)
Rapides, LA (22079)
St. Landry, LA (22097)
St. Martin, LA (22099)
St. Mary, LA (22101)
Vermilion, LA (22113)

91: Lake Charles-Jennings, LA (EA) (57091)
Allen, LA (22003)
Beauregard, LA (22011)
Calcasieu, LA (22019)
Cameron, LA (22023)
Jefferson Davis, LA (22053)
Vernon, LA (22115)

92: Las Vegas-Paradise-Pahrump, NV (EA) (57092)
Mohave, AZ (04015)
Clark, NV (32003)
Esmeralda, NV (32009)
Lincoln, NV (32017)
Nye, NV (32023)
Beaver, UT (49001)
Iron, UT (49021)

Washington, UT (49053)

93: Lewiston, ID-WA (EA) (57093)

Clearwater, ID (16035)
Idaho, ID (16049)
Lewis, ID (16061)
Nez Perce, ID (16069)
Asotin, WA (53003)
Garfield, WA (53023)

94: Lexington-Fayette-Frankfort-Richmond, KY (EA) (57094)

Anderson, KY (21005)
Bath, KY (21011)
Bourbon, KY (21017)
Boyle, KY (21021)
Breathitt, KY (21025)
Casey, KY (21045)
Clark, KY (21049)
Clay, KY (21051)
Clinton, KY (21053)
Cumberland, KY (21057)
Elliott, KY (21063)
Estill, KY (21065)
Fayette, KY (21067)
Floyd, KY (21071)
Franklin, KY (21073)
Garrard, KY (21079)
Harlan, KY (21095)
Harrison, KY (21097)
Jackson, KY (21109)
Jessamine, KY (21113)
Johnson, KY (21115)
Knott, KY (21119)
Knox, KY (21121)
Laurel, KY (21125)
Lee, KY (21129)
Leslie, KY (21131)
Letcher, KY (21133)
Lincoln, KY (21137)
McCreary, KY (21147)
Madison, KY (21151)
Magoffin, KY (21153)
Martin, KY (21159)
Menifee, KY (21165)
Mercer, KY (21167)
Montgomery, KY (21173)
Morgan, KY (21175)
Nicholas, KY (21181)
Owsley, KY (21189)
Perry, KY (21193)
Pike, KY (21195)
Powell, KY (21197)
Pulaski, KY (21199)
Robertson, KY (21201)
Rockcastle, KY (21203)
Rowan, KY (21205)
Russell, KY (21207)
Scott, KY (21209)
Washington, KY (21229)
Wayne, KY (21231)
Whitley, KY (21235)
Wolfe, KY (21237)
Woodford, KY (21239)

Mingo, WV (54059)

95: Lincoln, NE (EA) (57095)

Fillmore, NE (31059)
Gage, NE (31067)
Jefferson, NE (31095)
Johnson, NE (31097)
Lancaster, NE (31109)
Nemaha, NE (31127)
Otoe, NE (31131)
Pawnee, NE (31133)
Richardson, NE (31147)
Saline, NE (31151)
Seward, NE (31159)
Thayer, NE (31169)
York, NE (31185)

96: Little Rock-North Little Rock-Pine Bluff, AR (EA) (57096)

Arkansas, AR (05001)
Ashley, AR (05003)
Bradley, AR (05011)
Calhoun, AR (05013)
Chicot, AR (05017)
Clark, AR (05019)
Cleburne, AR (05023)
Cleveland, AR (05025)
Columbia, AR (05027)
Conway, AR (05029)
Dallas, AR (05039)
Desha, AR (05041)
Drew, AR (05043)
Faulkner, AR (05045)
Fulton, AR (05049)
Garland, AR (05051)
Grant, AR (05053)
Hot Spring, AR (05059)
Independence, AR (05063)
Izard, AR (05065)
Jackson, AR (05067)
Jefferson, AR (05069)
Johnson, AR (05071)
Lafayette, AR (05073)
Lincoln, AR (05079)
Lonoke, AR (05085)
Monroe, AR (05095)
Ouachita, AR (05103)
Perry, AR (05105)
Pope, AR (05115)
Prairie, AR (05117)
Pulaski, AR (05119)
Saline, AR (05125)
Searcy, AR (05129)
Sharp, AR (05135)
Stone, AR (05137)
Union, AR (05139)
Van Buren, AR (05141)
White, AR (05145)
Woodruff, AR (05147)
Yell, AR (05149)

97: Los Angeles-Long Beach-Riverside, CA (EA) (57097)

La Paz, AZ (04012)
Yuma, AZ (04027)

Imperial, CA (06025)
Inyo, CA (06027)
Kern, CA (06029)
Los Angeles, CA (06037)
Mono, CA (06051)
Orange, CA (06059)
Riverside, CA (06065)
San Bernardino, CA (06071)
San Luis Obispo, CA (06079)
Santa Barbara, CA (06083)
Ventura, CA (06111)

98: Louisville-Elizabethtown-Scottsburg, KY-IN (EA) (57098)

Clark, IN (18019)
Crawford, IN (18025)
Floyd, IN (18043)
Harrison, IN (18061)
Jefferson, IN (18077)
Scott, IN (18143)
Washington, IN (18175)
Adair, KY (21001)
Breckinridge, KY (21027)
Bullitt, KY (21029)
Carroll, KY (21041)
Grayson, KY (21085)
Green, KY (21087)
Hardin, KY (21093)
Henry, KY (21103)
Jefferson, KY (21111)
Larue, KY (21123)
Marion, KY (21155)
Meade, KY (21163)
Nelson, KY (21179)
Oldham, KY (21185)
Shelby, KY (21211)
Spencer, KY (21215)
Taylor, KY (21217)
Trimble, KY (21223)

99: Lubbock-Levelland, TX (EA) (57099)

Borden, TX (48033)
Briscoe, TX (48045)
Cochran, TX (48079)
Crosby, TX (48107)
Dawson, TX (48115)
Dickens, TX (48125)
Floyd, TX (48153)
Gaines, TX (48165)
Garza, TX (48169)
Hale, TX (48189)
Hockley, TX (48219)
Lamb, TX (48279)
Lubbock, TX (48303)
Lynn, TX (48305)
Motley, TX (48345)
Swisher, TX (48437)
Terry, TX (48445)
Yoakum, TX (48501)

100: Macon-Warner Robins-Fort Valley, GA (EA) (57100)

Appling, GA (13001)
Baldwin, GA (13009)
Bibb, GA (13021)
Bleckley, GA (13023)
Crawford, GA (13079)
Dodge, GA (13091)
Hancock, GA (13141)
Houston, GA (13153)
Jeff Davis, GA (13161)
Johnson, GA (13167)
Jones, GA (13169)
Laurens, GA (13175)
Macon, GA (13193)
Monroe, GA (13207)
Peach, GA (13225)
Pulaski, GA (13235)
Taylor, GA (13269)
Telfair, GA (13271)
Twiggs, GA (13289)
Washington, GA (13303)
Wheeler, GA (13309)
Wilkinson, GA (13319)

101: Madison-Baraboo, WI (EA) (57101)

Jo Daviess, IL (17085)
Allamakee, IA (19005)
Clayton, IA (19043)
Delaware, IA (19055)
Dubuque, IA (19061)
Jackson, IA (19097)
Adams, WI (55001)
Columbia, WI (55021)
Crawford, WI (55023)
Dane, WI (55025)
Grant, WI (55043)
Green, WI (55045)
Iowa, WI (55049)
Juneau, WI (55057)
Lafayette, WI (55065)
Marquette, WI (55077)
Richland, WI (55103)
Rock, WI (55105)
Sauk, WI (55111)

102: Marinette, WI-MI (EA) (57102)

Alger, MI (26003)
Baraga, MI (26013)
Chippewa, MI (26033)
Delta, MI (26041)
Dickinson, MI (26043)
Houghton, MI (26061)
Iron, MI (26071)
Keweenaw, MI (26083)
Luce, MI (26095)
Mackinac, MI (26097)
Marquette, MI (26103)
Menominee, MI (26109)
Schoolcraft, MI (26153)
Florence, WI (55037)
Marinette, WI (55075)

103: Mason City, IA (EA) (57103)

Cerro Gordo, IA (19033)
Chickasaw, IA (19037)
Floyd, IA (19067)
Hancock, IA (19081)
Howard, IA (19089)
Kossuth, IA (19109)

Mitchell, IA (19131)
Winnebago, IA (19189)
Winneshiek, IA (19191)
Worth, IA (19195)

104: McAllen-Edinburg-Pharr, TX (EA) (57104)
Cameron, TX (48061)
Hidalgo, TX (48215)
Starr, TX (48427)
Willacy, TX (48489)

105: Memphis, TN-MS-AR (EA) (57105)
Crittenden, AR (05035)
Cross, AR (05037)
Lee, AR (05077)
Phillips, AR (05107)
St. Francis, AR (05123)
Fulton, KY (21075)
Hickman, KY (21105)
Benton, MS (28009)
Coahoma, MS (28027)
DeSoto, MS (28033)
Lafayette, MS (28071)
Marshall, MS (28093)
Panola, MS (28107)
Quitman, MS (28119)
Tallahatchie, MS (28135)
Tate, MS (28137)
Tunica, MS (28143)
Yalobusha, MS (28161)
Benton, TN (47005)
Carroll, TN (47017)
Chester, TN (47023)
Crockett, TN (47033)
Decatur, TN (47039)
Dyer, TN (47045)
Fayette, TN (47047)
Gibson, TN (47053)
Hardeman, TN (47069)
Haywood, TN (47075)
Henderson, TN (47077)
Henry, TN (47079)
Lake, TN (47095)
Lauderdale, TN (47097)
Madison, TN (47113)
Obion, TN (47131)
Shelby, TN (47157)
Tipton, TN (47167)
Weakley, TN (47183)

106: Miami-Fort Lauderdale-Miami Beach, FL (EA) (57106)
Broward, FL (12011)
Glades, FL (12043)
Hendry, FL (12051)
Indian River, FL (12061)
Martin, FL (12085)
Miami-Dade, FL (12086)
Monroe, FL (12087)
Okeechobee, FL (12093)
Palm Beach, FL (12099)
St. Lucie, FL (12111)

107: Midland-Odessa, TX (EA) (57107)
Chaves, NM (35005)
Eddy, NM (35015)
Lea, NM (35025)
Andrews, TX (48003)
Brewster, TX (48043)
Crane, TX (48103)
Ector, TX (48135)
Glasscock, TX (48173)
Howard, TX (48227)
Jeff Davis, TX (48243)
Loving, TX (48301)
Martin, TX (48317)
Midland, TX (48329)
Pecos, TX (48371)
Presidio, TX (48377)
Reagan, TX (48383)
Reeves, TX (48389)
Terrell, TX (48443)
Upton, TX (48461)
Ward, TX (48475)
Winkler, TX (48495)

108: Milwaukee-Racine-Waukesha, WI (EA) (57108)
Dodge, WI (55027)
Fond du Lac, WI (55039)
Green Lake, WI (55047)
Jefferson, WI (55055)
Manitowoc, WI (55071)
Milwaukee, WI (55079)
Ozaukee, WI (55089)
Racine, WI (55101)
Sheboygan, WI (55117)
Walworth, WI (55127)
Washington, WI (55131)
Waukesha, WI (55133)

109: Minneapolis-St. Paul-St. Cloud, MN-WI (EA) (57109)
Aitkin, MN (27001)
Anoka, MN (27003)
Becker, MN (27005)
Beltrami, MN (27007)
Benton, MN (27009)
Big Stone, MN (27011)
Blue Earth, MN (27013)
Brown, MN (27015)
Carver, MN (27019)
Cass, MN (27021)
Chippewa, MN (27023)
Chisago, MN (27025)
Clearwater, MN (27029)
Cottonwood, MN (27033)
Crow Wing, MN (27035)
Dakota, MN (27037)
Dodge, MN (27039)
Douglas, MN (27041)
Faribault, MN (27043)
Fillmore, MN (27045)
Freeborn, MN (27047)
Goodhue, MN (27049)
Grant, MN (27051)
Hennepin, MN (27053)
Hubbard, MN (27057)
Isanti, MN (27059)
Jackson, MN (27063)
Kanabec, MN (27065)

Kandiyohi, MN (27067)
Lac qui Parle, MN (27073)
Le Sueur, MN (27079)
Lincoln, MN (27081)
Lyon, MN (27083)
McLeod, MN (27085)
Mahnomen, MN (27087)
Martin, MN (27091)
Meeker, MN (27093)
Mille Lacs, MN (27095)
Morrison, MN (27097)
Mower, MN (27099)
Murray, MN (27101)
Nicollet, MN (27103)
Olmsted, MN (27109)
Otter Tail, MN (27111)
Pine, MN (27115)
Pope, MN (27121)
Ramsey, MN (27123)
Redwood, MN (27127)
Renville, MN (27129)
Rice, MN (27131)
Scott, MN (27139)
Sherburne, MN (27141)
Sibley, MN (27143)
Stearns, MN (27145)
Steele, MN (27147)
Stevens, MN (27149)
Swift, MN (27151)
Todd, MN (27153)
Traverse, MN (27155)
Wabasha, MN (27157)
Wadena, MN (27159)
Waseca, MN (27161)
Washington, MN (27163)
Watonwan, MN (27165)
Winona, MN (27169)
Wright, MN (27171)
Yellow Medicine, MN (27173)
Grant, SD (46051)
Marshall, SD (46091)
Roberts, SD (46109)
Barron, WI (55005)
Buffalo, WI (55011)
Burnett, WI (55013)
Chippewa, WI (55017)
Dunn, WI (55033)
Eau Claire, WI (55035)
Pepin, WI (55091)
Pierce, WI (55093)
Polk, WI (55095)
Rusk, WI (55107)
St. Croix, WI (55109)
Sawyer, WI (55113)
Washburn, WI (55129)

110: Minot, ND (EA) (57110)
Bottineau, ND (38009)
Burke, ND (38013)
Divide, ND (38023)
McHenry, ND (38049)
McKenzie, ND (38053)
Mountrail, ND (38061)
Pierce, ND (38069)
Renville, ND (38075)
Rolette, ND (38079)
Towner, ND (38095)
Ward, ND (38101)
Williams, ND (38105)

111: Missoula, MT (EA) (57111)
Flathead, MT (30029)
Lake, MT (30047)
Lincoln, MT (30053)
Mineral, MT (30061)
Missoula, MT (30063)
Ravalli, MT (30081)
Sanders, MT (30089)

112: Mobile-Daphne-Fairhope, AL (EA) (57112)
Baldwin, AL (01003)
Clarke, AL (01025)
Conecuh, AL (01035)
Escambia, AL (01053)
Marengo, AL (01091)
Mobile, AL (01097)
Monroe, AL (01099)
Washington, AL (01129)
Wilcox, AL (01131)

113: Monroe-Bastrop, LA (EA) (57113)
Caldwell, LA (22021)
East Carroll, LA (22035)
Franklin, LA (22041)
Jackson, LA (22049)
Lincoln, LA (22061)
Morehouse, LA (22067)
Ouachita, LA (22073)
Richland, LA (22083)
Union, LA (22111)
West Carroll, LA (22123)

114: Montgomery-Alexander City, AL (EA) (57114)
Autauga, AL (01001)
Bullock, AL (01011)
Butler, AL (01013)
Coosa, AL (01037)
Crenshaw, AL (01041)
Dallas, AL (01047)
Elmore, AL (01051)
Lowndes, AL (01085)
Montgomery, AL (01101)
Perry, AL (01105)
Pike, AL (01109)
Tallapoosa, AL (01123)

115: Myrtle Beach-Conway-Georgetown, SC (EA) (57115)
Brunswick, NC (37019)
Columbus, NC (37047)
New Hanover, NC (37129)
Pender, NC (37141)
Darlington, SC (45031)
Dillon, SC (45033)
Florence, SC (45041)
Georgetown, SC (45043)
Horry, SC (45051)
Marion, SC (45067)
Williamsburg, SC (45089)

116: Nashville-Davidson-Murfreesboro-Columbia,

TN (EA) (57116)
- Allen, KY (21003)
- Barren, KY (21009)
- Butler, KY (21031)
- Christian, KY (21047)
- Edmonson, KY (21061)
- Hart, KY (21099)
- Logan, KY (21141)
- Metcalfe, KY (21169)
- Monroe, KY (21171)
- Simpson, KY (21213)
- Todd, KY (21219)
- Trigg, KY (21221)
- Warren, KY (21227)
- Bedford, TN (47003)
- Cannon, TN (47015)
- Cheatham, TN (47021)
- Clay, TN (47027)
- Coffee, TN (47031)
- Cumberland, TN (47035)
- Davidson, TN (47037)
- DeKalb, TN (47041)
- Dickson, TN (47043)
- Fentress, TN (47049)
- Franklin, TN (47051)
- Giles, TN (47055)
- Grundy, TN (47061)
- Hickman, TN (47081)
- Houston, TN (47083)
- Humphreys, TN (47085)
- Jackson, TN (47087)
- Lawrence, TN (47099)
- Lewis, TN (47101)
- Macon, TN (47111)
- Marshall, TN (47117)
- Maury, TN (47119)
- Montgomery, TN (47125)
- Moore, TN (47127)
- Overton, TN (47133)
- Perry, TN (47135)
- Pickett, TN (47137)
- Putnam, TN (47141)
- Robertson, TN (47147)
- Rutherford, TN (47149)
- Smith, TN (47159)
- Stewart, TN (47161)
- Sumner, TN (47165)
- Trousdale, TN (47169)
- Van Buren, TN (47175)
- Warren, TN (47177)
- Wayne, TN (47181)
- White, TN (47185)
- Williamson, TN (47187)
- Wilson, TN (47189)

117: New Orleans-Metairie-Bogalusa, LA (EA) (57117)
- Jefferson, LA (22051)
- Lafourche, LA (22057)
- Orleans, LA (22071)
- Plaquemines, LA (22075)
- St. Bernard, LA (22087)
- St. Charles, LA (22089)
- St. James, LA (22093)
- St. John the Baptist, LA (22095)
- St. Tammany, LA (22103)
- Tangipahoa, LA (22105)
- Terrebonne, LA (22109)
- Washington, LA (22117)
- Pearl River, MS (28109)

118: New York-Newark-Bridgeport, NY-NJ-CT-PA (EA) (57118)
- Fairfield, CT (09001)
- Litchfield, CT (09005)
- New Haven, CT (09009)
- Bergen, NJ (34003)
- Essex, NJ (34013)
- Hudson, NJ (34017)
- Hunterdon, NJ (34019)
- Mercer, NJ (34021)
- Middlesex, NJ (34023)
- Monmouth, NJ (34025)
- Morris, NJ (34027)
- Ocean, NJ (34029)
- Passaic, NJ (34031)
- Somerset, NJ (34035)
- Sussex, NJ (34037)
- Union, NJ (34039)
- Warren, NJ (34041)
- Bronx, NY (36005)
- Dutchess, NY (36027)
- Kings, NY (36047)
- Nassau, NY (36059)
- New York, NY (36061)
- Orange, NY (36071)
- Putnam, NY (36079)
- Queens, NY (36081)
- Richmond, NY (36085)
- Rockland, NY (36087)
- Suffolk, NY (36103)
- Sullivan, NY (36105)
- Ulster, NY (36111)
- Westchester, NY (36119)
- Carbon, PA (42025)
- Lehigh, PA (42077)
- Monroe, PA (42089)
- Northampton, PA (42095)
- Pike, PA (42103)

119: Oklahoma City-Shawnee, OK (EA) (57119)
- Meade, KS (20119)
- Morton, KS (20129)
- Seward, KS (20175)
- Stevens, KS (20189)
- Alfalfa, OK (40003)
- Beaver, OK (40007)
- Beckham, OK (40009)
- Blaine, OK (40011)
- Caddo, OK (40015)
- Canadian, OK (40017)
- Carter, OK (40019)
- Cimarron, OK (40025)
- Cleveland, OK (40027)
- Coal, OK (40029)
- Comanche, OK (40031)
- Cotton, OK (40033)

Custer, OK (40039)
Dewey, OK (40043)
Ellis, OK (40045)
Garfield, OK (40047)
Garvin, OK (40049)
Grady, OK (40051)
Grant, OK (40053)
Greer, OK (40055)
Harmon, OK (40057)
Harper, OK (40059)
Hughes, OK (40063)
Jackson, OK (40065)
Jefferson, OK (40067)
Johnston, OK (40069)
Kingfisher, OK (40073)
Kiowa, OK (40075)
Lincoln, OK (40081)
Logan, OK (40083)
Love, OK (40085)
McClain, OK (40087)
Major, OK (40093)
Marshall, OK (40095)
Murray, OK (40099)
Oklahoma, OK (40109)
Pontotoc, OK (40123)
Pottawatomie, OK (40125)
Roger Mills, OK (40129)
Seminole, OK (40133)
Stephens, OK (40137)
Texas, OK (40139)
Tillman, OK (40141)
Washita, OK (40149)
Woods, OK (40151)
Woodward, OK (40153)
Sherman, TX (48421)

120: Omaha-Council Bluffs-Fremont, NE-IA (EA) (57120)
Audubon, IA (19009)
Cass, IA (19029)
Fremont, IA (19071)
Harrison, IA (19085)
Mills, IA (19129)
Montgomery, IA (19137)
Page, IA (19145)
Pottawattamie, IA (19155)
Shelby, IA (19165)
Taylor, IA (19173)
Atchison, MO (29005)
Boone, NE (31011)
Burt, NE (31021)
Butler, NE (31023)
Cass, NE (31025)
Colfax, NE (31037)
Cuming, NE (31039)
Dodge, NE (31053)
Douglas, NE (31055)
Nance, NE (31125)
Platte, NE (31141)
Polk, NE (31143)
Sarpy, NE (31153)
Saunders, NE (31155)
Washington, NE (31177)

121: Orlando-The Villages, FL (EA) (57121)
Brevard, FL (12009)
Citrus, FL (12017)
Flagler, FL (12035)
Hardee, FL (12049)
Highlands, FL (12055)
Lake, FL (12069)
Marion, FL (12083)
Orange, FL (12095)
Osceola, FL (12097)
Polk, FL (12105)
Seminole, FL (12117)
Sumter, FL (12119)
Volusia, FL (12127)

122: Paducah, KY-IL (EA) (57122)
Massac, IL (17127)
Pope, IL (17151)
Ballard, KY (21007)
Caldwell, KY (21033)
Calloway, KY (21035)
Carlisle, KY (21039)
Crittenden, KY (21055)
Graves, KY (21083)
Livingston, KY (21139)
Lyon, KY (21143)
McCracken, KY (21145)
Marshall, KY (21157)

123: Panama City-Lynn Haven, FL (EA) (57123)
Bay, FL (12005)
Calhoun, FL (12013)
Gulf, FL (12045)
Holmes, FL (12059)
Jackson, FL (12063)
Washington, FL (12133)

124: Pendleton-Hermiston, OR (EA) (57124)
Baker, OR (41001)
Gilliam, OR (41021)
Grant, OR (41023)
Morrow, OR (41049)
Umatilla, OR (41059)
Union, OR (41061)
Wallowa, OR (41063)
Wheeler, OR (41069)

125: Pensacola-Ferry Pass-Brent, FL (EA) (57125)
Escambia, FL (12033)
Okaloosa, FL (12091)
Santa Rosa, FL (12113)
Walton, FL (12131)

126: Peoria-Canton, IL (EA) (57126)
De Witt, IL (17039)
Fulton, IL (17057)
Hancock, IL (17067)
Henderson, IL (17071)
Knox, IL (17095)
McDonough, IL (17109)
McLean, IL (17113)
Marshall, IL (17123)
Mason, IL (17125)
Peoria, IL (17143)
Stark, IL (17175)
Tazewell, IL (17179)
Warren, IL (17187)

Woodford, IL (17203)
Des Moines, IA (19057)
Henry, IA (19087)
Jefferson, IA (19101)
Lee, IA (19111)
Van Buren, IA (19177)
Clark, MO (29045)
Scotland, MO (29199)

127: Philadelphia-Camden-Vineland, PA-NJ-DE-MD (EA) (57127)
New Castle, DE (10003)
Cecil, MD (24015)
Atlantic, NJ (34001)
Burlington, NJ (34005)
Camden, NJ (34007)
Cape May, NJ (34009)
Cumberland, NJ (34011)
Gloucester, NJ (34015)
Salem, NJ (34033)
Berks, PA (42011)
Bucks, PA (42017)
Chester, PA (42029)
Delaware, PA (42045)
Montgomery, PA (42091)
Philadelphia, PA (42101)
Schuylkill, PA (42107)

128: Phoenix-Mesa-Scottsdale, AZ (EA) (57128)
Apache, AZ (04001)
Gila, AZ (04007)
Graham, AZ (04009)
Greenlee, AZ (04011)
Maricopa, AZ (04013)
Navajo, AZ (04017)
Pinal, AZ (04021)
Yavapai, AZ (04025)
Catron, NM (35003)
Hidalgo, NM (35023)
McKinley, NM (35031)

129: Pittsburgh-New Castle, PA (EA) (57129)
Belmont, OH (39013)
Jefferson, OH (39081)
Monroe, OH (39111)
Allegheny, PA (42003)
Armstrong, PA (42005)
Beaver, PA (42007)
Butler, PA (42019)
Fayette, PA (42051)
Greene, PA (42059)
Indiana, PA (42063)
Lawrence, PA (42073)
Washington, PA (42125)
Westmoreland, PA (42129)
Brooke, WV (54009)
Hancock, WV (54029)
Marshall, WV (54051)
Ohio, WV (54069)
Tyler, WV (54095)
Wetzel, WV (54103)

130: Portland-Lewiston-South Portland, ME (EA) (57130)
Androscoggin, ME (23001)
Cumberland, ME (23005)
Franklin, ME (23007)
Kennebec, ME (23011)
Knox, ME (23013)
Lincoln, ME (23015)
Oxford, ME (23017)
Sagadahoc, ME (23023)
Somerset, ME (23025)
Waldo, ME (23027)
York, ME (23031)

131: Portland-Vancouver-Beaverton, OR-WA (EA) (57131)
Benton, OR (41003)
Clackamas, OR (41005)
Clatsop, OR (41007)
Columbia, OR (41009)
Hood River, OR (41027)
Lincoln, OR (41041)
Linn, OR (41043)
Marion, OR (41047)
Multnomah, OR (41051)
Polk, OR (41053)
Sherman, OR (41055)
Tillamook, OR (41057)
Wasco, OR (41065)
Washington, OR (41067)
Yamhill, OR (41071)
Clark, WA (53011)
Cowlitz, WA (53015)
Klickitat, WA (53039)
Skamania, WA (53059)
Wahkiakum, WA (53069)

132: Pueblo, CO (EA) (57132)
Baca, CO (08009)
Bent, CO (08011)
Crowley, CO (08025)
Huerfano, CO (08055)
Kiowa, CO (08061)
Las Animas, CO (08071)
Otero, CO (08089)
Prowers, CO (08099)
Pueblo, CO (08101)
Colfax, NM (35007)

133: Raleigh-Durham-Cary, NC (EA) (57133)
Bladen, NC (37017)
Chatham, NC (37037)
Cumberland, NC (37051)
Duplin, NC (37061)
Durham, NC (37063)
Edgecombe, NC (37065)
Franklin, NC (37069)
Granville, NC (37077)
Halifax, NC (37083)
Harnett, NC (37085)
Hoke, NC (37093)
Johnston, NC (37101)
Lee, NC (37105)
Moore, NC (37125)
Nash, NC (37127)
Northampton, NC (37131)
Orange, NC (37135)
Person, NC (37145)
Richmond, NC (37153)

Robeson, NC (37155)
Sampson, NC (37163)
Scotland, NC (37165)
Vance, NC (37181)
Wake, NC (37183)
Warren, NC (37185)
Wayne, NC (37191)
Wilson, NC (37195)
Marlboro, SC (45069)
Halifax, VA (51083)

134: Rapid City, SD (EA) (57134)
Brown, NE (31017)
Cherry, NE (31031)
Dawes, NE (31045)
Grant, NE (31075)
Keya Paha, NE (31103)
Rock, NE (31149)
Bennett, SD (46007)
Butte, SD (46019)
Custer, SD (46033)
Fall River, SD (46047)
Gregory, SD (46053)
Haakon, SD (46055)
Jackson, SD (46071)
Lawrence, SD (46081)
Meade, SD (46093)
Mellette, SD (46095)
Pennington, SD (46103)
Shannon, SD (46113)
Todd, SD (46121)
Tripp, SD (46123)

135: Redding, CA (EA) (57135)
Modoc, CA (06049)
Shasta, CA (06089)
Siskiyou, CA (06093)
Tehama, CA (06103)
Klamath, OR (41035)

136: Reno-Sparks, NV (EA) (57136)
Lassen, CA (06035)
Plumas, CA (06063)
Sierra, CA (06091)
Churchill, NV (32001)
Elko, NV (32007)
Eureka, NV (32011)
Humboldt, NV (32013)
Lander, NV (32015)
Lyon, NV (32019)
Mineral, NV (32021)
Pershing, NV (32027)
Storey, NV (32029)
Washoe, NV (32031)
White Pine, NV (32033)
Carson City (Independent City), NV (32510)

137: Richmond, VA (EA) (57137)
Amelia, VA (51007)
Brunswick, VA (51025)
Buckingham, VA (51029)
Caroline, VA (51033)
Charles City, VA (51036)
Charlotte, VA (51037)
Chesterfield, VA (51041)
Cumberland, VA (51049)
Essex, VA (51057)
Fluvanna, VA (51065)
Goochland, VA (51075)
Greene, VA (51079)
Hanover, VA (51085)
Henrico, VA (51087)
King and Queen, VA (51097)
King William, VA (51101)
Lancaster, VA (51103)
Louisa, VA (51109)
Lunenburg, VA (51111)
Mecklenburg, VA (51117)
Middlesex, VA (51119)
Nelson, VA (51125)
New Kent, VA (51127)
Northumberland, VA (51133)
Nottoway, VA (51135)
Powhatan, VA (51145)
Prince Edward, VA (51147)
Richmond, VA (51159)
Sussex, VA (51183)
Richmond (Independent City), VA (51760)
Albemarle + Charlottesville, VA (51901)
Dinwiddie, Colonial Heights + Petersburg, VA (51918)
Greensville + Emporia, VA (51923)
Prince George + Hopewell, VA (51941)

138: Roanoke, VA (EA) (57138)
Amherst, VA (51009)
Appomattox, VA (51011)
Bland, VA (51021)
Botetourt, VA (51023)
Craig, VA (51045)
Floyd, VA (51063)
Franklin, VA (51067)
Giles, VA (51071)
Pulaski, VA (51155)
Wythe, VA (51197)
Roanoke (Independent City), VA (51770)
Alleghany + Covington, VA (51903)
Bedford + Bedford City, VA (51909)
Campbell + Lynchburg, VA (51911)
Montgomery + Radford, VA (51933)
Roanoke + Salem, VA (51944)
Monroe, WV (54063)

139: Rochester-Batavia-Seneca Falls, NY (EA) (57139)
Chemung, NY (36015)
Genesee, NY (36037)
Livingston, NY (36051)
Monroe, NY (36055)
Ontario, NY (36069)
Orleans, NY (36073)
Schuyler, NY (36097)
Seneca, NY (36099)
Steuben, NY (36101)
Wayne, NY (36117)
Wyoming, NY (36121)
Yates, NY (36123)

Bradford, PA (42015)
Sullivan, PA (42113)
Tioga, PA (42117)

140: Sacramento-Arden-Arcade-Truckee, CA-NV (EA) (57140)

Alpine, CA (06003)
Amador, CA (06005)
Butte, CA (06007)
Colusa, CA (06011)
El Dorado, CA (06017)
Glenn, CA (06021)
Nevada, CA (06057)
Placer, CA (06061)
Sacramento, CA (06067)
Sutter, CA (06101)
Yolo, CA (06113)
Yuba, CA (06115)
Douglas, NV (32005)

141: Salina, KS (EA) (57141)

Cheyenne, KS (20023)
Cloud, KS (20029)
Decatur, KS (20039)
Ellis, KS (20051)
Ellsworth, KS (20053)
Gove, KS (20063)
Graham, KS (20065)
Jewell, KS (20089)
Lincoln, KS (20105)
Logan, KS (20109)
Mitchell, KS (20123)
Norton, KS (20137)
Osborne, KS (20141)
Ottawa, KS (20143)
Phillips, KS (20147)
Rawlins, KS (20153)
Republic, KS (20157)
Rooks, KS (20163)
Russell, KS (20167)
Saline, KS (20169)
Sheridan, KS (20179)
Sherman, KS (20181)
Smith, KS (20183)
Thomas, KS (20193)
Trego, KS (20195)
Wallace, KS (20199)

142: Salt Lake City-Ogden-Clearfield, UT (EA) (57142)

Franklin, ID (16041)
Oneida, ID (16071)
Box Elder, UT (49003)
Cache, UT (49005)
Carbon, UT (49007)
Daggett, UT (49009)
Davis, UT (49011)
Duchesne, UT (49013)
Emery, UT (49015)
Garfield, UT (49017)
Grand, UT (49019)
Juab, UT (49023)
Millard, UT (49027)
Morgan, UT (49029)
Piute, UT (49031)
Salt Lake, UT (49035)
San Juan, UT (49037)
Sanpete, UT (49039)
Sevier, UT (49041)
Summit, UT (49043)
Tooele, UT (49045)
Uintah, UT (49047)
Utah, UT (49049)
Wasatch, UT (49051)
Wayne, UT (49055)
Weber, UT (49057)

143: San Angelo, TX (EA) (57143)

Coke, TX (48081)
Concho, TX (48095)
Crockett, TX (48105)
Irion, TX (48235)
Menard, TX (48327)
Runnels, TX (48399)
Schleicher, TX (48413)
Sterling, TX (48431)
Sutton, TX (48435)
Tom Green, TX (48451)

144: San Antonio, TX (EA) (57144)

Atascosa, TX (48013)
Bandera, TX (48019)
Bexar, TX (48029)
Comal, TX (48091)
Dimmit, TX (48127)
Edwards, TX (48137)
Frio, TX (48163)
Gillespie, TX (48171)
Gonzales, TX (48177)
Guadalupe, TX (48187)
Karnes, TX (48255)
Kendall, TX (48259)
Kerr, TX (48265)
Kimble, TX (48267)
Kinney, TX (48271)
La Salle, TX (48283)
Maverick, TX (48323)
Medina, TX (48325)
Real, TX (48385)
Uvalde, TX (48463)
Val Verde, TX (48465)
Wilson, TX (48493)
Zavala, TX (48507)

145: San Diego-Carlsbad-San Marcos, CA (EA) (57145)

San Diego, CA (06073)

146: San Jose-San Francisco-Oakland, CA (EA) (57146)

Alameda, CA (06001)
Calaveras, CA (06009)
Contra Costa, CA (06013)
Del Norte, CA (06015)
Humboldt, CA (06023)
Lake, CA (06033)
Marin, CA (06041)
Mendocino, CA (06045)
Merced, CA (06047)
Monterey, CA (06053)
Napa, CA (06055)

San Benito, CA (06069)
San Francisco, CA (06075)
San Joaquin, CA (06077)
San Mateo, CA (06081)
Santa Clara, CA (06085)
Santa Cruz, CA (06087)
Solano, CA (06095)
Sonoma, CA (06097)
Stanislaus, CA (06099)
Trinity, CA (06105)
Tuolumne, CA (06109)
Curry, OR (41015)

147: Santa Fe-Espanola, NM (EA) (57147)
Guadalupe, NM (35019)
Los Alamos, NM (35028)
Mora, NM (35033)
Rio Arriba, NM (35039)
San Miguel, NM (35047)
Santa Fe, NM (35049)
Taos, NM (35055)

148: Sarasota-Bradenton-Venice, FL (EA) (57148)
Charlotte, FL (12015)
Collier, FL (12021)
DeSoto, FL (12027)
Lee, FL (12071)
Manatee, FL (12081)
Sarasota, FL (12115)

149: Savannah-Hinesville-Fort Stewart, GA (EA) (57149)
Bryan, GA (13029)
Bulloch, GA (13031)
Candler, GA (13043)
Chatham, GA (13051)
Effingham, GA (13103)
Emanuel, GA (13107)
Evans, GA (13109)
Jenkins, GA (13165)
Liberty, GA (13179)
Long, GA (13183)
Montgomery, GA (13209)
Screven, GA (13251)
Tattnall, GA (13267)
Toombs, GA (13279)
Treutlen, GA (13283)
Beaufort, SC (45013)
Hampton, SC (45049)
Jasper, SC (45053)

150: Scotts Bluff, NE (EA) (57150)
Banner, NE (31007)
Box Butte, NE (31013)
Cheyenne, NE (31033)
Deuel, NE (31049)
Garden, NE (31069)
Kimball, NE (31105)
Morrill, NE (31123)
Scotts Bluff, NE (31157)
Sheridan, NE (31161)
Sioux, NE (31165)
Goshen, WY (56015)

151: Scranton-Wilkes-Barre, PA (EA) (57151)
Lackawanna, PA (42069)
Luzerne, PA (42079)
Susquehanna, PA (42115)
Wayne, PA (42127)
Wyoming, PA (42131)

152: Seattle-Tacoma-Olympia, WA (EA) (57152)
Clallam, WA (53009)
Grays Harbor, WA (53027)
Island, WA (53029)
Jefferson, WA (53031)
King, WA (53033)
Kitsap, WA (53035)
Kittitas, WA (53037)
Lewis, WA (53041)
Mason, WA (53045)
Pacific, WA (53049)
Pierce, WA (53053)
San Juan, WA (53055)
Skagit, WA (53057)
Snohomish, WA (53061)
Thurston, WA (53067)
Whatcom, WA (53073)

153: Shreveport-Bossier City-Minden, LA (EA) (57153)
Bienville, LA (22013)
Bossier, LA (22015)
Caddo, LA (22017)
Claiborne, LA (22027)
De Soto, LA (22031)
Natchitoches, LA (22069)
Red River, LA (22081)
Sabine, LA (22085)
Webster, LA (22119)
Winn, LA (22127)

154: Sioux City-Vermillion, IA-NE-SD (EA) (57154)
Monona, IA (19133)
O'Brien, IA (19141)
Osceola, IA (19143)
Plymouth, IA (19149)
Sioux, IA (19167)
Woodbury, IA (19193)
Antelope, NE (31003)
Boyd, NE (31015)
Cedar, NE (31027)
Dakota, NE (31043)
Dixon, NE (31051)
Holt, NE (31089)
Knox, NE (31107)
Madison, NE (31119)
Pierce, NE (31139)
Stanton, NE (31167)
Thurston, NE (31173)
Wayne, NE (31179)
Wheeler, NE (31183)
Bon Homme, SD (46009)
Clay, SD (46027)
Union, SD (46127)
Yankton, SD (46135)

155: Sioux Falls, SD (EA) (57155)
Lyon, IA (19119)
Nobles, MN (27105)
Pipestone, MN (27117)
Rock, MN (27133)
Aurora, SD (46003)

Beadle, SD (46005)
Brookings, SD (46011)
Brule, SD (46015)
Buffalo, SD (46017)
Charles Mix, SD (46023)
Clark, SD (46025)
Codington, SD (46029)
Davison, SD (46035)
Day, SD (46037)
Deuel, SD (46039)
Douglas, SD (46043)
Hamlin, SD (46057)
Hand, SD (46059)
Hanson, SD (46061)
Hughes, SD (46065)
Hutchinson, SD (46067)
Hyde, SD (46069)
Jerauld, SD (46073)
Jones, SD (46075)
Kingsbury, SD (46077)
Lake, SD (46079)
Lincoln, SD (46083)
Lyman, SD (46085)
McCook, SD (46087)
Miner, SD (46097)
Minnehaha, SD (46099)
Moody, SD (46101)
Sanborn, SD (46111)
Stanley, SD (46117)
Sully, SD (46119)
Turner, SD (46125)

156: South Bend-Mishawaka, IN-MI (EA) (57156)
Elkhart, IN (18039)
Fulton, IN (18049)
Kosciusko, IN (18085)
Lagrange, IN (18087)
Marshall, IN (18099)
Pulaski, IN (18131)
St. Joseph, IN (18141)
Starke, IN (18149)
Berrien, MI (26021)
Cass, MI (26027)
St. Joseph, MI (26149)

157: Spokane, WA (EA) (57157)
Benewah, ID (16009)
Bonner, ID (16017)
Boundary, ID (16021)
Kootenai, ID (16055)
Latah, ID (16057)
Shoshone, ID (16079)
Ferry, WA (53019)
Lincoln, WA (53043)
Pend Oreille, WA (53051)
Spokane, WA (53063)
Stevens, WA (53065)
Whitman, WA (53075)

158: Springfield, IL (EA) (57158)
Adams, IL (17001)
Brown, IL (17009)
Cass, IL (17017)
Christian, IL (17021)
Greene, IL (17061)
Logan, IL (17107)
Macon, IL (17115)
Menard, IL (17129)
Montgomery, IL (17135)
Morgan, IL (17137)
Pike, IL (17149)
Sangamon, IL (17167)
Schuyler, IL (17169)
Scott, IL (17171)
Lewis, MO (29111)
Marion, MO (29127)
Ralls, MO (29173)

159: Springfield, MO (EA) (57159)
Baxter, AR (05005)
Boone, AR (05009)
Carroll, AR (05015)
Marion, AR (05089)
Newton, AR (05101)
Barry, MO (29009)
Christian, MO (29043)
Dade, MO (29057)
Dallas, MO (29059)
Dent, MO (29065)
Douglas, MO (29067)
Greene, MO (29077)
Hickory, MO (29085)
Howell, MO (29091)
Laclede, MO (29105)
Lawrence, MO (29109)
Oregon, MO (29149)
Ozark, MO (29153)
Phelps, MO (29161)
Polk, MO (29167)
Pulaski, MO (29169)
Shannon, MO (29203)
Stone, MO (29209)
Taney, MO (29213)
Texas, MO (29215)
Webster, MO (29225)
Wright, MO (29229)

160: St. Louis-St. Charles-Farmington, MO-IL (EA) (57160)
Bond, IL (17005)
Calhoun, IL (17013)
Clinton, IL (17027)
Franklin, IL (17055)
Hamilton, IL (17065)
Hardin, IL (17069)
Jackson, IL (17077)
Jefferson, IL (17081)
Jersey, IL (17083)
Johnson, IL (17087)
Macoupin, IL (17117)
Madison, IL (17119)
Marion, IL (17121)
Monroe, IL (17133)
Perry, IL (17145)
Randolph, IL (17157)
St. Clair, IL (17163)
Saline, IL (17165)
Union, IL (17181)
Washington, IL (17189)

Williamson, IL (17199)
Crawford, MO (29055)
Franklin, MO (29071)
Gasconade, MO (29073)
Iron, MO (29093)
Jefferson, MO (29099)
Lincoln, MO (29113)
Madison, MO (29123)
Montgomery, MO (29139)
Pike, MO (29163)
Reynolds, MO (29179)
St. Charles, MO (29183)
Ste. Genevieve, MO (29186)
St. Francois, MO (29187)
St. Louis, MO (29189)
Warren, MO (29219)
Washington, MO (29221)
St. Louis (Independent City), MO (29510)

161: State College, PA (EA) (57161)
Bedford, PA (42009)
Blair, PA (42013)
Cambria, PA (42021)
Cameron, PA (42023)
Centre, PA (42027)
Clearfield, PA (42033)
Elk, PA (42047)
Huntingdon, PA (42061)
Jefferson, PA (42065)
Mifflin, PA (42087)
Somerset, PA (42111)

162: Syracuse-Auburn, NY (EA) (57162)
Broome, NY (36007)
Cayuga, NY (36011)
Chenango, NY (36017)
Clinton, NY (36019)
Cortland, NY (36023)
Delaware, NY (36025)
Essex, NY (36031)
Franklin, NY (36033)
Herkimer, NY (36043)
Jefferson, NY (36045)
Lewis, NY (36049)
Madison, NY (36053)
Oneida, NY (36065)
Onondaga, NY (36067)
Oswego, NY (36075)
Otsego, NY (36077)
St. Lawrence, NY (36089)
Tioga, NY (36107)
Tompkins, NY (36109)

163: Tallahassee, FL (EA) (57163)
Franklin, FL (12037)
Gadsden, FL (12039)
Jefferson, FL (12065)
Leon, FL (12073)
Liberty, FL (12077)
Taylor, FL (12123)
Wakulla, FL (12129)
Decatur, GA (13087)
Early, GA (13099)
Grady, GA (13131)
Miller, GA (13201)
Seminole, GA (13253)
Thomas, GA (13275)

164: Tampa-St. Petersburg-Clearwater, FL (EA) (57164)
Hernando, FL (12053)
Hillsborough, FL (12057)
Pasco, FL (12101)
Pinellas, FL (12103)

165: Texarkana, TX-Texarkana, AR (EA) (57165)
Hempstead, AR (05057)
Howard, AR (05061)
Little River, AR (05081)
Miller, AR (05091)
Montgomery, AR (05097)
Nevada, AR (05099)
Pike, AR (05109)
Polk, AR (05113)
Sevier, AR (05133)
McCurtain, OK (40089)
Bowie, TX (48037)
Cass, TX (48067)

166: Toledo-Fremont, OH (EA) (57166)
Defiance, OH (39039)
Fulton, OH (39051)
Hancock, OH (39063)
Henry, OH (39069)
Lucas, OH (39095)
Ottawa, OH (39123)
Paulding, OH (39125)
Sandusky, OH (39143)
Seneca, OH (39147)
Williams, OH (39171)
Wood, OH (39173)
Wyandot, OH (39175)

167: Topeka, KS (EA) (57167)
Brown, KS (20013)
Chase, KS (20017)
Clay, KS (20027)
Coffey, KS (20031)
Dickinson, KS (20041)
Geary, KS (20061)
Jackson, KS (20085)
Jefferson, KS (20087)
Lyon, KS (20111)
Marshall, KS (20117)
Morris, KS (20127)
Nemaha, KS (20131)
Osage, KS (20139)
Pottawatomie, KS (20149)
Riley, KS (20161)
Shawnee, KS (20177)
Wabaunsee, KS (20197)
Washington, KS (20201)

168: Traverse City, MI (EA) (57168)
Benzie, MI (26019)
Grand Traverse, MI (26055)
Kalkaska, MI (26079)
Lake, MI (26085)
Leelanau, MI (26089)
Manistee, MI (26101)
Mason, MI (26105)

Missaukee, MI (26113)
Osceola, MI (26133)
Wexford, MI (26165)
169: Tucson, AZ (EA) (57169)
Cochise, AZ (04003)
Pima, AZ (04019)
Santa Cruz, AZ (04023)
170: Tulsa-Bartlesville, OK (EA) (57170)
Cherokee, OK (40021)
Craig, OK (40035)
Creek, OK (40037)
Haskell, OK (40061)
McIntosh, OK (40091)
Mayes, OK (40097)
Muskogee, OK (40101)
Noble, OK (40103)
Nowata, OK (40105)
Okfuskee, OK (40107)
Okmulgee, OK (40111)
Osage, OK (40113)
Pawnee, OK (40117)
Payne, OK (40119)
Pittsburg, OK (40121)
Rogers, OK (40131)
Tulsa, OK (40143)
Wagoner, OK (40145)
Washington, OK (40147)
171: Tupelo, MS (EA) (57171)
Alcorn, MS (28003)
Calhoun, MS (28013)
Chickasaw, MS (28017)
Choctaw, MS (28019)
Clay, MS (28025)
Itawamba, MS (28057)
Lee, MS (28081)
Lowndes, MS (28087)
Monroe, MS (28095)
Noxubee, MS (28103)
Oktibbeha, MS (28105)
Pontotoc, MS (28115)
Prentiss, MS (28117)
Tippah, MS (28139)
Tishomingo, MS (28141)
Union, MS (28145)
Webster, MS (28155)
Hardin, TN (47071)
McNairy, TN (47109)
172: Twin Falls, ID (EA) (57172)
Blaine, ID (16013)
Camas, ID (16025)
Cassia, ID (16031)
Gooding, ID (16047)
Jerome, ID (16053)
Lincoln, ID (16063)
Minidoka, ID (16067)
Twin Falls, ID (16083)
173: Virginia Beach-Norfolk-Newport News, VA-NC (EA) (57173)
Bertie, NC (37015)
Camden, NC (37029)
Chowan, NC (37041)
Currituck, NC (37053)
Dare, NC (37055)
Gates, NC (37073)
Hertford, NC (37091)
Hyde, NC (37095)
Pasquotank, NC (37139)
Perquimans, NC (37143)
Tyrrell, NC (37177)
Gloucester, VA (51073)
Isle of Wight, VA (51093)
Mathews, VA (51115)
Surry, VA (51181)
Chesapeake (Independent City), VA (51550)
Hampton (Independent City), VA (51650)
Newport News (Independent City), VA (51700)
Norfolk (Independent City), VA (51710)
Portsmouth (Independent City), VA (51740)
Suffolk (Independent City), VA (51800)
Virginia Beach (Independent City), VA (51810)
James City + Williamsburg, VA (51931)
Southampton + Franklin, VA (51949)
York + Poquoson, VA (51958)
174: Washington-Baltimore-Northern Virginia, DC-MD-VA-WV (EA) (57174)
District of Columbia, DC (11001)
Allegany, MD (24001)
Anne Arundel, MD (24003)
Baltimore, MD (24005)
Calvert, MD (24009)
Caroline, MD (24011)
Carroll, MD (24013)
Charles, MD (24017)
Dorchester, MD (24019)
Frederick, MD (24021)
Garrett, MD (24023)
Harford, MD (24025)
Howard, MD (24027)
Kent, MD (24029)
Montgomery, MD (24031)
Prince George's, MD (24033)
Queen Anne's, MD (24035)
St. Mary's, MD (24037)
Talbot, MD (24041)
Washington, MD (24043)
Baltimore (Independent City), MD (24510)
Franklin, PA (42055)
Fulton, PA (42057)
Arlington, VA (51013)
Clarke, VA (51043)
Culpeper, VA (51047)
Fauquier, VA (51061)
King George, VA (51099)
Loudoun, VA (51107)
Madison, VA (51113)
Orange, VA (51137)
Rappahannock, VA (51157)
Shenandoah, VA (51171)

Stafford, VA (51179)
Warren, VA (51187)
Westmoreland, VA (51193)
Alexandria (Independent City), VA (51510)
Fairfax, Fairfax City + Falls Church, VA (51919)
Frederick + Winchester, VA (51921)
Prince William, Manassas + Manassas Park, VA (51942)
Spotsylvania + Fredericksburg, VA (51951)
Berkeley, WV (54003)
Grant, WV (54023)
Hampshire, WV (54027)
Hardy, WV (54031)
Jefferson, WV (54037)
Mineral, WV (54057)
Morgan, WV (54065)

175: Waterloo-Cedar Falls, IA (EA) (57175)
Black Hawk, IA (19013)
Bremer, IA (19017)
Buchanan, IA (19019)
Butler, IA (19023)
Fayette, IA (19065)
Grundy, IA (19075)

176: Wausau-Merrill, WI (EA) (57176)
Gogebic, MI (26053)
Ontonagon, MI (26131)
Ashland, WI (55003)
Bayfield, WI (55007)
Clark, WI (55019)
Forest, WI (55041)
Iron, WI (55051)
Langlade, WI (55067)
Lincoln, WI (55069)
Marathon, WI (55073)
Oneida, WI (55085)
Portage, WI (55097)
Price, WI (55099)
Taylor, WI (55119)
Vilas, WI (55125)
Wood, WI (55141)

177: Wenatchee, WA (EA) (57177)
Adams, WA (53001)
Chelan, WA (53007)
Douglas, WA (53017)
Grant, WA (53025)
Okanogan, WA (53047)

178: Wichita Falls, TX (EA) (57178)
Archer, TX (48009)
Baylor, TX (48023)
Childress, TX (48075)
Clay, TX (48077)
Collingsworth, TX (48087)
Cottle, TX (48101)
Foard, TX (48155)
Hall, TX (48191)
Hardeman, TX (48197)
King, TX (48269)
Wichita, TX (48485)
Wilbarger, TX (48487)

179: Wichita-Winfield, KS (EA) (57179)
Barber, KS (20007)
Barton, KS (20009)
Butler, KS (20015)
Chautauqua, KS (20019)
Clark, KS (20025)
Comanche, KS (20033)
Cowley, KS (20035)
Edwards, KS (20047)
Elk, KS (20049)
Finney, KS (20055)
Ford, KS (20057)
Grant, KS (20067)
Gray, KS (20069)
Greeley, KS (20071)
Greenwood, KS (20073)
Hamilton, KS (20075)
Harper, KS (20077)
Harvey, KS (20079)
Haskell, KS (20081)
Hodgeman, KS (20083)
Kearny, KS (20093)
Kingman, KS (20095)
Kiowa, KS (20097)
Labette, KS (20099)
Lane, KS (20101)
McPherson, KS (20113)
Marion, KS (20115)
Montgomery, KS (20125)
Ness, KS (20135)
Pawnee, KS (20145)
Pratt, KS (20151)
Reno, KS (20155)
Rice, KS (20159)
Rush, KS (20165)
Scott, KS (20171)
Sedgwick, KS (20173)
Stafford, KS (20185)
Stanton, KS (20187)
Sumner, KS (20191)
Wichita, KS (20203)
Kay, OK (40071)

# Appendix B

## NAICS definitions used in the model

| NAICS CODE | DESCRIPTION |
|---|---|
| 1110 | Agricultural Production |
| 1131 | Timber Tract Operations |
| 1132 | Forest Nurseries and Gathering of Forest Products |
| 1133 | Logging |
| 1141 | Fishing |
| 1142 | Hunting and Trapping |
| 1151 | Support Activities for Crop Production |
| 1152 | Support Activities for Animal Production |
| 1153 | Support Activities for Forestry |
| 2111 | Oil and Gas Extraction |
| 2121 | Coal Mining |
| 2122 | Metal Ore Mining |
| 2123 | Nonmetallic Mineral Mining and Quarrying |
| 2131 | Support Activities for Mining |
| 2211 | Electric Power Generation, Transmission and Distribution |
| 2212 | Natural Gas Distribution |
| 2213 | Water, Sewage and Other Systems |
| 2331 | Land Subdivision and Land Development |
| 2332 | Residential Building Construction |
| 2333 | Nonresidential Building Construction |
| 2341 | Highway, Street, Bridge, and Tunnel Construction |
| 2349 | Other Heavy Construction |
| 2351 | Plumbing, Heating, and Air-Conditioning Contractors |
| 2352 | Painting and Wall Covering Contractors |
| 2353 | Electrical Contractors |
| 2354 | Masonry, Drywall, Insulation, and Tile Contractors |
| 2355 | Carpentry and Floor Contractors |
| 2356 | Roofing, Siding, and Sheet Metal Contractors |
| 2357 | Concrete Contractors |
| 2358 | Water Well Drilling Contractors |
| 2359 | Other Special Trade Contractors |
| 3111 | Animal Food Manufacturing |
| 3112 | Grain and Oilseed Milling |
| 3113 | Sugar and Confectionery Product Manufacturing |
| 3114 | Fruit and Vegetable Preserving and Specialty Food Manufacturing |
| 3115 | Dairy Product Manufacturing |
| 3116 | Animal Slaughtering and Processing |
| 3117 | Seafood Product Preparation and Packaging |
| 3118 | Bakeries and Tortilla Manufacturing |
| 3119 | Other Food Manufacturing |
| 3121 | Beverage Manufacturing |
| 3122 | Tobacco Manufacturing |
| 3131 | Fiber, Yarn, and Thread Mills |
| 3132 | Fabric Mills |
| 3133 | Textile and Fabric Finishing and Fabric Coating Mills |
| 3141 | Textile Furnishings Mills |
| 3149 | Other Textile Product Mills |
| 3151 | Apparel Knitting Mills |
| 3152 | Cut and Sew Apparel Manufacturing |
| 3159 | Apparel Accessories and Other Apparel Manufacturing |
| 3161 | Leather and Hide Tanning and Finishing |
| 3162 | Footwear Manufacturing |

3169 Other Leather and Allied Product Manufacturing
3211 Sawmills and Wood Preservation
3212 Veneer, Plywood, and Engineered Wood Product Manufacturing
3219 Other Wood Product Manufacturing
3221 Pulp, Paper, and Paperboard Mills
3222 Converted Paper Product Manufacturing
3231 Printing and Related Support Activities
3241 Petroleum and Coal Products Manufacturing
3251 Basic Chemical Manufacturing
3252 Resin, Synthetic Rubber, and Artificial and Synthetic Fibers and Filaments Manufacturing
3253 Pesticide, Fertilizer, and Other Agricultural Chemical Manufacturing
3254 Pharmaceutical and Medicine Manufacturing
3255 Paint, Coating, and Adhesive Manufacturing
3256 Soap, Cleaning Compound, and Toilet Preparation Manufacturing
3259 Other Chemical Product and Preparation Manufacturing
3261 Plastics Product Manufacturing
3262 Rubber Product Manufacturing
3271 Clay Product and Refractory Manufacturing
3272 Glass and Glass Product Manufacturing
3273 Cement and Concrete Product Manufacturing
3274 Lime and Gypsum Product Manufacturing
3279 Other Nonmetallic Mineral Product Manufacturing
3311 Iron and Steel Mills and Ferroalloy Manufacturing
3312 Steel Product Manufacturing from Purchased Steel
3313 Alumina and Aluminum Production and Processing
3314 Nonferrous Metal (except Aluminum) Production and Processing
3315 Foundries
3321 Forging and Stamping
3322 Cutlery and Handtool Manufacturing
3323 Architectural and Structural Metals Manufacturing
3324 Boiler, Tank, and Shipping Container Manufacturing
3325 Hardware Manufacturing
3326 Spring and Wire Product Manufacturing
3327 Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing
3328 Coating, Engraving, Heat Treating, and Allied Activities
3329 Other Fabricated Metal Product Manufacturing
3331 Agriculture, Construction, and Mining Machinery Manufacturing
3332 Industrial Machinery Manufacturing
3333 Commercial and Service Industry Machinery Manufacturing
3334 Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing
3335 Metalworking Machinery Manufacturing
3336 Engine, Turbine, and Power Transmission Equipment Manufacturing
3339 Other General Purpose Machinery Manufacturing
3341 Computer and Peripheral Equipment Manufacturing
3342 Communications Equipment Manufacturing
3343 Audio and Video Equipment Manufacturing
3344 Semiconductor and Other Electronic Component Manufacturing
3345 Navigational, Measuring, Electromedical, and Control Instruments Manufacturing
3346 Manufacturing and Reproducing Magnetic and Optical Media
3351 Electric Lighting Equipment Manufacturing
3352 Household Appliance Manufacturing
3353 Electrical Equipment Manufacturing
3359 Other Electrical Equipment and Component Manufacturing
3361 Motor Vehicle Manufacturing
3362 Motor Vehicle Body and Trailer Manufacturing
3363 Motor Vehicle Parts Manufacturing
3364 Aerospace Product and Parts Manufacturing
3365 Railroad Rolling Stock Manufacturing

3366 Ship and Boat Building
3369 Other Transportation Equipment Manufacturing
3371 Household and Institutional Furniture and Kitchen Cabinet Manufacturing
3372 Office Furniture (including Fixtures) Manufacturing
3379 Other Furniture Related Product Manufacturing
3391 Medical Equipment and Supplies Manufacturing
3399 Other Miscellaneous Manufacturing
4211 Motor Vehicle and Motor Vehicle Parts and Supplies Wholesalers
4212 Furniture and Home Furnishing Wholesalers
4213 Lumber and Other Construction Materials Wholesalers
4214 Professional and Commercial Equipment and Supplies Wholesalers
4215 Metal and Mineral (except Petroleum) Wholesalers
4216 Electrical Goods Wholesalers
4217 Hardware, and Plumbing and Heating Equipment and Supplies Wholesalers
4218 Machinery, Equipment, and Supplies Wholesalers
4219 Miscellaneous Durable Goods Wholesalers
4221 Paper and Paper Product Wholesalers
4222 Drugs and Druggists' Sundries Wholesalers
4223 Apparel, Piece Goods, and Notions Wholesalers
4224 Grocery and Related Product Wholesalers
4225 Farm Product Raw Material Wholesalers
4226 Chemical and Allied Products Wholesalers
4227 Petroleum and Petroleum Products Wholesalers
4228 Beer, Wine, and Distilled Alcoholic Beverage Wholesalers
4229 Miscellaneous Nondurable Goods Wholesalers
4411 Automobile Dealers
4412 Other Motor Vehicle Dealers
4413 Automotive Parts, Accessories, and Tire Stores
4421 Furniture Stores
4422 Home Furnishings Stores
4431 Electronics and Appliance Stores
4441 Building Material and Supplies Dealers
4442 Lawn and Garden Equipment and Supplies Stores
4451 Grocery Stores
4452 Specialty Food Stores
4453 Beer, Wine, and Liquor Stores
4461 Health and Personal Care Stores
4471 Gasoline Stations
4481 Clothing Stores
4482 Shoe Stores
4483 Jewelry, Luggage, and Leather Goods Stores
4511 Sporting Goods, Hobby, and Musical Instrument Stores
4512 Book, Periodical, and Music Stores
4521 Department Stores
4529 Other General Merchandise Stores
4531 Florists
4532 Office Supplies, Stationery, and Gift Stores
4533 Used Merchandise Stores
4539 Other Miscellaneous Store Retailers
4541 Electronic Shopping and Mail-Order Houses
4542 Vending Machine Operators
4543 Direct Selling Establishments
4811 Scheduled Air Transportation
4812 Nonscheduled Air Transportation
4821 Rail Transportation
4831 Deep Sea, Coastal, and Great Lakes Water Transportation
4832 Inland Water Transportation
4841 General Freight Trucking

4842 Specialized Freight Trucking
4851 Urban Transit Systems
4852 Interurban and Rural Bus Transportation
4853 Taxi and Limousine Service
4854 School and Employee Bus Transportation
4855 Charter Bus Industry
4859 Other Transit and Ground Passenger Transportation
4861 Pipeline Transportation of Crude Oil
4862 Pipeline Transportation of Natural Gas
4869 Other Pipeline Transportation
4871 Scenic and Sightseeing Transportation, Land
4872 Scenic and Sightseeing Transportation, Water
4879 Scenic and Sightseeing Transportation, Other
4881 Support Activities for Air Transportation
4882 Support Activities for Rail Transportation
4883 Support Activities for Water Transportation
4884 Support Activities for Road Transportation
4885 Freight Transportation Arrangement
4889 Other Support Activities for Transportation
4911 Postal Service
4921 Couriers
4922 Local Messengers and Local Delivery
4931 Warehousing and Storage
5111 Newspaper, Periodical, Book, and Database Publishers
5112 Software Publishers
5121 Motion Picture and Video Industries
5122 Sound Recording Industries
5131 Radio and Television Broadcasting
5132 Cable Networks and Program Distribution
5133 Telecommunications
5141 Information Services
5142 Data Processing Services
5211 Monetary Authorities - Central Bank
5221 Depository Credit Intermediation
5222 Nondepository Credit Intermediation
5223 Activities Related to Credit Intermediation
5231 Securities and Commodity Contracts Intermediation and Brokerage
5232 Securities and Commodity Exchanges
5239 Other Financial Investment Activities
5241 Insurance Carriers
5242 Agencies, Brokerages, and Other Insurance Related Activities
5259 Other Investment Pools and Funds
5311 Lessors of Real Estate
5312 Offices of Real Estate Agents and Brokers
5313 Activities Related to Real Estate
5321 Automotive Equipment Rental and Leasing
5322 Consumer Goods Rental
5323 General Rental Centers
5324 Commercial and Industrial Machinery and Equipment Rental and Leasing
5331 Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)
5411 Legal Services
5412 Accounting, Tax Preparation, Bookkeeping, and Payroll Services
5413 Architectural, Engineering, and Related Services
5414 Specialized Design Services
5415 Computer Systems Design and Related Services
5416 Management, Scientific, and Technical Consulting Services
5417 Scientific Research and Development Services
5418 Advertising and Related Services

5419 Other Professional, Scientific, and Technical Services
5511 Management of Companies and Enterprises
5611 Office Administrative Services
5612 Facilities Support Services
5613 Employment Services
5614 Business Support Services
5615 Travel Arrangement and Reservation Services
5616 Investigation and Security Services
5617 Services to Buildings and Dwellings
5619 Other Support Services
5621 Waste Collection
5622 Waste Treatment and Disposal
5629 Remediation and Other Waste Management Services
6111 Elementary and Secondary Schools
6112 Junior Colleges
6113 Colleges, Universities, and Professional Schools
6114 Business Schools and Computer and Management Training
6115 Technical and Trade Schools
6116 Other Schools and Instruction
6117 Educational Support Services
6211 Offices of Physicians
6212 Offices of Dentists
6213 Offices of Other Health Practitioners
6214 Outpatient Care Centers
6215 Medical and Diagnostic Laboratories
6216 Home Health Care Services
6219 Other Ambulatory Health Care Services
6221 General Medical and Surgical Hospitals
6222 Psychiatric and Substance Abuse Hospitals
6223 Specialty (except Psychiatric and Substance Abuse) Hospitals
6231 Nursing Care Facilities
6232 Residential Mental Retardation, Mental Health and Substance Abuse Facilities
6233 Community Care Facilities for the Elderly
6239 Other Residential Care Facilities
6241 Individual and Family Services
6242 Community Food and Housing, and Emergency and Other Relief Services
6243 Vocational Rehabilitation Services
6244 Child Day Care Services
7111 Performing Arts Companies
7112 Spectator Sports
7113 Promoters of Performing Arts, Sports, and Similar Events
7114 Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures
7115 Independent Artists, Writers, and Performers
7121 Museums, Historical Sites, and Similar Institutions
7131 Amusement Parks and Arcades
7132 Gambling Industries
7139 Other Amusement and Recreation Industries
7211 Traveler Accommodation
7212 RV (Recreational Vehicle) Parks and Recreational Camps
7213 Rooming and Boarding Houses
7221 Full-Service Restaurants
7222 Limited-Service Eating Places
7223 Special Food Services
7224 Drinking Places (Alcoholic Beverages)
8111 Automotive Repair and Maintenance
8112 Electronic and Precision Equipment Repair and Maintenance
8113 Commercial and Industrial Machinery and Equipment Repair and Maintenance
8114 Personal and Household Goods Repair and Maintenance

8121 Personal Care Services
8122 Death Care Services
8123 Drycleaning and Laundry Services
8129 Other Personal Services
8131 Religious Organizations
8132 Grantmaking and Giving Services
8133 Social Advocacy Organizations
8134 Civic and Social Organizations
8139 Business, Professional, Labor, Political, and Similar Organizations
9311 Federal Government, Non-Defense
9312 Federal Government, Defense
9321 State and Local Government, NEC
9322 State and Local Government, Education
9323 State and Local Government, Hospitals

# Appendix C

**Regional Dynamics (REDYN) Economic and Demographic Model**

Much of the quantitative model used in the evaluation tool relies on comparative examination of the full economic effect of new economic activity within a regional economy. The impact of any economic impact (e.g. new employees, new income, net production output) will vary greatly depending on the specific industry that it occurs in and the industrial mix of the region in which the activity occurs. This is due to the uniqueness of economic clusters. For example, some industries such as automobile production rely heavily on complex intermediate inputs from a large network of suppliers—steel producers, plastic parts manufacturers, design and engineering firms, and so on—while other sectors, such as architectural services or printing, may require relatively few inputs to generate their final product. Additionally, regardless of the general requirements of a given industry, one region's industrial mix of suppliers and customers is likely to be quite different from that of any other region of the country. Therefore, an identical set of new automotive production jobs may have a stronger multiplier effect in the upper Midwest—where there is an established mix of supplier industries—than in parts of the West or South, where new operations would require importing a greater portion of supplies from outside the region.

Comparison of the relative strength of economic impact between two or more projects or two or more geographic regions is done by looking at the overall economic impact, or *multiplier effect,* associated with the project activity. The overall economic impact includes the direct jobs, wages, and output associated with the new company being brought in by the economic development project, plus the indirect jobs, wages, and output generated in the region as a result of the economic demand of the firm and the local expenditures of the new workers. The multiplier is simply a standardized way of examining the relative impact of new economic activity in terms of the relationship between the direct impact and the total impact.

Multipliers in the study were generated by Regional Dynamics Incorporated (REDYN). REDYN generated region-specific multipliers for 298 industries (the four-digit NAICS level) in 179 regions (BEA economic regions) representing the entire country. REDYN was selected via competitive bid per federal government regulations.

In generating these sets of multipliers, two important assumptions were made regarding the nature of economic activity that will result from EDA public works investment projects. First, it is assumed that there is no national displacement effect when new economic activity is added to a region. In other words, the jobs coming into an region are not at the direct expense of employment elsewhere in the country. Second, it is assumed that the new firm or expansion of activity will be relying on wages and productivity levels already specific to and inherent in the region. So a new company will pay local wage rates and experience local productivity rates, as opposed to following national average norms for the industry. Of course, these assumptions may not always be true; however, they represent the assumptions closest to the goals of regional economic development and EDA.

REDYN multipliers were generated as a special one-time run, using the most current available data—which at the time of completion was for 2005. Therefore, the underlying multipliers used in the evaluation tool represent a single point in time. This should not be a major issue to the accuracy of the estimations produced by the tool, since a region's industrial mix is quite slow to change. However, it is worth noting that changes in the nature of an industry (e.g., new technologies that alter productivity or changes in inputs) or the mix of an industry (i.e., the opening and closing of firms) can eventually increase or decrease the economic cluster effects of any region.

The REDYN model is based on the following data sources:

U.S. Census Bureau *County Business Patterns (CBP)*
U.S. Census Bureau *Journey-to Work* and *County-to-County worker flows*
U.S. Bureau of Economic Analysis (BEA), *Regional Economics Information System (REIS) data*
BEA *National input-output tables and projections*
Bureau of Labor Statistics *Occupation tables and projections*

The CBP and REIS data sets are combined to obtain employment and payroll estimates. A row-and-column sum procedure is used to estimate industry data that are suppressed. The REIS wage and salary data are used to provide estimates on local consumption using national ratio. Finally, each county's wages by industry from CBP are used to estimate local output which, in turn, is used to regionalize the BEA National input-output tables.

# Appendix D

**Outline of On-line Survey of EDA Staff**

Note that this is merely a listing of the basic order of the questions; the electronic version of the survey provided menu choices and would automatically prompt respondents where necessary.

**Thank you for taking the time to complete this survey. Your answers will help us to identify the specific characteristics that separate EDA public works projects that do make a significant difference to their local economic region and those that never reach their intended potential. The information you provide in answering this survey will be kept confidential and only be used by research personnel at the W.E. Upjohn Institute and Cleveland State University.**

**If you have any questions regarding the survey, please contact George Erickcek, Erickcek@upjohninstitute.org or Brad Watts Watts@upjohninstitute.org . We can both be reached at (269) 343 -5541.**

What is your role in the competitive grant process? (check as many as apply)

Review application to ensure that it meets EDA standards
Evaluate application and make recommendations for funding
Help determine project approval and grant awards
Assist applicant groups in developing initial grant proposals
Work with applicant to modify or revise the grant application for possible resubmittal
Other._____

Are there any specific guidelines from your regional office, which are unique to your region, that you utilize to evaluate public works projects? Yes____ No_____
If yes, please describe:

3. What is the **unique** local economic characteristic or attribute that defines the "best" public works project proposals? Note: we **are not** interested in the quality of the submitted application (e.g. if all forms were correctly filled out, basic criteria were met, etc.), but in the attributes of projects that had a significant regional impact, were especially successful in developing entrepreneurship or innovation, or that acted as a catalyst to other long-term development**. (Check only one)**

Was an integral part of a regional industrial cluster
Offered jobs that were accessible to the region's un- and under-employed
Created good-paying and/or year-round jobs
Diversified the region's economic base
Aided in the opening of a firm that is facing strong national or international growth
Assisted in the opening of a highly innovative firm
Enhanced entrepreneurship in the region
Other._____

4. Identify and describe the best public works project that you have been associated with:

Location: City: _____ State _____

Year: _____

Project Description: _____

Number of direct jobs created _____
What made this project so special?

_____

5. Describe a project that received funding but, in your opinion, never reached its full potential. What were the barriers that stopped it from it being successful?

   Location: City: _____ State _____

   Year: _____

   What were the barriers?

   _____

   _____

   _____

   _____

   _____

6. What are the most common reasons that a project might not be approved for funding? Again, we are not interested in technical aspects of the application, but in the nature and quality of specific projects.

   _____

   _____

   _____

   _____

   _____

7. What expectations would you have of a tool that could help you in your decision-making and evaluation of EDA public works applications for their potential economic impact on communities?

   _____

   _____

   _____

   _____

   _____

Name: _____

E-mail address: _____

Thank you.

# Appendix E

# Narrative Reports of the EDA Site Visits

## Albuquerque, NM

**Project Description**

The Sandia Science and Technology Park (the Park), a business park adjacent to the boarder of the Sandia National Laboratories in Albuquerque, was founded in 1998 by the Science and Technology Park Development Corporation. The 200+ acre park was designed to accommodate the commercialization or spin-off of technologies and products conceived by researchers at the national labs.

The Park supports 18 buildings with nearly one million square feet of occupied space. The buildings house 25 companies with 2,100 employees. Total investment in the park exceeds $291 million, including $67 million in public funds and $225 million in private funding.

Key to the development of the Park is the Optic Ring for Broadband Information Transport (ORBIT) Network, a fiber backbone that encircles the development site, providing broadband access to external communications, including the internet.

EDA investments in the Park total $2.85 million. The first $1.75 million investment was used to finance initial infrastructure construction in the site, including the development of the ORBIT fiber backbone connecting the buildings of the Park. In August 2006, EDA provided a second grant of $1.1 million to assist the Park in the development of additional infrastructure.

**Findings**

The critical elements in the success of the Sandia Science & Technology Park include the dynamic leadership of the sponsoring coalition who built support across the local, state, and federal governments, as well as the regional private sector advocacy organizations, and the importance of the Park for economic development in Albuquerque. The quality of the advocacy partnership ensured access to all levels of the region's public and private leadership.

**Conclusions**

1. The Park capitalizes on a relationship to Sandia National Laboratories. Leadership recognized this as an important source of technology and talent that could make a science and technology park successful.
2. A broad funding coalition has brought in significant private-sector funds to support the project.
3. Local leaders established a sped-up local government review process to facilitate the development of the Park.
4. It was a great thematic concept with fiber backbone. The project moved fast to offer a high-tech environment to businesses.

# Alexander City, AL

**Project Description**

This project was an infrastructure project that extended the discharge from a zero-flow stream into Lake Martin, a 44,000 acre lake that serves as a source of drinking water for the three counties in the region. The intent of the project was to overcome environmental issues surrounding the existing discharge into the zero-flow stream. The major user of the wastewater treatment system, aside from region households, was Russell Corporation, a maker of athletic clothing. Russell had both production and headquarters facilities in Alexander City. Russell's production process relied on the wastewater system, and the town leaders were concerned that production-related environmental conditions coupled with NAFTA and other global trade and production trends would significantly reduce output and employment at the Russell facilities. The final product from this project was to create infrastructure that moved wasterwater eight miles via a 30-inch outflow pipe into the lake. At the start of the project, there was toxicity within the stream, but the project resolved this issue.

**Findings**

The project was centered on a bond issue that relied on revenues from commercial and industrial users (primarily Russell) and 3,500 households. Without EDA funding, the project may still have gone forward, but it would have increased the cost to households and businesses. This project impacted not only sewer rates but also water, gas, and electric rates.

Initially, there was significant opposition to the project, and seemingly, no one was in favor of proceeding; however, key local leaders saw that it needed to be done. The mayor at the time became the champion for the project and in 1996 formed a working group around this issue. In 1999, an application was submitted to EDA to obtain funding for the project. By this time, leadership had significantly involved stakeholders, and opposition to the plan had been eliminated in many ways due to the fact that no alternative was available. Stakeholders included Lakewatch (a resident organization), Alabama Power (the owner of the lake), Russell Corporation, Lake Martin Recreational Association, the local chamber, and the Alabama Department of Environmental Management. It was necessary to manage all the stakeholders to get consensus on both plans and outcomes.

To reach consensus the press was vigorously engaged in managing information. There was a campaign of letters to local news outlets, as well as public forums to keep the populous in the informational loop. There was significant publicity to counter and control misinformation on a number of topics including why it wouldn't wreck Lake Martin and how it would help better manage risk and health issues. This information campaign was managed at the outset via a series of periodic meetings in which one representative from each stakeholder group was formally invited to attend via letter. The direct approach was intended to generate consensus through educational approaches and dialogue.

Construction on the project began in 2001 with the pumps switched on in 2002. The project has been a success, both from a completion standpoint, as well as the long run outcomes. In the short run, Russell did move jobs out of Alexander City, first to Mexico then offshore to China. But Russell continues to make products in Alexander City and maintains 2,200 local jobs. They have also moved their headquarters back to Alexander City from Atlanta.

The other successes have been in four main regions. First, the region is diversifying away from the textile industry; it is increasingly part of the Georgia-Alabama auto corridor as both Hyundai and Kia have located both OEM and Tier One suppliers in the region. Second, county regional development authorities have been able to develop three industrial parks that meet new demand, including parks of 100 acres, 325 acres, and 600 acres that now have full utilities. Third, Russell Land Company owns significant parcels on Lake Martin which is becoming a draw for vacation homes with lots in the range of $600K and up for people leaving the Gulf region due to hurricanes.

Finally, adversaries have become partners. While the coalition surrounding the building of the wastewater treatment pipeline has disbanded, a regional model for collaboration remains in place. New partners have risen to meet the challenges of regional issues.

**Conclusions**

1. Inclusion matters. A proactive campaign of including both supporters and dissenters yielded a coalition that was able to work together and provide a successful outcome. Additionally, a structured program of inclusion, letters, and regular meetings facilitated a successful outcome.

2. Information matters. Regular and honest communication between the mayor and council with stakeholders helped facilitate understanding and consensus.
3. Champions matter. The mayor and council were instrumental in moving this forward. Without their vision and drive, successful resolution was unlikely due to the variety of opinions on the need, viability, and structure of the project.
4. Unexpected outcomes matter. The intent of the project was to retain Russell Athletic jobs and alleviate a negative environmental situation. While some jobs were lost, some were retained. In the end new and unexpected/unplanned development occurred due to the availability of EDA-funded infrastructure.

# Eddyville, IA

**Project Description**

The project consists of the construction of a bio-processing and industrial training facility in Eddyville, Iowa, to house programs to train employees needed by five major bio-processing industries located in the Eddyville Bio-Processing Industrial Complex. This project was a part of an existing industrial cluster. The Iowa Bioprocess Training Center (IBTC) is a $4 million 14,000-square-foot training facility designed to meet the needs of the region's expanding bioprocessing industry. The center offers certificates as well as associate degrees. From 500 to 600 students train at the facility during a typical semester, and the center is now used as an attraction component for new business.

Its private partners include Cargill Inc. which employs 500 to 600 workers, Ajinomoto Food Ingredients, Ajinomoto Heartland LLC, Wacker Chemicals, Alliant Energy, and MidAmerican Energy. All are business partners to IBTC. The Ajinomoto companies use Cargill as a suppler of corn sugar and other products. Cargill Corn Milling plant serves as the hub of this cluster where the business partners transform the by-products of corn into a variety of consumer products through high tech biotechnology processes. Cargill receives 100 percent of its corn from farmers and elevators located in a 100 mile radius.

**Findings**

The success of the project can largely be attributed to the local leadership among the public, private, and educational sectors.

The initial concept for the training center evolved during meetings of the Indian Hills Regional Development Corporation, a three-county development group. Before it was built, Cargill partnered with the Indian Hills Community College (IHCC) in offering classes at its Ottumwa branch for its workers. An advisory committee of the bioprocesses companies was established and remains active in reviewing the facility course offerings.

In 1984-85 the three counties of Monroe, Mahaska, and Oskaloosa formed the tri-county economic development organization to address common infrastructure issues that were harming economic development. These issues included shortcomings with region rail service and roads. Despite having their own economic development organizations, the three counties continue to meet, now under the name of Indian Hills Regional Development. The organization is comprised of 27 members including representatives from eight companies, county and city elected officials, the three economic development organizations, and Indian Hills Community College. Although the persistence of the regional effort is encouraging, the organization does not have any staff, and this has slowed its efforts.

Monroe County where Cargill and the other bio-processing firms are located is unique because the county economic development organization, Albia Industrial Development Corporation, has been staffed by the same individuals for the past 15 years. This has provided a long-term view of economic development, the retention of knowledge, and consistency. It has enabled staff to be aware of industry needs and to develop long-term business contacts. In addition, Monroe County's Board of Supervisors also has long-term tenure. During the interviews, it was stressed that turnover in the economic development efforts in the other two counties has hindered their efforts.

In addition, Albia, a small town in Monroe County approximately 15 miles away from the IBTC, has a strong track record for being awarded EDA funding: for projects in the bio-processing region and three more in the town of Albia itself.

Finally, it is worth noting that the Albia Industrial Development Corporation receives approximately 30 percent of its budget from the county, yet it does not have any governmental representatives on its board. Interestingly, the board lacks representation from the manufacturing sector as well. Instead, the board is populated by representatives from the local financial and utilities sectors. It was brought up during our discussions that the existing board was more effective than membership organizations, such as chambers of commerce, because of the long-standing conflict of interest between low-wage service and retail establishments and manufacturers.

Finally, Indian Hills Community College has had a long-term focus on meeting the needs of local industry, meaning that building and operating the IBTC is clearly within its mission statement.

**Conclusions**

The IBTC project was successful, in part, because of:

1. The longevity of the economic development staff at the Albia Industrial Development Corporation.
2. The independence of Albia Industrial Development Corporation from strong involvement of local government officials.
3. A regional approach that involves the neighboring three counties voluntarily working together.
4. A strong track record of being awarded EDA projects in the past.
5. A strong family-owned or privately-owned business community including Cargill.
6. A community college, Indian Hills Community College, which has a mission of serving the business community.

# Kansas City, MO

**Project Description**

The Kansas City project involved rebuilding sewer infrastructure and removing blight in the Lewis & Clark Redevelopment Region (Brownfield region) in the Central Industrial District (CID) of Kansas City. The goal of the project was to retain existing businesses and create an environment where new businesses would locate. According to local representatives, the project rehabilitated a blighted region, sparked over $100 million in private investment, retained 1,225 jobs, and created at least 303 jobs. Many of those jobs went to low-income residents of the CID.

**Findings**

On July 18, 1998 a major fire at the Sunshine Biscuit building damaged the multi-story facility of Faultless Starch, a family-owned firm with strong ties to Kansas City. Damaged by the fire and burdened by a deteriorated infrastructure, the company began to seriously consider moving out of the city. In fact, it was courted by the state of Kansas who was willing to offer a suitable site at a suburban location on the other side of the river. Moreover, according to the company president, the state of Kansas offered a better financial deal than Kansas City and the state of Missouri. It was only the company's commitment to the city that stopped it from making the move.

In response, Kansas City and its partners acted quickly. Fortunately, the city was already focused on redeveloping inner city industrial sites. Kansas City has thousand of acres of undeveloped Greenfield land and yet has decided to focus on Brown-field redevelopment. In 1995 the city voters approved a one cent increase in the city sales tax specifically for infrastructure improvement. As a result of the vote, the Public Improvement Advisory Committee was established to produce the annual "Green Book", which prioritizes public improvements. To ensure inclusion of a wide range of interests, the committee is comprised of both business leaders and city political leaders. This is important because it set the stage for the city to be concerned and focused on public infrastructure issues facing the city's struggling industry sector.

Equally important, the city created a Brownfield redevelopment position in their economic development department and hired a strong leader for the job. The hiring of a Brownfield coordinator showed the city's commitment. Moreover, the person hired for the position appears to have an excellent ability for developing good working relationships with the companies in the Lewis and Clark development region, especially Faultless Starch, which was instrumental in the success of the project. In short, relationship-building by the city—working through the economic development department and specifically relying on the new Brownfield redevelopment person—ended up being the necessary condition for holding on to a company that had many incentives to disinvest in Kansas City.

Finally, the timing of the project was good because Union Pacific had voiced a willingness to sell its abandoned switching yard. Typically railroads block redevelopment because of their fears of liability issues that can be associated with redevelopment. The sale also effectively opened 36 acres for redevelopment.

**Conclusions**

The major conclusions from the site visit are:

1. The strong commitment from the city and its voters to redevelop its industrial sites and improve infrastructure was key.
2. It is very important to have a major employer, in this case Faultless Starch, who is willing to act as a private sector champion for the project.
3. Having a strong, energetic, and empowered staff person in charge of redevelopment is essential. As one of interviewees stated, "The quality of relationships is more important than the quality of the promised commitments**."** If there is a strong relationship between the private and public sector based on years of knowing each other, then that trumps even formal commitments, which ultimately can be broken.

# Kootenai County/Hayden, ID

**Project Description**

A locally based business coalition in Hayden, Idaho sought EDA funding to expand the capacity of the Coeur d'alene Airport as a driver of the regional economy. The project partners developed a strategy to expand the capacity of the airport, to meet Federal Aviation Administration (FAA) guidelines/requirements and allow the attraction of an anchor tenant at the airport. The mission of the project was to enhance the output of the Airport. The stated goals of the Northside Development Program include:

Enhance the Airport's role as an economic engine
Create and retain employment opportunities
Generate revenues for stakeholders
Capital investment to support the above goals
Expand service region for aviation-related activities

The $15 million development project focused on expanding the capacity of the runway/taxiway and also expanding the campus of the airport. The attraction of Empire Airlines was contingent on the increased capacity of the airport (more take-offs and landings, allowing larger aircraft, etc.), requiring the taxiway, expansion of the airport's development footprint (including a hanger for Empire), and infrastructure access to the new site.

**Findings**

The project had a complex financing profile and issues regarding to the timing of the flow of funds. Project funding came from the City of Hayden, the County, State of Idaho, the FAA, and the Department of Commerce/EDA.

The project was lead by the desire to attract a major private firm to add jobs and business activity in the region. Empire Airlines is a regional carrier for Federal Express, the owner of a maintenance facility that services FedEx planes and other airlines, and a contractor (to FedEx) for the conversion of passenger planes to freight carriers. Empire was looking for a location in the Pacific Northwest to house their headquarters and expand their capacity to service the region.

The City of Hayden provided a grant to finance professional services, a financial analysis, and a needs analysis. The project partners needed to present the City with an adequate cost benefit analysis to continue their "buy-in." The project partners pursued an EDA grant to provide infrastructure to the site, including road access from the state highway, road access onto the expanded Airport campus, water and sewer access to the campus, and aprons from the taxiway to the Empire hanger. EDA monies in the project totaled $5 million over two separate investments.

**Conclusions**

The critical elements of success of the Coeur d'Alene Airport Northside Development Program includes the engagement of the region's dynamic leadership, as represented in the sponsoring coalition, who built support across the local, state, and federal governments, as well as the regional private sector advocacy organizations. Additionally, the ability of the project stakeholders to organize the Airport Program in the short timeframe highlights the quality of the advocacy partnership.

The success was also based on the following attributes:

1. Strong single vision for the Airport project. The inclusion of a single, private party who drives initial project interest —in this case Empire Airlines—again shows the importance of a few key drivers in bringing a project to fruition.
2. Broad funding coalition. Funding and leadership came from a range of local and private sources.
3. Sped-up local government review process. Time was of the essence to get the facility ready for Empire Airlines to move in, while navigating complex aviation and other regulations.
4. Regional consensus supporting the Airport Program and its importance.

# Knox, IN

**Project description**

This project involved construction of a rail spur into the Starke County Industrial Park located in Knox, Indiana. Total cost of the project was approximately $1.6 million, with the majority of the funds of $1,285,600 coming in the form of an EDA Public Works investment. The region is severely economically disadvantaged and therefore is eligible for an 80 percent investment instead of the usual 50 percent. The remaining 20 percent, $321,400, came from four local public and private nonprofit entities: Starke County, the City of Knox, Starke County Development Foundation, and Starke County Civic Development Corporation. The investment created 423 new jobs and generated approximately $65 million of private investment. Additionally, the project relieved traffic congestion where a major thoroughfare was formerly blocked by train-car loading and unloading activities, as well as providing a new level of rail service that could then be used to entice new business activity.

**Findings**

The Knox project investment showed a high degree of commitment from local officials and community leaders in the City of Knox and Starke County, as well as Starke County Development Foundation (a nonprofit organization), and the Norfolk and Southern Railroad. All stakeholders were involved from the beginning, as well as present and committed for a successful investment.

During the case study visit, the project participants expressed the importance of both individual leaders and an inclusive leadership structure in the success of the project. The Starke County Development Foundation took the lead on the project, rallying support from other local entities and taking responsibility for ultimate management of the infrastructure as part of their role in the industrial park. As an organization, they are small and independent with only a few individuals taking leadership roles. This provided efficiency in operation and brought to the project significant knowledge regarding the community.

At the same time, the role of inclusiveness in leadership was also cited as important not only to the success of this project but also to other economic development efforts in the region. Although the day-to-day individual leaders of the organization are few in number and have been involved for a long time period, the board leadership structure is much more dynamic. The Starke County Development Foundation board consists of 23 members plus an additional group of several at large members, which allows for a broad range of participation in the process and buy-in from a wide range of region leaders. Additionally, the board positions are appointees and short-term in nature, which allows the board to quickly shift with changes in the local political structure. The leaders of the Foundation cited this as important for maintaining strong community support, while at the same time, allowing them to maintain continuity in their long-term development plans.

Much of the drive for this project was related to ongoing concerns about the importance of one local employer, Knox Fertilizer Company. The community feared the possibility of ultimately losing the firm if they could not provide the infrastructure and expansion potential necessary to allow the company to grow. Communication between the development foundation, the company, local government officials, and other leaders showed that the proposed rail spur project would be a good fit in addressing multiple local needs. Introducing the rail spur not only benefited Knox Fertilizer, it also fit with the larger economic development goal of enhancing a neighboring industrial park. The rail spur added a unique asset, making the infrastructure of the industrial park desirable for new and existing businesses.

The involvement of multiple stakeholders in the project process was described as a long-term leadership development process involving both the strength of a select few dedicated individual leaders, as well as inclusion and relationship building with a larger group of stakeholders throughout the county. One major stakeholder and financial contributor to the project, the Starke County Civic Development Corporation, is now essentially defunct due to the death of oneof the organization's key leaders. While this illustrates the risk of having a small leadership structure—the development might have faltered if this had occurred during the project—it also shows the power of a few key individuals to support the economic development process.

Project leaders also cited as successful the fit of the project with the needs of the local community. According to the representatives from the Starke County Development Foundation, most of the jobs in the industrial park are well suited to the skill set of the local labor force. Most jobs associated with the development are low-to-moderate in skill level and do not require extensive formal education or training not available in the region. As mentioned earlier, the county is relatively eco-

nomically disadvantaged both in terms of the unemployment rate and income levels; therefore, manufacturing production jobs tend to be both accessible to local workers and sufficient in pay and stability to improve the local standard of living.

At the same time, those interviewed about the project suggested that it took a substantial amount of time, both in terms of the movement of the actual process through the EDA application and approval process, as well as the pre-planning and organization that occurred before the project was even considered. The development of the industrial park and consideration for the addition of rail service all started in some form as early as the mid-1980s. Regional cooperation and development of a leadership structure also took time and resources to develop, with the implementation of a countywide economic development income tax cited as essential for the financial health and stability of these efforts. Also mentioned was the lack of resources for small communities, which eventually helped pull the county together following some attempts to do projects independently by the several small towns and cities in the region

**Conclusions**

The project's success depended upon:

1. The vision of the region's economic development stakeholders in seeing that the railroad spur was part of a larger economic development strategy. While the spur was vital in keeping a major employer, it also enhanced the attraction of the region's industry park and its ability to attract suitable employment opportunities for the region's residents.

2. The long-term leadership in the region's economic development effort. The strength of dedicated individual leaders who had developed a lifetime of relationships and a deep understanding of the region's assets and opportunities was extremely vital for the project. The Starke County Development Foundation project leaders all had significant experience in business and economic development activities in the county and were long-time residents of the region.

# Piketon, OH

**Project Description**

This investment supported an incubator and training program development project. The project was developed through the economic development district's CEDS process. Success was attributed to strong leadership at all levels. Participants worked together to demonstrate that the whole is greater than the sum of the parts.

**Findings**

The impetus for the project began in the mid 1990's as Piketon officials sought to deal with the changing structure of the local economy that had previously included the local uranium enrichment facility. The end of the Cold War ushered in an era of uncertainty for the uranium enrichment facility as its primary role of providing enriched uranium for use in arms production diminished. Ultimately, the facility closed and left officials with approximately 3,800 acres of property at the old nuclear site needing remediation at a cost of $5 to $12 billion over the course of 35 years. Though federal funding is largely responsible for the remediation, the local economy of Pike County and surrounding counties were involved in redevelopment of the facility.

The goal of the development was to provide a mechanism for retraining the existing Piketon workforce formerly employed by the nuclear facility, along with providing space for small businesses. Because of the high level of security clearance needed to enter the nuclear facility, another goal of the incubator was to provide temporary space for workers involved with the remediation of the facility who were awaiting security clearance.

Formal planning for the facility began in 1997 when Piketon officials received a $700,000 grant from the Southern Ohio Development Initiative (SODI) as part of the Community Transition Plan. In need of additional funding, officials also reached out to the Ohio State University (OSU) to secure $900,000. OSU also became an important partner in developing and promoting the facility beyond financial backing, however, as it provided brand name recognition around which advocates of the facility and the community could rally. The $1.6 million in funding provided by OSU and SODI served as the match for the $1.92 million grant from the EDA.

The coalition involved in bringing the incubator to fruition was composed of a broad array of public and private officials from the five counties of Pike, Scioto, Jackson, Adams, and Ross. Additionally, the Ohio Valley Regional Development Commission (OVRDC) listed the project as a priority in its annual economic development strategy. All interviewees noted the strong level of cooperation that existed between county officials, and specifically noted the great deal of support provided by Ohio EDA representative.

The project took five years from the initial grant phase to the time of completion in early 2005. Although small hurdles were encountered along the way, the incubator development went smoothly with tenants moving in by April 2005. Though OSU has been highly supportive in partnering with Piketon officials to develop the incubator, the officials are, for the most part, uninvolved in the day-to-day operations. This function is left largely to the incubator's director with input from the 15 member board of operations committee. Honeywell is among the larger firms associated with the uranium facility remediation that occupy the incubator. There are also smaller firms, such as an orthodontist's office and dental hygienist training facility, and a privately run Tupperware business and training office.

**Conclusions**

The Piketon, Ohio project offers several lessons:

1. Creative reuse of a facility is difficult; however, even sites with substantial hazards or downsides can be turned into economic assets with leadership and planning.
2. The involvement of an established leader—in this case Ohio State—can add an assurance of success or legitimacy for other supporters to rally around.
3. Project success can take multiple forms over time. The Piketon project succeeds in multiple ways by reusing part of a unique facility, supporting the activities necessary for remediation of the larger site, and planting the seeds of future entrepreneurial development in the region. It is this cumulative effect that makes the project exceptional.

# Shorter, AL

**Project Description**

The corridor between Atlanta and Birmingham has seen significant growth in Korean auto industry plants, first from Hyundai and more recently from Kia. With this growth in OEMs has spurred growth in the supply chain within the region. This project created sewer infrastructure for a plant which makes parts for Hyundai using a "just in sequence" approach. In this method, each subassembly is destined to be placed on a specific unit and needs to be supplied to the assembly line at just the right moment.

This was the first industrial project for the town and was placed on the site of a former cotton field. In this region of Alabama most towns and many counties do not employ economic development professionals. This was the situation in Shorter; however, Shorter did have visionaries with the mayor, council and town clerk (also acting as an economic developer) who were able to lead this project. The vision for this project came from the need to create jobs and offer choices.

In 2002, the company looked at 15 sites in Alabama, two in Georgia and two in Mississippi. In December 2002, the company signed an agreement with Shorter. This was followed by a February 2003 announcement. Finally, the plant opened in October 2004. The plant is currently expanding to bring radiator construction from Korea to the facility, which should allow the company to have better control of costs and supply issues.

**Findings**

After conducting research, Shorter developed a marketing message of "we're neutral, not bad and not good." The plant location project came from the state and the regional MPO. The state of Alabama has a commitment to attracting the auto industry—they want assembly, not smokestacks and chemicals. The state set the tone and provided many opportunities to show the land which is right off an interstate interchange.

Shorter was able to identify a champion in their town clerk. Under this person's leadership, Shorter was able to develop a sophisticated city comprehensive plan that served as a marketing tool in attracting the company. He was able to work with the mayor and council to collaborate on the project while keeping it on a low profile basis within council meetings. There was a "trust" relationship between parties in the process which allowed some questions to go unasked and so unanswered in public forums. Local officials did not place the reelection hopes on jobs and revenue outcomes from this project. One important thing to note is that in many site selection processes, confidentiality between the company and the community is paramount; that confidence was held in the case of Shorter.

The company reported a sense of community with Shorter. While the state and EDA were able to fully fund the infrastructure project, the company didn't ask the small town of Shorter, which is home to a relatively low-income population, to provide benefits greater than what it could afford. EDA funding was essential for providing water, sewer, and road infrastructure, as well as land acquisition. Shorter needed to annex the property since it wasn't in the town prior to the project. With this development, and as is often the case with new rural development, other infrastructure such as public safety services were inadequate and needed to be developed to service growth and development.

As noted earlier, the timelines of the project were relatively tight and thus needed the support of the regional MPO in grant writing. Phase I and II environmental impact assessments including wetlands and archeological studies were paid for by the city council. The cost of around $40,000 for these assessments was difficult for the town to fund. The engineering and bidding process for the facility took around five months to complete. Participants noted that it would be good if all of the engineering, assessments and bids could be worked on concurrently.

**Conclusions**

1. Champions matter. In this case the town clerk was an energized visionary. He created a comprehensive plan that showed the quality of the city in discussions with the company.
2. Visions matter. The town decided it could do things differently than in the past or from what might be currently expected.
3. Partners' goals matter. The council and mayor didn't get reelected based on outcomes of this project (at least initially). Their interest was in seeing the project through and not taking individual credit for its success. Local actors and stakeholders knew that not everyone could be "inside the tent" or at the table.

4. With trust among parties in place, communication could take place on as needed basis. In this case there appeared to be enough trust between parties so that a sufficient amount of openness around the project could be achieved without compromising confidentiality.
5. A single point of contact for speaking with authority is essential. This was important to help the primarily African American community in dealing with a Korean transplant company. Finally, this point of contact was essential to working within a relatively close-knit community and within a community that has faith.
6. Finally, common goals are key. The state, the MPO, the county, and the city all had a goal of locating this plant here.

# Spokane, WA (Case 1 of 2)

**Project Description**

This project involved a $3 million investment in the Spokane Intercollegiate Regional Technology Institute (SIRTI) Technology Center. The intent of the center is to create an incubator for new emerging or expanding technology-based companies. According to documents provided by SIRTI, leasable space measured 40,000 square feet, and the incubator provides services to 50 active clients, with 23 of them located on the campus.

**Findings**

Unlike other parts of Pacific Northwest, Spokane in eastern Washington was not part of the tech boom seen in other parts of the region, such as Seattle, Washington and Portland, Oregon. The eastern Washington region needed to be more catalytic in its approach to generating technology-related businesses. The mission of the SIRTI has been to grow and develop technology firms in the eastern Washington region.

Ten years ago, leadership in the region realized that they needed to transition from a natural resources economy to one engaged in the knowledge economy. In 1987, universities in eastern Washington began a consortium with the intent that regionally-based innovation and technology could be commercialized. Since then, the region has successfully collaborated to obtain funding for multiple projects. For example, in 1997 they got their first EDA investment, and a second investment occurred in 1998.

The focuses of technologies at SIRTI are centered on energy and the environment, homeland security, health care, and value-added agriculture. The additional focus of the incubator is to move establishments into commercial space.

It is worth noting that it took more than the university consortium to move development efforts forward in Spokane. While Washington State University had the land for the center, it took a strong interest from multiple parties to bring the center together. The project involved private citizens, as well as local family-based foundations to generate the necessary interest.

**Conclusions**

This project was successful, in part, because:

1. It achieved buy-in from many levels of the public sector tied into a strong relationship with the private sector. Prior to the project, the region was frustrated with the response from the state; however, with collaborative efforts they were able to get a funding line item from the state budget. Over time, they developed a high level of regional collaboration on all matters related to state and federal funding.

2. Strong commitment from local businesses, especially the regional financial sector.

3. The willingness of the private sector, notably Washington Trust Bank, to equally match the $3 million in EDA funds. The bank is 106 years old, and the private sector investment people recognized that they needed to support change in the region with hard dollars. This is a prime example of a major private sector leadership commitment to the region.

# Spokane, WA (Case 2 of 2)

**Project Description**

As with many regions, the ability of innovative and start-up companies to acquire start-up funding is often difficult to impossible. To help meet the needs of the emerging technology-based entrepreneurs, the Spokane Intercollegiate Regional Technology Institute (SIRTI) developed a $3 million revolving loan fund (RLF) to make loans to companies with "limited or no access to conventional bank financing." The fund is available only to companies within the region, which includes the 10 counties of eastern Washington. EDA supplied $1.46 million in funds to SIRTI in 2004 for the RLF with matching dollars provided by the Business Development Corporation of Eastern Washington (BDC). The BDC is an "an investment consortium of community and regional banks and businesses." Together EDA and the BDC were able to put $3 million dollars into technology companies with loans from $50,000 to $500,000.

**Findings**

The Spokane region had not been generally successful in securing either venture capital funding or angel investors. A regional collaboration was created to meet these needs through a revolving loan fund. The RLF required that recipients supply a one-to-one match from granted funds for a maximum term of five years.

SIRTI had already established a partnership with the EDA when developing the SIRTI Technology Center. As noted in the Technology Center case study, the state of Washington had generally not been as responsive to technology companies in regions outside of the Puget Sound and Seattle region, as it had been to those in the Puget Sound region. With the prior development of the Technology Center, collaborations with federal, state, university, philanthropic, and business entities were successfully created. When the efforts to create the RLF began, all the actors who needed to be involved, including state and local actors and regional EDA representatives, were known to each other and their relationships were trusted.

As part of the development process, it was perceived that the regional EDA administration in Seattle was flexible in its approach. This yielded a grant for the RLF of $1.46 million, which was significantly higher than the more typical (at least believed by participants to be more typical) EDA funding of $300,000 to $500,000. Participants thought that the higher award was also based on the fact that a successful team, SIRTI and its state and business partners, was already in place and that they were already supporting technology development in the region.

While the recipients had been denied traditional funding, the BDC required a rigorous course of due diligence to qualify the company. This is due to the inclusion of lenders within the makeup of the BDC, as well as the use of private monies from member banks. The first loan was made in 2007. This was made from 40 interested parties, which filtered down to 15 qualified, with four making application and, as noted, only one (as of the focus group) receiving funding. The group did note that not every referral would lead to becoming a tenant of SIRTI or turn out to be ready for this type of funding.

**Conclusions**

1. A "beaten path approach" is one route to success. In this case EDA and the state and regional partners had worked together on prior projects so the way to success was known. Since the partners knew each other, there was a high level of trust that allowed for more flexibility in creating the program.
2. Strong participation from the lending community of 10 banks allowed a strong pool to match the EDA's loan dollars. This also allowed regional risk sharing on the part of a large group of banks rather than the burden being placed on a few lenders and/or regional philanthropic activities.
3. A widespread collaboration was in place which made this successful. There was agreement within the group—federal, state, local ED, business, and philanthropic interests—that this was a necessary project to meet the needs of emerging technology companies.

# Taunton, MA

**Project Description**

The Taunton, MA project involved funding Phase III construction of infrastructure to access an additional 82 acres of industrial-zoned land in the Myles Standish Industrial Park. Improvements included water and sewer lines, drainage, utility conduit, lighting, landscaping, and related appurtenances. This project was recommended as a success due to its strong organizational leadership, strong marketing plan and outreach, and the use of long-term planning. Additionally, the staff involved in the project were experienced and had long-term tenure.

The Myles Standish Industrial Park is an 807 acre site in southeast Massachusetts, in the City of Taunton. The park has attracted over 93 companies with 7,400 employees in over 5.5 million square feet of space. The companies are distributed in three main industrial sectors, distribution (32 companies), manufacturing (23 companies), and services (38 companies).

In June 1974, the State of Massachusetts deeded 437 acres to the City of Taunton. Taunton's acquisition of the property was to facilitate industrial development in the city. A year earlier, the Taunton Development Corporation (TDC) was created to manage and market the Myles Standish Industrial Park (Park). In late 1977, Phase I of the park was completed and ready for marketing. In the early 1980's, I-495 was completed and increased the ease of access to the park. Its impact on the park was catalytic. By the mid 1980's, the TDC was pursuing additional land to expand the ark.

Phase II of the park was created, in 1995, with the acquisition of 218 acres. Phase III was initiated with the acquisition of 154 acres. All of the property acquisition was aided by the efforts of members of the state legislature. The subsequent expansion of the ark has required the purchase of land from the state.

EDA monies have played a vital role in developing the site infrastructure for each phase of the park. Investments from EDA financed the installation of roads, opening the site to prospective companies, as well as high capacity water and sewer lines.

**Findings**

The development of the park was guided by a body of leadership that remained in place for several decades, from local business leadership to local and state political leadership. The key leadership of the Taunton Industrial Development Commission and the Taunton Development Corporation also remained in place. This has allowed the park development strategy to be continuous and consistent. They have kept the same course as developed in the 1970's, and moved forward while expanding their realm of influence.

The park's stakeholders including Richard Shafer, Executive Director of the TDC, Joseph I. Quinn, President of the TDC, the mayor of Taunton, and the local state senator provided information and data on the history, strategy, operations, and future plans for the park. The meetings with the stakeholders provided insight into the dynamic leadership and vision for the park. The leadership team served as the training ground for public leadership, taking local mayors and staff and training them for larger roles in the public realm.

The continuity of the TDC's leadership team has made a significant contribution to the success of the park. The TDC increased its capacity over its nearly 35 years of operation, bolstering the organizational tools and knowledge. The public and private sector leaders worked toward the implementation of the vision and operation of the park.

**Conclusions**

1. I-495 completion was a major factor in the growth and success of the park. Although to some degree this can be seen as an outside factor, it required leadership both to facilitate the highway project through state and federal hurdles, as well as local leadership to ensure local industrial development could take advantage of the transportation net work.
2. The strong and enduring leadership team was key to making the project work. Not every organization can maintain focus for such a long period of time.
3. Access to public capital. Financing the project with limited local and private sources would not have been possible.
4. Reduced "red tape" is the result of collaboration at multiple levels.
5. State land grants were the source of opportunity for the project.

# Youngstown, OH

**Project Description**

The Youngstown project entailed infrastructure construction for development of a 50-acre industrial park adjacent to the Youngstown-Warren Ohio Regional airport. The project has suffered due to both a declining regional economy and the underutilization of the airport. The local leadership and a lack of support for economic development were also cited as contributing to this project failing to meet expectations.

**Findings**

The local planning commission partnered with the port authority and the chamber of commerce to garner EDA funding and the required match. Funds were used for infrastructure improvements of water, sewer, and an interchange to allow freeway access to undeveloped property surrounding the airport. The intended goal of the three partners was to spur development on airport property with these improvements in hope of attracting new businesses.

A 50-acre site was identified and noted as an industrial park site for the EDA grant, and infrastructure improvements were made to the site. No companies have yet located on the project site, however, a few companies have located on airport property surrounding this site and infrastructure improvements were expanded from the 50-acre site location to accommodate these companies. The Planning Commission feels that the EDA project was the impetus for development to the property surrounding the airport; that without the development of the 50-acre site, new companies would not have located nearby due to the cost of making the water, sewer, and road improvements.

The key factor here is leadership. The leadership (partnership) dissipated after the site was developed. Additionally, there was a lack of foresight in marketing the site or developing a strategy for occupancy of the property once developed. This has left the industrial park vacant and limited the impact of the EDA investment. At best, the project did reduce costs for the limited development that has occurred on the airport grounds. Overall, however, the entire facility is severely underutilized.

**Conclusions**

The project success was limited by

1. Instability in the staffing in the region's economic development effort. There has been a transition in economic development activities in this region since the development of this project, and only one individual from the original three partners still remains involved. All others have transitioned to other jobs or relocated elsewhere.

2. There was no involvement or commitment from any private entity for this project.

3. A regional approach was lacking. While the project was regional in the sense that it involved an airport serving two counties and the three partners involved regional representation, missing was stakeholder representation from the private sector.

4. The group came together only for the purpose of the EDA project and only sought funds through a state grant for the EDA match. There was no leveraging of private funds for the project.

5. Once the project was complete, the coalition broke down. The chamber purchased airport property, expanded the infrastructure improvements from the EDA project site to its property, and marketed its site as a prime economic development opportunity. The port authority supported the chamber in its efforts and helps to market both the chamber site and the EDA project site. Essentially, local entities began competing against the recently completed project, ensuring its failure.