

LANE COUNTY, OR Eugene



Lane County is located in western Oregon along the Pacific coastline. The county itself has a total area of 4,620 square miles, making it one of the largest counties studied for MCOFuture. Apart from the urban areas of Eugene and Springfield, almost 90% of the county is comprised of forestland. **Eugene** is the county seat and second largest city in Oregon. Lane County is known for its **logging industry** and manufacturing of lumber and wood products. In addition, the **University of Oregon** is located in Eugene and enrolls close to 20,000 students. As required by State law, Eugene has **Urban Growth Boundaries** which reduce the amount of available land for development. Some interviewees believed the boundaries were a barrier to market expansion, while others felt small businesses inside the boundaries lessened the blow of the recession. Other factors include the **Lane Workforce Partnership**, the **Lane Council of Governments**, and the **IT industry**.

LEHIGH COUNTY, PA Allentown



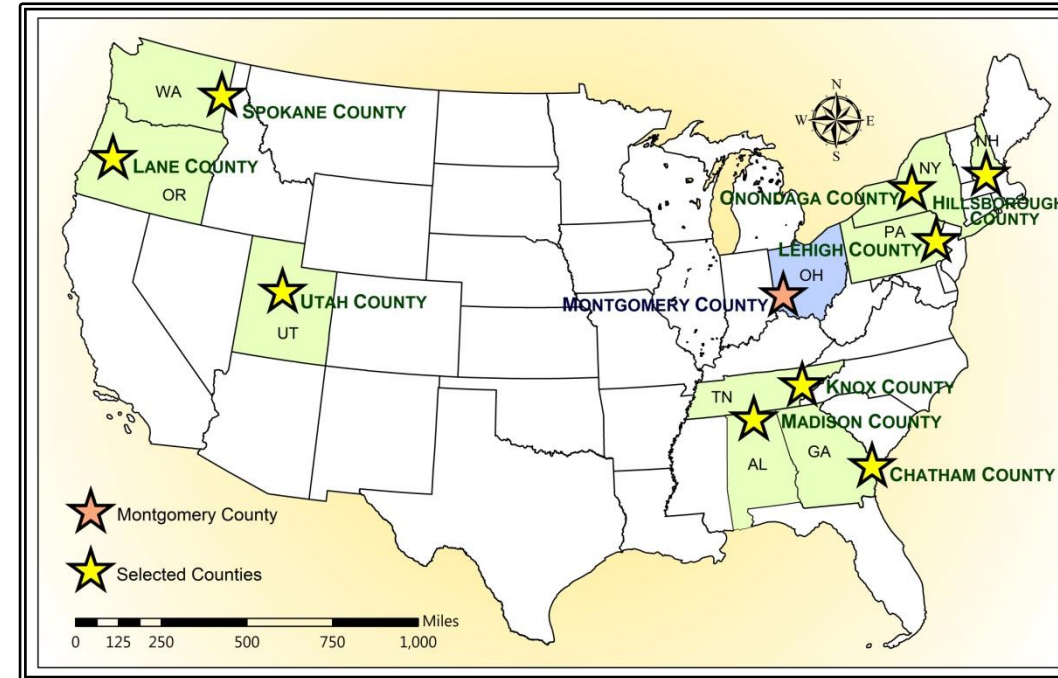
Lehigh County is located in eastern Pennsylvania within a two hour drive to either Philadelphia or New York City. The county seat is **Allentown**. The "**Lehigh Valley**" region spans two counties, including Northampton County and the Cities of Bethlehem and Easton. Once a steel manufacturing center, the region experienced a crash in the 1970s and 1980s which resulted in a restructured economy centered on **small businesses**. The economy has since diversified, with governments taking a proactive approach toward health care, high-tech, chemical, and utility industries. Allentown is home to two Fortune 500 companies and several higher education institutions. Regionalism is strong in Lehigh County and the business community is a driving force. The **LVEDC** and **LVP** represent private leadership. Though some competition does exist between Cities, when big companies are involved they will usually work together. A **Congress of Governments** also helps connect municipal governments with the County government.

MADISON COUNTY, AL Huntsville



Madison County is located in northern Alabama, and includes the City of **Huntsville** as its county seat. The county directly borders Tennessee to the north, as well as the Tennessee River to the south. Huntsville's nickname is "Rocket City" due to its connections with Werner Von Braun and NASA. Madison County has many assets, including **Redstone Arsenal** (home to Marshall Space Flight Center and the US Army Aviation and Missile Command), as well as **Cummings Research Park** (the second largest research park in the country). The research park is well integrated with Redstone Arsenal and the **University of Alabama in Huntsville**, which acts as an anchor for the park. These assets have attracted a well-educated workforce into the County. Local governments work well together. There are some shared services between cities, including parks and jails. Local governments also collaborate under **TARCOG**, which brings them together with Federal agencies to work together on regional issues, opportunities, and challenges.

Formulas for Success: Counties Similar to Us



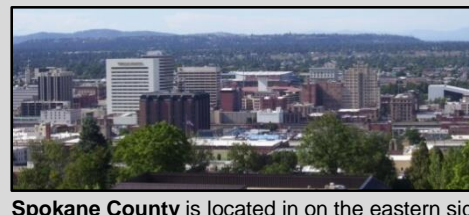
The project team identified nine counties that grew and developed wealth during the last decade at a higher rate than other mid-sized central counties. The project team first identified counties with populations ranging from 250,000 to 1,000,000 in 2010. Next, suburban counties and state capital counties were deleted from the list. The team used regression analysis to predict expected performance on four criterion: **population growth** (attractiveness), **unemployment rate** (economic performance), **medium home value** (wealth), and **poverty** (equity). The project identified and examined nine counties that performed better than expected and had similar social and economic characteristics to Montgomery County.

ONONDAGA COUNTY, NY Syracuse



Onondaga County is located in central New York State and includes **Syracuse** as its county seat. Once a major hub of manufacturing activity, the Syracuse region is now recognized by the New York State Department of Labor "as one of the most **diversified** metropolitan economies in the State." While manufacturing remains significant to the local market, the **service industry** is experiencing record growth, including call centers, finance, education services, and retail trade. The **CenterState Corporation for Economic Opportunity** is a business leadership and economic development organization that provides services to a twelve county region, including Onondaga. Agreements are in place to prevent some "poaching" between cities and counties. The State Governor's office plays an active role in economic development. One interviewee believed that **leadership turnover** in the political, civic, and business sectors has brought more creative input and a renewed sense of possibility to the region.

SPOKANE COUNTY, WA Spokane



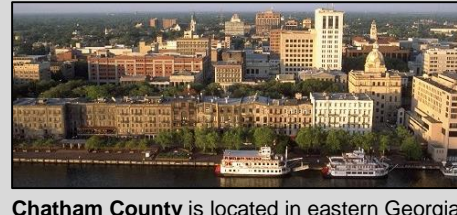
Spokane County is located in on the eastern side of Washington and borders Idaho directly to the east. The county seat and largest city is **Spokane**, which previously hosted the 1974 World's Fair. Altogether the region serves as a metropolitan heart of **retail, cultural, educational, and governmental activities** for the Inland Northwest. Previously limited to a few industrial sectors, including aluminum production and railroad transportation, Spokane County's economy has since diversified to cover a variety of sectors. **Fairchild Air Force Base** provides jobs in military and defense. Several large universities are also in the area, including **Washington State** and **Eastern Washington**. Interviewees mentioned that a more competitive atmosphere exists between Spokane and neighboring communities in Idaho than between individual communities in Spokane County. **Greater Spokane Incorporated** (GSI) serves as a combined Chamber and economic development council for the entire Spokane County region.

UTAH COUNTY, UT Provo



Utah County is located in central Utah, just south of the Salt Lake City region. The county seat and largest city is **Provo**. Once a region heavily reliant on large manufacturers such as Geneva Steel, Utah County has since transformed itself into a **technology and software mecca** based around both small and large companies. The area has gained a reputation as the nation's second "Silicon Valley," attracting companies such as Microsoft and Adobe. Interviewees consistently mentioned local entrepreneurial spirit as a key factor in the region's success. Institutions such as **Brigham Young University** and **Utah Valley University** provide higher education to over 60,000 students, with the latter playing an active role in regard to workforce development. Leadership is a cumulative effort of city, county, and state governments working with the private sector. Cities do compete for retail sales taxes, though they do convene informally on a monthly basis to collaborate on regional matters.

CHATHAM COUNTY, GA Savannah



Chatham County is located in eastern Georgia on the Atlantic coastline, and includes the historic city of **Savannah** as its county seat and largest city. Widely considered the first "planned city" in America, Savannah and Chatham County boast an economy centered on tourism, healthcare, and manufacturing industries. Top employers in the area include **Gulfstream Aerospace** (business aircraft manufacturer), **Fort Stewart/Hunter Army Airfield**, and **Mitsubishi Power Systems** (gas turbines). There are two major hospital networks in the County. The **Port of Savannah** acts as an economic growth engine, with the **Savannah Economic Development Authority** (SEDA) responsible for recruiting new international companies to the region. In addition, Chatham County is home to multiple higher education institutions including the **Savannah College of Art and Design** and **Armstrong Atlantic State University**. Workforce training programs such as **Georgia Quick Start** also encourage economic growth in the region.

HILLSBOROUGH COUNTY, NH Manchester/Nashua



Hillsborough County is located in southern New Hampshire, less than an hour drive from Boston to the south. **Manchester** and **Nashua** serve as two major urban centers, with Manchester being the largest. The rest of the County is divided into **towns**, which are all separate units of government. Interviewees reported that most cities work independently from one another, and tend not to share services across municipal boundaries. The culture of the county was described by area leaders as more "Libertarian," promoting **small, independent, and limited government**. In addition, the economy of New Hampshire was noted as being driven by **small businesses** since the closure of large fabric mills in the 1960s and 1970s. The region has reinvented itself, focusing on the service and information sector. Population growth is explained by the region's proximity to Boston, as well as substantial immigration trends.

KNOX COUNTY, TN Knoxville



Knox County is located in eastern Tennessee within an hour drive of Great Smoky Mountains National Park. **Knoxville**, the county seat, was the host of the 1982 World's Fair which has had a lasting impact on the city. The region has many assets, the most significant of which are **Oak Ridge National Laboratory** (the Department of Energy's largest research lab), the **Tennessee Valley Authority** (TVA), and the **University of Tennessee's** main campus in Knoxville. The presence of these assets in Knoxville attracts other research-based companies and provides steady employment. **Innovation Valley**, backed by private investors, serves as a recruiting arm for new businesses. The County and Cities also came together to follow a strict "no-poaching" agreement on local business.

COUNTIES	PERFORMANCE INDICATORS				FORMULAS FOR SUCCESS				
	Population Growth	Unemployment	Median Home Value	Poverty	Educational Attainment	Economic Diversity	Attitudes/Natural Advantages	Coordination, Collaboration and Cooperation	Tax Climate
AVERAGE (All 132 Counties)	+11.1%	+4.1%	+24.1%	+3.86%	32.7% / 24.3% (Assoc. Deg. or Higher / Bach. Deg. or Higher)				
Chatham	2000: 232,347 +14.1% 2010: 265,128	2000: 3.5% +5.2% 2011: 8.7%	2000: \$118,357 +58.3% 2009: \$187,400	2000: 3.5% +15.8% 2010: 19.3%	36.5% / 28.9% Associate's Degree: 7.6% Bachelor's Degree: 18.8% Graduate Degree: 10.1%	Several Large Employers Many Small Businesses Prominent Employment Sectors: Aerospace, Aviation & Defense; Health; Business/Financial Services; Biomedical Sciences	Historic District (Tourism Industry) Moderate Climate Port of Savannah Hunter Army Airfield	Strong Business Leadership County and City work well together Some shared services between jurisdictions Universities are active and engaged in the community	Right-to-Work State Individual Income Tax: 6% Corporate Income Tax: 6% Sales Tax: 4%
Hillsborough	2000: 380,843 +5.2% 2010: 400,721	2000: 2.6% +2.4% 2011: 5.0%	2000: \$173,299 +51.4% 2009: \$262,400	2000: 2.6% +4.5% 2010: 7.1%	44.0% / 34.6% Associate's Degree: 9.4% Bachelor's Degree: 22.5% Graduate Degree: 12.1%	Small Business Driven Prominent Employment Sectors: Business/Financial Services; Health; Biomedical Sciences; Energy	Proximity to Boston Vacation Destination Limited Government	Independent Cities/Towns Competition for Businesses State Oversees County Budget Collaboration with Universities Innovative Private Sector: DEKA Corp.	Individual Income Tax: 5% (interest and dividend income only) Corporate Income Tax: 8.5% Sales Tax: None
Knox	2000: 382,033 +41.4% 2010: 432,226	2000: 3.2% +4.2% 2011: 7.4%	2000: \$122,717 +27.5% 2009: 156,500	2000: 12.6% +1.1% 2010: 13.7%	41.1% / 33.8% Associate's Degree: 7.3% Bachelor's Degree: 21.5% Graduate Degree: 12.3%	Small Business Driven Prominent Employment Sectors: Business/Financial Services; Health; Biomedical Sciences; Information Technology	Oak Ridge National Laboratory Tennessee Valley Authority (TVA) Innovation Valley Moderate Climate Affordable Cost of Living Scenic Landscape/Smoky Mountains	Diverse Leadership: Cumulative Effort of Public and Private Sector Strong Sense of Regionalism Strong Informal Leadership Collaboration between Cities	Right-to-Work State Individual Income Tax: 6% (interest and dividend income only) Corporate Income Tax: 6.5% Sales Tax: 7%
Lane	2000: 322,979 +44.4% 2010: 349,497	2000: 5.4% +3.5% 2011: 8.9%	2000: \$175,666 +32.1% 2009: \$232,100	2000: 5.4% +13.9% 2010: 19.3%	36.3% / 27.7% Associate's Degree: 8.6% Bachelor's Degree: 16.7% Graduate Degree: 11.0%	Small Business Driven Prominent Employment Sectors: Business/Financial Services; Health; Biomedical Sciences; Energy	Moderate Climate Affordable Cost of Living Natural Environment Coastal Ports	Collaborative Local Governments State Involvement (RSC) Private Sector not as visible Regional Prosperity Plan	Individual Income Tax: 9.9% Corporate Income Tax: 7.6% Sales Tax: None
Lehigh	2000: 312,090 +12% 2010: 349,497	2000: 3.7% +4.7% 2011: 8.4%	2000: \$141,530 +46.5% 2009: \$207,300	2000: 9.3% +4.4% 2010: 13.7%	35.4% / 27.1% Associate's Degree: 8.3% Bachelor's Degree: 16.3% Graduate Degree: 10.8%	Small Business Driven Prominent Employment Sectors: Health; Business/Financial Services; Biomedical Sciences; Arts/Entertainment	Proximity to Philadelphia and NYC Natural Environment Foreign Trade Zone Affordable Cost of Living	Strong Sense of Regionalism County-Wide Congress of Governments Lehigh Valley Economic Development Corporation (LVEDC) Lehigh Valley Partnership (LVP) Competition between Cities for Businesses Collaboration Increasing	Individual Income Tax: 3.07% Corporate Income Tax: 9.99% Sales Tax: 6%
Madison	2000: 276,952 +20.9% 2010: 334,811	2000: 3.1% +4.8% 2011: 7.9%	2000: \$128,697 +24.9% 2009: \$160,800	2000: 10.5% +2.2% 2010: 12.7%	44.1% / 37.4% Associate's Degree: 6.7% Bachelor's Degree: 23.9% Graduate Degree: 13.5%	Several Large Employers Many Small Businesses Prominent Employment Sectors: Aerospace, Aviation & Defense; Business/Financial Services; Information Technology, Energy	Moderate Climate Affordable Cost of Living Redstone Arsenal Army Base Marshall Space Flight Center US Space & Rocket Center Cummings Research Park	Collaboration between County and Chamber of Commerce Cities share some services Top of Alabama Regional Council of Governments (TARCOG) Huntsville Regional Economic Growth Initiative (HREGI)	Right-to-Work State Individual Income Tax: 5% Corporate Income Tax: 6.5% Sales Tax: 4%
Onondaga	2000: 458,336 +1.9% 2010: 467,026	2000: 3.5% +3.7% 2011: 7.2%	2000: \$84,900 +48.5% 2009: \$126,100	2000: 3.5% +10.7% 2010: 14.2%	43.3% / 32.1% Associate's Degree: 11.2% Bachelor's Degree: 18.3% Graduate Degree: 13.8%	Prominent Employment Sectors: Business/Financial Services; Health; Biomedical Sciences; Energy	Proximity to Major East Coast Cities (350 mile radius) Natural Environment World-Class Health Care Syracuse University Research Park	CenterState CEO (CEO Roundtable merged with a 12-County Chamber of Commerce) Central Upstate Regional Alliance	Individual Income Tax: 8.82% Corporate Income Tax: 7.1% Sales Tax: 7%
Spokane	2000: 417,939 +12.7% 2010: 471,221	2000: 5.2% +3.6% 2011: 8.8%	2000: \$141,031 +37.2% 2009: \$193,500	2000: 5.2% +9.1% 2010: 14.3%	39.6% / 27.9% Associate's Degree: 11.7% Bachelor's Degree: 17.8% Graduate Degree: 10.1%	Prominent Employment Sectors: Health; Business/Financial Services; Biomedical Sciences; Aerospace, Aviation & Defense	Affordable Cost of Living Natural Environment Lasting Effects of 1979 World's Fair Fairchild Air Force Base	Greater Spokane Incorporated Innovate Washington	Individual Income Tax: None Corporate Income Tax: None Sales Tax: 6.5%
Utah	2000: 368,540 +40.2% 2010: 516,564	2000: 2.9% +4.6% 2011: 7.5%	2000: \$194,852 +22.6% 2009: \$238,800	2000: 2.9% +11.7% 2010: 14.6%	46.6% / 35.5% Associate's Degree: 11.1% Bachelor's Degree: 24.6% Graduate Degree: 10.9%	Small Business Driven Prominent Employment Sectors: Business/Financial Services; Education; Information Technology; Health	Affordable Cost of Living Natural Environment Proximity to Salt Lake City Entrepreneurial Spirit/Culture	Diverse Leadership: Cumulative Effort of Public and Private Sector Independent Cities Competition for Retail Sales Tax Universities play an active role in workforce development and entrepreneurial assistance.	Right-to-Work State Individual Income Tax: 5% Corporate Income Tax: 5% Sales Tax: 5.95%