



**An Economic and Workforce Development Comparison Study
Of Southwestern Illinois**

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I. Introduction and Overview of the Study

As employers and employees have seen rapid shifts in the demand for products and the use of technology in the production process, the demands on local governments to provide potential employers a well-trained and prepared workforce have increased. The purpose of this study is to examine other multi-state metropolitan areas to provide a benchmark against which the Southwestern Illinois Study Area (SISA) can be compared. Specifically, this study addresses a number of areas: economic climate, characteristics of the workforce, and changes in the demographics of the workforce between 2000 and 2007.

II. Comparison Groups

This study uses five multi-state metropolitan areas (MSAs) concentrated in the Central U.S. for comparison. In 2007, the St. Louis MSA was ranked 18th in terms of size.¹ The St. Louis MSA comprises counties in both Missouri and Illinois. This poses a unique challenge to leaders in the Illinois portion of the MSA in that businesses considering locating in the area have a relatively short distance to travel in order to reach another state with a different set of rules and workforce incentives. In order to make the comparisons meaningful, MSAs used in determining the benchmarks will have characteristics similar to St. Louis. The five areas chosen for this study are listed in the table below.

Table 1
Comparison Metropolitan Statistical Areas

MSA	States Included	2007 Population (Approximate)	MSA Ranking (By population)
Minneapolis-St. Paul – Bloomington	MN & WI	3.0 million	16 th
St. Louis	MO & IL	2.8 million	18th
Cincinnati - Middleton	OH, IN, KY	2.0 million	24 th
Kansas City	MO & KS	1.8 Million	29 th
Memphis	TN,MS,AR	1.2 million	41 st
Louisville-Jefferson County	KY & IN	1.2 million	42 nd

This report is organized as follows. The current economic situation and workforce demographics of the St. Louis MSA and the seven county study area are described in section one. Section two will then

¹ U.S. Bureau of the Census

examine economic and demographic climates and changes among the six MSAs. Section three will present summaries of phone interviews with local economic development directors from the comparison regions and provide some additional economic data for each region. Detailed economic data are then provided in the Appendix.

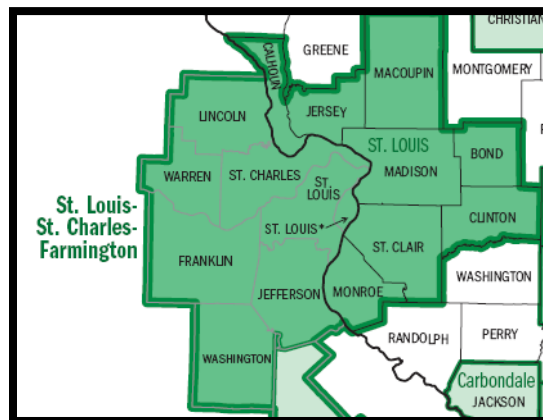
II. Current Economic and Demographic Climate

In order to make a meaningful comparison to other areas, we initially examine the economic and demographic climate of the St. Louis SMSA (STLMSA) and the seven-county Southwestern Illinois study area (SISA).

A. St. Louis MSA

The St. Louis MSA is composed of approximately 9,000 square miles and is divided by the Mississippi River. There are sixteen counties in the MSA, eight in Missouri and eight in Illinois. While the number of counties is evenly split, the population and employment numbers heavily favor the Missouri side of the river. The current population of the STLMSA is approximately 2.8 million people with approximately 2.1 million residing in Missouri.²

Figure #1
St. Louis MSA



Source: US Bureau of the Census,
http://ftp2.census.gov/geo/maps/metroarea/stcbsa_pg/Nov2004/cbsa2004_WI.pdf

² <http://www.census.gov/compendia/smadb/TableB-01.pdf>

Table #2
Counties in the St. Louis MSA

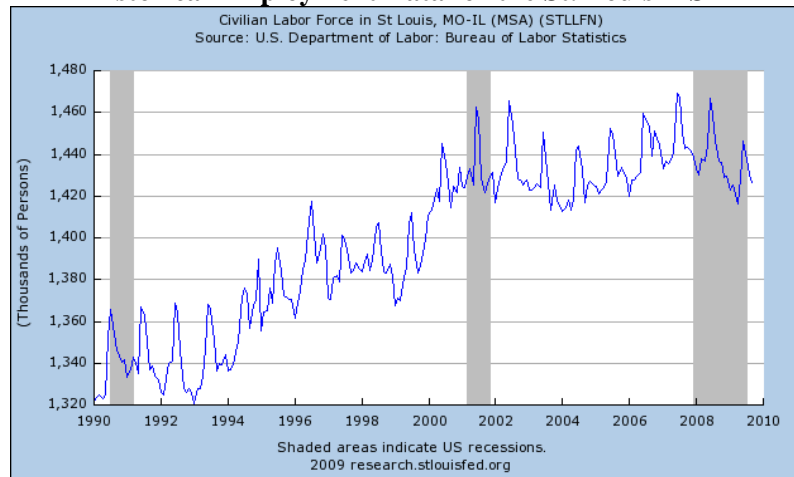
Illinois	Missouri
Bond County	Franklin County
Calhoun County	Jefferson County
Clinton County	Lincoln County
Macoupin County	St. Charles County
Jersey County	St. Louis city
Madison County	St. Louis County
Monroe County	Warren County
St. Clair County	Washington County

Source: <http://www.whitehouse.gov/omb/bulletins/fy2008/b08-01.pdf>

I. Employment

There are approximately 1.426 million people that work in the SMSA. Less than 20%, about 243,000 work in Illinois.³ As one can see from the chart below, the employment in the SMA has closely followed the national pattern, generally trending up until 2008 when it dropped off precipitously and as of yet has not returned to its pre-recession level.

Figure #1
Historical Employment Data for the St. Louis MSA



Source: St. Louis Federal Reserve

³ <http://www.ides.state.il.us/economy/laus.pdf>

The St. Louis MSA is home to a number of large public sector employers as well as employers in the health care and defense industry. The five largest employers and the number of employees are listed in Table 3 below.

Table 3
Largest Employers and Number of Employees in the St. Louis MSA

Largest employers	Number of employees
BJC Health Systems	21,468
Boeing International Defense Systems	15,500
Scott Air Force Base	14,600
Washington University in St. Louis	12,324
Wal-Mart Stores	12,250

Source: City Data, <http://www.city-data.com/us-cities/The-Midwest/St-Louis-Economy.html>

The St. Louis MSA is also home to the following Fortune 1000 companies:

Table 4
St. Louis Fortune 1000 Employers 2009

St. Louis	
Company	Fortune 1000 rank
Emerson Electric	94
Express Scripts	115
Monsanto	235
Ameren	327
Peabody Energy	353
Charter Communications	385
Graybar Electric	439
Energizer Holdings	522
Solutia	565
Centene	609
Arch Coal	692
Ralcorp Holdings	713
Brown Shoe	828
Laclede Group	829
Sigma-Aldrich	842
Belden	898
Furniture Brands International	982

Source: CNN Money, <http://money.cnn.com/magazines/fortune/fortune500/2009/states/CA.html>

In terms of unemployment, the current unemployment rate for the St. Louis MSA is 9.9% slightly below the national average of 10.2%. As one can see from Table 5 below, the unemployment rate in the STLMSA has fluctuated greatly over the past nine years, but has risen steadily since 2006, with a large 3.3% increase between 2008 and October 2009.⁴

Table 5
St. Louis Unemployment Rate 2000 – 2009

Year	Unemployment Rate
2000	3.5%
2001	4.6%
2002	5.4%
2003	5.8%
2004	6.0%
2005	5.6%
2006	5.1%
2007	5.3%
2008	6.6%
2009	9.9%

II. Demographics

The St. Louis MSA is home to an educated workforce. As indicated above, the total population of the SMA is just over 2.8 million. There are 1.6 million people over the age of 25. Almost 88% of them have completed high school, with 30.5% having obtained at least a bachelors degree.⁵ Approximately 55.3% of the population is between the ages of 25 and 64 years, with 78.4% being white non-Hispanic and 18.3% African-American. Per capita income for the STLMSA in 2006 was \$37,653, slightly above per capita income for the U.S. which was \$36,714.⁶

B. The Seven County Study Region

The study area for the Regional Innovation Grant focuses on seven counties, four of which are within the St. Louis MSA.⁷ The seven-county area is reflected in Figure 2 below.

⁴ Source: U.S. Bureau of Labor Statistics: www.bls.gov

⁵ Source: <http://www.census.gov/population/socdemo/education/ppl-169/tab15.pdf>

⁶ Source: <http://www.census.gov/compendia/smadb/TableB-03.pdf>

⁷ Note: Clinton, Washington, and Randolph are not included in the official St. Louis MSA as defined by the U.S. Census Bureau.

Figure #2
Seven County Study Area



Source: U.S. Bureau of the Census.

I. Employment

Table 6 below details employment and unemployment statistics for the Southwestern Illinois Study Area (SISA).

Table 6
Employment Data for the SISA

	Bond	Clinton	Madison	Monroe	Randolph	St. Clair	Washington	State of Illinois
Business Establishments	338	873	6,199	802	730	5,673	411	
Employment	4,076	8,773	86,419	8,235	11,107	81,257	5,712	
Annual Payroll (\$1,000)	112,361	233,451	2,920,881	259,975	324,622	2,555,810	177,786	
Unemployment Rate (Sept.)	9.3%	7.9%	9.7%	7.8%	9.4%	10.8%	8.0%	10.5%

Source: U.S. Bureau of the Census

There is considerable variation in both the employment and establishment numbers throughout the SISA. Madison and St. Clair counties are home to the largest employers and the majority of the annual payroll. Total annual payroll in Madison and St. Clair counties is approximately \$5.4 billion compared to \$1.1 billion for the remaining five counties. The employment numbers are also weighted heavily towards Madison and St. Clair counties, with combined non-farm employment in those counties exceeding 167,000 compared to just over 37,000 for the remaining counties. The largest employers in the seven county area are displayed in Table 7. Government, education, and health care are the leading industries. Table 8 provides a breakdown, by county, of the largest employment sectors based on the number of employees.⁸ Health care clearly plays a role as it is in the top four employment sectors in five of the seven counties.

Table 7
Largest Employers in SISA by Number of Employees

Employer	Number of Employees
Scott Air Force Base	14,000
Southern Illinois University Edwardsville	2,400
Memorial Hospital	2,400
U.S. Steel	2,250
St. Elizabeth Hospital	1,750
Southwestern Illinois College	1,700
Midcoast Aviation	1,600
Olin Brass	1,400
Southern Illinois Healthcare Foundation	1,400
Conoco Philips Wood River Refining	1,300

Source: St. Louis RCGA and St. Clair County Economic Development Department

⁸ Employment sectors are based on the U.S. Department of Labor classification.

Table 8
Top Employment Sectors Based on Total Employees (Percent of Total Employment)

Bond: Health Care(13.1%) Wholesale Trade(11.3%) Retail Trade(10.9%) Accommodations & Food Service(8.5%)
Clinton: Health Care (18.7%) Retail Trade(17.5%) Manufacturing(11.7%) Construction(8.3%)
Madison: Manufacturing(16.2%) Retail Trade(15.1%) Health Care(14.8%) Accommodations & Food Service(11.8%)
Monroe: Retail Trade(16.5%) Professional, Scientific, and Technical Services(12.3%) Accommodations & Food Service(11.7%) Construction(11.5%)
Randolph: Manufacturing(28.5%) Health Care(19%) Retail Trade(13.6%) Accommodations & Food Service(7.3%)
St. Clair: Health Care(17.9%) Retail Trade(17.3%) Manufacturing(7.4%) Professional, Scientific, and Technical Services(6.4%)
Washington: Manufacturing(37.6%) Retail Trade(12.8%) Transportation & Warehousing(9.2%) Wholesale Trade(7.7%)
Source: U.S. Bureau of the Census

Unemployment in the SISA shows some variation ranging from a high of 10.8% in St. Clair county to a low of 7.9% in Clinton county. Unemployment in this region compares favorably to the state unemployment rate of 10.5% in September.

II. Demographics

Table 9, and Figures 3 through 5 below provides a brief overview of the demographics for the seven county area and the state of Illinois. There is a large variance in all measures across the SISA. Both Madison and St. Clair counties have populations over 250,000, while none of the remaining counties have populations that exceed 50,000. The percentage of high school graduates is centered around the state average of 81.4%, with Madison, and Monroe county exceeding that average and the remaining counties at or below that average.

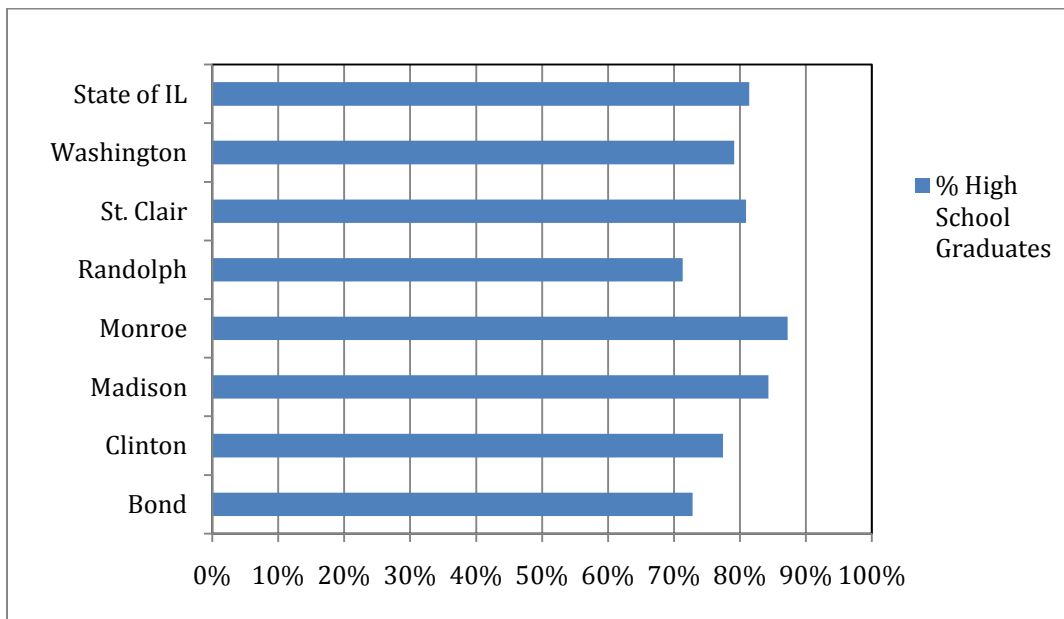
**Table 9
Demographic Overview**

	Bond	Clinton	Madison	Monroe	Randolph	St. Clair	Washington	State of IL
Population (2008, est.)	18,253	36,711	268,078	32,804	32,641	262,291	14,728	12.9 Mill.
% between 18 and 65	65.4%	62.8%	62.8%	64.0%	64.6%	61.9%	61.5%	56.3%
% High School Graduates	72.8%	77.4%	84.3%	87.2%	71.3%	80.9%	79.1%	81.4%
% College Graduates	15%	13%	19.2%	20.4%	8.6%	19.3%	13.4%	26.1%
Median Household Income (2007)	\$46,974	\$52,996	\$52,073	\$66,748	\$42,980	\$46,428	\$48,727	\$54,414
% people below the poverty level	11.9%	9.5%	11.3%	4.5%	12.8%	15.8%	7.8%	11.9%

Source: U.S. Bureau of the Census

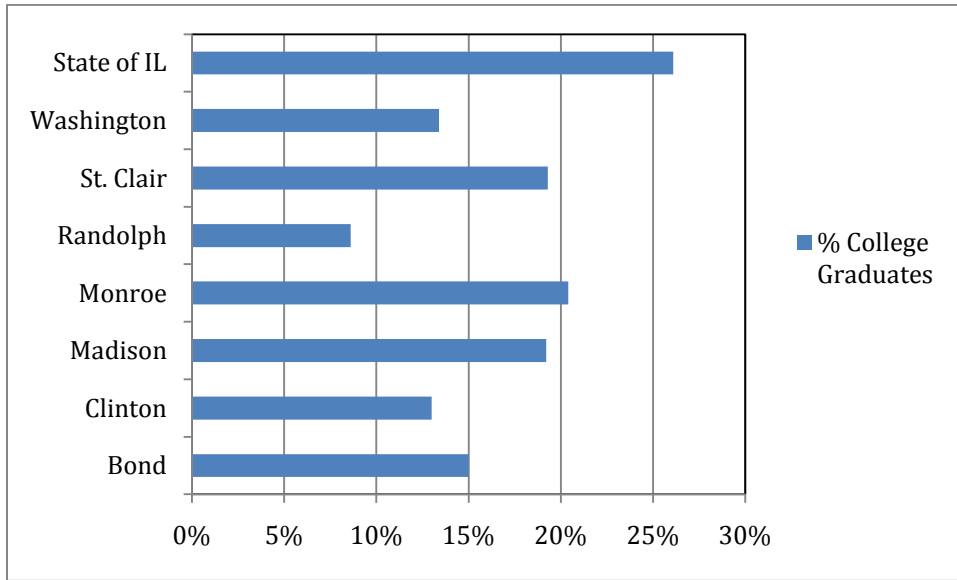
Figure #3

Demographic Overview Percent High School Graduates



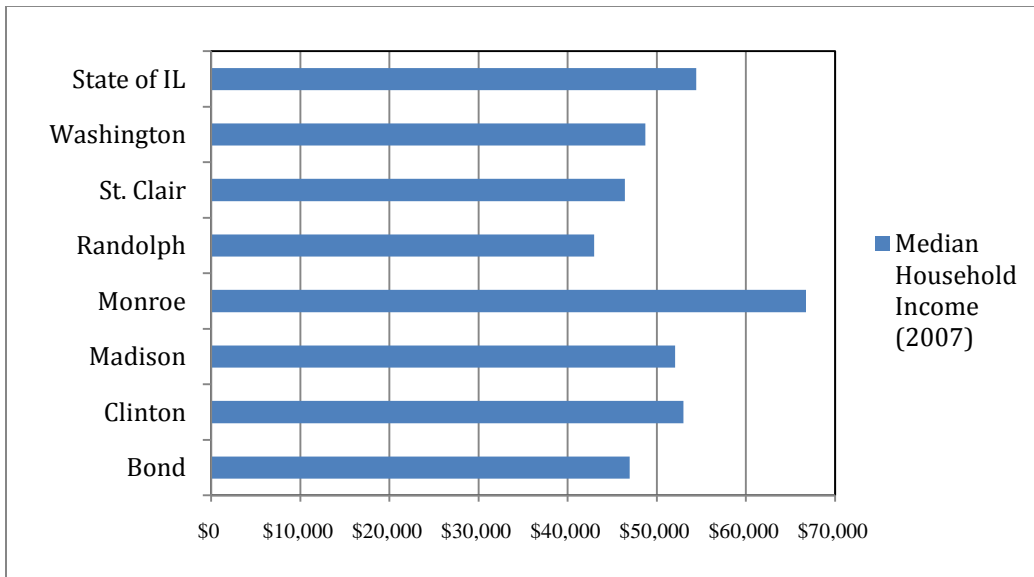
Source: U.S. Bureau of the Census

Figure #4
Demographic Overview Percent College Graduates



Source: U.S. Bureau of the Census

Figure #5
Demographic Overview Median Household Income (2007)



Source: U.S. Bureau of the Census

The findings for poverty rates are similar. Madison, Clinton, Monroe and Washington counties fall below that state poverty percentage while Bond, Randolph, and St. Clair exceed the state average. There is considerable variation among the counties as the poverty rates range from a low of 4.5% in Monroe county to a high of 15.8% in St. Clair county. The measures in which the area falls below the State average are median income and percentage of high school and college graduates. Only Monroe county exceeds median income for the State. In terms of the percentage of high school and college graduates, the state average is 81.4% and 26.1%, only Madison and Monroe exceed the percentage of high school graduates and no counties in the SISA exceed or meet the college graduate percentage. These findings are not surprising given the large amount of agriculture in the study area.

III. Economic and Business Climates for the Six MSAs

A. Introduction and Demographics

This section of the report will examine the six MSAs. It will focus on the demographics as well as economic measures of employment, unemployment, large employers, unionization rates and changes over time. Table 10 provides a brief overview of the six MSAs' population, income and land area.

Table 10
Overview of Comparison MSAs

MSA	Population (2007)	Population Change (2000-07)	Land Area (square miles)	Per capita Income (2006)	Per Capita Income Change (2000-06)
Cincinnati	2,133,678	+6.2%	4,465.9	\$36,650	+33.5%
Kansas City	1,985,429	+8.1%	7,949.4	\$37,566	+26.5%
Louisville	1,233,735	+6.1%	4,196.3	\$35,999	+28.3%
Memphis	1,280,533	+6.3%	4,699.6	\$35,470	+30.9%
Minneapolis	3,208,212	+8.1%	6,364.1	\$44,238	+27.8%
St. Louis	2,803,707	+3.9%	8,844.0	\$37,653	+24.9%

Source:

Source: <http://www.census.gov/compendia/smadb/TableB-08.pdf>

<http://www.census.gov/compendia/dmadb/TableB-02.pdf>

The St. Louis MSA is the largest region in terms of land area, but ranks second in population and has experienced the lowest rate of population growth over the six-year period. In terms of income, St. Louis ranks second overall, but is last in per capita income growth between 2000 and 2006. Tables 11 and 12, along with Figures 6 through 9 provide information on the age and household demographics of the comparison areas. St. Louis ranks in the middle of all areas in terms of percentage of households with incomes above \$75,000 and households below the poverty line, but ranks near the top for percentage of the population with either a high school or college diploma. The age distribution of the populations is presented in Table 12. The St. Louis MSA has the greatest distribution of older workers but also has among the largest groups of individuals that are 15 to 25 years old and are preparing to or have recently entered the workforce.

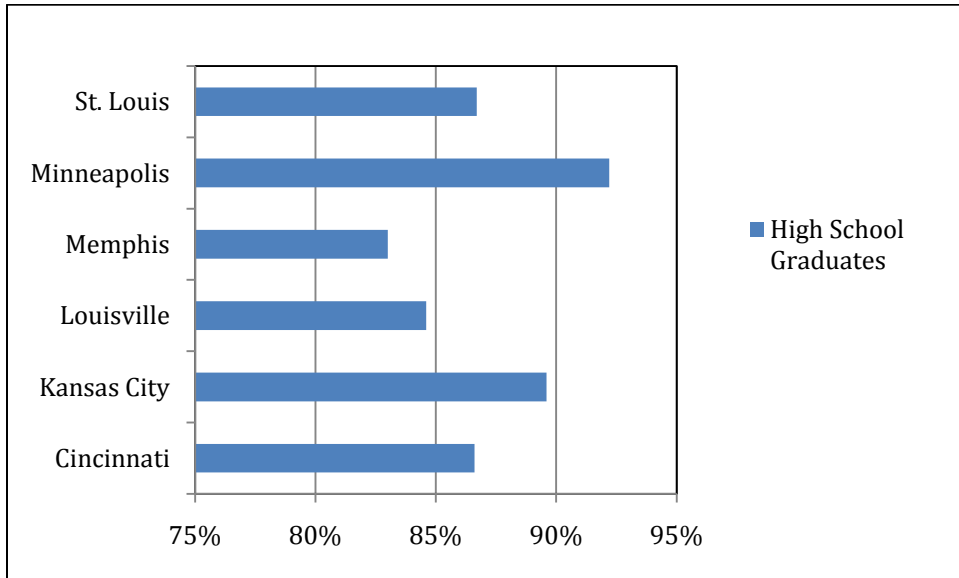
Table 11
Demographic Comparison MSAs

MSA	High School Graduates	College Graduate	Households with at Least \$75,000 Income	Households below the poverty level
Cincinnati	86.6%	27.0%	30.9%	11.9%
Kansas City	89.6%	31.2%	32.3%	10.7%
Louisville	84.6%	23.2%	25.1%	13.3%
Memphis	83.0%	23.7%	25.9%	17.8%
Minneapolis	92.2%	36.3%	40.3%	8.9%
St. Louis	86.7%	28.6%	29.9%	11.5%

Source: U.S. Bureau of the Census: <http://www.census.gov/compendia/smadb/TableB>

Figure #6

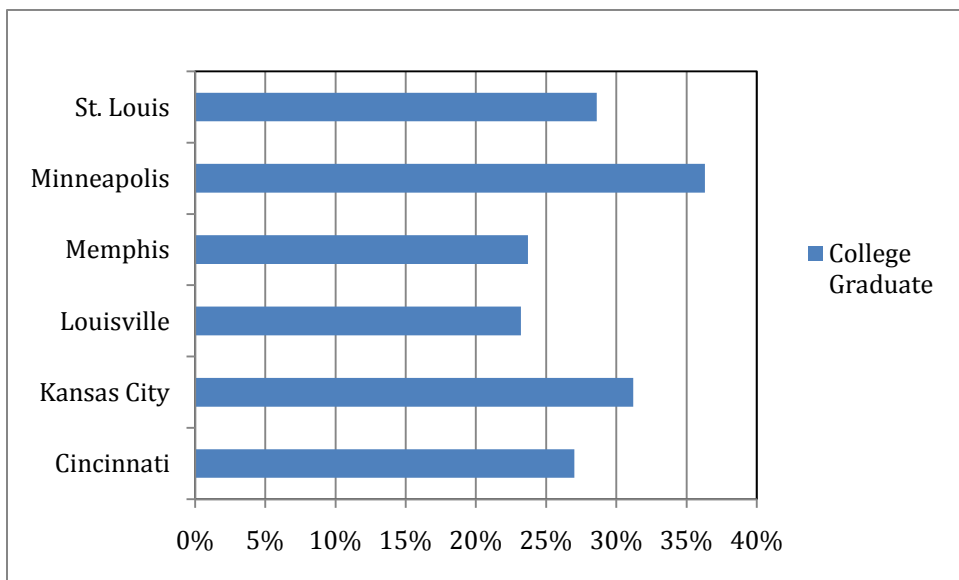
Demographic Comparison High School Graduates



Source: U.S. Bureau of the Census: <http://www.census.gov/compendia/smadb/TableB>

Figure #7

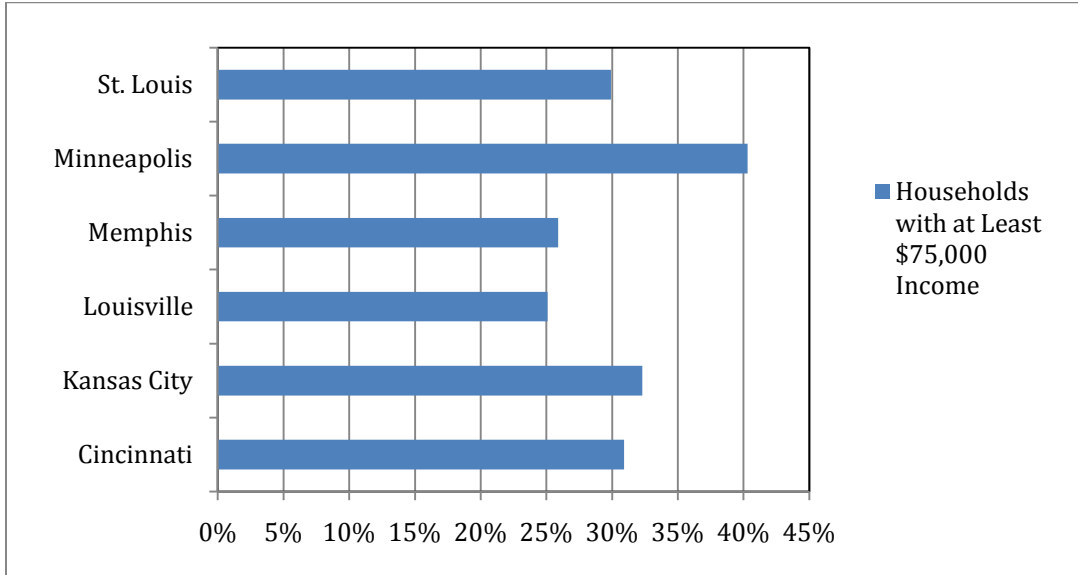
Demographic Comparison College Graduates



Source: U.S. Bureau of the Census: <http://www.census.gov/compendia/smadb/TableB>

Figure #8

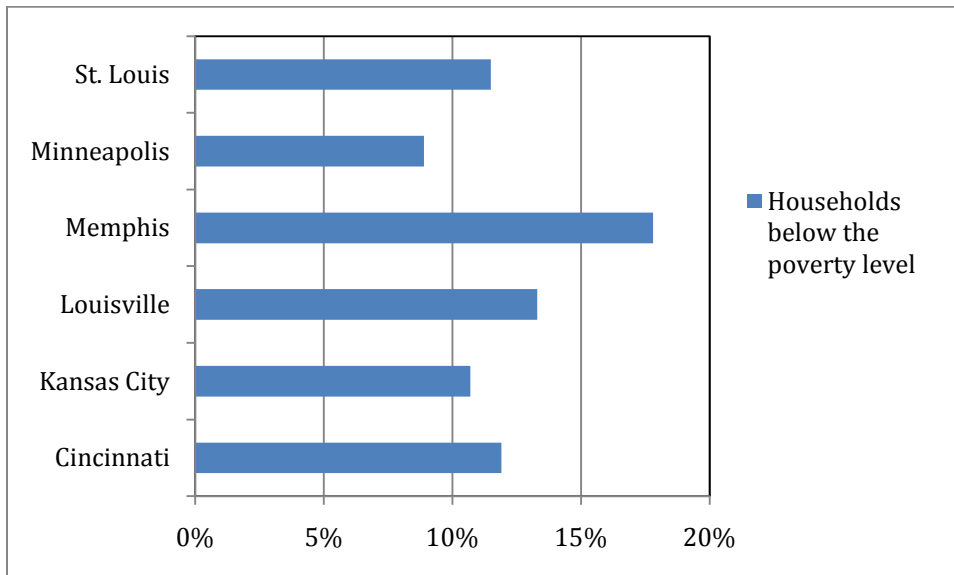
Demographic Comparison Households with at Least \$75,000 Income



Source: U.S. Bureau of the Census: <http://www.census.gov/compendia/smadb/TableB>

Figure #9

Demographic Comparison Households below the Poverty Level



Source: U.S. Bureau of the Census: <http://www.census.gov/compendia/smadb/TableB>

Table 12
Age Distribution

	Age (percent)								
	Under 5 years	5 to 14 years	15 to 24 years	25 to 34 years	35 to 44 years	45 to 54 years	55 to 64 years	65 to 74 years	75 years and over
Cincinnati- Middletown	6.89	13.90	14.04	13.03	14.89	15.17	10.33	6.03	5.72
Kansas City	7.32	13.96	13.03	13.71	15.06	14.99	10.63	5.81	5.49
Louisville-Jefferson Country	6.54	13.45	12.55	13.37	14.90	15.52	11.35	6.39	5.93
Memphis	7.55	15.13	14.32	13.38	14.56	14.62	10.43	5.45	4.56
Minneapolis-St. Paul-Bloomington	7.11	13.92	13.60	13.76	16.05	15.58	10.15	5.11	4.71
St. Louis	6.48	13.53	14.03	12.54	14.44	15.47	10.78	6.39	6.34

Source: US Bureau of the Census, <http://www.census.gov/compendia/smadb/SMADBmetro.html>

B. Employment

There is considerable variation among the MSAs with regard to the level of employment, unemployment, and sectors of employment. Table 13 presents the total payroll for each of the MSAs.

Table 13
Annual Payroll for Six MSAs
Annual payroll (\$1,000)

	Annual payroll (\$1,000)					Average Annual Percentage Change 2003-07
	2003	2004	2005	2006	2007	
Cincinnati-Middletown	\$31,872,448	\$32,833,808	\$34,231,072	\$36,635,834	\$38,542,327	4.2%
Kansas City	\$31,360,316	\$32,577,583	\$33,792,568	\$35,992,083	\$37,696,812	4.0%
Louisville-Jefferson Country	\$17,305,127	\$18,245,064	\$18,300,062	\$18,994,218	\$20,231,458	3.4%
Memphis	\$17,968,552	\$18,836,248	\$20,063,365	\$21,195,374	\$21,860,685	4.24
Minneapolis-St. Paul-Bloomington	\$65,776,990	\$70,180,916	\$73,627,399	\$75,890,639	\$80,491,008	4.4%
St. Louis	\$42,870,342	\$45,024,678	\$46,950,253	\$50,181,043	\$52,621,164	4.5%

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

The St. Louis MSA ranks second in terms of annual payroll. The growth rate in total payroll across the MSAs is fairly consistent averaging around 4% annually between 2003 and 2007. The St. Louis area ranks at the top over that period averaging 4.5% annually. Table 14 and Figure 9 provide a measure of mean and median hourly wages as well as mean annual compensation for all occupations in the six MSAs and nationally. The SLMSA is very close the national average in all measures. Minneapolis-St. Paul is the highest, exceeding the national average by almost 14% in every measure. Memphis is the lowest paying by all three measures, and is slightly below the national average.

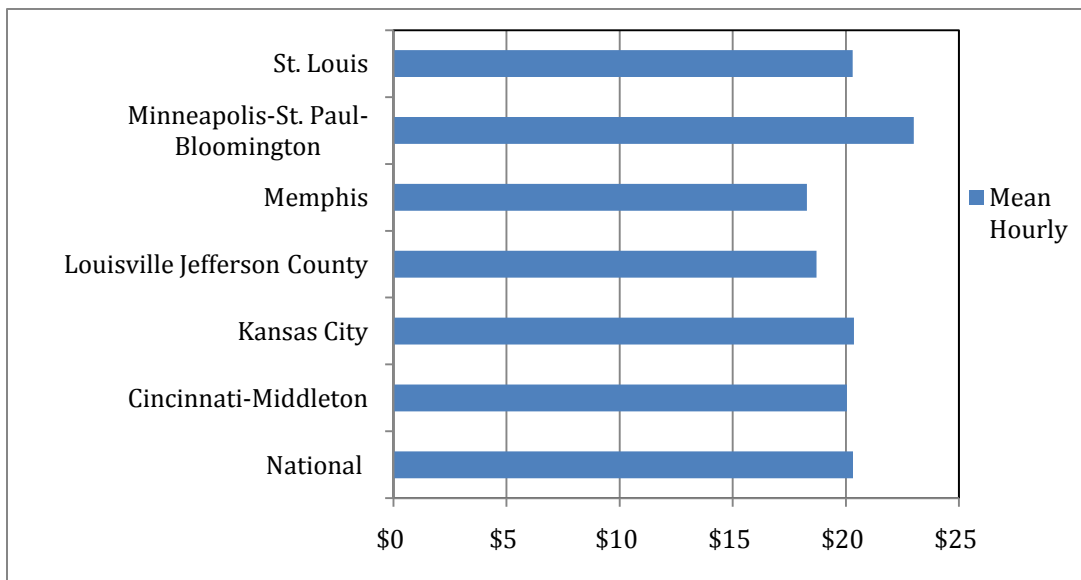
Table 14
Average Wages for All Occupations

	Median Hourly	Mean Hourly	Mean Annual
National	\$15.57	\$20.32	\$42,270
Cincinnati-Middleton	\$15.77	\$20.05	\$41,700
Kansas City	\$16.15	\$20.36	\$42,340
Louisville Jefferson County	\$14.93	\$18.71	\$38,920
Memphis	\$14.20	\$18.28	\$38,030
Minneapolis-St. Paul-Bloomington	\$18.32	\$23.01	\$47,860
St. Louis	\$15.96	\$20.30	\$42,230

Source: US Bureau of the Census, <http://www.bls.gov/oes/current/oesrcma.htm>

Figure #9

Average Wages for All Occupations Mean Hourly



Source: US Bureau of the Census, <http://www.bls.gov/oes/current/oesrcma.htm>

Another factor related to employee compensation is unionization rates. Table 15 provides information on the unionization rates for the states within the MSAs. Unionization rates for the individual MSAs was not

available. There is quite a bit of variation both within and among the states. Rates are clearly lowest in the south and increase as one moves northward, with no unionization rate exceeding 8% in the Memphis MSA and no rate falling below 15% in the Minneapolis MSA.

Table 15
Unionization Rates for Six MSAs

MSAs	States	Total	Percent of Employment
Cincinnati-Middleton	Ohio	783	15.5
	Indiana	386	13.7
	Kentucky	163	9.6
Kansas City	Kansas	111	8.7
	Missouri	327	12.8
Louisville Jefferson County	Indiana	386	13.7
	Kentucky	163	9.6
Memphis	Arkansas	85	7.3
	Mississippi	79	7.3
	Tennessee	166	6.6
Minneapolis-St. Paul-Bloomington	Minnesota	412	17
	Wisconsin	422	16
St. Louis	Illinois	993	17.5
	Missouri	327	12.8

Source: US Bureau of the Census <http://www.bls.gov/news.release/union2.t05.htm>

Table 16 below lists the Fortune 1000 companies that are located in each of the MSAs. Minneapolis-St. Paul is home to 18 headquarters, while St. Louis is second with 17. There are no Fortune 1000 headquarters located within the SISA. The types and sizes of business vary considerably across and within the MSAs.⁹

Table 16

⁹ The largest employers in each MSA will be discussed in the following section.

Fortune 1000 Headquarters

Cincinnati-Middletown		Kansas City	
Company	Fortune 1000 rank	Company	Fortune 1000 rank
Procter & Gamble	20	H&R Block	556
Kroger	22	Interstate Bakeries	718
Macy's	96	AMC Entertainment	777
Fifth Third Bancorp	302	Great Plains Energy	816
Western & Southern Financial Group	441	DST Systems	825
Chiquita Brands International	508	Inergy Holdings	935
American Financial Group	561	Kansas City Southern	948
Cintas	570		
Convergys	721		
E.W. Scripps	960		
Louisville-Jefferson County		Memphis	
Company	Fortune 1000 rank	Company	Fortune 1000 rank
Humana	85	FedEx	59
Yum Brands	239	International Paper	97
Kindred Healthcare	538	AutoZone	380
Brown-Forman	758	ServiceMaster	635
PharMerica	912	First Horizon National Corp.	676
		Thomas & Betts	746
		Mueller Industries	763
		Fred's	963
		Verso Paper	974
Minneapolis-St. Paul-Bloomington		St. Louis	
Company	Fortune 1000 rank	Company	Fortune 1000 rank
Target	28	Emerson Electric	94
3M	95	Express Scripts	115
U.S. Bancorp	129	Monsanto	235
General Mills	193	Ameren	327
Medtronic	196	Peabody Energy	353
Xcel Energy	242	Charter Communications	385
Ameriprise Financial	348	Graybar Electric	439
Ecolab	403	Energizer Holdings	522
Thrivent Financial for Lutherans	409	Solutia	565
PepsiAmericas	478	Centene	609
Nash-Finch	492	Arch Coal	692
St. Jude Medical	520	Ralcorp Holdings	713
Alliant Techsystems	539	Brown Shoe	828
Valspar	618	Laclede Group	829
Patterson	687	Sigma-Aldrich	842
Securian Financial Group	729	Belden	898
Donaldson	836	Furniture Brands International	982
Toro	936		

Source: CNN Money, <http://money.cnn.com/magazines/fortune/fortune500/2009/states/CA.html>

Table 17 and Figure 10 provide an overview of the variation in overall unemployment rates among the MSAs over the time period 2000 through October 2009. The pattern across the MSAs is the same, a steady increase since 2000. There is some variation across the MSAs as the unemployment rates from a high of 10.3% in Louisville to a low of 7.7% in Minneapolis. The annual changes in the unemployment rates for the same time period are presented in Table 20 and Figure 11.

Table 17
Unemployment Rates for Six MSAs

Year	Cincinnati-Middletown	Kansas City	Louisville Jefferson County	Memphis	Minneapolis-St. Paul-Bloomington	St. Louis
2000	3.6	3.3	3.6	3.8	2.7	3.5
2001	4.1	4.4	4.6	4.4	3.5	4.6
2002	5.1	5.5	5.4	5.3	4.4	5.4
2003	5.3	6.0	5.8	5.9	4.7	5.8
2004	5.3	6.1	5.3	5.9	4.4	6.0
2005	5.3	5.6	5.9	6.1	3.9	5.6
2006	5.2	5.0	5.7	5.7	3.8	5.1
2007	5.0	5.0	5.2	5.2	4.3	5.3
2008	5.8	5.7	6.3	6.7	5.2	6.6
2009	9.9	8.8	10.3	10.4	7.7	9.9

Source: US Bureau of Labor Statistics, <http://data.bls.gov/PDQ/outside.jsp?survey=la>

Figure #10
Unemployment Rates for Six MSAs

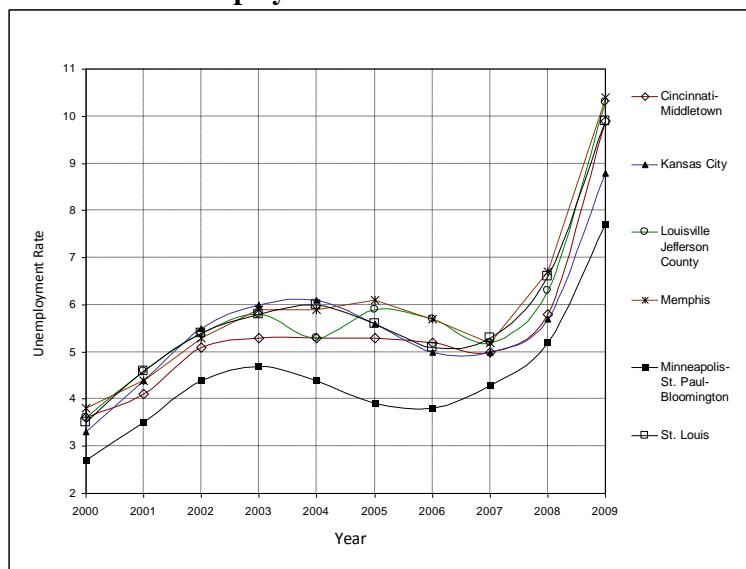
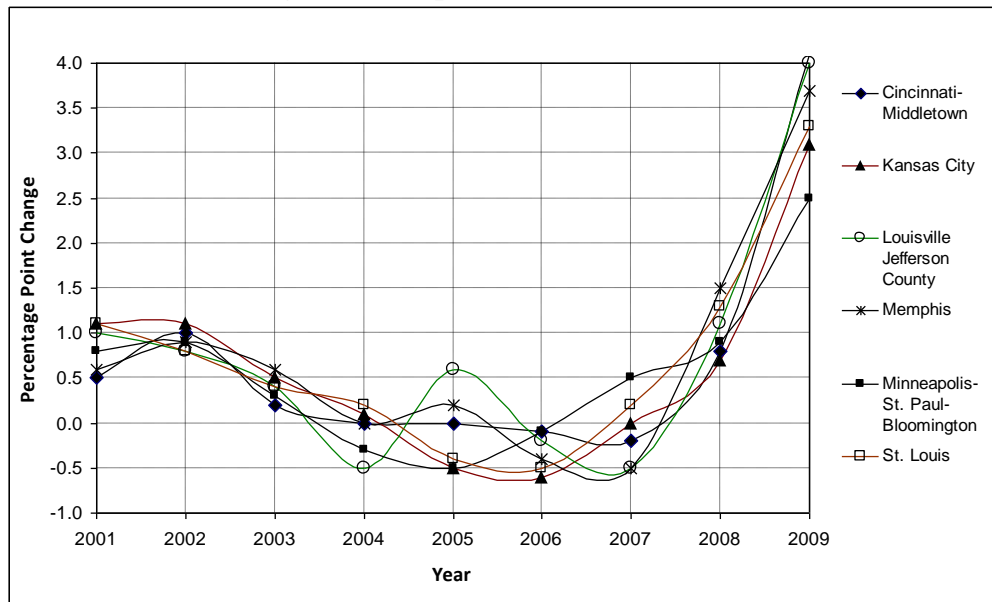


Table 18
Changes in Unemployment Rates for Six MSAs

Year	Cincinnati-Middletown	Kansas City	Louisville Jefferson County	Memphis	Minneapolis-St. Paul-Bloomington	St. Louis
2001	0.5	1.1	1.0	0.6	0.8	1.1
2002	1.0	1.1	0.8	0.9	0.9	0.8
2003	0.2	0.5	0.4	0.6	0.3	0.4
2004	0.0	0.1	-0.5	0.0	-0.3	0.2
2005	0.0	-0.5	0.6	0.2	-0.5	-0.4
2006	-0.1	-0.6	-0.2	-0.4	-0.1	-0.5
2007	-0.2	0.0	-0.5	-0.5	0.5	0.2
2008	0.8	0.7	1.1	1.5	0.9	1.3
2009	4.1	3.1	4.0	3.7	2.5	3.3

Source: US Bureau of Labor Statistics, <http://data.bls.gov/PDQ/outside.jsp?survey=la>

Figure #11
Changes in Unemployment Rates in Six MSAs



Source: US Bureau of Labor Statistics, <http://data.bls.gov/PDQ/outside.jsp?survey=la>

The final table in this section, Table 19 presents a look at the largest sectors of employment for each MSA.

Table 19
Top Employment Sectors Based on Total Employees for Each MSA

Cincinnati: Health Care, Manufacturing, Retail Trade, Accommodations & Food Service, and Administrative and Support and Waste Management and Remediation
Kansas City: Health Care, Retail Trade, Accommodations & Food Service, Manufacturing, and Professional and Scientific and Technical
Louisville: Health Care, Manufacturing, Retail Trade, Accommodations & Food Service, Transportation and Warehousing
Memphis: Health Care, Retail Trade, Accommodations & Food Service, Manufacturing, Administrative and Support and Waste Management and Remediation, and Transportation and Warehousing
Minneapolis: Health Care, Retail Trade, Manufacturing, Accommodations & Food Service, and Finance and Insurance
St. Louis: Health Care, Retail Trade, Manufacturing, Accommodations & Food Service, and Construction.
Source: U.S. Bureau of the Census

There is little variation across the MSAs. The largest employment sector in each MSA is consistently healthcare and educational services (North American Industrial Classification System (NAICS) Code 62), followed by retail trade, manufacturing, and accommodations and food service. The variation only comes at the fifth sector of employment. The pattern for the MSAs closely mirrors the current distribution of employment among the seven-county study area.

C. Summary and Conclusions.

In examining the STMSA as well as the SISA it is clear that there are no factors that make either markedly different from the comparison groups. In terms of employment costs, educational levels, age distributions, and employment data the areas tend to be in the center of the comparison groups. As noted above, given the central location of the SISA and the fact that our compensation and unionization rates are no different from other comparable areas, it makes sense to examine where employment growth may

occur in the future. Health care and educational services are clearly a driving force in all of the regional economies examined. Tables 20 and 21 below list, by percentage growth and raw numbers, the fastest projected growth occupations between 2006 and 2016. It is clear that the largest sector of growth will be in health care and health care-related fields. The final table in this section presents the top three fastest growing (by percentage increase and jobs gained) occupations in accordance with the education and or training necessary to enter the occupation.

Table 20
Occupations with the Largest Projected Percentage Increase
2006-2016

Occupation	Projected Percentage Increase
Network Systems and Data Communications Analysis	56%
Personal and Home Care Aides	53%
Home Health Aides	50%
Computer Software Engineers, Applications	45%
Veterinary Technologists and Technicians	42%

Source: <http://www.bls.gov/oco/oco2003.htm>

Table 21
Occupations with the Largest Projected Numerical Increase
2006-2016

Occupation
Registered Nurses
Retail Sales Persons
Customer Service Representatives
Combined Preparation and Service Workers, Included Fast Food

Source: <http://www.bls.gov/oco/oco2003.htm>

Table 22
Fastest Growing Occupations by Required level of Education and Training
2006-2016

Fastest Growing	Largest Numerical Job Gain
<i>First-Professional Degree</i>	
Veterinarians	Physicians and Surgeons
Pharmacists	Lawyers
Chiropractors	Pharmacists
<i>Doctoral Degree</i>	
Postsecondary Teachers	Postsecondary Teachers
Computer Scientists, Research	Clinical, Counseling, and School Psychologists
Medical Scientists, except Epidemiologists	Medical Scientists, except Epidemiologists
<i>Master's Degree</i>	
Mental Health Counselors	Clergy
Mental Health and Substance Abuse Social Workers	Physical Therapists
Marriage and Family Counselors	Mental Health and Substance Abuse Social Workers
<i>Bachelor's Degree or Higher with Work Experience</i>	
Actuary	Management Analysts
Education Administrators, Preschool and Child Care Center Programs	Financial Managers
Management Analysts	Computer and Information Systems Managers
<i>Bachelor's Degree</i>	
Network Systems and Data Communications Analysts	Computer Software Engineers, Applications
Computer Software Engineers, Applications	Accountants and Auditors
Personal Financial Advisors	Business Operations Specialists, all others
<i>Associate's Degree</i>	
Veterinary Technologists and Technicians	Registered Nurses
Physical Therapist Assistants	Computer Support Specialists
Dental Hygienists	Paralegals and Legal Assistants
<i>Postsecondary Vocational Training</i>	
Makeup Artists, Theatrical and Performance	Nursing Aides, Orderlies, and Attendants
Skin Care Specialists	Preschool Teachers, except Special Education
Manicurists and Pedicurists	Automotive Service Technicians and Mechanics
<i>Work Experience in Related Occupation</i>	
Sales Representatives, services, all other	Executive Secretaries and Administrative Assistants
Gaming Managers	Sales Representatives, services, all other
Gaming Supervisors	Sales Representatives, Wholesale and Manufacturing, except Technical and Scientific Products

Source: U.S. Bureau of Labor Statistics, Occupational Outlook Handbook
<http://www.bls.gov/oco/pdf/oco2003.pdf>

IV. Interviews with Officials on the Smaller Side of the MSA

To gain a better perspective of the issues faced by the economic development and workforce training groups on the “smaller” side of the metropolitan area, phone interviews were conducted with economic development and/or workforce development people in one community in each MSA. The phone interviews focus on five major areas: employers, distinction from the large Metroplex across the river, incentives, training, and strategic planning. Below a map and county listing for each MSA is given along with a summary of the phone interview responses. Some areas were quite detailed in their responses while others were not as forthcoming. Where available, hyperlinks have been provided to economic and workforce development material.

A. Cincinnati-Middletown – Covington, Kentucky

The Cincinnati-Middletown (CMT) MSA is divided by the Ohio River. Figure 1 and Table 1 below provides a map of the MSA as well as a listing of the counties that are included in the MSA. Table 2 provides a listing of the largest employers in the CMT MSA.

Cincinnati-Middletown
Figure 1: Cincinnati-Middletown Map



Source: US Bureau of the Census,
http://ftp2.census.gov/geo/maps/metroarea/stcbsa_pg/Nov2004/cbsa2004_WI.pdf

Table 1
Counties located in Cincinnati-Middletown MSA

Ohio	Indiana	Kentucky
Brown County	Dearborn County	Boone County
Butler County	Franklin County	Bracken County
Clermont County	Ohio County	Campbell County
Hamilton County		Gallatin County
Pendleton County		Grant County
Warren County		Kenton County

Source: Office of Management and Budget, <http://www.whitehouse.gov/omb/bulletins/fy2008/b08-01.pdf>

Table 2
Employers for Cincinnati-Middletown

Largest employers	Number of employees
University of Cincinnati	15,400
Kroger Company	13,000
The Procter & Gamble Company	13,000
Toyota Motor Manufacturing North America Inc.	8,360
Fifth Third Bank	7,800

Source: City Data, <http://www.city-data.com/us-cities/The-Midwest/Cincinnati-Economy.html>

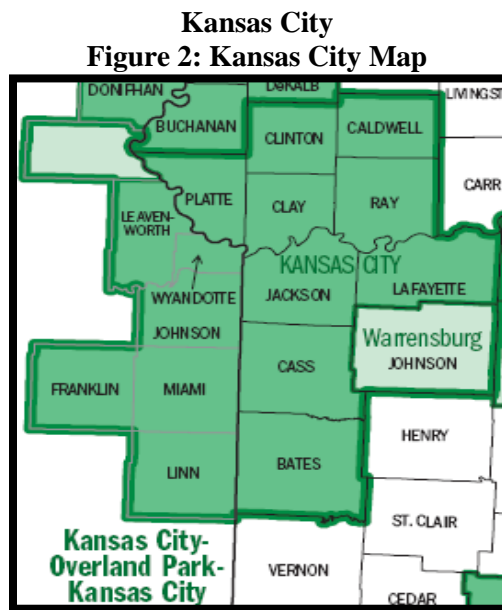
Covington, Kentucky is located In Northeastern Kenton County directly across the Ohio River from Cincinnati, Ohio (<http://www.covingtonky.com>). The five largest employers in the Covington area are (by order of payroll size) Fidelity Investments, Ashland oil and Gas, Omnicare healthcare company, Embassy Suites Hotel and the Internal Revenue Service processing center. In order to try and differentiate themselves from Cincinnati, they attempt to provide better customer service, more targeted incentives and closer contact with potential employers. The major investment incentives are geared toward filling large vacant existing buildings. They have a vacant property payroll reimbursement program. Under this program if a firm located in a property that has been vacant for 36 months, the firm may qualify for reimbursements up to 2.5% of the company’s payroll.

The local area is focusing their current workforce training efforts in the high-tech, green, and biomedical areas. Because of turnover at Proctor & Gamble in Cincinnati, there are a number of individuals seeking to start small research firms. There is a program called Kentucky Win and another called the Bluegrass State Skills. Through the local community college, the state will pay 75% workforce training (under Kentucky Win) for a workforce training, with 25% coming from the employer. Under the Bluegrass State Skills, the training is split 50-50.

There is a strategic plan for the area. The organization's webpage can be found at <http://www.vision2015.org>. Covington also has collaboration with Northern Kentucky University and Gateway Tech and Community College called the Northern Kentucky Area Development District and its information is available at <http://www.nkadd.org>. A copy of the economic development incentives for Covington is presented in the appendix.

B. Kansas City, Mo and KS – Kansas City Kansas.

The Kansas City MSA is separated by the Missouri River. Figure 2 and Table 3 below provide a map and table showing the counties that comprise the MSA. Table 4 below also provides a listing of the largest employers in the Kansas City MSA.



Source: US Bureau of the Census,
http://ftp2.census.gov/geo/maps/metroarea/stcbsa_pg/Nov2004/cbsa2004_WI.pdf

Table 3
Counties located in Kansas City MSA

Kansas	Missouri
Franklin County	Bates County
Johnson County	Caldwell County
Leavenworth County	Cass County
Linn County	Clay County
Miami County	Clinton County
Wyandotte County	Jackson County
	Lafayette County
	Platte County
	Ray County

Source: Office of Management and Budget, <http://www.whitehouse.gov/omb/bulletins/fy2008/b08-01.pdf>

Table 4
Employers for Kansas City

Largest employers	Number of employees
Federal government	29,452
Sprint Corporation	9,300
State of Missouri	8,987
Hallmark Cards, Inc.	6,900
A T & T	6,200

Source: City Data, <http://www.city-data.com/us-cities/The-Midwest/Kansas-City-Economy.html>

Kansas City, KS (<http://www.wycokck.org>) is located in Wyandotte county on the western side of the Missouri River directly across from Kansas City, MO. It has a population of about 143,000 people and is part of the unified government of Kansas City and Wyandotte county. Under this form of government, the county and the city are lead by a single governmental unit. The five largest employers (based on number of employees) in Kansas City are the Kansas City Public Schools, the University of Kansas Hospital, Burlington Northern Santa Fe Railroad, General Motors Corporation, and the University of Kansas Medical Center. Its largest industries are Services, Government, Manufacturing, Retail and Transportation and

Warehousing. They do not work to separate themselves from Kansas City, MO. They are regionally focused.

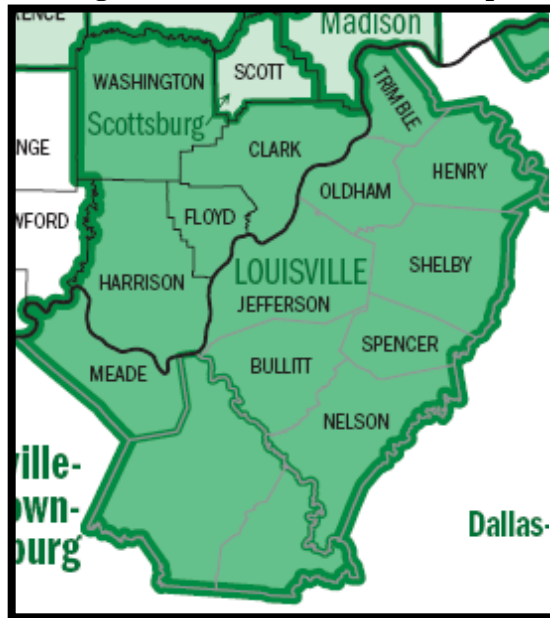
They have a number of workforce investment programs: Kansas Industrial Training, Kansas Industrial Retraining, and IMPACT (Investments in Major Projects and Comprehensive Training). These programs are all administered through the State of Kansas. The single largest investment tool that they have used to differentiate themselves has been the use of STAR bonds. These are bonds issued to assist in the development of property with the ensuing sales taxes generated within the district used to pay off the bonds. Their workforce training efforts are centered on healthcare, advanced manufacturing, biotechnology, transportation, and green industries.

Economic strategic planning for the region is coordinated through the Kansas City Area Development Council (<http://www.thinkkc.com>). The workforce development is less developed as there is no formal workforce development strategic plan, but the area is in the process of executing a Workforce Innovation in Regional Development (WIRED) grant from the U.S. Department of Labor. This grant is focusing on the development of advanced manufacturing, healthcare, and biotechnology. The website is <http://www.onekcwired.com>. There is also additional information on local workforce training available at <http://workforcepartnersip.com>. They strongly encourage working with the larger metropolitan area in the development of workforce training programs as it will provide a greater number of opportunities to job seekers.

C. Louisville-Jefferson – New Albany, Indiana

New Albany, Indiana (<http://www.cityofnewalbany.com/>) is located in Floyd County across the Ohio River from Louisville, Kentucky. It has a population of approximately 38,000 people. Figure 3 and Table 5 below provide a map and table showing the counties that comprise the MSA. Table 6 below also provides a listing of the largest employers in the Louisville MSA.

Louisville Jefferson
Figure 3: Louisville Jefferson Map



Source: US Bureau of the Census,
http://ftp2.census.gov/geo/maps/metroarea/stcbsa_pg/Nov2004/cbsa2004_WI.pdf

Table 5
Counties located in Louisville MSA

Indiana	Kentucky
Clark County	Bullitt County
Floyd County	Henry County
Harrison County	Jefferson County
Washington County	Meade County
	Nelson County
	Oldham County
	Shelby County
	Spencer County
	Trimble County

Source: Office of Management and Budget, <http://www.whitehouse.gov/omb/bulletins/fy2008/b08-01.pdf>

Table 6
Employers for Louisville-Jefferson County

Largest private-sector employers	Number of employees
United Parcel Service	17,206
Ford Motor Company	9,903
Norton Healthcare	7,850
Jewish Hospital Healthcare Services	5,450
GE Consumer Products	5,200

Source: City Data, <http://www.city-data.com/us-cities/The-South/Louisville-Economy.html>

The largest employers in Floyd County are The U.S. Census Bureau, American Commercial Lines (barges), Horseshoe Indiana (casino), the public school system, Floyd Memorial Hospital and Clark Memorial Hospital. The largest industries for the area (by total employment) are manufacturing, retail trade, construction, healthcare and accommodation and food services. The distinguishing factors from Louisville are easy access to the city, with “none of the problems.” More detailed employment numbers are available at <http://www.kentuckianaworks.org/outlook/default.asp>.

The major economic development organizations in the area are Great Louisville Inc. (GLI) and One Southern Indiana (1SI). About 66% of population and business units are in Clark and Floyd Counties. The other four counties are relatively rural; however, each of those counties has a notable commuting pattern with the Louisville area. In terms of education, the region participates actively in the HIRE Forum (<http://www.greaterlouisville.com/hire>), and is a member of the Regional Leadership Coalition (RLC) (<http://rlco.org/>). Each of the 6 counties has at least one formal economic development organization. Larger cities in the region, like New Albany and Jeffersonville, also have a redevelopment department within city government.

In terms of investment and educational incentives there are tax credits, some based on payroll, others on capital investment, local tax abatements on real estate and equipment, tax increment financing, and urban enterprise zones. There is also a foreign trade zone. The Indiana Economic Development Corporation (IEDC) (<http://www.in.gov/iedc/>) provides various incentives, such as workforce training as it relates to job creation

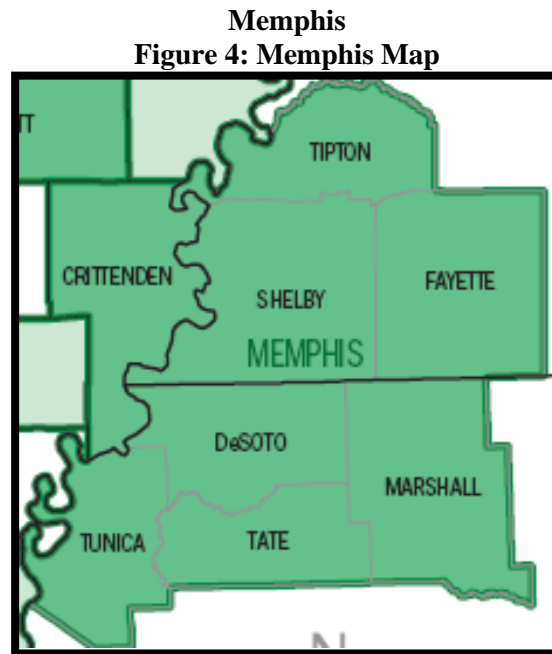
The area is currently focusing their workforce training efforts on post-secondary educational attainment, with prominence given to individuals attaining an Associate Degree that links to an in-demand, skilled, higher-wage occupation.

While there is no defined strategic plan for the MSA itself, there is a much larger strategic plan/report prepared as part of a Department of Labor WIRED grant (<http://www.wired65.org>). It is a three-year \$5 million grant that looks at the entire WIRED

region: 26 counties, with 7 in southern Indiana and 19 in Kentucky. It incorporates the BRAC at Ft. Knox, with Ft. Knox soon becoming the major human resources center for the entire US Army.

D. Memphis – West Memphis, Arkansas

West Memphis, Arkansas (<http://www.ci.west-memphis.ar.us/>) is located in Crittenden County across the Mississippi River from Memphis, Tennessee. It has a population of approximately 28,000 people. Figure 4 and Table 7 below provide a map and table showing the counties that comprise the MSA. Table 8 below also provides a listing of the largest employers in the Memphis MSA.



Source: US Bureau of the Census, http://ftp2.census.gov/geo/maps/metroarea/stcbsa_pg/Nov2004/cbsa2004_WI.pdf

Table 7
Counties located in Memphis MSA

Arkansas	Mississippi	Tennessee
Crittenden County	DeSoto County	Fayette County
	Marshall County	Shelby County
	Tate County	Tipton County
	Tunica County	

Source: Office of Management and Budget, <http://www.whitehouse.gov/omb/bulletins/fy2008/b08-01.pdf>

**Table 8
Employers for Memphis**

Largest employers	Number of employees
Federal Express Corp.	30,000
Memphis City Schools	16,000
United States Government	14,800
Methodist Healthcare	10,000
Baptist Memorial Healthcare	8,000

Source: City Data, <http://www.city-data.com/us-cities/The-South/Memphis-Economy.html>

The largest employers in West Memphis (by number of employees) are Snyder National Carriers, Southland Gaming and Racing, West Memphis School District, Crittenden Regional Hospital, and the Family Dollar Distribution Center. It is hard to distinguish themselves from Memphis as the Mississippi is a perceived barrier separating them.

There are not a large number of local relocation or business development incentives. The major factors that play a role in promoting relocation are a much lower tax rate (about one-half) than comparable sites in Memphis and Mississippi as well as a municipal power company that provides lower cost power than other providers in the area. The state of Arkansas does offer incentives (<http://arkansasedc.com/business-development/incentives.aspx>).

Current workforce development training efforts are located at the Mid-South community college(MSCC)in the technology center. The state has located all of the county workforce offices on the same campus. You make one phone call and you get everything. They are all located together and work together. There is no single target area. It is handled on a case-by-case basis.

There is no single coordinating organization for economic development on the West Memphis side of the river. They do, however, work with the Memphis regional chamber. They

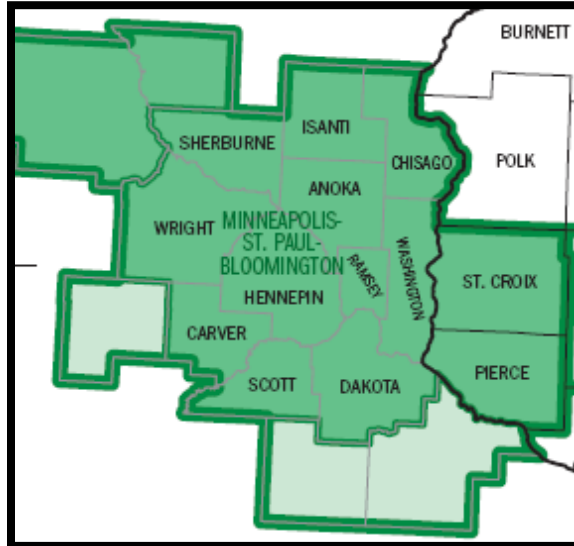
coordinate infrastructure development, for example, a 3rd bridge and the I-69. There is no regional strategic plan for workforce development.

E. Minneapolis-St. Paul-Bloomington – St. Paul, Minnesota

St. Paul, Minnesota (<http://www.stpaul.gov/>) is located just across the Mississippi River from Minneapolis, MN. It is the one city in this analysis which is contained in the same state as its larger metropolitan neighbor. St. Paul has a population of approximately 300,000 people.

Figure 5 and Table 9 below provide a map and table showing the counties that comprise the MSA. Table 10 below also provides a listing of the largest employers in the Memphis MSA.

**Minneapolis-St. Paul-Bloomington
Figure 5: Minneapolis-St. Paul-Bloomington Map**



Source: US Bureau of the Census,
http://ftp2.census.gov/geo/maps/metroarea/stcbsa_pg/Nov2004/cbsa2004_WI.pdf

Table 9
Counties located in Minneapolis- St. Paul-Bloomington MSA

Minnesota	Wisconsin
Anoka County	Pierce County
Carver County	St. Croix County
Chisago County	
Dakota County	
Hennepin County	
Isanti County	
Ramsey County	
Scott County	
Sherburne County	
Washington County	
Wright County	

Source: Office of Management and Budget, <http://www.whitehouse.gov/omb/bulletins/fy2008/b08-01.pdf>

Table 10
Employers for Minneapolis-St. Paul-Bloomington

Largest employers	Number of employees
State of Minnesota	55,294
U.S. Government	35,047
Target Corp.	35,047
University of Minnesota	29,498
Mayo Clinic	23,378

Source: City Data, <http://www.city-data.com/us-cities/The-Midwest/Minneapolis-Economy.html>

The top industries in the St. Paul area are the state government, healthcare, and colleges and universities. The area takes a regional approach to economic development. St. Paul is a part of the Minneapolis area, but sees itself as more of a community.

There are a number of business development incentives for the area. There is the Strategic Investment Fund. This fund provides up to \$3500 per new job and is targeted to the downtown area. There is also tax increment financing. They have a STAR bonds program and stimulus money. There will also be a new light rail system between downtown Minneapolis and downtown St Paul, a distance of about 11 miles.

There is a local workforce investment board (<http://www.rcwib.org>). They are currently updating their 2003 strategic plan. The 2003 plan is available at

<http://www.rcwib.org/strategicplan/index.html>. They are working with Minneapolis to put together a regional plan. It is called Capital City partnership. There is more information on economic development available at <http://mn-stpaul.civicplus.com/index.aspx?nid=354> , but it is primarily focused on development and as opposed to workforce training.

V. Summary and Conclusions

As indicated in the first section, the SISA and the STLMSA are home to an educated and relatively young workforce. The current primary industrial focus of the SISA has been on Healthcare, Manufacturing, and Education. This focus puts the region in line with many of the comparable metropolitan areas examined in this study. In examining the smaller municipalities there are a number of factors that are consistent:

1. Cost is the primary form of differentiation from the major metro area. Lower land costs and administrative costs appear to be consistent among the municipalities that have been studied.
2. While the smaller cities have tried to differentiate themselves from the larger metro area, coordination with the overall MSA seems to be a consistent objective.
3. New workforce development appears to be focusing on green industries, healthcare and education. Given the information from the U.S. Department of labor, those industries appear to be high growth industries and a potential area for future workforce development in our area as well.
4. Many of the smaller municipalities have transportation companies (barges, trucking, etc.) as a major employer. Given the SISA's location on major highways, the Mississippi River, and the availability of a local airports, this may also be an avenue for future workforce development.

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DATA APENDIX

Employment and Percentage of Total Employment by NAICS Code

Table 1: Forestry, Fishing, Hunting, and Agriculture Support Employment

Code 11	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	98* (0.01%)	98* (0.01%)	98 (0.01%)	112* (0.01%)	127 (0.01%)
Kansas City	163* (0.02%)	163* (0.02)	163 (0.02%)	169* (0.02%)	176 (0.02%)
Louisville Jefferson County	762* (0.15%)	762* (0.15%)	762* (0.15%)	762* (0.14%)	762 (0.14%)
Memphis	164 (0.03%)	164* (0.03%)	164* (0.03%)	164* (0.03%)	164* (0.03%)
Minneapolis-St. Paul-Bloomington	561* (0.03%)	561* (0.03%)	561* (0.03%)	561 (0.03%)	532 (0.03%)
St. Louis	416* (0.03%)	416* (0.03)	416* (0.03%)	416* (0.03%)	416 (0.03%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html> .

* Estimated Value

Table 2: Mining Employment

Code 21	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	871* (0.10%)	871* (0.01%)	871* (0.10%)	871* (0.09%)	871 (0.09%)
Kansas City	906 (0.10%)	949 (0.12)	1,021 (0.11%)	1,138 (0.12%)	1,045 (0.11%)
Louisville Jefferson County	1,144* (0.22%)	1212 (0.23%)	1,212* (0.23%)	702* (0.13%)	702 (0.13%)
Memphis	77* (0.01%)	77* (0.01%)	77* (0.01%)	77 (0.01%)	85 (0.02%)
Minneapolis-St. Paul-Bloomington	642 (0.04%)	646* (0.04%)	647 (0.04%)	1,069* (0.06%)	1,491 (0.09%)
St. Louis	1,540* (0.12%)	1,540* (0.12%)	1,540* (0.12%)	1,983* (0.16%)	1,983 (0.16%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 3: Utilities Employment

Code 22	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	5,525* (0.62%)	5,525* (0.61%)	5,525* (0.61%)	5,525* (0.59%)	5,525* (0.60%)
Kansas City	4,716 (0.53%)	3,843 (0.43%)	4,071* (0.46%)	4,299 (0.47%)	3,768 (0.41%)
Louisville Jefferson County	3,028 (0.59%)	3,028* (0.58%)	3,028* (0.58%)	2,593* (0.47%)	2,593 (0.47%)
Memphis	417 (0.08%)	392 (0.07%)	387 (0.07%)	403 (0.07%)	361 (0.07%)
Minneapolis-St. Paul-Bloomington	11,089 (0.67%)	10,200 (0.63%)	7,753 (0.47%)	7,707* (0.46%)	7,661 (0.45%)
St. Louis	8,697 (0.70%)	8,445 (0.67%)	8,299 (0.66%)	8,474 (0.67%)	8,826 (0.70%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>.

* Estimated Value

Table 4: Construction Employment

Code 23	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	49,437 (5.57%)	49,437* (5.46%)	49,437* (5.42%)	51,728* (5.51%)	51,728 (5.59%)
Kansas City	55,432 (6.25%)	55,451 (6.21%)	54,880 (6.13%)	59,902 (6.53%)	54,779 (5.96%)
Louisville Jefferson County	31,071 (6.03%)	31,595* (6.07%)	32,118 (6.20%)	33,404 (6.06%)	31,594 (5.78%)
Memphis	25,719* (4.92%)	25,719* (4.88%)	25,719* (4.82%)	25,888* (4.68%)	25,888 (4.71%)
Minneapolis-St. Paul-Bloomington	81,075 (4.93%)	84,453 (5.23%)	85,662 (5.22%)	86,834 (5.19%)	80,985 (4.78%)
St. Louis	81,337* (6.53%)	84,782 (6.70%)	85,456 (6.75%)	86,360 (6.82%)	84,188 (6.68%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 5: Manufacturing Employment

Code 31	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	120,153* (13.55%)	120,153* (13.26%)	120,153* (13.18%)	120,153* (12.79%)	120153 (12.98%)
Kansas City	83,330* (9.39%)	83,330* (9.33%)	83,330* (9.31%)	84,736* (9.24%)	84736 (9.23%)
Louisville Jefferson County	71,900* (13.95%)	71,900* (13.81%)	71,900* (13.87%)	75,291* (13.65%)	75291 (13.78%)
Memphis	45,280 (8.65%)	43258 (8.21%)	44272 (8.30%)	43708 (7.90%)	43430 (7.90%)
Minneapolis-St. Paul-Bloomington	195479 (11.88%)	196573 (12.18%)	196790 (11.99%)	196261 (11.73%)	193846 (11.44%)
St. Louis	133,231* (10.70%)	133,231* (10.53%)	133,231* (10.53%)	130,234* (10.28%)	130234 (10.33%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 6: Wholesale Trade Employment

Code 42	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	52,927* (5.97%)	52,927* (5.84%)	52,927* (5.81%)	52,927* (5.63%)	52,927 (5.72%)
Kansas City	62,200 (7.01%)	62,200* (6.96%)	62,200* (6.95%)	60,344* (6.58%)	60,344 (6.57%)
Louisville Jefferson County	26,910* (5.22%)	26,910* (5.17%)	26,910* (5.19%)	25,825* (4.68%)	25,825 (4.73%)
Memphis	36,506 (6.98%)	35,267 (6.69%)	35,788 (6.71%)	38,165 (6.90%)	35,997 (6.55%)
Minneapolis-St. Paul-Bloomington	98,388 (5.98%)	10,1674 (6.30%)	104,512 (6.37%)	101,907 (6.09%)	102,700 (6.06%)
St. Louis	61,105* (4.91%)	61,105* (4.83%)	61,105* (4.83%)	58,495* (4.62%)	58,495 (4.64%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 7: Retail Trade Employment

Code 44	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	110,982 (12.51%)	113,653 (12.55%)	114,088* (12.51%)	114,523 (12.19%)	107,537 (11.62%)
Kansas City	110,345 (12.44%)	111,717 (12.50%)	111,355 (12.45%)	115,681 (12.61%)	113,656 (12.38%)
Louisville Jefferson County	65,118 (12.63%)	69,000 (13.26%)	67,970 (13.11%)	68,486 (12.42%)	64,830 (11.87%)
Memphis	61,734 (11.80%)	67,013 (12.72%)	66,441 (12.45%)	69,634 (12.58%)	64,427 (11.72%)
Minneapolis-St. Paul-Bloomington	190,969 (11.61%)	192,260 (11.91%)	189,064 (11.52%)	194,004 (11.59%)	194,862 (11.50%)
St. Louis	149,832 (12.03%)	153,127 (12.10%)	152,727 (12.07%)	150,478 (11.88%)	150,015 (11.90%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 8: Transportation and Warehousing Employment

Code 48	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	38,601* (4.31%)	38,601* (4.26%)	38,601* (4.23%)	38,601* (4.11%)	38,601 (4.17%)
Kansas City	40,922 (4.61%)	40,922* (4.58%)	42,234* (4.72%)	42,234 (4.60%)	41,128 (4.48%)
Louisville Jefferson County	28,454* (5.52%)	28,454* (5.47%)	28,454* (5.49%)	41020* (7.44%)	41,020 (7.51%)
Memphis	48,985 (9.36%)	49,324* (9.36%)	49,662 (9.31%)	49,337 (8.91%)	45,059 (8.20%)
Minneapolis-St. Paul-Bloomington	58,331 (3.55%)	57,820 (3.58%)	59,010 (3.60%)	57,197 (3.24%)	55,972 (3.30%)
St. Louis	42,495* (3.41%)	42,495* (3.36%)	42,495* (3.36%)	44720* (3.53%)	44,720 (3.55%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 9: Information Employment

Code 51	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	19,558* (2.20%)	19,558* (2.16%)	19,558* (2.15%)	19,558* (2.08%)	19,558 (2.11%)
Kansas City	53,643* (6.05%)	53,643* (6.00%)	53,643* (6.00%)	44,946* (4.90%)	44,946 (4.89%)
Louisville Jefferson County	9,568* (1.86%)	9,568* (1.84%)	9,568* (1.85%)	13,104* (2.38%)	13,104 (2.40%)
Memphis	10,674 (2.04%)	10,674* (2.03%)	10,674* (2.00%)	8,314* (1.50%)	8,314 (1.51%)
Minneapolis-St. Paul-Bloomington	53,923 (3.28%)	48,939 (3.03%)	48,923 (2.98%)	46,910 (2.80%)	5,1754 (3.06%)
St. Louis	35,587 (2.86%)	36,576 (2.89%)	35,016 (2.77%)	33,749 (2.66%)	32,482 (2.58%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>
 * Estimated Value

Table 10: Finance and Insurance Employment

Code 52	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	51,728 (5.83%)	51,390 (5.67%)	51,390* (5.64%)	58,797* (6.26%)	58,797 (6.35%)
Kansas City	64,984 (7.32%)	65,795 (7.36%)	62,313 (6.96%)	63,019 (6.87%)	62,704 (6.83%)
Louisville Jefferson County	35,079 (6.81%)	32,730* (6.29%)	30,381 (5.86%)	31,610 (5.73%)	30,809 (5.64%)
Memphis	24,314 (4.65%)	24,856 (4.72%)	28,660 (5.37%)	27,254 (4.92%)	22,424 (4.08%)
Minneapolis-St. Paul-Bloomington	122,144 (7.42%)	123,502 (7.65%)	121,645 (7.41%)	122,198 (7.30%)	124,177 (7.33%)
St. Louis	71,205 (5.72%)	70,721 (5.5%)	70,721* (5.59%)	72,144* (5.69%)	72,144 (5.72%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>
 * Estimated Value

Table 11: Real Estate and Rental and Leasing Employment

Code 53	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	13,923* (1.57%)	13,923* (1.54%)	13,923* (1.53%)	13,923* (1.48%)	13,923 (1.50%)
Kansas City	16,119* (1.82%)	16,119* (1.80%)	16,119* (1.80%)	16,080* (1.75%)	16,080 (1.75%)
Louisville Jefferson County	7,960* (1.54%)	7,960* (1.53%)	7,960* (1.54%)	8,781* (1.59%)	8,781 (1.61%)
Memphis	8,417* (1.61%)	8,805 (1.67%)	9,079* (1.70%)	9,353 (1.69%)	9,202 (1.67%)
Minneapolis-St. Paul-Bloomington	30,521* (1.85%)	30,521* (1.89%)	30,521 (1.86%)	31,832* (1.90%)	33,143 (1.96%)
St. Louis	23,513* (1.89%)	23,513* (1.86%)	23,513* (1.86%)	23,513* (1.86%)	23,513 (1.86%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 12: Professional, Scientific, and Technical Services Employment

Code 54	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	55,652 (6.27%)	55,652* (6.14%)	57,996* (6.36%)	57,996* (6.17%)	57,996 (6.26%)
Kansas City	61,716* (6.96%)	61,716* (6.91%)	61,716* (6.90%)	70,649* (7.70%)	70,649 (7.69%)
Louisville Jefferson County	21,708* (4.21%)	21,708* (4.17%)	21,708* (4.19%)	25,903* (4.70%)	25,903 (4.74%)
Memphis	22,369 (4.28%)	23,305 (4.42%)	24,237* (4.54%)	25,170 (4.55%)	25,451 (4.63%)
Minneapolis-St. Paul-Bloomington	103,776 (6.31%)	102,180 (6.33%)	108,355 (6.60%)	117,723 (7.03%)	117,505 (6.94%)
St. Louis	78,766 (6.33%)	80,451 (6.36%)	80,451* (6.36%)	85,157* (6.72%)	85,157 (6.75%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 13: Management of Companies and Enterprises Employment

Code 55	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	37,267* (4.20%)	37,267* (6.14%)	37,267* (4.09%)	37,267* (3.97%)	37,267 (4.03%)
Kansas City	20,719 (2.34%)	20,891 (6.91%)	20,122 (2.25%)	19,176 (2.09%)	28,014 (3.05%)
Louisville Jefferson County	17,643 (3.42%)	17,643* (4.17%)	17,643* (3.40%)	13,860* (2.51%)	13,860 (2.54%)
Memphis	26,929* (5.15%)	26,163 (4.42%)	27,563 (5.17%)	32,165 (5.81%)	38,369 (6.98%)
Minneapolis-St. Paul-Bloomington	82,491 (5.01%)	83,438 (6.33%)	93,590 (5.70%)	102,941* (6.15%)	112,293 (6.63%)
St. Louis	56,074* (4.50%)	56,074* (6.36%)	56,074 (4.43%)	54,624* (4.31%)	53,175 (4.22%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 14: Administrative and Support and Waste Management and Remediation Services Employment

Code 56	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	53,995* (6.09%)	60,195* (6.64%)	60,195 (6.60%)	60,276* (6.42%)	60,357 (6.52%)
Kansas City	53,873* (6.07%)	53,873 (6.03%)	53,873* (6.02%)	59,530* (6.49%)	59,530 (6.48%)
Louisville Jefferson County	29,857* (5.79%)	30,208 (5.80%)	30,208* (5.83%)	36,993* (6.71%)	36,993 (6.77%)
Memphis	40,785 (7.80%)	40,785* (7.74%)	40,785* (7.64%)	49,414* (8.93%)	49,414 (8.99%)
Minneapolis-St. Paul-Bloomington	98,425* (5.98%)	98,425 (6.10%)	100,187 (6.10%)	103,982 (6.21%)	108,913 (6.43%)
St. Louis	90,541* (7.27%)	90,541* (7.16%)	90,541* (7.16%)	90,541* (7.15%)	90,541 (7.18%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 15: Educational Services Employment

Code 61	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	17,162* (1.93%)	17,162* (1.89%)	129,094* (1.88%)	17,162 (1.83%)	17,950 (1.94%)
Kansas City	16,118 (1.82%)	16,613 (1.86%)	112,354 (1.82%)	16,009 (1.74%)	16,932 (1.84%)
Louisville Jefferson County	9,971 (1.93%)	10,138* (1.95%)	74,139 (1.99%)	10,135* (1.84%)	9,966 (1.82%)
Memphis	9,191* (1.76%)	9,191 (1.74%)	66,381 (1.79%)	9,818* (1.77%)	10,080 (1.83%)
Minneapolis-St. Paul-Bloomington	39,918* (2.43%)	39,918* (2.47%)	211,766 (2.43%)	39,918* (2.39%)	39,918 (2.36%)
St. Louis	45,344* (3.64%)	45,344* (3.58%)	168,393 (3.58%)	45,344 (3.58%)	48,160 (3.82%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 16: Health Care and Social Assistance Educational Services Employment

Code 62	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	115,689* (13.04%)	125,715 (13.88%)	129,094* (14.16%)	132,474 (14.10%)	133,990 (14.47%)
Kansas City	108,183 (12.19%)	109,732 (12.28%)	112,354 (12.56%)	117,119 (12.76%)	116,155 (12.65%)
Louisville Jefferson County	70,650 (13.71%)	74,539 (14.32%)	74,139 (14.30%)	74,829 (13.57%)	76,690 (14.04%)
Memphis	68,222 (13.04%)	68,560 (13.01%)	66,381 (12.44%)	69,203 (12.50%)	72,595 (13.21%)
Minneapolis-St. Paul-Bloomington	200,393 (12.18%)	205,170 (12.71%)	211,766 (12.90%)	218,421 (13.05%)	222,358 (13.13%)
St. Louis	162,620* (13.06%)	168,393* (13.31%)	168,393 (13.31%)	172,753 (13.63%)	168,207 (13.34%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 17: Arts, Entertainment, and Recreation Employment

Code71	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	14,235* (1.60%)	14,235 (1.57%)	14,178 (1.56%)	23,463* (2.50%)	14,444 (1.56%)
Kansas City	13,086* (1.47%)	13,321 (1.49%)	13,534 (1.51%)	13,565 (1.48%)	14,000 (1.52%)
Louisville Jefferson County	6,229* (1.22%)	6,229* (1.20%)	6,229* (1.20%)	7,085* (1.28%)	7,085 (1.30%)
Memphis	6,397 (1.22%)	6,397* (1.21%)	6,441* (1.21%)	6,441 (1.16%)	7,161 (1.30%)
Minneapolis-St. Paul-Bloomington	70,127* (4.26%)	30,127* (1.87%)	30,127* (1.84%)	30,127* (1.80%)	30,127 (1.78%)
St. Louis	22,276* (1.79%)	22,276* (1.76%)	22,276* (1.76%)	22,276 (1.76%)	20,604 (1.63%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 18: Accommodation and Food Services Employment

Code 72	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	92,389* (10.42%)	92,389* (10.20%)	92,389* (10.13%)	92,389* (9.83%)	92,389 (9.93%)
Kansas City	76,225* (8.59%)	78,179 (8.75%)	80,973* (9.05%)	83,407 (9.09%)	85,125 (9.27%)
Louisville Jefferson County	49,011 (9.51%)	49,011* (9.42%)	49,011* (9.45%)	52,693* (9.55%)	52,693 (9.65%)
Memphis	58,733 (11.23%)	58,425 (11.09%)	59,208 (11.10%)	60,798 (10.98%)	62,567 (11.38%)
Minneapolis-St. Paul-Bloomington	126,592 (7.69%)	129,469 (8.02%)	135,401 (8.25%)	137,268 (8.20%)	137,872 (8.14%)
St. Louis	113,860 (9.14%)	119,425 (9.44%)	121,016 (9.57%)	122,116 (9.64%)	124,552 (9.88%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

Table 19: Other Services (except Public Administration) Employment

Code 81	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	36,621* (4.13%)	36,621* (4.04%)	36,621* (4.02%)	41,532* (4.42%)	41,532 (4.49%)
Kansas City	44,216 (4.98%)	44,619 (4.99%)	44,125 (4.93%)	45,302 (4.94%)	44,480 (4.84%)
Louisville Jefferson County	29,173 (5.66%)	27,741 (5.33%)	28,697 (5.54%)	28,381 (5.15%)	27,746 (5.08%)
Memphis	28,017 (5.36%)	28,367 (5.33%)	28,206 (5.29%)	28,101 (5.08%)	28,608 (5.21%)
Minneapolis-St. Paul-Bloomington	80,475 (4.89%)	78,046 (4.84%)	76,634 (4.67%)	76,510 (4.57%)	77,684 (4.59%)
St. Louis	66,310 (5.32%)	66,017 (5.22%)	66,017* (5.22%)	63,244* (4.99%)	63,244 (5.02%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

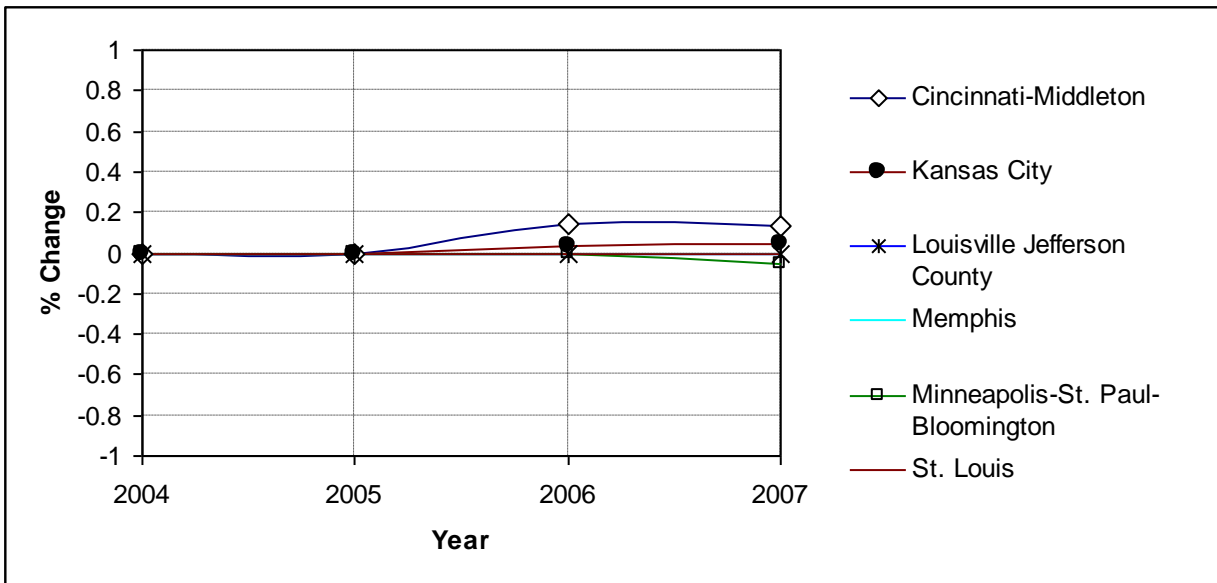
Table 20: Unclassified Employment

Code 99	Year				
	2003	2004	2005	2006	2007
Cincinnati-Middleton	249* (0.03%)	499* (0.06%)	249* (0.03%)	249* (0.03%)	99* (0.01%)
Kansas City	341 (0.04%)	510 (0.06%)	365 (0.04%)	235* (0.03%)	105 (0.01%)
Louisville Jefferson County	217* (0.04%)	217 (0.04%)	217* (0.04%)	34* (0.01%)	34 (0.01%)
Memphis	249* (0.05%)	249* (0.05%)	249* (0.05%)	99* (0.02%)	19* (0.00%)
Minneapolis-St. Paul-Bloomington	99* (0.01%)	99* (0.01)	99* (0.01%)	99* (0.01%)	99 (0.01%)
St. Louis	519* (0.04%)	519* (0.04%)	519* (0.04%)	519 (0.04%)	351 (0.03%)

Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

* Estimated Value

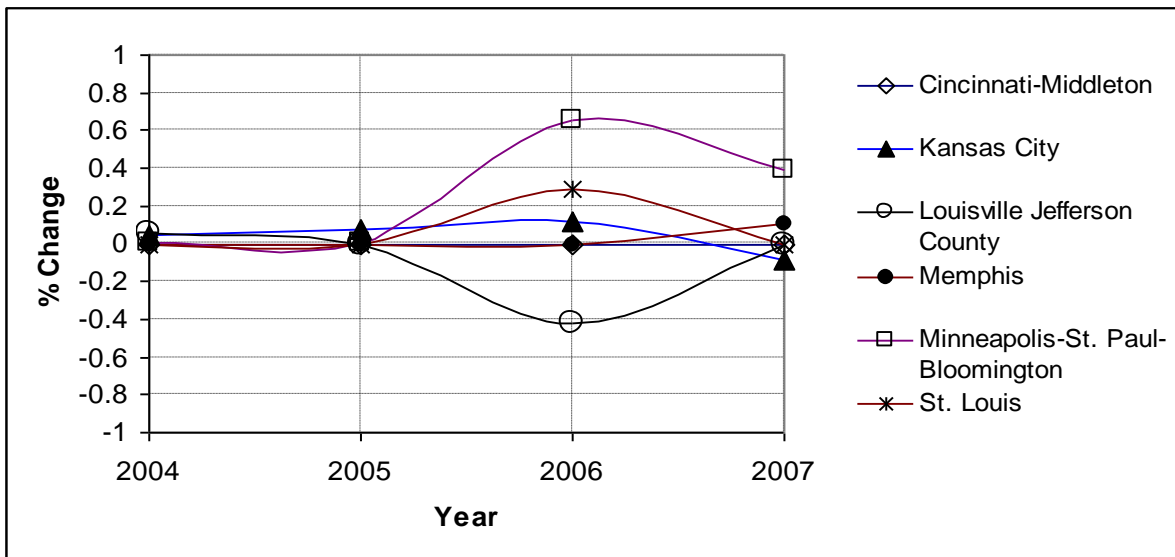
Figure 1
Percent Changes in Forestry, Fishing, Hunting, and Agriculture Support Employment (Code 11)



Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

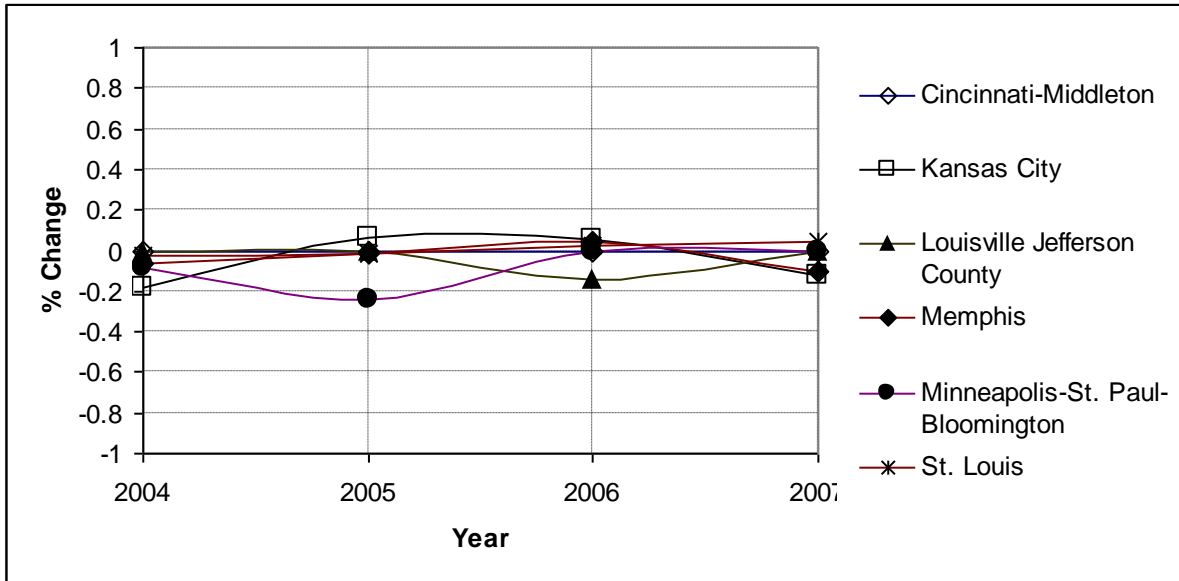
*Percent changes in the MSAs which do not have a symbol next to their names are zero.

Figure 2
Percent Changes in Mining Employment (Code 21)



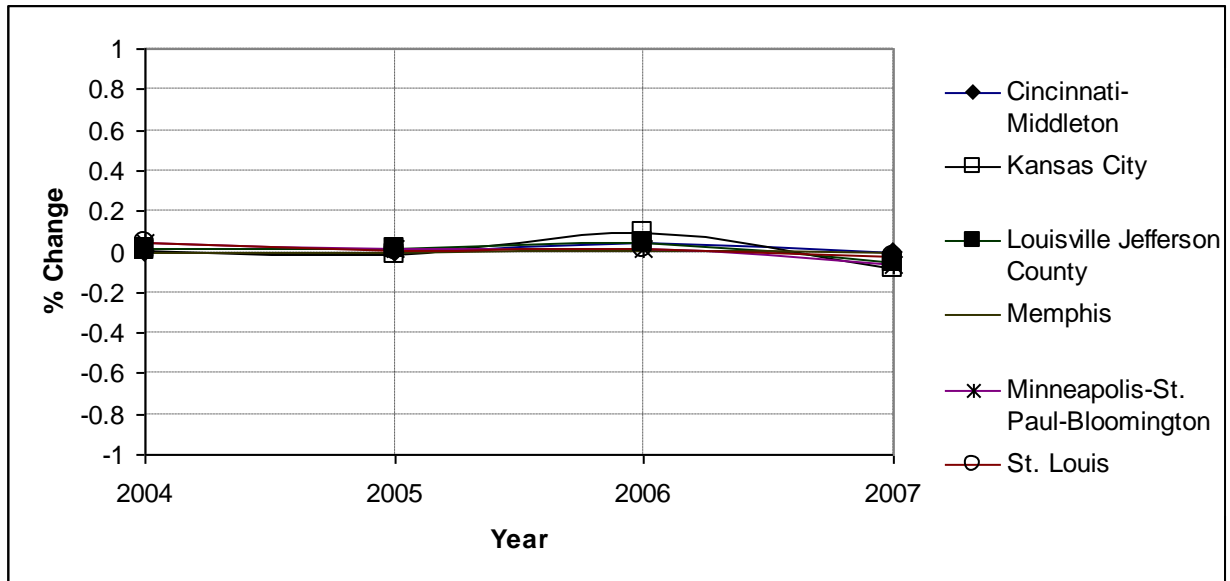
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 3
Percent Changes in Utilities Employment (Code 22)



Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

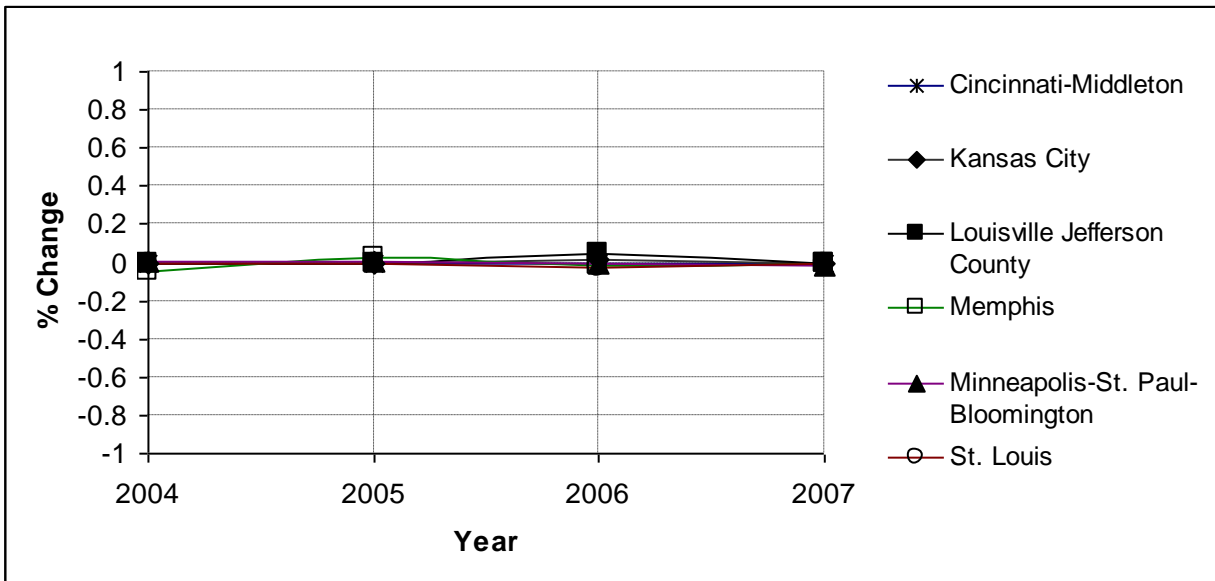
Figure 4
Percent Changes in Construction Employment (Code 23)



Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>,

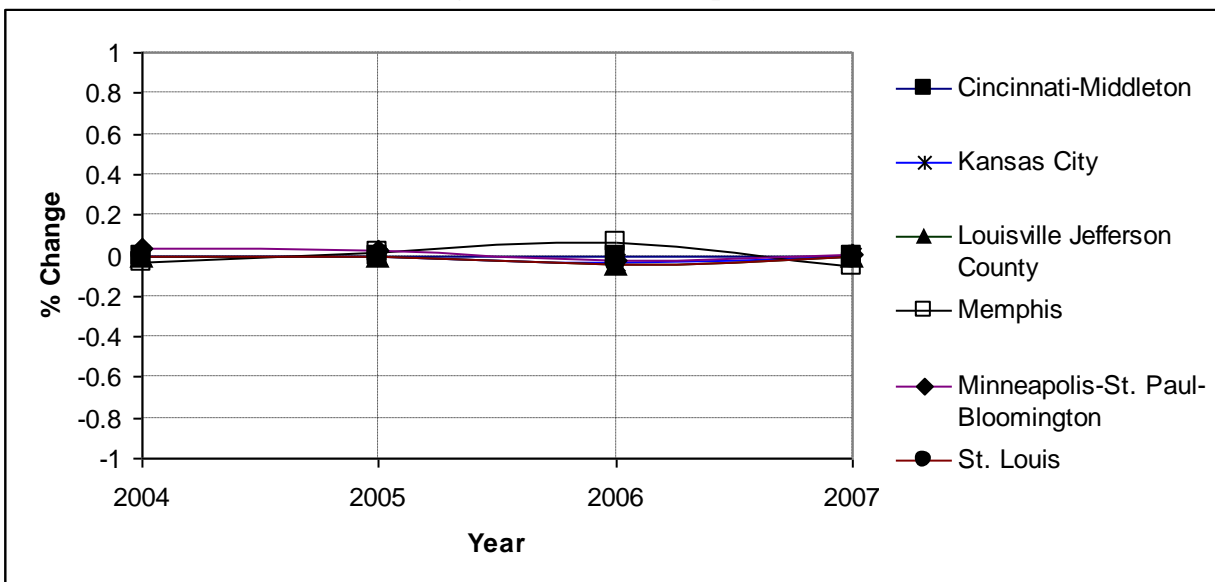
*Percent changes in the MSAs which do not have a symbol next to their names are zero.

Figure 5
Percent Changes in Manufacturing Employment (Code 31)



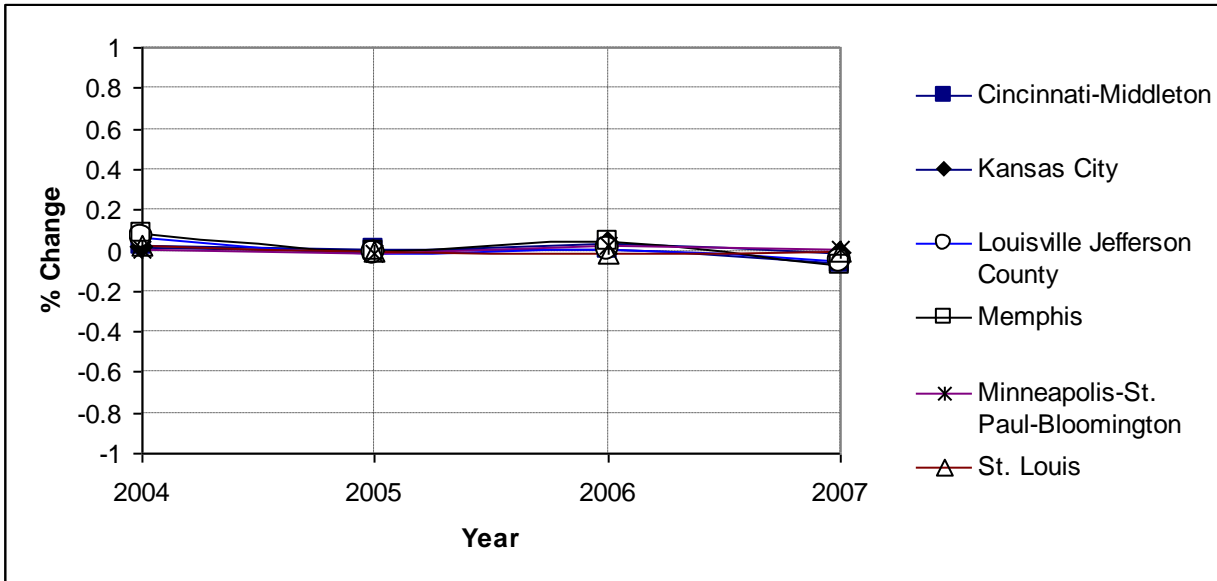
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 6
Percent Changes in Wholesale Employment (Code 42)



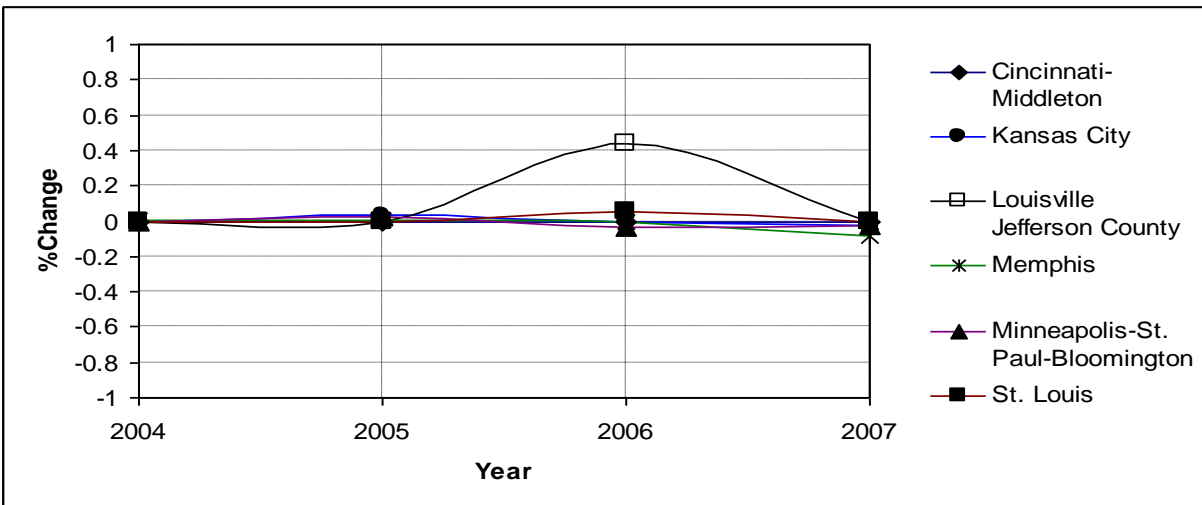
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 7
Percent Changes in Wholesale Trade Employment (Code 44)



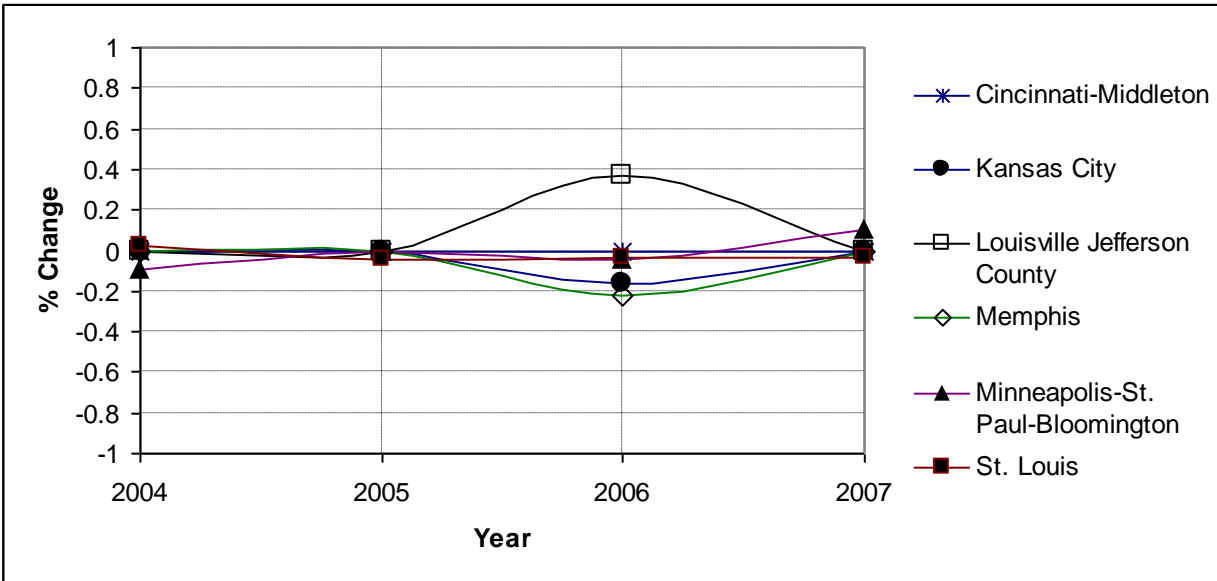
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 8
Percent Changes in Transportation and Warehousing Employment (Code 48)



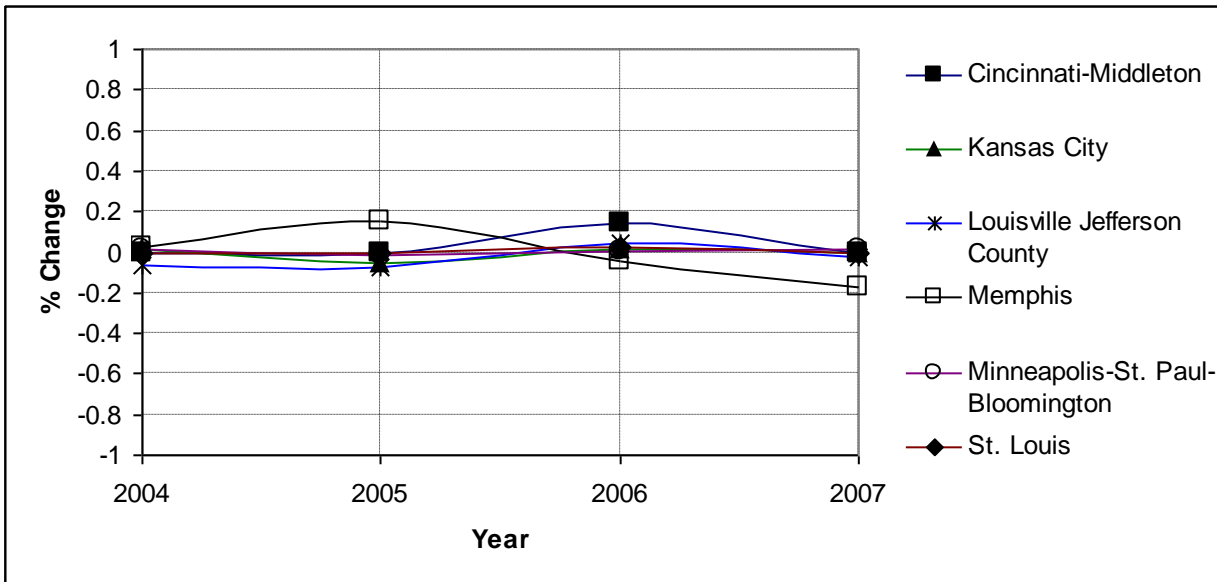
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 9
Percent Changes in Information Employment (Code 51)



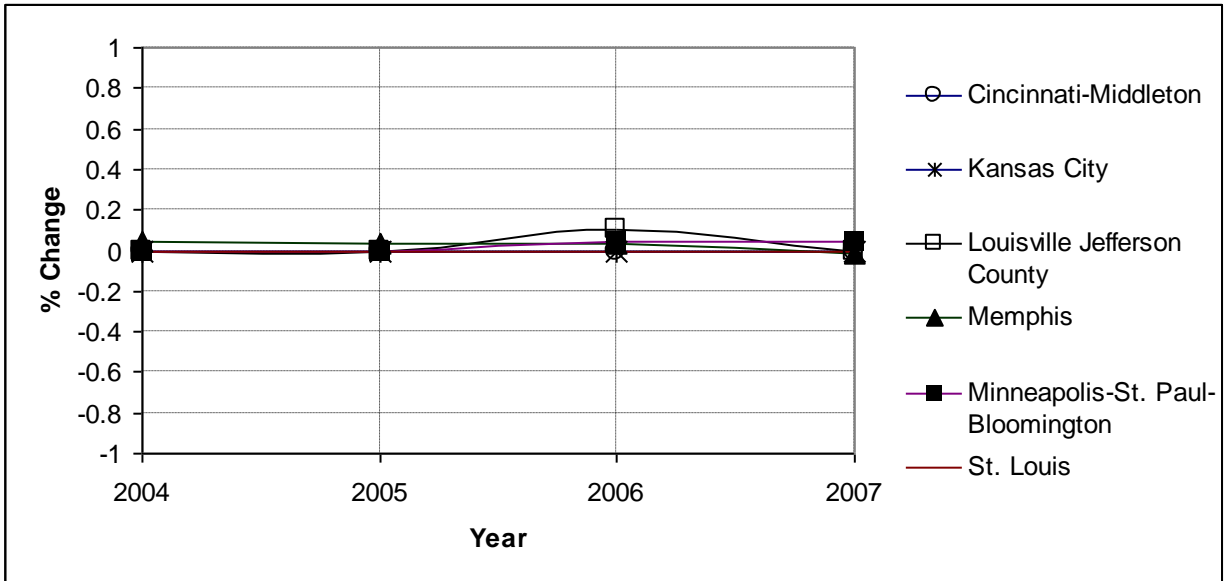
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 10
Percent Changes in Finance and Insurance Employment (Code 52)



Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

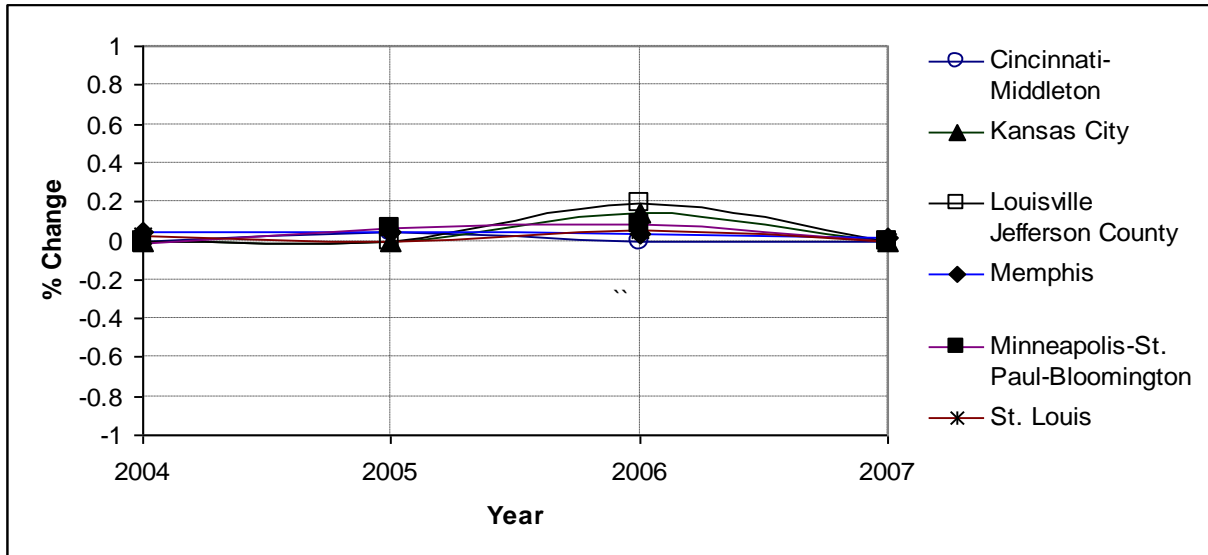
Figure 11
Percent Changes in Real Estate and Rental and Leasing Employment (Code 53)



Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

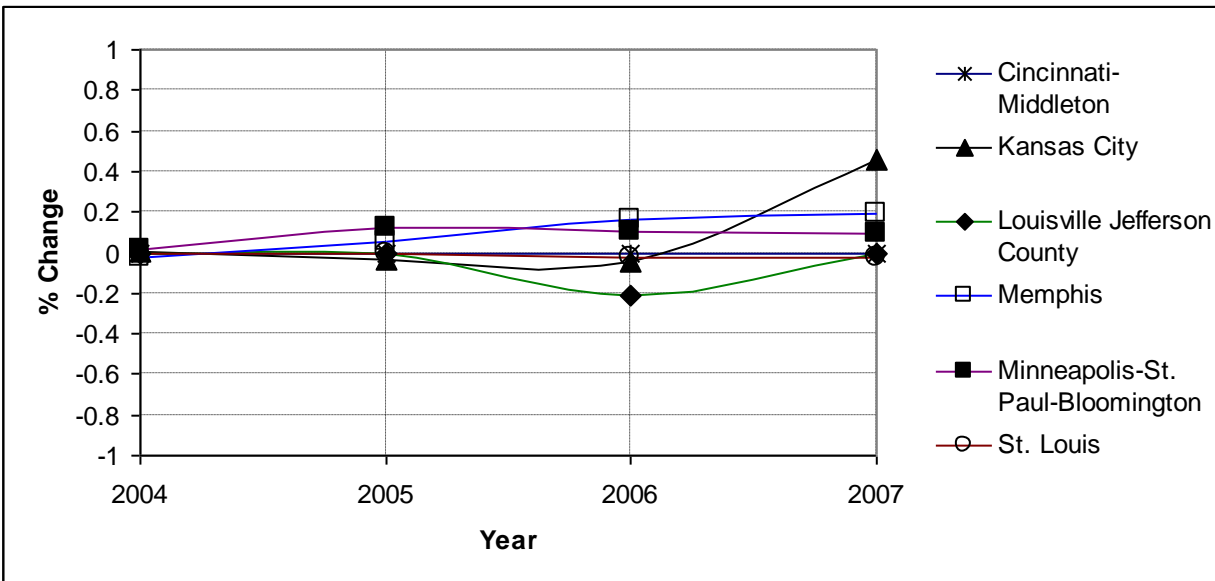
*Percent changes in the MSAs which do not have a symbol next to their names are zero.

Figure 12
Percent Changes in Professional, Scientific, and Technical Services Employment (Code 54)



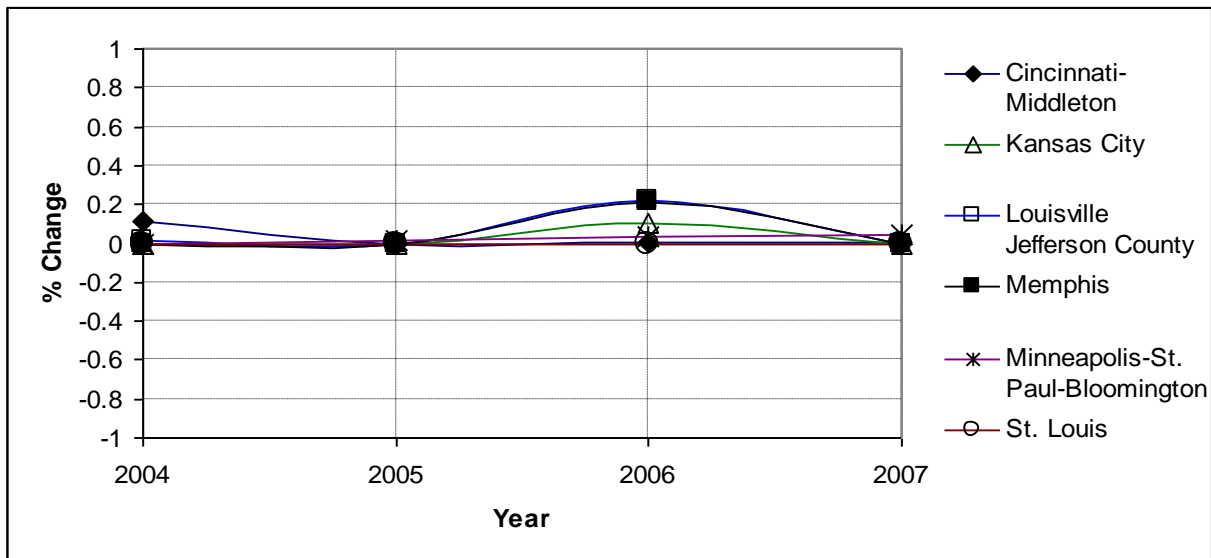
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 13
Percent Changes in Management of Companies and Enterprises Employment (Code 55)



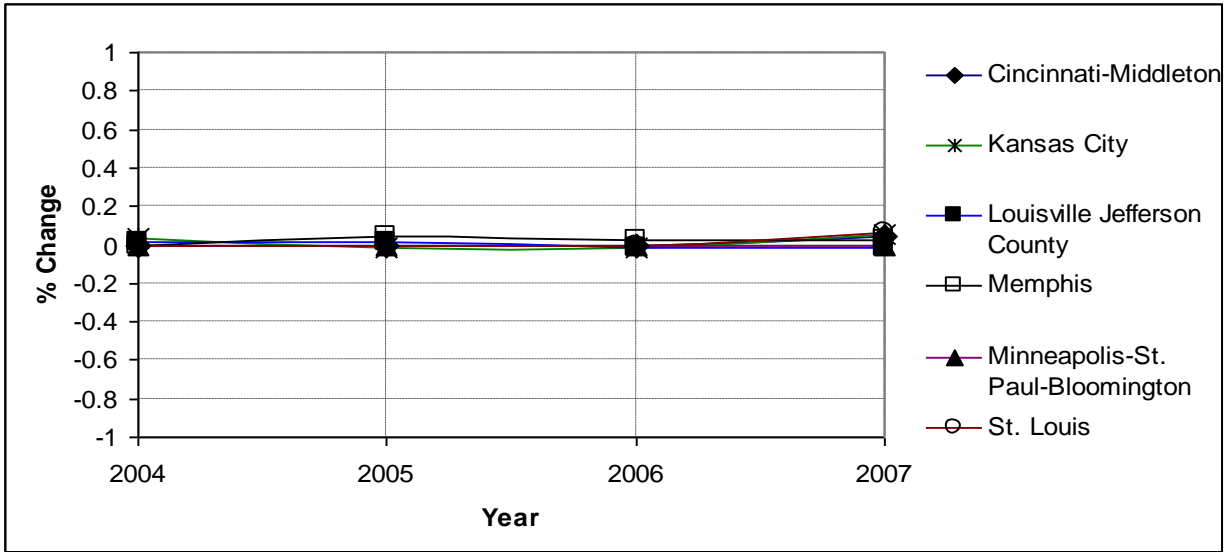
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 14
Percent Changes in Administrative and Support and Waste Management and Remediation Services Employment (Code 56)



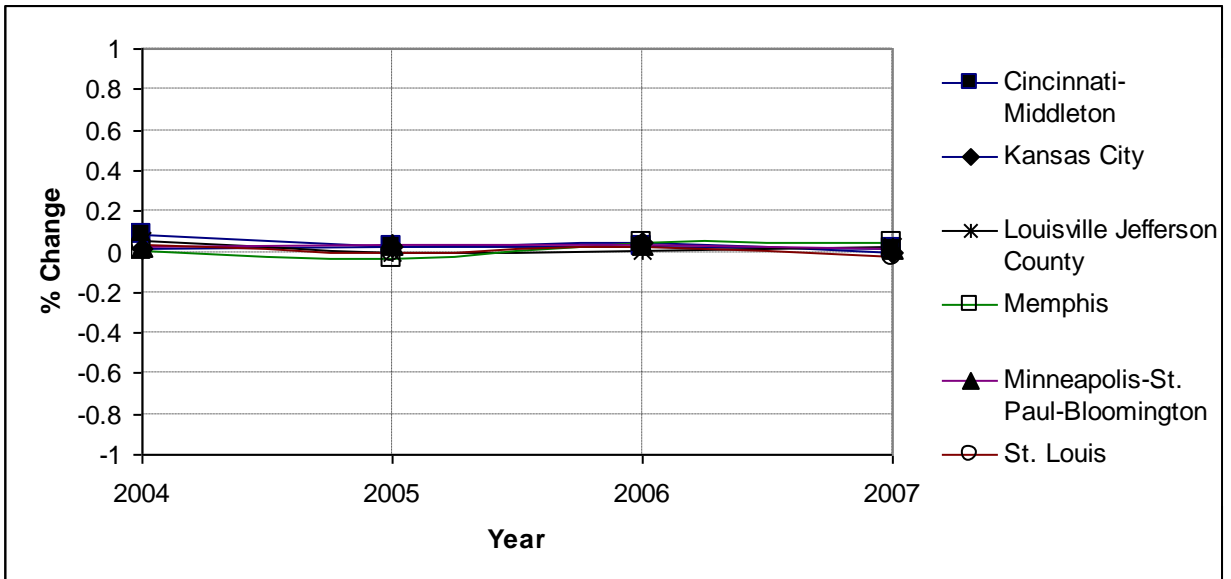
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 15
Percent Changes in Educational Services Employment (Code 61)



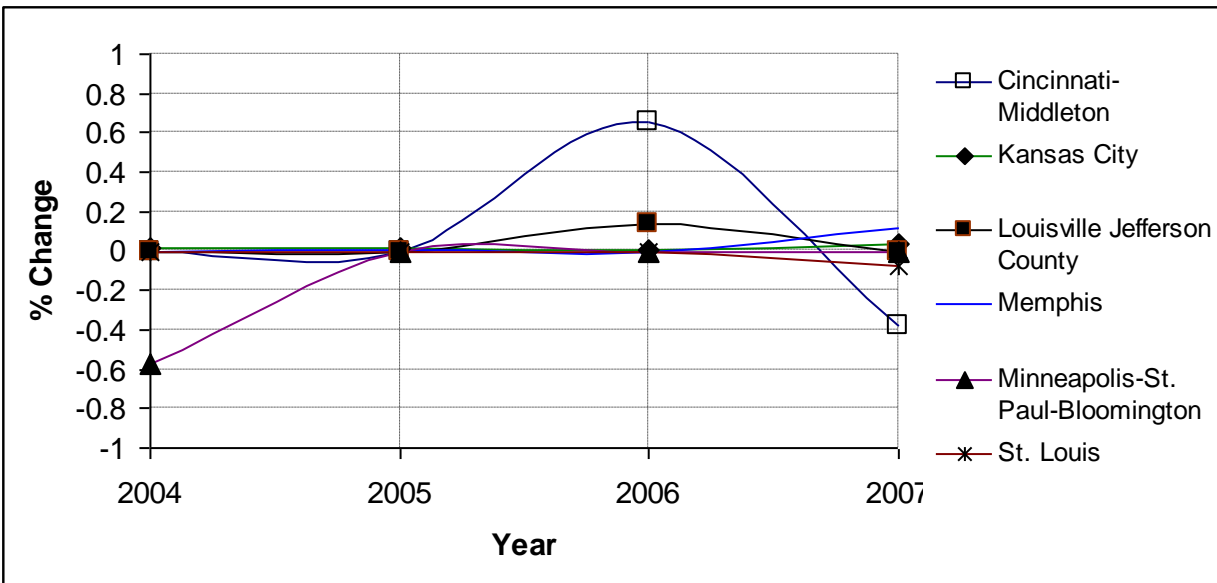
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 16
Percent Changes in Health Care and Social Assistance Employment (Code 62)



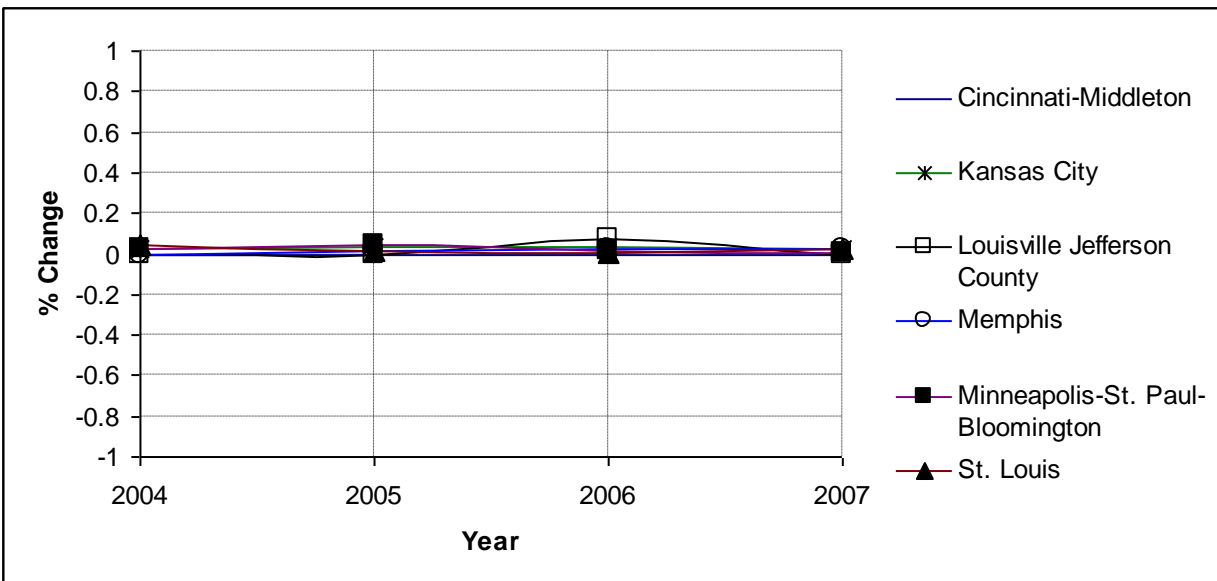
Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 17
Percent Changes in Arts, Entertainment, and Recreation Employment (Code 71)



Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

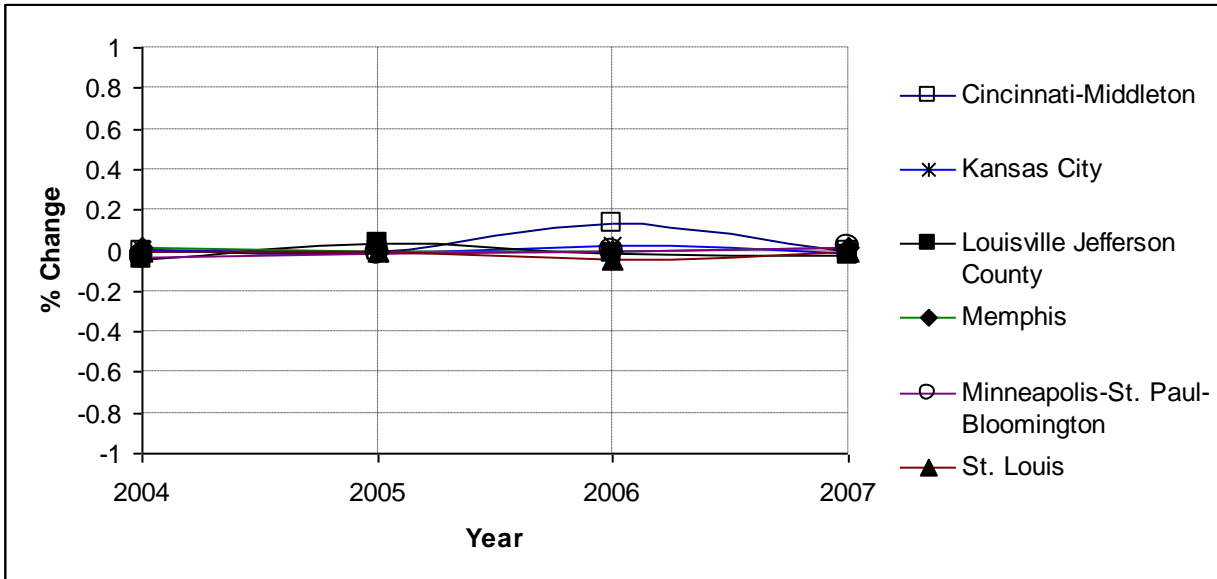
Figure 18
Percent Changes in Accommodation and Food Services Employment (Code 72)



Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

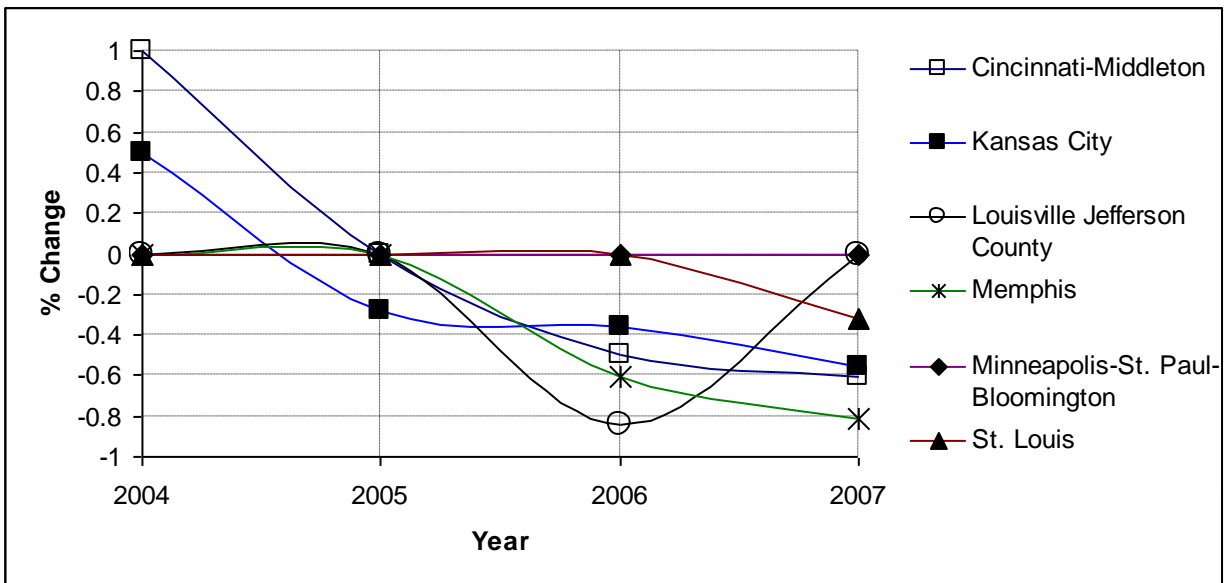
*Percent changes in the MSAs which do not have a symbol next to their names are zero.

Figure 19
Percent Changes in Other Services (except Public Administration) Employment (Code 81)



Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>

Figure 20
Percent Changes in Unclassified Employment (Code 99)



Source: US Bureau of the Census, <http://www.census.gov/econ/cbp/index.html>