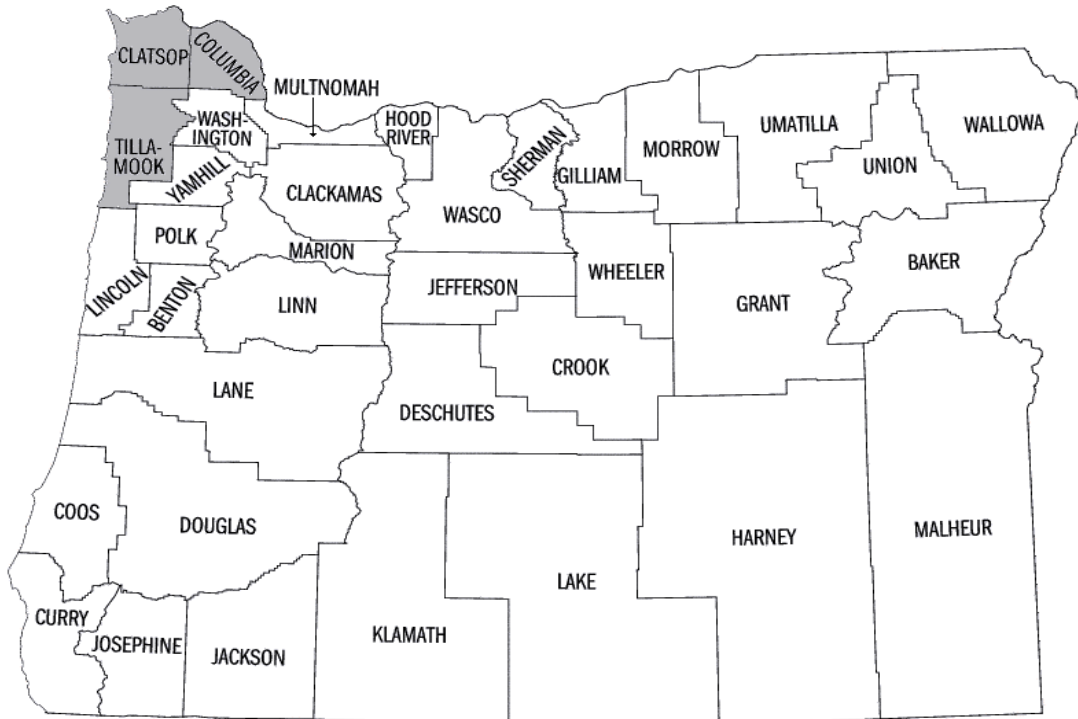


**OREGON**  
ECONOMIC & COMMUNITY DEVELOPMENT DEPARTMENT

**Regional Analysis**  
**Clatsop, Columbia and Tillamook Counties**

**April 2008**



**Michael Anderson**, Economist  
(503) 229-6179

**Brian Evans**, Economist  
(503) 229-5224

Innovation and Economic Strategies Division  
One World Trade Center  
121 S.W. Salmon  
Portland, OR 97204

## Executive Summary

This report evaluates the employment base, competitive industries and projected growth opportunities in the Oregon Economic and Community Development Department's (OECD) regional service area made up of Clatsop, Columbia and Tillamook counties. The following are key features and trends that were identified by the data and analysis in this report:

### Employment and Wages

- Employment in the region (29,544) accounts for (2.1%) of private sector employment in Oregon (1.4 million).
- The average private sector wage in the region (\$29,216) is 22.5% lower than the state average of \$37,703.
- Clatsop County accounts for the largest share of regional employment (47.3%).
- Employment growth in each county of the region was lower than the state average (5.9%).
- Clatsop County had the highest employment growth (4.9%) in the region.

### Interstate Business Moves

- The region was a net exporter of business establishments between 1990 and 2004.
- The region had a net gain of business from California, Idaho and Missouri.
- The region had a net loss of business establishments to Nevada, Minnesota, Washington, Arizona and Illinois.
- Service industries (Transportation, Personal & Health) accounted for the largest share of net moves to the region although three Apparel & Textiles manufactures also moved in.
- The construction industry (Special Trade Contractors) experienced a net loss of 5 firms over the time period.

### Population and Age Demographics

- Population growth in each county of the region was lower than the state average of 3.0% between 2004 and 2006.
- The region had a higher share of retirement workers (18.8%) than the state average of 16.6%.
- The Construction and Leisure & Hospitality sectors have lower proportions of retirement age workers than the state averages for those sectors.
- In most sectors of the region the share of retirement age workers is between 4.0% and 11.0% above the state average.

### Competitive Industries

- The region has 41 industries that met at least one of the competitiveness criteria<sup>1</sup>.
- Of the 41 competitive industries, 37 are projected to grow by 2016.
- 15 of the competitive industries are projected to grow faster than the regional average.
- 17 of the competitive industries have average wages above the regional average.

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<sup>1</sup> Competitive criteria used in this report are as follows: location quotient greater than or equal to 1.25; relative average wage greater than 100%; and differential employment growth rate greater than or equal to 20%.

- Chemical Manufacturing, Heavy & Civil Engineering Construction and Waste Management & Remediation Services are the only three industries where average wages AND employment growth exceed the regional averages.

## **Introduction**

The purpose of this report is to evaluate the employment base, competitive industries and projected growth opportunities in the Oregon Economic and Community Development Department's (OECDD) regional service area made up of Clatsop, Columbia and Tillamook counties. The framework for the report provides data and analysis to help identify emerging issues and possible areas for strategic economic development initiatives. The report is composed of four sections. Section one details the data sources and methodology for this report. Section two provides an overview of the regional economy by analyzing employment, wages, population growth, business relocation, and age demographics by industry. Section three provides a framework to identify the industries in which the region may have a competitive advantage in developing or expanding regional industry specialization. Section four analyzes the employment and occupational growth opportunities that are projected for the industries identified in section three. Detailed tables of business relocation data are provided in the two appendices.

## **Section 1: Data Sources and Methodology**

This report is based on analysis of statistical data from Oregon Employment Department, Bureau of Labor Statistics, Portland State University's Population Research Center, and Walls and Associate's National Establishment Time Series (NETS) database.

The methodology for this report uses a series of indicators to provide a framework for evaluating the competitive strengths and growth opportunities of the regional economy. The following indicators are used for this report.

### **Regional Indicators**

Section two begins with an overview of the regional economy focusing on private sector business establishments, employment, and average wages to determine the geographic distribution and characteristics of employment in the region. This data is followed by recent employment and population growth trends to evaluate the region's strength in creating employment opportunities, and attracting or retaining people in the area.

The next set of indicators in this section examines regional business relocation patterns. One way to evaluate the economic strength of a region is to see if it is able to attract businesses from outside the area. This set of indicators looks at net gain or loss of business establishments by industry and also details the states where business relocations are most likely to occur.

The final set of indicators in this section analyzes of the share of retirement age workers in the region by sector. The impending retirement of the baby-boomer generation will create challenges and opportunities for regional economies. Worker replacement needs may create new employment opportunities, but regions may struggle to find qualified workers.

## **Competitive Industry Indicators**

Section three develops three sets of indicators to identify industries that have a competitive advantage in the region. We examine employment concentrations, relative wage levels and differential growth rates within each region to identify industries that appear stronger in the region than elsewhere in the state. This section of the report uses the same competitiveness indicators as Joe Cortright's "Oregon Industry Clusters" report commissioned by OECDD. More information about the each of the three competitiveness indicators is listed below:

One characteristic of a competitive industry is the concentration of industry employment in a region, which is measured using location quotients. Location quotient is a ratio of the employment concentration of a given industry in a region compared to that industry's employment concentration in the state as a whole. Location quotients above one indicate that an industry's share of employment in the region is greater than the industry's share of employment statewide. For this study we use a location quotient threshold value of 1.25 to determine if an industry has a competitive advantage in the region. A location quotient of 1.25 means that an industry has a 25 percent greater employment concentration in the region than that found in Oregon as a whole.

Another competitive indicator is relative average wage. Regions where industry average wages are significantly above the state average are one sign that the industry has a competitive advantage in the region. Firms generally pay higher wages to higher skilled workers, as a reflection of their higher productivity, greater level of human capital, or to compensate them for the maintenance of firm specific skills. To measure relative average wage we compare industry average annual pay levels for the region and for Oregon in 2006. The threshold for this indicator is 100%, which indicates that the average annual pay in the region is equal to or greater than the state average for that industry.

Differential employment growth rate is the final indicator that was used to determine regional industry competitiveness. If a region's industry consistently outperforms their peers statewide over a period of time this may indicate the existence of a competitive advantage for that industry. To measure differential growth, we examine five-year growth rates for regional and statewide industry employment. The threshold for the relative growth indicator is 20%, which means employment in the industry grew at least 20% faster in the region than it did in the state as a whole.

## **Employment Growth Projections**

Section four looks at the employment growth projections that are associated with each of the regionally competitive industries identified in section three. Growth projections are a good way to determine the industries where employment growth is projected to occur. Current projections cover the period from 2006 to 2016.

## **Caveats & Limitations**

The competitive industries indicators and the employment projections are based on different datasets. The competitive industries indicators are based on private, covered (subject to unemployment insurance) employment while the employment projections are based on non-farm covered and uncovered employment. As a result the employment figures in Table 7 do not match the employment totals in Tables 8 although they are typically very similar.

## **Section 2: Overview of the Regional Economy**

## Business Establishments, Employment and Wages

- The region made up of Clatsop, Columbia and Tillamook counties accounts for 2.1% of Oregon's private sector employment.
- Average private sector wages in the region (\$29,216) are 22.5% lower than the state average of \$37,703.
- While Columbia County has the region's highest average wage, it is still lower than the state average.
- Clatsop County accounts for almost half of the employment in the region.

**Table 1: Private Sector Establishments, Employment and Wages, 2006**

Area	Est.	Employment	Average Wage	% of Region Employment	% of Region Ave. Wage
Clatsop	1,492	13,971	\$28,786	47.3%	98.5%
Columbia	1,052	8,657	\$31,237	29.3%	106.9%
Tillamook	794	6,916	\$27,555	23.4%	94.3%
Region	3,338	29,544	\$29,216	100.0%	100.0%
Oregon	122,629	1,434,040	\$37,703	N/A	N/A

Source: OECD analysis based on QCEW data from the Oregon Employment Department and BLS

## Employment and Population Growth

- Employment growth and population growth in each county of the region is lower than the state average.
- Columbia County has the highest population growth rate but the lowest employment growth rate.
- Clatsop was the only county in the region whose employment growth was in the top half of all Oregon counties (36) from 2004 to 2006.

**Table 2: Percentage Change in Employment and Population, 2004-2006**

Area	Employment	Population	Emp. Growth Rank	Pop. Growth Rate
Clatsop	4.9%	1.8%	16	17
Columbia	4.5%	2.9%	19	9
Tillamook	4.6%	2.3%	18	14
Oregon	5.9%	3.0%	N/A	N/A

Source: Oregon Employment Department and Portland State University

## Interstate Business Moves

- The region was a net exporter of business establishments between 1990 and 2004.
- California was the top feeder state for the region but the region only received 4 establishments from the state.
- The region had 7 establishments leave for Nevada, which was the top stealer state.

**Table 3. Top Feeder States (1990-2004)**

State	Net Est. Gain
California	4
Idaho	3
Missouri	2

**Table 4. Top Stealer States (1990-2004)**

State	Net Est. Loss
Nevada	-7
Minnesota	-3
Washington	-2
Arizona	-2
Illinois	-2

Source: OECD analysis using National Establishment Time Series Database (Wall and Associates)

- The region gained 3 establishments that manufacture apparel and other textiles products.
- Service industries accounted for the largest share of net out-of-state moves from the region.
- Apparel, Finished Products from Fabrics & Similar Materials, Transportation Services and Health Services industries experienced no business relocations out of the region.

**Table 5: Largest Net Establishment Gains by Industry (1990-2004)**

Industry	Move In	Move Out	Net Change
Apparel, Finished Products from Fabrics & Similar Materials	3	0	3
Industrial and Commercial Machinery and Computer Equipment	4	2	2
Transportation Services	2	0	2
Personal Services	6	4	2
Health Services	2	0	2
All	72	80	-8

Source: OECD analysis using National Establishment Time Series Database (Wall and Associates)

- Building Materials, Hardware, Garden Supply & Mobile Home Dealers industry experienced no business relocations into the region.
- The region's largest net loss occurred in the construction industry (Special Trade Contractors).

**Table 6: Largest Net Establishment Losses by Industry (1990-2004)**

Industry	Move In	Move Out	Net Change
Construction - Special Trade Contractors	5	10	-5
Hotels, Rooming Houses, Camps, and Other Lodging Places	2	6	-4
Building Materials, Hrdwr, Garden Supply & Mobile Home Deals	0	3	-3
Business Services	4	7	-3
Engineering, Accounting, Research, Management & Related Svcs	3	6	-3
All	72	80	-8

Source: OECD analysis using National Establishment Time Series Database (Wall and Associates)

## Age Demographics by Industry

- The number of retirement age workers is highest in the Retail Trade industry.
- The highest percentage of retirement age workers (27.5%) occurs in the Transportation & Utilities sector.
- Although the Information industry has the fewest number of retirement age workers (73) in the region, it still has high percentage of retirement age workers due to few people working in this field (339).
- Natural Resources & Mining is the only industry in which the share of retirement age workers is lower than the statewide average.
- The lowest percentage of retirement age workers occurs in Leisure & Hospitality, the region's largest industry employer.

**Table 7: Age Demographics by Industry, 2006**

Sector	Statewide			Region		
	Age 14-99	Age 55+	Pct.	Age 14-99*	Age 55+*	Pct.*
Construction	100,444	13,498	13.4%	1,972	290	14.7%
Educational and Health Services	205,443	41,376	20.1%	3,292	806	24.5%
Financial Activities	89,086	16,137	18.1%	1,151	243	21.1%
Information	34,853	4,823	13.8%	339	73	21.5%
Leisure and Hospitality	164,490	17,096	10.4%	6,063	843	13.9%
Manufacturing	203,499	33,994	16.7%	4,452	792	17.8%
Natural Resources and Mining	48,201	10,118	21.0%	1,589	267	16.8%
Other Services	61,801	13,418	21.7%	1,427	327	22.9%
Professional and Business Services	98,476	17,325	17.6%	685	174	25.4%
Retail Trade	203,439	30,352	14.9%	4,487	858	19.1%
Transportation and Utilities	52,954	11,311	21.4%	959	264	27.5%
Wholesale Trade	84,563	14,420	17.1%	455	104	22.9%
All	1,347,249	223,868	16.6%	26,871	5,041	18.8%

Source: Oregon Employment Department, Local Employment Dynamics

\* Some sector totals are affected by confidentially restrictions due to the small size of sector employment in the some of the counties that make up the region

## Section 3: Regional Competitive Industries

- Of the 85 reportable (non-confidential data) 3-digit NAICS industries in the region, 41 met at least one of the competitiveness criteria.
- Only one industry in the region met all three competitive criteria among the 41 competitive industries.
- Of the reportable industries in the region, 40.0% met two competitive criteria.
- Employment in the 41 industries accounts for 64.0% of private employment in the region.
- Animal Production, Forestry & Logging and Nonmetallic Mineral Product Manufacturing are the three industries with the highest employment concentration in the region.
- The region's employment concentration in Animal Production is more than five times the concentration of the state as a whole.
- Few industries have a competitive differential employment growth rate.
- Nonmetallic Mineral Product Manufacturing is the only industry that meets all three competitiveness criteria.

**Table 8: Industries Meeting At least One of the Competitiveness Criteria (sorted by employment)\***

NAICS	NAICS Description	Est.	Employment	Average Wage	LQ	Relative Wage	Differential Growth Rate	# of Criteria Met
722	Food Services And Drinking Places	324	4,067	\$13,184	1.62	110.3%	2.0%	**
721	Accommodation	125	1,449	\$15,596	3.29	102.0%	9.5%	**
311	Food Manufacturing	34	1,347	\$28,707	2.95	103.5%	9.5%	**
321	Wood Product Manufacturing	20	1,205	\$43,733	1.81	128.3%	8.3%	**
452	General Merchandise Stores	18	1,094	\$23,508	1.43	123.3%	0.5%	**
445	Food And Beverage Stores	82	1,079	\$19,788	1.39	103.4%	0.2%	**
561	Administrative And Support Services	120	820	\$22,506	0.43	104.6%	0.9%	*
813	Membership Associations And Organizations	175	807	\$13,845	1.40	72.9%	-0.1%	*
113	Forestry And Logging	64	767	\$39,855	4.88	112.7%	7.4%	**
624	Social Assistance	84	591	\$20,307	1.11	109.7%	-24.3%	*
441	Motor Vehicle And Parts Dealers	52	590	\$36,388	1.04	101.8%	8.3%	*
484	Truck Transportation	87	515	\$33,543	1.28	96.8%	-7.9%	*
447	Gasoline Stations	47	420	\$13,980	1.86	94.7%	-4.8%	*
327	Nonmetallic Mineral Product Manufacturing	10	413	\$53,740	3.69	144.4%	29.1%	***
444	Building Material And Garden Supply Stores	39	341	\$26,586	1.05	100.8%	-2.8%	*
811	Repair And Maintenance	76	330	\$25,042	0.93	80.4%	30.2%	*
112	Animal Production	41	325	\$27,116	5.07	119.7%	-4.8%	**
453	Miscellaneous Store Retailers	93	295	\$14,597	1.29	80.7%	24.1%	**
713	Amusements, Gambling, And Recreation	40	279	\$16,201	0.84	116.1%	-24.8%	*
237	Heavy And Civil Engineering Construction	36	269	\$46,645	1.13	106.8%	1.3%	*
446	Health And Personal Care Stores	23	250	\$28,345	1.60	117.4%	17.3%	**
111	Crop Production	8	241	\$26,447	0.43	143.8%	19.8%	*
442	Furniture And Home Furnishings Stores	26	164	\$26,337	1.00	102.3%	7.5%	*
511	Publishing Industries, Except Internet	18	151	\$34,478	0.49	65.8%	34.2%	*

\* Values that satisfy the following competitive criteria are shaded in grey: location quotient (L.Q.) greater than or equal to 1.25; relative average wage greater than 100%; and differential employment growth rate greater than or equal to 20%.

562	Waste Management And Remediation Services	16	131	\$47,653	1.19	130.2%	294.7%	**
332	Fabricated Metal Product Manufacturing	21	129	\$32,766	0.38	93.3%	28.8%	*
532	Rental And Leasing Services	21	119	\$17,564	0.77	75.2%	44.6%	*
423	Merchant Wholesalers, Durable Goods	20	93	\$33,873	0.12	72.7%	92.1%	*
485	Transit And Ground Passenger Transportation	9	87	\$16,133	0.97	100.1%		*
212	Mining, Except Oil And Gas	9	82	\$49,010	2.00	135.0%	-13.6%	**
488	Support Activities For Transportation	15	74	\$65,198	0.49	176.1%	82.9%	**
325	Chemical Manufacturing	4	70	\$64,733	0.90	140.1%	10.5%	*
114	Fishing, Hunting And Trapping	37	66	\$46,844	12.18	146.8%	-15.4%	**
221	Utilities	15	53	\$70,554	0.54	117.3%	-5.4%	*
337	Furniture And Related Product Manufacturing	7	48	\$29,741	0.28	102.3%	366.6%	**
512	Motion Picture And Sound Recording Industries	10	41	\$12,804	0.56	60.7%	228.4%	*
712	Museums, Historical Sites, Zoos, And Parks	10	40	\$20,980	1.39	98.8%	-11.4%	*
115	Agriculture And Forestry Support Activities	12	35	\$26,073	0.18	132.9%	-94.3%	*
425	Electronic Markets And Agents And Brokers	33	25	\$64,276	0.10	104.7%	-4.0%	*
339	Miscellaneous Manufacturing	10	8	\$16,024	0.05	48.7%	21.9%	*
314	Textile Product Mills	4	6	\$13,396	0.26	56.6%	25.6%	*

Source: OECD analysis based on QCEW data from the Oregon Employment Department and BLS

## Competitive Industries: Employment Projections by Industry

- Of the competitive industries in the region, 37 are projected to have positive employment growth between 2006 and 2016.
- Of the competitive industries, employment is projected to grow faster than the regional average (14.7%) in 15 of the competitive industries.

**Table 9: Competitive Industry Employment Growth Projections (sorted by % change)\***

NAICS	Industry	2006	2016	Change	% Change
325	Chemical Manufacturing	70	155	85	121.4%
446	Health And Personal Care Stores	250	332	82	32.8%
713	Amusements, Gambling, And Recreation	314	404	90	28.7%
452	General Merchandise Stores	1,095	1,387	292	26.7%
111	Crop Production	341	426	85	24.9%
561	Administrative And Support Services	829	996	167	20.1%
444	Building Material And Garden Supply Stores	340	406	66	19.4%
624	Social Assistance	777	923	146	18.8%
442	Furniture And Home Furnishings Stores	173	204	31	17.9%
722	Food Services And Drinking Places	4,081	4,808	727	17.8%
115	Agriculture And Forestry Support Activities	127	148	21	16.5%
237	Heavy And Civil Engineering Construction	275	320	45	16.4%
562	Waste Management And Remediation Services	133	154	21	15.8%
811	Repair And Maintenance	332	384	52	15.7%
721	Accommodation	1,458	1,681	223	15.3%
712	Museums, Historical Sites, Zoos, And Parks	69	79	10	14.5%
445	Food And Beverage Stores	1,081	1,237	156	14.4%
453	Miscellaneous Store Retailers	301	344	43	14.3%
441	Motor Vehicle And Parts Dealers	591	675	84	14.2%
221	Utilities	155	176	21	13.5%
112	Animal Production	330	374	44	13.3%
425	Electronic Markets And Agents And Brokers	47	53	6	12.8%
212	Mining, Except Oil And Gas	89	100	11	12.4%
532	Rental And Leasing Services	122	137	15	12.3%
484	Truck Transportation	527	591	64	12.1%
813	Membership Associations And Organizations	808	904	96	11.9%
423	Merchant Wholesalers, Durable Goods	102	114	12	11.8%
332	Fabricated Metal Product Manufacturing	130	145	15	11.5%
512	Motion Picture And Sound Recording Industries	53	58	5	9.4%
488	Support Activities For Transportation	77	83	6	7.8%
339	Miscellaneous Manufacturing	81	86	5	6.2%
337	Furniture And Related Product Manufacturing	66	69	3	4.5%
511	Publishing Industries, Except Internet	176	184	8	4.5%
327	Nonmetallic Mineral Product Manufacturing	413	428	15	3.6%
447	Gasoline Stations	420	433	13	3.1%
485	Transit And Ground Passenger Transportation	105	108	3	2.9%

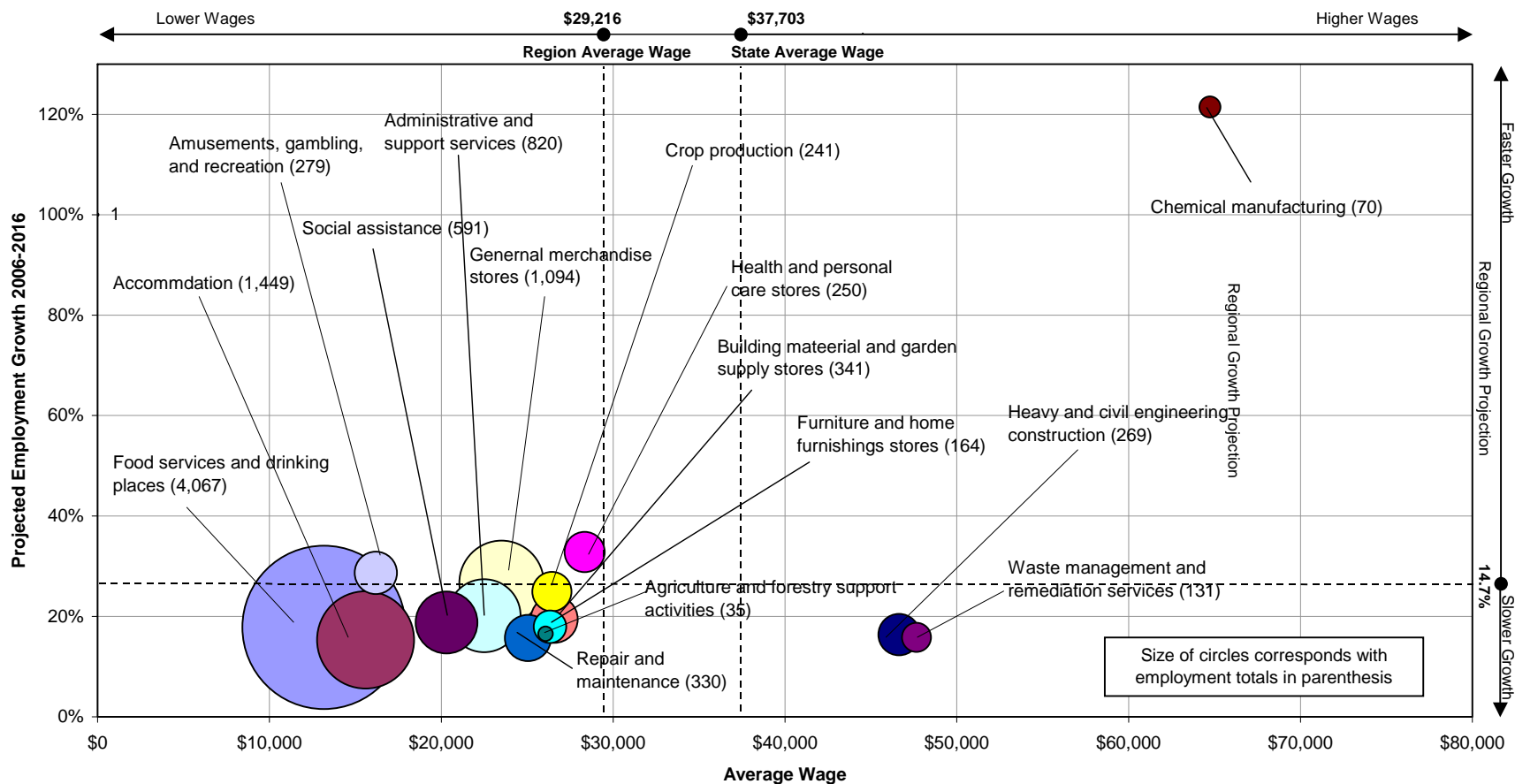


311	Food Manufacturing	1,350	1,384	34	2.5%
321	Wood Product Manufacturing	1,204	1,201	-3	-0.2%
113	Forestry And Logging	809	798	-11	-1.4%
114	Fishing, Hunting And Trapping	286	279	-7	-2.4%
101	Good-Producing	N/A	N/A	N/A	N/A
314	Textile produce mills	N/A	N/A	N/A	N/A
<b>N/A</b>	<b>Region Private Sector Growth</b>	<b>30,037</b>	<b>34,447</b>	<b>4,410</b>	<b>14.7%</b>

Source: OECD analysis based on CES data from the Oregon Employment Department

\* Employment totals in Table 8 vary from those in Tables 9, and 10 because they are from different data sources. Table 8 uses covered employment (gathered from firms that pay unemployment insurance) from the Quarterly Census of Employment (QCEW) and Wages. The employment projections in Table 9 and 10 are based on Current Employment Statistics (CES) that include both covered and uncovered employment.

### Top 15 Regionally Competitive Industries



## Appendix I: Company Moves to Region

Company	Industry	Destination County	Origin State	Origin City	Move Year	Move Emp
Ramsdell Flowers & Gifts	Apparel, Finished Products from Fabrics & Similar Materials	Columbia	VT	Orleans	2004	40
Mc Gill Mark Construction	Food and Kindred Products	Columbia	CA	Riverside	2003	25
Martin Norman H Dairy	Building Construction - General Contractors & Operative Builders	Columbia	WA	Yakima	2004	14
Berger Norman Productions Inc	Agricultural Production - Livestock and Animal Specialties	Tillamook	CA	Kings	1999	10
Crystal Ocean Seafood Inc	Eating and Drinking Places	Clatsop	MO	St. Louis	2001	10
Underwater Timber Salvage	Home Furniture, Furnishings and Equipment Stores	Clatsop	WA	Snohomish	2004	10
Harmon Bill Trucking	Home Furniture, Furnishings and Equipment Stores	Columbia	WA	Cowlitz	2001	10
Cryo-Shield Enterprises Inc	Wholesale Trade - Nondurable Goods	Tillamook	CA	Orange	2001	8
Beautiful Kitchens	Lumber and Wood Products, Except Furniture	Columbia	CA	Sonoma	1995	6
Seattle Tour & Travel Inc	Apparel and Accessory Stores	Clatsop	KY	Lyon	1997	6
Advanced Services Co	Wholesale Trade - Durable Goods	Clatsop	NV	Clark	1994	6
Western World Consulting	Nondepository Credit Institutions	Clatsop	WA	King	2002	5
Elams Home Furniture	Miscellaneous Manufacturing Industries	Clatsop	WA	Snohomish	1993	5
Brown Custom Iron	Apparel, Finished Products from Fabrics & Similar Materials	Clatsop	WA	King	2004	5
Johnson Ep Cnstr & Envmtl	Construction - Special Trade Contractors	Tillamook	WA	Franklin	2000	5
Ogilvie Company Inc	Wholesale Trade - Durable Goods	Clatsop	CA	Marin	2001	4
Heart Gl Cstm Stained Gl Stud	Health Services	Clatsop	CO	Pueblo	2004	4
Diamond S Oil Inc	Eating and Drinking Places	Columbia	ID	Adams	2003	4
S D Schwarz And Associates	Construction - Special Trade Contractors	Tillamook	ID	Ada	1998	4
West Coast Charter Assoc Inc	Automotive Dealers and Gasoline Service Stations	Columbia	OK	Delaware	1991	4
Festivals Coffee Net	Apparel, Finished Products from Fabrics & Similar Materials	Clatsop	CA	Orange	2003	3
Pacific Shores Pawn & Loa	Miscellaneous Repair Services	Columbia	CA	Stanislaus	1991	3
Gartner Bemis Constructio	Motor Freight Transportation	Tillamook	CA	Sonoma	2002	3
Miller Roger W Md	Engineering, Accounting, Research, Management & Related Svcs	Tillamook	CA	Tuolumne	1999	3
Peek-A-Boo Creations Inc	Membership Organizations	Clatsop	MO	St. Louis (city)	2003	3
Tool Shop	Personal Services	Clatsop	WA	Wahkiakum	2003	3
Small Town Productions	Building Construction - General Contractors & Operative Builders	Clatsop	WA	Clark	2002	3
United Pacific Forest Pdts	Miscellaneous Retail	Clatsop	WA	Thurston	2001	3
Eagle Electrical Contractors	Industrial and Commercial Machinery and Computer Equipment	Columbia	WI	Marathon	1995	3
Brookside Inn Bed & Breakfast	Transportation Services	Columbia	AZ	Maricopa	2004	2
Klaas Ag Store	Stone, Clay, Glass, and Concrete Products	Clatsop	CA	San Diego	1995	2
Fair Game Sports Apparel	Personal Services	Clatsop	CA	Yolo	1991	2
Moon Tree Madders	Industrial and Commercial Machinery and Computer Equipment	Columbia	CA	San Benito	2001	2
Niemi Enterprises Inc	Home Furniture, Furnishings and Equipment Stores	Columbia	CA	San Diego	1993	2
Spectrum Products	Hotels, Rooming Houses, Camps, and Other Lodging Places	Clatsop	CO	Clear Creek	2002	2
Dominion Stores Inc	Health Services	Clatsop	MT	Park	2003	2
Todays Lost Children	Miscellaneous Retail	Columbia	ND	Williams	2003	2
Rmr Moving Service Inc	Eating and Drinking Places	Clatsop	WA	Pacific	2004	2
Langair Machining Inc	Miscellaneous Retail	Clatsop	WA	Grays Harbor	2002	2

Wildrose Farm Auto Inc	Hotels, Rooming Houses, Camps, and Other Lodging Places	Clatsop	WA	King	1997	2
Hedma Corporation	Transportation Equipment	Clatsop	WA	King	1990	2
Becker Melford	Transportation Services	Clatsop	WA	King	1997	2
Shield Installation	Business Services	Clatsop	WA	Pierce	1998	2
Corrales Hair Co	Personal Services	Columbia	WA	Cowlitz	2004	2
Sawtooth Cafe	Miscellaneous Repair Services	Columbia	WA	Cowlitz	2004	2
Cms Collaborative	Miscellaneous Retail	Tillamook	WA	King	2004	2
Gamboa Deborah M	Industrial and Commercial Machinery and Computer Equipment	Tillamook	WA	King	2003	2
Treatment Royale	Construction - Special Trade Contractors	Clatsop	AK	Anchorage	1994	1
C & C Financial Services Inc	Automotive Repair, Services and Parking	Columbia	AK	Ketchikan Gateway	2003	1
Rideout Joanne	Building Construction - General Contractors & Operative Builders	Clatsop	CA	Ventura	2004	1
Myers Elaine Garden Inc	Construction - Special Trade Contractors	Clatsop	CA	San Diego	2004	1
All Home Repair	Engineering, Accounting, Research, Management & Related Svcs	Columbia	CA	Orange	2004	1
Allington Computer	Industrial and Commercial Machinery and Computer Equipment	Columbia	CA	Santa Clara	1990	1
Fifth Ave Court	Business Services	Tillamook	CA	Madera	2004	1
Shoe Horn Shoe Repair	Construction - Special Trade Contractors	Columbia	ID	Canyon	1994	1
Windsor Hollow	Personal Services	Columbia	NM	Sandoval	2003	1
Columbia Valley Family Massage	Oil and Gas Extraction	Clatsop	TX	Fort Bend	1993	1
Foss Maritime Company	Electronic, Electrl Eqpmnt & Cmpnts, Excpt Computer Eqpmnt	Tillamook	TX	Harris	2003	1
Mather Michael W	Business Services	Clatsop	UT	Washington	2002	1
B W Feed Co Inc	Fabricated Metal Products, Except Machinery & Transportation Equipment	Clatsop	WA	King	1991	1
D & K Welding	Engineering, Accounting, Research, Management & Related Svcs	Clatsop	WA	Spokane	2004	1
Waynes Electric	Services, Not Elsewhere Classified	Clatsop	WA	King	2003	1
Looking Glass Hair Salon	Fishing, Hunting, and Trapping	Clatsop	WA	Pacific	2004	1
Hair Galleon	Water Transportation	Columbia	WA	Thurston	1998	1
Rite Way Auto Repair	Building Construction - General Contractors & Operative Builders	Columbia	WA	Pacific	1999	1
Puget Sound General Contrs	Miscellaneous Retail	Columbia	WA	Cowlitz	2004	1
Nw Jewelry & Design	Forestry	Columbia	WA	Yakima	2004	1
Floyd Pool & Spa Supply	Amusement and Recreation Services	Columbia	WA	Douglas	2003	1
Whittles Jonathon	Personal Services	Columbia	WA	Cowlitz	2001	1
Fast Act Llc	Personal Services	Columbia	WA	Pacific	2003	1
Alihi Lani Partnership	Business Services	Tillamook	WA	Island	2003	1

Source: OECD analysis using National Establishment Time Series Database (Wall and Associates)

## Appendix II: Company Moves from Region

Company	SIC Description	Origin County	Destination State	Move Year	Move Emp
Casey Industrial Inc	Building Construction - General Contractors & Operative Builders	Linn	CO	2003	747
Cedarapids Inc	Industrial and Commercial Machinery and Computer Equipment	Lane	IA	1997	300
Oberto Sausage Company Of Ore	Food and Kindred Products	Linn	WA	2002	240
Salishan Lodge Inc	Hotels, Rooming Houses, Camps, and Other Lodging Places	Lincoln	WA	1993	227
Rogue Wave Software Inc	Business Services	Benton	CO	1998	180
S B M Cleaning Company L L C	Business Services	Benton	CA	2002	160
Supra Corporation	Industrial and Commercial Machinery and Computer Equipment	Linn	WA	1995	145
Ch2M Hill Inc	Engineering, Accounting, Research, Management & Related Svcs	Benton	CO	1996	115
Acres Gaming Incorporated	Miscellaneous Manufacturing Industries	Benton	NV	1999	101
Valley Material Transport	Motor Freight Transportation	Lane	CA	2002	80
Progressive Technologies Group	Business Services	Benton	CO	2001	60
U S Natural Resources Inc	Wholesale Trade - Durable Goods	Benton	WA	1994	60
Zed Corporation	Hotels, Rooming Houses, Camps, and Other Lodging Places	Lane	WA	2000	60
Crestar Food Products Inc	Food and Kindred Products	Lane	TN	1992	55
M+W Marshall A Joint Venture	Building Construction - General Contractors & Operative Builders	Lane	WA	1999	50
Arneson Marine Inc	Industrial and Commercial Machinery and Computer Equipment	Lane	NV	1990	36
Living Word Ministers	Membership Organizations	Linn	NV	2002	30
Hauser Northwest Inc	Forestry	Lane	WA	1996	30
Custom Athletic Gear Inc	Apparel, Finished Products from Fabrics & Similar Materials	Lane	MO	1992	27
Technology Ventures Inc	Nondepository Credit Institutions	Benton	AZ	2002	26
Inland Empire Periodicals Inc	Wholesale Trade - Nondurable Goods	Linn	WA	1999	23
Holley Moulding Inc	Lumber and Wood Products, Except Furniture	Linn	WA	1998	21
Kreativ Inc	Wholesale Trade - Durable Goods	Linn	CA	1999	18
Daehnfeldt Inc	Wholesale Trade - Nondurable Goods	Linn	IN	1998	18
Ch2M Hill International Inc	Engineering, Accounting, Research, Management & Related Svcs	Benton	CO	1992	15
Healthcare For Women	Health Services	Lane	CO	2003	15
Adscope Inc	Business Services	Lane	VA	2002	14
Foust Jack Logging	Lumber and Wood Products, Except Furniture	Lane	WA	1994	14
Ponderosa Motors Subaru Inc	Automotive Dealers and Gasoline Service Stations	Linn	ID	1993	13
Proaxis Communications Inc	Business Services	Benton	WA	2002	13
Templex Technology Inc	Engineering, Accounting, Research, Management & Related Svcs	Lane	CA	2000	12
Able Electronics Lmr	Electronic, Elctrel Eqpmnt & Cmpnts, Excpt Computer Eqpmnt	Lane	HI	2002	12
Alaska Bush Company	Eating and Drinking Places	Lane	AK	2004	11
Prevision Inc	Business Services	Benton	CA	1998	10
Nsx Technologies Inc	Wholesale Trade - Durable Goods	Lane	CA	2003	10
Ch2M Hill Central Inc	Engineering, Accounting, Research, Management & Related Svcs	Benton	CO	1992	10
Bennett Cable Tv Construction	Heavy Construction, Except Building Construction - Contractors	Lane	NV	1990	10
First United American Ins	Insurance Agents, Brokers and Service	Lane	TX	2001	10
Northern Automotive Corp	Automotive Dealers and Gasoline Service Stations	Benton	WA	1990	10
Digitron Electronics Co Inc	Electronic, Elctrel Eqpmnt & Cmpnts, Excpt Computer Eqpmnt	Linn	WA	1999	10
Rainbow House Learning Center	Social Services	Lane	AK	2003	9
R & R Bourbon Street Inc	Food and Kindred Products	Benton	CA	1994	9
Sun Dance Solar Inc	Building Matrials, Hrdwr, Garden Supply & Mobile Home Deals	Lane	AZ	2004	8

Forest Resource Recovery Corp	Lumber and Wood Products, Except Furniture	Lane	CA	1990	8
Kaneka Far West Inc	Miscellaneous Retail	Lane	HI	2004	8
Pacific Data Conversion Corp	Communications	Lane	IL	2004	8
Air Machine Corporation	Home Furniture, Furnishings and Equipment Stores	Lane	NY	1990	8
Hotdata Inc	Business Services	Benton	TX	1998	8
Oregon State Trooper Magazine	Printing, Publishing and Allied Industries	Lane	AZ	2004	7
Silva Corporation	Wholesale Trade - Durable Goods	Benton	CA	1990	7
Friends Of Opal Creek Inc	Engineering, Accounting, Research, Management & Related Svcs	Linn	CA	2003	7
Marketing Dynamics Inc	Engineering, Accounting, Research, Management & Related Svcs	Linn	CO	1993	7
Happy Hazards	Amusement and Recreation Services	Lane	ID	2002	7
B J Products International	Communications	Lane	KS	2004	7
Plastmo Inc	Wholesale Trade - Durable Goods	Lane	MD	1995	7
Neste Chemicals Holding Inc	Chemicals and Allied Products	Lane	TX	1991	7
Lyman John B Md	Health Services	Lane	UT	1996	7
Ats A Pizza	Eating and Drinking Places	Lincoln	WA	1991	7
Hub The	General Merchandise Stores	Linn	WA	1990	7
Sumpter Family Market	Food Stores	Lane	AK	1991	6
Stuff It	Business Services	Lane	CA	1991	6
Uninational Ca & Oregon Corp	Engineering, Accounting, Research, Management & Related Svcs	Lincoln	CA	1993	6
Crescent Jewelers Cal	Miscellaneous Retail	Linn	CA	2004	6
Kunz & Company	Engineering, Accounting, Research, Management & Related Svcs	Lane	ID	1997	6
New Dimension Media Inc	Motion Pictures	Lane	IL	1997	6
Interactive Technology Group	Business Services	Lane	MT	2001	6
Salishan Chevron	Automotive Dealers and Gasoline Service Stations	Lincoln	NV	2002	6
Newport Quilt & Gift Co	Miscellaneous Retail	Lincoln	VA	2004	6
Anadromous Inc	Agricultural Production - Livestock and Animal Specialties	Benton	WA	1990	6
Watkins Inc	Business Services	Benton	AZ	2004	5
Santek Components	Wholesale Trade - Durable Goods	Benton	CA	2002	5
Farrago Inc	Miscellaneous Retail	Lane	CA	1999	5
Walmart Inc	Food Stores	Lane	CA	1997	5
Titan Inc	Wholesale Trade - Durable Goods	Lane	CA	1993	5
Central Oregon Airparts Inc	Wholesale Trade - Durable Goods	Lane	CA	2001	5
Santiago	Real Estate	Lane	CA	1993	5
King Thomas E Construction	Building Construction - General Contractors & Operative Builders	Lane	CA	1999	5
Brent Laboratories Inc	Chemicals and Allied Products	Lane	CA	2000	5
Dodson Investment	Real Estate	Benton	FL	2000	5
Video Resource Network	Motion Pictures	Lincoln	NC	2004	5
Precise Concrete	Construction - Special Trade Contractors	Benton	OK	2001	5
Halcyon Painting	Construction - Special Trade Contractors	Benton	WA	1990	5
Broad John Paul	Business Services	Benton	WA	2000	5
Crux Rock Gym	Amusement and Recreation Services	Lane	WA	1999	5
Scanners Photocopy Llc	Business Services	Lincoln	WA	2003	5
Telephone Utilities Of Oregon	Communications	Linn	WA	2003	5
Wilborn Rlph/Etta L Pc	Legal Services	Lane	AZ	2000	4
Landgreen Scott G	Motor Freight Transportation	Lane	CA	2002	4
Neuro-Test Inc	Mesr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watches/Clocks	Lane	CA	1998	4

Govindas Food Services Inc	Eating and Drinking Places	Lane	CA	2002	4
Goss Engineering Inc	Engineering, Accounting, Research, Management & Related Svcs	Lane	CA	1999	4
Chatterbox Inc	Apparel and Accessory Stores	Linn	CA	2001	4
Community Builders Inc	Building Construction - General Contractors & Operative Builders	Lane	CT	2004	4
Pacific Crest Software Inc	Business Services	Benton	IL	2002	4
Century Business Systems Inc	Business Services	Lane	KY	2004	4
Stewart Construction Company	Building Construction - General Contractors & Operative Builders	Lane	MN	1995	4
Alpine Global	Communications	Linn	MT	2004	4
Four Seasons Buffet	Eating and Drinking Places	Lane	NY	2004	4
Eastgate Construction Co	Building Construction - General Contractors & Operative Builders	Benton	WA	1990	4
Ciancis Videoland Inc	Motion Pictures	Lane	WA	1991	4
Century Restaurant Consultants	Engineering, Accounting, Research, Management & Related Svcs	Lane	WA	2004	4
M & R Logging	Lumber and Wood Products, Except Furniture	Lane	WA	1990	4
Unanimous Inc	Agricultural Services	Lane	AZ	2002	3
Collman Kyle Inc	Transportation Services	Lane	AZ	1996	3
Nacoco Inc	Miscellaneous Manufacturing Industries	Lane	AZ	1990	3
Ch2M Hill California Inc	Engineering, Accounting, Research, Management & Related Svcs	Benton	CA	1992	3
Cook & Associates	Real Estate	Benton	CA	1990	3
Gutierrez-Espina Maria	Social Services	Lane	CA	2001	3
Anonym Records	Home Furniture, Furnishings and Equipment Stores	Lane	CA	2003	3
Kurita America Inc	Electric, Gas and Sanitary Services	Lane	CA	2003	3
Mc Nutt Mc Kenzie Co	Agricultural Production - Crops	Lane	CA	1991	3
Expressway Computers	Wholesale Trade - Durable Goods	Lane	CA	2003	3
Silvarado Enterprises Of Ore	Industrial and Commercial Machinery and Computer Equipment	Lane	CA	2001	3
Ddl Construction	Wholesale Trade - Durable Goods	Lane	CA	2002	3
Schiavone Bookkeeping Tax Svc	Engineering, Accounting, Research, Management & Related Svcs	Lane	CA	1994	3
Metagenics Inc	Wholesale Trade - Nondurable Goods	Lane	CA	2001	3
California Fresh Inc	Eating and Drinking Places	Lane	CA	1997	3
William N Powell Assoc	Wholesale Trade - Nondurable Goods	Lane	CA	2000	3
Golden Thread Silks	Wholesale Trade - Nondurable Goods	Lincoln	CA	2003	3
Lundstrom Ellen	Miscellaneous Retail	Lincoln	CA	2002	3
Four Seasons Espresso	Eating and Drinking Places	Linn	CA	2004	3
Tri T Builders Inc	Building Construction - General Contractors & Operative Builders	Linn	CA	2004	3
Marti Construction	Building Construction - General Contractors & Operative Builders	Benton	CO	1991	3
Ch2M Hill Pac Inc	Membership Organizations	Benton	CO	1993	3
Alpine Mortgage Of Oregon Inc	Nondepository Credit Institutions	Lane	CO	2004	3
Holland Charles F Jr Md Pc	Health Services	Lane	CO	1992	3
Penumbra Co	Engineering, Accounting, Research, Management & Related Svcs	Lane	HI	2002	3
Crabtree Trucking & Excavation	Construction - Special Trade Contractors	Lincoln	HI	2002	3
Inner Light Inc	Health Services	Lane	ID	2000	3
Country Cottage Flowers Gifts	Miscellaneous Retail	Lane	IN	2003	3
Market Data Source	Food Stores	Benton	LA	2003	3
Rpl International	Wholesale Trade - Durable Goods	Lane	MA	1995	3
Moline John Floor Installation	Construction - Special Trade Contractors	Lincoln	MD	1990	3
A1 Fire Extinguisher Service	Wholesale Trade - Durable Goods	Lane	MO	1991	3
Florsheim Factory Outlet	Apparel and Accessory Stores	Lincoln	MO	2004	3

White Frank Trainer Inc	Agricultural Services	Lane	MT	2004	3
Valley National Insurance Co	Insurance Agents, Brokers and Service	Linn	NH	1999	3
Burke Financial Services Inc	Business Services	Lane	NV	2001	3
Living Word Ministries	Membership Organizations	Linn	NV	2002	3
Wallys Books	Miscellaneous Retail	Linn	NV	2004	3
Black Tie Formal Wear Inc	Personal Services	Benton	NY	2001	3
P & L Bookkeeping Service	Engineering, Accounting, Research, Management & Related Svcs	Linn	TX	2002	3
Ellsworth Sterling G Phd P C	Health Services	Lane	UT	1993	3
Fast Passage Co Inc	Transportation Equipment	Benton	WA	2003	3
Makin Trucking	Motor Freight Transportation	Lane	WA	2002	3
Dharma Enterprises	Membership Organizations	Lane	WA	2002	3
Shadow Mountain Computers	Industrial and Commercial Machinery and Computer Equipment	Lane	WA	1994	3
Little Italy Cafe Inc	Eating and Drinking Places	Lane	WA	2001	3
American Design Gallery Inc	Engineering, Accounting, Research, Management & Related Svcs	Lincoln	WA	2004	3
Universal Concrete Constr	Construction - Special Trade Contractors	Linn	WA	2003	3
Cook Digby H Clu Lutcf	Insurance Agents, Brokers and Service	Lincoln	AK	2002	2
Lynn H Haines Md Pc	Health Services	Linn	AR	1991	2
Crosswind Communication Arts	Communications	Benton	AZ	2003	2
Advanced Process Engineering	Engineering, Accounting, Research, Management & Related Svcs	Benton	AZ	1999	2
Summit Taps	Miscellaneous Repair Services	Lane	AZ	2003	2
DI Graham Properties	Real Estate	Lane	AZ	2003	2
Cell Industrial Supply Inc	Wholesale Trade - Durable Goods	Lane	AZ	2001	2
Chandler Design/Construction	Building Construction - General Contractors & Operative Builders	Lane	AZ	1998	2
Shannon Concrete Contractor	Construction - Special Trade Contractors	Linn	AZ	1994	2
Uncle Hungrys	Home Furniture, Furnishings and Equipment Stores	Benton	CA	2002	2
Marine Data Services Inc	Engineering, Accounting, Research, Management & Related Svcs	Benton	CA	1991	2
Columbia Mobile Park Ltd	Hotels, Rooming Houses, Camps, and Other Lodging Places	Benton	CA	2000	2
Envirosep Inc	Industrial and Commercial Machinery and Computer Equipment	Benton	CA	1999	2
National Elec Contrs Assn	Membership Organizations	Lane	CA	2001	2
Ecs Systems Inc	Engineering, Accounting, Research, Management & Related Svcs	Lane	CA	2000	2
East-West Capital Resources	Business Services	Lane	CA	2004	2
Northwest Distributing Inc	Wholesale Trade - Nondurable Goods	Lane	CA	2003	2
Hazco Janitorial Services	Business Services	Lane	CA	2002	2
C & L Small Engine Repair	Miscellaneous Repair Services	Lane	CA	2003	2
Blue Heron Productions	Engineering, Accounting, Research, Management & Related Svcs	Lane	CA	1994	2
Johnson James E	Building Construction - General Contractors & Operative Builders	Lane	CA	2001	2
Organization Technologies	Printing, Publishing and Allied Industries	Lane	CA	2003	2
Ejs Enterprises	Hotels, Rooming Houses, Camps, and Other Lodging Places	Lane	CA	2001	2
Harney Industries Ltd	Rubber and Miscellaneous Plastic Products	Lane	CA	1991	2
Maguire Pat	Miscellaneous Retail	Lincoln	CA	1996	2
Willamette Office Systems	Wholesale Trade - Durable Goods	Linn	CA	2004	2
Morrison Cottage	Hotels, Rooming Houses, Camps, and Other Lodging Places	Linn	CA	2002	2
Hillyer Engineering	Engineering, Accounting, Research, Management & Related Svcs	Linn	CA	2003	2
Brannon Enterprises	Printing, Publishing and Allied Industries	Lane	CO	2004	2
John Belikoff Wall Covering In	Construction - Special Trade Contractors	Lane	CO	2003	2
Abacadabra Cruise & Travel	Transportation Services	Lane	FL	2002	2

Reliant Security Stm Inc	Business Services	Lane	FL	2004	2
Macrunnell Douglas	Construction - Special Trade Contractors	Linn	IA	2003	2
Timberline Business Service	Engineering, Accounting, Research, Management & Related Svcs	Linn	ID	2003	2
Paramount International Pdts	Wholesale Trade - Nondurable Goods	Lane	KS	1997	2
Simon Says Musical Productions	Motion Pictures	Lane	MA	2003	2
Zapadak Films L L C	Motion Pictures	Lane	ME	2004	2
D & G Glass	Building Matrials, Hrdwr, Garden Supply & Mobile Home Deals	Lane	ME	2003	2
Messiah Lutheran Preschool	Social Services	Lane	MI	1991	2
Ryan Recumbents Inc	Miscellaneous Manufacturing Industries	Lane	NH	1994	2
Shoebiz	Apparel and Accessory Stores	Lane	NV	2002	2
Jays Elite Contracting	Construction - Special Trade Contractors	Lane	NV	2003	2
Oregon Coast Sports Museum	Museums, Art Galleries and Botanical and Zoological Gardens	Lincoln	NV	2000	2
Heres To Your Health & Leisure	Food Stores	Linn	NV	2004	2
Northwest Safety Services Inc	Engineering, Accounting, Research, Management & Related Svcs	Linn	NV	2004	2
Herbivore Glass	Building Matrials, Hrdwr, Garden Supply & Mobile Home Deals	Lane	OK	2004	2
Unisun Communications	Communications	Linn	PA	2003	2
Hoffmeister Haus Imports	Wholesale Trade - Nondurable Goods	Benton	SD	1994	2
Qrs Medical Marketing Inc	Wholesale Trade - Durable Goods	Lane	TX	2004	2
Dg Shopper Online	Miscellaneous Retail	Linn	TX	2003	2
Houseware Technology Group	Engineering, Accounting, Research, Management & Related Svcs	Benton	WA	2002	2
Kerns Korner	Apparel and Accessory Stores	Benton	WA	2004	2
Precision Racing Specialties	Miscellaneous Retail	Lane	WA	1991	2
Executive Network Inc	Food and Kindred Products	Lane	WA	1994	2
Mushroom Man Llc	Wholesale Trade - Nondurable Goods	Lane	WA	2001	2
Tidewater Service	Automotive Dealers and Gasoline Service Stations	Lincoln	WA	2000	2
Vawter Construction Co Inc	Building Construction - General Contractors & Operative Builders	Lincoln	WA	1996	2
Wisdom Wear	Apparel, Finished Products from Fabrics & Similar Materials	Lincoln	WA	2004	2
Dooneys Market	Food Stores	Linn	WA	1992	2
Larrys Tax Service	Personal Services	Linn	WA	1990	2
Johnsons Hlthcr Blng Sltns	Engineering, Accounting, Research, Management & Related Svcs	Lane	WI	2003	2
Anchorage Inc	Hotels, Rooming Houses, Camps, and Other Lodging Places	Lincoln	WY	2001	2
Blodgett Robert	Services, Not Elsewhere Classified	Benton	AK	2004	1
Deloach Enterprises Inc	Business Services	Lane	AK	2003	1
Wilkinson Construction	Building Construction - General Contractors & Operative Builders	Lane	AK	2002	1
White Water Woodworks	Water Transportation	Lane	AK	2003	1
Function First Inc	Engineering, Accounting, Research, Management & Related Svcs	Benton	AZ	2004	1
Phoenix Consultants	Engineering, Accounting, Research, Management & Related Svcs	Lane	AZ	2003	1
Contract Sales Inc	Holding and Other Investment Offices	Lane	AZ	2001	1
Statewide Transmission Service	Automotive Repair, Services and Parking	Lane	AZ	2001	1
Graves Frank	Real Estate	Lane	AZ	2000	1
Pampered By Pam	Personal Services	Linn	AZ	2004	1
Kelly Engineering	Engineering, Accounting, Research, Management & Related Svcs	Benton	CA	2003	1
Daubghiorso Enterprises	Business Services	Benton	CA	2003	1
Espell Law Offices	Legal Services	Benton	CA	2004	1
A-1 Camtech	Miscellaneous Repair Services	Benton	CA	2004	1
Faith Temple	Membership Organizations	Lane	CA	2003	1

Mr Mikes Cleaning	Business Services	Lane	CA	2004	1
Byram Scott	Engineering, Accounting, Research, Management & Related Svcs	Lane	CA	2002	1
Quail & Thistle Inc	Apparel and Accessory Stores	Lane	CA	1996	1
Brown Bear Construction Co	Business Services	Lane	CA	1990	1
Cer-V-Cal Mfg Company	Mesr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watches/Clocks	Lane	CA	2004	1
Lund Richard	Construction - Special Trade Contractors	Lane	CA	2002	1
Institute Of Crtif Bus Cnslors	Membership Organizations	Lane	CA	2002	1
Petes Hair Design	Personal Services	Lane	CA	2003	1
Rocket Group Inc	Business Services	Lane	CA	2004	1
De Forrest Inc	Business Services	Lane	CA	2004	1
Magic Castle Of Swords	Fabricated Metal Products, Except Machinery & Transportation Eqmnt	Lane	CA	2004	1
D & L Small Engine Repair	Wholesale Trade - Durable Goods	Lane	CA	2004	1
Milas Air Supply	Wholesale Trade - Durable Goods	Lane	CA	1990	1
Nolan & Associates Inc	Business Services	Lane	CA	1992	1
Washburn Michael H	Construction - Special Trade Contractors	Lane	CA	1993	1
Stanley Thomas	Building Construction - General Contractors & Operative Builders	Lane	CA	2002	1
Gibson Walt	Construction - Special Trade Contractors	Lane	CA	2001	1
Collins Street Rods & Mtcyc	Automotive Dealers and Gasoline Service Stations	Lane	CA	2003	1
Dalrymple Robert	Construction - Special Trade Contractors	Lane	CA	2000	1
Dolen Dan Counselor	Social Services	Lane	CA	2001	1
Omis	Apparel and Accessory Stores	Lincoln	CA	1990	1
Ad Hoc Graphics & Program Dev	Business Services	Lincoln	CA	2003	1
Lee Michael J	Building Construction - General Contractors & Operative Builders	Lincoln	CA	2002	1
Picture Perfect Construction	Building Construction - General Contractors & Operative Builders	Linn	CA	2003	1
Melott Dental Arts	Health Services	Linn	CA	2003	1
Cam Care	Miscellaneous Repair Services	Linn	CA	1990	1
Antiques Etc Mall	Miscellaneous Retail	Linn	CA	2004	1
Dynamic Corp	Engineering, Accounting, Research, Management & Related Svcs	Benton	CO	2004	1
Ch2M/Hill-Virginia Inc	Engineering, Accounting, Research, Management & Related Svcs	Benton	CO	1996	1
Direct Impact	Business Services	Lane	CO	2004	1
Cheryls Custom Upholstery	Miscellaneous Repair Services	Benton	FL	1991	1
Powers Cathy L	Miscellaneous Retail	Lane	FL	2001	1
Eden Landscapes	Agricultural Services	Lane	FL	2003	1
Discount Real Estate Services	Services, Not Elsewhere Classified	Lane	FL	2004	1
Prestons Treasure Hunt	Miscellaneous Retail	Lane	FL	2004	1
Littwin Racing	Amusement and Recreation Services	Linn	FL	2003	1
Opticus Corp	Motion Pictures	Lane	HI	2001	1
Sanchez Joseph	Engineering, Accounting, Research, Management & Related Svcs	Lane	HI	2004	1
Despain Rodney Woodworks	Construction - Special Trade Contractors	Lane	HI	2003	1
D Tales Miniature Paintin	Miscellaneous Manufacturing Industries	Lane	IA	2003	1
Nelson Richard D Dds Pc	Health Services	Linn	IA	1990	1
Chalcroft Management Services	Wholesale Trade - Nondurable Goods	Benton	ID	1995	1
Marsha Graham	Miscellaneous Retail	Lane	ID	2003	1
Hair Artstry By Lnda Beckstrom	Personal Services	Lane	ID	2004	1
Mccracken Drywall	Construction - Special Trade Contractors	Lane	ID	2001	1
Stott Jeff Inc	Agricultural Production - Livestock and Animal Specialties	Lane	ID	2000	1

Clear Cut Relief	Construction - Special Trade Contractors	Lane	ID	2000	1
Espresso Northwest	Eating and Drinking Places	Lane	ID	1999	1
Beavers Nail	Real Estate	Lincoln	ID	1999	1
Americas Fmly Physcl Thrpy Srv	Health Services	Benton	KS	2002	1
New Life Fmly Hlth Birth Ctrl	Health Services	Lincoln	LA	2004	1
Case Consulting Group	Engineering, Accounting, Research, Management & Related Svcs	Lane	MD	2003	1
Spare Time Designs	Apparel, Finished Products from Fabrics & Similar Materials	Lane	MI	2004	1
Cloverland Farms	Agricultural Production - Crops	Linn	MI	2003	1
Idea Scientific Company	Mesr/Anlyz/Cntrl Instrmnts; Photo/Med/Opt Gds; Watches/Clocks	Benton	MN	1990	1
Demuth Tom Trucking	Motor Freight Transportation	Lane	MN	2003	1
Clear Creek Production	Motion Pictures	Benton	MO	2001	1
Katherine Jacobs	Business Services	Benton	MS	2003	1
Hughes Magmatics	Services, Not Elsewhere Classified	Benton	MT	1990	1
Davids Gun Shop	Miscellaneous Retail	Lane	MT	2004	1
Total Quality Consulting	Engineering, Accounting, Research, Management & Related Svcs	Lane	MT	2003	1
Ricks Taxidermy	Miscellaneous Repair Services	Linn	MT	2002	1
Nathan Wendy	Nonclassifiable Establishments	Benton	NH	2001	1
Decker Donald J	Engineering, Accounting, Research, Management & Related Svcs	Benton	NV	1996	1
Agape Glass	Stone, Clay, Glass, and Concrete Products	Lane	NV	2002	1
Miracle Mdws Alpacas	Agricultural Production - Livestock and Animal Specialties	Lane	NV	2002	1
Barnhart By Beach	Social Services	Lincoln	NY	2003	1
Santiam Canyon Naturals Inc	Textile Mill Products	Linn	OH	2004	1
Socks & Things	Wholesale Trade - Nondurable Goods	Linn	OH	1990	1
Hansen Mobile Repair	Miscellaneous Repair Services	Lane	OK	2004	1
Waddell Fin Services	Engineering, Accounting, Research, Management & Related Svcs	Linn	SC	2003	1
J & J Outdoor Advertising	Business Services	Lincoln	SD	2001	1
Global Safety Consulting Inc	Engineering, Accounting, Research, Management & Related Svcs	Benton	TN	2002	1
Cox Allen Studio	Services, Not Elsewhere Classified	Lane	TN	2003	1
Forget Me Not Gift Baskets	Miscellaneous Retail	Lane	TX	2003	1
Point Forward Services	Amusement and Recreation Services	Lane	TX	2003	1
Commerce Clearing House	Miscellaneous Retail	Lane	TX	1992	1
Barry Wenger	Services, Not Elsewhere Classified	Lincoln	TX	2003	1
Service Specialist	Wholesale Trade - Durable Goods	Lane	UT	2004	1
Owen Zapper Enterprise	Miscellaneous Retail	Lane	UT	1997	1
Economic Research Associates	Engineering, Accounting, Research, Management & Related Svcs	Lane	VA	1993	1
Classic Creations	Miscellaneous Manufacturing Industries	Benton	WA	1999	1
Holt Russell W	Services, Not Elsewhere Classified	Benton	WA	1995	1
Garrison C J & Associates	Business Services	Benton	WA	2002	1
Michael David Enterprises	Wholesale Trade - Nondurable Goods	Benton	WA	2003	1
Design Northwest	Business Services	Lane	WA	2003	1
Claire Schrodt	Nonclassifiable Establishments	Lane	WA	2003	1
Prestige Builders Inc	Building Construction - General Contractors & Operative Builders	Lane	WA	2001	1
Little Toad Designs	Apparel and Accessory Stores	Lane	WA	2004	1
Cascade Fishing Adventures	Automotive Dealers and Gasoline Service Stations	Lane	WA	1991	1
Hess Investment Services	Security & Commodity Brokers, Dealers, Exchanges & Services	Lane	WA	2004	1
Mid Valley Supply	Wholesale Trade - Durable Goods	Lane	WA	2004	1

Obert Teresa	Services, Not Elsewhere Classified	Lane	WA	2003	1
Wieman James	Nonclassifiable Establishments	Lane	WA	2002	1
Virtue Joyce	Engineering, Accounting, Research, Management & Related Svcs	Lane	WA	2004	1
Rieger La-Z-Boy Recliners	Home Furniture, Furnishings and Equipment Stores	Lane	WA	1994	1
Kah Helmut	Legal Services	Lane	WA	1990	1
Simple Alternatives	Miscellaneous Retail	Lane	WA	1995	1
Hanson Construction	Building Construction - General Contractors & Operative Builders	Lane	WA	2000	1
Logs To Lumber	Lumber and Wood Products, Except Furniture	Lane	WA	2001	1
Polaris Life Navigational Tool	Engineering, Accounting, Research, Management & Related Svcs	Lane	WA	2004	1
Christian Library Services	Educational Services	Lane	WA	2003	1
Tides Inn	Hotels, Rooming Houses, Camps, and Other Lodging Places	Lincoln	WA	2002	1
Strawberry Mountain Corp	Wholesale Trade - Durable Goods	Lincoln	WA	1990	1
Kontz D Edward Jr	Engineering, Accounting, Research, Management & Related Svcs	Lincoln	WA	2002	1
Debbies Grooming	Agricultural Services	Lincoln	WA	2003	1
Lauren Burdick Ma Counselor	Health Services	Lincoln	WA	2004	1
3 M Montadale Ranch	Agricultural Production - Livestock and Animal Specialties	Linn	WA	2003	1
Beas Bookkeeping Service	Engineering, Accounting, Research, Management & Related Svcs	Linn	WA	1991	1
Design Smith	Business Services	Lane	WI	2003	1
Wampold Bruce E	Engineering, Accounting, Research, Management & Related Svcs	Lane	WI	1992	1
Video Post	Motion Pictures	Lane	WV	1991	1
El Ranchito Mexican Inn	Eating and Drinking Places	Lane	CA	1993	
Sel-Don Sales	Miscellaneous Retail	Linn	NV	1993	

Source: OECD analysis using National Establishment Time Series database (Wall and Associates)