



**JOBS**

**NOW!**

# Annual Report

**A regional campaign  
for regional results**

**2004 Results**



## Program Hits its Stride

**F**or the first time in the region's history, the economic development organizations in the Knoxville-Oak Ridge region are utilizing a unified plan, budget and staff. The investors and community can have the confidence that the Jobs Now! Partners - the East Tennessee Economic Development Agency, the Knoxville Area Chamber Partnership and the Oak Ridge Economic Partnership - are successfully implementing a comprehensive plan to recruit, expand and start new companies in the region.

*With effective leadership, a cooperative effort and the resources of Jobs Now!, this region continues to be a state leader in job growth and new capital investment. The past year has seen many accomplishments – a unified plan, budget and staff – and now, one message.*

*Companies across the country are beginning to hear about the Innovation Valley. Our marketing of the region gathered momentum last year when it was anchored with our new brand. A new array of marketing material was developed to help communicate our new message as well. These efforts are helping us gain mindshare with business decision makers across the country, giving us a critical edge in the competitive business of economic development.*

*Our story is getting out. We have been recognized nationally as one of the top places to locate a business, and we have joined an elite group of five star regions for our quality of life. While this recognition may not be reflected directly in the 2004 jobs or investment results, our region will see the dividends in the future.*

*Jobs Now! is a regional campaign for regional results. Job growth, capital investment and improved annual average wages are concrete signs of progress. As we finish year two of our five-year cycle, we remain on track to fulfill the goals that we set by the campaign. Equally as important, we are even more optimistic and excited about the economic future of this region.*

## Regional Commitment, Regional Results

Each of these new or expanded industries within the Knoxville MSA added at least 50 jobs in 2004.

**Aisin Automotive Casting Tennessee, Inc.**

Anderson

**Alstom Power, Inc.**

Knox

**Capital One Insurance Services Group**

Anderson

**Carlisle Tire & Wheel Company**

Anderson

**Civic Development Group**

Anderson

**Custom Foods (Processed Foods Corp)**

Knox

**Dupont, Tate & Lyle Bio Products**

Loudon

**Exedy Corporation**

Knox

**Federal Express**

Knox

**Metron Corporation**

Anderson

**Metron North America**

Knox

**NucSafe, Inc.**

Anderson

**Omega Cabinetry**

Anderson

**Pro2Serve Corporation**

Anderson

**Science Applications International Corp**

Anderson

**Sea Ray Boats, Inc.**

Knox

**SI America Corporation**

Anderson

**21st Mortgage**

Knox

**United States Enrichment Corporation**

Anderson

**US Cellular**

Knox

**Vanderbilt Mortgage Finance Inc.**

Blount

**Visionary Solutions, LLC**

Anderson

# Measuring Progress

**J**obs Now! uses an independent, annual review process to verify results and report progress toward the program's stated five-year goals. The geographic area analyzed is the Knoxville Metropolitan Statistical Area (MSA), which includes Anderson, Blount, Knox, Loudon, Sevier and Union counties.

## Principal Metrics

Three principal metrics are used to evaluate our cumulative progress: Net new jobs, non-residential capital investment and earnings per job. These three figures, which are released by the federal and state government annually, are reliable and trustworthy gauges of year-to-year progress.

- Net new jobs: *Provided by the US Bureau of Labor Statistics.* Non-farm payrolls are counted monthly and the net change is taken from the annual average from year to year.
- Non-residential capital investment: *Provided by the Tennessee Department of Economic and Community Development.* Total of announced and expanded capital investment.
- Earnings per job: *Provided by the Tennessee Department of Labor and Workforce Development.* The net change in average wage per job.

## Secondary Metrics

Progress is measured by several secondary sets of data that directly support the principal metrics of Jobs Now! These sets of data give more insight into the health and direction of the regional economy. Since the official release of the principal metrics often lags until mid-year, we provide this data to better define the direct correlation to actions and results.

The annual reporting includes: Announced new jobs, announced new investment, gross metro product, income migration, population growth and peer cities comparison.

- Announced new jobs: *Provided by the Tennessee Department of Economic and Community Development.* This report gives the number of estimated jobs when a project is announced. As a project progresses, the number of actual jobs ultimately produced fluctuates within the announced timeframe.
- Announced new capital investment: *Provided by the Tennessee Department of Economic and Community Development.* This report gives the estimated investment when the project is announced. Actual investment may vary as at the project progresses.
- Gross Metro Product: *Provided by the U.S. Conference of Mayors in The Role of Metro Areas in the U.S. Economy.* GMP is the total annual value of goods and services produced by a metropolitan area. Statistics for 2004 will be released in July 2005.
- Income Migration: *Provided by the US Internal Revenue Service.* County-to-county migration data is based on the year-to-year changes in the addresses shown on returns from the IRS Individual Master File system. Income migration is an indicator of a region's wealth and the creation of higher wage jobs.
- Population Growth: *Provided by the US Census Bureau.* Data reflects past and present growth, while projections are estimates of the future population growth. Estimates are developed with the assistance of the Federal State Cooperative Program for Population Estimates (FSCPE).

# Jobs Now! Results – 2004

Anderson, Blount, Knox, Loudon, Sevier and Union counties

## New Jobs

Goals	2 Year Goal	2 Year Actual	% of 2 Year Goal Achieved	5-Year Goal	% of 5-Year Goal Achieved
<b>Net New Jobs</b>	<b>10,955</b>	<b>11,320</b>	<b>103%</b>	<b>34,975</b>	<b>32%</b>
<b>Announced Jobs</b>					
Recruited	1,030	2,667	259%	3,225	83%
Expansions	4,530	5,462	121%	14,525	38%
<b>Total</b>	<b>5,560</b>	<b>8,129</b>	<b>146%</b>	<b>17,750</b>	<b>46%</b>

**Sources:**

Net New Jobs – US Bureau of Labor Statistics.

Announced jobs – Tennessee Department of Economic and Community Development.

## Non-Residential Capital Investment (in \$millions)

Goals	2 Year Goal	2 Year Actual	% of 2 Year Goal Achieved	5-Year Goal	% of 5-Year Goal Achieved
<b>Announced Investment</b>					
<b>Total</b>	<b>\$783</b>	<b>\$1,012</b>	<b>129%</b>	<b>\$2,500</b>	<b>41%</b>
Recruited	\$145	\$339	234%	\$454	75%
Expansions	\$638	\$673	106%	\$2,046	33%

**Sources:**

Tennessee Department of Economic and Community Development.

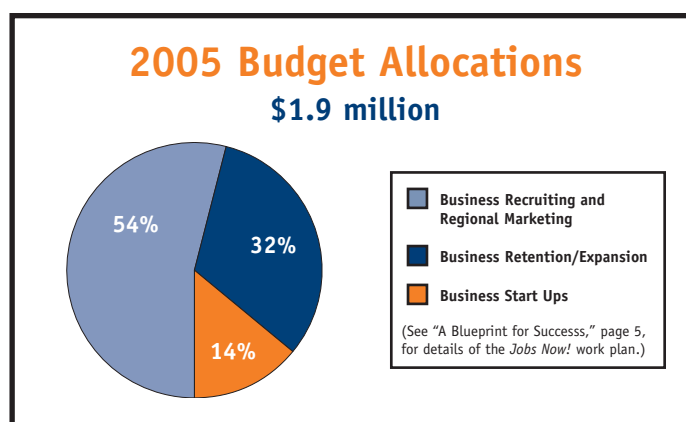
## Average Annual Wages (\*with one year reporting)

Goals	2003 Goal	2003 Actual	% of 2 Year Goal Achieved	5-Year Goal	% of 5-Year Goal Achieved
<b>Average Annual Pay</b>	\$32,186	\$32,509	N/A	\$36,336	23%

**Sources:**

Tennessee Department of Labor and Workforce Development.

\*2004 WAGE DATA RELEASED IN AUGUST 2005.



# A Blueprint for Success

**T**he *Jobs Now!* Program Plan has three principal strategies:

- 1) A targeted, regional marketing and business recruitment effort
- 2) An aggressive and proactive business retention and expansion program
- 3) A business start-up strategy that encourages regional entrepreneurship

Below is an overview of how the *Jobs Now!* partner organizations pursue these objectives:

## Regional marketing and business recruitment

### *Develop and implement a regional branding initiative*

- Launch the Innovation Valley campaign, stressing the integration of Knoxville-Oak Ridge and the slogan - Resources. Opportunities. Imagination (ROI)
- Develop an array of marketing materials built around the new brand

### *Prioritize regional target industry clusters, emphasizing technology as a differentiator*

- Identify targets based on location quotient, potential growth and regional fit
- Prioritize and compile targets under appropriate industries

### *Develop and implement a specific recruitment plan for each target industry*

- Target site location consultants with a mix of direct contact and multi-media outlets
- Reach corporate targets with a mix of print/electronic media, events marketing and direct contact

### *Develop and implement a more robust follow-up and execution plan*

- Research and implement best practices sales and follow-up tools and techniques
- Update customized marketing proposals for prospects as a part of the broader array of new materials

## Business retention and expansion

### *Identify and prioritize companies for a contact program*

- Utilize specialized software to identify at-risk and growth companies

### *Expand targeted communications*

- Create a consistent regional survey to be used throughout the region
- Align existing industry program goals with business recruitment goals
- Execute an aggressive contact schedule

### *Formalize a rapid response problem resolution program /team*

- Identify specific and common issues from company surveys
- Assemble effective team to address issues like manufacturing processes, utilities/infrastructure, public sector affairs and human resources

### *Develop an incentive program similar to those offered to new companies*

- Position incentives based on community goals
- Establish guidelines based on priorities
- Justify and propose changes to the proper authority

## Regional entrepreneurship

### *Partner with established organizations that currently support new business start-ups*

### *Assist in facilitating access to capital*

- Market the region's assets to venture capital firms nationwide
- Support ongoing partner efforts

### *Establish and implement detailed plan to recruit entrepreneurs, managers and technology workers both inside and outside the region*

- Map technologies through the East Tennessee Nano Initiative
- Target, market and recruit aspiring entrepreneurs and new companies to the Innovation Valley

# Jobs Now! Investors

(As of April 2004)

AAA East Tennessee  
Ackermann PR  
Akins/Crisp Public Strategies  
Alcoa, Inc.  
Alcoa Electric  
AmSouth Bank  
Anderson Services, LLC  
Appalachian Electric Cooperative  
ARC Automotive, Inc.  
Athens Utilities Board  
Atlas Electric Company, Inc.  
Atmos Energy  
B & T Distributing Company  
Baker, Donelson, Bearman, Caldwell & Berkowitz, PC  
Baptist Health System of East Tennessee  
BarberMcMurry  
Barge, Waggoner, Sumner & Cannon, Inc.  
Bass, Berry & Sims, PLC  
BB&T  
Bechtel Jacobs Company, LLC  
Bellsouth Telecommunications, Inc.  
Bertelkamp Automation, Inc.  
Bible Harris Smith, PC  
Blaine Construction Corporation  
Blount County Industrial Board & Chamber of Commerce  
Blount Memorial Hospital  
BlueCross & BlueShield of Tennessee  
BNFL, Inc.  
Broadway Carpets, Inc.  
Bush Brothers & Company  
Business Machines Company of East Tennessee  
BWXT Y-12, LLC  
Capital One Insurance Services Group (InsLogic)  
Cardinal Enterprises, Inc.  
Ceilings Etc., Inc.  
Central Business Improvement District  
Cherokee Distributing Company, Inc.  
City of Knoxville  
City of Rockwood  
Clayton Homes, Inc.  
Clinton Utilities Board

Coldwell Banker Wallace & Wallace Realtors  
Comcast  
Commercial Investment Properties  
Covenant Health  
Creative Structures, Inc.  
Crowe Chizek and Company LLC  
CTI Molecular Imaging, Inc.  
Cumberland Securities Company, Inc.  
Denark Construction, Inc.  
Eagle Distributing Company, Inc.  
East Tennessee Natural Gas  
EdFinancial Services  
Egerton, McAfee, Armistead & Davis, PC  
First Tennessee  
Fort Loudon Electric Cooperative  
Furrow Auction Company  
Goody's Family Clothing, Inc.  
Grainger County  
Great West Casualty Company  
Gulf & Ohio Railways  
Hallsdale-Powell Utilities  
Harriman Utility Board  
Hilton Knoxville  
Holrob Investments, LLC  
Holston Gases, Inc.  
Home Federal Bank  
Horne Properties, Inc.  
ImagePoint  
Jefferson County  
Jellico Electric & Water System  
Johnson & Galyon, Inc.  
Joseph Construction Company  
K-25 Federal Credit Union  
Kennerly, Montgomery & Finley, PC  
Kimberly-Clark Corporation  
Knology, Inc.  
Knox County  
Knox-Tenn Rental & Sales Co.  
Knoxville Area Association of Realtors  
Knoxville News Sentinel  
Knoxville TVA Employees Credit Union

Knoxville Utilities Board  
Kramer, Rayson, Leake, Rodgers & Morgan, LLP  
LaFollette Utilities Board  
Lamar Dunn & Associates, Inc.  
Lamar Outdoor Advertising  
Lawler-Wood, LLC  
Lenoir City Utilities Board  
Loudon County  
Loudon Utilities Board  
Marsh USA, Inc.  
Martin & Company, Inc.  
Maryville Utilities Board  
MediaPulse  
Merit Construction, Inc.  
Metropolitan Knoxville Airport Authority  
Modern Supply Company  
Monroe County  
Morgan Keegan & Company, Inc  
Morris Creative Group, LLC  
Mortgage Investors Group  
Moxley Carmichael  
NAI Collins, Sharp & Koella, Inc.  
National Bank of Commerce  
Newport Utilities  
Oak Ridge Associated Universities  
Oak Ridge Electric Department  
Oak Ridge Tool-Engineering, Inc.  
ORNL Federal Credit Union  
Partners Development  
PBR Knoxville, LLC  
Pellissippi State Technical Community College  
Pershing Yoakley & Associates PC  
Phillips & Jordan, Inc.  
Pilot Corporation  
Plateau Electric Cooperative  
Power Equipment Company  
Prestige Cleaners, Inc.  
Pro2Serve Professional Project Services, Inc.  
Rarity Communities, Inc.  
Regal Entertainment Group  
REMOTEC, Inc.  
RIVR Media  
RM Moore Real Estate Company  
Rockwood Electric Utility

Roddy Vending Company, Inc.  
Rodgers Cadillac, Inc.  
Rogers Group, Inc.  
Ruby Tuesday, Inc.  
Saddlebrook, Inc.  
Scripps Networks  
Sea Ray Boats, Inc.  
Sevier County  
SMG - Knoxville Convention Center  
St. Mary's Health System, Inc.  
Staffing Solutions  
Stowers Machinery Corporation  
Summit Medical Group  
SunTrust Bank of East Tennessee  
Sweetwater Utilities Board  
TDS Telecom  
Tellico Reservoir Development Agency  
The Hollingsworth Companies  
The Roane Alliance  
The Tombras Group  
The Trust Company of Knoxville, Inc.  
Tindell's, Inc  
TIS Insurance Services, Inc.  
Union County  
Union Planters Bank  
University Health System, Inc.  
UT-BATTELLE/ORNL  
Wackenhut Services, Inc.  
Waste Connections of Tennessee, Inc.  
WATE TV-6  
WBIR TV-10  
White Realty & Service Corporation  
Willis of Tennessee, Inc.  
WTNZ Fox 43  
WVLT Volunteer TV-8  
Y-12 Federal Credit Union

# JOBS NOW!

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Jobs Now! supports a unified, regional program plan that utilizes a partnership between the East Tennessee Economic Development Agency, the Knoxville Area Chamber Partnership, and the Oak Ridge Economic Partnership to realize its five-year goals.