

Most Dynamic Micropolitan

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EDIT AND DESIGN



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ABOUT HEARTLAND FORWARD



Hearthland Forward is an institute for economic renewal and the first-of-its-kind “think and do” tank with a mission to improve economic performance in the center of the United States by advocating for fact-based solutions to foster job creation, knowledge-based and inclusive growth, and improved health outcomes. We conduct independent, data-driven research to facilitate action-oriented discussion and impactful policy recommendations.

TABLE OF CONTENTS



EXECUTIVE
SUMMARY
01

INTRODUCTION
05

OVERVIEW
09

TOP 30
MICROPOLITAN
AREAS
12

ENDNOTES
58

RESULTS TABLE
64



EXECUTIVE SUMMARY

America's small towns are an important part of the economic fabric of the nation. Dotting the U.S. map—in the Heartland and beyond—are more than 500 small towns. These small towns are better known as micropolitans. Statistically, a micropolitan is comprised of one or more counties with at least one city that has more than 10,000 in population but less than 50,000. The Most Dynamic Micropolitan Index ranks 515 micropolitan areas across the U.S. analyzing the economies of smaller communities and providing data in an easy and accessible format.

The Most Dynamic Micropolitan Regions report identifies which smaller communities are thriving and which are struggling to provide economic opportunity for their residents. Most Dynamic Micropolitans is an objective, outcome-based measure of the functioning of micropolitan area economies across the nation. The index enables economic development officials, mayors and others to monitor their community's dynamism nationally or relative to their region and state. Both international and national economic and geopolitical events impact performance metrics. Nevertheless, the index provides a fact-based evaluation of whether development strategies are influencing the trajectory of growth. Most Dynamic Micropolitans helps public policy groups, elected officials, academics and other researchers and businesses in monitoring and assessing small community vitality.

Micropolitan Defined

mi-cro-pol-i-tan

adjective

1. relating to an urban area with a population of at least 10,000 but less than 50,000

Entrepreneurial ecosystems of communities are evaluated with two measures:

1. stock and flow measures (e.g., job growth, wage and income) and

2. new metrics (i.e., the proportion of total jobs at private sector firms five years old or less and the knowledge intensity of those young firms).

Most Dynamic Micropolitans rankings are derived from stock and flow measures such as job growth, wage and income gains, and new metrics, the proportion of total jobs at private sector firms five years old or less and the knowledge intensity of those young firms. These two measures provide an evaluation of the entrepreneurial ecosystem of communities through which they are creating meaningful jobs for their residents and opportunities for talent and firms that might desire to relocate or expand. While many of our metrics are standard indicators of economic development, the young firm employment and knowledge intensiveness at those young firms are new measures. As Heartland Forward research has documented, young firms' employment and knowledge intensiveness ratios drive long-term economic growth as new firms develop new products and drive innovation.¹ These ecosystem measures provide information on the ability of entrepreneurs to start new businesses and scale them—critical for future job and wage gains.

In addition to these two entrepreneurial ecosystem measures, we incorporate data on regional price parities from the Bureau of Economic Analysis (BEA). These regional price parities are indexes indicating whether goods and services are more or less expensive than the national average. Therefore, the indexes can be used to adjust income measures for differing inflation rates and differing levels of purchasing power across regions. The level of per-capita personal income reflects these adjustments and can be viewed as a measure of longer-term economic development because it is the accumulation of all prior welfare improvements.



Key Findings

Pecos, Texas, representing the Heartland, is **first** for the second consecutive year. Pecos leads economic growth across the nation's micropolitans. Pecos and micro-encompassing Reeves County are at the epicenter of the shale oil exploration boom in the Permian Basin. The expansion has been so strong that workers have been living in recreational vehicles and trailers. The recent collapse in oil prices, related to COVID-19, will harm future gains.

Combining strong knowledge-based economic growth with thriving tourism, recreational and lifestyle clusters, **Jackson, Wyoming-Idaho (second)** and **Summit Park, Utah, (third)** are closing the gap. Jackson has used its stunning beauty to drive tourism, attract remote telecommuters, lure wealthy semi-retirees and develop a distinctive entrepreneurial ecosystem. At \$177,570, in 2018, Jackson's per-capita income is highest in the nation, exceeding Silicon Valley. Summit Park diversified through its fastest-growing sector— professional and technology services. This community boasts 55.3% percent of its residents over the age of 25 have a bachelor's degree or higher.

Coming in at **fourth** and **fifth** are **Heber, Utah, and Carlsbad-Artesia, New Mexico**. Heber is located in Wasatch Back along with Summit Park and is a 25-minute commute to Provo/Orem and a 45-minute commute to the Salt Lake City metro areas. Heber is diversifying its economy by providing entrepreneurial support and mentoring. Carlsbad-Artesia combines expansion in Permian shale oil with two nearby national parks to foster growth.

Bozeman, Montana, ranked sixth, has thriving clusters in photonics/optics, and software and information processing. Yellowstone National Park is to its immediate south, so travel and tourism play an important role. **Hood River, Oregon, at seventh**, is the windsurfing capital of the world and has a diverse manufacturing sector, from food to high-tech glass manufacturing. **Andrews, Texas (eighth)** is in the western edge of the Permian basin; **Jefferson, Georgia (ninth)** has a recently opened Amazon fulfillment center, and an electric vehicle battery manufacturing plant is under construction. **Vineyard Haven, Massachusetts (tenth)** rounds out the top ten. Texas and Colorado each had five micropolitans in the top 30, followed by Washington (four) and Utah (three).

Top Micropolitans:

- 1 Pecos, TX
- 2 Jackson, WY-ID
- 3 Summit Park, UT
- 4 Heber, UT
- 5 Carlsbad-Artesia, NM

The Heartland had 21 micropolitans among those ranking 51st to 100th for a total of 33 in the top 100— half of what its proportionate share should be.

The Heartland had seven in the top 30; **Fairfield, Iowa (25th)** and **Oxford, Mississippi (30th)** joined the five Texas communities (in addition to Pecos and Andrews)—**Big Spring (20th)**, **Fredericksburg (22nd)** and **Stephenville (28th)**.

Among those micropolitans ranking 31st to 50th, the Heartland had five: **Lewisburg, Tennessee (32nd)**; **Tullahoma-Manchester, Tennessee (37th)**; **Sevierville, Tennessee (44th)**; **Traverse City, Michigan (47th)**; and **Spencer, Iowa (50th)**.

The Heartland had 21 micropolitans among those ranking 51st to 100th for a total of 33 in the top 100—half of what its proportionate share should be.

There are several industries and structural characteristics that distinguish micropolitans at the top of the rankings from those at the bottom. Many thriving communities score high on quality of life measures. Top performers are among the most closely linked to **recreation, travel and tourism**. Communities close to national parks that have developed the infrastructure to utilize them for economic development perform well. Attracting international and domestic tourists provides an important advantage for smaller locations. However, those communities that have been able to exploit their natural amenities by attracting talented financiers and entrepreneurs, matching them with local assets such as a university or college, have developed entrepreneurial ecosystems that continuously spawn and scale new firms. The greater the knowledge intensiveness of these young firms—the higher the rate of job creation.

The second clear distinction is one of natural resources: **shale oil deposits**. Technological advances in locating shale oil deposits and horizontal drilling techniques have facilitated an explosion in production. Communities in the Permian basin have benefitted the most as it is the most productive shale basin in the world. These communities are attempting to diversify their economies by focusing on technical career education at colleges and providing support for entrepreneurs.

Following a broader trend among metropolitan areas, smaller communities able to participate in the **expansion of professional, scientific and technical services are seeing strong economic**

growth. Our top performing micropolitans are full of examples. Advanced manufacturing is another key to success for some regions. An example is that producing batteries for electric vehicles is aiding several communities. Smaller communities that can carve a position in the automotive supply chain and other advanced manufacturing sectors are reaping the benefits.

Communities with key challenges include those with coal deposits, as electricity production is increasingly shifting to natural gas and renewables. Low agricultural prices have impacted many Heartland communities. It remains to be seen whether the U.S.-China Phase 1 trade agreement restores demand for U.S. agricultural products.

The period of analysis does not include the COVID-19 pandemic or its economic and societal effects. The impact on health, employment and consumer spending is significant and will affect specific sectors, including travel, tourism and energy - which have fueled growth in many of the micropolitan areas that excelled in our index. Broader societal changes, including increased comfort with remote work and relocation away from high-cost major metropolitan areas, may also change opportunities for communities in micropolitan areas.





INTRODUCTION

In counties across America, communities are striving to create opportunities and improve economic performance. While leaders in big cities can draw on ample data-driven research to inform their policy choices, smaller communities can find it challenging to locate economic research that applies to their situation. Building an understanding of how the factors that influence regional economic development impact their region can help equip communities to craft development strategies that harness local strengths, relevant best-practices and national economic conditions to foster prosperity.

Micropolitan statistical areas are important for understanding the economic forces at work across the American landscape.² Micropolitan statistical areas are defined as a geographical area consisting of one or more counties with one city comprised of at least 10,000 but less than 50,000 in population.³ There are 517 micropolitan areas included in our analysis. The Census Bureau has been collecting data on micropolitan areas for several decades, but there has been a dearth of analysis on their economic performance and the factors affecting them. The common perception is that most of these communities' economies are shrinking and have been losing population for decades or at least since the Great Recession began in 2008.

While the overall economic performance of micropolitans has been lagging metropolitan areas, many micropolitans are thriving and adding jobs at a prolific pace. Micropolitans are, in many ways, the key to appreciating the economic and social fabric of America. Some of these micropolitan areas are potential metropolitan areas in the future.

Our Most Dynamic Micropolitans Index is an objective measure of the relative performance of micropolitan areas across the nation. The Most Dynamic Micropolitans Index aspires to provide fact-based metrics on near-term, medium-term and prospects for long-term growth. There is a range of potential applications for this index. **The index allows economic development officials to monitor their micro's vitality against others nationally or within their region and state.** While international and national economic and geopolitical factors can influence growth patterns, the index provides an objective evaluation of whether development strategies have the desired effect. Additionally, Most Dynamic Micropolitans assists public-policy groups, elected officials, academics and other researchers and businesses in monitoring and assessing small community vitality across the nation. If economic outcomes are not benchmarked, it is difficult to understand how a community is performing. Most Dynamic Micropolitans provides that benchmark, allowing changemakers to discern and address economic weaknesses.

Micropolitan areas can pursue a variety of economic development strategies to achieve their goals for business expansion, job creation and generating a tax base. Each micropolitan area must carve out its pathway forward but should be aware of what factors have contributed to the success of other communities to understand if best practices may apply to its situation. We believe that the Most Dynamic Micropolitans fill a gap in identifying which smaller communities are thriving and which are struggling to provide economic opportunity to their residents. **If our nation is to succeed, micropolitan communities need to feel that they can participate in our economic growth.**

The Most Dynamic Micropolitan rankings are performance-based metrics such as job growth, wage and income gains and the proportion of total jobs at young firms. This measure captures which communities are building economic opportunity for their residents and for those who might desire to in-migrate, or move into the country or area. Our index is comprised of two types of metrics, totaling eight metrics altogether:

- recent economic development metrics and
- backward-and forward-looking metrics of longer-term economic development.

Measures of recent economic development are:

- 2017-2018 personal income growth,
- 2017-2018 average annual pay growth, and
- 2017-2018 job growth.

Measures of longer-term economic development are:

- 2018 level of per-capita personal income,
- 2013-2018 growth in personal income,
- 2013-2018 growth in average annual pay,
- 2013-2018 job growth, and
- 2017 ratio of employment at firms five years or younger to employment at all firms (young firm employment ratio).

We also include the knowledge intensity of young firms as an indicator of both their current profile and their prospects for longer-term growth. The level of per-capita personal income can be viewed as a measure of longer-term economic development because it is the stock of all prior welfare improvements.

Measure	Time Period	Source
Young Firm Employment Ratio	2017	Census Bureau
Young Firm Knowledge Intensity	2017	Census Bureau
Per-Capita Personal Income	2018	Bureau of Economic Analysis
Medium-Term Job Growth	2013-2018	Bureau of Economic Analysis
Short-Term Job Growth	2017-2018	Bureau of Economic Analysis
Medium-Term Average Annual Pay Growth	2013-2018	Bureau of Labor Statistics
Short-Term Average Annual Pay Growth	2017-2018	Bureau of Labor Statistics
Medium-Term Personal Income Growth	2013-2018	Bureau of Economic Analysis
Short-Term Personal Income Growth	2017-2018	Bureau of Economic Analysis





The young firm employment ratio has implications for long-term economic growth as new firms develop new products and drive innovation. It provides information on the ability of entrepreneurs to start new businesses and scale them—critical for future job and wage gains. The knowledge intensity of young firms, measured by the share of employees at these young firms with a bachelor's degree or higher, supplies information on the aspirations of the founders and the characteristics of the industry in which they are engaged. The time period of each metric is restricted to data availability, with the most recent data incorporated and longer-term growth rates covering the latest five-year period.

We standardize all metrics via z-scores—also called a standard score, which gives an idea of how far from the mean a data point is. That is, we calculate the mean and standard deviation of a metric across all micropolitan areas, subtract the mean of the metric from each micropolitan area's metric value, and divide that difference by the standard deviation of the metric. The result is a number telling us how many standard deviations above the mean (positive z-score) or below the mean (negative z-score) a micropolitan area's metric value is.

Z-Score = $(x - \text{mean}) / \text{standard deviation}$,

where x corresponds to a particular community's value for a specific metric.

A micropolitan area's index value is its average z-score across all eight economic development metrics. If a micropolitan area has a positive average z-score, then, on average, it performs better than the mean micropolitan area for each metric.

While most of our metrics are commonly used indicators of economic development, the young firm private employment ratio and the knowledge intensity of those firms are measures of the entrepreneurial ecosystem of communities. **Young firms born out of entrepreneurship today are our country's large employers tomorrow. Moreover, Heartland Forward analysis draws a clear link between strong entrepreneurial ecosystems and economic success.** Based upon regression analysis, and accounting for other factors, micropolitan areas with a higher share of employment at young firms, and particularly where employees at those young firms have a bachelor's degree or higher, saw notably faster employment growth between 2010 and 2017.⁴

Beyond the new firm employment ratio, we incorporate new data on regional price parities from the Bureau of Economic Analysis (BEA). These regional price parities are indexes indicating whether goods and services are generally more or less expensive than the national average. Therefore, the indexes can be used to adjust income measures for differing inflation rates and differing levels of purchasing power across regions. Unfortunately, the BEA only provides regional price parities, defined as regional price levels expressed as a percentage of the overall national price level for a given year, down to the granularity of metropolitan areas. However, the BEA does provide regional price parities for the non-metropolitan areas of each state, which include micropolitan areas. We used the 2017 non-metropolitan indices to adjust the income data underlying the level of per-capita personal income, average annual pay and the two personal income growth rates.



OVERVIEW

Similarities were found based upon industry and structural factors, explaining much of the variation of micropolitan areas performing well, and those languishing during the evaluation period of 2013 to 2018. **The dominant industry characteristic is the degree to which travel, tourism and recreation boosted performance among micropolitan areas.** Travel and tourism dependence was in excess of the national average in slightly more than 100 micropolitan areas.

Industry Characteristics

Travel and tourism purchases were postponed during the Great Recession of 2007-2009. Pent-up demand for travel and tourism was built and when the economy improved, these deferred consumer service purchases advanced at a strong rate. This was especially the case for tourism-destination locations where visitors travel long distances to enjoy their amenities. Communities close to national parks were aided, an example being second-ranked Jackson, Wyoming-Idaho, near Yellowstone. Sought-after ski resorts benefitted from increased tourism spending such as Summit Park, Utah and Colorado communities such as Steamboat Springs. Warm-weather tourist locations, including Key West, Florida, and Vineyard Haven, Massachusetts, witnessed strong growth. Even regional tourist locations such as Fredericksburg, Texas, experienced advances.

Substantial expansion in professional, scientific and technical services aided many micropolitan areas. These include categories such as scientific research services, engineering services, accounting and business management consulting services. Professional, scientific and technical services have been among the fastest-growing industries since 2013. The secular shift underway in the national economy aided communities with a high concentration of these activities. Examples include Jackson Hole, Wyoming-Idaho and Heber, Utah. Professional and technical services serve as growth engines for communities with the requisite talent and the ability to attract it, as they pay above-average wages and provide a high multiplier on the local economy. Only a limited number of micropolitan areas have a concentration of professional, scientific and technical services greater than the national average. Still, they influence growth across a broad swath of communities.

Manufacturing activities had a significant influence on the Most Dynamic Micropolitans rankings. Many manufacturing industries experienced a high rate of recovery from the recession. Communities with major automotive parts production performed well—production of consumer durables other than automotive expanded at a strong pace and assisted micropolitans with these operations. Jefferson, Georgia, received a boost from a Korean-owned electric vehicle battery plant.

Oil prices collapsed in 2016 and harmed the economic performance of micropolitans with a heavy reliance on oil exploration, the exception being several communities in the Permian Basin, such as Pecos, Texas, and Carlsbad-Artesia, New Mexico, with high productivity shale deposits. Micropolitan areas with non-shale oil activities generally were harmed as drilling activity plummeted due to low prices. Former high growth areas of North Dakota, such as Williston and Dickinson, witnessed a substantial moderation in their economic expansion.

Heavy reliance on mining activity, primarily coal mining, held back many communities. Coal's share of electricity generation has plummeted in recent years as natural gas has replaced it in the generation mix and renewables' share rises. This has affected micropolitans in the eastern and western interior. Gillette, Wyoming, located in the center of the Powder River Basin, is the most dependent micropolitan in the nation on coal mining.

Gillette's reliance on coal mining is a remarkable 130 times the national average. Given the difficulties in the industry, it is not surprising to see Gillette ranked 403rd out of the 515 micropolitans included. Logan, West Virginia, and Madisonville, Kentucky, are examples of other communities closely tied to coal mining.

Prices of agriculture products have fallen since 2014 and harmed the economic fortunes of those agricultural-based communities—most of whom reside in the American Heartland. Increased purchases of American grains by China under the U.S.-China Phase 1 trade agreement seem to be aiding many of these communities.

Structural Characteristics

Structural components play a critical role in determining the long-run growth of micropolitans and influenced performance over our period of measurement. **Structural components vary based on a community but can include such things as quality of life, presence of a research university, support of entrepreneurs and more.** Those communities with strong entrepreneurial ecosystems were among the overall leaders and elevated the position of many others. We include **two measures of entrepreneurship**, the share of total private-sector employment at firms five years of age or less, and the share of those employed at young firms with at least a bachelor's degree in our metrics for Most Dynamic Micropolitans. Therefore, it should not be a surprise that communities scoring high on these measures performed well in our index. Micropolitan areas that support entrepreneurs and small businesses are more dynamic and resilient in the face of economic change.

Micropolitans with research universities and four-year colleges were among the top performers.

While research universities do not influence micropolitan economies to the extent they do small and medium-sized metropolitan areas (there are fewer research universities in micropolitans), they provide a distinct advantage to those with them or adjacent to metropolitan areas with them. Several micropolitan areas with research universities serve as examples. Montana State University in Bozeman epitomizes how research universities can support economic growth based upon innovative endeavors. Oxford, Mississippi, is another community capturing the advances of a major research university. All communities benefit from the availability of talent created by their universities and colleges. The human capital assists in attracting firms and developing knowledge-intensive industries.⁵

Micropolitan areas with community colleges that are developing curriculum to meet the needs of local employers obtain benefits also. Employers need to continually adapt to the changing skill requirements of their industries to remain competitive. Those community colleges rapidly adjusting curriculum offerings support their students in obtaining employment at firms in their region. Employers creating apprenticeship programs linked to the curriculum at community colleges assist the retention of graduates.

A portfolio approach to economic development is effective. Communities actively recruiting firms from other locations to relocate or start local establishments appear to achieve more robust economic growth. Also in their portfolio approach are supporting indigenous expansion (*i.e.*, originating in the local community and expanding) and startup activity. Communities with economic development officials actively engaged in scanning for best practices in regulatory and tax policies, technical assistance, strategies for workforce development and business retention and recruitment exhibit stronger economic growth.⁶

Micros located closest to metropolitan areas that are witnessing higher growth perform better as well. A higher economic link creates a positive spillover effect. This may be a result of commuting patterns, supplier relationships or numerous other inter-relationships. Over the period analyzed, there is no evidence that larger micropolitan areas are witnessing better economic growth than smaller ones. **Quality of place** attributes like arts, cultural, recreational and lifestyle amenities impart an advantage for communities that possess them and focus on expanding them. They retain more residents who





might otherwise seek career opportunities in other locations. Quality of place also includes good K-12 education, access to quality health care, low crime rates and a variety of other factors. An expanding body of research demonstrates a correlation between arts and culture and economic success.

Our analysis incorporates data from 2013-2018; while oil prices fell from their record-breaking peak of \$106.57 in August 2013 to \$30.32 in February 2016, they steadily rose to \$70.75 in October 2018. They steeply fell again over the next two months and stabilized just under \$60 throughout most of 2019. Then, Saudi Arabia's oil price war with Russia was initiated in early 2020 that drove down oil prices a third time, and along with the coincidental economic shutdown due to COVID-19, drove oil prices into negative territory briefly, though they returned to and remain around \$40. Understanding that 2018 represented a relative high point for the oil and gas extraction industry, it's not surprising that over half of the micropolitan areas in the top 30 are directly or indirectly impacted by energy development (i.e., they lie within or proximate to a major shale basin).

The analysis period does not include the COVID-19 pandemic or its economic and societal effects. The impact on health, employment and consumer spending are significant. It will affect specific sectors -including travel, tourism, and energy - which have fueled growth in many of the micropolitan areas that excelled in our index. Broader societal changes, including increased comfort with remote work and relocation away from high-cost major metropolitan areas, may also change opportunities for communities in micropolitan areas.



TOP 30 MICROPOLITAN AREAS



#1: Pecos, Texas	Page 14
#2: Jackson, Wyoming-Idaho	Page 16
#3: Summit Park, Utah	Page 18
#4: Heber, Utah	Page 20
#5: Carlsbad-Artesia, New Mexico	Page 22
#6: Bozeman, Montana	Page 23
#7: Hood River, Oregon	Page 25
#8: Andrews, Texas	Page 26
#9: Jefferson, Georgia	Page 28
#10: Vineyard Haven, Massachusetts	Page 29
#11: Breckenridge, Colorado	Page 31
#12: Steamboat Springs, Colorado	Page 32
#13: Hobbs, New Mexico	Page 34
#14: Gardnerville Ranchos, Nevada	Page 35
#15: Edwards, Colorado	Page 37
#16: Hailey, Idaho	Page 38
#17: Key West, Florida	Page 39
#18: Glenwood Springs, Colorado	Page 41
#19: Oak Harbor, Washington	Page 42
#20: Big Spring, Texas	Page 44
#21: Cedar City, Utah	Page 45
#22: Fredericksburg, Texas	Page 46
#23: Ellensburg, Washington	Page 48
#24: Shelton, Washington	Page 49





#25: Fairfield, Iowa _____ Page 50

#26: Fort Morgan, Colorado _____ Page 52

#27: Centralia, Washington _____ Page 53

#28: Stephenville, Texas _____ Page 54

#29: Sandpoint, Idaho _____ Page 55

#30: Oxford, Mississippi _____ Page 56



#1: Pecos, Texas

Job and population growth due to oil and gas exploration in the Permian Basin again propels Pecos, Texas, to the top of the list. Located at the Western edge of the Permian Basin—the most productive oil basin in the country—Reeves County contains the most hydrocarbon-abundant portion called the Delaware Basin. Pecos saw the number of oil rigs increase to a maximum of 85 within Reeves county in 2018. Before the recent surge in oil exploration, Pecos’ claim to fame had been that it is home of the world’s oldest rodeo, the West of the Pecos Museum with eight-foot-tall cowboy boots in front, and the Pecos cantaloupe.^{7,8} Some might know it best as the home of the mythical figure, Pecos Bill.⁹

Although it is a small micropolitan area with a population of just under 16,000, it is challenging to grasp Pecos’ rapid pace of economic growth and the reverberations on the community and Reeves County. Nonfarm personal income nearly doubled between 2010 and 2018, the largest contribution of this growth emanating from earnings by place of work (which more than tripled); dividends, interest and rent (the category which includes mineral royalties), grew by 146 percent.¹⁰ These figures are consistent when one considers employment by industry data. Private employment expanded 2.4 times, and mining employment (including oil and gas extraction) more than doubled, reaching almost 1,000 employees and 11 percent of total employment. Construction exploded, rising from roughly 100 employees in 2011 to over 2,000 in 2018. Similarly, explosive employment growth was realized in Real Estate and Rental and Leasing, Transportation and Warehousing, and Administrative and Support and Waste Management and Remediation Services. Manufacturing, Wholesale Trade and Retail Trade also saw increases in employment, though more modest; Manufacturing and Wholesale Trade only doubled, and Retail Trade only grew by 33 percent.¹¹

The expansion of Pecos’ economy reflects the supply chain supporting oil exploration. Transportation and Warehousing employment reflects the increased traffic of semi-trucks and trains hauling fracking sand and water to drill sites, exporting oil and gas, and the supply depots that store these and other goods. Similarly, hydraulic fracking is notorious for the ‘produced water’ (i.e., water released from the shale formation along with the oil and gas, which is often more saline than seawater and can contain oil residues, sand or mud, radioactive materials, frac fluids, bacteria and dissolved organic compounds)¹² that must be appropriately disposed of. Construction, Real Estate and Rental employment reflect both the boom in housing, as well as activity around securing land leases for new drill sites and the construction of new hotels (i.e., often leased as temporary housing), restaurants and other retail to meet the needs of the growing population.

The Pecos Economic Development Corporation (PEDC) is attempting to recruit retail businesses to the community to provide more local goods and services. Further, to aid the housing shortage, PEDC plans on using some of the land it owns for building more starter homes. The housing shortfall has made it difficult to recruit health care and education professionals. The economic activity and tax base are escaping Pecos, because many are commuting long distances during the week and returning to visit their families on weekends. As reflected by the negative “Adjustment for Residence” value in the BEA income data, more than \$15 million¹³ in wages leave the micropolitan area because workers live outside of Reeves County. With the increase in retail sales and construction, sales and property tax collections have risen dramatically.¹⁴

Planning officials welcome the boost to local economic fortunes from the fracking explosion but recognize how they must reinvest proceeds to reduce the region’s dependence on energy. As a result, they are partnering with existing organizations such as the Texas A&M Agricultural Research Center to offer small business development and innovation assistance. Other local resources include the Pecos Research and Testing Center that perform research and testing services for explosives and specialty vehicles, as well as the Sul Ross and University of Texas Permian Basin (UTPB) Small Business



Development Centers, and UTPB's Center for Energy and Economic Diversification.¹⁵ In addition, they are active in building regional institutions of higher education, such as Odessa College Pecos (offers credit and certificate courses and is known for its certified nursing aide program), UTPB (a four-year university), Texas Tech University Health Science Center at the Permian Basin (graduate programs in allied health sciences, medicine and nursing), Howard College (a regional community college with vocational training), Midland College (a community college offering associates and bachelors degrees), as well as several industries targeted centers.¹⁶ When oil prices declined late in 2018, it highlighted the necessity to diversify Pecos' economic base, providing further incentives to nurture the development of more innovative-focused research and promote entrepreneurship.¹⁷ The collapse in oil prices is due to plummeting demand and attributable to COVID-19, which will impact the performance of the region in subsequent years.

Indicator	Rank	Value
2019 Population		15,976
Overall Z-Score	1	6.195
Young Firm Employment	1	28.4%
Young Firm Knowledge Intensity	502	11.9%
Per-Capita Personal Income	307	\$41,705
Medium-Term Job Growth	1	76.6%
Short-Term Job Growth	1	24.2%
Medium-Term Average Annual Pay Growth	1	52.6%
Short-Term Average Annual Pay Growth	1	20.9%
Medium-Term Personal Income Growth	2	48.8%
Short-Term Personal Income Growth	1	17.9%





#2: Jackson, Wyoming-Idaho

Nestled at the southern end of Grand Teton National Park and surrounded by the Bridger-Teton and Caribou-Targhee National Forests, Jackson, Wyoming-Idaho, ranks **second** in our Most Dynamic Micropolitan areas in the nation. It is a premier lifestyle-recreation destination that has used its stunning beauty to drive tourism, attract remote workers and lure wealthy semi-retirees. The Jackson micro area includes Teton Counties of both Wyoming and Idaho. The two counties' economies are closely linked by travel and tourism driven by Grand Teton and Yellowstone National Parks. At \$177,570, per-capita income in Jackson is the highest in the nation in 2018. Since 2000, real personal income has increased an average of 4.4 percent per year to provide perspective; personal income growth accelerated between 2010 and 2018 to 5.5 percent annually. Jackson's per-capita income rose 115 percent over that period, while the U.S. overall recorded a gain of 49 percent. Non-labor income accounts for an astonishing 74.1 percent of total personal income in Jackson.

However, high net-worth residents are not driving all of the income gains in the area. Proprietors represent a high share of total employment at 36.6 percent, more than 50 percent more than in the U.S. Many proprietors chose to locate in the area, as they can provide their services from any geography. However, rapid in-migration has driven housing costs higher and many employees that work in the travel and tourism industry must live in remote locations and commute.

Jackson is heavily dependent on travel and recreation-related activities. The leisure and hospitality industries make up 36 percent of total employment. Accommodation and food services added jobs at an annual rate of 2.7 percent from 2010 to 2018. While many of these positions are not high paying, they provide employment opportunities that can augment other sources of income, such as farming or ranching. Jackson's tourism industry is not as dependent on winter sports as many other Rocky Mountain locations as tourists from around the U.S. and the world flock to the national parks in the summer to enjoy the scenic beauty of the region; over 7.6 million visitors came to the parks in 2018.¹⁸ Jackson Hole Mountain Resort is the largest employer in the winter, while Xanterra Parks Resort/ Yellowstone is the top summertime employer.¹⁹ In 2018, Teton County, Wyoming, welcomed 1.8 million domestic and international visitors that spent \$1.2 billion and generated \$65 million in state and local tax revenues.²⁰





Visual arts, music and dance are vibrant in Jackson’s thriving art scene, which was recently recognized as the second-most vibrant arts community for its size by the National Center for Arts Research.²¹ The Fall Arts Festival has evolved into a 10-day event that attracts artists, galleries, restaurants, musicians and tourists. There are over 30 galleries in Jackson, and this event now achieves national recognition in the art scene.²²

As more high net-worth individuals have moved to Jackson, the opportunities to provide financial services locally have increased. Further, some sophisticated investors attracted to the region serve clients around the nation. Since 2010, jobs in finance and insurance averaged growth of 4.7 percent. Average annual wages of \$77,400 in financial activities are the highest of any major industry sector. These jobs assist in diversifying the regional economy and provide more stability over the business cycle. Professional and technical services are another source of better-paying jobs, and between 2010 and 2016, there was a 27.3 percent gain in employment in this industry group. Wyoming has a major competitive advantage for attracting these individuals and proprietors as it has no personal or business income tax.

State and local officials are seeking to diversify the economy through a focus on entrepreneurship. The Wyoming Legislature passed the Economically Needed Diversity Options for Wyoming (ENDOW) in 2017. Support and expertise for entrepreneurs are also growing across the state. The University of Wyoming launched a redesigned entrepreneurship undergraduate curriculum in fall 2019 and hosted an entrepreneurship competition. Silicon Couloir is a Jackson-based, non-profit entrepreneurial support firm that provides co-working space, regular networking events, an intensive leadership course, hosts a Pitch Day, and collaborates with Central Wyoming College to provide a 10-week, intensive startup-business development course for residents that requires over 200 hours of immersion. These connections provide Jackson with a leg up on many other micropolitans and even metropolitans. Jackson is 11th in the nation in the proportion of total jobs at young firms, with one in five jobs being at firms aged five years or less.

Indicator	Rank	Value
2019 Population		35,606
Overall Z-Score	2	2.961
Young Firm Employment	11	20.3%
Young Firm Knowledge Intensity	31	23.4%
Per-Capita Personal Income	1	\$177,570
Medium-Term Job Growth	9	17.8%
Short-Term Job Growth	92	2.2%
Medium-Term Average Annual Pay Growth	59	11.9%
Short-Term Average Annual Pay Growth	46	3.1%
Medium-Term Personal Income Growth	5	40.2%
Short-Term Personal Income Growth	10	7.3%

#3: Summit Park, Utah

Summit Park, Utah, takes **third** in our Most Dynamic Micropolitans rankings. It leads other members of the Wasatch Back among the national leaders. The prosperous community of Park City is included in the micropolitan area. Wealthy people from around the nation own homes in the western portion of Summit County near Salt Lake City. At \$115,565, median family income in Summit Park is the fifth-highest among micropolitans in the country. Per-capita income stands at \$133,975²³ versus \$54,446 for the nation. This variation is attributable to non-labor income from royalties, realized capital gains, dividends and bond income, which represented 42.4 percent of personal income in 2018.²⁴ Summit Park had consistently strong scores across performance metrics. Still, it distinguishes itself by having the second-highest personal income, the third-highest knowledge intensity of young firms in 2018 and the fourth highest personal income growth over the five years from 2013 through 2018. Rapid economic growth has propelled a high rate of net migration into the region. Even with this significant growth, the community has been recognized for its environmental stewardship. It is one of 13 counties in the nation to establish a goal to transition to 100 percent renewable electrical energy by 2050.²⁵

By many measures, Summit Park is the most dependent micro or metro on travel and tourism. Employment in the travel and recreation-related industry represents 25.9 percent of the total in Summit Park, including accommodation and food services, arts, entertainment and recreation.²⁶ Sales taxes in Park City grew at an average annual rate of four percent (when adjusted for inflation) between 2005 and 2019.²⁷ Summit County had the third-highest estimated sales from Leisure and Hospitality in Utah, over \$800 million in 2018. Hotel tax revenues during 2018 were \$9.9 million, second-highest in the state.²⁸

Job growth in arts, entertainment and recreation averaged 3.5 percent from 2010 through 2018. Deer Valley was ranked as the top ski resort in North America by Ski Magazine for 2018. Further, it is expanding and modernizing its existing biking and hiking trails to enhance summer visitation and better balance its seasonal pattern. Another major contributor to the travel and tourism economy is the Sundance Film Institute & Festival, founded by Robert Redford. The 10-day January festival promotes independent filmmakers and attracts more than 40,000 attendees. This collection of communities has developed a premier brand in the travel, recreation and arts space—permitting premium pricing.

Summit Park's economy is diversifying, with the management of companies, health care, professional and technical services and information sectors among the fastest-growing sectors. These service sectors contain a variety of research, accounting, engineering, management, technology and other highly compensated positions. Between 2010 and 2018, jobs in management of companies more than doubled and translated into an average annual growth of 10.6 percent, while earnings increased by an average annual rate of 11.2 percent. Health care and social assistance jobs grew an average annual rate of 6.4 percent, while earnings in this industry grew at an average annual rate of 8.2 percent. Professional and technical services jobs and earnings increased at an average annual rate of 5.8 percent and 8.5 percent, respectively. The average annual earnings in this category were \$74,000 in 2018.²⁹

Summit Park has one of the highest educational attainment levels among micropolitan and metropolitan areas in the nation. It is home to Utah State University, with the University of Utah and Brigham Young University located nearby. A remarkable 55.3 percent of residents over the age of 25 have a Bachelor's degree or higher and 19.6 percent hold a Graduate or Professional degree versus 12.1 percent for the U.S. overall.³⁰ One example of both economic diversification and demand for highly skilled workers is Triumph Gear Systems; it is also the 2nd largest private, non-tourism related employer in Summit County, behind Park City Hospital.³¹ Triumph Gear Systems designs, tests, manufacturers and supports aviation gearbox assemblies.³²





Economic development/diversification has increasingly focused on entrepreneurship in recent years. Economic Development in Summit County actively promotes entrepreneurship and offers support services.³³ Summit Park was 57th out of 515 micropolitans in the nation on the share of jobs represented by firms that were five years of age or less. The economic success of Summit Park has made housing very expensive and poses a challenge in recruiting a non-professional workforce. Through recent changes made to state housing policy, Summit County is exploring options to increase moderate income housing.³⁴

Indicator	Rank	Value
2019 Population		42,145
Overall Z-Score	3	2.472
Young Firm Employment	57	15.7%
Young Firm Knowledge Intensity	3	27.6%
Per-Capita Personal Income	2	\$129,327
Medium-Term Job Growth	11	16.6%
Short-Term Job Growth	123	1.9%
Medium-Term Average Annual Pay Growth	8	17.3%
Short-Term Average Annual Pay Growth	87	2.5%
Medium-Term Personal Income Growth	4	42.1%
Short-Term Personal Income Growth	23	5.6%





#4: Heber, Utah

Heber, Utah, (Wasatch County) comes in **fourth** among the Most Dynamic Micropolitans in the nation. Heber is located on the eastern part of the Wasatch Range, just a 25-minute commute from the Provo/Orem metropolitan area and a 45-minute commute from the Salt Lake City metropolitan area. Heber's long-term growth is remarkable, with the population more than doubling from 15,421 in 2000 to 33,240 in 2018. Between 2010 and 2018, population growth was 41.3 percent, ranking third among counties in the U.S.³⁵ The micropolitan area has benefited from its proximity to Provo/Orem as lower housing prices and high quality of life draw college professors and professionals and their families eastward. This is reflected in that nearly 40 percent of personal income is earned outside of the county.³⁶ The high level of commuting into Provo/Orem could result in Wasatch County being absorbed into the metropolitan statistical area after the 2020 Census is completed.

Heber recorded some impressive performances among the metrics included in our study. It was first in medium-term personal income growth, third in medium-term job growth and eighth in both young firm employment and short-term employment growth. Heber's personal income growth was fourth in the nation between 2010 and 2018; average annualized growth was 11.1 percent. The average annualized growth in employment was 5.7 percent between 2010 and 2018.³⁷ Young firms' share of total employment was more than six standard deviation units above the national average in 2018, placing it eighth in the nation among micropolitans.³⁸ Heber hosted two Olympic events in the 2002 Winter Olympics at Soldier Hollow, cross-country skiing and the biathlon, and has become a mecca for the sports. The Heber Valley is known as Utah's Switzerland because Swiss settlers originally settled the region. Approximately half of the skiers come from nearby urban areas, but the area has a strong





contingent of skiers from out-of-state. Snowbird Mountain is a world-class skiing venue attracting thousands every year.³⁹ The Heber Valley Railroad is a strong tourist attraction.⁴⁰

Median family income is \$91,250 in the Heber, Utah, micropolitan.⁴¹ Between 2010 and 2018, average earnings growth was highest among arts, entertainment and recreation (19.3 percent), educational services (13.4 percent), construction (11.6 percent), retail trade (11.5 percent), manufacturing (9.5 percent), professional and technical services (9.1 percent) and utilities (9.1 percent).⁴² Several of these industries are comprised of high paying jobs and boosted measures of wages and income in Heber. With the University of Utah and Brigham Young University close by, Heber has a reservoir of human capital to draw from. At 40.6 percent, it has a very high proportion of adults with a bachelor’s degree or higher.⁴³

Heber is working hard to diversify its economy and provide more professional employment opportunities for its residents. Among its targeted industries are software development and information technology, professional services, healthcare and medical services and advanced manufacturing.⁴⁴ Additionally, its Small Business Development Center Utah Valley University campus and Business Resource Center provide entrepreneurial support and mentoring. Through a combination of recruiting existing firms from Salt Lake City and Provo/Orem and launching more firms itself, Heber expects to continue to be among the fastest-growing micros over the next several decades. Given the lack of available land in nearby urban areas and a thoughtful, well-articulated development strategy, Heber seems likely to continue on this high-growth trajectory.

Indicator	Rank	Value
2019 Population		34,091
Overall Z-Score	4	2.419
Young Firm Employment	8	22.0%
Young Firm Knowledge Intensity	21	24.0%
Per-Capita Personal Income	67	\$52,362
Medium-Term Job Growth	3	35.7%
Short-Term Job Growth	8	5.6%
Medium-Term Average Annual Pay Growth	42	12.8%
Short-Term Average Annual Pay Growth	102	2.2%
Medium-Term Personal Income Growth	1	58.9%
Short-Term Personal Income Growth	11	7.1%

#5: Carlsbad-Artesia, New Mexico

The Carlsbad-Artesia region's natural resources – both below and above ground, support the nation's fifth most dynamic micropolitan economy. With the oil and gas-rich Permian Basin driving extraction industry growth, and two nearby national parks to draw visitors, both the mining and tourism industries have prospered in recent years. The region saw impressive short-term job creation and personal income growth, ranking third on both measures. The micropolitan region includes all of Eddy County in southeast New Mexico, which extracted more natural gas than any other county in the state. It also ranked second for oil production.⁴⁵ Mining industry employment more than doubled as a result of the exploitation of shale resources, with related construction, transportation, and manufacturing firms also benefiting.⁴⁶ The Navajo Refinery in Artesia is the largest in New Mexico.

Access to areas of natural beauty in the Chihuahuan Desert for outdoor recreation is another regional asset. From the Carlsbad-Artesia area, tourists can visit Carlsbad Caverns National Park to explore the largest single cave chamber in North America and hike in Lincoln National Forest. Guadalupe Mountains National Park lies just across the state border in Texas. Regional employment in accommodation and food services increased over the last five years, although the pace of growth has slowed.

The Carlsbad-Artesia region has a history of resource extraction, including mining potash for fertilizer, and has experienced the effects of market cycles in the sector. In addition to supporting jobs and businesses, the most recent boom has also increased the strain on local infrastructure.⁴⁷

Indicator	Rank	Value
2019 Population		58,460
Overall Z-Score	5	1.980
Young Firm Employment	16	19.5%
Young Firm Knowledge Intensity	499	12.1%
Per-Capita Personal Income	32	\$56,550
Medium-Term Job Growth	18	14.7%
Short-Term Job Growth	3	10.0%
Medium-Term Average Annual Pay Growth	12	15.7%
Short-Term Average Annual Pay Growth	6	6.9%
Medium-Term Personal Income Growth	149	14.0%
Short-Term Personal Income Growth	3	12.5%



#6: Bozeman, Montana

Bozeman, Montana, is **sixth** in our Most Dynamic Micropolitan. Bozeman is among the top tourism/recreational-dependent destinations in the nation, with Yellowstone National Park to its immediate south. However, Bozeman is diversifying its economy with many more elements than travel and tourism, and its industry composition resembles that of a much larger metropolitan area. For example, the Bozeman area has a thriving photonics/optics cluster, a substantial software and information processing presence, a bioscience sector and major healthcare services operations. The area has specialized outdoor recreational product design and manufacturing that broadens the economic impacts of its skiing and outdoor enthusiast clusters.⁴⁸ Moreover, the opening of Montana State University (MSU) Innovation Campus in Bozeman reflects the university's commitment to "amplify research, commercialize new technologies, and catalyze Montana's entrepreneurial ecosystem."⁴⁹ These activities have fostered job creation over the 2013-2018 period that was 5th among all micropolitan in the nation.

Skiing is the primary winter recreation, with Big Sky ski resort among the largest in the nation and several easily accessible smaller ski resorts; two of the three largest ski areas in the state are in Gallatin County (Big Sky and Bridger).⁵⁰ The economic effects of the large tourism/travel sector are apparent in several industry categories. In 2018, the top 6 industries with private employment in the micropolitan included (in descending order): retail trade (11.4 percent), construction (10.1 percent), accommodation and food services (9.9 percent), professional and technical services (9.1 percent), real estate and rental and leasing (7.8 percent) and health care and social assistance (7.8 percent).⁵¹ Nonresident visitor expenditures in 2018 were estimated to be over \$814 million, with the majority of these expenditures spent on (in descending order): restaurants and bars, outfitters and guides, fuel and lodging.⁵²

Bozeman has a remarkable complement of photonics/optics firms (over 30 in total), making it among the national leaders on a per capita basis.⁵³ Most of these companies have connections back to Montana State University. MSU's Optical Technology Center (OpTec) and affiliated nonprofit Spectrum Lab are critical components of the cluster. OpTec serves as a networking hub for research and development talent and Spectrum Lab is effectively an incubator for applications from faculty and firms in the cluster. Montana State also provides additional support to the cluster through its Montana Manufacturing Extension Center, MSU Innovation Campus and the Blackstone Launchpad.⁵⁴ Large employers include Lattice Materials Corporation, ILX Lightwave, Quantel and FLIR. These companies pay high wages and support other jobs in the community. Biotechnology firms also play a role in Bozeman's economy. Among the key names are Microbion, ProPharma Group and ADVR Inc. Despite several international biotech firms closing operations, some of the former staff have started new companies in the area.

Bozeman is home to a collection of software and IT service companies with a specialization in enterprise software (also known as software as a subscription, or SaaS). This distribution model is based upon a third-party provider hosting the applications over the internet. The primary catalyst of this sector forming was when Greg Gianforte started RightNow Technologies, a customer relationship firm, in Bozeman in 1997. This firm grew to 1,100 employees, with 500 of them based in Bozeman. Since Oracle acquired RightNow in 2012 for \$1.5 billion, as many as 16 former RightNow employees have launched companies in Montana. Oracle is the area's anchor tech firm and has expanded some operations in Bozeman.⁵⁵

Bozeman has a strong entrepreneurial ecosystem, as the Kauffman Foundation has documented. MSU has been a significant player in supporting a robust entrepreneurial culture and success. MSU's Jobs Entrepreneurial Center raises awareness of entrepreneurial opportunities, while the Blackstone Launchpad and 406 Labs Accelerator provide hands-on coaching, support services and intensive

program support to launch new enterprises.⁵⁶ MSU contributes to a high level of educational attainment in the community, with 49 percent of residents 25 years and older with bachelor's degrees or above. Of degrees conferred during the fiscal year 2019 (July 1, 2018 – June 30, 2019), 19 percent of undergraduate degrees were in engineering. Bozeman has a variety of cultural amenities such as the Bozeman Symphony, the Montana Ballet Company and the Museum of the Rockies, which has one of the largest displays of dinosaur fossils in the nation.⁵⁷

Indicator	Rank	Value
2019 Population		114,434
Overall Z-Score	6	1.646
Young Firm Employment	19	18.8%
Young Firm Knowledge Intensity	18	24.5%
Per-Capita Personal Income	46	\$54,422
Medium-Term Job Growth	5	23.3%
Short-Term Job Growth	22	3.4%
Medium-Term Average Annual Pay Growth	54	12.2%
Short-Term Average Annual Pay Growth	194	1.5%
Medium-Term Personal Income Growth	9	37.4%
Short-Term Personal Income Growth	26	5.5%



#7: Hood River, Oregon

Hood River is in the Columbia River Gorge, at the confluence of the Hood and Columbia Rivers; to its south lies Mount Hood, and between the mountain and the city lies numerous orchards which produce apples, pears and cherries. While Hood River has a diverse economic base, tourism and agriculture are among the industry leaders for the region. It has been deemed the windsurfing capital of the world.⁵⁸ Hood River also has a broad manufacturing base that incorporates food manufacturing—including Turtle Island Foods and Full Sail Brewing, a high-tech glass manufacturing facility,⁵⁹ a national leader in unmanned aircraft production⁶⁰ and the outdoor equipment company Dakine.⁶¹ A lot of this success has been the result of a community supportive of entrepreneurship and growth. For example, the Port of Hood River, which houses some of the micro’s most successful companies in its business park, has continued to build and redevelop industrial space to prepare for the next business start-up, expansion, or relocation.⁶²

With all of this evidence of a bustling economy, we would expect Hood River, ranked **seventh**, to perform well in the index. Moreover, it does notably better than the national average in every metric. The area where the micro stood out most was the 2013-2018 medium-term average annual pay, as it had the third-highest growth of any micro in the country. While such wage growth is promising for individuals and families, it could also signal competition for local labor.

Hood River is not taking its success for granted. Working with four other counties, the Columbia Gorge Economic Development Strategy is regularly updated to ensure it can address the business needs of the community. Given Hood River’s success with business development and job growth, it is appropriate that this plan focuses on workforce, housing and infrastructure to maintain its competitive advantages and desirability as a place to live and work.

Indicator	Rank	Value
2019 Population		23,382
Overall Z-Score	7	1.533
Young Firm Employment	93	13.7%
Young Firm Knowledge Intensity	55	21.9%
Per-Capita Personal Income	35	\$56,301
Medium-Term Job Growth	20	14.3%
Short-Term Job Growth	15	3.8%
Medium-Term Average Annual Pay Growth	3	20.5%
Short-Term Average Annual Pay Growth	29	3.6%
Medium-Term Personal Income Growth	12	34.1%
Short-Term Personal Income Growth	38	4.9%

#8: Andrews, Texas

Ranking **eighth**, Andrews, Texas, is the sole municipality in Andrews County, which is located over the Permian Basin oilfields and abuts the New Mexico border. Before the first oil well in 1929, Andrews was a ranching community.⁶³ Its current economy continues to be tied to energy; in 2016, the Texas state legislature designated the City of Andrews as the oilfield capital of Texas.⁶⁴ It's not surprising then that most of the economy in Andrews County supplies the mining industry with parts, equipment and support services. In addition to oil and gas production, Andrews is home to a radioactive waste disposal facility that receives waste from commercial power plants, academic institutions and medical facilities in Texas and 36 other states. Kirby Company also manufactures vacuums here.⁶⁵

Since 2010, the population has grown by 45 percent or almost 6,000 people; in a given year, nearly half of the population growth is from domestic migration. Almost 40 percent of employment in Andrews is in mining and construction industries; the next highest level of private employment is found in retail trade at 7.5 percent of total employment. Information, educational services and wholesale trade are the fastest growing industries in the region, at 13 percent, 11.3 percent and 10.7 percent, respectively.⁶⁶

Labor earnings represent 77 percent of personal income in 2018, which grew at an astonishing average annual rate of 13.2 percent between 2010 and 2018. (This period includes the expansion of hydraulic fracturing throughout the Permian Basin.) Over 52 percent of earnings came from mining and construction employment.⁶⁷

Since oil boomed for most of the 2010s, Andrews has been able to improve its infrastructure and quality of life. The addition of two school bonds provided over \$48.7 million in new school facilities and improvements. The community also created a hospital district and funded the building of the Andrews Loop, a 13.1-mile truck by-pass around the city.⁶⁸ A partnership between Odessa College and the University of Texas Permian Basin led to the creation of Andrews Business and Technology Center and a junior college focused on technology that even has a registered nurse program.

Like most energy-dependent regions, life in Andrews, Texas, is great when oil prices are high. However, when oil prices fall, the entire community suffers. Andrews would benefit from a diversified economy and expanded entrepreneurship programming to provide economic stability to the region and provide a broad range of occupations and job opportunities, which could make the community more attractive to in-migrants.





Indicator	Rank	Value
2019 Population		18,705
Overall Z-Score	8	1.487
Young Firm Employment	6	23.0%
Young Firm Knowledge Intensity	503	11.6%
Per-Capita Personal Income	58	\$52,912
Medium-Term Job Growth	108	7.4%
Short-Term Job Growth	7	5.8%
Medium-Term Average Annual Pay Growth	70	11.5%
Short-Term Average Annual Pay Growth	3	9.0%
Medium-Term Personal Income Growth	441	1.5%
Short-Term Personal Income Growth	4	11.7%



#9: Jefferson, Georgia

The Jefferson micropolitan area is the most dynamic region in the southeastern U.S., placing ninth this year. Jackson County has leveraged its location and business climate to generate economic opportunities. As a result, medium-term job and personal income growth have outpaced most peer-micropolitan regions and short-term job creation remains strong. The 2019 announcement that SK Group, a Korean conglomerate, would build an electric vehicle battery manufacturing plant in the region demonstrates the local economic momentum. The plant is expected to employ more than 2,000 people by 2025 and represents a \$1.7 billion investment.⁶⁹

The business-friendly climate in Georgia helps make communities like those in Jackson County attractive locations for corporate relocations and expansions. With Hartfield-Jackson International Airport in nearby Atlanta, firms operating out of Jackson have easy access to the world's busiest airport and its three air cargo complexes. Rail links to the Port of Savannah provide a connection for cargo shipments. Taken in conjunction with access to 80 percent of the U.S. population within a two-day drive, Jackson county is appealingly located for large online retailers. Amazon opened a large warehouse and fulfillment center in 2017 that hired more than 1,000 workers⁷⁰ and now employs 2,500 in the area at multiple sites.⁷¹ The number of jobs in the transportation and warehousing sector tripled between 2015 and 2018, to around 4,500 positions.

In excess of 5,000 people work in the manufacturing industry, and growth in this sector has contributed to the region's recent dynamism. Kubota Manufacturing of America, a Japanese industrial equipment manufacturer, operates a factory in Jefferson making agricultural equipment. The firm expanded its national distribution hub in 2017 and employed 1,000 people in the region by 2019.

Indicator	Rank	Value
2019 Population		72,977
Overall Z-Score	9	1.440
Young Firm Employment	407	7.7%
Young Firm Knowledge Intensity	12	25.1%
Per-Capita Personal Income	141	\$46,523
Medium-Term Job Growth	2	43.4%
Short-Term Job Growth	19	3.7%
Medium-Term Average Annual Pay Growth	381	5.0%
Short-Term Average Annual Pay Growth	225	1.3%
Medium-Term Personal Income Growth	6	39.8%
Short-Term Personal Income Growth	30	5.3%





#10: Vineyard Haven, Massachusetts

The Vineyard Haven micro encompasses the popular vacation island Martha's Vineyard as well as surrounding islands. Tourism sectors, therefore, drive the economy, ranking this micro **10th** on the list. Vineyard Haven's dependency on tourism leads to summer employment rising by slightly more than 50 percent compared to winter employment.⁷² The population of the region more than quintuples in the summers, growing from 17,000 year-round residents to nearly 100,000 during the summer vacation season.

Like many other regions dependent on tourism, Vineyard Haven felt the brunt of the Great Recession; during the peak vacation season, the unemployment rate more than tripled from 2007 to 2010. However, Vineyard Haven, like similarly ranked Key West, has benefited from vacation demand pent up from the recession. The benefit is reflected in the subcomponents of our index, where the micro performed better than the average micro in every growth rate measure except the 2017-2018 average annual pay growth.

While the administrative and waste services industry is the largest single industry in Dukes County, tourism industries (i.e., retail trade; arts, entertainment and recreation; accommodation and food services) represent roughly one in four jobs on the island. Supporting industries, namely real estate and rental and leasing and construction, contribute an additional 3,600 jobs to the island's economy. Half of the personal income on Martha's Vineyard is generated from nonlabor income, primarily dividends, interest and rent and age-related transfer payments.⁷³

The island's leadership is seeking to cultivate a "blue economy" as a way of diversifying the local economy; a blue economy has a focus on water-reliant industries. Based on data from the 2017 Cape Cod Blue Economy Project Implementation Plan, roughly 10 percent of the county's businesses and 12 percent of employment were related to these industries.⁷⁴

Indicator	Rank	Value
2019 Population		17,332
Overall Z-Score	10	1.420
Young Firm Employment	85	14.1%
Young Firm Knowledge Intensity	4	27.4%
Per-Capita Personal Income	5	\$87,988
Medium-Term Job Growth	17	14.8%
Short-Term Job Growth	139	1.8%
Medium-Term Average Annual Pay Growth	51	12.3%
Short-Term Average Annual Pay Growth	290	0.7%
Medium-Term Personal Income Growth	25	25.2%
Short-Term Personal Income Growth	152	3.2%



#11: Breckenridge, Colorado

Breckenridge, like the other Colorado communities featured in this publication, is growing by capitalizing on its natural beauty and amenities through tourism. While statewide growth in ski tourism has undoubtedly helped, summer mountain biking, hiking and climbing may be the most significant growth drivers. While Colorado, in general, has seen record growth in visitor numbers, visitor spending is growing faster than visitor numbers, suggesting that the state travel agency’s emphasis on attracting higher-spend visitors is working.⁷⁵ With hundreds of miles of public trails, highly touted Keystone Bike Park,⁷⁶ and three “14ers” (i.e., 14,000 feet high mountains), the Breckenridge micro has unique summer intrigue even for Colorado and ranks **11th**.

While the economy in Breckenridge is driven by tourism, the micro had top 15 rankings in the following categories: young firm knowledge intensity, 2013-2018 employment growth, 2013-2018 personal income growth and per capita personal income. These may be surprising rankings, given tourism’s reputation for low-wage jobs. Still, Breckenridge benefits from higher-spending visitors due to its world-class resorts and amenities, as well as its second homeownership. The micro’s weakest performances were in short-term economic growth measures, which may indicate that the tourism industry is nearing its potential.

Thus, even near-term economic success could depend on the ability to diversify. Summit County has seen dramatic growth in manufacturing, transportation and warehousing, educational services and information industries --all realizing growth greater than 33 percent, but they only added roughly 750 jobs to the economy. Wage growth is being driven by increases in construction (119 percent) and manufacturing (248 percent).⁷⁷

Indicator	Rank	Value
2019 Population		31,011
Overall Z-Score	11	1.362
Young Firm Employment	77	14.3%
Young Firm Knowledge Intensity	10	25.6%
Per-Capita Personal Income	15	\$65,339
Medium-Term Job Growth	13	15.4%
Short-Term Job Growth	117	2.0%
Medium-Term Average Annual Pay Growth	47	12.5%
Short-Term Average Annual Pay Growth	180	1.6%
Medium-Term Personal Income Growth	13	33.5%
Short-Term Personal Income Growth	62	4.4%



#12: Steamboat Springs, Colorado

Steamboat Springs is known for its ski slopes high in the Colorado Rocky Mountains and ranks 12th on the list. The micropolitan region is named for the hot springs in its largest city and encompasses all of Routt County in northern Colorado. Outdoor recreation is a big draw, and the region boasts downhill skiing and numerous cross country and snowshoeing trails in the winter, including at Steamboat Ski Resort and Howelsen Hill. In the warmer months, the mountains provide a picturesque setting for hikes, bike rides and horseback riding. The Yampa Valley Regional Airport brings tourists to the region, with direct commercial flights to 14 major hubs across the continental United States during the winter season.⁷⁸ Tourism-related businesses, including hotels and restaurants, are major sources of employment in the region.

The quality of life in Steamboat Springs has helped spur people moving here, with the region's steady population growth owing more to new residents than to the natural increase. The real estate, rental and leasing industry has strengthened and continued to perform well. However, construction activity has only partially recovered from the great recession.

Unlike the regions that have experienced rapid job growth due to energy extraction, the addition of jobs to the Steamboat Springs economy has been steady outside of recessions. The region has a strong cohort of young firms, employing just under 20 percent of the population. These firms also employ a skilled workforce. In 2018, investment income (dividends, interest and rent) contributed more to personal income than wages and salaries, pointing to alternative sources of income for residents.





Indicator	Rank	Value
2019 Population		25,638
Overall Z-Score	12	1.359
Young Firm Employment	15	19.7%
Young Firm Knowledge Intensity	22	24.0%
Per-Capita Personal Income	6	\$80,708
Medium-Term Job Growth	55	9.7%
Short-Term Job Growth	66	2.6%
Medium-Term Average Annual Pay Growth	504	-3.7%
Short-Term Average Annual Pay Growth	308	0.6%
Medium-Term Personal Income Growth	3	42.4%
Short-Term Personal Income Growth	14	6.4%



#13: Hobbs, New Mexico

Hobbs, New Mexico is the fastest rising micropolitan region on our index, up 500 places this year, to **13th**. Oil and gas exploration in the Permian basin has fueled much of the recent dramatic job creation and personal income growth, besting all but one of its peer regions on both of these short-term measures. Located in southeast New Mexico on the border of Texas, the region shares many of its assets with the Carlsbad-Artesia micro, ranked fifth. Lea County, which makes up the Hobbs micropolitan area, produces more oil and less natural gas from the same shale formation as neighboring Eddy County. The effects of the energy boom are felt across the local economy, spurring the construction of a new “man camp” in Jal with dormitories for oil and gas workers, for example.⁷⁹ New firms are also drawn to Hobbs, with oil well-cementing services firm Spinnaker Oilfield Services opening a new facility in 2019 to serve Permian basin customers.⁸⁰

The region’s infrastructure aims to support further growth. Three industrial parks offer shovel ready sites with highway access to accommodate further expansion and the Lea County Regional Airport has regular direct flights to Denver, Colorado and Houston, Texas. Flights to George Bush Intercontinental Airport in Houston provide easy access to the many energy firms head-quartered there and connections to regional, national and international destinations. The Covenant Health System announced it would begin building a new 32-bed facility in Hobbs, expanding local healthcare capacity. As a result of the tight housing market, they may also build on-site housing for staff.⁸¹

Indicator	Rank	Value
2019 Population		71,070
Overall Z-Score	13	1.323
Young Firm Employment	107	13.3%
Young Firm Knowledge Intensity	498	12.4%
Per-Capita Personal Income	144	\$46,430
Medium-Term Job Growth	242	3.2%
Short-Term Job Growth	2	10.4%
Medium-Term Average Annual Pay Growth	413	3.8%
Short-Term Average Annual Pay Growth	8	6.2%
Medium-Term Personal Income Growth	300	8.9%
Short-Term Personal Income Growth	2	15.0%





#14: Gardnerville Ranchos, Nevada

Sitting on the eastern shore of Lake Tahoe, the Gardnerville Ranchos region is the highest placed Nevada micropolitan area this year, listed at **14th**. Encompassing all of Douglas County in the northwest of the state, the region enjoys easy access to nature and the state capital, Carson City. Outdoor recreation, including on the trails and lakes, is a major asset. The Minden-Tahoe general aviation airport is a hub for soaring, with private aircraft and tour firms taking off from Minden-Tahoe to glide and enjoy views of Lake Tahoe and the mountains. Tourism is a major pillar of the local economy, with visitors drawn to its natural beauty from neighboring California and throughout the state. Accommodation and food services are still a major source of employment, providing more than 5,700 jobs in 2018, although the sector's share of total employment has decreased from 34 percent to 18 percent since 2000. Higher-paying sectors, including professional, technical and scientific services, have grown during this period, contributing to a more industrially diverse local economy.

The region has an older population than is typical for Nevada, elevating demand for healthcare services and supporting expansion in that sector. Residents in Douglas County earned significantly more personal income in the short and medium-term, with investment income rising to 40 percent of personal income in recent years. Retirement income and other age-related transfers also represent a higher share of personal income than in 2010. Leveraging the expertise of this group could help support young firms to succeed and respond to changing circumstances.

Indicator	Rank	Value
2019 Population		48,905
Overall Z-Score	14	1.323
Young Firm Employment	40	16.4%
Young Firm Knowledge Intensity	65	21.3%
Per-Capita Personal Income	11	\$73,389
Medium-Term Job Growth	63	9.0%
Short-Term Job Growth	44	2.8%
Medium-Term Average Annual Pay Growth	191	8.5%
Short-Term Average Annual Pay Growth	63	2.8%
Medium-Term Personal Income Growth	14	30.2%
Short-Term Personal Income Growth	20	6.0%



#15: Edwards, Colorado

Home to Vail, Colorado, Edwards, ranked **15th**, is yet another successful micro centered on tourism. In contrast to Vineyard Haven, Massachusetts, the micro has traditionally drawn vacationers with its snowy winter slopes. Much of Edwards' recent economic success has been the result of changing that narrative of seasonality.

The Edwards micro performed better than the national average micro in every index metric, with particularly strong per-capita income growth over the medium term. Recent movements in lodging occupancy rates likely explain these outcomes: Vail's summer average occupancy rate jumped from 65 percent of the winter average in 2010 to 87 percent, while the winter average still grew modestly.⁸² The region has transformed itself from a large winter destination to a year-round adventure hub. The town of Eagle exemplifies the transformation, becoming a renowned mountain-biking destination and adding a whitewater park to its downtown riverfront.⁸³

A self-identified constraint to continued success in the Edwards micro is affordable housing in Vail; the town's high housing cost has made it challenging to attract and retain hospitality and retail employees. However, the ski resort and town have worked together to rezone land with the specific intent of creating affordable housing for these workers.⁸⁴

Indicator	Rank	Value
2019 Population		55,127
Overall Z-Score	15	1.319
Young Firm Employment	67	14.7%
Young Firm Knowledge Intensity	15	24.9%
Per-Capita Personal Income	8	\$75,357
Medium-Term Job Growth	21	14.3%
Short-Term Job Growth	46	2.8%
Medium-Term Average Annual Pay Growth	315	6.4%
Short-Term Average Annual Pay Growth	405	-0.2%
Medium-Term Personal Income Growth	8	38.2%
Short-Term Personal Income Growth	51	4.7%

#16: Hailey, Idaho

When the Hailey micro's Sun Valley ski resort opened in 1936, it instantly revolutionized the skiing world with a railroad engineer's clever invention: the chairlift.⁸⁵ That high-tech resort community theme has never left. Sun Valley resort is considered the second-best ski resort in North America,⁸⁶ and the multinational engineering firm, POWER Engineers, calls the micro home.⁸⁷ What has changed is that the micro no longer depends on skiing for tourism and now draws hikers, mountain bikers, equestrians and golfers during the summer months. Hailey is ranked **16th** this year as a micro.

Thanks to the intrigue of Sun Valley resort and the micro's natural amenities in general, wealthy families have moved in over the last few decades and driven Hailey's per-capita personal income to the third-highest in the country. However, this high level of wealth is not the only reason the micro performed well in the index. Hailey was also one of the best micros in the nation for the young firm employment share and 2013-2018 personal income growth, due to harnessing the nation's post-recession tourism demand increase.

The Hailey micro has long shown the potential to use entrepreneurship to further reduce its dependence on the tourism industry, which currently accounts for two-thirds of the micro's economy.⁸⁸ Example companies include POWER Engineers, Smith Sport Optics and Scott Sports, the latter two founded in the micro before later relocating. Recent and future micro startups such as SYNC Vans, a travel van building company,⁸⁹ and Vyykn, an eco-friendly and health-focused drinking water company,⁹⁰ may provide a path toward a diverse economy that won't have to worry as much about the boom and bust of tourism.

Indicator	Rank	Value
2019 Population		29,493
Overall Z-Score	16	1.317
Young Firm Employment	109	13.2%
Young Firm Knowledge Intensity	33	23.3%
Per-Capita Personal Income	3	\$98,306
Medium-Term Job Growth	34	12.0%
Short-Term Job Growth	205	1.4%
Medium-Term Average Annual Pay Growth	419	3.5%
Short-Term Average Annual Pay Growth	246	1.1%
Medium-Term Personal Income Growth	10	35.3%
Short-Term Personal Income Growth	34	5.0%





#17: Key West, Florida

Encompassing the southernmost point in the continental US, the Key West micro is driven by tourism above all else and is ranked **17th**. The non-island portion of the micro contains a large area of the Everglades National Park. In contrast, its island landmass, the well-known Florida Keys, attracts travelers with its beaches, reef diving and saltwater fishing.

Given the appeal of living in the Florida Keys, it is not surprising to find that per-capita personal income is relatively high in the micro. However, the Key West micro also performed better than the national average micro in every other metric except short-term personal income growth. Strong performance in these metrics is explained by a 45 percent increase in the number of Florida Keys tourists from 2010 to 2016; the island chain has successfully capitalized on the pent-up demand for traveling that resulted from the Great Recession.⁹¹

The Key West micro was significantly damaged by Hurricane Irma in September 2017. Demonstrating the resilience of the population, most tourism infrastructure was restored within a year, and the number of tourists has been on par with the last few years leading up to that hurricane.⁹²

Indicator	Rank	Value
2019 Population		74,228
Overall Z-Score	17	1.236
Young Firm Employment	24	18.0%
Young Firm Knowledge Intensity	86	20.6%
Per-Capita Personal Income	4	\$94,124
Medium-Term Job Growth	82	8.3%
Short-Term Job Growth	339	0.6%
Medium-Term Average Annual Pay Growth	254	7.3%
Short-Term Average Annual Pay Growth	113	2.1%
Medium-Term Personal Income Growth	15	28.8%
Short-Term Personal Income Growth	65	4.3%





#18: Glenwood Springs, Colorado

Home to one of the country’s most popular ski resort towns, Aspen, the Glenwood Springs micro, ranked **18th**, is centered on outdoor tourism. Like many other tourist destinations, the micro has turned the nation’s rebound from the Great Recession into significant economic growth. Aspen saw a 36 percent increase in revenue per rental unit from February 2013 to February 2017, reflecting major growth in its already strong winter sports industry. The summer recreation industry is an area where Aspen and many other Colorado resorts have historically had room to grow, and the town saw a notable 30 percent growth in revenue per rental unit from August 2013 to August 2017.⁹³

Given the popularity of Glenwood Springs and Aspen, it is unsurprising to find the micro’s per-capita personal income is exceptionally high and not necessarily reflective of recent economic success. However, one of the highest 2013-2018 personal income growth rates of any micro in the nation, as well as a respectable share of employment at young firms, reflect how a strong tourism industry in Aspen and elsewhere is propelling the economy forward.

Looking ahead, the micropolitan of Glenwood Springs growth will depend on its ability to grow summer tourism further and provide affordable housing for resort and retail employees. Governmental officials and business owners know this: the town of Glenwood Springs has a specific intent to become a year-round destination,⁹⁴ and the town of Aspen is partially financing an affordable apartment complex.⁹⁵

Indicator	Rank	Value
2019 Population		77,828
Overall Z-Score	18	1.155
Young Firm Employment	66	14.8%
Young Firm Knowledge Intensity	38	22.7%
Per-Capita Personal Income	7	\$77,463
Medium-Term Job Growth	149	5.9%
Short-Term Job Growth	108	2.1%
Medium-Term Average Annual Pay Growth	373	5.2%
Short-Term Average Annual Pay Growth	208	1.4%
Medium-Term Personal Income Growth	11	34.1%
Short-Term Personal Income Growth	22	5.6%



#19: Oak Harbor, Washington

Oak Harbor in Washington state's Puget Sound ranks **19th** this year. The micropolitan includes nine islands that make up Island County, and it is a haven for outdoor recreation and draws visitors from the nearby Seattle metropolitan area. With eight state parks, nine county parks, and ample opportunities for boating, camping, hiking and cycling, the region offers a plethora of activities for a day-tripper or an overnight guest to explore. Deception Pass State Park encompasses miles of shoreline on Fidalgo and Whidbey islands, making it the most visited state park in Washington. Estimates of total direct travel spending were more than \$230 million in 2018.⁹⁶ Together, retail, accommodation, food, arts, entertainment and recreation services accounted for 20 percent of local jobs in 2018, with about half attributable to tourism.

Some residents enjoy the natural beauty and quality of life in Island County and access engineering and technology industry jobs by commuting to neighboring counties. More than 1,000 people are employed at the aerospace engineering firm Boeing in Snohomish County.⁹⁷ The primary source of employment within the micropolitan area is the Naval Air Station Whidbey Island. In addition to the 8,400 military personnel stationed at the base, more than 2,000 civilians and contractors work there, too.⁹⁸





Indicator	Rank	Value
2019 Population		85,141
Overall Z-Score	19	1.145
Young Firm Employment	30	17.1%
Young Firm Knowledge Intensity	27	23.5%
Per-Capita Personal Income	48	\$54,069
Medium-Term Job Growth	43	10.6%
Short-Term Job Growth	136	1.8%
Medium-Term Average Annual Pay Growth	74	11.4%
Short-Term Average Annual Pay Growth	80	2.6%
Medium-Term Personal Income Growth	32	24.2%
Short-Term Personal Income Growth	25	5.5%





#20: Big Spring, Texas

The Big Spring, Texas micropolitan region includes all of Howard County and rounds out the top 20. Like many of its peers, the area has benefitted economically from expanded resource extraction. Short-term personal income growth ranked eighth among all micro-regions evaluated, at 8.1 percent.

Located atop the Permian Basin shale deposits, Howard county ranked sixth for crude oil production in Texas.⁹⁹ Like Midland to the west, Big Spring has boomed as oil extraction created local demand for truck drivers and other supportive services, and rig workers spent some of their earnings in local establishments. Some of the extracted oil is also processed locally. Delek operates the Big Spring Refinery, which supplies gasoline to nearby markets and employs around 230 people.¹⁰⁰

The public sector is also a major employer, active in a variety of industries including healthcare, education, corrections and public administration.¹⁰¹ State and city parks in and around Big Spring offer opportunities for outdoor recreation, including fishing, hang gliding, and camping. The City of Big Spring operates Comanche Trail Park, which contains the Big Spring for which the micro is named. The area is an important Native American historical site and reopened after restoration in early 2017.¹⁰²

The region has a strong entrepreneurial culture, with nearly 25 percent of employees working at a young firm. These opportunities often do not require a college degree. Both young and established firms serving the oil industry are likely to be affected by reduced capital investments by energy firms headquartered outside the region.





Indicator	Rank	Value
2019 Population		38,073
Overall Z-Score	20	1.090
Young Firm Employment	3	24.4%
Young Firm Knowledge Intensity	485	13.6%
Per-Capita Personal Income	182	\$44,992
Medium-Term Job Growth	117	7.0%
Short-Term Job Growth	16	3.8%
Medium-Term Average Annual Pay Growth	22	13.8%
Short-Term Average Annual Pay Growth	40	3.2%
Medium-Term Personal Income Growth	126	14.8%
Short-Term Personal Income Growth	8	8.1%



#21: Cedar City, Utah

Cedar City numbers among the many prosperous Utah micropolitan regions and rose 13 positions on our index to place **21st**. Located in western Utah and encompassing all of Iron County, the region contains Cedar Breaks National Monument and some of Zion National Park. Economic growth has drawn people to the neighboring St. George metropolitan area to the south, increasing competition for housing there and enhancing the appeal of nearby Iron County communities.¹⁰³ Employment growth in the Cedar City micro has been robust both in the short-term (9th) and medium-term (6th), although per-capita personal income remains low.

Southern Utah University (SUU), located in Cedar City, is a source of vibrancy, with more than 10,000 students on campus. The Utah Shakespeare Festival is part of SUU and creates opportunities for students to gain experience with a professional performing arts event.¹⁰⁴ The Cedar City Regional Airport is making FAA-funded capital improvements, including a runway and taxiway reconstruction project that was scheduled for the summer of 2020. Curtailed tourism, delays to the runway investment and the absence of students on campus are all likely to affect the region in 2020.

Indicator	Rank	Value
2019 Population		54,839
Overall Z-Score	21	1.048
Young Firm Employment	25	17.8%
Young Firm Knowledge Intensity	98	20.1%
Per-Capita Personal Income	504	\$31,639
Medium-Term Job Growth	6	23.0%
Short-Term Job Growth	9	4.8%
Medium-Term Average Annual Pay Growth	297	6.5%
Short-Term Average Annual Pay Growth	323	0.5%
Medium-Term Personal Income Growth	17	28.3%
Short-Term Personal Income Growth	17	6.2%



#22: Fredericksburg, Texas

At the heart of the fast-growing Texas wine industry is the Fredericksburg micro ranked at **22nd**. As the micro's wine production has increased, so too has its already significant tourism potential. Wine has undoubtedly played a significant role in Fredericksburg's recent economic growth. A Texas Tech chemist discovered his state's potential to produce wine in the middle of the 20th century. Still, it was in 2005 that the removal of legal barriers allowed production to skyrocket around Fredericksburg.¹⁰⁵ The micro is also home to the largest wildflower farm in the United States,¹⁰⁶ as well as high-tech machining company Heartland Enterprises.¹⁰⁷

Named the third best wine destination in the world in 2014, it is not surprising Fredericksburg has experienced strong growth in personal income, wages and jobs since 2010.¹⁰⁸ Performance in the index metrics reflects a community starting businesses and growing capacities to handle the sudden outflow of wine and the influx of wine tourists. Indeed, Fredericksburg's young firm employment share was nearly two standard deviations higher than the national micro average.

Fredericksburg's economic future will likely depend on its ability to expand its wine industry beyond tourism. As with the rest of the Texas wine industry, Fredericksburg wineries rely heavily on on-site purchases and tastings, which can only provide so much growth potential. The wineries will need to spread themselves across Texas and the rest of the country to sustain industry growth.¹⁰⁹ The micro's economic future may also depend on its ability to diversify. Local officials seem to have recognized this, indicating an interest in expanding the micropolitan's aviation and machining industries.¹¹⁰



Indicator	Rank	Value
2019 Population		26,988
Overall Z-Score	22	1.029
Young Firm Employment	21	18.5%
Young Firm Knowledge Intensity	183	18.7%
Per-Capita Personal Income	16	\$64,074
Medium-Term Job Growth	28	12.55
Short-Term Job Growth	85	2.3%
Medium-Term Average Annual Pay Growth	44	12.7%
Short-Term Average Annual Pay Growth	335	0.4%
Medium-Term Personal Income Growth	30	24.4%
Short-Term Personal Income Growth	57	4.5%



#23: Ellensburg, Washington

While the Ellensburg micropolitan certainly benefits from tourism, its economy is much more than the perceived ski resorts and boutique hotels. Listed at **23**, the micro is home to the largest hay exporter in the country, Anderson Hay, which specializes in the Timothy hay consumed by Wagyu and Kobe cattle.¹¹¹ It is also home to Central Washington University, which saw 55 percent growth in freshman enrollment from 2014 to 2017.¹¹²

Ellensburg's performance in the index metrics reflects a community growing around its university. The micropolitan was better than average in every growth measure, along with the share of employment at young firms, nearly two standard deviations higher than the mean. The fact that average pay has grown alongside jobs is an indicator that the growth has not merely been from retailers accommodating increased student consumption.

Looking ahead, Central Washington University is preparing for continued student growth, with a nearly \$60 million expansion being undertaken to add residential, eating and recreational facilities.¹¹³ Off campus, the additions of a hotel and several other businesses indicate the rest of the micro is also preparing for that growth.¹¹⁴

Indicator	Rank	Value
2019 Population		47,935
Overall Z-Score	23	0.934
Young Firm Employment	26	17.8%
Young Firm Knowledge Intensity	123	19.5%
Per-Capita Personal Income	324	\$41,338
Medium-Term Job Growth	66	8.8%
Short-Term Job Growth	104	2.1%
Medium-Term Average Annual Pay Growth	9	17.1%
Short-Term Average Annual Pay Growth	116	2.1%
Medium-Term Personal Income Growth	22	26.6%
Short-Term Personal Income Growth	78	4.2%

#24: Shelton, Washington

The Shelton micropolitan region lies on the beautiful Olympic Peninsula in Washington state. Easy access to outdoor recreation at nearby Olympic National Park, Olympic National Forest, and the waterways draw tourists to the region and enhance the quality of life for residents. Last year saw more than 3.2 million visits to Olympic National Park.¹¹⁵

Both short-and medium-term personal income growth outperformed other micropolitan regions, with Shelton earning a spot in the top 25, ranked **24th**, for each of these measures. The Port of Shelton houses a business park and a foreign trade zone with road and waterway access to international ports in Seattle and Olympia. The Sierra Pacific Industries sawmill was opened in 2017 after a \$100 million investment, drawing on an experienced local workforce.¹¹⁶

Shelton's economic profile differs from the Seattle-Tacoma metropolitan area to the east, with a smaller share of the population in professional and business services than the Washington state average. The share of residents with a university degree lags the state and the nation, which could act as an obstacle to future growth.

Indicator	Rank	Value
2019 Population		66,768
Overall Z-Score	24	0.844
Young Firm Employment	29	17.2%
Young Firm Knowledge Intensity	236	18.1%
Per-Capita Personal Income	314	\$41,497
Medium-Term Job Growth	152	5.8%
Short-Term Job Growth	64	2.6%
Medium-Term Average Annual Pay Growth	52	12.2%
Short-Term Average Annual Pay Growth	65	2.8%
Medium-Term Personal Income Growth	23	25.9%
Short-Term Personal Income Growth	24	5.6%





#25: Fairfield, Iowa

Fairfield, Iowa, jumps 100 places to land in our top 25 this year, number **25** on the list. This jump is attributable to strong recent job creation and personal income growth. There are a modest number of people moving to Fairfield which sets the town apart from other similarly sized regions. Between 2010 and 2019, Fairfield was one of only two Iowa micropolitans to gain population.¹¹⁷ Cultural and recreational amenities like the Jefferson County Trail System, which incorporates retired railroad beds repurposed as park greenspace, help create an attractive quality of life. Maharishi International University is based in Fairfield and contributes to the region's approach to sustainability, for example, by investing in a solar and storage plant on its campus.¹¹⁸

Priding itself on an entrepreneurial culture, the region's start-ups have a relatively high knowledge intensity, ranking in the top tier among micropolitan areas evaluated.¹¹⁹ Employment in the financial and insurance services industry has been rising, with firms including Cambridge Investment Research Inc., based in Fairfield.¹²⁰ Earnings in the sector doubled between 2010 and 2018 to approximately \$82 million.¹²¹

Indicator	Rank	Value
2019 Population		18,295
Overall Z-Score	25	0.814
Young Firm Employment	121	12.9%
Young Firm Knowledge Intensity	23	23.8%
Per-Capita Personal Income	181	\$45,033
Medium-Term Job Growth	172	5.1%
Short-Term Job Growth	40	2.9%
Medium-Term Average Annual Pay Growth	257	7.2%
Short-Term Average Annual Pay Growth	352	0.3%
Medium-Term Personal Income Growth	88	16.8%
Short-Term Personal Income Growth	5	9.1%



#26: Fort Morgan, Colorado

Fort Morgan, Colorado, places **26th** on our list. Encompassing all of Morgan County, it lies to the northeast of the greater Denver region. Agriculture and food-related manufacturing, including meat, cheese and milk, anchor the regional economy. Almost 30 percent of jobs in the private sector are in manufacturing, and the large food producers distribute nationally. These operations have drawn international migrants to Morgan County which has helped keep the micropolitan population relatively stable over the past decade.

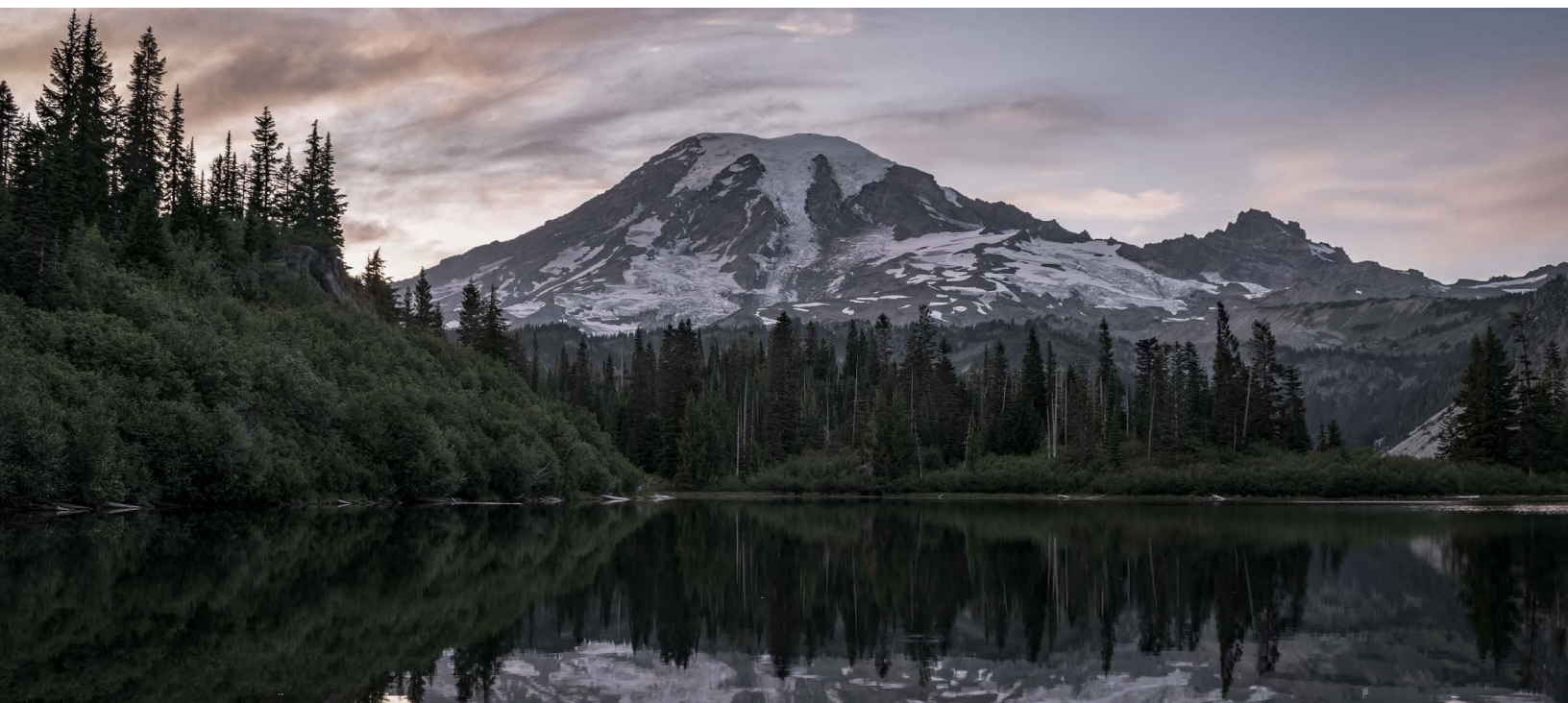
Morgan Community College, located in Fort Morgan, is focused on serving a diverse student body and is establishing a foundation-funded Multicultural Entrepreneur Program. This initiative could help address a gap in the Fort Morgan economy. Young firms employ under 11 percent of the local workforce and have a relatively low-knowledge intensity. The recent doubling of employment in professional, scientific and technical services points to economic diversification. Still, employment in this sector remains low relative to agriculture, manufacturing, retail and health services.

Indicator	Rank	Value
2019 Population		29,068
Overall Z-Score	26	0.794
Young Firm Employment	215	10.9%
Young Firm Knowledge Intensity	407	16.0%
Per-Capita Personal Income	212	\$44,051
Medium-Term Job Growth	121	6.9%
Short-Term Job Growth	87	2.3%
Medium-Term Average Annual Pay Growth	11	16.9%
Short-Term Average Annual Pay Growth	11	6.1%
Medium-Term Personal Income Growth	71	18.4%
Short-Term Personal Income Growth	29	5.3%

#27: Centralia, Washington

Centralia in western Washington state ranks **27th** due to stable income and wage growth. Centralia Community College, located in the micro-region, provides vocational training alongside two-and four-year programs to more than 5,000 students.¹²² The natural beauty of the Cascades and opportunities for outdoor recreation draw tourists to the region, including visitation to the Gifford Pinchot National Forest, Mount Rainier and Mount St. Helens in neighboring counties. Visitors spend an estimated \$35.8 million on recreation in Lewis County.¹²³ Located close to Interstate 5 and a rail line, the Port of Centralia operates business parks that house more than 30 businesses, including light manufacturing and distribution centers.¹²⁴

Indicator	Rank	Value
2019 Population		80,707
Overall Z-Score	27	0.781
Young Firm Employment	351	8.6%
Young Firm Knowledge Intensity	239	18.0%
Per-Capita Personal Income	279	\$42,163
Medium-Term Job Growth	48	10.1%
Short-Term Job Growth	55	2.7%
Medium-Term Average Annual Pay Growth	17	14.5%
Short-Term Average Annual Pay Growth	23	4.3%
Medium-Term Personal Income Growth	28	24.6%
Short-Term Personal Income Growth	28	5.4%





#28: Stephenville, Texas

Holding the position of **28th** on the list is Stephenville in Erath County, Texas. The region is home to Tarleton State University, a member of the Texas A&M University System. Tarleton enrolls more than 13,000 students each year and opened a new engineering building in 2019, a \$54 million investment in the high-tech manufacturing, lab, research and teaching spaces.¹²⁵ Four Fortune 500 manufacturers have operations in Stephenville, and the sector added just under 500 jobs between 2010 and 2018.¹²⁶ Agriculture, including milk production, remains a key regional strength. Comparing strong medium-term performance to short-term measures of personal income growth and job growth indicates that economic momentum had slowed before the COVID-19 pandemic began to affect college towns and retail centers across the nation. This could certainly further the slowdown Stephenville has been experiencing already.

Indicator	Rank	Value
2019 Population		42,698
Overall Z-Score	28	0.774
Young Firm Employment	27	17.4%
Young Firm Knowledge Intensity	277	17.5%
Per-Capita Personal Income	298	\$41,868
Medium-Term Job Growth	19	14.5%
Short-Term Job Growth	119	1.9%
Medium-Term Average Annual Pay Growth	109	10.4%
Short-Term Average Annual Pay Growth	152	1.8%
Medium-Term Personal Income Growth	21	26.8%
Short-Term Personal Income Growth	74	4.2%



#29: Sandpoint, Idaho

Sandpoint, Idaho, experienced strong short- and medium-term job and personal income growth, and places **29th**. The beautiful setting and opportunities for outdoor recreation attract tourists and new residents who value the quality of life and easy access to nature. Located near the Canadian border, the Schweitzer Mountain Resort has more than 90 downhill ski runs. The forests also support the logging industry. Manufacturing, including forest products, has been an essential source of employment and earnings for the Sandpoint micropolitan region. Quest Aircraft, founded in the area, employed 260 people in 2019 when French firm Daher purchased the firm.¹²⁷ Another business based locally is Litehouse, Inc., a food manufacturer that distributes salad dressing nationally.¹²⁸ The Sandpoint region's performance on our young firm employment measure indicates that this entrepreneurial tradition continues.

Indicator	Rank	Value
2019 Population		45,739
Overall Z-Score	29	0.770
Young Firm Employment	36	16.5%
Young Firm Knowledge Intensity	171	18.8%
Per-Capita Personal Income	289	\$42,060
Medium-Term Job Growth	25	13.3%
Short-Term Job Growth	51	2.7%
Medium-Term Average Annual Pay Growth	347	5.7%
Short-Term Average Annual Pay Growth	168	1.7%
Medium-Term Personal Income Growth	18	28.2%
Short-Term Personal Income Growth	37	4.9%



#30: Oxford, Mississippi

Oxford, Mississippi ranks **30th** and is the proud home to the University of Mississippi. The region experienced strong short- and medium-term job growth, buoyed by their cohort of knowledge-intensive young firms. FNC, an Oxford-based firm, was founded by two former University of Mississippi professors to create new real estate appraisal solutions. CoreLogic, which acquired FNC in 2016, chose to create an innovation center in Oxford and maintain its ties to the region.¹²⁹ The restoration industry technology firm Next Gear Solutions was founded in Oxford in 2008, and in 2019, they announced a merger with Accurrence, an insurance technology firm. The University of Mississippi also supports the local economy through its students. Close to 20,000 were enrolled at the Oxford campus in 2018, swelling the local population.¹³⁰ Due in part to the work of the Oxford-Lafayette County Economic Development Foundation and the Chamber of Commerce, the region has taken a diversified approach to economic development planning.¹³¹

Indicator	Rank	Value
2019 Population		54,019
Overall Z-Score	30	0.767
Young Firm Employment	48	16.0%
Young Firm Knowledge Intensity	25	23.7%
Per-Capita Personal Income	124	\$47,371
Medium-Term Job Growth	4	25.4%
Short-Term Job Growth	27	3.2%
Medium-Term Average Annual Pay Growth	492	-1.1%
Short-Term Average Annual Pay Growth	486	-1.7%
Medium-Term Personal Income Growth	19	27.3%
Short-Term Personal Income Growth	158	3.2%



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RESULTS TABLE



Micropolitan	Overall Ranking	2019 Population	Young Firm Employment Ratio	Young Firm Knowledge Intensity	2018 Per-Capita Personal Income	2017-2018 Employment Growth	2017-2018 Average Annual Pay Growth	2017-2018 Personal Income Growth
Pecos, TX	1	15,976	28.4%	11.9%	\$41,705	24.2%	20.9%	17.9%
Jackson, WY-ID	2	35,606	20.3%	23.4%	\$177,570	2.2%	3.1%	7.3%
Summit Park, UT	3	42,145	15.7%	27.6%	\$129,327	1.9%	2.5%	5.6%
Heber, UT	4	34,091	22.0%	24.0%	\$52,362	5.6%	2.2%	7.1%
Carlsbad-Artesia, NM	5	58,460	19.5%	12.1%	\$56,550	10.0%	6.9%	12.5%
Bozeman, MT	6	114,434	18.8%	24.5%	\$54,422	3.4%	1.5%	5.5%
Hood River, OR	7	23,382	13.7%	21.9%	\$56,301	3.8%	3.6%	4.9%
Andrews, TX	8	18,705	23.0%	11.6%	\$52,912	5.8%	9.0%	11.7%
Jefferson, GA	9	72,977	7.7%	25.1%	\$46,523	3.7%	1.3%	5.3%
Vineyard Haven, MA	10	17,332	14.1%	27.4%	\$87,988	1.8%	0.7%	3.2%
Breckenridge, CO	11	31,011	14.3%	25.6%	\$65,339	2.0%	1.6%	4.4%
Steamboat Springs, CO	12	25,638	19.7%	24.0%	\$80,708	2.6%	0.6%	6.4%
Hobbs, NM	13	71,070	13.3%	12.4%	\$46,430	10.4%	6.2%	15.0%
Gardnerville Ranchos, NV	14	48,905	16.4%	21.3%	\$73,389	2.8%	2.8%	6.0%
Edwards, CO	15	55,127	14.7%	24.9%	\$75,357	2.8%	-0.2%	4.7%
Hailey, ID	16	29,493	13.2%	23.3%	\$98,306	1.4%	1.1%	5.0%
Key West, FL	17	74,228	18.0%	20.6%	\$94,124	0.6%	2.1%	4.3%
Glenwood Springs, CO	18	77,828	14.8%	22.7%	\$77,463	2.1%	1.4%	5.6%
Oak Harbor, WA	19	85,141	17.1%	23.5%	\$54,069	1.8%	2.6%	5.5%
Big Spring, TX	20	38,073	24.4%	13.6%	\$44,992	3.8%	3.2%	8.1%
Cedar City, UT	21	54,839	17.8%	20.1%	\$31,639	4.8%	0.5%	6.2%
Fredericksburg, TX	22	26,988	18.5%	18.7%	\$64,074	2.3%	0.4%	4.5%
Ellensburg, WA	23	47,935	17.8%	19.5%	\$41,338	2.1%	2.1%	4.2%
Shelton, WA	24	66,768	17.2%	18.1%	\$41,497	2.6%	2.8%	5.6%
Fairfield, IA	25	18,295	12.9%	23.8%	\$45,033	2.9%	0.3%	9.1%





Micropolitan	Overall Ranking	2019 Population	Young Firm Employment Ratio	Young Firm Knowledge Intensity	2018 Per-Capita Personal Income	2017-2018 Employment Growth	2017-2018 Average Annual Pay Growth	2017-2018 Personal Income Growth
Fort Morgan, CO	26	29,068	10.9%	16.0%	\$44,051	2.3%	6.1%	5.3%
Centralia, WA	27	80,707	8.6%	18.0%	\$42,163	2.7%	4.3%	5.4%
Stephenville, TX	28	42,698	17.4%	17.5%	\$41,868	1.9%	1.8%	4.2%
Sandpoint, ID	29	45,739	16.5%	18.8%	\$42,060	2.7%	1.7%	4.9%
Oxford, MS	30	54,019	16.0%	23.7%	\$47,371	3.2%	-1.7%	3.2%
Cullowhee, NC	31	43,938	22.4%	22.5%	\$35,899	3.2%	-0.7%	1.3%
Lewisburg, TN	32	34,375	11.8%	16.7%	\$41,287	1.0%	0.3%	4.3%
Kapaa, HI	33	72,293	11.4%	25.2%	\$45,468	2.2%	2.0%	3.3%
Clarksburg, WV	34	92,399	13.1%	16.7%	\$48,550	3.0%	4.9%	4.7%
Moscow, ID	35	40,108	15.8%	22.5%	\$42,194	0.9%	3.4%	3.7%
Truckee-Grass Valley, CA	36	99,755	15.2%	23.5%	\$58,792	2.4%	-0.0%	3.2%
Tullahoma-Manchester, TN	37	105,216	13.3%	26.1%	\$42,780	1.8%	1.0%	2.8%
Los Alamos, NM	38	19,369	3.8%	29.8%	\$73,767	-0.7%	1.3%	3.6%
Morehead City, NC	39	69,473	14.7%	21.0%	\$53,952	1.0%	1.8%	3.2%
Pullman, WA	40	50,104	10.1%	22.6%	\$39,719	1.9%	1.9%	4.9%
Pinehurst Southern Pines, NC	41	100,880	10.7%	20.9%	\$56,080	3.7%	-0.4%	3.6%
Easton, MD	42	37,181	12.0%	23.4%	\$74,992	1.1%	1.7%	3.1%
Fernley, NV	43	57,510	15.8%	18.3%	\$37,801	2.5%	1.6%	6.1%
Sevierville, TN	44	98,250	15.8%	18.7%	\$43,403	2.2%	1.7%	2.6%
Astoria, OR	45	40,224	15.2%	19.1%	\$44,812	2.4%	0.8%	3.8%
Sheridan, WY	46	30,485	18.3%	16.7%	\$57,215	1.5%	2.1%	5.1%
Traverse City, MI	47	150,653	12.5%	20.7%	\$53,543	0.7%	1.9%	3.5%
Sanford, NC	48	61,779	13.1%	19.4%	\$43,828	1.2%	3.3%	4.1%
Georgetown, SC	49	62,680	16.8%	19.1%	\$52,696	2.9%	-1.6%	2.8%
Spencer, IA	50	16,016	9.8%	21.2%	\$55,201	1.2%	4.2%	6.3%
Brevard, NC	51	34,385	13.6%	23.7%	\$45,984	1.4%	-1.7%	4.0%
Red Bluff, CA	52	65,084	13.2%	16.0%	\$40,416	1.8%	1.8%	3.4%
Kill Devil Hills, NC	53	41,025	12.0%	20.9%	\$58,629	1.1%	1.0%	3.2%
Holland, MI	54	118,081	10.7%	19.1%	\$48,078	3.2%	1.2%	4.2%

Micropolitan	Overall Ranking	2019 Population	Young Firm Employment Ratio	Young Firm Knowledge Intensity	2018 Per-Capita Personal Income	2017-2018 Employment Growth	2017-2018 Average Annual Pay Growth	2017-2018 Personal Income Growth
Clearlake, CA	55	64,386	21.8%	16.4%	\$41,084	1.1%	2.8%	2.4%
Kalispell, MT	56	103,806	12.2%	19.5%	\$47,061	2.6%	-0.4%	3.7%
Faribault-Northfield, MN	57	66,972	7.9%	24.6%	\$46,548	1.4%	2.0%	3.2%
Kearney, NE	58	56,154	14.1%	22.5%	\$58,334	1.8%	0.1%	2.8%
Newport, OR	59	49,962	11.1%	18.8%	\$43,868	1.5%	2.8%	4.1%
Port Angeles, WA	60	77,331	14.5%	19.1%	\$44,751	2.0%	1.5%	4.0%
Montrose, CO	61	42,758	14.7%	17.9%	\$38,502	3.0%	1.4%	4.9%
Williston, ND	62	37,589	23.4%	16.0%	\$71,964	5.9%	4.7%	8.8%
Boone, NC	63	56,177	14.3%	22.4%	\$40,097	2.1%	-0.3%	3.1%
Wilmington, OH	64	41,968	5.4%	17.1%	\$50,100	2.4%	4.1%	3.1%
Bemidji, MN	65	47,188	10.7%	19.6%	\$43,876	2.4%	0.9%	3.9%
Wapakoneta, OH	66	45,656	7.9%	17.3%	\$54,319	1.6%	3.1%	4.2%
Hilo, HI	67	201,513	12.6%	22.5%	\$39,057	1.7%	1.5%	2.5%
Fallon, NV	68	24,909	10.3%	20.8%	\$42,633	2.8%	3.3%	4.7%
Austin, MN	69	40,062	4.4%	22.6%	\$51,115	-0.7%	3.0%	7.7%
Ada, OK	70	38,284	10.3%	16.4%	\$46,830	1.4%	3.4%	3.3%
Pahrump, NV	71	46,523	17.0%	20.1%	\$36,944	3.8%	0.4%	4.4%
Shelby, NC	72	97,947	10.5%	26.0%	\$41,165	1.5%	0.8%	2.4%
Alexandria, MN	73	38,141	10.0%	18.6%	\$56,649	1.4%	3.6%	4.0%
Durant, OK	74	47,995	13.7%	16.2%	\$37,525	3.3%	0.3%	3.0%
Whitewater-Elkhorn, WI	75	103,868	11.0%	20.2%	\$52,744	2.3%	0.2%	3.4%
Dunn, NC	76	135,976	13.2%	18.1%	\$37,823	1.0%	1.5%	4.1%
Clewiston, FL	77	42,022	21.2%	17.9%	\$31,747	0.4%	8.0%	0.1%
Nogales, AZ	78	46,498	13.7%	12.6%	\$41,849	1.9%	6.2%	2.0%
Port Lavaca, TX	79	21,290	10.2%	19.6%	\$40,911	6.7%	1.8%	2.5%
Forest City, NC	80	67,029	16.1%	21.2%	\$35,812	2.4%	2.2%	2.8%
Concord, NH	81	151,391	6.5%	26.0%	\$52,823	1.5%	1.2%	3.5%
Durango, CO	82	56,221	16.0%	20.5%	\$53,811	0.5%	2.4%	4.5%
Ukiah, CA	83	86,749	15.9%	17.0%	\$47,710	2.1%	0.7%	3.1%
La Grande, OR	84	26,835	9.6%	14.6%	\$40,316	1.7%	5.1%	4.8%
Kerrville, TX	85	52,600	12.4%	16.3%	\$53,059	2.8%	-0.2%	4.2%
Laconia, NH	86	61,303	9.1%	21.5%	\$55,711	1.0%	1.3%	3.4%
Athens, TX	87	82,737	15.9%	17.1%	\$41,926	2.0%	2.4%	3.7%





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Cañon City, CO	88	47,839	15.4%	17.6%	\$34,168	0.9%	2.7%	4.3%
Gainesville, TX	89	41,257	12.9%	18.7%	\$57,317	2.1%	3.8%	6.4%
Sonora, CA	90	54,478	12.4%	18.6%	\$45,510	1.7%	0.8%	2.8%
Cookeville, TN	91	114,272	11.7%	19.8%	\$41,236	1.4%	2.4%	3.3%
Willmar, MN	92	43,199	10.5%	19.6%	\$57,706	0.5%	2.1%	1.5%
Ludington, MI	93	29,144	10.8%	16.1%	\$44,338	1.4%	3.8%	4.0%
Eureka-Arcata-Fortuna, CA	94	135,558	13.4%	19.2%	\$46,367	2.6%	-0.2%	2.6%
Safford, AZ	95	38,837	18.9%	10.7%	\$33,856	2.7%	4.4%	3.9%
Moses Lake, WA	96	97,733	13.8%	15.9%	\$38,608	3.1%	3.1%	0.3%
Norfolk, NE	97	48,167	8.2%	16.4%	\$55,080	2.1%	2.5%	4.8%
Findlay, OH	98	75,783	7.5%	24.0%	\$56,559	-0.3%	1.1%	2.8%
Coos Bay, OR	99	64,487	11.6%	16.5%	\$43,371	2.1%	1.9%	3.5%
Cornelia, GA	100	45,328	11.5%	22.0%	\$37,390	1.4%	1.0%	3.3%
Torrington, CT	101	180,333	10.4%	26.6%	\$57,804	1.8%	0.9%	3.3%
Brainerd, MN	102	94,834	11.2%	16.0%	\$48,751	1.0%	1.9%	3.4%
Aberdeen, WA	103	75,061	13.5%	16.6%	\$39,228	2.1%	1.5%	3.6%
Bardstown, KY	104	46,233	10.0%	18.1%	\$46,390	1.9%	1.6%	2.0%
Coldwater, MI	105	43,517	12.1%	17.6%	\$40,034	3.7%	1.2%	4.5%
Houghton, MI	106	37,800	14.6%	21.3%	\$40,672	0.5%	2.2%	3.1%
Bedford, IN	107	45,370	12.5%	15.4%	\$44,550	2.2%	2.5%	2.5%
Statesboro, GA	108	79,608	14.1%	17.8%	\$35,690	2.2%	-0.9%	4.5%
Celina, OH	109	41,172	4.8%	15.7%	\$56,492	2.7%	0.6%	6.1%
Payson, AZ	110	54,018	19.9%	15.5%	\$43,146	1.1%	1.9%	2.9%
Auburn, IN	111	43,475	5.5%	18.6%	\$48,340	0.8%	2.7%	3.2%
Angola, IN	112	34,594	7.6%	15.9%	\$47,421	2.1%	2.1%	3.4%
Port Clinton, OH	113	40,525	9.9%	18.1%	\$56,574	1.4%	3.1%	3.2%
The Dalles, OR	114	26,682	10.9%	16.9%	\$43,409	0.3%	3.1%	2.1%
Prineville, OR	115	24,404	17.4%	15.6%	\$40,712	2.7%	-4.9%	4.3%
Branson, MO	116	87,880	15.9%	16.3%	\$41,049	1.1%	1.3%	2.7%
Oskaloosa, IA	117	22,095	6.4%	21.6%	\$46,729	1.4%	1.5%	6.4%
Seneca, SC	118	79,546	7.7%	20.2%	\$48,487	3.1%	-0.9%	2.9%
Greensburg, IN	119	26,559	4.1%	22.2%	\$46,875	1.8%	1.6%	2.5%
Batesville, AR	120	37,825	14.3%	16.3%	\$39,231	1.7%	2.2%	2.2%
Bennington, VT	121	35,470	8.9%	25.0%	\$50,408	1.8%	0.7%	3.1%

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Effingham, IL	122	34,008	8.5%	17.3%	\$55,306	1.8%	0.5%	4.0%
Red Wing, MN	123	46,340	7.9%	20.9%	\$56,526	0.3%	1.8%	3.9%
Water-town-Fort Atkinson, WI	124	84,769	10.3%	19.5%	\$48,756	2.2%	0.7%	3.2%
Seymour, IN	125	44,231	5.0%	18.0%	\$46,863	1.8%	3.0%	2.5%
Greenfield Town, MA	126	70,180	9.9%	22.9%	\$51,341	0.8%	0.4%	2.3%
Barre, VT	127	58,409	9.7%	25.0%	\$55,774	1.0%	-0.7%	1.7%
Rexburg, ID	128	53,006	12.1%	18.7%	\$29,642	2.5%	0.4%	3.4%
New Castle, IN	129	47,972	7.9%	19.5%	\$42,051	1.9%	2.9%	2.8%
Douglas, GA	130	43,273	9.9%	16.8%	\$35,978	2.3%	0.7%	3.7%
Picayune, MS	131	55,535	18.7%	20.2%	\$40,757	2.0%	0.6%	2.2%
Brookings, OR	132	22,925	18.0%	16.7%	\$42,414	1.2%	0.7%	2.8%
Bartlesville, OK	133	51,527	8.0%	17.6%	\$69,983	-0.1%	1.3%	8.9%
Emporia, KS	134	33,195	9.2%	19.5%	\$41,419	-0.2%	3.6%	3.2%
McAlester, OK	135	43,654	16.0%	16.2%	\$41,841	2.6%	2.0%	3.0%
Corinth, MS	136	36,953	12.8%	19.2%	\$40,501	1.3%	2.2%	1.9%
Storm Lake, IA	137	19,620	8.6%	17.1%	\$53,205	0.9%	1.4%	7.0%
Winona, MN	138	50,484	5.6%	23.1%	\$52,818	0.2%	1.7%	3.5%
Tifton, GA	139	40,644	10.7%	16.3%	\$41,667	2.6%	0.9%	2.8%
Newton, IA	140	37,185	7.1%	23.4%	\$46,343	0.5%	1.3%	4.8%
Stevens Point, WI	141	70,772	6.8%	21.3%	\$48,382	0.5%	1.5%	2.6%
Frankfort, KY	142	73,738	10.6%	24.8%	\$44,823	1.1%	1.6%	1.0%
Klamath Falls, OR	143	68,238	14.0%	16.4%	\$39,664	1.6%	0.7%	3.2%
Hudson, NY	144	59,461	12.8%	28.2%	\$53,926	1.0%	-1.6%	0.6%
Fremont, NE	145	36,565	13.9%	16.6%	\$50,832	-0.4%	3.3%	2.2%
Van Wert, OH	146	28,275	8.3%	17.1%	\$46,715	1.2%	2.0%	4.9%
Richmond-Berea, KY	147	109,682	11.3%	21.1%	\$37,982	2.7%	-0.1%	1.1%
Hermiston-Pendleton, OR	148	89,553	11.7%	16.4%	\$39,383	1.7%	2.5%	3.1%
McPherson, KS	149	28,542	6.7%	18.5%	\$55,175	2.6%	2.6%	4.7%
Owosso, MI	150	68,122	10.3%	18.5%	\$41,963	1.1%	3.0%	2.1%
Claremont-Lebanon, NH-VT	151	216,986	8.0%	23.5%	\$51,371	1.1%	0.3%	2.6%
Calhoun, GA	152	57,963	7.2%	21.3%	\$40,721	4.0%	-5.2%	2.8%
Stillwater, OK	153	81,784	16.9%	17.0%	\$40,330	0.5%	3.3%	3.4%





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Seneca Falls, NY	154	34,016	18.9%	20.9%	\$37,290	0.7%	2.8%	0.1%
Dublin, GA	155	57,189	12.0%	17.2%	\$39,093	2.3%	1.2%	3.0%
Marietta, OH	156	59,911	8.5%	18.4%	\$47,545	1.1%	0.5%	4.9%
Roseburg, OR	157	110,980	12.3%	17.0%	\$40,178	1.5%	0.5%	2.9%
Washington, IN	158	33,351	11.1%	16.7%	\$46,141	3.3%	0.6%	2.6%
Somerset, KY	159	64,979	9.4%	19.1%	\$40,468	2.4%	1.3%	2.5%
Starkville, MS	160	49,587	13.0%	18.9%	\$38,661	1.7%	0.7%	2.6%
Albemarle, NC	161	62,806	10.1%	18.5%	\$42,679	1.0%	1.9%	2.5%
Palestine, TX	162	57,735	13.0%	22.8%	\$36,228	0.9%	2.0%	2.8%
Enterprise, AL	163	52,342	14.5%	16.2%	\$48,835	1.2%	0.4%	2.5%
Adrian, MI	164	98,451	10.9%	19.0%	\$42,138	1.1%	2.9%	2.0%
Keene, NH	165	76,085	7.9%	26.3%	\$47,392	0.5%	1.2%	2.9%
Weatherford, OK	166	29,003	13.0%	16.9%	\$45,206	1.9%	4.7%	4.9%
Wooster, OH	167	115,710	8.1%	18.9%	\$48,250	1.1%	0.8%	2.1%
Warsaw, IN	168	79,456	9.7%	18.1%	\$52,432	2.7%	0.1%	2.8%
Blytheville, AR	169	40,651	14.1%	15.7%	\$35,141	-0.8%	7.5%	2.0%
Lexington, NE	170	25,585	10.1%	14.8%	\$47,042	1.1%	2.6%	4.7%
Mineral Wells, TX	171	29,189	13.7%	16.3%	\$41,395	1.4%	2.5%	2.9%
Corsicana, TX	172	50,113	9.5%	16.8%	\$40,122	3.9%	1.6%	3.4%
Oxford, NC	173	60,443	12.7%	17.3%	\$42,248	-0.5%	-0.1%	4.0%
Albertville, AL	174	96,774	12.4%	16.6%	\$40,846	1.6%	1.8%	2.6%
Lake City, FL	175	71,686	12.8%	19.2%	\$35,838	1.1%	-0.0%	3.1%
Price, UT	176	20,463	12.4%	17.5%	\$37,832	4.2%	2.9%	5.2%
Owatonna, MN	177	36,649	5.3%	19.7%	\$50,251	0.6%	1.4%	4.8%
Crescent City, CA	178	27,812	20.2%	15.3%	\$35,455	1.8%	0.4%	2.4%
Mountain Home, ID	179	27,511	11.5%	18.4%	\$37,616	1.7%	0.8%	3.1%
Columbus, NE	180	33,470	7.7%	16.1%	\$53,040	1.0%	1.3%	4.4%
Harrison, AR	181	45,185	11.8%	17.0%	\$38,949	1.6%	2.2%	2.9%
Taos, NM	182	32,723	16.5%	17.6%	\$40,180	1.2%	-1.1%	2.9%
Menomonie, WI	183	45,368	9.7%	19.7%	\$42,121	1.5%	0.9%	3.4%
Mount Airy, NC	184	71,783	9.1%	16.0%	\$42,106	2.1%	2.7%	1.0%
Jamestown, ND	185	20,704	7.3%	17.5%	\$56,935	-0.7%	1.4%	5.8%
Pottsville, PA	186	141,359	7.6%	20.2%	\$43,364	0.6%	2.0%	3.0%

Micropolitan	Overall Ranking	2019 Population	Young Firm Employment Ratio	Young Firm Knowledge Intensity	2018 Per-Capita Personal Income	2017-2018 Employment Growth	2017-2018 Average Annual Pay Growth	2017-2018 Personal Income Growth
Newberry, SC	187	38,440	7.0%	17.4%	\$42,309	4.1%	0.9%	0.8%
Hillsdale, MI	188	45,605	7.7%	17.4%	\$38,944	2.7%	2.0%	3.5%
Paris, TN	189	32,345	12.8%	15.8%	\$46,168	1.8%	0.6%	1.2%
Española, NM	190	38,921	15.2%	14.8%	\$36,133	0.0%	5.0%	1.9%
Ruston, LA	191	46,742	16.2%	21.0%	\$45,129	1.3%	-1.5%	2.3%
Cedartown, GA	192	42,613	10.5%	19.4%	\$35,674	1.3%	0.2%	3.1%
Burley, ID	193	45,069	12.0%	15.4%	\$42,795	0.1%	0.8%	3.9%
Mountain Home, AR	194	41,932	12.6%	16.8%	\$41,490	2.2%	0.1%	2.8%
Lawrenceburg, TN	195	44,142	11.0%	18.0%	\$38,760	3.2%	-0.5%	2.9%
Garden City, KS	196	40,305	10.1%	17.4%	\$48,089	2.2%	0.1%	3.4%
New Castle, PA	197	85,512	8.0%	22.6%	\$44,443	3.0%	0.8%	3.4%
Huntsville, TX	198	87,622	11.1%	20.1%	\$30,803	1.5%	0.7%	2.3%
Helena, MT	199	81,653	11.6%	20.4%	\$48,196	0.9%	-0.2%	2.0%
Beatrice, NE	200	21,513	13.3%	18.3%	\$53,552	0.1%	1.0%	2.7%
Corning, NY	201	95,379	9.1%	21.3%	\$43,669	1.1%	3.0%	1.1%
Decatur, IN	202	35,777	5.7%	16.7%	\$42,963	1.6%	0.3%	4.0%
Rolla, MO	203	44,573	10.2%	18.5%	\$43,388	0.5%	0.8%	1.7%
Hastings, NE	204	31,363	9.0%	19.2%	\$52,775	0.3%	1.6%	1.9%
Boone, IA	205	26,234	7.8%	23.3%	\$52,786	0.0%	0.8%	4.5%
Albert Lea, MN	206	30,281	8.7%	16.9%	\$48,355	0.5%	0.5%	4.8%
Bay City, TX	207	36,643	16.4%	14.8%	\$42,951	1.5%	1.6%	-1.5%
Americus, GA	208	34,781	9.3%	19.3%	\$38,697	0.4%	0.5%	1.3%
Baraboo, WI	209	64,442	9.0%	17.3%	\$50,996	1.5%	0.0%	2.6%
Huntingdon, PA	210	45,144	9.2%	17.6%	\$39,009	0.5%	2.4%	3.5%
Atchison, KS	211	16,073	6.6%	22.1%	\$40,488	1.8%	0.4%	1.8%
Kendallville, IN	212	47,744	6.2%	16.3%	\$43,655	2.5%	0.8%	2.8%
Wilson, NC	213	81,801	10.1%	19.8%	\$44,269	-0.3%	3.1%	2.3%
Ionia, MI	214	64,697	6.1%	17.1%	\$37,534	0.2%	5.0%	3.6%
Russellville, AR	215	85,413	8.1%	19.8%	\$38,880	0.6%	1.7%	2.1%
St. Marys, GA	216	54,666	11.6%	20.8%	\$39,802	1.9%	-1.9%	2.7%
Eagle Pass, TX	217	58,722	12.3%	10.4%	\$32,275	1.3%	2.5%	5.0%
Frankfort, IN	218	32,399	5.2%	18.1%	\$42,968	1.5%	1.6%	5.4%
Augusta-Waterbury, ME	219	122,302	9.3%	20.0%	\$43,560	1.0%	1.1%	2.3%





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Fergus Falls, MN	220	58,746	8.6%	16.5%	\$50,959	0.5%	0.9%	2.8%
Elizabeth City, NC	221	64,154	13.5%	17.5%	\$44,484	-0.3%	3.2%	1.8%
Marquette, MI	222	66,699	11.4%	24.2%	\$42,602	0.1%	1.6%	2.2%
Greenville, OH	223	51,113	9.9%	17.4%	\$46,885	1.2%	-1.1%	3.9%
LaGrange, GA	224	69,922	12.3%	16.9%	\$40,202	-0.2%	2.7%	2.2%
Point Pleasant, WV-OH	225	56,414	7.7%	21.6%	\$39,592	0.4%	4.8%	3.3%
Cullman, AL	226	83,768	9.2%	18.2%	\$44,883	0.7%	0.0%	2.4%
Martin, TN	227	33,328	7.6%	19.0%	\$41,030	2.6%	-0.2%	1.5%
Valley, AL	228	33,254	10.9%	18.3%	\$38,369	1.0%	1.2%	1.4%
Shelbyville, TN	229	49,713	8.7%	18.6%	\$40,975	-0.1%	0.9%	3.9%
Worthington, MN	230	21,629	10.3%	19.9%	\$47,607	0.8%	1.1%	1.8%
Tupelo, MS	231	141,000	10.0%	17.4%	\$43,541	0.0%	1.3%	1.9%
Somerset, PA	232	73,447	7.6%	16.9%	\$42,673	1.8%	3.0%	3.1%
Ashland, OH	233	53,484	10.2%	19.3%	\$42,117	2.0%	-1.0%	2.0%
Murray, KY	234	39,001	12.4%	19.5%	\$39,045	1.3%	1.7%	1.4%
Spirit Lake, IA	235	17,258	10.9%	18.6%	\$62,348	-1.4%	0.2%	1.3%
Lewisburg, PA	236	44,923	7.9%	18.2%	\$41,729	0.8%	1.1%	1.9%
Sterling, IL	237	55,175	9.9%	16.9%	\$48,111	2.1%	2.5%	1.3%
Thomaston, GA	238	26,320	8.7%	19.9%	\$38,722	2.0%	0.6%	1.5%
Cadillac, MI	239	48,749	8.8%	16.1%	\$38,300	1.5%	1.6%	2.7%
Cambridge, OH	240	38,875	11.3%	18.0%	\$43,691	-0.1%	1.5%	1.4%
Sidney, OH	241	48,590	3.2%	21.8%	\$50,604	0.9%	0.2%	2.5%
Lewistown, PA	242	46,138	6.8%	19.4%	\$40,203	1.5%	0.7%	2.9%
North Vernon, IN	243	27,735	6.0%	22.2%	\$42,735	3.8%	-1.5%	1.7%
Silver City, NM	244	26,998	9.5%	16.3%	\$42,866	2.0%	2.3%	3.8%
Mount Vernon, OH	245	62,322	7.5%	19.8%	\$46,193	1.1%	2.1%	2.4%
Zanesville, OH	246	86,215	9.7%	17.4%	\$44,497	0.4%	1.9%	1.5%
Big Rapids, MI	247	43,453	10.1%	17.8%	\$36,448	0.2%	1.1%	3.6%
Connersville, IN	248	23,102	9.1%	19.7%	\$44,907	1.9%	0.3%	2.6%
Nacogdoches, TX	249	65,204	10.1%	17.7%	\$39,945	1.5%	0.1%	3.1%
Kirksville, MO	250	30,003	7.4%	21.0%	\$36,452	2.0%	0.3%	3.0%
New Ulm, MN	251	25,008	6.8%	18.7%	\$55,941	1.5%	-0.7%	3.0%
Gaffney, SC	252	57,300	5.7%	16.9%	\$37,164	8.1%	-5.0%	2.9%

Micropolitan	Overall Ranking	2019 Population	Young Firm Employment Ratio	Young Firm Knowledge Intensity	2018 Per-Capita Personal Income	2017-2018 Employment Growth	2017-2018 Average Annual Pay Growth	2017-2018 Personal Income Growth
Sulphur Springs, TX	253	37,084	15.2%	17.5%	\$41,389	1.1%	-0.1%	2.7%
Marion, OH	254	65,093	5.0%	21.1%	\$41,910	3.0%	-0.8%	2.4%
Salina, KS	255	59,928	6.8%	20.0%	\$53,142	0.2%	1.0%	2.1%
Hannibal, MO	256	38,839	8.4%	18.2%	\$45,426	0.7%	1.5%	1.7%
Rutland, VT	257	58,191	9.3%	21.4%	\$48,450	0.6%	1.2%	2.3%
Moberly, MO	258	24,748	9.7%	18.9%	\$44,243	0.8%	1.7%	1.3%
Dyersburg, TN	259	37,159	8.1%	15.4%	\$44,687	1.6%	0.2%	3.7%
Crawfordsville, IN	260	38,338	13.6%	15.6%	\$43,938	0.6%	1.8%	1.5%
Brenham, TX	261	35,882	11.1%	17.4%	\$55,297	1.2%	-0.2%	3.6%
Cordele, GA	262	22,372	9.6%	18.9%	\$35,864	0.4%	-0.3%	1.6%
Minot, ND	263	75,713	13.1%	16.3%	\$57,641	1.5%	2.2%	4.9%
Del Rio, TX	264	49,025	13.9%	10.7%	\$38,675	2.9%	0.2%	3.6%
Norwalk, OH	265	58,266	11.5%	14.2%	\$44,179	1.5%	2.4%	1.2%
Toccoa, GA	266	25,925	12.4%	18.9%	\$42,890	0.1%	-0.4%	1.7%
Jesup, GA	267	29,927	14.5%	20.1%	\$35,218	1.6%	-1.2%	3.9%
Blackfoot, ID	268	46,811	15.7%	16.9%	\$37,085	1.0%	-1.1%	3.6%
Mount Pleasant, TX	269	32,750	11.1%	15.4%	\$36,732	0.5%	1.4%	3.1%
Lebanon, MO	270	35,723	6.5%	14.3%	\$40,534	2.4%	-0.1%	2.0%
Athens, TN	271	53,794	5.2%	19.4%	\$39,470	1.7%	-1.1%	2.2%
Thomasville, GA	272	44,451	12.1%	16.8%	\$48,886	-0.7%	0.7%	2.7%
Richmond, IN	273	65,884	5.8%	19.0%	\$45,528	1.6%	0.4%	2.2%
Natchitoches, LA	274	38,158	14.3%	16.1%	\$44,515	1.1%	-0.3%	1.8%
Portsmouth, OH	275	75,314	9.3%	18.5%	\$42,817	-0.7%	1.8%	3.2%
Mason City, IA	276	49,831	6.4%	18.9%	\$55,017	0.7%	-0.2%	3.8%
London, KY	277	128,222	7.7%	19.3%	\$35,732	0.4%	1.4%	0.9%
Escanaba, MI	278	35,784	10.1%	13.8%	\$43,150	1.7%	1.9%	3.3%
Wabash, IN	279	30,996	5.7%	14.7%	\$48,067	-0.0%	3.5%	3.3%
Marshall, TX	280	66,553	11.8%	17.3%	\$44,349	3.2%	3.0%	3.4%
El Dorado, AR	281	38,682	11.5%	14.2%	\$51,964	0.2%	1.5%	3.9%
Sweetwater, TX	282	14,714	8.8%	12.0%	\$45,587	2.7%	1.5%	3.5%
Farmington, MO	283	67,215	9.0%	15.4%	\$38,235	0.2%	1.9%	2.7%
Danville, KY	284	54,609	12.5%	18.4%	\$38,155	0.4%	0.8%	1.3%
Othello, WA	285	19,983	10.4%	17.3%	\$41,529	2.9%	-0.2%	-0.5%
Meadville, PA	286	84,629	8.7%	16.8%	\$41,449	0.7%	2.0%	2.8%





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Danville, VA	287	100,398	10.2%	15.8%	\$40,730	0.1%	2.7%	1.3%
Bellefontaine, OH	288	45,672	4.7%	18.3%	\$47,017	0.5%	2.5%	2.4%
Plattsburgh, NY	289	80,485	9.2%	20.0%	\$42,593	1.5%	0.0%	0.0%
El Campo, TX	290	41,556	12.4%	15.1%	\$43,879	2.8%	2.7%	0.6%
Paragould, AR	291	45,325	7.4%	16.8%	\$39,017	1.6%	0.4%	2.2%
Marion, NC	292	45,756	5.3%	17.2%	\$37,247	1.4%	-2.0%	2.8%
Warren, PA	293	39,191	8.0%	17.1%	\$43,377	0.7%	2.4%	3.8%
Washington Court House, OH	294	28,525	6.3%	18.4%	\$42,125	-0.3%	3.1%	1.4%
Show Low, AZ	295	110,924	14.3%	15.4%	\$34,465	0.6%	-1.4%	2.8%
West Plains, MO	296	40,117	8.6%	14.2%	\$37,759	3.2%	0.6%	2.9%
Beaver Dam, WI	297	87,839	9.0%	18.5%	\$47,236	1.1%	-1.1%	2.6%
Camden, AR	298	28,571	7.8%	13.5%	\$40,760	1.5%	2.0%	2.5%
Huntington, IN	299	36,520	7.4%	17.7%	\$46,391	-0.7%	1.9%	3.0%
Oneonta, NY	300	59,493	5.8%	22.6%	\$42,053	1.2%	0.6%	0.8%
DuBois, PA	301	79,255	7.4%	16.4%	\$44,941	1.2%	2.3%	2.0%
Laramie, WY	302	38,880	15.0%	22.1%	\$39,743	0.9%	-0.9%	0.4%
Ottawa-Peru, IL	303	147,036	6.6%	19.6%	\$49,216	0.2%	1.1%	2.3%
Chillicothe, OH	304	76,666	8.2%	17.7%	\$40,473	2.8%	0.2%	1.4%
Marion, IN	305	65,769	7.0%	16.8%	\$44,364	1.1%	2.5%	3.2%
Indiana, PA	306	84,073	12.0%	23.0%	\$40,390	-0.2%	1.0%	3.4%
Mount Pleasant, MI	307	69,872	8.0%	17.8%	\$37,777	-0.6%	2.1%	2.6%
Paducah, KY-IL	308	96,272	9.5%	19.5%	\$49,238	-0.6%	1.6%	1.3%
Hutchinson, MN	309	35,893	5.6%	21.9%	\$51,868	0.6%	-0.5%	0.1%
Roswell, NM	310	64,615	12.2%	13.5%	\$42,131	0.5%	1.5%	2.9%
Ardmore, OK	311	48,111	7.9%	16.8%	\$46,755	0.3%	2.9%	3.1%
Arkadelphia, AR	312	22,320	10.8%	16.7%	\$40,604	2.4%	-1.0%	1.6%
Warrensburg, MO	313	54,062	12.5%	18.9%	\$40,777	-1.2%	1.6%	1.3%
Elkins, WV	314	28,695	9.3%	17.4%	\$39,327	0.1%	2.9%	2.3%
Sikeston, MO	315	38,280	9.8%	15.7%	\$44,595	1.3%	0.8%	0.6%
Fort Madison-Keokuk, IA-IL-MO	316	58,162	16.1%	16.4%	\$45,191	0.7%	-1.9%	3.3%

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Bastrop, LA	317	24,874	12.6%	19.5%	\$42,991	-1.0%	5.3%	-1.0%
Maysville, KY	318	17,070	9.1%	17.3%	\$44,312	0.4%	1.0%	1.7%
Batavia, NY	319	57,280	12.5%	18.6%	\$42,111	1.2%	0.8%	0.1%
Sandusky, OH	320	74,266	6.5%	18.8%	\$68,576	0.7%	-2.2%	2.9%
Newport, TN	321	36,004	9.2%	17.3%	\$35,121	1.7%	0.4%	3.0%
Madison, IN	322	32,308	4.7%	19.1%	\$46,050	0.8%	1.0%	2.2%
Ontario, OR-ID	323	54,522	11.6%	15.1%	\$34,241	0.8%	0.3%	2.7%
Alma, MI	324	40,711	8.2%	16.6%	\$40,259	1.0%	1.8%	3.1%
Mayfield, KY	325	37,266	9.6%	18.9%	\$41,677	0.1%	2.5%	0.1%
Lock Haven, PA	326	38,632	12.4%	16.2%	\$40,181	2.5%	-1.2%	1.4%
Marinette, WI-MI	327	63,130	6.0%	15.7%	\$46,248	1.4%	1.5%	2.7%
Lincoln, IL	328	28,618	8.2%	19.2%	\$41,906	1.4%	0.7%	4.2%
Pittsburg, KS	329	38,818	9.9%	16.7%	\$41,012	-0.4%	1.9%	3.4%
Ashtabula, OH	330	97,241	9.6%	18.3%	\$42,139	2.3%	-0.8%	1.3%
Fort Dodge, IA	331	35,904	7.5%	19.4%	\$48,412	-0.2%	0.6%	3.5%
Brookhaven, MS	332	34,153	9.1%	17.4%	\$43,515	1.3%	-0.7%	0.7%
Auburn, NY	333	76,576	10.0%	19.6%	\$40,806	0.6%	2.0%	0.5%
Dayton, TN	334	33,167	9.2%	18.9%	\$37,546	-0.9%	0.2%	2.8%
Alamogordo, NM	335	67,490	9.7%	14.4%	\$36,190	1.1%	1.6%	2.7%
Scottsbluff, NE	336	37,529	12.0%	15.0%	\$47,671	0.7%	0.7%	2.6%
Salem, OH	337	101,883	8.6%	17.7%	\$41,648	1.1%	1.9%	1.6%
Elk City, OK	338	21,859	16.1%	16.5%	\$41,186	2.2%	5.7%	3.8%
Hays, KS	339	28,553	7.5%	20.5%	\$50,253	0.7%	1.1%	3.7%
Dickinson, ND	340	31,489	15.6%	17.4%	\$63,770	2.7%	2.9%	3.1%
Cortland, NY	341	47,581	9.6%	20.3%	\$39,318	-0.5%	2.0%	0.6%
Brownwood, TX	342	37,864	7.5%	15.5%	\$41,083	0.1%	0.9%	2.3%
Hutchinson, KS	343	61,998	9.2%	19.2%	\$44,462	0.6%	0.4%	1.8%
Troy, AL	344	33,114	8.5%	19.1%	\$42,336	-0.1%	-1.2%	1.0%
Platteville, WI	345	51,439	8.3%	17.0%	\$45,666	1.5%	0.4%	1.5%
Craig, CO	346	13,283	10.9%	16.5%	\$40,623	0.9%	0.3%	4.4%
Paris, TX	347	49,859	16.0%	17.6%	\$43,128	1.1%	-4.0%	-0.4%
Greenwood, SC	348	95,338	9.1%	18.8%	\$40,940	1.3%	-2.8%	1.7%
Tiffin, OH	349	55,178	6.1%	16.5%	\$43,475	1.1%	0.7%	1.9%
Moultrie, GA	350	45,600	11.5%	17.4%	\$35,848	-2.3%	1.6%	0.1%





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North Platte, NE	351	36,156	9.9%	18.5%	\$49,857	-0.5%	1.1%	1.1%
Vicksburg, MS	352	54,369	12.8%	17.3%	\$43,041	-0.2%	2.2%	0.8%
Elko, NV	353	54,807	9.3%	17.7%	\$45,458	1.1%	1.7%	2.7%
Ogdensburg-Massena, NY	354	107,740	7.7%	18.1%	\$36,660	1.4%	1.5%	0.1%
Peru, IN	355	35,516	12.4%	16.8%	\$38,435	0.8%	-0.4%	1.8%
Palatka, FL	356	74,521	10.5%	18.3%	\$32,465	0.2%	1.3%	2.0%
Sayre, PA	357	60,323	11.8%	18.1%	\$41,815	0.2%	1.2%	2.2%
Dodge City, KS	358	33,619	5.9%	18.1%	\$42,138	-1.2%	2.7%	1.9%
Jacksonville, TX	359	52,646	9.1%	15.6%	\$36,468	1.7%	1.3%	1.5%
North Wilkesboro, NC	360	68,412	9.5%	17.6%	\$39,979	-0.7%	-0.0%	0.5%
Greeneville, TN	361	69,069	7.2%	17.6%	\$43,949	-1.2%	0.8%	1.9%
Summerville, GA	362	24,789	5.3%	18.5%	\$34,107	-0.1%	1.4%	1.9%
Plymouth, IN	363	46,258	8.2%	18.6%	\$45,335	-1.3%	1.8%	0.6%
Waycross, GA	364	55,199	11.0%	17.2%	\$38,207	0.0%	-1.5%	1.5%
Vincennes, IN	365	36,594	12.8%	15.5%	\$48,951	1.5%	-0.2%	1.0%
Shawano, WI	366	45,455	11.2%	11.5%	\$43,302	1.4%	1.1%	1.3%
Kinston, NC	367	55,949	4.7%	16.6%	\$44,729	0.7%	1.8%	0.9%
Susanville, CA	368	30,573	14.7%	15.2%	\$36,002	-1.7%	2.1%	0.9%
Amsterdam, NY	369	49,221	7.7%	20.8%	\$40,223	0.4%	1.7%	-0.3%
Muscatine, IA	370	42,664	5.9%	18.2%	\$50,601	-0.2%	-1.8%	3.3%
Selinsgrove, PA	371	40,372	11.0%	14.7%	\$42,946	-0.2%	-3.8%	3.0%
Ottawa, KS	372	25,544	10.7%	17.1%	\$45,838	-0.5%	-0.5%	2.7%
Levelland, TX	373	23,021	9.9%	10.7%	\$41,236	2.9%	9.2%	-0.0%
Duncan, OK	374	43,143	12.7%	16.3%	\$44,947	3.2%	3.4%	4.3%
Glasgow, KY	375	54,320	12.0%	15.5%	\$39,005	0.0%	-0.2%	1.3%
Jasper, IN	376	55,125	5.6%	17.7%	\$58,057	-0.7%	-1.6%	1.7%
Cambridge, MD	377	31,929	10.9%	19.1%	\$47,681	0.6%	-2.0%	1.1%
Dumas, TX	378	20,940	7.8%	18.7%	\$43,669	0.1%	1.0%	-1.7%
Muskogee, OK	379	67,997	12.6%	18.8%	\$39,896	0.1%	0.3%	1.7%
Logansport, IN	380	37,689	6.2%	18.0%	\$42,547	2.3%	-2.1%	2.0%
Magnolia, AR	381	23,457	11.6%	16.0%	\$43,327	0.3%	-0.4%	2.3%

Micropolitan	Overall Ranking	2019 Population	Young Firm Employment Ratio	Young Firm Knowledge Intensity	2018 Per-Capita Personal Income	2017-2018 Employment Growth	2017-2018 Average Annual Pay Growth	2017-2018 Personal Income Growth
Marshalltown, IA	382	39,369	5.3%	18.6%	\$46,450	-0.8%	0.8%	4.4%
Urbana, OH	383	38,885	5.9%	19.1%	\$44,981	1.3%	0.1%	1.2%
Liberal, KS	384	21,428	5.8%	16.5%	\$41,769	-0.5%	4.6%	4.3%
Sedalia, MO	385	42,339	5.8%	18.8%	\$41,870	-0.1%	0.7%	0.8%
Vernon, TX	386	12,769	13.0%	15.7%	\$44,480	1.7%	-0.1%	3.2%
Sterling, CO	387	22,409	13.5%	14.5%	\$46,439	-0.1%	2.9%	-0.9%
Pontiac, IL	388	35,648	12.0%	21.2%	\$48,940	-0.4%	0.7%	1.5%
Manitowoc, WI	389	78,981	6.6%	20.0%	\$50,268	0.7%	-1.1%	1.1%
Uvalde, TX	390	26,741	23.6%	10.2%	\$41,747	-0.3%	-0.8%	1.3%
Jacksonville, IL	391	38,609	6.2%	16.7%	\$45,395	0.6%	-0.6%	5.0%
Milledgeville, GA	392	53,347	16.0%	18.2%	\$36,026	-0.2%	-1.1%	1.5%
Parsons, KS	393	19,618	7.1%	15.3%	\$45,561	0.5%	1.9%	2.9%
Ottumwa, IA	394	43,969	7.3%	17.5%	\$41,050	0.6%	-0.1%	4.1%
New Philadelphia-Dover, OH	395	91,987	9.6%	16.7%	\$47,504	-0.2%	-3.8%	1.8%
Ponca City, OK	396	43,538	11.0%	18.3%	\$44,369	0.1%	2.0%	1.9%
Centralia, IL	397	37,205	8.3%	15.7%	\$47,065	0.1%	1.5%	4.3%
Scottsboro, AL	398	51,626	9.9%	18.0%	\$41,438	0.8%	0.2%	1.7%
Talladega-Sylacauga, AL	399	90,641	5.8%	17.9%	\$38,888	2.1%	-1.0%	2.0%
DeRidder, LA	400	37,497	8.1%	14.9%	\$47,778	-0.2%	1.0%	3.0%
Arkansas City-Winfield, KS	401	34,908	7.1%	19.9%	\$41,862	0.5%	-1.3%	2.2%
Gillette, WY	402	46,341	14.0%	15.5%	\$51,909	1.7%	1.9%	4.3%
Canton, IL	403	34,340	8.2%	19.8%	\$41,930	-1.0%	0.3%	3.5%
Merrill, WI	404	27,593	7.8%	15.0%	\$48,255	0.7%	-0.9%	2.0%
Mexico, MO	405	25,388	9.7%	16.8%	\$44,473	-1.7%	1.6%	2.2%
Fremont, OH	406	58,518	6.2%	16.3%	\$45,604	-0.1%	0.8%	1.8%
Washington, NC	407	46,994	10.6%	15.1%	\$45,517	-0.6%	1.2%	1.3%
Coffeyville, KS	408	31,829	14.1%	15.0%	\$40,639	1.9%	2.1%	4.3%
Altus, OK	409	24,530	9.8%	15.9%	\$41,815	0.9%	1.7%	-0.7%
Searcy, AR	410	78,753	10.1%	18.8%	\$39,632	1.0%	0.3%	1.1%
Mount Sterling, KY	411	47,146	9.2%	19.4%	\$36,093	0.1%	-0.6%	0.5%
Alpena, MI	412	28,405	9.8%	16.3%	\$43,612	0.0%	0.4%	1.3%





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Oil City, PA	413	50,668	6.8%	15.9%	\$42,717	0.3%	1.7%	3.4%
Tahlequah, OK	414	48,657	12.8%	16.3%	\$35,045	0.2%	0.1%	1.8%
Snyder, TX	415	16,703	27.5%	11.5%	\$44,537	0.2%	6.3%	2.0%
Opelousas, LA	416	82,124	8.2%	17.3%	\$46,002	0.8%	0.5%	2.1%
Charleston-Mattoon, IL	417	61,387	11.1%	19.6%	\$45,342	-0.6%	-0.8%	1.8%
Arcadia, FL	418	38,001	17.1%	16.3%	\$24,124	1.5%	0.4%	-2.5%
Gloversville, NY	419	53,383	8.4%	18.9%	\$41,657	-0.7%	2.3%	0.0%
Martinsville, VA	420	63,111	10.2%	13.4%	\$41,651	1.3%	-0.0%	1.9%
Grenada, MS	421	20,758	5.3%	16.2%	\$40,084	0.2%	0.5%	1.3%
Sault Ste. Marie, MI	422	37,349	8.7%	15.4%	\$36,466	0.7%	2.1%	2.5%
Butte-Silver Bow, MT	423	34,915	10.1%	19.1%	\$48,660	1.0%	-1.1%	2.2%
Berlin, NH-VT	424	37,726	9.5%	15.9%	\$38,235	0.8%	0.7%	1.7%
Campbellsville, KY	425	25,769	9.2%	20.8%	\$38,278	-2.5%	-2.2%	0.2%
Dixon, IL	426	34,096	6.1%	18.3%	\$45,675	0.6%	0.4%	1.3%
Vidalia, GA	427	36,002	8.4%	18.3%	\$37,429	1.7%	-0.2%	2.3%
Crossville, TN	428	60,520	7.2%	18.0%	\$40,257	0.3%	-3.1%	2.1%
Portales, NM	429	18,500	16.4%	12.6%	\$41,216	1.4%	1.2%	-3.3%
Maryville, MO	430	22,092	8.5%	20.1%	\$34,386	1.6%	0.1%	1.3%
Bluefield, WV-VA	431	99,353	7.9%	19.0%	\$40,948	-0.3%	2.2%	1.7%
Malvern, AR	432	33,771	13.1%	15.4%	\$34,193	-1.1%	-1.7%	1.2%
Bennettsville, SC	433	26,118	6.5%	14.1%	\$35,333	2.5%	-0.1%	2.4%
Laurinburg, NC	434	34,823	4.0%	17.5%	\$36,320	0.8%	0.3%	1.5%
Shawnee, OK	435	72,592	11.6%	16.7%	\$40,652	-1.3%	0.0%	2.5%
Sunbury, PA	436	90,843	8.5%	18.5%	\$42,200	-0.1%	-2.2%	1.3%
McComb, MS	437	51,585	9.5%	18.0%	\$35,572	0.3%	-0.1%	1.1%
Malone, NY	438	50,022	7.8%	20.7%	\$36,374	0.5%	1.0%	-0.7%
Fitzgerald, GA	439	16,700	12.3%	15.1%	\$34,647	-1.3%	1.9%	1.8%
Defiance, OH	440	38,087	7.0%	18.8%	\$45,512	0.6%	-1.8%	3.0%
Henderson, NC	441	44,535	6.3%	17.4%	\$38,371	-1.7%	0.9%	2.7%
Lufkin, TX	442	86,715	9.2%	16.2%	\$41,153	-0.2%	1.0%	2.2%
Bogalusa, LA	443	46,194	14.0%	15.2%	\$37,390	0.6%	-1.2%	1.8%

Micropolitan	Overall Ranking	2019 Population	Young Firm Employment Ratio	Young Firm Knowledge Intensity	2018 Per-Capita Personal Income	2017-2018 Employment Growth	2017-2018 Average Annual Pay Growth	2017-2018 Personal Income Growth
Orangeburg, SC	444	86,175	9.6%	16.3%	\$37,859	1.0%	-0.6%	-0.0%
Rochelle, IL	445	50,643	9.1%	15.6%	\$51,105	0.1%	-2.1%	2.9%
Columbus, MS	446	58,595	10.1%	16.8%	\$43,308	0.7%	0.3%	2.4%
Wisconsin Rapids-Marshfield, WI	447	72,999	6.0%	18.2%	\$49,285	1.5%	-0.6%	2.2%
Laurel, MS	448	84,481	8.0%	17.2%	\$42,702	1.3%	-1.0%	1.2%
Mount Vernon, IL	449	37,684	6.1%	15.7%	\$43,263	1.1%	-1.4%	2.1%
Bradford, PA	450	40,625	8.3%	16.8%	\$45,791	0.8%	-0.2%	2.6%
Rock Springs, WY	451	42,343	12.3%	17.4%	\$52,225	0.7%	-0.6%	2.2%
Miami, OK	452	31,127	13.1%	14.9%	\$38,796	1.3%	-0.7%	1.1%
Rockingham, NC	453	44,829	6.3%	17.8%	\$38,418	0.1%	-0.2%	0.6%
Alice, TX	454	40,482	14.4%	10.6%	\$42,924	4.6%	6.2%	2.2%
Roanoke Rapids, NC	455	69,493	6.0%	15.1%	\$38,804	0.1%	2.7%	0.4%
Wauchula, FL	456	26,937	20.0%	14.9%	\$28,901	0.4%	-0.1%	-3.8%
Cleveland, MS	457	30,628	7.2%	18.4%	\$42,987	-2.2%	1.9%	1.8%
Lumberton, NC	458	130,625	7.9%	14.4%	\$32,177	0.5%	2.0%	1.4%
Selma, AL	459	37,196	11.6%	14.2%	\$40,825	0.1%	0.5%	0.5%
Jamestown-Dunkirk-Fredonia, NY	460	126,903	8.2%	18.2%	\$39,383	-0.1%	0.3%	-1.0%
Great Bend, KS	461	25,779	7.8%	18.0%	\$51,952	0.6%	0.1%	4.3%
Taylorville, IL	462	32,304	6.4%	22.6%	\$45,605	0.4%	-0.4%	1.7%
Deming, NM	463	23,709	11.9%	7.8%	\$32,537	0.7%	3.3%	1.3%
Marshall, MO	464	22,761	8.1%	16.8%	\$42,776	2.0%	0.6%	-1.8%
McMinnville, TN	465	41,277	8.5%	20.6%	\$37,351	-2.0%	-0.1%	0.5%
Middlesborough, KY	466	26,032	12.3%	17.5%	\$32,367	-0.5%	0.1%	0.1%
Ozark, AL	467	49,172	7.5%	16.8%	\$41,490	0.9%	-1.5%	1.3%
Guymon, OK	468	19,983	7.4%	17.9%	\$50,573	-0.2%	2.7%	-0.3%
Galesburg, IL	469	49,699	8.1%	17.8%	\$43,143	-0.8%	1.8%	1.2%
Plainview, TX	470	33,406	9.2%	12.5%	\$34,135	1.9%	0.9%	2.0%
Athens, OH	471	65,327	9.1%	21.7%	\$36,456	-3.0%	-1.1%	-0.7%
Jackson, OH	472	32,413	8.3%	17.8%	\$39,204	0.9%	-2.0%	1.3%





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Coshocton, OH	473	36,600	5.8%	15.1%	\$38,189	1.0%	1.8%	2.2%
Riverton, WY	474	39,261	12.5%	16.1%	\$42,877	-0.3%	1.4%	2.9%
Freeport, IL	475	44,498	6.1%	16.2%	\$46,696	1.9%	-2.5%	1.8%
Pampa, TX	476	21,886	14.1%	18.5%	\$46,555	1.1%	0.6%	1.1%
Gallup, NM	477	71,367	11.7%	11.2%	\$29,017	-0.5%	1.3%	1.7%
Marshall, MN	478	25,474	6.7%	18.8%	\$52,204	-0.4%	-2.4%	1.2%
Hereford, TX	479	18,546	8.6%	13.6%	\$42,818	2.1%	0.8%	-5.2%
Clinton, IA	480	46,429	6.2%	16.6%	\$47,080	-1.4%	0.6%	1.9%
Lamesa, TX	481	12,728	16.8%	11.1%	\$39,264	0.4%	2.8%	0.5%
Junction City, KS	482	31,670	9.5%	19.6%	\$52,894	-0.8%	0.2%	-1.0%
Rio Grande City, TX	483	64,633	11.3%	10.3%	\$27,843	0.0%	-0.3%	1.7%
Greenwood, MS	484	38,130	7.6%	14.8%	\$41,296	-0.3%	1.0%	0.9%
Las Vegas, NM	485	27,277	9.5%	13.2%	\$36,130	0.6%	-0.7%	2.0%
Fairmont, WV	486	56,072	9.2%	17.8%	\$45,191	-0.7%	0.5%	1.7%
Macomb, IL	487	29,682	9.1%	18.5%	\$42,291	-0.5%	0.7%	0.8%
Bucyrus, OH	488	41,494	8.2%	16.6%	\$42,405	-4.1%	0.7%	1.6%
Bainbridge, GA	489	26,404	10.7%	14.6%	\$39,843	-2.2%	0.7%	0.1%
Indianola, MS	490	25,110	10.1%	13.0%	\$34,715	-0.9%	-0.6%	2.9%
Kennett, MO	491	29,131	13.5%	13.8%	\$37,841	-0.5%	2.1%	0.6%
Woodward, OK	492	20,211	12.3%	17.3%	\$47,653	0.1%	3.0%	1.3%
Forrest City, AR	493	24,994	7.2%	17.6%	\$31,250	0.1%	2.2%	-2.2%
Fort Leonard Wood, MO	494	52,607	9.6%	18.6%	\$44,918	-0.6%	-0.8%	0.4%
Olean, NY	495	76,117	7.8%	19.0%	\$38,645	-0.3%	-0.6%	-0.0%
Poplar Bluff, MO	496	42,478	12.7%	15.6%	\$39,141	-1.3%	-1.3%	-0.4%
Fort Polk South, LA	497	47,429	9.8%	16.9%	\$45,486	-0.9%	-0.2%	-0.4%
Sturgis, MI	498	60,964	10.8%	15.0%	\$41,357	-0.7%	-2.8%	2.8%
Logan, WV	499	32,019	6.2%	18.0%	\$39,319	1.1%	1.9%	2.0%
Evanston, WY	500	20,226	11.6%	19.0%	\$39,582	1.1%	-0.1%	2.6%
Borger, TX	501	20,938	6.9%	14.2%	\$43,960	-1.7%	0.1%	1.7%
Kingsville, TX	502	31,084	10.5%	12.1%	\$41,327	1.4%	-1.9%	1.9%
Vernal, UT	503	35,734	16.1%	17.4%	\$31,016	2.3%	-0.5%	3.2%

Micropolitan	Overall Ranking	2019 Population	Young Firm Employment Ratio	Young Firm Knowledge Intensity	2018 Per-Capita Personal Income	2017-2018 Employment Growth	2017-2018 Average Annual Pay Growth	2017-2018 Personal Income Growth
Greenville, MS	504	43,909	8.7%	17.4%	\$42,262	-1.3%	-0.4%	-0.1%
Winnemucca, NV	505	16,831	9.5%	16.8%	\$45,822	0.0%	-1.4%	0.5%
Okeechobee, FL	506	42,168	12.9%	18.5%	\$31,328	-1.3%	-8.1%	-0.9%
Meridian, MS	507	99,408	11.2%	16.8%	\$41,467	-1.0%	-0.7%	0.3%
Helena-West Helena, AR	508	17,782	13.3%	13.1%	\$34,805	1.7%	-0.3%	-1.8%
Big Stone Gap, VA	509	55,682	12.5%	15.1%	\$34,729	-0.3%	0.0%	1.0%
Clovis, NM	510	48,954	9.2%	15.4%	\$46,142	-1.4%	-4.1%	-1.3%
Grants, NM	511	26,675	8.5%	12.7%	\$29,392	-0.5%	-0.9%	1.1%
Morgan City, LA	512	49,348	9.0%	16.3%	\$43,867	1.0%	0.2%	1.8%
Madisonville, KY	513	44,686	7.0%	18.1%	\$42,886	-4.8%	-0.5%	-1.6%
Beeville, TX	514	32,565	11.3%	12.7%	\$30,108	0.6%	-0.9%	1.2%
Clarksdale, MS	515	22,124	10.2%	15.0%	\$38,152	-1.3%	-2.2%	-1.2%

