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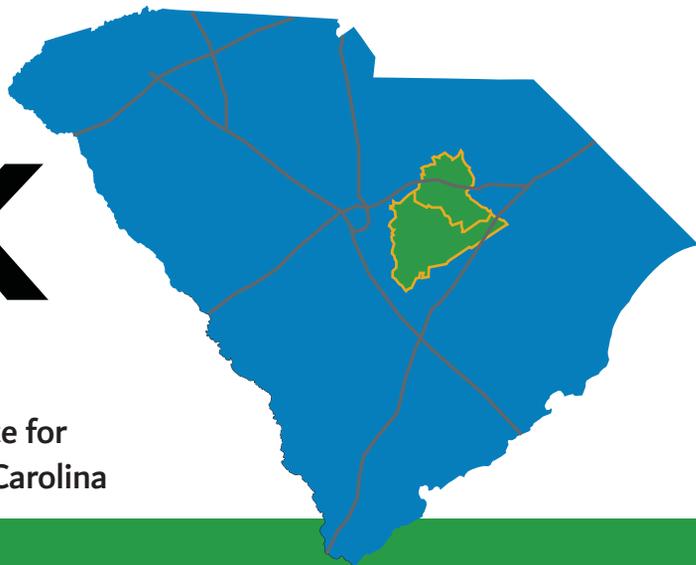
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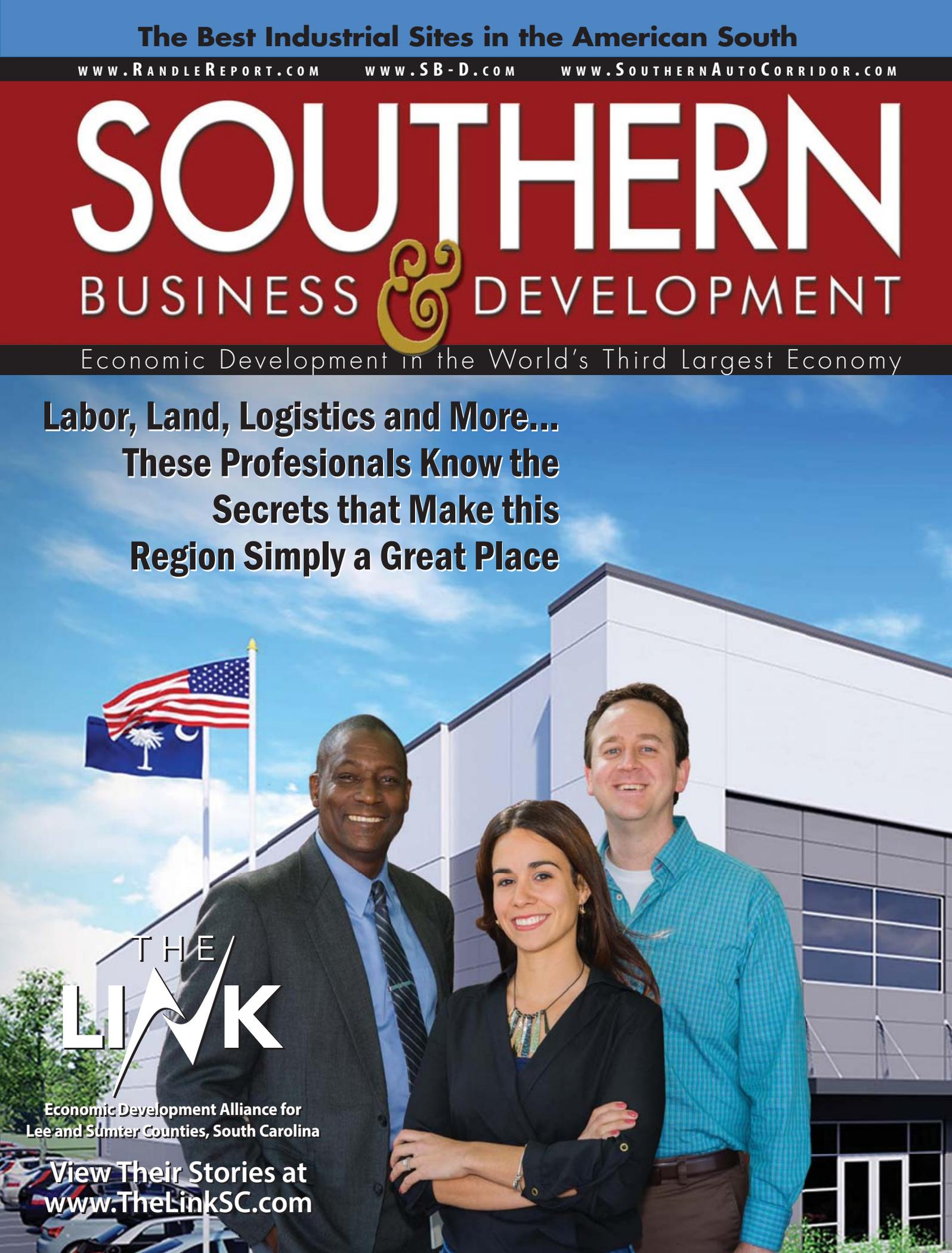
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1 million square feet






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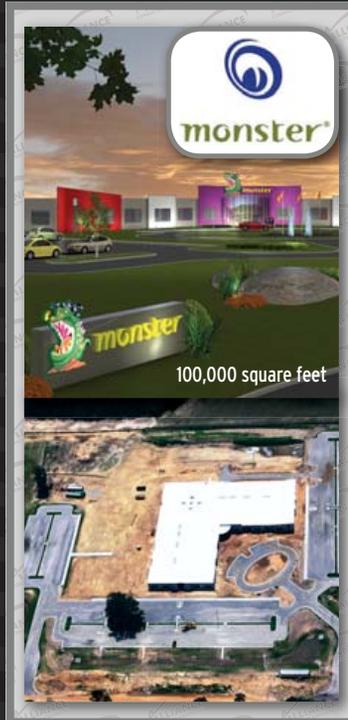
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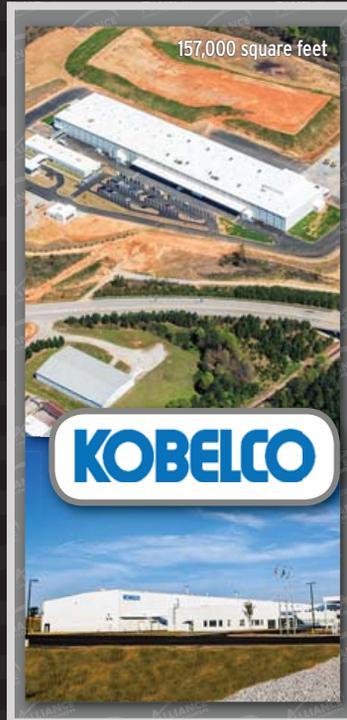
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SOUTHBOUND

By Michael Randle, EDITOR

Celebrating the longest economic recovery in U.S. history, yet red flags are flying

THE GREAT RECESSION ENDED IN JUNE OF 2009. So, as of June 2019, the U.S. economy has enjoyed the longest period of growth since World War II. The current recovery has beaten the former longest from 1991 to 2001, commonly called the “go-go ‘90s.”

Unlike other recoveries, this one has seen slow but steady growth. It took far longer to reach full employment compared to typical recoveries. Today, we are beyond full employment and wages are finally growing at a decent pace. The fact that this expansion hasn't experienced a boom-to-bust cycle is a good thing. Economic expansions in the U.S. post-WWII have averaged just 58 months. Both administrations should be commended on how they have managed the economy from the depths of 2008 to today.

But there are red flags as the nation celebrates. The biggest challenge may be U.S. demographic decline. I have written much about the subject time and again. With a declining birth rate and unless we increase legal immigration by triple the million or so we are approving each year, there is no chance we can replace our aging workforce. We are living in a baby bust today and have been since 2002. When you can't replace aging workers, the economy slows. It's data, not politics.

The second threat I see to this long recovery are the tariffs that are currently in place and the threat of more coming (tariffs are political). There is no question that the uncertainties in trade are forcing project activity down in the South. Many companies are freaking out as they cannot adjust their supply chains fast enough to get around the tariffs. When a component is made in China, yet the product is made in the U.S., what do these U.S. companies do? Two choices: eat it or pass along the costs to us. Only two things happen with tariffs; less is sold and what is sold costs more.

In this year's SB&D 100 (page 34), we saw 596 projects announced in the South meeting or exceeding our thresholds of 200 jobs and/or \$30 million in investment in calendar year 2018. That is down significantly from the 730 projects announced in 2015, the 695 in 2016 and the 680 in 2017, Trump's first year as



president. This year also marks the third consecutive year of declining deals.

In other words, there is no question this 10-year expansion peaked in 2015 or 2016. Economic development project activity is down, but the totals don't represent a bust by any means. How important is project activity in the South? We are the third largest economy in the world, the largest economy of the four U.S. regions in GDP and population, and the South's economic frameworks have pulled away in this expansion. Where the South goes, the nation goes.

Don't let the 75,000 jobs created in May concern you, even though the U.S. has averaged about 200,000 jobs per month since late 2010. Demographics (baby bust, baby boomers retiring) and full employment are going to drive down jobs naturally. But when monthly job gains start to contract, you may be concerned.

The biggest concern I have about this year's SB&D 100 is this: project activity in the automotive and financial services sectors dropped significantly in 2018. They are half that of 2015 (see the chart in this issue's report). When projects in auto and finance drop like that in the South, something is up; it's called less disposable income, less money on the street.

Hey sis or bro, you can call this column political, but data knows no politics. 🌟

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Chinese state media: "Don't say we didn't warn you."

People's Daily, the largest newspaper in China and the official newspaper of the Communist Party of China, published a story in the spring quarter that warned the U.S. in this protracted trade war between the two countries. "We advise the U.S. side not to underestimate the Chinese side's ability to safeguard its development rights and interests. Don't say we didn't warn you," the media property wrote. The phrase "Don't say we didn't warn you" has been used before by *People's Daily* in 1962 before China's border war with India and ahead of the 1979

China-Vietnam War. The warning seems to indicate that China will retaliate against the U.S. as a result of the trade war. The vast percentage of the world's rare earth minerals that are used in a variety of high-tech gear, including cell phones and other electronics, are mined in China. The warning seems to center on China restricting rare earth minerals to the U.S. Few know what the consequences will be if China reduces the sale of rare earth minerals in the current trade war.

U.S. breaks record for longest economic expansion

In June, the economic expansion that began in the summer of 2009 broke the record for the longest recovery in the nation's history. The current expansion beats the 120-month-long period of an expanding economy from 1991 to 2001. The average length of the 12 expansions since 1945 has been 58.4 months. This one is 121 months and counting.

Layoffs surge by 35 percent, highest level in a decade

Job layoffs in the first quarter of this year were at the highest levels in a first quarter in 10 years, according to outplacement firm Challenger, Gary & Christmas. The total number of layoffs stood at over 190,000, a 10.3 percent increase from the fourth quarter and a 35.6 percent increase from the same period a year ago. The layoffs are the highest for a first quarter since 2009.

At full employment and with fertility rates at historic lows, the U.S. needs more legal immigrants; the opposite is happening

In President's Trump's State of the Union address in February, he said, "Legal immigrants enrich our nation and strengthen our society in countless ways. I want people to come into our country in the largest numbers ever, but they have to come in legally." It's a good strategy, one of the only ways the U.S. can replace its baby boomer workforce that is aging out of the workforce by millions each year. At the same time, the U.S. fertility rate is at an all-time low, meaning it is impossible internally to replace those



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AROUND THE SOUTH

More than half of all apartments in Bay County, Fla., are still damaged and unlivable as a result of Hurricane Michael in October of 2018.



baby boomer workers. While Trump's statement is the answer to a workforce that is not growing, the numbers show a different scenario. The U.S. Census Bureau recently released figures on legal immigration into the U.S. from July 2017 to July 2018. Overall, the U.S. added 978,826 legal immigrants during that year. From July 2016 to July 2017, the total net international migration totaled 1,111,283. So, the U.S. lost over 132,000 net legal immigrants from 2017 to 2018.

U.S. birthrate falls again in 2018

For four straight years now, the birthrate in the U.S. has dropped to 3.78 million births. The drop represents a 2 percent decrease from 2017. The numbers represent a record low in the U.S. fertility rate. Birthrates fell for nearly all racial and age groups, with only slight gains for women in their late 30s and early 40s, the CDC says. This comes at a time when millions of baby boomers

are aging out of the workforce and many cannot be replaced.

Laredo becomes top U.S. trade hub

An increase in energy exports has propelled the Port of Laredo in Texas to the nation's top center for trade. In March, \$20.1 billion of combined exports and imports moved through Laredo according to data released by the U.S. Department of Commerce. The total surpassed the \$19.7 billion of imports and exports that went through the Port of Los Angeles. Energy exports helped Laredo beat long-time leader Los Angeles. Also, an increase in exports to Mexico and a decrease in Chinese imports helped propel Laredo to the No. 1 trading spot.

Amazon files development plans with Arlington County, Va.

Amazon filed development plans in the spring quarter of its first phase of its HQ2 in Crystal City, Va. The company is calling its develop-

ment National Landing. The first phase will include two 22-story buildings at Metropolitan Park totaling 2.1 million square feet. The HQ2 will eventually house at least 25,000 employees.

Housing is still a disaster in Hurricane Michael's destructive path in Northwest Florida

More than half of all apartments in Bay County, Fla., are still damaged and unlivable as a result of Hurricane Michael's wrath in October of 2018. Panama City Community Development data shows that of 8,384 apartments in Bay County, only 3,837 were considered livable and of those, only two were available as of May 14. No new units are expected to be available for four to six months, or about a year after the hurricane hit.

The U.S. is no longer the world's most competitive economy

Incorporating 235 economic indicators, the Switzerland-based business school IMD dropped the U.S. from

first to third in its ranking of the world's most competitive economies. The U.S. had the world's most competitive economies for nine straight years until this year. Singapore and Hong Kong rose to No. 1 and No. 2. China placed 14th.

Domestic beer industry blames Trump tariffs for job losses

Since 2016, jobs in the U.S. beer industry have dropped by 40,000. A report by the Beer Institute and National Beer Wholesalers blamed the job losses on aluminum tariffs imposed by President Trump. The tariffs have increased aluminum can costs.

Trade wars still tamping down South's whiskey exports

Famous Tennessee whiskey and Kentucky bourbon have seen their exports, specifically to Europe and Asia, drop in value as a result of the trade wars. According to a report from Middle Tennessee State University, Tennessee whiskey exports fell by more than 30 percent in the



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fourth quarter of 2018. The value of those exports, which had been rising for years, dropped from \$197 million to \$135 million. After soaring 28 percent in the first six months of 2018, Kentucky bourbon exports dropped by 11 percent in the second half of last year. Kentucky produces 95 percent of the world's bourbon, and the industry had been growing by double digits for years.

In the last 10 years, Kentucky has added almost 50 new distilleries Since 2009, Kentucky's distilling industry has added

more than 10,000 jobs and opened more than 40 new distilleries. In fact, in 2009 there were 10 distilleries and today there are 68 in the Commonwealth. However, since countries put tariffs on American bourbon in retaliation to our own tariffs, whiskey exports fell 11 percent in the second half of 2018.

Houston is the No. 1 destination in the U.S.

According to the latest U-Haul migration trends report, Houston is the No. 1 U.S. destination city. Houston saw a 3 percent gain in

one-way U-Haul truck arrivals. Each year, U-Haul counts down its top 10 U.S. destination cities as a prelude to Memorial Day weekend, the unofficial start of the summer moving season. About 45 percent of all moves each year occur between Memorial Day and Labor Day weekends. In addition to Houston, the top five one-way moves in 2018 were Chicago, Las Vegas, San Antonio and Orlando.

Austin is a magnet for U.S. based migrants

Austin is the fastest growing metro in the U.S. based on percentage of population gain. So, where are these people coming from at a clip of about 150 a day? Califor-

nia is by far the largest state source of migration to Austin, sending thousands of tech savvy talents to the Lone Star State. But Florida is not far behind. Other states contributing to Austin's incredible increase in workforce are New York and Colorado.

Texas added more jobs than any other state

From April 2018 to April 2019, Texas added 283,000 jobs, a growth rate of 2.7 percent. The job totals were more than any other state. As of May, Texas' unemployment rate was at 3.7 percent.

Texas boosts film incentives by \$50 million

This year's Texas Legislature raised movie, television and

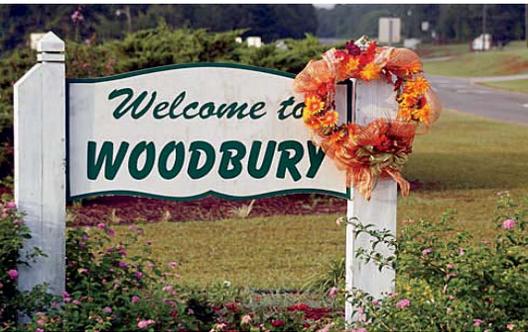


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USA Today named Point Pleasant, W.Va., as the No. 2 best small town cultural scene in the U.S. An annual festival in Point Pleasant is devoted to the Mothman legend. In West Virginia folklore, the Mothman is a creature reportedly seen in the Point Pleasant area from November 12, 1966, to December 15, 1967. A 12-foot statue of the creature was unveiled there in 2003.

video game incentives to \$50 million from \$32 million. The new incentives will take effect September 1.

Texas leads nation in fastest growing cities

Everyone is moving to Texas. The Lone Star state leads the nation for the fastest growing cities with half of the top 10. Houston, San Antonio, Fort Worth, Austin and Frisco make the top 10 of cities with the largest increase in population.

China retaliates, U.S. exports fall

In May, China retaliated against new U.S. tariffs as the trade war escalated. Over a six-month period ending in March, exports from the U.S. to China dropped by \$18.6 billion, or a loss of 26 percent. Imports from China declined as well. Exports were, however, higher to Europe and Mexico in that six-month period.

24/7 Wall Street ranks top U.S. markets with large STEM labor forces

24/7 Wall Street ranked cities based on large STEM labor forces in the winter quarter. California-Lexington Park, Md., ranked No. 1. San Jose was second followed by Huntsville, Ala. Southern markets making the top 10 included Durham-Chapel Hill, N.C.; Arlington-Alexandria, Va.-District of Columbia; Raleigh and Austin.

Freight shipments in big slump

Freight shipments across all modes of transportation fell

6 percent in May compared to the same month last year, according to the Cass Freight Index. It was the sixth consecutive month of year-over-year declines and the biggest year-over-year decline since November 2009. Loads on the spot market, where retailers and manufacturers buy trucking capacity when they need it rather than on contract, fell by over 60 percent in May year-over-year.

Virginia Tobacco Commission will help pay off your student debt if you move to rural Virginia

The Virginia Tobacco Region Revitalization Commission, which was created two decades ago to spend Virginia's portion of the national tobacco settlement, announced in the spring quarter it will help pay off student loan debt for those willing to live and work in the rural regions of Southwest and Southside Virginia. In 20 years, the Commission has invested \$1 billion on a wide range of projects that benefit economically depressed areas of the Commonwealth. The Commission has revised its student loan debt repayment program and will now spend \$5 million on it every two years. To qualify you must have graduated college — two year or four year — and move to counties and cities in the Commission's coverage area. For the health-care jobs, the commission is partnering with the Virginia Department of Health, which already runs a program awarding people up to

\$140,000 in student loan debt assistance over four years to work in under-served areas.

USA Today names best small town cultural scenes

In the spring quarter, *USA Today* named the best small town cultural scenes in the U.S., and several in the South were cited in the top 10. Doylestown, Pa., was named No. 1 and Point Pleasant, W.Va., was No. 2. Making the top 10 in the South were Tarpon Springs, Fla.; Staunton, Va.; Paducah, Ky.; Guthrie, Okla.; and York, S.C.

Alabama passes new incentives

Gov. Kay Ivey signed new legislation called the Alabama Incentives Modernization Act. The new bill modernizes Alabama's incentives to take advantage of federal opportunity zones, recruit industry to rural counties and attract technology companies to the state. Alabama's overall economy is very strong, however, some parts of the state are not participating in the growth. The new incentives help some of these counties with additional tax credits.

Alabama breaks annual investment record with \$8.7 billion in investments for 2018

It was a banner year for Alabama in 2018 with new records in capital investments and job creation numbers. The Alabama Department of Commerce's 2018 New and Expanding Industry Report outlines \$8.7 billion in 357

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economic development projects by companies locating new facilities or expanding existing operations in Alabama. Those investments will result in about 17,000 new jobs across the state. Almost half of those jobs came from companies in 16 different countries, investing \$4.2 billion in Alabama. In this year's SB&D 100, Alabama was named "State of the Year" for its performance in calendar year 2018 (page 34).

Mississippi's GDP hit 10-year high in 2018

Real GDP growth in 2018 in Mississippi was at a little more than 1 percent in 2018, according to the Bureau of Economic Analysis. The figure represents the highest GDP growth in the Magnolia State in over 10 years.

Wake Forest Innovation Quarter in Winston-Salem named member of Global Districts Group

The Wake Forest Innovation Quarter in Winston-Salem, N.C., has been selected as an inaugural member of the Global Institute on Innovation Districts. There were only six research park districts chosen worldwide. The others are in Amsterdam; Melbourne, Australia; New York; Pittsburgh and St. Louis.

SmartAsset names top 10 creative places in the U.S.

In the spring quarter, SmartAsset.com published what it thinks are the top 10 places in the U.S. for job opportunities in creative fields. The ranking also factored



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The Port of Corpus Christi is set to pass the Port of Houston as the top U.S. crude oil export hub over the next 10 years.



in cost of living. The No. 1 creative place in the U.S. was Savannah, Ga. In the South, Nashville, Atlanta, Durham-Chapel Hill and Kansas City made the top 10.

BB&T and SunTrust to anchor 47-story Charlotte tower

The merger of Winston-Salem-based BB&T and Atlanta-based SunTrust to form Truist will result in a new headquarters in Charlotte. The new company will lease 561,000 square feet of space in the new 47-story Hearst Tower in Charlotte. The Charlotte headquarters could house up to 2,000 people. Once merged, Truist will become the sixth largest bank in the U.S.

Honeywell chooses site for new Charlotte HQ

Honeywell will anchor a new office tower in uptown Char-

lotte as it relocates its headquarters from New Jersey to North Carolina. The company has chosen the Legacy Union development and will occupy about 280,000 square feet in a tower currently under construction. Honeywell expects to make the move in 2021.

More petrochemical plants slated for New Orleans-to-Baton Rouge industrial corridor

While petrochemical activity has slowed somewhat in the Gulf of Mexico regions of Texas and Louisiana, there is still plenty of work to be done on new facilities. More than \$7 billion in announced facilities are slated for the Mississippi River corridor in Louisiana. But, is there enough construction labor available to complete the projects? Projects like Yu-

hang Chemical, ExxonMobil, Formosa, Shintech, Valero, Diamond Green Diesel and others are still waiting to be completed.

Southern cities outrank all in website ranking

Personal finance website GOBankingRates analyzed 347 American cities with populations of 500,000 or under, looking for places experiencing a combination of economic prosperity, population growth and rising incomes. To rank the top “boomtowns,” or cities that meet these criteria, the site looked at five-year data on population, housing, GDP and per-capita income from the U.S. Census Bureau’s 2017 American Community and the Bureau of Economic Analysis. The top nine cities in the ranking were all located in the South beginning with Richmond (9); Port St. Lucie (8); Durham (7); Charlottesville (6) and the top five included Miami; Raleigh; Fayetteville, Ark.; and Sebastian, Fla. The No. 1 market was Naples, Fla.

Louisville is the fastest growing market for hotel rooms in the nation

A recent report from CBRE Research showed in the spring quarter that Louisville, Ky., had the highest year-

over-year increase in demand for hotel rooms in the first quarter of 2019 at 11.4 percent. The national growth in demand for hotel rooms is 2.4 percent. Nashville placed second with a 10.2 percent increase in demand.

Walmart to build new corporate campus in Arkansas

Walmart, the world’s largest retailer and the U.S.’s biggest private-sector employer, announced in late May it will build a new corporate campus in its hometown of Bentonville, Ark. The new campus will feature parks, bike trails, fitness centers, food trucks and child-care centers. The facility will house up to 17,000 employees.

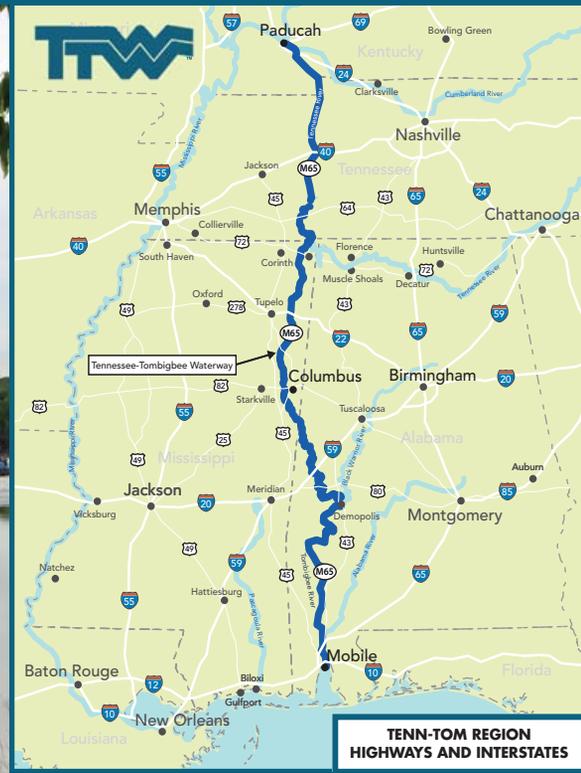
Port of Corpus Christi to become No. 1 U.S. crude export hub

The Port of Corpus Christi is set to pass the Port of Houston as the top U.S. crude oil export hub over the next 10 years, according to a report from Wood Mackenzie. New pipelines and port expansions will route more than 2 million barrels of Permian Basin crude oil per day to Corpus Christi. The amount of oil sent to the port will quadruple over the next five years. ★

Naples, Fla., topped the list of “boomtowns” by personal finance website GOBankingRates.



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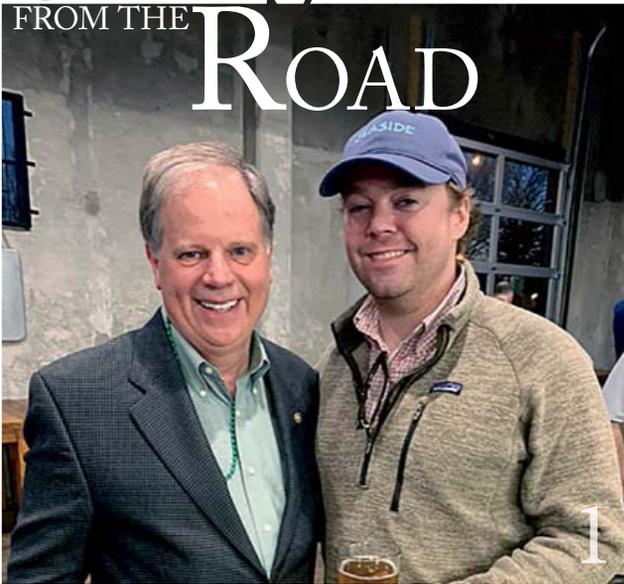
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SNAPSHOTS FROM THE ROAD



In the spring quarter, SB&D visited Alabama, Georgia and North Carolina. **1:** Matthew Randle with Alabama Sen. Doug Jones. **2:** Matthew Randle participated in the annual Swing & Swine golf tournament in Winston-Salem. Pictured are Spencer Bennett (dark hat) and Charles Fulk (red hat). **3:** Bob Leak, Jr., host of the tournament and President of Winston-Salem Business Inc. **4:** Bob Leak, Jr. and Matthew Randle. **5:** Matthew Randle and Kathleen Hess, Director of Client Services at Winston-Salem Business Inc. **6 and 7:** Bob Leak, Jr. at the start of the tournament. **8:** Michael Randle presented at the FreightWaves Transparency 19 conference in Atlanta. **9:** Michael Randle spoke at the South Carolina Economic Developers Association's annual meeting at Myrtle Beach, S.C. Pictured are Frank Newman and Deepal Eliatamby, Alliance Consulting Engineers; Bianca West, Palmetto Mortgage Group; Steve West, Duke Energy; Marty Baltzegar, S&ME; Stuart Ames, Duke Energy; and Chuck Whipple, Midlands Technical College. **10:** Deepal Eliatamby; Rick Farmer, Newberry County Economic Development; and Gregg Robinson, Orangeburg County Development Commission. 🔄





Lindsey Janies Photography

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RELOCATIONS & EXPANSIONS

For real-time news on business, politics and economic development in the South, go to RandleReport.com. For all economic development projects announced in the South, go to SB-D.com. For information on automotive in the South, go to SouthernAutoCorridor.com.

ALABAMA

Solar facility to be built near Montgomery, Ala.

Alabama Municipal Electric Authority (AMEA) and California-based Lightsource BP announced a \$125 million energy generation project. Lightsource BP will finance, develop, build, own and operate a solar facility and will deliver energy to AMEA under a 20-year power purchase agreement. More than 350,000 solar panels on 800 acres just outside Montgomery make this one of the largest solar power arrays in Alabama.

New lumber mill breaks ground in rural Alabama

Tuscaloosa-based Westervelt Company broke ground on a new lumber mill in the spring quarter in Thomasville, Ala. The \$200 million mill will create 125 jobs.

Two companies pick Ozark, Ala.

Anvil Industrial Group and Motobilt Inc. will establish plants in Ozark, Ala. Together, the two facilities will create 75 new jobs.

Georgia-Pacific to expand Alabama mill

The Georgia-Pacific Naheola, Ala., mill has been selected as the location for a new tissue machine and roll storage building to support the company's consumer bath tissue business. The investment will total more than \$120 million.

ARKANSAS

Aerojet Rocketdyne breaks ground on solid rocket facility in Arkansas

Aerojet Rocketdyne officials joined Arkansas state and local leaders to break ground on the latest facility in a continuing expansion of the company's Camden, Ark., solid rocket motor center of excellence. The 17,000-square-foot Engineering, Manufacturing and Development (EMD) facility, set to open in spring 2020, will expand the decades-long capability of solid rocket motor production in Camden.

Dragon Woodland reopens Arkansas sawmill

Dragon Woodland Sawmill held a grand opening in May at its 120-acre sawmill in

Helena-West Helena, Ark., purchased in April 2018. At peak production, the former mill employed more than 1,500 workers during World War II to build crates to ship munitions overseas. Dragon Woodland Sawmill Corporation has expanded the facility and updated equipment, creating approximately 75 new jobs in the Arkansas Delta.

Lockheed Martin announces big expansion in South Arkansas

Lockheed Martin announced in the spring it will invest \$142 million at its facilities in Camden, Ark. The company manufactures defense weapons at its Arkansas facility. The project will create more than 300 jobs and will bring employment there to beyond 900 workers.

Firearms manufacturer CZ-USA chooses Little Rock for headquarters and manufacturing plant

CZ-USA, the U.S.-based affiliate of a Czech firearms manufacturer, announced in the spring its plans to locate its North American

Headquarters and build a new manufacturing facility on approximately 73 acres at the Port of Little Rock. The company will invest up to \$90 million and create some 565 jobs. CZ products are considered some of the highest-quality firearms in defense, competition and sport shooting around the world.

SupplyPike chooses Fayetteville, Ark.

SupplyPike, a start-up software company that offers a digital supply chain management system, plans to locate in Fayetteville. The project is expected to create nearly 180 new jobs.

FLORIDA

Boeing relocates its space division from Northern Virginia to Florida's Space Coast

Boeing announced in June that it will move the headquarters for its space division from the Washington, D.C. metro to Brevard County, Fla. Brevard County is home to Kennedy Space Center, Cape Canaveral and Patrick



Navistar plans \$125 million Alabama project

Navistar, a commercial truck and bus manufacturer, is investing \$125 million in its plant in Huntsville, Ala. The investment is being made to produce next-generation big-bore powertrains. The project will create 145 jobs.



Swiss electronics company locating in Georgia

A Swiss electronics company, Elma Electronic, is relocating a manufacturing facility to Gwinnett County and adding 93 new jobs. The manufacturing site, planned for Lawrenceville, is expected to open this summer.

Air Force Base as well as private space companies such as SpaceX and Blue Origin. NASA has also called Florida's Space Coast home for decades. Boeing is the prime contractor for NASA's Space Launch System.

Aerospace parts and coatings manufacturer opens Florida plant

Sintavia, a manufacturer of metal additives for the aerospace and defense industry, officially opened its new plant and headquarters in Hollywood, Fla., in the spring quarter. The company has installed over \$25 million in equipment at the plant including 3D printers and several furnaces. The new facility is capable of producing thousands of aerospace parts and coatings. The project will create 130 jobs.

Company relocating HQ to Fort Lauderdale

Techtronic Industries, a manufacturer of industrial and consumer products, is

moving its U.S. headquarters to Fort Lauderdale. The project will create 75 jobs.

Amazon bringing planes to Lakeland, Fla.

Lakeland's Linder Airport in central Florida will be landing large cargo jets and 1,000 new jobs as Amazon invests over \$100 million in constructing a 285,000-square-foot air cargo complex on a 47-acre site.

GEORGIA

Emory University plans a \$1 billion "health innovation district"

Emory is rezoning land in the City of Brookhaven to develop a health innovation district that will include office space, medical services, a new hospital, commercial space, a hotel and multifami-

ly units. The cost of the project is \$1 billion.

Software company adding 200 jobs in Atlanta area

LeaseQuery is expanding its facilities in Dunwoody, Ga. The accounting software company is adding 200 jobs.

Invesco's new Atlanta HQ means 500 jobs

Atlanta-based investment giant Invesco will expand its global headquarters in a new Midtown office tower and add 500 jobs over the next few years. The company will invest \$70 million in the move.

Contract manufacturer to open in Georgia

Contract manufacturer Plethora will locate a \$17 million facility in the Atlanta suburb

of Marietta. The company provides on-demand manufacturing from rapid prototyping to automated design software to CNC machining. The deal will create 250 jobs.

Starbucks celebrates Augusta, Ga., plant expansion

Starbucks, the maker of Augusta's most ubiquitous consumer export, recently celebrated the opening of its newly completed roast-bean addition. Announced in 2017, the \$130 million expansion promised the addition of 100 new jobs.

KENTUCKY

Amazon breaks ground on \$1.5 billion air hub

Amazon broke ground on its air services hub at the Cincinnati/Northern Kentucky

Florida's Seminole Hard Rock needs 1,200 new workers for expansion

The Seminole Hard Rock Hotel & Casino in Hollywood, Fla., is seeking more than 1,200 new workers for its expanded resort and 450-foot guitar-shaped hotel.



RELOCATIONS & EXPANSIONS

International Airport in May. CEO Jeff Bezos made a surprise visit to the groundbreaking and hopped on a John Deere front loader to turn the first pile of dirt. The new air hub is expected to create 2,000 new jobs.

New stave mill for Southern Kentucky

Pennington Stave and Cooperage plans to establish a new stave mill in Metcalfe County, Ky. The staves are used for bourbon barrels. The \$34 million investment will create 126 jobs.

Chewy.com bringing 300 jobs to Louisville

Florida-based Chewy.com, an online pet supplies retailer, is expanding in Louisville. The Chewy.com Pharmacy Customer Service Center represents a \$7.2 million investment in Louisville. It will create 300 jobs for pharmacists and pharmacy technicians, with a wage of \$35 an hour.

Georgia-Pacific announces \$100 million investment in Bowling Green, Ky.

The Koch Industries-owned Georgia-Pacific announced the expansion of its facility in Bowling Green. The project will involve a \$100 million

investment, which will create 50 new jobs and add 80,000 square feet to the facility to make its Dixie line of plates and bowls.

Manchester Tank and Equipment creating jobs in Kentucky

Manchester Tank and Equipment plans to move into an existing facility in Campbellsville, Ky., to establish a \$10 million propane tank manufacturing facility. The project is expected to create 175 full-time jobs.

UPS completes \$310 million Louisville expansion

UPS has completed its \$310 million, multi-year expansion at its Centennial Ground hub in Louisville, Ky. The company will add 300 full- and part-time positions as part of the expansion that more than triples the size of the facility to over 1 million square feet.

LOUISIANA

Cheniere investing another \$3 billion in LNG export terminal in Southwest Louisiana

Houston-based Cheniere is adding a sixth train unit at its liquefied natural gas export terminal on the Sabine

Pass in Cameron Parish, La. The company is investing \$3 billion in the new unit.

DOE approves another LNG plant near Lake Charles

Houston-based energy company Tellurian in the spring quarter reported that the U.S. Department of Energy granted its \$30 billion liquefied natural gas project a long-term export license. The company crossed a major regulatory threshold, winning approval for Driftwood LNG, as the project is known, from the Federal Energy Regulatory Commission. Driftwood will include a gas liquefaction and export facility on the west bank of the Calcasieu River, south of Lake Charles.

Manufacturer setting up shop in Jefferson Davis Parish

Lacassine Operating Company will invest \$12.5 million to construct a catalyst blending plant in Lacassine, La. The company serves oil refineries throughout the world. The deal will create 40 jobs.

Ernst & Young plans New Orleans center

Ernst & Young plans to open an executive support center within its expanded and remodeled downtown operations complex in New Orleans. The new center will create 200 jobs.

Valero, Diamond Green Diesel announce \$1.5 billion in new Louisiana investments

In the spring quarter, Gov. John Bel Edwards announced a \$1.5 billion investment at two facilities in Norco, La. Valero Energy subsidiary Diamond Alternative Energy and partner Darling Ingredients will make a combined \$1.1 billion investment to expand their joint venture Diamond Green Diesel refinery. In a separate Norco project, Valero will invest \$400 million in the alkylation unit at the Valero St. Charles Refinery. In the renewable diesel project, Diamond Green Diesel will retain 49 jobs while creating 50 new direct jobs with an average salary of \$130,000 plus benefits.

Shell Chemicals plans \$1.2 billion plant in Geismar, La.

Shell Chemicals will advance feasibility plans for a potential \$1.2 billion manufacturing expansion at its 841-acre complex in Ascension Parish. Pending final decision from Royal Dutch Shell, the plan calls for a world-scale monoethylene glycol plant.

MISSISSIPPI

General Atomics Electromagnetic Systems is increasing its

Pella to open North Carolina plant

Iowa-based Pella Windows and Doors will open a new plant in Rockingham County, N.C. The vinyl window maker plans to launch its first manufacturing plant in North Carolina after receiving an incentive package from the state. The \$20 million project is expected to house 124 workers.





manufacturing capacity in Shannon, Miss.

General Atomics is expanding its defense products plant in Lee County, Miss. The project is a \$50 million corporate investment and will create 75 jobs over five years.

Engineering firm expanding in Tupelo

The Hyperion Technology Group, an engineering firm, is investing and relocating its operations to another facility in Tupelo, Miss. The deal will create 25 jobs.

Tech company expands in the Delta region of Mississippi

Social enterprise technology company PeopleShores is adding 175 new jobs at its facility in Clarksdale. The company, which located there in January, initially created 25 jobs in Mississippi's Delta Region. The "PeopleShores" mission is to provide gainful employment to individuals in the Mississippi Delta and will have a significant impact on those who fill the jobs and their families, while also fostering more vibrant communities throughout the region for generations to come. "I commend PeopleShores for

its initiative to transform rural communities through job creation," Gov. Phil Bryant said.

Southern Coffee Services adding 55 jobs

The Mississippi-based coffee roaster Southern Coffee Services is expanding its operations in Lexington. The project is a \$2 million corporate investment and will create 55 jobs.

Shipbuilder expands in Pascagoula

To accommodate a new \$745 million contract with the U.S. Coast Guard, VT Halter Marine will invest \$37.5 million to expand operations in Pascagoula. The project is expected to create 900 jobs over the next five years.

Perfect Steel hiring 60 for new location in old Mississippi plant

Sixty new jobs are coming to Lumberton, Miss., now that a Florida steel manufacturer has moved into the old Cooper Power Systems plant in the city's industrial park. Perfect Steel plans to hire 60 workers for the facility.

MISSOURI

Pet products manufacturer to move

Stave company breaks ground on 220-job cooerage in Kentucky

Independent Stave Company broke ground on its bourbon barrel operation in Morehead County, Ky. The \$66 million plant, called the Commonwealth Cooerage, is expected to house 200 workers.

HQ in Missouri

Cosmos Corporation, a maker of pet products such as dental and flea and tick products, is moving into a new headquarters in O'Fallon, Mo. The company is currently located in Wentzville. The project will create 60 jobs.

New plant to be built in Missouri

Empire Comfort Systems, maker of fireplaces, heaters and grills, will break ground on a new 130,000-square-foot facility in Poplar Bluff, Mo. The project will create 100 new jobs.

Startup announces apparel factory in St. Louis

Evolution St. Louis will open a high-tech knit manufacturing facility using cutting-edge 3D technology in downtown St. Louis. The new company, which expects to create 50 to 60 jobs within its first three years, intends to help startups, boutique designers and

established brands launch or relocate their sourcing and manufacturing to the U.S.

Pfizer chooses Chesterfield, Mo., for R&D complex

Pfizer will open a \$236 million research and development facility in Chesterfield. The 295,000-square-foot facility brings together around 450 existing Pfizer colleagues and provides more than 80 new positions.

NORTH CAROLINA

Manufacturer expands in North Carolina

Greenheck Group, a manufacturer of ventilation equipment for commercial and industrial uses, announced a major expansion in Shelby, N.C., which is located west of Charlotte. The company plans to invest more than \$58 million and add 403 new jobs. The new jobs will represent an added annual payroll of over \$16 million.

CONTINUED

Lotte Chemical opens in Lake Charles, La.

South Korean officials attended the grand opening of the \$3.1 billion Lotte Chemical manufacturing complex, which is made up of an ethane cracker and an ethylene glycol plant, in Westlake, La. The complex, which broke ground in 2016, is a joint partnership with Lotte and Westlake Chemical. It will bring in 250 direct jobs to the Lake Charles area.



RELOCATIONS & EXPANSION

Relativity to build rockets at NASA Stennis Mississippi

California-based rocket manufacturer Relativity is investing \$59 million in a rocket plant at NASA Stennis Space Center in Hancock County, Miss. Stennis has long hosted rocket tests. The company, which will use three-dimensional metal printing to build its rockets, will hire 200 in the deal.



Another Amazon facility announced. . .this one in Kernersville, N.C.

Amazon is on the move again, this time announcing a new 1 million-square-foot fulfillment center in Kernersville. The new facility will house 1,000 workers.

Pharmaceutical plant to be built in North Carolina

KriGen Pharmaceuticals will invest in its first U.S. plant in Lillington, N.C. The India-based company will manufacture medical IV bags and liquid injectables at its new \$7 million plant. The deal will create 100 jobs in Harnett County.

British firm picks Durham for second U.S. headquarters

England-based Parexel International chose Durham for its second U.S. headquarters in the spring quarter. The company is one of the world's leading contract research and services firms in the biopharmaceuticals industry. The

\$1.7 million investment will call for 264 new jobs.

Pet products company adding jobs in North Carolina

Florida-based Synergy Labs, a pet products maker, is investing over \$11 million in an existing facility in Burke County, N.C. The company plans to hire 237 workers in the deal.

Centric Brands selects Greensboro for 213 jobs

New York City-based apparel firm Centric Brands will bring 213 jobs to downtown Greensboro. The company has signed a lease for 50,000 square feet in the Gateway Building.

OKLAHOMA

Pratt & Whitney expands in Oklahoma

Pratt & Whitney, a division of United Technologies, is expanding its Military Aftermarket Services facility at the Oklahoma City Air Logistics Complex. The project will create 100 new jobs.

IT company hiring in OKC

The information technology company Rural Sourcing is hiring 90 technology workers for its new office space in the Bricktown part of Oklahoma City.

SOUTH CAROLINA

Greenville County lands 500 jobs

Getronics, an IT firm, is locating its Global Service Center in Greenville County, S.C. The company has been in the county for some time. The project is expected to create 500 jobs.

E-cigarette maker JUUL to create 500 new jobs at Lexington County plant

E-cigarette maker JUUL is establishing a new plant in Lexington that the company says will create 500 new jobs.

Merchant Iron Works expanding in Sumter

Merchant Iron Works, a leader in steel and metal fabrication, is expanding its facilities in Sumter, S.C. The

\$2.5 million project will create 27 new jobs.

Nephron Pharmaceuticals hires 650 local teachers in Lexington County

Nephron Pharmaceuticals is introducing the formation of its educator program. Local teachers and administrators are paid \$21 an hour for much needed auxiliary support of company operations. The mission is to provide secondary income to these individuals while helping Nephron fill and complete orders. Over 650 teachers are currently registered to assist the 1,000-plus Nephron employees in Lexington County.

Spectrum Quartz plans complex in South Carolina

Spectrum Quartz, a manufacturer and distributor of quartz and other glass products, plans to open a new production operation in Dillon County. The company is investing \$22.5 million and creating more than 150 new jobs.

Kansas City lands 500-plus USDA jobs

Secretary of Agriculture Sonny Perdue recently announced that Kansas City's largest employer, the U.S. Department of Agriculture, is the beneficiary of 568 jobs as the Economic Research Service and the National Institute of Food and Agriculture relocate to the city from Washington, D.C. The USDA expects to open its Kansas City operations this fall.



U.S. Waffle plans facility in Pickens County

U.S. Waffle plans to launch a new frozen food processing facility in Pickens County. The company's \$22.1 million investment is projected to create approximately 114 new jobs.

Eastover Solar invests \$80 million in Richland County

Eastover Solar will invest \$80 million to construct a new solar farm in Richland County. Designed to generate the equivalent electricity required to power approximately 18,000 homes, the solar project will be located on a 740-acre site outside of Eastover, S.C.

TENNESSEE

Skin care products manufacturer expands in Knoxville

Scapa Healthcare opened its new medical device manufacturing facility in Knoxville in June. The company will hire 100.

Company locating call center in Knoxville

Sitel is locating a new call center in Knoxville. The company is hiring 200 in the deal.

Rooms to Go investing millions in Tennessee

Rooms to Go is investing \$69 million in a new warehouse in Wilson County, Tenn. The deal will create 200 new jobs.

DHL adding jobs in Memphis

Logistics firm DHL Supply Chain is adding 50 jobs at its facility in Memphis. The company is expanding its medical device and pharmaceutical logistics business. The project calls for an \$8 million investment.



Carolina Panthers to build \$200 million headquarters in South Carolina

The NFL's Carolina Panthers are investing \$200 million in a headquarters and training facility in York County, S.C. The South Carolina legislature passed an incentives bill for sports teams to receive job development grants and tax credits to pave the way for the project.

TEXAS

Trucking company to invest \$88 million and create 225 Nashville jobs

Trucking company Western Express will invest \$88 million to expand its Nashville headquarters. The expansion will create 225 headquarters jobs during the next five years. In addition, the company plans to hire more than 350 drivers each year during that same period.

Fresenius Medical Care builds distribution complex in Knoxville

Fresenius Medical Care, the world's largest provider of dialysis products and services, broke ground on its distribution center in Knoxville. The facility will support more than 120 new jobs and allow for future growth of the company's nearby manufacturing plant that opened in 2016.

Swiss-Based Medacta eyes Franklin for U.S. HQ

Medacta USA will invest \$2.5 million to relocate its U.S. headquarters to Middle Tennessee from Chicago. The orthopedic and medical device maker will create more than 50 jobs in Franklin. The company, which specializes in orthopedic products and accompanying surgical techniques, will establish its U.S. headquarters and a research and development lab.

JPMorgan Chase is hiring 4,000 more in Texas

JPMorgan Chase moved thousands of employees into its new Plano, Texas, campus in the spring quarter and now it has announced it will build a new tower at its campus there. The additional \$100 million project is expected to create 4,000 new jobs.

Exxon-Sabco to build \$10 billion plant near Corpus Christi

ExxonMobil and Saudi Basic Industries will break ground on a petrochemical plant across the bay from Corpus Christi, Texas. The ethane steam cracker complex, which will be the world's largest, will create more than 6,000 construction jobs and 600 permanent jobs.

NRG Energy to bring an inactive natural gas power plant in Corpus Christi back online

The 385-megawatt Gregory natural gas plant in Corpus Christi, Texas, will be restarted by Houston-based NRG Energy. The plant will be able to meet the needs of about 77,000 homes on the hottest day of the year. The plant ceased operations in late 2016 because its co-generation partner, Sherwin Alumina, filed for bankruptcy.

Exxon to move forward with \$2 billion project in Baytown, Texas

Irving, Texas-based Exxon-Mobil Corp. will expand its Baytown chemical plant, creating about 2,000 jobs during construction. The expansion is expected to start up in 2022, and once online will create at least 25 permanent positions.

Facebook invests millions in Texas solar farm

Facebook has invested \$416 million in a large solar farm in Andrews County, Texas. The new solar farm will generate 379 megawatts annually.

DFW and American to build a sixth terminal

The main DFW airport and American Airlines have reached an agreement to build a sixth passenger terminal. Terminal F is part of a \$3.5 billion expansion of DFW. The new terminal will include 24 new gates and will open in 2025.

Call center to hire over 1,000 in Texas

More than 1,100 new positions will soon be added in El Paso. Teleperformance USA, a customer experience management company, is opening a new operations center in El Paso, which is experiencing near record low unemployment.

CONTINUED

RELOCATIONS & EXPANSIONS



Hershey plans big expansion of its rural Virginia facility

The Hershey Company, the famous chocolate producer and snacks company, will invest \$104 million to expand its major manufacturing operation in Augusta County, Va. The deal will create 65 new jobs.



Motor and fan manufacturer announces plant in Washington County, Tenn.

Electric motor and fan manufacturer will invest \$37 million and create 200 new jobs in the Northeast Tennessee region. Connecticut-based Ebm-papst's new facility in Washington County, Tenn. — its second in the U.S. — will produce fans for refrigeration, air conditioning and ventilation systems. The project represents the largest capital investment in Washington County since 2011.

Google taking large blocks of space in Austin, investing \$600 million

Google is ever-expanding in Austin, the Texas capital city. The technology giant is leasing two new office buildings there, and is taking the entire 25-story, 723,000-square-foot tower known as Block 185, which is being built now. The space is enough to accommodate nearly 6,000 workers. Google is also investing \$600 million in a new data center in Midlothian, Texas, which is located in the Dallas-Fort Worth metro area. Google currently employs more than 1,000 in Austin working on projects with Android, Google Play and G Suite.

One thousand Texas jobs created with TJ Maxx distribution center

The new TJ Maxx Distribution Center on San Antonio's South Side opened its doors recently, adding more than 1,000 jobs and making a promise to improve land on the city's South Side. In addition to creating jobs, TJX has committed to donating 15 to 20 acres of land to the Southside Independent School District for construction of a school; to creating a 4-mile Espada Bike and Hike Trail; and to conveying 300 acres of wetlands for various purposes including preservation, research and community recreation.

VIRGINIA

Merck plans to invest \$1 billion in its manufacturing operations in Rockingham County

New Jersey-based Merck announced in the spring it will expand its vaccines plant in Rockingham County, Va., to the tune of \$1 billion. The company will add 120,000 square feet to its existing 1.1 million-square-foot operation in Elkton, Va., to increase production

of its Human Papillomavirus (HPV) vaccines. As part of the expansion, Blue Ridge Community College (BRCC) and James Madison University (JMU) will collaborate to address Merck's short- and long-term workforce needs through the development of a custom workforce solution. BRCC and JMU will establish a pipeline of biotechnology engineering and computer science talent that will allow the Shenandoah Valley to accommodate the future growth of Merck and other life science industries and manufacturers in the region. The Merck project will create 100 jobs.

Gaming company to create more than 100 jobs in Virginia

Castle Hill Gaming is hiring 106 new employees at its corporate headquarters in Albemarle County, Va. The gaming firm is investing \$1.3 million in the expansion and is looking for artists, data scientists and computer programmers to fill the positions.

Amazon HQ2 to hire 400 people in Arlington, Va., by the end of year

Amazon announced that it

was ahead of schedule in the hiring process for its second headquarters in Arlington, Va. In a blog post, the company announced that it will have 400 Arlington-based employees hired by the end of 2019, and 25,000 over the next decade.

Litehouse bringing 160 new jobs to Danville, Va.

Litehouse, which produces refrigerated salad dressings, dips and other packaged goods, will invest \$46 million to acquire and expand Sky Valley Foods and establish its first East Coast production facility in the City of Danville. The company will retain the Sky Valley Foods employees and create an additional 160 new jobs over the next five years.

WEST VIRGINIA

Big deal in West Virginia

Domestic Synthetic Fuels will break ground this year on a new \$1.2 billion coal-to-liquids fuel facility in Mason County, W.Va. The plant will convert West Virginia coal and natural gas to gasoline and other fuels. The plant will be the first of its kind in the U.S. 🌟



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For real-time news on business, politics and economic development in the South, go to RandleReport.com.
For all economic development projects announced in the South, go to SB-D.com. For more information on the automotive industry in the South, go to SouthernAutoCorridor.com.



ALABAMA

Hyundai Motor Manufacturing Alabama celebrates grand opening of new cylinder head machining plant in Montgomery

Alabama Governor Kay Ivey and other elected officials joined Hyundai Motor Manufacturing Alabama (HMMA) in a celebration of the grand opening of HMMA's cylinder head machining plant. The new plant is the third facility at HMMA to support production of more than 650,000 engines per year. The plant represents a \$388 million total investment for manufacturing engine cylinder heads and also enhancing existing operations to support the production of new Sonata and Elantra sedan models. This investment also created 50 new jobs.

Mercedes may move sedan production back to Germany to focus on more SUVs at Alabama plant

For over 20 years, Germany-based Mercedes-Benz has made SUVs exclusively at its sprawling assembly plant in Vance, Ala. In 2014, the automaker experimented with adding the C-Class sedan model to its Alabama plant, even closing a plant in Germany to do so. Now Mercedes is considering shifting sedan production back to Germany or to another plant so it can focus on producing more SUVs and light trucks, which have become more popular in the U.S. than sedans. In fact, 60 percent of Mercedes' U.S. sales — built in the U.S. or abroad — are SUVs and crossovers. Sources have maintained that Mercedes will move C-Class sedan production back to



The auto industry is cutting jobs at the fastest pace since the financial crisis

According to a report from Challenger, Gray & Christmas Inc., automakers are laying off employees at the fastest pace since the Great Recession. In the first four months of 2019, automakers had dismissed 19,802 workers. That is more than triple the 6,451 layoffs in the first four months of 2018.

General Motors says it will add more than 400 hourly jobs to fill a second shift at its Bowling Green Assembly plant in Kentucky to build the long-awaited mid-engine Chevrolet Corvette C8.



Germany by fall 2020. The 6-million-square-foot plant in Vance, Ala., is working at 93 percent capacity and Mercedes expects that to improve once all vehicles made at the facility are SUVs and crossovers. In addition to Alabama, the C-Class model is made in Germany, South Africa and China.

New Mazda Toyota supplier bringing 650 jobs to Huntsville, Ala.

Gov. Kay Ivey announced recently the largest supplier yet to complement the Mazda Toyota Manufacturing USA (MTMUS) plant in Huntsville. YKTA will invest \$220 million in a facility to be built on the giant automotive plant's campus in Limestone County. The supplier plant will create 650 new jobs.

Japan-Based DaikyoNishikawa plans Huntsville assembly plant

Japan-based DaikyoNishikawa U.S. plans to invest \$110 million to open an auto parts manufacturing facility in Huntsville. The project will serve the Mazda Toyota Manufacturing U.S.A. assembly plant now under construction. The project will create 380 jobs to produce plastic automotive parts.

Auto parts manufacturer picks Alabama city for

new plant

South Korea-based Daechang Seat Company has chosen Phenix City, Ala., for a new auto parts plant. The plant will be a \$9 million capital investment and will house 100 workers.

Auto supplier to expand Alabama facility

In the spring, Sejin America announced plans to spend \$15 million on new machines and add 36 jobs to the payroll at its Dadeville facility. The company makes small components for automobile manufacturers such as Hyundai, Kia and Mercedes.

GEORGIA

Auto supplier lands in Augusta

Spain-based Acoustics and Insulation Techniques, a manufacturer of audio insulation for the automotive and construction industries, will create 45 jobs and invest \$12 million in its first U.S. manufacturing facility in Augusta, Ga. The company supplies its products to BMW, Mercedes and Volvo, among other automakers.

Hitachi Automotive makes \$100 million expansion in Monroe, Ga.

Hitachi Automotive Systems Americas, a global supplier of automotive parts, has an-

nounced a massive, multi-year expansion of its manufacturing plant in Monroe, approximately 45 miles east of Atlanta. Hitachi will invest anywhere from \$100 million to \$330 million in expanding its existing facility. The project is expected to bring an additional 100 jobs to Walton County.

KENTUCKY

GM to hire 400 workers to build C8 Corvette in Kentucky

General Motors says it will add more than 400 hourly jobs to fill a second shift at its Bowling Green Assembly plant in Kentucky to build the long-awaited mid-engine Chevrolet Corvette C8, which will launch as a 2020 model. The hiring plans mean total employment at the plant will rise to more than 1,300. Since 2011, GM said it has invested more than \$900 million in the plant, which has built the Corvette since it opened in 1981.

Dajcor Aluminum to create 265 full-time jobs in Eastern Kentucky

Gov. Matt Bevin announced in the spring quarter that Dajcor Aluminum, a Canadian manufacturer of aluminum products, plans to create up to 265 full-time jobs

as it invests nearly \$19.6 million to locate its first U.S. operation near Hazard, Ky.

NORTH CAROLINA

Cree investing up to \$1 billion in North Carolina

Cree will increase capacity at its silicon carbide fabrication facility in Durham, N.C. When the addition to the facility is up and running in 2024, Cree will substantially increase its silicon carbide materials and wafer capacity used in the automotive, communications and industrial markets.

Auto supplier expanding in Lincoln County, N.C.

Tenowo, a nonwoven textiles company that makes products for automakers, is expanding again in the Charlotte region. The company will make a \$4.5 million investment in new equipment and perhaps expand its huge facility there.

E-N-G Mobile Systems chooses Fayetteville, N.C.

E-N-G Mobile Systems, a company based in California, will invest \$2.3 million to build a manufacturing facility and create 60 jobs in Cumberland County. E-N-G builds specialized vehicles, including those for electronic news gathering and mobile labs.



E-N-G Mobile Systems will build a manufacturing facility and create 60 jobs in Cumberland County, N.C. E-N-G builds specialized vehicles, including those for electronic news gathering and mobile labs.

SOUTH CAROLINA

Volvo expects to hire 2,500 more workers in South Carolina within a few years

Volvo Cars expects to hire 2,500 more employees in Berkeley County to build the next generation XC90 SUV in 2022. Hiring will begin in 2020. The plant, which assembles the S60 sedan, is only making about 50,000 vehicles in its first year. That figure has dropped dramatically considering about half of the S60s made in the first and second years were to be exported to China. The trade tariffs have snuffed that plan out for now. By 2022, the plant is expected to house about 4,000 workers and an

annual unit output of about 150,000 vehicles.

Nucor upgrading steel plant in South Carolina

Charlotte-based Nucor Corp. is expanding the product capacity of its bar mill in Darlington, S.C., to allow production of higher-grade steel for the automotive market and other specialty uses. Nucor is not disclosing the costs of the project, and the project will not mean any additional employment at the site, which now provides about 450 jobs.

Auto parts manufacturer opens in Dorchester County

A new auto parts manufacturer recently opened its doors in Dorchester County. India-based Sund-

aram-Clayton's first plant in the United States will make aluminum die-cast parts for several different global auto brands. The facility is expected to generate 230 new jobs.

TENNESSEE

UAW loses at Chattanooga's Volkswagen plant

VW workers at its plant in Chattanooga voted against joining the United Auto Workers in June. Employees voted 833 to 776 to reject the union over concerns that the German automaker would not expand the plant.

Canadian auto supplier sets up shop in Tennessee

Hematite will invest \$11.5 million to locate a production facility in Fayetteville, Tenn. The company manufactures precision parts from recycled materials that primarily deal with acoustics in vehicles. The project will create 70 jobs.

Advanced Design Solutions

creating 180 jobs

Advanced Design Solutions will invest \$10 million and create nearly 180 jobs in Lawrenceburg, Tenn. The auto supplier will locate its operations in part of the former Murray Ohio Manufacturing Company facility.

TEXAS

Ford establishing new call center in Houston

Michigan-based automaker Ford is opening a new call center in Houston, and it's looking to fill more than 500 positions. The center will mainly focus on helping people who own Ford trucks.

German auto parts supplier relocating plant from California to Texas

Wagner Tuning will locate a parts plant in Kilgore, Texas, from California. The Germany-based company is investing over \$6 million in the facility that will house 30 workers. ⚙️



Volvo Cars expects to hire 2,500 more employees in Berkeley County, S.C., to build the next generation XC90 SUV in 2022.





SB&D 100

Superheroes & Villains

There are still plenty of superhero companies creating jobs in the South. But for the first time since 2013, there are villains cutting jobs as well.

BY MICHAEL RANDLE



A

Another year of monitoring economic development project activity in the South, the world's third largest economy, clearly shows that this 10-year recovery peaked in 2015 or 2016. SB&D does not judge an economy as an economist does, using real time data such as job creation, GDP, worker productivity and unemployment rates. We look at the economy in just one way — economic development project activity broken down by how many manufacturing and service projects were announced in the region each calendar year.

To judge where the economy is and how it is performing, we count the number of projects meeting or exceeding 200 jobs and/or \$30 million in investment announced in the South each year. We use projects submitted by each of the 15 states' economic development agencies and back that up with announcements published on RandleReport.com. We call it the SB&D 100 in that we publish the top 100 job and investment projects announced the previous calendar year.

Fireworks erupt at a groundbreaking ceremony in Mobile, Ala., for Airbus' new A220 assembly line, now under construction. *Image courtesy of Alabama Governor's Office*

Ranking the top 100 announced projects creates a threshold for both rankings, and that threshold is the 100th largest project. So, any project of 200 jobs or more and/or \$30 million or more in investment up to the 100th largest project earns a state or community five points. If a project lands on either SB&D 100 ranking — jobs or investment — it earns 10 points.

We count the points in each category: rural (less than 50,000 in population); small market (50,000 to 249,999); mid-market (250,000 to 749,999); major market (750,000 to 2.49 million) and mega-market (over 2.5 million in population). Based on points earned, we also rank states. However, while markets are ranked among their peer groups, on the state level, those recognized are the highest point earners based on points per million persons, or points per cap-

ita. If we did not rank states on points earned per capita, Texas would win every year based on points alone.

This method of judging the economy makes sense if you think about it. Companies looking to expand production — services or manufacturing — employ experts that can see around corners, see what the economy will be doing in six months, a year, or three years, depending on how long the project will take to complete. Those companies announcing manufacturing deals, such as the Mazda Toyota plant that is being built in Huntsville, Ala., must know as close as possible what the market will be three years out. So, when projects slow, we can see that those same experts believe the economy is slowing as many as three years out. Some service projects, such as financial services, can be up and running in less than six months. However,



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SB&D 100



It is easy to surmise that the tariffs have slowed this economy because of uncertainty with the conditions of doing business. U.S.-based companies — both foreign and domestic — cannot move or adjust their supply chains fast enough to follow the President's orders.

major manufacturing projects (such as Mazda Toyota) are planned three years prior to the announcement, and completed three years on average after the announcement.

The 2019 SB&D 100

The 2019 SB&D 100 features 596 projects meeting or exceeding our thresholds of 200 jobs and/or \$30 million in investment. It's the first year in five years where the total number of projects did not exceed 600 deals. It's also the third consecutive year that the total number of projects has fallen from the previous year. As mentioned, the largest number of projects (730) in the history of the SB&D 100 was in 2015 and the second largest (695) number of deals meeting or exceeding our thresholds was in 2016. The total of 596 deals in calendar year 2018 is certainly no bust. The average number of projects meeting or exceeding our thresholds over the last 15 years is 572. So, really, this year's SB&D 100 is just an average year.

So, while not a bust, compared to 2015, the 2019 SB&D 100 is 134 projects off its record total of 730 announced in 2015 and 84 deals less than last year's total of 680. Historically, that's a pretty significant drop in deals announced in the South meeting or exceeding our thresholds.

CONTINUED



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There are several factors contributing to a dwindling number of projects in the South the last couple of years. For one, we have been at full employment for at least three years. Labor availability is improving as a result of a layoff spike in the first quarter of 2019, but it is still a challenge for employers to find workers to fill jobs. The U.S. labor market is way beyond a skills gap. For three of more years, the labor market has been in a “body gap.” It seems like forever since we haven’t had 6 million jobs or more on average available and unfilled. In other words, it is impossible in today’s labor environment to even put a dent in the number of jobs available.

Yet, we are now in a transition period in this 10-year economic recovery that is longer than any on record. There are signs of economic troubles, some that indicate the end of this economic growth cycle. In the first quarter of this year, layoffs hit their highest level for a first quarter in 10 years according to a report in April from outplacement firm Challenger, Gary & Christmas. Total announced job cuts hit 190,410 in the first quarter, a 10.3 percent increase from the fourth quarter and a 35.6 percent jump from the same period a year ago. The level was the worst period overall since the third quarter of 2015, and the highest level of layoffs for a first quarter since 2009 when the U.S. was still mired in the Great Recession.

There is no question that President Trump’s tariffs are creating uncertainties with many companies. I write “President Trump’s tariffs” because Congress did not approve the added taxes. They were implemented by a single person — President Trump in an executive order. Typically, Congress, not the president, has the authority to raise taxes and tariffs, but the president can do so by declaring special circumstances such as a threat to national security. That is exactly what President Trump did when he

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raised tariffs on aluminum and steel in 2018.

So, here is what President Trump has done so far regarding tariffs according to sources: The Trump tariffs are a series of United States tariffs imposed during the presidency of Donald Trump as part of his economic policy. In January 2018, Trump imposed tariffs on solar panels and washing machines of 30 to 50 percent. In March 2018 he imposed tariffs on steel (25 percent) and aluminum (10 percent) from most countries. On June 1, 2018, this was extended on the European Union, Canada and Mexico. On July 6, 2018, in a separate move aimed at China, the Trump administration set a tariff of 25 percent on 818 categories of goods imported from China worth \$50 billion. After extensive trade talks with

China ended without an agreement on May 10, 2019, President Trump raised the tariffs on another \$200 billion in Chinese imports from 10 percent to 25 percent. China retaliated three days later, announcing new tariffs on \$60 billion of American exports.

So, it is easy to surmise that the tariffs have slowed this economy because of uncertainty with the conditions of doing business. U.S.-based companies — both foreign and domestic — cannot move or adjust their supply chains fast enough to follow the President’s orders. Those uncertainties are naturally forcing down the number of projects announced. When a company expands or announces a new project, it needs guarantees that there will be a certain number of buyers for their products or services. The tariffs basically do this: less is sold and what is sold costs more. It’s that simple.

Many CEOs of companies, both large

and small, believe that it is unfair for a politician to make the market more difficult to navigate. Trump believed that creating tariffs would force companies to build facilities in the U.S. to get around the taxes. So far, the tariffs have done just the opposite.

In fact, many companies in the South are publicly threatening to move facilities to Mexico and elsewhere to get around the tariffs. Mexico has signed trade agreements with three continents. It has 10 free trade agreements (FTAs) with 45 countries and is a member of the Trans-Pacific Partnership Agreement. Given the number of Trump tariffs announced, it is impossible to know the number of FTAs the U.S. has with other countries. The situation seems to change every time the wind blows.

In a story published by CNN in May titled, “Trump’s trade war puts Southern Republicans in an awkward spot,” I was quoted along with veterans of economic

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Thanks to Amazon and e-commerce, distribution is now king of the deal world in the South. Pictured is an Amazon warehouse.

development in the South, J. Mac Holladay and Michael Olivier. All three of us said essentially that these tariffs have to go, at least at some point. Mac Holladay was quoted in the article, “We’re so interdependent — internationally, economically — there just has to be a way forward that isn’t just always taking an axe.” Olivier said, “We need to get their (China) attention somehow. Maybe this is the way to get their attention. But I don’t know if we can continue this for a long period of time.”

Also in the CNN story, South Carolina Rep. Joe Cunningham said, “I can’t tell you how many folks have come into our office either in Mt. Pleasant (S.C.) or in D.C. just saying they want to know what’s coming ahead. There’s clearly hundreds of millions of dollars in investment projects that have been sidelined or that have been frozen until we figure out where we’re going in this ‘trade war.’”

CONTINUED

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My point in the CNN story was that the tariffs are undercutting the South's competitiveness with other countries. If you look at the chart on the facing page, notice the years 1996 to 2005. In those years, projects meeting or exceeding our thresholds on the manufacturing side were almost nonexistent, getting beat in big deals by the service sector some years by two-to-one. As President Trump said, those were the years that China and Mexico were indeed stealing our industries. Just check out how many service deals there were compared to manufacturing deals. Services ruled the job-making scene in the South in the late 1990s (think the age of the Internet), while manufacturing was not only struggling

to survive in the region, thousands of companies were relocating to China and Mexico. And the lack of manufacturing project activity was happening in the go-go '90s, the second longest economic expansion in the nation's history. In short, the U.S., as well as the South, were simply not competitive in the 1990s for manufacturing.

Now look at the years of 2006 to 2018. Manufacturing has dominated services in big economic development projects in the South. Why? That is easily answered. The South essentially became the most competitive region in the world to make something, particularly for U.S. consumption. As manufacturing and labor costs soared in China and Mexico, the cost of doing business in the South actually dropped as the natural gas boom made it incredibly competitive with other countries, even China. So, it was about 2010 that the term "reshoring" was invented. Eco-

nomics after the Great Recession made it cost-effective to repatriate your plant back to the South, the least expensive place in the largest economy in the world to manufacture goods.

For over 25 years, I have called a good economy "money on the street," in other words, disposable income is much higher in a growing economy. Therefore, when there is less money "on the street," the two industry sectors that are affected the most — and this has been the case in every SB&D 100 for 25 years — are automotive and financial services. So, how did those two industry sectors fare in calendar year 2018?

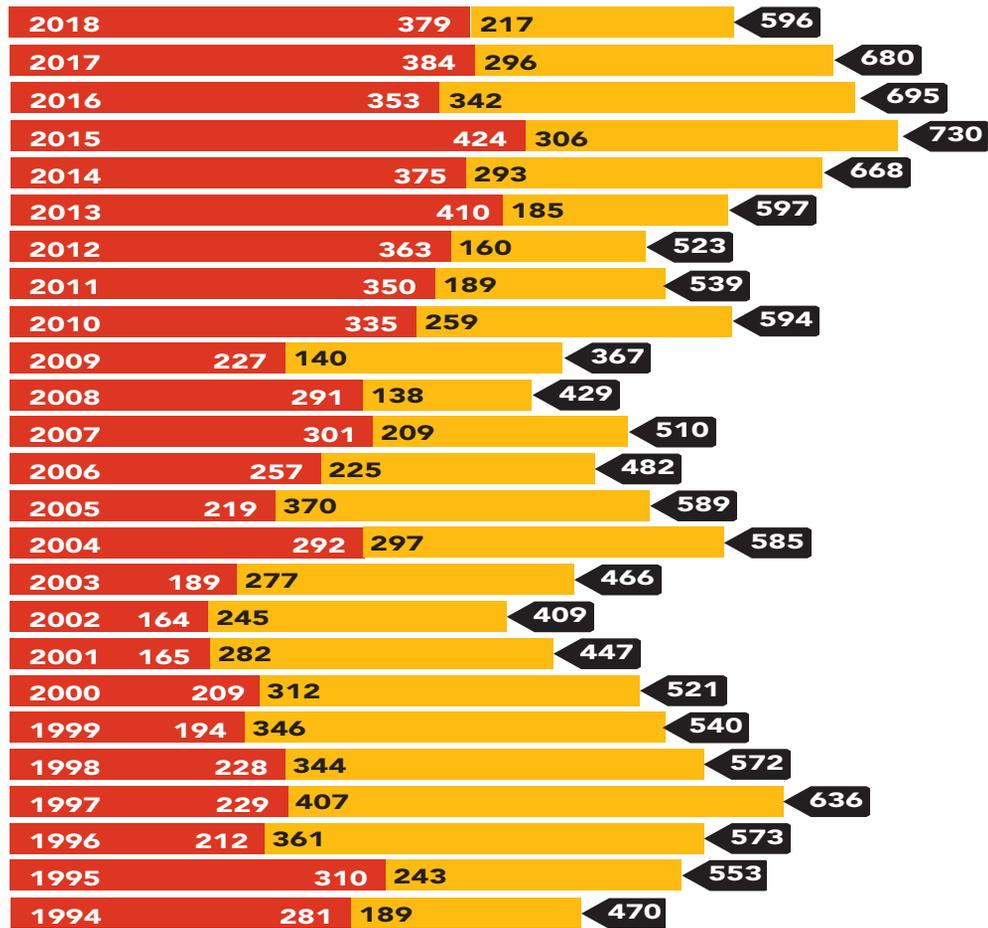
Both the automotive and financial services sectors have essentially crashed compared to the peak of this recovery in 2015. The automotive industry has rung up the largest number of deals in the SB&D 100 in 22 of the 25 years of the SB&D 100 ranking's existence. In 1998's total deals, the automotive in-



The South's Manufacturing vs. Non-Manufacturing Projects 1994-2018

■ MANUFACTURING
■ NON-MANUFACTURING
■ TOTAL PROJECTS

Totals are derived from all projects announced in the American South 1994-2018 meeting or exceeding 200 jobs and/or \$30 million in investment. Source: SB&D



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The automotive industry, the most prolific deal making industry in the South over the last 25 years, slowed dramatically in 2018 with 55 deals meeting or exceeding our thresholds. That figure is half of the 111 projects from automotive in 2015. It wasn't a total bust though, as Mazda Toyota announced a new \$1.6 billion plant in Huntsville, Ala. Pictured is the groundbreaking for the plant, and yes, that is a robot conducting the groundbreaking.

dustry came in second to call centers. Other than that year, automotive led all sectors in big deals every year until 2017 and 2018.

Yes, in the last two years, automotive has played second fiddle to distribution. When the mighty automotive industry in the South, deemed by us in the early 1990s as the Southern Automotive Corridor (go to SouthernAuto-Corridor.com), is crashing, that means the region's economy is not only slowing, it is bordering on contraction.

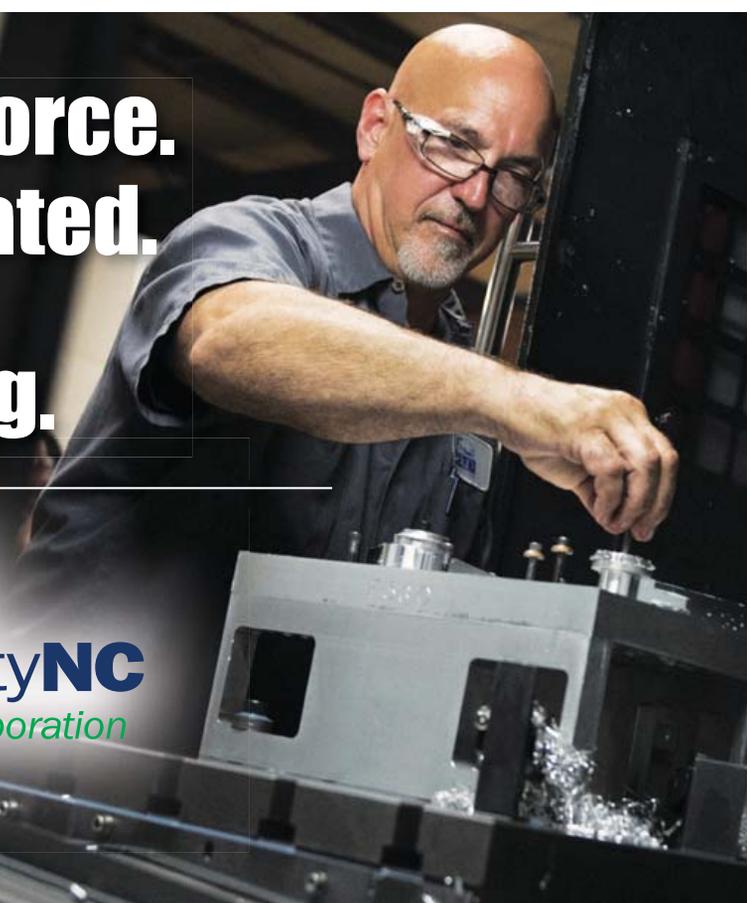
In 2015, the automotive industry posted 111 projects meeting or exceeding our thresholds of 200 jobs and/or

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SB&D 100



TOP INDUSTRIES	NUMBER OF PROJECTS					
	2018	2017	2016	2015	2014	2013
1. Distribution	65	74	66	54	51	26
2. Food & Beverage	51	73	51	63	45	50
3. Automotive	51	72	85	111	81	83
4. Petrochemicals	40	27	41	70	47	37
5. Aviation/Aerospace	39	35	55	26	28	30
6. Metals	37	16	18	14	15	22
7. Financial Services	33	38	47	69	42	31
8. Oil & Gas	31	33	25	37	51	53
9. Headquarters	30	33	32	36	42	14
10. Electronics	27	12	13	6	6	18
11. Paper and Packaging	21	24	10	12	5	4
12. IT	21	21	24	20	25	16
13. Building Materials	19	13	26	21	35	29
14. Renewable Energy	16	7	19	19	12	15
15. Data Centers	14	12	12	14	16	15
16. Software	13	12	6	11	8	4
17. Wood Products	13	8	11	7	12	10
18. Textiles	12	11	8	11	7	13
19. Call Centers	9	29	26	26	33	26
20. Healthcare	9	28	27	19	43	37
21. Communications	7	17	18	8	20	12
22. Life Sciences	7	6	11	5	2	4
23. Pharmaceuticals	5	5	22	7	6	6
24. Apparel	3	5	8	5	8	6
25. Fossil Energy	1	6	7	7	19	8

Totals are derived from all projects announced in the American South 2013-2018 meeting or exceeding 200 jobs and/or \$30 million in investment. Source: SB&D

\$30 million in investment. That was the largest total of big deals of any sector in SB&D 100 history. In 2018, this year's SB&D 100 shows that figure was cut in half to 55 deals making our list. However, one of those 2018 projects was the rare greenfield automotive assembly plant, the Mazda Toyota joint project in Huntsville, Ala. Therefore, for automotive, 2018 wasn't a complete washout.

Yet, the Mazda Toyota deal reminds us of the Toyota project near Tupelo, Miss., that broke ground in 2007, but delayed opening until 2011 because of the Great Recession. I am not saying the Mazda Toyota project in Huntsville will be delayed, but the timing of it is similar to Toyota's project in Mississippi in that the industry is slowing and fast, just like it did in 2007.

Financial services deals in the South have seen a deeper drop in project activity than automotive in the last three years. In 2015, financials racked up 69 big deals, the second largest total for that sector in 25 years. That total dropped to 33 deals in 2018. The fintech sector was creating tens of thousands of jobs three years ago, particularly in Atlanta, Charlotte and Dallas-Fort Worth. That is no longer the case. Fintech deals have evaporated to almost nothing today. The reason? There is less money "on the street."

So, what is positive about this year's SB&D 100?

While financials and automotive are showing their first real weaknesses in seven years, there were some sectors that performed marvelously in 2018. Distribution is now king of the deal world in the South, thanks to Amazon and e-commerce. Since MCI/WorldCom's run of a massive number of economic development deals in the late 1990s, (Remember them and CEO Bernie Ebbers, who is still in jail in Fort Worth, Texas?) never have we seen so many projects coming from one company. Amazon's announcements in 2018 include seven of the top

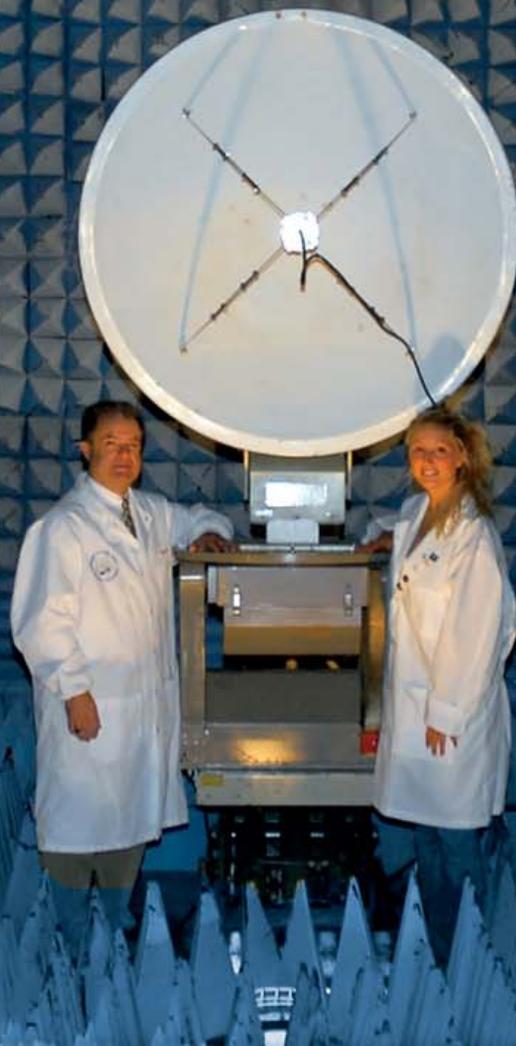
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“ There are clearly hundreds of millions of dollars in investment projects that have been sidelined or that have been frozen until we figure out where we’re going in this ‘trade war.’”
*Joe Cunningham,
 a member of the
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15 projects announced in the South, based on job generation. The company also announced the largest project in SB&D 100 history, its HQ2 deal in Arlington County, Va., that will create 25,000 jobs.

The positives of this year's SB&D 100 clearly indicate that people are still buying stuff and by the truckload. This is the second consecutive year that distribution was the No. 1 industry in terms of deals meeting or exceeding our thresholds.

Other industry sectors that did well in the 25th annual SB&D 100 were aviation and aerospace, petrochemicals, electronics and metals. As a result of the tariffs implemented by President Trump on foreign steel and aluminum, those two industries more than doubled their number of big deals posted in 2017. In fact, it was a record year for the metals industry in the South, posting 37 big deals.

Yet, while a few thousand jobs have been saved or created at steel and aluminum factories across the U.S. as a result of the tariffs, tens of thousands of jobs have been lost in other industries that *use* metals in final assembly, such as the appliances, HVAC and automotive industries. In fact, according to Harvard University, industries *using* steel outnumber those *producing* steel 80 to 1.

Conclusion

The 2019 SB&D 100 features 379 manufacturing projects meeting or exceeding our thresholds, and only 217 service deals. The 379 manufacturing deals represent a really strong year. The South's economy remains incredibly competitive for manufacturing and could be even more so if these pesky tariffs are struck down.

But the 217 service deals (call centers, healthcare, distribution, headquarters,

IT) remind us of the collapse of that sector in the Great Recession. It was not manufacturing that cratered in 2007-2009. It was services. Call centers, once a major job generator for rural areas of the South, are essentially non-existent today, turning just nine deals in 2018 compared to 29 in 2017. And healthcare in 2018 also cratered to nine deals from 28 the year before.

Are we near the end of this 10-year growth cycle? The numbers from the 2019 SB&D 100 don't really indicate clearly that the end is near. The drop in service deals is the most concerning aspect of this year's ranking. But the fact that the big deal totals have dropped every year over the past three years sure does hint that the economy is transitioning to slower growth. Regardless of the numbers, there will always be plenty of opportunities for companies here in the South, the world's third largest economy. ★



**IF YOU BUILD IT,
WE CAN TOO**

The workforce of Mississippi's Golden Triangle has proven adaptability and a wide range of expertise. World-class engines, helicopters, steel and tires are all manufactured by highly-skilled, dedicated individuals drawn from two states and 37 counties. Visit the Golden Triangle and find out how **we can build your future.**


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RANK	COMPANY	JOBS	INV*	LOCATION	N/E/R	PRODUCT/SERVICE
1	Amazon	25,000	\$2,500	Arlington Co., Va.	N	Headquarters
2	Amazon	5,000	\$623	Nashville, Tenn.	E	Operations Center
3	Mazda Toyota	4,000	\$1,600	Huntsville, Ala.	N	Automotive
4	Apple	4,000	\$400	Austin, Texas	E	Electronics
5	SK Innovation	2,032	\$2	Commerce, Ga.	N	Automotive
6	Newport News Shipbuilding	2,000	\$9	Newport News, Va.	E	Shipbuilding
7	Amazon	1,500	\$325	Bessemer, Ala.	N	Distribution
8	Amazon	1,500	\$200	Garner, N.C.	N	Distribution
9	Amazon	1,500	\$200	Charlotte, N.C.	E	Distribution
10	Amazon	1,500	\$90	Dallas, Texas	N	Distribution
11	Progressive	1,500	N/A	Tampa, Fla.	E	Financial Services
12	Amazon	1,500	N/A	St. Peters, Mo.	N	Distribution
13	GEICO	1,500	N/A	Katy, Texas	N	Financial Services
14	Okin Business Process	1,400	\$23	San Antonio, Texas	N	Headquarters
15	AvidXchange	1,229	\$41	Charlotte, N.C.	E	IT
16	Saddle Creek	1,208	\$53	Newnan, Ga.	N	Distribution
17	Inspire Brands	1,120	\$32	Sandy Springs, Ga.	N	Headquarters
18	Micron Technology	1,100	\$3,000	Manassas, Va.	E	Electronics
19	GE - Haier	1,100	\$55	Commerce, Ga.	N	Distribution
20	Cognizant Tech Solutions	1,090	\$8	Irving, Texas	N	Data Center
21	AllianceBernstein	1,050	\$72	Nashville, Tenn.	N	Headquarters
22	Publix	1,000	\$400	Greensboro, N.C.	N	Distribution
23	Wayfair	1,000	\$75	Savannah, Ga.	N	Distribution
24	Blackrock	1,000	\$42	Atlanta, Ga.	N	Financial Services
25	AmerisourceBergen	1,000	\$20	Carrollton, Texas	N	Pharmaceuticals
26	Wellcare	1,000	N/A	Tampa, Fla.	E	Financial Services
27	Oracle	1,000	N/A	Austin, Texas	E	Electronics
28	Paycom	1,000	N/A	Grapevine, Texas	N	IT
29	ServiceMac	1,000	N/A	Lancaster, S.C.	N	Headquarters
30	Shipt	881	\$10	Birmingham, Ala.	E	Distribution
31	Norfolk Southern	850	\$575	Atlanta, Ga.	N	Headquarters
32	Amazon	850	CONF	Byhalia, Miss.	N	Distribution
33	PA Logistics	800	\$60	Savannah, Ga.	E	Textiles
34	Fox Factory Holding	800	\$25	Gainesville, Ga.	N	Automotive
35	Reece Supply	800	\$12	Irving, Texas	N	Headquarters
36	Gartner	800	\$5	Irving, Texas	N	Headquarters
37	Mercury Operating	800	\$3	Irving, Texas	E	Oil & Gas
38	Trend Micro	800	\$1	Irving, Texas	E	Software
39	Honeywell	750	\$248	Charlotte, N.C.	N	Headquarters
40	Cardone Industries	750	\$50	Harlingen, Texas	N	Automotive
41	Lockheed Martin	750	N/A	Orlando, Fla.	E	Aviation/Aerospace
42	American Drill Bushing	712	\$4	Valdosta, Ga.	E	Oil & Gas
43	Publix	700	\$25	Lakeland, Fla.	E	Headquarters
44	Indigo Ag.	700	\$7	Memphis, Tenn.	E	Life Sciences
45	Thirty-One Gifts	678	\$18	Flower Mound, Texas	N	Distribution
46	Van Hool	640	\$47	Morristown, Tenn.	N	Automotive
47	National General Insurance	626	\$12	Winston-Salem, N.C.	E	Financial Services
48	Alorica	625	N/A	Joplin, Mo.	E	Call Center
49	W International	600	\$35	Berkeley, S.C.	N	Metals
50	Appian	600	\$28	Fairfax County, Va.	E	Software
51	Ernst & Young	600	\$23	Nashville, Tenn.	E	Financial Services

RANK	COMPANY	JOBS	INV*	LOCATION	N/E/R	PRODUCT/SERVICE
52	SYNNEX	600	\$20	Olive Branch, Miss.	E	Electronics
53	Vistaprint	600	\$15	Dallas, Texas	N	Printing
54	SalesForce	600	\$12	Atlanta, Ga.	N	Software
55	Rent The Runway	600	\$5	Arlington, Texas	E	Distribution
56	Cerner	600	N/A	Kansas City, Mo.	E	Healthcare
57	Wipro Limited	600	N/A	Plano, Texas	N	Data Center
58	Amazon	600	N/A	Lexington, Ky.	E	Distribution
59	Pendo.io	590	\$35	Raleigh, N.C.	E	IT
60	1901 Group	580	\$3	Montgomery Co., Va.	E	IT
61	CACI Technologies	550	\$11	Oklahoma City, OK	E	IT
62	Club Car	550	\$3	Evans, Ga.	E	Automotive
63	Urban Mining	542	\$25	San Marcos, Texas	N	Magnets
64	El Milagro	542	\$2	San Marcos, Texas	N	Food & Beverage
65	CFAN	542	\$1	San Marcos, Texas	N	Aviation/Aerospace
66	Katerra	542	\$1	San Marcos, Texas	N	IT
67	KPMG	521	\$31	Fairfax Co., Va.	E	Financial Services
68	Keurig Dr Pepper	500	\$350	Spartanburg, S.C.	N	Food & Beverage
69	JSW Steel	500	\$250	Baytown, Texas	E	Metals
70	Global Win	500	\$150	Wickliffe, Ky.	N	Paper and Packaging
71	PRA Group	500	\$15	Danville, Va.	E	Call Center
72	Infosys Limited	500	\$12	Richardson, Texas	E	IT
73	Finisar	500	\$10	Sherman, Texas	N	Communications
74	Floor & Décor	500	\$8	Atlanta, Ga.	E	Headquarters
75	TaskUs USA	500	\$5	New Braunfels, Texas	N	Call Center
76	Alorica	500	\$4	High Point, N.C.	E	Call Center
77	Elk Group	500	\$2	Clayton, Ga.	N	Distribution
78	Accenture	500	\$2	Arlington Co., Va.	E	IT
79	Modular Power Solutions	500	\$2	Sherman, Texas	N	Electronics
80	Florida Blue	500	N/A	Florida	E	Financial Services
81	Raytheon	500	N/A	Palm Bay, Fla.	E	Cybersecurity
82	Cenlar FSB	500	N/A	O'Fallon, Mo.	E	Financial Services
83	TrialCard	500	N/A	Morrisville, N.C.	E	Call Center
84	House of Raeford Farms	488	\$75	Rose Hill, N.C.	E	Food & Beverage
85	DAA Draxlmaier Automotive	460	\$43	Spartanburg, S.C.	E	Automotive
86	Magnitude 7 Metals	450	N/A	Marston, Mo.	E	Metals
87	Pearl River Foods	450	N/A	Carthage, Miss.	E	Food & Beverage
88	LendingTree	436	\$61	Charlotte, N.C.	E	Financial Services
89	Advance Auto Parts	435	\$5	Raleigh, N.C.	E	Automotive
90	CCBCC Operations	434	\$30	Erlanger, Ky.	N	Food & Beverage
91	Airbus	432	\$264	Mobile, Ala.	E	Aviation/Aerospace
92	Cheniere Energy	430	\$3,000	Corpus Christi, Texas	N	Oil & Gas
93	LabCorp	422	\$30	Durham, N.C.	E	Healthcare
94	Asurion	400	\$288	Nashville, Tenn.	E	Financial Services
95	GE Appliance Park	400	\$200	Louisville, Ky.	E	Electronics
96	Toyota	400	\$170	Blue Springs, Miss.	E	Automotive
97	Jet.com	400	\$41	Shepherdsville, Ky.	N	Distribution
98	RSTUSA	400	\$22	Somerset, Ky.	N	Automotive
99	Doggett Heavy Machinery	400	\$5	Longview, Texas	N	Automotive
100	CGI Technologies	400	N/A	Lafayette, La.	E	IT
101	Samsung Electronics	400	N/A	Greenville, S.C.	E	Headquarters

RANK	COMPANY	INV*	JOBS	LOCATION	N/E/R	PRODUCT/SERVICE
1	Venture Global	\$8,500	300	Plaquemines, La.	N	Oil & Gas
2	SCT&E LNG	\$5,536	300	Cameron, La.	N	Oil & Gas
3	Commonwealth LNG	\$3,976	N/A	Cameron, La.	N	Oil & Gas
4	Micron Technology	\$3,000	1,100	Manassas, Va.	E	Electronics
5	Cheniere Energy	\$3,000	430	Corpus Christi, Texas	N	Oil & Gas
6	Amazon	\$2,500	25,000	Arlington Co., Va.	N	Headquarters
7	Tallgrass Energy	\$2,500	N/A	Plaquemines, La.	N	Oil & Gas
8	Enable Midstream	\$2,200	N/A	Houston, Texas	E	Oil & Gas
9	Permico Energia	\$2,000	100	Robstown, Texas	N	Oil & Gas
10	Covestro	\$1,720	75	Baytown, Texas	E	Petrochemicals
11	Mazda Toyota	\$1,600	4,000	Huntsville, Ala.	N	Automotive
12	Methanex Fortier	\$1,600	N/A	Ascension, La.	N	Petrochemicals
13	Formosa Plastics	\$1,500	340	Point Comfort, Texas	E	Automotive
14	Shintech Louisiana	\$1,321	N/A	Iberville, La.	N	Petrochemicals
15	Big River Steel	\$1,200	N/A	Osceola, Ark.	E	Metals
16	Shell Chemical	\$1,173	N/A	Ascension, La.	E	Petrochemicals
17	FedEx	\$1,000	N/A	Memphis, Tenn.	E	Distribution
18	Procter & Gamble	\$900	N/A	Martinsburg, W.Va.	N	Petrochemicals
19	Valero Energy	\$820	N/A	Pasadena, Texas	N	Distribution
20	Facebook	\$750	200	Henrico County, Va.	E	Data Center
21	Facebook	\$750	100	Huntsville, Ala.	N	Data Center
22	Facebook	\$750	N/A	Social Circle, Ga.	N	Data Center
23	Braskem	\$675	50	La Porte, Texas	N	Petrochemicals
24	Nucor Steel	\$650	45	Ghent, Ky.	E	Metals
25	Amazon	\$623	5,000	Nashville, Tenn.	E	Headquarters
26	Diamond Green Diesel	\$602	N/A	St. Charles, La.	E	Oil & Gas
27	Google	\$600	N/A	Berkeley, S.C.	E	Headquarters
28	Beam	\$585	5	Clermont, Ky.	E	Food & Beverage
29	Norfolk Southern	\$575	850	Atlanta, Ga.	N	Headquarters
30	Chalmette Refining	\$503	N/A	St. Bernard, La.	E	Oil & Gas
31	ExxonMobil Chemical	\$500	N/A	Beaumont, Texas	E	Petrochemicals
32	REG Geismar	\$500	N/A	Ascension, La.	E	Petrochemicals
33	Mercedes Benz	\$496	N/A	Vance, Ala.	E	Automotive
34	Maker's Mark	\$464	24	Loretto, Ky.	E	Food & Beverage
35	ExxonMobil	\$410	N/A	East Baton Rouge, La.	E	Oil & Gas
36	Apple	\$400	4,000	Austin, Texas	E	Electronics
37	Publix	\$400	1,000	Greensboro, N.C.	N	Distribution
38	ExxonMobil	\$400	N/A	East Baton Rouge, La.	E	Petrochemicals
39	Hyundai	\$388	75	Montgomery, Ala.	E	Automotive
40	Keurig Dr Pepper	\$350	500	Spartanburg, S.C.	N	Food & Beverage
41	Ben E. Keith	\$350	N/A	North Little Rock, Ark.	N	Distribution
42	Southern Current	\$340	N/A	Darlington, S.C.	N	Renewable Energy
43	Amazon	\$325	1,500	Bessemer, Ala.	N	Distribution
44	Georgia-Pacific	\$320	4	Pennington, Ala.	E	Paper and Packaging
45	Novelis	\$305	125	Guthrie, Ky.	N	Metals
46	Asurion	\$288	400	Nashville, Tenn.	E	Financial Services
47	Cascades	\$275	140	Hanover County, Va.	N	Paper and Packaging
48	Mercedes-Benz	\$268	325	Bibb County, Ala.	N	Automotive
49	Bridgestone	\$266	N/A	Wilson, N.C.	E	Automotive
50	Airbus	\$264	432	Mobile, Ala.	E	Aviation/Aerospace

RANK	COMPANY	INV*	JOBS	LOCATION	N/E/R	PRODUCT/SERVICE
51	174 Power Global	\$260	N/A	McCamey, Texas	N	Renewable Energy
52	JW Aluminum	\$255	N/A	Berkeley Co., S.C.	E	Metals
53	JSW Steel	\$250	500	Baytown, Texas	E	Metals
54	Shaw Industries Inc.	\$250	N/A	Andalusia, Ala.	E	Textiles
55	Southland Gaming	\$250	N/A	West Memphis, Ark.	E	Entertainment
56	Electrolux	\$250	N/A	Springfield, Tenn.	E	Electronics
57	Coca-Cola	\$250	N/A	Houston, Texas	N	Food & Beverage
58	Invista	\$250	N/A	Victoria, Texas	E	Petrochemicals
59	Southwest Airlines	\$250	N/A	Dallas, Texas	N	Aviation/Aerospace
60	WestRock	\$248	N/A	Covington, Va.	E	Paper and Packaging
61	Honeywell	\$248	750	Charlotte, N.C.	N	Headquarters
62	Nucor	\$240	N/A	Mississippi Co., Ark.	E	Metals
63	Nucor	\$238	250	Polk, Fla.	N	Metals
64	Duke Energy	\$206	N/A	Terrell, N.C.	E	Renewable Energy
65	Amazon	\$200	1,500	Garner, N.C.	N	Distribution
66	Amazon	\$200	1,500	Charlotte, N.C.	E	Distribution
67	GE Appliance Park	\$200	400	Louisville, Ky.	E	Electronics
68	Steel Dynamics	\$200	45	Columbus, Miss.	E	Metals
69	Sykes Enterprises	\$200	N/A	Fort Smith, Ark.	E	Call Center
70	Diamond Green Diesel	\$200	N/A	St. Charles, La.	E	Oil & Gas
71	Denso	\$190	320	Athens, Tenn.	E	Automotive
72	Westervelt	\$188	125	Thomasville, Ala.	N	Wood Products
73	Giga Data Centers	\$184	54	Mooresville, N.C.	N	Data Center
74	U.S. Customs	\$179	N/A	Loudoun Co., Va.	E	IT
75	Kohler	\$175	149	Huntsville, Ala.	E	Building Materials
76	Toyota	\$170	400	Blue Springs, Miss.	E	Automotive
77	DC Blox	\$167	20	Birmingham, Ala.	N	Data Center
78	REG Geismar	\$160	N/A	Ascension, La.	E	Petrochemicals
79	DynCorp Aviation	\$152	60	Andalusia, Ala.	E	Aviation/Aerospace
80	Olin	\$151	5	McIntosh, Ala.	E	Petrochemicals
81	Global Win	\$150	500	Wickliffe, Ky.	N	Paper and Packaging
82	Portobello America	\$150	220	Baxter, Tenn.	N	Building Materials
83	General Electric Appliances	\$150	220	Grand Prairie, Texas	N	Distribution
84	Oak Grove Race Track	\$150	200	Oak Grove, Ky.	N	Entertainment
85	ROCKWOOL	\$150	150	Ranson, W.Va.	N	Building Materials
86	BASF	\$150	N/A	Ascension, La.	E	Petrochemicals
87	Becton, Dickinson	\$150	N/A	Sumter, S.C.	E	Life Sciences
88	AIR LIQUIDE	\$146	N/A	West Baton Rouge, La.	N	Oil & Gas
89	Mars Chocolate	\$143	79	Cleveland, Tenn.	E	Food & Beverage
90	Seqirus	\$140	120	Holly Springs, N.C.	E	Pharmaceuticals
91	Flopam	\$140	N/A	Iberville, La.	E	Petrochemicals
92	Atlas BX	\$136	200	Clarksville, Tenn.	N	Electronics
93	Frito-Lay	\$130	200	Osceola Co., Fla.	N	Distribution
94	Steelco Florida	\$130	195	Hillsborough Co., Fla.	E	Metals
95	Lockheed Martin	\$130	60	Troy, Ala.	E	Aviation/Aerospace
96	Diageo Americas	\$130	30	Lebanon, Ky.	N	Food & Beverage
97	ExxonMobil	\$130	N/A	East Baton Rouge, La.	E	Petrochemicals
98	Junction Energy	\$128	30	Corpus Christi, Texas	N	Oil & Gas
99	Harris	\$125	N/A	Melbourne, Fla.	E	Aviation/Aerospace
100	Cornerstone Chemical	\$125	N/A	Jefferson, La.	E	Petrochemicals

\$INV*=INVESTMENT IN MILLIONS.

N=NEW PROJECT E=EXPANDED R=RELOCATED

Alabama Wins State of the Year Lake Charles, Louisiana, Wins Ninth Consecutive Small Market of the Year

A GUIDE TO THE SB&D 100

SB&D 100 Introductions and Methodology

We can't think of a better way to judge a state or a community's attractiveness to industry than to count and identify the companies making significant financial commitments to that state or community. That's what we do with the annual SB&D 100. We count the number of companies making public commitments that meet or exceed 200 jobs and/or \$30 million in investment, and highlight market peer groups that captured the most of those game-changing deals.

All announcements found in the SB&D 100 were made public by a representative of the company. Job and investment totals are those that have been projected by a company spokesperson over a three-to-five-year period. Only new, expanded and relocated manufacturing and selected service projects are eligible for the ranking. Government projects such as prisons and military bases are eligible; however, retail, lodging and some entertainment-based announcements are not. Real estate investments such as office buildings, convention centers and industrial parks are not eligible.

Ten points are earned for each SB&D 100 announcement and five points are given for each JMD (just missed deal). This year's SB&D Job 100 threshold is 400 jobs — the number of jobs for the 100th largest project — so all announcements made of 400 jobs or more earned 10 points. Five points are given for announcements of 200 to 399 jobs. This year's Investment 100 threshold is \$125 million, meaning 10 points are awarded for announcements meeting or exceeding that total, and five points for deals \$30 million to \$124.99 million in investment.

After points are tallied in the state division, almost all of the judging for State of the Year and Honorable Mention honors is based on points per million residents, or points per capita. In each market division, those cited are based on points only.

Recognizing outstanding economic
development performances
in the South for calendar year 2018.



WHATEVER THE INDUSTRY

WHATEVER THE JOB

OUR WORKFORCE IS READY

WE ARE WORKFORCE DEVELOPMENT



2019 SB&D 100 State Scores*			2019 SB&D 100 State Scores PPM**		SB&D State of the Year Winners 1994-2019	
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State	Projects	Points
Texas	98	710
North Carolina	63	425
Alabama	55	380
Louisiana	50	345
Tennessee	49	315
Kentucky	47	315
Georgia	49	305
Virginia	38	275
South Carolina	42	260
Florida	35	215
Mississippi	19	145
Oklahoma	23	120
Missouri	14	95
Arkansas	8	60
West Virginia	4	30

*Five or 10 points are earned for each project announced that meets or exceeds 200 jobs and/or \$30 million in investment. Points are based on the size of the project.

Source: SB&D

State	Points (PPM)
Alabama	79.7
Louisiana	73.4
Kentucky	70.0
South Carolina	50.1
Mississippi	50.0
Tennessee	46.3
North Carolina	40.8
Virginia	32.4
Oklahoma	30.7
Georgia	29.0
Texas	24.7
Arkansas	23.3
West Virginia	16.6
Missouri	15.6
Florida	10.1

**PPM = Points per million residents is determined by dividing population into the points earned by states for projects of 200 jobs and/or \$30 million. or more.

Source: SB&D

- 2019 Alabama
- 2018 Kentucky
- 2017 South Carolina
- 2016 Tennessee
- 2015 Kentucky
- 2014 Louisiana and Texas
- 2013 Louisiana and Texas
- 2012 North Carolina
- 2011 Louisiana
- 2010 Louisiana and Tennessee
- 2009 Louisiana and Tennessee
- 2008 Alabama
- 2007 Louisiana
- 2006 Alabama and North Carolina
- 2005 Alabama and North Carolina
- 2004 Alabama
- 2003 Alabama
- 2002 Florida
- 2001 Virginia
- 2000 Tennessee
- 1999 Virginia
- 1998 North Carolina
- 1997 Texas
- 1996 Virginia
- 1995 Florida and Texas
- 1994 Texas

State of the Year honors were chosen based on PPM scores and other factors from projects announced the previous calendar year. Source: SB&D



In June 2018, Facebook announced plans to build a \$750 million data center in Huntsville, Ala., that will create 100 high-paying jobs.

State Division

With 55 projects (including Mazda Toyota's new assembly plant in Huntsville), 380 points and the high state PPM score of 79.7, Alabama is the 2019 SB&D 100 "State of the Year." Alabama was on a roll from 2003 to 2008, winning at least a share of "State of the Year" five out of six years, so it's been more than 10 years since Alabama sat at the top. In addition to the \$1.6 billion, 4,000-job Mazda Toyota deal, Alabama also landed a \$750 million Facebook data center and the new Mercedes-Benz battery plant with its \$268 million price tag. While automotive is struggling in the Southern Automotive Corridor, you wouldn't know it in Alabama. The state's fourth auto assembly plant is under construction and Mercedes-Benz just finished one expansion as has Hyundai.

By virtue of their points per million residents, Louisiana, Kentucky, South Carolina and Mississippi earned "Honorable Mention" in the state category. Virginia earned an "Honorable Mention" for its solid year, but mostly because it captured the largest project in the South's history — Amazon's HQ2 and its 25,000 jobs.

CONTINUED

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Amazon's operations hub in Nashville — 5,000 jobs and a \$230 million investment — is the largest single deal ever announced in Tennessee. The project catapulted Nashville into first place in the Major Market category. Pictured are former Tennessee Gov. Bill Haslam, Amazon's Holly Sullivan, Nashville Mayor David Briley and Tennessee Economic Development Commissioner Bob Rolfe.

Mega-Markets (2.5 million-plus-population)

Dallas-Fort Worth continues its surge in project activity, topping all mega-markets with population of 2.5 million-plus, with 235 points. That is down from Dallas-Fort Worth's 300 points in 2018 and 295 points in 2017, but still, no market in the South is announcing more deals than DFW. For the third consecutive year, Dallas-Fort Worth outpointed eight states in the South.

Of the many markets making the Dallas-Fort Worth metro area, Irving, Texas, contributed the most points with 60. Irving has become a headquarter juggernaut, as have Plano, Frisco and others. Charlotte, Northern Virginia and Atlanta made up the top mega-markets, however, Atlanta dropped 135 points from last year.

Major Markets (750,000-2.5 million population)

New Orleans and Nashville tied for "Major Market of the Year" with 135 points. It's the third consecutive year that Nashville has either tied or won "Major Market of the Year." Baton Rouge, Austin and Louisville saw decent years as well and earned "Honorable Mentions." Austin was positively assisted by neighboring San Marcos, which is part of the Austin MSA. Deals in San Marcos accounted for 40 of Austin's 105 points.

Mid-Markets (250,000-749,999 population)

Charleston, S.C., continues its deal surge for another year. In just 10 years, Charleston has landed the Boeing 787 plant, the Mercedes-Benz Van facility and the Volvo plant. Huntsville, which captured Mazda Toyota and Facebook (the two largest

Alabama projects this year), had an outstanding year, as did Mobile, Durham and Spartanburg.

Small Markets (50,000-249,999 population)

Well, they did it again. Lake Charles, La., and the Southwest Louisiana region has earned "Small Market of the Year" for the ninth consecutive year. No market in the South has earned its peer's highest ranking more than nine consecutive times. (Dallas-Fort Worth has earned six consecutive "Mega-Market of the Year" twice in 25 years.) The Lake Charles region has been a nationwide leader in the petrochemical and LNG industries for years, however, this latest run is unprecedented. Tens of billions of dollars have been invested in Southwest Louisiana in those nine years and the Lake Charles MSA has seen greater job growth than any market in America. The fracking frenzy has certainly benefited Southwest Louisiana's economy in a grand way.

Lake Charles was followed by economic development small market legends — Tupelo, Miss.; Columbus, Miss.; and Tuscaloosa, Ala. Also earning an "Honorable Mention" in the small market division was Jackson County, Ga.

Rural Markets (Less than 50,000 population)

Troy, Ala., a market that we have recognized two or three times in 25 years, helped Alabama win "State of the Year." Henry County, Va., which we have named "Small Market of the Year" numerous times, earned an "Honorable Mention," along with Marshall County, Miss.; Wickliffe, Ky.; and Covington County, Ala.



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(LEFT) Alabama won its sixth "State of the Year" in 25 years and its first since 2008 with an outstanding performance in calendar year 2018. Pictured is Alabama Commerce Secretary Greg Canfield at SB&D's Southern Economic Development Roundtable. (RIGHT) Virginia captured the largest project in the South's history with Amazon's HQ2 and its 25,000 jobs. Pictured is Stephen Moret, CEO of the Virginia Economic Development Partnership, at SB&D's Southern Economic Development Roundtable@WaterColor.

STATE OF THE YEAR

ALABAMA

380 Points, 79.7 PPM (1st)

Notable Alabama Deals:

Company	Jobs	Investment*
Mazda Toyota	4,000	\$1,600
Facebook	100	\$750
Mercedes Benz	0	\$495
Mercedes Benz	325	\$268
Amazon	1,500	\$325
Airbus	432	\$264

HONORABLE MENTION

LOUISIANA

345 Points, 73.4 PPM (2nd)

Notable Louisiana Deals:

Company	Jobs	Investment*
Venture Global LNG	300	\$8,500
SCT&E LNG	300	\$5,500
Commonwealth LNG	N/A	\$3,900
Accruent	350	N/A

HONORABLE MENTION

KENTUCKY

315 Points, 70.0 PPM (3rd)

Notable Kentucky Deals:

Company	Jobs	Investment*
GE Appliance Park	400	\$200
Global Win	500	\$150
Century Aluminum	250	\$116
Independent Stave	220	\$66

HONORABLE MENTION

SOUTH CAROLINA

260 Points, 50.1 PPM (4th)

Notable South Carolina Deals:

Company	Jobs	Investment*
ServiceMac	1,000	N/A
W International	600	\$35
Keurig Dr Pepper	500	\$350
Becton, Dickinson	N/A	\$150

HONORABLE MENTION

MISSISSIPPI

145 Points, 50.0 PPM (5th)

Notable Mississippi Deals:

Company	Jobs	Investment*
Steel Dynamics	45	\$200
Toyota	400	\$170
Raytheon	45	\$100
Amazon	850	\$45

HONORABLE MENTION

VIRGINIA

275 points, 32.4 PPM (8th)

Notable Virginia Deals:

Company	Jobs	Investment*
Amazon	25,000	\$2,500
Micron Technology	1,100	\$3,000
Facebook	200	\$750
Press Glass	212	\$43

* Investment in millions



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TOP DEALS

HOT MARKETS



Irving, Texas, helped Dallas-Fort Worth win another mega-market title. Pictured are members of the Irving Economic Development Partnership, including Erica Mulder, VP of Communications & Governmental Affairs; Joe Chapa, VP of International Affairs & Sister Cities; Beth A. Bowman, President & CEO; Kyle Touchstone, VP of Economic Development; Chris O'Brien, Director of Economic Development - BRE; Joe Lopez, Manager of International Affairs & Sister Cities.

Special Recognition

In most years, individual markets inside large MSAs go unnoticed for their contributions of large job generating projects. Here are three markets in Northern Virginia, Dallas-Fort Worth and Austin that stood out in project activity.

ARLINGTON COUNTY, VA.

Company	Jobs	Investment*
Amazon	25,000	\$2,500
Accenture	500	\$1.6

IRVING, TEXAS

Company	Jobs	Investment*
Cognizant	1,090	\$8
Reece Supply	800	\$12
Gartner	800	\$5
Mercury Operating	800	\$2.8

SAN MARCOS, TEXAS

Company	Jobs	Investment*
Urban Mining	542	\$25
Katerra	542	\$1

* Investment in millions

MEGA-MARKETS

(2.5 million-plus population)

DALLAS-FORT WORTH

235 Points

Notable Dallas-Fort Worth Deals:

Company	Jobs	Investment*
AmerisourceBergen	1,000	\$20
Paycom	1,000	N/A
Reece Supply	800	\$12
Gartner	800	\$5

HONORABLE MENTION

CHARLOTTE

155 Points

Notable Charlotte Deals

Company	Jobs	Investment*
Honeywell	750	\$248 million
Amazon	1,500	\$200 million
AvidXchange	1,229	\$41 million

HONORABLE MENTION

NORTHERN VIRGINIA

140 Points

Notable Northern Virginia Deals:

Company	Jobs	Investment*
Amazon	25,000	\$2,500
Micron Technology	1,100	\$3,000
Appian Corporation	600	\$28

HONORABLE MENTION

ATLANTA

100 Points

Notable Atlanta Deals:

Company	Jobs	Investment*
Norfolk Southern	850	\$575
Blackrock	1,000	\$42
Inspire Brands	1,120	\$32

* Investment in millions



While Atlanta earned an Honorable Mention in the mega-market division with 100 points this year, that total is 130 points below their score last year. . . a sure sign of a slowdown.



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For automotive manufacturers, Montgomery is more than just the capital of Alabama—it's the productivity capital of America. Home to 2012's most productive OEM in North America, Montgomery was responsible for producing two of the top 10 retail-selling cars of 2012. Thanks to a friendly business climate, shovel-ready real estate, and a skilled workforce with talent to spare, the manufacturing industry in Montgomery is a whole lot more than the sum of its parts.

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TOP DEALS HOT MARKET'S



(TOP) More than any other submarket, San Marcos helped Austin to a great year. Pictured are members of the Greater San Marcos Partnership. (l to r) Laurie Hartz, Jacob Combs, Marissa Cooney, Chris Duran, Adriana Cruz, Jason Giulietti, Giselle Myers, John Ellis.

(CENTER) Louisville Mayor Greg Fischer and the Louisville Forward team celebrate a recent economic development win.

(LOWER) Baton Rouge captured an "Honorable Mention" in the major market division. Pictured are members of the Baton Rouge Area Chamber. SVP of Business Development Russell Richardson, Director of Business Development Donnie Miller, Director of Business Retention and Expansion Chandra Williams, Director of Business Development Rachel Pierson, Senior Director of Business Intelligence Andrew Fitzgerald.



MAJOR MARKETS

(750,000-2.49 million population)

CO-MAJOR MARKET OF THE YEAR

NEW ORLEANS

135 Points

Notable New Orleans Deals:

Company	Jobs	Investment*
Venture Global	300	\$8,500
Accruent	350	N/A
Tallgrass Energy	N/A	\$2.,500

CO-MAJOR MARKET OF THE YEAR

NASHVILLE

135 Points

Notable Nashville Deals:

Company	Jobs	Investment:
Amazon	5,000	\$623
AllianceBernstein	1,050	\$71
Asurion	400	\$288

Austin earned an "Honorable Mention" in the major market category. The Austin Chamber economic development team is the backbone of Opportunity Austin, the Chamber's five-year regional prosperity initiative. Opportunity Austin has helped create more than 400,000 jobs since 2004.



HONORABLE MENTION

BATON ROUGE

125 Points

Notable Baton Rouge Deals:

Company	Jobs	Investment*
Methanex Fortier	N/A	\$1,600
Exxon Mobil	N/A	\$410
Exxon Mobil	N/A	\$400

HONORABLE MENTION

AUSTIN

105 Points

Notable Austin Deals:

Company	Jobs	Investment*
Apple	4,000	\$400
Oracle	1,000	N/A
Urban Mining	542	\$25

HONORABLE MENTION

LOUISVILLE

85 Points

Notable Louisville Deals:

Company	Jobs	Investment*
GE Appliance Park	400	\$200
Chewy	300	\$7
Santa Rosa Systems	300	\$21

* Investment in millions



Chapin Business & Technology Park at Brighton

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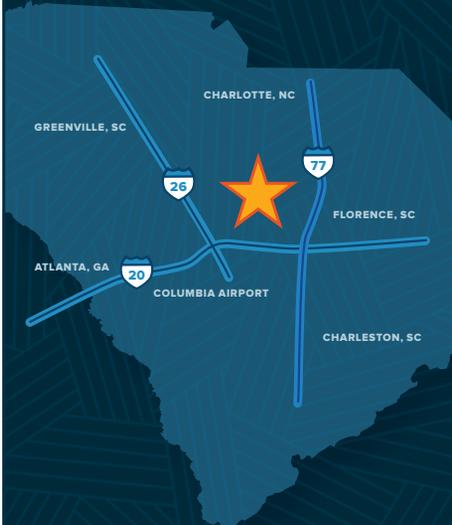
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MID-MARKETS

(250,000-749,999 population)

MID-MARKET OF THE YEAR

CHARLESTON, S.C.

55 Points

Notable Charleston Deals:

Company	Jobs	Investment*
W International	600	N/A
JW Aluminum	N/A	\$255
Google	N/A	\$600

HONORABLE MENTION

HUNTSVILLE, ALA.

50 Points

Notable Huntsville Deals:

Company	Jobs	Investment*
Mazda Toyota	4,000	\$1,600
Facebook	100	\$750
BAE Systems	200	\$49

HONORABLE MENTION

MOBILE, ALA.

45 Points

Notable Mobile Deals:

Company	Jobs	Investment*
Airbus	432	\$264
Kimberly-Clark	9	\$101
SSAB	50	\$100

HONORABLE MENTION

DURHAM, N.C.

40 Points

Notable Durham Deals:

Company	Jobs	Investment*
Avexis	200	\$55
LabCorp	422	\$30
Pairwise	201	\$11

HONORABLE MENTION

SPARTANBURG, S.C.

40 Points

Notable Spartanburg Deals:

Company	Jobs	Investment*
*Keurig Dr Pepper	500	\$350
DAA Draxlmaier	460	\$42
Huvis Indorama	N/A	\$48

SMALL MARKETS

(100,000-249,999 population)

SMALL MARKET OF THE YEAR

LAKE CHARLES, LA.

45 Points

Notable Lake Charles Deals:

Company	Jobs	Investment*
SCT&E LNG	300	\$5,500
Citadel Completions	256	N/A
Commonwealth LNG	N/A	\$3,900

HONORABLE MENTION

TUPELO, MISS.

35 Points

Notable Tupelo Deals:

Company	Jobs	Investment*
Toyota	400	\$170
Auto Parts Mfg	50	\$100
Williams-Sonoma	350	\$18

HONORABLE MENTION

JACKSON COUNTY, GA

30 Points

Notable Jackson County Deals:

Company	Jobs	Investment*
SK Innovation	2,032	\$1,700
GE-Haier	1,100	\$55
SELIT	N/A	\$42

HONORABLE MENTION

COLUMBUS, MISS.

25 Points

Notable Columbus Deals:

Company	Jobs	Investment*
Steel Dynamics	45	\$200
Peco Foods	300	\$40

HONORABLE MENTION

TUSCALOOSA COUNTY, ALA

25 Points

Notable Tuscaloosa County Deals:

Company	Jobs	Investment*
Mercedes-Benz	0	\$495
Warrior Met Coal	20	\$86
Nucor Steel	0	\$46

Southwest Louisiana, specifically Lake Charles, earned its ninth straight "Small Market of the Year," an unprecedented honor. Job growth in Lake Charles leads the country among all markets. Pictured is George Swift, CEO of the Southwest Louisiana Economic Development Alliance, with SB&D's Matthew Randle.



RURAL MARKETS

(Fewer than 50,000 population)

RURAL MARKET OF THE YEAR

TROY, ALA

25 Points

Notable Troy, Ala. Deals:

Company	Jobs	Investment*
Lockheed Martin	60	\$130
Rex Lumber	110	\$110
Kimber Mfg	336	\$38

HONORABLE MENTION

HENRY COUNTY, VA.

20 Points

Notable Henry County Deals:

Company	Jobs	Investment*
Monogram Snacks	300	\$30
Press Glass	212	\$43

HONORABLE MENTION

MARSHALL COUNTY, MISS.

20 Points

Notable Marshall County Deals:

Company	Jobs	Investment*
Cooper Tire	98	\$50
Amazon	850	\$45

HONORABLE MENTION

WICKLIFFE, KY.

20 Points

Notable Wickliffe Deals:

Company	Jobs	Investment*
Global Win	500	\$150

HONORABLE MENTION

COVINGTON COUNTY, ALA

20 Points

Notable Covington County Deals:

Company	Jobs	Investment*
Shaw Industries	0	\$250
DynCorp Aviation	60	\$152

* Investment in millions

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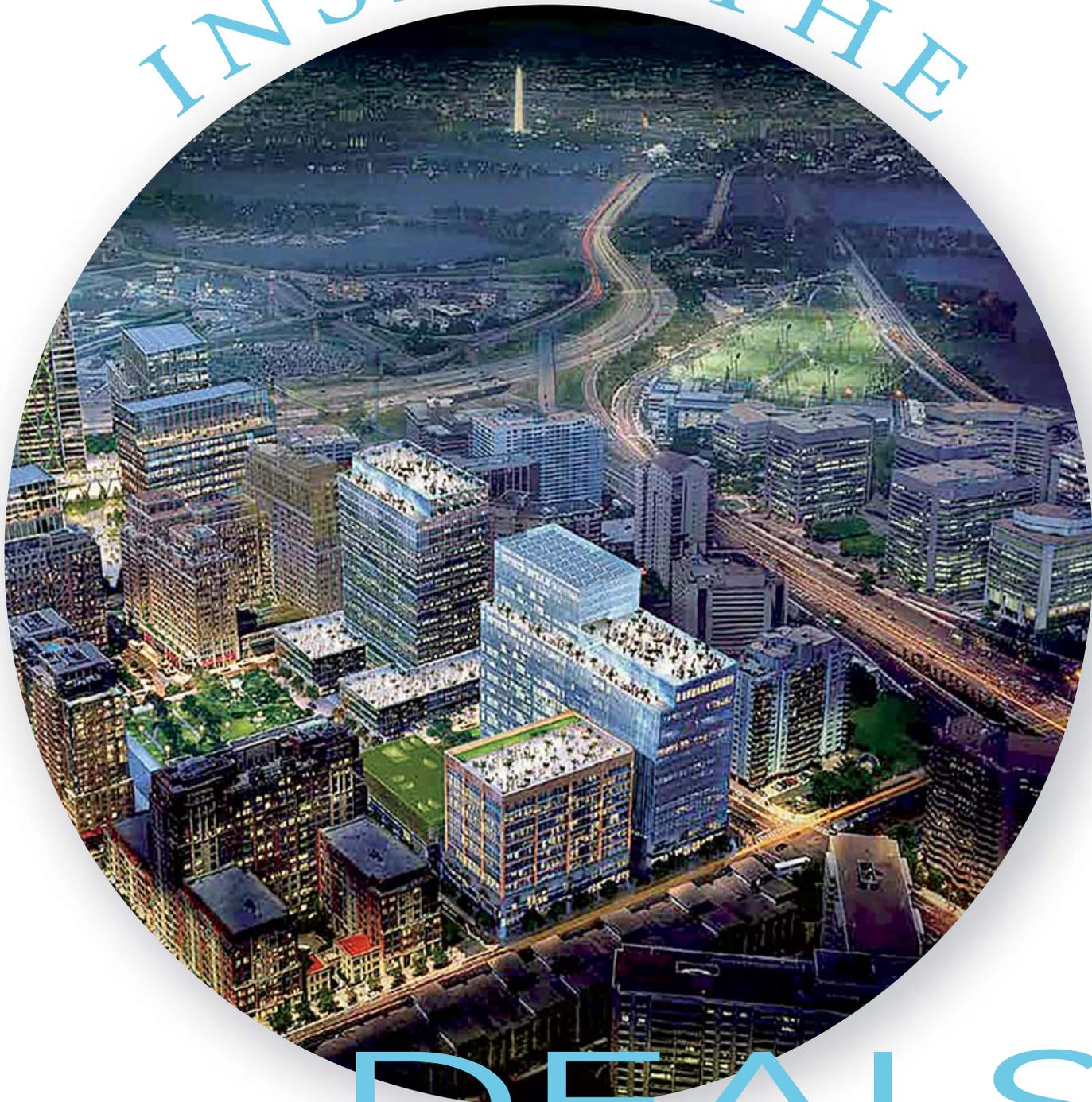
	Total Deals	Total Points	*PPM
Alabama	55	380	79.7
<p>While other states are seeing their project totals slow, Alabama put up its best year since 2008, which was Alabama's final year of winning or sharing "State of the Year" for five out of the previous six years. To land an automotive plant as important as Mazda Toyota when automotive is slowing in the South is huge! Automotive may be slowing, but you would not know it in Alabama.</p>			
Arkansas	8	60	23.3
<p>Decent year for Arkansas. This small state's economy is one of the best in the South and its unemployment rate — at 3.7 percent — is one of the lowest in the region. Arkansas is a major agricultural state and it remains to be seen what the tariffs will do to its economy.</p>			
Florida	35	215	10.1
<p>Just a total collapse of project totals coming from the Sunshine State, dropping from 73 meeting or exceeding our thresholds last year to 35 this year. Florida's points dropped from 495 last year to 215 this year. Our knowledge of other downturns indicates that Florida is first in, first out of recessions. Let's hope this is not the case.</p>			
Georgia	49	305	29
<p>Georgia is another state that saw a significant drop in economic development projects (64 to 49), and like Florida, Georgia over the years is one of the first states to slow in a downturn. Of course, it is too early to forecast a downturn in the economy, but when Florida and Georgia slow in the same year, something is up.</p>			
Kentucky	47	315	70.0
<p>After capturing "State of the Year" two out of the last five years, the Commonwealth of Kentucky earns an "Honorable Mention" this year. The Amazon air hub in Northern Kentucky will be a major factor for the state's economy going forward and it solidifies Kentucky as world air hub central with UPS in Louisville.</p>			
Louisiana	50	345	73.4
<p>An exact replica of last year with the same amount of projects, points and PPM for Louisiana. Petrochemicals had somewhat of a comeback year, driving points for the corridor from Baton Rouge to New Orleans and for Southwest Louisiana. Lake Charles won its ninth straight "Small Market of the Year," which is unprecedented.</p>			
Mississippi	19	145	50.0
<p>A really good year for Mississippi as it nearly doubled its project total from last year. Its points per million residents total is its third best in 25 years, good enough to capture an "Honorable Mention." The Toyota, Steel Dynamics and Raytheon deals were all top-shelf.</p>			
Missouri	14	95	15.6
<p>Missouri is another state, like Florida and Georgia, that saw a collapse in project activity in calendar year 2018. In fact, total projects coming out of Missouri were less than half that of last year, down from 29 to 14.</p>			

	Total Deals	Total Points	*PPM
North Carolina	63	425	40.8
<p>This is a pretty good year for North Carolina. Charlotte, now competing in the big boy mega-market category (over 2.5 million population), earned an “Honorable Mention” in that division this year. Charlotte is morphing into a Dallas-Fort Worth when it comes to capturing relocating HQs. The 63 project total tied for the second best in the South.</p>			
Oklahoma	23	120	30.7
<p>Pretty good year for Oklahoma. Like some other states in the South, aerospace continues its strong run in Oklahoma. With 65 points, Tulsa had a great year. However, outside of Oklahoma City and Tulsa, not much else is happening in the state.</p>			
South Carolina	42	260	50.1
<p>This year’s performance by the Palmetto State is good enough for another “Honorable Mention.” With 18 honorable mentions in 24 years, South Carolina has earned more than any other state in the South. But this is the second consecutive year that project activity and points have dropped after earning its first “State of the Year” in 2017.</p>			
Tennessee	49	315	46.3
<p>Off 14 big projects from last year, Tennessee had a so-so performance by its standards. Nashville continues its reign atop the major market division, topping all markets in its peer group for the third straight year. The Amazon project with its 5,000 jobs was huge for the Music City.</p>			
Texas	98	710	24.7
<p>Texas is one of the few Southern states that saw an increase in project activity from last year, even if it was just by one deal. The Apple project in Austin with its 4,000 jobs is actually a manufacturing project to build MACs. Corpus Christi and its port are at the center of the nation’s oil and gas export industry.</p>			
Virginia	38	275	32.4
<p>Virginia saw a slight drop in its total projects, yet, a slight increase in points. That’s what a project like Amazon’s HQ2 and its 25,000 jobs will do for the Commonwealth. Landing Amazon earned Virginia an “Honorable Mention,” and Northern Virginia and Martinsville-Henry County earned one, too, in their peer group.</p>			
West Virginia	4	30	16.6
<p>West Virginia is off eight projects from last year and its signature project from 2018 — more than \$80 billion from a Chinese natural gas company — has not broken ground and probably won’t as a result of the tariffs.</p>			

Methodology

*PPM = Points per million residents is determined by dividing population into the points earned by states for capturing projects of 200 jobs and/or \$30 million or more. Source: SB&D

INSIDE THE



DEALS



Airbus

- **Location:** Mobile, Ala.
- **Investment:** \$264 million
- **Jobs:** 432

The inside info on this manufacturing project: Airbus and Canada's Bombardier finalized plans in 2018 to form a joint venture to produce Bombardier's C Series passenger jet, now called the Airbus A220.

The new assembly line, now under construction, will allow Airbus to accelerate production of a second aircraft in Alabama. It will stand adjacent to the A320 aircraft production line and turn out A220-100 and A220-300 planes for U.S. customers.

AIDT, which has played a key role in helping Airbus assemble a workforce, has been called on to help the manufacturer hire 600 new workers, split between the new A220 line and the A320 line, which is increasing production.

Amazon

- **Location:** Bessemer, Ala.
- **Jobs:** 1,500
- **Investment:** \$325 million

The inside info on this distribution project: The Birmingham area's long-shot bid for Amazon's second North American headquarters, known as HQ2, didn't land the grand prize. But the city's "Bring A to B" campaign aimed at HQ2 played a role in securing Alabama's first Amazon fulfillment center.

The "Bring A to B" campaign included the installation of three gigantic Amazon boxes in Birmingham and a social media campaign featuring push-button displays that automatically directed Tweets to the company.

The campaign served to raise the Birmingham area's profile with Amazon while also uniting the recruitment team and better preparing it for Amazon's questions regarding the fulfillment center project when it came along later.

The Airbus A220 sits on the tarmac at the Farnborough International Air Show in July 2018. Later this year, Airbus will produce the first A220 aircraft at its facility in Alabama.

Amazon

- **Location:** Garner, N.C.
- **Jobs:** 1,500
- **Investment:** \$200 million

The inside info on this distribution project: This Amazon project came to the Garner Economic Development Corporation through a local commercial real estate contact who was familiar with the 98 acre Garner Technology Center Site (GTCS). The GTCS was owned by the Garner Economic Development Corporation (GEDC), an economic development non-profit dedicated to creating jobs and new tax base in the town. It was clear that the project needed to move very quickly. Everything was predicated on how well our partners could work together. Luckily, the extensive due diligence performed on the site by the GEDC prior to this project and our great partners willingness to work together, was the recipe for success that led this project to announce in Garner in August of 2018.

CONTINUED



The Birmingham area's long-shot bid for Amazon's second North American headquarters, known as HQ2, didn't land the grand prize. But the city's "Bring A to B" campaign aimed at HQ2 played a role in securing Alabama's first Amazon fulfillment center.

Virginia Secretary of Commerce and Trade Brian Ball at Amazon HQ2 announcement in Arlington
 (Photo credit: Jack Mayer, Office of Governor Ralph Northam)



Amazon

- **Location:** Nashville, Tenn.
- **Jobs:** 5,000
- **Investment:** \$623 million

The inside info on this regional office project: In November 2018, Amazon announced it had selected Nashville for a new Center of Excellence for its operations business which will create 5,000 jobs and will be responsible for the company's customer fulfillment, transportation, supply chain, and other similar activities.

Unique factors which stood out throughout Amazon's search were the number of people moving to the region fueling an average population gain of 80 people a day, an established "creative class" in Nashville including the music industry, an emerging crop of tech talent, 24 colleges and universities, the business climate, lower taxes and cost of living relative to major markets and the city's quality of life.

When complete, Amazon's Operations Center of Excellence will rank as downtown Nashville's largest private employer.

Amazon

- **Location:** Arlington County, VA.
- **Jobs:** 25,000
- **Investment:** \$2.5 billion

The inside info on this headquarters project: The Amazon HQ2 project is the largest — in employee counts — in the South's history. The project is expected to hire at least 25,000 employees in Arlington County, Va. In September of 2017, Amazon announced that it is searching for a second headquarters, a co-equal to its Seattle home, where 40,000 were employed by the company. October 19, 2017 was the deadline for RFPs and Amazon received 238 proposals. In January 2018, Amazon created a shortlist for the project. In the South those included were Atlanta, Austin, Dallas, Miami, Nashville, Northern Virginia and Raleigh.

In the spring and summer quarters of 2018, Amazon teams visited all 20 finalist cities. In September 2018, Amazon CEO Jeff Bezos spoke at the Economic Club of Washington, D.C. saying that the company would announce a decision before the end of the year. In November, Amazon officials realized that finding 50,000 highly-paid tech workers in one location in the U.S. was impossible, so it decides to add two new headquarters instead of one. The two locations aren't named; however, Northern Virginia and New York City are the locations of choice.

On November 13, 2018, New York City and Arlington County, Va. are chosen as the two sites for HQ2 and the 50,000 jobs will be split between the two locations. In February, after criticism among many residents and politicians in New York regarding the project and its incentives, the HQ2 project slated for Long Island City is abandoned by Amazon. The company responds by saying it will grow its other innovation campuses in the U.S. to fill the void of canceling the New York HQ2.

Amazon

- **Location:** St. Peters, Mo.
- **Jobs:** 1,500
- **Investment:** N/A

Amazon

- **Location:** Charlotte, N.C.
- **Jobs:** 1,500
- **Investment:** \$200 million

Amazon

- **Location:** Dallas, Texas
- **Jobs:** 1,500
- **Investment:** \$90 million

Apple

- **Location:** Austin, Texas
- **Jobs:** 4,000
- **Investment:** \$1 billion

The inside info on this manufacturing project: The Austin Chamber's relationship with Apple dates back to 2012 when the company first entered the Austin market. We were thrilled to provide assistance as Apple considered options across the country for its new campus, which at the time was projected to have a capital investment of \$350 million, 4,000 jobs and

approximately one million square feet. As the project developed, it became clear the top site could provide Apple the ability to grow up to 15,000 employees and \$1 billion capital investment. This expansion is anticipated to make Apple the largest private employer in Austin.

Cheniere Energy

- **Location:** Corpus Christi, Texas
- **Investment:** \$3 billion
- **Jobs:** 430

The inside info on this manufacturing project: “Cheniere is the leader in U.S. LNG. Cheniere’s Corpus Christi Liquefaction export terminal represents an investment of \$15 billion in U.S. energy infrastructure. Cheniere has created more than 400 direct jobs, and up to 4,000 contractor jobs during peak construction, and supported nearly 90,000 indirect jobs in the exploration and production sector. Cheniere estimates its investments will result in a positive economic impact of approximately \$5 billion for the Coastal Bend and close to \$17 billion in economic impact for Texas, during construction over nine years. While Cheniere sources domestic natural gas from across the U.S., the abundant resources of Eagle Ford and the Permian made the region attractive for Cheniere’s LNG export facility, as well as its prime location on the western Gulf of Mexico.”

Commonwealth LNG

- **Location:** Cameron Parish, La.
- **Investment:** \$3.9 billion
- **Jobs:** N/A

GEICO

- **Location:** Katy, Texas
- **Jobs:** 1,500
- **Investment:** N/A

CONTINUED

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Keurig Green Mountain

- **Location:** Spartanburg County, S.C.
- **Investment:** \$350 million
- **Jobs:** 500

The inside info on this manufacturing project: Keurig came to the Spartanburg EFG as Project Cedar through a site consulting service. Spartanburg was short-listed because of shovel-ready property and logistical advantages like Interstates 85 and 26, and the SC Inland Port Greer. After rigorous analysis of site due diligence, workforce development, and ease of doing business in Spartanburg, Keurig/Dr. Pepper narrowed it down to two or three sites in multiple states. Ultimately, the site at Tyger River Industrial Park North fit their criteria and KDP's site selection team felt most comfortable with Spartanburg's community and manufacturing environment that has a proven record of partnering with large manufacturers.

Mazda Toyota

- **Location:** Huntsville, Ala.
- **Investment:** \$1.6 billion
- **Jobs:** 4,000

The inside info on this manufacturing project: The team working with Mazda and Toyota began narrowing down a list of possible sites that initially numbered 300. They analyzed workforce, operating environment, site specifics, logistics, incentives, quality of life and other factors.

Ultimately, the team embarked on site visits in 20 states over just six weeks. Engineers joined them, and they viewed sites from helicopters. They talked to human resources managers to get a sense of the labor market. They explored whether there was a Japanese school nearby.

The contest came down to two sites — one in Alabama, another in North Carolina. The Huntsville site prevailed thanks to Alabama's long relationship with Toyota and the presence of a developed auto supply chain.



SK Innovation, a Korean developer and manufacturer of lithium-ion batteries for hybrid electric vehicles, is building a \$1.67 billion new electric vehicle battery factory in Commerce, Ga. Pictured is the groundbreaking.

Mercedes-Benz U.S. International

- **Location:** Bibb County, Ala.
- **Investment:** \$268 million
- **Jobs:** 325

The inside info on this manufacturing project: Mercedes-Benz plans to begin producing electric SUVs at its Tuscaloosa County manufacturing complex at the beginning of the next decade. To make that possible, Mercedes launched construction on a battery pack plant a few miles away in a Bibb County industrial park.

The battery plant will be a centerpiece in the automaker's second Alabama campus in Bibb County. The facility will feature a battery analysis center that will accelerate the production ramp-up of electric vehicles and allow for the testing of battery packs that have been in use on the road. The new campus also features a Global Logistics Center and an after-sales North American parts hub.

Micron Technology

- **Location:** Manassas, Va.
- **Jobs:** 1,100
- **Investment:** \$3 billion

The inside info on this semiconductor project: Micron owns the only semiconductor fabrication plant in Virginia; employs over 1,500 highly skilled workers; and is the largest employer, taxpayer and utility customer in the City of Manassas. They are also Virginia's single largest exporter. Micron was happy with their operating environment but the facility was undersized compared to sister and competitor plants. They had reinvested in equipment but had not expanded since buying the plant from Dominion Semiconductor in 2002. City leaders feared it would eventually be slated for closure. Naturally city and state officials were excited when they learned they were considering expanding and that Virginia might be considered. Losing Micron would have been devastating to the community while getting them to expand is transformative.

Okin Business Process Services

- **Location:** San Antonio, Texas
- **Jobs:** 1,400
- **Investment:** \$23 million

Mercedes-Benz plans to begin producing electric SUVs at its Tuscaloosa County manufacturing complex at the beginning of the next decade. To make that possible, Mercedes launched construction on a battery pack plant a few miles away in a Bibb County industrial park.



Progressive

- **Location:** Tampa, Fla.
- **Jobs:** 1,500
- **Investment:** \$0

The inside info on this financial services project: Progressive Insurance expects to hire 1,500 new employees in Tampa Bay this year, a move the company said will support its rapid growth. The company plans to hire 10,000 people nationwide.

“This is the largest hiring forecast in Progressive’s history,” said Chief Human Resources Officer Lori Niederst. “We are excited to add hardworking talent to our team who are interested in a career with Progressive. For decades, we’ve been developing people who started in jobs like these into successful business athletes who rise to our leadership ranks. In fact, our CEO started as a claims rep and I joined Progressive as an analyst.”

In the Tampa Bay area, Progressive is looking to add new employees to the company’s customer service, sales, multi-product sales, claims representatives, marketing, legal, IT, business analysis and other teams.

SCT&E LNG

- **Location:** Cameron Parish, La.
- **Investment:** \$5.5 billion
- **Jobs:** 300

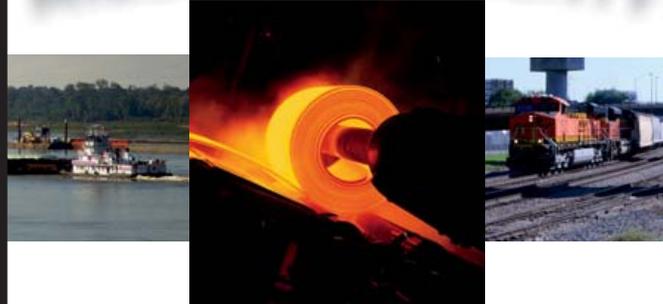
SK Innovation

- **Location:** Jackson County, Ga.
- **Investment:** \$1.6 billion
- **Jobs:** 2,032

Venture Global Plaquemines LNG

- **Location:** Plaquemines Parish, La.
- **Jobs:** 300
- **Investment:** \$8.5 billion

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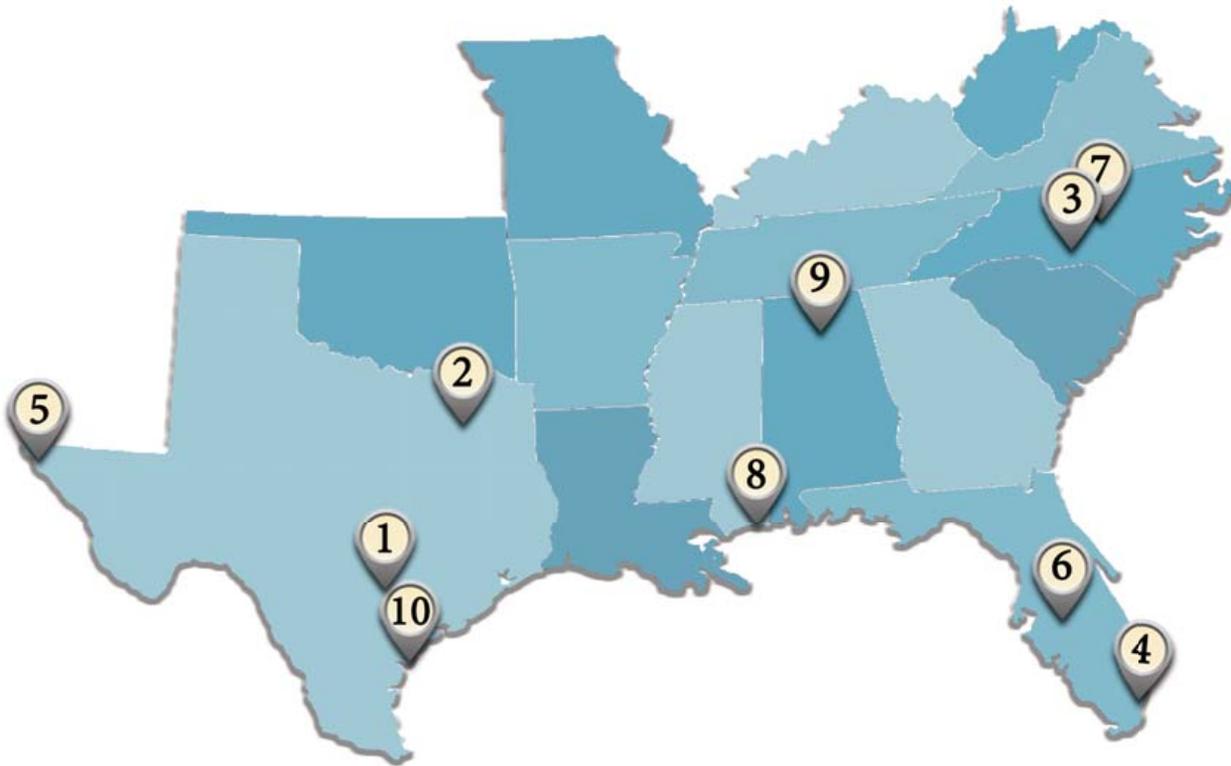
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TOP DEALS

The American South's 10 largest new or expanded manufacturing and selected non-manufacturing job announcements



ANNOUNCEMENTS MADE IN THE SPRING 2019 QUARTER

Development	Jobs	Investment*	N/E/R**	Location	Description
1. Google	4,000	N/A	E	Austin, Texas	IT
2. JP Morgan Chase	4,000	\$100	E	Plano, Texas	Financial services
3. Lowe's	2,000	\$153	N	Charlotte, N.C.	IT
4. Seminole Hard Rock	1,200	\$1,500	E	Hollywood, Fla.	Casino
5. Teleperformance	1,100	N/A	N	El Paso, Texas	Call center
6. Amazon	1,000	\$100	N	Lakeland, Fla.	Air hub
7. Amazon	1,000	N/A	N	Kernersville, N.C.	Fulfillment
8. VT Halter Marine	900	\$37	E	Pascagoula, Miss.	Shipbuilding
9. YKTA	650	\$220	N	Huntsville, Ala.	Auto parts
10. Exxon-Sabic	600	\$10,000	N	Corpus Christi, Texas	Petrochemical

*Investment in millions **N=New, E=Expansion, R=Relocation

Source: RandleReport.com

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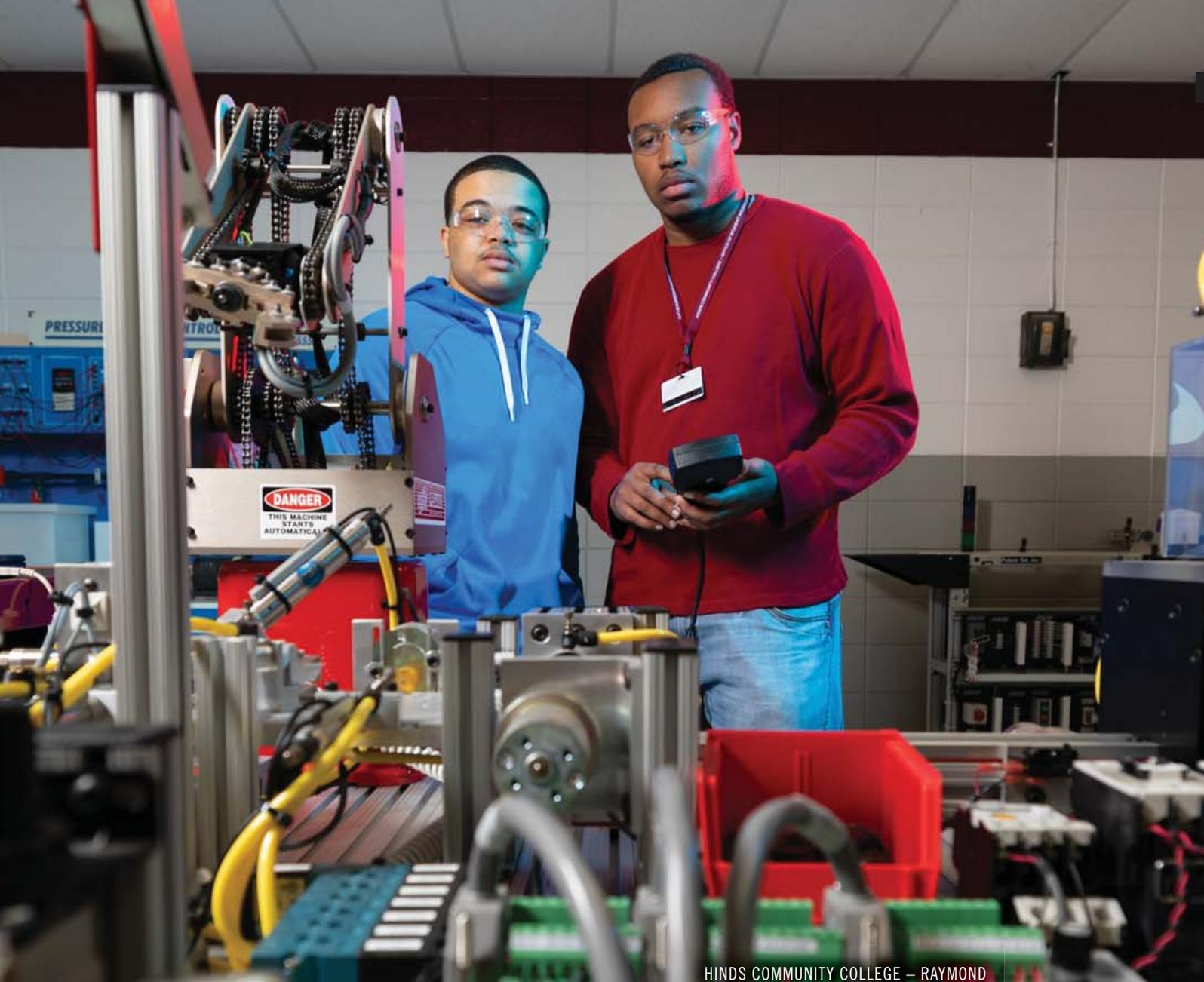
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