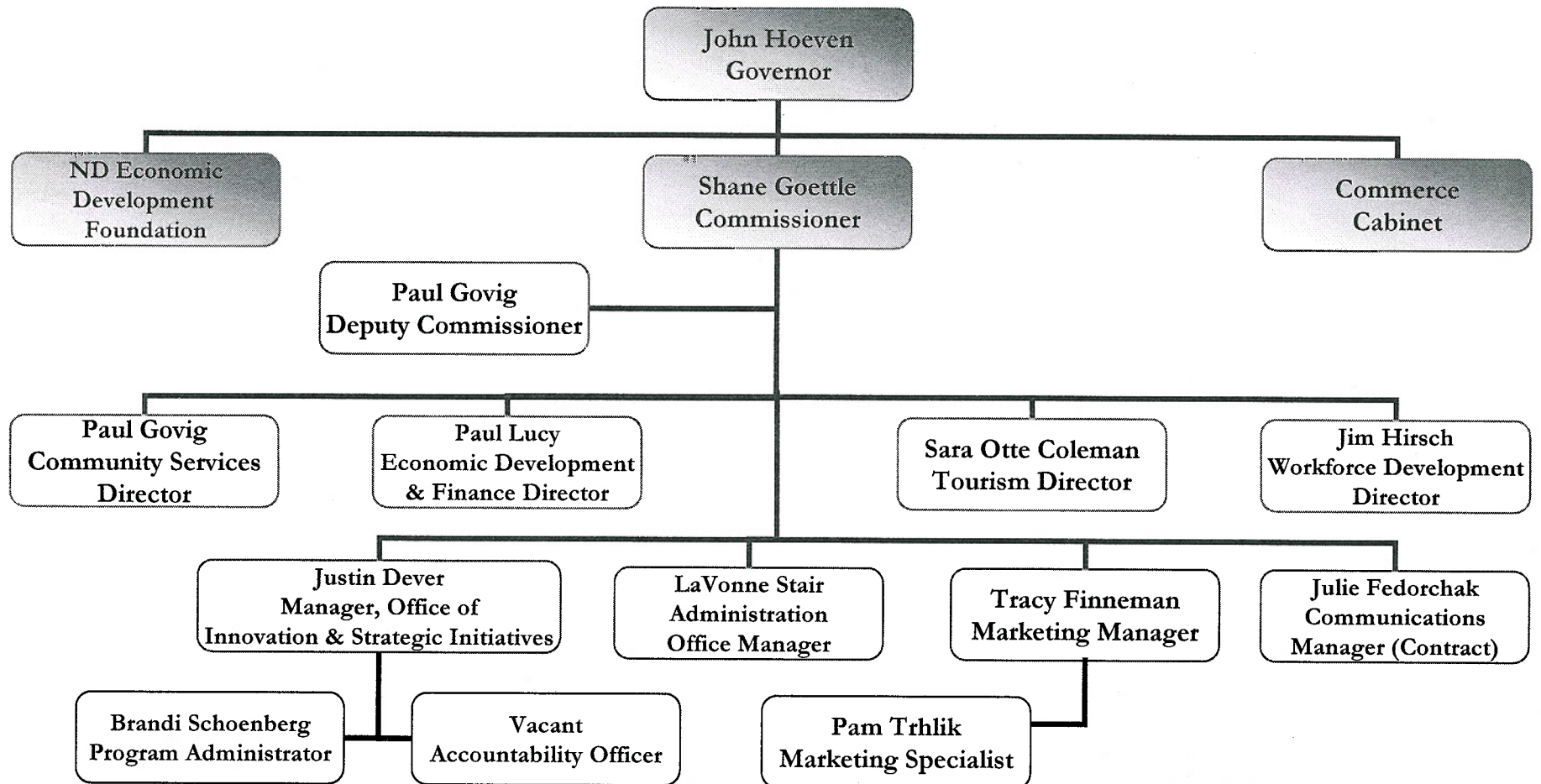
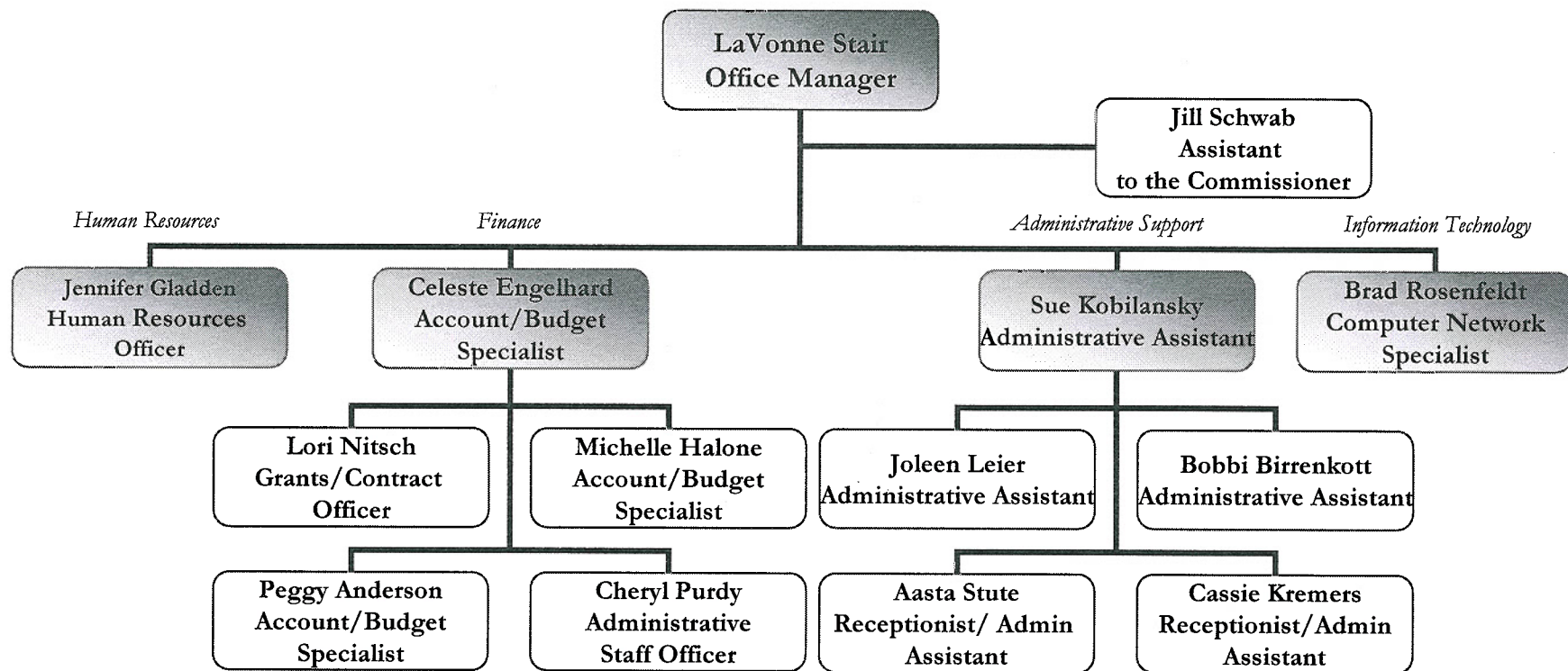


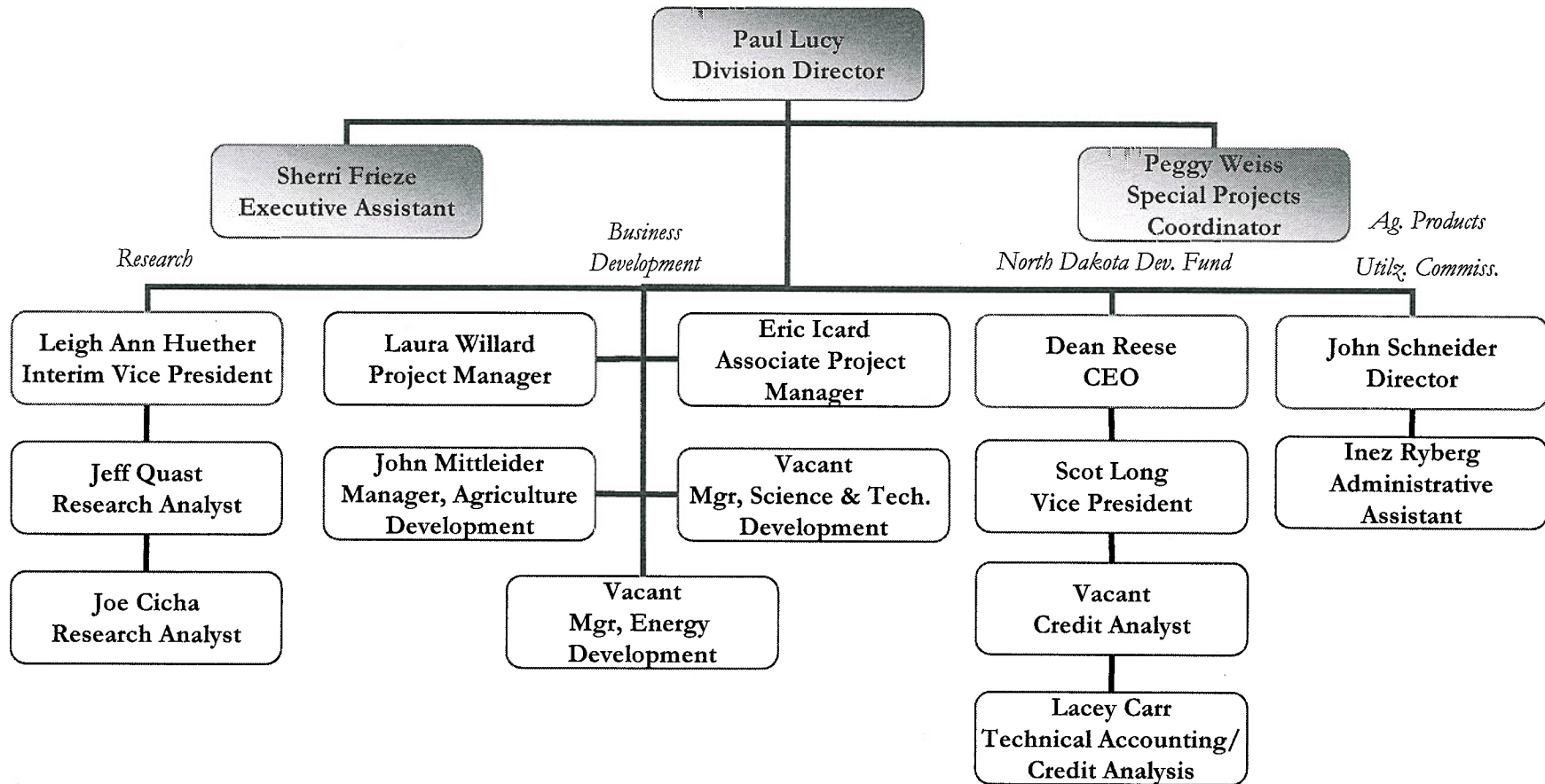
Department of Commerce Organizational Chart



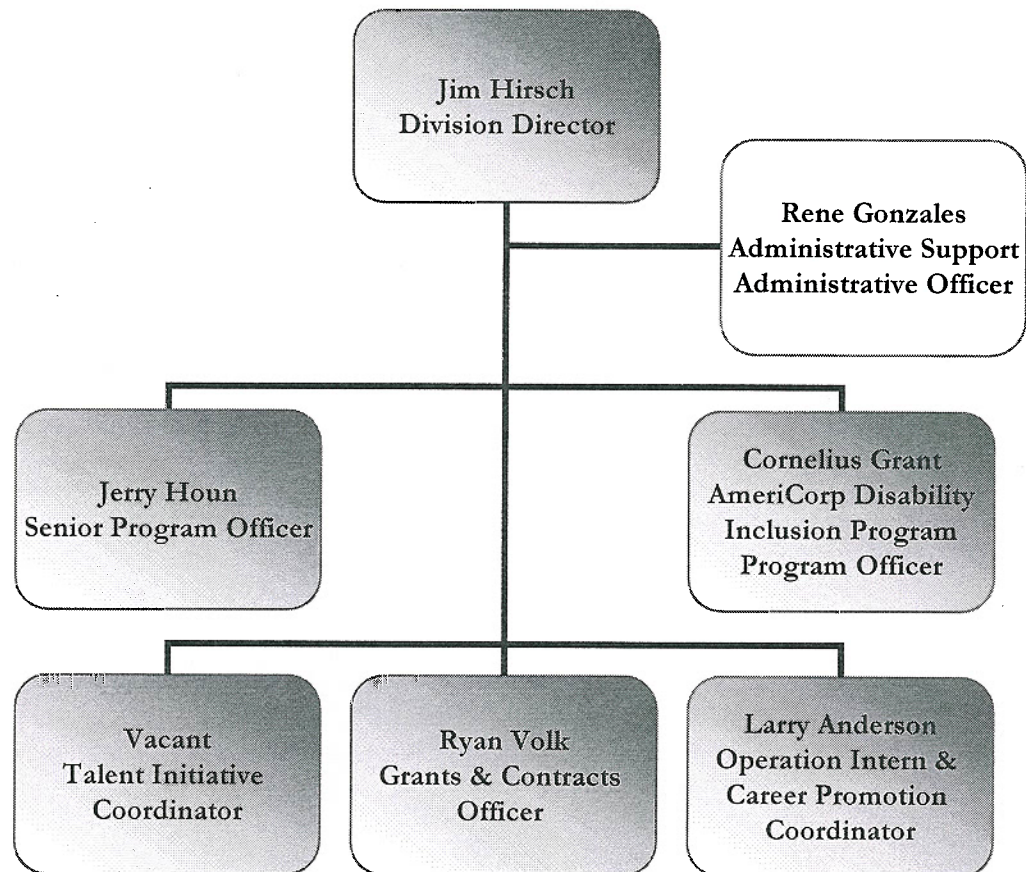
Administration Organizational Chart



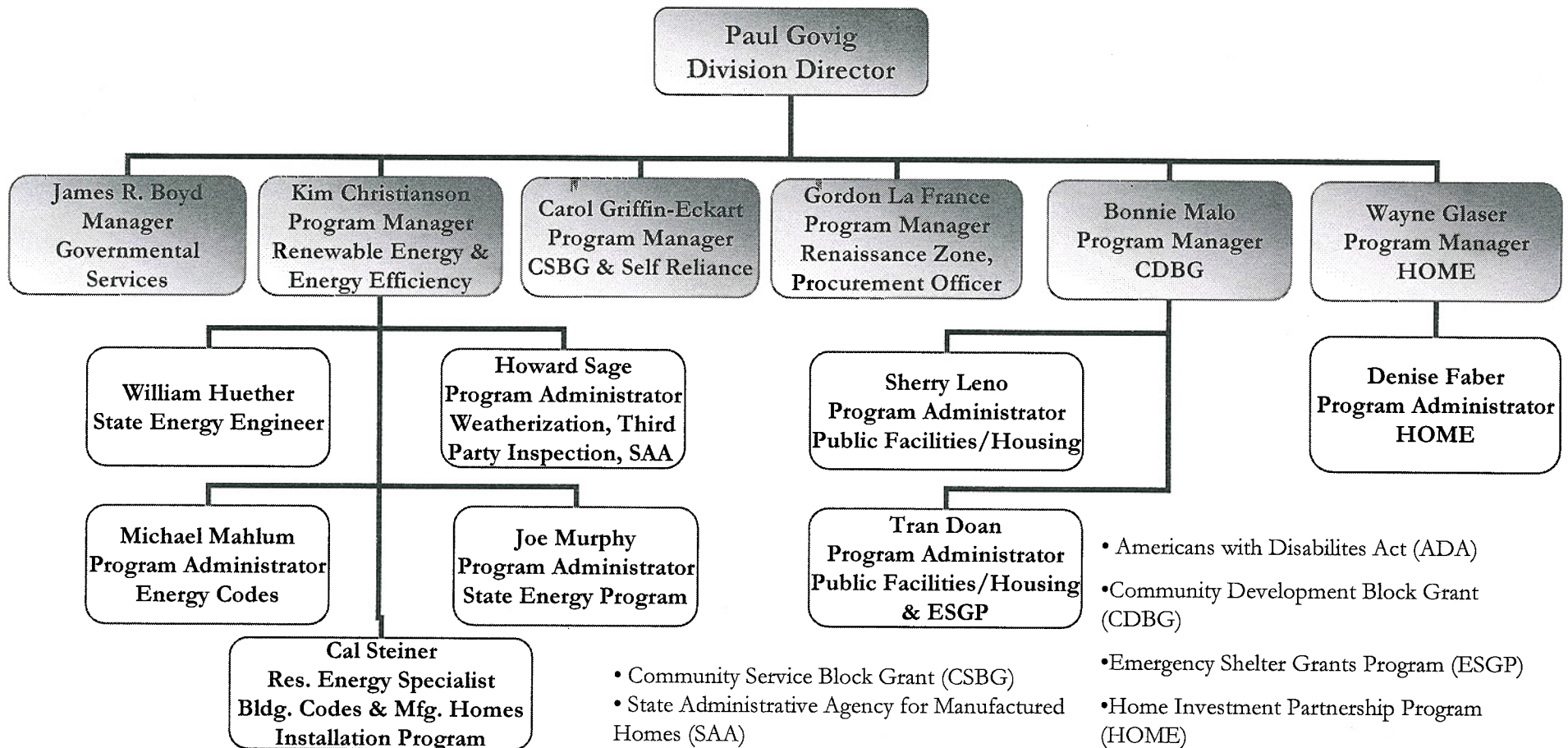
Division of Economic Development & Finance Organizational Chart



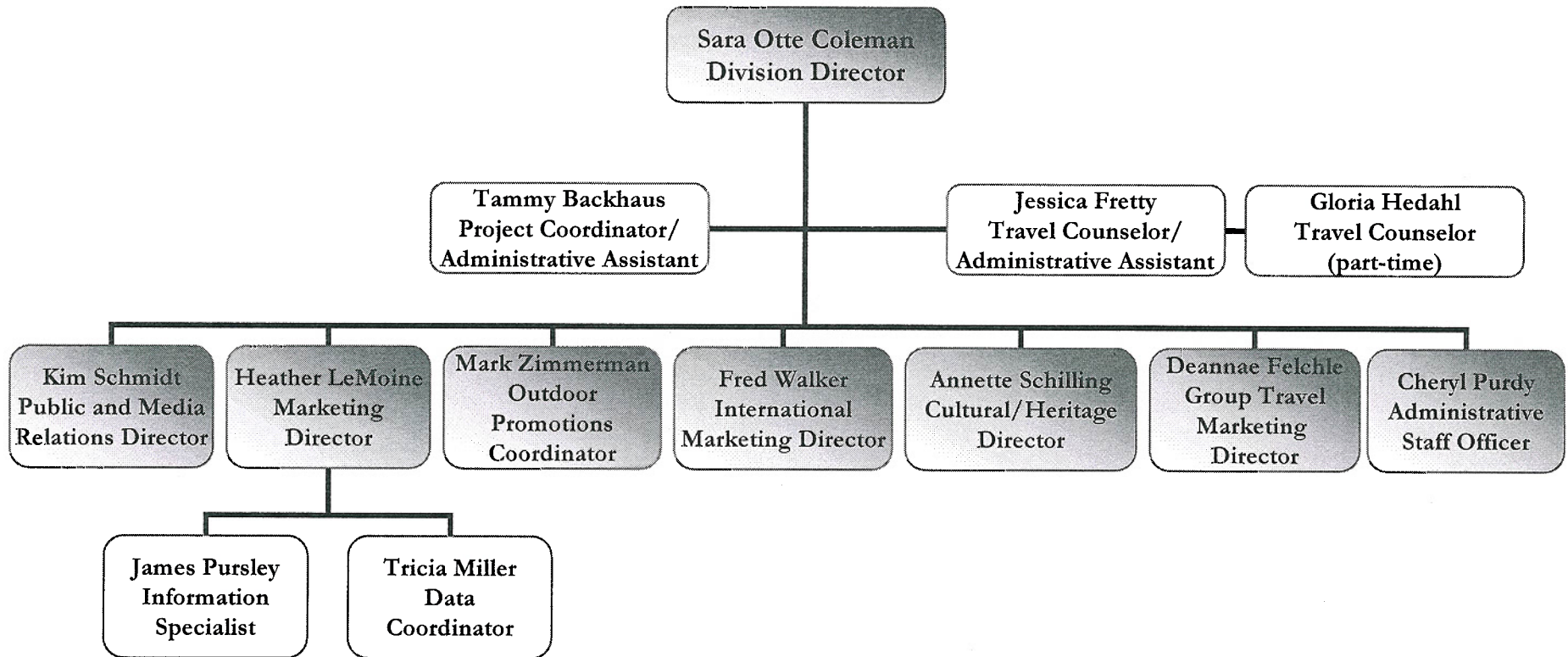
Division of Workforce Development Organizational Chart



Division of Community Services Organizational Chart



Division of Tourism Organizational Chart



Performance Agreement
Paul Govig
Deputy Commissioner
Director, Division of Community Services
North Dakota Department of Commerce
July 1, 2007-June 30, 2008

In furthering this performance agreement, the parties are striving to realize the vision, achieve the mission, and demonstrate the organizational and team values as follows:

Vision: We improve the quality of life for the people of North Dakota.

Mission: We lead North Dakota's efforts to attract, retain and expand wealth.

Values: A high trust, innovative, focused and accountable team.

MEASURABLE GOALS

Individual Goals

- 1: Maintain monthly contact with MEP, American Indian Business Office and the Rural Development Council.
- 2: Participate in scheduled Inter-agency meetings (DOT, Ag. Dept., Aeronautics).
- 3: Participate in a trade show or recruitment trip with ED&F.
- 4: Attend a Workforce Development seminar/conference.
- 5: Attend a tourism conference.
- 6: Arrange quarterly meetings with the Commerce business development team to discuss projects.
- 7: Arrange quarterly meetings with the Office of Innovation and Special Initiatives to discuss activities.
- 8: Meet with the Admin. team twice.
- 9: Attend Leadership North Dakota Board meetings.
- 10: Participate in 12 Toastmasters meetings.
- 11: Meet with all eight Regional Councils.
- 12: Meet with all seven Community Action Agencies.
- 13: Participate in all New Developer orientations.
- 14: Participate in the monthly Champion/REAP Alliance Conference calls.
- 15: Participate in two community visits.
- 16: Timely alert Commissioner to critical or sensitive human resource, budget, staffing, administrative, political or other sensitive issues.

Team Goals

- 1: Participate in two off-site Senior Staff meetings. Individual meetings to be limited to one work day or less.
- 2: Participate in one on-site employee luncheon hosted by Senior Staff.
- 3: Hold quarterly all-staff meetings.
- 4: Develop an effective Senior Staff meeting format by September 1, 2007.
- 5: Complete a benchmark survey of all members of the Senior Staff team to measure trust, innovation, focus and accountability.
- 6: Complete a benchmark survey of all commerce staff to measure their view of the senior team's trust, innovation, focus and accountability.

COMMERCE COMMITMENTS

1. The Commissioner is responsible for clearing road blocks and providing strategic direction to help Paul Govig achieve his goals.

RESOURCES

1. The Department of Commerce will provide the financial resources outlined in the legislatively approved budget.
2. The Commissioner will have final approval of any additional resources beyond the legislatively approved budget.

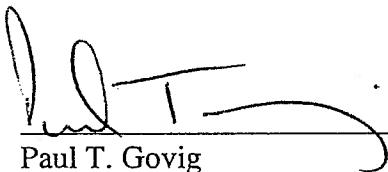
RULES OF THE GAME

1. Regular progress reports will occur on or before September 15, 2007, December 1, 2007 (six-month evaluation), and February 15, 2008. An annual evaluation will occur on or before April 30, 2008, and be complete by June 30, 2008.
2. A review and possible modification to any part of this performance agreement may occur at progress meetings, or at any other time set by the Commissioner.
3. A meeting will be held between April 1, 2008 and June 30, 2008 to begin the development of a new or revised Agreement.
4. The Commissioner may assign additional duties.
5. The benchmark staff surveys will be completed by an agreed upon third party. The benchmark surveys of the senior management team will be completed in-house.

ACCOUNTABILITY

1. When all (individual and team) annual goals are met or exceeded, Commissioner may provide a performance increase in salary or other incentive in accordance with Department policy and subject to available resources.
2. When annual goals are not met, no performance salary increase or other incentive will be awarded.
3. When quarterly goals are not met, a meeting will be facilitated to discuss goals, timelines and develop a plan to address the issues. The plan will be based upon the process found in the DOC Policy manual.

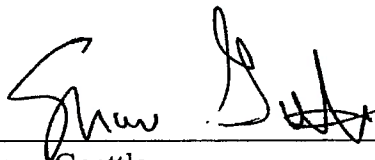
Nothing in this Performance Agreement shall modify or be construed to modify the at-will employment status between the Department and Paul Govig. This Performance Agreement establishes performance expectations, and does not otherwise constitute an employment contract.



Paul T. Govig
Deputy Commissioner
Director, Division of Community Services

7/30/07

Date



Shane Goettle
Commissioner

8/1/07

Date

ND Economic Development Foundation Strategic Plan Benchmark Update – October 26, 2007



Top	Target
Bottom	Latest Available

	2000	2001	2002	2003	2004	2005	2006	2007
GOAL 1: Develop a Unified Front for Economic Development Based on Collaboration and Accountability								
% of local Economic Development organizations participating in state marketing strategy (<i>numbers reflect biennium totals</i>)			--	30%	40%	50%	54%	55%
				85%		78%		65%

Site Selection Magazine ranking on ND's Department of Commerce (<i>See Footnotes for explanation</i>)				N/A	N/A	N/A	N/A	
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GOAL 2: Strengthen Linkages Between the State's Higher Education System and Economic Development Organizations & Private Businesses

Academic R&D Expenditures as a percent of Gross State Product			0.4%	0.4%	0.4%	0.4%	0.4%	0.5%
	0.38%	0.46%	0.53%	0.62%	0.67%	0.60%		

Industry R&D Expenditures as a percent of Gross State Product			0.2%	0.4%	0.5%	0.7%	0.9%	1.1%
	0.47%	1.87%*	0.77%	1.00%	1.67%	0.42%		

*NSF changed survey methodology

GOAL 3: Create Quality Jobs that Retain North Dakota's Current Workforce and Attract New Skilled Labor

Net Job Growth			1,800	1,400	1,700	2,700	4,300	8,400
	3,900	1,950	150	2,800	5,250	6,850	8,200	

New Private Sector Businesses			174	77	105	162	257	509
	22	-94	98	365	625	639	429	

Average Annual Wage			\$26,252	\$27,389	\$28,688	\$30,167	\$31,847	\$33,752
	\$24,683	\$25,707	\$26,550	\$27,629	\$28,987	\$29,955	\$31,316	

Per Capita Personal Income	\$25,104	\$25,875	\$26,423	\$28,736	\$29,369	\$32,053	\$33,034	
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Net Migration			2,088	662	1,302	2,768	4,410	6,070
		-6,196	-4,078	-2,366	1,428	-3,498	-1,277	

Population Change		-4,844	-2,700	-1,029	3,228	-1,243	1,262	
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ND Economic Development Foundation Strategic Plan Benchmark Update – October 26, 2007



	2000	2001	2002	2003	2004	2005	2006	2007 (YTD)
GOAL 4: Create a Strong Marketing Image on the State's Numerous Strengths, Including Workforce, Education and Quality of Place								
Positive National/Out of State Media Exposure (favorable mentions)			--	10	20	30	40	45
	2	7	5	15	41	34	36	31

Number of ND DOC Web Site Hits Per Month			10,920	11,466	12,039	12,641	13,273	13,937
	N/A	16,539	18,470	24,974	30,027	8,826*	12,819	19,155

*ITD changed method for counting hits

Number of Leads Generated by the ND DOC (numbers reflect biennium totals)			140	160	175	190	205	208
		40		99		96		55

GOAL 5: Accelerate Job Growth in Sustainable, Diversified Industry Clusters to Provide Opportunities for the State's Economy

Net Job Growth in Manufacturing			300	200	200	300	600	1100
	1,100	150	-350	-150	1,050	1,300	200	

Net Job Growth in Business Services			400	200	300	500	900	1800
	550	-250	1,150	800	650	1,150	1,200	

Net Job Growth in Leisure and Hospitality	300	50	450	100	800	450	400	
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Net Job Growth in Healthcare Services	450	550	650	950	550	700	1,000	
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New Private Sector Businesses in Manufacturing			5	3	3	5	10	18
	9	-14	-9	10	26	18	11	

New Private Sector Businesses in Business Services			19	9	14	24	42	85
	78	83	74	78	175	141	103	

Number of Utility Patents per 100,000			17.9	19.5	21.2	22.9	24.5	26.2
	13.2	15.1	11.4	8.6	8.3	11.5	10.3	

GOAL 6: Strengthen ND's Business Climate to Increase Global Competitiveness

Gross Domestic Product by State (Annual Growth Rate)			2.3%	3.6%	3.5%	3.4%	3.3%	3.2%
	5.3%	4.4%	7.3%	9.0%	4.8%	9.8%	5.8%	

Venture Capital Investments (thousands)			\$700	\$2,734	\$5,658	\$8,773	\$12,078	\$15,574
	\$6,054	\$1,017	\$0	\$14,500	\$2,000	\$0	\$0	

Merchandise Export Value (per capita - based on 2000 census = 642,200)			\$1,306	\$1,329	\$1,368	\$1,440	\$1,528	\$1,651
	\$975	\$1,255	\$1,338	\$1,330	\$1,569	\$1,846	\$2,349	

ND Economic Development Foundation Strategic Plan Benchmark Update – October 26, 2007

Footnotes

GOAL 1: Develop a Unified Front for Economic Development Based on Collaboration and Accountability

Share of local Economic Development organizations participating in statewide marketing strategy

- During the 2001-03 biennium, 48 developers out of 56 development organizations, or 85%, had partnered.
- During the 2003-05 biennium, 51 developers out of 65 development organizations, or 78%, had partnered.
- During the 2005-07 biennium, 40 developers out of 62 development organizations, or 65%, had partnered.

Site Selection Magazine ranking on ND's Department of Commerce

- Site Selection Magazine's 2006 Competitiveness Award only lists top ten states – ND not listed and is dominated by larger states.
- In addition, we have identified several other rankings that recognize North Dakota's competitive advantages and performance. They include:

Date		Ranking Organization	ND Rank
October 2006	Worker's Compensation Premium Rates	Oregon Department of Consumer & Business Services	#1 lowest premium rate
12/19/2006	State Competitiveness Report 2006	Beacon Hill Institute at Suffolk University	#5 overall, #1 in infrastructure
3/1/2007	The 2007 State New Economy Index	Ewing Marion Kauffman Foundation	#37 overall, #5 in Value-Added Manufacturing, #6 in Technology in Schools
4/5/2007	Best Places for Business and Careers	Forbes	Bismarck #2, Fargo #4, Grand Forks #32 for Best Smaller Metros
May 2007	Best Cities for doing Business	Inc. Magazine	Grand Forks ranked 39, Bismarck 80, & Fargo 115 out of 393 total cities
7/11/2007	Best States for Business	Forbes	#9 overall, #5 in Business Costs
July 2007	America's Top States for Business	CNBC	#13 overall, #1 in Cost of Doing Business
8/16/2007	2007 Mayor's Challenge™	Expansion Management	Fargo listed as 5-star Business Opportunity Metro; Fargo, Bismarck & Grand Forks listed as 5-star Quality of Life Metros
8/16/2007	Milken Institute Cost of Doing Business Index	Milken Institute	#3 lowest costs

GOAL 2: Strengthen Linkages Between the State's Higher Education System and Economic Development Organizations & Private Businesses

Academic R&D Expenditures as a percent of Gross State Product

- Source: National Science Foundation (<http://www.nsf.gov/statistics/nsf06323/tables.htm>)

Year	Academic R&D	Gross State Product	% of GSP
2000	\$ 67,406,000	\$ 17,752,000,000	0.38%
2001	\$ 84,574,000	\$ 18,527,000,000	0.46%
2002	\$ 106,078,000	\$ 19,880,000,000	0.53%
2003	\$ 133,615,000	\$ 21,672,000,000	0.62%
2004	\$ 151,710,000	\$ 22,715,000,000	0.67%
2005	\$ 149,994,000	\$ 24,935,000,000	0.60%

- ND had the second highest percentage growth in Academic R&D Expenditures from 2000 to 2005
- ND ranked fourth for fiscal year 2005 in per capita Academic R&D Expenditures

Industry Research & Development Expenditures as a percent of Gross State Product

- Source: National Science Foundation (<http://www.nsf.gov/statistics/nsf06314/tables/nd.pdf>)

Year	Industry R&D	Gross State Product	% of GSP
2000	\$ 83,000,000	\$ 17,752,000,000	0.47%
2001*	\$ 347,000,000	\$ 18,527,000,000	1.87%
2002	\$ 154,000,000	\$ 19,880,000,000	0.77%
2003	\$ 216,000,000	\$ 21,672,000,000	1.00%
2004	\$ 379,000,000	\$ 22,715,000,000	1.67%
2005	\$ 104,000,000	\$ 24,935,000,000	0.42%

- Beginning in 2001, the sampling and estimation methodologies used to produce state estimates were modified to yield better accuracy and precision and to reduce erroneous fluctuations in year-to-year estimates due to small sample sizes of R&D performers by state. The new sampling methodology selects known R&D performers with a higher probability than nonperformers and selects with certainty the largest 50 companies in each state based on payroll thus providing more coverage of R&D performers.

GOAL 3: Create Quality Jobs that Retain North Dakota's Current Workforce and Attract New Skilled Labor
Net Job Growth

- Source: Job Service North Dakota, Labor Market Information Center – Current Employment Statistics (CES) Unit – NonFarm Wage & Salary Employment (<http://www.ndworkforceintelligence.com>)

Year	2000	2001	2002	2003	2004	2005	2006
Employment	327,700	329,650	329,800	332,600	337,850	344,700	352,900
Yearly Change	3,900	1,950	150	2,800	5,250	6,850	8,200

New Private Sector Businesses per 100,000

- Source: Job Service North Dakota, Labor Market Information Center – Quarterly Census of Employment & Wages (QCEW) Unit (<http://www.ndworkforceintelligence.com>)
- While Angelou Economics included the “per 100,000,” it is unclear how they applied this measure given the targets they also provided. Therefore, the numbers are provided straightforwardly without any application of the “per 100,000.”
- Due to methodology changes instituted in 2005, worksite data are now reported as a unique count of worksites in business at any time during the calendar year, rather than a four-quarter annual average; this change in methodology conforms to the way quarterly data are collected, processed, and reported. These numbers reflect the methodology change applied to previous years, but the website does not.

Year	2000	2001	2002	2003	2004	2005	2006
Total Private Ownership	22,994	22,900	22,998	23,363	23,988	24,627	25,056
Yearly Change	22	-94	98	365	625	639	429

Average Annual Wage

- Source: Job Service North Dakota, Labor Market Information Center – Quarterly Census of Employment & Wages (QCEW) Unit (<http://www.ndworkforceintelligence.com>)
 - o Data includes private and government

Per Capita Personal Income

- Source: U.S. Bureau of Economic Analysis (<http://www.bea.gov/bea/regional/statelocal.htm>)
- This measure includes income for self-employed, agriculture and other businesses not required to submit unemployment reports, and thus not counted in Average Annual Wage.

Net Migration & Population Change

- Source: U.S. Census Population Estimates (<http://www.census.gov/popest/datasets.html>)

Components of Population Change in North Dakota

Year	Population Estimate (July)	Change from Prior Year	Births	Deaths	Natural Increase	International In-Population	Movement to other States	Net Migration
2000	641,193							
2001	636,349	-4,844	7,691	5,959	1,732	759	-6,955	-6,196
2002	633,649	-2,700	7,681	5,996	1,685	440	-4,518	-4,078
2003	632,620	-1,029	7,862	5,996	1,866	-287	-2,079	-2,366
2004	635,848	3,228	8,081	5,851	2,230	1048	380	1,428
2005	634,605	-1,243	8,300	5,681	2,619	602	-4,100	-3,498
2006	635,867	1,262	8,380	5,886	2,494	836	-2,113	-1,277

GOAL 4: Create a Strong Marketing Image on the State's Numerous Strengths, Including Workforce, Education and Quality of Place

Positive National/Out of State Media Exposure (favorable mentions)

- Advertising equivalency* from positive national stories (Economic Development & Finance only):

- o 2003 - \$ 112,319
- o 2004 - \$ 596,646
- o 2005 - \$ 503,321
- o 2006 - \$ 466,225
- o 2007 (ytd) - \$1,040,198
- o Total - \$2,718,709

*determined by multiplying the size of article by the advertising rate for the publication

- Dept. of Commerce has hosted 35 business and industry journalists from 2003 through June 30, 2007.
- Recent media placements include NBC Today Show, NBC Nightly News, the New York Times and the Wall Street Journal.

Number of ND DOC Web Site Hits Per Month

- While website "hits" are listed as the benchmark, unique visitors is a much more useful measure.
 - o Where 1 page with 3 files or graphics that load can count as 3 hits, a "unique visitor" is 1 individual who enters your site and is only counted once until they are inactive on for 30 minutes.
- Currently, the www.ndcommerce.com website contains the Workforce Development and Community Services division and is a portal to Economic Development & Finance and Tourism divisional websites.

Average Monthly Web Site Hits

		2000	2001	2002	2003	2004	2005	2006	2007	
Commerce Portal	ndcommerce.com	N/A	16,539	18,470	24,974	30,027	8,826	14,992	19,155	*
ED&F	growingnd.com	129,521	285,261	364,881	389,756	434,578	358,188	44,547	58,691	*
Ambassadors	luvnd.com					5,615	11,896	29,706	59,475	
Tourism	ndtourism.com				2,423,817	4,019,543	262,219	421,555	424,951	*

*ITD changed their method for counting hits in 2005, making historical comparisons impossible.

Average Monthly Unique Visitors

		2000	2001	2002	2003	2004	2005	2006	2007	
Commerce Portal	ndcommerce.com			3,405	3,421	4,181	1,413	1,984	2,487	*
ED&F	growingnd.com			4,746	4,455	5,327	5,259	1,956	3,620	*
Ambassadors	luvnd.com					260	810	1,217	3,352	
Tourism	ndtourism.com				15,794	25,450	28,059	32,739	31,048	*

*ITD changed their method for counting unique visitors in 2005, making historical comparisons impossible.

Number of Leads Generated by the ND DOC

- Numbers represent the 1999-2001, 2001-2003 and 2003-2005 biennium totals. Plus 2005-2007 biennium-to-date as of December 31, 2006.
- Lead, in this case, is identified as a real project where either a Request for Proposal or site visit was made by a company representative.

	1999-2001	2001-2003	2003-2005	2005-2007
Lead referrals to local economic developers and communities	40	99	96	55

- During 2006, Commerce began planning for its first out-of-state workforce recruitment event. Called Experience North Dakota, the event was held in St. Paul, MN, and drew nearly 450 people. According to reports from companies in attendance, they received up to 50 resumes per company; have conducted 20+ interviews, made several offers and one new family is now in North Dakota (and hopefully, more are on the way)! Two more Experience North Dakota events are scheduled Sept. 22, 2007, in Chicago, IL, and Nov. 17, 2007, in Denver, CO. Plans are underway for two more events next spring in the Twin Cities and the Madison/Milwaukee area.

GOAL 5: Accelerate Job Growth in Sustainable, Diversified Industry Clusters to Provide Opportunities for the State's Economy

Net Job Growth in Manufacturing

- Source: Job Service North Dakota, Labor Market Information Center, Current Employment Statistics (CES) Unit – NonFarm Wage & Salary Employment (<http://www.ndworkforceintelligence.com>)

Year	2000	2001	2002	2003	2004	2005	2006
Manufacturing Employment	23,900	24,050	23,700	23,550	24,600	25,900	26,100
Yearly Change	1,100	150	-350	-150	1,050	1,300	200

Net Job Growth in Business Services

- Source: Job Service North Dakota, Labor Market Information Center, Current Employment Statistics (CES) Unit – NonFarm Wage & Salary Employment (<http://www.ndworkforceintelligence.com>)
- Due to the conversion to the North American Industrial Classification System (NAICS), we made some educated inclusions of sectors formerly under the Business Services Standard Industrial Classification (SIC) that this originally measured.

Year	2000	2001	2002	2003	2004	2005	2006
Finance and Insurance	13,600	13,700	14,850	15,200	15,400	15,600	15,900
Professional & Technical Services	9,400	9,050	9,050	9,500	9,950	10,900	11,800
Total Business Services Employment	23,000	22,750	23,900	24,700	25,350	26,500	27,700
Yearly Change	550	-250	1,150	800	650	1,150	1,200

Net Job Growth in Leisure and Hospitality

- Most tourism businesses are found in this sector.
- Source: Job Service North Dakota, Labor Market Information Center, Current Employment Statistics (CES) Unit – NonFarm Wage & Salary Employment (<http://www.ndworkforceintelligence.com>)

Year	2000	2001	2002	2003	2004	2005	2006
Leisure & Hospitality Employment	29,350	29,400	29,850	29,950	30,750	31,200	31,600
Yearly Change	300	50	450	100	800	450	400

Net Job Growth in Healthcare Services

- Source: Job Service North Dakota, Labor Market Information Center, Current Employment Statistics (CES) Unit – NonFarm Wage & Salary Employment (<http://www.ndworkforceintelligence.com>)

Year	2000	2001	2002	2003	2004	2005	2006
Healthcare and Social Assistance	42,400	42,950	43,600	44,550	45,100	45,800	46,800
Yearly Change	450	550	650	950	550	700	1000

New Private Sector Businesses in Manufacturing

- Source: Job Service North Dakota, Labor Market Information Center, Quarterly Census of Employment & Wages (QCEW) Unit (<http://www.ndworkforceintelligence.com>)

Year	2000	2001	2002	2003	2004	2005	2006
Manufacturing	858	844	835	845	871	889	900
Yearly Change	9	-14	-9	10	26	18	11

New Private Sector Businesses in Business Services

- Source: Job Service North Dakota, Labor Market Information Center, Quarterly Census of Employment & Wages (QCEW) Unit (<http://www.ndworkforceintelligence.com>)
- Due to the conversion to the North American Industrial Classification System (NAICS), we made some educated inclusions of sectors formerly under the Business Services Standard Industrial Classification (SIC) that this originally measured.

Year	2000	2001	2002	2003	2004	2005	2006
Finance and Insurance	1,610	1,669	1,656	1,688	1,792	1,806	1,816
Professional & Technical Services	1,669	1,693	1,780	1,826	1,897	2,024	2,117
Total Business Services	3,279	3,362	3,436	3,514	3,689	3,830	3,933
Yearly Change	78	83	74	78	175	141	103

Number of Utility Patents per 100,000

- Source U.S. Patent and Trademark Office (<http://www.uspto.gov/web/offices/ac/ido/oeip/taf/reports.htm>)
- 6.42 was used for the per 100,000 conversion (642,000 – 2000 Census)

Year	2000	2001	2002	2003	2004	2005	2006
Utility Patents	85	97	73	55	53	74	66
Per 100,000	13.2	15.1	11.4	8.6	8.3	11.5	10.3

GOAL 6: Strengthen ND's Business Climate to Increase Global Competitiveness

Gross Domestic Product by State (Annual Growth Rate)

- The Bureau of Economic Analysis renamed Gross State Product (GSP) on October 26, 2006 to Gross Domestic Product (GDP) by state.

Year	ND GDP (Millions of current dollars)	Annual \$ Change (Millions)	Annual % Change	Notes
2000	\$ 17,752	\$ 899	5.3%	
2001	\$ 18,527	\$ 775	4.4%	
2002	\$ 19,880	\$ 1,353	7.3%	
2003	\$ 21,672	\$ 1,792	9.0%	4 th largest percentage growth over 2002 among states in U.S.
2004	\$ 22,715	\$ 1,043	4.8%	
2005	\$ 24,935	\$ 2,220	9.8%	
2006	\$ 26,385	\$ 1,450	5.8%	

2006 North Dakota Industry Detail (latest available)

Total Gross Domestic Product by State (millions of current dollars)

	2006	% of total
	\$ 26,385	100%
Agriculture, forestry, fishing, and hunting	\$ 1,655	6%
Mining	\$ 1,020	4%
Utilities	\$ 679	3%
Construction	\$ 1,250	5%
Manufacturing	\$ 2,498	9%
Wholesale trade	\$ 2,076	8%
Retail trade	\$ 1,883	7%
Transportation and warehousing, excluding Postal Service	\$ 1,063	4%
Information	\$ 904	3%
Finance and insurance	\$ 1,567	6%
Real estate, rental, and leasing	\$ 2,458	9%
Professional and technical services	\$ 933	4%
Management of companies and enterprises	\$ 247	1%
Administrative and waste services	\$ 452	2%
Educational services	\$ 116	0%
Health care and social assistance	\$ 2,238	8%
Arts, entertainment, and recreation	\$ 122	0%
Accommodation and food services	\$ 615	2%
Other services, except government	\$ 564	2%
Government	\$ 4,046	15%

Source: Bureau of Economic Analysis, U.S. Department of Commerce (<http://www.bea.gov/bea/regional/gsp.htm>)**Venture Capital Investments**

Venture Capital Investments in North Dakota Companies

Year – Qtr	Investment Amount	# of Deals
2000 – 3	\$ 6,054,000	1
2001 – 2	\$ 1,017,000	1
2003 – 1	\$ 7,000,000	1
2003 – 4	\$ 7,500,000	1
2004 – 1	\$ 2,000,000	1

Source: The MoneyTree™ Report by PricewaterhouseCoopers and the National Venture Capital Association based on data from Thomson Financial (<http://www.pwcmoneytree.com>)**Merchandise Export Value (per capita)**

U.S. Merchandise Exports by State

Year	ND Merchandise Exports	Annual Percent Change	2000 Census Population	Merchandise Export Value Per Capita
2000	\$ 625,917,000	-10.48%	642,200	\$ 975
2001	\$ 806,110,000	28.79%	642,200	\$ 1,255
2002	\$ 859,383,000	6.61%	642,200	\$ 1,338
2003	\$ 854,072,000	-0.62%	642,200	\$ 1,330
2004	\$ 1,007,927,000	18.01%	642,200	\$ 1,569
2005	\$ 1,185,397,000	17.61%	642,200	\$ 1,846
2006	\$ 1,508,754,000	27.28%	642,200	\$ 2,349

Source: Office of Trade and Industry Information (OTII), Manufacturing and Services, International Trade Administration, U.S. Department of Commerce (<http://tse.export.gov/>)