

Project Team Member Profiles



John M. Rhodes, Senior Principal, Moran, Stahl & Boyer

John M. Rhodes has over 35 years of experience working in the corporate sector (for General Electric Company and Prudential Financial) as well as in private consulting. He has had multiple careers related to engineering, marketing, sales, and consulting.

Mr. Rhodes has led the MS&B consulting practice since 1994, focusing on business location consulting for both corporate and non-profit organizations as well as community economic development consulting. Corporate assignments have included location analyses, location deployment strategies, and relocation analysis for companies in financial services, technology, transportation, healthcare and diverse manufacturing industries.

Economic development projects include long-term economic development strategies, target industry studies, real estate strategies, labor market analyses, stakeholder interviews (including interviews with hundreds of companies), facilitated sessions with community stakeholders, benchmarking peer communities, certified sites programs, marketing strategies and community resource profiles to support external marketing at the state, regional, and local levels.

Member,
International
Economic
Development
Council

Civil engineer

Proven leader and
successful project
manager

Frequent and
highly rated
conference
speaker

Experienced
meeting facilitator

Advanced
interview skills for
diverse
stakeholders

Multi-industry
employment and
consulting
experience

Selected Economic Development Clients

- Augusta County, VA Office of Economic Development
- Botetourt County, VA
- Buffalo Niagara Enterprise (Buffalo, NY)
- Broward County Alliance (Fort Lauderdale, FL)
- Chamber of Business and Industry of Centre County, PA
- City of Cape Coral, FL
- Dawson County, NE
- Greene County, NY Economic Development
- Hudson Valley Economic Development Corporation
- James City County, VA Economic Development
- Kent County, DE Economic Development
- Massachusetts Economic Development (MassEcon)
- Madison County, NY IDA
- City of Milford, DE
- Minnesota Dept. of Employment & Economic Development
- National Grid Economic Development (Syracuse, NY)
- Ocala/Marion County, FL
- Onondaga County, NY Economic Development
- Otsego County, NY Economic Development
- Pennsylvania Power and Light (Allentown, PA)
- Rhode Island Economic Development Corp.
- Sarasota County, FL Economic Development
- Schoharie County, NY Department of Planning
- Southern New Hampshire Planning Commission
- Tampa Bay, FL Partnership
- Three Rivers Economic Development (Corning, NY)
- Wall Street West WIRED Program, Wilkes-Barre, PA

Selected Corporate Clients

- American Fuji Seal
- American Motorcycle Assoc.
- AT&T
- Blue Cross/Blue Shield
- Clayton Services
- Colgate-Palmolive
- Coltec Industries
- Columbia Gas
- Corning Incorporated
- Dow Chemical
- Fairfield Resorts
- Federal Express
- Int'l Union of Police Assns.
- Lucent Technologies
- MacDermid Corporation
- Merrill Lynch
- National Grange Mutual
- One Beacon Insurance
- PANAMCO
- Pella Corporation
- Prudential Financial Services
- Rockefeller Group
- VIACOM/Blockbuster Video
- Volunteers of America
- Wachovia Bankcard Services

**John M. Rhodes
(continued)**

Communications, Speaking Engagements, and Media Coverage

John Rhodes is a sought-after speaker and writer on a variety of topics related to economic development and site selection, including:

- Innovation and technology vs. economic development.
- Industry trends in financial services, biotechnology, plastics and other sectors.
- Retaining and attracting knowledge workers and other labor resources.
- Headquarters relocation strategies and issues.
- Site selection from the consultant's perspective.
- Economic competitiveness.

Selected Conferences, Annual Meetings, and Other Speaking Engagements

- Alberta (Canada) Economic Development Conference
- Area Development Consultants Forum (multiple locations)
- Arizona Rural Economic Development Conference
- Connecticut Economic Development Partnership Meeting
- CoreNet National Conference (multiple events)
- Florida Economic Development Conference
- International Economic Development Council (multiple events)
- IEDC Basic Economic Development Course at Georgia Tech (guest lecturer)
- Manatee County, FL Economic Development Annual Meeting
- Massachusetts Alliance for Economic Development Conference
- MDA of Syracuse and Central New York Annual Meeting
- Nebraska Economic Development Conference
- New York State Economic Development Council (multiple events)
- Northeast Pennsylvania (nine counties) seminar on the financial services industry
- Ocala/Marion County, FL Economic Development Annual Meeting
- Oregon Economic Development Conference
- Pennsylvania Training Course for Economic Developers
- Rhode Island Governor's Economic Summit
- Sarasota County Economic Development Annual Meeting
- University of South Florida – Sarasota MBA Program (Lecturer)
- Utility Economic Development Association (multiple events)
- Virginia Economic Development Partnership Advisory Board (multiple events)
- Western North Carolina Economic Development Annual Meeting

Mr. Rhodes has written or contributed to articles for publications such as *Area Development*, *Site Selection*, *Southern Business & Development*, *Trade & Industry Development*, *Expansion Management* and others. He has also been quoted on a number of occasions by the *Wall Street Journal*, *New York Times*, *Financial Times* and many local and regional business journals. Current white papers covering a variety of subjects are posted on the MS&B web site at www.msbcconsulting.com.

Education:

- BS - Civil Engineering, Northeastern University (Boston, MA)
- Master of Engineering, Rensselaer Polytechnic Institute (Troy, NY)



Ellen Morosoff Pemrick, Principal, E.M. Pemrick and Company

Ellen Morosoff Pemrick is a professional planner with more than twenty years' experience in economic development, community planning and policy analysis. Over the course of her career, she has developed a diverse project portfolio that includes economic development strategies, community and downtown revitalization plans, market studies, and economic and workforce analyses. Her depth of experience, thorough approach, and extensive knowledge base make her a valuable addition to the project team.

Member,
International
Economic
Development
Council

Experienced
economic
development
planner and
policy analyst

Excellent
analytical skills

Strong
researcher and
writer

Prior to establishing E.M. Pemrick and Company in 2006, Ellen Morosoff Pemrick held long-term positions with private consulting firms, serving as Director of Economic Development for six years and Principal Planner for seven years. She spent five years with the Legislative Commission on Skills Development and Vocational Education, where she conducted research and developed recommendations for the New York State Legislature on workforce needs and education and training programs. She also conducted research on regional issues in the context of state economic development policy at the NYS Department of Economic Development to support the work of a public/private task force on regional economic development.

Selected Project Experience

Economic Development Strategic Planning

- Botetourt County, VA: Economic Development Strategic Plan
- Augusta County, VA: Economic Development Strategic Plan
- Massachusetts Alliance for Economic Development: Regional Resource Assessments
- James City County, VA: Business Climate Study
- Greene County, NY: Comprehensive Economic Development Plan
- Kent County, DE: Countywide Economic Development Strategy
- Village of New Albany, OH: Economic Development Strategic Plan

Economic & Workforce Analysis

- Wall Street West, PA: Workforce and Workforce Development System Gap Analysis
- Rockland County Economic Development Corporation (Pearl River, NY): Business Survey and Economic Analysis
- Putnam County, NY: Economic Analysis and Recommendations Related to Agricultural Economic Development for the Putnam County Agricultural and Farmland Protection Plan (*Winner of 2005 Outstanding Planning Award - NY Upstate Chapter of the American Planning Association*)

Market Analysis / Community Revitalization

- Putnam County, NY: Niche Marketing Plans for the Village of Brewster and Town of Kent
- Town of Ashburnham, MA: Village Center Marketing Plan
- Village of Port Chester, NY: Retail Market Analysis for Comprehensive Plan
- City of Lockport, NY: Downtown Lockport Strategic Development and Marketing Plan
- City of Port Jervis, NY: Commercial Market Analysis for Downtown Strategic Plan (*Winner of 2004 Outstanding Planning Award - NY Upstate Chapter of the American Planning Association*)
- City of Painesville, OH: Retail Market Analysis

**Ellen
Morosoff
Pemrick
(continued)**

Feasibility Studies for Private Clients

- Orange County, NY: Market Feasibility Study for a Proposed Lodging Facility
- Columbia County, NY: Hotel and Restaurant Feasibility Study

Other Projects

- Erie County Consortium, NY: HUD Consolidated Plan
- City of Mechanicville, NY: Comprehensive Plan
- Town of Hamilton, NY: Comprehensive Plan
- City of Albany, NY: Needs Assessment for HUD Consolidated Plan
- City of Elmira, NY: HUD Consolidated Plan
- City of Niagara Falls, NY: Fair Housing Impediments Analysis
- Geneva BID, Geneva, NY: Tourism-Based Retail Recruitment Strategy
- Franklin County Community Development Corporation, Greenfield, MA: A Tourism Development Strategy for Greater Franklin County

Grantwriting

- Community Development Block Grant Small Cities Program
- U.S. Department of Commerce, Economic Development Administration, Economic Adjustment Assistance Program
- Building Skills in New York State (BUSINYS) Training Grants
- New York State Empire Zone Program
- New York State Local Waterfront Revitalization Program
- New York State Homeless Housing and Assistance Program

Legislative and Academic Work

- Report, "Immigration Policy and the Labor Force in New York State"
- Report, "Technology in the Workplace: A Changing Environment"
- Monograph, "Occupational Composition of the Labor Force in New York State"
- Annual catalog of employment and training programs
- Legislation, Youth Opportunity Program Act, enacted 1990
- Departmental paper, "Economic Restructuring and the New Labor Market Segmentation"

Education:

- BA – Sociology, State University of New York College at Purchase (Purchase, NY)
- Master of Regional Planning, Concentration in Economic & Community Development – University of North Carolina (Chapel Hill, NC)