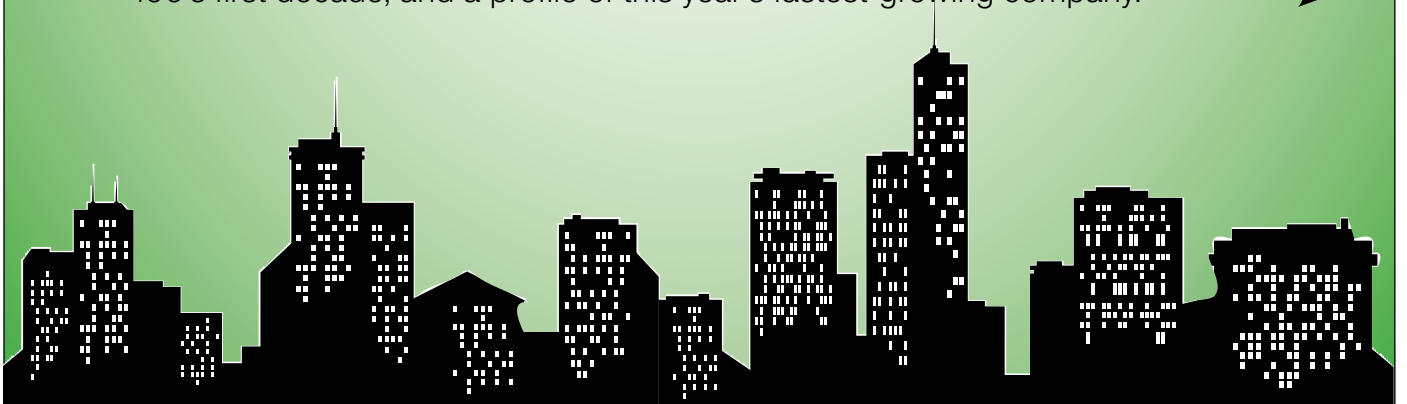


THE INNER CITY 100



A DECADE OF DISCOVERY

In 1998, the Initiative for a Competitive Inner City and *Inc.* magazine joined to create the first annual ranking of the fastest-growing inner city businesses in the nation. The point: to prove that America's inner cities have robust economic activity and ample opportunities for business growth. This year's list again makes the case by honoring 100 extraordinary companies. But it also marks the 10th anniversary, an opportunity to take stock of what has been accomplished—and what lessons learned—since the project was launched. The pages that follow include an interview with ICIC founder and Harvard Business School professor Michael Porter, as well as this year's list, cumulative stats about the Inner City 100's first decade, and a profile of this year's fastest-growing company. →



A BOLD PREMISE, PROVEN

Harvard Business School professor and ICIC founder Michael Porter looks back over the Inner City 100's first 10 years and finds that it surpassed even his own great expectations

The Inner City 100 grew out of ICIC's unique approach to revitalizing economically distressed inner city communities. Explain how that approach differs from previous efforts.

Before ICIC was founded, in 1994, inner cities were viewed as devoid of economic opportunity. Solutions at the time were based on subsidy and social programs. Our approach was to focus on how to create a viable economy using competitive principles. We readily acknowledged that inner cities had many problems, but we asked businesses and policymakers to look beyond stereotypes and see the inherent competitive advantages. We showed that companies could thrive in inner cities pursuing economic self-interest. This was a dramatic shift in thinking.

So dramatic that many were skeptical. How did you make your case?

Our research demonstrated that virtually all inner cities have four basic competitive advantages for business. The most obvious is location: Inner cities, in almost all cases, are located near transportation nodes and the central business district, and offer efficient logistics and reasonably priced real estate. The second advantage is the untapped consumer market: Inner cities are densely populated, so that even with lower incomes there is large unmet purchasing power. Most residents have to travel out of their neighborhoods to buy even basic necessities. A third advantage is the large available labor pool within walking distance of a potential business location. Fourth, inner city economies can support regional business clusters, such as commercial services, construction, tourism, health care, and others.



“People listen politely when you say businesses can prosper in inner cities. They believe when they see 100 that did it spectacularly.”

How does the Inner City 100 fit into your strategy?

It was about changing perceptions. People listen politely when you say that businesses can prosper in inner cities, but they become believers when they see hundreds of companies that have succeeded spectacularly.

Has it worked?

Yes, in more ways than we anticipated. We knew the Inner City 100 would validate our premise, but we didn't anticipate the motivational impact it would have. Political leaders, business leaders, academics, and the media drew inspiration from the success of these companies, and in so doing are creating jobs and bringing economic opportunities to inner city residents. This is a demonstration of the way our economic system is supposed to work, so everyone wants to participate.

posed to work, so everyone wants to participate.

The Inner City 100 has also generated a rich supply of data. What useful insights have you found there?

The Inner City 100 companies over the past 10 years have many traits in common. They are innovative. They have discovered market niches where they have advantages. Inner City 100 companies are particularly innovative and progressive in work force recruitment and retention practices; for example, 97 percent of Inner City 100 companies offer health care benefits to their employees. We wanted to learn more, including how to replicate that progress on a broader scale. So in 2003, we collaborated with Jobs for the Future to create workforceadvantage.org, a website that identifies and documents the most innovative practices for enhancing employment opportunities for entry-level and low-skill workers in America's in-

ner cities. We also found that inner city companies have a common problem: growing to scale. Many businesses reach the point where further growth requires a fundamental shift in their operating model. If they are going to grow, they need a more sophisticated management structure, and sometimes equity investment partners. So we created Inner City Capital Connections in partnership with Banc of America Capital Access Funds; it's a national program that brings together inner city CEOs and investors in a forum that supports the exchange of information and deals.

That raises a question about the current environment. The economic downturn we're facing comes with a credit crunch. How have inner city companies weathered past recessions, and is this one especially dangerous to them?

Inner City 100 companies are by no means immune to economic cycles, but early data from this year's honorees suggests they are not experiencing the worst pain of the downturn. Most have strong banking relationships and established credit lines with suppliers. And they've historically demonstrated great flexibility. They downsize quickly and adjust to new opportunities. For example, they've become adept at bidding for government contracts, which remain a consistent source of work even in a shrinking economy. However, less well-established inner city companies may be at risk.

Have you tracked the first class of Inner City 100 companies? How are they doing?

Of the original 100 companies on the 1999 list, 99 are still in business. Nine have been acquired, including Interlink Group, an IT services firm that was purchased by EMC in 2006, and Shore.net, a \$7 million company that was purchased by Primus for over \$40 million soon after the list was announced. The largest company on the first list, Belkin Components, has grown from \$100 million in revenue to more than \$1 billion. Interestingly, there are four companies on the 1999 list—E. Morris Communications, Tucker Technology, Giroux Glass, and Talan Products—that made the 2008 list. Perhaps more important, though, is the transformation of the inner city neighborhoods in which these businesses are located. Business owners say they initially located in the inner city because the site offered competitive advantages that outweighed negatives such as crime and a rundown appearance. But the majority of the 2008 Inner City 100 honorees say their neighborhoods have changed for the better. New businesses are opening and new residential units are being built in places once thought unsafe and beyond hope.

THE LIST

Together, the companies on this year's Inner City 100 list brought in \$2.7 billion in revenue

KEY:

G REVENUE GROWTH 2002-2006

R 2006 REVENUE

E FULL-TIME EMPLOYEES IN 2006

#1 **CMR Construction & Roofing**
Indianapolis
www.cmrconstruction.com
G 3,590% **R** \$28,468,776 **E** 95

THE BACKSTORY: Nearly every business says it's committed to delivering value and acting with integrity. Far fewer have turned these mantras into an effective growth strategy.

But then, CMR Construction & Roofing specializes in storm damage restoration, a business in which customers are unusually vulnerable to empty promises. Indeed, it's historically been populated with fly-by-night predators, in addition to well-intentioned contractors who simply aren't up to the task of quickly and expertly repairing weather-ravaged properties. In that context, says Steve Soule, CMR's 30-year-old founder and CEO, if you do the job right, customers are extraordinarily appreciative and loyal.

Which helps explain the company's 35-fold increase in revenue over the past five years—growth that landed the downtown Indianapolis-based CMR at the very top of this year's Inner City 100.

THE STRATEGY: Speaking in late March from downtown Atlanta, where a tornado and hailstorm had hit just days before, Soule described his company's approach. CMR aims to have a local office up and running within 48 hours of a major storm hitting. The first people on the ground are sales reps and damage estimators, followed by the "assets": work crews and equipment, including huge foam machines that can "dry-in" some 40,000 square feet of roofing a day, preventing further damage before the real repair work is done.

Soule parachutes in his experienced team at first but quickly begins to hire and train locals to do things the CMR way. Then, instead of packing up the whole operation once the storm remediation is done, he leaves behind a local staff armed with the goodwill that CMR earned after the storm. Inevitably, a healthy business develops around conventional construction work like room additions. So far, Soule has set up nine branches this way. He has yet to close one.

THE MANAGEMENT APPROACH: Continuous expansion into new markets dovetails nicely with Soule's management philosophy. "We do a lot to empower our employees, and we want everybody to advance as far as they want. That helps us attract the right people and hold on to them," he says. "A company really can treat its people well and be successful doing it. We're the proof."

2. Roxbury Technology

Jamaica Plain, Mass.

www.roxburytechnology.com

G 2,860% **R** \$11,396,493 **E** 38

Remanufactures and sells laser printer cartridges and imaging supplies

3. Yerba Buena Engineering & Construction

San Francisco

G 2,750% **R** \$14,899,330 **E** 31

Provides civil engineering services for public works projects, including roads, highways, bridges, parks, and pipelines



KEY: **G** REVENUE GROWTH 2002-2006 **R** 2006 REVENUE **E** FULL-TIME EMPLOYEES IN 2006**4. AdminServer**

Chester, Pa.
www.adminserver.com
G 1,918% **R** \$24,383,141 **E** 104
Develops software that helps insurance companies administer policies

5. One Stop Environmental

Birmingham, Ala.
www.onestopenv.com
G 1,706% **R** \$4,865,896 **E** 40
Provides environmental services, including waste disposal, remediation, emergency response, and site assessment

6. SLR Contracting & Services Company

Buffalo
www.slrcontracting.com
G 1,416% **R** \$13,450,504 **E** 22
Provides construction services, construction management, and design-build work

7. Cenergy Corporation

Houston
www.cenergycorp.com
G 1,414% **R** \$47,628,824 **E** 28
Provides consulting and other services to the petroleum industry

8. IT Ascent

San Francisco
www.itascent.com
G 1,386% **R** \$37,749,150 **E** 295
Provides strategic consulting in technology selection, program architecture, and systems integration

9. FirstComp Insurance

Omaha
www.firstcomp.com
G 1,190% **R** \$211,045,543 **E** 531
Offers workers' compensation insurance for small and midsize businesses

10. Queen Associates

Charlotte, N.C.
www.QAi3.com
G 1,010% **R** \$5,428,624 **E** 56
Provides integrated business, engineering, and technology consulting services

11. Smalls Electrical Construction

Brooklyn, N.Y.
www.smallslectrical.com
G 906% **R** \$11,608,417 **E** 35
Provides electrical contracting, including work for New York's transit authorities

12. ITS Express

Long Island City, N.Y.
www.its-express.com
G 894% **R** \$6,989,330 **E** 43
Delivers packages around the world for corporate customers

13. Pinnacle Technical Resources

Dallas
www.pinnacle1.com
G 873% **R** \$40,040,719 **E** 637
Provides technical staffing, consulting,

and custom software for large companies

14. Tucker Technology

Oakland, Calif.
www.tuckertech.com
G 792% **R** \$14,004,409 **E** 210
Provides telecommunications and electrical services, specializing in high-voltage electrical installation

15. Watermark Environmental

Lowell, Mass.
www.watermarkenv.com
G 784% **R** \$5,862,483 **E** 18
Provides environmental and civil engineering, construction management, and maintenance services

16. University Instructors

Richmond, Va.
www.universityinstructors.com
G 770% **R** \$5,792,848 **E** 45
Provides supplemental educational services to students in kindergarten through high school

17. Jive Software

Portland, Ore.
www.jivesoftware.com
G 643% **R** \$5,764,431 **E** 33
Develops software that enables employees and customers to collaborate online

18. Melissa Joy Manning

Oakland, Calif.
www.mjmmetal.com
G 640% **R** \$1,484,024 **E** 10
Designs, manufactures, and sells jewelry made from gold, silver, semiprecious and precious stones, and other natural materials

19. FutureNet Group

Detroit
www.futurenetgroup.com
G 631% **R** \$2,561,676 **E** 30
Provides consulting, engineering, and technology services to the environmental and construction industries

20. American Apparel

Los Angeles
www.americanapparel.net
G 586% **R** \$264,691,000 **E** 5,800
Manufactures and sells apparel for men, women, children, and pets

21. New Era Publishing

Austin
www.newerapublishing.com
G 585% **R** \$6,566,614 **E** 44
Produces limited-edition fine art prints for interior designers

22. Ascellon Corporation

Baltimore
www.ascellon.com
G 578% **R** \$5,637,179 **E** 45
Provides information technology consulting services to government and commercial customers

23. VisionIT

Detroit
www.visionitinc.com
G 555% **R** \$22,646,447 **E** 500
Matches technology specialists with employers

24. Numi Organic Tea

Oakland, Calif.
www.numitea.com
G 536% **R** \$8,877,527 **E** 35
Sells organic and fair-trade-certified teas to hotels, restaurants, and grocery stores

25. Cynergy Data

College Point, N.Y.
www.cynergydata.com
G 536% **R** \$59,723,386 **E** 150
Handles credit card processing and electronic payment services for merchants

26. Straub Collaborative

Portland, Ore.
www.straubphoto.com
G 522% **R** \$2,536,858 **E** 25
Provides photography, post-production, and design services for ad agencies

27. Kauffman and Associates

Spokane, Wash.
www.kauffmaninc.com
G 480% **R** \$5,569,485 **E** 32
Provides management and marketing consulting to promote American Indian interests

28. Gunther Douglas

Denver
www.guntherdouglas.com
G 479% **R** \$8,556,538 **E** 65
Provides information technology consulting and placement services

29. Team Sports Planet

Philadelphia
www.teamsportsplanet.com
G 455% **R** \$1,969,795 **E** 13
Offers sports uniforms and apparel for teams, leagues, and schools

30. Integrated Management Services

Jackson, Miss.
www.imsengineers.com
G 446% **R** \$17,204,516 **E** 500
Designs, builds, and manages infrastructure projects such as roads and bridges

31. WRScompass

Chicago
www.wrscompass.com
G 443% **R** \$109,788,125 **E** 480
Provides transportation, demolition, and cleaning services on hazardous waste sites

32. On-Target Supplies & Logistics

Dallas
www.otsl.com
G 432% **R** \$58,553,606 **E** 175
Designs, implements, and manages custom logistics systems for major corporations and organizations

33. Long Wave

Oklahoma City
www.longwaveinc.com
G 429% **R** \$11,223,671 **E** 60
Offers engineering services, specializing in military communications

34. Cellular Specialties

Manchester, N.H.
www.cellularspecialties.com
G 424% **R** \$21,040,376 **E** 77
Designs and builds wireless systems inside buildings by combining voice, data, and other technologies

35. Ellicott Dredge Enterprises

Baltimore
www.dredge.com
G 423% **R** \$28,243,593 **E** 115
Builds and designs all key components of dredging systems

36. White Construction

Detroit
www.whitecon.com
G 393% **R** \$43,304,257 **E** 30
Provides preconstruction, general contracting, construction management, and design services

37. Raining Rose

Cedar Rapids, Iowa
www.rainingrose.com
G 360% **R** \$4,822,977 **E** 37
Manufactures and sells all-natural body products, including lip balms and soaps

38. Pacific Outdoor Living

Sun Valley, Calif.
www.pacificpavingstone.com
G 333% **R** \$16,539,068 **E** 125
Installs interlocking pavingstone patios and driveways in Southern California

39. Park Inc.

Charlotte, N.C.
www.parkinc.com
G 331% **R** \$3,109,092 **E** 20
Manages parking lots and garages and provides shuttle and valet services and traffic control

40. Sanco Industries

Fort Wayne, Ind.
www.crystalblue.net
G 323% **R** \$6,142,336 **E** 20
Manufactures premium aquatic chemicals

41. Commonwealth Worldwide Chauffeured Transportation

Boston
www.commonwealthlimo.com
G 322% **R** \$32,652,576 **E** 300
Provides chauffeured transportation for high-end corporate clients

42. Planit

Baltimore
www.planitagency.com
G 314% **R** \$11,083,538 **E** 60
Provides creative advertising, branding, communications, and technology strategy and services

2008 INNER CITY 100 BY THE NUMBERS

Together, the companies on this year's list brought in \$2.7 billion in revenue

472%

Average five-year growth rate

\$27 million

Average 2006 revenue

173

Average number of full-time employees

95%

Percent that offer health care

\$15

Average hourly wage

\$51,000

Average salary of skilled midlevel employee

\$277,390

Average CEO salary

\$35,000

Median start-up capital

16%

Average annual employee turnover

15,058

New jobs created in past five years

43. MobilityWorks

Akron
www.mobilityworks.com

G 303% **R \$51,794,373** **E 200**

Sells and services customized vans and cars for people living with disabilities

44. Net Health Systems

Pittsburgh
www.woundexpert.com

G 302% **R \$2,351,803** **E 16**

Develops disease-management software that helps hospitals document treatment

45. Auction Systems Auctioneers & Appraisers

Phoenix
www.auctionandappraise.com

G 298% **R \$32,350,654** **E 43**

Performs appraisals and runs live and online auctions

46. Nelco

Louisville
www.nelco.net

G 281% **R \$20,567,668** **E 73**

Manufactures checkout counters, product showcases, and other retail fixtures

47. ARGUS

Boston
www.thinkargus.com

G 269% **R \$4,132,829** **E 12**

Provides multicultural marketing and general advertising services

48. Academic Network

Portland, Ore.
www.academicnetwork.com

G 264% **R \$2,311,504** **E 15**

Provides one-stop medical and health communications solutions for pharmaceutical, food, and health care companies

49. Four Hands

Austin
www.fourhands.com

G 257% **R \$41,811,274** **E 78**

Imports furniture and sells it wholesale to department stores and other retailers

50. bulbs.com

Worcester, Mass.
www.bulbs.com

G 255% **R \$10,850,649** **E 45**

Sells light bulbs and related items online to businesses

51. Amuneal Manufacturing Corporation

Philadelphia
www.amuneal.com

G 254% **R \$19,898,165** **E 83**

Manufactures shielding components for space shuttles and fabricates furniture

52. Extreme Pizza

San Francisco
www.extremepizza.com

G 247% **R \$17,170,398** **E 350**

Makes pizza with unusual toppings and sells through its own restaurant chain

53. eXcellon Technologies

Fort Wayne, Ind.
www.excellontech.com

G 246% **R \$5,007,347** **E 54**

Provides sensors and contract manufacturing for military and industrial customers

54. DocuVault

Denver
www.docuvault.com

G 245% **R \$8,287,358** **E 70**

Offers record management, including bar-code tracking, scanning, and shredding

55. ABC Towing

Seattle
www.abc4atow.com

G 231% **R \$1,350,013** **E 18**

Provides towing services for municipal governments

56. Kira

Miami
www.kira.com

G 230% **R \$59,660,047** **E 675**

Builds, manages, and maintains military housing

57. MDStrum Housing Services

Indianapolis
www.mdstrum.com

G 229% **R \$4,126,922** **E 20**

Provides consulting and training services for public and private sector developers of affordable housing

58. NLM

Detroit
www.nlm.com

G 223% **R \$192,951,690** **E 246**

Handles freight shipments and provides an online system for carriers to bid on jobs

59. Plano-Coudon

Baltimore
www.plano-coudon.com

G 215% **R \$23,934,939** **E 22**

Provides construction management services for health care, educational, and other midsize projects

60. YourTel America

Kansas City, Mo.
www.yourtelamerica.com

G 214% **R \$27,878,864** **E 110**

Offers cellular, home phone, and pager services on a prepaid model

61. Select Equipment Sales

Santa Ana, Calif.
www.selectlift.com

G 204% **R \$12,632,933** **E 45**

Distributes forklifts and provides related parts and services

62. Oakleaf

East Hartford, Conn.
www.oakleafwaste.com

G 198% **R \$315,091,000** **E 315**

Creates and implements customized programs for disposing of trash

KEY: **G** REVENUE GROWTH 2002-2006 **R** 2006 REVENUE **E** FULL-TIME EMPLOYEES IN 2006**63. Sun Cleaning Systems**

Milwaukee
www.suncleaningsystems.com
G 187% **R \$9,586,772** **E 184**
Provides comprehensive cleaning solutions to over 300 companies in southeastern Wisconsin

64. R.W. Garcia Company

San Jose, Calif.
www.rwgarcia.com
G 186% **R \$21,423,323** **E 80**
Manufactures tortilla chips

65. Southern California Iron Supply

Santa Ana, Calif.
G 182% **R \$4,638,766** **E 12**
Supplies and distributes steel

66. TECHEAD

Richmond, Va.
www.techead.com
G 182% **R \$4,476,881** **E 212**
Provides IT staffing services, including software solutions and Web applications

67. A.M.E.'s Uniforms

Fort Lauderdale, Fla.
www.amesuniforms.com
G 181% **R \$7,267,844** **E 24**
Sells uniforms to postal workers

68. Barcoding

Baltimore
www.barcoding.com
G 180% **R \$33,447,410** **E 76**
Supplies automated data collection and identification and wireless technology

69. ADIR Restaurants

Los Angeles
www.camperowest.com
G 179% **R \$20,145,000** **E 450**
Owns U.S. rights to the Pollo Campero franchise, a family dining restaurant

70. Pro-Liquitech

Louisville
www.flavorman.com
G 178% **R \$3,960,292** **E 11**
Designs, formulates, and commercializes beverage, food, and nutritional supplement products

71. E. Morris Communications

Chicago
www.emorris.com
G 176% **R \$6,963,469** **E 43**
Provides integrated marketing services to help clients reach African American consumers

72. Central Packaging

Kansas City, Kan.
www.centralpkg.com
G 176% **R \$3,444,527** **E 10**
Provides full-service sales and distribution of packaging materials and equipment

73. Horizon Staffing Services

East Hartford, Conn.
www.horizonstaff.com
G 176% **R \$11,863,753** **E 32**
Provides staffing assistance, including recruitment for both temporary and permanent positions and payroll services

74. Colorlab Cosmetics

Rockford, Ill.
www.colorlabcosmetics.com
G 172% **R \$3,460,457** **E 25**
Manufactures and sells custom cosmetics through private-label and its own brands

75. ARS International

Port Allen, La.
www.amrad.com
G 171% **R \$8,857,805** **E 78**
Provides radiological site cleanup services and lab space for analytical radioactive material study

76. Bankserv

San Francisco
www.bankserv.com
G 168% **R \$18,928,344** **E 91**
Provides payment solutions for financial services, retail, and online businesses

77. Bevilacqua Research Corporation

Huntsville, Ala.
www.brc2.com
G 161% **R \$4,521,932** **E 61**
Provides artificial intelligence and knowledge-management systems

78. Talan Products

Cleveland
www.talanproducts.com
G 156% **R \$22,756,934** **E 60**
Manufactures precision metal for custom metal stamping, tube fabrication, and fabrications of aluminum extrusions

79. Christy Webber Landscapes

Chicago
www.christywebber.com
G 153% **R \$12,740,551** **E 35**
Offers landscape design, construction, and maintenance, chiefly in urban areas

80. General Theming Contractors

Columbus, Ohio
www.theming.net
G 151% **R \$11,561,608** **E 150**
Designs, manufactures, and installs interior signage and décor for the retail, hospitality, and entertainment industries

81. Dancing Deer Baking Company

Boston
www.dancingdeer.com
G 149% **R \$7,582,469** **E 65**
Provides branded baked goods to high-end food stores, catalog services, and online retailers

82. Tripwire

Portland, Ore.
www.tripwire.com
G 144% **R \$41,225,131** **E 176**
Develops network security software for banks, stock exchanges, telephone companies, and broadband providers

83. Tech Networks of Boston

South Boston, Mass.
www.techboston.com
G 142% **R \$2,204,835** **E 22**
Provides IT services and consulting, including virtual 24/7 technicians

84. NSI

St. Louis
www.thenationalsystem.com
G 139% **R \$24,624,726** **E 178**
Provides marketing services to retailers and dealers nationwide

85. Spex Precision Machine Technologies

Rochester, N.Y.
www.spex1.com
G 136% **R \$9,211,442** **E 36**
Manufactures and distributes precision machined metal parts

86. Native Environmental

Phoenix
www.nativeaz.com
G 136% **R \$8,702,764** **E 100**
Provides environmental contracting, industrial cleaning, asbestos and lead paint abatement, and mold remediation

87. All Copy Products

Denver
www.allcopyproducts.com
G 135% **R \$22,007,812** **E 128**
Sells and services copiers, printers, scanners, fax machines, and other office products

88. Sugar Bowl Bakery

San Francisco
www.sugarbowlbakery.com
G 135% **R \$40,151,098** **E 361**
Produces baked goods, including wedding cakes, and sells them wholesale

89. Informatix

San Francisco
www.informatixinc.com
G 132% **R \$24,104,393** **E 150**
Provides full-service information technology and business solutions to government and business organizations

90. HFS Consultants

Oakland, Calif.
www.hfsconsultants.com
G 132% **R \$10,371,943** **E 72**
Consults with health care facilities on financial, strategic, and organizational issues

91. Andrews Space

Seattle
www.andrews-space.com
G 129% **R \$8,436,196** **E 40**
Provides cost-effective aerospace

integration systems and develops advanced space technologies

92. The Integral Group

Atlanta
www.integral-online.com
G 129% **R \$70,373,525** **E 285**
Develops residential, commercial, and mixed-use real estate projects in urban markets

93. Wendy's on Front

Memphis
G 129% **R \$1,145,592** **E 28**
Sells fried chicken through two restaurants in Memphis

94. Giroux Glass

Los Angeles
www.girouxglass.com
G 127% **R \$36,461,423** **E 200**
Designs and installs windows and other glass projects for commercial and residential customers

95. Trivers Associates

St. Louis
www.trivers.com
G 125% **R \$7,621,737** **E 42**
Provides architecture and design services, specializing in institutional and residential design in urban areas

96. Talon/LPE

Amarillo, Texas
www.talonlpe.com
G 124% **R \$13,592,327** **E 99**
Provides environmental consulting and remediation services

97. Wright & Dalbin Architects

El Paso
www.wrightdalbin.com
G 122% **R \$1,800,971** **E 10**
Provides architecture and urban design services

98. Desert Fleet-Serv

Phoenix
www.desertfleet-serv.com
G 121% **R \$3,942,853** **E 23**
Provides mobile on-site service and repair for fleets of diesel trucks and trailers

99. El Clasificado

Los Angeles
www.elclasificado.com
G 118% **R \$8,947,837** **E 94**
Publishes a free weekly classifieds newspaper that serves the Latino market

100. Montbleau & Associates

San Diego
www.montbleau.com
G 118% **R \$19,899,375** **E 85**
Designs and manufactures architectural woodworking, corporate furniture, casework, and large hospitality projects