

---

## K. ECONOMY

---

### 1. Concepts and Terminology (Table K-1, K-2, K-3)

The previous sections on population, income, labor force, and employment serve as indicators or reflections of economic conditions, but do not describe the underlying economic structure which is producing them. Our purpose in this section is to concentrate on the business and industry sectors which are the driving forces behind the Valley's economy, and the basic economic activities which are making them happen.

We would also make a distinction between economic and retail development. Economic development seeks to create wealth by attracting basic (or primary) income and jobs. This creates outside dollars that are redistributed within the community in the form of wages. Not only does economic development create wealth, it also expands the tax base, and economic development is long-term in focus.

By contrast, retail development pursues wealth that has already been created, and targets disposable income. Retail development also results in generating tax revenue from other jurisdictions, and is short-term in focus. One Front Range city estimated a break-even salary from retail at \$32,000, with anything under that not being able to generate sufficient taxes to cover the cost of benefits received from the town or county.

A brief review of terms used are as follows:

- **Economic base** --- The aggregate of industry segments (or portions of them) which bring in outside dollars by exporting products or services (e.g., ag products, manufactured goods), or draw new money into the economy (e.g., tourism, regional trade, retirement income).
- **Direct basic activities** --- Industries which are the original source of new dollars, and the direct income and employment reported in these industries.
- **Indirect basic activities** --- Additional jobs and income generated by local purchases of business supplies and services which support the direct basic activities.
- **Residential services** --- Additional jobs and income generated when local residents spend their earnings (or transfer payments) at the local store or medical facility (or by paying taxes to support schools, police).
- **All income/All employment** --- The sum of direct basic, indirect basic, and residential services income or employment.

Decisions regarding what constitutes "basic" depend on the geographic perspective. A supermarket in Alamosa, for example, may have a significant draw of basic income to Alamosa County from sales to residents of other counties in the Valley; but the only activities which would count as basic when going beyond the region borders would be those

having enough draw to attract regular customers from other regions or states.

Food stores, for example, fall under the model's Regional Center grouping. Basic income at the six-county region level is shown in Table K-1 at only \$436,000. From the perspective of the Alamosa County geography alone as shown in Table K-3, the food store sales to residents of the surrounding counties are bringing in \$872,000 of basic income. This is in addition to sales made to Alamosa residents which are not considered "basic," but are included in the broader industry group grand totals of "all income" in Table K-2.

Food store sales to tourists are direct basic activities, and are accounted for separately in the model under Tourism and Tourist goods & services.

## **2. Economic Base Analysis --- Region (Table K-1, K-2, K-3)**

Table K-1 shows the Valley's 2000 total basic income at \$529,399,000, and employment at 11,380. According to the model, almost two-thirds of the regional economy is getting its basic income input from unearned sources. This is in spite of the \$116,216,000 contribution provided by Agribusiness (33.0%), which ranks third to Retirees (31.7%) and Other Sources (33.1%). Tourism's \$38,921,000 (7.4%) trails in fourth place.

From an employment standpoint, Agribusiness (56.8%) and Tourism (17.9%) are the largest sources in the basic groups.

Dividends, interest, and rents for persons under 60 (20.4%) comprise the largest part of Other Sources and are almost equal to Agribusiness. In the Retiree group, Social Security, disability, and government retirement payments (10.9%) are the largest share.

Regional Center and Government were heavily discounted in this model due to a large portion of their focus on local resident sales and services.

Table K-2 compares the base industry input to all of the Valley's income and employment which depend upon it for new income. The all income total of \$900,824,000 is 1.7 times higher than basic, and employment of 24,462 is 2.15 times higher. Stated a different way, the basic activities are supporting \$700 more in the economy for every \$1,000 of basic input, and every job in a base industry is supporting 1.15 more in the economy as a whole.

Although industry categories are not completely matchable to basic in the all income column, some of the most apparent differences are showing up in Construction, Utilities, Trade, Finance, Services, and Government (which contains a large public school segment). These industries typically rely on a greater share of circulated dollars for support, which would soon be depleted if not replenished with the new wealth generated by the basic sectors.

### 3. Economic Base Analysis --- Counties (Table K-3, K-4)

Base analyses for individual counties in Table K-4 also show a strong reliance on unearned income sources, but some are different. The summaries that follow list the base industry groups in rank order of income importance to the county:

- **Alamosa** --- Other Sources (29.1%), Regional Center (25.9%), Retirees (20.6%), Agribusiness (10.5%), Tourism (6.0%)
- **Conejos** --- Retirees (39.0%), Other Sources (27.4%), Regional Center (14.3%), Tourism (6.4%), Agribusiness (6.0%)
- **Costilla** --- Retirees (42.3%), Other Sources (29.1%), Agribusiness (14.6%), Regional Center (5.6%), Tourism (3.1%)
- **Mineral** --- Tourism (36.8%), Retirees (27.8%), Other Sources (24.4%), Regional Center (9.8%)
- **Rio Grande** --- Agribusiness (27.8%), Other Sources (26.4%), Retirees (24.8%), Regional Center (10.2%), Tourism (4.3%)
- **Saguache** --- Agribusiness (31.8%), Other Sources (26.4%), Retirees (24.0%), Regional Center (7.0%), Tourism (5.2%)

The rank order by base industry employment is as follows:

- **Alamosa** --- Regional Center (38.7%), Agribusiness (25.9%), Tourism (15.5%), Retirees (10.8%), Government (5.9%)
- **Conejos** --- Agribusiness (55.9%), Retirees (15.8%), Regional Center (12.3%), Tourism (6.8%), Manufacturing (3.8%)
- **Costilla** --- Agribusiness (56.2%), Retirees (19.9%), Tourism (8.8%), Regional Center (8.4%), Government (3.8%)
- **Mineral** --- Tourism (76.6%), Retirees (8.6%), Regional Center (8.4%)
- **Rio Grande** --- Agribusiness (52.1%), Regional Center (14.4%), Retirees (13.6%), Tourism (11.6%), Manufacturing (5.3%)
- **Saguache** --- Agribusiness (70.4%), Retirees (9.0%), Regional Center (8.8%), Tourism (5.4%), Government (5.0%)

As seen from the table and the above, Agribusiness predominates as the main source of employment in 4 out of 6 counties, but leads as the largest base income source in only two --- Rio Grande and Saguache. The only Tourism dependent county is Mineral, but it plays a role in the top 5 of all.

Given the size of retail and services expansion in Alamosa, it comes as no surprise that the Regional Center group is the main economic force in the county. More detail on Regional Center income and employment by county is

included in Table K-3. The Services sector (10.3/15.0%) provides the largest share of base income and employment within the Regional Center group, and its largest subcomponent is Health Services (4.5/6.3%).

Of the unearned base income, Retirees rank somewhat higher than Other Sources with the exception of Alamosa, which relies more heavily than the other counties on Dividends, Interest & Rents by persons under 60. The impact of retirees on the local economy consists of their expenditures on local resident services such as health care, restaurants, and local government services. Basic employment is the employment stimulated by retiree spending, and not the retirees themselves (although some may be volunteers).

Manufacturing in the Valley for base industry purposes includes the perlite operations, sawmills, newspapers & printing, industrial machinery, and some smaller companies. Basic income was not strong enough to place it in the top 5 of any county, but Manufacturing did emerge as an important basic employment source for Conejos and Rio Grande.

The higher ranking of Agribusiness and Tourism on employment rather than income in most counties is a reflection of their lower wage structures.

#### **4. Major Employers (Table K-5)**

As a supplement to statistical tables on the economy, we are also providing a list of major establishments by type of industry and approximate employment in 7 bracketed size ranges. As stated in the footnotes, we initially selected 20 or more employees as the starting criteria for "major," but also included selected ones close to 20 and some with above-average employment relative to others in the community.

A total of 279 were listed in this manner, 41 of which have employment in the 50-99 range, 16 from 100-199, 7 from 200-299, and 2 over 300 (Alamosa Schools and Adams State). The top 25 employers (workforce 100+) by industry group are as follows:

- **Agribusiness** --- Rakhra Mushroom Farm, Farm Fresh Direct growers & shippers, Smokin' Spuds
- **Health Services** --- SLV Medical PC, Valley Wide Health Services, SLV Regional Medical Center, SLV Comprehensive Mental Health, Conejos County Hospital
- **Schools & Education** --- Alamosa School District, Adams State College, SLV Board of Cooperative Services, North Conejos School District, Monte Vista Public Schools, Del Norte Consolidated School District, Center Consolidated School District
- **Government** --- City of Alamosa, Alamosa County, Colorado Department of Transportation, Conejos County, Costilla County, Rio Grande County, Saguache County, Rio Grande National Forest
- **Other** --- Wal-Mart Supercenter, Wolf Creek Ski Corp.

## **5. Business and Construction Trends (Table K-6, K-7, K-8, K-9)**

In lieu of a central information source on building permits, we used the data reported by Census Bureau sources in Table K-6 which relate to construction of residential units. According to this source, the largest number of permits issued in recent years were in Conejos, Saguache, and Rio Grande counties. Construction cost amounts were also largest in these counties, with Rio Grande the highest at over \$14.4 million.

Comparisons of "county trade pull factors" in Table K-7, which rate a county on the basis of its ratio of per capita sales tax to state per capita sales tax, were used in the Kansas study cited in the table as a rough indicator of a county's success in attracting business. The only county in the Valley with a pull factor higher than 1.0 is Mineral, which calls this method into question.

The Census Bureau's *County Business Patterns* in Table K-8 were used to show changes in the number of business establishments from 1990-1995, and from 1995-1999 as one measure of gauging net new business startups. Businesses in the Valley numbered 971 in 1990, growing to 1,127 in 1995, and up to 1,240 by 1999. Most of the net new businesses in the first half occurred in Alamosa (64), and in the second half in Rio Grande (50). With the exception of Rio Grande, the pace of new startups was better in the first half.

Table K-9 provides a source of payroll information reported for establishments in the *County Business Patterns* database. The total Valley payroll reported for 1999 of \$189,571,000 does not include farm and non-farm proprietors. Industries with payrolls over \$10 million include: Retail trade (18.3%); Health & social services (15.9%); Wholesale trade (8.6%); Construction (7.9%); Accommodation (5.9%); Finance/insurance (5.7%); and Manufacturing (5.7%). A large part of the Manufacturing payrolls in 1999 came from Sawmills, which does not reflect the loss of employment following closure of the Forest Industries sawmill in South Fork in late 2000.

## **6. Multipliers (Table K-10, K-11)**

The multipliers in Table K-10 are used to approximate a project's total economic impact, including direct spending and employment of the project itself, and the "secondary" or "induced" effects created by the direct activities. An example of how they are applied is in Table K-11.

The notion that a dollar turns over 7 times and this is the multiplier is a frequent misconception which leads to exaggerated claims of economic impact. It is not the number of times a dollar turns over that counts, it is only the fraction of the dollar that still remains in the area after each spending turn that creates the multiplier effect.

A hypothetical example would be a gas station, which spends \$.85 of every dollar it receives to purchase gasoline from a pipeline company in Colorado Springs. If all of the remaining \$.15 was spent inside the community, the

multiplier would not be greater than 1.150. The actual input/output process used by the RIMS model to determine multipliers is much more involved than this example, but uses a similar logic.

How large or small a multiplier is for a given industry depends on the extent to which the supplies and services for that industry are produced within the area of measurement. Multipliers for the same industry in the Valley would normally be lower than Colorado Springs or Denver, where there is a greater likelihood that supplies used by the industry are manufactured in the same city or county. Multipliers for the same industry at the statewide level would be even higher.

A quick glance at the multipliers in the table gives an indication of a particular industry's potential income and employment impact on the area. In the earnings column for example, multipliers in the manufacturing group range from 1.477 for printing and publishing, to 5.054 for meatpacking. In services, the range is 1.367 for home healthcare services to 2.064 for racing.

Many more factors would normally be taken into account when considering a new business prospect, but reference to the multipliers is a basic starting place. Some of most notable limitations to the RIMS model is its age (based on 1992 input/output analysis), and the fact that it covers 8 more counties in addition to the Valley.

## **7. Economic Outlook**

July 2002 is proving to be a particularly challenging time for us in preparing this outlook, but we are cautiously optimistic about the long term (3-5 years hence), and believe that the Valley will adjust as it always has done to face the problems --- whether they prove to be of long or shorter-term duration.

Our review included State and National factors likely to have some level of impact on the Valley in addition to our local analysis and observations. These are subject to a number of different interpretations concerning the outlook, and we realize that frequent revisions will be needed to keep current with changes in conditions and updated information.

Starting first with local observations, we noted the following as negative:

- We have indications of a severe drought and historical low levels of water. The duration of the drought is unknown, but we do know that some permanent damage has been done to our aquifers which will take years to recover.
- Some impacts have already been detected on agriculture, but will probably not be fully realized until the end of the 2002 growing season or later. High potato and hay prices are encouraging growers, but we are predicting a restraint on production resulting from both natural water loss and water regulation.

- Fires triggered by drought both locally and statewide are causing a drop in tourism, and may present a deterrent to second home construction.
- Consumer spending of disposable income is reduced due to increased costs for health insurance and prescription drugs.

The following are some of the factors which would lead to positive outcomes if realized:

- Upgrading of the Sand Dunes to National Park status has potential to increase tourism.
- Potential exists for improvements in telecommunications infrastructure needed to link government and business users to existing systems. This would open up more prospects for telecom-based industry in the Valley.
- Hospital expansion in the western Valley enhances credibility of Del Norte and other communities as a do-able business location.
- South Fork industrial park development has potential to attract industry providing year-round jobs.
- Upgrading of business space and location by retail merchants in Alamosa may have potential to reduce sales leakage from the Valley.

Some of the negative factors affecting the Valley outlook from State and National levels are as follows:

- A reduction in the State budget is leading to major cuts in transportation and other programs, and forcing colleges and universities to raise tuition.
- Stock market losses due to corporate crime and accounting practice scandals, the devaluation of tech sector stocks, and terrorist attacks have reduced investments across the entire Nation.
- Stock market losses have reduced retiree incomes and spending.

State and National influences potentially leading to positive outcomes in the economy are as follows:

- State forecasts of the economy prepared in September show gains for 2003 and 2004 of 7.8-7.9% in personal income; 8.1-7.3% in retail sales; 3.1-3.3% in nonfarm employment; and 1.8-1.9% in population.
- Continued low interest rates (Fed funds rate currently at 1.75%).
- High productivity (2.5-3.0%).
- Cheaper U.S. dollars providing a trade advantage and potential for increased exports.
- A modest, but sustained level of consumer spending.

Table K-1

**2000 Economic Base Analysis - San Luis Valley Region**

	<b>Basic Income</b>		<b>Basic</b>	
	<b>(\$1,000)</b>	<b>Percent</b>	<b>Employment</b>	<b>Percent</b>
<b>TOTAL</b>	<b>\$529,399</b>	<b>100.0</b>	<b>11,380</b>	<b>100.0</b>
<b>Agribusiness <sup>1)</sup></b>	<b>\$116,216</b>	<b>22.0</b>	<b>6,468</b>	<b>56.8</b>
Agricultural inputs	40,225	7.6	1,722	15.1
Agricultural production	64,894	12.3	4,211	37.0
Agricultural processing	11,097	2.1	535	4.7
<b>Mining and Extractive Industries</b>	<b>\$7,508</b>	<b>1.4</b>	<b>167</b>	<b>1.5</b>
Metals mining	183	*	2	*
Oil & gas extraction	1,538	0.3	2	*
Non-metallic minerals	5,787	1.1	163	1.4
<b>Manufacturing <sup>2)</sup></b>	<b>\$11,272</b>	<b>2.1</b>	<b>408</b>	<b>3.6</b>
Textile products & apparel	137	*	14	0.1
Lumber & wood products, incl furniture	5,158	1.0	171	1.5
Newspapers & printing	1,317	0.2	55	0.5
Cement, clay, concrete, stone (incl perlite)	2,773	0.5	84	0.7
Industrial, commercial, elec machinery	473	*	24	0.2
Transportation equipment	513	*	18	0.2
Misc manufacturing	901	0.2	42	0.4
<b>Regional Center <sup>3)</sup></b>	<b>\$6,352</b>	<b>1.2</b>	<b>224</b>	<b>2.0</b>
Building construction	385	*	15	0.1
Heavy construction	472	*	28	0.2
Air transportation	117	*	3	*
Motor freight & warehousing	1,681	0.3	22	0.2
Food stores	436	*	22	0.2
Gas stations & auto dealers	228	*	9	*
General merchandise, furniture, apparel	738	0.1	48	0.4
Health services	1,169	0.2	42	0.4
Engineering & mgmt services	1,126	0.2	35	0.3
<b>Tourism <sup>4)</sup></b>	<b>\$38,921</b>	<b>7.4</b>	<b>2,035</b>	<b>17.9</b>
Second home construction & real estate	11,736	2.2	367	3.2
Resorts, restaurants, recreation & lodging	15,924	3.0	1,127	9.9
Tourist-related transportation	3,822	0.7	147	1.3
Tourist goods & services	7,439	1.4	394	3.5
<b>Government <sup>5)</sup></b>	<b>\$6,152</b>	<b>1.2</b>	<b>232</b>	<b>2.0</b>
US Post Office	130	*	3	*
Federal government administration	1,448	0.3	30	0.3
Military	1,265	0.2	91	0.8
State health & education services	3,309	0.6	108	0.9
<b>Other Sources of Income</b>	<b>\$175,398</b>	<b>33.1</b>		
Transfer payments <60	66,066	12.5		
Dividends, interest, rents <60	107,778	20.4		
Unemployment & veterans benefits	970	0.2		
Residency adjustment <sup>6)</sup>	584	0.1		



**Table K-1 (Continued)**

	Basic Income		Basic	
	<u>(\$1,000)</u>	<u>Percent</u>	<u>Employment</u>	<u>Percent</u>
<b>Retirees</b>	<b>\$167,580</b>	<b>31.7</b>	<b>1,846</b>	<b>16.2</b>
SS, disability & government retirement 60+	57,735	10.9		
Medicare payments	31,306	5.9		
Other public assistance 60+	30,319	5.7		
Dividends, interest, rents 60+	48,220	9.1		

---

**Source:** Demography Section, Colorado Department of Local Affairs, last updated 5/24/02. Adjustment and enhancements provided by DRG staff.

Percentages may not add due to rounding. \* Less than 0.1%.

- 1) Agribusiness includes crops & livestock, farm services, food & kindred products manufacturing, fertilizers, whse trade - ag inputs, whse trade - ag processing, and portions of railroad transportation, motor freight & warehousing, and finance.
- 2) For base analysis purposes, manufacturing represents a balance after allocations to agribusiness and second home construction have been taken out.
- 3) A limited number of regional center industries were selected from the county base industry tables to represent only those believed to have potential to draw non-resident, non-tourist clients or customers from outside the region. One example would be the potential of Wal-Mart or other discounters to attract residents of northern New Mexico.
- 4) Tourism includes portions of transportaion, retail trade, services, real estate, and segments of construction involved in second home construction. When other sources of income and retirees are excluded, tourism comprises 20.9% of income and 21.3% of the jobs.
- 5) To approximate base economy functions of government beyond the regional borders, we narrowed down the income and employment to include only those segments serving students and non-tourists from outside the Valley, or providing services to areas outside the region from a Valley-based location. Examples include Adams State College and Trinidad State Junior College.
- 6) The residency adjustment is used to make a closer approximation of income by place of residence. It compensates for potential losses in counties where income is likely to be under-reported (e.g. Conejos), and applies a negative adjustment when a portion of income is attributable to residents of other counties (e.g. Alamosa). The regional adjustment total reflects the net balance of all six counties.

Table K-2

**2000 Economic Base Analysis Comparison to All Income and Employment - San Luis Valley Region**

	<u>All Income (\$ 1,000)</u>	<u>%</u>	<u>All Employment</u>	<u>%</u>		<u>Basic Income (\$ 1,000)</u>	<u>%</u>	<u>All Employment</u>	<u>%</u>
<b>TOTAL</b>	\$ 900,824	100.0	24,462	100.0	<b>TOTAL</b>	\$529,399	100.0	11,380	100.0
<b>Agriculture</b>	\$ 91,277	10.1	5,569	22.8	<b>Agribusiness <sup>1)</sup></b>	\$116,216	22.0	6,468	56.8
<b>Mining &amp; Extractive</b>	\$ 8,716	1.0	209	0.9	<b>Mining &amp; Extractive</b>	\$ 7,508	1.4	167	1.5
<b>Manufacturing</b>	\$ 15,265	1.7	599	2.4	<b>Manufacturing <sup>2)</sup></b>	\$ 11,272	2.1	408	3.6
<b>Construction</b>	\$ 42,952	4.8	1,331	5.4					
<b>Transportation, Comm, Utilities</b>	\$ 40,580	4.5	702	2.9					
					<b>Regional Center <sup>3)</sup></b>	\$ 6,352	1.2	224	2.0
<b>Wholesale Trade</b>	\$ 25,164	2.8	947	3.9					
<b>Retail Trade</b>	\$ 60,674	6.7	3,469	14.2					
					<b>Tourism <sup>4)</sup></b>	\$ 38,921	7.4	2,035	17.9
<b>Finance, Insurance, Real Estate</b>	\$ 20,945	2.3	1,119	4.6					
<b>Services</b>	\$ 109,964	12.2	5,716	23.4					
<b>Government</b>	\$ 142,309	15.8	4,801	19.6	<b>Government <sup>5)</sup></b>	\$ 6,152	1.2	232	2.0
<b>Other Sources of Income</b>	\$ 175,398	19.5			<b>Other Sources of Income</b>	\$175,398	33.1		
<b>Retirees</b>	\$ 167,580	18.6		<sup>6)</sup>	<b>Retirees</b>	\$167,580	31.7	1,846	16.2

**Source:** Demography Section, Colorado Department of Local Affairs, last updated 5/24/02. Adjustment and enhancements provided by DRG staff. Percentages may not add due to rounding.

**1) 2) 3) 4) 5)** See footnotes in Table K-1.

**6)** Employment on behalf of retirees is included in the above industry groups, particularly retail trade and services.

**Table K-3  
2000 Economic Base Analysis - Regional Center Detail**

	Alamosa County				Conejos County				Costilla County			
	Basic Inc (\$1,000)	% Total Basic	Basic emp	% Total Basic	Basic Inc (\$1,000)	% Total Basic	Basic emp	% Total Basic	Basic Inc (\$1,000)	% Total Basic	Basic emp	% Total Basic
<b>Regional Center Total <sup>1)</sup></b>	<b>\$53,783</b>	<b>25.9</b>	<b>2,024</b>	<b>38.7</b>	<b>\$11,258</b>	<b>14.3</b>	<b>262</b>	<b>12.3</b>	<b>\$2,268</b>	<b>5.6</b>	<b>70</b>	<b>8.4</b>
<b>Construction</b>	<b>\$14,070</b>	<b>6.8</b>	<b>522</b>	<b>10.0</b>	<b>\$3,328</b>	<b>4.2</b>	<b>98</b>	<b>4.6</b>	<b>\$875</b>	<b>2.2</b>	<b>14</b>	<b>1.7</b>
Building construction	1,924	0.9	76	1.5	D		D					
Special trade contractors	11,540	5.6	387	7.4	1,483	1.9	44	2.1				
Heavy construction	606	0.3	59	1.1	D		D					
<b>Transportation, Comm &amp; Utilities</b>	<b>\$6,141</b>	<b>3.0</b>	<b>148</b>	<b>2.8</b>	<b>\$4,683</b>	<b>5.9</b>	<b>20</b>	<b>0.9</b>	<b>\$384</b>	<b>1.0</b>	<b>4</b>	<b>0.5</b>
Transportation	5,029	2.4	102	1.9	4,247	5.4	15	0.7				
Motor freight & warehousing	4,247	2.0	79	1.5	4,247	5.4	15	0.7	D		D	
Air transportation	782	0.4	23	0.4								
Railroad transportation												
Communications	1,112	0.5	46	0.9								
Utilities					436	0.6	5	0.2	D		D	
Electric & gas												
Water, sewer & solid waste					436	0.6	5	0.2				
<b>Wholesale trade - non-ag</b>	<b>\$3,187</b>	<b>1.5</b>	<b>104</b>	<b>2.0</b>	<b>\$329</b>	<b>0.4</b>	<b>3</b>	<b>0.1</b>				
<b>Retail trade</b>	<b>\$6,764</b>	<b>3.3</b>	<b>342</b>	<b>6.5</b>	<b>\$1,098</b>	<b>1.4</b>	<b>39</b>	<b>1.8</b>	<b>\$250</b>	<b>0.6</b>	<b>9</b>	<b>1.1</b>
Building materials & hardware	1,406	0.7	76	1.5	D		D					
General merchandise, furn & apparel	1,476	0.7	96	1.8								
Food stores	872	0.4	45	0.9								
Gas stations & auto dealers	2,289	1.1	92	1.8	650	0.8	20	0.9	\$250	0.6	9	1.1
Misc retail goods	721	0.3	33	0.6	D		D					
<b>Finance, Insurance &amp; Real Estate</b>	<b>\$2,294</b>	<b>1.1</b>	<b>123</b>	<b>2.4</b>	<b>\$444</b>	<b>0.6</b>	<b>20</b>	<b>0.9</b>	<b>\$442</b>	<b>1.1</b>	<b>30</b>	<b>3.6</b>
Finance	1,174	0.6	46	0.9								
Insurance	91	*	4	*								
Real Estate	1,029	0.5	73	1.4								
<b>Services</b>	<b>\$21,327</b>	<b>10.3</b>	<b>785</b>	<b>15.0</b>	<b>\$1,376</b>	<b>1.7</b>	<b>82</b>	<b>3.8</b>	<b>\$317</b>	<b>0.8</b>	<b>13</b>	<b>1.6</b>
Lodging places	138	*	11	0.2								
Personal serv, incl laundry/cleaning	91	*	10	0.2								
Business services	2,321	1.1	78	1.5					D		-	-
Computer programming	556	0.3	19	0.4								
Auto repair & other auto	563	0.3	34	0.6	95	0.1	5	0.2				
Misc repair services	163	*	7	0.1	39	*	1	*				
Recreation, cultural & amusement	25	*	6	0.1								
Health services	9,355	4.5	332	6.3								
Legal services	440	0.2	22	0.4								
Private education	4	*	12	0.2								
Social services, incl day care	1,788	0.9	110	2.1					39	*	9	1.1
Engineering & mgmt services	3,436	1.7	109	2.1					D		-	-
Other services	2,447	1.2	35	0.7	1,242	1.6	76	3.6	278	0.7	-	-

Table K-3 (Continued)

	Mineral County				Rio Grande County				Saguache County			
	Basic Inc (\$1,000)	% Total Basic	Basic emp	% Total Basic	Basic Inc (\$1,000)	% Total Basic	Basic emp	% Total Basic	Basic Inc (\$1,000)	% Total Basic	Basic emp	% Total Basic
<b>Regional Center</b> <sup>1)</sup>	\$1,836	9.8	46	8.4	\$21,923	10.2	611	14.4	\$5,317	7.0	153	8.8
<b>Construction</b>	\$483	2.6	20	3.6	\$6,069	2.8	181	4.3	\$2,196	2.9	47	2.7
Building construction	D				2,439	1.1	67	1.6	D		D	
Special trade contractors	103	0.6	3	0.5	2,348	1.1	60	1.4	794	1.0	44	2.5
Heavy construction					1,282	0.6	54	1.3	D		D	
<b>Transportation, Comm &amp; Utilities</b>	\$850	4.5	-	-	\$8,183	3.8	136	3.2	\$1,534	2.0	21	1.2
Transportation					2,003	0.9	46	1.1	1,534	2.0	21	1.2
Motor freight & warehousing	D		-	-	D		D		1,534	2.0	21	1.2
Air transportation												
Railroad transportation					D		D					
Communications					438	0.2	21	0.5	21	*	-	-
Utilities	D		D		5,742	2.7	69	1.6				
Electric & gas					4,633	2.2	56	1.3				
Water, sewer & solid waste					1,109	0.5	13	0.3				
<b>Wholesale trade - non-ag</b>					\$984	0.5	36	0.9	\$130	0.2	8	0.5
<b>Retail trade</b>	\$271	1.4	14	2.6	\$1,707	0.8	74	1.7	\$583	0.8	30	1.7
Building materials & hardware					740	0.3	34	0.8	74	*	-	-
General merchandise, furn & apparel												
Food stores												
Gas stations & auto dealers	D		D		\$861	0.4	34	0.8	\$583	0.8	30	1.7
Misc retail goods	\$202	1.1	14	2.6	\$106	*	6	0.1				
<b>Finance, Insurance &amp; Real Estate</b>					\$792	0.4	48	1.1	\$405	0.5	38	2.2
Finance					376	0.2	13	0.3	89	0.1	5	0.3
Insurance					63	*	3	*				
Real Estate					353	0.2	32	0.8	316	0.4	33	1.9
<b>Services</b>	\$232	1.2	10	1.8	\$4,188	1.9	136	3.2	\$469	0.6	9	0.5
Lodging places												
Personal serv, incl laundry/cleaning					64	*	2	*				
Business services					889	0.4	35	0.8	39	*	1	*
Computer programming					143	*	6	0.1	124	0.2	2	0.1
Auto repair & other auto					257	0.1	5	0.1	31	*	1	*
Misc repair services					335	0.2	6	0.1	37	*	1	*
Recreation, cultural & amusement	D		D						40	*	1	*
Health services												
Legal services					308	0.1	17	0.4				
Private education												
Social services, incl day care												
Engineering & mgmt services					2,192	1.0	65	1.5				
Other services	232	1.2	10	1.8					198	0.3	3	0.2

Source: Demography Section, Colorado Department of Local Affairs, last updated 5/24/02. Adjustment and enhancements provided by DRG staff. Percentages may not add due to rounding.

1) The Regional Center group includes selected portions of industries which perform economic base functions by drawing in sales or providing services to businesses and residents in surrounding counties within the region.

D = Data withheld to avoid disclosure. Income and employment included in industry subtotal. \* Less than 0.1%.

**Table K-4**  
**2000 Economic Base Analysis - By County**  
(Income in \$1,000)

	Alamosa County All Inc and Emp \$333,791/10,226				Conejos County All Inc and Emp \$114,742/3,292				Costilla County All Inc and Emp \$52,767/1,281			
	Basic Income	%	Basic Emp	%	Basic Income	%	Basic Emp	%	Basic Income	%	Basic Emp	%
<b>TOTAL</b>	<b>\$207,378</b>	<b>100.0</b>	<b>5,232</b>	<b>100.0</b>	<b>\$78,983</b>	<b>100.0</b>	<b>2,133</b>	<b>100.0</b>	<b>\$40,224</b>	<b>100.0</b>	<b>834</b>	<b>100.0</b>
<b>Agribusiness</b> <sup>1)</sup>	<b>\$21,673</b>	<b>10.5</b>	<b>1,355</b>	<b>25.9</b>	<b>\$4,716</b>	<b>6.0</b>	<b>1,193</b>	<b>55.9</b>	<b>\$5,863</b>	<b>14.6</b>	<b>469</b>	<b>56.2</b>
Agricultural inputs	4,321	2.1	208	4.0	2,923	3.7	182	8.5	354	0.9	60	7.2
Agricultural production	14,275	6.9	1,034	19.8	1,685	2.1	1,006	47.2	4,761	11.8	366	43.9
Agricultural processing	3,077	1.5	113	2.2	108	0.1	5	0.2	748	1.9	43	5.2
<b>Mining and Extractive Industries</b>	<b>\$2,978</b>	<b>1.4</b>	<b>89</b>	<b>1.7</b>	<b>\$1,212</b>	<b>1.5</b>	<b>36</b>	<b>1.7</b>	<b>\$983</b>	<b>2.4</b>	<b>23</b>	<b>2.8</b>
Metals minig									629	1.6	23	2.8
Oil & gas extraction	292	0.1	-	-	21	*	-	-	354	0.9	-	-
Non-metallic minerals	2,686	1.3	89	1.7	1,191	1.5	36	1.7				
<b>Manufacturing</b> <sup>2)</sup>	<b>\$1,775</b>	<b>0.9</b>	<b>78</b>	<b>1.5</b>	<b>\$1,997</b>	<b>2.5</b>	<b>81</b>	<b>3.8</b>	<b>\$365</b>	<b>0.9</b>	<b>1</b>	<b>0.1</b>
Textile products & apparel	D		D		6	*	1	*				
Lumber & wood prod, incl furniture	65	*	7	0.1	D		D		D		D	
Newspapers & printing	736	0.4	31	0.6	D		D		D		D	
Cement, clay, concrete, stone	D		D		D		D					
Industrial, commercial, elec machinery	182	*	10	0.2								
Transportation equipment												
Misc manufacturing					543	0.7	40	1.9	332	0.8	-	-
<b>Regional Center</b> <sup>3)</sup>	<b>\$53,783</b>	<b>25.9</b>	<b>2,024</b>	<b>38.7</b>	<b>\$11,258</b>	<b>14.3</b>	<b>262</b>	<b>12.3</b>	<b>\$2,268</b>	<b>5.6</b>	<b>70</b>	<b>8.4</b>
Construction	14,070	6.8	522	10.0	3,328	4.2	98	4.6	875	2.2	14	1.7
Transportation, comm & utilitie	6,141	3.0	148	2.8	4,683	5.9	20	0.9	384	1.0	4	0.5
Wholesale trade - non-ag	3,187	1.5	104	2.0	329	0.4	3	0.1				
Retail trade	6,764	3.3	342	6.5	1,098	1.4	39	1.8	250	0.6	9	1.1
Finance, insurance & real estate	2,294	1.1	123	2.4	444	0.6	20	0.9	442	1.1	30	3.6
Services	21,327	10.3	785	15.0	1,376	1.7	82	3.8	317	0.8	13	1.6
<b>Tourism</b> <sup>4)</sup>	<b>\$12,449</b>	<b>6.0</b>	<b>813</b>	<b>15.5</b>	<b>\$5,026</b>	<b>6.4</b>	<b>145</b>	<b>6.8</b>	<b>\$1,247</b>	<b>3.1</b>	<b>73</b>	<b>8.8</b>
Second home constr & real estate	1,143	0.6	52	1.0	1,599	2.0	49	2.3	480	1.2	9	1.1
Resorts, restaurants, recreation & lodging	4,822	2.3	445	8.5	2,814	3.6	70	3.3	417	1.0	48	5.8
Tourist-related transportation	2,104	1.0	79	1.5	361	0.5	11	0.5	139	0.3	5	0.6
Tourist goods & services	4,380	2.1	237	4.5	252	0.3	15	0.7	211	0.5	11	1.3
<b>Government</b> <sup>5)</sup>	<b>\$11,576</b>	<b>5.6</b>	<b>310</b>	<b>5.9</b>	<b>\$2,349</b>	<b>3.0</b>	<b>78</b>	<b>3.7</b>	<b>\$784</b>	<b>1.9</b>	<b>32</b>	<b>3.8</b>
US Post Office	1,415	0.7	25	0.5	304	0.4	9	0.4	128	0.3	4	0.5
Federal government administration	4,946	2.4	95	1.8	1,557	2.0	35	1.6	357	0.9	13	1.6
Military	554	0.3	40	0.8	307	0.4	22	1.0	135	0.3	10	1.2
State health & education serv	4,412	2.1	144	2.8								
Local govt authorities	249	0.1	6	0.1	181	0.2	12	0.6	164	0.4	5	0.6
<b>Other Sources of Income</b>	<b>\$60,403</b>	<b>29.1</b>			<b>\$21,619</b>	<b>27.4</b>			<b>\$11,689</b>	<b>29.1</b>		
Transfer payments <60	22,788	11.0			10,298	13.0			5,010	12.5		
Dividends, interest, rents <60	38,646	18.6			10,003	12.7			5,740	14.3		
Unemployment & veterans benefits	243	0.1			201	0.3			107	0.3		
Residency adjustment <sup>6)</sup>	-1,274	-0.6			1,117	1.4			832	2.1		
<b>Retirees</b>	<b>\$42,741</b>	<b>20.6</b>	<b>563</b>	<b>10.8</b>	<b>\$30,806</b>	<b>39.0</b>	<b>338</b>	<b>15.8</b>	<b>\$17,025</b>	<b>42.3</b>	<b>166</b>	<b>19.9</b>
SS, disability & govt retirement 60+	14,484	7.0			11,971	15.2			6,390	15.9		
Medicare payments	7,854	3.8			6,491	8.2			3,465	8.6		
Other public assistance 60+	7,606	3.7			6,286	8.0			3,356	8.3		
Dividends, interest, rents 60+	12,797	6.2			6,058	7.7			3,814	9.5		

**Table K-4 (Continued)**

(Income in \$1,000)

	Mineral County All Inc and Emp \$22,387/661				Rio Grande County All Inc and Emp \$274,631/6,340				Saguache County All Inc and Emp \$102,505/2,663			
	Basic Income	%	Basic Emp	%	Basic Income	%	Basic Emp	%	Basic Income	%	Basic Emp	%
<b>TOTAL</b>	<b>\$18,723</b>	<b>100.0</b>	<b>548</b>	<b>100.0</b>	<b>\$215,242</b>	<b>100.0</b>	<b>4,231</b>	<b>100.0</b>	<b>\$76,449</b>	<b>100.0</b>	<b>1,737</b>	<b>100.0</b>
<b>Agribusiness <sup>1)</sup></b>	<b>-\$94</b>	<b>-0.5</b>	<b>24</b>	<b>4.4</b>	<b>\$59,762</b>	<b>27.8</b>	<b>2,205</b>	<b>52.1</b>	<b>\$24,296</b>	<b>31.8</b>	<b>1,222</b>	<b>70.4</b>
Agricultural inputs					25,627	11.9	958	22.6	7,000	9.2	314	18.1
Agricultural production	-94	-0.5	24	4.4	28,576	13.3	975	23.0	15,691	20.5	806	46.4
Agricultural processing					5,559	2.6	272	6.4	1,605	2.1	102	5.9
<b>Mining and Extractive Industries</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$2,308</b>	<b>1.1</b>	<b>18</b>	<b>0.4</b>	<b>\$27</b>	<b>*</b>	<b>1</b>	<b>*</b>
Metals minig									D		D	
Oil & gas extraction					D		D					
Non-metallic minerals					D		D					
<b>Manufacturing <sup>2)</sup></b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$6,174</b>	<b>2.9</b>	<b>223</b>	<b>5.3</b>	<b>\$961</b>	<b>1.3</b>	<b>25</b>	<b>1.4</b>
Textile products & apparel					34	*	5	0.1				
Lumber & wood prod, incl furniture	Incl w/Constr		-	-	4,408	2.0	141	3.3	D		D	
Newspapers & printing					D		D		259	0.3	1	*
Cement, clay, concrete, stone					D		D					
Industrial, commercial, elec machinery					291	0.1	14	0.3				
Transportation equipment					513	0.2	16	0.4				
Misc manufacturing									D		D	
<b>Regional Center <sup>3)</sup></b>	<b>\$1,836</b>	<b>9.8</b>	<b>46</b>	<b>8.4</b>	<b>\$21,923</b>	<b>10.2</b>	<b>611</b>	<b>14.4</b>	<b>\$5,317</b>	<b>7.0</b>	<b>153</b>	<b>8.8</b>
Construction	483	2.6	20	3.6	6,069	2.8	181	4.3	2,196	2.9	47	2.7
Transportation, comm & utilitie	850	4.5	-	-	8,183	3.8	136	3.2	1,534	2.0	21	1.2
Wholesale trade - non-ag					984	0.5	36	0.9	130	0.2	8	0.5
Retail trade	202	1.1	14	2.6	1,707	0.8	74	1.7	583	0.8	30	1.7
Finance, insurance & real estate					792	0.4	48	1.1	405	0.5	38	2.2
Services	301	1.6	12	2.2	4,188	1.9	136	3.2	469	0.6	9	0.5
<b>Tourism <sup>4)</sup></b>	<b>\$6,892</b>	<b>36.8</b>	<b>420</b>	<b>76.6</b>	<b>\$9,342</b>	<b>4.3</b>	<b>491</b>	<b>11.6</b>	<b>\$3,965</b>	<b>5.2</b>	<b>93</b>	<b>5.4</b>
Second home constr & real estate	1,460	7.8	77	14.1	4,437	2.1	139	3.3	2,617	3.4	41	2.4
Resorts, restaurants, recreation & lodging	5,053	27.0	317	57.8	2,050	1.0	218	5.2	768	1.0	29	1.7
Tourist-related transportation	33	0.2	-	-	861	0.4	34	0.8	324	0.4	18	1.0
Tourist goods & services	346	1.8	26	4.7	1,994	0.9	100	2.4	256	0.3	5	0.3
<b>Government <sup>5)</sup></b>	<b>\$309</b>	<b>1.7</b>	<b>11</b>	<b>2.0</b>	<b>\$5,396</b>	<b>2.5</b>	<b>108</b>	<b>2.6</b>	<b>\$3,305</b>	<b>4.3</b>	<b>86</b>	<b>5.0</b>
US Post Office	44	0.2	2	0.4	445	0.2	9	0.2	268	0.4	7	0.4
Federal government administration	236	1.3	7	1.3	4,807	2.2	94	2.2	2,681	3.5	58	3.3
Military	29	0.2	2	0.4					240	0.3	17	1.0
State health & education serv												
Local govt authorities					144	*	5	0.1	116	0.2	4	0.2
<b>Other Sources of Income</b>	<b>\$4,575</b>	<b>24.4</b>			<b>\$56,896</b>	<b>26.4</b>			<b>\$20,216</b>	<b>26.4</b>		
Transfer payments <60	1,298	6.9			17,500	8.1			9,172	12.0		
Dividends, interest, rents <60	3,365	18.0			39,509	18.4			10,515	13.8		
Unemployment & veterans benefits	26	0.1			277	0.1			116	0.2		
Residency adjustment <sup>6)</sup>	-114	-0.6			-390	-0.2			413	0.5		
<b>Retirees</b>	<b>\$5,205</b>	<b>27.8</b>	<b>47</b>	<b>8.6</b>	<b>\$53,441</b>	<b>24.8</b>	<b>575</b>	<b>13.6</b>	<b>\$18,362</b>	<b>24.0</b>	<b>157</b>	<b>9.0</b>
SS, disability & govt retirement 60+	1,523	8.1			16,476	7.7			6,891	9.0		
Medicare payments	826	4.4			8,934	4.2			3,736	4.9		
Other public assistance 60+	800	4.3			8,652	4.0			3,619	4.7		
Dividends, interest, rents 60+	2,056	11.0			19,379	9.0			4,116	5.4		

## Table K-4 (Continued)

**Source:** Demography Section, Colorado Department of Local Affairs, last updated 5/24/02. Adjustment and enhancements provided by DRG staff. Percentages may not add due to rounding. \* Less than 0.1%.

- 1) Agribusiness includes crops & livestock, farm services, food & kindred products manufacturing, fertilizers, whse trade - ag inputs, whse trade - ag processing, and portions of railroad transportation, motor freight & warehousing, and finance.
- 2) For base analysis purposes, manufacturing represents a balance after any allocations to agribusiness and second home construction.
- 3) The Regional Center group includes selected portions of industries which perform economic base functions by drawing in sales or providing services to businesses and residents of surrounding counties within the region.
- 4) Tourism includes portions of transportaion, retail trade, services, real estate, and segments of construction involved in second home construction.
- 5) Federal government administration, military services, portions of state health & education services, local government authorities, and a portion of US Post Office activities contribute to the base economy by serving residents of surrounding counties in addition to local residents.
- 6) The residency adjustment is used to make a closer approximation of income by place of residence. It compensates for potential losses in counties where income is likely to be under-reported, and applies a negative adjustment when a portion of income is attributable to residents of other counties.

**D** = Data withheld to avoid disclosure. Income and employment included in industry subtotal.

Table K-5

**Major Employers, May 2002**

Business/Organization	Industry	Number of Employees					
		<20 Select	20 - 29	30 - 49	50 - 99	100 - 199	200 - 299
<b>Alamosa County</b>							
<b>Alamosa &amp; surrounding area</b>							
<b>Rakhra Mushroom Farm Corp</b>	Ag produce & related						X
Agro Engineering	Ag services		X				
RMMP Construction	Landscaping	X					
<b>Alcon Construction</b>	Construction/building trades			X			
Alpine Electric	" "		X				
<b>Asphalt Constructors</b>	" "			X			
Colorado Construction	" "	X					
Greer Roofing	" "	X					
Husmann Plumbing	" "	X					
Rocky Mountain Septic & Excavating	" "	X					
SLV Builders	" "	X					
<b>Southway Construction Co</b>	" "				X		
Southwest Ready Mix	" "		X				
Valley Electric	" "		X				
Van Iwaarden Builders	" "	X					
Van Gieson & Co	" "	X					
<b>Vendola Plumbing &amp; Heating</b>	" "				X		
<b>Colorado Kayak Supply</b>	Water sports apparel mfg				X		
Benjamin Woodcraft	Wood cabinets & furniture mfg	X					
<b>The Valley Courier</b>	Newspaper			X			
O & V Printing	Commercial printing	X					
Rocky Mountain Soils	Fertilizers	X					
<b>Bill Clark Truck Line</b>	Trucking			X			
RAC Transport	" "	X					
<b>US Postal Service</b>	Postal services				X		
United Parcel Service	Parcel delivery		X				
Blanca Telephone Company	Communication services	X					
AT&T Broadband	" "	X					
<b>Xcel Energy</b>	Electric & gas utilities			X			
Stock Building Supply	Lumber whse/retail	X					
Primotec	Electronic parts		X				
US Tractor & Harvest	Farm machinery & equip	X					
Sorum Tractor Co	" "	X					
Wright Valley Oil	Gas & oil distributor		X				
Winco	" "	X					
Big R Stores	Farm & ranch supplies		X				
Alamosa True Value Hardware	Hardware store	X					
Aspen Homes	Manufactured homes	X					
<b>K Mart</b>	General merchandise				X		
<b>Wal-Mart Supercenter</b>	" "						X
JCPenney Company	Clothing store		X				
<b>City Market</b>	Supermarket				X		
<b>Safeway</b>	" "				X		
<b>Town &amp; Country Car &amp; Truck Center</b>	Auto dealer				X		
<b>Texaco Stations</b>	Convenience stores			X			



**Table K-5 (Continued)**

-2-

Business/Organization	Industry	Number of Employees						
		<20 Select	20 - 29	30 - 49	50 - 99	100 - 199	200 - 299	300+
Arby's	Restaurant		X					
Burger King	" "	X						
Hunan	" "	X						
Kentucky Fried Chicken	" "		X					
May-Wa	" "	X						
<b>McDonalds</b>	" "				X			
Oscar's	" "	X						
Trujillo's	" "		X					
<b>Sonic Drive-In</b>	" "			X				
Aramark Group	Campus food service		X					
<b>Alamosa National Bank</b>	Financial services			X				
Community Banks	" "	X						
<b>San Luis Valley Federal Bank</b>	" "			X				
<b>Vectra Bank Colorado</b>	" "				X			
Colorado Insurance Associates	Insurance agent	X						
Dell's Insurance	" "	X						
Landmark Management Group	Apartment rentals		X					
Comfort Inn	Hotel/motel	X						
<b>Best Western Alamosa Inn</b>	" "			X				
<b>Holiday Inn</b>	" "				X			
Amigo.net	Internet service provider	X						
Valley Pride	Carwash	X						
Alamosa Bowl	Bowling alley		X					
Valley Athletics	Fitness center		X					
<b>San Luis Valley Medical PC</b>	" "					X		
<b>Valley Wide Health Services</b>	" "						X	
<b>San Luis Care Center</b>	Nursing home/assisted living				X			
<b>Evergreen Nursing Home</b>	Nursing home				X			
<b>San Luis Valley Regional Medical Center</b>	Hospital						X	
At Home Healthcare	Home health care services		X					
<b>SLV Comprehensive Mental Health</b>	Mental health services					X		
<b>Alamosa School District</b>	Public schools							X
<b>Adams State College</b>	College & graduate studies							X
<b>Trinidad State Junior College</b>	Assoc degrees/certificates				X			
SLV Nutritional Program for Elderly	Food services		X					
SLV Christian Community Services	Social services & programs		X					
La Puente Home	Homeless shelter & related serv		X					
<b>Blue Peaks Developmental Services</b>	Rehabilitation services				X			
Alamosa Head Start	Child daycare		X					
Youthtrack Inc	" "		X					
Crossroads Managed Care Systems	Alcohol detention & treatment		X					
<b>Wall, Smith, Bateman &amp; Associates</b>	Accounting services			X				
<b>City of Alamosa</b>	City government					X		
<b>Alamosa County</b>	County government						X	
<b>District Courts</b>	Court system				X			
<b>Colorado State Patrol</b>	Police protection			X				
<b>San Luis Valley Board of Cooperative Services</b>	Educational services					X		
<b>Bureau of Land Management</b>	Federal government			X				
US Department of Agriculture	" "	X						
US Fish & Wildlife Service	" "	X						
<b>Colorado Department of Transportation</b>	State government					X		

**Table K-5 (Continued)**

-3-

Business/Organization	Industry	Number of Employees						
		<20 Select	20 - 29	30 - 49	50 - 99	100 - 199	200 - 299	300+
<b><u>Mosca/Hooper</u></b>								
<b>Farm Fresh Direct -- Alpine Potato Co</b>	Ag produce & related			X				
Mountain Top Farmers	" "		X					
White Mountain Farms/Ranch	" "		X					
Zapata Seed	" "		X					
The Nature Conservancy	Land management/ranching	X						
Great Sand Dunes Lodge and Oasis	Motel/lodging	X						
<b>Sangre de Cristo School District</b>	Public school				X			
<b>National Park Service (Great Sand Dunes)</b>	Federal government			X				

**Conejos County**

<b><u>La Jara/Sanford</u></b>								
<b>Farm Fresh Direct -- Helms Potato Co</b>	Ag produce & related				X			
US Postal Service	Postal services		X					
La Jara Trading Post	Building material, hardware		X					
Hometown Food Market	Grocery store	X						
Jack's Market	" "		X					
La Jara Pharmaceutical	Drug store		X					
<b>Community Banks</b>	Financial services			X				
<b>Conejos County Hospital</b>	Hospital					X		
<b>North Conejos School District</b>	Public school					X		
<b>Sanford School District</b>	" "				X			
Rio Grande National Forest	Federal government	X						
Bureau of Land Management	" "	X						
<b><u>Romeo/Manassa</u></b>								
Silver Fox Jewelry	Jewelry manufacturing	X						
Bagwells'	" "	X						
<b><u>Antonito/Conejos Canyon</u></b>								
<b>Harborlite, Inc</b>	Perlite mining				X			
Colorado Lava	Lava rock/landscape	X						
Torres Plumbing & Heating	Construction/building trades	X						
<b>Dicaperl Minerals Corp</b>	Perlite mfg				X			
Hometown Food Market	Grocery store	X						
Lee's Texaco	Convenience store	X						
Rainbow Trout Ranch	Fishing camp	X						
Cumbres & Toltec Scenic Railroad	Scenic railway attraction		X					
<b>South Conejos School District</b>	Public schools				X			
<b>Conejos County</b>	County government					X		

**Costilla County**

<b><u>Blanca/Ft. Garland</u></b>								
<b>Farm Fresh Direct -- Blanfort, Inc.</b>	Ag produce & related			X				
Mundorf, LLC	" "		X					
Three S Ranch	" "		X					
<b>Forbes Trinchera Ranch</b>	Real estate/ranching			X				
Mt. Blanca Game Bird & Trout	Hunting & fishing camp	X						
<b>Sierra Grande School District</b>	Public schools				X			

**Table K-5 (Continued)**

-4-

Business/Organization	Industry	Number of Employees					
		<20 Select	20 - 29	30 - 49	50 - 99	100 - 199	200 - 299
<b><u>San Luis &amp; surrounding area</u></b>							
<b>San Luis Hills Farm</b>	Ag produce & related			X			
Los Perez Contracting	Farm labor contracting		X				
Colorado Aggregate	Aquarium gravel	X					
US Postal Service	Postal Services	X					
<b>Centennial School District</b>	Public school				X		
Red Willow	Adult care services	X					
<b>Costilla County</b>	County government						X

**Mineral County**

<b><u>Creede &amp; balance of county</u></b>							
Creede Hotel	Hotel & restaurant	X					
4 UR Ranch	Guest ranch		X				
<b>Wolf Creek Ski Corp.</b>	Ski area				X		
<b>Creede Repertory Theatre</b>	Live theater			X			
<b>Creede Consolidated School District</b>	Public schools			X			
Town of Creede	Town government	X					
<b>Mineral County</b>	County government			X			
Forest Service - Creede District	Federal government		X				

**Rio Grande County**

<b><u>Monte Vista/Sargent</u></b>							
Bond Farms	Ag produce & related	X					
<b>Farm Fresh Direct -- Offices</b>	" "	X					
<b>Grower Shipper Potato Co.</b>	" "			X			
<b>The Spud Seller</b>	" "				X		
<b>Worley &amp; McCullough</b>	" "			X			
<b>Harvest Select</b>	" "				X		
Hi-Land Potato Company	Ag produce & related		X				
<b>Monte Vista Potato Growers CO-OP</b>	" "			X			
<b>Sanderson Farms</b>	" "			X			
Segundo Diaz	" "		X				
<b>Smokin Spuds</b>	" "					X	
<b>Wright Brothers</b>	" "			X			
Mathias Concrete	Construction/building trades	X					
<b>SLV Earth Movers</b>	" "			X			
<b>Grimmway Enterprises</b>	Carrot processing				X		
AE Staley Manufacturing Company	Starch processing	X					
Pleasant's Western Lumber	Sawmill & lumber	X					
Schall Chemical Supply	Ag chemicals	X					
Brimhall Industrial Machine Service	Mfg of heat exchangers & pumps	X					
Valley Publishing	Newspapers	X					
Monte Vista Ambulance Service	Ambulance service		X				
<b>US Postal Service</b>	Postal services			X			
<b>San Luis Valley Rural Electric Co-Op</b>	Electric services				X		
Irrigation Engineering & Supply	Farm machinery & equipment	X					
Monte Vista Livestock Auction	Auction services		X				
<b>Monte Vista Co-Op</b>	Farm supplies whse				X		
Alco	General merchandise		X				

**Table K-5 (Continued)**

-5-

Business/Organization	Industry	Number of Employees						
		<20 Select	20 - 29	30 - 49	50 - 99	100 - 199	200 - 299	300+
Jack's Supermarket	Grocery store		X					
Monte Vista Super Foods	" "		X					
<b>Safeway</b>	" "			X				
Eriksen Motors	Auto dealer	X						
Dairy Queen	Restaurant		X					
Dos Rios	" "		X					
<b>Sonic Drive-In</b>	" "			X				
Centennial Merit Drug	Drug store		X					
<b>Bank of Monte Vista</b>	Financial services			X				
Community Banks	" "	X						
Rio Grande Savings & Loan	" "		X					
Movie Manor Motel and Restaurant	Hotel/motel	X						
Schall Iron Works	Farm machinery repair	X						
San Lius Valley HMO	Insurance company		X					
<b>Colorado State Veterans Center</b>	Nursing home				X			
<b>Mountain Meadows</b>	" "				X			
The Legacy	Assisted living	X						
Rio Grande Racquet & Fitness	Fitness center	X						
<b>Monte Vista Public Schools</b>	Public schools						X	
<b>Sargent School District</b>	" "				X			
Monte Vista Community Center	Child day care		X					
Wall, Smith, Bateman & Associates	Accounting services	X						
<b>City of Monte Vista</b>	City government				X			
<b>Rio Grande National Forest</b>	Federal government				X			
<b>Del Norte</b>								
Farm Fresh Direct -- Del Norte Potato Growers CO-OP	Ag produce & related		X					
Jack's Market	Grocery store	X						
Skaffs Super Market	" "	X						
Boogie's Restaurant	Restaurant	X						
Stop N' Shop	Convenience store	X						
La Garita Ranch	Guest ranch	X						
Community Banks	Financial services	X						
<b>San Juan Care Center</b>	Nursing home			X				
<b>Rio Grande Hospital</b>	Hospital				X			
<b>Del Norte Consolidated School District</b>	Public school					X		
Head Start Program	Child day care	X						
Davis Engineering	Engineering services		X					
<b>Rio Grande County</b>	County government					X		
<b>South Fork</b>								
Rue Logging	Logging	X						
<b>Rainbow Grocery</b>	Grocery store/lodging			X				
Hungry Logger	Restaurant		X					
Comfort Inn	Hotel/motel	X						
Spruce Lodge	" "	X						
Fun Valley	RV park		X					
Town of South Fork	Town government	X						

**Table K-5 (Continued)**

-6-

Business/Organization	Industry	Number of Employees					
		<20 Select	20 - 29	30 - 49	50 - 99	100 - 199	200 - 299

**Saguache County**

<b>Center &amp; vicinity</b>								
<b>Aspen Produce</b>	Ag produce & related			X				
Bassett Farms	" "	X						
Bigelow Associated Farms	" "		X					
Cactus Produce	" "	X						
<b>Canon Potato</b>	" "				X			
Center Potato Growers CO-OP	" "		X					
<b>Farm Fresh Direct -- Blue Chip Potato</b>	" "			X				
Pepper Potato Farms	" "		X					
<b>Growers Co</b>	" "				X			
Kehler Ranches	" "	X						
Kopfman Farms	" "	X						
<b>Mountain Valley Produce</b>	" "			X				
Nature Fresh	" "		X					
<b>Skyline Potato Company</b>	" "			X				
<b>Southern Colorado Farms</b>	" "			X				
Summit Farms Management	" "		X					
VW Ellithorpe	" "	X						
<b>Armand Reyna Crew Leader</b>	Farm labor contractor			X				
<b>Sunshine Potato Flakes</b>	Potato processing				X			
Kzee Manufacturing	Truck beds & trailer mfg	X						
US Postal Service	Postal services	X						
Central Pump Company	Pump equipment & related	X						
Winco Food Stores	Convenience store	X						
<b>Center Consolidated School District</b>	Public school					X		
Center Head Start Project	Child day care	X						
Tierra Nueva	Housing project		X					
<b>Town of Center</b>	Town government				X			
<b>Crestone/Baca/Moffat</b>								
Baca Grande Water & Sanitation District	Water & sewer services	X						
Desert Sage Restaurant & Bakery	Restaurant	X						
Baca Grande Property Owners Association	Real estate	X						
<b>Moffat Consolidated School District</b>	Public school				X			
<b>Saguache/Villa Grove</b>								
Mountain Valley Lumber	Sawmills/planing mills		X					
<b>Mountain Valley School District</b>	Public school				X			
Town of Saguache	Town government	X						
<b>Saguache County</b>	County government					X		
<b>Rio Grande National Forest</b>	Federal government			X				

**Source:** SLV Development Resources Group, May 2002. Unpublished data sources for the year 2000 provided the base source of information to which any new businesses since 2000 were added, and those recognized as no longer in business excluded. Establishments with annual average employment of 20 or more were initially selected. Those under 20 also considered as major employers represent establishments with employment close to 20, or above-average employment relative to others in the community. Employers with employment of 30 or more are highlighted in bold.

**Table K-6**  
**Building Permits, 1997-2000**

County	Total Units				One Unit				Multi-Unit				Construction Cost			
	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000	1997	1998	1999	2000
<b>Alamosa</b>	88	73	78	54	87	67	78	54	1	6	-	-	\$5,475,851	\$4,487,352	\$5,538,070	\$4,650,000
<b>Conejos</b>	165	175	181	193	164	175	181	193	1	-	-	-	\$4,553,940	\$4,509,779	\$4,628,373	\$4,936,000
<b>Costilla</b>	No reports.															
<b>Mineral</b>	12	14	13	14	21	14	13	14	-	-	-	-	\$130,000	\$208,833	\$140,833	\$152,000
<b>Rio Grande</b>	115	95	93	123	114	93	92	120	1	2	1		\$11,966,507	\$10,751,465	\$11,947,749	\$14,418,000
<b>Saguache</b>	136	84	119	134	136	81	119	134	-	3	-		\$3,655,770	\$6,065,476	\$5,370,055	\$6,933,000

**Source: 1997-1999:** U.S. Census Bureau, Construction Division, Building Permits Survey report, 1999. Assistance provided by Demography Section in accessing this information.

**2000:** U.S. Census Bureau New Residential Construction - Building Permits. Reported in U.S. Census Bureau publication - *County and City Data Book: 2000, 13th Edition*, Table B-6. Building permits data are based on reports submitted by local permit officials. Units exclude mobile homes (trailers), hotels, motels, and group residential structures. They also exclude conversions and alterations to existing buildings. Construction cost usually excludes the cost of on-site and off-site developments and improvements and the cost of heating, plumbing, electrical, and elevator installations.

Table K-7

**County Trade Pull Factors, 2001**

	<u>2000 population</u>	<u>FY-2001 Net Sales Tax Collections</u>		<u>County per capita/ state per capita</u>
		<u>Amount</u>	<u>Per capita</u>	
Alamosa	14,996	\$ 4,970,000	\$ 331.42	0.886
Conejos	8,400	516,000	61.43	0.164
Costilla	3,663	165,000	45.05	0.120
Mineral	831	329,000	395.91	1.058
Rio Grande	12,413	2,191,000	176.51	0.472
Saguache	5,917	404,000	68.28	0.182
San Luis Valley	46,190	\$ 8,575,000	\$ 185.65	0.496
Colorado	4,301,261	\$ 1,608,673,000	\$ 374.00	1.000

---

**Source: Population:** U.S. Census Bureau, *2000 Decennial Census*.

**Net Sales Tax Collections:** Colorado Department of Revenue, *2001 Annual Report*, Reported for fiscal year ended 6/30/01.

**Pull Factor:** County per capita sales tax/state per capita sales tax. A pull factor which is higher than 1.0 indicates that the county is attracting business; a pull factor which is less than 1.0 indicates the county is losing business. The Pull Factor concept was used in the *Kansas Statistical Abstract 2000*, PRI Policy Research Institute, University of Kansas, September 2001.

Table K-8

**Business Establishments (Excluding self-employed), 1990 - 1999**

<u>County</u>	<u>1990</u>	<u>1995</u>	<u>1999</u>	<u>Changes in number</u>		<u>Ave number change per year</u>	
				<u>1990-1995</u>	<u>1995-1999</u>	<u>1990-95</u>	<u>1995-99</u>
Alamosa	405	469	506	64	37	12.8	9.3
Conejos	89	112	117	23	5	4.6	1.3
Costilla	32	40	50	8	10	1.6	2.5
Mineral	34	48	52	14	4	2.8	1.0
Rio Grande	323	348	398	25	50	5.0	12.5
Saguache	<u>88</u>	<u>110</u>	<u>117</u>	<u>22</u>	<u>7</u>	<u>4.4</u>	<u>1.8</u>
<b>San Luis Valley</b>	971	1,127	1,240	156	113	31.2	28.3

**Source:** U.S. Census Bureau, *County Business Patterns*, annual reports. Excludes most government employees, railroad employees, and self-employed persons.



**Table K-9**

**Business Establishments and Payrolls (Excluding self-employed), 1999**

(Payroll in Thousand \$)

	Alamosa County		Conejos County		Costilla County		Mineral County	
	<u>Estab</u>	<u>Payroll</u>	<u>Estab</u>	<u>Payroll</u>	<u>Estab</u>	<u>Payroll</u>	<u>Estab</u>	<u>Payroll</u>
<b>Total</b>	<b>506</b>	<b>\$97,758</b>	<b>117</b>	<b>\$15,430</b>	<b>50</b>	<b>\$2,184</b>	<b>52</b>	<b>\$2,796</b>
<b>Ag service/forest</b>	3	D	4	D	1	D		
<b>Mining</b>	5	3,070	3	D	2	D		
<b>Utilities</b>	5	D						
<b>Construction</b>	47	10,354	14	638	4	36	10	583
<b>Manufacturing</b>	12	2,016	12	1,223			1	D
Sawmills								
<b>Wholesale trade</b>	30	6,076	5	634				
<b>Retail trade</b>	95	19,662	19	2,666	12	D	9	D
Bldg materiels	15	2,503						
Food/bev stores	8	4,221						
<b>Trans/warehousing</b>	14	1,349	9	515	2	D		
<b>Information</b>	11	2,351	2	D	1	D	1	D
<b>Finance/insurance</b>	28	5,699	4	D	2	D	3	D
<b>Real estate/rental</b>	19	1,276	3	62	1	D	4	D
<b>Prof/tech services</b>	43	4,405	4	19	4	D	2	D
<b>Business mgmt</b>	2	D						
<b>Other mgmt</b>	13	855	2	D	4	D		
<b>Educational serv</b>	6	759	1	D	1	D		
<b>Health/social</b>	54	24,671	7	D	3	D	1	D
<b>Arts/recreation</b>	8	483			1	D	4	243
<b>Accomodation</b>	51	7,037	12	D	7	D	13	851
Hotels/motels	8	1,896						
Restaurants/bars	40	4,632						
<b>Other services</b>	51	3,308	12	673	2	D	4	52
<b>Housing admin</b>	1	D						
<b>Unclassified</b>	8	116	4	41	3	53		

**Table K-9 (Continued)**

(Payroll in Thousand \$)

	Rio Grande County		Saguache County		San Luis Valley		% of payroll
	<u>Estab</u>	<u>Payroll</u>	<u>Estab</u>	<u>Payroll</u>	<u>Estab</u>	<u>Payroll</u>	
<b>Total</b>	<b>393</b>	<b>\$60,353</b>	<b>117</b>	<b>\$11,050</b>	<b>1,235</b>	<b>\$189,571</b>	<b>100.0</b>
<b>Ag service/forest</b>	11	3,138	3	1,596	22	4,734	2.5
<b>Mining</b>	1	D	2	D	13	3,070	1.6
<b>Utilities</b>	4	2,758	1	D	10	2,758	1.5
<b>Construction</b>	34	2,725	17	625	126	14,961	7.9
<b>Manufacturing</b>	12	5,947	7	1,527	44	10,713	5.7
Sawmills	3	3,930			3	3,930	2.1
<b>Wholesale trade</b>	30	9,611	8	D	73	16,321	8.6
<b>Retail trade</b>	69	10,062	21	2,330	225	34,720	18.3
Bldg materiels	11	3,610			26	6,113	3.2
Food/bev stores	10	2,423			18	6,644	3.5
<b>Trans/warehousing</b>	6	278	7	188	38	2,330	1.2
<b>Information</b>	8	1,000	2	D	25	3,351	1.8
<b>Finance/insurance</b>	23	5,057	5	D	65	10,756	5.7
<b>Real estate/rental</b>	21	951	3	90	51	2,379	1.3
<b>Prof/tech services</b>	22	1,762	5	267	80	6,453	3.4
<b>Business mgmt</b>					2	0	0.0
<b>Other mgmt</b>	12	D	2	D	33	855	0.5
<b>Educational serv</b>	1	D	3	233	12	992	0.5
<b>Health/social</b>	31	5,552	6	D	102	30,223	15.9
<b>Arts/recreation</b>	7	359			20	1,085	0.6
<b>Accommodation</b>	46	3,377	9	D	138	11,265	5.9
Hotels/motels					8	1,896	1.0
Restaurants/bars	15	1,534			55	6,166	3.3
<b>Other services</b>	43	1,364	13	817	125	6,214	3.3
<b>Housing admin</b>					1	0	0.0
<b>Unclassified</b>	12	303	3	56	30	569	0.3

**Source:** U.S. Census Bureau, *County Business Patterns*, 1999 annual reports. Excludes most government employees, railroad employees, and self-employed persons.

D = Data withheld to avoid disclosure of individual companies.

Table K-10

**RIMS Multipliers - Southwest Agriculture & Recreation Region, 1997**

Industry	Earnings	Employment	Sales
<b>Agriculture and Forestry</b>			
Dairy farm products	2.570	2.059	2.333
Poultry and eggs	2.264	1.846	1.832
Meat animals	2.890	2.567	2.595
Misc livestock	2.003	1.654	1.912
Food grains	1.899	1.529	1.694
Feed grains	2.112	1.679	1.770
Grass seeds	1.610	1.324	1.408
Vegetables	1.924	1.600	1.794
Misc crops	2.692	2.211	2.029
Oil bearing crops	1.960	1.664	1.808
Greenhouse and nursery products	1.487	1.314	1.524
Forestry products	4.593	3.087	2.034
Ag services	1.484	1.301	1.982
Landscape and horticultural services	1.495	1.400	1.909
<b>Mining</b>			
Nonferrous metal ores	2.240	3.416	1.972
Oil and natural gas	1.998	2.647	1.798
Crushed and broken stone	1.535	1.668	1.559
Sand and gravel	1.487	1.688	1.604
Nonmetallic mineral services	1.552	2.015	1.584
<b>Construction</b>			
	1.674	1.845	1.698
<b>Manufacturing</b>			
Meat packing plants	5.054	7.316	3.276
Canned vegetables	2.291	2.191	1.513
Dehydrated vegetables	2.116	2.036	1.553
Flour and grain mill	4.882	9.401	2.151
Prepared feeds	3.531	4.709	1.718
Bread and related products	1.595	1.858	1.629
Malt beverages	1.888	3.095	1.250
Bottled and canned soft drinks	2.082	2.573	1.399
Manufactured ice	1.560	1.612	1.546
Textile mill products	1.487	1.449	1.377
Apparel	1.680	1.488	1.527
Logging	2.823	3.342	1.979
Sawmills and planing mills	2.509	2.730	2.346
Special products mills	1.960	2.061	2.105
Millwork	1.873	2.051	1.960
Structural wood members	1.914	2.070	2.022
Wood products, NEC	1.641	1.541	1.779
Printing and publishing	1.477	1.657	1.540
Industrial chemicals	1.780	3.209	1.538
Fertilizers	1.932	1.845	1.568
Drugs	1.651	2.384	1.430
Pottery products	1.503	1.299	1.690
Concrete block and brick	1.732	1.875	1.721
Concrete products	1.589	1.748	1.625
Ready-mix concrete	1.952	2.263	1.725
Minerals, ground or treated	1.938	2.355	1.674
Nonmetallic mineral products	1.579	1.739	1.560
Fabricated metals	1.549	1.868	1.405
Electric and electronic components	1.487	1.899	1.474
Transportation equipment	1.549	2.729	1.425
Instruments	2.652	4.455	1.254
Jewelry, precious metal	1.690	1.426	1.506

**Table K-10 (Continued)**

<b>Industry</b>	<b>Earnings</b>	<b>Employment</b>	<b>Sales</b>
Jeweler's materials and lapidary work	1.693	1.291	1.515
Silverware and plated ware	1.554	1.316	1.545
Costume jewelry	1.583	1.326	1.551
Games and toys	1.752	1.710	1.523
Sporting and athletic goods	1.775	1.622	1.599
Fasteners, buttons, needles, pins	1.494	1.325	1.551
<b>Transportation, Communication, &amp; Utilities</b>			
Railroads and related services	1.515	2.072	1.644
Transit	1.448	1.389	1.601
Trucking	1.702	1.894	1.745
Warehousing and storage	1.696	1.658	1.725
Freight forwarders	1.646	1.615	1.746
Communications	1.814	3.927	1.572
Electric, gas, and sanitary services	2.462	4.709	1.764
<b>Trade</b>			
Wholesale trade	1.517	1.894	1.576
Retail trade	1.500	1.382	1.684
<b>Finance, Insurance, and Real Estate</b>			
Finance	1.745	1.888	1.595
Insurance	1.636	1.918	1.793
Real estate	2.784	1.824	1.334
<b>Services</b>			
Hotels	1.551	1.416	1.700
Other lodging places	1.860	1.555	1.739
Personal services	1.566	1.373	1.740
Business services	1.485	1.603	1.725
Eating and drinking establishments	1.564	1.306	1.668
Motion picture production	1.635	1.700	1.797
Theatrical producers	1.655	1.645	1.798
Bowling centers	1.476	1.197	1.780
Racing	2.064	1.873	1.959
Other amusement and recreation	1.527	1.370	1.667
Doctors and dentists	1.432	1.995	1.895
Hospitals	1.490	1.695	1.719
Nursing and personal care facilities	1.409	1.378	1.822
Home healthcare services	1.367	1.339	1.752
Other medical and health services	1.432	1.589	1.666
Elementary and secondary schools	1.586	1.340	2.045
Colleges and universities	1.665	1.461	1.930
Vocational schools	1.619	1.299	1.596
Religious organizations	1.404	1.366	1.919
Child day care services	1.498	1.260	1.726
Residential care	1.526	1.477	1.882
<b>Government</b>			
U.S. Postal Service	1.331	1.625	1.754
Federal	1.342	1.279	1.347
State and local	2.110	2.736	1.945

**Source:** Demography Section, Division of Local Government, Colorado Department of Local Affairs, January 1999. Southwest Agricultural and Recreation Region includes the six San Luis Valley counties plus Archuleta, Dolores, Hindsdale, La Plata, Montezuma, Ouray, San Juan, and San Miguel.

These are the RIMS (Regional Input-Output Modeling System) multipliers prepared by the U.S. Bureau of Economic Analysis using the interindustry relationships contained in the most recent (1992) input-output study.

The additional impacts of private sector activities on state and local government revenues and services as estimated by CDLG are included.

## Table K-11

### RIMS Multipliers – How to Apply

**Example Industry:** Instruments manufacturing

#### **Base Data (Direct impacts – annual)**

- \* Payroll – \$312,000
- \* Employment – 10
- \* Annual sales – \$2.0 million

#### **Industry Multipliers**

- \* Employment – 4.455
- \* Earnings – 2.652
- \* Sales – 1.254

#### **Estimate of Direct & Indirect Impacts (Annual)**

- \* **Estimating the Total Impact (Direct + Indirect)**

$$\$312,000 \times 2.652 = \$827,424$$

Employee payroll spending will generate an additional \$515,424 of earnings in other sectors of the county/regional economy.

- \* **Employment impact –**

$$10 \times 4.455 = 44.55$$

10 jobs at the firm generates an additional 34.55 jobs in the county/region.

- \* **Sales impact –**

$$\$2.0 \text{ million} \times 1.254 = \$2.508 \text{ million}$$

Sales produced by the firm generate an additional \$508,000 in sales in other sectors of the county/regional economy.

---

**Source:** Procedure advised by Demography Section, March 2002. This method produces a very rough approximation of the impacts, subject to further data inputs, adjustments, and refinements.