



SOUTHERN COLORADO RAILYARD

IMPLAN ANALYSIS



IMPLAN EXECUTIVE SUMMARY

Project Purpose

The Colorado Springs Chamber of Commerce & EDC, the City of Fountain, the City of Colorado Springs, El Paso County and other community partners have been in discussions for more than a decade regarding the demand for a rail-served business park in the county. This proposed rail-served business park would be the first of this type in the Pikes Peak region.

The following reports describe and quantify the magnitude of economic activity that could be created for the Pikes Peak region by users of a large railyard. The following IMPLAN models show the economic impact that could be created by this new activity in the region. Additionally, the reports summarize the extent of the activity by economic sectors and measures their impact on aggregate income and employment.

Project Partners

The project has partners including the Colorado Springs Chamber of Commerce & EDC; the City of Fountain; the City of Colorado Springs; El Paso County; Colorado Springs Utilities and others who would see benefit from a railyard project such as proposed.

Data Collection

Data obtained from the Colorado Springs Chamber of Commerce & EDC indicate that over the past 10 years industries that had an interest in relocating or expanding into a rail-served business park in the Pikes Peak region included: Aerospace / Automotive, Chemical Processing, Defense Contracting, Food & Bottling Manufacturing; Green Manufacturing, Logistics & Transportation, Other Manufacturing, Railyard / Railroad, Reuse / Recycle / Repurpose and Steel Manufacturing.

Methodology

The direct impact of estimated activity for the rail-served business park in this study is measured by examining the revenue generated by selling output; income paid to owners and workers, and number of created jobs. The study uses input-output analysis used to examine how direct economic impacts ripple through the economy to generate additional indirect and induced impacts. The following studies use IMPLAN, an input-output modeling system, to measure impacts.

The most aggressive estimate (Vision) would produce 6,385 direct jobs, with a total of 11,795 direct, indirect and induced employment.

A mid-level estimate (Possible) was also created indicating 3,647 direct jobs, with a total of 6,688 direct, indirect and induced employment.

The conservative estimate (Likely) identifies 3,201 direct jobs, with a total of 5,913 direct, indirect and induced employment.

IMPLAN then applied the known salary in El Paso County for each industry selected. The same industry type was selected for all comparison reports to provide consistency within the data.

Results

Rail-Served Assumptions – Vision (most aggressive)

Impact	Employment	Labor Income	Value Added	Output
1 – Direct	6,385	\$473,249,403	\$687,550,061	\$1,801,12,725
2 – Indirect	2,447	\$136,088,442	\$199,915,515	\$361,054,071
3 – Induced	2,963	\$120,262,645	\$226,453,620	\$391,707,735
Total	11,795	\$729,600,485	\$1,113,919,195	\$2,553,914,531

Rail-Served Assumptions – Possible (mid level)

Impact	Employment	Labor Income	Value Added	Output
1 – Direct	3,647	\$269,780,170	\$387,441,939	\$1,036,776,156
2 – Indirect	1,361	\$75,763,178	\$111,390,104	\$201,346,501
03 – Induced	1,680	\$68,185,100	\$128,389,874	\$222,084,853
Total	6,688	\$413,728,449	\$627,221,874	\$1,460,207,509

Rail-Served Assumptions – Likely (conservative)

Impact	Employment	Labor Income	Value Added	Output
1 – Direct	3,201	\$237,172,127	\$344,755,849	\$903,335,494
2 – Indirect	1,227	\$68,252,479	\$100,262,663	\$181,082,971
03 – Induced	1,485	\$60,280,627	\$113,507,932	\$196,340,165
Total	5,913	\$365,705,233	\$558,526,445	\$1,280,758,630

Additional Information

The Economic Development Council of Colorado, along with partners around the state of Colorado, commissioned EMSI to create an Analyzing Manufacturing in Colorado -Opportunities and Skills Analysis in October 2018. The excerpts from this report support the information added into the IMPLAN analysis and are located at the end of this document.

Based on the results of this economic impact analysis, a rail-served business park would be a valuable addition to the region and could serve a variety of industries looking to expand or relocate operations.

RAILYARD ASSUMPTIONS VISION

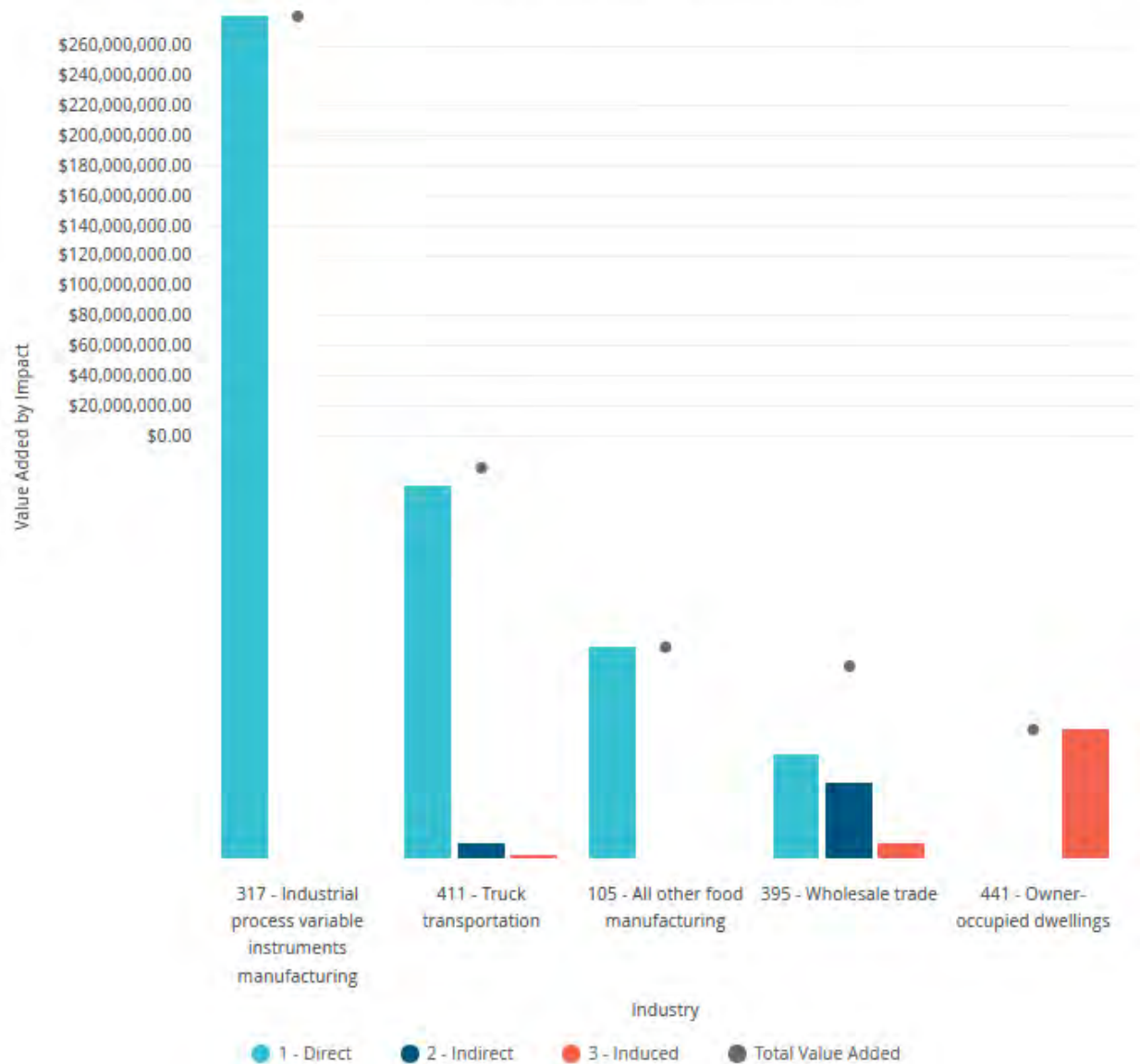
as of June 5, 2019

SUMMARY

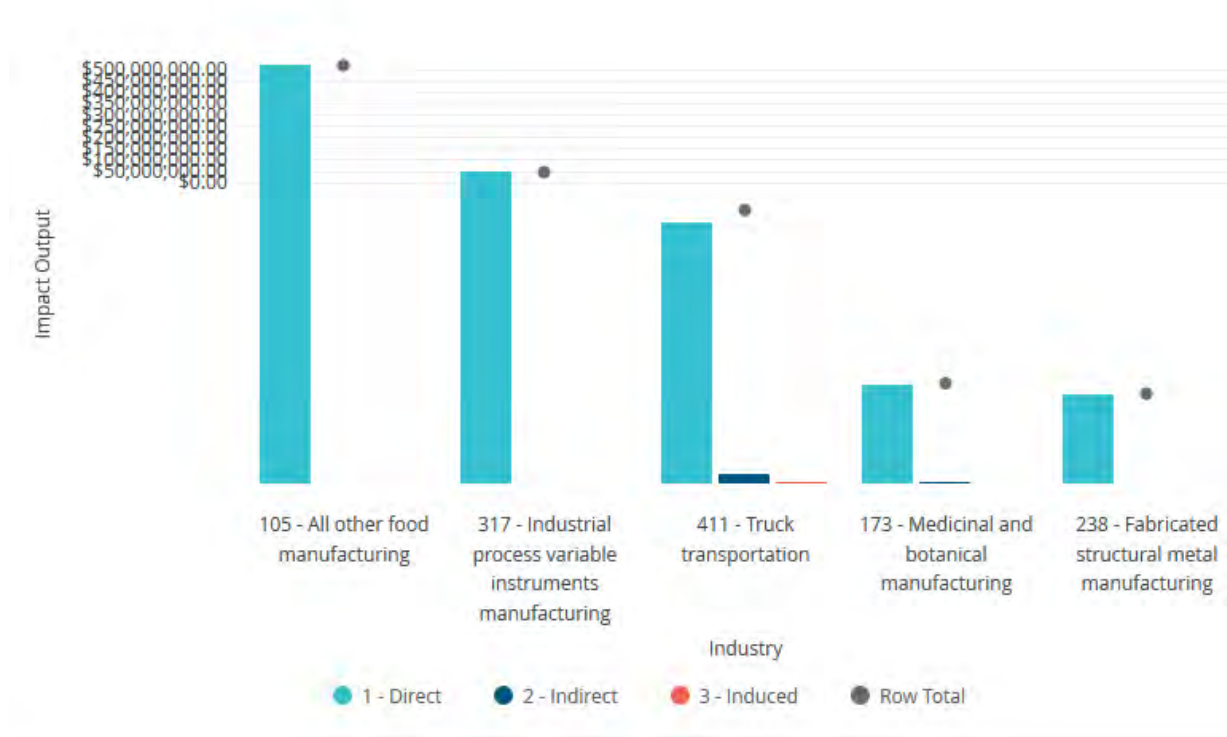
Economic Indicators by Impact

Impact ^	Employment	Labor Income	Value Added	Output
1 - Direct	6,385.00	\$473,249,402.76	\$687,550,061.26	\$1,801,152,724.81
2 - Indirect	2,447.17	\$136,088,441.98	\$199,915,514.62	\$361,054,071.10
3 - Induced	2,962.55	\$120,262,640.64	\$226,453,619.95	\$391,707,734.79
Total	11,794.72	\$729,600,485.37	\$1,113,919,195.82	\$2,553,914,530.70

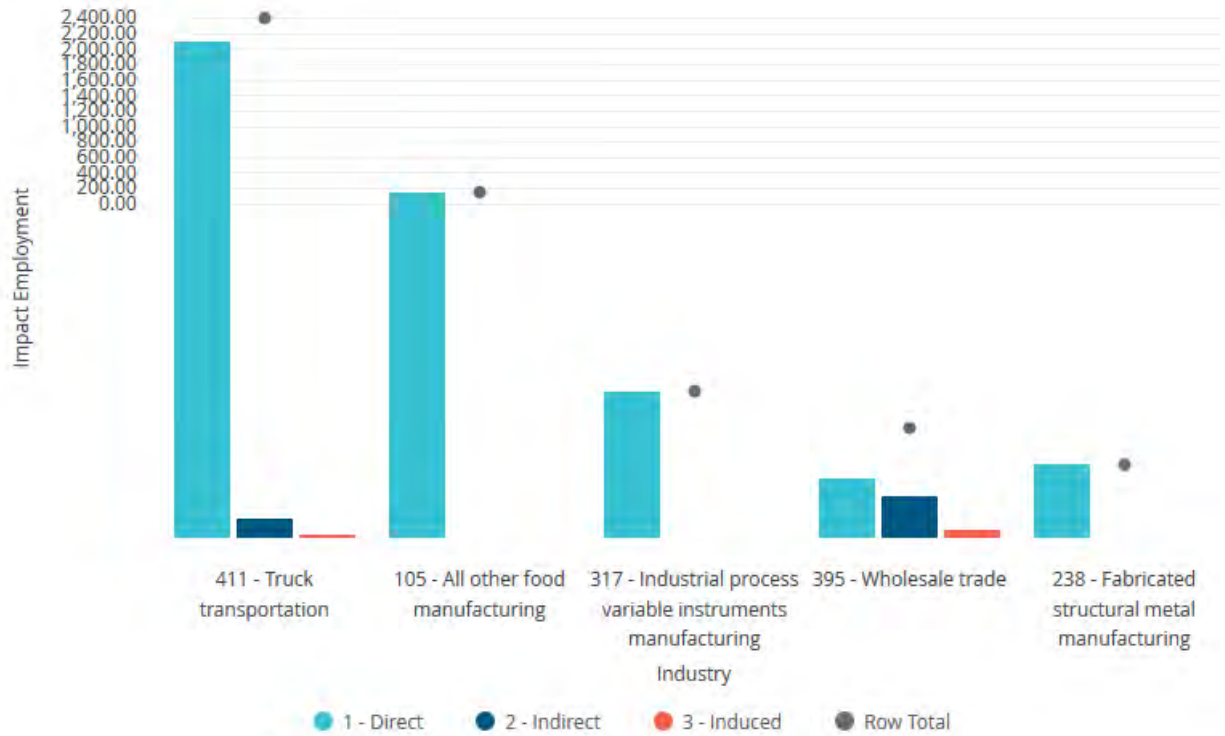
Top 5 Value Added Industries by Absolute Value



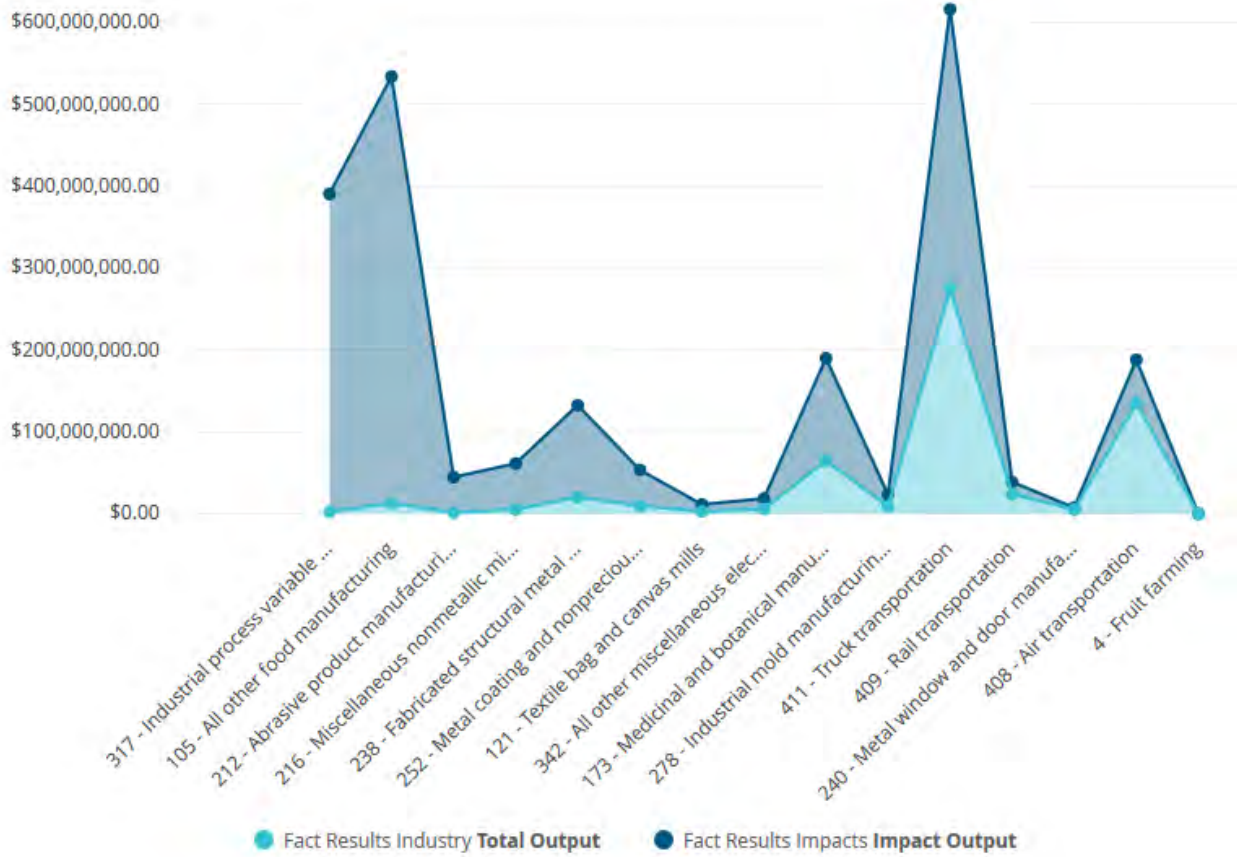
Top 5 Output Industries by Absolute Value of Impact



Top 5 Employment Industries by Impact Absolute Value



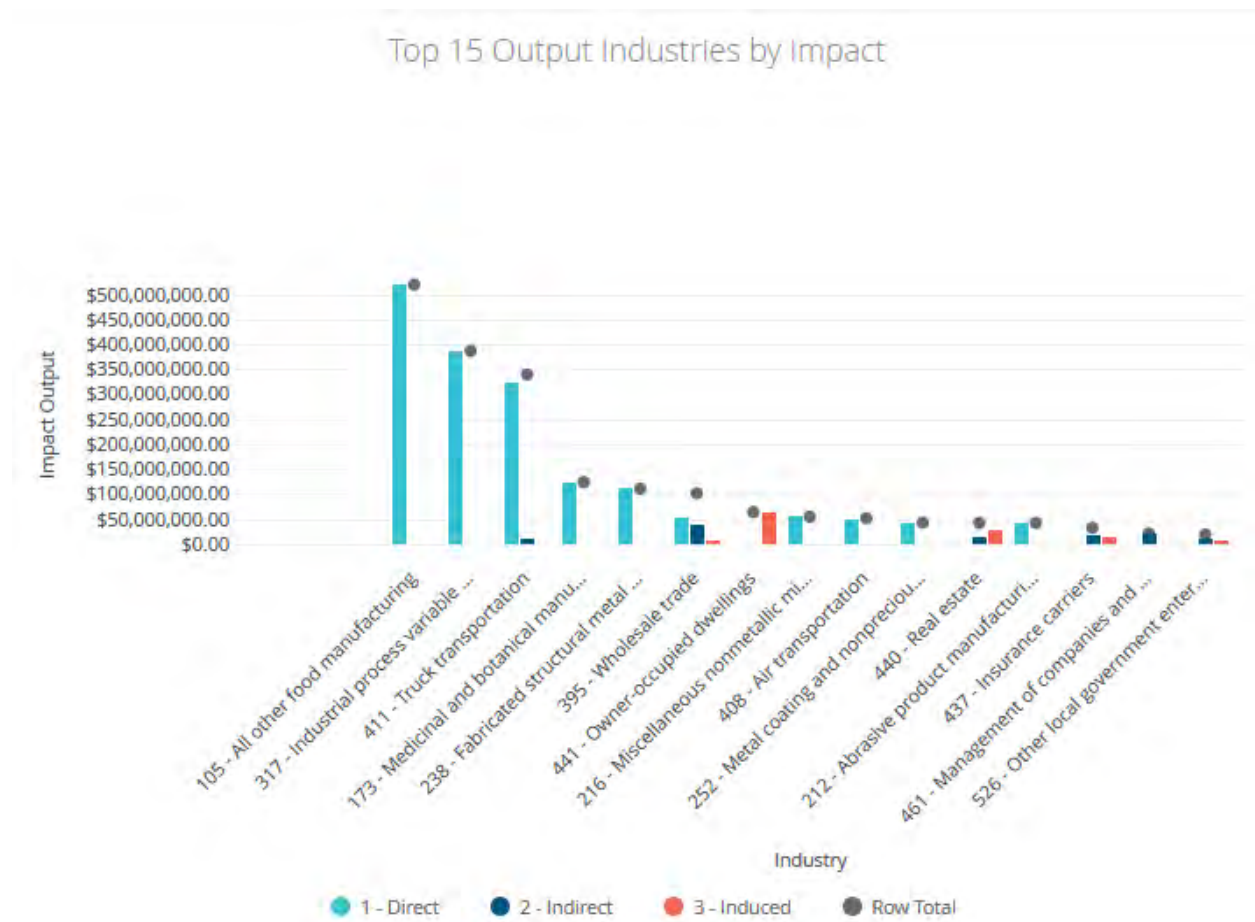
Top 15 Industries by Estimated Growth Percentage



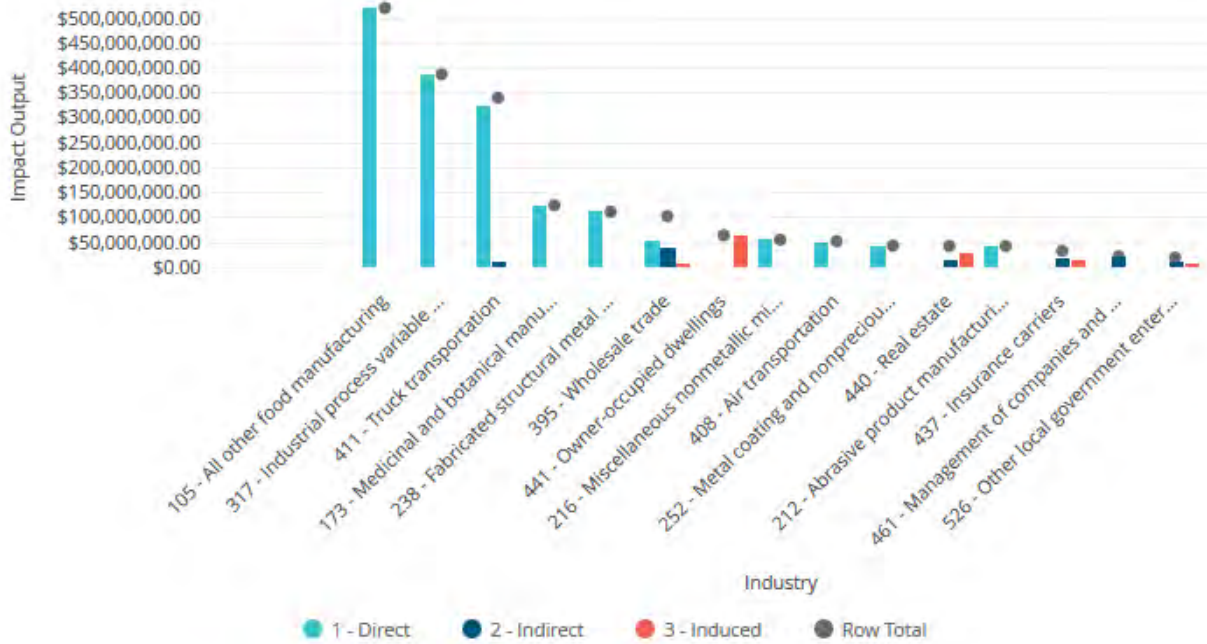
Industries by Estimated Growth Percentage

	Industry Code	Description	Total Output	Impact Output	Estimated Growth Percentage ▾
1	317	Industrial process variable instruments manufacturing	\$2,493,977.05	\$388,086,187.16	15560.94%
2	105	All other food manufacturing	\$12,924,756.54	\$521,059,356.08	4031.48%
3	212	Abrasive product manufacturing	\$1,375,129.31	\$43,434,679.98	3158.59%
4	216	Miscellaneous nonmetallic mineral products manufacturing	\$5,401,195.17	\$56,086,270.56	1038.40%
5	238	Fabricated structural metal manufacturing	\$20,341,997.33	\$112,226,640.43	551.70%
6	252	Metal coating and nonprecious engraving	\$9,685,060.81	\$44,036,592.38	454.69%
7	121	Textile bag and canvas mills	\$3,035,299.15	\$8,424,828.95	277.56%
8	342	All other miscellaneous electrical equipment and component manufacturing	\$5,879,181.25	\$12,824,373.74	218.13%
9	173	Medicinal and botanical manufacturing	\$64,898,557.34	\$125,187,787.16	192.90%
10	278	Industrial mold manufacturing	\$9,390,367.51	\$13,974,253.54	148.81%
11	411	Truck transportation	\$275,039,932.14	\$340,891,385.65	123.94%
12	409	Rail transportation	\$24,191,364.12	\$14,711,316.53	60.81%
13	240	Metal window and door manufacturing	\$5,337,893.97	\$2,270,162.02	42.53%
14	408	Air transportation	\$135,006,175.16	\$53,142,871.09	39.36%
15	4	Fruit farming	\$206,228.17	\$33,304.09	16.15%
16	415	Couriers and messengers	\$122,119,056.20	\$19,705,636.34	16.14%
17	414	Scenic and sightseeing transportation and support activities for transportation	\$80,402,927.13	\$12,169,738.87	15.14%
18	13	Poultry and egg production	\$159,940.99	\$19,889.27	12.44%
19	518	Postal service	\$118,305,786.97	\$12,914,705.49	10.92%
20	36	Other nonmetallic minerals	\$3,733,050.41	\$340,931.32	9.13%
21	360	Guided missile and space vehicle manufacturing	\$139,284,126.46	\$10,578,325.20	7.59%
		Commercial and industrial machinery and equipment rental			

OUTPUT



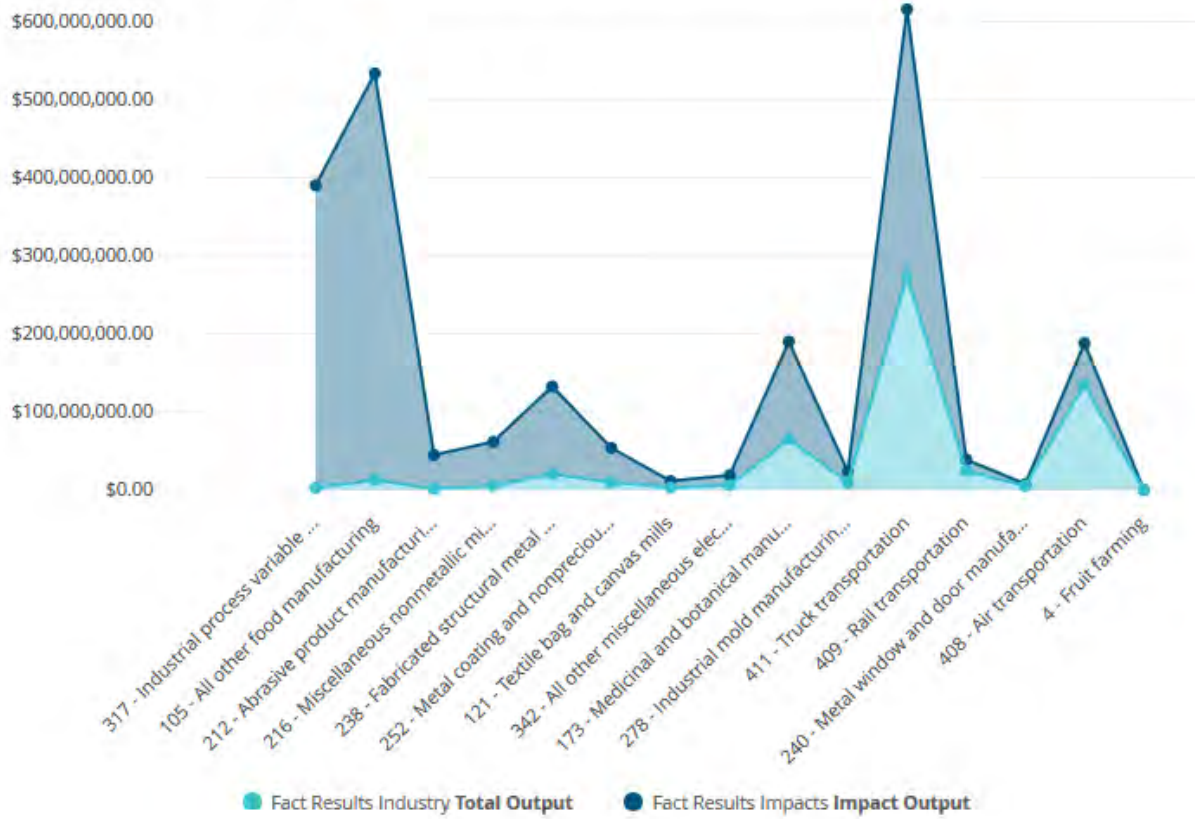
Top 15 Output Industries by Absolute Value of Impact



Industries by Impact

	Impact >	1 - Direct	2 - Indirect	3 - Induced	Total
	Industry	Output	Output	Output	Output ∨
1	105 - All other food manufacturing	\$520,986,652.17	\$68,293.11	\$4,410.80	\$521,059,356.08
2	317 - Industrial process variable instruments manufacturing	\$388,085,746.37	\$432.11	\$8.68	\$388,086,187.16
3	411 - Truck transportation	\$325,932,420.34	\$12,930,958.86	\$2,028,006.45	\$340,891,385.65
4	173 - Medicinal and botanical manufacturing	\$123,060,096.41	\$2,121,215.95	\$6,474.80	\$125,187,787.16
5	238 - Fabricated structural metal manufacturing	\$112,154,968.09	\$70,334.68	\$1,337.66	\$112,226,640.43
6	395 - Wholesale trade	\$55,559,723.96	\$39,965,313.56	\$7,534,878.91	\$103,059,916.43
7	441 - Owner-occupied dwellings	\$0.00	\$0.00	\$65,252,356.62	\$65,252,356.62
8	216 - Miscellaneous nonmetallic mineral products manufacturing	\$55,978,711.70	\$107,193.16	\$365.70	\$56,086,270.56
9	408 - Air transportation	\$51,397,113.11	\$947,786.58	\$797,971.40	\$53,142,871.09
10	252 - Metal coating and nonprecious engraving	\$43,975,667.74	\$59,955.97	\$968.67	\$44,036,592.38
11	440 - Real estate	\$0.00	\$15,088,412.78	\$28,458,273.39	\$43,546,686.17
12	212 - Abrasive product manufacturing	\$43,314,491.40	\$119,875.98	\$312.59	\$43,434,679.98
13	437 - Insurance carriers	\$0.00	\$17,293,335.14	\$16,339,972.11	\$33,633,307.26
14	461 - Management of companies and enterprises	\$0.00	\$20,970,975.21	\$1,724,741.83	\$22,695,717.03
15	526 - Other local government enterprises	\$0.00	\$12,374,917.40	\$7,987,107.76	\$20,362,025.16
16	502 - Limited-service restaurants	\$0.00	\$3,426,029.19	\$16,817,433.55	\$20,243,462.74
17	415 - Couriers and messengers	\$0.00	\$18,842,796.54	\$862,839.80	\$19,705,636.34
18	309 - Semiconductor and related device manufacturing	\$18,154,408.34	\$872,088.85	\$33,156.50	\$19,059,653.68
19	433 - Monetary authorities and depository credit intermediation	\$0.00	\$9,006,589.16	\$8,858,648.00	\$17,865,237.16
20	409 - Rail transportation	\$12,147,087.49	\$2,448,480.51	\$115,748.53	\$14,711,316.53
21	278 - Industrial mold manufacturing	\$13,970,065.05	\$4,151.03	\$37.46	\$13,974,253.54
22	475 - Offices of physicians	\$0.00	\$0.00	\$13,969,517.76	\$13,969,517.76
Total		\$1,801,152,724.81	\$361,054,071.10	\$391,707,734.79	\$2,553,914,530.70

Top 15 Industries by Estimated Growth Percentage

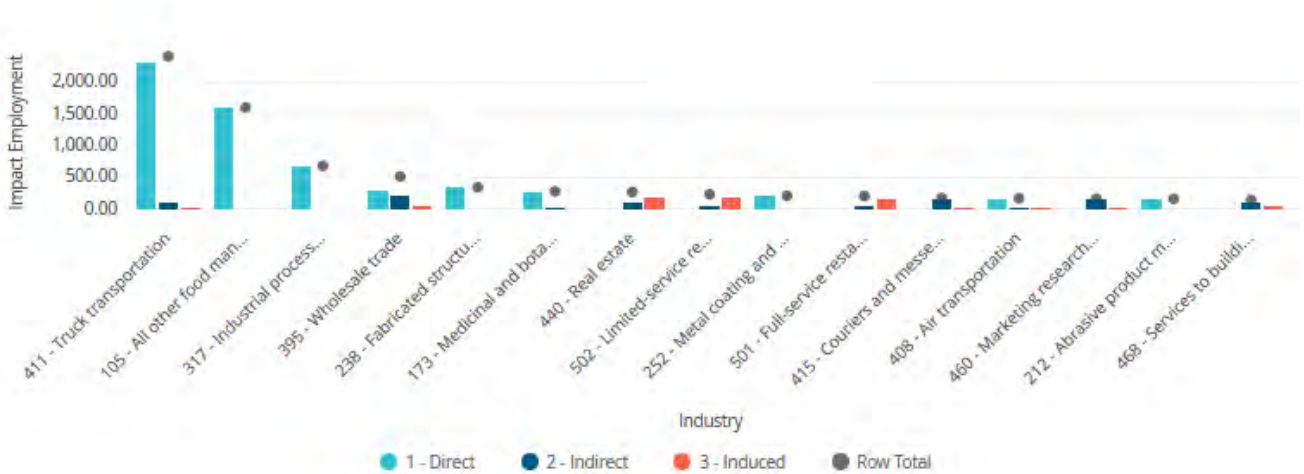


Industries by Estimated Growth Percentage

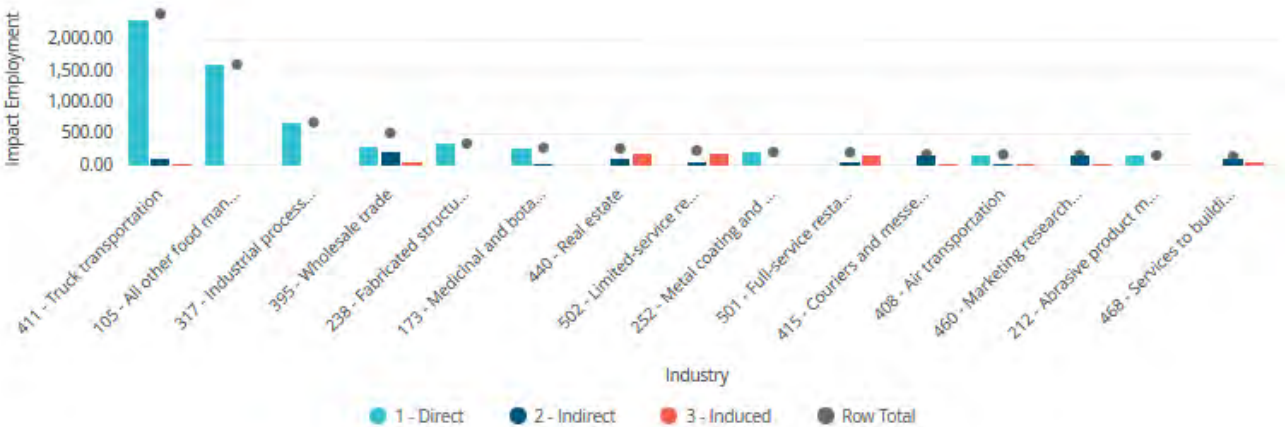
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9	173	Medicinal and botanical manufacturing	\$64,898,557.34	\$125,187,787.16	192.90%
10	278	Industrial mold manufacturing	\$9,390,367.51	\$13,974,253.54	148.81%
11	411	Truck transportation	\$275,039,932.14	\$340,891,385.65	123.94%
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		Commercial and industrial machinery and equipment			

EMPLOYMENT

Top 15 Industries by Impact



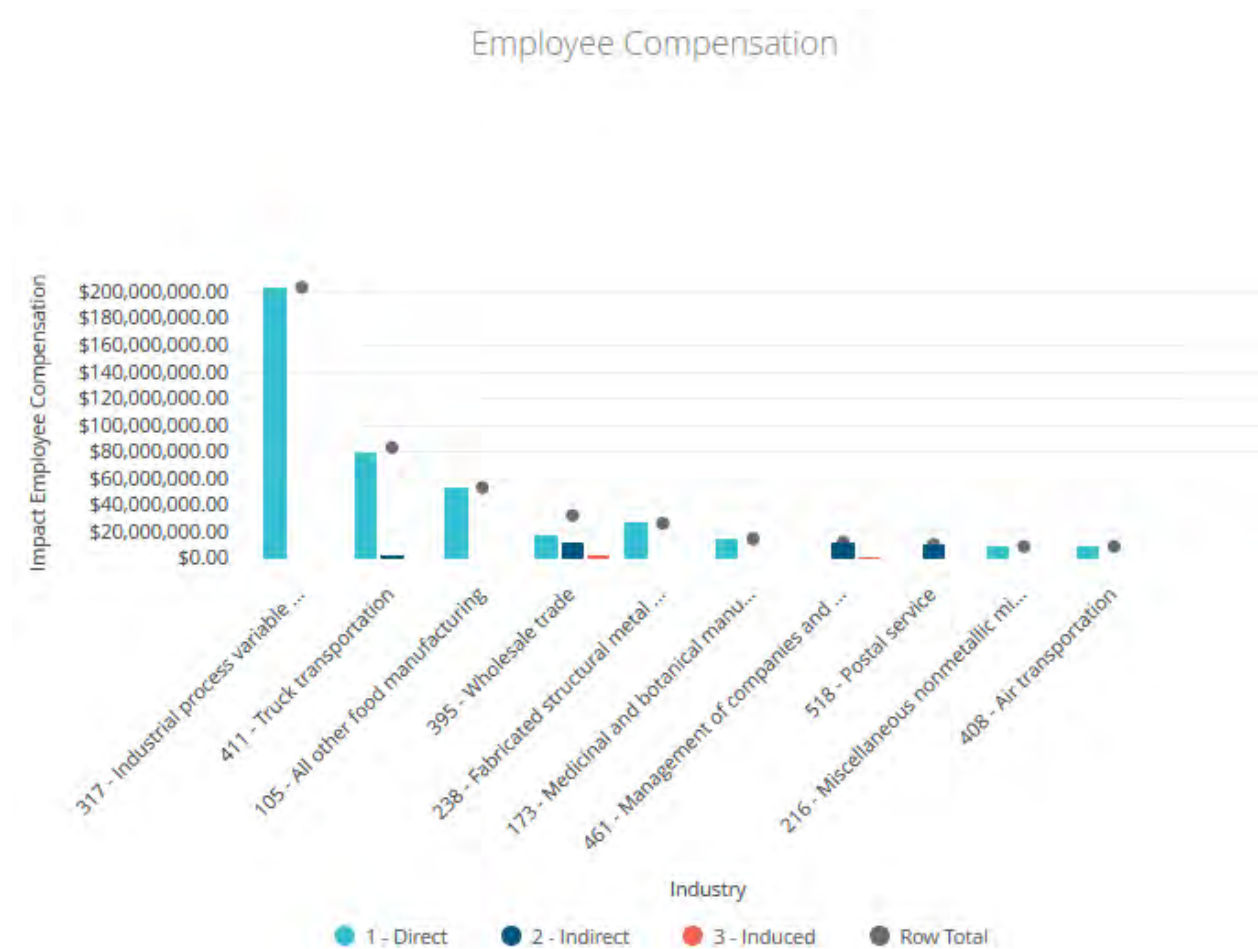
Top 15 Industries by Impact Absolute Value



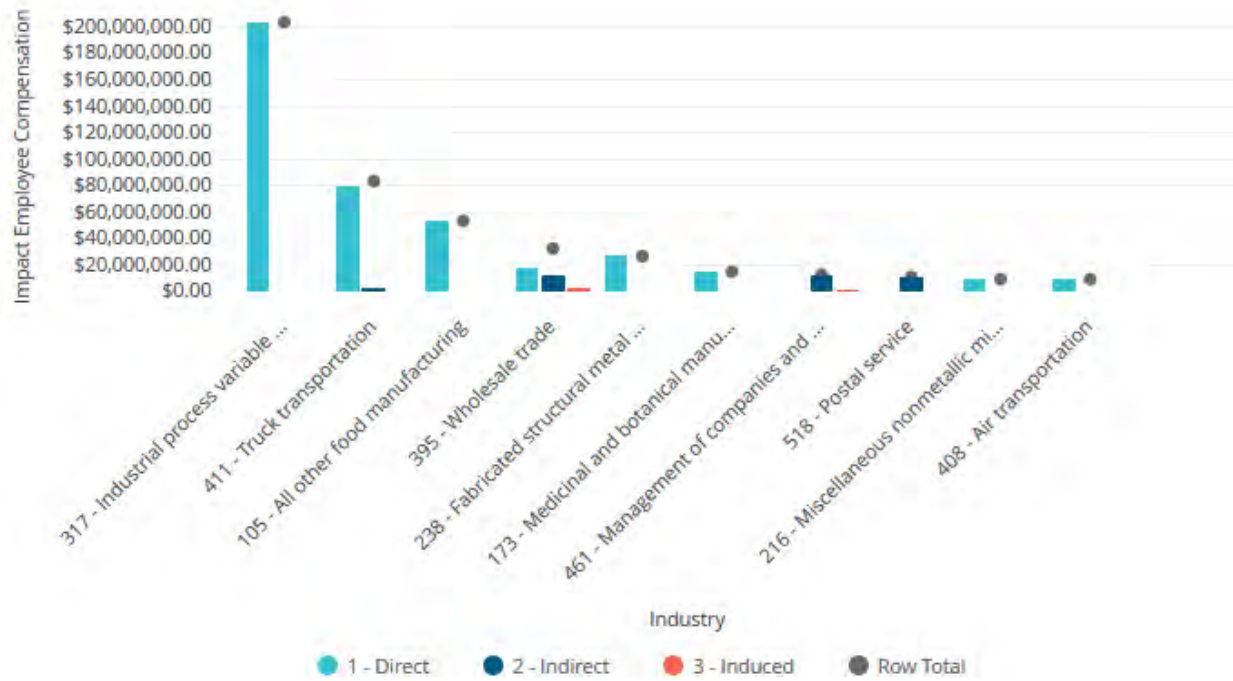
Industries by Impact

Industry	Impact >			Total
	1 - Direct	2 - Indirect	3 - Induced	
	Impact Employment	Impact Employment	Impact Employment	Impact Employment
411 - Truck transportation	2,300.00	91.25	14.31	2,405.56
105 - All other food manufacturing	1,600.00	0.21	0.01	1,600.22
317 - Industrial process variable instruments manufacturing	680.00	0.00	0.00	680.00
395 - Wholesale trade	275.00	197.81	37.29	510.11
238 - Fabricated structural metal manufacturing	340.00	0.21	0.00	340.22
173 - Medicinal and botanical manufacturing	270.00	4.65	0.01	274.67
440 - Real estate	0.00	91.32	172.23	263.55
502 - Limited-service restaurants	0.00	38.75	190.20	228.95
252 - Metal coating and nonprecious engraving	205.00	0.28	0.00	205.28
501 - Full-service restaurants	0.00	37.07	163.43	200.50
415 - Couriers and messengers	0.00	161.95	7.42	169.37
408 - Air transportation	180.00	2.95	2.48	185.43
460 - Marketing research and all other miscellaneous professional, scientific, and technical services	0.00	142.17	13.67	155.84
212 - Abrasive product manufacturing	155.00	0.43	0.00	155.43
468 - Services to buildings	0.00	83.34	53.58	136.92
518 - Postal service	0.00	120.60	8.15	128.75
464 - Employment services	0.00	93.19	31.26	124.36
216 - Miscellaneous nonmetallic mineral products manufacturing	120.00	0.23	0.00	120.23
405 - Retail - General merchandise stores	0.00	5.48	101.43	106.91
503 - All other food and drinking places	0.00	22.40	79.93	102.33
465 - Business support services	0.00	82.87	16.90	99.77
475 - Offices of physicians	0.00	0.00	96.40	96.40
Total	6,385.00	2,447.17	2,962.55	11,794.72

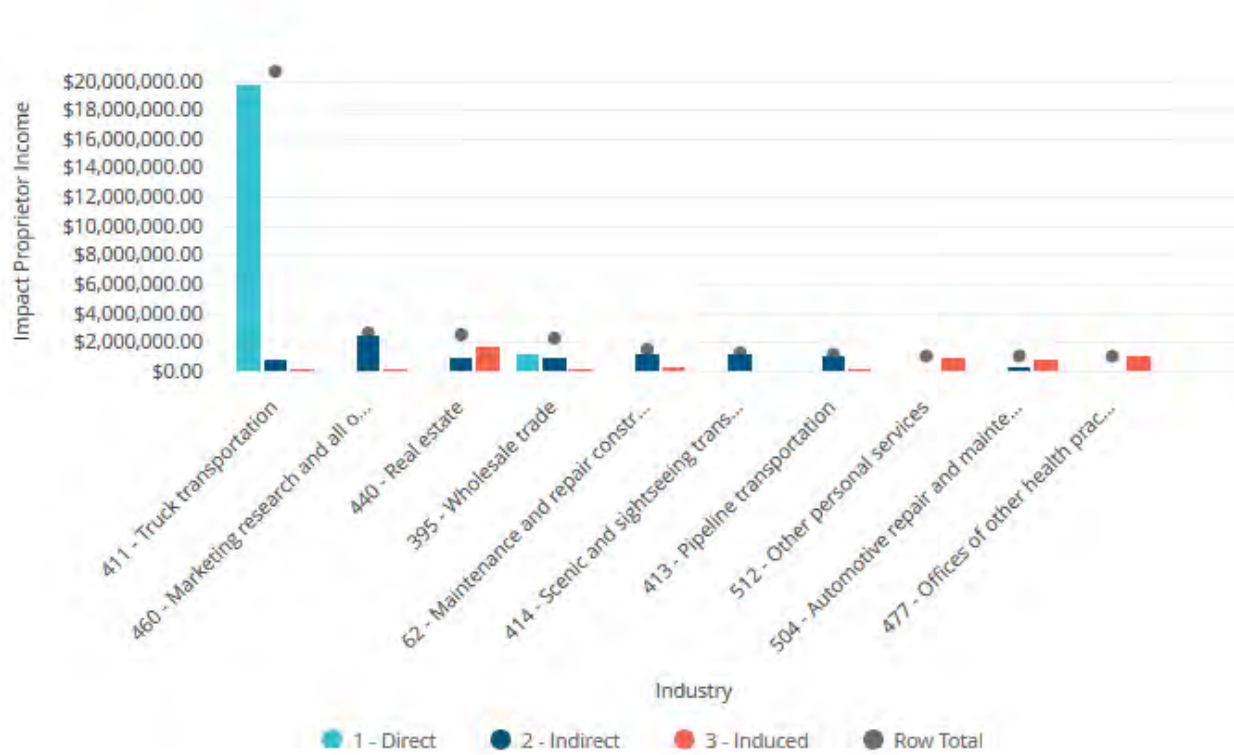
VALUE ADDED



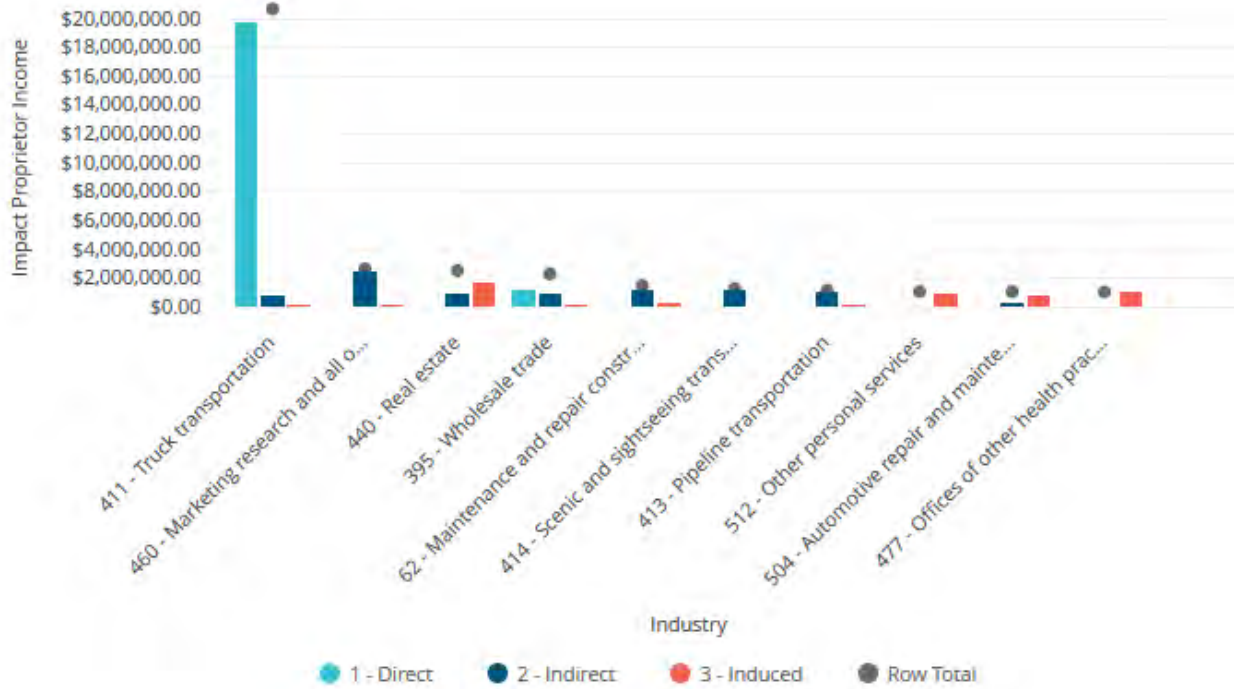
Employee Compensation by Absolute Value



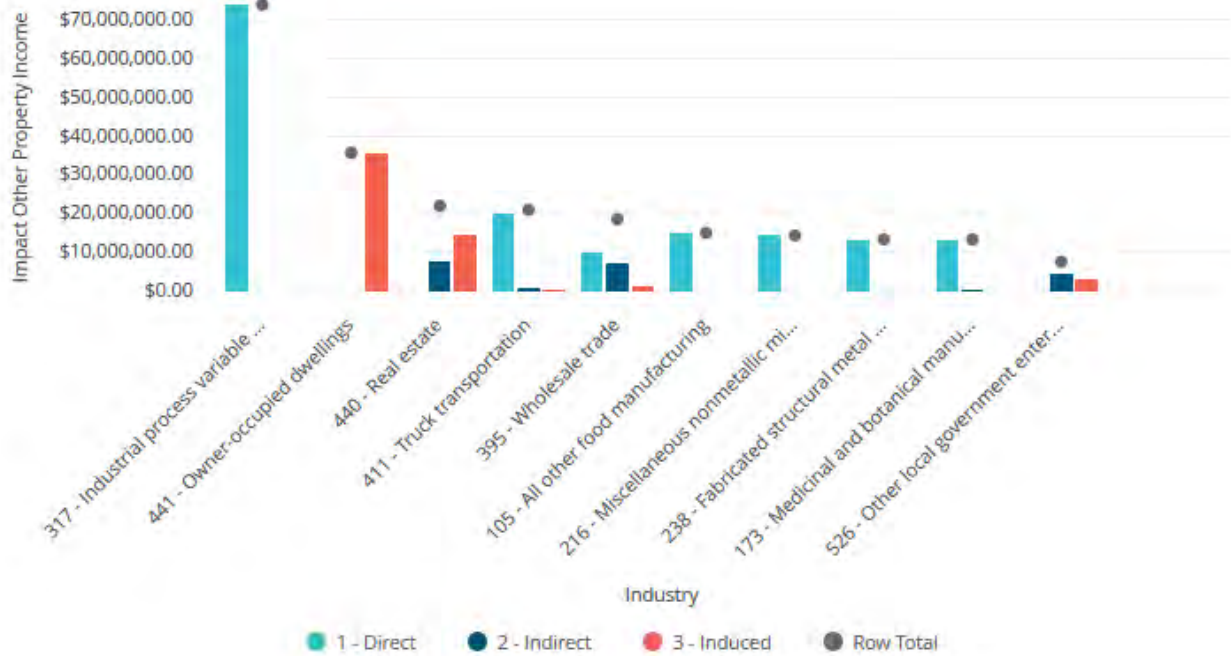
Proprietor Income



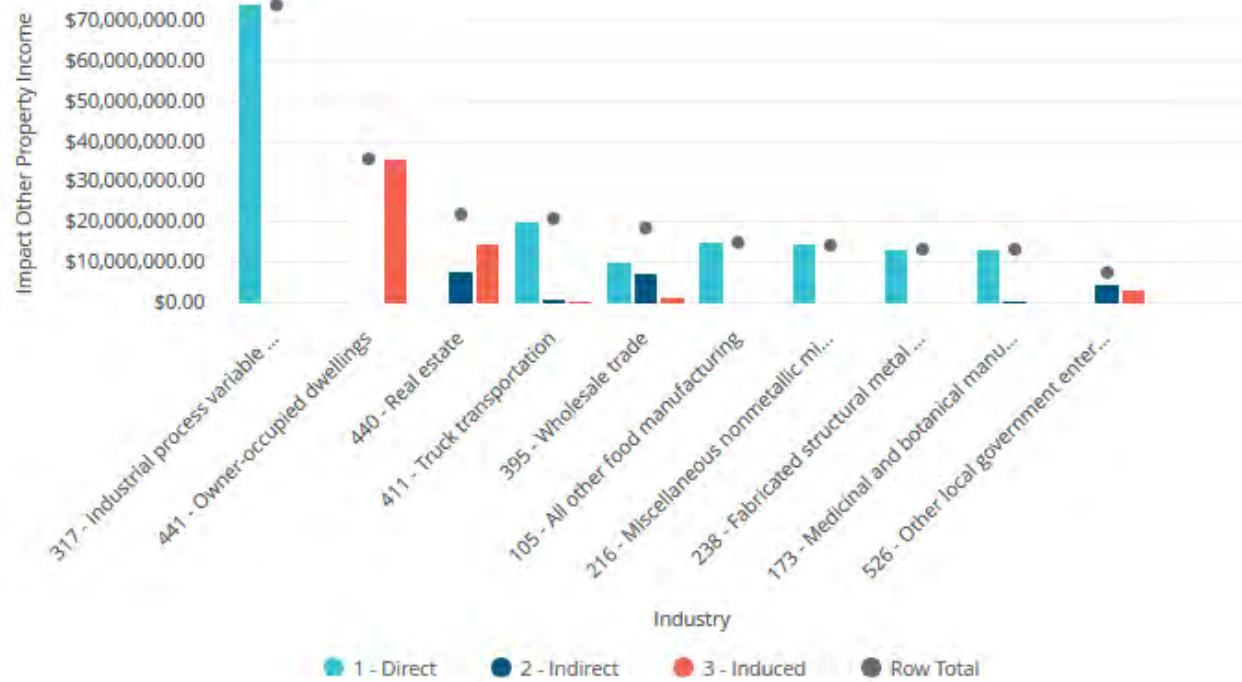
Proprietor Income by Absolute Value



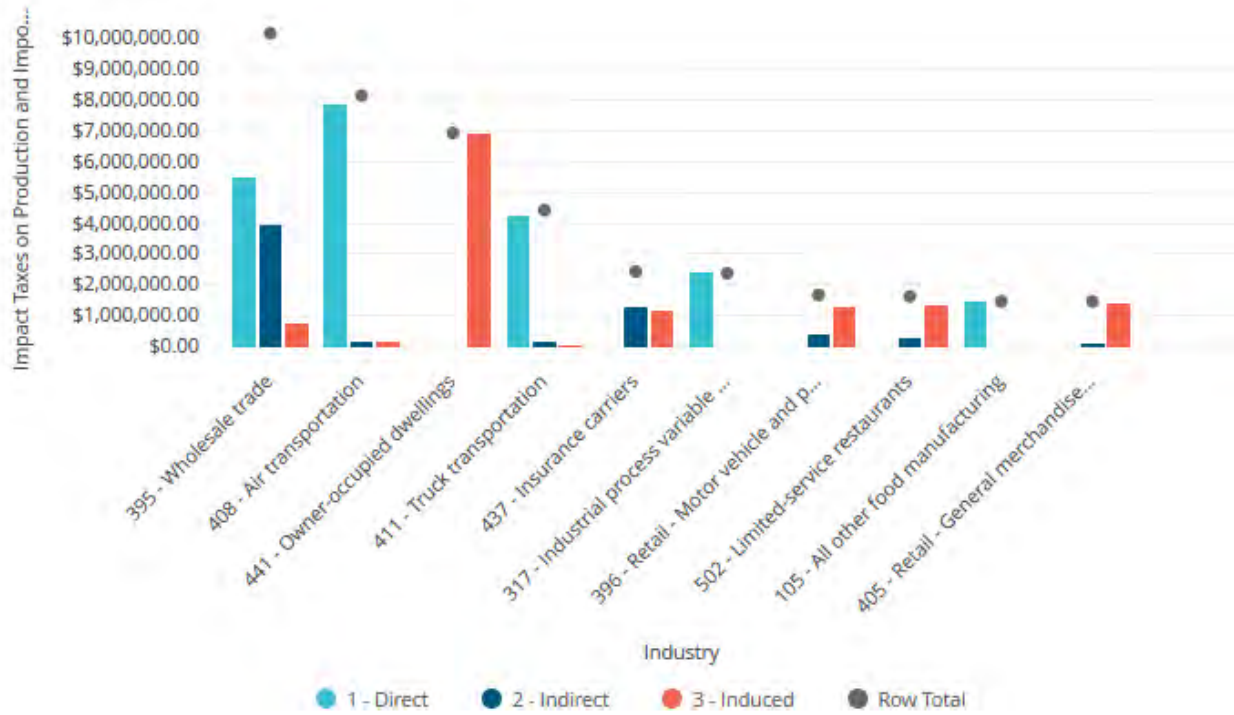
Other Property Income



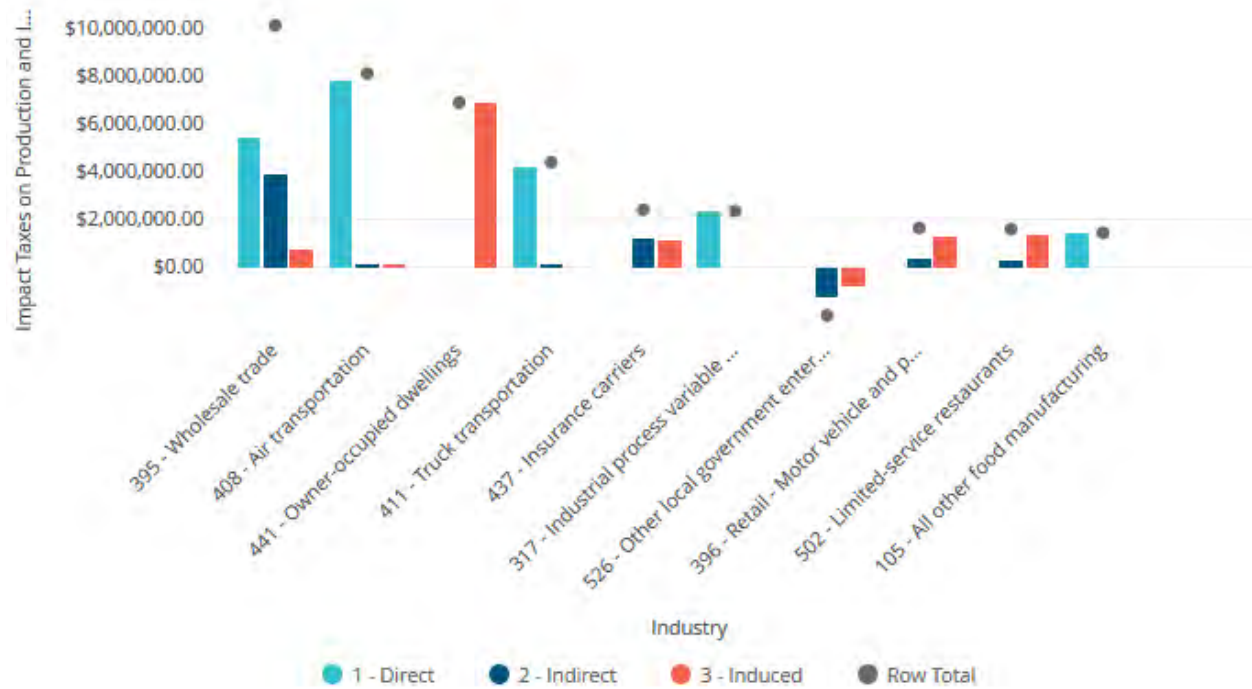
Other Property Income by Absolute Value



Taxes on Production and Imports



Taxes on Production and Imports by Absolute Value



Industry	Impact >			1 - Direct			2 - Indirect			3 - Induced					
	Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added	Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added	Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added
317 - Industrial process variable instruments manufacturing	\$203,669,832.78	\$0.00	\$73,798,850.96	\$2,378,190.24	\$279,846,873.98		\$226.78	\$0.00	\$82.17	\$2.65	\$311.59	\$4.55	\$0.00	\$1.65	\$6.26
411 - Truck transportation	\$79,954,063.72	\$19,783,333.78	\$20,010,174.42	\$4,238,083.62	\$123,985,655.53		\$3,172,076.92	\$784,878.89	\$793,878.50	\$168,140.64	\$4,918,974.95	\$497,487.66	\$123,095.24	\$124,506.68	\$26,370.07
105 - All other food manufacturing	\$53,488,973.20	\$108,837.86	\$14,988,957.67	\$1,463,339.66	\$70,051,108.39		\$7,011.56	\$14.27	\$1,964.95	\$191.82	\$9,182.59	\$452.85	\$0.92	\$126.91	\$593.07
395 - Wholesale trade	\$17,634,670.31	\$1,246,500.56	\$10,003,628.98	\$5,486,578.43	\$34,371,378.28		\$12,685,000.54	\$896,634.87	\$7,195,827.13	\$3,946,614.77	\$24,724,077.31	\$2,391,572.45	\$169,047.47	\$1,356,668.60	\$4,661,365.37
441 - Owner-occupied dwellings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$35,653,257.33	\$6,938,284.50	\$42,591,541.83
238 - Fabricated structural metal manufacturing	\$26,864,522.15	\$0.00	\$13,307,329.01	\$1,172,889.67	\$41,344,740.83		\$16,847.29	\$0.00	\$8,345.30	\$735.54	\$25,928.13	\$320.41	\$0.00	\$158.72	\$493.12
173 - Medicinal and botanical manufacturing	\$14,811,852.18	\$456,691.65	\$13,063,985.21	\$1,045,414.09	\$29,377,943.13		\$255,315.40	\$7,872.10	\$225,187.00	\$18,020.05	\$506,394.55	\$779.32	\$24.03	\$687.36	\$1,545.72
440 - Real estate	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$1,039,220.96	\$885,831.19	\$7,611,296.40	\$489,911.73	\$10,026,270.27	\$1,960,094.75	\$1,670,767.26	\$14,355,675.24	\$924,023.09
216 - Miscellaneous nonmetallic mineral products	\$9,369,423.00	\$87,672.48	\$14,270,423.70	\$342,183.55	\$24,069,702.74		\$17,941.43	\$167.88	\$27,326.31	\$655.24	\$46,090.87	\$61.21	\$0.57	\$93.23	\$2.24
others	\$451,283,652.14	\$21,965,750.62	\$188,237,091.29	\$26,063,567.21	\$687,550,061.26		\$122,385,992.27	\$13,702,339.70	\$52,653,833.48	\$11,173,239.17	\$199,915,514.62	\$105,935,265.90	\$14,327,374.24	\$84,373,863.47	\$218,717,115.84

Total				
Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added ✓
\$203,670,064.11	\$0.00	\$73,798,934.78	\$2,378,192.94	\$279,847,191.83
\$83,623,628.30	\$20,691,307.90	\$20,928,559.60	\$4,432,594.33	\$129,676,090.13
\$53,496,437.61	\$108,853.05	\$14,992,049.52	\$1,463,543.87	\$70,060,884.05
\$32,711,243.30	\$2,312,182.90	\$18,556,124.70	\$10,177,270.04	\$63,756,820.96
\$0.00	\$0.00	\$35,653,257.33	\$6,938,284.50	\$42,591,541.83
\$26,881,689.85	\$0.00	\$13,315,833.02	\$1,173,639.20	\$41,371,162.08
\$15,067,946.90	\$464,587.78	\$13,289,859.57	\$1,063,489.15	\$29,885,883.40
\$2,999,325.70	\$2,556,598.45	\$21,966,971.64	\$1,413,934.82	\$28,936,830.61
\$9,387,425.64	\$87,840.94	\$14,297,843.24	\$342,841.03	\$24,115,950.85
\$679,604,820.31	\$49,995,665.06	\$325,264,788.24	\$59,053,922.22	\$1,113,919,195.82 ✓

TAX RESULTS

State and Local Tax Impacts

Type Code Paying >		5001	8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	Total
Type Description Paying >		Employee Compensation	Tax on Production and Imports	Households LT15k	Households 15-30k	Households 30-40k	Households 40-50k	Households 50-70k	Households 70-100k	Households 100-150k	Households 150-200k	Households GT200k	Private Enterprise	
Transfer Code ^	Description	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
1	15014 Social Insurance Tax-Employee Contribution	\$721,905.46												\$721,905.46
2	15015 Social Insurance Tax-Employer Contribution	\$1,444,337.70												\$1,444,337.70
3	15020 TOPI: Sales Tax		\$35,376,677.57											\$35,376,677.57
4	15021 TOPI: Property Tax		\$18,601,510.13											\$18,601,510.13
5	15022 TOPI: Motor Vehicle License		\$755,420.24											\$755,420.24
6	15023 TOPI: Severance Tax		\$0.00											\$0.00
7	15024 TOPI: Other Taxes		\$738,430.56											\$738,430.56
8	15025 TOPI: Special Assessments		\$366,378.39											\$366,378.39
9	15026 Corporate Profits Tax												\$1,593,085.83	\$1,593,085.83
10	15027 Personal Tax: Income Tax			\$(3,431.87)	\$1,494.30	\$92,326.40	\$290,841.41	\$1,069,044.01	\$2,227,156.88	\$3,917,507.64	\$2,725,726.75	\$3,531,496.64		\$13,852,162.16
Total		\$2,166,243.16	\$55,838,416.88	\$899.45	\$361,341.87	\$143,748.78	\$682,303.91	\$1,254,595.87	\$2,480,213.77	\$4,170,282.03	\$3,018,313.97	\$3,721,981.90	\$1,593,085.83	\$75,431,427.41

Federal Tax Impacts

Type Code Paying >		5001	6001	8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	Total
Type Description Paying >		Employee Compensation	Proprietor Income	Tax on Production and Imports	Households LT15k	Households 15-30k	Households 30-40k	Households 40-50k	Households 50-70k	Households 70-100k	Households 100-150k	Households 150-200k	Households GT200k	Private Enterprise	
Transfer Code ^	Description	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
1	15014 Social Insurance Tax- Employee Contribution	\$36,978,075.69	\$2,100,256.85												\$39,078,332.54
2	15015 Social Insurance Tax- Employer Contribution	\$35,079,787.47													\$35,079,787.47
3	15017 TOPI: Excise Taxes			\$2,406,119.51											\$2,406,119.51
4	15018 TOPI: Custom Duty			\$997,895.50											\$997,895.50
5	15026 Corporate Profits Tax													\$14,822,784.02	\$14,822,784.02
6	15027 Personal Tax: Income Tax				\$18,935.62	\$(227,864.69)	\$(113,539.65)	\$562,498.81	\$3,406,027.11	\$8,461,054.32	\$17,356,655.90	\$13,277,733.01	\$22,617,240.01		\$65,320,869.19

County Tax Impacts

		Type Code Paying >																									
Transfer Code A	Description	Type Description Paying >		8001		10001		10002		10003		10004		10005		10006		10007		10008		10009		13001		Total	
		Employee Compensation		Tax on Production and Imports		Sumvalue		Households LTSA		Households 15-30k		Households 30-40k		Households 40-50k		Households 50-70k		Households 70-100k		Households 100-150k		Households 150-200k		Households 200k+		Private Enterprise	
1	15014 Social Insurance Tax: Employer Contribution			\$0.00																							\$0.00
2	15015 Social Insurance Tax: Employer Contribution			\$0.00																							\$0.00
3	15020 TOP: Sales Tax																										\$3,164,831.18
4	15021 TOP: Property Tax																										\$1,864,714.45
5	15022 TOP: Motor Vehicle License																										\$8,404.69
6	15023 TOP: Severance Tax																										\$0.00
7	15024 TOP: Other Taxes																										\$0.00
8	15025 TOP: Special Assessments																										\$52,797.08
9	15026 Corporate Profits Tax																										\$0.00
10	15027 Personal Income Tax																										\$0.00
11	15029 Personal Transfers																										\$0.00
12	15030 Personal Tax: Motor Vehicle License																										\$38,516.75
13	15031 Personal Tax: Property Tax																										\$66,663.33
Total				\$0.00	\$5,090,597.61	\$113.77	\$9,657.04	\$1,356.69	\$10,229.65	\$4,723.26	\$6,126.46	\$6,775.58	\$7,588.69	\$4,799.08	\$0.00	\$5,141,967.83											

Sub County General Tax Impacts -

Type Code Paying > 5001		Type Description Paying >		8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	Total
Transfer Code ^	Description	Sumvalue	Sumvalue	Tax on Production and Imports	Households LT5k	Households 15-30k	Households 30-40k	Households 40-50k	Households 50-70k	Households 70-100k	Households 100-150k	Households 150-200k	Households GT200k	Private Enterprise	Sumvalue
1	15014 Social Insurance Tax- Employee Contribution	\$0.00													\$0.00
2	15015 Social Insurance Tax- Employer Contribution	\$0.00													\$0.00
3	15020 TOP1 Sales Tax		\$8,623,862.49												\$8,623,862.49
4	15031 TOP1 Property Tax		\$1,338,598.12												\$1,338,598.12
5	15022 TOP1 Motor Vehicle License		\$4,961.07												\$4,961.07
6	15023 TOP1 Severance Tax		\$0.00												\$0.00
7	15024 TOP1 Other Taxes		\$203,435.70												\$203,435.70
8	15025 TOP1 Special Assessments		\$0.00												\$0.00
9	15026 Corporate Profits Tax														\$0.00
10	15027 Personal Tax- Income Tax				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11	15029 Personal Transfers				\$38.10	\$11,760.02	\$422.73	\$1,132.46	\$1,604.46	\$2,027.48	\$1,385.84	\$6,659.89	\$3,762.01		\$39,585.99
12	15030 Personal Tax- Motor Vehicle License				\$12.61	\$81.19	\$154.46	\$213.84	\$559.42	\$798.57	\$831.31	\$387.88	\$395.33		\$3,344.60
13	15031 Personal Tax- Property Tax				\$45.26	\$325.71	\$552.13	\$480.00	\$1,822.28	\$2,308.60	\$3,085.97	\$1,200.32	\$991.34		\$10,902.20
Total		\$0.00		\$10,170,857.38	\$95.96	\$12,166.92	\$1,129.32	\$12,626.30	\$3,986.76	\$5,127.65	\$5,303.12	\$8,338.09	\$5,059.18	\$0.00	\$10,224,690.18

Sub County (Special Districts) Tax Impacts

Type Code Paying >		Type Description Paying >		5001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	Total	
Transfer Code <	Description	Type Description Paying >	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	
1	15014 Social Insurance Tax: Employer Contribution	15014 Social Insurance Tax: Employer Contribution	\$0.00												\$0.00	
2	15015 Social Insurance Tax: Employer Contribution	15015 Social Insurance Tax: Employer Contribution	\$0.00												\$0.00	
3	15020 TOP: Sales Tax	15020 TOP: Sales Tax	\$0.00	\$2,838,117.24											\$2,838,117.24	
4	15021 TOP: Property Tax	15021 TOP: Property Tax		\$15,398,197.56											\$15,398,197.56	
5	15022 TOP: Motor Vehicle License	15022 TOP: Motor Vehicle License		\$0.00											\$0.00	
6	15023 TOP: Sewerage Tax	15023 TOP: Sewerage Tax		\$0.00											\$0.00	
7	15024 TOP: Other Taxes	15024 TOP: Other Taxes		\$142,834.60											\$142,834.60	
8	15025 TOP: Special Assessments	15025 TOP: Special Assessments		\$386,378.39											\$386,378.39	
9	15026 Corporate Profits Tax	15026 Corporate Profits Tax		\$0.00											\$0.00	
10	15027 Personal Tax: Income Tax	15027 Personal Tax: Income Tax		\$0.00											\$0.00	
11	15029 Personal Transfers	15029 Personal Transfers		\$5.95	\$8,317.59	\$288.99	\$11,348.80	\$1,429.04	\$990.17	\$4,710.39	\$2,660.78				\$27,998.25	
12	15030 Personal Tax: Motor Vehicle License	15030 Personal Tax: Motor Vehicle License		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				\$0.00	
13	15031 Personal Tax: Property Tax	15031 Personal Tax: Property Tax		\$520.59	\$3,746.67	\$6,351.27	\$25,963.27	\$26,556.40	\$35,499.62	\$14,842.82	\$11,409.33				\$125,410.47	
Total				\$0.00	\$18,745,527.79	\$547.54	\$12,044.26	\$6,650.25	\$13,961.10	\$22,098.00	\$27,985.44	\$38,478.80	\$19,553.27	\$14,070.11	\$0.00	\$18,898,986.51

State Tax Impacts

		Type Code Paying >																										
Transfer Code >	Description	Type Description Paying >																										
		5001		8001		10001		10002		10003		10004		10005		10006		10007		10008		10009		10010		Private Enterprise		
		Employee Compensation		Tax on Production and Imports		Households LTTS		Households 15-30k		Households 30-40k		Households 40-50k		Households 50-70k		Households 70-100k		Households 100-150k		Households 150-200k		Households 200-300k		Households 300-400k		Households 400-500k		
		Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
1	15014 Social Insurance Tax-Employee Contribution	\$721,905.46																										\$721,905.46
2	15015 Social Insurance Tax-Employer Contribution	\$1,444,337.70																										\$1,444,337.70
3	15020 TDPS Sales Tax			\$20,750.01	\$6.65																							\$20,750.01
4	15021 TDPS Property Tax			\$0.00																								\$0.00
5	15022 TDPS Motor Vehicle License			\$742,054.28																								\$742,054.28
6	15023 TDPS Severance Tax			\$0.00																								\$0.00
7	15024 TDPS Other Taxes			\$339,363.17																								\$339,363.17
8	15025 TDPS Special Assessments			\$0.00																								\$0.00
9	15026 Corporate Profits Tax																											\$0.00
10	15027 Personal Tax-Income Tax							\$93,431.87																				\$1,593,085.83
11	15029 Personal Transfers							\$1,094.30																				\$1,852,162.16
12	15030 Personal Tax-Motor Vehicle License							\$274,245.62																				\$38,544.63
13	15031 Personal Tax-Property Tax							\$16,999.62																				\$17,767.80
14	15032 Personal Tax-Other Taxes							\$31,199.56																				\$161,904.07
15	15033 Personal Tax-Other Taxes							\$0.00																				\$0.00
16	15034 Personal Tax-Other Taxes							\$0.00																				\$0.00
17	15035 Personal Tax-Other Taxes							\$0.00																				\$0.00
18	15036 Personal Tax-Other Taxes							\$0.00																				\$0.00
19	15037 Personal Tax-Other Taxes							\$0.00																				\$0.00
20	15038 Personal Tax-Other Taxes							\$0.00																				\$0.00
21	15039 Personal Tax-Other Taxes							\$0.00																				\$0.00
22	15040 Personal Tax-Other Taxes							\$0.00																				\$0.00
23	15041 Personal Tax-Other Taxes							\$0.00																				\$0.00
24	15042 Personal Tax-Other Taxes							\$0.00																				\$0.00
25	15043 Personal Tax-Other Taxes							\$0.00																				\$0.00
26	15044 Personal Tax-Other Taxes							\$0.00																				\$0.00
27	15045 Personal Tax-Other Taxes							\$0.00																				\$0.00
28	15046 Personal Tax-Other Taxes							\$0.00																				\$0.00
29	15047 Personal Tax-Other Taxes							\$0.00																				\$0.00
30	15048 Personal Tax-Other Taxes							\$0.00																				\$0.00
31	15049 Personal Tax-Other Taxes							\$0.00																				\$0.00
32	15050 Personal Tax-Other Taxes							\$0.00																				\$0.00
33	15051 Personal Tax-Other Taxes							\$0.00																				\$0.00
34	15052 Personal Tax-Other Taxes							\$0.00																				\$0.00
35	15053 Personal Tax-Other Taxes							\$0.00																				\$0.00
36	15054 Personal Tax-Other Taxes							\$0.00																				\$0.00
37	15055 Personal Tax-Other Taxes							\$0.00																				\$0.00
38	15056 Personal Tax-Other Taxes							\$0.00																				\$0.00
39	15057 Personal Tax-Other Taxes							\$0.00																				\$0.00
40	15058 Personal Tax-Other Taxes							\$0.00																				\$0.00
41	15059 Personal Tax-Other Taxes							\$0.00																				\$0.00
42	15060 Personal Tax-Other Taxes							\$0.00																				\$0.00
43	15061 Personal Tax-Other Taxes							\$0.00																				\$0.00
44	15062 Personal Tax-Other Taxes							\$0.00																				\$0.00
45	15063 Personal Tax-Other Taxes							\$0.00																				\$0.00
46	15064 Personal Tax-Other Taxes							\$0.00																				\$0.00
47	15065 Personal Tax-Other Taxes							\$0.00																				\$0.00
48	15066 Personal Tax-Other Taxes							\$0.00																				\$0.00
49	15067 Personal Tax-Other Taxes							\$0.00																				\$0.00
50	15068 Personal Tax-Other Taxes							\$0.00																				\$0.00
51	15069 Personal Tax-Other Taxes							\$0.00																				\$0.00
52	15070 Personal Tax-Other Taxes							\$0.00																				\$0.00
53	15071 Personal Tax-Other Taxes							\$0.00																				\$0.00
54	15072 Personal Tax-Other Taxes							\$0.00																				\$0.00
55	15073 Personal Tax-Other Taxes							\$0.00																				\$0.00
56	15074 Personal Tax-Other Taxes							\$0.00																				\$0.00
57	15075 Personal Tax-Other Taxes							\$0.00																				\$0.00
58	15076 Personal Tax-Other Taxes							\$0.00																				\$0.00
59	15077 Personal Tax-Other Taxes							\$0.00																				\$0.00
60	15078 Personal Tax-Other Taxes							\$0.00																				\$0.00
61	15079 Personal Tax-Other Taxes							\$0.00																				\$0.00
62	15080 Personal Tax-Other Taxes							\$0.00																				\$0.00
63	15081 Personal Tax-Other Taxes							\$0.00																				\$0.00
64	15082 Personal Tax-Other Taxes							\$0.00																				\$0.00
65	15083 Personal Tax-Other Taxes							\$0.00																				\$0.00
66	15084 Personal Tax-Other Taxes							\$0.00																				\$0.00
67	15085 Personal Tax-Other Taxes							\$0.00																				\$0.00
68	15086 Personal Tax-Other Taxes							\$0.00																				\$0.00
69	15087 Personal Tax-Other Taxes							\$0.00																				\$0.00
70	15088 Personal Tax-Other Taxes							\$0.00																				\$0.00
71	15089 Personal Tax-Other Taxes							\$0.00																				\$0.00
72	15090 Personal Tax-Other Taxes							\$0.00																				\$0.00
73	15091 Personal Tax-Other Taxes							\$0.00																				\$0.00
74	15092 Personal Tax-Other Taxes							\$0.00																				\$0.00
75	15093 Personal Tax-Other Taxes							\$0.00																				\$0.00
76	15094 Personal Tax-Other Taxes							\$0.00																				\$0.00
77	15095 Personal Tax-Other Taxes							\$0.00																				\$0.00
78	15096 Personal Tax-Other Taxes							\$0.00																				\$0.00
79	15097 Personal Tax-Other Taxes							\$0.00																				\$0.00
80	15098 Personal Tax-Other Taxes							\$0.00																				\$0.00
81	15099 Personal Tax-Other Taxes							\$0.00						</														

RAILYARD EMPLOYEE/INDUSTRY VISION ASSUMPTIONS 2025 - 2031

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL JOBS PER YEAR
2025												
AA	15	10										
CP												
DC												
FB	300	200	50	50								
GM												
LT	300	200										
OM	60	25	25	10								
RR	20											
3R	80	45										
SM												

775

2026												
AA		25	10									
CP		60	35	25								
DC												
FB		250	70	70	10							
GM		150	100									
LT		200										
OM		55	35	15	5							
RR												
3R		75	20									
SM												

815

RAILYARD EMPLOYEE/INDUSTRY **VISION** ASSUMPTIONS 2025 - 2031

2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 TOTAL JOBS PER YEAR

2027

AA			10								
CP			75	50	15						
DC											
FB			70	70	10						
GM			100								
LT			640	370	30	30	30				
OM			35	15	5						
RR											
3R			35	10							
SM			100	60	40						

1,065

2028

AA											
CP				60	20	5					
DC				10	5	5					
FB				500	250	65	65				
GM				180	120						
LT				370	30	30	30				
OM				15	5						
RR											
3R				10							
SM				90	50	10					

1,235

RAILYARD EMPLOYEE/INDUSTRY **VISION** ASSUMPTIONS 2025 - 2031

2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 TOTAL JOBS PER YEAR

2029

AA					15	10					
CP					30	10	5				
DC					5	5					
FB					250	65	65				
GM					170	25					
LT					130	70	50	20	20		
OM					5						
RR											
3R					45	30					
SM					150	70	40				

800

2030

AA						10					
CP						10	5				
DC						15	30	30			
FB						115	85	20	10		
GM						40	10				
LT						370	250	20	20		
OM						80	30	25	15		
RR											
3R						30					
SM						120	55	10			

790

RAILYARD EMPLOYEE/INDUSTRY VISION ASSUMPTIONS 2025 - 2031

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL JOBS PER YEAR
2031												
AA												
CP							35	20	10			
DC							130	55	25			
FB							115	30	15	5		
GM							40	20				
LT							290	50	30	10	10	
OM							130	55	35			
RR							10					
3R												
SM							155	70	40			

RAILYARD EMPLOYEE/INDUSTRY VISION ASSUMPTIONS 2025 - 2031

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL JOBS PER YEAR
TOTALS	2025	2026	2027	2028	2029	2030	2031					6,385
AA	15	25	10	0	15	10	0					
CP	0	60	75	60	30	10	35					
DC	0	0	0	10	5	15	130					
FB	300	250	70	500	250	115	115					
GM	0	150	100	180	170	40	40					
LT	300	200	640	370	130	370	290					
OM	60	55	35	15	5	80	130					
RR	20	0	0	0	0	0	10					
3R	80	75	35	10	45	30	0					
SM	0	0	100	90	150	120	155					
	775	815	1065	1235	800	790	905	0	0	0	0	6385

- KEY
- AA (Aerospace / Automotive)
 - CP (Chemical Processing)
 - DC (Defense Contractor)
 - FB (Food & Beverage)
 - GM (Green Manufacturing)
 - LT (Logistics & Transportation)
 - OM (Other Manufacturing)
 - RR (Railyard / Railroad)
 - 3R (Reuse / Recycle / Repurpose)
 - SM (Steel Manufacturing)

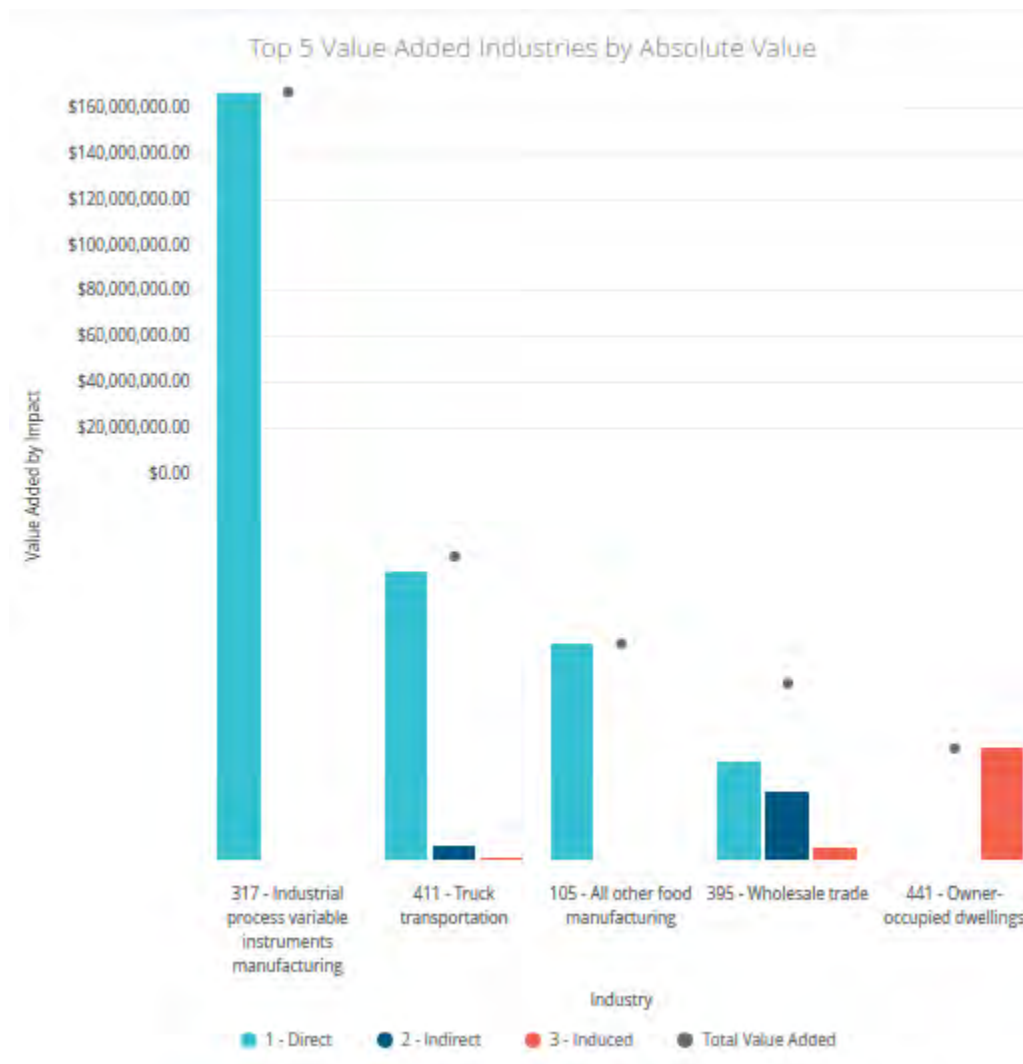
RAILYARD ASSUMPTIONS POSSIBLE

as of June 5, 2019

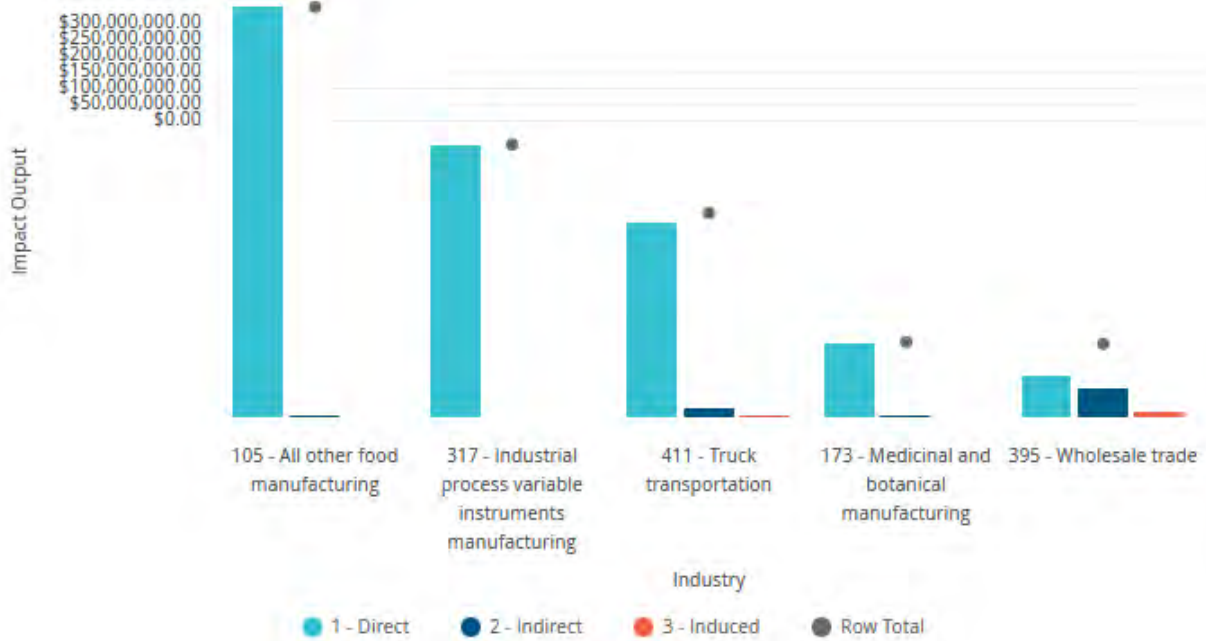
SUMMARY

Economic Indicators by Impact

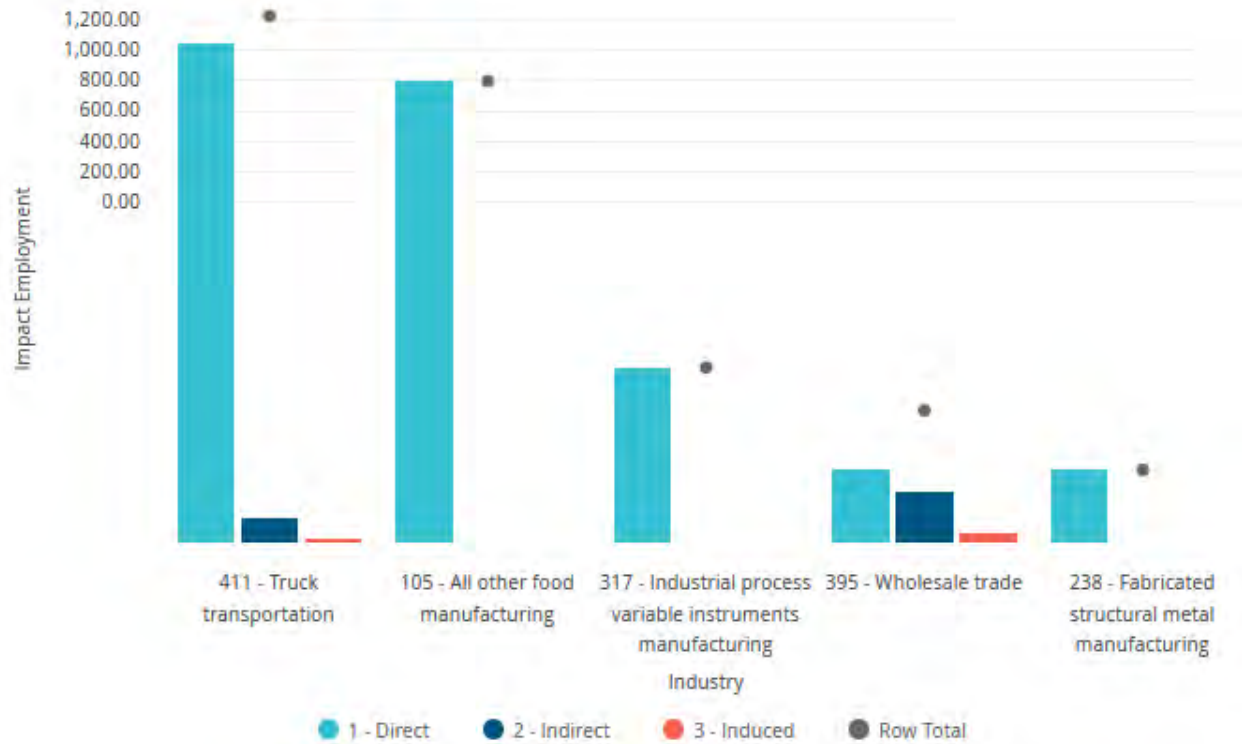
Impact ^	Employment	Labor Income	Value Added	Output
1 - Direct	3,647.00	\$269,780,170.47	\$387,441,939.45	\$1,036,776,155.58
2 - Indirect	1,361.12	\$75,763,178.33	\$111,390,103.90	\$201,346,501.28
3 - Induced	1,679.63	\$68,185,100.35	\$128,389,830.38	\$222,084,852.57
Total	6,687.75	\$413,728,449.14	\$627,221,873.72	\$1,460,207,509.43



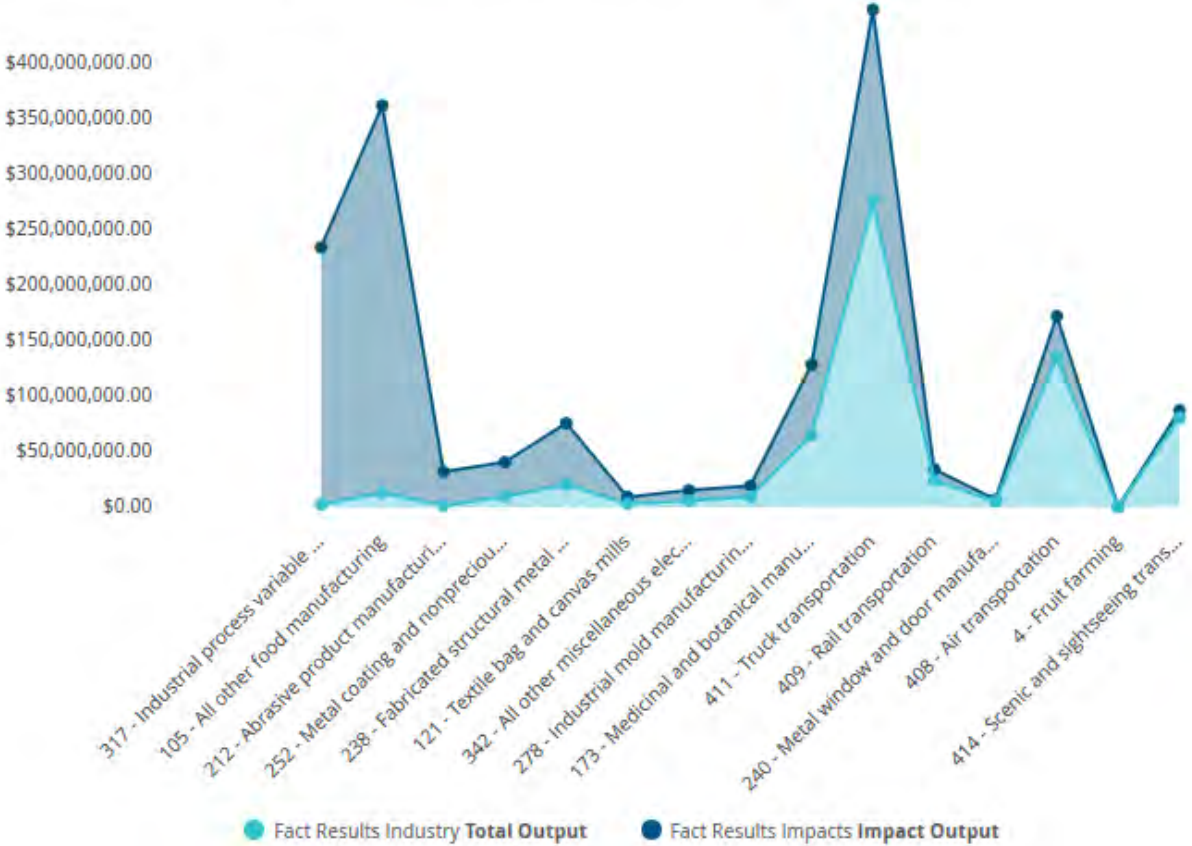
Top 5 Output Industries by Absolute Value of Impact



Top 5 Employment Industries by Impact Absolute Value



Top 15 Industries by Estimated Growth Percentage

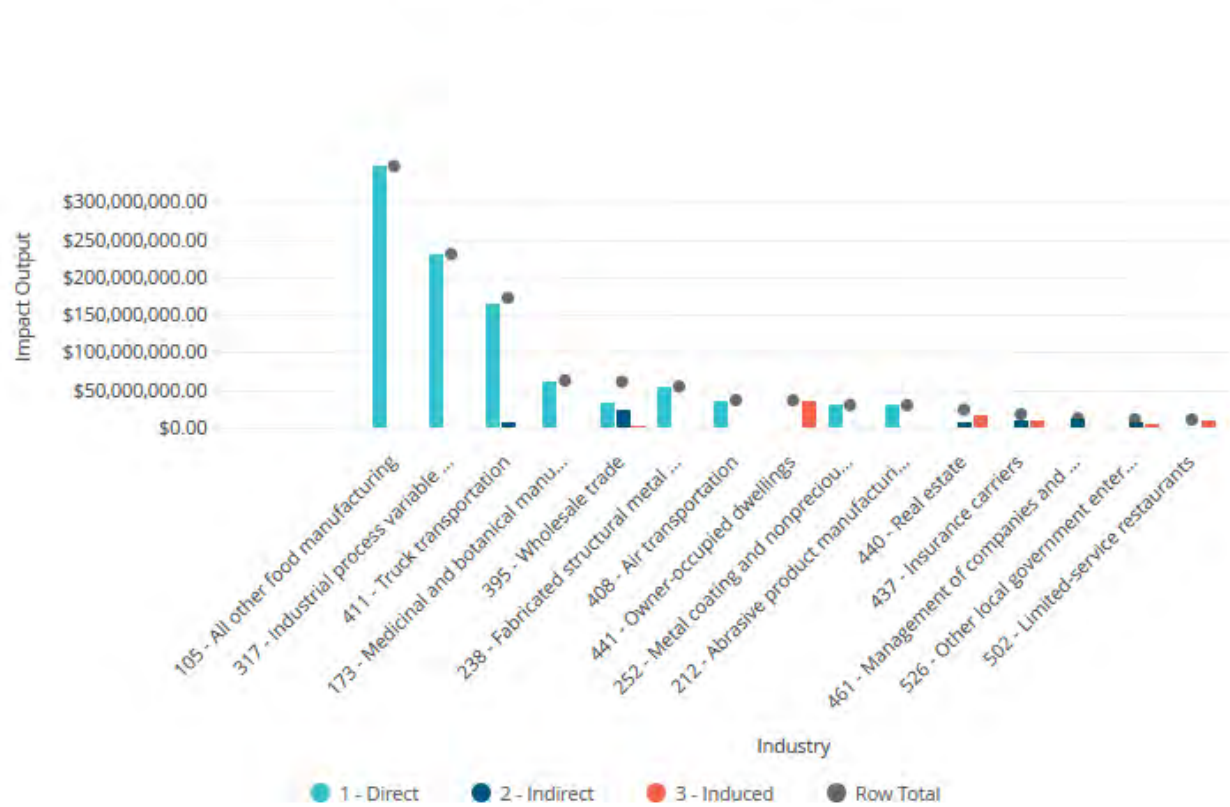


Industries by Estimated Growth Percentage

	Industry Code	Description	Total Output	Impact Output	Estimated Growth Percentage ∨
1	317	Industrial process variable instruments manufacturing	\$2,493,977.05	\$231,710,272.50	9290.79%
2	105	All other food manufacturing	\$12,924,756.54	\$349,109,265.96	2701.09%
3	212	Abrasive product manufacturing	\$1,375,129.31	\$30,540,339.01	2220.91%
4	252	Metal coating and nonprecious engraving	\$9,685,060.81	\$30,924,968.99	319.31%
5	238	Fabricated structural metal manufacturing	\$20,341,997.33	\$55,452,427.88	272.60%
6	121	Textile bag and canvas mills	\$3,035,299.15	\$5,973,871.14	196.81%
7	342	All other miscellaneous electrical equipment and component manufacturing	\$5,879,181.25	\$9,297,453.36	158.14%
8	278	Industrial mold manufacturing	\$9,390,367.51	\$9,781,496.07	104.17%
9	173	Medicinal and botanical manufacturing	\$64,898,557.34	\$63,521,601.98	97.88%
10	411	Truck transportation	\$275,039,932.14	\$173,414,968.35	63.05%
11	409	Rail transportation	\$24,191,364.12	\$9,875,289.94	40.82%
12	240	Metal window and door manufacturing	\$5,337,893.97	\$1,588,499.07	29.76%
13	408	Air transportation	\$135,006,175.16	\$37,267,396.70	27.60%
14	4	Fruit farming	\$206,228.17	\$22,282.89	10.80%
15	414	Scenic and sightseeing transportation and support activities for transportation	\$80,402,927.13	\$6,777,319.36	8.43%
16	415	Couriers and messengers	\$122,119,056.20	\$10,235,357.56	8.38%
17	13	Poultry and egg production	\$159,940.99	\$13,296.98	8.31%
18	518	Postal service	\$118,305,786.97	\$6,733,578.82	5.69%
19	14	Animal production, except cattle and poultry and eggs	\$2,511,565.40	\$107,236.31	4.27%
20	2	Grain farming	\$723,986.35	\$29,755.31	4.11%
21	445	Commercial and industrial machinery and equipment rental and leasing	\$95,731,776.71	\$3,912,071.87	4.09%

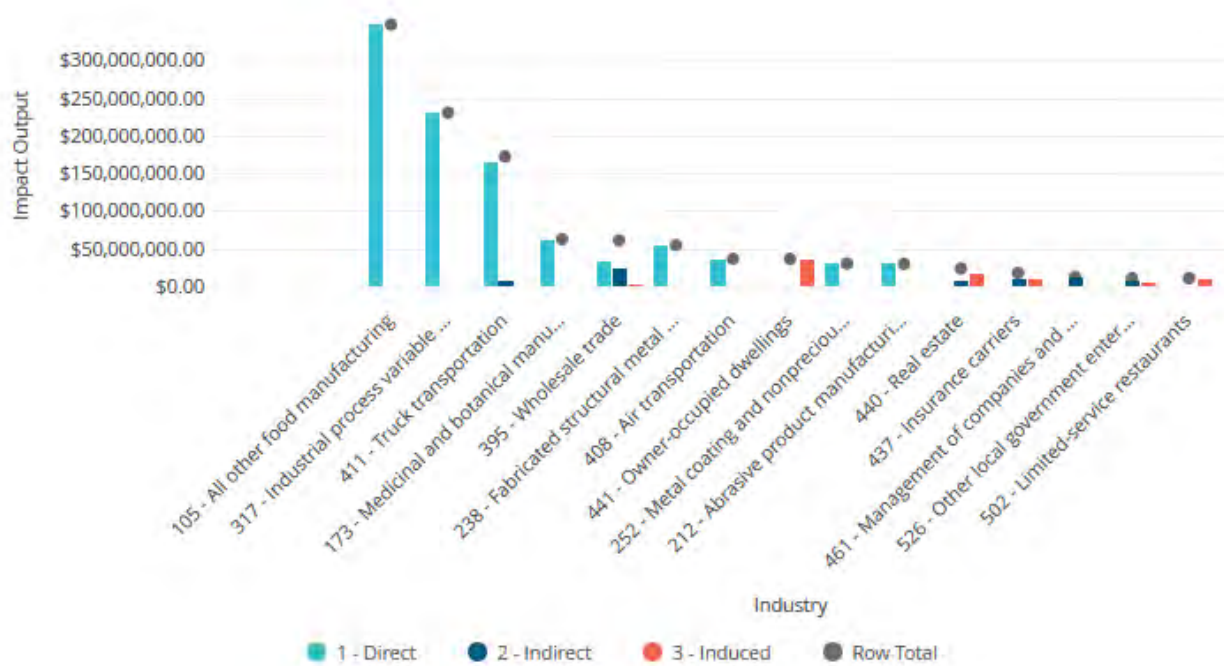
OUTPUT

Top 15 Output Industries by Impact



Top 15 Output Industries by Absolute Value of Impact

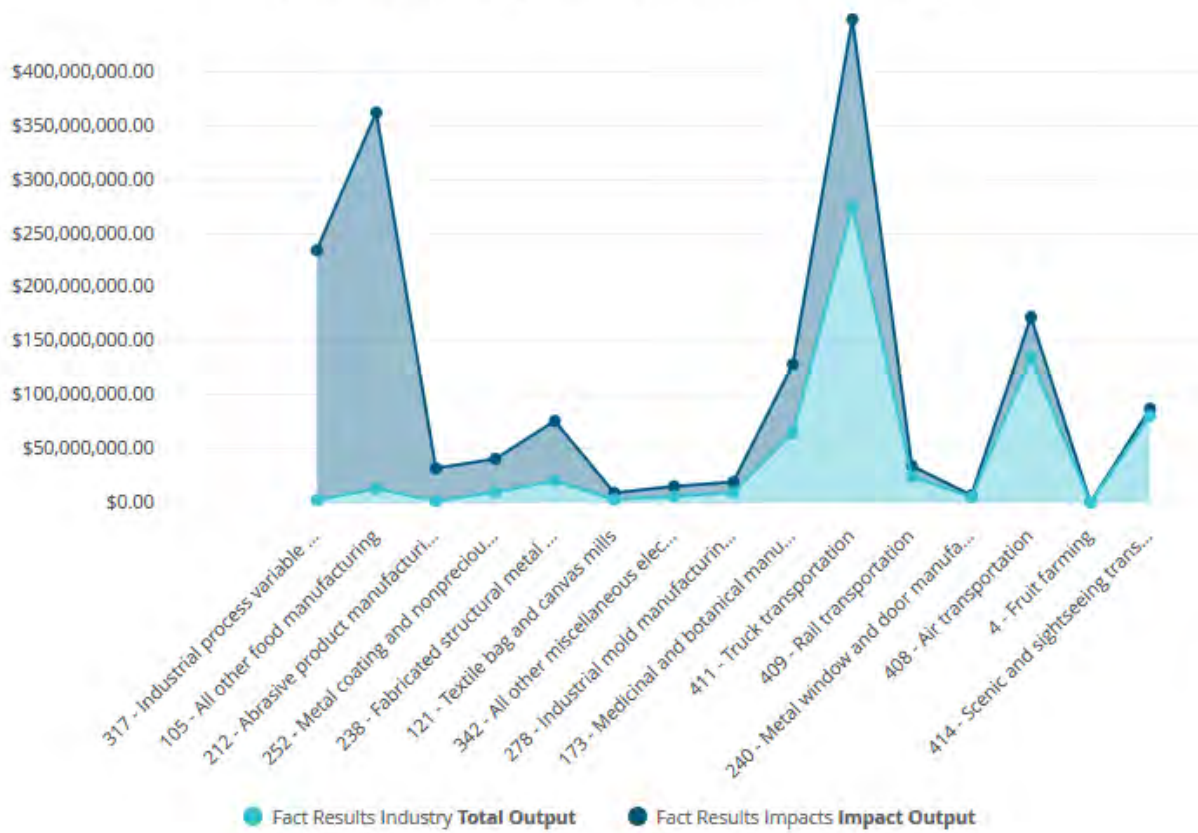
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Industries by Impact

Impact >		1 - Direct	2 - Indirect	3 - Induced	Total	
	Industry	Output	Output	Output	Output	Output
1	105 - All other food manufacturing	\$349,061,056.95	\$45,707.96	\$2,501.04	\$349,109,265.96	
2	317 - Industrial process variable instruments manufacturing	\$231,710,019.15	\$248.42	\$4.92	\$231,710,272.50	
3	411 - Truck transportation	\$164,666,727.15	\$7,598,499.03	\$1,149,742.18	\$173,414,968.35	
4	173 - Medicinal and botanical manufacturing	\$62,441,604.47	\$1,076,325.90	\$3,671.61	\$63,521,601.98	
5	395 - Wholesale trade	\$34,143,975.81	\$23,477,048.21	\$4,272,073.28	\$61,893,097.30	
6	238 - Fabricated structural metal manufacturing	\$55,417,748.94	\$33,920.52	\$758.43	\$55,452,427.88	
7	408 - Air transportation	\$36,299,211.14	\$515,908.81	\$452,276.75	\$37,267,396.70	
8	441 - Owner-occupied dwellings	\$0.00	\$0.00	\$36,988,969.58	\$36,988,969.58	
9	252 - Metal coating and nonprecious engraving	\$30,890,225.15	\$34,194.64	\$549.20	\$30,924,968.99	
10	212 - Abrasive product manufacturing	\$30,459,868.15	\$80,293.64	\$177.22	\$30,540,339.01	
11	440 - Real estate	\$0.00	\$8,321,652.32	\$16,138,461.69	\$24,460,114.02	
12	437 - Insurance carriers	\$0.00	\$9,129,243.98	\$9,264,171.04	\$18,393,415.02	
13	461 - Management of companies and enterprises	\$0.00	\$12,051,816.29	\$977,890.63	\$13,029,706.91	
14	526 - Other local government enterprises	\$0.00	\$6,989,031.27	\$4,529,224.87	\$11,518,256.13	
15	502 - Limited-service restaurants	\$0.00	\$1,899,050.93	\$9,534,732.80	\$11,433,783.73	
16	415 - Couriers and messengers	\$0.00	\$9,746,160.86	\$489,196.70	\$10,235,357.56	
17	433 - Monetary authorities and depository credit intermediation	\$0.00	\$4,966,473.88	\$5,023,312.13	\$9,989,786.01	
18	409 - Rail transportation	\$8,502,961.24	\$1,306,703.89	\$65,624.81	\$9,875,289.94	
19	278 - Industrial mold manufacturing	\$9,779,045.53	\$2,429.29	\$21.24	\$9,781,496.07	
20	342 - All other miscellaneous electrical equipment and component manufacturing	\$9,295,730.56	\$1,668.12	\$54.69	\$9,297,453.36	
21	475 - Offices of physicians	\$0.00	\$0.00	\$7,920,614.78	\$7,920,614.78	
Total		\$1,036,776,155.58	\$201,346,501.28	\$222,084,852.57	\$1,460,207,509.43	

Top 15 Industries by Estimated Growth Percentage

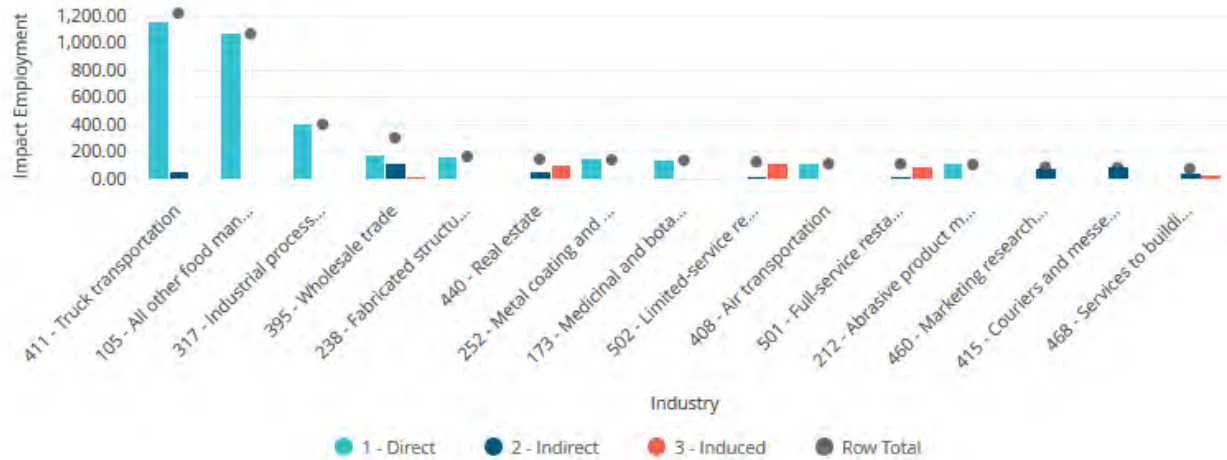


Industries by Estimated Growth Percentage

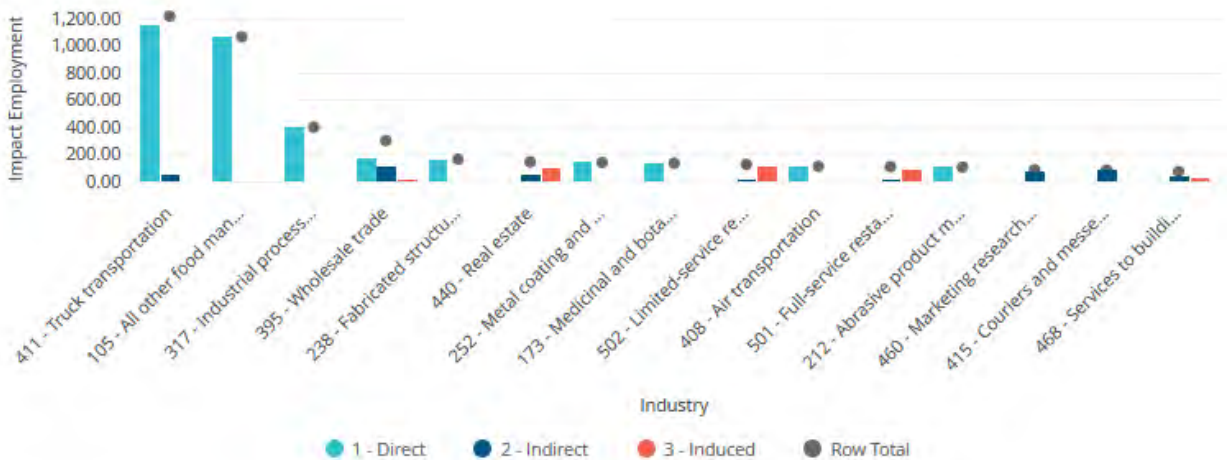
	Industry Code	Description	Total Output	Impact Output	Estimated Growth Percentage ▾	⤴
1	317	Industrial process variable instruments manufacturing	\$2,493,977.05	\$231,710,272.50	9290.79%	
2	105	All other food manufacturing	\$12,924,756.54	\$349,109,265.96	2701.09%	
3	212	Abrasive product manufacturing	\$1,375,129.31	\$30,540,339.01	2220.91%	
4	252	Metal coating and nonprecious engraving	\$9,685,060.81	\$30,924,968.99	319.31%	
5	238	Fabricated structural metal manufacturing	\$20,341,997.33	\$55,452,427.88	272.60%	
6	121	Textile bag and canvas mills	\$3,035,299.15	\$5,973,871.14	196.81%	
7	342	All other miscellaneous electrical equipment and component manufacturing	\$5,879,181.25	\$9,297,453.36	158.14%	
8	278	Industrial mold manufacturing	\$9,390,367.51	\$9,781,496.07	104.17%	
9	173	Medicinal and botanical manufacturing	\$64,898,557.34	\$63,521,601.98	97.88%	
10	411	Truck transportation	\$275,039,932.14	\$173,414,968.35	63.05%	
11	409	Rail transportation	\$24,191,364.12	\$9,875,289.94	40.82%	
12	240	Metal window and door manufacturing	\$5,337,893.97	\$1,588,499.07	29.76%	
13	408	Air transportation	\$135,006,175.16	\$37,267,396.70	27.60%	
14	4	Fruit farming	\$206,228.17	\$22,282.89	10.80%	
15	414	Scenic and sightseeing transportation and support activities for transportation	\$80,402,927.13	\$6,777,319.36	8.43%	
16	415	Couriers and messengers	\$122,119,056.20	\$10,235,357.56	8.38%	
17	13	Poultry and egg production	\$159,940.99	\$13,296.98	8.31%	
18	518	Postal service	\$118,305,786.97	\$6,733,578.82	5.69%	
19	14	Animal production, except cattle and poultry and eggs	\$2,511,565.40	\$107,236.31	4.27%	
20	2	Grain farming	\$723,986.35	\$29,755.31	4.11%	
21	445	Commercial and industrial machinery and equipment rental and leasing	\$95,731,776.71	\$3,912,071.87	4.09%	⤵

EMPLOYMENT

Top 15 Industries by Impact



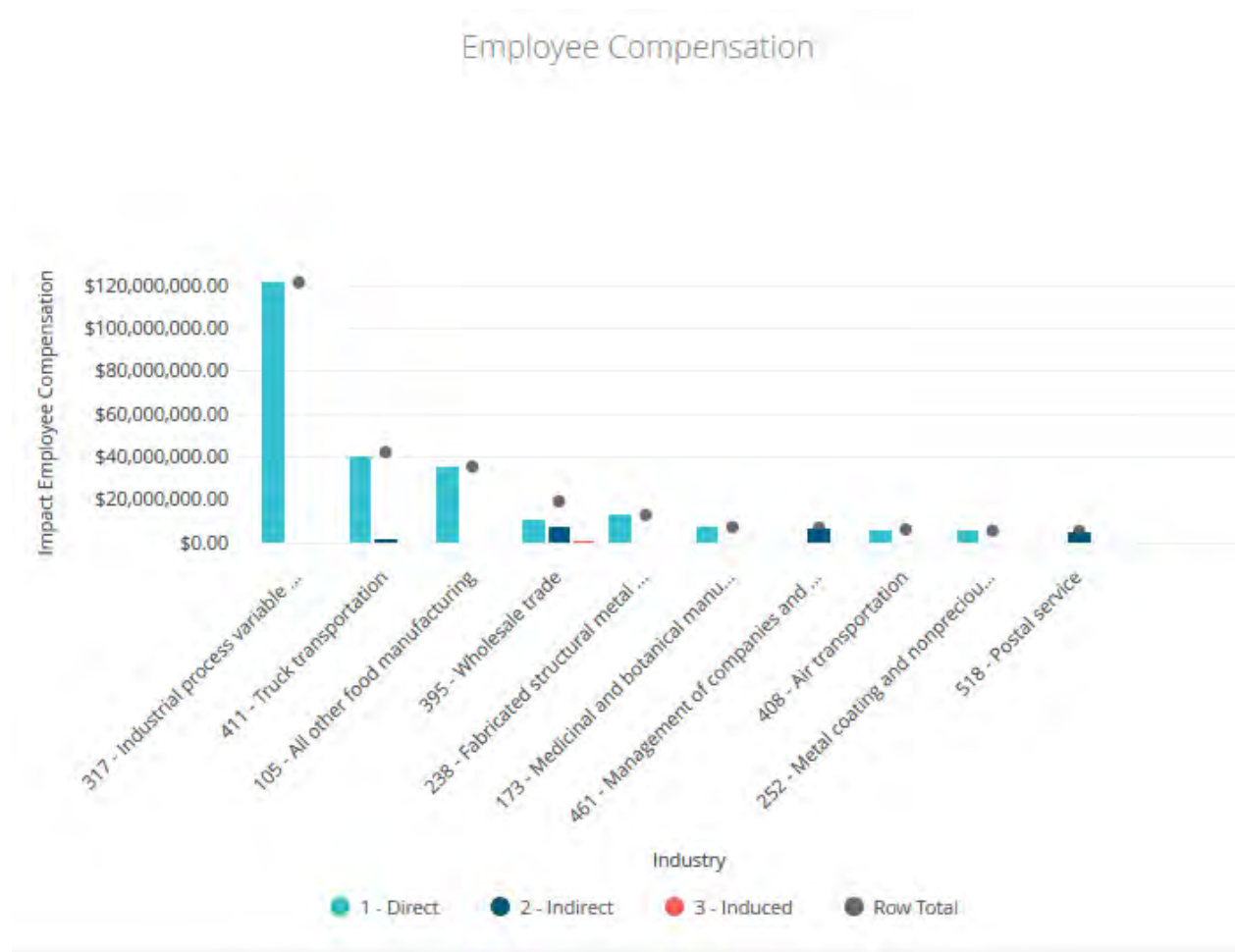
Top 15 Industries by Impact Absolute Value



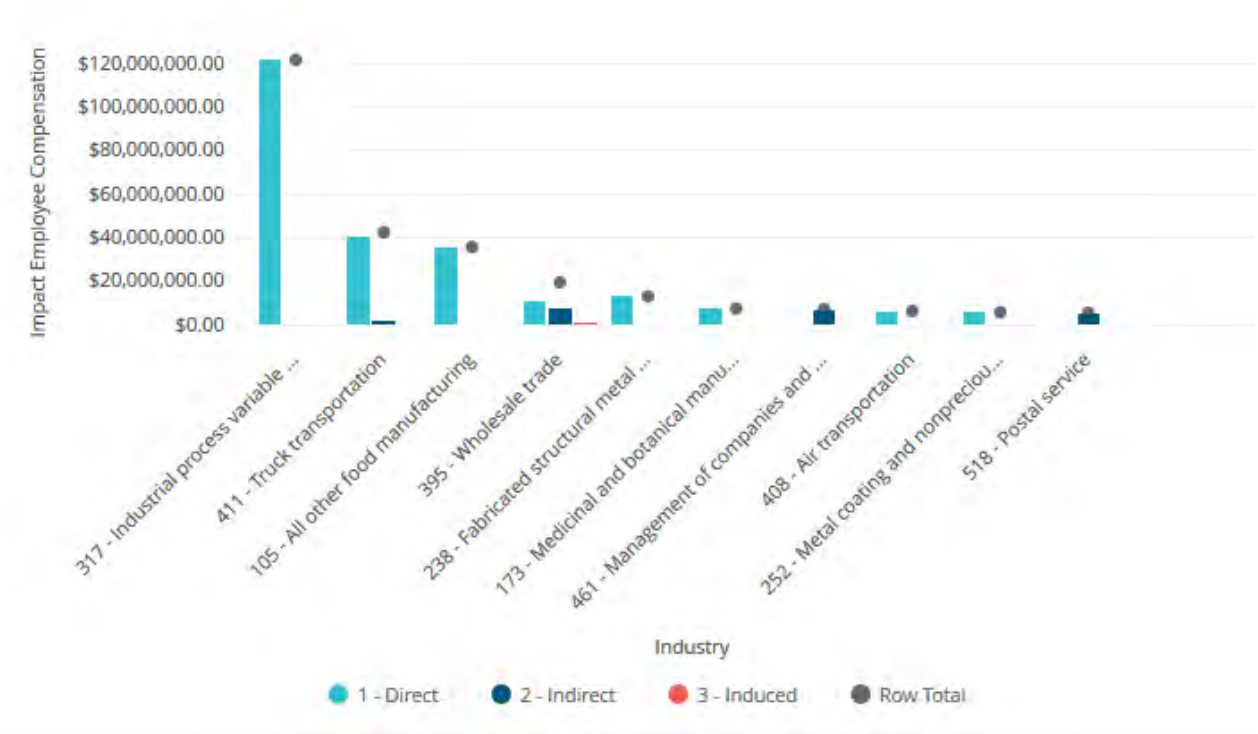
Industries by Impact

Industry	Impact >	1 - Direct	2 - Indirect	3 - Induced	Total
		Impact Employment	Impact Employment	Impact Employment	Impact Employment
411 - Truck transportation		1,162.00	53.62	8.11	1,223.73
105 - All other food manufacturing		1,072.00	0.14	0.01	1,072.15
317 - Industrial process variable instruments manufacturing		406.00	0.00	0.00	406.00
395 - Wholesale trade		169.00	116.20	21.15	306.35
238 - Fabricated structural metal manufacturing		168.00	0.10	0.00	168.11
440 - Real estate		0.00	50.36	97.67	148.03
252 - Metal coating and nonprecious engraving		144.00	0.16	0.00	144.16
173 - Medicinal and botanical manufacturing		137.00	2.36	0.01	139.37
502 - Limited-service restaurants		0.00	21.48	107.84	129.32
408 - Air transportation		113.00	1.61	1.41	116.01
501 - Full-service restaurants		0.00	20.45	92.66	113.12
212 - Abrasive product manufacturing		109.00	0.29	0.00	109.29
460 - Marketing research and all other miscellaneous professional, scientific, and technical services		0.00	82.13	7.75	89.88
415 - Couriers and messengers		0.00	83.77	4.20	87.97
468 - Services to buildings		0.00	46.74	30.38	77.11
464 - Employment services		0.00	49.56	17.73	67.29
518 - Postal service		0.00	62.51	4.62	67.13
405 - Retail - General merchandise stores		0.00	7.84	57.50	60.34
503 - All other food and drinking places		0.00	14.12	45.31	59.44
278 - Industrial mold manufacturing		56.00	0.01	0.00	56.01
475 - Offices of physicians		0.00	0.00	54.66	54.66
465 - Business support services		0.00	44.61	9.58	54.19
Total		3,847.00	1,361.12	1,679.63	6,887.75

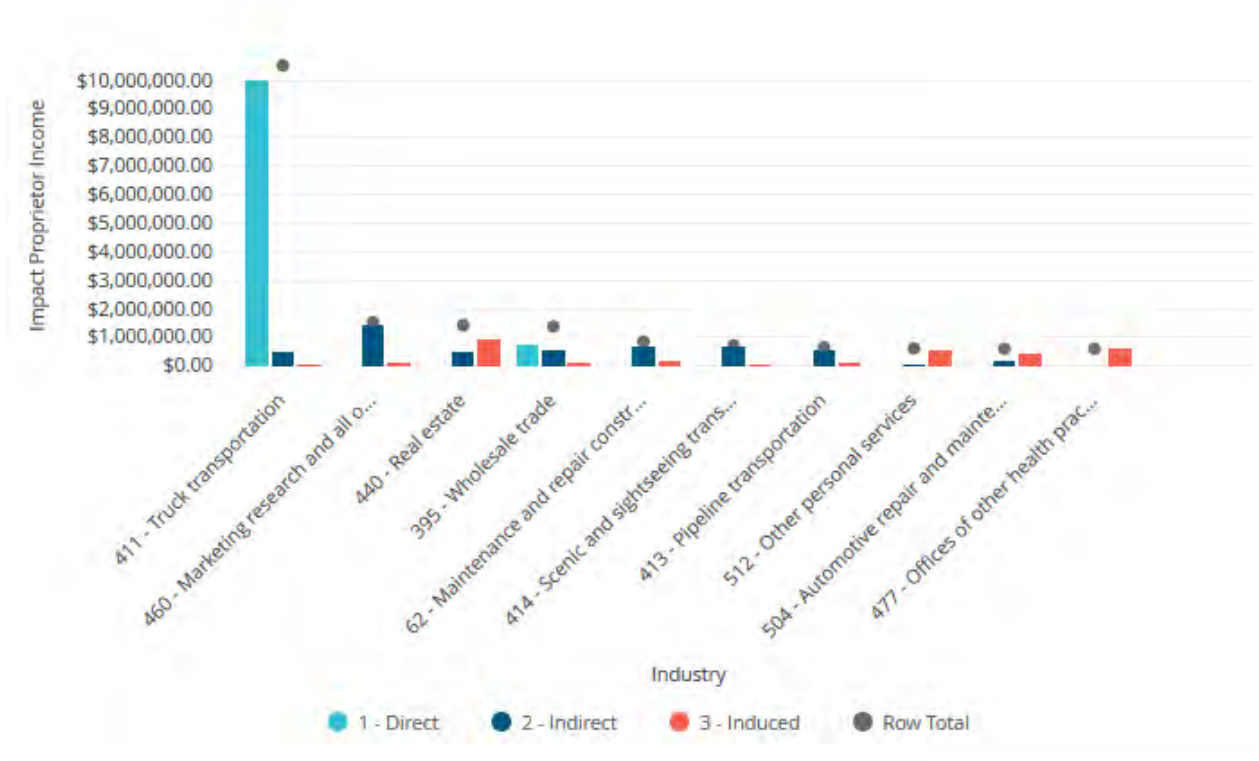
VALUE ADDED



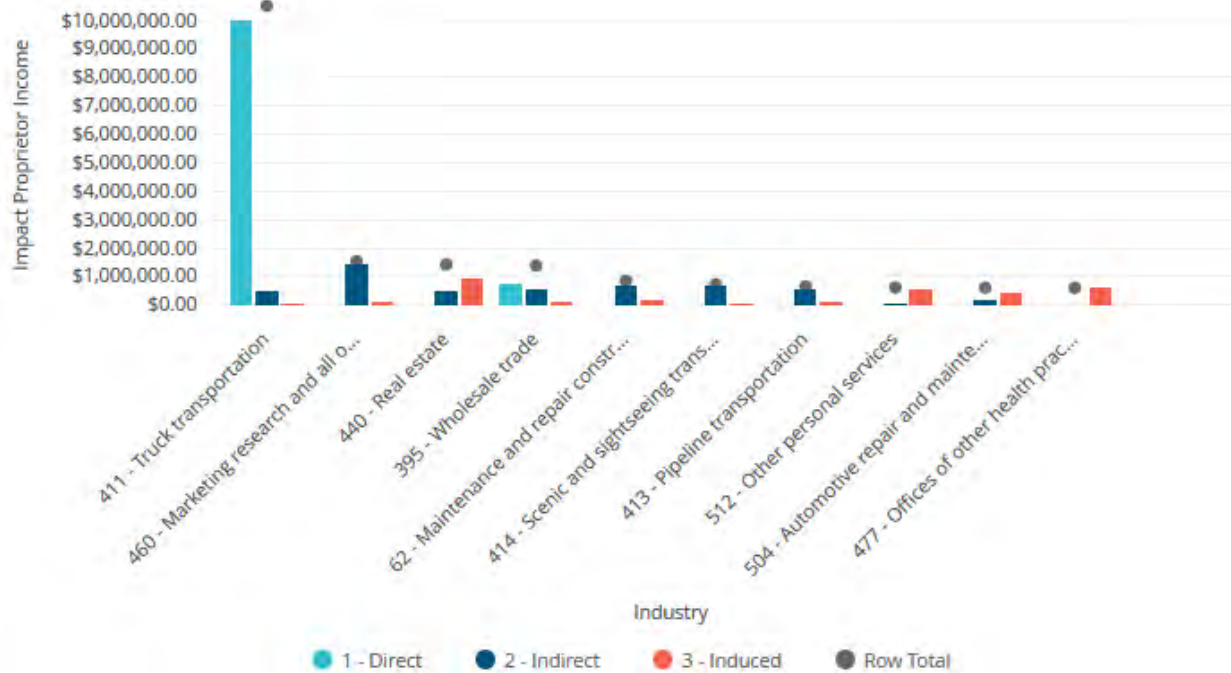
Employee Compensation by Absolute Value



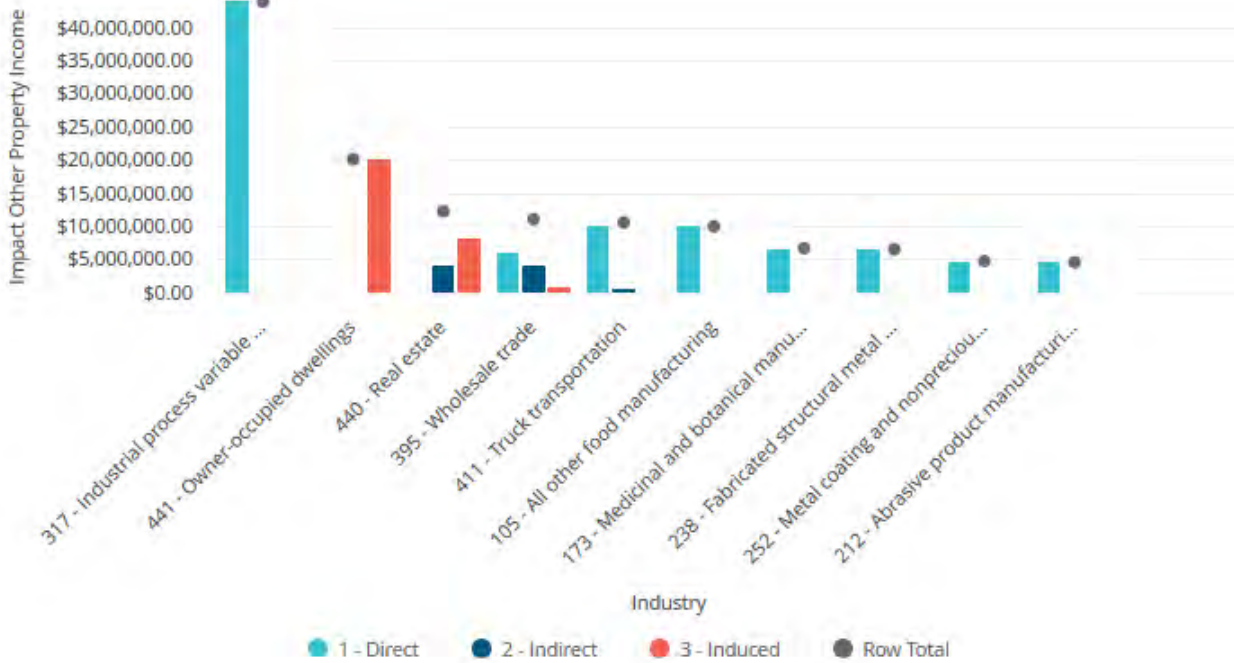
Proprietor Income



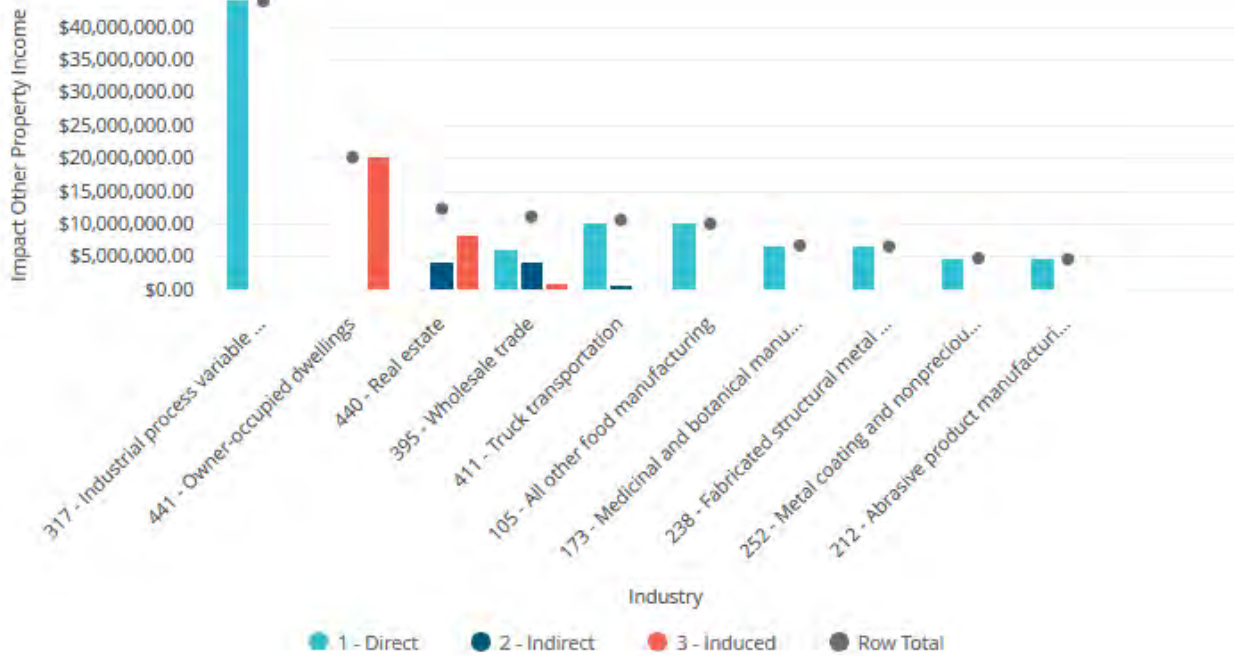
Proprietor Income by Absolute Value



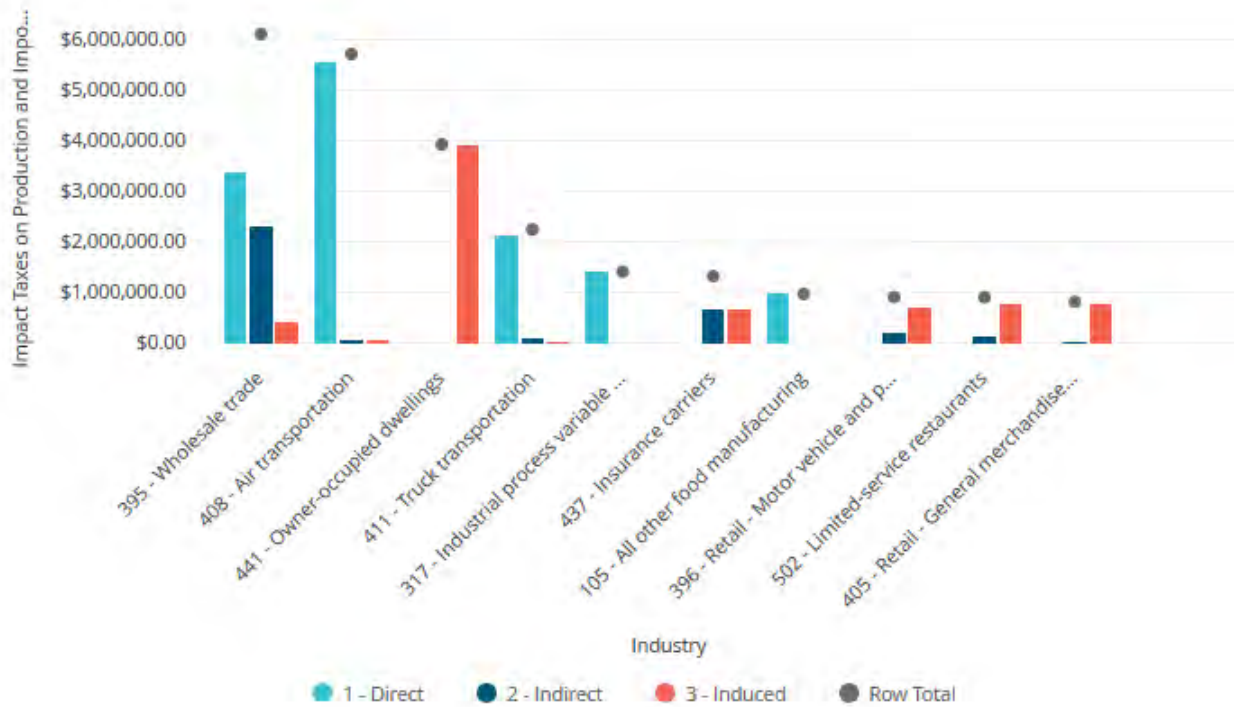
Other Property Income



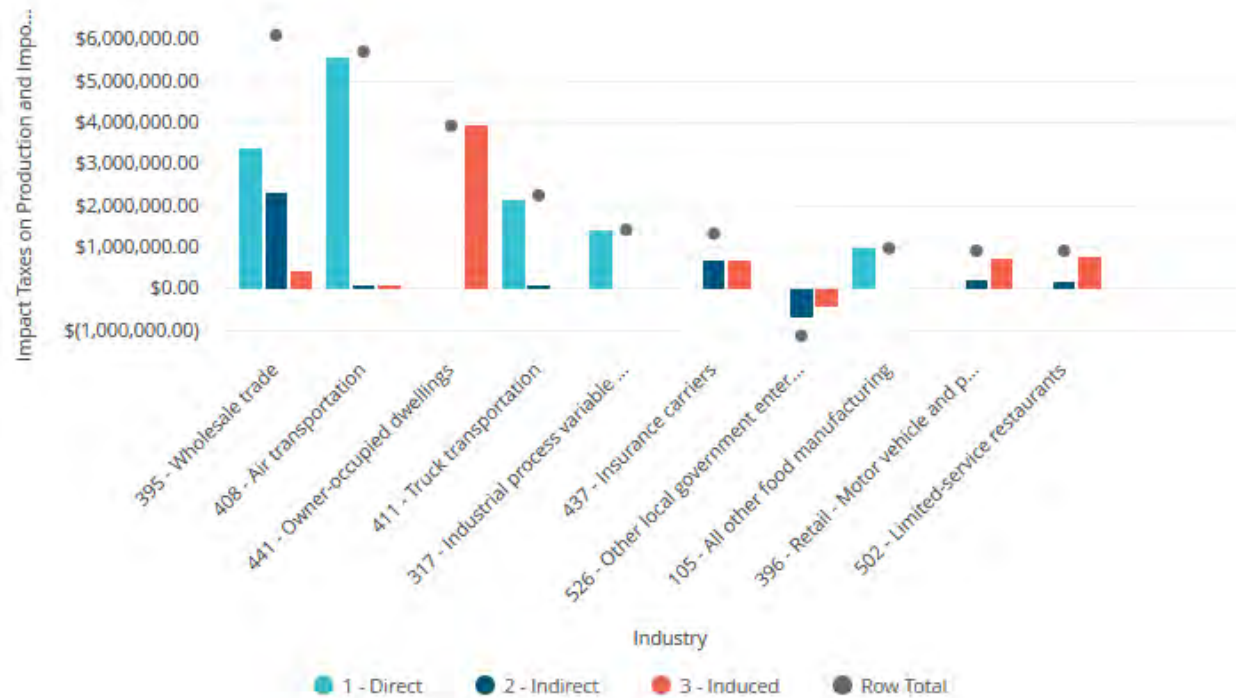
Other Property Income by Absolute Value



Taxes on Production and Imports



Taxes on Production and Imports by Absolute Value



Value Added Components by Industry

Industry	Impact > 1 - Direct				2 - Indirect				3 - Induced						
	Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added	Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added	Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added
317 - Industrial process variable instruments manufacturing	\$121,602,870.75	\$0.00	\$44,062,255.13	\$1,419,919.47	\$167,085,045.35	\$130.37	\$0.00	\$47.24	\$1.52	\$179.14	\$2.58	\$0.00	\$0.94	\$0.03	\$3.55
411 - Truck transportation	\$40,394,183.50	\$9,994,884.28	\$10,109,488.12	\$2,141,153.55	\$62,639,709.45	\$1,863,978.05	\$461,211.08	\$466,499.44	\$98,802.92	\$2,890,491.48	\$282,041.78	\$69,786.65	\$70,586.85	\$14,950.04	\$437,365.32
105 - All other food manufacturing	\$55,837,612.04	\$7,921.37	\$10,043,271.64	\$980,437.57	\$46,934,242.62	\$4,692.77	\$9.55	\$1,315.12	\$128.38	\$6,145.83	\$256.78	\$0.52	\$71.96	\$7.02	\$336.29
395 - Wholesale trade	\$10,837,306.48	\$766,031.26	\$6,147,684.72	\$3,371,751.83	\$21,122,774.29	\$7,451,620.98	\$526,715.25	\$4,227,085.07	\$2,318,382.04	\$14,523,803.35	\$1,355,957.13	\$95,845.36	\$769,194.54	\$421,871.52	\$2,642,868.54
441 - Owner-occupied dwellings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,210,415.67	\$3,933,037.94	\$24,143,453.61
238 - Fabricated structural metal manufacturing	\$13,274,234.47	\$0.00	\$6,575,386.10	\$579,545.49	\$20,429,166.06	\$8,124.99	\$0.00	\$4,024.71	\$354.73	\$12,504.44	\$181.67	\$0.00	\$89.99	\$7.93	\$279.59
440 - Real estate	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$573,163.92	\$488,558.95	\$4,197,628.05	\$270,199.07	\$5,529,748.99	\$1,111,554.22	\$947,478.90	\$8,140,989.85	\$524,006.19	\$10,724,029.16
408 - Air transportation	\$6,396,914.97	\$2,273.64	\$3,695,314.41	\$5,568,617.67	\$15,663,120.69	\$90,917.26	\$32.31	\$52,520.29	\$79,144.94	\$222,614.81	\$79,703.55	\$28.33	\$46,042.45	\$69,383.22	\$195,157.56
173 - Medicinal and botanical manufacturing	\$7,515,643.51	\$231,728.73	\$6,628,762.86	\$530,450.86	\$14,906,585.96	\$129,549.55	\$3,994.38	\$114,262.10	\$9,143.55	\$256,949.59	\$441.92	\$13.63	\$389.78	\$31.19	\$876.52
Total	\$258,515,789.66	\$11,264,380.80	\$102,081,312.96	\$15,580,456.02	\$387,441,939.45	\$68,034,045.98	\$7,729,132.35	\$29,362,009.56	\$6,264,916.00	\$111,390,103.90	\$60,062,028.43	\$8,123,071.91	\$7,835,988.85	\$12,688,741.18	\$128,389,830.38

Total				
Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added ✓
\$121,603,003.70	\$0.00	\$44,062,303.31	\$1,419,921.02	\$167,085,228.03
\$42,540,203.32	\$10,525,882.01	\$10,646,574.40	\$2,254,906.51	\$65,967,566.25
\$35,842,561.59	\$72,931.44	\$10,044,658.72	\$980,572.98	\$46,940,724.73
\$19,644,884.59	\$1,388,591.86	\$11,143,964.32	\$6,112,005.39	\$38,289,446.17
\$0.00	\$0.00	\$20,210,415.67	\$3,933,037.94	\$24,143,453.61
\$13,282,541.14	\$0.00	\$6,579,500.80	\$579,908.15	\$20,441,950.08
\$1,684,717.14	\$1,436,037.85	\$12,338,817.90	\$794,205.25	\$16,253,778.15
\$6,567,535.77	\$2,334.28	\$3,793,877.16	\$5,717,145.84	\$16,080,893.05
\$7,645,634.99	\$235,736.74	\$6,743,414.74	\$539,625.60	\$15,164,412.06
\$386,611,864.08	\$27,116,585.07	\$179,279,311.38	\$34,214,113.20	\$627,221,873.72

TAX RESULTS

State and Local Tax Impacts

Type Code Paying >		5001	Type Description Paying >		8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	15001	Total	
Transfer Code ^	Description	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
1	15014 Social Insurance Tax- Employee Contribution	\$410,621.40															\$410,621.40
2	15015 Social Insurance Tax- Employer Contribution	\$821,542.44															\$821,542.44
3	15020 TOP: Sales Tax		\$20,482,710.55														\$20,482,710.55
4	15021 TOP: Property Tax		\$10,770,071.52														\$10,770,071.52
5	15022 TOP: Motor Vehicle License		\$437,380.08														\$437,380.08
6	15023 TOP: Severance Tax		\$0.00														\$0.00
7	15024 TOP: Other Taxes		\$427,543.24														\$427,543.24
8	15025 TOP: Special Assessments		\$212,129.09														\$212,129.09
9	15026 Corporate Profits Tax																
10	15027 Personal Tax- Income Tax																
Total		\$1,232,163.84	\$32,329,834.49	\$511.61	\$205,076.14	\$948.07	\$52,394.91	\$165,034.89	\$606,689.85	\$1,263,830.70	\$2,221,703.33	\$1,544,705.44	\$1,994,875.28	\$877,911.05	\$877,911.05	\$7,848,134.42	\$43,411,719.98

Federal Tax Impacts

Type Code Paying >		5001	6001	8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	
Type Description Paying >		Employee Compensation	Proprietor Income	Tax on Production and Imports	Households LT15k	Households 15-30k	Households 30-40k	Households 40-50k	Households 50-70k	Households 70-100k	Households 100-150k	Households 150-200k	Households GT200k	Private Enterprise	Total
Transfer Code ^	Description	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
1	15014 Social Insurance Tax- Employee Contribution	\$21,033,210.30	\$1,138,967.93												\$22,172,178.23
2	15015 Social Insurance Tax- Employer Contribution	\$19,953,459.81													\$19,953,459.81
3	15017 TOP: Excise Taxes			\$1,393,116.96											\$1,393,116.96
4	15018 TOP: Custom Duty			\$577,770.62											\$577,770.62
5	15026 Corporate Profits Tax													\$8,168,477.62	\$8,168,477.62
6	15027 Personal Tax: Income Tax				\$10,770.02	\$129,322.44	\$64,433.35	\$319,184.02	\$1,932,943.88	\$4,801,341.24	\$9,843,335.03	\$7,524,667.14	\$12,776,074.27		\$36,993,019.17
7	15028 Personal Tax: Estate and Gift Tax				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
8	15029 Personal Transfers				\$323.65	\$94,201.73	\$3,382.33	\$94,094.10	\$12,399.53	\$15,404.68	\$10,299.23	\$49,349.90	\$28,928.69		\$308,383.83
Total		\$40,986,670.11	\$1,138,967.93	\$1,970,887.57	\$10,446.97	\$10,446.97	\$61,051.03	\$413,278.12	\$1,945,343.41	\$4,816,745.91	\$9,853,634.26	\$7,574,017.03	\$12,805,002.97	\$8,168,477.62	\$89,566,406.23

County Tax Impacts

Type Code saying >		5001	8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	19001	Total
Type Description saying >		Employee Compensation	Tax on Production and Imports	Households LT15K	Households 15-30K	Households 30-40K	Households 40-50K	Households 50-70K	Households 70-100K	Households 100-150K	Households 150-200K	Households GT200K	Private Enterprise	
Transfer Code >	Description	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
1	15014 Social Insurance Tax-Employee Contribution	\$0.00												\$0.00
2	15015 Social Insurance Tax-Employer Contribution	\$0.00												\$0.00
3	15020 TOP Sales Tax		\$1,832,315.90											\$1,832,315.90
4	15021 TOP Property Tax		\$1,079,649.33											\$1,079,649.33
5	15022 TOP Motor Vehicle License		\$4,866.34											\$4,866.34
6	15023 TOP Severance Tax		\$0.00											\$0.00
7	15024 TOP Other Taxes		\$20,568.94											\$20,568.94
8	15025 TOP Special Assessments		\$0.00											\$0.00
9	15026 Corporate Profits Tax													\$0.00
10	15027 Personal Tax-Income Tax			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
11	15029 Personal Tax-Transfers			\$16.71	\$51,451.19	\$184.94	\$5,219.71	\$701.93	\$883.87	\$695.48	\$2,909.56	\$1,638.23	\$17,306.02	\$17,306.02
12	15030 Personal Tax-Motor Vehicle License			\$12.15	\$78.06	\$148.50	\$205.57	\$537.86	\$767.73	\$798.72	\$372.41	\$292.21	\$3,213.20	\$3,213.20
13	15031 Personal Tax-Property Tax			\$35.86	\$257.50	\$436.48	\$379.42	\$1,440.69	\$1,824.94	\$2,437.98	\$1,018.64	\$780.48	\$8,612.01	\$8,612.01
Total		\$0.00	\$2,947,000.50	\$64.71	\$5,480.76	\$759.92	\$5,804.70	\$2,680.48	\$3,476.54	\$3,842.58	\$4,308.61	\$2,710.91	\$0.00	\$2,976,531.73

Sub County General Tax Impacts -

Transfer Code ^	Description	Type Code Paying >		8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	Total
		Type Description Paying >	Sumvalue												
1	15014 Social Insurance Tax: Employer Contribution	Tax on Production and Imports	\$0.00												
2	15015 Social Insurance Tax: Employer Contribution	Sumvalue	\$0.00												\$0.00
3	15020 TOPE Sales Tax		\$0.00												\$0.00
4	15021 TOPE Property Tax		\$4,993,122.35												\$4,993,122.35
5	15022 TOPE Motor Vehicle License		\$775,033.71												\$775,033.71
6	15023 TOPE Severance Tax		\$0.00												\$0.00
7	15024 TOPE Other Taxes		\$117,287.05												\$117,287.05
8	15025 TOPE Special Assessments		\$0.00												\$0.00
9	15026 Corporate Profits Tax		\$0.00												\$0.00
10	15027 Personal Tax: Income Tax		\$0.00												\$0.00
11	15029 Personal Transfers		\$6,774.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
12	15030 Personal Tax: Motor Vehicle License		\$21.67	\$239.90	\$6,770.95	\$910.54	\$11,46.55	\$375.64	\$3,774.25	\$2,125.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22,440.18
13	15031 Personal Tax: Property Tax		\$46.08	\$87.65	\$121.34	\$317.48	\$453.16	\$471.45	\$219.82	\$172.48	\$0.00	\$0.00	\$0.00	\$0.00	\$1,866.62
14	15031 Personal Tax: Property Tax		\$184.85	\$313.33	\$272.37	\$1,034.21	\$1,310.05	\$1,705.12	\$731.24	\$500.27	\$0.00	\$0.00	\$0.00	\$0.00	\$6,182.19
Total			\$0.00	\$5,888,815.53	\$54.58	\$4,902.22	\$640.88	\$1,164.66	\$2,262.23	\$2,009.76	\$3,007.51	\$4,725.31	\$2,857.84	\$0.00	\$5,919,343.51

Sub County (Special Districts) Tax Impacts

Type Code Paying > 5001		Type Description Paying >		8007 Tax on Production and Imports		10001 Households 1715+		10002 Households 15-30+		10003 Households 30-40+		10004 Households 40-50+		10005 Households 50-70+		10006 Households 70-100+		10007 Households 100-150+		10008 Households 150-200+		10009 Households 200+		13001 Private Enterprise		Total	
Transfer Code <	Description	Type Description Paying >	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
1	15014 Social Insurance Tax-Employee Contribution		\$0.00	\$0.00																						\$0.00	\$0.00
2	15015 Social Insurance Tax-Employer Contribution		\$0.00	\$0.00																						\$0.00	\$0.00
3	15020 TOP- Sales Tax			\$1,643,238.94																						\$1,643,238.94	\$1,643,238.94
4	15021 TOP- Property Tax			\$8,915,388.48																						\$8,915,388.48	\$8,915,388.48
5	15022 TOP- Motor Vehicle License			\$0.00																						\$0.00	\$0.00
6	15023 TOP- Sewerage Tax			\$0.00																						\$0.00	\$0.00
7	15024 TOP- Other Taxes			\$82,699.68																						\$82,699.68	\$82,699.68
8	15025 TOP- Special Assessments			\$212,123.09																						\$212,123.09	\$212,123.09
9	15026 Corporate Profits Tax			\$0.00																						\$0.00	\$0.00
10	15027 Personal Tax-Income Tax			\$0.00	\$0.00																					\$0.00	\$0.00
11	15029 Personal Transfers			\$15,877.78	\$15.33	\$4,726.57	\$169.67	\$4,788.03	\$544.00	\$810.03	\$555.88	\$2,689.44	\$1,502.03	\$15,877.78	\$15,877.78										\$15,877.78	\$15,877.78	
12	15030 Personal Tax-Motor Vehicle License			\$0.00	\$0.00																					\$0.00	\$0.00
13	15031 Personal Tax-Property Tax			\$20,133.04	\$206.11	\$2,126.30	\$3,604.32	\$3,133.15	\$11,896.77	\$15,069.79	\$20,133.04	\$58,411.62	\$6,444.93	\$20,133.04	\$20,133.04										\$20,133.04	\$20,133.04	
Total				\$0.00	\$10,855,456.18	\$311.44	\$6,846.96	\$3,774.00	\$7,922.08	\$12,540.77	\$15,880.72	\$20,687.91	\$26,687.91	\$11,081.06	\$7,947.96	\$0.00	\$10,040,448.98									\$10,040,448.98	

Possible Assumptions

Page | 30

RAILYARD EMPLOYEE/INDUSTRY POSSIBLE ASSUMPTIONS 2025 - 2031

2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 TOTAL JOBS PER YEAR

2025

AA	11	7									
CP											
DC											
FB	210	140	35	35							
GM											
LT	210	140									
OM	42	18	18	7							
RR	14										
3R	56	32									
SM											

543

2026

AA		18	7								
CP		42	25	18							
DC											
FB		175	49	49	7						
GM		105	70								
LT		140									
OM		39	25	11	4						
RR											
3R		53	14								
SM											

571

RAILYARD EMPLOYEE/INDUSTRY POSSIBLE ASSUMPTIONS 2025 - 2031

2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 TOTAL JOBS PER YEAR

2027

AA		14									
CP		53	35	11							
DC											
FB		49	49	7							
GM		70									
LT		448	49	21	21	21					
OM		25	11	4							
RR											
3R		25	7								
SM		70	42	28							

753

2028

AA											
CP			42	14	4						
DC			7	4	4						
FB			350	175	455	46					
GM			126	84							
LT			259	21	21	21					
OM			11	4							
RR											
3R			7								
SM			63	35	7						

865

RAILYARD EMPLOYEE/INDUSTRY POSSIBLE ASSUMPTIONS 2025 - 2031

2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 TOTAL JOBS PER YEAR

2029

AA				11	7						
CP				21	7	4					
DC				4	4						
FB				175	46	46					
GM				119	18						
LT				91	49	35	14	14			
OM				4							
RR											
3R				32	21						
SM				105	49	28					

560

2030

AA					7						
CP					7	4					
DC					11	21	210				
FB					81	60	14	7			
GM					28	7					
LT					259	175	14	14			
OM					56	21	18	11			
RR											
3R					21						
SM					84	39	7				

553

RAILYARD EMPLOYEE/INDUSTRY **POSSIBLE** ASSUMPTIONS 2025 - 2031

2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 TOTAL JOBS PER YEAR

2031

AA											
CP						25	14	7			
DC						91	39	18			
FB						81	21	11	4		
GM						28	14				
LT						203	35	21	7	7	
OM						91	39	25			
RR						7					
3R											
SM						109	49	28			

634

RAILYARD EMPLOYEE/INDUSTRY **POSSIBLE** ASSUMPTIONS 2025 - 2031

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL JOBS PER YEAR
TOTALS	2025	2026	2027	2028	2029	2030	2031					4,477
AA	11	18	14	0	11	7	0					
CP	0	42	53	42	21	7	25					
DC	0	0	0	7	4	11	91					
FB	210	175	49	350	175	81	81					
GM	0	105	70	126	119	28	28					
LT	210	140	448	259	91	259	203					
OM	42	39	25	11	4	56	91					
RR	14	0	0	0	0	0	7					
3R	56	53	25	7	32	21	0					
SM	0	0	70	63	105	84	109					
	543	571	753	865	560	553	634	0	0	0	0	4477

KEY

AA (Aerospace / Automotive)

CP (Chemical Processing)

DC (Defense Contractor)

FB (Food & Beverage)

GM (Green Manufacturing)

LT (Logistics & Transportation)

OM (Other Manufacturing)

RR (Railyard / Railroad)

3R (Reuse / Recycle / Repurpose)

SM (Steel Manufacturing)

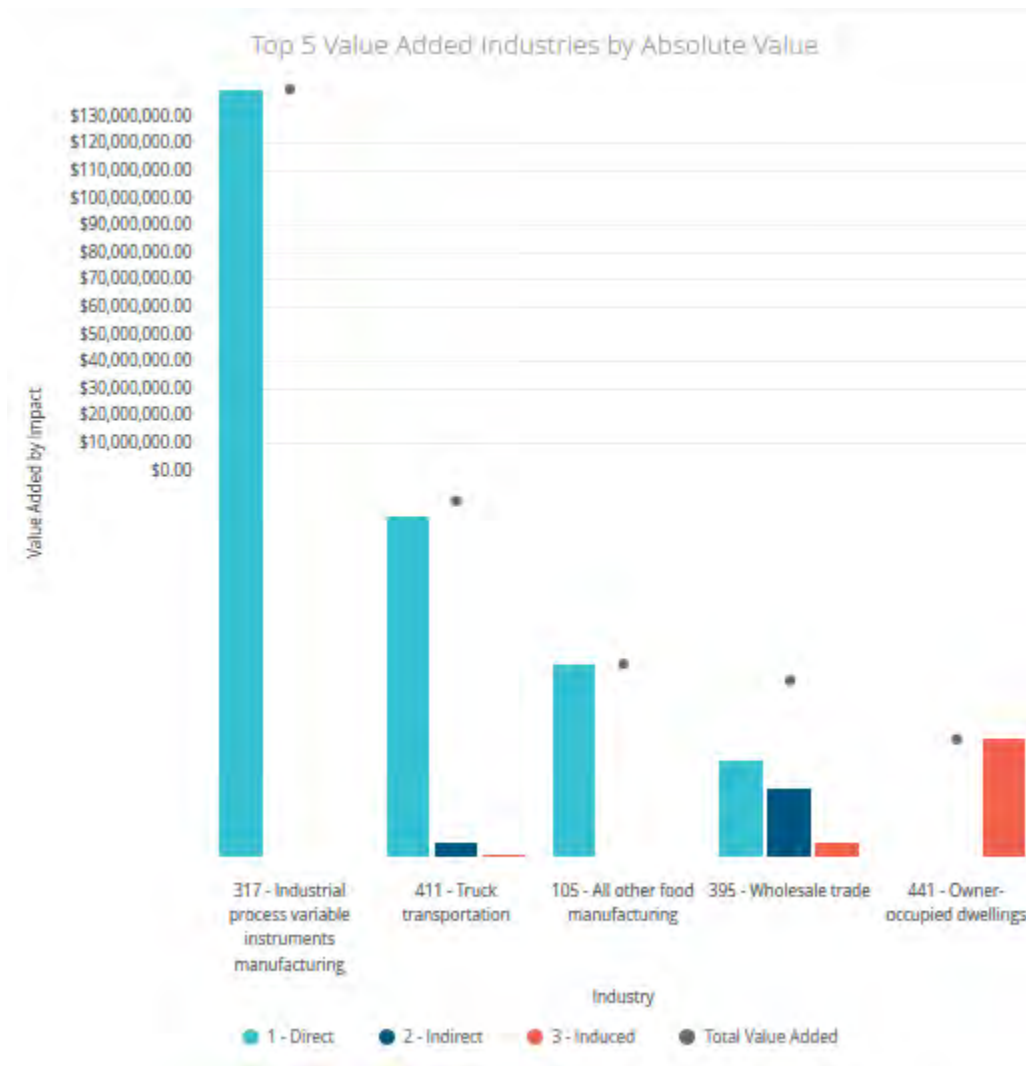
RAILYARD ASSUMPTIONS

LIKELY

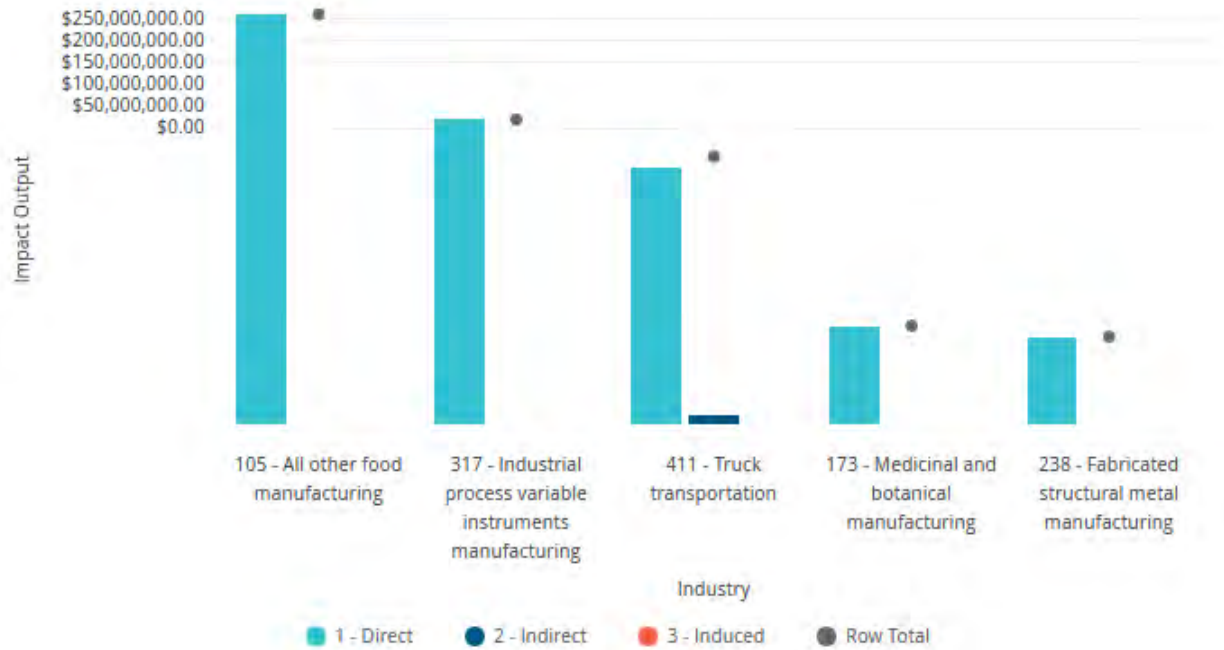
as of June 5, 2019

SUMMARY

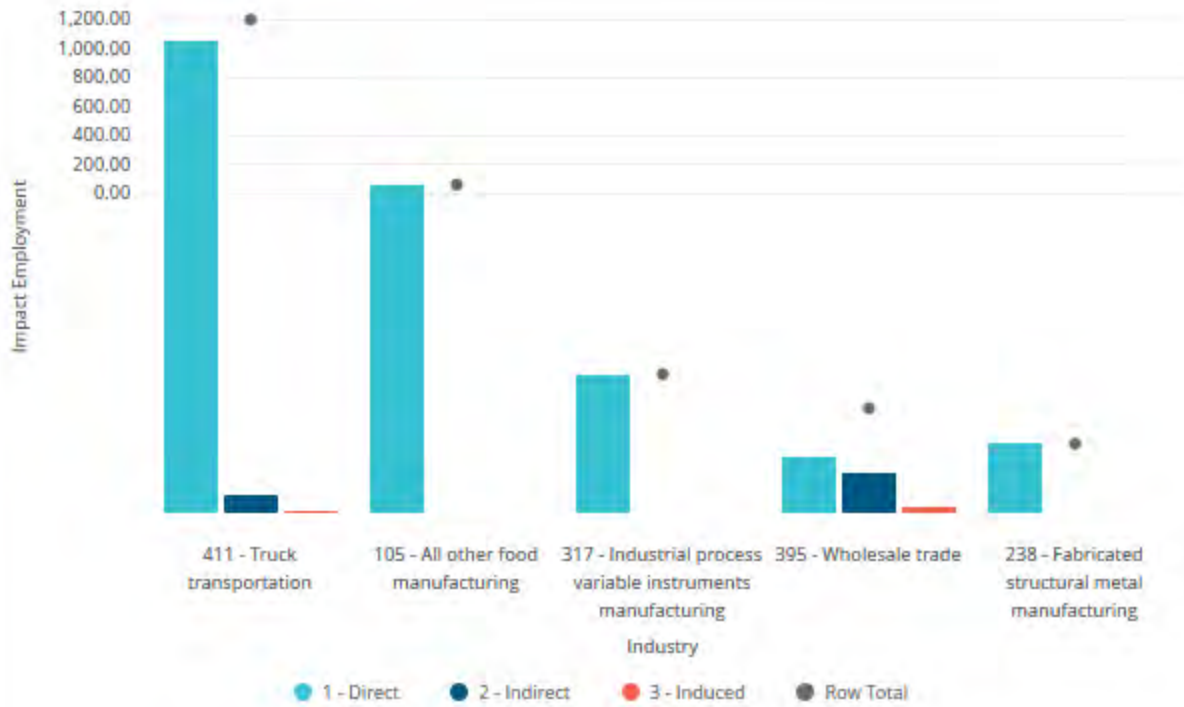
Impact ^	Employment	Labor Income	Value Added	Output
1 - Direct	3,201.00	\$237,172,127.46	\$344,755,849.47	\$903,335,493.99
2 - Indirect	1,227.30	\$68,252,478.57	\$100,262,663.41	\$181,082,971.04
3 - Induced	1,484.95	\$60,280,627.02	\$113,507,932.01	\$196,340,164.84
Total	5,913.25	\$365,705,233.05	\$558,526,444.89	\$1,280,758,629.87



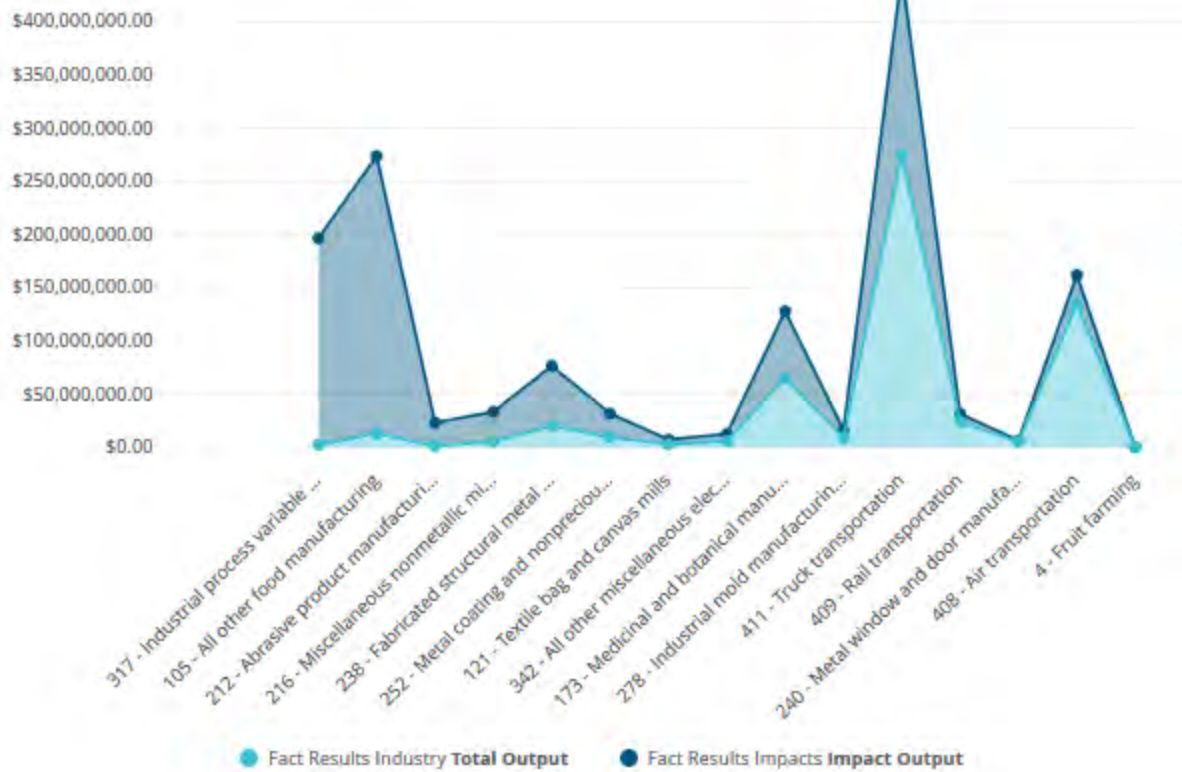
Top 5 Output Industries by Absolute Value of Impact



Top 5 Employment Industries by Impact Absolute Value



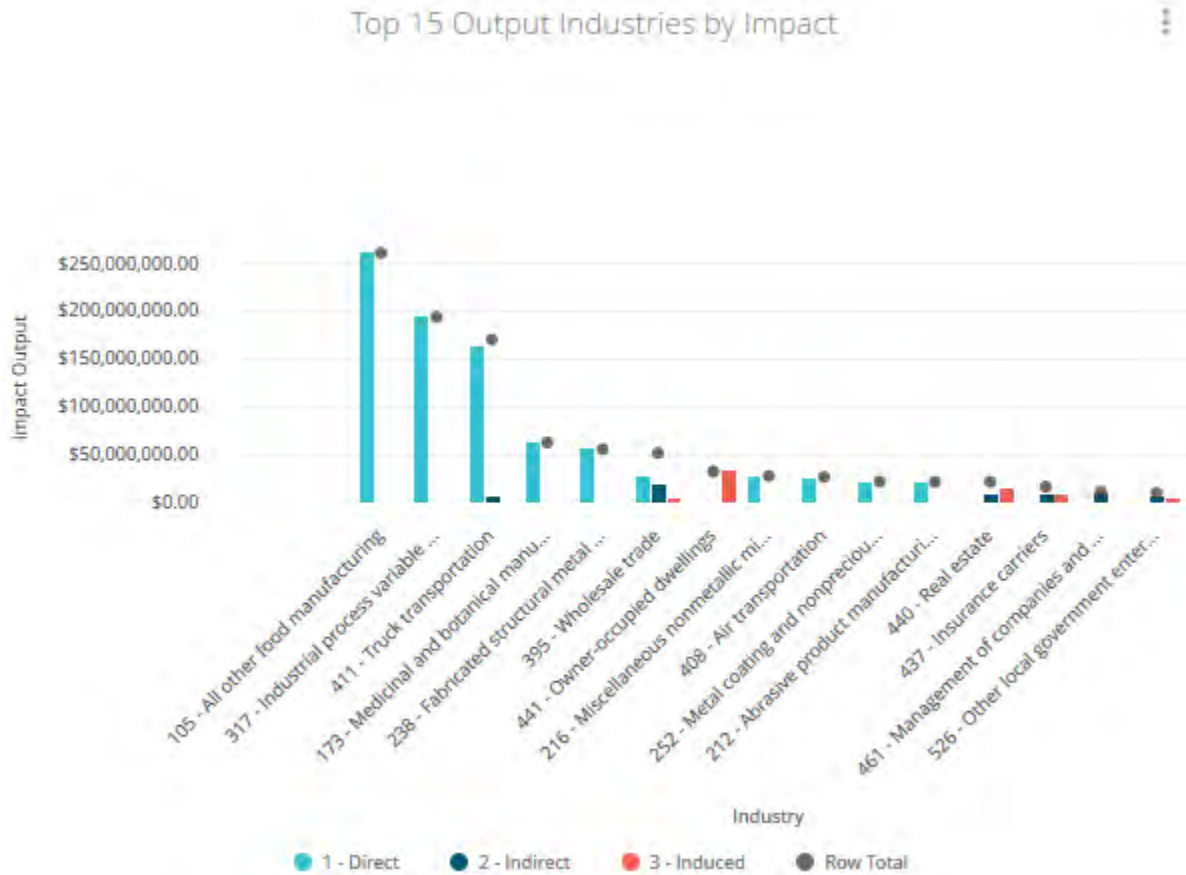
Top 15 Industries by Estimated Growth Percentage



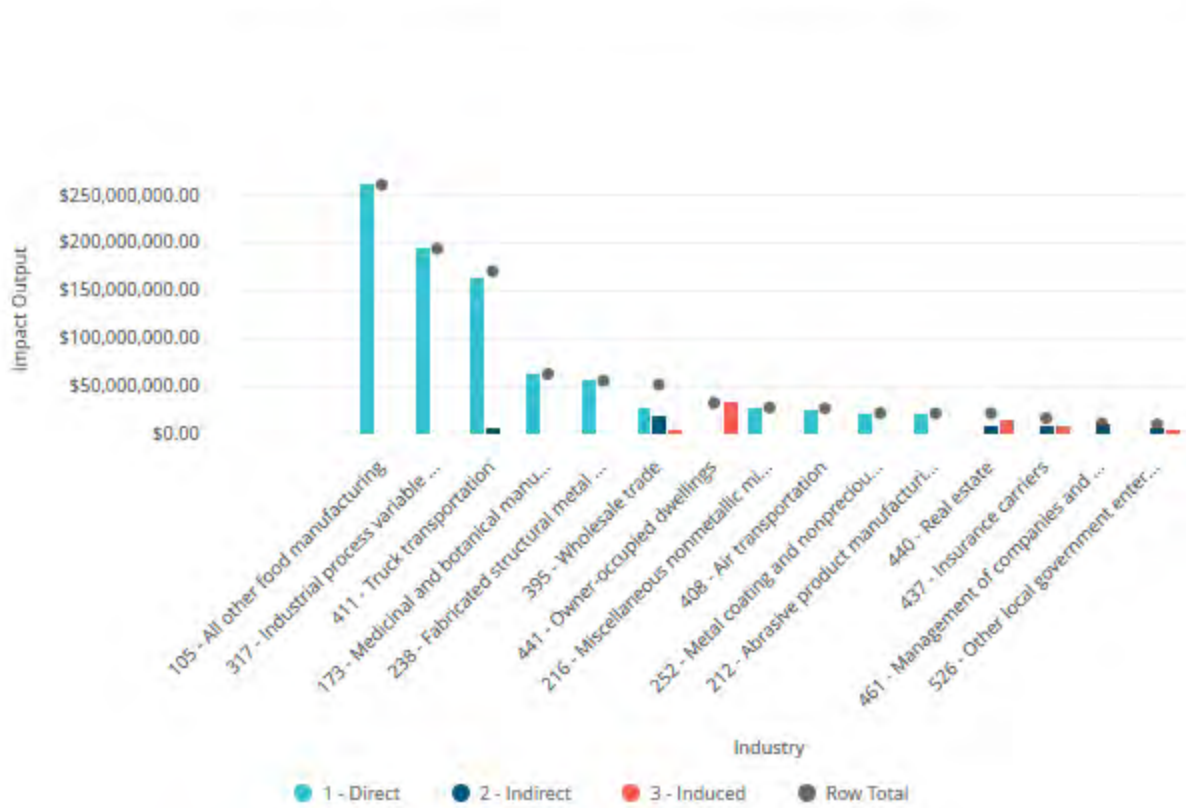
Industries by Estimated Growth Percentage

	Industry Code	Description	Total Output	Impact Output	Estimated Growth Percentage ▾	⬆
1	317	Industrial process variable instruments manufacturing	\$2,493,977.05	\$194,043,093.91	7780.47%	
2	105	All other food manufacturing	\$12,924,756.54	\$260,855,343.71	2018.26%	
3	212	Abrasive product manufacturing	\$1,375,129.31	\$21,857,394.47	1589.48%	
4	216	Miscellaneous nonmetallic mineral products manufacturing	\$5,401,195.17	\$28,043,165.40	519.20%	
5	238	Fabricated structural metal manufacturing	\$20,341,997.33	\$56,113,375.21	275.85%	
6	252	Metal coating and nonprecious engraving	\$9,685,060.81	\$22,125,634.55	228.45%	
7	121	Textile bag and canvas mills	\$3,035,299.15	\$4,288,998.67	141.30%	
8	342	All other miscellaneous electrical equipment and component manufacturing	\$5,879,181.25	\$6,732,770.16	114.52%	
9	173	Medicinal and botanical manufacturing	\$64,898,557.34	\$63,057,535.79	97.16%	
10	278	Industrial mold manufacturing	\$9,390,367.51	\$6,987,128.02	74.41%	
11	411	Truck transportation	\$275,039,932.14	\$170,461,664.46	61.98%	
12	409	Rail transportation	\$24,191,364.12	\$7,357,475.91	30.41%	
13	240	Metal window and door manufacturing	\$5,337,893.97	\$1,135,089.07	21.26%	
14	408	Air transportation	\$135,006,175.16	\$26,894,655.15	19.92%	
15	4	Fruit farming	\$206,228.17	\$16,673.05	8.08%	
16	415	Couriers and messengers	\$122,119,056.20	\$9,860,895.90	8.07%	
17	414	Scenic and sightseeing transportation and support activities for transportation	\$80,402,927.13	\$6,103,971.88	7.59%	
18	13	Poultry and egg production	\$159,940.99	\$9,957.24	6.23%	
19	518	Postal service	\$118,305,786.97	\$6,463,675.99	5.46%	
20	36	Other nonmetallic minerals	\$3,733,050.41	\$170,752.70	4.57%	
21	360	Guided missile and space vehicle manufacturing	\$130,284,175.45	\$5,500,554.30	2.05%	⬇

OUTPUT



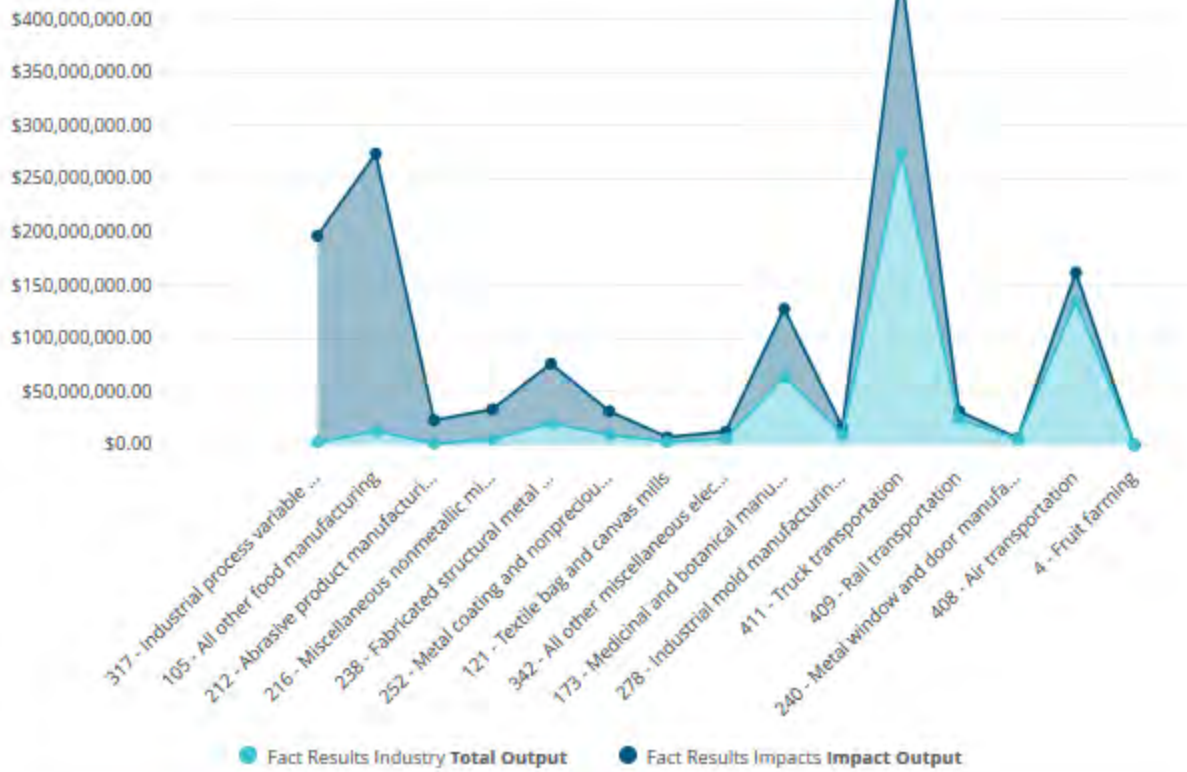
Top 15 Output Industries by Absolute Value of Impact



Industries by Impact

Impact >	1 - Direct	2 - Indirect	3 - Induced	Total
Industry	Output	Output	Output	Output v
105 - All other food manufacturing	\$260,818,942.74	\$34,190.08	\$2,210.88	\$260,855,343.71
317 - Industrial process variable instruments manufacturing	\$194,042,873.18	\$216.38	\$4.35	\$194,043,093.91
411 - Truck transportation	\$162,966,210.17	\$6,478,934.00	\$1,016,520.29	\$170,461,664.46
173 - Medicinal and botanical manufacturing	\$61,985,826.34	\$1,068,464.01	\$3,245.44	\$63,057,535.79
238 - Fabricated structural metal manufacturing	\$56,077,484.05	\$35,220.68	\$670.49	\$56,113,375.21
395 - Wholesale trade	\$28,082,915.02	\$20,051,891.97	\$3,776,794.40	\$51,911,601.39
441 - Owner-occupied dwellings	\$0.00	\$0.00	\$32,707,120.67	\$32,707,120.67
216 - Miscellaneous nonmetallic mineral products manufacturing	\$27,989,355.85	\$53,626.25	\$183.30	\$28,043,165.40
408 - Air transportation	\$26,019,788.51	\$474,891.69	\$399,974.94	\$26,894,655.15
252 - Metal coating and nonprecious engraving	\$22,095,091.60	\$30,057.42	\$485.54	\$22,125,634.55
212 - Abrasive product manufacturing	\$21,796,969.87	\$60,267.92	\$156.68	\$21,857,394.47
440 - Real estate	\$0.00	\$7,569,192.84	\$14,264,502.20	\$21,833,695.04
437 - Insurance carriers	\$0.00	\$8,659,739.33	\$8,190,271.49	\$16,850,010.82
461 - Management of companies and enterprises	\$0.00	\$10,531,484.04	\$864,512.35	\$11,395,996.39
526 - Other local government enterprises	\$0.00	\$6,207,815.52	\$4,003,477.61	\$10,211,293.13
502 - Limited-service restaurants	\$0.00	\$1,717,945.78	\$8,429,593.58	\$10,147,539.35
415 - Couriers and messengers	\$0.00	\$9,428,404.83	\$432,491.06	\$9,860,895.90
309 - Semiconductor and related device manufacturing	\$9,336,552.86	\$441,808.13	\$16,619.44	\$9,794,980.43
433 - Monetary authorities and depository credit intermediation	\$0.00	\$4,514,812.80	\$4,440,329.28	\$8,955,142.09
409 - Rail transportation	\$6,073,543.74	\$1,225,914.21	\$58,017.96	\$7,357,475.91
475 - Offices of physicians	\$0.00	\$0.00	\$7,002,105.44	\$7,002,105.44
779 - Industrial mold manufacturing	\$6,086,022.67	\$2,076.77	\$19.79	\$6,088,119.23
Total	\$903,335,493.99	\$181,082,971.04	\$196,340,164.84	\$1,280,758,629.87

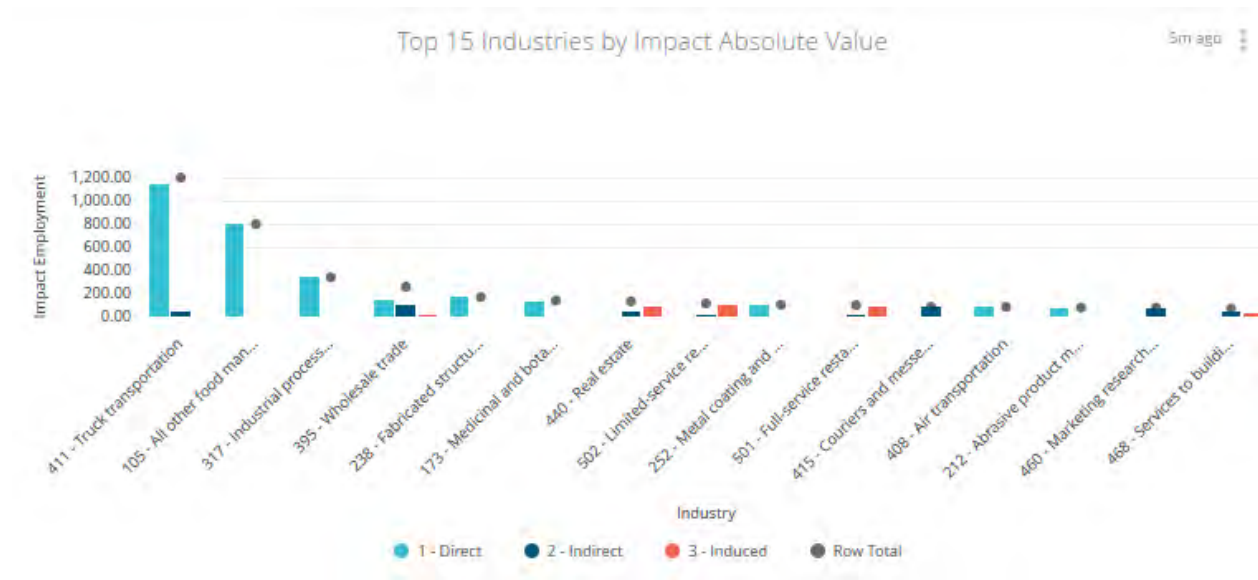
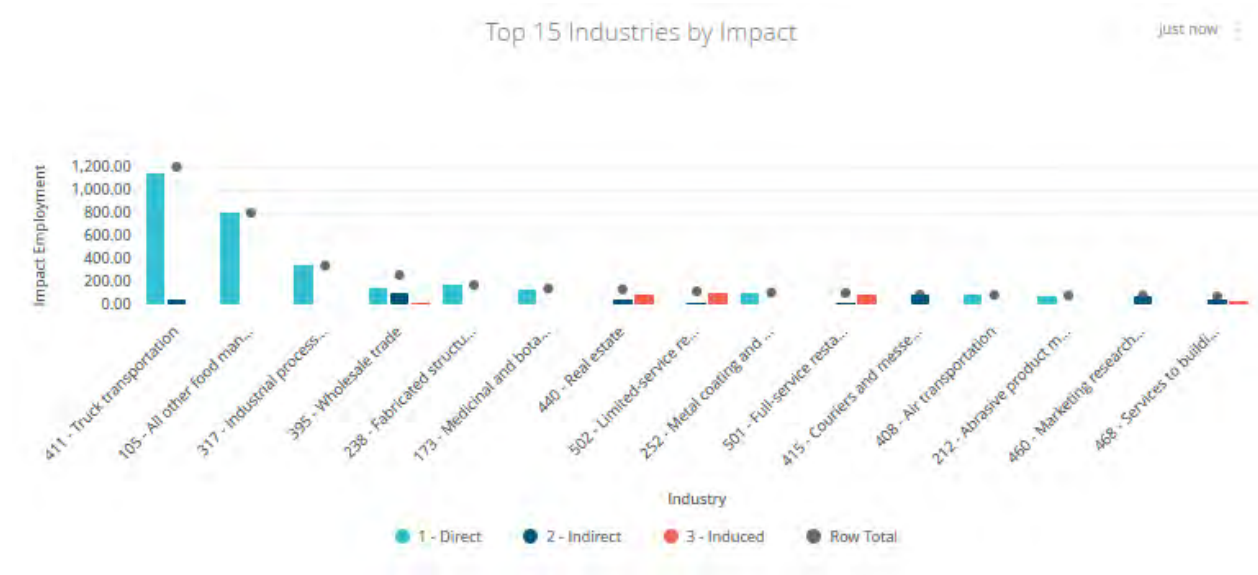
Top 15 Industries by Estimated Growth Percentage



Industries by Estimated Growth Percentage

	Industry Code	Description	Total Output	Impact Output	Estimated Growth Percentage ▾	▲
1	317	Industrial process variable instruments manufacturing	\$2,493,977.05	\$194,043,093.91	7780.47%	
2	105	All other food manufacturing	\$12,924,756.54	\$260,855,343.71	2018.26%	
3	212	Abrasive product manufacturing	\$1,375,129.31	\$21,857,394.47	1589.48%	
4	216	Miscellaneous nonmetallic mineral products manufacturing	\$5,401,195.17	\$28,043,165.40	519.20%	
5	238	Fabricated structural metal manufacturing	\$20,341,997.33	\$56,113,375.21	275.85%	
6	252	Metal coating and nonprecious engraving	\$9,685,060.81	\$22,125,634.55	228.45%	
7	121	Textile bag and canvas mills	\$3,035,299.15	\$4,288,998.67	141.30%	
8	342	All other miscellaneous electrical equipment and component manufacturing	\$5,879,181.25	\$6,732,770.16	114.52%	
9	173	Medicinal and botanical manufacturing	\$64,898,557.34	\$63,057,535.79	97.16%	
10	278	Industrial mold manufacturing	\$9,390,367.51	\$6,987,128.02	74.41%	
11	411	Truck transportation	\$275,039,932.14	\$170,461,664.46	61.98%	
12	409	Rail transportation	\$24,191,364.12	\$7,357,475.91	30.41%	
13	240	Metal window and door manufacturing	\$5,337,893.97	\$1,135,089.07	21.26%	
14	408	Air transportation	\$135,006,175.16	\$26,894,655.15	19.92%	
15	4	Fruit farming	\$206,228.17	\$16,673.05	8.08%	
16	415	Couriers and messengers	\$122,119,056.20	\$9,860,895.90	8.07%	
17	414	Scenic and sightseeing transportation and support activities for transportation	\$80,402,927.13	\$6,103,971.88	7.59%	
18	13	Poultry and egg production	\$159,940.99	\$9,957.24	6.23%	
19	518	Postal service	\$118,305,786.97	\$6,463,675.99	5.46%	
20	36	Other nonmetallic minerals	\$3,733,050.41	\$170,752.70	4.57%	
21	260	Guided missile and space vehicle manufacturing	\$120,784,176.46	\$6,600,664.20	5.56%	▼

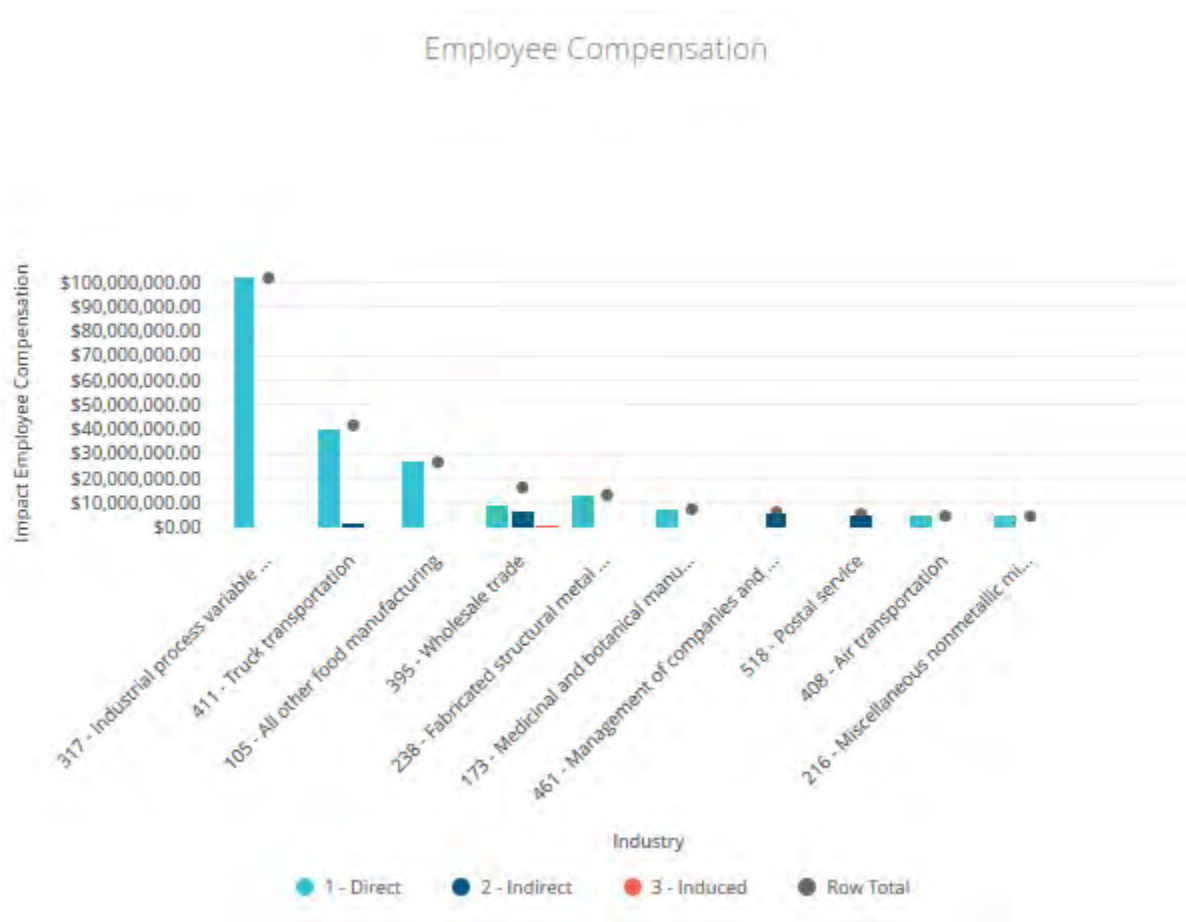
EMPLOYMENT



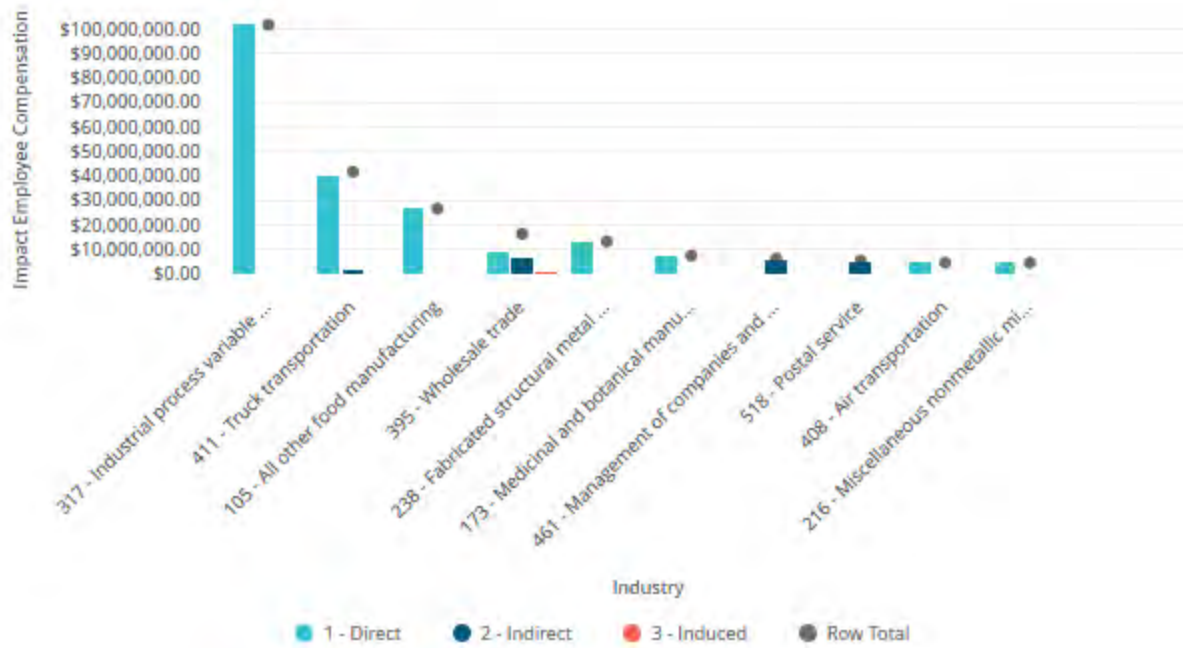
Industries by Impact

Industry	Impact 2 1-Direct	2-Indirect	3-Induced	Total
	Impact Employment	Impact Employment	Impact Employment	Impact Employment
1-411- Truck transportation	1,110.00	45.72	7.17	1,202.89
2-105- All other food manufacturing	801.00	0.11	0.01	801.11
3-317- Industrial process variable inorganic manufacturing	340.00	0.00	0.00	340.00
3-395- Wholesale trade	130.80	59.25	18.69	208.64
3-238- Fabricated structural metal manufacturing	170.00	0.11	0.00	170.11
3-173- Medical and biological manufacturing	136.00	2.34	0.00	138.35
7-440- Real estate	0.00	45.81	60.53	132.34
8-302- Limited-service restaurants	0.00	19.42	90.34	114.77
9-252- Metal coating and nonprecision engineering	103.00	0.14	0.00	103.14
10-503- Full-service restaurants	0.00	18.55	81.82	100.37
11-415- Couriers and messengers	0.00	81.04	3.72	84.75
12-408- Air transportation	81.00	1.48	1.25	83.72
13-212- Aerospace product manufacturing	18.00	0.22	0.00	18.22
14-400- Marketing research and all other miscellaneous professional, scientific, and technical services	0.00	71.20	5.80	76.99
15-488- Services to buildings	0.00	47.84	25.86	68.70
16-518- Postal services	0.00	60.35	4.09	64.44
17-484- Employment services	0.00	46.67	15.67	62.34
18-216- Miscellaneous nonmetallic mineral products manufacturing	60.00	0.11	0.00	60.12
19-405- Retail - General merchandise stores	0.00	2.74	50.84	53.58
20-503- All other food and drinking places	0.00	11.39	40.06	51.35
21-440- Business support services	0.00	43.81	6.67	50.48
22-479- Offices of physicians	0.00	0.00	48.32	48.32

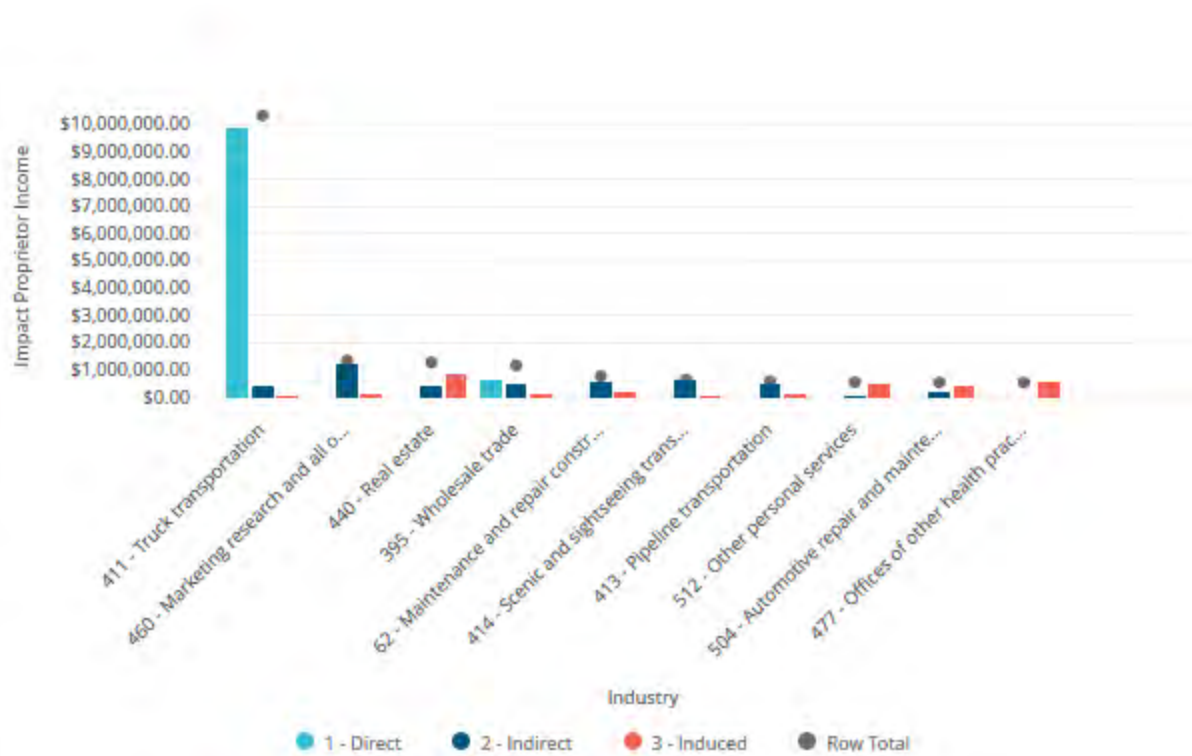
VALUE ADDED



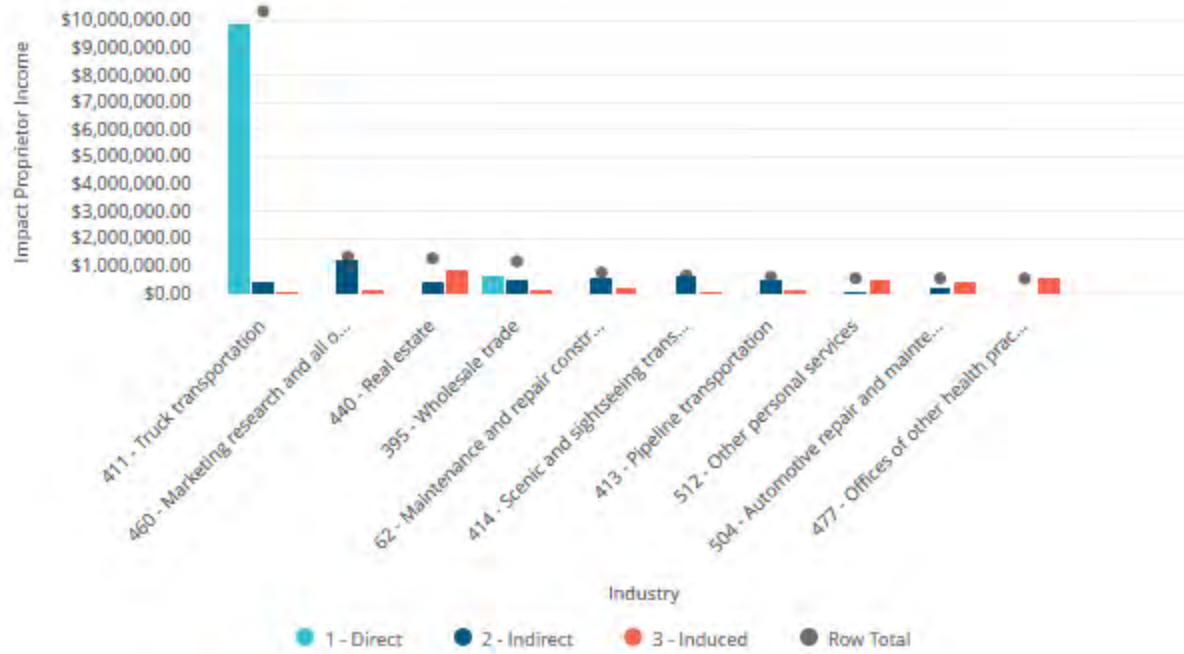
Employee Compensation by Absolute Value



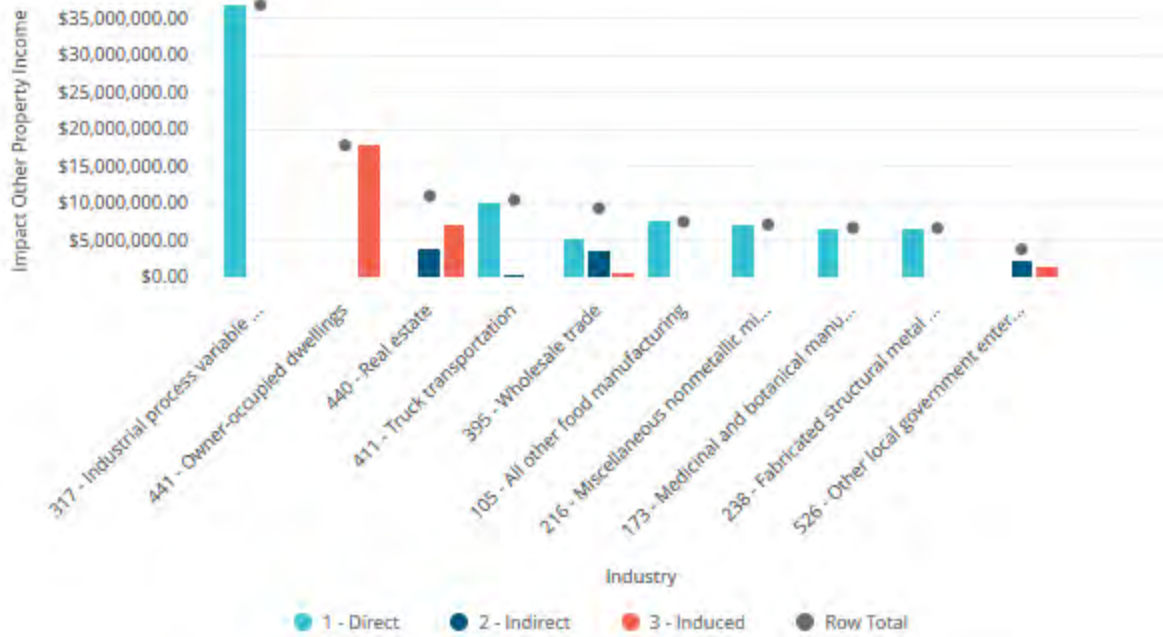
Proprietor Income



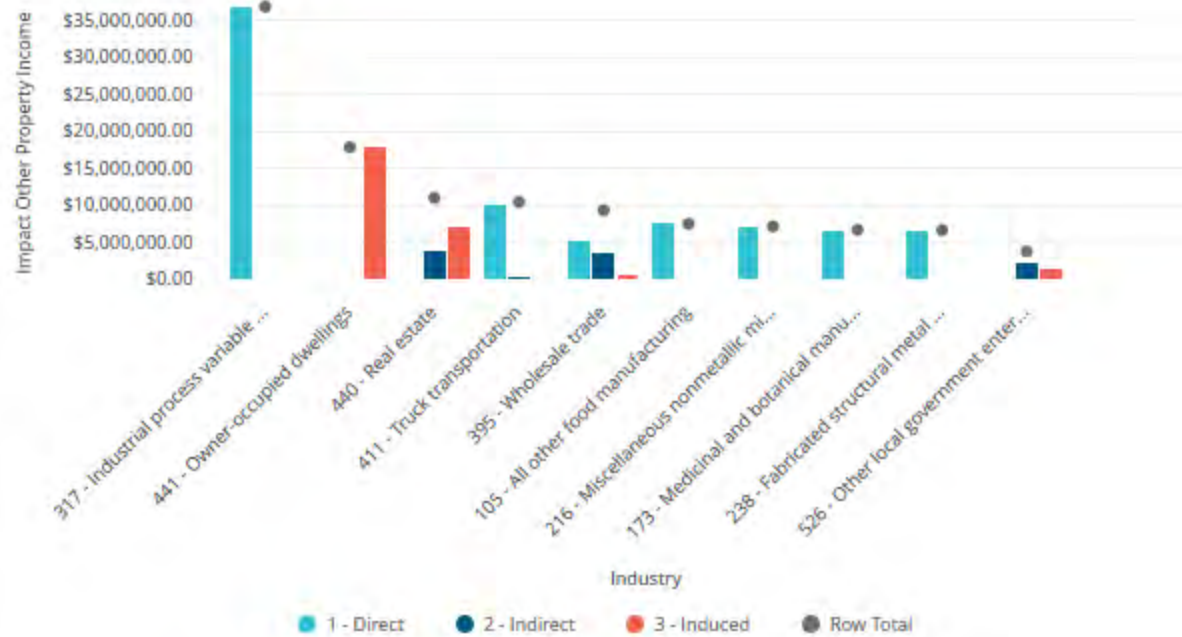
Proprietor Income by Absolute Value



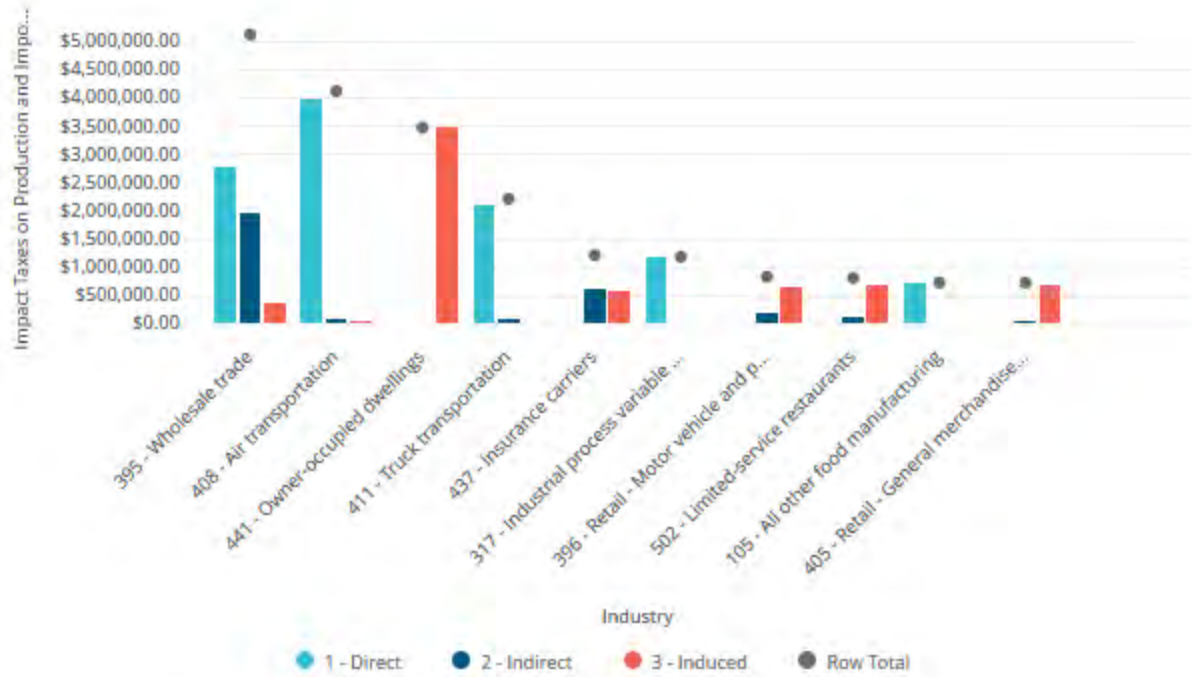
Other Property Income



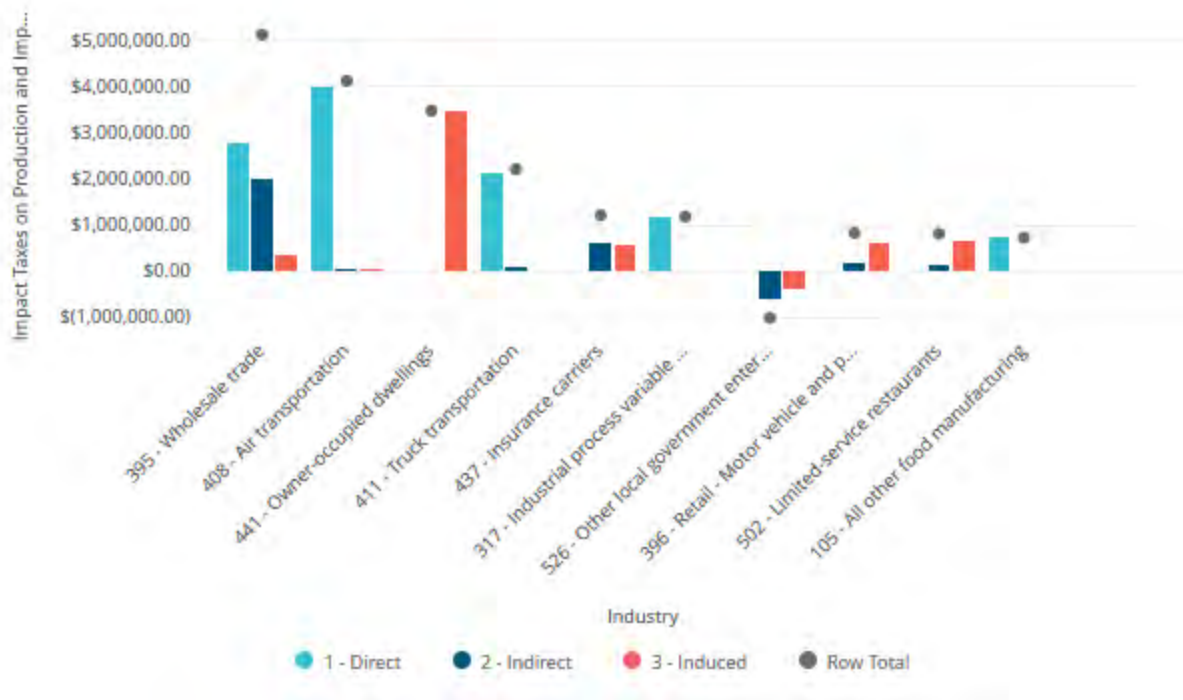
Other Property Income by Absolute Value



Taxes on Production and Imports



Taxes on Production and Imports by Absolute Value



Value Added Components by Industry

Industry	Impact > 1 - Direct				2 - Indirect				3 - Induced				Total			
	Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added	Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added	Employee Compensation	Proprietor Income		Other Property Income	Taxes on Production & Imports	Value Added
317 - Industrial process variable instruments manufacturing	\$101,834,916.39	\$0.00	\$36,899,425.48	\$1,189,095.12	\$139,023,436.99	\$113.56	\$0.00	\$41.15	\$1.33	\$156.03	\$2.28	\$0.00	\$0.83	\$0.03	\$3.14	\$101,835
411 - Truck transportation	\$39,977,031.86	\$9,891,666.89	\$10,005,087.21	\$2,119,041.81	\$61,992,827.77	\$1,589,338.98	\$399,256.10	\$397,765.28	\$84,245.27	\$2,464,605.63	\$249,361.29	\$51,700.40	\$62,407.87	\$13,217.76	\$386,687.32	\$41,815.7
105 - All other food manufacturing	\$26,777,917.21	\$54,486.95	\$7,504,347.56	\$732,584.42	\$35,069,336.14	\$3,510.25	\$7.14	\$983.73	\$96.03	\$4,597.15	\$226.99	\$0.46	\$63.61	\$6.21	\$297.27	\$26,781.6
395 - Wholesale trade	\$8,913,524.26	\$630,049.38	\$5,056,379.74	\$2,773,216.01	\$17,373,169.38	\$6,364,475.54	\$449,870.75	\$3,610,379.48	\$1,980,144.43	\$12,404,870.20	\$1,198,755.49	\$54,733.62	\$690,018.68	\$372,962.23	\$2,336,470.01	\$16,476.7
441 - Owner-occupied dwellings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17,870,854.79	\$3,477,748.85	\$21,348,603.64	\$13,440.8
238 - Fabricated structural metal manufacturing	\$13,432,261.08	\$0.00	\$6,653,664.50	\$586,444.84	\$20,672,370.42	\$8,436.42	\$0.00	\$4,178.98	\$368.33	\$12,983.73	\$160.60	\$0.00	\$79.55	\$7.01	\$247.17	\$13,440.8
173 - Medicinal and botanical manufacturing	\$7,460,784.80	\$230,037.28	\$6,580,377.73	\$526,578.95	\$14,797,778.76	\$128,603.27	\$3,965.21	\$113,427.49	\$9,076.76	\$255,072.73	\$390.63	\$12.04	\$344.53	\$27.57	\$774.78	\$7,589.7
440 - Real estate	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$521,336.45	\$444,382.53	\$3,818,252.53	\$245,767.16	\$5,029,738.67	\$982,483.21	\$837,459.92	\$7,195,677.62	\$463,159.84	\$9,478,780.59	\$1,503.8
216 - Miscellaneous nonmetallic mineral	\$4,684,711.50	\$423,834.24	\$7,135,211.86	\$121,061.77	\$12,034,861.37	\$8,925.68	\$483.90	\$13,670.77	\$327.80	\$23,058.19	\$26.68	\$0.70	\$46.73	\$4.17	\$78.82	\$4,603.2
Total	\$226,179,771.80	\$10,992,355.67	\$94,452,740.40	\$13,130,081.61	\$344,755,649.47	\$61,378,553.97	\$6,874,124.60	\$36,406,662.77	\$5,603,522.08	\$100,262,663.41	\$53,009,153.07	\$7,181,473.95	\$42,291,669.41	\$10,935,635.48	\$113,507,932.01	\$340,657.2

Total					
	Employee Compensation	Proprietor Income	Other Property Income	Taxes on Production & Imports	Value Added 
14	\$101,835,032.23	\$0.00	\$36,899,467.45	\$1,189,096.47	\$139,923,596.16
32	\$41,815,732.13	\$10,346,623.39	\$10,465,260.36	\$2,216,504.84	\$64,844,120.72
27	\$26,781,654.44	\$54,494.56	\$7,505,394.90	\$732,686.66	\$35,074,230.56
01	\$16,476,755.29	\$1,164,653.74	\$9,346,777.90	\$5,126,322.67	\$32,114,509.60
54	\$0.00	\$0.00	\$17,870,854.79	\$3,477,748.85	\$21,348,603.64
17	\$13,440,858.10	\$0.00	\$6,657,923.04	\$586,820.18	\$20,685,601.32
78	\$7,589,778.70	\$234,014.53	\$6,694,149.76	\$535,683.28	\$15,053,626.27
59	\$1,503,819.66	\$1,281,842.45	\$11,013,930.15	\$708,927.00	\$14,508,519.26
82	\$4,603,717.86	\$43,070.52	\$7,148,070.30	\$171,470.70	\$12,057,088.38
01	\$340,657,278.84	\$25,047,954.22	\$163,151,072.67	\$29,670,139.16	\$558,526,444.89

TAX RESULTS

State and Local Tax Impacts

Type Code Paying >		5001	8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	Total
Transfer Code <	Description	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
15014	Social Insurance Tax: Employer Contribution	\$361,861.91												\$361,861.91
15015	Social Insurance Tax: Employee Contribution	\$723,687.87												\$723,687.87
15020	TOP: Sales Tax													\$17,774,191.68
15021	TOP: Property Tax		\$17,774,191.68											\$17,774,191.68
15021	TOP: Motor Vehicle License		\$9,345,897.61											\$9,345,897.61
15023	TOP: Severance Tax		\$779,543.39											\$779,543.39
15024	TOP: Other Taxes		\$40,000											\$40,000
15025	TOP: Special Assessments		\$271,007.32											\$271,007.32
15026	Corporate Profits Tax		\$184,078.33											\$184,078.33
15027	Personal Tax: Income Tax			\$17,772.25		\$46,278.30	\$145,793.12	\$55,654.85	\$1,115,354.24	\$1,963,623.29	\$1,266,240.59	\$1,770,860.76	\$799,888.81	\$6,442,228.92
15028	Personal Tax: Transfers			\$471.64		\$4,987.24	\$128,923.48	\$17,135.18	\$27,830.16	\$14,973.11	\$71,955.37	\$40,644.38		\$447,701.38
15030	Personal Tax: Motor Vehicle License			\$1,293.34		\$15,647.25	\$21,099.81	\$57,396.05	\$81,091.02	\$85,290.38	\$39,795.27	\$31,325.39		\$543,149.34
15031	Personal Tax: Property Tax			\$315.24		\$2,268.69	\$3,343.42	\$12,693.68	\$16,080.47	\$27,495.04	\$8,087.52	\$6,909.25		\$75,688.13
Total		\$1,085,849.77	\$28,054,218.32	\$452.86	\$181,121.56	\$72,053.69	\$342,002.18	\$628,862.12	\$1,243,198.09	\$2,090,324.69	\$1,512,896.72	\$1,865,536.00	\$799,088.81	\$37,916,102.72

Federal Tax Impacts

Type Code Paying >		15001	60001	80001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	Total
Type Description Paying >		Employee Compensation	Proprietor Income	Tax on Production and Imports	Households LT15k	Households 15-30k	Households 30-45k	Households 45-50k	Households 50-75k	Households 75-100k	Households 100-150k	Households 150-200k	Households GT200k	Private Enterprise	
Transfer Code ^	Description	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
1	15014 Social Insurance Tax- Employee Contribution	\$18,535,608.46	\$1,052,230.04												\$19,587,838.50
2	15015 Social Insurance Tax- Employer Contribution	\$17,584,073.63													\$17,584,073.63
3	15017 TOP: Ecise Taxes			\$1,208,898.98											\$1,208,898.98
4	15018 TOP: Custom Duty			\$501,369.47											\$501,369.47
5	15026 Corporate Profits Tax														\$7,435,080.20
6	15027 Personal Tax: Income Tax				\$10,491,651	\$114,216,511	\$56,811,371	\$281,450,34	\$1,707,250,07	\$4,241,072,54	\$8,696,902,33	\$6,655,317,82	\$11,336,238,76	\$7,435,080.20	\$52,741,122.31
7	15028 Personal Tax: Estate and Gift Tax				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
8	15029 Personal Transfers				\$385.22	\$83,198.19	\$2,987,48	\$83,117.76	\$10,851.80	\$13,607.10	\$3,102.84	\$43,648.34	\$25,668.09		\$72,567.23
Total		\$36,119,682.09	\$1,052,230.04	\$1,710,288.44	\$9,206.44	\$131,018.32	\$63,023.90	\$365,068.10	\$1,718,211.87	\$4,254,679.64	\$8,709,005.16	\$6,696,966.17	\$11,361,907.25	\$7,435,080.20	\$79,330,950.31

County Tax Impacts

Transfer Code <		Description	Type Description Paying >	Type Code Paying >	5001	8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	Total
					Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue	Sumvalue
1	15014	Social Insurance Tax- Employee Contribution			\$0.00												\$0.00
2	15015	Social Insurance Tax- Employer Contribution			\$0.00												\$0.00
3	15020	TOP: Sales Tax				\$1,590,020.71											\$1,590,020.71
4	15021	TOP: Property Tax				\$936,882.55											\$936,882.55
5	15022	TOP: Motor Vehicle License				\$4,222.84											\$4,222.84
6	15023	TOP: Sewerance Tax				\$0.00											\$0.00
7	15024	TOP: Other Taxes				\$26,526.67											\$26,526.67
8	15025	TOP: Special Assessments				\$0.00											\$0.00
9	15026	Corporate Profits Tax															\$0.00
10	15027	Personal Tax- Income Tax															\$0.00
11	15029	Personal Transfers															\$0.00
12	15030	Personal Tax- Motor Vehicle License															\$0.00
13	15031	Personal Tax- Property Tax															\$0.00
Total					\$0.00	\$2,557,652.78	\$57.03	\$4,840.56	\$5,727.57	\$385.53	\$385.53	\$335.16	\$1,272.48	\$2,367.52	\$3,070.86	\$3,396.21	\$2,583,401.72

Sub County General Tax Impacts -

Sub County General Tax Impacts -

Transfer Code ^	Description	Type Code Paying >	5001 Employee Compensation Sumvalue	8001 Tax on Production and Imports Sumvalue	10001 Households LT15k Sumvalue	10002 Households 15-30k Sumvalue	10003 Households 30-40k Sumvalue	10004 Households 40-50k Sumvalue	10005 Households 50-70k Sumvalue	10006 Households 70-100k Sumvalue	10007 Households 100-150k Sumvalue	10008 Households 150-200k Sumvalue	10009 Households GT200k Sumvalue	13001 Private Enterprise Sumvalue	Total Sumvalue
1	15014 Social Insurance Tax- Employer Contribution		\$0.00												\$0.00
2	15015 Social Insurance Tax- Employer Contribution		\$0.00												\$0.00
3	15020 TOP: Sales Tax														\$4,332,859.82
4	15021 TOP: Property Tax														\$572,547.60
5	15022 TOP: Motor Vehicle License														\$2,492.57
6	15023 TOP: Severance Tax														\$0.00
7	15024 TOP: Other Taxes														\$102,211.55
8	15025 TOP: Special Assessments														\$0.00
9	15026 Corporate Profits Tax														\$0.00
10	15027 Personal Tax- Income Tax														\$0.00
11	15029 Personal Transfers														\$0.00
12	15030 Personal Tax- Motor Vehicle License														\$19,842.19
13	15031 Personal Tax- Property Tax														\$1,676.46
Total			\$0.00	\$5,110,111.55	\$48.10	\$5,098.63	\$566.07	\$5,328.88	\$1,998.10	\$2,570.22	\$2,658.15	\$4,173.38	\$2,535.77	\$0.00	\$5,137,094.84

Likely Assumptions

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State Tax Impacts

Type Code Paying >		15001	8001	10001	10002	10003	10004	10005	10006	10007	10008	10009	13001	Total
Transfer Code A	Description	Type Description Paying >	Tax on Production and Imports	Households LT15k	Households 15-30k	Households 30-40k	Households 40-50k	Households 50-70k	Households 70-100k	Households 100-150k	Households 150-200k	Households GT200k	Private Enterprise	Sumvalue
1	15014 Social Insurance Tax- Employee Contribution		\$361,861.91											\$361,861.91
2	15015 Social Insurance Tax- Employer Contribution		\$723,987.87											\$723,987.87
3	15020 TOP: Sales Tax													\$10,425,364.02
4	15021 TOP: Property Tax													\$0.00
5	15022 TOP: Motor Vehicle License		\$372,827.97											\$372,827.97
6	15023 TOP: Sewerance Tax													\$0.00
7	15024 TOP: Other Taxes		\$170,595.16											\$170,595.16
8	15025 TOP: Special Assessments		\$0.00											\$0.00
9	15026 Corporate Profits Tax												\$799,088.81	\$799,088.81
10	15027 Personal Tax: Income Tax			\$1,720.26	\$749.01	\$46,278.30	\$145,783.12	\$535,854.85	\$1,116,354.24	\$1,963,623.29	\$1,366,240.59	\$1,770,060.76		\$6,943,223.92
11	15029 Personal Transfers			\$364.31	\$112,452.59	\$4,042.24	\$114,101.27	\$15,342.26	\$19,320.37	\$13,251.66	\$63,882.73	\$35,971.54		\$378,529.97
12	15030 Personal Tax: Motor Vehicle License			\$1,276.32	\$8,220.26	\$15,638.68	\$21,651.03	\$56,640.58	\$80,853.50	\$84,162.76	\$39,721.47	\$39,913.07		\$338,632.68
13	15031 Personal Tax: Property Tax			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		\$0.00
Total			\$1,085,849.72	\$71.27	\$164,135.19	\$67,474.07	\$323,547.77	\$613,419.95	\$1,223,529.40	\$2,065,985.59	\$1,495,112.77	\$1,853,542.59	\$799,088.81	\$20,660,455.24

RAILYARD EMPLOYEE/INDUSTRY **LIKELY** ASSUMPTIONS 2025 - 2031

2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 TOTAL JOBS PER YEAR

2025

AA	8	5									
CP											
DC											
FB	150	100	25	25							
GM											
LT	150	100									
OM	30	13	7	5							
RR	10										
3R	40	23									
SM											

388

2026

AA		13	5								
CP		30	18	13							
DC											
FB		125	35	35	5						
GM		75	50								
LT		100									
OM		28	18	8	3						
RR											
3R		38	10								
SM											

408

RAILYARD EMPLOYEE/INDUSTRY **LIKELY** ASSUMPTIONS 2025 - 2031

2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 TOTAL JOBS PER YEAR

2027

AA		5									
CP		38	25	8							
DC											
FB		35	35	5							
GM		50									
LT		320	185	15	15	15					
OM		18	8	3							
RR											
3R		18	5								
SM		50	30	20							

533

2028

AA											
CP			30	5	3						
DC			5	3	3						
FB			250	125	33	33					
GM			90	60							
LT			185	15	15	15					
OM			8	3							
RR											
3R			5								
SM			45	25	5						

618

RAILYARD EMPLOYEE/INDUSTRY **LIKELY** ASSUMPTIONS 2025 - 2031

2025 2026 2027 2028 2029 2030 2031 2032 2033 2034 2035 TOTAL JOBS PER YEAR

2029

AA				8	5						
CP				15	5	3					
DC				3	3						
FB				125	33	33					
GM				85	13						
LT				65	35	25	10	10			
OM				3							
RR											
3R				23	15						
SM				75	35	20					

400

2030

AA					5						
CP					5	3					
DC					8	15	15				
FB					58	43	10	5			
GM					20	5					
LT					185	125	10	10			
OM					40	15	13	8			
RR											
3R					15						
SM					60	28	5				

395

RAILYARD EMPLOYEE/INDUSTRY **LIKELY** ASSUMPTIONS 2025 - 2031

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL JOBS PER YEAR
2031												
AA												
CP							18	10	5			
DC							65	28	13			
FB							58	15	8	3		
GM							20	10				
LT							145	25	15	5	5	
OM							65	28	18			
RR							5					
3R												
SM							78	35	20			

RAILYARD EMPLOYEE/INDUSTRY **LIKELY** ASSUMPTIONS 2025 - 2031

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	TOTAL JOBS PER YEAR
TOTALS	2025	2026	2027	2028	2029	2030	2031					3,193
AA	8	13	5	0	8	5	0					
CP	0	30	38	30	15	5	18					
DC	0	0	0	5	3	8	65					
FB	150	125	35	250	125	58	58					
GM	0	75	50	90	85	20	20					
LT	150	100	320	185	65	185	145					
OM	30	28	18	8	3	40	65					
RR	10	0	0	0	0	0	5					
3R	40	38	18	5	23	15	0					
SM	0	0	50	45	75	60	78					
	388	408	533	618	400	395	453	0	0	0	0	3193

- KEY
- AA (Aerospace / Automotive)
 - CP (Chemical Processing)
 - DC (Defense Contractor)
 - FB (Food & Beverage)
 - GM (Green Manufacturing)
 - LT (Logistics & Transportation)
 - OM (Other Manufacturing)
 - RR (Railyard / Railroad)
 - 3R (Reuse / Recycle / Repurpose)
 - SM (Steel Manufacturing)

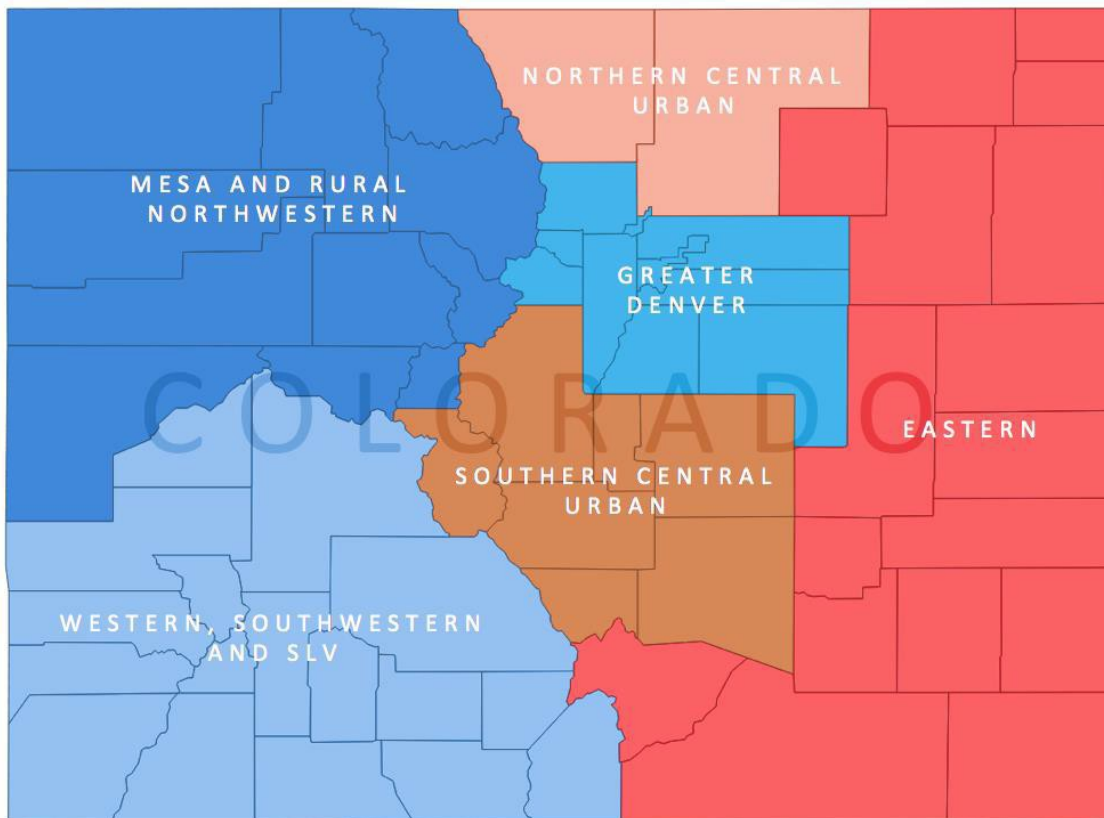
Analyzing Manufacturing in Colorado

Opportunities and Skills Analysis

October 2018 - Emsi

EMSI divided the state of Colorado into six regions: Greater Denver; Northern Central Urban; **Southern Central Urban**; Mesa and Rural Northwestern; Western, Southwestern and SLV; and Eastern (see Figure 1 below) to analyze manufacturing in Colorado. Using Emsi's proprietary labor market information and input-output model, they analyzed the manufacturing industries in Colorado to determine likely business expansion and recruitment opportunities for each of the six regions, that would help support, and potentially bolster, manufacturing statewide.

Figure 1: Map of Colorado and the Six Analysis Regions



The four-county region used for the BUILD grant is located within the Southern Central Urban region.

Colorado Manufacturing Overview

Table 1 provides an overview of manufacturing in Colorado and the six regions. Here we look at manufacturing employment trends for the previous five years (2012-2017) and a projection for the next five years (2017-2022). We also provide a current look at average earnings per employee, the number of payrolled business locations (i.e., businesses), and gross regional product (GRP) for manufacturing.

The South Central Urban region has seen a decline in manufacturing employment over the last five years (-6.4%) and although that trend is projected to continue over the next five years (-2.0%), the rate of decline is projected to lessen.

Table 1: Colorado Manufacturing Overview

Region	2012 Jobs	2017 Jobs	2022 Jobs	2012- 2017 % Change	2017- 2022 % Change	2017 Ave. Earnings	2017 Payrolled Business Locations	2017 GRP
Greater Denver	81,842	89,856	93,693	9.8%	4.3%	\$76,700	3,304	\$15,952,404,319
North Central Urban	23,179	27,447	30,346	18.4%	10.6%	\$69,621	831	\$4,830,162,888
South Central Urban	18,294	17,045	16,638	-6.8%	-2.4%	\$67,766	744	\$2,779,615,762
Mesa and Rural Northwestern	3,925	4,716	5,183	20.2%	9.9%	\$54,796	426	\$633,170,581
Eastern	4,398	4,602	4,940	4.6%	7.3%	\$54,874	147	\$593,240,139
Western, Southwestern and SLV	3,486	3,938	4,407	13.0%	11.9%	\$47,875	350	\$427,391,882
Colorado	136,334	148,746	156,404	9.1%	5.1%	\$73,649	5,818	\$25,215,985,571

*totals for region do not add up to state

Here, the percentage of demand met in-region and the demand met by imports gives us a broad idea of the strength of the manufacturing supply chain in Colorado and each of the sub-geographic regions. When an organization identifies and fills their supply chain gaps, more money can be brought into the local economy from outside the region, driving prosperity long-term.

Table 2 provides an analysis of demand for manufacturing in Colorado and the six analysis regions. Colorado industries demand \$81 billion of goods and/or services from manufacturing, only \$25 billion (31.0%) of which is currently satisfied by manufacturing businesses in Colorado. The remaining \$56 billion of manufacturing goods and/or services are imported from outside of the state. The Greater Denver region has the highest demand for manufacturing goods and/or services (\$49.3 billion), which is \$17.3 billion more than the demand for manufacturing goods and/or services in the other five regions combined. Businesses in the Greater Denver region also satisfy the highest percentage of that demand in-region (30.6%), compared to the other five regions. The **South Central Urban** region has the second highest demand for manufacturing goods and/or services (\$12.9 billion), but the region is only able to satisfy 11.0% of that demand locally.

Table 2: Colorado Manufacturing Demand (2017)

Region	2017 Demand met In-Region	2017 % Demand met In-Region	2017 Demand met by Imports	2017 % Demand met by Imports	2017 Total Demand
Greater Denver	\$15,104,753,754	30.6%	\$34,217,047,549	69.4%	\$49,321,801,303
North Central Urban	\$2,114,039,119	22.0%	\$7,482,441,704	78.0%	\$9,596,480,823
South Central Urban	\$1,418,515,561	11.0%	\$11,499,120,747	89.0%	\$12,917,636,308
Mesa and Rural Northwestern	\$350,431,579	7.3%	\$4,419,432,230	92.7%	\$4,769,863,809
Eastern	\$291,943,110	13.6%	\$1,848,934,999	86.4%	\$2,140,878,109
Western, Southwestern and SLV	\$190,658,255	7.3%	\$2,424,001,906	92.7%	\$2,614,660,161
Colorado	\$25,209,167,208	31.0%	\$56,152,146,559	69.0%	\$81,361,313,767

*totals for region do not add up to state

Colorado Manufacturing Opportunities

To determine potential manufacturing opportunities for the state of Colorado, we looked at industry purchases made by the manufacturing industry. Purchases is an economic term that represents an estimate for the value of goods and/or services purchased by one industry, from other industries. A portion of industry purchases can often occur locally (in- region purchases), and the remainder of purchases are made outside the region (i.e., imports). In economic development, one strategy to bolster growth is to reduce the amount of goods and/or services imported into the region by 1) encouraging local businesses to buy from one another and 2) recruiting businesses that provide goods and/or services that local businesses are importing. This concept is often called “import substitution.”

Table 5 provides the top 20 individual manufacturing industries (at the 6-digit NAICS level) in Colorado that the overall manufacturing industry imports from. To be considered for this list, the industry needed to have more than 100 employees (2017), be projected to grow by 5% or more over the next five years, and total \$10 million or more in purchases by the state’s manufacturing sector. The following are key takeaways from this state analysis:

- The manufacturing industry in Colorado imports 91.6% of all purchases (\$316 million) from **plastics material and resin manufacturing** (NAICS 325211), making it a prime target for recruiting opportunities. This is a small but growing industry, and it shows up prominently in several of the analysis regions.
- **Meat processed from carcasses** (NAICS 311612) is imported the second-most (\$178 million) by Colorado manufacturers. It is part of a robust food manufacturing sub- sector, the largest-employing 3-digit NAICS industry group in Colorado. Other growing food manufacturing industries with significant portions of out-of-state purchases include **flour milling** (NAICS 311211), **poultry processing** (NAICS 311615), **fruit and vegetable canning** (NAICS 311421), and **nonchocolate confectionary manufacturing** (NAICS 31134).
- Colorado manufacturers import 80% of purchases (\$95 million) from **aluminum sheet, plate, and foil manufacturing** (NAICS 331315). This is another emerging industry that both relies on and supports other manufacturing industries in the state.

Table 5: Colorado – Top 20 Manufacturing Industry Opportunities

NAICS	Description	2017 Jobs	2022 Jobs	Jobs % Change 2017-2022	2017 Total Earnings	2017 Location Quotient	2017 Payrolled Business Locations	Imported Purchases by Manufacturing Cluster	% Imported Purchases by Manufacturing Cluster
325211	Plastics Material and Resin Manufacturing	152	193	27.0%	\$78,039	0.14	10	\$315,710,442	91.6%
311612	Meat Processed from Carcasses	1,534	1,679	9.5%	\$52,450	0.65	34	\$178,524,519	51.3%
311211	Flour Milling	168	201	19.6%	\$76,475	0.65	4	\$119,722,693	61.9%
331315	Aluminum Sheet, Plate, and Foil Manufacturing	132	152	15.2%	\$107,288	0.44	4	\$94,840,825	80.3%
311615	Poultry Processing	116	147	26.7%	\$62,724	0.03	2	\$57,595,421	95.4%
334220	Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing	553	627	13.4%	\$102,880	0.61	24	\$54,180,119	76.1%
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	205	219	6.8%	\$61,851	0.43	8	\$47,450,753	77.1%
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	665	715	7.5%	\$49,827	0.62	61	\$44,034,871	56.7%
332322	Sheet Metal Work Manufacturing	1,274	1,343	5.4%	\$55,068	0.63	60	\$38,141,890	67.8%
332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing	446	520	16.6%	\$68,152	0.62	7	\$37,823,477	48.7%
325411	Medicinal and Botanical Manufacturing	1,288	1,548	20.2%	\$73,527	2.42	71	\$37,292,278	44.6%
325520	Adhesive Manufacturing	239	257	7.5%	\$80,398	0.59	5	\$31,019,075	78.7%
331523	Nonferrous Metal Die-Casting Foundries	102	109	6.9%	\$78,013	0.21	7	\$29,409,474	76.0%
332312	Fabricated Structural Metal Manufacturing	1,664	1,841	10.6%	\$70,177	1.02	52	\$28,931,061	45.8%
311421	Fruit and Vegetable Canning	130	160	23.1%	\$32,613	0.12	21	\$27,749,004	87.3%
335921	Fiber Optic Cable Manufacturing	102	138	35.3%	\$66,980	0.47	1	\$27,543,769	83.6%
335312	Motor and Generator Manufacturing	289	314	8.7%	\$133,902	0.45	7	\$24,592,622	65.4%
339113	Surgical Appliance and Supplies Manufacturing	1,326	1,420	7.1%	\$86,229	0.71	59	\$23,067,581	73.8%
311340	Nonchocolate Confectionery Manufacturing	421	519	23.3%	\$39,304	1.08	22	\$21,523,194	56.8%
326150	Urethane and Other Foam Product (except Polystyrene) Manufacturing	418	448	7.2%	\$63,749	0.63	15	\$20,845,491	37.2%
Total for Colorado Top 20		11,224	12,550	11.8%	\$71,982	0.88	474	\$1,259,998,559	67.7%

Among opportunity industries, manufacturing in South Central Urban is dominated by two industries: **fabricated structural metal manufacturing** (NAICS 332312) and **surgical appliance and supplies manufacturing** (NAICS 339313). The former is projected to grow 21% and ranked 14th at the state level in total imported purchases from Colorado manufacturers.

Table 8: South Central Urban - Top 10 Manufacturing Industry Opportunities

NAICS	Description	2017 Jobs	2022 Jobs	Jobs % Change 2017-2022	2017 Avg. Earnings	2017 Location Quotient	2017 Payrolled Business Locations	Total Colorado Imported Purchases by Manufacturing Cluster	% Imported Purchases by Manufacturing Cluster
311612	Meat Processed from Carcasses	62	74	19.4%	\$37,955	0.17	5	\$178,524,519	51.3%
326111	Plastics Bag and Pouch Manufacturing	86	105	22.1%	\$59,207	0.93	1	\$65,397,733	93.2%
332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers	64	70	9.4%	\$37,145	0.40	8	\$44,034,871	56.7%
325411	Medicinal and Botanical Manufacturing	260	303	16.5%	\$56,280	3.22	10	\$37,292,278	44.6%
332312	Fabricated Structural Metal Manufacturing	847	1,080	27.5%	\$66,703	3.41	9	\$28,931,061	45.8%
339113	Surgical Appliance and Supplies Manufacturing	933	1,025	9.9%	\$89,461	3.28	9	\$23,067,581	73.8%
311352	Confectionery Manufacturing from Purchased Chocolate	69	84	21.7%	\$21,917	0.77	6	\$20,280,349	41.8%
336360	Motor Vehicle Seating and Interior Trim Manufacturing	435	478	9.9%	\$80,051	2.07	1	\$18,332,819	40.8%
336412	Aircraft Engine and Engine Parts Manufacturing	29	40	37.9%	\$129,251	0.13	0	\$18,222,499	56.6%
333996	Fluid Power Pump and Motor Manufacturing	32	49	53.1%	\$112,941	0.63	1	\$14,551,915	55.6%
Total for South Central Urban Top 10		2,817	3,308	17.4%	\$69,091	2.80	50	\$448,635,624	54.3%



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Applied Economics

Tammy Fields

Colorado Springs Chamber & EDC

Dear Ms. Fields:

This letter confirms that Summit Economics reviewed your methodology, assumptions, and IMPLAN runs related to the rail serviced industrial park in Fountain, Colorado. We found your approach to be similar to what we would have done if hired on this project and your outputs from IMPLAN to be reasonable at full build-out of the proposed industrial park.

Please feel free to contact us if you have any further questions.

Sincerely,

Tom Binnings

Senior Partner

Summit Economics, LLC

Cc: Dirk Draper, Gary Barber, Paul Rochette, Kathleen Johnson