

2019 PUEBLO ECONOMIC FORUM

Trends and Highlights Booklet



Dr. Michael Wakefield

Director of the Thomas V. Healy Center for Business and Economic Research

Dr. Bruce Raymond

Dean of the Hasan Business School at CSU-Pueblo

Noah Commerford, Joey Gavato, Cameron Leben, Ryan Madic, Brooklyn Micheli,
Meridyth Moose, Raul Reyes, Amber Vaught and Greg Wakefield
Healy Fellows of Hasan School of Business at CSU-Pueblo

Welcome to the 2019 PUEBLO ECONOMIC FORUM

Thursday, October 10, 2019

8:30 am - 10:00 am

*Colorado State University-Pueblo
Occhiato Student Center: Ballroom*



**“MAKE YOUR LIFE A MASTERPIECE;
IMAGINE NO LIMITATIONS ON WHAT YOU CAN BE OR DO.”**

BRIAN TRACEY



Director's Note: Dr. Mike Wakefield

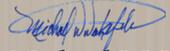
Dear Fellow Puebloans,

On behalf of everyone at US Bank, CSU-Pueblo, the Malik and Seeme Hasan School of Business, and the Thomas V. Healy Center for Business and Economic Research and Services, we enthusiastically welcome you to our presentation of the October 2019 Pueblo Economic Forum.

We are delighted to recognize US Bank as our co-sponsor and host of guest speaker Dr. Alison Felix, Vice President Economist and Denver branch executive of the Federal Reserve Bank of Canon City. After Dr. Felix's presentation, we will narrow the focus to Colorado, with heavy emphasis on Pueblo economic conditions. At this Pueblo Economic Forum, we present results of the Third Annual Business Sentiment Survey. The survey offers data from the perspectives of business and community organization leaders regarding the local economy and infrastructure. We believe that you will find the results enlightening.

This forum is possible only through the efforts of many contributors. Please join us in thanking Ms. Crystal Faricy and Mr. Jamie Burt of US Bank for generously sponsoring our luncheon, and presenter Dr. Felix. Additionally, we thank Steve Trujillo of the Pueblo Latino Chamber of Commerce for helping promote the event. We also thank Dr. Bruce Raymond, Dean of the Hasan School of Business and Administrative Assistant Kim Wharton for their unwavering support and assistance in the intricate planning of many details. Instrumental in recruiting survey participants were The Pueblo Greater Chamber of Commerce, Pueblo Latino Chamber of Commerce, Pueblo West Chamber of Commerce, and Rotary #43. Special recognition is deserved by Healy Fellows Noah Commerford, Joey Gavato, Cameron Lebn, Ryan Madic, Brooklyn Micheli, Meridyth Moose, Raul Reyes, Amber Vaught, and Greg Wakefield for gathering data, designing the program booklet, and preparing the presentation. Finally, thank you for your interest in our community, and for attending this event. We are truly grateful for your support.

With kind regards,

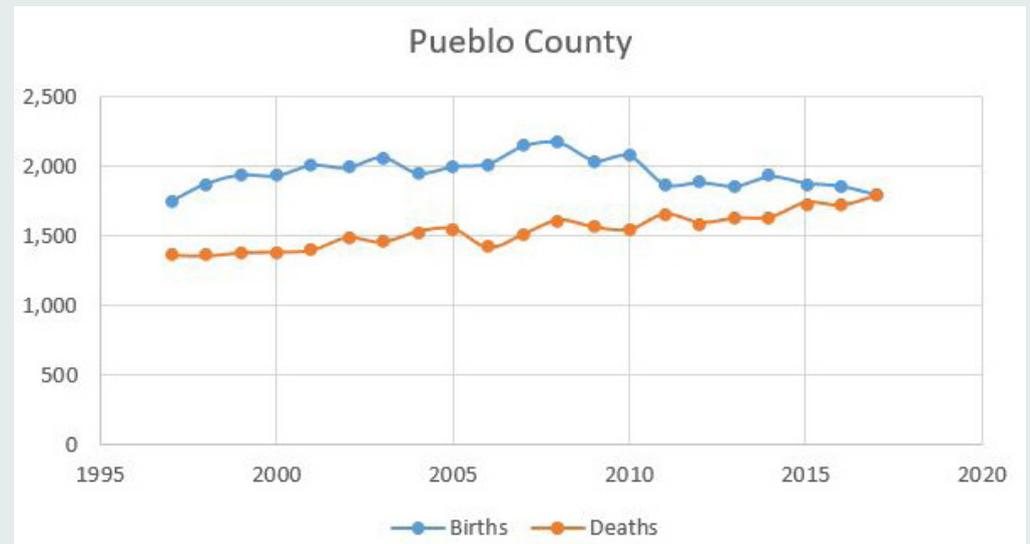
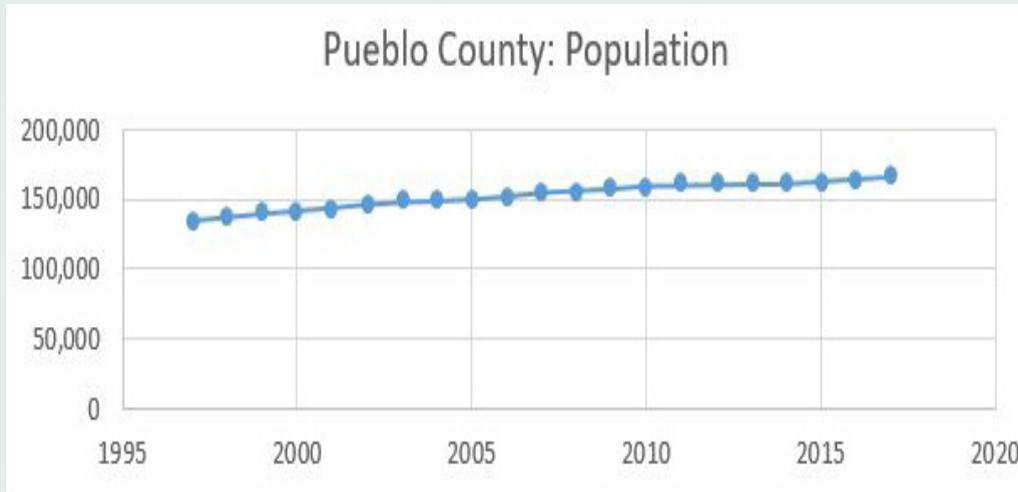


Michael W. Wakefield, Ph.D.

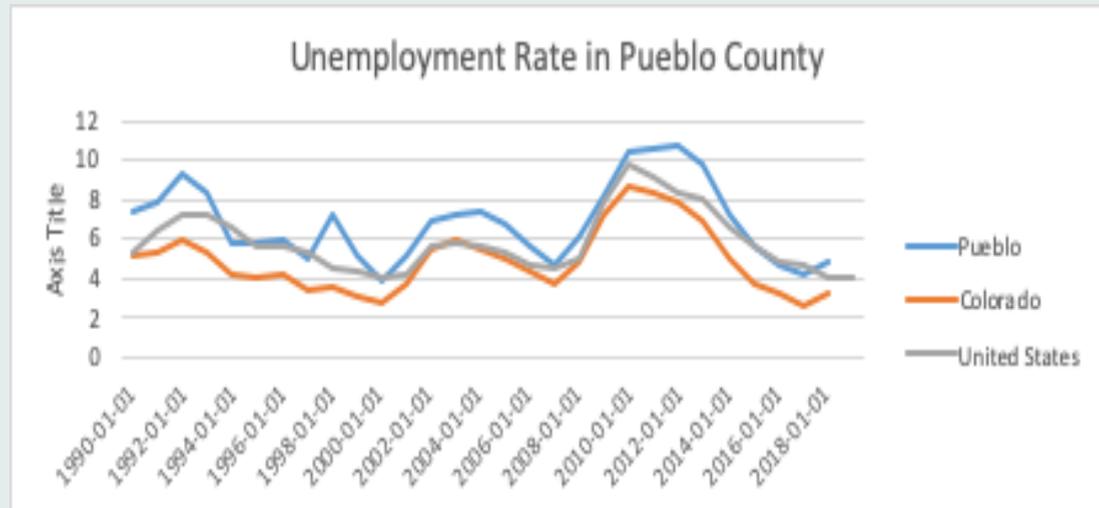
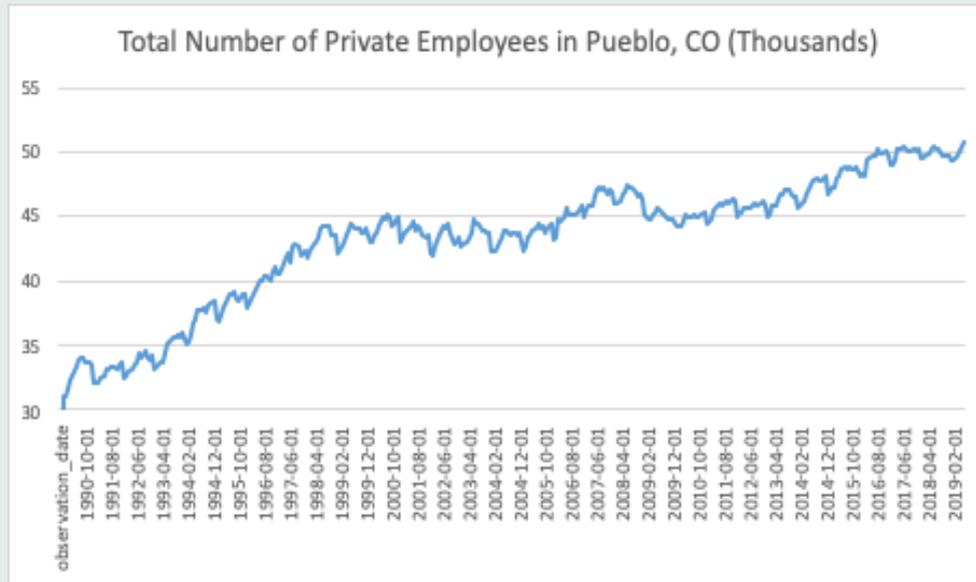
Professor of Management and Director of The Healy Center



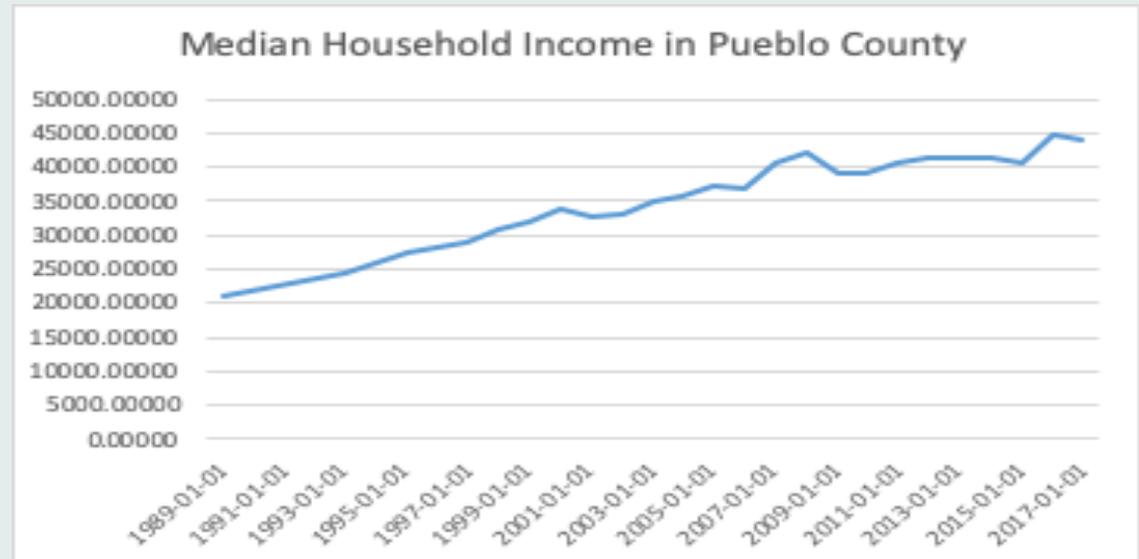
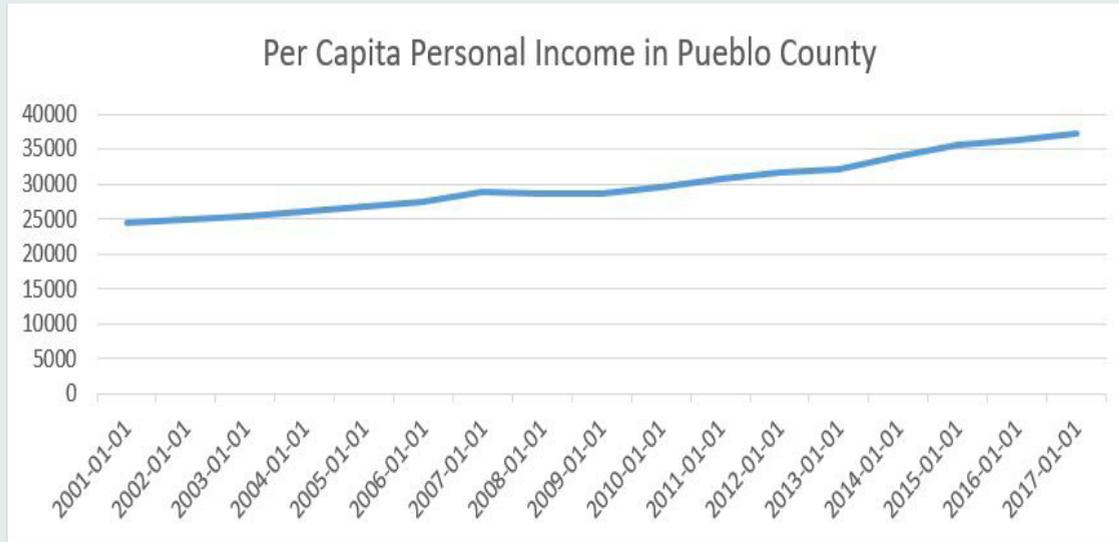
Pueblo Data and Trends: Population



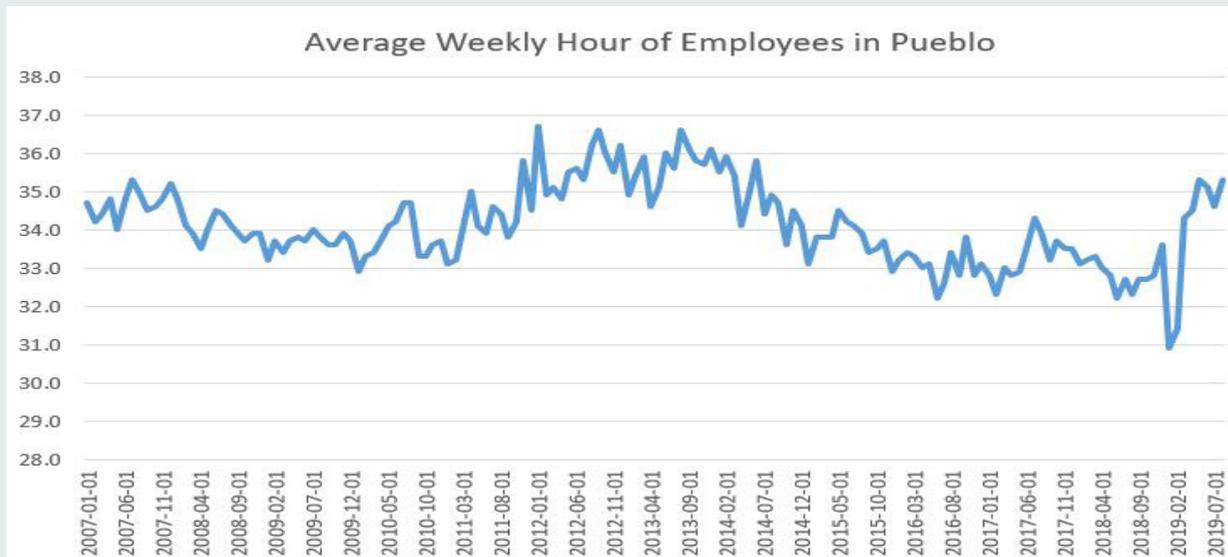
Pueblo Data and Trends: Employment



Pueblo Data and Trends: Income

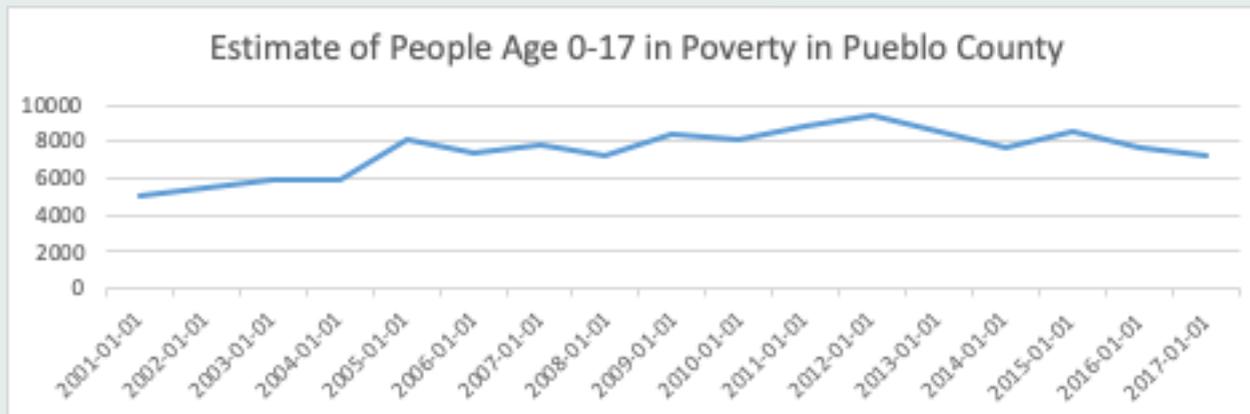
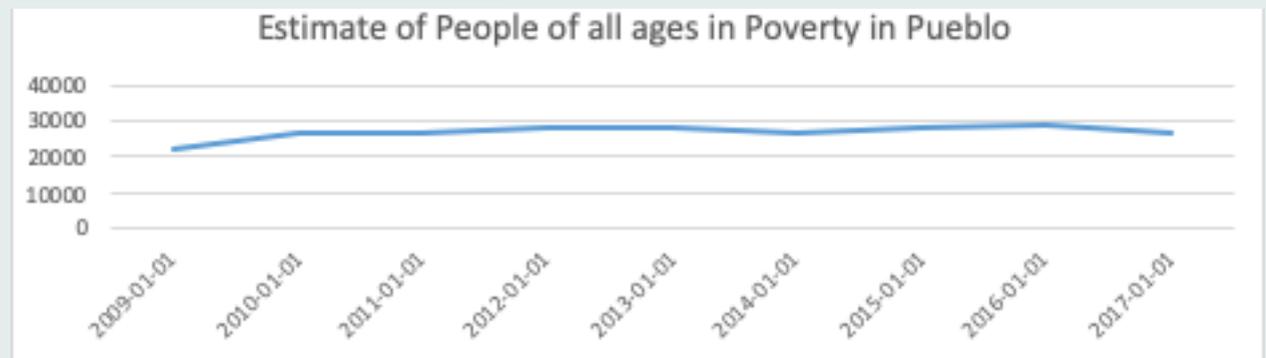
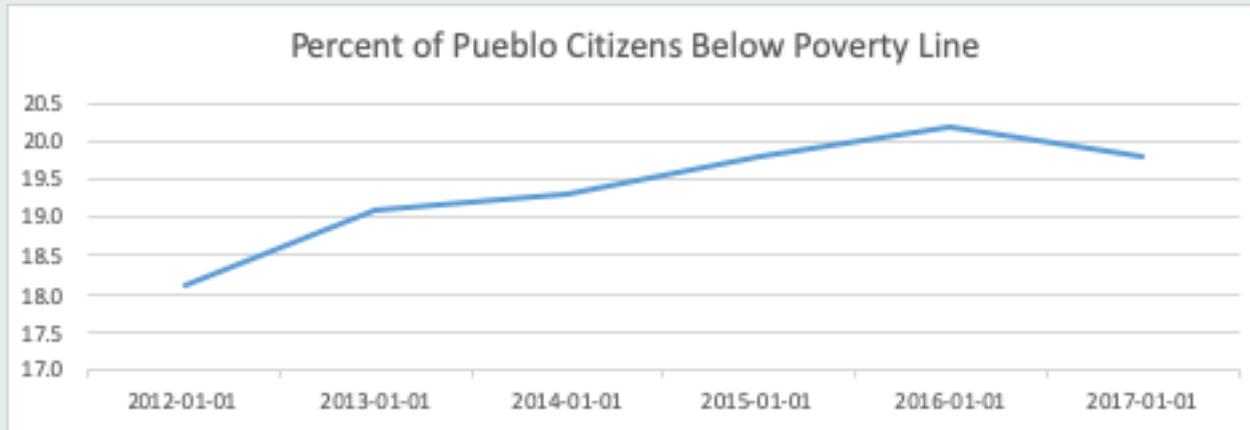


Pueblo Data and Trends: Weekly Earnings/Hours Worked

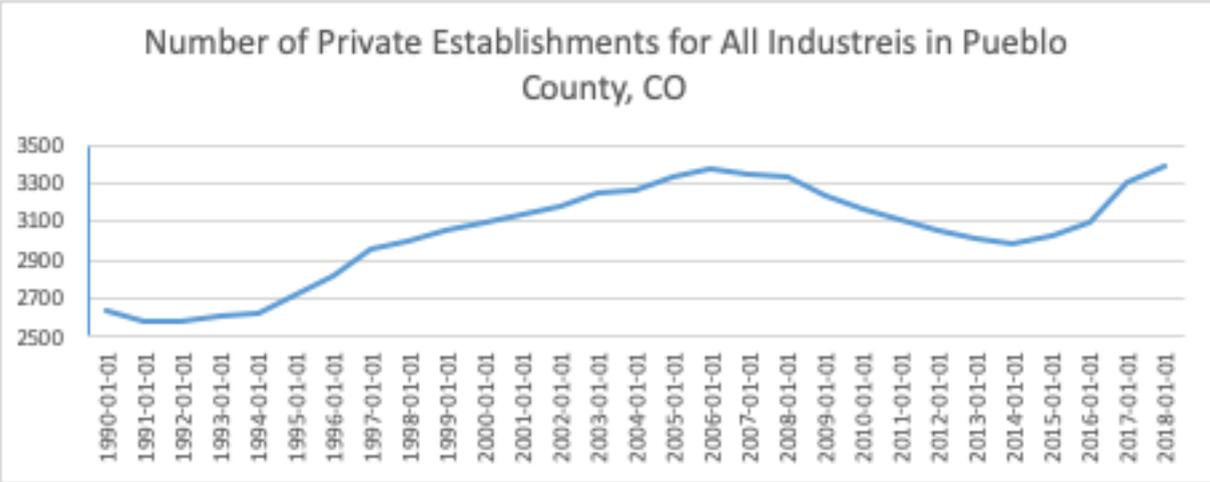
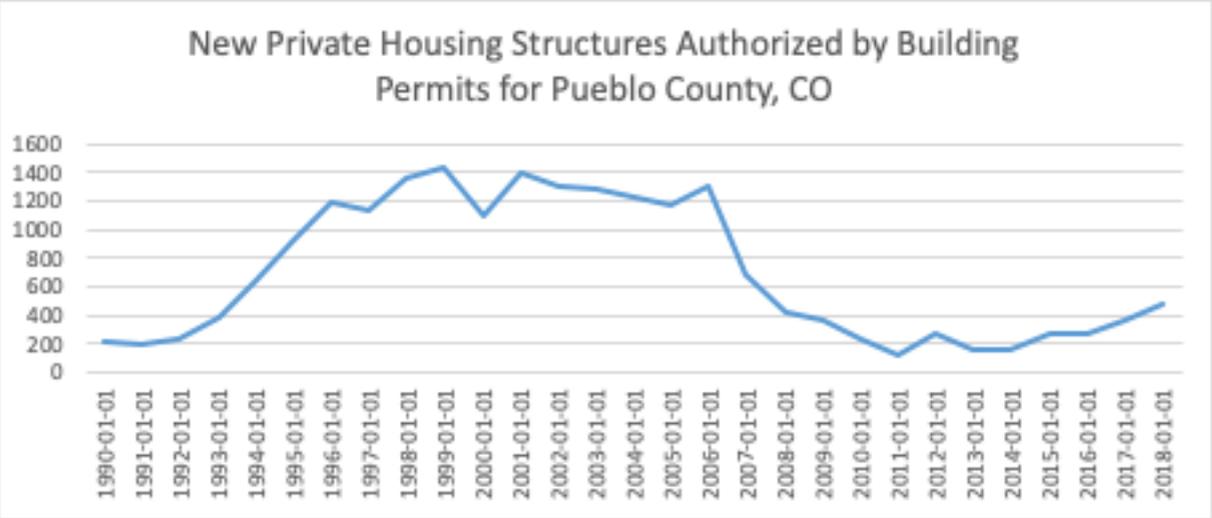


All data results are current effective the print date of this booklet, October 2, 2019. Any updates in 2019 data may be viewed at www.healycenter.org.

Pueblo Data and Trends: Poverty Line



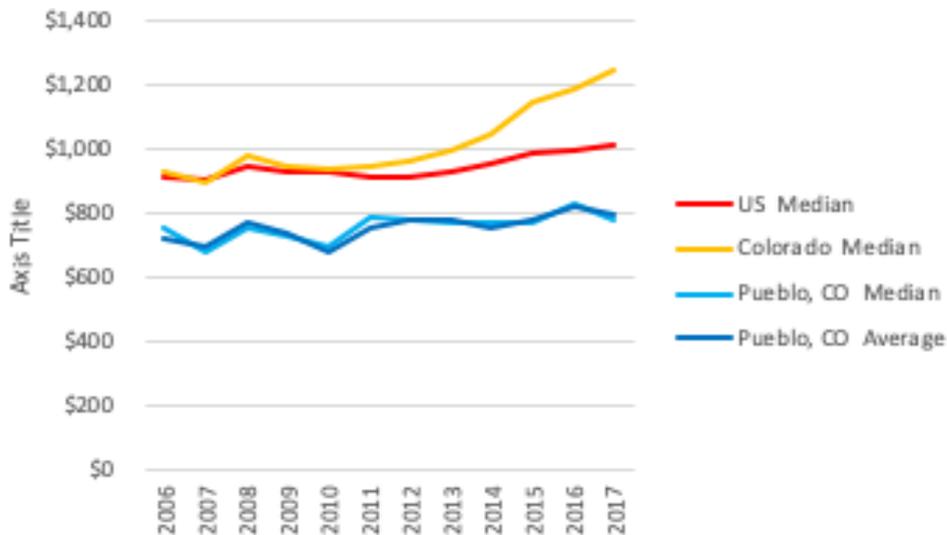
Pueblo Data and Trends: Building Permits and Business Establishments



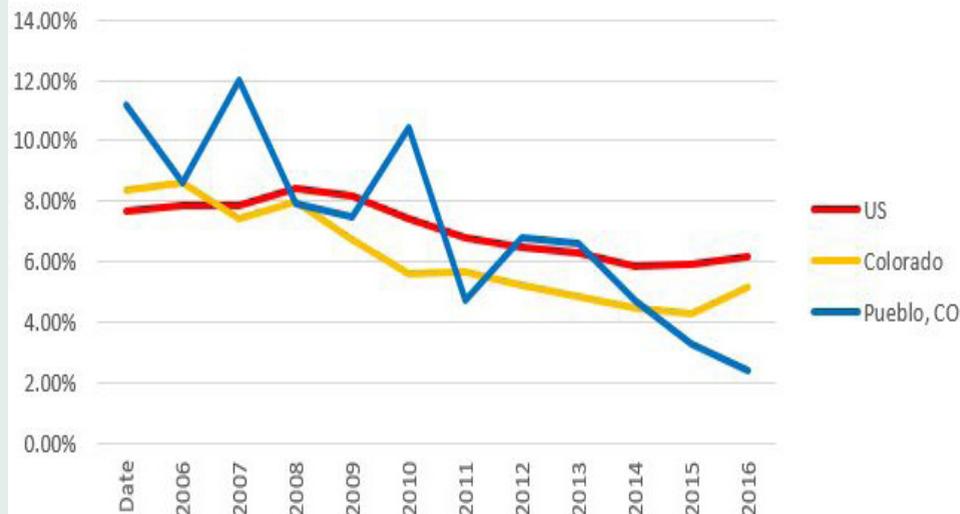
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Pueblo Data and Trends: Housing

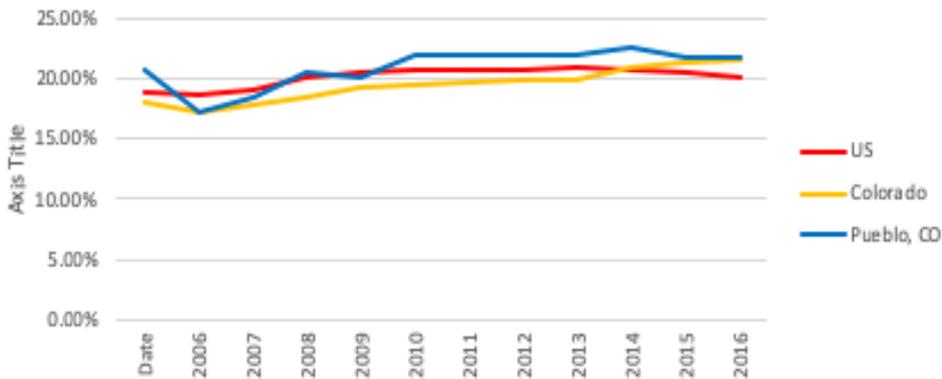
Real Gross Rent History for Pueblo County



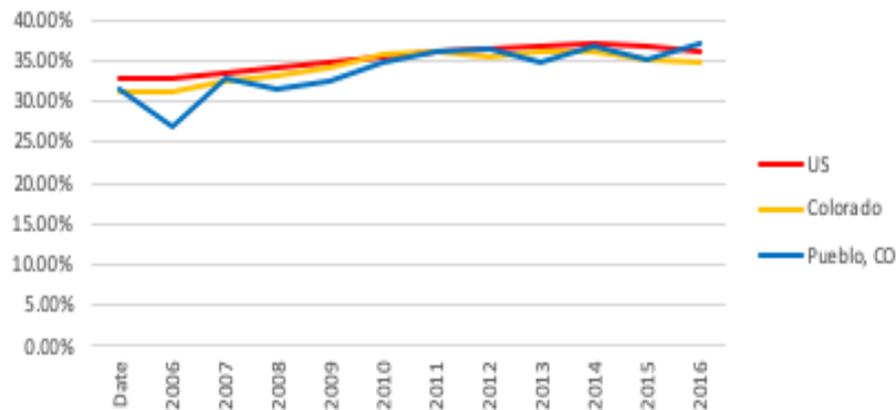
Historical Rental Vacancy Rate for Pueblo County



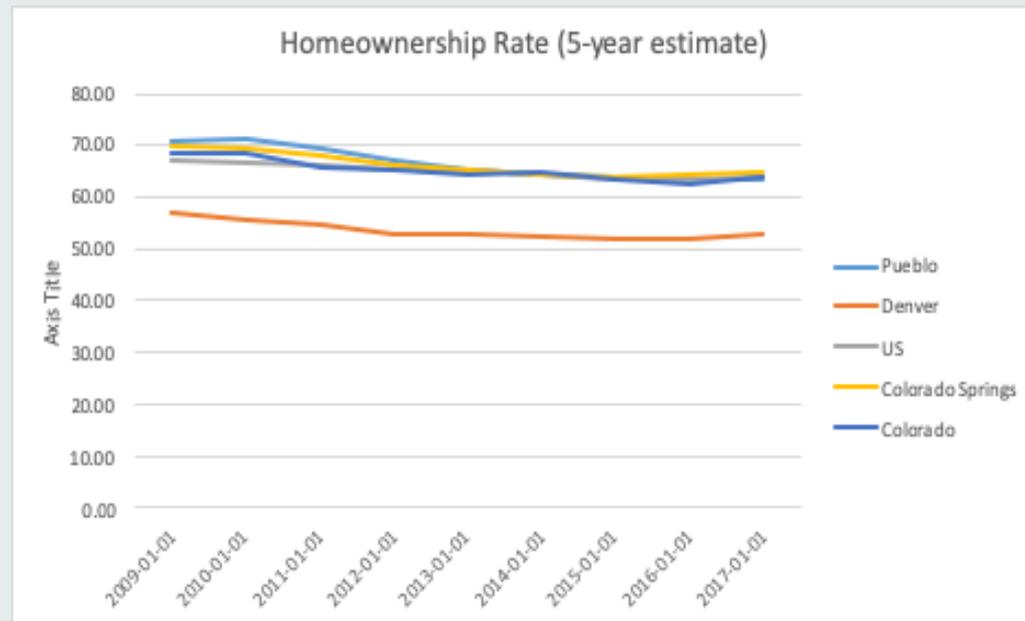
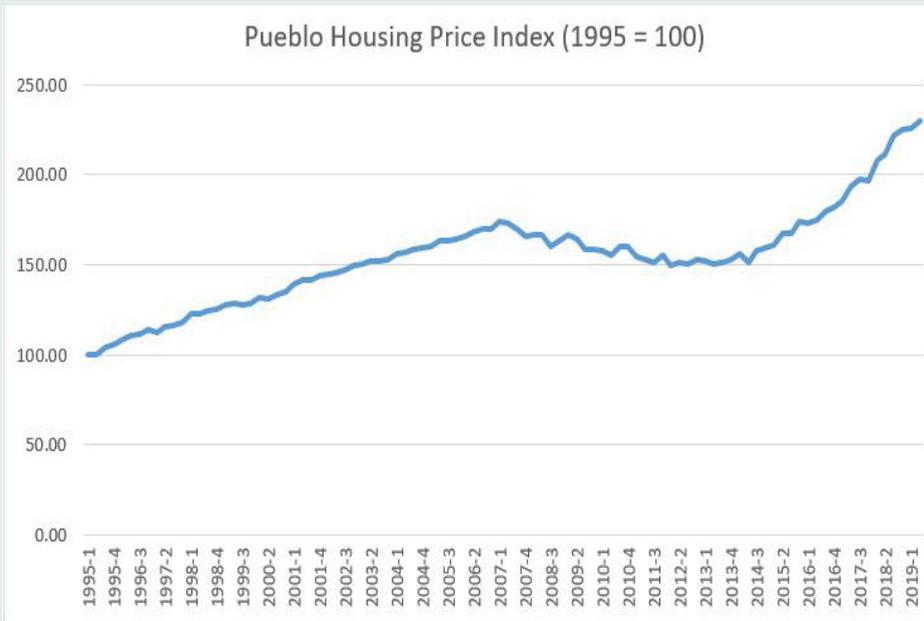
Historical Data for Annual Rent as a Fraction of Income in Pueblo County



History of Pueblo County Renter Fraction



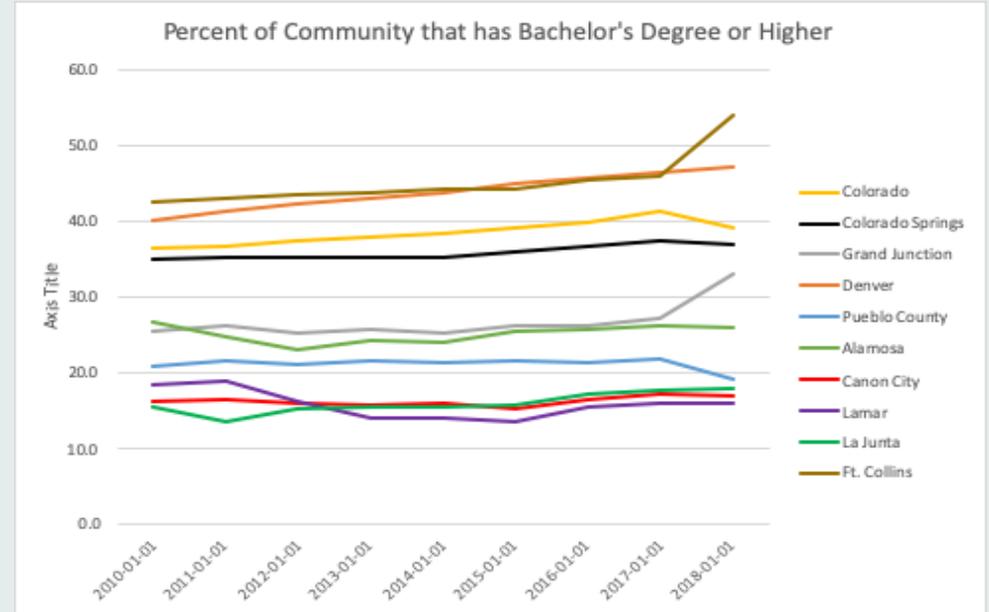
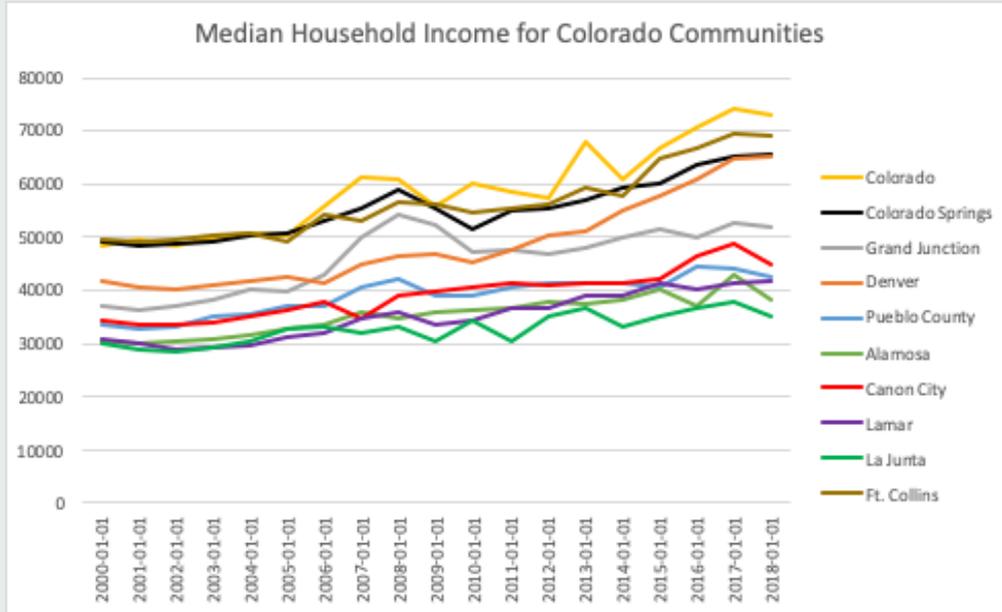
Pueblo Data and Trends: Housing



Persons in Household	2017 Federal Poverty Level	Medicaid Eligibility (138% of FPL)	Premium Subsidy Threshold (400% of FPL)
1	\$12,060	\$16,643	\$48,240
2	\$16,240	\$22,411	\$64,960
3	\$20,420	\$28,180	\$81,680
4	\$24,600	\$33,948	\$98,400
5	\$28,780	\$39,716	\$115,120
6	\$32,960	\$45,485	\$131,840
7	\$37,140	\$51,253	\$148,560
8	\$41,320	\$57,022	\$165,280

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Pueblo Data and Trends: Income and Education Degrees



Comparison of %BA in Population in Median Income

Community	% of Bachelor's or Higher	Median Household Income
Lamar	16%	\$41,740
Canon City	17%	\$44,712
La Junta	18%	\$35,051
Pueblo County	19%	\$42,386
Alamosa	26%	\$38,393
Grand Junction	33%	\$51,971
Colorado Springs	37%	\$65,593
Colorado	39%	\$73,034
Denver	47%	\$65,224
Ft. Collins	54%	\$69,102

Pueblo Data and Trends: Economic Growth

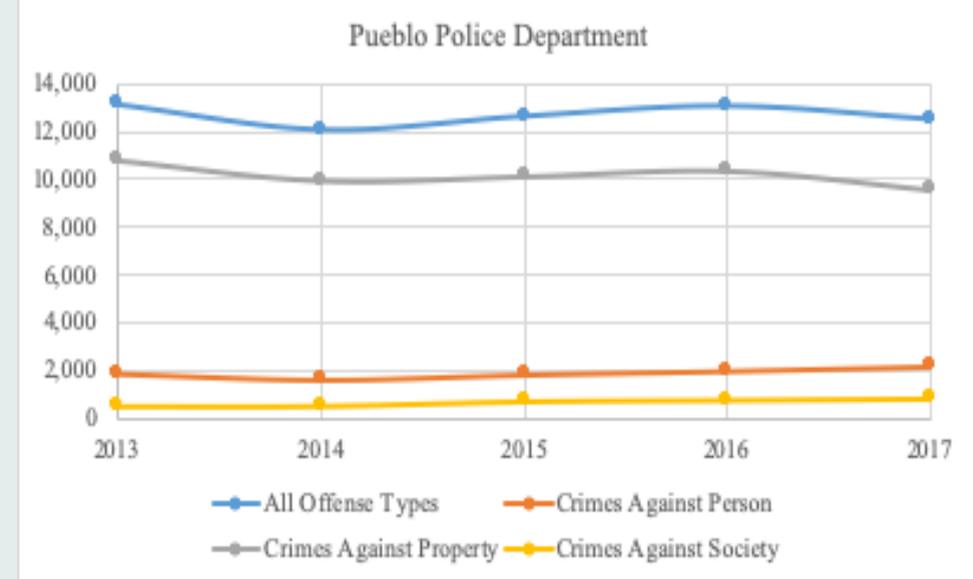
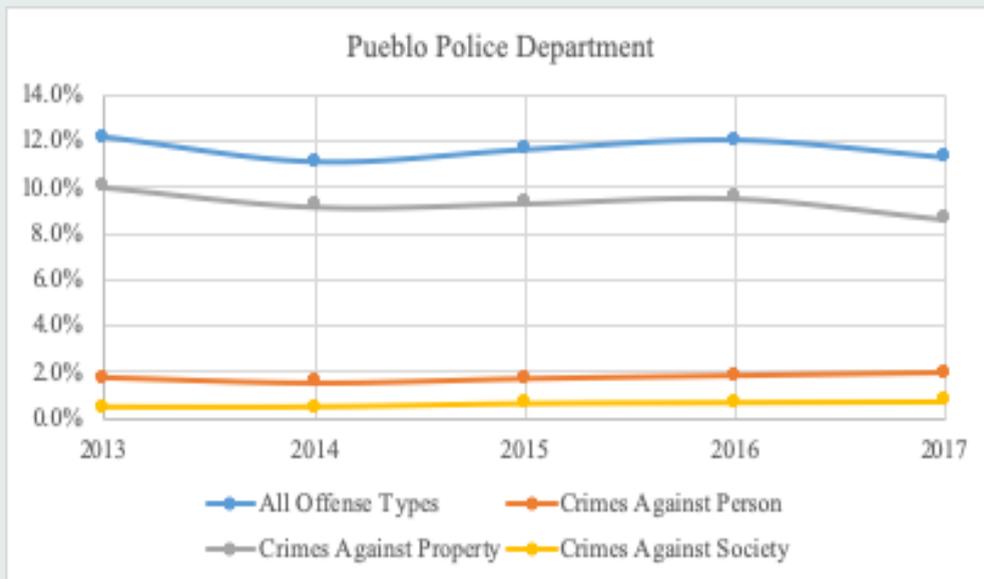
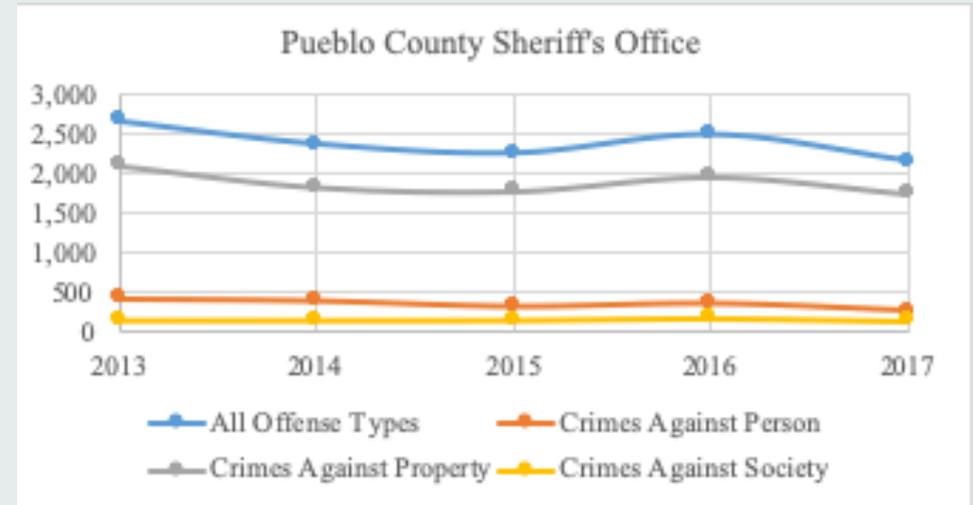
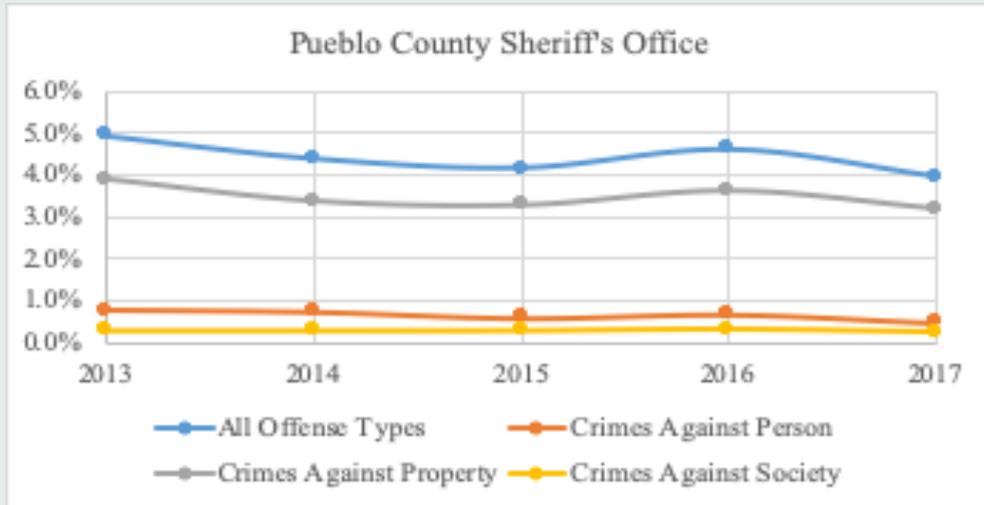
Workforce Rankings for Pueblo

Category	2015 Ranking (of 379)	2016 Ranking (of 394)	2017 Ranking (of 394)
Manufacturing & Goods as a % of Population	272	186	326
Wage Growth	224	316	308
Employment Growth as a % of Population	200	234	250
Prime Workforce Indicators Ranking	136	237	282
Economic Strength Indicators Ranking	238	202	284

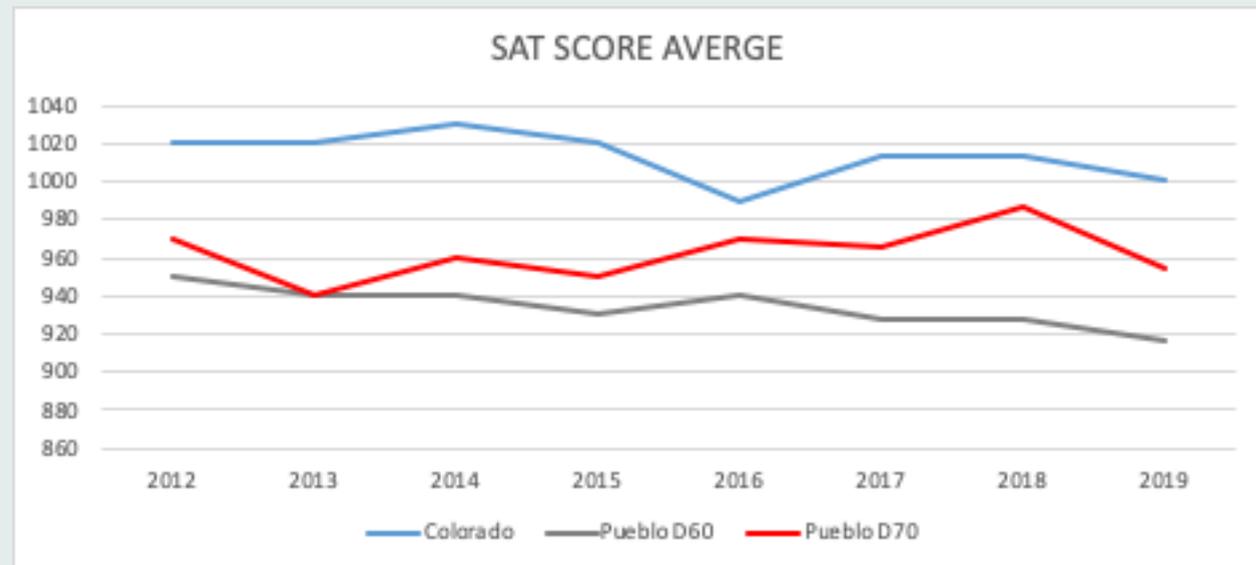
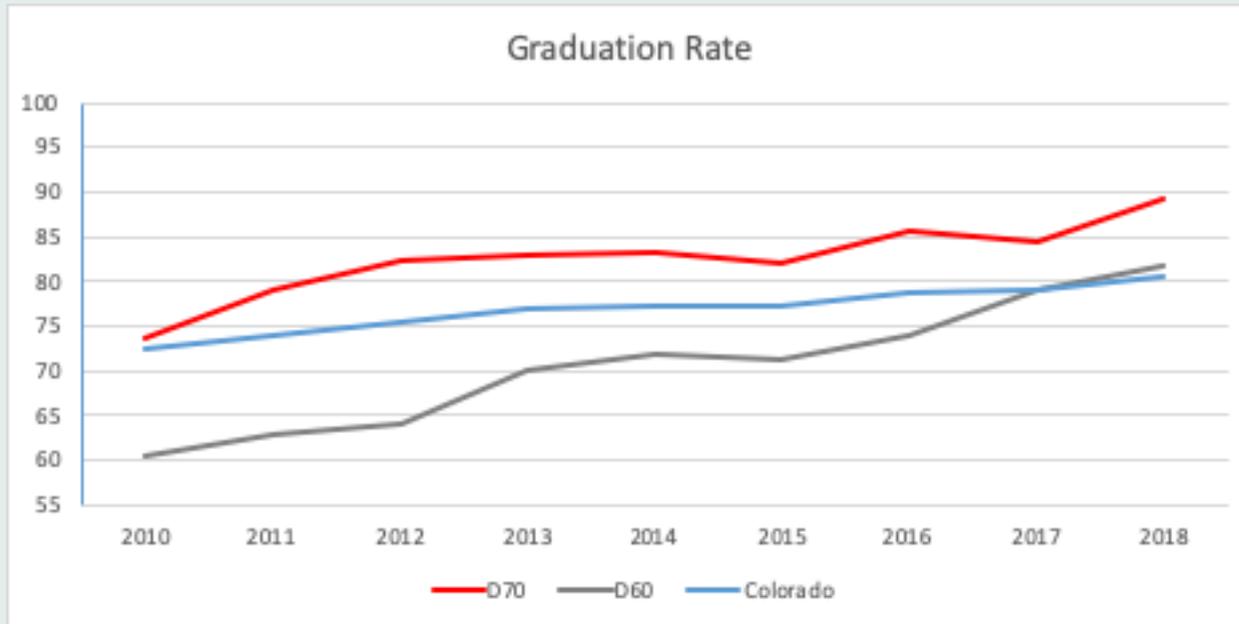
Leading Metro Areas for Economic Growth

City	2016 Rank (Out of 394)	2017 Rank (Out of 394)	2018 Rank (Out of 394)
Denver	8	27	10
Greeley	58	238	125
Boulder	49	66	13
Ft. Collins-Loveland	11	5	19
Colorado Springs	131	118	79
Pueblo	209	292	282
Grand Junction	229	356	351

Pueblo Data and Trends: Crime



Pueblo Data and Trends: Education



PEDCO Economic Impact Analysis

The Healy Center conducted an Economic Impact of all the companies PEDCO has helped bring to Pueblo or fund an expansion for in Pueblo. PEDCO.org, states that over 9500 jobs have been created since 1985. Using current publically available information from PEDCO.org, the Healy Center analyzed 34 of the 37 companies. The three that omitted are Activ Armor, Russ Davis, and Key Structures, since these three companies indicate jobs announced and not jobs created. The data below indicates by PEDCO the number of current employees in each organization. The data is calculated using 2019 US Dollars. Using IMPLAN data, the Healy Center calculated the impact PEDCO has on the Pueblo economy. Based on PEDCO website information, the number of current jobs is 4979.

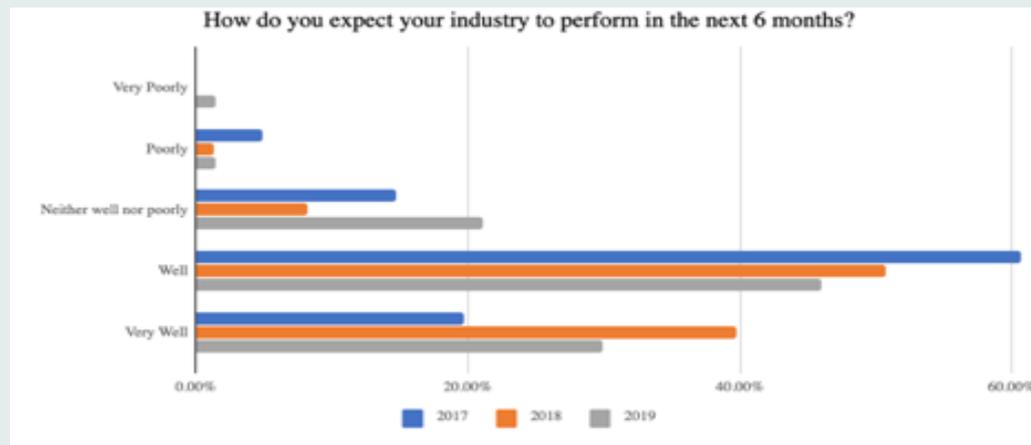
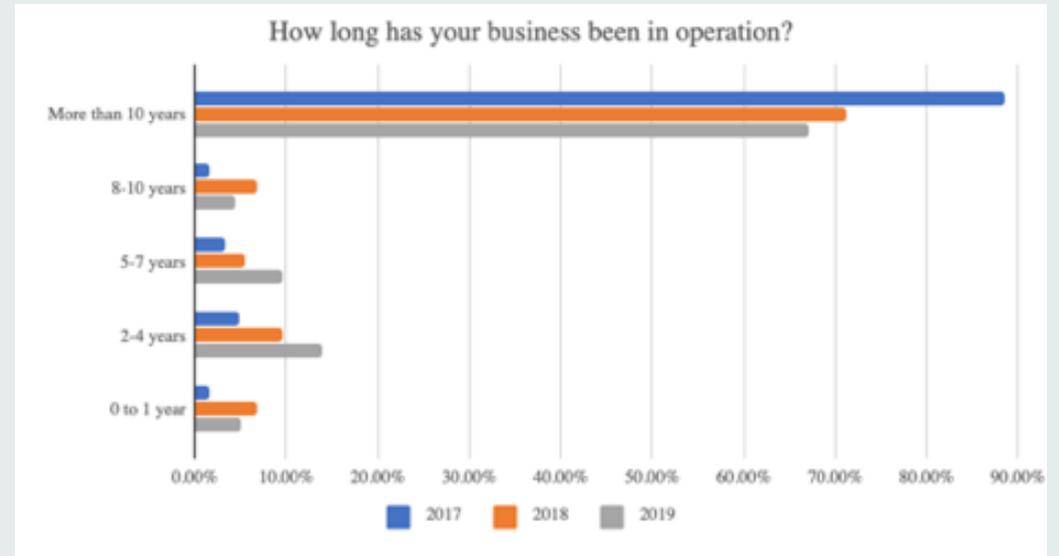
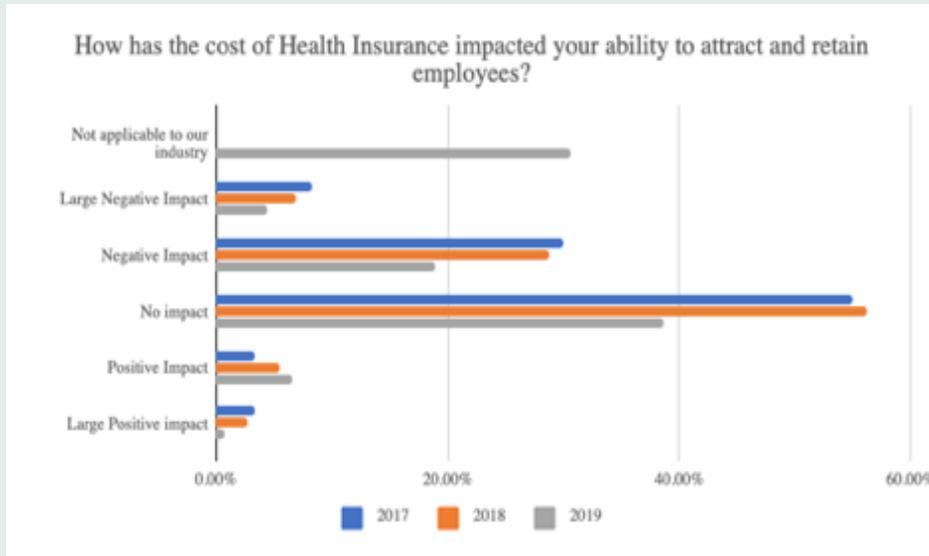
	All PEDCO companies	Pueblo Economy (IMPLAN DATA)	Percentage of PEDCO
Employment	4979	79,090	6.3%
Output	\$1,542,991,152.39	\$11,177,661,520.25	13.8%
Total Value Added	\$670,820,798.92	\$5,730,463,533.75	11.7%
Avg/Mean Income	\$78,848.78	~\$40,000	NA
Taxes Paid	\$42,233,515.99	\$469,990,481.98	8.98%

Year	2016	2017	2018	2019
Gross Sales Tax	\$57,682,884.00	\$58,398,841.00	\$58,735,037.00	\$59,018,274.95*
1/2% Economic Dev Tax	\$8,274,361.00	\$8,378,822.00	\$8,423,035.00	\$8,465,755.42*

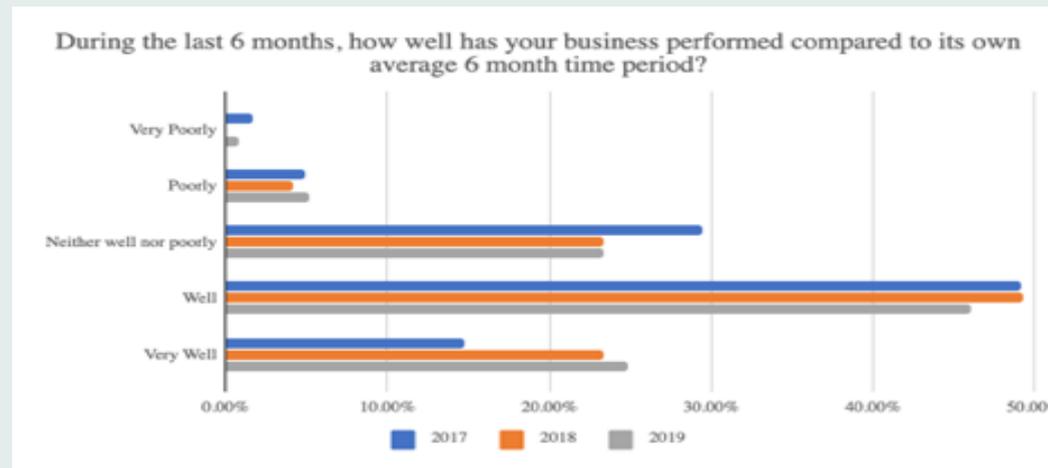
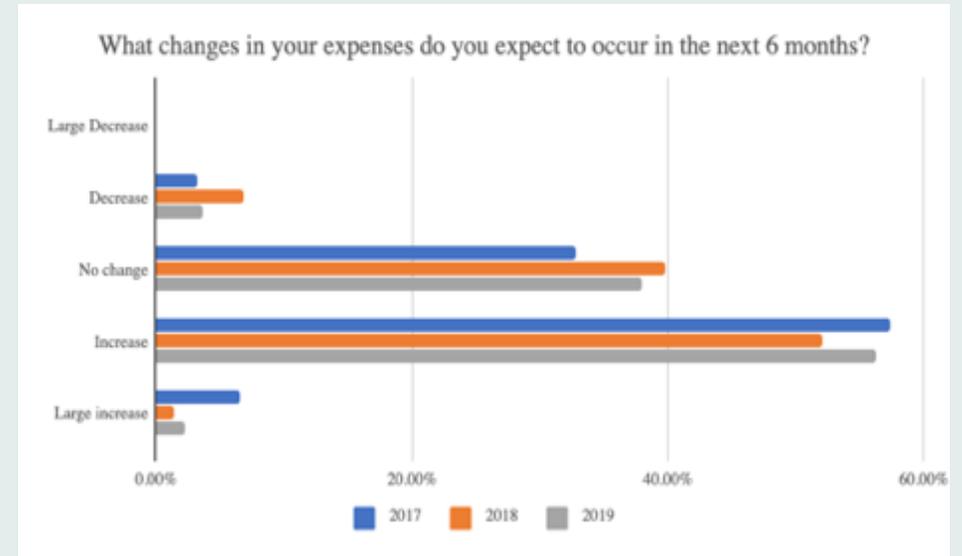
*Estimate based on January-July (2019) cash collection data and 2016-2018 end-of-year totals

See Appendix (pages 31-33) for summary of each company's impact.

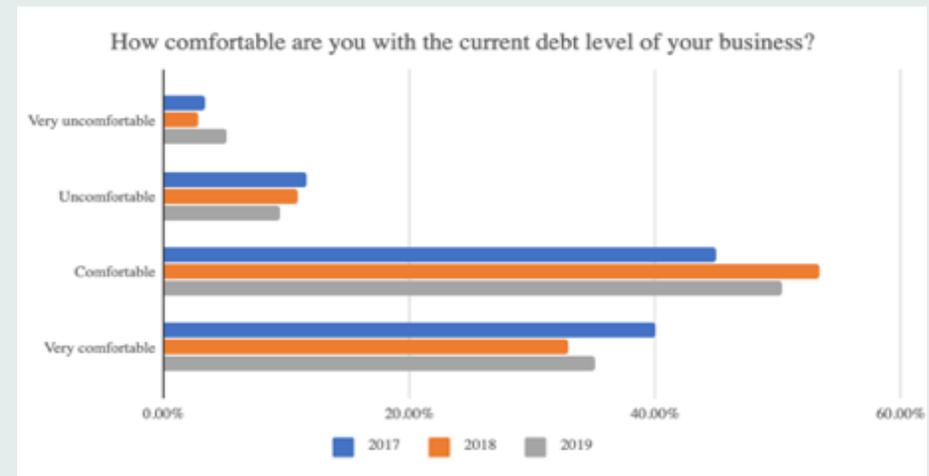
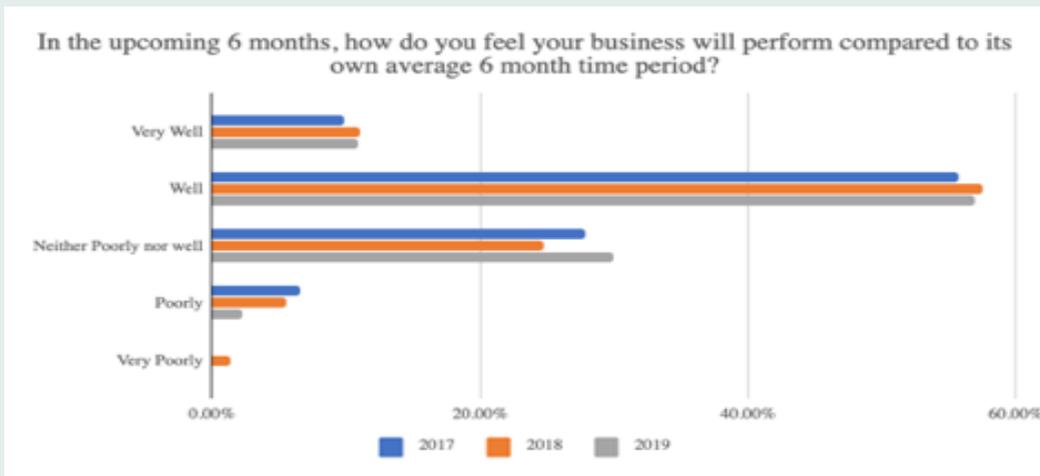
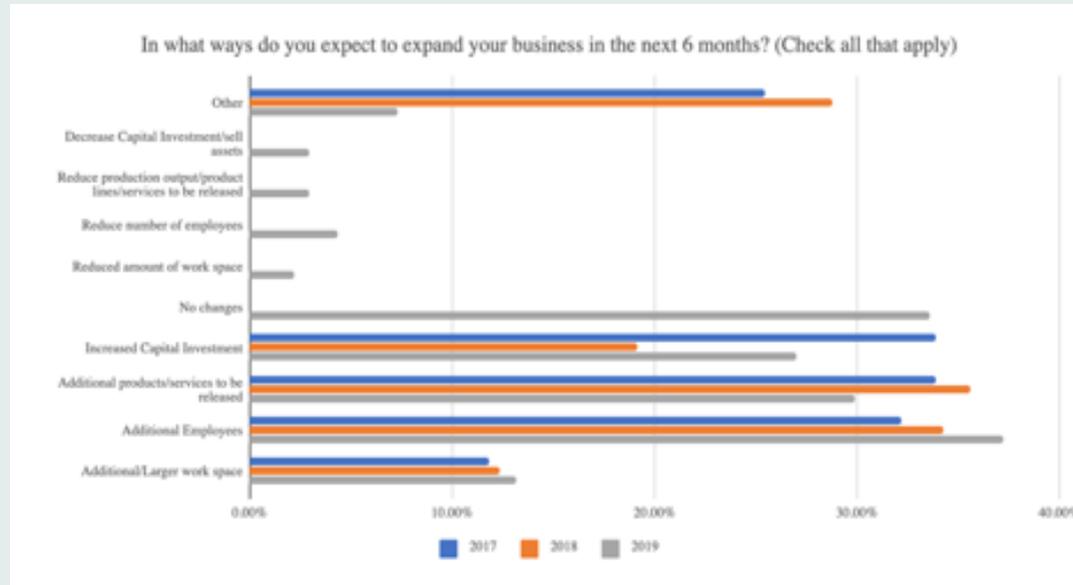
Pueblo Data and Trends: Business Survey Results



Pueblo Data and Trends: Business Survey Results

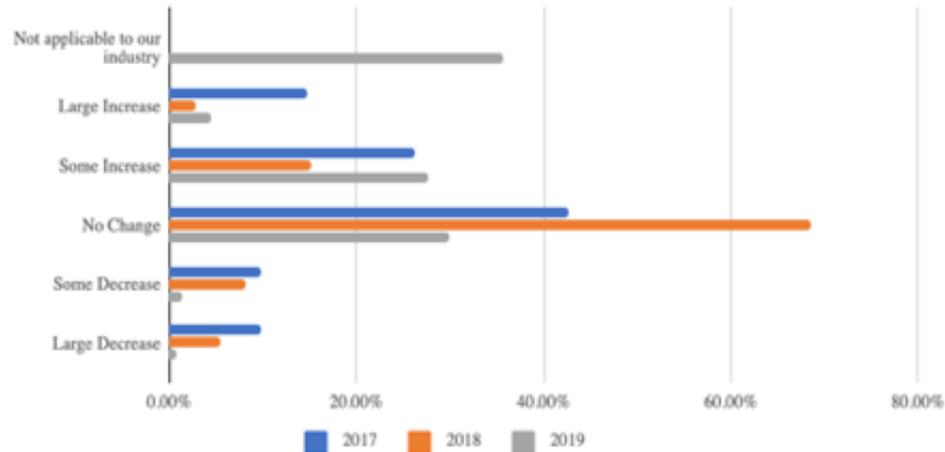


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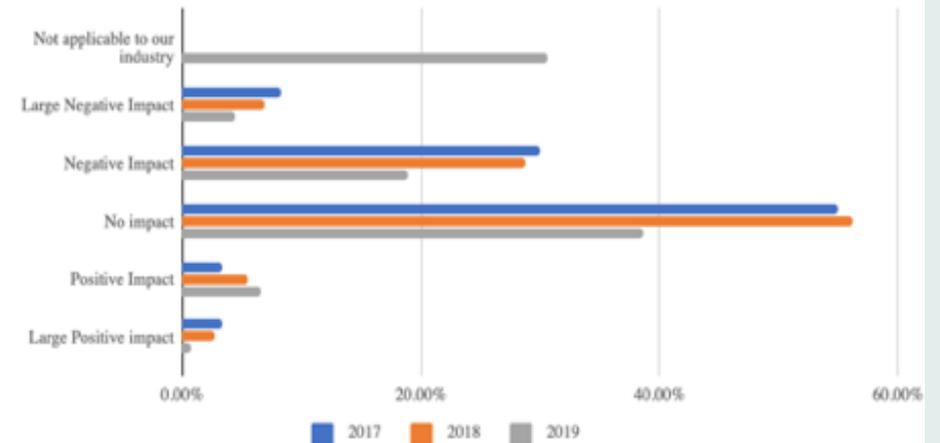


Pueblo Data and Trends: Business Survey Results

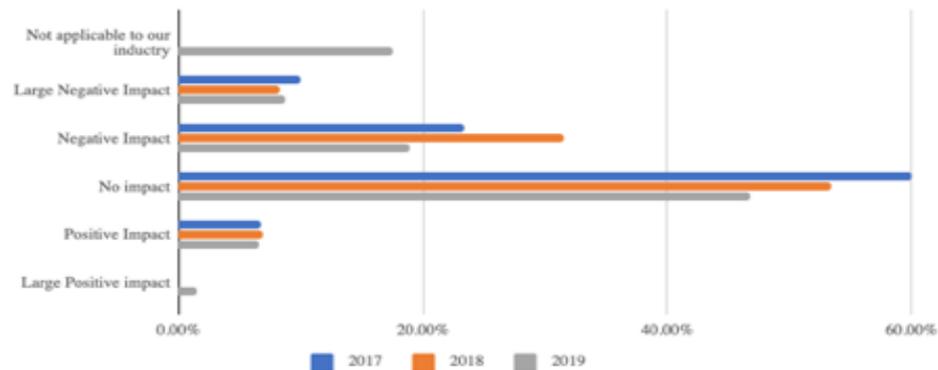
Have you seen a change in your employer contribution to employee health insurance benefits in the last year?



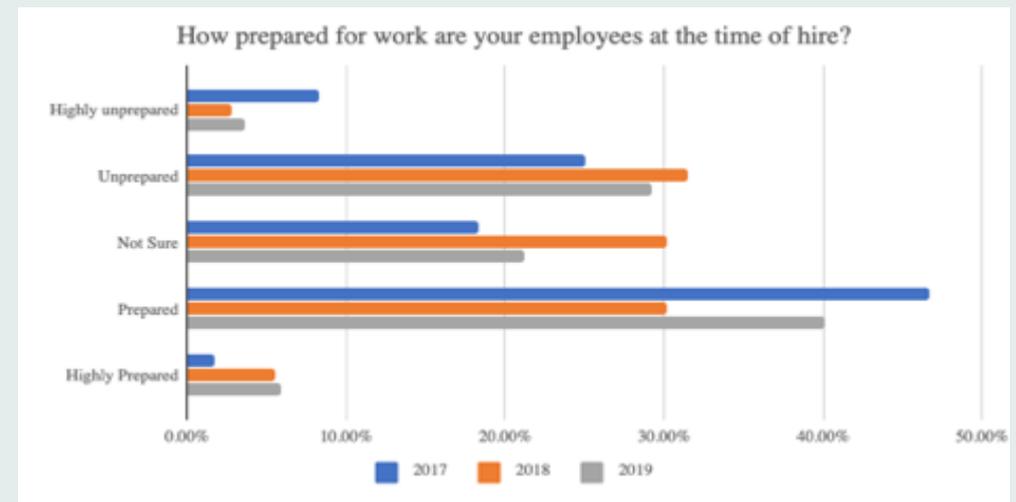
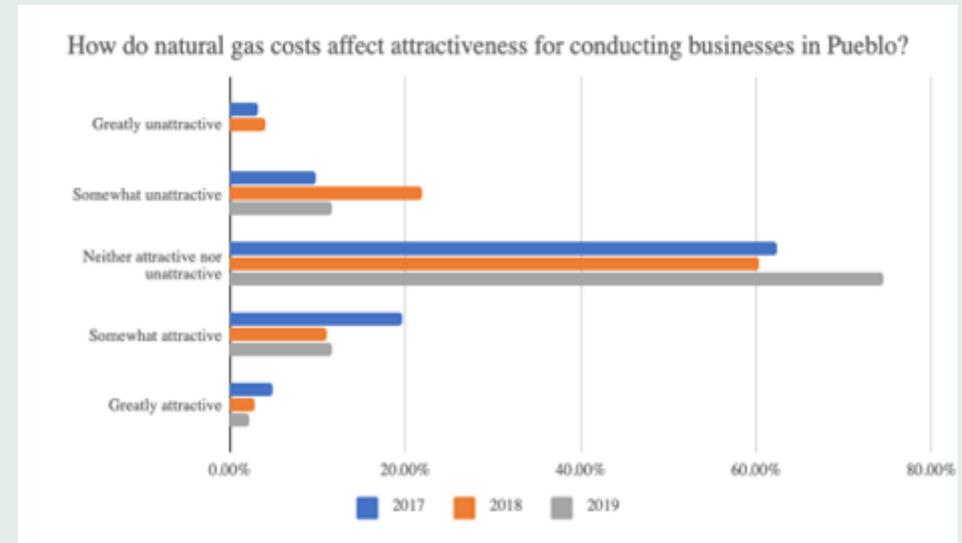
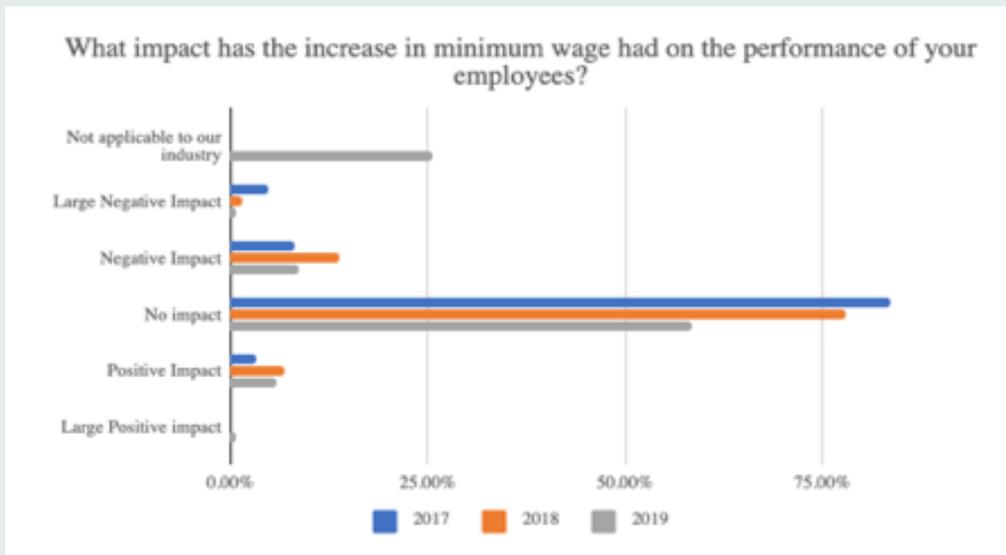
How has the cost of Health Insurance impacted your ability to attract and retain employees?



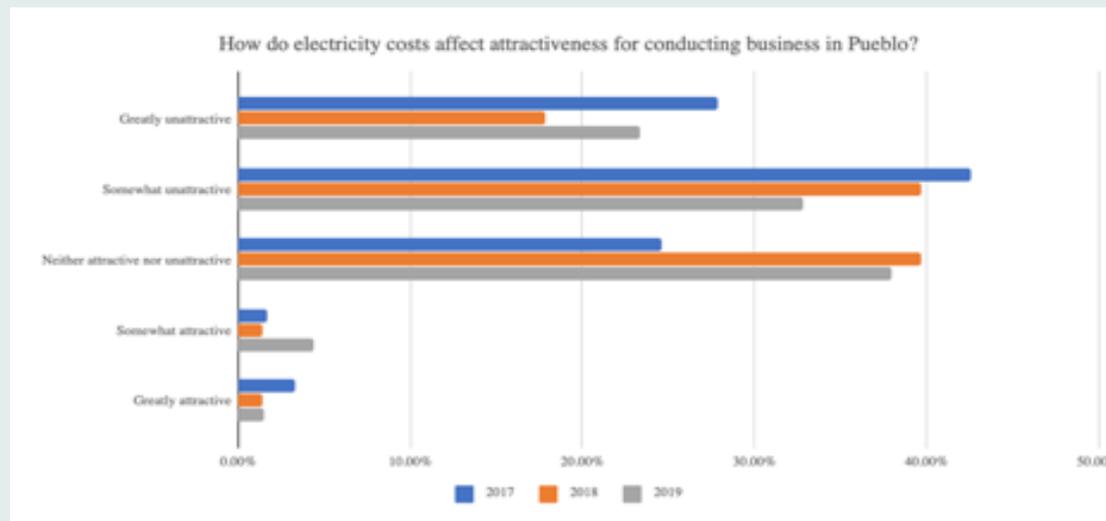
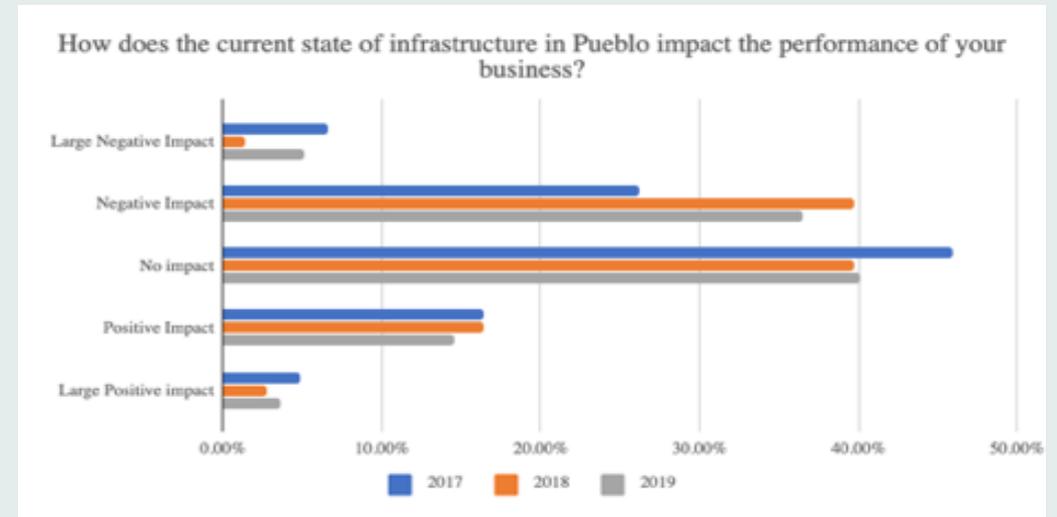
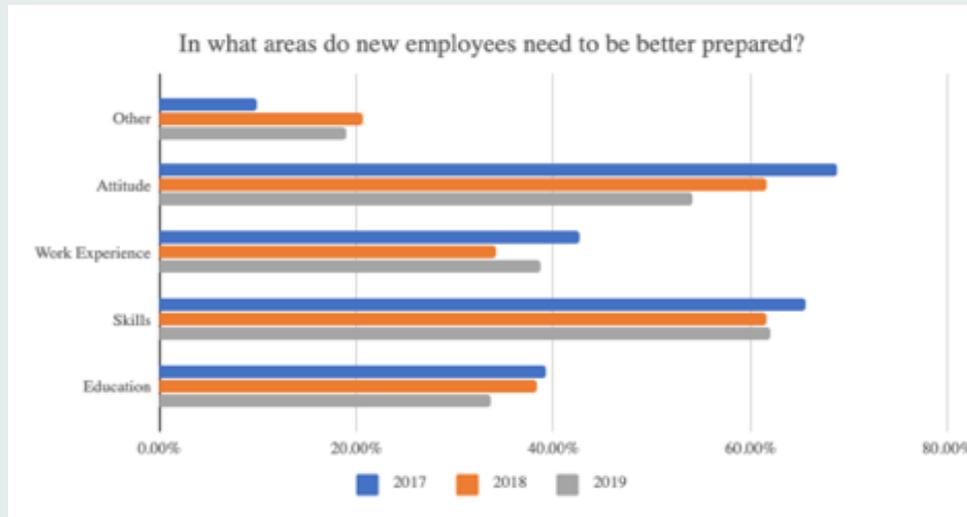
How has the increase in Colorado's Minimum Wage affected profitability of your business?



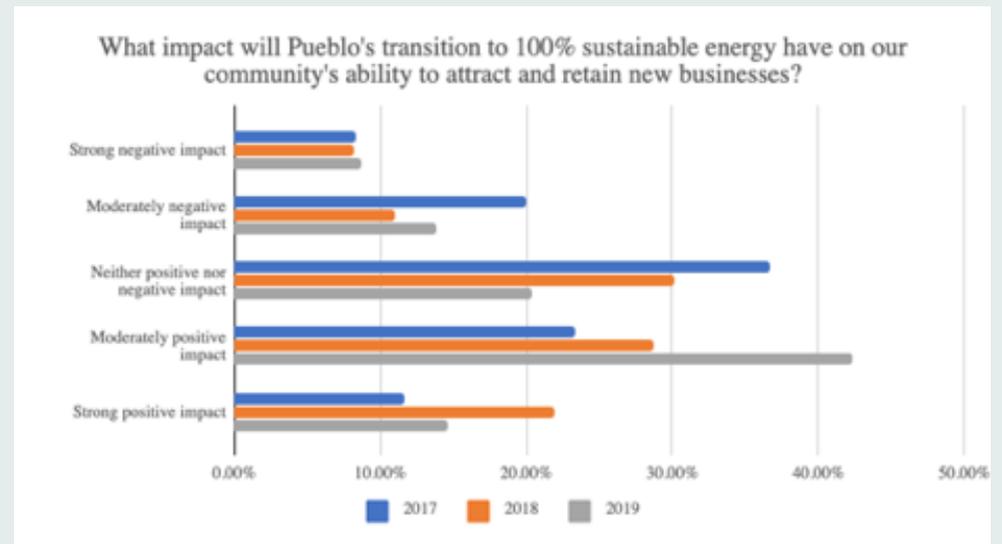
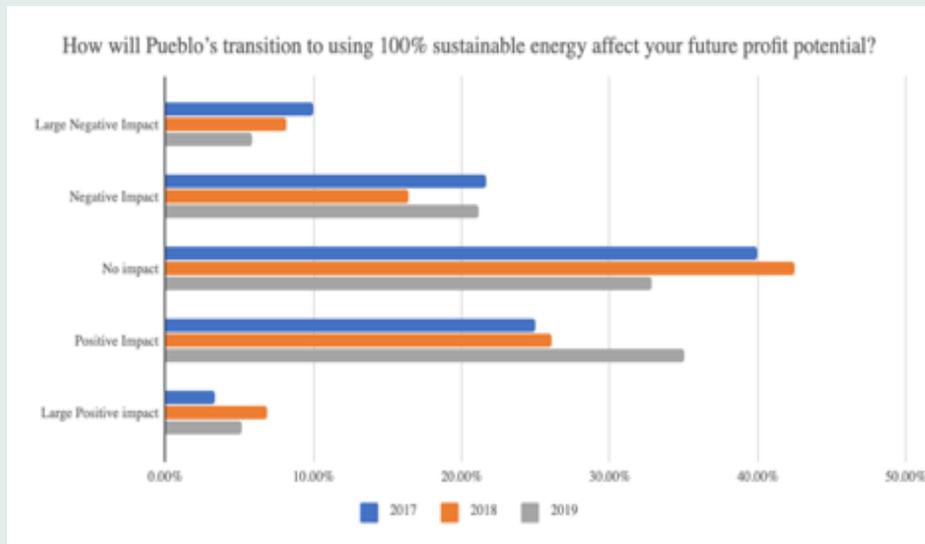
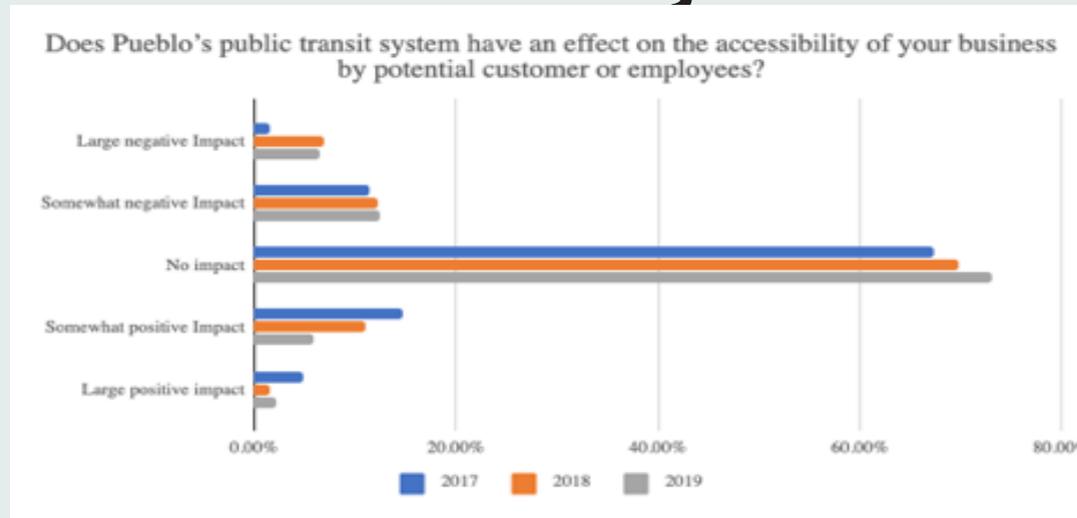
Pueblo Data and Trends: Business Survey Results



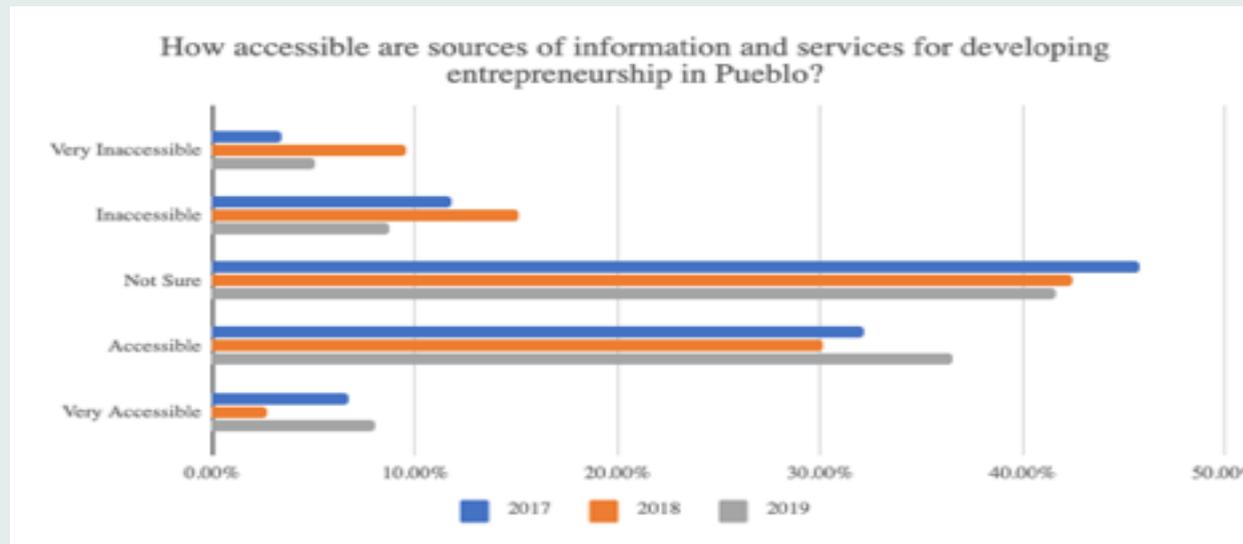
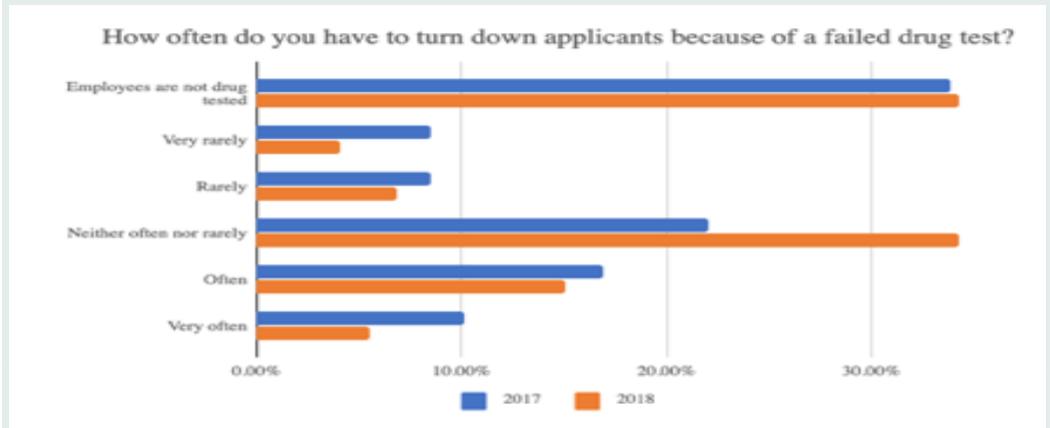
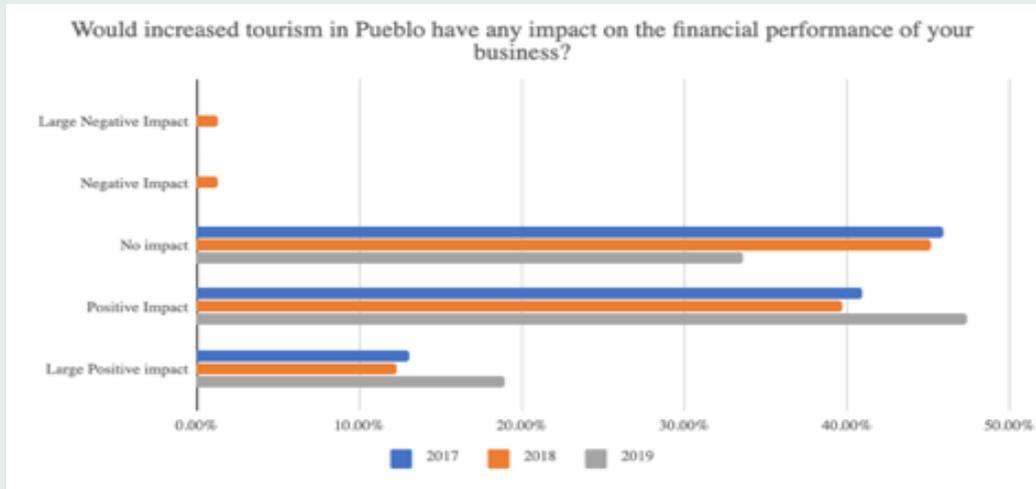
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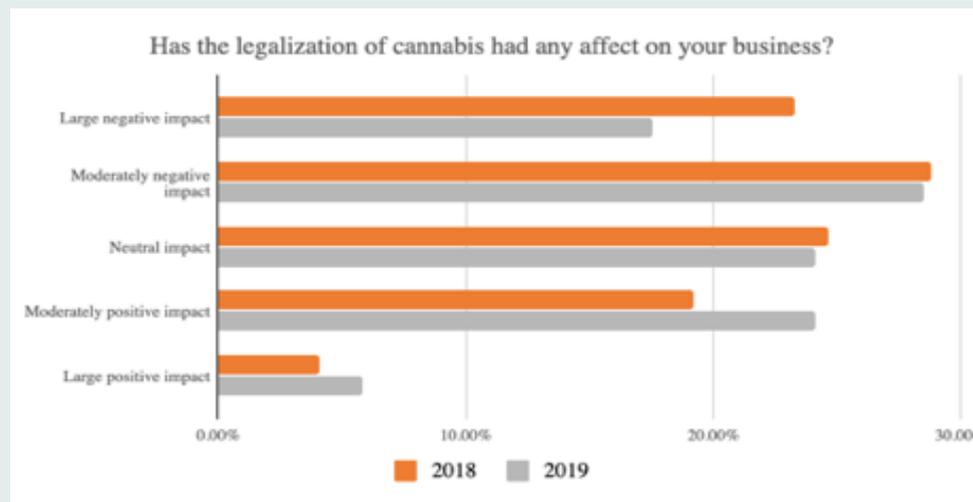
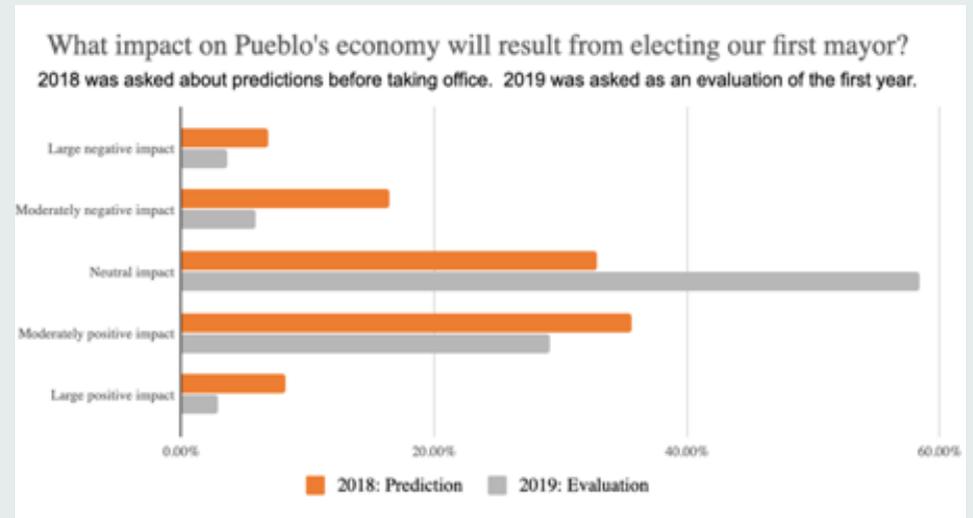
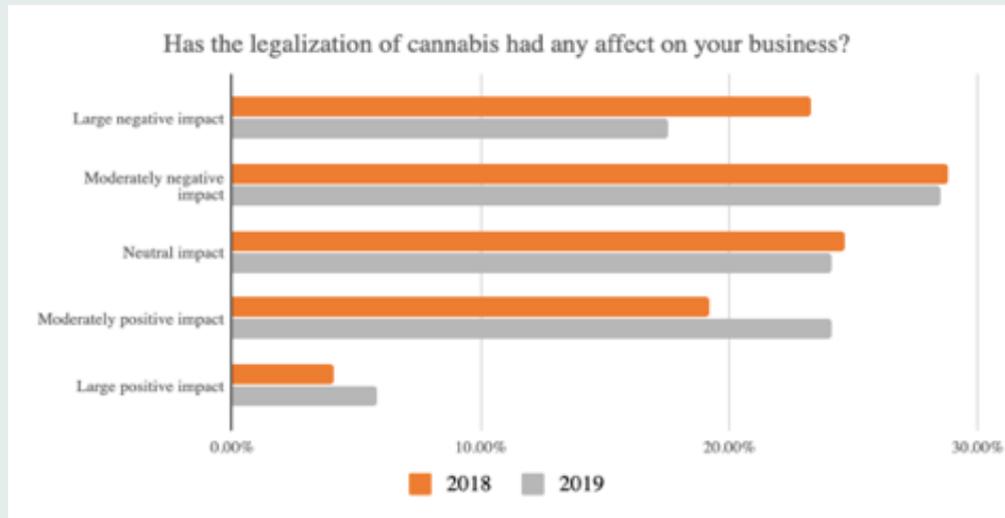
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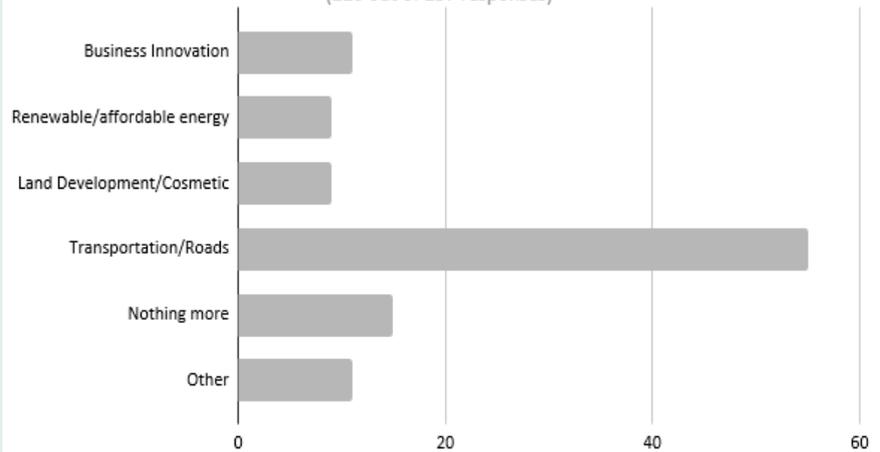
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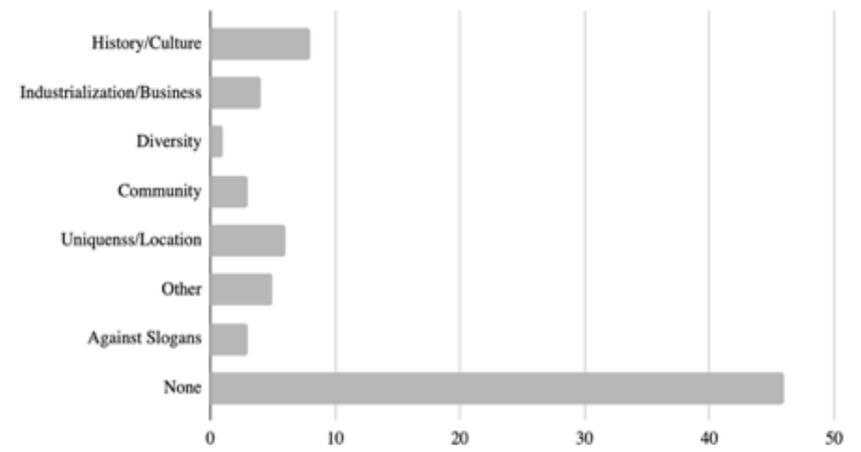
What infrastructure improvement would be most beneficial to your business?

(110 out of 137 responses)

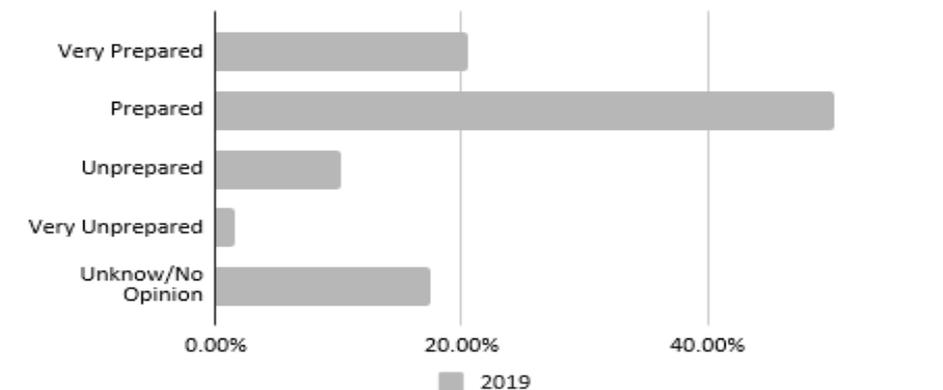


Do you have another suggestion for a Pueblo slogan or branding idea?

(76 out of 137 responses)

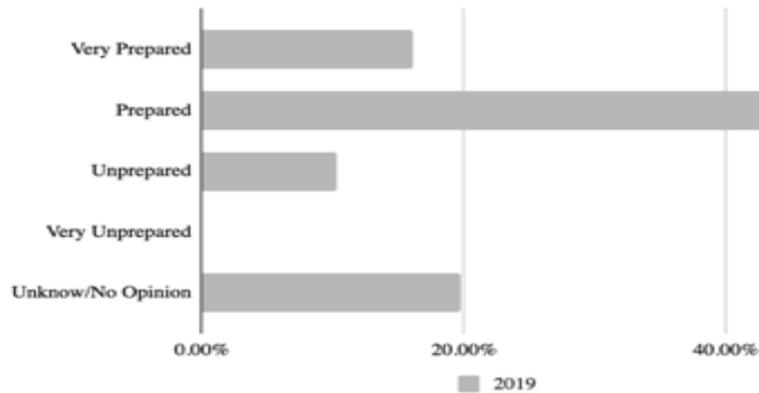


What is your perception of how well graduates from Colorado State University-Pueblo are prepared to enter the workforce?

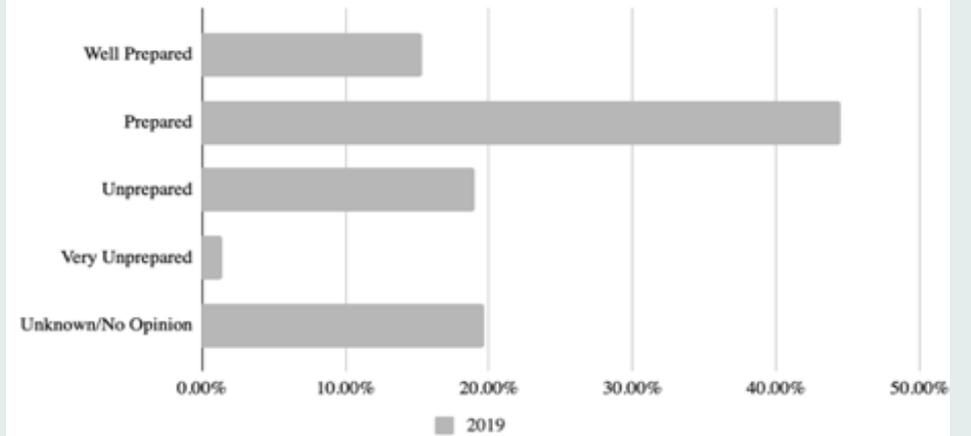


Pueblo Data and Trends: Business Survey Results

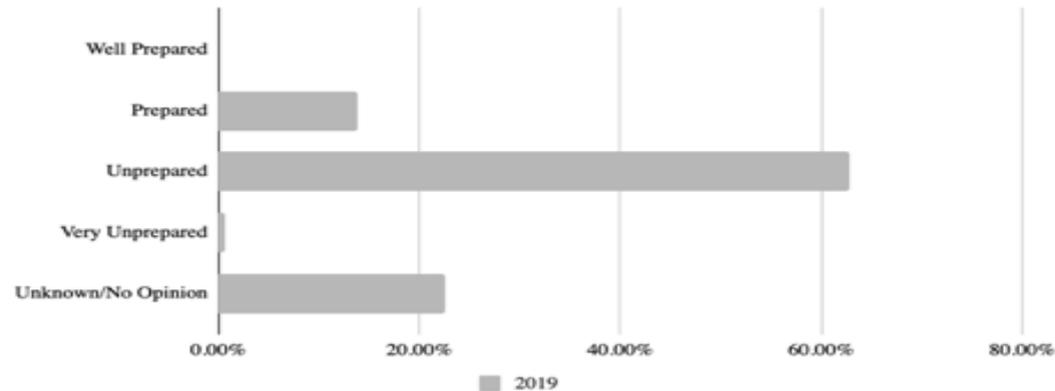
What is your perception of how well graduates from Pueblo Community College are prepared to enter the work force



What is your perception of how well graduates from District 70 are prepared to enter the workforce?

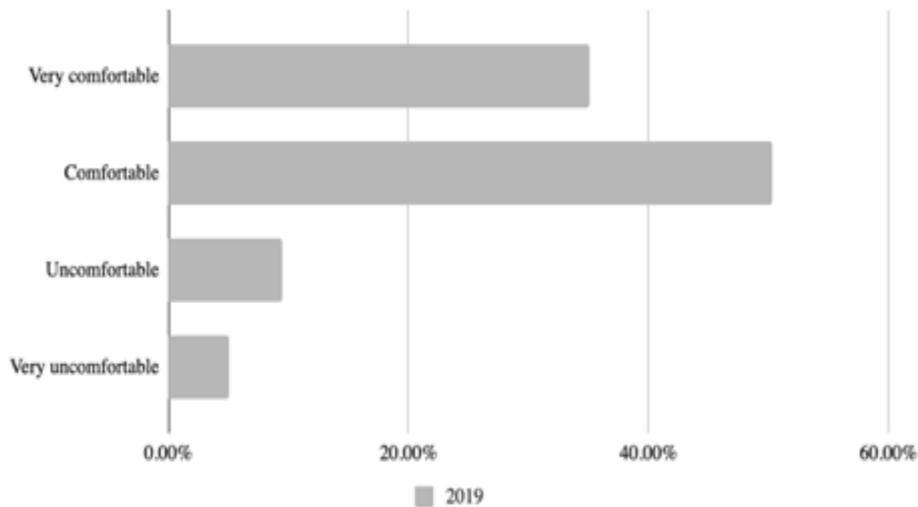


What is your perception of how well graduates from District 60/Pueblo City Schools are prepared to enter the workforce

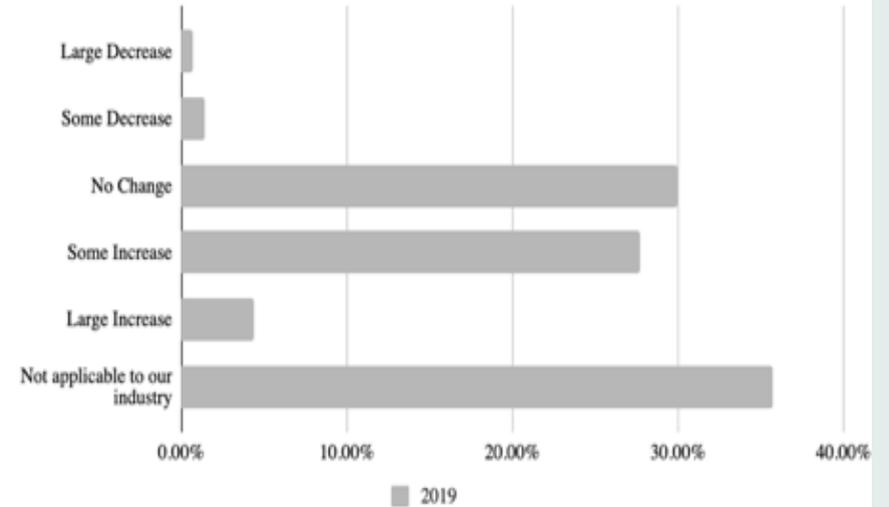


Pueblo Data and Trends: Business Survey Results

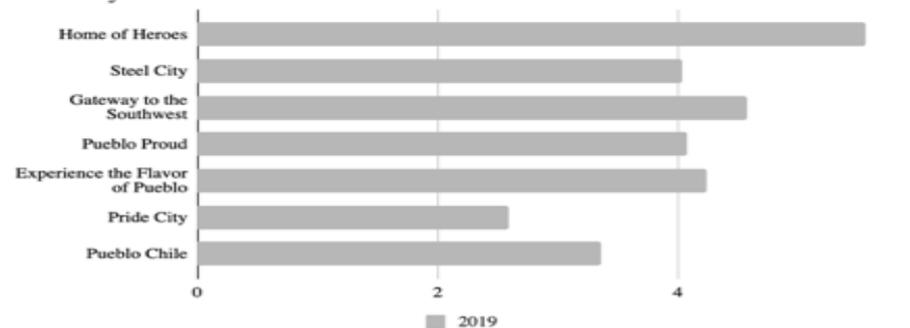
How comfortable are you with the current debt level of your business?



Have you seen a change in your employer contribution to employee health insurance benefits in the last year?



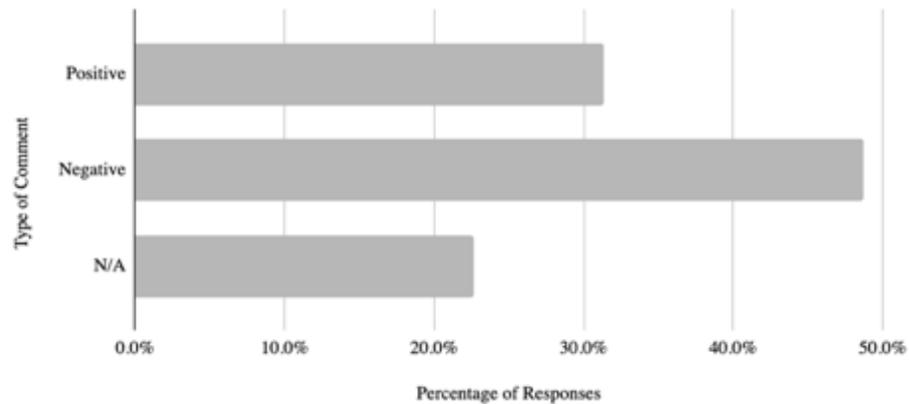
There have been a number of suggested slogans or branding terms for Pueblo. Rank your perception for their impact on tourism and the economy.



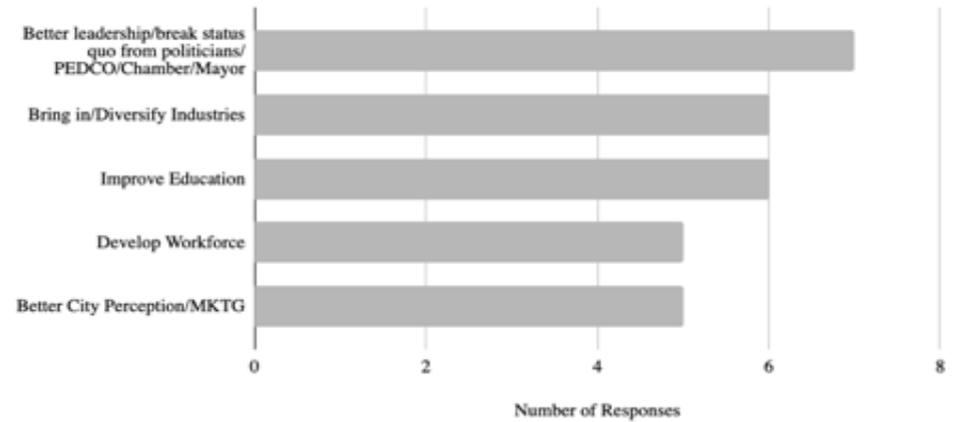
Pueblo Data and Trends: Business Survey Results

If you believe legalized cannabis has impacted your business, please indicate in what ways.

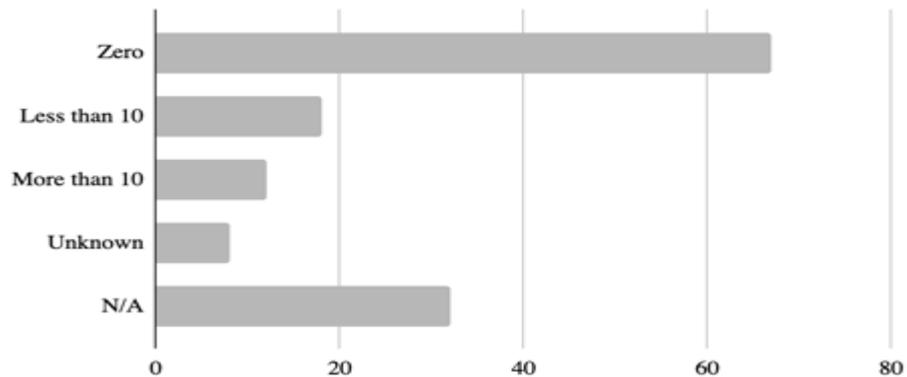
From 115 of 137 Responses



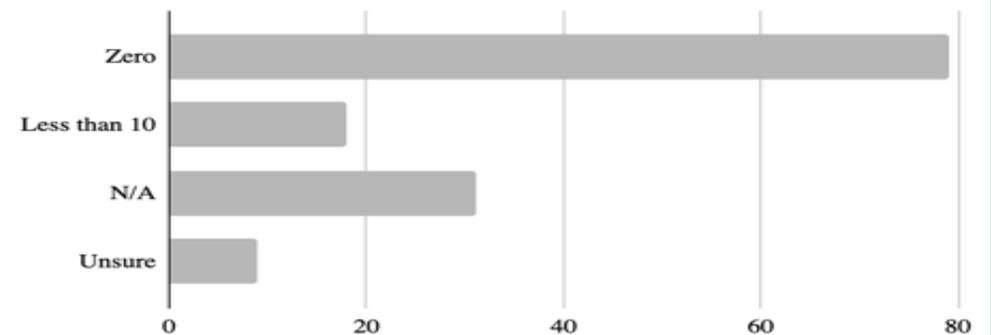
Do you have any thoughts or comments to share about business in Pueblo or our economy?



Applicants Rejected Due to Failed Drug Test: 2019



Number of employees terminated due to a failed drug test: 2019



Economic Report Card

	2017	2018	2019
JOBS/WORKFORCE			
Unemployment	D	B	D
Job Growth/Job Creation	D-	D	C
Median Per Capita Income	F	F	D-
Attributes of Labor Force	D-	D-	D-
SCHOOLS			
D60	F	D	C-
D70	D	C	C
PCC	A	A	A
CSU-Pueblo	B	A	B
Health Care System	A	B	B
Low Cost of Living	A-	A-	A-
Reputation Regional/National	F	F	D
Self Image	D-	D-	C-
Arts/Quality of Life	B	A	A



Appendix: PEDCO Economic Impact Analysis

Target Distribution Center						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	545	\$28,637,561.43	\$33,428,441.52	\$52,762,022.18	Federal	\$8,750,886.76
2 - Indirect	100.77	\$4,324,483.53	\$6,496,006.73	\$12,098,541.96	State	\$2,684,280.10
3 - Induced	131.43	\$5,222,626.94	\$9,462,931.25	\$16,774,351.26	Total	\$11,435,166.86
Total	777.2	\$38,184,671.90	\$49,387,379.50	\$81,634,915.40		
Hospital Cooperative Laundry						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	120	\$3,744,786.26	\$4,880,211.13	\$7,860,599.79	Federal	\$1,137,910.29
2 - Indirect	11.82	\$432,902.80	\$702,217.95	\$1,388,776.65	State	\$567,338.06
3 - Induced	16.93	\$672,652.26	\$1,219,507.18	\$2,161,158.59	Total	\$1,705,248.35
Total	148.76	\$4,850,341.33	\$6,801,936.26	\$11,410,535.04		
Atlas Pacific						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	179	\$14,617,743.56	\$18,710,433.69	\$55,574,747.98	Federal	\$4,646,937.13
2 - Indirect	48.38	\$2,227,450.06	\$3,274,531.69	\$7,020,744.21	State	\$2,152,480.27
3 - Induced	68.56	\$2,724,223.74	\$4,936,052.42	\$8,749,827.95	Total	\$6,799,417.40
Total	295.93	\$19,569,417.36	\$26,921,017.80	\$71,345,320.13		
Convergys						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	700	\$47,286,699.85	\$45,722,878.41	\$75,699,046.03	Federal	\$13,403,400.04
2 - Indirect	141.67	\$5,414,665.54	\$7,477,905.72	\$14,097,800.43	State	\$3,978,381.31
3 - Induced	216.28	\$8,587,233.24	\$15,581,796.73	\$27,602,608.93	Total	\$17,381,781.35
Total	1,057.95	\$61,288,598.62	\$68,782,580.87	\$117,399,455.39		
Kurt Manufacturing						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	30	\$1,755,989.51	\$2,241,875.74	\$3,762,976.19	Federal	\$493,088.24
2 - Indirect	1.76	\$91,532.31	\$135,111.42	\$254,368.69	State	\$133,861.23
3 - Induced	7.39	\$293,577.82	\$532,155.05	\$943,140.86	Total	\$626,949.47
Total	39.15	\$2,141,099.64	\$2,909,142.21	\$4,960,485.74		
Collins Areospace						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	170	\$25,342,806.26	\$35,260,010.49	\$68,131,685.12	Federal	\$7,571,958.96
2 - Indirect	41.77	\$1,932,861.66	\$2,578,697.87	\$5,108,253.85	State	\$3,401,406.64
3 - Induced	109.74	\$4,361,118.87	\$7,900,580.11	\$14,005,984.91	Total	\$10,973,365.61
Total	321.51	\$31,636,786.79	\$45,739,288.47	\$87,245,923.88		
LB Foster						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	28	\$1,891,467.99	\$1,828,915.14	\$3,027,961.84	Federal	\$536,136.00
2 - Indirect	5.67	\$216,586.62	\$299,116.23	\$563,912.02	State	\$159,135.25
3 - Induced	8.65	\$343,489.33	\$623,271.87	\$1,104,104.36	Total	\$695,271.25
Total	42.32	\$2,451,543.94	\$2,751,303.23	\$4,695,978.22		

Haddonstone						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	30	\$1,044,552.21	\$1,382,117.48	\$3,669,338.10	Federal	\$346,092.47
2 - Indirect	4.59	\$220,741.42	\$315,951.86	\$616,150.91	State	\$133,003.79
3 - Induced	5.11	\$203,170.36	\$368,228.11	\$652,652.57	Total	\$479,096.26
Total	39.71	\$1,468,464.00	\$2,066,297.45	\$4,938,141.58		
Mission Foods						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	248	\$12,496,341.74	\$18,081,312.95	\$54,310,343.35	Federal	\$4,033,610.16
2 - Indirect	39.92	\$1,952,699.23	\$3,014,336.73	\$6,206,675.29	State	\$1,432,416.48
3 - Induced	58.06	\$2,307,211.87	\$4,180,400.15	\$7,410,385.32	Total	\$5,466,026.64
Total	345.98	\$16,756,252.83	\$25,276,049.83	\$67,927,403.96		
Grupo Cemento						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	35	\$2,745,416.06	\$4,658,662.03	\$15,199,944.76	Federal	\$1,105,996.51
2 - Indirect	18.19	\$1,023,797.56	\$1,919,589.55	\$3,837,881.39	State	\$463,985.62
3 - Induced	15.23	\$605,118.21	\$1,096,500.74	\$1,943,633.17	Total	\$1,569,982.13
Total	68.42	\$4,374,331.83	\$7,674,752.32	\$20,981,459.32		
Hartung/Agelite Glass						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	73	\$3,587,008.82	\$6,194,345.63	\$17,789,473.10	Federal	\$1,280,630.88
2 - Indirect	16.65	\$801,860.08	\$1,205,645.95	\$2,424,094.18	State	\$503,184.09
3 - Induced	17.78	\$706,639.13	\$1,280,391.70	\$2,269,649.83	Total	\$1,783,814.97
Total	107.43	\$5,095,508.03	\$8,680,383.29	\$22,483,217.10		
Premier Fulfillment						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	22	\$1,226,914.42	\$1,374,299.87	\$5,184,695.03	Federal	\$486,112.68
2 - Indirect	14.9	\$573,209.41	\$841,585.45	\$1,643,110.11	State	\$236,095.02
3 - Induced	7.31	\$290,555.45	\$526,619.79	\$933,376.78	Total	\$722,207.70
Total	44.21	\$2,090,679.28	\$2,742,505.11	\$7,761,181.92		
PBR						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	92	\$3,726,931.75	\$5,360,365.76	\$12,589,681.70	Federal	\$1,467,527.06
2 - Indirect	55.86	\$1,576,514.66	\$2,254,802.38	\$4,863,325.90	State	\$919,402.41
3 - Induced	21.28	\$845,414.97	\$1,532,249.82	\$2,715,771.88	Total	\$2,386,929.47
Total	169.14	\$6,148,861.39	\$9,147,417.95	\$20,168,779.48		
Big R						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	103	\$4,975,163.02	\$7,917,637.52	\$12,807,927.73	Federal	\$1,652,631.90
2 - Indirect	20.7	\$806,785.23	\$1,259,138.12	\$2,483,793.85	State	\$1,737,654.11
3 - Induced	23.87	\$947,963.94	\$1,720,012.92	\$3,047,021.17	Total	\$3,390,286.01
Total	147.57	\$6,729,912.20	\$10,896,788.57	\$18,338,742.74		

Appendix: PEDCO Economic Impact Analysis

Doss Aviation						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	197	\$29,367,840.19	\$40,860,129.80	\$78,952,599.82	Federal	\$8,774,564.21
2 - Indirect	48.41	\$2,239,845.57	\$2,988,255.77	\$5,919,564.76	State	\$3,941,630.05
3 - Induced	127.17	\$5,053,767.16	\$9,155,378.12	\$16,230,464.87	Total	\$12,716,194.26
Total	372.58	\$36,661,452.93	\$53,003,763.70	\$101,102,629.44		
FRE Composites						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	32	\$1,572,387.43	\$2,715,329.59	\$7,798,125.19	Federal	\$561,372.44
2 - Indirect	7.3	\$351,500.31	\$528,502.34	\$1,062,616.63	State	\$220,573.85
3 - Induced	7.8	\$309,759.62	\$561,267.59	\$994,914.99	Total	\$781,946.29
Total	47.09	\$2,233,647.36	\$3,805,099.52	\$9,855,656.81		
iQor						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	540	\$16,603,264.81	\$15,030,301.43	\$26,765,216.29	Federal	\$4,756,293.14
2 - Indirect	49.32	\$1,958,006.60	\$2,717,922.60	\$5,255,041.77	State	\$1,411,589.22
3 - Induced	74.88	\$2,975,493.26	\$5,391,875.64	\$9,557,397.66	Total	\$6,167,882.36
Total	664.2	\$21,536,764.67	\$23,140,099.67	\$41,577,655.72		
The Water Company						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	10	\$635,361.22	\$1,313,312.51	\$2,158,589.97	Federal	\$259,921.28
2 - Indirect	4.35	\$250,145.73	\$338,710.29	\$669,402.15	State	\$244,912.54
3 - Induced	3.62	\$143,552.69	\$260,517.57	\$461,467.90	Total	\$504,833.82
Total	17.97	\$1,029,059.65	\$1,912,540.37	\$3,289,460.02		
Coronado Stone						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	43	\$2,680,865.67	\$6,050,759.84	\$12,616,205.02	Federal	\$1,069,002.66
2 - Indirect	13.69	\$803,774.71	\$1,207,727.48	\$2,443,989.66	State	\$408,517.72
3 - Induced	14.02	\$557,223.35	\$1,009,817.89	\$1,789,895.97	Total	\$1,477,520.38
Total	70.71	\$4,041,863.73	\$8,268,305.21	\$16,850,090.65		
Westwind						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	35	\$1,709,587.23	\$2,062,375.08	\$5,254,921.42	Federal	\$528,388.70
2 - Indirect	5.75	\$245,530.36	\$351,521.87	\$686,454.88	State	\$166,423.33
3 - Induced	7.89	\$313,629.49	\$568,234.28	\$1,007,301.45	Total	\$694,812.03
Total	48.65	\$2,268,747.08	\$2,982,131.23	\$6,948,677.75		
Formulary 55						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	3	\$261,690.87	\$483,792.58	\$1,524,705.39	Federal	\$98,482.91
2 - Indirect	1.46	\$76,045.00	\$119,563.81	\$238,741.50	State	\$43,468.60
3 - Induced	1.37	\$54,223.79	\$98,310.71	\$174,218.88	Total	\$141,951.51
Total	5.82	\$391,959.66	\$701,667.10	\$1,937,665.77		

Grady's Foodservice Expansion						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	11	\$330,410.22	\$384,590.60	\$692,715.72	Federal	\$95,099.37
2 - Indirect	1.21	\$45,531.23	\$65,724.98	\$125,085.25	State	\$49,303.55
3 - Induced	1.62	\$64,277.21	\$117,036.42	\$206,998.71	Total	\$144,402.91
Total	13.83	\$440,218.67	\$567,352.00	\$1,024,799.69		
Rocla Concrete Ties						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	58	\$6,248,184.92	\$9,977,505.21	\$18,491,690.38	Federal	\$2,072,782.61
2 - Indirect	21.46	\$999,864.38	\$1,478,667.62	\$2,912,883.12	State	\$631,059.79
3 - Induced	29.25	\$1,162,314.59	\$2,105,882.73	\$3,733,070.64	Total	\$2,703,842.41
Total	108.71	\$8,410,363.88	\$13,562,055.55	\$25,137,644.13		
KMG Chemicals						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	76	\$8,021,780.12	\$16,116,739.63	\$56,388,091.29	Federal	\$3,365,050.44
2 - Indirect	59.77	\$3,330,902.71	\$5,681,434.70	\$12,779,573.67	State	\$2,807,570.46
3 - Induced	44.93	\$1,785,186.46	\$3,235,046.41	\$5,734,201.24	Total	\$6,172,620.90
Total	180.7	\$13,137,869.29	\$25,033,220.74	\$74,901,866.20		
Trane						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	450	\$31,979,998.39	\$46,656,241.43	\$180,184,389.59	Federal	\$10,795,446.38
2 - Indirect	131.14	\$6,329,069.18	\$10,113,628.66	\$20,661,001.95	State	\$4,512,589.03
3 - Induced	154.56	\$6,142,066.58	\$11,128,227.59	\$19,726,832.94	Total	\$15,308,035.41
Total	735.7	\$44,451,134.15	\$67,898,097.69	\$220,572,224.49		
Vestas						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	900	\$65,427,313.97	\$100,941,412.58	\$288,380,249.44	Federal	\$22,821,541.59
2 - Indirect	350.39	\$15,543,626.67	\$21,868,175.46	\$47,868,560.00	State	\$9,218,648.62
3 - Induced	325.02	\$12,915,815.63	\$23,400,679.29	\$41,482,160.87	Total	\$32,040,190.21
Total	1,575.41	\$93,886,756.27	\$146,210,267.33	\$377,730,970.30		
Chemical Marketing Concepts						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	7	\$393,370.12	\$744,395.42	\$1,283,735.13	Federal	\$145,772.05
2 - Indirect	2.22	\$95,095.35	\$133,665.08	\$251,268.47	State	\$169,478.04
3 - Induced	1.99	\$78,897.71	\$143,015.21	\$253,465.74	Total	\$315,250.08
Total	11.2	\$567,363.17	\$1,021,075.71	\$1,788,469.35		
Interstate Chemical						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	30	\$3,166,492.15	\$6,361,870.91	\$22,258,457.09	Federal	\$1,328,309.38
2 - Indirect	23.59	\$1,314,830.02	\$2,242,671.59	\$5,044,568.55	State	\$1,108,251.50
3 - Induced	17.74	\$704,678.87	\$1,276,992.00	\$2,263,500.49	Total	\$2,436,560.88
Total	71.33	\$5,186,001.04	\$9,881,534.50	\$29,566,526.13		

Appendix: PEDCO Economic Impact Analysis

pewag						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	27	\$1,789,033.38	\$2,401,227.33	\$6,078,861.06	Federal	\$554,828.79
2 - Indirect	4.71	\$230,117.42	\$347,575.60	\$758,847.42	State	\$226,546.87
3 - Induced	8.1	\$321,695.79	\$582,821.13	\$1,033,180.74	Total	\$781,375.65
Total	39.8	\$2,340,846.58	\$3,331,624.05	\$7,870,889.22		
Solar Roast						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	25	\$1,672,336.90	\$2,137,868.36	\$9,183,736.23	Federal	\$553,614.56
2 - Indirect	7.4	\$371,362.49	\$559,986.23	\$1,091,394.94	State	\$189,885.22
3 - Induced	8.24	\$327,379.91	\$593,423.65	\$1,051,729.84	Total	\$743,499.78
Total	40.64	\$2,371,079.31	\$3,291,278.24	\$11,326,861.02		
TR Toppers Expansion						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	10	\$668,934.76	\$855,147.35	\$3,673,494.49	Federal	\$221,445.82
2 - Indirect	2.96	\$148,545.00	\$223,994.49	\$436,557.98	State	\$75,954.09
3 - Induced	3.3	\$130,951.97	\$237,369.46	\$420,691.94	Total	\$297,399.91
Total	16.25	\$948,431.72	\$1,316,511.30	\$4,530,744.41		
United Launch Alliance						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	26	\$3,875,958.60	\$5,392,707.49	\$10,420,140.08	Federal	\$1,158,064.31
2 - Indirect	6.39	\$295,614.14	\$394,389.09	\$781,262.35	State	\$520,215.13
3 - Induced	16.78	\$666,994.65	\$1,208,324.02	\$2,142,091.81	Total	\$1,678,279.45
Total	49.17	\$4,838,567.39	\$6,995,420.59	\$13,343,494.24		
Dept. of Personnel Administration						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	96	\$8,515,622.53	\$14,914,982.80	\$29,680,287.79	Federal	\$3,525,211.96
2 - Indirect	75.45	\$4,008,529.16	\$5,290,565.47	\$10,593,524.46	State	(\$2,353,266.99)
3 - Induced	50.63	\$2,011,497.30	\$3,645,851.41	\$6,461,800.86	Total	\$1,171,944.97
Total	222.08	\$14,535,648.99	\$23,851,399.68	\$46,735,613.12		
Government Printing Office						
Impact	EMPL	Labor Income	Value Added	Output	Taxes	
1 - Direct	28	\$2,856,844.46	\$4,149,876.34	\$4,149,876.34	Federal	\$795,035.11
2 - Indirect	0	\$0.00	\$0.00	\$0.00	State	\$170,544.78
3 - Induced	11.42	\$453,935.72	\$822,302.64	\$1,457,797.70	Total	\$965,579.89
Total	39.42	\$3,310,780.18	\$4,972,178.98	\$5,607,674.03		

Meet the Healy Fellows



Noah Commerford



Joey Gavato



Cameron Leben



Ryan Madic



Brooklyn Micheli



Meridyth Moose



Raul Reyes



Amber Vaught



Greg Wakefield



Dr. Bruce Raymond,
Dean of Hasan School of
Business

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