

# Economic Impact Analysis Report for Calloway County, Kentucky

The local economy is a complex system that involves the interaction of numerous individuals and firms across different industries. Often times, firms will buy their inputs from local suppliers and will sell their output to other local firms. Though these linkages among local firms can be complex in and of themselves, the local economy also includes consumption by local residents, local retailers, and service providers. When one also considers the possibility that goods and services are imported to and exported from the locale, and the contribution of local and state governments to the economy, the intricacies of the local economy are self-evident.

Economic impact analysis is a powerful tool in demonstrating how a particular firm or industry impacts a local economy. Since firms within a region are linked together through input and output relationships, the analysis traces how changes in one industry will affect the others in the economy. The changes in the local economy are often measured in terms of employment and income, and the changes can be classified as three distinct impacts: direct, indirect, and induced. For the purposes of this report, income will include employee compensation and proprietors' income.

The direct impact represents actual employment of, or income generated by, the industry under analysis in a particular county. Given that the analyzed industry likely purchases inputs from other local industries, the indirect impact estimates the number of jobs, and income generated, in these linked industries that attribute to the industry undergoing analysis. For example, restaurants will purchase fresh bread from a local bakery. This demand generated by the restaurants may cause the local bakery to increase its employment, and hence its payroll. However, the local bakery will also serve other industries, such as the local grocers. Therefore, the indirect impacts also estimate the number of employees of the linked industry needed to supply the analyzed industry. Household income is generated by the employment counted in the direct and indirect impacts. The induced impact estimates the number of jobs in the local economy that result from the spending of the direct income, to the extent that such consumption occurs locally. The total impact, then, is the sum of direct, indirect and induced employment or income impact for the sector.

To begin our analysis of Calloway County, consider the composition of the local economy. Figure 1, on page 3, presents two pie charts, each depicting the proportion of local employment and income that each industry represents. The table below the two pie charts presents the direct employment and income numbers for each industry in the pie charts. Income per employee is also reported as a proxy for average wages across industries. For the purposes of this report, industries are defined using the North American Industrial Classification System (NAICS) 2-digit codes. All public sector employment and income (regardless of source, whether local, state or federal; this includes public primary and secondary schools, as well as public colleges and universities) is represented in Sector 92: Public Administration. Private schools of any kind are included under Sector 61: Educational Services.



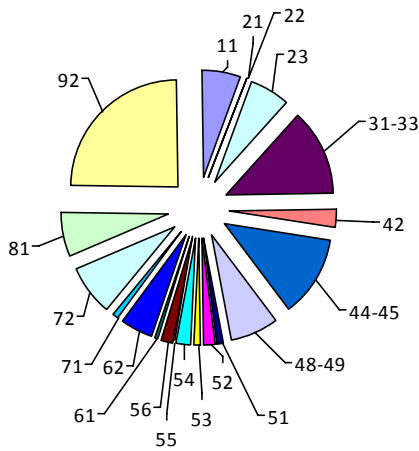
After page three, this report details the direct, indirect and induced employment and income for each of the nineteen private sectors and a government sector of the local economy. Perhaps the simplest way to analyze the indirect and induced contributions of a given industry to Calloway County's economy is to examine a scenario in which that industry's production no longer existed. Without the given sector, not only would direct employment and income fall, but there would be less local demand for certain inputs and services (i.e., an indirect impact) and less household and government spending (i.e., an induced impact). We can approximate how the entire local economy would be affected if a single industry's production did not take place locally using IMPLAN, a computer software product designed to conduct economic impact analysis.

In the following pages, we examine how the local economy would be affected if each sector in the local economy were eliminated one at a time. Readers will find a narrative that briefly describes each industry's economic contribution to the community and a table summarizing the three different impacts measured in this analysis. Income per employee by impact type is also reported to help readers quickly compare the relative contribution each industry makes to the local community. Comparing the income per employee from the direct impact across sectors indicates job quality (i.e., high or low paying jobs), whereas comparing the income per employee for indirect impacts suggests how strongly connected the industry under analysis is to other sectors in the county. The induced income per employee figure primarily reflects the diversity in the community's retail and services sector -- this will tend to be higher across all sectors when many shopping opportunities exist locally, and it will be higher for those sectors with higher paying direct employment.

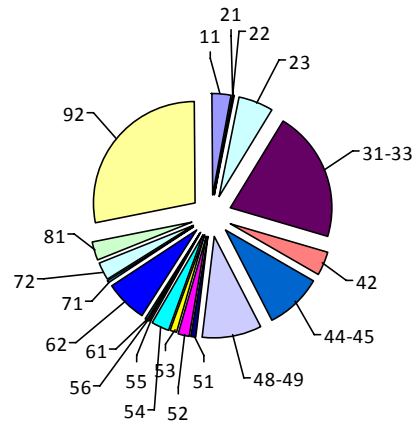


Figure 1

**Total Employment by Sector**



**Total Income by Sector**



NAICS	Industry Title	Direct Employment	Direct Income	Income per Employee
92	Public Administration	5,295	\$173,090,416	\$32,689
31-33	Manufacturing	2,792	\$126,987,728	\$45,486
44-45	Retail Trade	2,554	\$56,079,568	\$21,961
72	Accommodation and Food Services	1,635	\$18,633,690	\$11,400
48-49	Transportation and Warehousing	1,501	\$55,981,856	\$37,309
81	Other Services (except Public Administration)	1,382	\$16,771,097	\$12,135
23	Construction	1,258	\$35,387,832	\$28,126
11	Agriculture, Forestry, Fishing and Hunting	1,244	\$19,371,190	\$15,573
62	Health Care and Social Assistance	1,044	\$40,771,092	\$39,057
42	Wholesale Trade	561	\$21,991,204	\$39,186
54	Professional, Scientific, and Technical Services	442	\$15,905,590	\$35,994
52	Finance and Insurance	340	\$11,291,498	\$33,220
56	Administrative and Support and Waste Management and Remediation Services	328	\$4,500,727	\$13,722
53	Real Estate and Rental and Leasing	282	\$5,907,437	\$20,919
51	Information	172	\$4,903,646	\$28,526
71	Arts, Entertainment, and Recreation	171	\$1,985,902	\$11,600
61	Educational Services	120	\$910,450	\$7,593
21	Mining	3	\$135,919	\$50,340
55	Management of Companies and Enterprises	3	\$190,713	\$76,285
22	Utilities	1	\$88,985	\$63,561
<b>Total</b>		<b>21,127</b>	<b>\$610,886,540</b>	<b>\$28,916</b>



## The Economic Impacts of Agriculture, Forestry, Fishing and Hunting in Calloway County, Kentucky

In 2004, combined Agriculture, Forestry, Fishing and Hunting employment in the county totaled 1,244 workers, generated \$19,371,190 in local income. As illustrated below, Agriculture, Forestry, Fishing and Hunting accounts for about 5.89 percent of county employment and 3.17 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Agriculture, Forestry, Fishing and Hunting presents 5.33 percent of state employment and 1.40 percent of state income.

The elimination of 1,244 Agriculture, Forestry, Fishing and Hunting jobs would result in an additional 959 jobs lost in related industries. In terms of income, eliminating Agriculture, Forestry, Fishing and Hunting would amount to a direct income loss of \$19,371,190 plus an additional \$25,208,237 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Agriculture, Forestry, Fishing and Hunting in the county.

### Impact Analysis Results for Agriculture, Forestry, Fishing and Hunting\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Agriculture, Forestry, Fishing and Hunting.	1,244	\$19,371,190	\$15,573
<b>Indirect Impact</b> Firms within Agriculture, Forestry, Fishing and Hunting will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	290	\$6,671,937	\$23,038
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	669	\$18,536,300	\$27,699
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	2,203	\$44,579,428	\$20,239

\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).



## The Economic Impacts of Mining in Calloway County, Kentucky

In 2004, combined Mining employment in the county totaled 3 workers, generated \$135,919 in local income. As illustrated below, Mining accounts for about 0.01 percent of county employment and 0.02 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Mining presents 1.01 percent of state employment and 1.73 percent of state income.

The elimination of 3 Mining jobs would result in an additional 5 jobs lost in related industries. In terms of income, eliminating Mining would amount to a direct income loss of \$135,919 plus an additional \$150,172 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Mining in the county.

### Impact Analysis Results for Mining\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Mining.	3	\$135,919	\$50,340
<b>Indirect Impact</b> Firms within Mining will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	1	\$26,204	\$32,755
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	5	\$123,968	\$27,548
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	8	\$286,091	\$35,761

*\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).*



## The Economic Impacts of Utilities in Calloway County, Kentucky

In 2004, combined Utilities employment in the county totaled 1 workers, generated \$88,985 in local income. As illustrated below, Utilities accounts for about 0.01 percent of county employment and 0.01 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Utilities presents 0.26 percent of state employment and 0.60 percent of state income.

The elimination of 1 Utilities jobs would result in an additional 2 jobs lost in related industries. In terms of income, eliminating Utilities would amount to a direct income loss of \$88,985 plus an additional \$57,277 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Utilities in the county.

### Impact Analysis Results for Utilities\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Utilities.	1	\$88,985	\$63,561
<b>Indirect Impact</b> Firms within Utilities will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	0	\$5,453	\$27,265
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	2	\$51,824	\$27,276
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	4	\$146,263	\$41,789

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## The Economic Impacts of Construction in Calloway County, Kentucky

In 2004, combined Construction employment in the county totaled 1,258 workers, generated \$35,387,832 in local income. As illustrated below, Construction accounts for about 5.96 percent of county employment and 5.79 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Construction presents 6.15 percent of state employment and 5.98 percent of state income.

The elimination of 1,258 Construction jobs would result in an additional 1,248 jobs lost in related industries. In terms of income, eliminating Construction would amount to a direct income loss of \$35,387,832 plus an additional \$34,553,737 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Construction in the county.

### Impact Analysis Results for Construction\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Construction.	1,258	\$35,387,832	\$28,126
<b>Indirect Impact</b> Firms within Construction will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	464	\$13,120,561	\$28,271
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	784	\$21,433,176	\$27,328
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	2,507	\$69,941,571	\$27,904

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## The Economic Impacts of Manufacturing in Calloway County, Kentucky

In 2004, combined Manufacturing employment in the county totaled 2,792 workers, generated \$126,987,728 in local income. As illustrated below, Manufacturing accounts for about 13.21 percent of county employment and 20.79 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Manufacturing presents 11.4 percent of state employment and 18.54 percent of state income.

The elimination of 2,792 Manufacturing jobs would result in an additional 8,785 jobs lost in related industries. In terms of income, eliminating Manufacturing would amount to a direct income loss of \$126,987,728 plus an additional \$256,003,062 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Manufacturing in the county.

### Impact Analysis Results for Manufacturing\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Manufacturing.	2,792	\$126,987,728	\$45,486
<b>Indirect Impact</b> Firms within Manufacturing will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	4,056	\$125,860,111	\$31,028
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	4,729	\$130,142,951	\$27,521
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	11,577	\$382,990,791	\$33,082

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## The Economic Impacts of Wholesale Trade in Calloway County, Kentucky

In 2004, combined Wholesale Trade employment in the county totaled 561 workers, generated \$21,991,204 in local income. As illustrated below, Wholesale Trade accounts for about 2.66 percent of county employment and 3.60 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Wholesale Trade presents 3.35 percent of state employment and 4.99 percent of state income.

The elimination of 561 Wholesale Trade jobs would result in an additional 677 jobs lost in related industries. In terms of income, eliminating Wholesale Trade would amount to a direct income loss of \$21,991,204 plus an additional \$18,701,419 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Wholesale Trade in the county.

### Impact Analysis Results for Wholesale Trade\*

	Employment	Income	Income per Employee
<b>Direct Impact</b>			
Measures the employment lost from the elimination of Wholesale Trade.	561	\$21,991,204	\$39,186
<b>Indirect Impact</b>			
Firms within Wholesale Trade will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	112	\$2,909,023	\$26,020
<b>Induced Impact</b>			
The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	566	\$15,792,396	\$27,926
<b>Total Impact</b>			
The sum of the direct, indirect and induced impacts.	1,239	\$40,692,622	\$32,856

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## The Economic Impacts of Retail Trade in Calloway County, Kentucky

In 2004, combined Retail Trade employment in the county totaled 2,554 workers, generated \$56,079,568 in local income. As illustrated below, Retail Trade accounts for about 12.09 percent of county employment and 9.18 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Retail Trade presents 10.31 percent of state employment and 6.40 percent of state income.

The elimination of 2,554 Retail Trade jobs would result in an additional 1,660 jobs lost in related industries. In terms of income, eliminating Retail Trade would amount to a direct income loss of \$56,079,568 plus an additional \$45,506,237 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Retail Trade in the county.

### Impact Analysis Results for Retail Trade\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Retail Trade.	2,554	\$56,079,568	\$21,961
<b>Indirect Impact</b> Firms within Retail Trade will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	301	\$7,693,049	\$25,533
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	1,358	\$37,813,188	\$27,837
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	4,213	\$101,585,808	\$24,111

*\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).*



## The Economic Impacts of Transportation and Warehousing in Calloway County, Kentucky

In 2004, combined Transportation and Warehousing employment in the county totaled 1,501 workers, generated \$55,981,856 in local income. As illustrated below, Transportation and Warehousing accounts for about 0.01 percent of county employment and 0.03 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Transportation and Warehousing presents 4.66 percent of state employment and 6.31 percent of state income.

The elimination of 1,501 Transportation and Warehousing jobs would result in an additional 1,842 jobs lost in related industries. In terms of income, eliminating Transportation and Warehousing would amount to a direct income loss of \$55,981,856 plus an additional \$51,198,416 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Transportation and Warehousing in the county.

### Impact Analysis Results for Transportation and Warehousing\*

	Employment	Income	Income per Employee
<b>Direct Impact</b>			
Measures the employment lost from the elimination of Transportation and Warehousing.	1,501	\$55,981,856	\$37,309
<b>Indirect Impact</b>			
Firms within Transportation and Warehousing will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	616	\$17,605,252	\$28,603
<b>Induced Impact</b>			
The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	1,227	\$33,593,164	\$27,387
<b>Total Impact</b>			
The sum of the direct, indirect and induced impacts.	3,343	\$107,180,269	\$32,066

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## The Economic Impacts of Information in Calloway County, Kentucky

In 2004, combined Information employment in the county totaled 172 workers, generated \$4,903,646 in local income. As illustrated below, Information accounts for about 0.81 percent of county employment and 0.80 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Information presents 1.37 percent of state employment and 1.66 percent of state income.

The elimination of 172 Information jobs would result in an additional 237 jobs lost in related industries. In terms of income, eliminating Information would amount to a direct income loss of \$4,903,646 plus an additional \$6,476,811 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Information in the county.

### Impact Analysis Results for Information\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Information.	172	\$4,903,646	\$28,526
<b>Indirect Impact</b> Firms within Information will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	88	\$2,371,594	\$26,889
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	148	\$4,105,217	\$27,663
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	409	\$11,380,457	\$27,859

*\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).*



## The Economic Impacts of Finance and Insurance in Calloway County, Kentucky

In 2004, combined Finance and Insurance employment in the county totaled 340 workers, generated \$11,291,498 in local income. As illustrated below, Finance and Insurance accounts for about 1.61 percent of county employment and 1.85 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Finance and Insurance presents 3.57 percent of state employment and 4.63 percent of state income.

The elimination of 340 Finance and Insurance jobs would result in an additional 396 jobs lost in related industries. In terms of income, eliminating Finance and Insurance would amount to a direct income loss of \$11,291,498 plus an additional \$11,019,132 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Finance and Insurance in the county.

### Impact Analysis Results for Finance and Insurance\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Finance and Insurance.	340	\$11,291,498	\$33,220
<b>Indirect Impact</b> Firms within Finance and Insurance will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	55	\$1,566,187	\$28,271
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	340	\$9,452,945	\$27,770
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	736	\$22,310,630	\$30,322

*\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).*



## The Economic Impacts of Real Estate and Rental and Leasing in Calloway County, Kentucky

In 2004, combined Real Estate and Rental and Leasing employment in the county totaled 282 workers, generated \$5,907,437 in local income. As illustrated below, Real Estate and Rental and Leasing accounts for about 1.34 percent of county employment and 0.97 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Real Estate and Rental and Leasing presents 2.73 percent of state employment and 1.51 percent of state income.

The elimination of 282 Real Estate and Rental and Leasing jobs would result in an additional 269 jobs lost in related industries. In terms of income, eliminating Real Estate and Rental and Leasing would amount to a direct income loss of \$5,907,437 plus an additional \$7,265,552 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Real Estate and Rental and Leasing in the county.

### Impact Analysis Results for Real Estate and Rental and Leasing\*

	Employment	Income	Income per Employee
<b>Direct Impact</b>			
Measures the employment lost from the elimination of Real Estate and Rental and Leasing.	282	\$5,907,437	\$20,919
<b>Indirect Impact</b>			
Firms within Real Estate and Rental and Leasing will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	56	\$1,302,771	\$23,431
<b>Induced Impact</b>			
The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	213	\$5,962,781	\$27,968
<b>Total Impact</b>			
The sum of the direct, indirect and induced impacts.	551	\$13,172,988	\$23,894

\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).



## The Economic Impacts of Professional, Scientific, and Technical Services in Calloway County, Kentucky

In 2004, combined Professional, Scientific, and Technical Services employment in the county totaled 442 workers, generated \$15,905,590 in local income. As illustrated below, Professional, Scientific, and Technical Services accounts for about 2.09 percent of county employment and 2.60 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Professional, Scientific, and Technical Services presents 4.07 percent of state employment and 5.35 percent of state income.

The elimination of 442 Professional, Scientific, and Technical Services jobs would result in an additional 363 jobs lost in related industries. In terms of income, eliminating Professional, Scientific, and Technical Services would amount to a direct income loss of \$15,905,590 plus an additional \$9,567,186 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Professional, Scientific, and Technical Services in the county.

### Impact Analysis Results for Professional, Scientific, and Technical Services\*

	Employment	Income	Income per Employee
<b>Direct Impact</b>			
Measures the employment lost from the elimination of Professional, Scientific, and Technical Services.	442	\$15,905,590	\$35,994
<b>Indirect Impact</b>			
Firms within Professional, Scientific, and Technical Services will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	94	\$2,264,894	\$24,069
<b>Induced Impact</b>			
The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	269	\$7,302,292	\$27,186
<b>Total Impact</b>			
The sum of the direct, indirect and induced impacts.	805	\$25,472,776	\$31,655

\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).



## The Economic Impacts of Management of Companies and Enterprises in Calloway County, Kentucky

In 2004, combined Management of Companies and Enterprises employment in the county totaled 3 workers, generated \$190,713 in local income. As illustrated below, Management of Companies and Enterprises accounts for about 13.21 percent of county employment and 20.79 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Management of Companies and Enterprises presents 0.66 percent of state employment and 1.54 percent of state income.

The elimination of 3 Management of Companies and Enterprises jobs would result in an additional 4 jobs lost in related industries. In terms of income, eliminating Management of Companies and Enterprises would amount to a direct income loss of \$190,713 plus an additional \$120,235 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Management of Companies and Enterprises in the county.

### Impact Analysis Results for Management of Companies and Enterprises\*

	Employment	Income	Income per Employee
<b>Direct Impact</b>			
Measures the employment lost from the elimination of Management of Companies and Enterprises.	3	\$190,713	\$76,285
<b>Indirect Impact</b>			
Firms within Management of Companies and Enterprises will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	1	\$23,669	\$26,299
<b>Induced Impact</b>			
The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	4	\$96,566	\$27,590
<b>Total Impact</b>			
The sum of the direct, indirect and induced impacts.	7	\$310,948	\$45,065

\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).





## The Economic Impacts of Administrative and Support and Waste Management and Remediation Services in Calloway County, Kentucky

In 2004, combined Administrative and Support and Waste Management and Remediation Services employment in the county totaled 328 workers, generated \$4,500,727 in local income. As illustrated below, Administrative and Support and Waste Management and Remediation Services accounts for about 1.55 percent of county employment and 0.74 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Administrative and Support and Waste Management and Remediation Services presents 4.98 percent of state employment and 2.73 percent of state income.

The elimination of 328 Administrative and Support and Waste Management and Remediation Services jobs would result in an additional 147 jobs lost in related industries. In terms of income, eliminating Administrative and Support and Waste Management and Remediation Services would amount to a direct income loss of \$4,500,727 plus an additional \$3,802,254 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Administrative and Support and Waste Management and Remediation Services in the county.

### Impact Analysis Results for Administrative and Support and Waste Management and Remediation Services

	Employment	Income	Income per Employee
<b>Direct Impact</b>			
Measures the employment lost from the elimination of Administrative and Support and Waste Management and Remediation Services.	328	\$4,500,727	\$13,722
<b>Indirect Impact</b>			
Firms within Administrative and Support and Waste Management and Remediation Services will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	51	\$1,173,279	\$23,142
<b>Induced Impact</b>			
The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	96	\$2,628,975	\$27,385
<b>Total Impact</b>			
The sum of the direct, indirect and induced impacts.	475	\$8,302,980	\$17,491

*\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).*



## The Economic Impacts of Educational Services in Calloway County, Kentucky

In 2004, combined Educational Services employment in the county totaled 120 workers, generated \$910,450 in local income. As illustrated below, Educational Services accounts for about 0.57 percent of county employment and 0.15 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Educational Services presents 1.33 percent of state employment and 0.72 percent of state income.

The elimination of 120 Educational Services jobs would result in an additional 29 jobs lost in related industries. In terms of income, eliminating Educational Services would amount to a direct income loss of \$910,450 plus an additional \$773,924 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Educational Services in the county.

### Impact Analysis Results for Educational Services\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Educational Services.	120	\$910,450	\$7,593
<b>Indirect Impact</b> Firms within Educational Services will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	8	\$186,038	\$24,479
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	21	\$587,886	\$27,600
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	149	\$1,684,374	\$11,320

*\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).*



## The Economic Impacts of Health Care and Social Assistance in Calloway County, Kentucky

In 2004, combined Health Care and Social Assistance employment in the county totaled 1,044 workers, generated \$40,771,092 in local income. As illustrated below, Health Care and Social Assistance accounts for about 4.94 percent of county employment and 6.67 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Health Care and Social Assistance presents 9.56 percent of state employment and 10.44 percent of state income.

The elimination of 1,044 Health Care and Social Assistance jobs would result in an additional 843 jobs lost in related industries. In terms of income, eliminating Health Care and Social Assistance would amount to a direct income loss of \$40,771,092 plus an additional \$22,790,078 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Health Care and Social Assistance in the county.

### Impact Analysis Results for Health Care and Social Assistance\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Health Care and Social Assistance.	1,044	\$40,771,092	\$39,057
<b>Indirect Impact</b> Firms within Health Care and Social Assistance will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	150	\$3,911,035	\$26,022
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	693	\$18,879,043	\$27,262
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	1,887	\$63,561,169	\$33,689

\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).



## The Economic Impacts of Arts, Entertainment, and Recreation in Calloway County, Kentucky

In 2004, combined Arts, Entertainment, and Recreation employment in the county totaled 171 workers, generated \$1,985,902 in local income. As illustrated below, Arts, Entertainment, and Recreation accounts for about 0.81 percent of county employment and 0.33 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Arts, Entertainment, and Recreation presents 1.36 percent of state employment and 0.67 percent of state income.

The elimination of 171 Arts, Entertainment, and Recreation jobs would result in an additional 64 jobs lost in related industries. In terms of income, eliminating Arts, Entertainment, and Recreation would amount to a direct income loss of \$1,985,902 plus an additional \$1,687,599 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Arts, Entertainment, and Recreation in the county.

### Impact Analysis Results for Arts, Entertainment, and Recreation\*

	Employment	Income	Income per Employee
<b>Direct Impact</b>			
Measures the employment lost from the elimination of Arts, Entertainment, and Recreation.	171	\$1,985,902	\$11,600
<b>Indirect Impact</b>			
Firms within Arts, Entertainment, and Recreation will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	13	\$262,337	\$20,820
<b>Induced Impact</b>			
The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	51	\$1,425,262	\$27,729
<b>Total Impact</b>			
The sum of the direct, indirect and induced impacts.	235	\$3,673,501	\$15,619

\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).



## The Economic Impacts of Accommodation and Food Services in Calloway County, Kentucky

In 2004, combined Accommodation and Food Services employment in the county totaled 1,635 workers, generated \$18,633,690 in local income. As illustrated below, Accommodation and Food Services accounts for about 7.74 percent of county employment and 3.05 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Accommodation and Food Services presents 7.07 percent of state employment and 2.90 percent of state income.

The elimination of 1,635 Accommodation and Food Services jobs would result in an additional 684 jobs lost in related industries. In terms of income, eliminating Accommodation and Food Services would amount to a direct income loss of \$18,633,690 plus an additional \$19,119,575 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Accommodation and Food Services in the county.

### Impact Analysis Results for Accommodation and Food Services\*

	Employment	Income	Income per Employee
<b>Direct Impact</b>			
Measures the employment lost from the elimination of Accommodation and Food Services.	1,635	\$18,633,690	\$11,400
<b>Indirect Impact</b>			
Firms within Accommodation and Food Services will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	220	\$6,313,095	\$28,722
<b>Induced Impact</b>			
The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	464	\$12,806,480	\$27,600
<b>Total Impact</b>			
The sum of the direct, indirect and induced impacts.	2,318	\$37,753,264	\$16,285

\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).



## The Economic Impacts of Other Services (except Public Administration) in Calloway County, Kentucky

In 2004, combined Other Services (except Public Administration) employment in the county totaled 1,382 workers, generated \$16,771,097 in local income. As illustrated below, Other Services (except Public Administration) accounts for about 6.54 percent of county employment and 2.75 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Other Services (except Public Administration) presents 6.17 percent of state employment and 3.33 percent of state income.

The elimination of 1,382 Other Services (except Public Administration) jobs would result in an additional 464 jobs lost in related industries. In terms of income, eliminating Other Services (except Public Administration) would amount to a direct income loss of \$16,771,097 plus an additional \$12,627,236 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Other Services (except Public Administration) in the county.

### Impact Analysis Results for Other Services (except Public Administration)\*

	Employment	Income	Income per Employee
<b>Direct Impact</b>			
Measures the employment lost from the elimination of Other Services (except Public Administration).	1,382	\$16,771,097	\$12,135
<b>Indirect Impact</b>			
Firms within Other Services (except Public Administration) will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	138	\$3,692,122	\$26,774
<b>Induced Impact</b>			
The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	326	\$8,935,114	\$27,400
<b>Total Impact</b>			
The sum of the direct, indirect and induced impacts.	1,846	\$29,398,334	\$15,925

\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).



## The Economic Impacts of Public Administration in Calloway County, Kentucky

In 2004, combined Public Administration employment in the county totaled 5,295 workers, generated \$173,090,416 in local income. As illustrated below, Public Administration accounts for about 25.06 percent of county employment and 28.33 percent of county income in Calloway county. For comparison, in the Commonwealth of Kentucky, Public Administration presents 14.63 percent of state employment and 18.57 percent of state income.

The elimination of 5,295 Public Administration jobs would result in an additional 3,315 jobs lost in related industries. In terms of income, eliminating Public Administration would amount to a direct income loss of \$173,090,416 plus an additional \$90,871,710 loss in other local sectors. Combining the direct, indirect and induced effects, then, measures the total impact of Public Administration in the county.

### Impact Analysis Results for Public Administration\*

	Employment	Income	Income per Employee
<b>Direct Impact</b> Measures the employment lost from the elimination of Public Administration.	5,295	\$173,090,416	\$32,689
<b>Indirect Impact</b> Firms within Public Administration will purchase at least some of their inputs from other firms located in the region, thereby causing the supplier firms to purchase resources and hire workers to meet this demand. These purchases from supplier firms are called the indirect impacts.	142	\$3,717,386	\$26,271
<b>Induced Impact</b> The personal income generated by the direct and indirect impacts will result in household spending in the study area; this household spending is called the induced impact.	3,173	\$87,154,324	\$27,465
<b>Total Impact</b> The sum of the direct, indirect and induced impacts.	8,610	\$263,962,122	\$30,658

*\*This analysis was performed using 2004 data and software (version 2.0.1025) from the Minnesota IMPLAN Group, Inc. All dollar values are expressed in 2004 dollars, employment numbers represent full-time equivalents (FTE), and industrial classifications are based upon the North American Industrial Classification System (NAICS).*

