

REGION 9 OVERVIEW

Region 9 is comprised of Archuleta, Dolores, La Plata, Montezuma, and San Juan Counties, along with the Southern Ute and Ute Mountain Ute Indian Tribes.

Region 9 encompasses about 6.3% of the state's land mass and in 2001 was home to 82,274 people, or about 1.9% of the state's population. Per capita income for each of the counties is below the state average.

There are no MSAs located in Region 9. The largest city is Durango, followed by Cortez and Pagosa Springs. Durango is the economic hub of the region. In addition, it has a regional medical center and Fort Lewis College that generate economic activity. The Southern Ute and Ute Mountain Ute also have a major impact on the Region 9 economy.

There are no interstate highways in Region 9. The largest airports are the Durango-La Plata County Airport and the Cortez Airport.

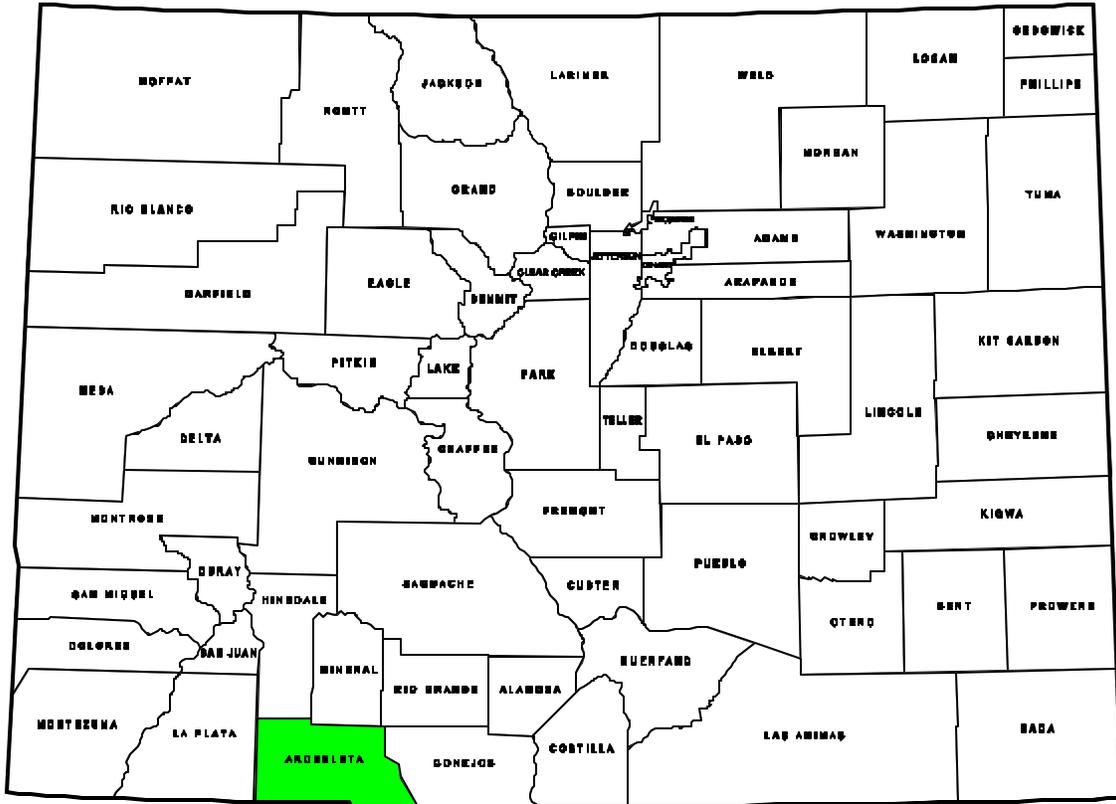
As with most planning regions, there is great diversity in the county economies. The dominant economic drivers for the region are energy production and tourism. Major attractions in the region include Mesa Verde National Park, the Durango & Silverton Railroad, and the natural scenic beauty of the area. In addition, the Durango Mountain Ski Resort, north of Durango, is a strong regional ski area. Although Wolf Creek Ski Area is located in Region 8, many of the skiers stay and live in Archuleta County.

The scenic beauty of the area will continue to attract visitors, newcomers, and second-home owners to the area. This will drive growth in basic financial and telecom services throughout the region. The Multiuse Network may provide a hub for broadband connection to the counties in Region 9.

Montezuma, Dolores, San Juan and portions of La Plata Counties are designated federal HubZones providing preferences in selling to the government. This advantage could generate economic growth for companies offering products and services purchased by Department of Defense and other federal agencies, or by federal prime contractors. The HubZone could also be used to attract companies already doing business with the government to relocate to eligible areas of the region.

The most obvious areas of growth for the region will be tied to services relating to the natural growth of the region. Growth in agriculture is most likely to come from increased value-added agriculture, while growth in the tourism sector will come as a result of increased building of resorts and second homes.

ARCHULETA COUNTY



ARCHULETA COUNTY RESOURCES

Transportation

Commercial Service Airports: none
 General Aviation Airports: Stevens Field
 Reliever Airports: none
 Interstate Highway Miles: 0

Military Bases, Federal Facilities, and Prisons

Military Base: none
 Federal Facilities: none
 State Prisons: none

Higher Education (Main Campus)

Four Year: none
 Two Year: none
 Private Acc.: none

Ski Areas, Casinos, and National Parks

Ski Areas: none
 Casinos/Gaming: none
 National Parks/Sites: none

Natural Resources

Oil Production (Barrels of Oil): 3811
 Gas Production (Million Cubic Feet): 1041297
 Coal Production (Short Tons): 0
 CO2 Production (Million Cubic Feet): 0
 Wind Level Rating (5=Outstanding, 4=Good): <4
 Biomass Energy Potential: <2,500,001 mmbtu

ARCHULETA COUNTY OVERVIEW			
	Archuleta County	Colorado	US
People			
Population, 2001 estimate	10,659	4,417,714	284.8 M
Population percent change, April 1, 2000-July 1, 2001	7.7%	2.7%	1.2%
Population, percent change, 1990 to 2000	85.2%	30.6%	13.1%
Persons under 18 years old, percent, 2000	25.3%	25.6%	25.7%
Persons 65 years old and over, percent, 2000	11.9%	9.7%	12.4%
White persons, percent, 2000	88.3%	82.8%	75.1%
Persons of Hispanic or Latino origin, percent, 2000*	16.8%	17.1%	12.5%
Black or African American persons, percent, 2000	0.4%	3.8%	12.3%
American Indian and Alaska Native persons, percent, 2000	1.4%	1.0%	0.9%
Asian persons, percent, 2000	0.3%	2.2%	3.6%
Persons reporting some other race, percent, 2000	7.0%	7.2%	5.5%
High school graduates, percent of persons age 25+, 2000	87.3%	86.9%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	29.0%	32.7%	24.4%
Mean travel time to work, workers age 16+ (minutes), 2000	19.2	24.3	25.5
Homeownership rate, 2000	76.8%	67.3%	66.2%
Median value of owner-occupied housing units, 2000	\$167,400	\$166,600	\$119,600
Median household money income, 1999	\$37,901	\$47,203	\$41,994
Per capita money income, 1999	\$21,683	\$24,049	\$21,587
Persons below poverty, percent, 1999	11.7%	9.3%	12.4%
Business			
Federal funds and grants, 2001 (\$1,000)	38,166	24,344,658	1.8 B
Geography			
Land area, 2000 (square miles)	1,350	103,718	3.5 M
Persons per square mile, 2000	7.3	41.5	79.6
Note: *Hispanics may be of any race, so also are included in applicable race categories.			

ESTABLISHMENTS BY SIZE CLASS		
Size Class	Number	Percent
1-4 Employees	333	68.8%
5-9 Employees	89	18.4%
10-19 Employees	39	8.1%
20-49 Employees	19	3.9%
50-99 Employees	3	0.6%
100-249 Employees	0	0.0%
250-499 Employees	1	0.2%
500-999 Employees	0	0.0%
1,000+ Employees	0	0.0%
Total	484	100.0%

HOUSEHOLDS BY INCOME LEVELS		
Income Bracket	Number	Percent
<\$10,000	403	10.1%
\$10,000 to \$19,999	482	12.1%
\$20,000 to \$29,999	587	14.7%
\$30,000 to \$39,999	614	15.4%
\$40,000 to \$49,999	537	13.5%
\$50,000 to \$59,999	329	8.2%
\$60,000 to \$74,999	400	10.0%
\$75,000 to \$99,999	306	7.7%
\$100,000 to \$124,999	141	3.5%
\$125,000 to \$149,999	24	0.6%
\$150,000 to \$199,000	63	1.6%
\$200,000+	103	2.6%
Total	3,989	100.0%

OCCUPATIONS BY TYPE		
Occupation type	Number	Percent
Management, Professional, and Related	1,239	26.6%
Service	799	17.2%
Sales and Office	1,285	27.6%
Farming, Fishing, and Forestry	33	0.7%
Construction, Extraction, and Maintenance	886	19.0%
Production, Trans., and Material Moving	410	8.8%

WORKERS BY CLASS		
Worker Class	Number	Percent
Private	2,854	61.3%
Government	804	17.3%
Self Employed Non-Inc.	961	20.7%
Unpaid Family	33	0.7%

Source: U.S. Census Bureau - County Quickfacts, 2001 County Business Patterns, and 2000 Census Summary File 3.

COUNTY ASSETS

	Archuleta	Dolores	La Plata	Montezuma	San Juan
Commercial Airport			x	x	
General Aviation Airport	x	x	x		
Reliever Airport					
Interstate Highway					
State Prison					
Federal Facility					
Military Facility					
Two-year College/University	x		x	x	
Four-year College/University			x		
Private College/University					
>25% of Population with Bachelor Degree	x		x		x
>10,000 employees			x		
Companies w/ 500+ employees			x		
Manufacturing Shipments (1997)			x		
Ski Resorts			x		x
Casinos/Gaming			x	x	
National Parks/Sites				x	
Oil, Gas, CO ₂ Production	x	x	x	x	
Coal Production			x		
Wind Energy					
Biomass Potential					

Archuleta County Highlights

Population

- Archuleta County is located in southwest Colorado. Its population growth over the past decade (1990-2000) has been about 85%, which is about two and a half times the state average. Recently (2000-2001) it has seen almost an 8% population growth increase.

Income and Housing

- Median household income is about \$10,000 below the state average and about \$4,000 below the national average.
- Housing costs in Archuleta County are commensurate with the state average and above the national average. However, housing costs in the county seat of Pagosa Springs are only about half of the state and national average.

Occupation, Class of Work, Establishment Size

- Archuleta County's top primary sectors are hotels and lodging, new government facilities, and amusement and recreation services. It has one establishment currently employing about 250 employees.

Transportation Infrastructure

- Stevens Field is a general aviation airport in Archuleta. There are no commercial airports, reliever airports or interstate highways.

State, Federal, or Military Facilities

- Archuleta County contains no state prisons, federal facilities, or military bases.

Education

- There is a branch campus of Pueblo Community College in Archuleta County. Its percentage of high school graduates and persons with bachelor's degrees or higher is commensurate with the state and national averages.

Attractions

- There are no commercial tourist attractions in Archuleta County.

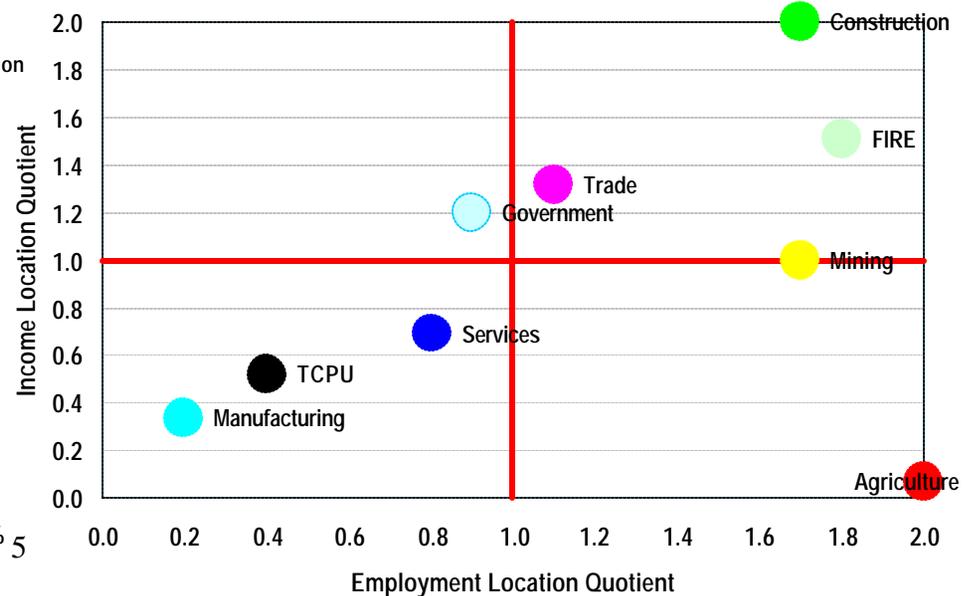
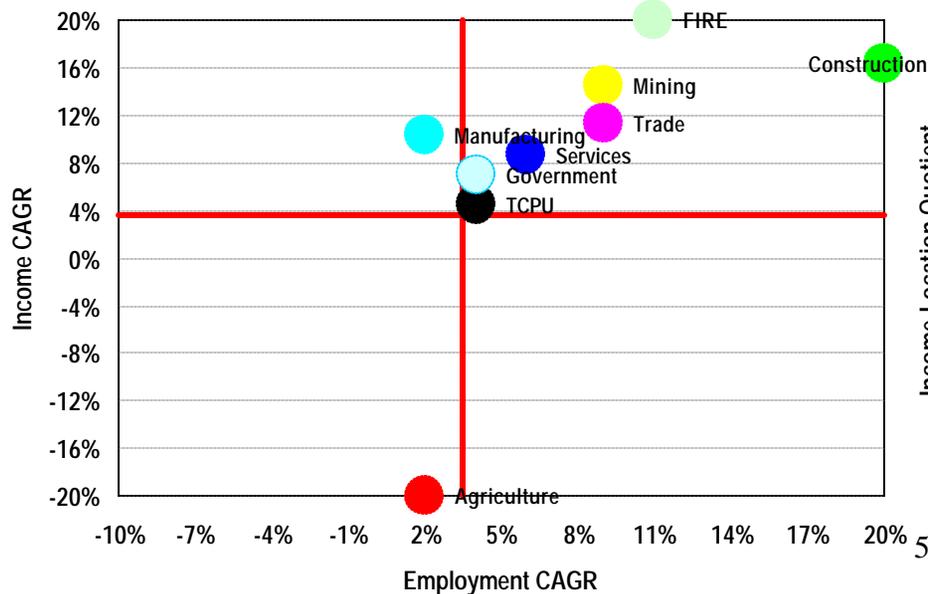
Natural Resources

- Archuleta County contains natural gas and crude oil.

HISTORICAL ANALYSIS OF EMPLOYMENT AND INCOME ARCHULETA COUNTY													
Employment and Income (2001)						CAGR 1991 to 2001				Location Quotient (2001)			
Employment			Income			Employment		Income		Employment		Income	
		Share			Share								
Services	1,227	24.9%	Services	\$22,774	20.8%	Con.	22.6%	FIRE	21.4%	Ag.	2.05	Con.	2.13
Trade	1,189	24.1	Trade	20,769	19.0	FIRE	10.7	Con.	16.4	FIRE	1.81	FIRE	1.51
Con.	674	13.7	Con.	19,833	18.1	Trade	9.4	OGM	14.5	OGM	1.72	Trade	1.32
FIRE	668	13.6	Gov.	19,496	17.8	OGM	8.8	Trade	11.4	Con.	1.70	Gov.	1.20
Gov.	623	12.6	FIRE	15,573	14.2	Services	5.5	Mfg.	10.2	Trade	1.12	OGM	1.00
Ag.	299	6.1	TCPU	5,685	5.2	Gov.	4.4	Services	8.4	Gov.	0.89	Services	0.69
TCPU	114	2.3	Mfg.	3,479	3.2	TCPU	4.3	Gov.	7.5	Services	0.78	TCPU	0.52
Mfg.	81	1.6	OGM	1,876	1.7	Ag.	2.4	TCPU	4.5	TCPU	0.40	Mfg.	0.33
OGM	53	1.1	Ag.	100	0.1	Mfg.	2.4	Ag.	-22.4	Mfg.	0.22	Ag.	0.07

Source: DOLA – Colorado Employment by Sector.

Archuleta County Industry Growth 1991-2001	Archuleta County Industry Concentration 2001
<p>The chart below illustrates growth of the nine major industry sectors from 1991-2001. Compound annual growth rates (CAGR) are used. From 1991-2001 total state employment grew at a CAGR of 3.6%, and the Denver/Boulder CPI grew at a CAGR of 3.5%. The chart is divided into quadrants based on these values. The upper right-hand quadrant includes industries in the county that had employment growth greater than the state average and income growth greater than the CPI.</p>	<p>The chart below illustrates concentration of the nine major industry sectors in 2001. Location quotients (LQ) are used to measure the concentration of an industry in the county relative to the state. An LQ greater than 1 means the county has a high concentration in that industry. The chart is divided into quadrants. The upper right-hand quadrant includes industries with high employment concentration and income concentration.</p>



ARCHULETA COUNTY SECTOR BREAKDOWN				
Sector	Number of Workers	Total Production (M)	% of Production Exported	Value of Exports (M)
Top 10 Sectors by Employment				
Real Estate	661	\$146.5	83%	\$121.6
Eating & Drinking	421	13.8	47	6.5
Hotels and Lodging Places	360	16.0	83	13.3
New Residential Structures	311	48.4	0	0.0
Miscellaneous Retail	285	6.8	12	0.8
Maintenance and Repair, Other Facilities	272	16.3	50	8.2
State & Local Government - Education	236	7.6	0	0.0
State & Local Government - Non-Education	222	7.6	0	0.0
Amusement and Recreation Services	211	8.6	86	7.4
New Industrial and Commercial Buildings	203	23.7	0	0.0
Top Sectors by Production				
Real Estate	661	\$146.5	83%	\$121.6
New Residential Structures	311	48.4	0	0.0
New Industrial and Commercial Buildings	203	23.7	0	0.0
Banking	96	16.4	38	6.2
Maintenance and Repair, Other Facilities	272	16.3	50	8.2
Hotels and Lodging Places	360	16	83	13.3
New Government Facilities	96	14.5	74	10.7
Eating & Drinking	421	13.8	47	6.5
Top Primary Sectors				
Hotels and Lodging Places	360	\$16.0	83%	\$13.3
New Government Facilities	96	14.5	74	10.7
Amusement and Recreation Services	211	8.6	86	7.4
Building Materials & Gardening Supply	157	7.1	73	5.2
Cattle Feedlots	35	4.1	98	4.0
Religious Organizations	36	4.5	82	3.7
Electronic Components, N.E.C.	28	5.1	69	3.5
Sand and Gravel	33	2.9	100	2.9
Other Educational Services	80	3.5	80	2.8

Source: Minnesota IMPLAN Group, Inc. (2000)

Industry Summary

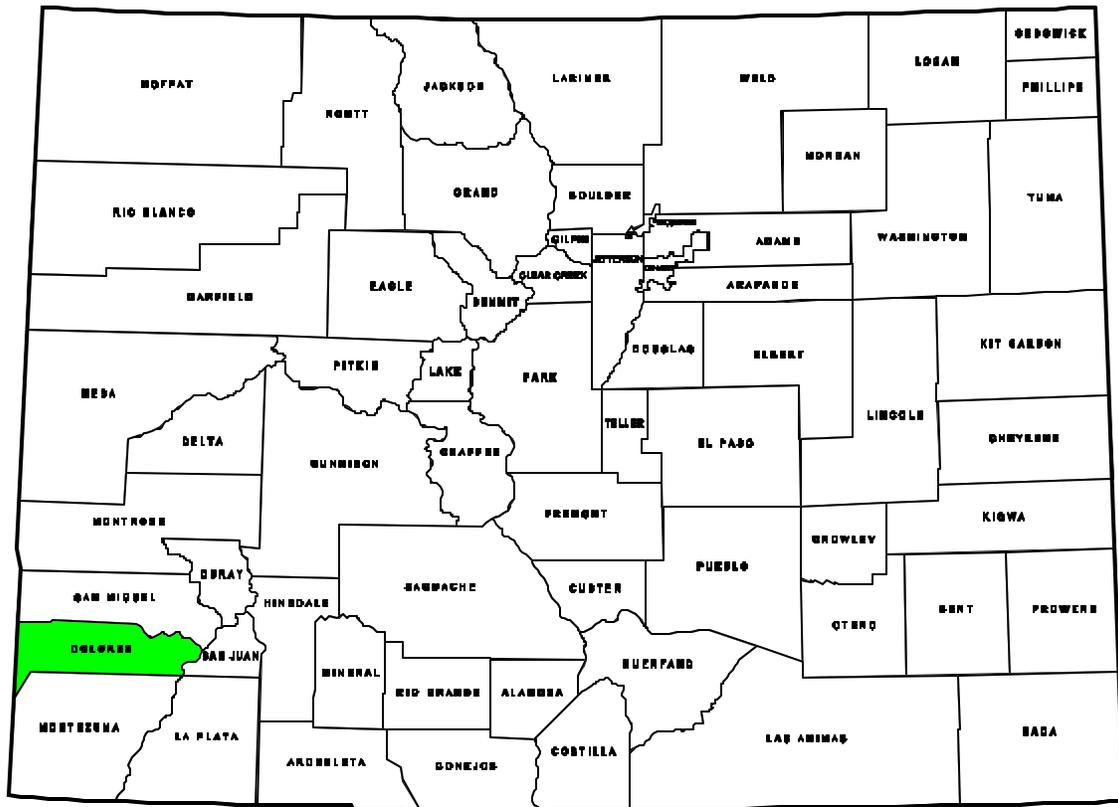
- Archuleta County is located in southwest Colorado near the headwaters of the San Juan River. Approximately 50% of the land in the county is owned or controlled by the U.S. Forest Service and the Bureau of Land Management, approximately 15% is owned by the Southern Ute Indian Tribe, and the remaining 35% is privately owned.
- Archuleta's top employment sectors are correlated with tourism and the relatively high population growth rate. Real estate and construction of new residential structures employ about 1,000 workers. Dining, hotels/lodging, and retail employ roughly 1,000 people.
- Real estate and construction of new residential structures and new industrial and commercial buildings also make up the top production sectors. Combined, they are responsible for about \$220 million.

ARCHULETA COUNTY - CURRENT, TARGET, AND EMERGING GROWTH INDUSTRIES*

	Current	Target	Growth	Comments
Agriculture				Archuleta County produces a small amount of the state's hay and cattle with a market value of \$393,000 from crops sold and \$5,756,000 from livestock and products sold. The area has developed a farmers' market, providing specialty crop growers with higher revenues by selling direct to consumers. This market offers certified organic products to meet increasing consumer demand. While agriculture will continue to be an important part of the local economy, it will be relatively less important in the future. According to the DOLA base industry study, about 6.3% of the basic jobs are in agribusiness.
Animals	X	X		
Crops				
Dairy				
Manufacturing				Manufacturing comprises less than 2% of employment and income and is not expected to be a source of growth in the immediate future.
General				
Computer Hardware/Storage				
Photonics				
Energy and Environmental				Archuleta has a higher concentration of workers in the oil, gas, and mining sector than the state. While this represents a small group of employees, Archuleta is in a position to benefit from its natural resources.
Minerals, Gas/Petroleum	X	X		
Renewable Energy				Transportation is a small part of the Archuleta County economy. It is not expected to be an economic driver in the immediate future.
Environmental Industries				
Transportation				Cluster industries such as biotechnology, aerospace, defense, and nanotechnology do not have a presence in Archuleta County and it is unlikely that they will have a presence in the immediate future.
Air				
Trucking				
Rail				The lack of a strong base of technology based companies minimizes the likelihood that R&D and software companies will play a major role in the economy in the immediate future.
General				
Aerospace/Space				Telecommunications currently plays a small role in the current economy. There is likely to be growth in this area due to continued growth in the county. Having a broadband hub in the county, as a result of the MNT, should foster growth.
Defense/Homeland Security				
Telecommunications				
Biotechnology				Population growth and growth from tourism, second homes, and retirees will drive increased demand for financial and health-care services. For this same reason, growth is also expected to occur in construction, retail, and services.
Nanotechnology				
Services				Located near the headwaters of the San Juan River, the county's top employment sectors are related to tourism, including lodging and dining. Although Wolf Creek Ski Area is located in Mineral County, Archuleta County is a major benefactor of the area. The local hot springs have become a regional tourist attraction. The DOLA base industry study indicated that 35.7% of the basic jobs are tourism related and that 18.5% are in resorts and 12.5% are related to second homes.
Call Centers				
Financial				
Healthcare	X	X	X	
Research and Development				
Software				
Tourism	X	X	X	
Film				Film is not a major industry in the county; however, the beauty of the area would make it an excellent site for the filming of commercials and movies requiring mountain scenery.

*Note: Definition of current target and emerging growth industry included in introduction to this section.

DOLORES COUNTY



DOLORES COUNTY RESOURCES

Transportation

Commercial Service Airports: none
 General Aviation Airports: Dove Creek Airport
 Reliever Airports: none
 Interstate Highway Miles: 0

Military Bases, Federal Facilities, and Prisons

Military Base: none
 Federal Facilities: none
 State Prisons: none

Higher Education (Main Campus)

Four Year: none
 Two Year: none
 Private Acc.: none

Ski Areas, Casinos, and National Parks

Ski Areas: none
 Casinos/Gaming: none
 National Parks/Sites: none

Natural Resources

Oil Production (Barrels of Oil): 68684
 Gas Production (Million Cubic Feet): 474829
 Coal Production (Short Tons): 0
 CO2 Production (Million Cubic Feet): 0
 Wind Level Rating (5=Outstanding, 4=Good): <4
 Biomass Energy Potential: <2,500,001 mmbtu

DOLORES COUNTY OVERVIEW			
	Dolores County	Colorado	US
People			
Population, 2001 estimate	1,837	4,417,714	284.8 M
Population percent change, April 1, 2000-July 1, 2001	-0.4%	2.7%	1.2%
Population, percent change, 1990 to 2000	22.6%	30.6%	13.1%
Persons under 18 years old, percent, 2000	21.9%	25.6%	25.7%
Persons 65 years old and over, percent, 2000	17.1%	9.7%	12.4%
White persons, percent, 2000	95.3%	82.8%	75.1%
Persons of Hispanic or Latino origin, percent, 2000*	3.9%	17.1%	12.5%
Black or African American persons, percent, 2000	0.1%	3.8%	12.3%
American Indian and Alaska Native persons, percent, 2000	2.0%	1.0%	0.9%
Asian persons, percent, 2000	0.4%	2.2%	3.6%
Persons reporting some other race, percent, 2000	0.6%	7.2%	5.5%
High school graduates, percent of persons age 25+, 2000	76.0%	86.9%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	13.5%	32.7%	24.4%
Mean travel time to work, workers age 16+ (minutes), 2000	25.6	24.3	25.5
Homeownership rate, 2000	76.8%	67.3%	66.2%
Median value of owner-occupied housing units, 2000	\$76,800	\$166,600	\$119,600
Median household money income, 1999	\$32,196	\$47,203	\$41,994
Per capita money income, 1999	\$17,106	\$24,049	\$21,587
Persons below poverty, percent, 1999	13.1%	9.3%	12.4%
Business			
Federal funds and grants, 2001 (\$1,000)	11,561	24,344,658	1.8 B
Geography			
Land area, 2000 (square miles)	1,067	103,718	3.5 M
Persons per square mile, 2000	1.7	41.5	79.6
Note: *Hispanics may be of any race, so also are included in applicable race categories.			

ESTABLISHMENTS BY SIZE CLASS		
Size Class	Number	Percent
1-4 Employees	31	66.0%
5-9 Employees	12	25.5%
10-19 Employees	3	6.4%
20-49 Employees	1	2.1%
50-99 Employees	0	0.0%
100-249 Employees	0	0.0%
250-499 Employees	0	0.0%
500-999 Employees	0	0.0%
1,000+ Employees	0	0.0%
Total	47	100.0%

HOUSEHOLDS BY INCOME LEVELS		
Income Bracket	Number	Percent
<\$10,000	134	17.1%
\$10,000 to \$19,999	114	14.6%
\$20,000 to \$29,999	111	14.2%
\$30,000 to \$39,999	117	14.9%
\$40,000 to \$49,999	96	12.3%
\$50,000 to \$59,999	71	9.1%
\$60,000 to \$74,999	68	8.7%
\$75,000 to \$99,999	42	5.4%
\$100,000 to \$124,999	13	1.7%
\$125,000 to \$149,999	1	0.1%
\$150,000 to \$199,000	7	0.9%
\$200,000+	9	1.1%
Total	783	100.1%

OCCUPATIONS BY TYPE		
Occupation type	Number	Percent
Management, Professional, and Related	227	27.8%
Service	114	13.9%
Sales and Office	192	23.5%
Farming, Fishing, and Forestry	15	1.8%
Construction, Extraction, and Maintenance	187	22.9%
Production, Trans., and Material Moving	83	10.1%

WORKERS BY CLASS		
Worker Class	Number	Percent
Private	513	62.7%
Government	170	20.8%
Self Employed Non-Inc.	130	15.9%
Unpaid Family	5	0.6%

Source: U.S. Census Bureau - County Quickfacts, 2001 County Business Patterns, and 2000 Census Summary File 3.

COUNTY ASSETS

	Dolores	Archuleta	La Plata	Montezuma	San Juan
Commercial Airport			x	x	
General Aviation Airport	x	x	x		
Reliever Airport					
Interstate Highway					
State Prison					
Federal Facility					
Military Facility					
Two-year College/University		x	x	x	
Four-year College/University			x		
Private College/University					
>25% of Population with Bachelor Degree		x	x		x
>10,000 employees			x		
Companies w/ 500+ employees			x		
Manufacturing Shipments (1997)			x		
Ski Resorts			x		x
Casinos/Gaming			x	x	
National Parks/Sites				x	
Oil, Gas, CO ₂ Production	x	x	x	x	
Coal Production			x		
Wind Energy					
Biomass Potential					

Dolores County Highlights

Population

- Located on the western border of Colorado, Dolores County is small and remote, containing a population of just under 2,000. Its population growth percentage between 1990 and 2000 was just under state average and above national average. However, from 2000 to 2001 its population slightly decreased by 0.4%.

Income and Housing

- Dolores County's median household income is about \$15,000 below the state median.
- Housing costs are only roughly half of the state average.

Occupation, Class of Work, Establishment Size

- Agriculture, gas and petroleum production make up the top sectors of Dolores County's economy. Natural gas and crude petroleum mining account for roughly as much production dollars as all of Dolores County's other top primary sectors combined.

Transportation Infrastructure

- There is one general aviation airport in Dolores County, Dove Creek Airport. There are no commercial airports, reliever airports or interstate highways.

State, Federal, or Military Facilities

- There are no state prisons, federal facilities or military bases in Dolores County.

Education

- There are no higher education facilities in Dolores County. The percentage of high school graduates and persons with a bachelor's degree or higher are also below the state and national averages.

Attractions

- There are no major tourist attractions in Dolores County, although there are several in neighboring counties.

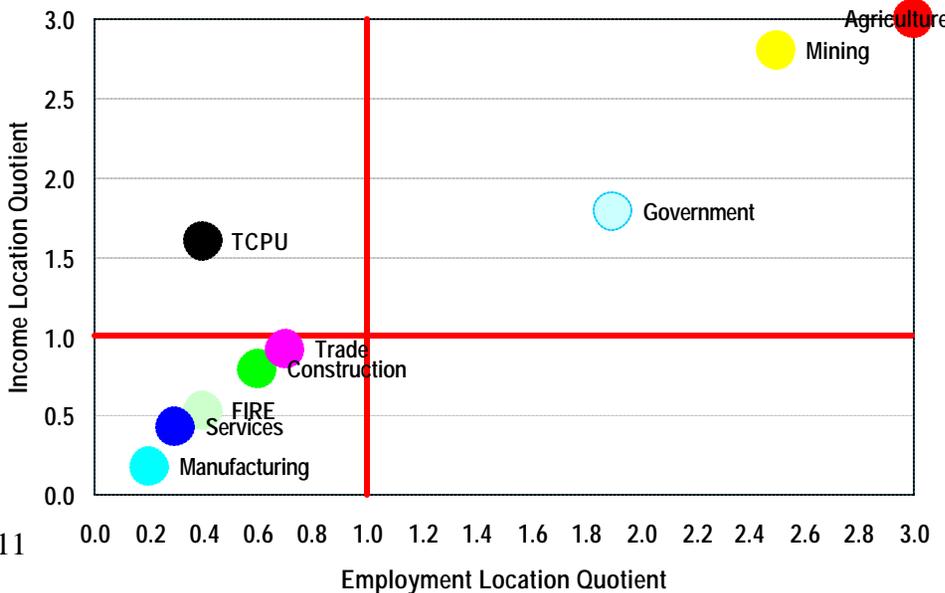
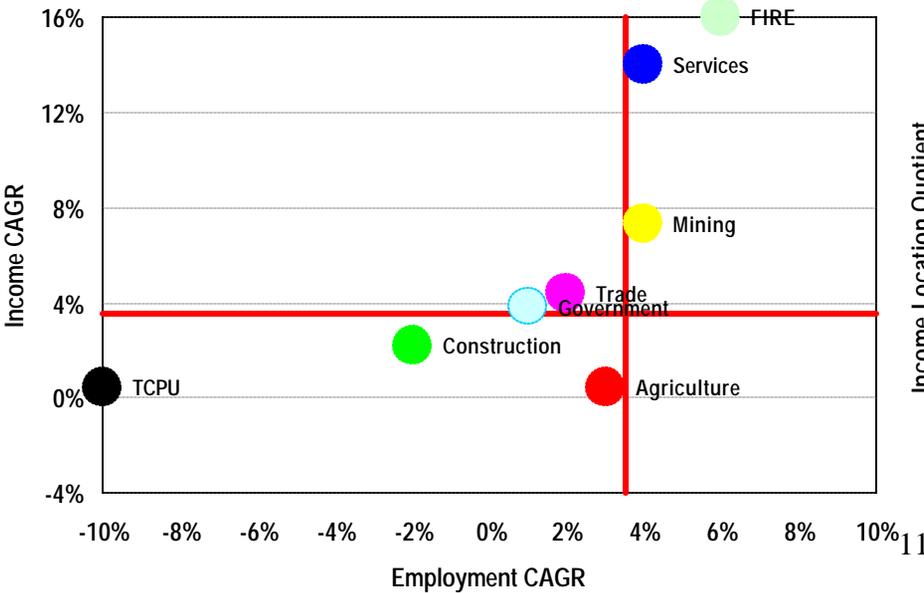
Natural Resources

- Dolores County contains significant levels of oil and gas, which account for a large portion of it's income and employment.

HISTORICAL ANALYSIS OF EMPLOYMENT AND INCOME DOLORES COUNTY													
Employment and Income (2001)						CAGR 1991 to 2001				Location Quotient (2001)			
Employment			Income			Employment		Income		Employment		Income	
		Share			Share								
Ag.	266	34.5%	Gov.	\$4,692	26.5%	FIRE	6.3%	Mfg.	58.5%	Ag.	11.61	Ag.	6.40
Gov.	203	26.3	TCPU	2,815	15.9	OGM	4.2	FIRE	17.2	OGM	6.11	OGM	5.20
Trade	124	16.1	Services	2,440	13.8	Services	4.1	Services	14.4	Gov.	1.85	Gov.	1.79
Services	66	8.6	Trade	2,265	12.8	Ag.	3.3	OGM	7.3	Trade	0.74	TCPU	1.60
Con.	34	4.4	Ag.	1,573	8.9	Trade	2.2	Gov.	4.2	Con.	0.55	Trade	0.89
OGM	29	3.8	OGM	1,569	8.9	Gov.	1.3	Trade	4.2	TCPU	0.40	Con.	0.79
FIRE	21	2.7	Con.	1,195	6.8	Con.	-1.9	Con.	2.2	FIRE	0.36	FIRE	0.50
TCPU	18	2.3	FIRE	838	4.7	TCPU	-21.3	Ag.	0.4	Services	0.27	Services	0.45
Mfg.	10	1.3	Mfg.	300	1.7	Mfg.		TCPU	0.4	Mfg.	0.18	Mfg.	0.18

Source: DOLA – Colorado Employment by Sector.

Dolores County Industry Growth 1991-2001	Dolores County Industry Concentration 2001
The chart below illustrates growth of the nine major industry sectors from 1991-2001. Compound annual growth rates (CAGR) are used. From 1991-2001 total state employment grew at a CAGR of 3.6%, and the Denver/Boulder CPI grew at a CAGR of 3.5%. The chart is divided into quadrants based on these values. The upper right-hand quadrant includes industries in the county that had employment growth greater than the state average and income growth greater than the CPI.	The chart below illustrates concentration of the nine major industry sectors in 2001. Location quotients (LQ) are used to measure the concentration of an industry in the county relative to the state. An LQ greater than 1 means the county has a high concentration in that industry. The chart is divided into quadrants. The upper right-hand quadrant includes industries with high employment concentration and income concentration.



DOLORRES COUNTY SECTOR BREAKDOWN				
Sector	Number of Workers	Total Production (M)	% of Production Exported	Value of Exports (M)
Top 10 Sectors by Employment				
Hay and Pasture	131	\$1.5	100%	\$1.5
State & Local Government - Non-Education	94	2.7	0	0.0
State & Local Government - Education	74	1.7	0	0.0
Accounting, Auditing and Bookkeeping	57	1.8	83	1.5
Miscellaneous Retail	52	0.7	0	0.0
Natural Gas & Crude Petroleum	47	12.2	82	10.0
Real Estate	40	8.0	43	3.4
Insurance Agents and Brokers	30	1.6	100	1.6
Agricultural, Forestry, and Fishery Services	29	0.7	0	0.0
Ranch Fed Cattle	29	2.4	88	2.1
Top Sectors by Production				
Natural Gas & Crude Petroleum	47	\$12.2	82%	\$10.0
Real Estate	40	8.0	43	3.4
Banking	24	3.5	51	1.8
New Residential Structures	23	3.4	0	0.0
Vegetables	20	3.2	97	3.1
Feed Grains, except Hay & Pasture	0	2.8	96	2.7
State & Local Government - Non-Education	94	2.7	0	0.0
Ranch Fed Cattle	29	2.4	88	2.1
Top Primary Sectors				
Natural Gas & Crude Petroleum	47	\$12.2	82%	\$10.0
Vegetables	20	3.2	97	3.1
Ranch Fed Cattle	29	2.4	88	2.1
Insurance Agents and Brokers	30	1.6	100	1.6
Hay and Pasture	131	1.5	100	1.5
Food Grains	24	1.5	100	1.5
Religious Organizations	9	1.2	83	1.0
Range Fed Cattle	16	1.2	75	0.9
Hotels and Lodging Places	28	1.4	64	0.9
Forestry Products	12	0.8	100	0.8

Source: Minnesota IMPLAN Group, Inc. (2000)

Note: In some of the state's smaller counties employment may be misrepresented due to the nature of the IMPLAN model. Refer to the section introduction for more information.

Industry Summary

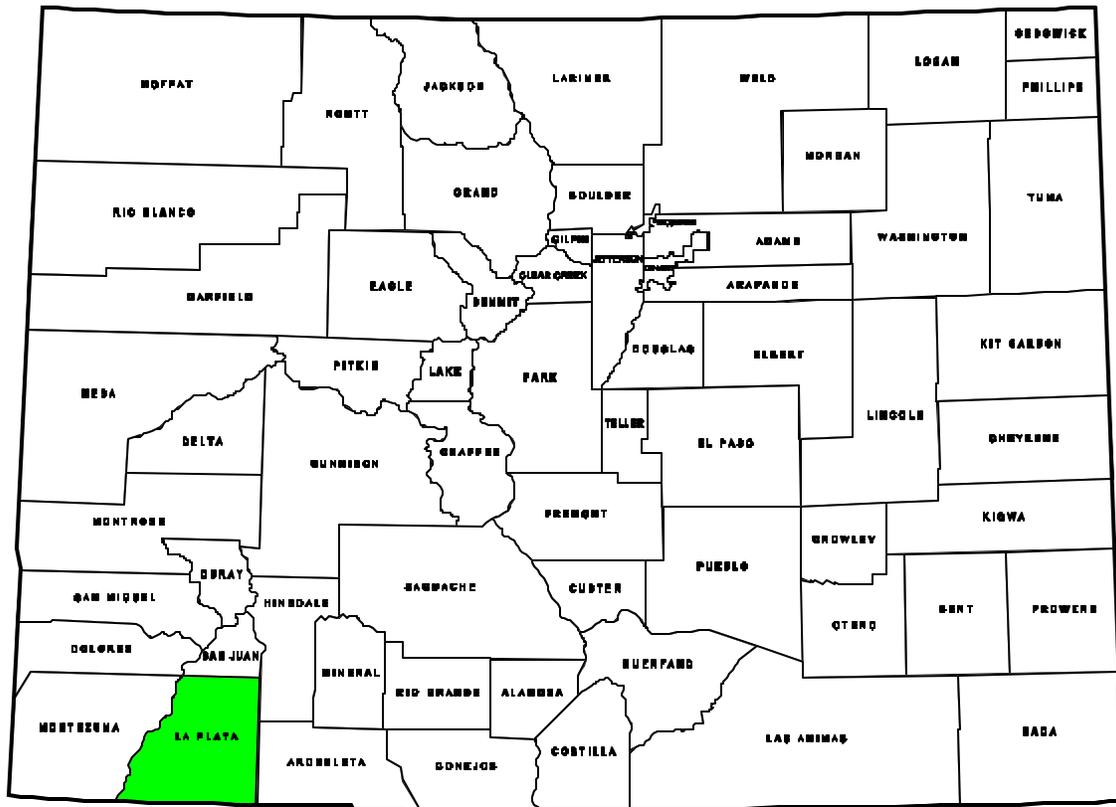
- Dolores County is located on the western border of Colorado. Its main industries are agriculture, mining, and ranch fed cattle.
- The FIRE industry of Dolores County experienced a 16% growth rate above the state average from 1991 to 2000.
- Mining and agriculture account for the majority of the income and employment in the county.

DOLORES COUNTY - CURRENT, TARGET, AND EMERGING GROWTH INDUSTRIES*

	Current	Target	Growth	Comments
Agriculture				There are roughly 700 employees in Dolores County.
Animals	X	X		
Crops	X	X	X	Dolores County has 160 farms and ranches producing dry beans, hay, oats, and wheat, as well as cattle. According to the 1997 Census of Agriculture, the market value of crops sold was \$4,914,000; the market value of livestock and products sold was \$3,686,000. Vegetable crops provide the area with an opportunity for growth through development of processed foods. The DOLA base industry study estimates that 38.7% of the basic jobs in the county are related to agribusiness. Almost 30.0% of the total is agricultural production.
Dairy				
Manufacturing				
General				There is a minimal base of manufacturing in Dolores County.
Computer Hardware/Storage				
Photonics				
Energy and Environmental				Dolores contains significant levels of oil and gas.
Minerals, Gas/Petroleum	X	X		There is an insignificant base of transportation employment in the county.
Renewable Energy				
Environmental Industries				
Transportation				Cluster industries such as aerospace, defense, biotechnology, nanotechnology, and photonics do not have a presence in the county and are unlikely to be a part of the growth in the intermediate term.
Air				The lack of a strong base of technology-based companies means that it is unlikely that R&D and software companies will play a major role in the Dolores County economy.
Trucking				
Rail				
General				There is minimal telecommunications employment in the current economy. Having a broadband hub in the county, as a result of the MNT, may benefit the small group of businesses.
Aerospace/Space				
Defense/Homeland Security				Population growth will drive increased demand for financial, health care, construction, retail, and services.
Telecommunications				
Biotechnology				The county is relatively close to the ski area and resort community of Telluride, although the tourism base is not strong. The DOLA base industry study estimates that about 7.1% of the basic jobs in the county are related to tourism. Future growth is likely to occur as Dolores County becomes a more affordable alternative to the Telluride area.
Nanotechnology				
Services				One film project was done in the county during 2002, but major growth in the future is not expected.
Call Centers				
Financial				
Healthcare				
Research and Development				
Software				
Tourism	X	X		
Film	X			

*Note: Definition of current target and emerging growth industry included in introduction to this section.

LA PLATA COUNTY



LA PLATA COUNTY RESOURCES

Transportation

Commercial Service Airports: Durango-La Plata County Airport

General Aviation Airports: Animas Airpark

Reliever Airports: none

Interstate Highway Miles: 0

Military Bases, Federal Facilities, and Prisons

Military Base: none

Federal Facilities: none

State Prisons: none

Higher Education (Main Campus)

Four Year: Fort Lewis College

Two Year: none

Private Acc.: none

Ski Areas, Casinos, and National Parks

Ski Areas: Durango Mountain Resort

Casinos/Gaming: Native American Casino in Ignacio (Sky Ute Casino)

National Parks/Sites: none

Natural Resources

Oil Production (Barrels of Oil): 14219

Gas Production (Million Cubic Feet): 424146199

Coal Production (Short Tons): 328730

CO2 Production (Million Cubic Feet): 0

Wind Level Rating (5=Outstanding, 4=Good): <4

Biomass Energy Potential: <2,500,001 mmbtu

LA PLATA COUNTY OVERVIEW			
	La Plata County	Colorado	US
People			
Population, 2001 estimate	45,157	4,417,714	284.8 M
Population percent change, April 1, 2000-July 1, 2001	2.8%	2.7%	1.2%
Population, percent change, 1990 to 2000	36.1%	30.6%	13.1%
Persons under 18 years old, percent, 2000	22.7%	25.6%	25.7%
Persons 65 years old and over, percent, 2000	9.4%	9.7%	12.4%
White persons, percent, 2000	87.3%	82.8%	75.1%
Persons of Hispanic or Latino origin, percent, 2000*	10.4%	17.1%	12.5%
Black or African American persons, percent, 2000	0.3%	3.8%	12.3%
American Indian and Alaska Native persons, percent, 2000	5.8%	1.0%	0.9%
Asian persons, percent, 2000	0.4%	2.2%	3.6%
Persons reporting some other race, percent, 2000	3.9%	7.2%	5.5%
High school graduates, percent of persons age 25+, 2000	91.4%	86.9%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	36.4%	32.7%	24.4%
Mean travel time to work, workers age 16+ (minutes), 2000	20.7	24.3	25.5
Homeownership rate, 2000	68.4%	67.3%	66.2%
Median value of owner-occupied housing units, 2000	\$183,900	\$166,600	\$119,600
Median household money income, 1999	\$40,159	\$47,203	\$41,994
Per capita money income, 1999	\$21,534	\$24,049	\$21,587
Persons below poverty, percent, 1999	11.7%	9.3%	12.4%
Business			
Federal funds and grants, 2001 (\$1,000)	155,144	24,344,658	1.8 B
Geography			
Land area, 2000 (square miles)	1,692	103,718	3.5 M
Persons per square mile, 2000	26	41.5	79.6
Note: *Hispanics may be of any race, so also are included in applicable race categories.			

ESTABLISHMENTS BY SIZE CLASS		
Size Class	Number	Percent
1-4 Employees	1,251	61.1%
5-9 Employees	401	19.6%
10-19 Employees	222	10.8%
20-49 Employees	128	6.2%
50-99 Employees	30	1.5%
100-249 Employees	12	0.6%
250-499 Employees	3	0.1%
500-999 Employees	2	0.1%
1,000+ Employees	0	0.0%
Total	2,049	100.0%

HOUSEHOLDS BY INCOME LEVELS		
Income Bracket	Number	Percent
<\$10,000	1,525	8.8%
\$10,000 to \$19,999	2,309	13.3%
\$20,000 to \$29,999	2,409	13.9%
\$30,000 to \$39,999	2,396	13.8%
\$40,000 to \$49,999	1,760	10.1%
\$50,000 to \$59,999	1,618	9.3%
\$60,000 to \$74,999	1,684	9.7%
\$75,000 to \$99,999	1,762	10.2%
\$100,000 to \$124,999	743	4.3%
\$125,000 to \$149,999	368	2.1%
\$150,000 to \$199,000	379	2.2%
\$200,000+	393	2.3%
Total	17,346	100.0%

OCCUPATIONS BY TYPE		
Occupation type	Number	Percent
Management, Professional, and Related	8,283	36.0%
Service	3,985	17.3%
Sales and Office	6,048	26.3%
Farming, Fishing, and Forestry	173	0.8%
Construction, Extraction, and Maintenance	2,737	11.9%
Production, Trans., and Material Moving	1,764	7.7%

WORKERS BY CLASS		
Worker Class	Number	Percent
Private	15,910	69.2%
Government	4,138	18.0%
Self Employed Non-Inc.	2,857	12.4%
Unpaid Family	85	0.4%

Source: U.S. Census Bureau - County Quickfacts, 2001 County Business Patterns, and 2000 Census Summary File 3.

COUNTY ASSETS

	La Plata	Archuleta	Dolores	Montezuma	San Juan
Commercial Airport	x			x	
General Aviation Airport	x	x	x		
Reliever Airport					
Interstate Highway					
State Prison					
Federal Facility					
Military Facility					
Two-year College/University	x	x		x	
Four-year College/University	x				
Private College/University					
>25% of Population with Bachelor Degree	x	x			x
>10,000 employees	x				
Companies w/ 500+ employees	x				
Manufacturing Shipments (1997)	x				
Ski Resorts	x				x
Casinos/Gaming	x			x	
National Parks/Sites				x	
Oil, Gas, CO ₂ Production	x	x	x	x	
Coal Production	x				
Wind Energy					
Biomass Potential					

La Plata County Highlights

Population

- Population growth over the past decade and the past year has been roughly the same as the state average.

Income and Housing

- Income in La Plata County is below the state average but commensurate with the national average. The poverty rate is higher than the state.
- Median housing costs in La Plata County are \$20,000 higher than the state average. However, housing costs outside of the county seat of Durango average lower than the state and the nation.

Occupation, Class of Work, Establishment Size

- There are 17 establishments with 100+ employees. Education and tourism related industries dominate employment.

Transportation Infrastructure

- There are no reliever airports or interstate highways. Durango-La Plata County Airport is a commercial service airport, and Animas Airpark is a general aviation airport located in La Plata County.

State, Federal, or Military Facilities

- There are no state prisons, federal facilities, or military bases in La Plata County.

Education

- Fort Lewis College is a four-year education facility in La Plata County. Pueblo Community College Southwest Center and San Juan Basin Area Vocational-Technical School provide technical training for the area.

Attractions

- Well known attractions include Durango Mountain Ski Resort, the national forests, the Durango-Silverton Narrow Gauge Railroad, and the Sky Ute Casino in Ignacio.

Natural Resources

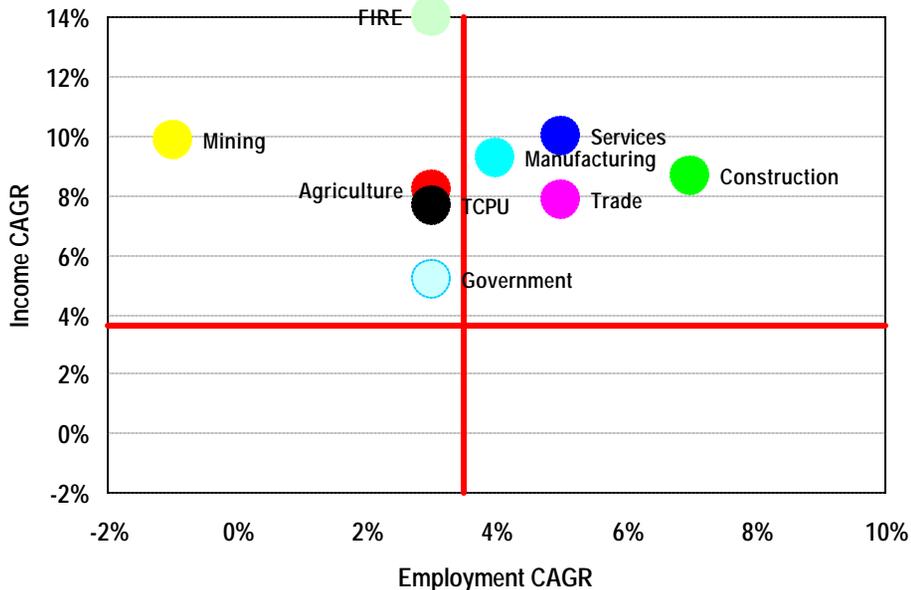
- La Plata County has significant levels of oil, natural gas, and coal.

HISTORICAL ANALYSIS OF EMPLOYMENT AND INCOME LA PLATA COUNTY													
Employment and Income (2001)						CAGR 1991 to 2001				Location Quotient (2001)			
Employment			Income			Employment		Income		Employment		Income	
		Share			Share								
Services	10,619	35.2%	Services	\$291,500	34.8%	Con.	7.1%	FIRE	14.7%	OGM	2.01	OGM	1.80
Trade	6,944	23.0	Gov.	144,342	17.3	Services	4.8	OGM	9.9	Ag.	1.54	Con.	1.51
Gov.	4,429	14.7	Trade	130,973	15.7	Trade	4.8	Services	9.8	Con.	1.22	Gov.	1.16
Con.	2,947	9.8	Con.	107,122	12.8	Mfg.	4.0	Con.	9.0	Services	1.11	Services	1.15
FIRE	1,513	5.0	FIRE	58,405	7.0	Ag.	3.1	Mfg.	9.0	Trade	1.07	Trade	1.09
Ag.	1,370	4.5	TCPU	43,351	5.2	FIRE	3.1	Ag.	8.0	Gov.	1.04	Ag.	0.79
TCPU	972	3.2	Mfg.	25,962	3.1	Gov.	3.0	TCPU	7.9	FIRE	0.67	FIRE	0.74
Mfg.	958	3.2	OGM	25,621	3.1	TCPU	3.0	Trade	7.9	TCPU	0.56	TCPU	0.52
OGM	380	1.3	Ag.	9,233	1.1	OGM	-0.9	Gov.	5.2	Mfg.	0.42	Mfg.	0.33

Source: DOLA – Colorado Employment by Sector.

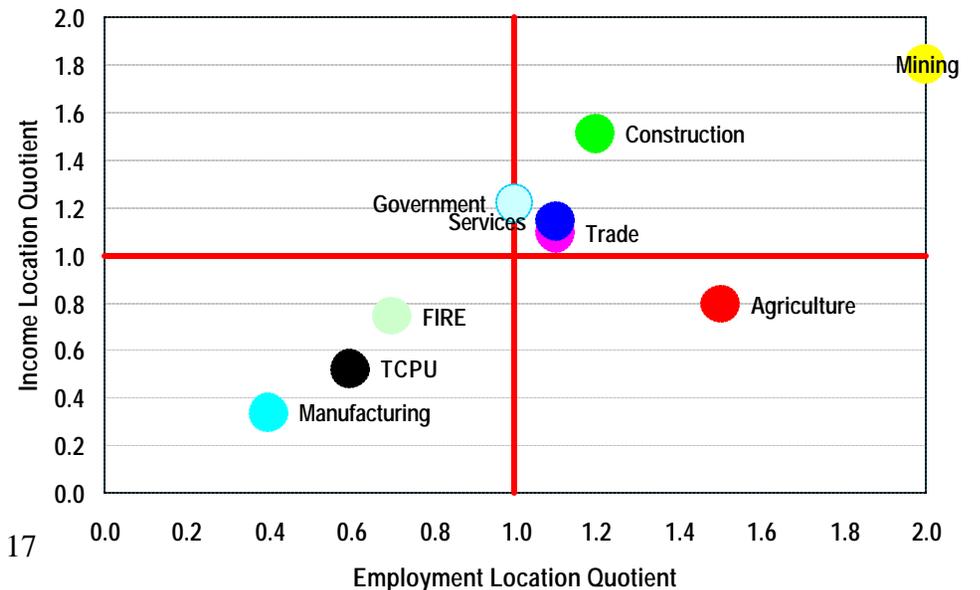
La Plata County Industry Growth 1991-2001

The chart below illustrates growth of the nine major industry sectors from 1991-2001. Compound annual growth rates (CAGR) are used. From 1991-2001 total state employment grew at a CAGR of 3.6%, and the Denver/Boulder CPI grew at a CAGR of 3.5%. The chart is divided into quadrants based on these values. The upper right-hand quadrant includes industries in the county that had employment growth greater than the state average and income growth greater than the CPI.



La Plata County Industry Concentration 2001

The chart below illustrates concentration of the nine major industry sectors in 2001. Location quotients (LQ) are used to measure the concentration of an industry in the county relative to the state. An LQ greater than 1 means the county has a high concentration in that industry. The chart is divided into quadrants. The upper right-hand quadrant includes industries with high employment concentration and income concentration.



LA PLATA COUNTY SECTOR BREAKDOWN				
Sector	Number of Workers	Total Production (M)	% of Production Exported	Value of Exports (M)
Top 10 Sectors by Employment				
State & Local Government - Education	2,383	\$82.3	0%	\$0.0
Eating & Drinking	2,179	76.9	42	32.3
Amusement and Recreation Services	1,681	60.2	87	52.4
Real Estate	1,433	303.6	67	203.4
Hotels and Lodging Places	1,411	69.9	78	54.5
Miscellaneous Retail	1,263	35.6	8	2.8
New Residential Structures	1,033	161.3	0	0.0
Hospitals	992	77.5	31	24.0
Doctors and Dentists	916	84.0	43	36.1
Maintenance and Repair, Other Facilities	904	55.1	40	22.0
Top Sectors by Production				
Real Estate	1,433	\$303.6	67%	\$203.4
New Residential Structures	1,033	161.3	0	0.0
Natural Gas & Crude Petroleum	308	101.0	57	57.6
Gas Production and Distribution	96	94.0	70	65.8
Banking	463	90.3	41	37.0
Doctors and Dentists	916	84.0	43	36.1
State & Local Government - Education	2,383	82.3	0	0.0
New Industrial and Commercial Buildings	673	79.4	0	0.0
Hospitals	992	77.5	31	24.0
Top Primary Sectors				
Real Estate	1,433	\$303.6	67%	\$203.4
Gas Production and Distribution	96	94.0	70	65.8
Natural Gas & Crude Petroleum	308	101.0	57	57.6
Hotels and Lodging Places	1,411	69.9	78	54.5
Amusement and Recreation Services	1,681	60.2	87	52.4
Confectionery Products	214	50.4	100	50.4
Other Educational Services	258	16.5	78	12.9
Air Transportation	186	16.2	53	8.6
Structural Wood Members, N.E.C	101	10.1	81	8.2
Motorcycles, Bicycles and Parts	57	8.0	100	8.0

Source: Minnesota IMPLAN Group, Inc. (2000)

Industry Summary

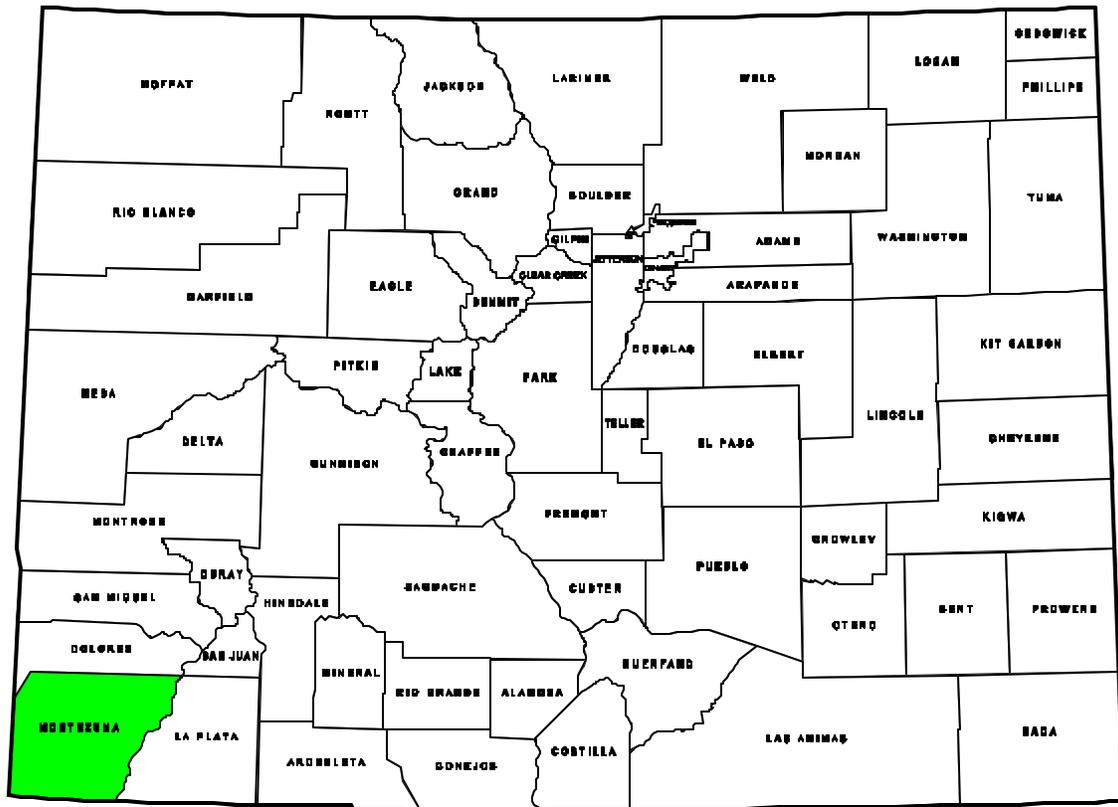
- La Plata County is located on the south central border of Colorado among the Rocky Mountains. La Plata County is best known for its county seat of Durango. Durango Mountain Ski Resort and Fort Lewis College are located in Durango, giving it the reputation as a college town and a ski resort. This reputation seems to carry through to its economy.
- La Plata County's top sectors for employment are education, amusement/recreation, and eating/drinking. Education employs nearly 2,400 people and accounts for \$82.3 million per year. Tourism-related sectors employ more than 5,300 people and bring in \$207 million annually.

LA PLATA COUNTY - CURRENT, TARGET, AND EMERGING GROWTH INDUSTRIES*

	Current	Target	Growth	Comments
Agriculture				La Plata County produces hay, as well as spring and winter wheat. Market value of crops sold in 1997 was \$4,948,000. Market value of livestock and products sold was \$10,849,000. The area has developed two farmers' markets, providing specialty crop growers with higher revenues by selling direct to consumers. The DOLA base industry studies estimates that 6.1% of the basic jobs in the county are related to agribusiness. There are opportunities to build on strengths in food manufacturing and wood-product manufacturing in La Plata County.
Animals	X	X		
Crops				
Dairy				
Manufacturing				Slightly more than 3.1% of total jobs and wages are in the manufacturing sector. About 200 employees work in either food or beverage manufacturing.
General				
Computer Hardware/Storage				
Photonics				
Energy and Environmental				The county is one of the top areas in Colorado for production of natural gas. The area also produces some coal and crude oil. A current federal forest thinning initiative is expected to open forests in the area and create the potential for wood-to-energy production.
Minerals, Gas/Petroleum	X	X		
Renewable Energy				
Environmental Industries	X			Much of the transportation in the county is tied to the tourism industry.
Transportation				Cluster industries such as biotechnology, aerospace, defense, and nanotechnology have a minimal presence in La Plata County, and it is unlikely that their presence will increase drastically in the immediate future. In the future, the area may have the potential for economic growth from corn crops and/or production facilities for biopharmaceuticals. There is a small base of technology-related companies in the area; however, they will not generate a huge demand for increased R&D and software activity.
Air				
Trucking				
Rail				
General				
Aerospace/Space				There is likely to be growth in telecommunications as a result of continued growth in the county. Having a broadband hub in the county, as a result of the MNT, should foster growth.
Defense/Homeland Security				
Telecommunications				
Biotechnology			X	Much of the growth in the county will come as a result of increased demand for financial, health-care construction, retail, and other services. There are a few call centers located in the county currently and the number is not expected to grow.
Nanotechnology				
Services				The DOLA base industry study estimates that 33.7% of total basic jobs are tourism related, with 19.9% of total basic jobs being tied to second homes. Durango Mountain Ski Resort, Mesa Verde (located in Montezuma County), and the Durango-Silverton train are the major tourist attractions. While tourism will remain strong, growth will come as a result of the addition of second homes and resort construction.
Call Centers	X			
Financial				
Healthcare	X	X	X	
Research and Development				
Software				Over the years, a number of films and commercials have been made in the area. Although film is not a major industry in the county, it is an industry that could easily be targeted.
Tourism	X	X	X	
Film		X		An unknown component of growth is the impact of the neighboring Native American tribes.

*Note: Definition of current target and emerging growth industry included in introduction to this section.

MONTEZUMA COUNTY



MONTEZUMA COUNTY RESOURCES

Transportation

Commercial Service Airports: City of Cortez Airport

General Aviation Airports: none

Reliever Airports: none

Interstate Highway Miles: 0

Military Bases, Federal Facilities, and Prisons

Military Base: none

Federal Facilities: none

State Prisons: none

Higher Education (Main Campus)

Four Year: none

Two Year: San Juan Basin Area Vo-Tech School

Private Acc.: none

Ski Areas, Casinos, and National Parks

Ski Areas: none

Casinos/Gaming: Native American Casino in Towaco

National Parks/Sites: Hovenweep NM, Mesa Verde NP, Canyons of the Ancients NM

Natural Resources

Oil Production (Barrels of Oil): 285374

Gas Production (Million Cubic Feet): 3104687

Coal Production (Short Tons): 0

CO2 Production (Million Cubic Feet): 270445834

Wind Level Rating (5=Outstanding, 4=Good): <4

Biomass Energy Potential: <2,500,001 mmbtu

MONTEZUMA COUNTY OVERVIEW			
	Montezuma County	Colorado	US
People			
Population, 2001 estimate	24,035	4,417,714	284.8 M
Population percent change, April 1, 2000-July 1, 2001	0.9%	2.7%	1.2%
Population, percent change, 1990 to 2000	27.6%	30.6%	13.1%
Persons under 18 years old, percent, 2000	27.5%	25.6%	25.7%
Persons 65 years old and over, percent, 2000	13.8%	9.7%	12.4%
White persons, percent, 2000	81.7%	82.8%	75.1%
Persons of Hispanic or Latino origin, percent, 2000*	9.5%	17.1%	12.5%
Black or African American persons, percent, 2000	0.1%	3.8%	12.3%
American Indian and Alaska Native persons, percent, 2000	11.2%	1.0%	0.9%
Asian persons, percent, 2000	0.2%	2.2%	3.6%
Persons reporting some other race, percent, 2000	4.3%	7.2%	5.5%
High school graduates, percent of persons age 25+, 2000	81.1%	86.9%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	21.0%	32.7%	24.4%
Mean travel time to work, workers age 16+ (minutes), 2000	21.8	24.3	25.5
Homeownership rate, 2000	74.8%	67.3%	66.2%
Median value of owner-occupied housing units, 2000	\$109,100	\$166,600	\$119,600
Median household money income, 1999	\$32,083	\$47,203	\$41,994
Per capita money income, 1999	\$17,003	\$24,049	\$21,587
Persons below poverty, percent, 1999	16.4%	9.3%	12.4%
Business			
Federal funds and grants, 2001 (\$1,000)	118,908	24,344,658	1.8 B
Geography			
Land area, 2000 (square miles)	2,037	103,718	3.5 M
Persons per square mile, 2000	11.7	41.5	79.6
Note: *Hispanics may be of any race, so also are included in applicable race categories.			

ESTABLISHMENTS BY SIZE CLASS		
Size Class	Number	Percent
1-4 Employees	456	60.0%
5-9 Employees	163	21.4%
10-19 Employees	79	10.4%
20-49 Employees	40	5.3%
50-99 Employees	14	1.8%
100-249 Employees	5	0.7%
250-499 Employees	3	0.4%
500-999 Employees	0	0.0%
1,000+ Employees	0	0.0%
Total	760	100.0%

HOUSEHOLDS BY INCOME LEVELS		
Income Bracket	Number	Percent
<\$10,000	1,137	12.3%
\$10,000 to \$19,999	1,440	15.6%
\$20,000 to \$29,999	1,664	18.1%
\$30,000 to \$39,999	1,319	14.3%
\$40,000 to \$49,999	1,059	11.5%
\$50,000 to \$59,999	740	8.0%
\$60,000 to \$74,999	803	8.7%
\$75,000 to \$99,999	513	5.6%
\$100,000 to \$124,999	253	2.7%
\$125,000 to \$149,999	89	1.0%
\$150,000 to \$199,000	102	1.1%
\$200,000+	93	1.0%
Total	9,212	99.9%

OCCUPATIONS BY TYPE		
Occupation type	Number	Percent
Management, Professional, and Related	3,416	32.1%
Service	1,712	16.1%
Sales and Office	2,622	24.6%
Farming, Fishing, and Forestry	115	1.1%
Construction, Extraction, and Maintenance	1,630	15.3%
Production, Trans., and Material Moving	1,150	10.8%

WORKERS BY CLASS		
Worker Class	Number	Percent
Private	7,059	66.3%
Government	2,267	21.3%
Self Employed Non-Inc.	1,273	12.0%
Unpaid Family	46	0.4%

Source: U.S. Census Bureau - County Quickfacts, 2001 County Business Patterns, and 2000 Census Summary File 3.

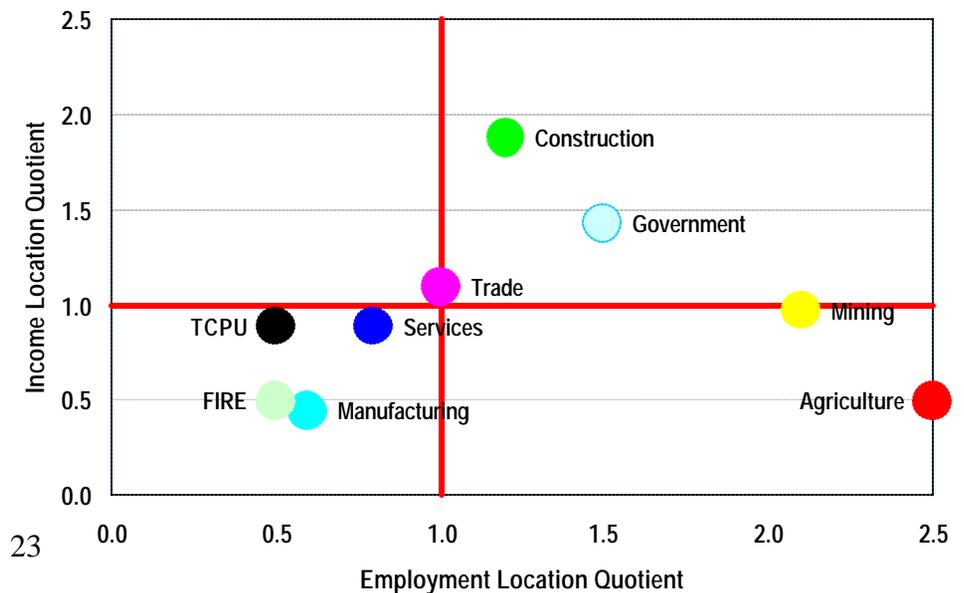
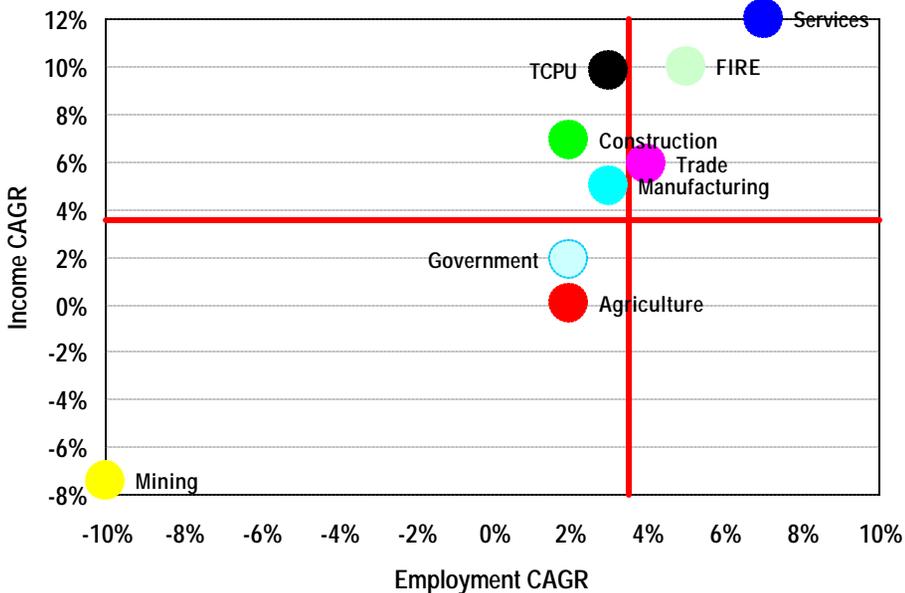
COUNTY ASSETS					
	Montezuma	Archuleta	Dolores	La Plata	San Juan
Commercial Airport	x			x	
General Aviation Airport		x	x	x	
Reliever Airport					
Interstate Highway					
State Prison					
Federal Facility					
Military Facility					
Two-year College/University	x	x		x	
Four-year College/University				x	
Private College/University					
>25% of Population with Bachelor Degree		x		x	x
>10,000 employees				x	
Companies w/ 500+ employees				x	
Manufacturing Shipments (1997)				x	
Ski Resorts				x	x
Casinos/Gaming	x			x	
National Parks/Sites	x				
Oil, Gas, CO ₂ Production	x	x	x	x	
Coal Production				x	
Wind Energy					
Biomass Potential					

Montezuma County Highlights	
Population	<ul style="list-style-type: none"> Montezuma County is located in the southwest (Four Corners) area of Colorado. Its population is relatively small at about 24,000 and its population growth rate over the past decade has been below the state and national averages.
Income and Housing	<ul style="list-style-type: none"> This county's poverty rate is above the state and national average. The median household income is roughly \$15,000 below the state average. Average housing costs in Montezuma County are low. They are about \$57,000 below the state average and about \$10,000 below the national average.
Occupation, Class of Work, Establishment Size	<ul style="list-style-type: none"> Employment is mostly in tourism related industries (amusement, recreation, dining, hotels, and lodging). Government employment is the second largest, with the employment primarily in education.
Transportation Infrastructure	<ul style="list-style-type: none"> Montezuma County has one commercial service airport, City of Cortez Airport. There are no interstate highways.
State, Federal, or Military Facilities	<ul style="list-style-type: none"> There are no state prisons, federal facilities, or military bases in Montezuma County.
Education	<ul style="list-style-type: none"> San Juan Basin Technical School and Pueblo Community College – Southwest Center provide some educational opportunities to the area. The percentages of high school graduates and persons with a bachelor's degree or higher are below the state and national averages.
Attractions	<ul style="list-style-type: none"> The area is perhaps best known for its archaeological resources (Mesa Verde National Park, Hovenweep National Monument, and Canyons of the Ancients). There is also a Native American Casino in Towaoc.
Natural Resources	<ul style="list-style-type: none"> Montezuma County has significant levels of natural gas, crude oil, and CO₂.

HISTORICAL ANALYSIS OF EMPLOYMENT AND INCOME MONTEZUMA COUNTY													
Employment and Income (2001)						CAGR 1991 to 2001				Location Quotient (2001)			
Employment			Income			Employment		Income		Employment		Income	
		Share			Share								
Services	3,378	26.3%	Services	\$83,827	27.1%	Services	6.8%	Services	11.9%	Ag.	2.85	Con.	1.88
Gov.	2,809	21.9	Gov.	65,516	21.2	FIRE	4.7	FIRE	10.8	OGM	2.18	Gov.	1.43
Trade	2,776	21.6	Con.	49,524	16.0	Trade	3.8	TCPU	9.8	Gov.	1.54	Trade	1.09
Con.	1,184	9.2	Trade	48,689	15.8	Mfg.	2.8	Con.	6.9	Con.	1.15	OGM	0.97
Ag.	1,082	8.4	TCPU	27,424	8.9	TCPU	2.8	Trade	5.9	Trade	1.00	TCPU	0.89
Mfg.	563	4.4	FIRE	14,124	4.6	Ag.	1.9	Mfg.	5.0	Services	0.83	Services	0.89
FIRE	492	3.8	Mfg.	12,783	4.1	Con.	1.9	Gov.	1.9	Mfg.	0.59	Ag.	0.49
TCPU	384	3.0	OGM	5,115	1.7	Gov.	1.9	Ag.	0.1	TCPU	0.52	FIRE	0.49
OGM	175	1.4	Ag.	2,118	0.7	OGM	-9.3	OGM	-7.4	FIRE	0.51	Mfg.	0.44

Source: DOLA - Colorado Employment by Sector.

Montezuma County Industry Growth 1991-2001	Montezuma County Industry Concentration 2001
The chart below illustrates growth of the nine major industry sectors from 1991-2001. Compound annual growth rates (CAGR) are used. From 1991-2001 total state employment grew at a CAGR of 3.6%, and the Denver/Boulder CPI grew at a CAGR of 3.5%. The chart is divided into quadrants based on these values. The upper right-hand quadrant includes industries in the county that had employment growth greater than the state average and income growth greater than the CPI.	The chart below illustrates concentration of the nine major industry sectors in 2001. Location quotients (LQ) are used to measure the concentration of an industry in the county relative to the state. An LQ greater than 1 means the county has a high concentration in that industry. The chart is divided into quadrants. The upper right-hand quadrant includes industries with high employment concentration and income concentration.



MONTEZUMA COUNTY SECTOR BREAKDOWN				
Sector	Number of Workers	Total Production (M)	% of Production Exported	Value of Exports (M)
Top 10 Sectors by Employment				
Amusement and Recreation Services	969	\$41.4	92%	\$38.1
State & Local Government - Education	965	29.2	0	0.0
Eating & Drinking	738	23.5	12	2.8
Hotels and Lodging Places	635	23.6	75	17.7
Hay and Pasture	612	5.9	98	5.8
New Residential Structures	502	78.3	0	0.0
General Merchandise Stores	457	15.8	51	8.1
Federal Government - Non-Defense	454	24.8	0	0.0
Maintenance and Repair, Other Facilities	439	26.5	58	15.4
State & Local Government - Non-Education	426	16.0	0	0.0
Top Sectors by Production				
New Residential Structures	502	78.3	0	0.0
Real Estate	379	70.5	45	31.7
Banking	330	59.3	60	35.6
Amusement and Recreation Services	969	41.4	92	38.1
New Industrial and Commercial Buildings	327	38.4	0	0.0
Natural Gas & Crude Petroleum	112	35.6	82	29.2
Motor Freight Transport and Warehousing	329	32.9	42	13.8
State & Local Government - Education	965	29.2	0	0.0
Top Primary Sectors				
Amusement and Recreation Services	969	\$41.4	92%	\$38.1
Natural Gas & Crude Petroleum	112	35.6	82	29.2
Hotels and Lodging Places	635	23.6	75	17.7
Feed Grains, except Hay & Pasture	1	10.9	98	10.7
Hay and Pasture	612	5.9	98	5.8
Textile Bags	60	4.6	98	4.5
Research, Development & Testing Services	121	6.3	70	4.4
Special Product Sawmills, N.E.C	73	4.3	100	4.3
Range Fed Cattle	72	4.7	77	3.6
Ranch Fed Cattle	59	4.2	86	3.6

Source: Minnesota IMPLAN Group, Inc. (2000)

Industry Summary

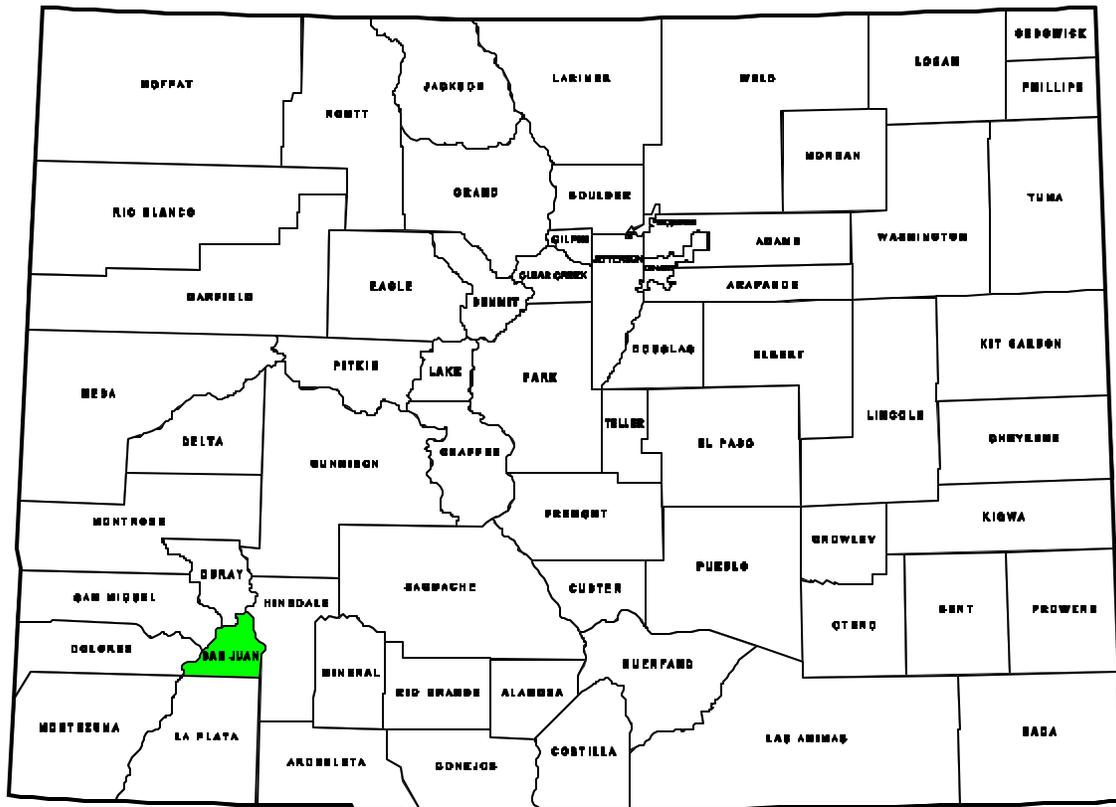
- Montezuma County is located in the southwest corner of Colorado, in the Four Corners area bordering New Mexico, Arizona, and Utah. The area is best known for Mesa Verde National Park, Canyons of the Ancients National Monument, and Hovenweep National Monument. These attractions make tourism Montezuma's largest sector for employment and production.
- Tourism related industries (amusement/recreation services, dining, and hotels/lodging) employ roughly 2,300 people and are responsible for nearly \$90 million annually.
- Outside of tourism, the construction of new residential structures and real estate account for an additional \$148 million and employ just under than 900 people. Several heavy construction companies are headquartered in the county.

MONTEZUMA COUNTY - CURRENT, TARGET, AND EMERGING GROWTH INDUSTRIES*

	Current	Target	Growth	Comments
Agriculture				Montezuma County produces hay, wheat, and cattle. Market value of all agricultural products sold in 1997 was \$21,874,000, with crops valued at \$12,913,000 and livestock and products sold valued at \$8,961,000. The area includes 17 orchards providing an opportunity for economic benefit from value-added food products. The area has developed two farmers' markets, providing specialty crop growers with higher revenues by selling direct to consumers. The DOLA base industry study estimates that 11.4% of the basic jobs are agribusiness related.
Animals	X	X		
Crops	X	X	X	
Dairy				
Manufacturing				Slightly more than 4.1% of wages and employment are in manufacturing, with about 38% of those jobs in wood manufacturing.
General	X			
Computer Hardware/Storage				
Photonics				
Energy and Environmental				The county produces oil, natural gas, and carbon dioxide. There is limited employment growth opportunity in these areas.
Minerals, Gas/Petroleum	X			
Renewable Energy				A majority of transportation employment is in trucking. There is limited opportunity for growth in this sector.
Environmental Industries				
Transportation				Because there is no base of cluster industries such as biotechnology, aerospace, defense, software, R&D, and nanotechnology, there is little likelihood that the county will experience growth in these areas.
Air				
Trucking				
Rail				There is likely to be growth in telecommunications as a result of continued growth in the county. Having a broadband hub in the county, as a result of the MNT, should foster growth.
General				
Aerospace/Space				With a Native American casino in the area, along with Hovenweep National Monument and Mesa Verde National Park, the county offers a variety of attractions. The DOLA Base Industry study estimates that 18.5% of basic jobs are in the tourism industry.
Defense/Homeland Security				
Telecommunications				There were six film projects done in the county in 2002, all filmed at Mesa Verde National Park, creating \$230,000 in project expenditures in the state. Filming will continue to increase in the county because of the national park.
Biotechnology				
Nanotechnology				
Services				The Ute Mountain Ute tribe is a major, but unknown, factor in the local economy.
Call Centers				
Financial				
Healthcare	X			
Research and Development	X			
Software				
Tourism	X	X		
Film	X	X	X	

*Note: Definition of current target and emerging growth industry included in introduction to this section.

SAN JUAN COUNTY



SAN JUAN COUNTY RESOURCES

Transportation

Commercial Service Airports: none

General Aviation Airports: none

Reliever Airports: none

Interstate Highway Miles: 0

Military Bases, Federal Facilities, and Prisons

Military Base: none

Federal Facilities: none

State Prisons: none

Higher Education (Main Campus)

Four Year: none

Two Year: none

Private Acc.: none

Ski Areas, Casinos, and National Parks

Ski Areas: Silverton Mountain

Casinos/Gaming: none

National Parks/Sites: none

Natural Resources

Oil Production (Barrels of Oil): 0

Gas Production (Million Cubic Feet): 0

Coal Production (Short Tons): 0

CO2 Production (Million Cubic Feet): 0

Wind Level Rating (5=Outstanding, 4=Good): <4

Biomass Energy Potential: <2,500,001 mmbtu

SAN JUAN COUNTY OVERVIEW			
	San Juan County	Colorado	US
People			
Population, 2001 estimate	586	4,417,714	284.8 M
Population percent change, April 1, 2000-July 1, 2001	5.0%	2.7%	1.2%
Population, percent change, 1990 to 2000	-25.1%	30.6%	13.1%
Persons under 18 years old, percent, 2000	20.1%	25.6%	25.7%
Persons 65 years old and over, percent, 2000	7.0%	9.7%	12.4%
White persons, percent, 2000	97.1%	82.8%	75.1%
Persons of Hispanic or Latino origin, percent, 2000*	7.3%	17.1%	12.5%
Black or African American persons, percent, 2000	0.0%	3.8%	12.3%
American Indian and Alaska Native persons, percent, 2000	0.7%	1.0%	0.9%
Asian persons, percent, 2000	0.2%	2.2%	3.6%
Persons reporting some other race, percent, 2000	0.7%	7.2%	5.5%
High school graduates, percent of persons age 25+, 2000	92.1%	86.9%	80.4%
Bachelor's degree or higher, pct of persons age 25+, 2000	43.7%	32.7%	24.4%
Mean travel time to work, workers age 16+ (minutes), 2000	16.1	24.3	25.5
Homeownership rate, 2000	67.7%	67.3%	66.2%
Median value of owner-occupied housing units, 2000	\$131,500	\$166,600	\$119,600
Median household money income, 1999	\$30,764	\$47,203	\$41,994
Per capita money income, 1999	\$17,584	\$24,049	\$21,587
Persons below poverty, percent, 1999	20.9%	9.3%	12.4%
Business			
Federal funds and grants, 2001 (\$1,000)	2,476	24,344,658	1.8 B
Geography			
Land area, 2000 (square miles)	387	103,718	3.5 M
Persons per square mile, 2000	1.4	41.5	79.6
Note: *Hispanics may be of any race, so also are included in applicable race categories.			

ESTABLISHMENTS BY SIZE CLASS		
Size Class	Number	Percent
1-4 Employees	44	89.8%
5-9 Employees	5	10.2%
10-19 Employees	0	0.0%
20-49 Employees	0	0.0%
50-99 Employees	0	0.0%
100-249 Employees	0	0.0%
250-499 Employees	0	0.0%
500-999 Employees	0	0.0%
1,000+ Employees	0	0.0%
Total	49	100.0%

HOUSEHOLDS BY INCOME LEVELS		
Income Bracket	Number	Percent
<\$10,000	47	17.5%
\$10,000 to \$19,999	41	15.2%
\$20,000 to \$29,999	41	15.2%
\$30,000 to \$39,999	56	20.8%
\$40,000 to \$49,999	18	6.7%
\$50,000 to \$59,999	27	10.0%
\$60,000 to \$74,999	24	8.9%
\$75,000 to \$99,999	3	1.1%
\$100,000 to \$124,999	2	0.7%
\$125,000 to \$149,999	7	2.6%
\$150,000 to \$199,000	3	1.1%
\$200,000+	0	0.0%
Total	269	99.8%

OCCUPATIONS BY TYPE		
Occupation type	Number	Percent
Management, Professional, and Related	120	37.6%
Service	39	12.2%
Sales and Office	60	18.8%
Farming, Fishing, and Forestry	0	0.0%
Construction, Extraction, and Maintenance	68	21.3%
Production, Trans., and Material Moving	32	10.0%

WORKERS BY CLASS		
Worker Class	Number	Percent
Private	162	50.8%
Government	80	25.1%
Self Employed Non-Inc.	75	23.5%
Unpaid Family	2	0.6%

Source: U.S. Census Bureau - County Quickfacts, 2001 County Business Patterns, and 2000 Census Summary File 3.

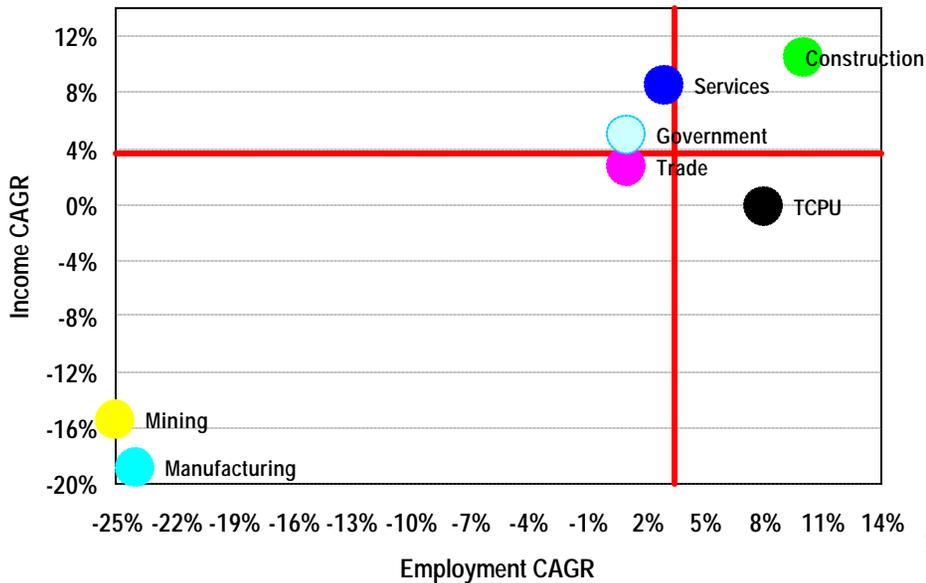
COUNTY ASSETS					
	San Juan	Archuleta	Dolores	La Plata	Montezuma
Commercial Airport				x	x
General Aviation Airport		x	x	x	
Reliever Airport					
Interstate Highway					
State Prison					
Federal Facility					
Military Facility					
Two-year College/University		x		x	x
Four-year College/University				x	
Private College/University					
>25% of Population with Bachelor Degree	x	x		x	
>10,000 employees				x	
Companies w/ 500+ employees				x	
Manufacturing Shipments (1997)				x	
Ski Resorts	x			x	
Casinos/Gaming				x	x
National Parks/Sites					x
Oil, Gas, CO ₂ Production		x	x	x	x
Coal Production				x	
Wind Energy					
Biomass Potential					

San Juan County Highlights	
Population	<ul style="list-style-type: none"> San Juan County is the smallest county in Colorado by population with less than 600 people. Nearly the entire population resides in the county seat of Silverton (530). The population over the past decade (1990-2000) decreased by about 25%. However, in the past year (2000-2001) population has increased by 5%.
Income and Housing	<ul style="list-style-type: none"> The poverty rate in San Juan County is twice the state average and 8% higher than the national average. The median household income is about \$17,000 below the state average. Housing costs in San Juan are below the state average by \$35,000 but above the national average.
Occupation, Class of Work, Establishment Size	<ul style="list-style-type: none"> There are no establishments in San Juan County that employ more than 9 people. Eating and drinking services provide the most employment, government and retail follow.
Transportation Infrastructure	<ul style="list-style-type: none"> There are no general aviation, reliever, or commercial service airports in San Juan County. There are also no interstate highways.
State, Federal, or Military Facilities	<ul style="list-style-type: none"> There are no state prisons, federal facilities, or military bases in San Juan County.
Education	<ul style="list-style-type: none"> There are no higher education facilities in San Juan.
Attractions	<ul style="list-style-type: none"> The main attraction in San Juan County is Silverton Mountain Ski Resort which attracts only the most advanced and expert skiers and snowboarders.
Natural Resources	<ul style="list-style-type: none"> There are no natural resources currently in production in the county.

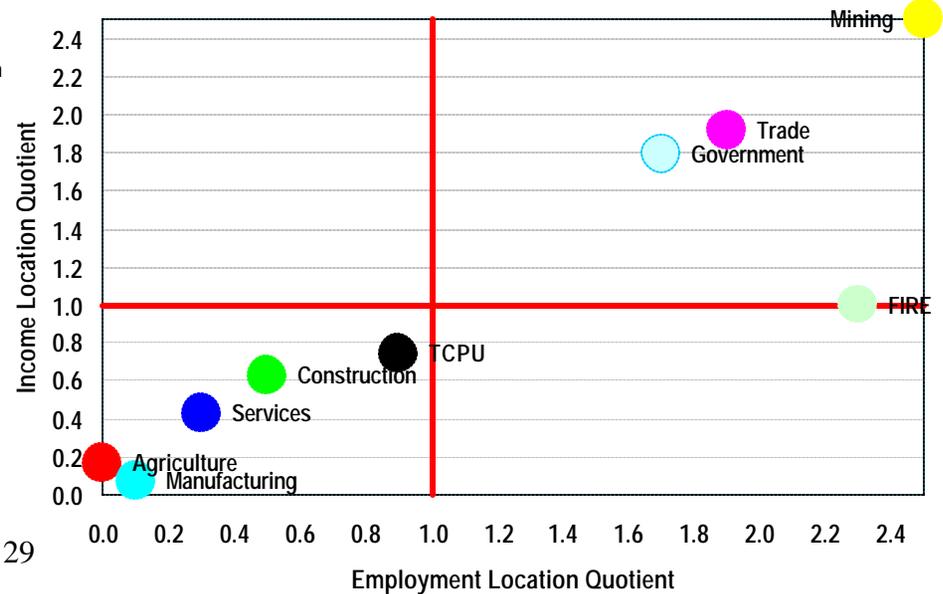
HISTORICAL ANALYSIS OF EMPLOYMENT AND INCOME SAN JUAN COUNTY													
Employment and Income (2001)						CAGR 1991 to 2001				Location Quotient (2001)			
Employment			Income			Employment		Income		Employment		Income	
		Share			Share								
Trade	130	40.5%	Trade	\$2,627	27.7%	Con.	9.8%	FIRE	53.8%	FIRE	2.34	OGM	6.05
Gov.	76	23.7	Gov.	2,513	26.5	TCPU	7.7	Ag.	25.9	Trade	1.87	Trade	1.92
FIRE	56	17.4	Services	1,225	12.9	Services	2.6	Con.	10.5	Gov.	1.67	Gov.	1.79
Services	27	8.4	OGM	979	10.3	Gov.	0.6	Services	8.5	TCPU	0.92	FIRE	1.00
TCPU	17	5.3	FIRE	891	9.4	Trade	0.6	Gov.	4.8	Con.	0.50	TCPU	0.71
Con.	13	4.0	TCPU	669	7.1	Mfg.	-23.7	Trade	2.6	Services	0.27	Con.	0.62
Mfg.	2	0.6	Con.	501	5.3	OGM	-100.0	TCPU	-0.2	Mfg.	0.10	Services	0.43
OGM	0	0.0	Mfg.	66	0.7	Ag.		OGM	-15.4	Ag.	0.00	Ag.	0.15
Ag.	0	0.0	Ag.	20	0.2	FIRE		Mfg.	-18.9	OGM	0.00	Mfg.	0.07

Source: DOLA – Colorado Employment by Sector.

San Juan County Industry Growth 1991-2001	San Juan County Industry Concentration 2001
The chart below illustrates growth of the nine major industry sectors from 1991-2001. Compound annual growth rates (CAGR) are used. From 1991-2001 total state employment grew at a CAGR of 3.6%, and the Denver/Boulder CPI grew at a CAGR of 3.5%. The chart is divided into quadrants based on these values. The upper right-hand quadrant includes industries in the county that had employment growth greater than the state average and income growth greater than the CPI.	The chart below illustrates concentration of the nine major industry sectors in 2001. Location quotients (LQ) are used to measure the concentration of an industry in the county relative to the state. An LQ greater than 1 means the county has a high concentration in that industry. The chart is divided into quadrants. The upper right-hand quadrant includes industries with high employment concentration and income concentration.



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SAN JUAN COUNTY SECTOR BREAKDOWN				
Sector	Number of Workers	Total Production (M)	% of Production Exported	Value of Exports (M)
Eating & Drinking	91	\$3.7	84%	\$3.1
Federal Government - Non-Defense	60	0.1	0	0.0
Miscellaneous Retail	58	1.4	71	1.0
State & Local Government - Non-Education	51	1.4	0	0.0
Banking	47	5.0	84	4.2
State & Local Government - Education	26	1.1	0	0.0
Accounting, Auditing and Bookkeeping	22	0.7	71	0.5
Real Estate	22	3.9	69	2.7
Landscape and Horticultural Service	21	0.6	83	0.5
Other Medical and Health Services	20	0.9	78	0.7
Top Sectors by Production				
Banking	47	\$5.0	84%	\$4.2
Real Estate	22	3.9	69	2.7
Eating & Drinking	91	3.7	84	3.1
Wholesale Trade	13	1.8	33	0.6
Miscellaneous Retail	58	1.4	71	1.0
State & Local Government - Non-Education	51	1.4	0	0.0
Sanitary Services and Steam Supply	5	1.1	82	0.9
State & Local Government - Education	26	1.1	0	0.0
Top Primary Sectors				
Eating & Drinking	91	\$3.7	84%	\$3.1
Real Estate	22	3.9	69	2.7
Other Medical and Health Services	20	0.9	78	0.7
Landscape and Horticultural Service	21	0.6	83	0.5
Agricultural, Forestry, and Fishery Services	18	0.3	100	0.3
Other State and Local Govt. Enterprises	3	0.3	67	0.2
Arrangement Of Passenger Transportation	4	0.2	100	0.2
Dimension Stone	1	0.1	100	0.1
Sand and Gravel	1	0.1	100	0.1

Source: Minnesota IMPLAN Group, Inc. (2000)

Note: In some of the state's smaller counties employment may be misrepresented due to the nature of the IMPLAN model. Refer to the section introduction for more information.

Industry Summary

- San Juan County is the smallest county in Colorado by population. It is located in the San Juan Mountains in southwestern Colorado. Its county seat, Silverton, is an old mining town and is now known for Silverton Mountain Ski Resort. Silverton Mountain is an experts-only facility and for that reason does not attract the tourism that other ski resorts attract.
- San Juan's top employment sectors are eating/drinking; federal, state, and local government; and retail. Combined, these sectors employ about half of the population.
- The top production sectors are banking, real estate, and eating/drinking. Together, these industries bring in about \$12.5 million annually.

SAN JUAN COUNTY - CURRENT, TARGET, AND EMERGING GROWTH INDUSTRIES*

	Current	Target	Growth	Comments
Agriculture				San Juan County has a population of about 600 people. Employment is seasonal and may range from 200 to 400 workers.
Animals				
Crops				
Dairy				San Juan County has no agriculture and few manufacturing and mining jobs. The most consistent segment of employment is the government sector. Employment in the retail and accommodation and food services will account for about 50% of employment during summer months and about 20% of employment during winter months.
Manufacturing				
General		X		
Computer Hardware/Storage				Local economic developers have targeted general manufacturing and environmental industries in San Juan County.
Photonics				
Energy and Environmental				
Minerals, Gas/Petroleum				Because there is no base of cluster industries such as biotechnology, aerospace, computers, computer storage, defense, software, R&D, and nanotechnology, there is little likelihood that the county will experience growth in these areas.
Renewable Energy				
Environmental Industries		X		
Transportation				There is minimal telecommunications employment in the current economy. Having a broadband hub in the county, as a result of the MNT, may benefit the small group of businesses.
Air				
Trucking				
Rail				The DOLA base industry estimates that about 55.4% of basic jobs are related to tourism. About 21.2% of basic jobs relate to second homes and about 19.8% relate to tourist services.
General				
Aerospace/Space				
Defense/Homeland Security				Growth in the county will occur as a result of increases in population, which will take place primarily because of tourism. This will result in a need for increased retail, services, government, and ultimately construction.
Telecommunications				
Biotechnology				
Nanotechnology				Silverton Mountain Ski Resort, the Durango& Silverton Narrow Gauge Railroad, and the recreational activities offered by the San Juan Mountains are the county's primary tourist attractions.
Services				
Call Centers				
Financial				Film is not a major industry in the county.
Healthcare				
Research and Development				
Software				
Tourism	X	X	X	
Film				

*Note: Definition of current target and emerging growth industry included in introduction to this section.