

PEPIN COUNTY INDUSTRY CLUSTER AND ECONOMIC DEVELOPMENT OPPORTUNITIES

The following is an analysis of the County's Industry Clusters and some examples on how to build Knowledge Based industries and further develop intraregional trade.

Jobs in Manufacturing Are Growing

During the period of 1990-1998 manufacturing jobs in the County increased by 112 jobs resulting in a percentage increase of 75%. This rate of increase was significantly greater than the increase within the Mississippi River Region and the State of Wisconsin which increased by 16% and 11% respectively. Manufacturing, however was only the sixth largest source of personal income in 1998 for county residents which is much lower than the region or state where Manufacturing was the first and second highest source of personal income. Pepin County residents employed in Government, Wholesale Trade, Services, Construction and the Retail Trade sector all contributed more to personal income than Manufacturing, Table 7.10.

In regards to jobs; Services, Retail Trade, Farming, Government Services and Wholesale Trade all reported higher employment numbers than the Manufacturing sector. In contrast the State of Wisconsin Manufacturing employment was reported to be the second highest employment sector following only Retail Trade, Table 7.09.

Wood and Furniture Products, Food Processing, Printing Products; and Plastic and Rubber Products have been identified as the leading industry clusters in the County, Table 7.01. These industries helped contribute to the 2.65% increase in population and the 9.83% increase in housing units during the 1990-2000 period, Tables 7.03 and 7.04. This growth in turn contributed to the 104% increase in real estate equalized values in the County during this same time period, Table 7.05. This increase in real estate equalized values has occurred in part due to the exceptional amount of traveler tourism trade the County has been able to attract due to the popular Mississippi River related recreational properties and venues on its western border. Traveler and Tourism expenditures in the County during 1994-1999 increased by 66%. This was just under the Region's growth rate of 67% but well ahead of the State rate which posted a 52% rate of growth during this period. In 1998 Traveler and Tourism expenditures in the County totaled \$7,726,377, Table 7.07.

The combined effect of the growth in Manufacturing jobs and the growth in the Services and Retail Trade sector has provided the County with an enviable unemployment rate of 2.8% in 2000 which was below the Region, State, and Nation, Table 7.08.

There are Opportunities to Further Build the County's Industry Base Through Actions That More Fully Integrate the County's Industries With the Knowledge Based Industry Clusters That Drive the State's Economy and Through Actions That Facilitate Increased Intraregional Trade

Growth in manufacturing or in "basic industries" is often a major factor in determining whether a region's economy prospers or declines. To further bolster and create greater opportunities for growth in our region's industries there are actions that can be taken to more fully integrate our industry clusters with the Knowledge Based Industry Clusters that drive the State's economy.

The following table identifies the County's industry clusters in relation to the Knowledge Based Industry Clusters driving the State's economy. An explanation of these industry clusters and recommendations on how to further build these Knowledge Based Clusters are provided in Chapter 1, Pages 1-2 through 1-10. Maps 1-13 beginning on Page 11-1 illustrate the concentration of these clusters within the County.

Pepin County's Industry Clusters	Wisconsin's Knowledge-Based Industry Clusters Driving The State's Economy
Food Processing – SIC Codes 2000-2199	↔ Agricultural/Business/Food Processing Cluster
Wood and Furniture Products – SIC Codes 2400-2599	↔ Paper Making/Forest Products Cluster
Printing Products – SIC Codes 2600-2799	↔ Printing Cluster
Plastic and Rubber Products – SIC Codes 3000-3099	↔ Manufacturing/Materials Cluster
Stone, Clay, & Glass Products – SIC Codes 3200-3299	↔ Manufacturing/Materials Cluster
Metal Products – SIC Codes 3300-3499	↔ Manufacturing/Materials Cluster
Machinery, Equipment and Electronic Products – SIC Codes 3500-3699	↔ Machinery Manufacturing/ Automation Cluster
Miscellaneous Manufacturing – SIC Codes 3900-3999	↔ Manufacturing/Materials Cluster

A Survey Mailed to Approximately 600 Industries in the Region Identifies Other Opportunities to Help Build the County's Industry Clusters

The survey was centered around the concept of promoting regional import substitution strategies. These strategies involved promoting the concept that industries should buy raw materials or components needed for production within the Region as opposed to from outside the Region if practical. The survey's primary emphasis was therefore on identifying the products produced by the Region's industries and the raw materials or components needed to produce their products. The survey also centered in on seven other information areas that could also lead to additional intraregional trade and industry cluster growth. These were: (1) Labor force development plans, 2) Identifying raw materials or components that are difficult to procure in order to manufacture their product, 3) Interest in contract manufacturing with another business or entrepreneur, 4) Interest in using an intermodal freight transfer facility (*rail to truck*), 5) Interest in venture capital financing, 6) Interest in revolving loan fund financing, and 7) Interest in the development an industry matchmaker procurement website. The survey allowed each industry to respond by circling a number from one to five with "one" meaning, no I am definitely not interested, and "five" meaning, yes I am definitely interested. Industries responding to any questions with a three, four, or five on a given question are listed in Table 7.02. Some economic development concepts and opportunities based on the results of this survey and other economic development attributes of the County are outlined below.

- One manufacturer in the County indicated in a survey their interest in contract manufacturing. This company manufactures new and retreaded vehicle tires. Existing businesses or entrepreneurs should be made aware of this manufacturing resource which in turn could increase the production capacity of this industry.
- In 1989 a pulp mill siting feasibility study was prepared by a steering committee appointed by the Governor. This study identified areas in the State where a pulp mill would be most suitable based on both environmental and economic factors. Two of the 21 sites identified are located in Pepin County and six of the 21 sites are in the nine county Mississippi River Region. With over 100 wood processing, paper and printing firms in the Mississippi River Region and with many firms reporting difficulty in procuring hardwood logs does the concept of rekindling the idea of siting a new pulp mill in this part of the state make sense today? Would this help area firms in getting a quantity shipment in conjunction with the pulp mill at a good price they may not be able to get now? The Southwest Badger RC&D is presently studying the concept of establishing a round wood chip mill that would shred logs into chips near or on the Mississippi River and transfer them to a barge for transport to either a U.S. pulp mill or a foreign mill. A chip mill in Hixton, Wisconsin is presently shipping their chips by rail on the Wisconsin Central Railroad to Wisconsin pulp mills to the east. Another chip mill in Independence is manufacturing excelsior involving processing wood products into packaging material.

- Seventy-six manufacturers in the Mississippi River Region indicated in their survey response an interest in a Matchmaker Procurement Website. One of these manufacturers are located within the County. This company manufactures new and retreaded vehicle tires. Industry cluster procurement websites should be investigated to assist in getting multi-company cost sharing and obtaining raw material or component quantity discounts.
- There are over 100 firms in the Mississippi River Region engaged in some form of metalworking, metal fabrication, or the manufacture of machinery and equipment. They all use some form of steel, aluminum, or other type of metal as a raw material to produce their product. Two industries in Pepin County are involved in this manufacturing sector. Joint purchasing and shipping arrangements should be investigated that would result in a quantity discount in procuring these products. Two factors that should be further investigated are: Are the raw materials needed too specialized to do this, and if so, can further processing of the raw material be done here?
- Over 80 manufacturers in the Mississippi River Region listed in a survey reported Labor Force Development as a need. One of the firms is in Pepin County, a manufacturer of new and retreaded tires indicated an interest in this area. The Region's universities and technical colleges and others involved in workforce development should investigate providing training tailored to a specific industry cluster.
- A new and retread tire manufacturer and recycler obtains used tire casings and bonds new tread to the casings. These tires are used primarily for truck trailers and tractors and other rubber tired prime movers and machinery. Within the Mississippi River Region there are two national trucking companies, and several regional carriers and truck dealerships. In the interest of building this industry cluster the concept of trucking firms procuring their tires from this manufacturer should be investigated.
- In the interest of promoting intraregional trade and industry cluster growth, are there any businesses or individuals in the Region that have a need for the following products produced by industries in Pepin County or can provide the following raw materials or components to them? This list of products, raw materials and components is based off returns from the Region wide industry survey. This is therefore not a complete list of all the products, raw materials and components needed in the County. The slash "/" used in these lists identify where one industry's product or raw material need begins and ends. Business or individuals interested in investigating these intraregional trade and business development opportunities are encouraged to contact the Mississippi River Regional Planning Commission office, Telephone 608-785-9396, Email plan@mrrpc.com.

Pepin County Industry Products List: new tire and retread tires/

Pepin County List of Raw Materials or Components Needed by Industries to Manufacture Their Products:
rubber/

TABLE 7.01
PEPIN COUNTY INDUSTRY CLUSTERS

Food Processing - SIC Codes 2000-2199

Eau Galle Cheese Factory, Inc., Durand
Safeway, Inc., Durand

Wood and Furniture Products - SIC Codes 2400-2599

Chippewa Valley Logging, Inc., Durand
Heitman Lumber, Durand
Schlosser Lumber, Inc., Durand
Tulip Cabinet Company, Arkansaw
Wayne Industries Inc., Durand

Printing Products - SIC Codes 2600-2799

Durand Publications, Durand
Main Street Graphics, Durand

Plastic and Rubber Products - SIC Codes 3000-3099

Bauer Built, Inc., Durand

Stone, Clay, & Glass Products - SIC Codes 3200-3299

Cemstone Ready-Mix, Inc., Durand

Metal Products - SIC Codes 3300-3499

Durand Welding & Steel Supply Inc., Durand

Machinery, Equip. & Electronic Prod. - SIC Codes 3500-3699

Northern Wisconsin Mfg. Co.-Pepin Farm Implement,

Miscellaneous Manufacturing - SIC Codes 3900-3999

Signs By Kevin, Durand

TABLE 7.02
Pepin County
Business Development Opportunities

The following is a list of Business Development Needs and Opportunities that the various companies indicated through a survey they had an interest in.

Labor Force Development

Bauer Built, Inc., Durand

Intermodal Transfer Freight Facility

Bauer Built, Inc., Durand

Angel and/or Venture Capital

Bauer Built, Inc., Durand

Revolving Loan Fund

Bauer Built, Inc., Durand

Matchmaker Procurement Website

Bauer Built, Inc., Durand

**TABLE 7.03
PEPIN COUNTY POPULATION**

	1990	1994	1998	2000	1990-2000 Numerical Chge	1990-2000 % Chge
Pepin County	7,107	7,178	7,213	7,296	189	2.65
Mississippi River Region	271,389	277,912	287,401	291,732	20,343	7.5
State of Wisconsin	4,891,599	5,061,451	5,234,350	5,310,406	418,807	8.56
U.S.	248,709,873	260,651,000	271,644,000	274,271,000	25,561,127	10.28

Source: 1) General Population Characteristics – 1990, U.S. Department of Commerce, Bureau of the Census
 2) Official Population Estimates-1994, 1998, & 2000 – State of Wisconsin Dept. of Admin.-Demographic Services Center
 3) U.S. Bureau of the Census – Current Population Reports – 1994, 1998, & 2000 U.S. Population

Pepin is the Region’s smallest County, and its 2.65% increase in population was also the smallest percentage increase in the Region, as well as being below the State and National percent increase.

**TABLE 7.04
PEPIN COUNTY HOUSING UNITS**

	1990	1994	1998	2000	1990-2000 Numerical Chge	1990-2000 % Chge
Pepin County	2,919	3,012	3,113	3,206	287	9.83
Mississippi River Region	108,284	113,130	119,418	123,026	14,742	13.61
State of Wisconsin	2,055,774	2,169,429	2,295,403	2,366,371	310,597	15.11

Source: 1) General Population Characteristics – 1990, U.S. Department of Commerce, Bureau of the Census
 2) Total Housing Unit Estimates-1994, 1998, & 2000 – State of Wisconsin Dept. of Admin.-Demographic Services Center

The housing unit growth of 9.83% was also lowest in the Region, well below the 13.61% Regional and 15.11% State increases.

**TABLE 7.05
PEPIN COUNTY REAL ESTATE EQUALIZED VALUE**

	1990	1994	1998	2000	1990-2000 Numerical Chge	1990-2000 % Chge
Pepin County	149,486,800	173,456,500	261,793,900	304,492,700	155,005,900	103.69
Mississippi River Region	5,873,954,300	7,135,618,600	9,788,336,300	11,590,076,200	5,716,121,900	97.31
State of Wisconsin	134,138,145,600	176,376,443,200	238,769,117,100	277,213,706,800	143,075,561,200	106.66

Source: Wisconsin Dept. of Revenue – Bureau of Property Tax

Pepin County had a 103.69% increase in real estate equalized valuation over the ten year period. This exceeds the Regional increase of 97.31%, but is less than the State average increase of 106.66%.

**TABLE 7.06
PEPIN COUNTY PER CAPITA PERSONAL INCOME**

	1990	1994	1998	1990-1998 Numerical Chge	1990-1998 % Chge
Pepin County	14,258	16,443	19,442	5,184	36.36
Mississippi River Region	14,702	17,112	20,739	6,037	41.06
State of Wisconsin	18,160	21,699	26,284	8,124	44.74
U.S.	19,584	22,581	27,203	7,619	38.90

Source: Bureau of Economic Analysis, U.S. Department of Commerce

Pepin County’s percent increase in per capita personal income is 36.36%, which is somewhat less than the Region’s overall 41.06% and the State’s 44.74%. It is somewhat closer to the U.S. average of 38.90%.

**TABLE 7.07
PEPIN COUNTY TRAVELER AND TOURISM EXPENDITURES**

		1994	1998	1999	1994-1999 Numerical Chge	1994-1999 % Chge
Pepin County	Total Visitor Expenditure	4,659,303	7,069,931	7,726,377	3,067,074	65.83
	Total Employ. Impact	129	205	220	91	70.54
	Total Resident Income Impact	2,770,006	3,889,493	4,222,012	1,452,006	52.42
	Total State Revenue Impact	456,838	630,141	680,980	224,142	49.1
	Total Local Revenue Impact	290,468	455,972	495,915	205,447	70.73
Mississippi River Region	Total Visitor Expenditure	291,075,919	415,261,065	484,792,934	193,717,015	66.6
	Total Employ. Impact	8,184	12,134	14,037	5,853	71.5
	Total Resident Income Impact	175,202,855	229,804,273	268,801,481	93,598,626	53.4
	Total State Revenue Impact	28,895,029	37,230,866	43,351,265	14,456,236	50.0
	Total Local Revenue Impact	18,372,103	26,940,369	31,573,216	13,201,113	71.9
State of Wisconsin	Total Visitor Expenditure	5,762,412,960	8,117,722,825	8,747,834,904	2,985,421,944	51.81
	Total Employ. Impact	161,747	232,667	248,681	86,934	53.7
	Total Resident Income Impact	3,462,507,003	4,485,757,000	4,840,582,000	1,378,074,997	39.8
	Total State Revenue Impact	571,048,000	764,770,000	821,837,000	250,789,000	43.9
	Total Local Revenue Impact	363,085,017	520,312,000	562,143,000	199,057,983	54.8

Source: Wisconsin Department of Tourism

Pepin County's 65.83% increase in travel and tourism dollars is almost equal to the Regional increase of 66.6%, and greater than the State's overall increase in this sector of 51.81%.

**TABLE 7.08
PEPIN COUNTY LABOR FORCE AND EMPLOYMENT**

		1990	1994	1998	1999	2000	1990-2000 % Chge
Pepin County	Total Labor Force	3,393	3,516	3,428	3,202	3,335	-1.7
	Total Employment	3,229	3,327	3,281	3,075	3,241	0.4
	Total Unemployment	164	189	147	127	94	-42.7
	Unemployment Rate	4.8	5.4	4.3	4.0	2.8	-41.7
Mississippi River Region	Total Labor Force	141,572	154,238	162,848	158,957	166,004	17.3
	Total Employment	134,915	146,330	157,235	153,825	161,011	19.3
	Total Unemployment	6,657	7,908	5,613	5,132	4,993	-25.0
	Unemployment Rate	5.1	5.6	3.8	3.4	3.0	-42.1
State of Wisconsin	Total Labor Force	2,581,079	2,800,059	2,952,711	2,891,982	3,021,635	17.1
	Total Employment	2,466,597	2,668,025	2,853,275	2,803,881	2,928,062	18.7
	Total Unemployment	114,483	132,033	99,436	88,801	93,573	-18.3
	Unemployment Rate	4.4	4.7	3.4	3.0	3.1	-29.5
U.S.	Total Labor Force	126,142,000	131,951,000	138,545,000	140,108,000	140,639,000	11.49
	Total Employment	118,241,000	124,721,000	132,517,000	134,420,000	135,161,000	14.31
	Total Unemployment	7,901,000	7,230,000	6,028,000	5,688,000	5,477,000	-30.68
	Unemployment Rate	6.3	5.5	4.4	4.1	3.9	-38.10

Source: State of Wisconsin Department of Workforce Development and U.S. Bureau of Labor Statistics

Pepin County's labor force declined by 1.7% from 1990 to 2000. This compares to a 17% plus increase in the Regional and State labor forces and the 11.49% increase in the National labor force. The unemployment rate in the County declined 41.7% from 1990's 4.8% to 2.8% in 2000. This was a positive change in unemployment greater than the State and U.S. rate, and virtually equal to the Regional improvement.

**TABLE 7.09
PEPIN COUNTY TOTAL EMPLOYMENT BY INDUSTRY**

	1990 No. Emp.	%	1998 No. Emp.	%	Numeric Change	Percent Change
Pepin County						
Total full-time and part-time employment	3,465		3,845		380	10.97
Farm Employment	740	21.4	583	15.2	-157	-21.22
Ag. Services, forestry, fishing and other*	36	1.0	(D)	N/A	N/A	N/A
Mining	10	0.3	0	0.0	-10	-100.00
Construction	183	5.3	268	7.0	85	46.45
Manufacturing	149	4.3	261	6.8	112	75.17
Transportation and public utilities	113	3.3	(D)	N/A	N/A	N/A
Wholesale trade	292	8.4	332	8.6	40	13.70
Retail trade	596	17.2	664	17.3	68	11.41
Finance, insurance, and real estate	138	4.0	167	4.3	29	21.01
Services	674	19.5	747	19.4	73	10.83
Government and government enterprises	534	15.4	575	15.0	41	7.68
Mississippi River Region						
Total full-time and part-time employment	151,402		180,653		29,251	19.32
Farm Employment	15,940	10.5	14,969	8.3	-971	-6.09
Ag. Services, forestry, fishing and other*	NA	NA	NA	NA	NA	NA
Mining	NA	NA	NA	NA	NA	NA
Construction	5,968	3.9	8,073	4.5	2,105	35.27
Manufacturing	22,859	15.1	26,457	14.6	3,598	15.74
Transportation and public utilities	7,156	4.7	NA	NA	NA	NA
Wholesale trade	6,990	4.6	NA	NA	NA	NA
Retail trade	26,337	17.4	33,337	18.5	7,000	26.58
Finance, insurance, and real estate	6,381	4.2	8,296	4.6	1,915	30.01
Services	NA	NA	NA	NA	NA	NA
Government and government enterprises	23,689	15.6	25,451	14.1	1,762	7.44
State of Wisconsin						
Total full-time and part-time employment	2,835,395		3,330,028		494,633	17.44
Farm Employment	114,701	4.0	101,293	3.0	-13,408	-11.69
Ag. Services, forestry, fishing and other*	23,383	0.8	32,757	1.0	9,374	40.09
Mining	3,682	0.1	3,892	0.1	210	5.70
Construction	124,497	4.4	163,989	4.9	39,492	31.72
Manufacturing	574,066	20.2	639,270	19.2	65,204	11.36
Transportation and public utilities	122,793	4.3	147,772	4.4	24,979	20.34
Wholesale trade	125,765	4.4	146,410	4.4	20,645	16.42
Retail trade	499,720	17.6	577,644	17.3	77,924	15.59
Finance, insurance, and real estate	185,053	6.5	223,752	6.7	38,699	20.91
Services	697,198	24.6	899,427	27.0	202,229	29.01
Government and government enterprises	364,537	12.9	393,822	11.8	29,285	8.03
U.S.						
Total full-time and part-time employment	139,426,900		160,198,700		20,771,800	14.90
Farm Employment	3,153,000	2.3	3,127,000	2.0	-26,000	-0.82
Ag. Services, forestry, fishing and other*	1,453,000	1.0	2,042,600	1.3	589,600	40.58
Mining	1,044,100	0.7	855,500	0.5	-188,600	-18.06
Construction	7,260,800	5.2	8,799,100	5.5	1,538,300	21.19
Manufacturing	19,697,200	14.1	19,568,500	12.2	-128,700	-0.65
Transportation and public utilities	6,568,600	4.7	7,668,300	4.8	1,099,700	16.74
Wholesale trade	6,711,500	4.8	7,351,900	4.6	640,400	9.54
Retail trade	22,920,500	16.4	26,710,200	16.7	3,789,700	16.53
Finance, insurance, and real estate	10,712,600	7.7	12,229,900	7.6	1,517,300	14.16
Services	38,709,600	27.8	49,897,700	31.1	11,188,100	28.90
Government and government enterprises	21,196,000	15.2	21,948,000	13.7	752,000	3.55

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System (REIS)

The most noticeable decline in employment by Standard Industrial Code sector is Mining which shows a 100% decline, meaning no Pepin residents were employed in that sector in 2000. Farm Employment overall declined by 21.22%. The largest increase in Pepin County residents employment is Manufacturing, with a 75.17% increase. All other sectors showed more modest increases in employment growth.

(D) = not shown to avoid disclosure of confidential information

TABLE 7.10
PEPIN COUNTY PERSONAL INCOME BY INDUSTRY SOURCE OF EARNINGS (Thousands of dollars)

	1990	1998	Numeric Change	Percent Change
Pepin County				
Farm earnings	6,015	3,997	-2,018	-33.5
Ag. Services, forestry, fishing and other*	352	(D)	N/A	N/A
Mining	198	0	-198	N/A
Construction	4,047	7,399	3,352	82.8
Manufacturing	2,153	4,872	2,719	126.3
Transportation and public utilities	2,571	(D)	N/A	N/A
Wholesale trade	9,511	12,319	2,808	29.5
Retail trade	5,632	7,398	1,766	31.4
Finance, insurance, and real estate	1,832	2,305	473	25.8
Services	8,326	12,196	3,870	46.5
Government and government enterprises	11,532	16,125	4,593	39.8
Mississippi River Region				
Farm earnings	135,774	84,735	-51,039	-37.59
Ag. Services, forestry, fishing and other*	NA	NA	NA	NA
Mining	NA	NA	NA	NA
Construction	149,125	260,634	111,509	74.78
Manufacturing	554,933	842,941	288,008	51.90
Transportation and public utilities	212,794	NA	NA	NA
Wholesale trade	182,614	NA	NA	NA
Retail trade	278,279	404,423	126,144	45.33
Finance, insurance, and real estate	93,699	178,201	84,502	90.18
Services	NA	NA	NA	NA
Government and government enterprises	554,880	803,682	248,802	44.84
State of Wisconsin				
Farm earnings	1,138,582	839,302	-299,280	-26.3
Ag. Services, forestry, fishing and other*	353,693	530,927	177,234	50.1
Mining	89,376	143,541	54,165	60.6
Construction	3,684,281	5,984,543	2,300,262	62.4
Manufacturing	17,775,251	26,116,131	8,340,880	46.9
Transportation and public utilities	3,671,535	5,579,579	1,908,044	52.0
Wholesale trade	3,704,657	5,804,561	2,099,904	56.7
Retail trade	5,712,498	8,378,372	2,665,874	46.7
Finance, insurance, and real estate	3,491,912	6,602,120	3,110,208	89.1
Services	12,723,318	22,287,307	9,563,989	75.2
Government and government enterprises	9,584,448	13,784,615	4,200,167	43.8
U.S.				
Farm earnings	43,885,000	43,016,000	-869,000	-2.0
Ag. Services, forestry, fishing and other*	22,174,000	34,445,000	12,271,000	55.3
Mining	36,461,000	47,984,000	11,523,000	31.6
Construction	206,994,000	302,174,000	95,180,000	46.0
Manufacturing	665,431,000	891,190,000	225,759,000	33.9
Transportation and public utilities	228,042,000	357,379,000	129,337,000	56.7
Wholesale trade	221,113,000	329,422,000	108,309,000	49.0
Retail trade	321,531,000	464,753,000	143,222,000	44.5
Finance, insurance, and real estate	243,984,000	477,189,000	233,205,000	95.6
Services	888,863,000	1,503,725,000	614,862,000	69.2
Government and government enterprises	629,902,000	850,789,000	220,887,000	35.1

Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System (REIS)

Farm Earnings declined by 33.5%, but Construction and Manufacturing job incomes increased by 82.8% and 126.3% respectively, both of these are greater than increases in other geographic scopes. Other employment sectors showed earnings increases between 25.8% and 46.5%.

(D) = not shown to avoid disclosure of confidential information