AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Acknowledgement of County Manager's Signature; Pro

Action Requested: County Manager Signature

Parties to the Agreement: County and The Center for Applied Research

Term Begins: **Term Ends:** **Grant Contract #:**

Summary:

The Center for Applied Research has created an economic model for Gunnison County and this contract if for them to create a guide on how to update it and to teach us how to use it.

Fiscal Impact: 3400

Submitted by: Mike Pelletier **Submitter's Email Address:** mpelletier@gunnisoncounty.org

Finance Review: (●) Required ( ) Not Required

Comments:
No concerns, can be covered in the 2018 adopted budget. ln

Reviewed by: GUNCOUNTY1\lNienhueser Discharge Date: 8/8/2018

County Attorney Review: (●) Required ( ) Not Required

Comments:
ok db 8/13/18

Reveiwed by: GUNCOUNTY1\dBaumgarten Discharge Date: 8/13/2018 Certificate of Insurance Required

Yes ( ) No (●)

County Manager Review:

Comments:

Reveiwed by: GUNCOUNTY1\mbirnie Discharge Date: 8/13/2018

(●) Consent Agenda ( ) Regular Agenda ( ) Worksession Time Allotted: 0

Agenda Date: 8/21/2018

Revised April 2015

THE CENTER FOR APPLIED RESEARCH, INC.

PROFESSIONAL SERVICES AGREEMENT

This **PROFESSIONAL SERVICES AGREEMENT** ("Agreement") is made and entered into in duplicate form, effective on the date stated below, by and between Gunnison County ("the County"), whose address is 221 N. Wisconsin Street, Suite G, Gunnison, Colorado 81230, and The Center for Applied Research, Inc. ("Contractor"), whose address is 4001 S. Dahlia Street, Englewood, Colorado 80113.

Recitals

WHEREAS the County wishes to retain the Contractor to develop a guide to preparing a customized input-output economic impact assessment model tailored to Gunnison County and provide related technical support services to the County as requested;

WHEREAS the County and the Contractor believe that a written professional services agreement would provide clarity by describing the parties' good faith commitment, expectations and respective rights and obligations;

WHEREAS the Contractor represents to the County that the Contractor has the expertise and skills required to carry out the performance of services in a professional and timely manner; and

NOW THEREFORE, in consideration of the Recitals herein above mentioned and of the terms, conditions, covenants, and warranties hereinafter mentioned to be kept, honored, and performed by the parties, it is herby agreed as follows:

Terms and Conditions

1. **Term**. Subject to the execution of this Agreement by both parties, the term of this Agreement shall commence on August 1, 2018.

2. **Scope of Services**. The Contractor shall provide the services identified in Attachment A, attached hereto and incorporated herein.

3. **County's Contact**. The Contractor shall work directly with Gunnison County GIS Manager, Mike Pelletier, and others as he may designate.

4. **Termination**.

    a. Unless extended by amendment or terminated early, as provided for in paragraph 4 b. below, this Agreement will terminate on December 31, 2018.

    b. This Agreement may be terminated early with or without cause by the County. In the event the County intends to terminate this Agreement, the County will give the Contractor 30 day's written notice. The Contractor may terminate this Agreement with or without cause provided that 30 days written notice is given to the County.

5. **Independent Contractor Status**. The Contractor is retained as an independent contractor and not as an employee or agent of the County. The Contractor and the County are not in a partnership or

joint venture, nor are they or shall they be deemed partners or joint venturers of any kind or for any purposes.

6. **Standard of Professional Care**. The Contractor shall perform all work in accordance with the standard of professional care, skill and diligence normally adhered to by a professional in this field providing similar services and it is not the intention of the Contractor to provide or offer to provide work inconsistent with or contrary to such standards. The Contractor further verifies that the work will be completed in a manner to meet the objectives set forth in this Agreement.

7. **Compensation**. As full consideration for performing Parts 1 and 2 of the Scope of Services described in Attachment A, the Contractor shall be compensated $3,400. All Contractor efforts performed in accordance with Part 3 of the Scope of Services will be undertaken solely at the request of the County's designated representative(s). For such services, the Contractor shall be compensated at a rate of $178.00 per hour.

   The County shall pay the Contractor for all billed amounts within thirty (30) days of the County's receipt of invoices from the Contractor.

8. **Entire Agreement; Modification.** This Agreement constitutes the final and entire agreement between the parties, and there is no agreement or promise on the part of either party to do or omit to do any act or thing not herein mentioned. This Agreement is intended as a complete and exclusive statement of the terms and conditions of the parties' agreement and may not be effectively amended, changed, modified, or altered without the written consent of both parties.

9. **Compliance with Law**. The Contractor shall conduct its activities at all times in compliance with applicable law. The laws of the State of Colorado, without giving effect to its principles of conflicts of law, govern all adversarial proceedings arising out of this agreement.

10. **Representations and Warranties**. The Contractor represents and warrants to the County that it and its principals are not subject to any obligations, contracts, or restrictions that would prevent it from entering into or carrying out the provisions of this Agreement.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed on the dates stated below.

COUNTY	**CONTRACTOR**
By: _____	**By:** _____
Matthew Birnie, County Manager	Elizabeth Robinson, President
Date: _____	**Date:** _____

ATTACHMENT A

The Center for Applied Research
SCOPE OF SERVICES

1. **Refinement and preparation of 2012 Custom Gunnison County Model and data input tables**
   The Center will prepare for use by Gunnison County personnel the version of the customized Gunnison County Model previously developed by the Center in 2012. The modified IMPLAN® dataset and underlying third-party data collected and utilized in preparing the Custom Gunnison County Model will also be cleaned, organized, and provided for use by Gunnison County personnel.

2. **Development of model update guide for use by Gunnison County personnel**
   The Center will prepare a model update guide that formally documents and describes the various data sources and methods used by the Center in creating the 2012 Custom Gunnison County Model and augmenting the conventional IMPLAN® proprietary datasets and economic linkages for Gunnison County. This guide will provide a sufficient framework for an economist or other interested observer with a proficient working knowledge of IMPLAN® and input-output economic methods to re-create, update, or modify the 2012 Custom Gunnison County Model.

3. **As requested, provide technical support and assistance to Gunnison County personnel**
   After provision of the model update guide to Gunnison County personnel, the Center will continue to provide technical support and assistance as requested. Such support may be provided over the phone, via email or remote connection, or in person. These efforts will be billed on an hourly basis and will not be performed without the express consent of Gunnison County personnel.

DATE:
June 8, 2018

PREPARED FOR:
Mike Pelletier
Gunnison County
221 N. Wisconsin Street, Suite G
Gunnison, CO 81230

PREPARED BY:
The Center For Applied Research, Inc.
4001 South Dahlia Street
Denver, Colorado 80116
P. (303) 294.0678

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P. (415) 310.1108

A Proposal to Update the Gunnison County Economic Modeling System and Prepare a Detailed Guide for Future Updates

PROPOSAL

INTRODUCTION

The Gunnison County Economic Modeling System ("GC Model") was initially developed in 2007 and subsequently updated in 2012 by the Center for Applied Research and a team of public policy and economic analysts.[1] It was initially constructed to assess the potential economic and socioeconomic effects of the development and operation of an underground molybdenum mine and surface milling operation on Mt. Emmons near the Town of Crested Butte, Colorado. However, the use and applicability of the GC Model is in no way limited to this singular issue. Rather, the GC Model simply provides a mathematical simulation of the economic structure that enables a local economy to persist, to grow, and to diversify and thus it can be used to analyze the economic implications of virtually any economic activity or change within the Gunnison County economy.

The customized GC Model, which is proposed to be updated here, is a model adapted from and supported by the modeling system known as IMPLAN®[2], published and sold by IMPLAN, Inc.[3] The generic baseline datasets for Gunnison County offered by IMPLAN, Inc. are constructed using economic data publicly available from the Bureau of Economic Analysis, Bureau of Labor Statistics, and the U.S. Census Bureau. Given the large degree of aggregation within these federal data sources, the level of modeling accuracy offered by the IMPLAN's proprietary base data is limited at the county-level and therefore should only be used to produce gross estimates of the local-level impacts from various economic activities. The customized GC Model augments IMPLAN's base data using numerous county-level and local-level data sources. More reliable base data combined with the Center's in-depth knowledge of the economic linkages and industry patterns within the county enables the GC Model to estimate the economic impacts of local activities with a far higher degree of accuracy.

Since 2012, when the GC Model was last updated, the structural components of the Gunnison County economy have changed and therefore it will be necessary to update the GC Model using more contemporary data to accurately and reliably model the impacts of proposed or active projects within the county. What follows in this proposal is a basic overview of the GC Model and its potential applications and uses, a brief introduction to how IMPLAN works, and three basic scope of service options for review and consideration by Gunnison County staff and officials.

AN INTRODUCTION TO IMPLAN AND HOW IT WORKS

The IMPLAN modeling framework was originally developed by the USDA-Forest Service and later privatized. The IMPLAN system has become a favored tool for academics, government agencies, non-profit organizations, and private industry and consultants engaged in local economic analysis.

An IMPLAN model begins with a detailed and mathematically quantified accounting of a region's economic relationships, expressed in terms of industries and institutions (examples of the latter being

[1] The dates mentioned here refer to the year in which the model was initially developed and the currency of the underlying base data that was used to develop the model. The studies predicated on each of these models were published in 2009 and 2014, respectively.

[2] IMPLAN is a trademark registered to IMPLAN, Inc. and the ® is implied wherever the trade name IMPLAN is used throughout this proposal.

[3] Corporate Headquarters: 16905 Northcross Drive, Suite 120, Huntersville, NC 28078, (800) 507-9426. On the internet at www.implan.com.

households and the public sector) and the way money flows among these sectors. This set of relationships is the economic structure of a local economy such as that of Gunnison County.

IMLAN User Interface and Accessibility

The IMPLAN economic modeling system is set up so that users can describe and enter any change in economic activity because of a new policy, initiative, or project. Based on the input factors used to define this change in economic activity, IMPLAN simulates the flow of money from the proposed change within the economic structure and estimates the total effect on the local economy in terms of employment and income. Proposed economic changes of this nature are termed a *direct effect*. A user specifies a direct effect as a set of assumptions about employment, income, spending, or a combination of all three. The user enters the assumptions into the model, and the model calculates its estimate of the local economy's response.

A desirable feature of IMPLAN is the flexibility in how it allows a user[4] to work with relative ease with different levels of detail in the information available to describe and analyze a direct effect. IMPLAN works with as little information as just an employment estimate for the project; or IMPLAN can accommodate very specific information on the project's employment, labor income, and spending by industry in the local economy. Regardless how a user is able to describe a direct effect, the model can calculate a reliable estimate of the secondary effect, also called the multiplier effect, in terms of the additional employment and labor income generated within the local economy.

Calculation of Multiplier Effects

IMPLAN calculates the secondary effect, or multiplier effect, in two components. The first component is the *indirect effect*. This is the amount of employment, income, and spending generated among local producers (i.e., the supply chain) that deliver the goods and services to support the direct effect. The second component is the *induced effect,* which is the additional employment and income generated by the spending and re-spending of the direct and indirect labor income circulates within the local economy.

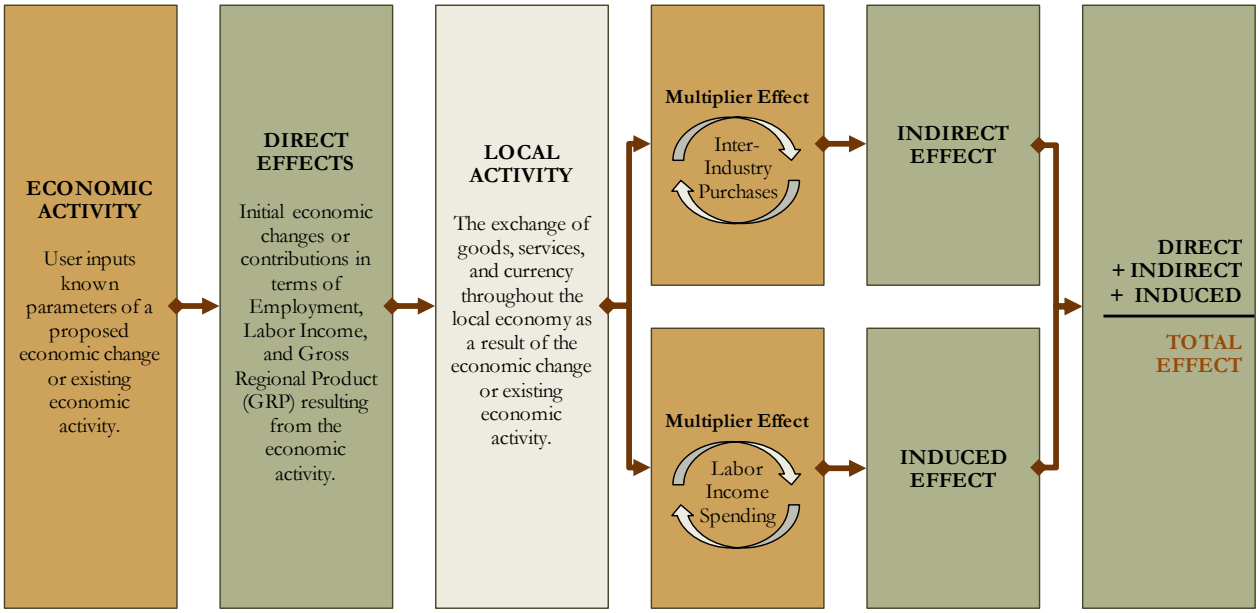
The total economic effect of the proposed economic activity or project comprises the sum of direct, indirect, and induced effects to employment, labor income and spending. Figure 1 on the following pages illustrates this chain of effects, beginning with the assumptions that characterize the new economic activity or project and culminating in the total economic impact.

Economic Driver Concepts

A local economy essentially involves industries, households, and governments, all engaged in transactions that meet demand for goods and services. Standard data on a local economy reports on this activity in terms of employment and income by industry. However, further analysis is needed to fully understand and size up (or "quantify") the sources of economic activity, their contribution to total employment and income, and the distribution of the effects to different sectors of the economy.

[4] Users need not be economists or IMPLAN experts because of the software's transparency and because of the wide availability support from an extended community of users and professionals.

Figure 1 – *Overview of IMPLAN modeling process*



As part of its simulation of the money flows within a region's economic structure, an IMPLAN model estimates the amount of, and implicitly the share of, outside money that comes into the economy. Measuring the sources of demand that "drive" local economic activity is especially important for a county like Gunnison County. The county is a small, non-metropolitan area and, as a corollary, the county's economy is extremely "open," meaning it depends heavily on outside demand. A specialized form of economic analysis is used to quantify the contribution of such outside sources of demand, also known as the county's economic "drivers."

The Center terms these sources of outside money the economy's "drivers." The Center and affiliates of the Center have prepared analyses of the economic drivers of Gunnison County in past studies using IMPLAN models.[5] The county continues to use these studies as a way of understanding the importance of second homes, recreation and tourism, and government and other public institutions (e.g., Western State Colorado University).

APPLICATION AND POTENTIAL USES OF AN UPDATED GUNNISON COUNTY MODEL

As stated above, a customized GC Model, as proposed here to be updated, would give the county the ability to monitor economic drivers in the future and to estimate the impact of future economic projects and activities. However, the IMPLAN model proposed to be updated is not limited in its use to a single purpose. Rather, an IMPLAN model — and especially one customized for Gunnison County — would have a wide range of applications for local government use in policy analysis and impact assessment. A few potential applications of a customized GC Model are discussed below.

[5] The past studies referred to here are: (1) Lloyd Levy Consulting, LLC and Sammons/Dutton, LLC. (2006). *Second Homes and the Economic Base of Four Counties in West Central Colorado: An Economic Study for Gunnison, Hinsdale, Ouray, and San Miguel Counties.* Denver, Colorado: Lloyd Levy Consulting. (2) The Center For Applied Research, Inc. (2009). *Constructing a Gunnison County Socioeconomic Modeling System: Phase One Report.* Denver, Colorado: The Center for Applied Research. (3) The Center For Applied Research, Inc. (2014). *How a Molybdenum Mine on Mount Emmons Would Affect the Gunnison County Economy.* Denver, Colorado: The Center For Applied Research.

Economic Contribution

The economic drivers analyses of Gunnison County prepared in 2006 and in 2014 (see Footnote 5) are examples of economic contribution analyses prepared using the GC Model proposed for update here. In addition, application of the updated GC Model may be extended to contribution analysis at any level of economic activity. Potential applications range from the contribution of a single employer (e.g., Western State Colorado University, Crested Butte Mountain Resort, the USDA Forest Service, or Black Canyon of the Gunnison National Park) to entire industries from relatively homogenous (e.g., agriculture) to the eclectic and diverse (e.g., tourism, non-resident home ownership, land conservation, historic preservation, wildlife-based recreation, the arts, and culture).

Individual Projects and Initiatives

The economic development effects of private and public initiatives are among the most likely applications of an updated, customized GC Model. New construction, business relocation, and facilities improvements could be targets for IMPLAN analysis. The GC Model could also focus on analysis of events such as festivals, fairs, conferences, markets, or tournaments. More broadly, the IMPLAN would lend itself to economic analysis in support of initiatives such as the development or enhancement of private or public facilities, environmental improvements, or the mitigation of past environmental impacts.

Local Government Action

IMPLAN analysis can trace the effect of local government tax and spending decisions on the local economy, whether the decisions are made locally or mandated by state or federal action. IMPLAN analysis may be applied to a range of actions, from broad brush planning and zoning decisions to specific program initiatives such as transportation or affordable housing.

Disaster Impact and Recovery

Gunnison County's high proportion of public land puts private and public assets at risk of wildfire because of an extensive wildland interface with developed areas. The proposed updated GC Model could be applied to modeling the economic impact of wildfire risk and the damage and economic impact of a wildfire event.

PROPOSED SCOPE OF SERVICES

Three basic approaches to updating the GC Model and the costs the Center's services associated therewith are outlined below. Two of these approaches assume the Center is retained by Gunnison County to undertake the model update. These two approaches are differentiated only by the level of assistance in data collection and analytical support provided by Gunnison County personnel. The third approach assumes the Center is retained to prepare a detailed guide to updating the GC Model, but that Gunnison County personnel will be responsible for all efforts related to data collection, data analysis, and model customization. Under this third option, the Center will provide to Gunnison County the 2012 version of the GC Model; however, the Center will not provide assistance or technical support to Gunnison County personnel in the update process. If such assistance is necessary, it will be billed on an as-needed basis.

Updating the GC Model will entail extensive data collection from various third-party county and local-level government entities as well as private industry participants in Gunnison County. As mentioned above, the customized GC Model uses these ancillary data sources to augment the conventional IMPLAN databases and create an accurate model of the baseline economic characteristics of the Gunnison County economy. The Center's proposed efforts under each of the three scope of service options pertaining to data collection and the model update process are summarized in the table below. Note that under Option 3, Gunnison County personnel assume all the responsibilities listed under Option 1.

OPTION 1 *Model update with limited GC personnel involvement*		**OPTION 2** *Model update with extensive GC personnel involvement*		**OPTION 3** *Preparation of Model Update Guide*	
TOTAL COST: $25,100		**TOTAL COST: $18,900**		**TOTAL COST: $3,400**	
Task Description	**Cost**	**Task Description**	**Cost**	**Task Description**	**Cost**
Acquisition of contemporary IMPLAN proprietary database for Gunnison County	**$1,000**	Acquisition of contemporary IMPLAN proprietary database for Gunnison County	**$1,000**	Refinement and preparation of 2012 Custom GC Model and data input tables	**$1,300**
Acquisition of county level employment from the Colorado State Demography Office	**$2,000**	Acquisition of county level employment from the Colorado State Demography Office	**$1,200**	Development of detailed Model Update guide for use by GC personnel in future model updates	**$2,100**
Refinement of industry spending patterns based on the reality inter-county expenditure flows	**$800**	Refinement of industry spending patterns based on the reality inter-county expenditure flows	**$800**		
Acquisition and cleaning of data from local public and private data sources, including Western State, Gunnison County Watershed School District, the County government, and local offices of federal agencies	**$6,000**	Acquisition and cleaning of data from local public and private data sources, including Western State, Gunnison County Watershed School District, the County government, and local offices of federal agencies	**$3,000**		
Acquisition of state agency employment and payroll data from the Colorado Department of Personnel and Administration	**$1,600**	Acquisition of state agency employment and payroll data from the Colorado Department of Personnel and Administration	**$1,600**		

OPTION 1 *Model update with limited GC personnel involvement*		OPTION 2 *Model update with extensive GC personnel involvement*		OPTION 3 *Preparation of Model Update Guide*	
TOTAL COST: $25,100		**TOTAL COST: $18,900**		**TOTAL COST: $3,400**	
Task Description	**Cost**	**Task Description**	**Cost**	**Task Description**	**Cost**
Acquisition of residential and non-residential property development and construction data from the Gunnison County Assessor	**$2,400**	Acquisition of residential and non-residential property development and construction data from the Gunnison County Assessor	**$1,600**		
Acquisition of public property construction data from Western State and the Gunnison County government	**$1,600**	Acquisition of public property construction data from Western State and the Gunnison County government	**$800**		
Acquisition of private industry sales and lodging tax data from the Colorado Department of Revenue	**$1,600**	Acquisition of private industry sales and lodging tax data from the Colorado Department of Revenue	**$800**		
Refinement of IMPLAN base data using data collected from federal, state, and local sources	**$4,000**	Refinement of IMPLAN base data using data collected from federal, state, and local sources	**$4,000**		
GC Model construction and preparation for use by Gunnison County personnel	**$2,000**	GC Model construction and preparation for use by Gunnison County personnel	**$2,000**		
Development of detailed Model Update guide for use by GC personnel in future model updates	**$2,100**	Development of detailed Model Update guide for use by GC personnel in future model updates	**$2,100**		

Note that this budget is necessarily fungible across all line items within each scope of service option

SUPPLEMENTAL INFORMATION

A BRIEF INTRODUCTION TO THE CENTER FOR APPLIED RESEARCH, INC.

Since 1990, the Center for Applied Research has been providing economic services to private industry, government, and non-profit organizations throughout the United States. The Center is a client focused organization where maintenance of responsive, durable relationships with clients is of paramount importance. The Center's products and consultant services are tailored to the specific needs of clients and always reflect an understanding of the legal, financial, and political environment in which each client operates.

The Center has chosen to remain a small organization throughout its over two decades of operation. At any given time, it is involved with only a handful of clients and is highly dedicated to each. By remaining modest in size, the Center has been able to nurture close relationships with its clients and withstand the volatility of the consulting world. However, the Center's small size does not reflect its capabilities. Rarely do projects adhere exclusively to the field of economics, and in such cases the Center draws on the expertise of its established network of mathematicians, sociologists, engineers, appraisers, environmental scientists, lawyers, and anthropologists as needed to satisfy the needs of our clients.

The Center employs state-of-the-art technology and authoritative information resources to ensure the quality and timeliness of its work products. Analytical capabilities are strengthened by the Center's ongoing maintenance of regional, national, and international databases monitoring public policy, commodity markets, environmental conditions, and economic and demographic trends. The sophistication of our data allows us to produce defensible studies in the fields of policy and public finance analysis; cost benefit and feasibility analysis; economic, demographic, and fiscal modeling; environmental and economic damage assessment, and resource planning. The Center recognizes that regional and local economies are dynamic systems and government planners and managers, as the overseers of these systems, are constantly faced with a unique array of opportunities and challenges as the economies evolve and change.

KEY PERSONNEL

Chad Linse

Chad Linse is a resource economist at the Center for Applied Research. His work for the Center for Applied Research has been wide-ranging and includes: policy analysis and technical support on behalf of local, state, and tribal governments; data management and analysis in support of local government land use policy initiatives; and documenting the value and extent of natural resource bases for municipal and Indian tribal clients. Mr. Linse is also a specialist in GIS methods and applications. His project experience includes: macroeconomic modeling and forecasting; population forecasting and demographic analysis utilizing cohort survival modeling; economic impact analysis using input-output modeling techniques (i.e., IMPLAN® and RIMS II); valuation of trust land leases and rights-of-way utilizing the Center's land valuation models and related economic data; market and consumption trend analyses related to the natural gas and electrical utility industries; analyses of potential environmental hazards and risks associated with natural gas pipelines and infrastructure; a detailed County-wide analysis of the resident, second home, and tourism-based economy of Gunnison County, and an

assessment of the potential economic and fiscal impacts of a proposed mining and milling development on the County economy.

For the past eight years he has been tasked with the responsibility of constructing and maintaining several proprietary economic models for the firm. He received his Bachelor of Science in Economics of Natural Resources from the Colorado School of Mines. He has completed additional graduate-level studies in the field of Economics at Fudan University in Shanghai, China, and will receive his Master's Degree in Applied Economics from the University of Colorado in 2018.

Lloyd Levy

Mr. Levy specializes in economic and social analysis for environmental and natural resources policy, planning, and impact assessment. He has 30 years of experience with a wide range of land use and natural resources issues. Mr. Levy is a qualified assessor of social and economic values, assuring compliance with NEPA and the BLM Manual, Land Use Planning Handbook (H-1601-1), Appendix D: Social Science Considerations in Land Use Planning Decisions. Mr. Levy's specific expertise includes application of the EPS regional economic baseline characterization system, IMPLAN® and REMI® regional impact assessment models, state and local government fiscal analysis, assessment of non-market values, and social assessment. He has prepared economic, demographic, and social analysis for counties in Colorado, Wyoming, New Mexico and other states in the West and Midwest. Previous work in Gunnison County, Colorado, includes the Region 10 economic drivers study (2006) and the 2014 Red Lady Coalition economic drivers study. Mr. Levy holds an M.B.A. in Finance from the University of Colorado. He is the co-author of a book chapter on socioeconomic assessment of mining. He has a solo practice, doing business as Lloyd Levy Consulting, LLC, from an office in the Denver area.

Michael Retzlaff

Michael Retzlaff served more than 30 years an economist and manager in the USDA-Forest Service and ten as an independent consultant in economic analysis. His background includes four years as an IMPLAN® trainer for MIG, Inc. (now IMPLAN, Inc.) teaching IMPLAN use to academics, consultants, governments, and non-profit organizations. As a Forest Service professional and consultant, Retzlaff has 35 years of combined experience in preparing local economic, social, and fiscal analysis in Colorado and other western states, all with an emphasis on non-metropolitan areas. Retzlaff also has trained non-economist personnel in federal and state agencies in the application of economic analysis to plans and projects, and he has led collaborations on development issues among community leaders and federal, state, and local governments. He has overseen Forest Service environmental documents, management plans, implementation of regulations, and administrative decisions, and he has authored and made presentations on the application of economic analysis and tools such as IMPLAN to contemporary development and land use issues.

The Economic Impact of a Molybdenum Mine on Mount Emmons to the Gunnison County, Colorado Economy
The Red Lady Coalition

The Center undertook a three-phase project to determine the baseline economic drivers of the Gunnison County economy, the change in resident and visitor behavior with a prospective molybdenum mine on Mount Emmons, and the net economic and fiscal effects of that contingent change in behavior.

The Center utilized IMPLAN input-output economic modeling methods to assess and document the economic and fiscal impacts of the equine industry in Larimer County, a county in Colorado with jurisdictional authority over Colorado towns: Estes Park, Loveland, and Fort Collins.

The Economic Impact of the Equine Industry in Larimer County, Colorado
Colorado Horse Development Authority

Economic Impact of the Pokagon Band of Potawatomi Indians
Pokagon Band of Potawatomi Indians

Using IMPLAN input-output economic modeling methods, the Center conducted a multifaceted data collection and analysis program to quantify the economic contribution of the Pokagon Band of Potwatomi Indians to the local and regional economies in southwest Michigan and northwest Indiana.

Center staff were principal authors of the socioeconomic, sociocultural, and land use sections of an Environmental Impact Statement prepared by the U.S. Office of Surface Mining in connection with permit application of Peabody Coal Company in Arizona. This work required the development of a comprehensive demographic and economic model to portray the socioeconomic impacts attributable to the operation of Peabody's Black Mesa-Kayenta Mine Complex and coal slurry pipeline.

The Economics of the Peabody Black Mesa-Kayenta Mine Complex in Arizona
U.S. Department of the Interior

The Economic Costs and Benefits of Expansion of the Santa Fe Ski Basin The Santa Fe Ski Basin Containment Commission	On behalf of the Santa Fe Ski Basin Containment Commission, the Center calculated and evaluated the costs and benefits associated with a proposed expansion of the Santa Fe Ski Basin near Santa Fe, New Mexico.
The Center prepared the socioeconomic, sociocultural and land use sections of an Environmental Impact Statement prepared by the U.S. Office of Surface Mining in connection with a permit application for a coal mine in Washington. This work included an assessment of the mine's impacts on a neighboring alder wood forest and local smoked salmon enterprises.	*The Economic and Fiscal Impact of Coal Mining in King County, Washington* U.S. Department of the Interior
The Ysleta del Sur Pueblo's Proposed Development Plan for the Zaragoza Land Parcel Ysleta del Sur Pueblo	To support the Ysleta del Sur Pueblo's acquisition of a large land parcel within the City of El Paso, the Center designed and prepared a proposed development scenario based on the Pueblo's vision for the parcel. The Center also prepared a detailed estimate of the economic and fiscal impacts associated with the full buildout and absorption of the proposed development scenario.
The Center prepared an analysis of the economic and fiscal relationship that exists between Indian reservations in New Mexico and the economy and revenue system of the State. The analysis also quantified the State general fund expenditures that were made on behalf of Indian reservation residents.	*Indian Reservations and the New Mexico Economy* New Mexico Indian Reservation Economic Study Group

REPRESENTATIVE CLIENTS

NATIVE AMERICAN CLIENTS

- Americans for Indian Opportunity
- Bishop Paiute Tribe
- Cher-Ae Heights Indian Community of the Trinidad Rancheria
- Confederated Tribes of the Colville Reservation
- Eastern Shoshone Tribe
- Gila River Indian Community
- Hopi Tribe
- Jicarilla Apache Tribe
- Manzanita Band of the Kummeyaay Nation
- National Indian Policy Center
- National Tribal Env. Council
- New Mexico All Indian Pueblo Council
- Northern Arapahoe Tribe
- Ohkay Owingeh Tribe
- Pueblo of Acoma
- Pueblo of Isleta
- Pueblo of Laguna
- Pueblo of Nambe
- Pueblo of Pojoaque
- Pueblo of San Felipe
- Pueblo of San Ildefonso
- Pueblo of Sandia
- Pueblo of Santa Clara
- Pueblo of Santo Domingo
- Rosebud Sioux Tribe
- Round Valley Indian Tribes
- Smithsonian National Museum of the American Indian
- Spirit Lake Sioux
- Spokane Tribe
- Standing Rock Sioux
- Trinidad Rancheria
- Turtle Mountain Chippewa
- Ute Mountain Ute Tribe
- Washoe Tribe

PRIVATE & NON-PROFIT CLIENTS

- American International Group
- Audubon Society
- Bank of America
- Barnhouse Keegan Solimon & West, LLP
- Bergen Law, LLP
- Chevron-Texaco Corporation
- Desert Research Institute
- Grand Canyon Trust
- Holland and Knight, LLC
- International Paper Corporation
- Kilpatrick Townsend & Stockton, LLP
- Luebben, Johnson & Barnhouse, LLP
- New Mexico Horsemen's Association
- Red Lady Coalition
- Rothgerber, Johnson and Lyons
- Sundance Institute
- Washington Water Power
- Wells Fargo Bank

PUBLIC SECTOR CLIENTS

- Arizona Department of Commerce
- Arizona State Land Department
- City of Aspen, Colorado
- Colorado Public Utilities Commission
- FEMA/ Dept. of Homeland Security
- Jackson/Teton County, Wyoming
- National Renewable Energy Laboratory
- New Mexico State Land Office
- Pitkin County, Colorado
- State of New Mexico Attorney General
- State of Wyoming Governor's Office
- The City of Santa Fe
- US Department of Agriculture
- US Department of Commerce, NOAA
- US Department of Energy
- US Environmental Protection Agency
- US Office of Surface Mining
- US Senate Committee on Indian Affairs
- Western Area Power Administration
- Western Governors' Association
- Wyoming Public Service Commission