# Economic Impacts of San Antonio Ready to Work

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# I. Executive Summary

San Antonio Ready to Work was launched in May 2022 to provide opportunities to attain training, education, support services, and assistance finding employment for residents of the city of San Antonio or those living within Bexar County who have served in the military or their family members (San Antonio Ready to Work, n.d.a). The program provides the participants the opportunity to attain certifications for specific careers, or pursue their associate or bachelor's degrees. "San Antonio Ready to Work is intended to serve San Antonio residents that are unemployed or employed in low-paid jobs that don't make full use of their skills and abilities" (San Antonio Ready to Work, n.d.a). Through San Antonio Ready to Work, participants have access to hundreds of courses provided by local universities, schools, and training providers with tuition assistance provided (San Antonio Ready to Work, n.d.a). A wide range of services to support the success of each person's customized program are provided, including personal coaching throughout the intake, case management and training and job placement phases, emergency funding assistance, as well as support in navigating other obstacles that may arise (San Antonio Ready to Work, n.d.a).

Through October 9, 2025, there have been 13,603 participants who have enrolled in San Antonio Ready to Work with 5,027 of those participants having completed their programs. The purpose of this study is to measure the projected economic impacts of the program to date [1]. The analysis included the following measures of economic impacts:

(1) The total increase in incomes across all the participants throughout their careers

(2) Economic impacts of the spending derived from the increase in incomes

[1] Additional potential benefits are discussed in Appendix A.

(3) Social savings for those who no longer require support from various social programs, such as Medicaid, CHIP

The values of these impacts and their respective return on investment per dollar of funding are provided in Table 1. It is projected that the San Antonio Ready to Work participants will earn an aggregate of almost $9.3 billion in higher incomes over their careers, and after adjusting for some potentially leaving the area and experiencing periods of unemployment, the impacts on increased incomes in the local economy will amount to about $7.5 billion. The increase in economic activity due to these higher earnings will have a cumulative economic impact over their careers of $3.8 billion on the local economy. The additional spending activity will also support 38,364 jobs (1,163 per year on average) with incomes to the workers in these jobs totaling $2.0 billion ($60.6 million per year on average) over the time-period of their careers. There will also be a reduction in payments from various government support programs of $497.3 million. Relative to the total program costs to date of $94.3 million, the San Antonio Ready to Work program will yield $125 in benefits per dollar spent (Table 1).

**Table 1. Return on Investment Per Dollar of Funding of San Antonio Ready to Work**

| | *Impacts* | *Return on Investment Per Dollar of Program Costs* |
|---|---|---|
| Increase in Incomes of Ready to Work Participants | $7,485,476,488 | $79 |
| Economic Impacts of Spending | $3,767,670,003 | $40 |
| Social Savings | $497,274,770 | $5 |
| Total Benefits | $11,750,421,261 | $125 |
| Total Program Costs | $94,278,563 | |

## II. Economic Impact Methodology and Results

*II.A. Increased Incomes of Participants in San Antonio Ready to Work*

Data were provided on the population of people who have applied to the San Antonio Ready to Work program, including those who have completed the program and those who are currently enrolled, as of October 9, 2025. For purposes of calculating the economic impacts, only those who had a "Successful" pre-admission outcome and an episode status of anything except "Closed-Unsuccessful" were included in the analysis. This resulted in 11,592 participants being included in the analysis with 4,069 of them having completed their training program with the balance of the participants still engaged in their respective programs.

The focus of this part of the analysis was to project the impacts on the wages of the participants and to calculate the total increase in earnings by Standard Occupation Classification Code (SOC) for those participants who have already been placed into jobs (Table 2).[2] These figures were then used as the annual salary increase for each person within each of the respective occupation groups. To project the wage gains for all participants who have not yet completed their training and placed into jobs, it was assumed the increase in their annual wages will be equivalent to $33,803, the weighted average of those who have attained employment,[3] and their job placement rate will be 71%,[4] the historical rate for San Antonio Ready to Work.

[2] The definitions of the Standard Occupation Classification Codes are provided in Appendix B.
[3] Source: San Antonio Ready to Work
[4] Source: San Antonio Ready to Work

**Table 2. Average Increase in Annual Earnings**

| *SOC Group* | *Occupation Title* | *Average Increase in Annual Earnings* |
|---|---|---|
| 11 | Management Occupations | $32,629 |
| 13 | Business and Financial Operations Occupations | $32,435 |
| 15 | Computer and Mathematical Occupations | $36,399 |
| 17 | Architecture and Engineering Occupations | $27,798 |
| 21 | Community and Social Service Occupations | $24,414 |
| 23 | Legal Occupations | $35,872 |
| 25 | Educational Instruction and Library Occupations | $40,555 |
| 29 | Healthcare Practitioners and Technical Occupations | $36,285 |
| 31 | Healthcare Support Occupations | $27,036 |
| 33 | Protective Service Occupations | $27,412 |
| 35 | Food Preparation and Serving Related Occupations | $25,144 |
| 39 | Personal Care and Service Occupations | $12,193 |
| 41 | Sales and Related Occupations | $23,982 |
| 43 | Office and Administrative Support Occupations | $26,676 |
| 47 | Construction and Extraction Occupations | $24,867 |
| 49 | Installation, Maintenance, and Repair Occupations | $36,372 |
| 51 | Production Occupations | $33,462 |
| 53 | Transportation and Material Moving Occupations | $37,131 |
| | Weighted Average | $33,803 |

Note. The weighted average shown in the table is different than the arithmetic average of the figures shown in the table. The weighted average accounts for the number of participants who attained jobs in each SOC group.

It is typical for those who have already gained employment to have taken about a year from the period in which they applied to complete their program and be hired into a job. In order to calculate the total increase in wages that will occur for each individual over their careers, it is assumed that they will begin their new jobs one-year from their date at intake and they will work until the age of 67, corresponding to the normal retirement age considered for Social Security.[5] For those who are 65 years old or older at the time they will be placed in a job, it was assumed

[5] Source: https://www.ssa.gov/oact/progdata/nra.html

they will work an additional three years. The total wage gains were also adjusted to account for 15% of the participants leaving Bexar County (Elliott and Roder, 2017) and to account for unemployment based on the average unemployment rate in the San Antonio Metropolitan Statistical Area from January 1990 through September 2025 equal to 4.9%. This results in an increase in projected gains in incomes of $7,485,476,488 earned by those who have completed or are currently enrolled in San Antonio Ready to Work.

*II.B. Economic Impacts from Spending Derived from Increased Incomes*

The increased income earned by those workers who complete their respective training and education programs through San Antonio Ready to Work will also result in additional economic activity as these higher earnings are spent in the local economy. To estimate the spending patterns that would occur from this increase in income, the total increase in income of $7,485,476.488 was run through the IMPLAN[6] employee compensation model for the San Antonio-New Braunfels metropolitan statistical area to calculate the economic impacts of this induced spending.[7]

As shown in Table 3, this spending activity resulting from the increased incomes will support 39,364 jobs over the entire time-period of their careers, and the workers in these jobs will earn wages and benefits of $2.0 billion. The total economic impact is measured as the contribution to the gross domestic product of the local economy is projected to be $3.8 billion over this time-period. Based on the average 33-year career projected for these workers, the increased spending activity will support 1,162 jobs per year, $60.6 million in income will flow to the workers in the

[6] A brief description of economic impact methodology is provided in Appendix C.
[7] Induced spending refers to the impacts resulting from the spending of the workers who receive the increase in incomes.

jobs each year, and the overall economy will see an increase in its growth as measured by gross domestic product of $114.2 million.

**Table 3. Economic Impacts from Increased Spending**

| | *Employment* | *Labor Income (2025 $)* | *Contributions to Gross Domestic Product (2025 $)* |
|---|---|---|---|
| Total Impacts | 38,364 | $1,998,519,258 | $3,767,670,003 |
| Annual Average Impacts | 1,163 | $60,561,190 | $114,171,818 |

This increase in spending will also generate additional revenues (i.e., sales and property tax) for government agencies at all levels of $833.6 million over the time-period covered by this analysis (Table 4). The city governments within the metropolitan area will receive over $38.9 million in revenues, while the school districts and other special districts will receive $89.3 million due to this increased economic activity. The county governments within the metropolitan area are projected to see their revenues increase $33.1 million. The State of Texas and the Federal government will experience increased revenues of $186.7 million and $485.6 million, respectively.

**Table 4. Revenues to Governments and Other Taxing Entities (2025 $)**

| | *Total Revenues* | *Annual Average Revenues* |
|---|---|---|
| City Governments | $38,916,515 | $1,179,288 |
| School Districts and Other Special Districts | $89,344,623 | $2,707,413 |
| County Governments | $33,094,635 | $1,002,868 |
| State of Texas | $186,702,420 | $5,657,649 |
| Federal Government | $485,563,657 | $14,714,050 |
| Total | $833,621,851 | $25,261,268 |

Note. The city and county government include all those in the San Antonio-New Braunfels MSA. However, most of these revenues will likely flow to the City of San Antonio and Bexar County.

*II.C. Social Savings*

This section presents an estimate of the potential total social savings resulting from the San Antonio Ready to Work program. Social savings in this context refers to the taxpayer dollars saved on spending for programs such as SNAP, TANF, WIC, Medicaid, CHIP, the Affordable Care Act (ACA) subsidies, and housing benefits that participants were assumed to use while training through San Antonio Ready to Work.

Household statistics and benefit eligibility for this analysis comes directly from the master data set referenced above in the broader impact analysis with several caveats. Benefit estimates are based on State of Texas thresholds found on various sites under the umbrella of the Texas Department of Health and Human Service.[8] In the table above, household size is a variable within the information provided by San Antonio Ready to Work. The number of households in each size category are the result of adding up the number of households meeting category of size criteria in the original data set.

It is assumed that each individual in the program represented a household for a total of 11,951 households. It is also assumed that each household met the minimum requirements for all local, state, and federal social programs, except for those whose incomes clearly exceed the poverty guidelines.

The generalized data used in this methodology are as follows:

- SNAP: +$220 per person
- TANF: +$37 per person
- Medicaid/CHIP coverage value: +$6,000–$8,000 annually per person

[8] SNAP Food Benefits Texas at https://www.hhs.texas.gov/services/food/snap-food-benefits. TANF for Families at https://www.hhs.texas.gov/services/financial/cash/tanf-cash-help. Texas WIC Program at https://www.texaswic.org/, Texas Medicaid and Chip at https://www.hhs.texas.gov/services/health/medicaid-chip.

- Housing benefits of an average of $11,400 annually
- ACA support of an average of $5,000 per person

In the case of WIC, each eligible family member receives their own combination of benefits. The dollar value of all potential benefits is between $310 and $430, and include items such as milk, cheese, fruits and vegetables. Families on Medicaid/CHIP, SNAP, or TANF automatically qualify for WIC programs but not all families in the data set reported children.

To estimate the total value of benefits, each category of benefit was added together and applied to the household with the caveat that the household had to meet the criteria of the specific social support program described above.[9] For example, one person would be assumed to receive a total of $24,312 annually without the Medicaid/Chip benefit and $30,312 annually with Medicate/CHIP. For households sizes greater than one, the benefits were scaled according to the guidance provided at the Texas Department of Health and Human Services pages for each program. The results of these calculations are presented in Table 5. A second table (Table 6) provides greater context and estimates how ACA support contributes to the overall cost of the social safety net program. This is not to suggest that such a program should be eliminated. Rather the idea is to consider the multifaceted impacts of the social safety net. (For additional methodological considerations see Economic Policy Institute, 2025, and U.S. Department of Health and Human Services, 2025).

[9] Methodology is based on the methods employed by the Economic Policy Institute and U.S. Department of Health and Human Services, ASPE.

**Table 5. Summary of Social Safety Net Savings**

| *Size of Household* | *Number of Households* | *Total Savings (2025 $)* |
|---|---|---|
| 1 | 5,479 | $174,151,598 |
| 2 | 2,184 | $88,559,507 |
| 3 | 1,759 | $84,209,048 |
| 4 | 1,318 | $71,919,718 |
| 5 | 747 | $45,478,609 |
| 6 | 299 | $20,049,125 |
| 7 | 100 | $7,473,254 |
| 8 | 45 | $3,571,144 |
| 9 | 11 | $944,663 |
| 10 | 4 | $368,826 |
| 11 | 3 | $282,463 |
| 12 | 1 | $103,081 |
| 19 | 1 | $163,734 |
| Totals | 11,951 | $497,274,770 |

**Table 6. Summary of Social Savings Calculations minus ACA**

| *Size of Household* | *Number of Households* | *Total Savings (2025 $)* |
|---|---|---|
| 1 | 5,479 | $146,288,350 |
| 2 | 2,184 | $76,981,440 |
| 3 | 1,759 | $74,989,110 |
| 4 | 1,318 | $64,998,920 |
| 5 | 747 | $41,677,800 |
| 6 | 299 | $18,576,020 |
| 7 | 100 | $6,918,880 |
| 8 | 45 | $3,345,350 |
| 9 | 11 | $896,190 |
| 10 | 4 | $351,200 |
| 11 | 3 | $272,680 |
| 12 | 1 | $99,820 |
| 19 | 1 | $155,890 |
| Totals | 11,951 | $435,551,650 |

There are few notable features in this data that warrant highlighting. The first being the number of households comprised of one (1) individual. Approximately 46% of the records reported only one person in the household. Another 18% of households reported only two members. Together these categories constituted 64% of the data set. These smaller-sized households have implications for the social savings calculations because, with fewer people in the household, fewer benefits are being accessed. Another interesting feature is that the number of single members in which the participant was between the ages of 18 and 25 was almost 2,000. This figure represents over one-third of the category of single-member households.

The key takeaways from this analysis are that the San Antonio Ready to Work program provides successful graduates with both greater opportunities for economic mobility through improved work-related earnings. But the benefit does not end there because taxpayers also benefit to the tune of over $497 million, if we include ACA premium tax credits, as upskilled workers transition away from the social safety net. Even without ACA support, the taxpayer still receives benefits of over $435 million.

## III. Conclusion

San Antonio Ready to Work is a pioneering workforce development program. Along with its numerous community partners, the program provides comprehensive services from the time an application is submitted all the way through to completion of their customized training or education program to placement in their new job. San Antonio Ready to Work has helped thousands of people find jobs and advance their careers. Based on these initial results, the economic impacts to San Antonio are projected to be substantial. The program is already seeing

success in providing opportunities to pursue a different career and earn a higher wage with benefits. Over the careers of all these participants in San Antonio Ready to Work and those who will enroll in the future, these income gains will not only transform their lives, but they will have meaningful positive effects on the San Antonio economy. As such, the investment in San Antonio Ready to Work will yield a sizeable return to the community.

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## Appendix A

## Additional Benefits to be Considered

Beyond the impacts of the increased incomes earned by the workers over their careers and the resulting expansion of economic activity and social savings, San Antonio Ready to Work may yield additional benefits to the community. The projected value of these potential benefits is discussed in the body of the report. For instance, since many receiving training and education through San Antonio Ready to Work have children, the additional training and education leading to jobs with higher incomes may also provide the means and motivation for their children to also attain a higher level of education or training than they otherwise would. This effect could yield an intergenerational transfer or gain in income for these children. This intergenerational transfer is projected to be $304.9 million. Lastly, in collaboration with Bexar County, San Antonio Ready to Work provides their programs to some who have been involved in the justice system. By providing them with training and support to find jobs once they return to the community, the recidivism rate among these citizens will likely be reduced resulting in savings in the cost to house in them in the Bexar County jail or a State jail or prison. It is projected these savings will amount to $27.1 million.

The methodologies used to derive the projected value of the potential additional benefits are described in the following sections of this appendix.

### *A.1. Intergenerational Transfer*

Much research has shown a significant link between parents' educational attainment and that of their children (Ermisch and Pronzato, 2010; Bjorklund and Salvanes 2010; De Serf, 2002; Chevalier et al. 2013; Gratz et al., 2006; Charles and Hurst, 2002; Sacerdote, 2004; Sheridan,

2001; Huang, 2012; Dubow et al., 2010; Scheeren et al., 2017). Educational attainment is an important determinant of income, and the importance of attaining higher levels of education beyond high school has become increasingly important to moving up the economic ladder, as the labor market continues to transition to higher levels of educational requirements for many occupations. In the not-too-distant past, a high school diploma would open the door to many different types of jobs, but access to these jobs now requires at least a certification beyond high school, if not a college degree.

In the past, if one worked hard, they stood a good chance to be able to reach a higher socioeconomic status than previous generations, but research has shown that in today's economy "…children are much more likely as adults to end up in the same place on the income and status ladder as their parents in the United States than in most other countries" (Corak, n.d., p. 1). The evidence indicates that most children achieve a similar socioeconomic status as that of their parents. This means that providing opportunities to parents to advance their level of educational attainment and that educational attainment's resulting benefits (e.g., more secure employment, higher incomes, and health insurance) transfer across generations to their children, playing a big role in moving many people out of poverty. This intergenerational transfer of income was measured as part of the economic impact of San Antonio Ready to Work.

To calculate the value of this intergenerational transfer of income, it was assumed the children of the parents in a San Antonio Ready to Work program will earn incomes equivalent to the average earnings for full-time, year-round workers in the San Antonio-New Braunfels MSA of $71,468.[10] There are 1.3 children per person enrolled in a San Antonio Ready to Work program. Multiplied by the 11,952 people enrolled in a program results in 15,538 children.

[10] Source: U.S. Census American Community Survey 1-year estimates. https://data.census.gov/table?q=earnings&g=310XX00US41700

Adjusting for 15% leaving the area, as well as a labor force participation rate of 64.38%, yields 8,502 children who will attain the intergenerational transfer derived from their parents' increase in education. Multiplying the 8,502 children by the average earnings results in projected total potential annual earnings of $607,645,761. According to research by Lee, Roys, and Seshardi (2024), children will experience a 1.2% increase in lifetime earnings for a one-year increase in their parents' schooling. Assuming a one-year increase in earnings by the parents in San Antonio Ready to Work training yields an increase in annual earnings of $7,291,749. It is assumed that the children will begin their career at the age of 23 (one year after completing college at 22) on average and will retire at the age of 67 (equivalent to the retirement age for Social Security). This means they will work for 44 years. After adjusting for the unemployment rate of 4.94% to account for periods of unemployment during their careers, this amount to 42 years of work. Multiplying the $7,291,749 by the 42 years of work yields a total intergenerational transfer valued at $304,991,804.

*A.2. Benefits of Reduced Incarceration Rates*

San Antonio Ready to Work also collaborates with Bexar County to provide its services to those who have been incarcerated in the Bexar County jail. Those who have been incarcerated have a much more difficult time finding employing upon their return to society, and those who are unemployed are more likely to be reincarcerated (Bunting et al, 2020). Having access to the programs provided by San Antonio Ready to Work and its partners will help them find employment and reduce their likelihood of being reincarcerated. For instance, in a study by Berg and Huebner (2011), they found that 42% of returning citizens who had employment were not re-arrested, compared to 25% for those who were unemployed. By providing those incarcerated

with the training and support to find employment, San Antonio Ready to Work is helping to reduce the recidivism rate. The cost savings resulting from this is estimated in this section.

Among the participants in San Antonio Ready to Work, 1,215 have been involved in the justice system. Assuming the same completion rate among all participants of 61% and a job placement rate of 70%, there will be 519 of these individuals who are placed into jobs. Using the findings from Berg and Huebner (2011), it is assumed that 42% of these 519 individuals who gain employment will not be re-arrested. This results in 218 of these returning citizens not being re-arrested. Based on data reported by the Bexar County Office of Criminal Justice (2023) covering the second quarter of FY 2022-23, an inmate is held in the Bexar County jail for an average of thirty-two days. This is similar to other local jails.

> From July 2022 to June 2023, people admitted to local jails spent an average of 32 days in custody before release, 7 days longer than the average stay of 25 days 8 years prior ... The average duration of jail incarceration increased from 26 days in 2019 to 33 days in 2021. Since 2021, the average jail stay has stabilized. From July 2022 to June 2023, males were incarcerated for 36 days and females 19 days on average, up from 27 days and 16 days 8 years prior, respectively (Bureau of Justice Statistics, 2025, Display 15).

The average number of days of time served in the State prisons or jails is calculated to be 1,569. The data used for this analysis is pulled from the *Texas Department of Criminal Justice Fiscal Year 2024 Statistical Report* (p. 42), and the time served is reported in broad time categories. To facilitate the calculations of an average time served, it is assumed those who fall into these time categories stay at the midpoint of that time-period. For example, those who were incarcerated from ten to twelve months were assumed to be in prison for eleven months on average.

The cost to house an inmate in the Bexar County jail is $87.17 per day per inmate (Medel, 2025), and the cost to house an inmate in a State prison or jail is $77.49 (Texas 2036, n.d.)[11]. These daily costs per inmate are multiplied by the average number of days held in the Bexar County jail (32) and a State prison or jail (1,569) and the number of participants who will not be re-arrested (218). This results in a cost savings to the Bexar County jail of $599,561 and to the State of Texas prison system of $26,495,379.

[11] The date on the article on the Texas 2036 website states "2 years ago." No specific date is given.

## Appendix B

| SOC | San Antonio Ready to Work Approved Standard Occupational Title |
|---|---|
| *11* | *Management Occupations* |
| 11-3021 | Computer and Information Systems Managers |
| 11-3031 | Financial Managers |
| 11-1021 | General and Operations Managers |
| | |
| *13* | *Business and Financial Operations Occupations* |
| 13-1031 | Claims Adjusters, Examiners, and Investigators |
| 13-1041 | Compliance Officers |
| 13-1071 | Human Resources Specialists |
| 13-1081 | Logisticians |
| 13-1111 | Management Analysts |
| 13-1151 | Training and Development Specialists |
| 13-1161 | Market Research Analysts and Marketing Specialists |
| 13-2011 | Accountants and Auditors |
| 13-2052 | Personal Finance Advisors |
| | |
| *15* | *Computer and Mathematical Occupations* |
| 15-1211 | Computer Systems Analysts |
| 15-1212 | Information Security Analysts |
| 15-1231 | Computer Network Support Specialists |
| 15-1232 | Computer User Support Specialists |
| 15-1241 | Computer Network Architects |
| 15-1244 | Network and Computer Systems Administrators |
| 15-1252 | Software Developers |
| 15-1253 | Software Quality Assurance Analyst and Testers |
| 15-1255 | Web Developers and Digital Interface Designers |
| 15-2031 | Operations Research Analysts |
| 15-2051 | Data Scientists and Business Intelligence Analyst |
| | |
| *17* | *Architecture and Engineering Occupations* |
| 17-2061 | Computer Hardware Engineers |
| 17-2112 | Industrial Engineers |
| 17-3026 | Industrial Engineering Technologists and Technicians |
| | |
| *23* | *Legal Occupations* |
| 23-2011 | Paralegals and Legal Assistants |

| | |
|---|---|
| *25* | *Educational Instruction and Library Occupations* |
| 25-2021 | Elementary School Teachers, Except Special Education |
| 25-2022 | Middle School Teachers, Except Special and Career/Technical Education |
| 25-2031 | Secondary School Teachers |
| 25-2055 | Special Education Teachers, Kindergarten and Elementary |
| 25-2057 | Special Education Teachers, Middle School |
| 25-2058 | Special Education Teachers, High School |
| | |
| *29* | *Healthcare Practitioners and Technical Occupations* |
| 29-1031 | Dietitians and Nutritionists |
| 29-1126 | Respiratory Therapists |
| 29-1141 | Registered Nurses |
| 29-1292 | Dental Hygienist |
| 29-2031 | Cardiovascular Technologists and Technicians |
| 29-2032 | Diagnostic Medical Sonographers |
| 29-2034 | Radiologic Technologists and Technicians |
| 29-2035 | Magnetic Resonance Imaging Technologists |
| 29-2036 | Medical Dosimetrists |
| 29-2036 | Medical Dosimetrists |
| 29-2042 | Emergency Medical Technicians |
| 29-2043 | Paramedics |
| 29-2052 | Pharmacy Technicians |
| 29-2055 | Surgical Technologists |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses |
| 29-2072 | Medical Records Specialist |
| 29-9021 | Health Information Technologists and Medical Registrars |
| | |
| *31* | *Healthcare Support Occupations* |
| 31-2011 | Occupational Therapy Assistants |
| 31-2021 | Physical Therapy Assistants |
| 31-9091 | Dental Assistants |
| 31-9092 | Medical Assistants |
| 31-9097 | Phlebotomists |
| | |
| *33* | *Protective Service Occupations* |
| 33-3051 | Police and Sheriff's Patrol Officers |
| | |
| *35* | *Food Preparation and Serving Related Occupations* |
| 35-1011 | Chefs and Head Cooks |

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| *41* | *Sales and Related Occupations* |
| 41-3031 | Securities, Commodities, and Financial Services Sales Agents |
| 41-4011 | Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products |
| *43* | *Office and Administrative Support Occupations* |
| 43-3031 | Bookkeeping, Accounting, and Auditing Clerks |
| 43-4051 | Customer Service Representatives |
| 43-5061 | Production, Planning, and Expediting Clerks |
| 43-6013 | Medical Secretaries and Administrative Assistants |
| *47* | *Construction and Extraction Occupations* |
| 47-1011 | First-Line Supervisors of Construction Trades and Extraction Workers |
| 47-2031 | Carpenters |
| 47-2073 | Operating Engineers and Other Construction Equipment Operators |
| 47-2111 | Electricians |
| 47-2152 | Plumbers, Pipefitters, and Steamfitters |
| 47-2181 | Roofers |
| 47-2211 | Sheet Metal Workers |
| 47-2231 | Solar Photovoltaic Installers |
| *49* | *Installation, Maintenance, and Repair Occupations* |
| 49-3011 | Aircraft Mechanics and Service Technicians |
| 49-3023 | Automotive Service Technicians and Mechanics |
| 49-3031 | Bus and Truck Mechanics and Diesel Engine Specialists |
| 49-9021 | Heating, Air Conditioning, and Refrigeration Mechanics and Installers |
| 49-9041 | Industrial Machinery Mechanics |
| *51* | *Production Occupations* |
| 51-1011 | First-Line Supervisors of Production and Operating Workers |
| 51-4041 | Machinists |
| 51-4121 | Welders, Cutters, Solderers, and Brazers |
| *53* | *Transportation and Material Moving Occupations* |
| 53-3032 | Heavy and Tractor-Trailer Truck Drivers |

## Appendix C

## Description of Input-Output Models and Economic Impact Analysis

Economic impact analysis measures the effects on an economy of the operations of an organization or new spending activity. This economic activity generates revenue to businesses that is used to pay their workers' salaries and benefits, purchase inputs from local suppliers, and pay government taxes and fees. The direct economic impact is derived from the production activity of the businesses and the salaries and benefits they are then able to pay their workers. This also generates additional economic activity oftentimes referred to as the multiplier effects.

The multiplier can be separated into two effects: the indirect effect and the induced effect. The indirect effect results from the company purchasing inputs (physical goods or services) from its local suppliers. This then sets off additional spending by the supplier in its purchases of inputs and payment of salaries and benefits to its employees. The induced effect is derived from the spending of the employees of the company resulting from the incomes they receive. This is where the economic impact really begins to spread throughout the economy as workers spend their incomes to buy the various goods and services that they need and desire.

All of this economic activity also benefits the government at various levels as the spending by businesses, their employees, and others generate tax revenues and fees. For instance, these activities will generate excise, income, and property tax revenues, social security contributions, and various license fees.

Of course, not all of this economic activity is captured within the local economy. There are leakages as businesses and individual consumers purchase goods and services outside of the local economy causing some money to leak or flow out of the local economy. This is also the case as

federal and state taxes and fees are paid resulting from these activities. These leakages are accounted for in the model and are not counted as part of the economic impact. In fact, they reduce the impact of these activities.

There are generally three basic multipliers used to measure the overall impacts. The output multiplier measures the direct, indirect, and induced changes in output across the economy resulting from a change in economic activity within the local economy. The employment multiplier measures the direct, indirect, and induced changes in full-time equivalent employment across the economy resulting from this change in economic activity. Finally, the earnings or employee compensation multiplier measures the direct, indirect, and induced changes in labor income (including benefits) across the economy resulting from the change in economic activity. Like the proverbial ripples resulting from a rock being thrown in a pond, the multiplier effects will register successive rounds of effects until eventually the leakage from each round halts the process.

Input-output analysis was introduced by Wassily Leontief for which he later received the Nobel Prize in economics in 1973.[12] An input-output model describes the economic interactions or trade flows among businesses, households, and governments and shows how changes in one area of the economy impact other areas. The multipliers that result from these models are the expressions of these interactions. The analysis is conducted using the IMPLAN input-output model for the San Antonio metropolitan statistical area. The IMPLAN model measures the economic interactions across 546 industries.[13]

[12] For an example of his seminal work, see: Leontief, Wassily et al., *Studies in the Structure of the American Economy: Theoretical and Empirical Explorations in Input-Output Analysis,* New York: Oxford University Press, 1953.
[13] Further description of the IMPLAN input-output model can be found at the following link: https://support.implan.com/hc/en-us/articles/360038285254-How-IMPLAN-Works