The Economic Impacts of
The Kripalu Center for Yoga & Health

by

Stephen Sheppard
Professor of Economics

Williams College
Center for Creative Community Development
May 2018
Summary of Findings

- The Kripalu Center for Yoga & Health attracts over 30,000 guests per year to its facilities and programming and based on budget is the fifth largest not-for-profit organization group in Berkshire County.

- The Kripalu Center and its guests directly or indirectly generate about $64 million in total economic output in Massachusetts, about $56 million of it concentrated in Berkshire County.

- The Center directly or indirectly generates about $27 million in labor income, $22 million of which is concentrated in Berkshire County.

- The labor income generated supports as many as 670 part-time and full-time jobs in hundreds of economic sectors, with the largest number in educational services, lodging, retailing, real estate and restaurants.

- The average annual earnings by those employed is estimated to be between $33 and $42 thousand per year, with actual amounts depending on the sector and location of employment.

- Each year, the Kripalu Center directly and indirectly generates about $7.5 million in increased tax revenues for state and local governments. This includes more than $2.2 million in residential property taxes paid by Kripalu guests who have purchased and maintain homes to be near to the Center.
A. Introduction

The Kripalu Center for Yoga and Health is in the Berkshire Hills of western Massachusetts, roughly equidistant from Boston and New York City. The Stockbridge location was originally the Shadowbrook estate and mansion, built in 1893 and later acquired by Andrew Carnegie in 1917. Carnegie died in the mansion in 1919, and the property was subsequently sold to the Jesuits who used the property as a novitiate and training center. The mansion was destroyed by fire in 1956 and replaced by a large and functional (although less grand) building and used by the religious order until 1970. In 1983 the Kripalu Yoga Fellowship purchased the property, relocated from Pennsylvania and opened the Kripalu Center for Yoga and Health.

The Kripalu Center operated officially as a religious order, offering training and residential accommodation to more than 350 members. In 1999 Kripalu reorganized as a non-religious 501(c)(3) non-profit organization that receives more than a third of its revenues from contributions, donations and receipts related to its exempt (charitable) functions. It is classified by the National Center for Charitable Statistics as a provider of “Personal Social Services” and describes itself as the largest and most established retreat center for yoga, health and holistic living in North America. The Center offers more than 700 programs annually ranging from one-day retreats, seminars, and classes to 1000-hour...
yoga instructor certification programs. Each year more than 30,000 guests visit the Center, which has an annual operating budget of between $34 and $35 million. The Center has about 460 active employees and total assets exceeding $50 million. In 2010 the Center opened an annex providing 80 additional guest rooms that won awards for its architectural design. The Center now has accommodation for about 650 overnight guests.

Over the past three decades, the Kripalu Center has become an integral and important part of the Massachusetts economy, particularly in Berkshire County. This report presents an evaluation of the impact of the Center on the level of economic activity, employment, labor earnings, and tax revenues.

B. Measuring economic Impact

To understand the economic impact of the Kripalu Center, we need to begin with a clear definition of the geographic area that we take as defining the local economy, the structure of economic interactions within this area and between the local economy and the wider economy that contains it, and the period over which the impacts are to be estimated.

We consider and present economic impact estimates for two areas that can be taken to define the local economy. The larger area is the state of Massachusetts. Kripalu data for 2017 indicates that about 28% of Kripalu visitors come from within Massachusetts, and many of the top 100 vendors of goods and services purchased by Kripalu are based in Massachusetts. We also consider the smaller local economy of Berkshire County, where Kripalu is located. While a very small share of total Kripalu visitors (about 3%) come from this relatively small county, a large fraction (nearly 79%) of Kripalu employees reside in the county and many Berkshire County communities directly benefit from increased economic activity that originates with Kripalu.

The alternative geographies of the economy are illustrated in Figure 1 below, superimposed over zip code areas that are colored to illustrate the number of guests in 2017 who reside in each zip code area. While the map in the figure is centered on the northeastern US, Kripalu
visitors come from a wide range of locations in the US, Canada and beyond. The map shows the state of Massachusetts outlined in black, with Berkshire County also outlined in the far western edge of the state. The location of the Kripalu Center is indicated by the star near the western border with New York.

The area taken as defining the local economy is important for at least two reasons. First, total economic impacts arise not only from the economic activities of Kripalu, but from the spending being recirculated in the local economy to contribute again and again to total economic activity. This *multiplier effect* is larger in a larger economy (like all of Massachusetts) because there is less “leakage” and more opportunity for spending to remain local. The second reason is that in

Figure 1: Local areas for analysis, with zip codes indicating guest origins in 2017

...
evaluating the local economic impacts of visitors to Kripalu, we consider only the local spending generated by guests who come from outside of the local area. The rationale for this approach is to avoid the concern that when a local resident visits Kripalu and makes local expenditures outside of Kripalu, these expenditures might well have taken place near another spa, yoga or other venue. The observed expenditures may simply be displaced from one part of the local area to another and not provided a net increase in the local economy. To provide the most careful estimate possible and to avoid trying to estimate how many local visitors were persuaded to remain local rather than travel for recreation and learning outside of the region, we simply assume that all local visitor spending is displaced spending and do not count it as part of local economic activity.

Beyond a definition of the local area, we need a model of the full range of interactions that comprise the local economy. For this we make use of a widely-used inter-industry modeling approach – one for Berkshire County and one for Massachusetts. This approach divides the economy up into hundreds of economic sectors and uses data collected regularly by the US Bureau of Economic Analysis to measure the flows of purchases of goods and services between these economic sectors, the wider outside economy, and local households. This approach allows us to provide a measure of the change in the local economy that would be expected if the Kripalu Center were not offering lodging, meals, courses, seminars and other experiences to guests, but other aspects of the local economy remained as they are. We use the model to provide measures of the associated change in total economic output, total employment (full and part time), total labor earnings, and total tax revenues attributable to the Kripalu Center.
The models are tuned to the current structure of the Berkshire or Massachusetts local economy. Not all sectors of the local economy are active in each location. The Berkshire County local economy has about 235 distinct sectors in the model, and the larger Massachusetts local economy has about 465 distinct sectors operating and producing output.

We make use of data for total expenditures by the Kripalu Center and total numbers of visitors and visitor origins for the 2017 calendar year, projected to 2018 to estimate total economic impacts. Part of these calculations requires estimating average local area expenditures made outside of Kripalu by each visitor, along with the expected duration of their visit to the region. For these we undertook an e-mail survey requesting information from relatively recent visitors and adjusted their reported expenditures to reflect inflation. This provided an estimate of typical local expenditures made during 2017 in each of five economic sectors: hotels/lodging, restaurants, retail, transportation (primarily fuel for automobiles), and local services including child care. The average expenditures in these sectors are applied to obtain an estimate of total impact of visitors from outside of the local economy for 2018. Details about the survey responses and other data sources used as inputs into the economic models are presented in section E below.

The models produce several types of estimated impacts, including impacts on total output, employment, labor income and tax revenues collected by federal, state and local governments. These impacts are produced for the aggregate of the local economy, and impacts on output, employment and labor income are calculated for each active sector in the local economy. For
each of these, the models calculate the *direct* impacts, which are the changes in the economy that are due to the direct actions Kripalu or those visitors who make purchases in the local economy. These direct actions would include production of educational services, production of lodging and meals for guests, and operation of a retail store. These direct actions then lead to two types of additional impacts. The *indirect* impacts arise because Kripalu, in the process of producing educational services or lodging and meals for guests makes some purchases from other sectors of the local economy (such as electricity, banking, or food supply) and causes them to expand. The *direct* production expansion at Kripalu as well as the *indirect* local expansion increases local employment and generates an increase in local income. This generates the third type of impact known as *induced* impacts. These arise because the increases in local income leads to increased purchases from a variety of local sectors - from automobile dealerships to grocery stores to real estate and residential construction. The *indirect* and *induced* impacts are sometimes referred to as the multiplier effect, and the greater is the tendency for purchases to be made locally, the greater will be the multiplier effect and hence the total impact on the local economy.

These impacts are intended to be interpreted as the *impact of current operations* of Kripalu, not a forecast of change or expansion in the local economy. The estimated impacts are best thought of as the amount by which the local economy would shrink if the current operations of Kripalu were to cease (and not be replaced by a similar organization). In this sense, they provide an estimate of the share of the local economy that is attributable to or based upon the operation of Kripalu and the expenditures of its guests visiting the area.

The estimates can be used as the basis for predicting modest changes. For example, if total visitors to Kripalu were to increase by 20% to approximately 36,000 per year, and if in response
Kripalu were to expand its budget proportionally by 20% to about $42 million per year, then the total impacts on the local economy (provided and discussed below) could be expected to increase by about 20%.

C. Economic Impact on the Massachusetts economy

Taking Massachusetts as our definition of the *local area*, we use the inter-industry model of the economy to obtain estimates of the economic impact on all of Massachusetts. Combining impacts in all sectors of the economy together, the impact on total economic output in Massachusetts attributable to Kripalu operations and guests whose residence is outside of Massachusetts is shown in Table 1.

Table 1: Impacts of Kripalu on economic output in Massachusetts

<table>
<thead>
<tr>
<th></th>
<th>Direct</th>
<th>Indirect+Induced</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$34,568,751</td>
<td>$27,777,751</td>
<td>$62,346,503</td>
</tr>
<tr>
<td>Visitors</td>
<td>$928,886</td>
<td>$761,298</td>
<td>$1,690,184</td>
</tr>
<tr>
<td><strong>Combined Impact</strong></td>
<td><strong>$35,497,637</strong></td>
<td><strong>$28,539,050</strong></td>
<td><strong>$64,036,686</strong></td>
</tr>
</tbody>
</table>

Altogether, the Massachusetts economy is $64 million larger than it would be without Kripalu. The increase in the Massachusetts economy arises from $35.5 million in direct impacts, which are concentrated in the hospitality, educational services, restaurant, retail and transport sectors. These direct impacts are augmented by about $28.5 million in indirect and induced impacts, which are felt in hundreds of sectors ranging from Real Estate and Hospitals to Veterinary Services. The impacts on total employment are shown in Table 2.

Table 2: Impacts on employment in Massachusetts

<table>
<thead>
<tr>
<th>Massachusetts</th>
<th>Direct</th>
<th>Indirect+Induced</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>457</td>
<td>171</td>
<td>628</td>
</tr>
<tr>
<td>Visitors</td>
<td>14</td>
<td>5</td>
<td>19</td>
</tr>
<tr>
<td><strong>Combined Impact</strong></td>
<td><strong>471</strong></td>
<td><strong>176</strong></td>
<td><strong>647</strong></td>
</tr>
</tbody>
</table>
The models estimate a net increase of 647 jobs throughout Massachusetts attributable to Kripalu operations and visitors. These are estimates of total employees, some of whom will work part time.

Table 3: Impacts on labor income in Massachusetts

<table>
<thead>
<tr>
<th>Massachusetts</th>
<th>Direct</th>
<th>Indirect+Induced</th>
<th>Total</th>
<th>Average Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$15,685,607</td>
<td>$10,730,387</td>
<td>$26,415,994</td>
<td>$42,059</td>
</tr>
<tr>
<td>Visitors</td>
<td>$466,918</td>
<td>$288,412</td>
<td>$755,330</td>
<td>$40,281</td>
</tr>
<tr>
<td><strong>Combined Impact</strong></td>
<td><strong>$16,152,525</strong></td>
<td><strong>$11,018,799</strong></td>
<td><strong>$27,171,324</strong></td>
<td><strong>$42,008</strong></td>
</tr>
</tbody>
</table>

Table 3 provides estimates of the impacts on total labor income. The results show that Kripalu operations and spending by guests increase income to workers by more than $27 million.

Table 4: Industrial sectors associated with the largest employment impacts

<table>
<thead>
<tr>
<th>Industrial sector</th>
<th>Jobs</th>
<th>Ave Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>647</td>
<td>$42,008</td>
</tr>
<tr>
<td>Educational services</td>
<td>259</td>
<td>$26,118</td>
</tr>
<tr>
<td>Hotels and motels</td>
<td>167</td>
<td>$49,847</td>
</tr>
<tr>
<td>Retail - Miscellaneous stores</td>
<td>45</td>
<td>$22,527</td>
</tr>
<tr>
<td>Real estate</td>
<td>10</td>
<td>$36,414</td>
</tr>
<tr>
<td>Full-service restaurants</td>
<td>9</td>
<td>$27,650</td>
</tr>
<tr>
<td>Other food and drinking places</td>
<td>7</td>
<td>$33,353</td>
</tr>
<tr>
<td>Hospitals</td>
<td>7</td>
<td>$89,634</td>
</tr>
<tr>
<td>Child day care services</td>
<td>6</td>
<td>$32,019</td>
</tr>
<tr>
<td>Services to buildings</td>
<td>6</td>
<td>$31,863</td>
</tr>
<tr>
<td>Limited-service restaurants</td>
<td>5</td>
<td>$23,314</td>
</tr>
<tr>
<td>Retail - Food and beverage</td>
<td>4</td>
<td>$29,839</td>
</tr>
<tr>
<td>Employment services</td>
<td>4</td>
<td>$53,976</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>4</td>
<td>$108,688</td>
</tr>
<tr>
<td>Offices of physicians</td>
<td>3</td>
<td>$117,594</td>
</tr>
<tr>
<td>Individual and family services</td>
<td>3</td>
<td>$30,902</td>
</tr>
<tr>
<td>Management of companies</td>
<td>3</td>
<td>$163,591</td>
</tr>
<tr>
<td>Retail - General merchandise</td>
<td>3</td>
<td>$29,222</td>
</tr>
<tr>
<td>Management consulting services</td>
<td>3</td>
<td>$109,937</td>
</tr>
<tr>
<td>Maintenance of nonresidential structures</td>
<td>3</td>
<td>$67,015</td>
</tr>
<tr>
<td>Junior colleges, colleges, universities</td>
<td>3</td>
<td>$74,178</td>
</tr>
<tr>
<td>Home health care services</td>
<td>3</td>
<td>$51,585</td>
</tr>
</tbody>
</table>
Combining this information with the estimated total impact on employment, we can calculate
the average income paid to workers whose employment is supported directly or indirectly by
Kripalu. Averaged over all workers in all economic sectors the annual earnings are
approximately $42 thousand. These incomes are earned in a variety of sectors of the economy,
and Table 4 shows the total employment impacts and average worker income for the 20 sectors
that experience the largest increases in employment. These averages are calculated over
workers in each sector and are not adjusted for hours worked. Economic sectors where part-
time employment is more frequent will have lower average incomes even if the hourly rate of
pay were the same.

Table 5 presents an estimate of the tax revenues collected by federal, state and local
government. It is a common misperception that not-for-profit organizations pay no taxes
whatever. While it is true that in Massachusetts they pay no property taxes on properties that
are directly used in charitable activity, they do pay property taxes on property that is not directly
used for charitable purposes. In addition, they collect sales taxes, pay the employer’s share of
FICA and other associated taxes on labor employment. They also indirectly generate tax
revenues through payment of incomes to employees and supporting expansion in other parts
of the economy.

Table 5: Impacts on tax revenues

<table>
<thead>
<tr>
<th></th>
<th>Tax Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Massachusetts</td>
<td>State/Local</td>
</tr>
<tr>
<td>Operations</td>
<td>$5,080,728</td>
</tr>
<tr>
<td>Property taxes on second homes</td>
<td>$2,216,955</td>
</tr>
<tr>
<td>Visitors</td>
<td>$124,261</td>
</tr>
<tr>
<td><strong>Combined Impact</strong></td>
<td>$7,421,944</td>
</tr>
</tbody>
</table>

Our model estimates the increase in tax revenues that are collected because of Kripalu
operations and local spending by visitors who come to the state as guests. Our models do not
directly calculate the increase in property taxes paid to local governments because of second
homes that are purchased in the area to be near to Kripalu. Using the same survey used to
collect information about spending by guests visiting the area, we estimated the number of
Kripalu guests who own second homes in the area and identified the subset of these who indicated that proximity to Kripalu was a primary or secondary reason for purchase of the property. The property taxes paid on these residences is another source of tax revenue that is generated by the presence of Kripalu and the amount is reflected in Table 5. Altogether, Table 5 indicates that government revenues of $14 million per year are generated by Kripalu operations and guest visitors. This provides over $7.4 million to state and local governments and generates $6.7 million in federal tax payments and underscores the observation that there are many pathways for an organization to contribute to or "pay" taxes.

D. Economic impact on Berkshire County

With a population of just under 128,000 that has been slowly declining for more than 50 years, Berkshire County is certainly a smaller local economy than the entire state of which it is a part. During these decades it has experienced continued erosion of its traditional base of light to medium manufacturing and associated business services. This has meant the closure of some of the pillars of the local economy such as General Electric, Sprague Electric, and the KB Toys corporate headquarters. At the same time, the region has managed to retain some more specialized or technical production where competition was perhaps less intense. Crane & Company, Petricca Industries/Unistress, General Dynamics, Interprint, and a variety of smaller specialty firms such as Boyd Technologies and Berkshire Sterile Manufacturing. Despite these successes, employment in manufacturing and business services as a share of the Berkshire local economy has declined steadily over the past several decades.

As the transition to a post-industrial economy has proceeded, the region has demonstrated continued strength in economic sectors dominated by not-for-profit organizations including higher education, health care, arts and recreation, and social/personal services. This stability and growth has resulted in growth of the relative importance of related sectors such as lodging and hospitality, restaurants and drinking places, and a variety of specialty retail sectors. The Berkshire local economy has transformed from one that is less dependent on producing goods
that are transported to markets distant from western Massachusetts to one that increasingly produces services consumed by markets that travel to western Massachusetts to benefit from and experience them. The guests and visitors who come for these services and experiences must be transported, accommodated, fed and cared for during their visit.

The Kripalu Center is a premier example of such an organization that is, increasingly, serving as a stable building block of the Berkshire local economy. Viewed in terms of total expenditures, Kripalu is the fifth largest non-profit group in Berkshire County, after the enormous Berkshire Health Systems group, Williams College, Tanglewood, and the Berkshire School. While the number of non-local visitors who come to Kripalu is less than the major cultural venues of Tanglewood, MASS MoCA, the Clark Art Institute or the Norman Rockwell Museum, it is similar to or larger than several other organizations such as Williamstown Theatre Festival, Mahaiwe Performing Arts Center or The Mount.

Using the audited financial data from Kripalu to allocate Kripalu budgeted expenditures among three economic sectors as described in the preceding section, and the estimated local spending by non-local visitors we can calculate the impact on total economic output in the Berkshire local economy. The results are presented in Table 6.

<table>
<thead>
<tr>
<th></th>
<th>Total Economic Output</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Direct</td>
</tr>
<tr>
<td>Operations</td>
<td>$34,568,751</td>
</tr>
<tr>
<td>Visitors</td>
<td>$1,333,074</td>
</tr>
<tr>
<td>Combined Impact</td>
<td>$35,901,825</td>
</tr>
</tbody>
</table>

It may be instructive to compare the analysis presented in Table 6 with Table 1 above. Here we see that the total impact from visitors is over 24% larger. This is because while 72% of Kripalu guests reside outside of Massachusetts, nearly all of them – about 97% - reside outside of Berkshire County. This means an additional 7500 guests are generating local economic impacts.
On the other hand, the economic impacts from Kripalu operations are nearly $8.3 million less. As mentioned above, this happens because the Berkshire economy is smaller so the expenditures that Kripalu makes in the course of producing its services are more quickly spent outside of the local economy.

The estimated total number of jobs viewed from the perspective of the Berkshire economy is not reduced but is slightly larger than for all of Massachusetts. This happens because of how the employment impacts are estimated. The model starts by estimating the total change in output for each economic sector, and from that estimates the change in employment. Because wages in Berkshire County are somewhat lower than the average for all of Massachusetts, a given dollar value expansion in the economy will support more total workers. The estimated impacts are given in Table 7.

<table>
<thead>
<tr>
<th>Berkshire County</th>
<th>Direct</th>
<th>Indirect+Induced</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>486</td>
<td>160</td>
<td>646</td>
</tr>
<tr>
<td>Visitors</td>
<td>22</td>
<td>6</td>
<td>28</td>
</tr>
<tr>
<td>Combined Impact</td>
<td>508</td>
<td>167</td>
<td>675</td>
</tr>
</tbody>
</table>

As was the case in estimating impacts for the entire Massachusetts economy, the jobs that are supported by Kripalu operations and guests visiting the area occur in a variety of sectors of the local economy. Table 8 summarizes the total labor income generated and the average income earned by workers whose job opportunities are attributable to Kripalu.

<table>
<thead>
<tr>
<th>Berkshire County</th>
<th>Direct</th>
<th>Indirect+Induced</th>
<th>Total</th>
<th>Average Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$14,576,114</td>
<td>$6,791,610</td>
<td>$21,367,724</td>
<td>$33,059</td>
</tr>
<tr>
<td>Visitors</td>
<td>$608,656</td>
<td>$263,320</td>
<td>$871,976</td>
<td>$30,751</td>
</tr>
<tr>
<td>Combined Impact</td>
<td>$15,184,771</td>
<td>$7,054,930</td>
<td>$22,239,701</td>
<td>$32,962</td>
</tr>
</tbody>
</table>
As with the estimated impact on total economic output in the local area, the total labor income generated is lower than that estimated for the entire state of Massachusetts. This reflects both the fact that the larger economy has a larger multiplier effect and that market values for labor income are greater at the state level than in Berkshire County.

The average income earned by Berkshire County workers whose jobs are directly or indirectly generated by Kripalu is just under $33 thousand. This average, however, obscures the wide range of incomes earned in different sectors of the economy. Table 9 shows the total employment impacts and average incomes for the 20 sectors that are associated with the largest increases in Berkshire County employment.

Table 9: Industrial sectors associated with the largest employment impacts

<table>
<thead>
<tr>
<th>Industrial sector</th>
<th>Jobs</th>
<th>Ave Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>675</td>
<td>$32,962</td>
</tr>
<tr>
<td>Educational services</td>
<td>257</td>
<td>$26,456</td>
</tr>
<tr>
<td>Hotels and motels</td>
<td>197</td>
<td>$36,830</td>
</tr>
<tr>
<td>Retail – Miscellaneous stores</td>
<td>50</td>
<td>$20,023</td>
</tr>
<tr>
<td>Full-service restaurants</td>
<td>11</td>
<td>$21,594</td>
</tr>
<tr>
<td>Real estate</td>
<td>10</td>
<td>$38,422</td>
</tr>
<tr>
<td>All other food and drinking places</td>
<td>8</td>
<td>$26,850</td>
</tr>
<tr>
<td>Child day care services</td>
<td>8</td>
<td>$27,448</td>
</tr>
<tr>
<td>Hospitals</td>
<td>6</td>
<td>$91,775</td>
</tr>
<tr>
<td>Services to buildings</td>
<td>5</td>
<td>$13,945</td>
</tr>
<tr>
<td>Limited-service restaurants</td>
<td>5</td>
<td>$19,663</td>
</tr>
<tr>
<td>Retail - Food and beverage stores</td>
<td>4</td>
<td>$30,167</td>
</tr>
<tr>
<td>Retail - General merchandise stores</td>
<td>4</td>
<td>$27,201</td>
</tr>
<tr>
<td>Maintenance of nonresidential structures</td>
<td>3</td>
<td>$51,893</td>
</tr>
<tr>
<td>Individual and family services</td>
<td>3</td>
<td>$24,610</td>
</tr>
<tr>
<td>Monetary authorities and credit</td>
<td>3</td>
<td>$81,535</td>
</tr>
<tr>
<td>Offices of physicians</td>
<td>3</td>
<td>$117,590</td>
</tr>
<tr>
<td>Landscape and horticultural services</td>
<td>3</td>
<td>$25,846</td>
</tr>
<tr>
<td>Accounting, tax, bookkeeping, and payroll</td>
<td>3</td>
<td>$42,860</td>
</tr>
<tr>
<td>Retail - Clothing and accessories stores</td>
<td>3</td>
<td>$24,513</td>
</tr>
</tbody>
</table>

Table 10 presents an estimate of the tax revenues generated at the local, state and federal level by the increased economic activity in Berkshire County generated by the Kripalu Center and its guests. As before, we have included a separate estimate of the increased property taxes
collected on residences that have been purchased by Kripalu visitors who have purchased second homes in the region and who have indicated that proximity was the primary or secondary reason for purchase of the home.

Table 10: Impacts on tax revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>State/Local</th>
<th>Federal</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$5,283,310</td>
<td>$5,400,947</td>
<td>$10,684,257</td>
</tr>
<tr>
<td>Property taxes on second homes</td>
<td>$2,216,955</td>
<td>$2,216,955</td>
<td></td>
</tr>
<tr>
<td>Other taxes paid by visitors</td>
<td>$182,013</td>
<td>$214,505</td>
<td>$396,518</td>
</tr>
<tr>
<td>Combined Impact</td>
<td>$7,682,278</td>
<td>$5,615,452</td>
<td>$13,297,730</td>
</tr>
</tbody>
</table>

Table 10 indicates that the total tax revenues collected by state and local government from the increased economic activity in Berkshire County is essentially the same as would be generated by the increased economic activity in all of Massachusetts. The revenues collected by the federal government are less, with the difference reflecting in part the fact that some increase in economic activity would be expected to occur within Massachusetts but outside of Berkshire County, and the tax revenues generated by these activities are not being included in Table 10.

Table 11: Berkshire activities supported by Kripalu visitors

<table>
<thead>
<tr>
<th>Institution or Activity</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lee Outlet Stores</td>
<td>6.53%</td>
</tr>
<tr>
<td>Outdoors (Hiking, Skiing, etc.)</td>
<td>4.93%</td>
</tr>
<tr>
<td>Tanglewood</td>
<td>4.86%</td>
</tr>
<tr>
<td>Norman Rockwell Museum</td>
<td>3.66%</td>
</tr>
<tr>
<td>Other</td>
<td>2.93%</td>
</tr>
<tr>
<td>MASS MoCA</td>
<td>2.47%</td>
</tr>
<tr>
<td>Clark Art Institute</td>
<td>2.27%</td>
</tr>
<tr>
<td>Theaters</td>
<td>2.13%</td>
</tr>
<tr>
<td>Jacob’s Pillow</td>
<td>1.87%</td>
</tr>
</tbody>
</table>
The guests who come to Berkshire County to visit the Kripalu Center have the opportunity during an extended stay in the region to visit other destinations and engage in other activities that are part of the Berkshire County economy. A list of the most frequently mentioned other venues supported by visitors and the percent of survey respondents who said they engaged in this activity is presented in Table 11.

We have not undertaken a separate evaluation of the economic impact of support for these other institutions and amenities, although they play an important role in defining the identity of Berkshire County as a destination and are important to the local economy. Clearly it can be said that the presence of the Kripalu Center in the area is helping to sustain the broader constellation of institutions and activities that make the region attractive.

E. Detailed analytics and basis for evaluation

The estimates presented above are based on a level of operation and service production at the Kripalu Center that characterizes the baseline or status quo. This means that we must provide as input to the models a value of production and an industry or industries in which this production takes place.

To obtain this, we examined audited financial budgets for 2016 and 2017 provided by Kripalu. These suggest a current level of production and programming sustained by a 2017 budget of $35,858,337. This budget allows the Center to produce several types of programs and services. Some are similar to the lodging and meals that would be produced in one of the other hotels and spas that are in Berkshire County. Other components of programming are essentially educational services providing training, inspiration, or information to participants. In addition to these functions and services the Center has an extensive retail facility that provides books, supplies, and decorative arts that are specially curated to appeal to Kripalu guests.

This identifies three economic sectors: Hotels (including spa hotels), Educational services, and Retail stores that are taken to be the sectors in which Kripalu production takes place. Through
analysis of the budget and employment data, we determined the split that is presented below in Table 12.

Table 12: Organization expenditures by industry sector

<table>
<thead>
<tr>
<th>Sector</th>
<th>2016 Audit</th>
<th>2017 Estimate</th>
<th>Cost Share</th>
<th>Employee Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotels and spas</td>
<td>$22,012,525</td>
<td>$22,393,342</td>
<td>62.45%</td>
<td>72.41%</td>
</tr>
<tr>
<td>Educational services</td>
<td>$10,258,778</td>
<td>$10,436,255</td>
<td>29.10%</td>
<td>20.26%</td>
</tr>
<tr>
<td>Retail - Miscellaneous</td>
<td>$2,977,234</td>
<td>$3,028,741</td>
<td>8.45%</td>
<td>7.33%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$35,248,537</strong></td>
<td><strong>$35,858,337</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Table 12 presents, in the column headed 2017 Estimate, the allocation of budgeted production in each economic sector used in the models above. These amounts were estimated using the descriptive allocations of budget detail provided in the audited financial reports.

The allocation to the retail sector is the most straightforward, being derived from the cost of goods sold in the retail shop, plus share of total employee salaries and benefits appropriate for the organization. The column headed Employee Share indicates the percentage of total employees in each economic sector, and the retail cost share and share of active employees correspond reasonably well.

The allocation to educational services is somewhat more complex because some of the costs of producing seminars and other programming arises from facilities and staff who are Kripalu employees, plus a significant additional cost arising from paying guest speakers and lecturers who provide some of the hundreds of programs made available at Kripalu. Because many of these speakers are not Kripalu employees, it is natural that the cost share for production of educational services is greater than the percentage of total active employees who appear to be primarily employed in this sector.

Finally, the cost share for production in the hotels and spas sector begins with the residual of all expenses not allocated to retail and production of educational services. Adjustments are
then made to this total to allocate some fraction of general administration and development costs to the other two sectors.

Such allocation inevitably involves some guesswork, and without detailed time logs for all employees it is impossible to tell with perfect accuracy what expenditure shares go to each economic sector. Modest differences in the allocation, however, make almost no difference to the estimated total output, employment and labor income impacts.

To evaluate the impacts of audience visitors we need to specify the number of guests coming to Kripalu from outside of the local economy. Fortunately, this can be done with relative accuracy because Kripalu provided counts of numbers of guests coming from each zip or postal code in 2017. This allows us to provide a very accurate count of the total number of visitors, the total number coming from outside of Massachusetts, and the total number coming from outside of Berkshire County.

Having determined the total number of guests from outside of the local economy, we need to be able to specify the impact of these visitors on the local economy. This is done by estimating local spending per visitor day in the local economy, and the average number of days spent in Berkshire County (and hence in Massachusetts) during their visit. We estimated this using an e-mail survey sent to a subset of 50,000 e-mail addresses drawn from the Kripalu database of participants and guests who have provided an e-mail for contact. The survey was sent out in late February of 2018 and valid responses were received over a 4-week period, although a majority of responses came in the first week.

The spatial distribution of responses from the survey is illustrated in Figure 2 below. This map shows the location of respondents from North America. There were a modest number of responses also received from Hawaii, Europe, the Far East and the Middle East. Altogether we received slightly more than 1700 responses for a response rate of just over 3.4%. While this is relatively low it is not unusual for e-mail surveys that have no payment associated with them.
Table 13: Share of audience coming from outside of region

<table>
<thead>
<tr>
<th></th>
<th>All visitors</th>
<th>Outside MA</th>
<th>Outside Berkshire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons in Group</td>
<td>1.61</td>
<td>1.64</td>
<td>1.65</td>
</tr>
<tr>
<td>Visitor Days</td>
<td>4.31</td>
<td>4.75</td>
<td>4.68</td>
</tr>
<tr>
<td>Days in Berkshire</td>
<td>2.67</td>
<td>2.89</td>
<td>2.84</td>
</tr>
<tr>
<td>Percent (Survey)</td>
<td>100%</td>
<td>65%</td>
<td>96%</td>
</tr>
<tr>
<td>Percent (Kripalu)</td>
<td>100%</td>
<td>72%</td>
<td>97%</td>
</tr>
<tr>
<td><strong>Total visitors</strong></td>
<td><strong>30553</strong></td>
<td><strong>21998</strong></td>
<td><strong>29735</strong></td>
</tr>
</tbody>
</table>

The most relevant consideration is the extent to which the sample of survey respondents is representative of visitors to Kripalu. We have two observations to make that suggest the survey has provided a reasonably representative sample. First, as indicated in Table 13, the share of survey respondents coming from outside of the local economy comes relatively close to the
matching the spatial distribution of guests based on Kripalu’s guest visitor database. The match is almost perfect (within 1%) for visitors from outside of Berkshire County. The match is reasonably close (a 7% difference) for respondents coming from outside of Massachusetts. Survey recipients from within the state seemed to have a somewhat higher propensity to respond (perhaps because they have an interest in the economic impact of Kripalu, which was identified as the reason for the survey).

A second indication that the survey is reasonably representative of visitor impact on the local economy arises through comparison with similar surveys of local visitor spending. The Kripalu guest survey estimated average guest spending in 5 categories summarized in Table 14. These figures are adjusted for average group size and average length of stay reported in Table 13, and provide our best estimate of local spending outside of Kripalu by guests coming to visit the Center.

### Table 14: Expenditures per audience member

<table>
<thead>
<tr>
<th>Category</th>
<th>All</th>
<th>Outside MA</th>
<th>Outside Berkshire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lodging</td>
<td>$16.23</td>
<td>$17.35</td>
<td>$19.01</td>
</tr>
<tr>
<td>Meals</td>
<td>$4.11</td>
<td>$4.92</td>
<td>$4.89</td>
</tr>
<tr>
<td>Retail</td>
<td>$12.62</td>
<td>$13.87</td>
<td>$14.56</td>
</tr>
<tr>
<td>Service</td>
<td>$8.85</td>
<td>$10.23</td>
<td>$10.81</td>
</tr>
<tr>
<td>Transport</td>
<td>$18.96</td>
<td>$22.63</td>
<td>$23.02</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$60.77</strong></td>
<td><strong>$69.00</strong></td>
<td><strong>$72.29</strong></td>
</tr>
</tbody>
</table>

These calculations correspond well to figures collected on visitor spending and length of stay for Tanglewood visitors in a survey conducted for the BSO in 2017. That survey indicated that the typical Tanglewood audience member remained in the Berkshires for slightly longer than the typical Kripalu visitor, with a Tanglewood guest staying just over 3 days on average compared to the 2.8 to 2.9 days spent by a Kripalu guest.

Of course, we expect the average Tanglewood visitor to spend somewhat more per visit outside of Tanglewood itself, since Tanglewood is not providing accommodation as part of the Tanglewood concert. The Tanglewood survey estimated that the average Tanglewood
audience member spends about $125 per visit, including $90 per visit on food and lodging. If the average Kripalu guest spent this much on food and lodging outside of Kripalu, their spending per visit would be over $135 per visit, slightly more than is spent by the average Tanglewood visitor but, adjusting for inflation, well within a reasonable margin of error.

In calculating the impacts of Kripalu visitors, then, we use the expenditures per guest in the 5 economic sectors reported in Table 14, multiplied by the number of visitors from outside of the local economy, reported in the final row of Table 13.

A final remark is in order concerning the accuracy of the overall modeling approach used in this analysis. Several papers have compared the inter-industry approach that we take (and the data sources we use) with alternative modeling approaches and data sources. These include both alternative commercial products and data providers, as well as direct use of data collected by the Bureau of Economic Analysis (whose periodic surveys of establishments and input purchases are the original source for the data on the structure of the local economy). These surveys have found that the approach we use is equal or superior to alternative approaches in terms of accuracy. Furthermore, when our modeling approach is used to evaluate and predict the impact of changes in employment that would be associated with an expansion of a cultural facility or contraction of a health care organization, the predictions have been within 5% - 10% of the change in employment measured for the surrounding local economy. Since local changes in total employment are measured with greater accuracy than local incomes or total economic output, this is a good way to evaluate the reliability of the modeling approach.

What does this mean in the current application? Analysis such as presented above is an estimate based on a model. Its accuracy is dependent on the quality of the data used and the appropriateness of
the model. Based on experience of application in this region with somewhat similar organizations, it is reasonable to expect that the impacts are within +/- 5% of those estimated and reported. We can be virtually certain that the true impacts would be within +/- 10%.

F. Conclusion

The Kripalu Center for Yoga & Health has gained a regional and national reputation providing training, seminars, and therapy on the practice of yoga and several other approaches to well-being and health. This reputation has allowed the Center to grow and develop to provide extensive programming and experiences to over 30,000 guests who travel to the facility in Berkshire County, Massachusetts. This growth and the demand for the experience and programming have made the Kripalu Center the fifth largest not-for-profit organization in a local economy where such organizations are playing an increasingly foundational role in providing employment and generating economic output.

Analysis of the impacts of the Kripalu Center indicates that it is directly or indirectly generating over $64 million per year in total economic output, approximately $56 million in the Berkshire County local economy and the residual in the state of Massachusetts. Kripalu is the direct or indirect source of employment for as many as 670 persons, generating $27 million in labor income for the Massachusetts economy and $22 million in Berkshire County itself. These jobs occur in hundreds of economic sectors ranging from restaurants and lodging providers to health care, real estate, and business services.

The Kripalu Center directly or indirectly generates tax revenues, providing about $7.5 million each year for state and local governments including over $2.2 million in local property taxes on residences that have been purchased and are maintained in whole or in part to be close to the Center. Kripalu guests also visit and thereby help to support several local cultural and recreational resources.
Comparisons between different organizations with different missions and budget constraints should be approached with caution, but it may provide some context to compare the estimated impacts of the Kripalu Center with those of other important not-for-profit organizations in Berkshire County. The estimates presented above are 10%-15% larger than those estimated for the Massachusetts Museum of Contemporary Art and its visitors in 2017. Kripalu’s economic impact would also be larger than would be expected for the Normal Rockwell Museum or the Austen Riggs Center.

Of course, the ultimate goals of the Kripalu Center and these other important institutions go well beyond the impact on the local economy. The comparative context is provided only to remind us that in the ways described in this report, the Kripalu Center is helping to promote and sustain the well-being of its community as well as the guests who come to visit.

G. Appendix: Impacts by individual sector

This appendix presents tables with individual sector impacts for the Massachusetts local economy and for the Berkshire local economy. The two tables present results for the 100 sectors with the largest impacts on total employment, sorted in decreasing order of impact.

For each sector, the tables list a brief description of the production that takes place in the sector, followed by the total output and employment impacts of Kripalu operations. This is followed in columns 4 and 5 by the output and employment impacts of non-local guests who travel to Kripalu. Finally, columns 6 through 9 list the combined impacts of operations and guest spending, providing measures of impact on total economic output, total labor income in the sector, total jobs, and the average income paid per worker in the sector.

The totals presented in the two tables are the sum of direct, indirect and induced impacts associated with the operations of the Kripalu Center, the guests who come to the Center, or the combination of the two.
<table>
<thead>
<tr>
<th>Description</th>
<th>Operations</th>
<th>Visitors</th>
<th>Combined</th>
<th>Ave Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Output</td>
<td>Jobs</td>
<td>Output</td>
<td>Jobs</td>
</tr>
<tr>
<td>Total</td>
<td>$62,346,503</td>
<td>628</td>
<td>$1,690,184</td>
<td>19</td>
</tr>
<tr>
<td>Other educational services</td>
<td>$10,793,007</td>
<td>259</td>
<td>$2,571</td>
<td>0</td>
</tr>
<tr>
<td>Hotels and motels, including casino hotels</td>
<td>$22,583,597</td>
<td>164</td>
<td>$385,303</td>
<td>3</td>
</tr>
<tr>
<td>Retail - Miscellaneous store retailers</td>
<td>$1,519,504</td>
<td>41</td>
<td>$148,074</td>
<td>2</td>
</tr>
<tr>
<td>Real estate</td>
<td>$2,455,139</td>
<td>9</td>
<td>$85,684</td>
<td>0</td>
</tr>
<tr>
<td>Full-service restaurants</td>
<td>$332,426</td>
<td>7</td>
<td>$7,324</td>
<td>0</td>
</tr>
<tr>
<td>Hospitals</td>
<td>$1,044,583</td>
<td>7</td>
<td>$29,830</td>
<td>0</td>
</tr>
<tr>
<td>Child day care services</td>
<td>$80,064</td>
<td>2</td>
<td>$229,023</td>
<td>4</td>
</tr>
<tr>
<td>Services to buildings</td>
<td>$267,879</td>
<td>5</td>
<td>$6,762</td>
<td>0</td>
</tr>
<tr>
<td>Limited-service restaurants</td>
<td>$433,241</td>
<td>4</td>
<td>$12,082</td>
<td>0</td>
</tr>
<tr>
<td>Retail - Food and beverage stores</td>
<td>$256,464</td>
<td>4</td>
<td>$7,241</td>
<td>0</td>
</tr>
<tr>
<td>Employment services</td>
<td>$375,947</td>
<td>4</td>
<td>$8,725</td>
<td>0</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>$1,140,457</td>
<td>4</td>
<td>$35,487</td>
<td>0</td>
</tr>
<tr>
<td>Offices of physicians</td>
<td>$518,145</td>
<td>3</td>
<td>$14,810</td>
<td>0</td>
</tr>
<tr>
<td>Individual and family services</td>
<td>$117,766</td>
<td>3</td>
<td>$3,370</td>
<td>0</td>
</tr>
<tr>
<td>Management of companies and enterprises</td>
<td>$832,740</td>
<td>3</td>
<td>$25,454</td>
<td>0</td>
</tr>
<tr>
<td>Retail - General merchandise stores</td>
<td>$176,915</td>
<td>3</td>
<td>$4,716</td>
<td>0</td>
</tr>
<tr>
<td>Management consulting services</td>
<td>$421,005</td>
<td>3</td>
<td>$8,819</td>
<td>0</td>
</tr>
<tr>
<td>Maintenance and repair of nonresidential structures</td>
<td>$464,273</td>
<td>3</td>
<td>$12,263</td>
<td>0</td>
</tr>
<tr>
<td>Colleges, universities, and professional schools</td>
<td>$330,900</td>
<td>3</td>
<td>$9,789</td>
<td>0</td>
</tr>
<tr>
<td>Home health care services</td>
<td>$120,611</td>
<td>3</td>
<td>$3,454</td>
<td>0</td>
</tr>
<tr>
<td>Advertising, public relations, and related services</td>
<td>$623,538</td>
<td>2</td>
<td>$14,866</td>
<td>0</td>
</tr>
<tr>
<td>Monetary authorities and depository credit intermediation</td>
<td>$705,457</td>
<td>2</td>
<td>$18,554</td>
<td>0</td>
</tr>
<tr>
<td>Accounting, bookkeeping, and payroll services</td>
<td>$292,231</td>
<td>2</td>
<td>$8,819</td>
<td>0</td>
</tr>
<tr>
<td>Other financial investment activities</td>
<td>$541,186</td>
<td>2</td>
<td>$17,796</td>
<td>0</td>
</tr>
<tr>
<td>Personal care services</td>
<td>$74,492</td>
<td>2</td>
<td>$12,192</td>
<td>0</td>
</tr>
<tr>
<td>Retail - Clothing and clothing accessories stores</td>
<td>$156,523</td>
<td>2</td>
<td>$4,260</td>
<td>0</td>
</tr>
<tr>
<td>Landscape and horticultural services</td>
<td>$145,921</td>
<td>2</td>
<td>$3,720</td>
<td>0</td>
</tr>
<tr>
<td>Insurance carriers</td>
<td>$940,564</td>
<td>2</td>
<td>$25,033</td>
<td>0</td>
</tr>
<tr>
<td>Description</td>
<td>Operations</td>
<td>Visitors</td>
<td>Combined</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------------------------------</td>
<td>------------</td>
<td>---------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>Destination</td>
<td>Output</td>
<td>Jobs</td>
<td>Output</td>
<td>Labor</td>
</tr>
<tr>
<td>Nursing and community care facilities</td>
<td>$140,880</td>
<td>2</td>
<td></td>
<td>$144,904</td>
</tr>
<tr>
<td>Automotive repair and maintenance, except car washes</td>
<td>$181,518</td>
<td>2</td>
<td></td>
<td>$186,831</td>
</tr>
<tr>
<td>Legal services</td>
<td>$395,529</td>
<td>2</td>
<td></td>
<td>$405,817</td>
</tr>
<tr>
<td>Postal service</td>
<td>$215,359</td>
<td>2</td>
<td></td>
<td>$220,589</td>
</tr>
<tr>
<td>Insurance agencies, brokerages, and related activities</td>
<td>$367,054</td>
<td>2</td>
<td></td>
<td>$375,460</td>
</tr>
<tr>
<td>Other personal services</td>
<td>$57,753</td>
<td>2</td>
<td></td>
<td>$59,340</td>
</tr>
<tr>
<td>Independent artists, writers, and performers</td>
<td>$65,351</td>
<td>2</td>
<td></td>
<td>$67,765</td>
</tr>
<tr>
<td>Retail - Nonstore retailers</td>
<td>$253,717</td>
<td>2</td>
<td></td>
<td>$260,811</td>
</tr>
<tr>
<td>Retail - Gasoline stores</td>
<td>$49,360</td>
<td>1</td>
<td>$63,742</td>
<td>1</td>
</tr>
<tr>
<td>Offices of other health practitioners</td>
<td>$155,331</td>
<td>2</td>
<td></td>
<td>$159,774</td>
</tr>
<tr>
<td>Private households</td>
<td>$23,916</td>
<td>2</td>
<td></td>
<td>$24,601</td>
</tr>
<tr>
<td>Retail - Health and personal care stores</td>
<td>$128,137</td>
<td>2</td>
<td>$3,509</td>
<td>0</td>
</tr>
<tr>
<td>Retail - Building material and garden supplies stores</td>
<td>$142,760</td>
<td>1</td>
<td>$3,850</td>
<td>0</td>
</tr>
<tr>
<td>Investigation and security services</td>
<td>$81,098</td>
<td>1</td>
<td>$1,772</td>
<td>0</td>
</tr>
<tr>
<td>Internet publishing and broadcasting and web search portals</td>
<td>$780,874</td>
<td>1</td>
<td>$11,899</td>
<td>0</td>
</tr>
<tr>
<td>Retail - Motor vehicle and parts dealers</td>
<td>$143,733</td>
<td>1</td>
<td>$4,167</td>
<td>0</td>
</tr>
<tr>
<td>Elementary and secondary schools</td>
<td>$86,295</td>
<td>1</td>
<td>$2,475</td>
<td>0</td>
</tr>
<tr>
<td>Offices of dentists</td>
<td>$166,243</td>
<td>1</td>
<td>$4,750</td>
<td>0</td>
</tr>
<tr>
<td>Transit and ground passenger transportation</td>
<td>$91,346</td>
<td>1</td>
<td>$2,416</td>
<td>0</td>
</tr>
<tr>
<td>Waste management and remediation services</td>
<td>$267,941</td>
<td>1</td>
<td>$5,774</td>
<td>0</td>
</tr>
<tr>
<td>Marketing research and all other misc services</td>
<td>$104,475</td>
<td>1</td>
<td>$2,917</td>
<td>0</td>
</tr>
<tr>
<td>Labor and civic organizations</td>
<td>$78,193</td>
<td>1</td>
<td>$2,230</td>
<td>0</td>
</tr>
<tr>
<td>Fitness and recreational sports centers</td>
<td>$52,620</td>
<td>1</td>
<td>$1,353</td>
<td>0</td>
</tr>
<tr>
<td>Other amusement and recreation industries</td>
<td>$77,383</td>
<td>1</td>
<td>$2,040</td>
<td>0</td>
</tr>
<tr>
<td>Couriers and messengers</td>
<td>$109,368</td>
<td>1</td>
<td>$3,150</td>
<td>0</td>
</tr>
<tr>
<td>Outpatient care centers</td>
<td>$190,051</td>
<td>1</td>
<td>$5,433</td>
<td>0</td>
</tr>
<tr>
<td>Retail - Sporting goods, hobby, musical instrument and book</td>
<td>$50,182</td>
<td>1</td>
<td>$1,374</td>
<td>0</td>
</tr>
<tr>
<td>Architectural, engineering, and related services</td>
<td>$174,753</td>
<td>1</td>
<td>$4,439</td>
<td>0</td>
</tr>
<tr>
<td>Printing</td>
<td>$177,364</td>
<td>1</td>
<td>$3,671</td>
<td>0</td>
</tr>
<tr>
<td>Nondepository credit intermediation and related activities</td>
<td>$186,405</td>
<td>1</td>
<td>$4,889</td>
<td>0</td>
</tr>
<tr>
<td>Dry-cleaning and laundry services</td>
<td>$55,926</td>
<td>1</td>
<td>$1,437</td>
<td>0</td>
</tr>
<tr>
<td>Residential mental health, substance abuse and other</td>
<td>$40,016</td>
<td>1</td>
<td>$1,144</td>
<td>0</td>
</tr>
<tr>
<td>Environmental and other technical consulting services</td>
<td>$88,618</td>
<td>1</td>
<td>$1,877</td>
<td>0</td>
</tr>
<tr>
<td>Truck transportation</td>
<td>$146,178</td>
<td>1</td>
<td>$4,828</td>
<td>0</td>
</tr>
</tbody>
</table>

25
<table>
<thead>
<tr>
<th>Description</th>
<th>Output</th>
<th>Jobs</th>
<th>Output</th>
<th>Jobs</th>
<th>Output</th>
<th>Labor</th>
<th>Jobs</th>
<th>Ave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office administrative services</td>
<td>$68,816</td>
<td>1</td>
<td>$1,418</td>
<td>0</td>
<td>$70,233</td>
<td>$54,681</td>
<td>1</td>
<td>$66,504</td>
</tr>
<tr>
<td>Warehousing and storage</td>
<td>$87,795</td>
<td>1</td>
<td>$4,568</td>
<td>0</td>
<td>$92,363</td>
<td>$46,396</td>
<td>1</td>
<td>$56,703</td>
</tr>
<tr>
<td>Other computer related services &amp; facilities management</td>
<td>$170,382</td>
<td>1</td>
<td>$2,579</td>
<td>0</td>
<td>$172,962</td>
<td>$112,846</td>
<td>1</td>
<td>$139,148</td>
</tr>
<tr>
<td>Business support services</td>
<td>$50,960</td>
<td>1</td>
<td>$1,467</td>
<td>0</td>
<td>$52,427</td>
<td>$37,719</td>
<td>1</td>
<td>$46,527</td>
</tr>
<tr>
<td>Wired telecommunications carriers</td>
<td>$354,246</td>
<td>1</td>
<td>$8,768</td>
<td>0</td>
<td>$363,015</td>
<td>$92,701</td>
<td>1</td>
<td>$114,536</td>
</tr>
<tr>
<td>Funds, trusts, and other financial vehicles</td>
<td>$223,762</td>
<td>1</td>
<td>$6,389</td>
<td>0</td>
<td>$230,151</td>
<td>$62,262</td>
<td>1</td>
<td>$87,226</td>
</tr>
<tr>
<td>Maintenance and repair of residential structures</td>
<td>$126,821</td>
<td>1</td>
<td>$3,719</td>
<td>0</td>
<td>$130,540</td>
<td>$48,219</td>
<td>1</td>
<td>$67,865</td>
</tr>
<tr>
<td>Newspaper publishers</td>
<td>$100,682</td>
<td>1</td>
<td>$2,367</td>
<td>0</td>
<td>$103,050</td>
<td>$43,106</td>
<td>1</td>
<td>$61,070</td>
</tr>
<tr>
<td>Community food, housing, and other rehabilitation services</td>
<td>$57,001</td>
<td>1</td>
<td>$1,631</td>
<td>0</td>
<td>$58,631</td>
<td>$26,986</td>
<td>1</td>
<td>$42,152</td>
</tr>
<tr>
<td>Retail - Furniture and home furnishings stores</td>
<td>$61,382</td>
<td>1</td>
<td>$1,650</td>
<td>0</td>
<td>$63,032</td>
<td>$29,461</td>
<td>1</td>
<td>$46,429</td>
</tr>
<tr>
<td>Personal and household goods repair and maintenance</td>
<td>$54,788</td>
<td>1</td>
<td>$1,705</td>
<td>0</td>
<td>$56,493</td>
<td>$36,725</td>
<td>1</td>
<td>$59,467</td>
</tr>
<tr>
<td>Securities and commodity intermediation and brokerage</td>
<td>$126,308</td>
<td>1</td>
<td>$3,178</td>
<td>0</td>
<td>$129,486</td>
<td>$141,251</td>
<td>1</td>
<td>$231,741</td>
</tr>
<tr>
<td>Scenic and sightseeing transportation and support activities</td>
<td>$92,880</td>
<td>1</td>
<td>$2,699</td>
<td>0</td>
<td>$95,579</td>
<td>$39,037</td>
<td>1</td>
<td>$66,620</td>
</tr>
<tr>
<td>Computer systems design services</td>
<td>$88,700</td>
<td>1</td>
<td>$2,302</td>
<td>0</td>
<td>$91,002</td>
<td>$43,106</td>
<td>1</td>
<td>$61,070</td>
</tr>
<tr>
<td>Grantmaking, giving, and social advocacy organizations</td>
<td>$81,331</td>
<td>1</td>
<td>$2,321</td>
<td>0</td>
<td>$83,652</td>
<td>$32,256</td>
<td>1</td>
<td>$58,537</td>
</tr>
<tr>
<td>Radio and television broadcasting</td>
<td>$100,358</td>
<td>1</td>
<td>$2,406</td>
<td>0</td>
<td>$102,764</td>
<td>$53,384</td>
<td>1</td>
<td>$100,278</td>
</tr>
<tr>
<td>Retail - Electronics and appliance stores</td>
<td>$28,961</td>
<td>1</td>
<td>$777</td>
<td>0</td>
<td>$29,738</td>
<td>$27,862</td>
<td>1</td>
<td>$53,314</td>
</tr>
<tr>
<td>Religious organizations</td>
<td>$86,577</td>
<td>1</td>
<td>$2,474</td>
<td>0</td>
<td>$89,051</td>
<td>$25,498</td>
<td>1</td>
<td>$49,395</td>
</tr>
<tr>
<td>Travel arrangement and reservation services</td>
<td>$107,489</td>
<td>0</td>
<td>$2,464</td>
<td>0</td>
<td>$109,953</td>
<td>$39,037</td>
<td>1</td>
<td>$79,848</td>
</tr>
<tr>
<td>Commercial and industrial machinery repair</td>
<td>$76,112</td>
<td>0</td>
<td>$2,390</td>
<td>0</td>
<td>$78,502</td>
<td>$41,066</td>
<td>0</td>
<td>$90,951</td>
</tr>
<tr>
<td>Performing arts companies</td>
<td>$58,148</td>
<td>0</td>
<td>$1,548</td>
<td>0</td>
<td>$59,696</td>
<td>$15,950</td>
<td>0</td>
<td>$35,548</td>
</tr>
<tr>
<td>Other ambulatory health care services</td>
<td>$47,050</td>
<td>0</td>
<td>$1,345</td>
<td>0</td>
<td>$48,394</td>
<td>$28,076</td>
<td>0</td>
<td>$63,130</td>
</tr>
<tr>
<td>Promoters of performing arts and agents for public figures</td>
<td>$48,526</td>
<td>0</td>
<td>$1,423</td>
<td>0</td>
<td>$49,948</td>
<td>$13,077</td>
<td>0</td>
<td>$30,377</td>
</tr>
<tr>
<td>Periodical publishers</td>
<td>$143,163</td>
<td>0</td>
<td>$2,935</td>
<td>0</td>
<td>$146,098</td>
<td>$39,925</td>
<td>0</td>
<td>$93,154</td>
</tr>
<tr>
<td>Other support services</td>
<td>$39,604</td>
<td>0</td>
<td>$1,057</td>
<td>0</td>
<td>$40,661</td>
<td>$23,087</td>
<td>0</td>
<td>$54,034</td>
</tr>
<tr>
<td>Data processing, hosting, and related services</td>
<td>$130,580</td>
<td>0</td>
<td>$3,794</td>
<td>0</td>
<td>$134,374</td>
<td>$54,856</td>
<td>0</td>
<td>$134,433</td>
</tr>
<tr>
<td>Gambling industries (except casino hotels)</td>
<td>$60,967</td>
<td>0</td>
<td>$1,741</td>
<td>0</td>
<td>$62,708</td>
<td>$17,821</td>
<td>0</td>
<td>$44,416</td>
</tr>
<tr>
<td>Specialized design services</td>
<td>$40,963</td>
<td>0</td>
<td>$1,239</td>
<td>0</td>
<td>$42,202</td>
<td>$25,498</td>
<td>0</td>
<td>$65,554</td>
</tr>
<tr>
<td>Veterinary services</td>
<td>$39,833</td>
<td>0</td>
<td>$1,138</td>
<td>0</td>
<td>$40,971</td>
<td>$18,784</td>
<td>0</td>
<td>$51,858</td>
</tr>
<tr>
<td>Automotive equipment rental and leasing</td>
<td>$83,395</td>
<td>0</td>
<td>$1,983</td>
<td>0</td>
<td>$85,377</td>
<td>$20,118</td>
<td>0</td>
<td>$55,649</td>
</tr>
<tr>
<td>Air transportation</td>
<td>$148,947</td>
<td>0</td>
<td>$3,987</td>
<td>0</td>
<td>$152,935</td>
<td>$31,663</td>
<td>0</td>
<td>$89,975</td>
</tr>
<tr>
<td>Bread and bakery product, except frozen, manufacturing</td>
<td>$42,048</td>
<td>0</td>
<td>$1,436</td>
<td>0</td>
<td>$43,484</td>
<td>$13,717</td>
<td>0</td>
<td>$39,314</td>
</tr>
<tr>
<td>Commercial Sports Except Racing</td>
<td>$50,046</td>
<td>0</td>
<td>$1,331</td>
<td>0</td>
<td>$51,377</td>
<td>$37,672</td>
<td>0</td>
<td>$112,003</td>
</tr>
<tr>
<td>Medical and diagnostic laboratories</td>
<td>$40,630</td>
<td>0</td>
<td>$1,160</td>
<td>0</td>
<td>$41,763</td>
<td>$27,677</td>
<td>0</td>
<td>$83,253</td>
</tr>
<tr>
<td>Description</td>
<td>Operations</td>
<td></td>
<td>Visitors</td>
<td></td>
<td>Combined</td>
<td></td>
<td>Ave</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>------------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>----------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Output</td>
<td>Jobs</td>
<td>Output</td>
<td>Jobs</td>
<td>Output</td>
<td>Labor</td>
<td>Income</td>
<td>Jobs</td>
</tr>
<tr>
<td>Electric power transmission and distribution</td>
<td>$478,394</td>
<td>0</td>
<td>$13,461</td>
<td>0</td>
<td>$491,856</td>
<td>$54,213</td>
<td>0</td>
<td>$165,271</td>
</tr>
<tr>
<td>Software publishers</td>
<td>$136,732</td>
<td>0</td>
<td>$2,987</td>
<td>0</td>
<td>$139,719</td>
<td>$51,229</td>
<td>0</td>
<td>$161,173</td>
</tr>
<tr>
<td>Business and professional associations</td>
<td>$62,291</td>
<td>0</td>
<td>$1,348</td>
<td>0</td>
<td>$63,640</td>
<td>$26,738</td>
<td>0</td>
<td>$84,277</td>
</tr>
</tbody>
</table>
Table 16: Sector impacts for Berkshire County

<table>
<thead>
<tr>
<th>Description</th>
<th>Operations</th>
<th>Visitors</th>
<th>Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Output</td>
<td>Jobs</td>
<td>Output</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Output</td>
</tr>
<tr>
<td>Total</td>
<td>$54,066,824</td>
<td>646</td>
<td>$2,099,185</td>
</tr>
<tr>
<td>Other educational services</td>
<td>$10,787,491</td>
<td>257</td>
<td>$3,282</td>
</tr>
<tr>
<td>Hotels and motels, including casino hotels</td>
<td>$22,599,452</td>
<td>192</td>
<td>$571,573</td>
</tr>
<tr>
<td>Retail - Miscellaneous store retailers</td>
<td>$1,524,584</td>
<td>44</td>
<td>$210,296</td>
</tr>
<tr>
<td>Full-service restaurants</td>
<td>$342,147</td>
<td>7</td>
<td>$162,149</td>
</tr>
<tr>
<td>Real estate</td>
<td>$1,492,922</td>
<td>10</td>
<td>$76,777</td>
</tr>
<tr>
<td>All other food and drinking places</td>
<td>$337,408</td>
<td>8</td>
<td>$10,475</td>
</tr>
<tr>
<td>Child day care services</td>
<td>$50,076</td>
<td>1</td>
<td>$325,897</td>
</tr>
<tr>
<td>Hospitals</td>
<td>$943,828</td>
<td>6</td>
<td>$38,435</td>
</tr>
<tr>
<td>Services to buildings</td>
<td>$156,428</td>
<td>5</td>
<td>$5,673</td>
</tr>
<tr>
<td>Limited-service restaurants</td>
<td>$452,633</td>
<td>5</td>
<td>$17,978</td>
</tr>
<tr>
<td>Retail - Food and beverage stores</td>
<td>$234,944</td>
<td>4</td>
<td>$9,439</td>
</tr>
<tr>
<td>Retail - General merchandise stores</td>
<td>$222,686</td>
<td>4</td>
<td>$8,402</td>
</tr>
<tr>
<td>Maintenance and repair of nonresidential structures</td>
<td>$493,475</td>
<td>3</td>
<td>$18,738</td>
</tr>
<tr>
<td>Individual and family services</td>
<td>$100,218</td>
<td>3</td>
<td>$4,092</td>
</tr>
<tr>
<td>Monetary authorities and depository credit</td>
<td>$709,847</td>
<td>3</td>
<td>$26,696</td>
</tr>
<tr>
<td>Offices of physicians</td>
<td>$443,824</td>
<td>3</td>
<td>$18,094</td>
</tr>
<tr>
<td>Landscape and horticultural services</td>
<td>$147,575</td>
<td>3</td>
<td>$5,403</td>
</tr>
<tr>
<td>Accounting, bookkeeping, and payroll services</td>
<td>$197,229</td>
<td>3</td>
<td>$7,953</td>
</tr>
<tr>
<td>Retail - Clothing and clothing accessories stores</td>
<td>$168,569</td>
<td>2</td>
<td>$6,499</td>
</tr>
<tr>
<td>Home health care services</td>
<td>$95,910</td>
<td>2</td>
<td>$3,923</td>
</tr>
<tr>
<td>Personal care services</td>
<td>$77,546</td>
<td>2</td>
<td>$3,162</td>
</tr>
<tr>
<td>Automotive repair and maintenance, except car washes</td>
<td>$196,158</td>
<td>2</td>
<td>$8,223</td>
</tr>
<tr>
<td>Retail - Nonstore retailers</td>
<td>$273,384</td>
<td>2</td>
<td>$10,864</td>
</tr>
<tr>
<td>Retail - Gasoline stores</td>
<td>$52,618</td>
<td>1</td>
<td>$87,825</td>
</tr>
<tr>
<td>Wholesale trade</td>
<td>$437,276</td>
<td>2</td>
<td>$19,919</td>
</tr>
<tr>
<td>Colleges, universities, and professional schools</td>
<td>$257,225</td>
<td>2</td>
<td>$10,974</td>
</tr>
<tr>
<td>Other financial investment activities</td>
<td>$272,796</td>
<td>2</td>
<td>$13,287</td>
</tr>
<tr>
<td>Nursing and community care facilities</td>
<td>$150,561</td>
<td>2</td>
<td>$6,129</td>
</tr>
<tr>
<td>Postal service</td>
<td>$217,655</td>
<td>2</td>
<td>$7,500</td>
</tr>
<tr>
<td>Description</td>
<td>Output</td>
<td>Jobs</td>
<td>Output</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>---------</td>
<td>------</td>
<td>---------</td>
</tr>
<tr>
<td>Employment services</td>
<td>$118,182</td>
<td>2</td>
<td>$3,981</td>
</tr>
<tr>
<td>Independent artists, writers, and performers</td>
<td>$61,078</td>
<td>2</td>
<td>$3,400</td>
</tr>
<tr>
<td>Insurance carriers</td>
<td>$779,964</td>
<td>2</td>
<td>$29,648</td>
</tr>
<tr>
<td>Other personal services</td>
<td>$61,864</td>
<td>2</td>
<td>$2,414</td>
</tr>
<tr>
<td>Retail - Building material and garden supplies stores</td>
<td>$167,054</td>
<td>2</td>
<td>$6,375</td>
</tr>
<tr>
<td>Private households</td>
<td>$24,180</td>
<td>2</td>
<td>$988</td>
</tr>
<tr>
<td>Legal services</td>
<td>$201,051</td>
<td>2</td>
<td>$7,498</td>
</tr>
<tr>
<td>Insurance agencies, brokerages, and related activities</td>
<td>$279,463</td>
<td>2</td>
<td>$9,049</td>
</tr>
<tr>
<td>Newspaper publishers</td>
<td>$166,806</td>
<td>2</td>
<td>$5,645</td>
</tr>
<tr>
<td>Transit and ground passenger transportation</td>
<td>$85,236</td>
<td>1</td>
<td>$3,231</td>
</tr>
<tr>
<td>Offices of other health practitioners</td>
<td>$124,497</td>
<td>1</td>
<td>$5,081</td>
</tr>
<tr>
<td>Office administrative services</td>
<td>$129,211</td>
<td>1</td>
<td>$3,832</td>
</tr>
<tr>
<td>Printing</td>
<td>$231,765</td>
<td>1</td>
<td>$7,947</td>
</tr>
<tr>
<td>Retail - Motor vehicle and parts dealers</td>
<td>$122,177</td>
<td>1</td>
<td>$5,065</td>
</tr>
<tr>
<td>Retail - Health and personal care stores</td>
<td>$104,307</td>
<td>1</td>
<td>$4,054</td>
</tr>
<tr>
<td>Advertising, public relations, and related services</td>
<td>$151,309</td>
<td>1</td>
<td>$7,014</td>
</tr>
<tr>
<td>Other amusement and recreation industries</td>
<td>$75,664</td>
<td>1</td>
<td>$2,813</td>
</tr>
<tr>
<td>Offices of dentists</td>
<td>$151,309</td>
<td>1</td>
<td>$6,165</td>
</tr>
<tr>
<td>Outpatient care centers</td>
<td>$165,648</td>
<td>1</td>
<td>$6,755</td>
</tr>
<tr>
<td>Management consulting services</td>
<td>$102,258</td>
<td>1</td>
<td>$3,056</td>
</tr>
<tr>
<td>Elementary and secondary schools</td>
<td>$71,745</td>
<td>1</td>
<td>$2,940</td>
</tr>
<tr>
<td>Marketing research and miscellaneous technical services</td>
<td>$61,632</td>
<td>1</td>
<td>$2,504</td>
</tr>
<tr>
<td>Labor and civic organizations</td>
<td>$71,433</td>
<td>1</td>
<td>$2,900</td>
</tr>
<tr>
<td>Retail - Sporting goods, hobby, musical instrument and books</td>
<td>$54,490</td>
<td>1</td>
<td>$2,116</td>
</tr>
<tr>
<td>Waste management and remediation services</td>
<td>$263,133</td>
<td>1</td>
<td>$8,165</td>
</tr>
<tr>
<td>Religious organizations</td>
<td>$172,125</td>
<td>1</td>
<td>$7,014</td>
</tr>
<tr>
<td>Management of companies and enterprises</td>
<td>$196,966</td>
<td>1</td>
<td>$8,712</td>
</tr>
<tr>
<td>Architectural, engineering, and related services</td>
<td>$162,011</td>
<td>1</td>
<td>$5,861</td>
</tr>
<tr>
<td>Dry-cleaning and laundry services</td>
<td>$63,814</td>
<td>1</td>
<td>$2,326</td>
</tr>
<tr>
<td>Residential mental health, substance abuse and other facilities</td>
<td>$37,940</td>
<td>1</td>
<td>$1,547</td>
</tr>
<tr>
<td>Gambling industries (except casino hotels)</td>
<td>$120,810</td>
<td>1</td>
<td>$4,919</td>
</tr>
<tr>
<td>Internet publishing and broadcasting and web search portals</td>
<td>$387,116</td>
<td>1</td>
<td>$7,960</td>
</tr>
<tr>
<td>Wired telecommunications carriers</td>
<td>$301,553</td>
<td>1</td>
<td>$10,722</td>
</tr>
<tr>
<td>Personal and household goods repair and maintenance</td>
<td>$62,549</td>
<td>1</td>
<td>$2,823</td>
</tr>
<tr>
<td>Description</td>
<td>Output</td>
<td>Jobs</td>
<td>Output</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>--------</td>
<td>------</td>
<td>--------</td>
</tr>
<tr>
<td>Retail - Furniture and home furnishings stores</td>
<td>$65,201</td>
<td>1</td>
<td>$4,240</td>
</tr>
<tr>
<td>Fitness and recreational sports centers</td>
<td>$29,325</td>
<td>1</td>
<td>$1,061</td>
</tr>
<tr>
<td>Periodical publishers</td>
<td>$195,265</td>
<td>1</td>
<td>$5,750</td>
</tr>
<tr>
<td>Maintenance and repair construction of residential structures</td>
<td>$112,718</td>
<td>1</td>
<td>$4,760</td>
</tr>
<tr>
<td>Environmental and other technical consulting services</td>
<td>$43,687</td>
<td>1</td>
<td>$1,327</td>
</tr>
<tr>
<td>Couriers and messengers</td>
<td>$39,464</td>
<td>1</td>
<td>$1,650</td>
</tr>
<tr>
<td>Business support services</td>
<td>$22,428</td>
<td>1</td>
<td>$941</td>
</tr>
<tr>
<td>Grantmaking, giving, and social advocacy organizations</td>
<td>$78,084</td>
<td>1</td>
<td>$3,179</td>
</tr>
<tr>
<td>Travel arrangement and reservation services</td>
<td>$97,759</td>
<td>1</td>
<td>$3,090</td>
</tr>
<tr>
<td>Community food, housing, and rehabilitation services</td>
<td>$50,522</td>
<td>1</td>
<td>$2,062</td>
</tr>
<tr>
<td>Funds, trusts, and other financial vehicles</td>
<td>$154,092</td>
<td>1</td>
<td>$6,285</td>
</tr>
<tr>
<td>Performing arts companies</td>
<td>$66,009</td>
<td>1</td>
<td>$2,472</td>
</tr>
<tr>
<td>Retail - Electronics and appliance stores</td>
<td>$24,597</td>
<td>1</td>
<td>$935</td>
</tr>
<tr>
<td>Specialized design services</td>
<td>$31,409</td>
<td>0</td>
<td>$1,443</td>
</tr>
<tr>
<td>Securities and commodity contracts and brokerage</td>
<td>$45,525</td>
<td>0</td>
<td>$1,672</td>
</tr>
<tr>
<td>Other ambulatory health care services</td>
<td>$44,273</td>
<td>0</td>
<td>$1,805</td>
</tr>
<tr>
<td>Radio and television broadcasting</td>
<td>$85,041</td>
<td>0</td>
<td>$2,940</td>
</tr>
<tr>
<td>Promoters of performing arts and agents for public figures</td>
<td>$50,389</td>
<td>0</td>
<td>$2,161</td>
</tr>
<tr>
<td>Commercial Sports Except Racing</td>
<td>$23,962</td>
<td>0</td>
<td>$914</td>
</tr>
<tr>
<td>Truck transportation</td>
<td>$72,109</td>
<td>0</td>
<td>$3,464</td>
</tr>
<tr>
<td>Investigation and security services</td>
<td>$13,299</td>
<td>0</td>
<td>$419</td>
</tr>
<tr>
<td>Veterinary services</td>
<td>$41,006</td>
<td>0</td>
<td>$1,672</td>
</tr>
<tr>
<td>Other computer related services, and facilities management</td>
<td>$41,699</td>
<td>0</td>
<td>$862</td>
</tr>
<tr>
<td>Other local government enterprises</td>
<td>$45,653</td>
<td>0</td>
<td>$1,984</td>
</tr>
<tr>
<td>Amusement parks and arcades</td>
<td>$18,444</td>
<td>0</td>
<td>$599</td>
</tr>
<tr>
<td>Motion picture and video industries</td>
<td>$41,672</td>
<td>0</td>
<td>$1,477</td>
</tr>
<tr>
<td>General and consumer goods rental except video</td>
<td>$31,315</td>
<td>0</td>
<td>$1,172</td>
</tr>
<tr>
<td>Electric power transmission and distribution</td>
<td>$356,577</td>
<td>0</td>
<td>$14,224</td>
</tr>
<tr>
<td>Commercial and industrial machinery repair and maintenance</td>
<td>$30,888</td>
<td>0</td>
<td>$1,401</td>
</tr>
<tr>
<td>Photographic services</td>
<td>$13,358</td>
<td>0</td>
<td>$537</td>
</tr>
<tr>
<td>Nondepository credit intermediation and related activities</td>
<td>$58,521</td>
<td>0</td>
<td>$2,188</td>
</tr>
<tr>
<td>Air transportation</td>
<td>$87,399</td>
<td>0</td>
<td>$3,555</td>
</tr>
<tr>
<td>Bowling centers</td>
<td>$8,744</td>
<td>0</td>
<td>$340</td>
</tr>
<tr>
<td>Museums, historical sites, zoos, and parks</td>
<td>$16,287</td>
<td>0</td>
<td>$664</td>
</tr>
<tr>
<td>Description</td>
<td>Output</td>
<td>Jobs</td>
<td>Output</td>
</tr>
<tr>
<td>-----------------------------------------------------------------</td>
<td>--------</td>
<td>------</td>
<td>--------</td>
</tr>
<tr>
<td>Scenic and sightseeing transportation and support activities</td>
<td>$27,981</td>
<td>0</td>
<td>$1,183</td>
</tr>
<tr>
<td>Computer systems design services</td>
<td>$19,369</td>
<td>0</td>
<td>$734</td>
</tr>
</tbody>
</table>