

IDAHO FACTS

IDAHO'S GSP
\$45.5 Billion

TOP INDUSTRIES

MANUFACTURING

Durable Goods, Wood
Products, Computer/
Electronic
\$8,765

REAL ESTATE

\$4,464

RETAIL TRADE

\$3,844

Government

State/Local
\$3,824

Professional

\$2,978

Health Care

\$2,633

Wholesale Trade

\$2,292

Construction

\$2,092

Agriculture Forestry

Crop/Dairy/Animal
Forestry/Fishing
\$2,004

Source: Bureau of Economic
Analysis, U.S. Department of
Commerce 2006

MEASURE		CA	IDAHO	OR	UT	WA
Performance	Rank	31	7	22	13	18
Employment	Rank	24	4	33	2	22
Earnings and Job Quality	Rank	29	35	42	29	39
Equity	Rank	44	11	25	17	25
Quality of Life	Rank	45	6	9	5	15
Resource Efficiency	Rank	2	25	4	36	3
Business Vitality	Rank	4	25	39	14	42
Competitiveness of Existing Businesses	Rank	15	42	48	37	45
Entrepreneurial Energy	Rank	4	6	22	3	30
Development Capacity	Rank	30	19	4	6	2
Human Resources	Rank	34	22	32	31	18
Financial Resources	Rank	3	31	18	22	3
Infrastructure Resources	Rank	44	11	3	4	18

IDAHO RANKINGS

NATIONAL PERFORMANCE TRENDS - Idaho ranked:

Change in Unemployment	3
Change in Average Annual Pay	49
Change in Poverty Rate	1
Change in Uninsured Low Income Children	4
Change in Homeowner Rate	14
Change in Toxic Release Inventory	13

Six measures were selected to track the change over time.

These trend indicators do not contribute to the index or subindex grades.

NATIONAL BUSINESS VITALITY TRENDS - Idaho ranked:

Change in Business Closings	11
Five Year Change in New Companies	3

Two measures were selected to track the change over time.

These trend indicators do not contribute to the index or subindex grades.

NATIONAL DEVELOPMENT CAPACITY TRENDS - Idaho ranked:

Change in Math Proficiency	--
Change in High School Attainment	15
Change in Venture Capital Investments	9
Change in Dividends, Interest and Rent	15
Change in Health Professional Shortage Areas	38
Change in Energy Costs	35
Change in Private Research & Development	47

Seven measures were selected to track the change over time.

These trend indicators do not contribute to the index or subindex grades.

OVERALL RANK	2006 RANK	STATE	BUSINESS COSTS RANK ¹	LABOR RANK ²	REGULATORY ENVIRONMENT RANK ³	ECONOMIC CLIMATE RANK ⁴	GROWTH PROSPECTS RANK ⁵	QUALITY OF LIFE RANK ⁶	POPULATION	GROSS STATE PRODUCT (\$BIL)	FIVE-YEAR CHANGE (%)
1	1	Virginia	17	5	1	11	8	6	7,644,230	335	4.4
2	4	Utah	12	11	17	9	16	12	2,514,200	81	3.5
3	3	North Carolina	6	22	2	27	5	30	8,783,550	336	3.7
4	2	Texas	21	26	7	10	2	28	23,261,060	888	3.9
5	12	Washington	33	4	5	16	4	32	6,369,300	256	3.0
6	6	Idaho	11	10	30	3	23	27	1,462,790	45	4.6
7	9	Florida	31	15	12	1	3	35	18,138,140	616	4.9
8	5	Colorado	35	2	15	33	1	23	4,736,630	206	3.4
9	13	North Dakota	5	37	16	11	42	14	636,480	22	3.5
10	14	Minnesota	32	13	19	23	26	1	5,171,890	224	3.8
11	8	Delaware	7	14	32	39	14	15	854,950	52	3.5
12	11	Maryland	41	3	24	8	15	21	5,642,140	228	4.0
13	20	Tennessee	3	39	13	15	21	37	6,011,440	215	4.1
14	18	New Hampshire	39	1	42	14	13	5	1,320,830	54	4.1
15	10	Georgia	23	25	4	34	17	29	9,228,230	345	3.3
16	22	Missouri	14	20	8	44	37	17	5,831,010	199	2.3
17	7	Nebraska	15	36	11	30	38	13	1,767,360	66	3.3
18	15	Arizona	30	6	37	6	11	40	6,118,130	212	5.5
19	16	New Jersey	46	9	33	25	7	3	8,770,910	425	3.7
20	21	Kansas	29	18	8	49	22	18	2,750,080	99	3.2
21	24	Arkansas	9	40	22	17	9	45	2,805,840	80	3.8
22	26	Nevada	19	24	31	6	10	48	2,483,120	106	7.0
23	27	South Carolina	20	28	6	36	17	43	4,296,160	133	3.0
24	25	Iowa	8	43	26	22	44	11	2,978,920	111	4.2
25	17	South Dakota	1	31	45	17	35	24	778,410	29	4.2
26	29	New Mexico	10	34	43	5	6	50	1,952,650	62	4.1
27	32	Indiana	4	46	18	40	39	20	6,298,140	226	3.4
28	31	Oregon	26	7	34	32	19	38	3,684,490	134	3.8
29	23	Wyoming	2	35	48	4	36	39	512,830	23	4.2
30	19	Oklahoma	18	47	14	20	30	36	3,564,570	104	2.8

1 Index based on cost of labor, energy and taxes.

2 Measures educational attainment, net migration and projected population growth.

3 Measures regulatory and tort climate, incentives, transportation and bond ratings.

4 Reflects job, income and gross state product growth as well as unemployment and presence of big companies.

5 Reflects projected job, income and gross state product growth as well as business openings/closings and venture capital investments.

6 Index of schools, health, crime, cost of living and poverty rates.

Sources: Moody's Economy.com; Pollina Corporate Real Estate; Pacific Research Institute; Tax Foundation; CFED, Sperling's Best Places.

IDAHO - REAL GROSS DOMESTIC PRODUCT (millions of chained 2000 dollars)

INDUSTRY	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Agriculture, forestry, fishing, and hunting	1370	1511	1712	1854	1841	1985	1654	2012	2004	2138
Mining	143	147	161	147	117	103	104	124	123	165
Utilities	560	561	575	645	567	581	657	689	698	724
Construction	2302	2187	2176	2106	2128	1883	1817	1901	2092	2321
Manufacturing	2959	3245	4611	5717	5396	5059	5432	7255	8765	10386
Wholesale trade	1647	1827	1951	1930	2103	2105	2161	2230	2292	2347
Retail trade	2419	2531	2697	2823	2980	3100	3315	3477	3844	4210
Transportation and warehousing, excluding information	999	997	1016	1034	995	1023	1058	1117	1149	1188
Finance and insurance	507	588	662	722	765	783	856	1047	1225	1302
Real estate and rental and leasing	1156	1279	1237	1426	1363	1531	1582	1724	1725	1882
Professional and technical services	3409	3534	3760	3910	4053	4136	4186	4229	4464	4832
Management of companies and enterprises	1865	1933	2029	2224	2270	2428	2542	2793	2978	3148
Administrative and waste services	790	757	744	733	639	610	586	619	597	696
Educational services	648	670	765	772	817	882	987	1035	1123	1232
Health care and social assistance	146	146	154	161	166	181	198	203	211	200
Arts, entertainment, and recreation	1888	1921	1978	2082	2199	2304	2404	2515	2633	2773
Accommodation and food services	291	222	259	266	314	348	315	316	318	360
Other services, except government	802	843	856	881	858	872	914	958	980	1040
Federal civilian	761	785	758	730	712	704	716	708	712	749
Federal military	873	872	862	884	875	872	862	868	831	n/a
State and local	366	375	376	373	377	413	429	446	433	n/a
	3247	3347	3488	3570	3671	3735	3706	3793	3824	n/a

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

Chained dollars is used to express real dollar amounts adjusted over time for inflation.

IDAHO

DEPARTMENT OF COMMERCE

IDAHO DEPARTMENT OF COMMERCE RECRUITS BUSINESS

The Department of Commerce has played a key role in placing an unprecedented number of new businesses within the state over the past 24 months. Companies of note would include Marathon Cheese in Mountain Home, XL Beef in Nampa, Hoku Materials in Pocatello, BioPol in Post Falls and a host of RV related companies in the Magic Valley. These companies alone represent over 2,000 new jobs with payroll totaling in excess of \$56,036,000 (2,000 x 28,018 avg. wage = \$56,036,000) and capital investment exceeding \$400 million. There are several other companies not specifically listed that the department played a significant role in helping to close the deals. The Idaho Department of Commerce aids this process by:

- Maintaining a marketing program based on print media, tradeshows, website and informational publications.
- Providing staff to respond to leads and inquiries from prospective clients. Responses may be written or verbal and almost always require coordination with local economic development organizations.
- Coordinating site visits for clients who have selected various locations throughout the state for further analysis.
- Providing ongoing technical assistance to prospective relocation clients until a final decision has been made. This process often takes from 6 to 18 months per project.
- Providing project development assistance to handle issues of infrastructure improvements, permitting and other governmental coordination issues for clients who have made the decision to relocate or expand to an Idaho site.
- Assisting in project financing through three grant programs which include the state funded Rural Community Block Grant Program, the federally funded Idaho Community Development Block Grant Program and the state funded Idaho Gem Grant Program.
- Help rural Idaho communities become attractive to new business in the first place by building local capacity and self sufficiency.

The Department generates on average three new deal proposals per week. A proposal includes specific site, demographic information and available incentives which are generated in conjunction with local economic development agencies from around the state for locations that have interest in competing for the new business. Based on the submitted proposal, the client then determines which sites to visit and a representative from the department typically arranges the site visits. The department also leverages the resources of other local, state and federal entities. In the truest sense, Commerce plays the role of both "deal broker" and "information clearing house." The site location consultant industry, hired by companies to assist with expansion and relocation efforts, has made it very clear that Idaho is in a much more competitive position by having these services available to them.

The department's current deal flow stands at just under 100 companies and approximately 45 are listed as very active. As impressive as the deal flow appears, we are very much in a reactive mode due to a very small marketing budget. This limits the ability to create our own project flow and leaving Idaho to feed off the project flow created by national or regional economic growth. Funding and personnel constraints preclude an active approach to marketing the state to specific existing or emerging industries that would fit into an overall economic strategy.

This reactive approach to economic development limits the department's ability to selectively diversify the state's economy and subjects us to a potential deal flow drought as a result of regional or national economic downturn. Reacting is not a strategy and does not allow Idaho to determine its own destiny.

COMMERCE PROMOTES IDAHO COMPANIES WORLDWIDE

In 2006, Idaho exports to global markets reached \$3.72 billion, an increase of 14.1 percent over 2005. Through three quarters of 2007, Idaho exports reached over \$3.2 billion, an increase of 19 percent from the same time period in 2006. Annual exports in 2007 could reach a record \$4 billion for the first time.

Key Idaho exports include: semiconductors, farm machinery and food processing equipment, wood and building materials, paper products, agriculture commodities and processed food products and engineering and construction management services. Idaho's largest export destination is China, which purchased more than \$731.6 million in Idaho products in 2006. In 2007, exports to China are anticipated to reach \$1 billion for the first time. Seven out of ten of Idaho's top trading partners are Pacific Rim countries.

Currently, more than 57,600 Idaho jobs depend on exports. Idaho's largest employers including Micron Technology, Hewlett Packard, the JR Simplot Company, Washington Group International and AMI Semiconductor rely heavily on international sales as a large portion of their total revenues. The Department of Commerce continues to offer business services to large, as well as small and medium-sized companies.

Increasingly, Idaho's international offices are working to promote foreign direct investment (FDI), international tourism visitation and enrollment of international students in Idaho universities. Of the 100 companies currently in the investment attraction pipeline, at least 10 percent are located outside the United States and are from a diverse group of countries including: China, Taiwan, Korea, Japan, Mexico Spain, Canada and India.

The Idaho Department of Commerce, Division of International Business provides a range of services to assist Idaho companies effectively promote their products and services globally.

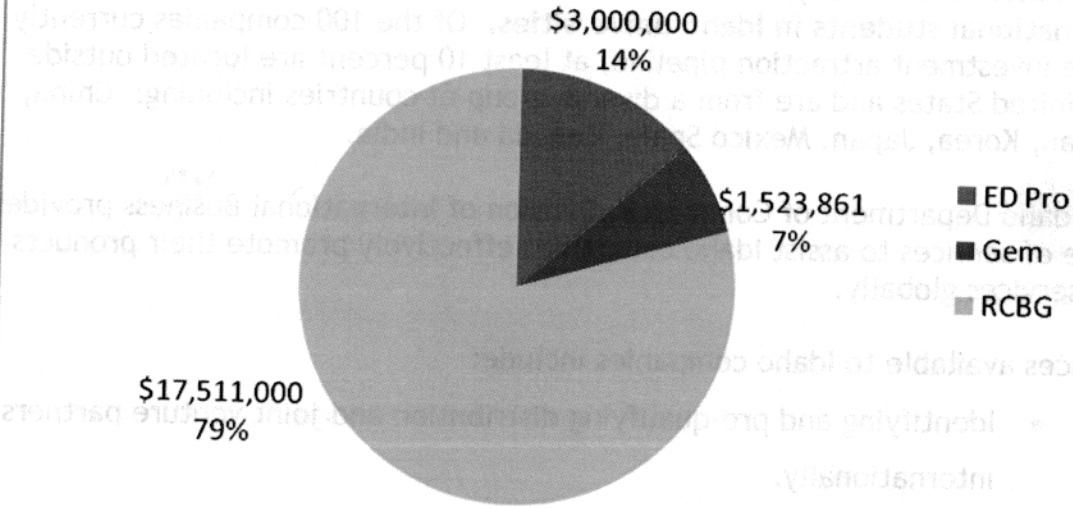
Services available to Idaho companies include:

- Identifying and pre-qualifying distribution and joint venture partners internationally.
- Providing business matchmaking opportunities through participation in international trade missions, tradeshow and recruitment of international buying delegations to visit Idaho.
- Conducting market research and targeting of new potential markets for Idaho companies.
- Offering technical assistance for Idaho exporters to identify sources of export financing, shipping, insurance and legal assistance.
- Performing "due diligence" for trade and investment inquiries for Idaho companies and communities.

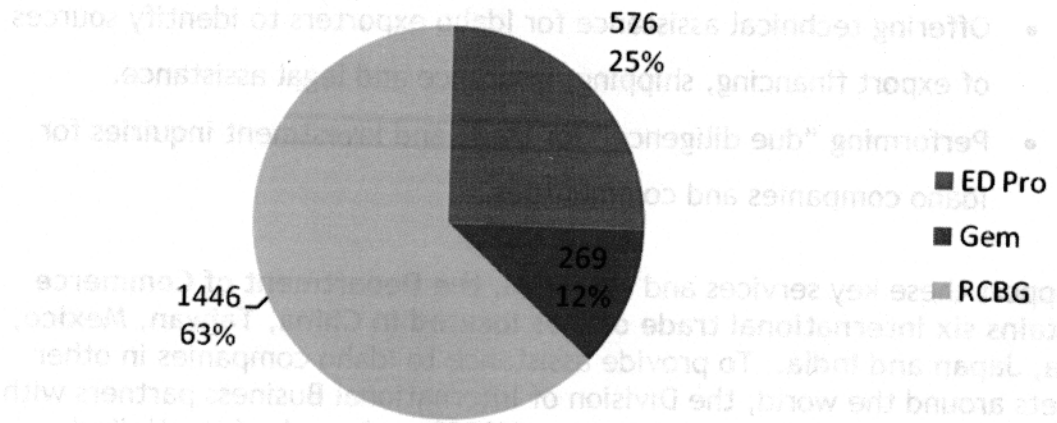
To support these key services and activities, the Department of Commerce maintains six international trade offices located in China, Taiwan, Mexico, Korea, Japan and India. To provide assistance to Idaho companies in other markets around the world, the Division of International Business partners with the U.S. and Foreign Commercial Service (USFCS), a branch of the United States Department of Commerce. USFCS maintains a presence in more than 80 countries around the world and a Commercial Service office is located within the Idaho Department of Commerce offices in Boise.

COMMERCE CREATES JOBS THROUGH THE IDAHO RURAL INITIATIVE 2000-2006

Spending By Rural Initiative Program



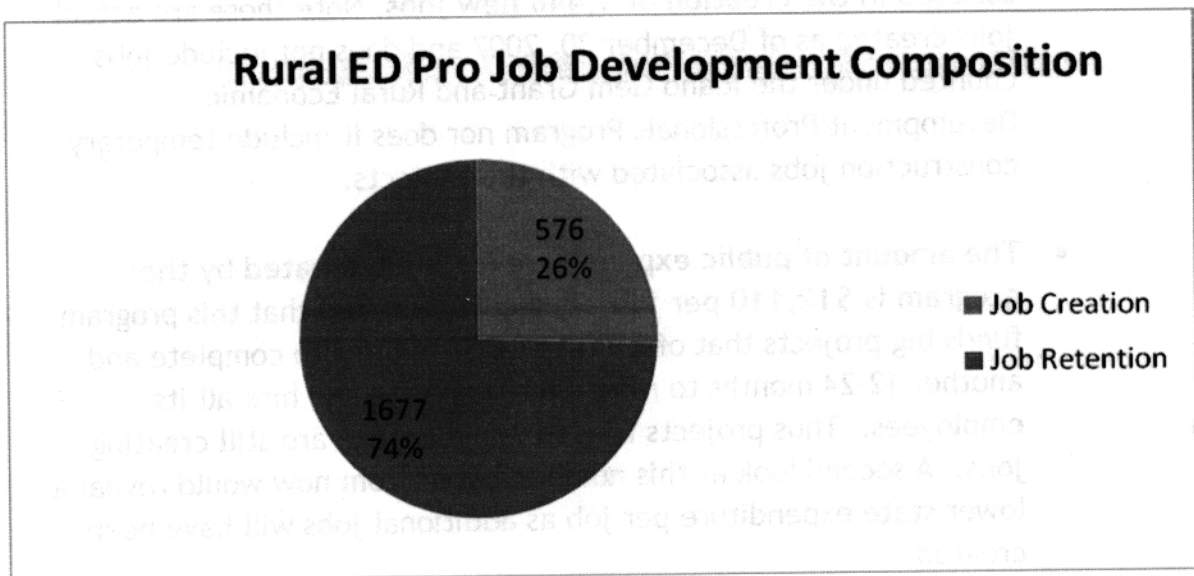
Jobs Creation by Rural Initiative Program



RURAL INITIATIVE - ECONOMIC DEVELOPMENT PROFESSIONAL PROGRAM

- Over the past six years, the program has assisted in the creation of 576 new jobs and in the retention of 1,677 positions. This figure does not include jobs that are counted by the department under the auspices of our other rural initiative grant programs.ⁱ
- The amount of public expenditure for a job created or saved by the program is \$1,332 per job.ⁱⁱ
- Based on the assumption that a job created and/or retained by the program produces \$2,802ⁱⁱⁱ annually to the Idaho General Fund the program generates an annual average net contribution of \$489,106.^{iv}
- Considering that a job continues to generate tax revenue beyond the year it is created, the case can be made that over a six year period every dollar invested into the Rural Economic Development Professional Program returns seven to the Idaho General fund.^v

It should be noted that these figures do not include dollars that the state would have paid out in unemployment benefits due to job losses.



IDAHO'S GEM GRANT PROGRAM

- Over the last four years (the program was suspended in fiscal year 2003 due to budget cuts) the Idaho Gem Grant Program assisted in the creation of 269 new jobs. This figure does not include jobs that are counted by the department under the auspices of our other Rural Community Block Grant or Economic Development Professional Program, nor does it include temporary construction jobs associated with the projects.
- The amount of public expenditure per job created is \$5,837.^{vi} Considering that a job continues to generate tax revenue beyond the year it is created, the case can be made that over a four year period every job created by the Idaho Gem Grant program generates \$7,013 in general tax revenue or a net contribution of \$1,348 for the general fund. In other words for every dollar invested into the Idaho Gem Grant program returns \$1.23 to the Idaho General fund.^{vii}

RURAL COMMUNITY BLOCK GRANTS

- Over the past six years the Rural Community Block Grant program assisted in the creation of 1,446 new jobs. Note these are actual jobs created as of December 30, 2007 and does not include jobs counted under the Idaho Gem Grant and Rural Economic Development Professionals Program nor does it include temporary construction jobs associated with the projects.
- The amount of public expenditure for a job created by the program is \$12,110 per job. It should be noted that this program funds big projects that often take 24-36 months to complete and another 12-24 months to ramp up to capacity and hire all its employees. Thus projects funded 2-3 years ago are still creating jobs. A second look at this number a year from now would reveal a lower state expenditure per job as additional jobs will have been created.
- Every dollar invested in the RCBG program leverages two dollars in other local and federal project funds.^{viii}
- Every dollar invested in the RCBG program generates eighteen dollars in private sector investment. Most of this private investment generates taxes for local governments.^{ix}

IDAHO DEPARTMENT OF COMMERCE PROMOTES IDAHO'S ATTRACTIONS

Collections for the dedicated tourism marketing fund continue to grow for the state. Current 2 percent bed tax collections of 9.12 percent for fiscal year 2008 are exceeding expectations of 8 percent growth. Proactive support of the industry through public relations during the fire season and allocations of cooperative marketing dollars to affected communities mitigated damages. The good start for most of the state with decent snow arriving during the holiday season bodes well for a successful winter tourism season. Spring marketing campaigns will build upon last year's successful program to promote the state with "Adventures in Living". Advanced bookings, web site traffic and travel guide orders indicate sustained growth in the tourism sector. We invite you to visit Idaho's tourism web site at www.visitidaho.org.

COMMERCE EVALUATES ROLE OF THE OFFICE OF SCIENCE AND TECHNOLOGY

The Office of Science and Technology is still a vision more than a reality. We have six outstanding people managing a \$100,000 operating budget to promote, and market Idaho's most productive industries. Tech-based economic development is everyone at the Department of Commerce's mission and goal, and these industries require special investment and resources. We are competing with states that are investing hundreds of millions in this area (Oregon just invested another \$23 million in state money to expand *just* its biotechnology industry). Idaho is still investing in the tens of thousands.

The Idaho TechConnect organization, whose \$300,000 budget is administered by the Office of Science and Technology, has made remarkable progress and continues to be an excellent private-public partner.

COMMERCE HELPS CREATE GOOD JOBS AND A HIGH QUALITY OF LIFE

Promoting quality of life and a higher standard of living are the guiding principles behind the Department's mission. Cost of living, recreational opportunities, low crime and stress relative to other western states, baby boomer retirement wealth along with economic factors contribute to Idaho's growth. The loss of many of Idaho's best and brightest young people to other parts of the country would lead one to believe that non-economic factors are currently the driving force behind Idaho's current growth spurt. What makes our state vulnerable to the ravages of growth is the boom and bust cycle that results from a lack of economic diversification and the predominance of single industry towns. Promoting sustainable development

counteracts the negative impacts of growth by providing communities the local resources needed for schools, parks and infrastructure. According to the American Farmland Trust in a study titled Cost of Community Services the average household consumes \$1.19 in services for every \$1 they pay in taxes. A business on the other hand consumes a mere \$.29 in services for every dollar paid in local taxes.

The Department of Commerce is very much aware of the issue of the pressures of population growth whether or not it is a result of economic development efforts. It is not uncommon to experience a backlash against economic development because of real or perceived reductions in the quality of life due to population growth. If concerns of this nature are not addressed, citizens can be persuaded to withdraw their support for economic development programs. Unfortunately, due to the long lead time in cultivating project flow, economic development programs can not be turned off when times are good and then back on when the economy is suffering.

There is a considerable difference on this topic between rural and urban areas. Rural areas outside the influence of the major urban areas in Idaho: Coeur d' Alene, Lewiston, Boise Metropolitan Area (Boise, Meridian, Eagle, Star and Kuna), Nampa, Caldwell, Twin Falls, Jerome, Pocatello, Idaho Falls and the recreation/retirement impacted areas such as Teton County, Valley County, Blaine County and Bonner County appear not to be impacted by growth pressures to the degree of the urban and recreation areas. Furthermore, there are rural areas experiencing robust recreation, second home and retirement development not related to economic development efforts but rather to private investment. Albeit once private investment has been initiated, state, regional or local economic development programs will provide assistance in support of the venture.

In rural areas, that until very recently remained relatively unchanged in terms of population growth and character, any noticeable change is a shock. Change may come in the form of more traffic, new faces, new businesses or new people at your fishing hole. Probably the most significant change is in the form of higher property taxes which is generally assumed to be a negative byproduct of growth. We don't have the data to prove it, but it now appears the national real estate bubble had more to do with inflating home values and taxes than economic development efforts. Furthermore one of the key goals of economic development efforts is to strengthen local tax bases by attracting industrial and commercial investment. A tax base that relies too heavily on residential properties will tax those properties at higher levels than a community that has significant industrial and commercial properties on the tax roles. In rural Idaho there are still too many areas reliant upon residential development for tax revenues and with the loss of lumber mills and mining operations, a number of rural communities have never replaced their lost tax base.

To assist in mitigating some of the impacts from growth, the Department of Commerce launched an aggressive Growth Management Program in 2007 with the assistance of the Idaho legislature and USDA-Rural Development in an effort to aid communities in rural Idaho to deal with growth related issues. In addition, state and federal grants have been utilized to upgrade public infrastructure in many communities throughout the state.

It is important to note, having a well paid job with benefits is the most important ingredient to a good quality of life for the segment of population in the workforce. People not in the workforce tend to put greater priority on property tax issues and other issues of community character.

Finally, through state, regional and local economic development programs, Idaho has strived to replace large numbers of natural resource based jobs lost in the forest products and mining industries. In our quest to replace those jobs and diversify Idaho's economy we have been eager to accept almost all willing clients. Due to the economic development successes over the past 20 years, we are beginning to become more selective in the type and quality of businesses we want to attract.

The next phase of Idaho's economic development strategy will be to put more emphasis on the quality not the quantity of companies and jobs either created or attracted to our state. As you can see from the following data, even with our past success, Idaho still has considerable improvements to be made, when considering how our personal income compares with neighboring states and the national average.

PER CAPITA PERSONAL INCOME

Area Name	2000	2006	% of National Av. 2000	% of National Av. 2006	% Δ 2000-06
United States	29,843	36,629			
Idaho	24,073	29,948	80.7%	81.8%	24.4%
Montana	22,928	30,886	76.8%	84.3%	34.7%
Nevada	30,433	39,015	102.0%	106.5%	28.2%
Oregon	28,093	33,252	94.1%	90.8%	18.4%
Utah	23,874	29,769	80.0%	81.3%	24.7%
Washington	31,775	38,067	106.5%	103.9%	19.8%
Wyoming	28,458	40,569	95.4%	110.8%	42.6%

Source: U.S. Bureau of Economic Analysis

ENDNOTES

ⁱ Here is how we arrive at this number. Beginning in July 2006 the Department changed the reporting requirements for the ED Professional Program requiring that each program provide the Department with a monthly accounting of jobs created and retained with the help of the ED professional. Based upon 16 months of data there were 121 jobs listed as created and 349 listed as retained. We divided each of those figures by 16 (the number of months covered by the reports) giving us an average monthly number 7.5 for job creation and 21.8 for job retention. We then extrapolated these averages to estimate job benefits for those years for which we were lacking job data.

ⁱⁱ For this figure we took the total amount of money spent on the program since its inception and divided it by the estimated and actual number of jobs created and retained over the life of the program.

ⁱⁱⁱ We arrived at this figure by taking the hourly median wage for all occupations in Idaho (\$13.47) multiplied by 2080 hours to get an annual wage \$28,018. Using an Idaho Tax Commission estimate that 10% of an annual wage will end up in the general fund through a combination of income and sales tax collections we arrived at a per job tax benefit of \$2,802. Tax Benefit = (.1 X \$28,018).

^{iv} For this figure we multiplied the estimated annual number of jobs created and retained in a year by \$2,802 less \$500,000 which is the current annual allocation for the program. TAX CONTRIBUTION = (353 Jobs X @\$2,802) -\$500,000.

^v We calculated this number based on the assumption that a job created and or retained will continue to generate tax benefits thus we performed the following calculation.

JOB CREATION

Fiscal Year	Jobs	Recycle factor	Total Tax Return
2002	91	6	\$1,529,892
2003	91	5	\$1,274,910
2004	91	4	\$1,019,928
2005	91	3	\$764,946
2006	91	2	\$509,964
2007	90	1	\$252,180
2008 (Oct)	31	1	\$86,862
Total	576		\$5,438,682

ENDNOTES

JOB RETENTION

Fiscal Year	Jobs	Recycle factor	Total Tax Return
2002	262	6	\$4,404,744
2003	262	5	\$3,670,620
2004	262	4	\$2,936,496
2005	262	3	\$2,202,372
2006	262	2	\$1,468,248
2007	236	1	\$661,272
2008 (Oct)	131	1	\$367,062
Total	1677		\$15,710,814

By adding the total tax return sums for job creation and job retention (\$5,438,682 +\$15,710,814) = \$21,149,496.

Dividing \$21,149,496 by the total sum spent on the program since its creation (\$3,000,000) yielded the \$1 to \$7 ratio.

^{vi} For this figure we took the total amount of money spent on the program since fiscal year 2004 and divided it by the number of jobs created over the same time period.

^{vii} These calculations are based on the following chart:

IDAHO GEM GRANT PROGRAM

Fiscal Year	Program Dollars	Jobs	Recycle factor	Total Tax Return
2004	\$305,000	89	4	\$997,512
2005	\$350,000	36	3	\$302,616
2006	\$205,697	61	2	\$341,844
2007	\$513,164	67	1	\$187,734
2008 (Dec)	\$150,000	16	1	\$44,832
Total	\$1,523,861	269		\$1,874,538

^{viii} This number is generated by taking the total amount of money allocated to the program over its history divided by the amount of match spent on the project.

^{ix} This was calculated by dividing the total sum of leveraged private investment by the total sum appropriated to the program.

JOB RETENTION

Year	Jobs	Wages
2008 (est)	1	\$1,000,000
2007	1	\$1,000,000
2006	1	\$1,000,000
2005	1	\$1,000,000
2004	1	\$1,000,000
2003	1	\$1,000,000
2002	1	\$1,000,000
2001	1	\$1,000,000
2000	1	\$1,000,000
Total	7	\$7,000,000

By adding the total tax return and job retention and job retention (\$2,108,812) - (\$21,719,496) = \$19,610,684

Dividing \$19,610,684 by the total amount spent on the program since its creation (\$3,000,000) yielded the \$1 to \$7 ratio.

For this figure we took the total amount of money spent on the program since their year 2000 and divided it by the number of jobs created over the same time period.

These calculations are based on the following chart:

LEASING GRANT PROGRAM

Year	Program Revenue	Jobs	Wages	Total Tax Return
2008 (est)	\$1,000,000	16	\$1,000,000	\$1,000,000
2007	\$213,164	37	\$213,164	\$213,164
2006	\$207,647	41	\$207,647	\$207,647
2005	\$300,000	3	\$300,000	\$300,000
2004	\$300,000	3	\$300,000	\$300,000
2003	\$300,000	3	\$300,000	\$300,000
2002	\$300,000	3	\$300,000	\$300,000
2001	\$300,000	3	\$300,000	\$300,000
2000	\$300,000	3	\$300,000	\$300,000
Total	\$1,823,861	159	\$1,823,861	\$1,823,861

This number is generated by taking the total amount of money allocated to the program over its history divided by the amount of money spent on the project.

This was calculated by dividing the total amount of leveraged private investment by the total amount appropriated to the program.