Economic and Social Impacts
of a Large Agricultural Processing Plant
in a Rural County

By

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Leaders in Texas County and Guymon, Oklahoma, USA, in the early 90's were extremely concerned about the decline in their economic base. For example, population declined from 17,727 in 1980 to 16,419 in 1990 and to 16,030 in 1993. Employment declined from 9,090 in 1985 to 8,100 in 1990, to 8,390 in 1993. In the early 90's, it appeared that the trend would continue and decision-makers were worried about maintaining their schools, hospitals, and other vital community services. With these concerns, leaders recruited a large pork processing plant, Seaboard Industries. The plant opened in 1995, employing 589 people. By 1998 employment had reached 989. In addition, large investments and jobs were created on farms producing hogs and with related service businesses such as trucking and food processing. When the plant was announced in 1993, leaders in the City of Guymon and Texas County requested Oklahoma State University (OSU) conduct a simulation model for the economy. The purpose of the study [1] was to forecast the need for community services; and thus, allow decision-makers the time to build the necessary infrastructures. Local leaders requested that OSU update their simulation study in 1998 [2].

The overall objective of this paper is to present an overview of economic and social changes that have occurred from 1993 through 1997 and to present simulation projections for 1998 through 2003.

Economic And Social Changes From 1990 Through 1997

Texas County and the City of Guymon are located in the Oklahoma Panhandle (**Figure 1**). The economic base is primarily agriculture and oil and gas. The county is located in the Great Plains and is very sparsely populated. The closest large community is Amarillo, Texas.

Since the processing plant opened in 1993, the county has experienced large economic and social changes. This section of the paper will present some summary statistics. For a complete review of all variables, see [2].

<u>Selected Demographic and Economic Variables</u>

Population in Texas County and all communities decreased from 1980 to 1990. In total, the county's population decreased 7.41%. The data which reflects these growth patterns are presented in **Table 1**. The decline continued until 1992 and has increased steadily since. The county population grew 22% from 1990 to 1998.

Employment, unemployment and labor force data are presented in **Table 2**. Employment decreased from 1985 to 1989 and since 1991 has been increasing steadily. The current number of employed is 13,250. The unemployment rate has ranged from a high of 6.2 percent in 1987 to a low of 2.1 percent in 1997. The current rate is 2.3 percent and has been decreasing since 1991.

Figure 1. Location of Guymon and Texas County, Oklahoma, USA
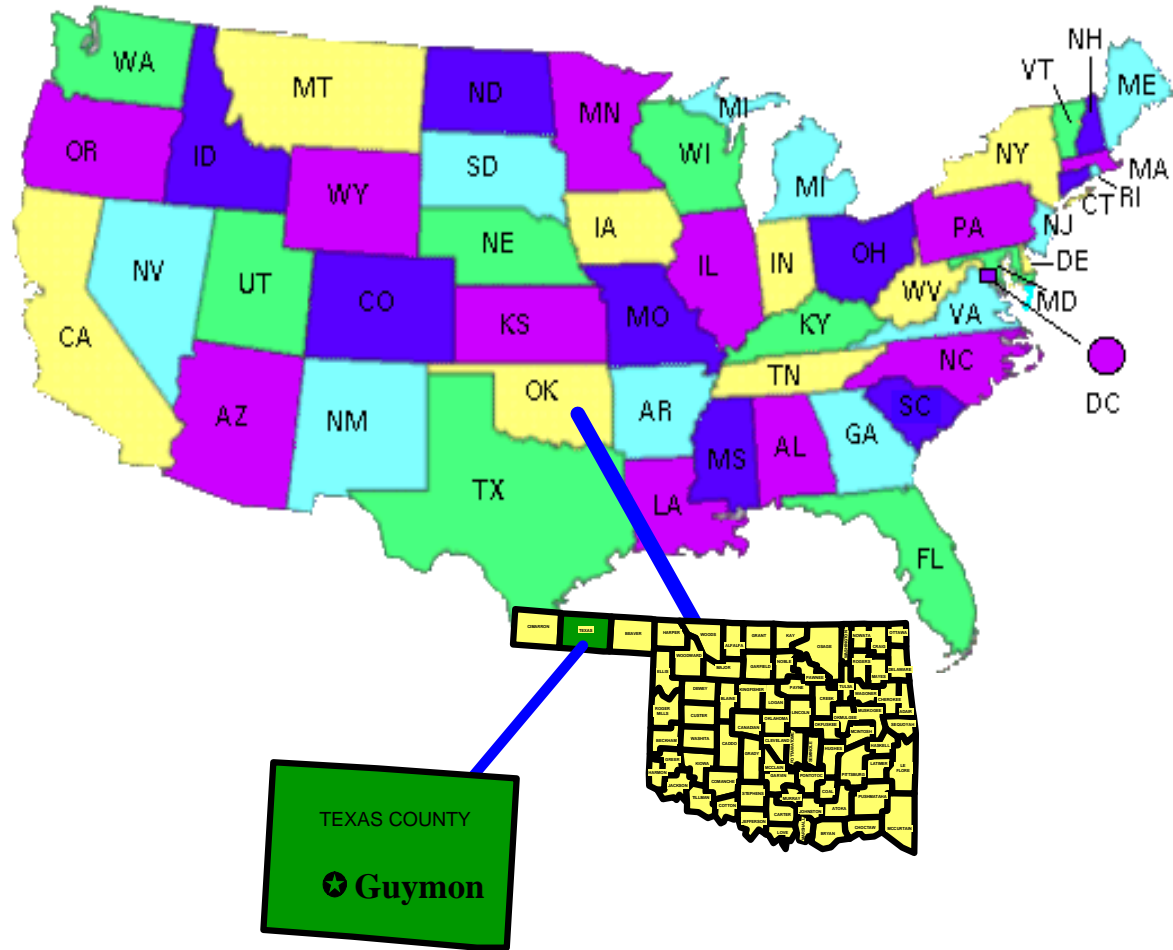
Table 1
Population by Community for Texas County, Oklahoma
1980, 1990, 1992, 1994, 1996, and 1998

City or Town	1980	1990	1992	1994	1996	1998
Goodwill	1,186	1,065	1,030	1,030	990	1,200
Guymon	8,492	7,803	7,720	7,770	8,350	9,600
Hardesty	243	228	230	230	240	260
Hooker	1,788	1,551	1,510	1,510	1,570	1,900
Optima	133	92	90	90	100	112
Texhoma	785	746	740	750	790	845
Tyrone	928	880	860	860	910	910
Remainder of County	4,172	4,054	4,010	4,080	4,370	4,983
TOTAL COUNTY	17,727	16,419	16,190	16,320	17,320	19,810

Texas County Population Changes
% Change 1980-1990   -7.41%
% Change 1980-1996   -2.3%
% Change 1990-1998   22.0%

SOURCE: U.S. Census of Population, 1980 and 1990. U.S. Census estimated population for 1996. 1998 estimates from [1].

Table 2
Labor Force Data (by Place of Employment)
For Texas County, Oklahoma 1985-1998

Dates	Employment	Unemployment	Labor Force	Unemployment Rate (Percent)
1985	9,090	360	9,450	3.8%
1986	8,840	550	9,390	5.9%
1987	8,270	550	8,820	6.2%
1988	7,820	420	8,240	4.6%
1989	7,570	340	7,910	4.3%
1990	8,100	360	8,460	4.2%
1991	7,930	350	8,280	4.2%
1992	8,290	290	8,580	3.4%
1993	8,390	270	8,660	3.1%
1994	8,670	290	8,960	3.2%
1995	9,230	260	9,490	2.8%
1996	11,380	270	11,650	2.4%
1997	12,752	269	13,021	2.1%
1998*	13,250	320	13,570	2.3%

* Preliminary data for March 1998.
SOURCE: Oklahoma Labor Market Reports, 1985-1999, Oklahoma Employment Security
      Commission.

Table 3
One Percent Sales Tax Collection for Guymon, 1985-1997

Year	Guymon 1%
FY 1985	$716,468
FY 1986	$683,574
FY 1987	$606,026
FY 1988	$588,870
FY 1989	$596,465
FY 1990	$604,625
FY 1991	$675,566
FY 1992	$684,406
FY 1993	$730,525
FY 1994	$763,458
FY 1995	$890,180
FY 1996	$1032,389
FY 1997	$1,038,412

SOURCE: Annual Reports, State Payments to Local Governments, Fiscal Years Ending 1985-
      1997, Oklahoma Tax Commission, Research Office of the Tax Policy Division.

To illustrate how retail sales collection have changed in the county, the amount of one percent sales tax collected is presented in **Table 3**. Sales tax collections almost doubled from 1988 to 1997.

Selected social indicators are presented in **Tables 4-7**. **Table 4** reflects the increase in school enrollment from 1990 to 1998. The number of limited English students increased from 64 in 1990 to 739 in 1998. The crime index, as reflected in **Table 5**, almost doubled from 1993 to 1996. The categories with the largest increases were breaking and entering, larceny, and motor vehicle theft. Hospital data from 1993 through 1996 are presented in **Table 6**. Emergency room visits and outpatient visits almost doubled during this period.

Table 4
Texas County School Districts
ALL SCHOOL DISTRICTS GRAND TOTALS BY AGE AND GRADE

For 1989-90 Enrollment by Grade		For 1997-98 Enrollment by Grade	
Grade	GRAND TOTAL	GRADE	GRAND TOTAL
		K4	13
KG	253	K5	243
1st	310	1st	327
2nd	272	2nd	292
3rd	261	3rd	227
4th	285	4th	249
5th	216	5th	278
6th	236	6th	298
7th	244	7th	313
8th	212	8th	325
9th	253	9th	300
10th	250	10th	272
11th	238	11th	254
12th	244	12th	235
No Grade	22	No Grade	6
Out-of-Home	0	Out-of-Home	9
Totals	3296	Totals	3641
Limited English	64	Limited English	739

SOURCE: Oklahoma State Department of Education 1998

Table 5
CRIME INCIDENCE
Oklahoma Crime Index Offenses for Texas County Law Enforcement Agencies

Agency	Year	Total Crime Index	Crime Rate/1,000	Murder	Rape	Robbery	Felonious Assault	Breaking & Entering	Larceny	Motor Vehicle Theft
Texas County	1993	354	21.73	2	2	0	6	56	277	11
	1994	382	23.26	1	1	0	50	59	253	18
	1995	583	35.70	0	6	0	91	71	393	22
	1996	700	42.57	0	2	0	45	136	479	38

SOURCE: Oklahoma Crime Index Offenses by Contributor, 1993-1996.

Table 6
HOSPITAL DATA
Incidence of Hospital Activity for Memorial Hospital of Texas County in Guymon

| Category	FY 1993	FY 1994	FY 1995	FY 1996
Total Patient Days	5,842	6,706	7,259	6,514
Outpatient Visits	3,464	3,877	5,210	6,115
Emergency Room Visits	2,400	2,894	3,400	4,218
Newborns	110	152	148	186
Paid Hours	216,450	238,512	287,102	304,463
Inpatient Discharges	1,406	1,562	1,723	1,687
Surgeries	200	298	439	507
Home Health Visits	0	0	4,413	6,545

SOURCE: Memorial Hospital of Texas County, Guymon, OK for FY 93 – FY 96.

Basic Concepts of Community Economics

Important components of all economic systems are the industries that produce goods primarily for sale outside the economy. These industries are usually involved in agriculture, mining (including petroleum and natural gas production) or manufacturing and are called **basic industries**. Economic systems must have major structural elements: **service firms** and **households**. The major flow of goods, services, and dollars among these sectors of any economy are indicated in **Figure 2**.

Basic industries purchase labor from households, reimbursing them with dollars. Many of the inputs used by basic industries are purchased from local service firms. Local service firms also provide goods and services to households (consumers). Of course, each of these three sectors of an economy purchases goods and services from outside the economy. Local transactions determine the relationships that exist among the various types of firms in an economy.

FIGURE 2. OVERVIEW OF COMMUNITY ECONOMIC SYSTEM

Inputs

$

Basic
Industry

$

Products

Labor

$ $

Inputs

Goods &
Services

Households

Services

$

$

$
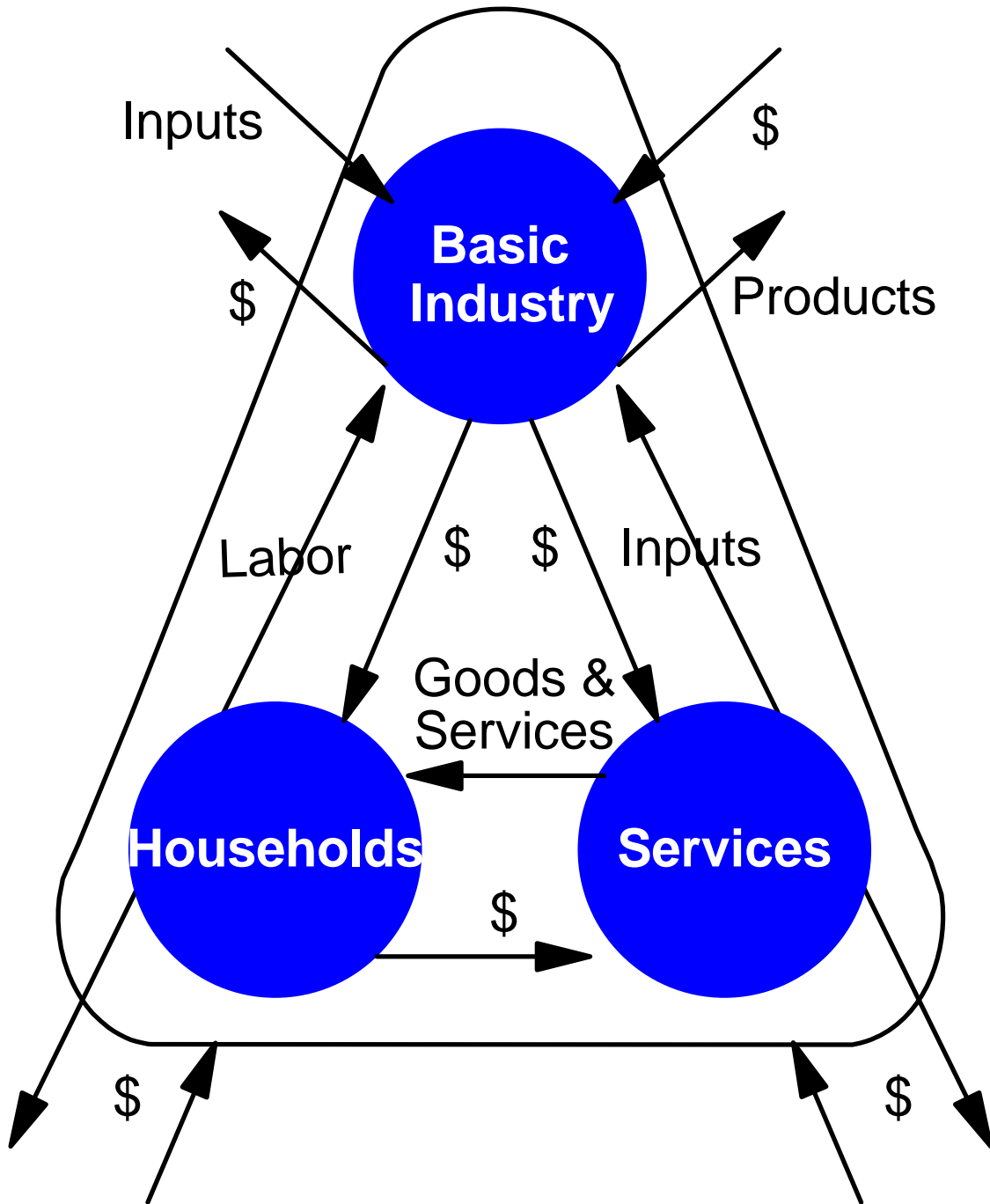
The total impact of any basic industry on an economy consists of **direct**, **indirect**, and **induced impacts**. Direct impacts are the activities of impacting basic industries. Indirect impacts occur in the business sector as a result of the inputs that go into the production of an impacting industry. The outputs of the firms providing inputs for Guymon plants represent the indirect impacts of a basic industry in Guymon. Induced impacts consist of the economic activity caused by household consumption in an economy resulting from the direct and indirect effects.

The relationships discussed above indicate how basic industries serve as the foundation of an economy and how households and service firms are necessary to make the economy function. Service firms account for substantial parts of the outputs of most economies. But, as shown in **Figure 2**, much of the service firms' output goes to support local basic industries and households. Mathematical techniques can be used to measure the relationships between basic industries, households, and services. The model containing these mathematical relationships is the input – output model. This model derives multipliers that measure the relationship between direct, indirect, and induced activities. The model projects changes in employment and income. The results from the input – output model were used with a population projection model to estimate population by age and sex. A recursive set of equations, along with these data, were used in turn to estimate other economic variables.

Projected Economic and Infrastructure Data

Texas County and all the communities in the county will have direct, indirect, and induced impacts from the new employment created by the new industries in the county,

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including the Seaboard pork processing plan and pork production operations. The majority of

the jobs created by Seaboard are reflected in the total employment figures through 1997 in **Table

2**. The 1998 employment for Texas County is shown as 13,250. Five industries were surveyed

and indicated that 256 new jobs would be added in 1998. The total employment effect would be

563 jobs, reflecting the indirect and induced impacts of the new employment. The total

employment of 1998 has been estimated to be 13,813. The indirect and induced impacts were

obtained by utilizing a multiplier from IMPLAN [2, 3].

      Table 7 shows the historical and projected new employment and total employment for

Texas County for the years 1987-2003. Texas County has a total employment of 8,380 in 1987,

which is projected to increase to 13,813 in 1998, and then continue to grow to approximately

15,606 total employment in the year 2003. The direct, indirect and induced impacts of

employment are included in these totals. The nature of the model yields the complete impact in

the year when the direct impact occurs. In reality, some of the indirect and induced impact will

occur several years after the direct impact. The same five industries were surveyed to determine

the direct employment for the projections for years 1998-2003.

      Table 8 shows the projected population for the communities and for Texas County,

resulting from the primary and secondary employment impacts of the new industry growth. The

population of Texas County was 16,419 in 1990 and increased to 18,081 in 1997. The

population of Texas County is projected to increase to 19,810 in 1998 and to 23,911 in 2003.

The population of the City of Guymon was 7,803 in 1990 and 8,350 in 1996. Guymon's

population is projected to increase to 9,600 in 1998 and to 11,824 in 2003. Goodwell had a

population of 1,065 in 1990 and decreased to a population of 970 in 1995. Goodwell is

estimated to increase population to 1,200 in 1998 and to 1,316 in 2003. The City of Hardesty,

with a population of 228 in 1990, increased to a population of 240 in 1996. Hardesty is projected

Table 7
Historical and Projected Employment
For Texas County, 1987-2003

Year	Projected New Employment		Total Employment
1987[a]			8,380
1988			7,880
1989			7,490
1990			8,100
1991			7,940
1992			8,290
1993			8,380
1994			8,670
1995			9,230
1996			11,380
1997			12,752
1998[b]			13,250
1998	Direct Employment	256	
	Total Employment	563	13,813
1999	Direct Employment	230	
	Total Employment	506	14,457
2000	Direct Employment	95	
	Total Employment	209	14,811
2001	Direct Employment	75	
	Total Employment	165	15,124
2002	Direct Employment	80	
	Total Employment	176	15,451
2003	Direct Employment	0	
	Total Employment	0	15,606

[a] Oklahoma Labor Market Information, 1987-1998, Oklahoma Employment Security
Commission. Preliminary numbers are given for the 1998 employment.
[b] This is the March 1998 preliminary Oklahoma Employment Security Commission
employment figure of 13,250.

Table 8
Population Projections
for Texas County and Cities in Texas County, 1990-2003

Year	Texas County	Guymon	Goodwell	Hardesty	Hooker	Optima	Texhoma	Tyrone	Remainder
					Population				
1990[a]	16,419	7,803	1,065	228	1,551	92	746	880	4,054
1991[b]	16,240	7,750	1,040	230	1,520	90	740	860	4,010
1992	16,190	7,720	1,030	230	1,510	90	740	860	4,010
1993	16,060	7,640	1,010	230	1,490	90	740	850	4,010
1994	16,320	7,770	1,030	230	1,510	90	750	860	4,080
1995	16,690	7,950	970	240	1,540	100	770	890	4,230
1996	17,320	8,350	990	240	1,570	100	790	910	4,370
1997	18,081								
1998[c]	19,810	9,600	1,200	260	1,900	112	845	910	4,983
1999	21,227	10,750	1,225	265	1,970	116	865	932	5,104
2000	21,672	11,000	1,250	271	2,030	119	885	953	5,164
2001	22,215	11,350	1,275	277	2,090	123	905	974	5,221
2002	22,615	11,550	1,295	285	2,160	126	925	996	5,278
2003	23,911	11,824	1,316	292	2,225	129	947	1,019	6,159

[a] 1990 populations are based on the 1990 U. S. Census of Population.

[b] U. S. Census population estimates are given for years 1991-1996 for the cities and 1991-1997 for the county.

[c] Populations have been projected for 1998-2003.

to continue to increase to 292 in 2003. Hooker increased population from 1,551 in 1990 to 1,570 in 1996. Projections are for further increases to 1,900 in 1998 and to 2,225 in 2003.

Optima grew from 92 in 1990 to 100 in 1996, and is expected to continue to grow to 112 in 1998 and to 129 in 2003. Texhoma grew from 746 in 1990 to 790 in 1996. Texhoma is projected to increase to 947 in 2003. Tyrone increased from 880 in 1990 to 910 in 1996 and is projected to continue to increase to 1,019 in 2003. The remaining rural area of the county has grown from 4,054 in 1990 to 4,370 in 1996. The remaining rural area is expected to continue to grown to 4,983 in 1998 and to 6,159 in 2003.

To determine the housing needs of the City of Guymon, the projected populations (**Table 9**) are used to project needed household units. The population is adjusted by the number of persons residing in group living quarters (i.e., nursing homes, assisted living facilities, etc.). The adjusted population is the total number of persons that will be residing in household units. Dividing the number of persons residing in household units by the number of persons per household of 2.56, the total needed household units can be determined. Also, the number of vacant housing units was included to estimate housing needs. From the City of Guymon the number of new housing permits, new mobile home sites, new apartment units, and destroyed homes was obtained for 1990 through 1997. By following the table through, the number of needed household units is projected. The population of Guymon has been and is still being restricted due to the lack of affordable housing. A large number of persons who are employed in Guymon are living outside of Guymon or living outside of Texas County.

Table 10 shows the 1990 Census population numbers and the population projects for the age groups that include the school age children. The actual school enrollment data is shown at the bottom of the table. There was a 10.47% increase in school enrollment from 1990 to 1998.

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Table 9
Historical and Projected Housing for
City of Guymon, 1990-2003

Year	Total Population[a]	Needed Household Units[c]	Vacant Household Units	Total Household Units	New Housing Permits[b]	New Mobile Home Park Sites[b]	New Apartment Units[b]	Destroyed Homes[b]
1990	7,803	2,997	498	3,495	0	0	0	0
1991	7,750	2,982	513	3,495	2	0	0	0
1992	7,720	2,970	527	3,497	3	0	0	0
1993	7,640	2,939	561	3,500	19	10	0	3
1994	7,770	2,990	536	3,526	17	22	0	0
1995	7,950	3,058	507	3,565	28	27	92	0
1996	8,350	3,214	498	3,712	19	41	0	0
1997	9,300	3,585	187	3,772	6	85	0	0
1998	9,600	3,702						
1999	10,750	4,152						
2000	11,000	4,249						
2001	11,350	4,386						
2002	11,550	4,464						
2003	11,824	4,571						

[a] Population projections from **Table 8**.

[b] Data on new housing permits, new mobile home sites, new apartment units and destroyed homes was received from the City of Guymon for years 1990-1997; 1998 is estimated based on an average of the numbers for the five years from 1993-1997.

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Table 10
Texas County
Estimated School Enrollment Increases from 1998 to 2003

1998 Estimated Population				2003 Estimated Population				Increases from 1998 to 2003			
Age	Texas County			Age	Texas County			Age	Texas County		
Groups	Male	Female	Totals	Groups	Male	Female	Totals	Groups	Male	Female	Totals
0--4	680	568	1,248	0--4	713	603	1,316	0--4	4.85%	6.16%	5.45%
5--9	732	751	1,483	5--9	774	786	1,560	5--9	5.74%	4.66%	5.19%
10--14	640	589	1,229	10--14	670	624	1,294	10--14	4.69%	5.94%	5.29%
15--17	397	436	833	15-17	418	462	880	15-17	5.29%	5.96%	5.64%
18--19	299	206	505	18-19	313	288	601	18-19	4.68%	39.81%	19.01%
0--19	2,748	2,550	5,298	0--19	2,888	2,763	5,651	0--19	5.09%	8.35%	6.66%
0--17	2,449	2,344	4,793	0--17	2,575	2,475	5,050	0--17	5.14%	5.59%	5.36%
0--14	2,052	1,908	3,960	0--14	2,157	2,013	4,170	0--14	5.12%	5.50%	5.30%
0--9	1,412	1,319	2,731	0--9	1,487	1,389	2,876	0--9	5.31%	5.31%	5.31%
0--18	2,509	2,385	4,894	0--18	2,638	2,533	5,170	0--18	5.13%	6.18%	5.64%
5--18	1,829	1,817	3,646	5--18	1,925	1,930	3,854	5--18	5.24%	6.19%	5.71%
ACTUAL	1,820	1,821	3,641								

The estimated population by age groups for 2003 was also presented in **Table 10**. The estimated increase in school enrollment from 1998 to 2003 is 5.71%.

The historical and projected retail sales and sales tax collections for the City of Guymon are shown in **Table 11**. The City of Guymon increased their sales tax from 2% to 3% in mid-year 1993. The retail sales increased from $60.6 million in 1987 to $103.8 million in 1997, with a projected increase to $110.0 million in 1998 and to $135.8 million in 2003. The resulting sales tax revenues were $1.2 million in 1987, increasing to $3.1 million in 1997, and projected to increase to $3.3 million in 1998 and to $4.1 million in 2003.

Table 12 represents historical and projected selected utility data for Texas County. The City of Guymon provided data for 1991, 1992, and 1996 for residential water hookups. The number of residential customers was projected for the years 1997-2003, using the total number of household units from **Table 9**. These projections are for residential customers **only**. Guymon is projected to need 4,588 residential water hookups in the year 2003. This is an increase of more than 36% from 1996 to 2003. The City of Hardesty provided the number of residential water hookups for 1993-1998. In 1993 Hardesty had 108 residential water hookups which increased to 127 in 1998, reflecting an increase of 17.5%. The City of Hooker provided data for the years 1993 through 1998. In 1998 Hooker has 723 residential water hookups; this is projected to increase to 975 in 2003, representing an increase of 34% from 1998 to 2003.

The number of emergency medical service "other medical calls" are projected for Texas County for 1998 and 2003 in **Table 13**. The term "other medical calls" does not include highway accident calls and transfer calls. It does include heart attacks, strokes, home and industrial accidents, nursing home calls, etc. A utilization rate per 1,000 population by age

Table 11
Historical and Projected Retail Sales and Sales Tax Collections
For the City of Guymon, 1987-2003

Year	City of Guymon Retail Sales	City of Guymon Sales Tax Collections
1987	$60,602,596	$1,212,052
1988	$58,887,072	$1,177,741
1989	$59,646,588	$1,192,922
1990	$60,462,450	$1,209,249
1991	$67,556,630	$1,351,133
1992	$68,440,607	$1,368,812
1993	$73,053,533	$1,830,320
1994	$84,345,833	$2,530,375
1995	$89,018,067	$2,670,542
1996	$103,238,900	$3,097,167
1997	$103,841,200	$3,115,236
1998	$109,935,535	$3,298,066
1999	$117,218,470	$3,516,554
2000	$122,153,636	$3,664,609
2001	$127,042,260	$3,811,268
2002	$132,317,099	$3,969,513
2003	$135,825,775	$4,074,773

[a]   Retail sales are actual data received from the Oklahoma Tax Commission for the years 1987-1997;

[b]   Sales tax collections are actual data received from the Oklahoma Tax Commission for the years 1987-1997; years 1998-2003 are estimated based on the projected retail sales. Sales tax was 2% for the years 1987-1992; it was increased mid-year 1993 to 3% and remains at 3% for the 1998-2003 projections.

Table 12
Texas County Historical and Projected Residential Water Hookups, 1990-2003

Year	Guymon	Hardesty	Hooker
1990	N/A	N/A	N/A
1991	2,939	N/A	N/A
1992	3,043	N/A	N/A
1993	N/A	108	674
1994	N/A	108	683
1995	N/A	108	705
1996	3,346	111	728
1997	3,456	117	718
1998	3,716	127	723
1999	4,167	124	863
2000	4,265	125	889
2001	4,402	126	916
2002	4,481	128	946
2003	4,588	130	975

[a] Residential water hookups provided by City of Guymon through 1997 and City of Hardesty and City of Hooker through year 1998.

[b] Residential electrical hookups provided by Tri-County Electric and Southwestern Public Service for 1998.

Table 13
Projected Emergency Medical Service "Other Medical Calls"[a]
for Texas County, 1998 and 2003

Age Groups	Utilization Rate per 1,000 in Age Group[b]	Estimated 1998 Population	1998 "Other Medical Calls"	Projected 2003 Population	2003 "Other Medical Calls"
19 & Under	14.27	5,348	76	5,651	81
20-29	30.93	3,036	94	3,823	118
30-39	26.76	2,801	75	3,748	100
40-49	25.05	2,767	69	3,668	92
50-59	33.07	1,832	61	2,300	76
60-64	66.56	812	54	856	57
65-69	69.21	780	54	810	56
70-79	164.08	1,236	203	1,334	219
80+	383.57	1,198	460	1,721	660
TOTALS		19,810	1,145	23,911	1,459
% Increase				20.70%	27.39%

[a] "Other medical calls" are defined as those not included in highway accident calls and transfer calls between hospitals. Included in "other medical calls" are heart attacks, strokes, home and industrial accidents, nursing home calls, etc.

[b] From "A Community Development Guide for Emergency Medical Services: A Systematic Approach to Funding and Administration," EMS Division, State Health Department, Oklahoma Highway Safety Office and Oklahoma Cooperative Extension Service, MP-126, July 1988.

group [4] is used to project the number of "other medical calls," for Texas County for both 1998 and 2003. To obtain the projected "other medical calls," the population is multiplied times the utilization rate per 1,000 population for each age group. The total number of "other medical calls for Texas County is estimated to total 1,145 in 1998 and 1,459 in 2003. This represents an increase of 27.4% in EMS calls from the years 1998 to 2003. This information is **only** relevant in projecting the increased percentage of EMS calls for the City of Guymon for the time period from 1998 to 2003. The numbers are not representative of the total EMS calls for Texas County and the City of Guymon. The City of Guymon has indicated that the total ambulance calls for 1997 were 594. Based on the 1997 total ambulance calls of 594 and using the 27.4% expected increase in ambulance calls, the City of Guymon is projected to have 757 ambulance calls in the year 2003.

CONCLUSION

The opening of several new industries and the expansion at Seaboard have had a tremendous impact on the communities and the surrounding areas. The opening of the Seaboard pork processing plant in the City of Guymon and the pork production operations in Texas County has created 3,700 new jobs over the last 4-5 years. Since Seaboard's opening in 1993 numerous other industries have grown in Texas County. This has had a multiplier effect and has created a tremendous amount of secondary employment.

The total employment in Texas County is projected to increase 13% from 13,813 in 1998 to 15,606 in 2003. The employment has already grown 65% from 8,380 in 1993 to 13,813 in 1998. The wages and salaries in Texas County are projected to increase 23.5% for the same time

period. The new employment will result in a projected population of 23,911 in 2003 for Texas County, which is an increase of 20.7% from the population of 19,810 in 1998.

With the increased population projections, housing becomes a major concern to all the communities in the county. Housing in all communities in the county is extremely short and is limiting population growth in the county. Continuing efforts need to be made to provide affordable housing. If housing becomes available, communities need to plan for the provision of adequate community services. For instance, if housing and population increase, the school system and the health system must prepare to provide sufficient capacity to service the additional population.

The model also projected community water needs, physician needs, and electrical hookup estimates. Using this information, county and community leaders can estimate future infrastructure needs.

Many assumptions are made in preparing this economic analysis of Texas County. The assumptions were obtained from previous impact studies and historical data since the inception of Seaboard. Changing these assumptions will affect the outcome of the analysis. The user of this report must carefully evaluate the assumptions. If these assumptions do not reflect the user's assumptions, Cooperative Extension personnel will be available to prepare other analyses based on different assumptions. If this is desired, please contact your County Extension Director.

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