A Brief Economic History of Kansas, 1969-2003: An Executive Summary for a Series of Reports

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Kansas, Inc.
Overview

Kansans should know two general facts about the Kansas economy. First, Kansas has systematically lagged both the United States and the Plains region in key economic performance measures for at least the past quarter century. Second, a few of the Kansas counties that comprise the Kansas City area—particularly Johnson County—are the economic engines helping to keep Kansas competitive with the Plains region.

These facts derive from a set of seven companion reports that investigate long-term economic trends in Kansas from different perspectives. This report highlights key aspects from each of the reports, which interested parties can access on-line at the Web sites of Kansas, Inc. (http://www.kansasinc.org/) or the Center for Applied Economics at the University of Kansas School of Business (http://www.cae.business.ku.edu). The seven report titles are:

- Economic Trends Along the Kansas-Nebraska Border, 1969-2003
- Economic Trends Along the Kansas-Missouri Border, 1969-2003
- Economic Trends Along the Kansas-Oklahoma Border, 1969-2003
- Economic Trends Along the Kansas-Colorado Border, 1969-2003

The regions referenced in the titles above correspond to the economic development regions defined by the Kansas Department of Commerce shown in the map below. The four border reports create “regions” from the counties contiguous to each state border.

Kansas, Inc. commissioned these reports in response to a Center for Applied Economics study, titled “The Kansas Productivity Puzzle,” which discovered that Kansas has systematically lagged both the United States and the Plains region in productivity growth over the past quarter century.¹ Productivity growth is a key driver of economic prosperity. Consequently, each of the

companion reports is organized around metrics that will help people better understand the relatively poor productivity growth of the Kansas economy.

Productivity is defined as output per worker over a specific unit of time. Productivity was measured in “The Kansas Productivity Puzzle” by dividing Kansas gross state product (the state equivalent of gross domestic product) by the number of workers in Kansas. This metric effectively defines the market value of Kansas’ annual output of goods and services on a per-worker basis. However, no sub-state equivalent to gross state product exists, and the regional focus of the reports summarized herein required the use of county-level data. Fortunately, county-level wage data may offer a suitable alternative to gross state product for the purpose of measuring trends in worker productivity.

Economists have long noted a close relationship between labor productivity and wages, both in theory and in economic data. Firms cannot pay workers more than the value of what they produce. Therefore, compensation levels should closely track increases in average output per worker. Indeed, for the state of Kansas, over the period 1977-2001, the relationship between output per worker and compensation per worker is nearly exact, having a statistical correlation of 98 percent. (See footnote 1.) The reports summarized herein relied on the close correlation in Kansas between per-worker compensation and productivity in order to use the trends in per-worker compensation as a proxy for relative productivity trends among the various regions of Kansas.

The table below provides a decade-by-decade account of inflation-adjusted per-worker wage compensation in the different economic development regions of Kansas, the United States, and the Plains region. (Wage compensation includes employer-paid benefits and social insurance taxes.) The table also reports average annual growth rates of per-worker compensation. These growth rates provide a good approximation of the relative productivity growth in each region. As indicated at the outset, the growth figures show that the East Central economic development region—the Kansas City area—is the only region competitive with the United States, and it is the economic engine keeping the state of Kansas competitive with the Plains region; without it, the state’s competitiveness would collapse.

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Kansas</td>
<td>$24,041</td>
<td>$24,985</td>
<td>$26,285</td>
<td>$30,893</td>
<td>0.39 0.51 1.63 0.84</td>
</tr>
<tr>
<td>East Central</td>
<td>26,834</td>
<td>27,357</td>
<td>29,816</td>
<td>36,283</td>
<td>0.19 0.86 1.98 1.01</td>
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<td>North Central</td>
<td>21,599</td>
<td>21,347</td>
<td>21,618</td>
<td>24,927</td>
<td>-0.12 0.13 1.43 0.48</td>
</tr>
<tr>
<td>North East</td>
<td>25,668</td>
<td>25,343</td>
<td>26,212</td>
<td>29,786</td>
<td>-0.13 0.34 1.29 0.50</td>
</tr>
<tr>
<td>North West</td>
<td>19,169</td>
<td>19,139</td>
<td>18,530</td>
<td>21,198</td>
<td>-0.02 -0.32 1.35 0.34</td>
</tr>
<tr>
<td>South Central</td>
<td>24,625</td>
<td>26,772</td>
<td>27,718</td>
<td>31,151</td>
<td>0.84 0.35 1.17 0.79</td>
</tr>
<tr>
<td>South East</td>
<td>20,794</td>
<td>22,689</td>
<td>21,722</td>
<td>24,079</td>
<td>0.88 -0.43 1.04 0.49</td>
</tr>
<tr>
<td>South West</td>
<td>21,318</td>
<td>22,139</td>
<td>21,995</td>
<td>25,184</td>
<td>0.38 -0.07 1.36 0.56</td>
</tr>
<tr>
<td>Plains States</td>
<td>25,137</td>
<td>25,499</td>
<td>27,266</td>
<td>32,967</td>
<td>0.14 0.67 1.92 0.91</td>
</tr>
<tr>
<td>United States</td>
<td>27,671</td>
<td>27,785</td>
<td>31,077</td>
<td>37,130</td>
<td>0.04 1.13 1.80 0.98</td>
</tr>
</tbody>
</table>

Note: The Plains states include Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota
The Big Story: Kansas City vs. Kansas

From the perspective of the process of economic development, the boundaries of the economic development regions depicted in the map above are largely arbitrary. Although the reports digested herein follow the map’s geographic designations for the sake of analytical consistency, one can better conceptualize the evolutionary process of economic development in terms of concentric rings around population centers. The East Central economic development region—Johnson County and its contiguous counties—most closely resembles the notion of concentric rings around a population center—segments of the rings around the Kansas City metro area.


(Note: The Plains states include Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota)


The Kansas City metro area has an enormous influence on the aggregate economic trends in the state of Kansas. Indeed, in simplistic terms, Kansas is two economies—the East Central region and all other regions. When one examines the economic performance of Kansas relative to other states, it is important to understand that the East Central region almost wholly drives the relative competitiveness of Kansas—and Johnson County almost wholly drives the East Central region.
Charts 1 and 2 provide illustrations of the economic influence exerted by the East Central region and Johnson County. Charts 1 and 2 depict trends in wage-and-salary jobs. However, the relationships exhibited in the charts remain similar if one looks at trends in population, non-farm business start-ups, or aggregate income measures.

Chart 1 shows that the East Central region is the economic force keeping Kansas wage-and-salary job growth competitive with the United States and the Plains region; when we remove it from the data sample, the rate of job growth in Kansas falls well below the rates of the United States and the Plains region. From the perspective of the overall Kansas economy, the East Central region has not only experienced fast growth, it has done so from a comparatively large economic base. Thirty years ago, Johnson County ranked fourth behind Sedgwick County in terms of the number of wage-and-salary jobs, by about 87,000 jobs. With an aggregate growth rate of 325 percent (compared to 63 percent for Sedgwick), Johnson County took the top rank for number of jobs in 1996. Additionally, although Johnson County has been the clear growth leader, five of the six counties comprising the East Central region have been among the largest and fastest growing Kansas counties over the past 30 years. The growth exception has been Wyandotte County, which has added no net new jobs (and has lost population). In 2003, the East Central region accounted for 35 percent of the wage-and-salary jobs in Kansas. (Johnson County accounted for 22 percent of wage-and-salary jobs; Sedgwick County accounted for 18 percent).

Chart 2 shows that Johnson County is the economic force keeping Kansas competitive with Missouri—along the Kansas-Missouri border. Over the past 30 years, Kansas border counties have experienced 123 percent aggregate job growth compared to 32 percent for Missouri border counties. However, because the trends in Chart 2 are effectively weighted by population size, removing each state’s most populous border county—Johnson and Jackson—from the data sample provides an alternative perspective of the economic “competition” between the two states: The trends dramatically reverse, with Missouri border counties, over the past 30 years, having experienced 91 percent aggregate job growth compared with 16 percent for Kansas border counties. More research is required to better understand the drivers behind the trends along the Kansas-Missouri border. The evaluation of border regions helps provide insight into a state’s relative attractiveness as a place to live, work, and invest, because it helps isolate the policy environment from other important choice-influencing economic factors associated with geography.

Key Findings from Each Report

The pages that follow highlight the key findings of each of the seven companion reports listed in the Overview. The industry reports compare how specific industry sectors have performed in the different economic development regions of Kansas. The regional and border reports compare population, proprietorship, and income growth in the regions of interest for each report. In addition, a figure follows the key findings of each of the border reports. The figure illustrates the approximate alignment of the counties along each state’s border. It reports for each county the 2003 population and average wage-and-salary compensation level, along with each measure’s 1993-2003 and 1973-2003 average annual (real) growth rate. The wage-and-salary data relate to people’s place of work not to their place of residence. The growth rates of wage-and-salary data provide a good approximation of the relative productivity growth in each county.
Key Findings from:

- The East Central region of Kansas—Johnson County and its contiguous counties—is the only region competitive with the United States on the metrics contained in this report. It is also the only economic force keeping the state of Kansas competitive with the Plains region.
  - Except for the East Central region, Kansas lags the United States (but not the Plains) in employment growth.
  - Except in the East Central region, Kansas lags the United States (but not the Plains) in aggregate wage compensation growth.
  - Except for the East Central region, wage compensation per worker lags the Plains region and the United States. This finding is consistent with lagging productivity growth, as illustrated in the table below, which provides estimates of aggregate production growth (broken down into its employment and productivity components) over the past 30 years.

<table>
<thead>
<tr>
<th>Region</th>
<th>Production Growth (%)</th>
<th>Employment Growth (%)</th>
<th>Productivity Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kansas</td>
<td>173</td>
<td>97</td>
<td>76</td>
</tr>
<tr>
<td>East Central</td>
<td>343</td>
<td>228</td>
<td>115</td>
</tr>
<tr>
<td>North Central</td>
<td>112</td>
<td>52</td>
<td>60</td>
</tr>
<tr>
<td>North East</td>
<td>110</td>
<td>60</td>
<td>50</td>
</tr>
<tr>
<td>North West</td>
<td>93</td>
<td>50</td>
<td>43</td>
</tr>
<tr>
<td>South Central</td>
<td>129</td>
<td>66</td>
<td>63</td>
</tr>
<tr>
<td>South East</td>
<td>81</td>
<td>37</td>
<td>45</td>
</tr>
<tr>
<td>South West</td>
<td>117</td>
<td>65</td>
<td>52</td>
</tr>
<tr>
<td>Plains States</td>
<td>162</td>
<td>91</td>
<td>72</td>
</tr>
<tr>
<td>United States</td>
<td>171</td>
<td>95</td>
<td>76</td>
</tr>
</tbody>
</table>

- Three particularly interesting questions for further research arise from the table above: What has the South Central region (as a relatively urban area) done wrong? What has the South West region (as a relatively rural area) done right? How have the North Central and South East regions grown productivity so much relative to employment?

- Each region of Kansas has demonstrated steady employment growth relative to population growth, despite slow (or negative) population growth in many regions. This outcome is the result of greater labor force participation, a trend that is consistent with the U.S. and Plains region.

- Over the past 30 years, Kansas has generated non-farm businesses more slowly relative to wage-and-salary employment than both the U.S. and the Plains region. The Kansas ratio is 1.2-to-1 while the U.S. and Plains ratios are 1.9-to-1 and 1.4-to-1, respectively. This finding suggests that Kansas may offer a less attractive environment for new business start-ups relative to competing states. More research is required to understand this finding.

- Only the East Central and South Central regions—the relatively urban regions of Kansas—have demonstrated sustained increases in per-proprietor income growth over the past two decades (in the non-farm sector)—the time period following the early-1980s economic recession in the United States.

- On a per-farm proprietor basis, the South West region has significantly outperformed other regions of the state with a lot of commercial farms.
Key Findings from:
“Long-Term Industry Trends in the Regions of Kansas, 1969-2000:
Part I—An Industry Focus”

- The East Central region of Kansas—Johnson County and it contiguous counties—is the only region that is consistently competitive with the United States across all private industry sectors. In terms of employment growth, it typically dominates the United States and is the primary economic force keeping Kansas competitive with the Plains region. Two key exceptions exist in the South Central region (Wichita): (1) the per-worker income trends in the manufacturing sector and (2) the employment trends in the construction sector.

- All regions of Kansas, except the North East region, have long-term average annual manufacturing employment growth rates that exceed the growth rate of the Plains region (0.72%). The South West and North Central regions have shown particularly fast manufacturing employment growth, but they started from a small base and per-worker incomes have grown slowly. (The long-term U.S. manufacturing employment growth rate is -0.10%.)

- The North Central region, while not competitive with the East Central region, has demonstrated strong performance in the Finance, Insurance, and Real Estate sector, especially in terms of per-worker earnings.

- The number of farm proprietorships in several Kansas regions has declined faster than the U.S. and Plains average.

- In all regions of Kansas (as well as the United States and Plains region), state and local government sector employment has grown significantly faster than population. In five of the seven regions of Kansas (unlike the United States and Plains region), state and local government employment has grown significantly faster than total employment, even in the two regions with negative population growth. The two Kansas exceptions are the relatively urban areas, the East Central and South Central regions. For each region, the table below reports 30-year average annual growth rates for state and local government employment, population, and total employment.

<table>
<thead>
<tr>
<th>Region</th>
<th>State &amp; Local Government</th>
<th>Population</th>
<th>Total Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kansas</td>
<td>1.85</td>
<td>0.60</td>
<td>1.87</td>
</tr>
<tr>
<td>East Central</td>
<td>2.20</td>
<td>1.35</td>
<td>3.39</td>
</tr>
<tr>
<td>North Central</td>
<td>1.99</td>
<td>0.06</td>
<td>1.02</td>
</tr>
<tr>
<td>North East</td>
<td>1.64</td>
<td>0.28</td>
<td>1.37</td>
</tr>
<tr>
<td>North West</td>
<td>1.31</td>
<td>-0.56</td>
<td>0.84</td>
</tr>
<tr>
<td>South Central</td>
<td>1.45</td>
<td>0.67</td>
<td>1.65</td>
</tr>
<tr>
<td>South East</td>
<td>1.98</td>
<td>-0.11</td>
<td>0.94</td>
</tr>
<tr>
<td>South West</td>
<td>2.10</td>
<td>0.47</td>
<td>1.26</td>
</tr>
<tr>
<td>Plains States</td>
<td>1.66</td>
<td>0.55</td>
<td>1.76</td>
</tr>
<tr>
<td>United States</td>
<td>1.99</td>
<td>1.09</td>
<td>2.03</td>
</tr>
</tbody>
</table>
Key Findings from:

- In most regions of Kansas, the highest paying industry sectors are Transportation and Utilities, Manufacturing, and Wholesale Trade. For the state of Kansas, the table below provides decade-by-decade per-worker earnings (and average annual growth rates) for all people—including proprietors—employed in the listed industry sectors.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Farm*</td>
<td>21,212</td>
<td>1,770</td>
<td>19,845</td>
<td>9,055</td>
<td>* -21.99</td>
</tr>
<tr>
<td>Mining</td>
<td>18,147</td>
<td>24,504</td>
<td>21,474</td>
<td>41,735</td>
<td>3.05</td>
</tr>
<tr>
<td>Construction</td>
<td>32,003</td>
<td>35,193</td>
<td>31,791</td>
<td>35,038</td>
<td>0.95</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>31,787</td>
<td>37,691</td>
<td>39,120</td>
<td>46,235</td>
<td>1.72</td>
</tr>
<tr>
<td>Transportation &amp; Utilities</td>
<td>34,430</td>
<td>41,730</td>
<td>44,436</td>
<td>56,666</td>
<td>1.94</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>n/a</td>
<td>36,338</td>
<td>44,436</td>
<td>56,666</td>
<td>0.44</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>17,770</td>
<td>17,134</td>
<td>15,739</td>
<td>16,953</td>
<td>* 0.36</td>
</tr>
<tr>
<td>Finance, Insurance, Real Estate</td>
<td>16,830</td>
<td>18,258</td>
<td>22,586</td>
<td>34,587</td>
<td>0.82</td>
</tr>
<tr>
<td>Professional Services</td>
<td>19,529</td>
<td>21,547</td>
<td>23,247</td>
<td>26,827</td>
<td>0.99</td>
</tr>
<tr>
<td>State &amp; Local Government</td>
<td>22,219</td>
<td>23,678</td>
<td>27,077</td>
<td>30,401</td>
<td>0.64</td>
</tr>
<tr>
<td>Federal Government</td>
<td>25,367</td>
<td>34,163</td>
<td>41,730</td>
<td>46,235</td>
<td>* 0.56</td>
</tr>
<tr>
<td>TOTAL</td>
<td>23,680</td>
<td>25,038</td>
<td>27,162</td>
<td>31,501</td>
<td>0.82</td>
</tr>
</tbody>
</table>

* The unusually low figure for the farm sector in 1980 resulted from widespread losses for farm proprietors.

- The East Central region—Johnson County and its contiguous counties—is the primary driver of both employment and per-worker earnings trends in Kansas. The exception is manufacturing sector employment and per-worker earnings; the South Central (greater Wichita) region drives Kansas trends in that sector.

- The South Central region—Kansas’ manufacturing center—has lagged the U.S. by 0.15 percent in terms of its 30-year average annual growth rate of per-worker earnings. This lag suggests a systematic lag in productivity growth.

- The South West region is the only region of Kansas within which the Farm sector competes as a high-paying industry sector.

- The North West and South East regions, respectively, have the slowest long-term employment growth and the lowest per-worker earnings. Both regions, in most industry sectors, with the North West being the worst case, have experienced virtually no growth in inflation-adjusted per-worker earnings over the past three decades.

- In five of the seven Kansas regions—North Central, North East, North West, South East, South West—the State and Local Government sector has been among the top three sectors in terms of employment growth rates over the past three decades. As a point of reference, in 2000, each of these regions except the South West had almost as many people employed in the State and Local Government sector as in the Retail Trade sector; the South West had more. The North East region, where the capitol city of Topeka is located, had the lowest ratio of state and local government employment relative to retail employment among the five regions.
Key Findings from:
“Economic Trends Along the Kansas-Nebraska Border, 1969-2003”

- The Kansas-Nebraska border regions have steadily depopulated for the past three decades—Kansas’ at a faster rate than Nebraska’s. Despite this depopulation, both regions have steadily grown their number of wage-and-salary workers—Kansas’ at a faster rate than Nebraska’s. The two trends combined indicate a greater labor force participation rate in the two regions’ populations, a trend consistent with that of the United States and the Plains region.

- Over the past 30 years and over the past decade, Kansas’ border region has outperformed Nebraska’s border region in terms of the growth of aggregate wage compensation.

- Despite the superior growth of aggregate wage compensation in Kansas’ border region, Nebraska has experienced slightly faster growth in per-worker wage compensation over the past 30 years, because of superior productivity growth. However, Kansas’ border region experienced slightly better per-worker wage growth in the 1990s as its productivity growth improved relative to Nebraska’s. The exhibits below split regional output growth into its labor and productivity components. From 1969 to 2003, productivity growth accounted for 69 percent of Nebraska’s aggregate growth and 55 percent of Kansas’ aggregate growth. From 1993 to 2003, Nebraska increased to 88 percent its share of aggregate growth related to productivity; Kansas increased its share to 76 percent. Despite Nebraska’s higher overall share, Nebraska’s share grew in the 1990s by 27.5 percent. Kansas’ share grew in the 1990s by 38 percent.

<table>
<thead>
<tr>
<th>Exhibit A: Components of Regional Growth, 1969-2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region</td>
</tr>
<tr>
<td>Nebraska Border</td>
</tr>
<tr>
<td>Kansas Border</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Exhibit B: Components of Regional Growth, 1993-2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region</td>
</tr>
<tr>
<td>Nebraska Border</td>
</tr>
<tr>
<td>Kansas Border</td>
</tr>
</tbody>
</table>

- Over the past 30 years, relative to alternative employment opportunities, people in Nebraska’s border region have been about five times more likely to start a business. However, this trend does not necessarily carry a negative interpretation for Kansas, given that on both sides of the border aggregate and per-proprietor incomes have steadily declined over the past 30 years (except for a brief period in the late 1990s).

- Consistent with national and regional trends, the number of farm proprietorships has steadily declined along both side of the Kansas-Nebraska border. Kansas has experienced a faster decline, with a 30-year average annual growth rate of –1.54 percent versus Nebraska’s rate of –1.36 percent.

- On a per-proprietor basis, farmers on the Nebraska side of the border tend to systematically outperform those on the Kansas side. This finding suggests superior productivity on the Nebraska side of the border.
# A Snapshot of the Kansas-Nebraska Border Counties: Population and W&S Compensation

(Top to Bottom Equals West to East)

<table>
<thead>
<tr>
<th>County</th>
<th>Kansas (Population, W&amp;S)</th>
<th>Nebraska (Population, W&amp;S)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheyenne</td>
<td>2003 Level: 2,991, 24,751</td>
<td>93-03 Growth: -0.61, 1.61</td>
</tr>
<tr>
<td></td>
<td>73-03 Growth: -1.02, 0.58</td>
<td>73-03 Growth: -0.92, 1.51</td>
</tr>
<tr>
<td></td>
<td>Rawlins (Population, W&amp;S)</td>
<td>Dundy (Population, W&amp;S)</td>
</tr>
<tr>
<td></td>
<td>2003 Level: 2,833, 25,713</td>
<td>2003 Level: 2,213, 28,738</td>
</tr>
<tr>
<td></td>
<td>93-03 Growth: -1.24, 2.11</td>
<td>93-03 Growth: -1.33, 1.11</td>
</tr>
<tr>
<td></td>
<td>73-03 Growth: -0.66, 0.80</td>
<td>73-03 Growth: -0.86, 0.80</td>
</tr>
<tr>
<td></td>
<td>2003 Level: 5,837, 27,985</td>
<td>2003 Level: 11,221, 29,927</td>
</tr>
<tr>
<td></td>
<td>93-03 Growth: -0.72, 1.42</td>
<td>93-03 Growth: -0.87, 2.08</td>
</tr>
<tr>
<td></td>
<td>73-03 Growth: -0.65, 0.73</td>
<td>73-03 Growth: -0.91, 1.35</td>
</tr>
<tr>
<td></td>
<td>2003 Level: 3,038, 27,558</td>
<td>2003 Level: 5,203, 26,813</td>
</tr>
<tr>
<td></td>
<td>93-03 Growth: -1.41, 1.81</td>
<td>93-03 Growth: -0.87, 2.08</td>
</tr>
<tr>
<td></td>
<td>73-03 Growth: -1.19, 0.23</td>
<td>73-03 Growth: -0.91, 1.35</td>
</tr>
<tr>
<td></td>
<td>2003 Level: 5,662, 30,510</td>
<td>2003 Level: 3,677, 24,820</td>
</tr>
<tr>
<td></td>
<td>93-03 Growth: -1.21, 0.97</td>
<td>93-03 Growth: -0.83, 1.96</td>
</tr>
<tr>
<td></td>
<td>73-03 Growth: -1.19, 0.23</td>
<td>73-03 Growth: -0.51, 1.27</td>
</tr>
<tr>
<td>Smith</td>
<td>Population, W&amp;S</td>
<td>Franklin (Population, W&amp;S)</td>
</tr>
<tr>
<td></td>
<td>2003 Level: 4,245, 25,533</td>
<td>2003 Level: 3,462, 24,422</td>
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<tr>
<td></td>
<td>93-03 Growth: -1.34, 2.96</td>
<td>93-03 Growth: -1.05, 1.59</td>
</tr>
<tr>
<td></td>
<td>73-03 Growth: -1.41, 0.86</td>
<td>73-03 Growth: -0.87, 0.99</td>
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<tr>
<td>Jewell</td>
<td>Population, W&amp;S</td>
<td>Webster (Population, W&amp;S)</td>
</tr>
<tr>
<td></td>
<td>2003 Level: 3,448, 23,766</td>
<td>2003 Level: 3,887, 26,279</td>
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<tr>
<td></td>
<td>93-03 Growth: -1.49, 1.47</td>
<td>93-03 Growth: -0.85, 2.27</td>
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<tr>
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<td>73-03 Growth: -1.58, 0.48</td>
<td>73-03 Growth: -0.98, 1.42</td>
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<tr>
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<td>2003 Level: 5,322, 23,495</td>
<td>2003 Level: 4,858, 24,197</td>
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<td>93-03 Growth: -1.49, 1.14</td>
<td>93-03 Growth: -1.40, 1.33</td>
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<td>73-03 Growth: -1.44, 0.20</td>
<td>73-03 Growth: -1.36, 0.47</td>
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<td></td>
<td>93-03 Growth: -0.97, 2.14</td>
<td>93-03 Growth: -1.48, 2.28</td>
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<tr>
<td></td>
<td>73-03 Growth: -1.20, 0.62</td>
<td>73-03 Growth: -0.97, 1.32</td>
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<tr>
<td></td>
<td>93-03 Growth: -0.74, 2.13</td>
<td>93-03 Growth: -0.65, 2.67</td>
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<tr>
<td></td>
<td>73-03 Growth: -0.72, 1.26</td>
<td>73-03 Growth: -0.83, 1.31</td>
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<tr>
<td>Nemaha</td>
<td>Population, W&amp;S</td>
<td>Gage (Population, W&amp;S)</td>
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<tr>
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<td>93-03 Growth: -0.07, 1.80</td>
<td>93-03 Growth: -0.21, 2.01</td>
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<td>73-03 Growth: -0.26, 1.01</td>
<td>73-03 Growth: -0.25, 1.02</td>
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<tr>
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<td>2003 Level: 10,448, 29,289</td>
<td>2003 Level: 2,898, 28,120</td>
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<tr>
<td></td>
<td>93-03 Growth: -0.45, 2.15</td>
<td>93-03 Growth: -1.32, 2.79</td>
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<td></td>
<td>73-03 Growth: -0.34, 0.99</td>
<td>73-03 Growth: -1.35, 1.49</td>
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<td>Richardson</td>
<td>Population, W&amp;S</td>
<td>Nemaha (Population, W&amp;S)</td>
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<td>2003 Level: 8,956, 26,239</td>
<td>2003 Level: 10,504, 27,597</td>
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<td>93-03 Growth: -0.91, 1.50</td>
<td>93-03 Growth: -0.07, 1.80</td>
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<td>73-03 Growth: -1.08, 0.82</td>
<td>73-03 Growth: -0.26, 1.01</td>
</tr>
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</table>
Key Findings from:

- Over the past three decades, Kansas’ border region has grown much faster than Missouri’s border region in terms of population, number of wage-and-salary workers, and aggregate wage-and-salary compensation. However, the situation dramatically reverses when the two most populous counties—Johnson County, Kansas and Jackson County, Missouri—are removed from the sample.

- Over the past 30 years, per-worker wage levels trend together for Missouri border counties; Kansas border counties; and Kansas border counties with Johnson County excluded, with Kansas having the slightly higher average annual growth rate. Per-worker wage levels are much lower in Missouri counties with Jackson County excluded, but they are converging with Kansas border counties with Johnson County excluded. Relative productivity growth helps explains each of these findings. The exhibits below split regional output growth into its labor and productivity components. From 1969 to 2003, with all border counties included, more than half of Missouri’s growth is attributable to productivity growth. Productivity growth accounts for a bit more than a third of Kansas’ aggregate growth. These different proportions help explain why on a per-worker basis Missouri’s border region trends with Kansas’, despite the larger magnitudes of aggregate growth along Kansas’ border. The same phenomenon, but in reverse, occurs when Johnson and Jackson Counties are removed from the sample. From 1993 to 2003, Missouri border counties increased relative productivity faster than did Kansas border counties.

Exhibit A: Components of Regional Growth, 1969-2003

<table>
<thead>
<tr>
<th>Region</th>
<th>Production Growth (%)</th>
<th>Employment Growth (%)</th>
<th>Productivity Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Missouri Border</td>
<td>101</td>
<td>46</td>
<td>55</td>
</tr>
<tr>
<td>Kansas Border</td>
<td>317</td>
<td>201</td>
<td>116</td>
</tr>
<tr>
<td>MO w/o Jackson Co.</td>
<td>204</td>
<td>134</td>
<td>70</td>
</tr>
<tr>
<td>KS w/o Johnson Co.</td>
<td>86</td>
<td>28</td>
<td>58</td>
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Exhibit B: Components of Regional Growth, 1993-2003

<table>
<thead>
<tr>
<th>Region</th>
<th>Production Growth (%)</th>
<th>Employment Growth (%)</th>
<th>Productivity Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Missouri Border</td>
<td>32</td>
<td>10</td>
<td>22</td>
</tr>
<tr>
<td>Kansas Border</td>
<td>55</td>
<td>30</td>
<td>25</td>
</tr>
<tr>
<td>MO w/o Jackson Co.</td>
<td>49</td>
<td>24</td>
<td>25</td>
</tr>
<tr>
<td>KS w/o Johnson Co.</td>
<td>22</td>
<td>7</td>
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</table>

- Overall, people in Missouri seem relatively more likely to start a business. With Johnson and Jackson Counties in the sample, Missouri generates non-farm proprietors more rapidly than Kansas relative to employment (2.6-to-1 versus 1.7-to-1) and population (4.5-to-1 versus 2.7-to-1). However, without Johnson and Jackson Counties in the sample, the situation reverses.

- Despite the relatively high start rate of non-farm businesses in Kansas (without Johnson and Jackson Counties represented in the samples), inflation-adjusted aggregate non-farm proprietorship income in Kansas has grown little over the past 30 years—and per-proprietorship income has steadily declined at a -1.27 percent average annual rate.
A Snapshot of the Kansas-Missouri Border Counties: Population and W&S Compensation

<table>
<thead>
<tr>
<th>County</th>
<th>Population</th>
<th>W&amp;S</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2003 Level</td>
<td></td>
</tr>
<tr>
<td>Doniphan</td>
<td>8,168</td>
<td>$30,802</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>-0.17</td>
<td>1.12</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>-0.36</td>
<td>0.57</td>
</tr>
<tr>
<td>Atchison</td>
<td>16,794</td>
<td>$30,980</td>
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<tr>
<td>93-03 Growth (%)</td>
<td>-0.08</td>
<td>1.40</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>-0.40</td>
<td>0.73</td>
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<tr>
<td>Leavenworth</td>
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<td>$47,906</td>
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<td>93-03 Growth (%)</td>
<td>0.79</td>
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<tr>
<td>73-03 Growth (%)</td>
<td>0.99</td>
<td>1.30</td>
</tr>
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<td>-0.15</td>
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</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>-0.53</td>
<td>1.14</td>
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<tr>
<td>Kansas</td>
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<td>$29,797</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>0.37</td>
<td>1.68</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>0.08</td>
<td>0.73</td>
</tr>
<tr>
<td>Cherokee</td>
<td>21,911</td>
<td>$32,048</td>
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<td>93-03 Growth (%)</td>
<td>0.00</td>
<td>1.68</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
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<td>0.77</td>
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<tr>
<td>Oklahoma</td>
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<td>1.07</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>-0.03</td>
<td>0.85</td>
</tr>
<tr>
<td>Crawford</td>
<td>38,288</td>
<td>$29,797</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>0.37</td>
<td>1.68</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>0.08</td>
<td>0.73</td>
</tr>
<tr>
<td>Newton</td>
<td>54,091</td>
<td>$34,437</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>1.41</td>
<td>2.61</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>1.36</td>
<td>1.52</td>
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<table>
<thead>
<tr>
<th>County</th>
<th>Population</th>
<th>W&amp;S</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2003 Level</td>
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<tr>
<td>Holt</td>
<td>5,130</td>
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<td>0.93</td>
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<tr>
<td>73-03 Growth (%)</td>
<td>-0.99</td>
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<tr>
<td>Andrew</td>
<td>16,853</td>
<td>$27,278</td>
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<tr>
<td>93-03 Growth (%)</td>
<td>1.07</td>
<td>2.30</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>0.92</td>
<td>1.37</td>
</tr>
<tr>
<td>Buchanan</td>
<td>84,988</td>
<td>$35,798</td>
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<tr>
<td>93-03 Growth (%)</td>
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<td>1.44</td>
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<td>73-03 Growth (%)</td>
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<td>0.93</td>
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<tr>
<td>Plate</td>
<td>79,407</td>
<td>$42,275</td>
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<td>93-03 Growth (%)</td>
<td>2.22</td>
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<td>73-03 Growth (%)</td>
<td>2.62</td>
<td>0.11</td>
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<tr>
<td>Clay</td>
<td>194,327</td>
<td>$45,503</td>
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<td>1.80</td>
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<td>0.89</td>
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<td>Jackson</td>
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<td>93-03 Growth (%)</td>
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<tr>
<td>73-03 Growth (%)</td>
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<td>1.17</td>
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<td>Cass</td>
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<td>$32,420</td>
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<td>93-03 Growth (%)</td>
<td>2.61</td>
<td>2.49</td>
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<td>73-03 Growth (%)</td>
<td>2.16</td>
<td>0.23</td>
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<tr>
<td>Bates</td>
<td>16,993</td>
<td>$26,202</td>
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<tr>
<td>93-03 Growth (%)</td>
<td>1.00</td>
<td>2.37</td>
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<tr>
<td>73-03 Growth (%)</td>
<td>0.15</td>
<td>1.20</td>
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<tr>
<td>Vernon</td>
<td>20,310</td>
<td>$30,067</td>
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<td>93-03 Growth (%)</td>
<td>0.52</td>
<td>1.32</td>
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<tr>
<td>73-03 Growth (%)</td>
<td>0.16</td>
<td>1.27</td>
</tr>
<tr>
<td>Barton</td>
<td>13,043</td>
<td>$28,868</td>
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<tr>
<td>93-03 Growth (%)</td>
<td>1.10</td>
<td>1.63</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>0.62</td>
<td>1.50</td>
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<tr>
<td>Jasper</td>
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<td>$33,329</td>
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<td>93-03 Growth (%)</td>
<td>1.36</td>
<td>1.58</td>
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<td>73-03 Growth (%)</td>
<td>0.87</td>
<td>1.02</td>
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<tr>
<td>Newton</td>
<td>54,091</td>
<td>$34,437</td>
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<tr>
<td>93-03 Growth (%)</td>
<td>1.41</td>
<td>2.61</td>
</tr>
<tr>
<td>73-03 Growth (%)</td>
<td>1.36</td>
<td>1.52</td>
</tr>
</tbody>
</table>
Key Findings from:

• Thirty years ago, Oklahoma’s border region had a population about 15 percent greater than Kansas’. Today, it has a population about 26 percent greater. Most of the difference resulted from net population growth in the 1990s. From 1993 to 2003, Oklahoma’s border region experienced an average annual population growth of 0.25 percent compared to Kansas’ –0.18 percent.

• Kansas’ border region experienced a better 30-year average annual wage-and-salary employment growth rate than Oklahoma (0.69 versus 0.44 percent). However, Oklahoma outperformed Kansas during the past decade (0.49 versus 0.32 percent).

• Kansas’ border region experienced better growth in aggregate wage-and-salary compensation than Oklahoma’s over the past 30 years and over the past decade.

• Although Kansas’ border region has outperformed Oklahoma’s over the past 30 years in aggregate growth of wage compensation, Oklahoma has outperformed Kansas in both the level and growth of per-worker wage compensation. Slightly slower productivity growth on the Kansas side of the border helps explain this outcome. However, the gap closed over the past decade as Kansas improved its relative productivity growth. The exhibits below split regional output growth into its labor and productivity components. Over the past 30 years, productivity growth accounted for 62.9 percent of Oklahoma’s aggregate growth compared with 61.5 percent of Kansas’. However, Kansas demonstrated superior productivity growth over the past decade. From 1993 to 2003, Kansas increased to 81 percent its share of growth related to productivity; Oklahoma’s share declined to 58 percent. These shifts help explain the more rapid 1993-2003 per-worker average annual growth rate of wage compensation in Kansas (1.2 versus 0.68 percent).

Exhibit A: Components of Regional Growth, 1969-2003

<table>
<thead>
<tr>
<th>Region</th>
<th>Production Growth (%)</th>
<th>Employment Growth (%)</th>
<th>Productivity Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oklahoma Border</td>
<td>62</td>
<td>23</td>
<td>39</td>
</tr>
<tr>
<td>Kansas Border</td>
<td>65</td>
<td>25</td>
<td>40</td>
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</table>

Exhibit B: Components of Regional Growth, 1993-2003

<table>
<thead>
<tr>
<th>Region</th>
<th>Production Growth (%)</th>
<th>Employment Growth (%)</th>
<th>Productivity Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oklahoma Border</td>
<td>12</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Kansas Border</td>
<td>16</td>
<td>3</td>
<td>13</td>
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</table>

• Oklahoma has experienced a faster average annual growth rate in the number of non-farm businesses over the past 30 years and over the past decade. Relative to alternative employment opportunities, people on the Oklahoma side of the border are more than twice as likely to start a business, with proprietorship-to-employment ratios of 4.5-to-1 for Oklahoma and 1.8-to-1 for Kansas. Non-farm proprietors on the Oklahoma side of the border are also more likely to outperform their counterparts on the Kansas side.
## A Snapshot of the Kansas-Oklahoma Border Counties: Population and W&S Compensation

(Top to Bottom Equals West to East)

<table>
<thead>
<tr>
<th>County</th>
<th>Population W&amp;S</th>
<th>2003 Level</th>
<th>93-03 Growth (%)</th>
<th>73-03 Growth (%)</th>
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<tbody>
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<td>Kansas</td>
<td></td>
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<tr>
<td>Texas</td>
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<tr>
<td>2003 Level</td>
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<td>32,133 $</td>
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<td>2.02</td>
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<td>93-03 Growth (%)</td>
<td>0.49</td>
<td>1.23</td>
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<td>Morton</td>
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<tr>
<td>2003 Level</td>
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<td>93-03 Growth (%)</td>
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<td>1.35</td>
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<td>0.77</td>
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<td>0.51</td>
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<td>Comanche</td>
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<tr>
<td>Clark</td>
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<tr>
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<td>93-03 Growth (%)</td>
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<td>0.52</td>
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<td>0.56</td>
<td>0.80</td>
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<tr>
<td>Montgomery</td>
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<tr>
<td>2003 Level</td>
<td>35,053</td>
<td>30,760 $</td>
<td>-0.75</td>
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<tr>
<td>93-03 Growth (%)</td>
<td>-0.43</td>
<td>0.73</td>
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<tr>
<td>Labette</td>
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<tr>
<td>2003 Level</td>
<td>22,337</td>
<td>28,205 $</td>
<td>-0.47</td>
<td>0.17</td>
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<tr>
<td>93-03 Growth (%)</td>
<td>-0.37</td>
<td>0.42</td>
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<tr>
<td>Cherokee</td>
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<tr>
<td>2003 Level</td>
<td>21,911</td>
<td>32,048 $</td>
<td>0.00</td>
<td>1.68</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>0.00</td>
<td>0.77</td>
<td></td>
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</tr>
<tr>
<td>Oklahoma</td>
<td></td>
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<td>Beaver</td>
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<tr>
<td>2003 Level</td>
<td>5,531</td>
<td>29,407 $</td>
<td>-0.57</td>
<td>0.12</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>-0.21</td>
<td>0.64</td>
<td></td>
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<tr>
<td>Meade</td>
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<tr>
<td>2003 Level</td>
<td>4,625</td>
<td>27,626 $</td>
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<td>93-03 Growth (%)</td>
<td>-0.13</td>
<td>1.10</td>
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<tr>
<td>Comanche</td>
<td></td>
<td></td>
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<tr>
<td>2003 Level</td>
<td>5,049</td>
<td>27,761 $</td>
<td>-1.20</td>
<td>1.85</td>
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<tr>
<td>93-03 Growth (%)</td>
<td>-1.04</td>
<td>0.77</td>
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<tr>
<td>Barber</td>
<td></td>
<td></td>
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<tr>
<td>2003 Level</td>
<td>5,883</td>
<td>28,330 $</td>
<td>-1.32</td>
<td>2.32</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>-1.10</td>
<td>1.10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2003 Level</td>
<td>8,862</td>
<td>25,152 $</td>
<td>-0.40</td>
<td>0.79</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>-0.79</td>
<td>1.06</td>
<td></td>
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</tr>
<tr>
<td>Kay</td>
<td></td>
<td></td>
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<tr>
<td>2003 Level</td>
<td>47,254</td>
<td>36,014 $</td>
<td>-0.36</td>
<td>-0.03</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>-0.08</td>
<td>0.72</td>
<td></td>
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<td>Osage</td>
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<tr>
<td>2003 Level</td>
<td>45,206</td>
<td>30,558 $</td>
<td>-0.70</td>
<td>2.32</td>
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<tr>
<td>93-03 Growth (%)</td>
<td>-0.59</td>
<td>1.15</td>
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<td>Cherokee</td>
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<tr>
<td>2003 Level</td>
<td>14,856</td>
<td>33,033 $</td>
<td>0.43</td>
<td>2.15</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>0.19</td>
<td>1.21</td>
<td></td>
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<tr>
<td>Ottawa</td>
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<tr>
<td>2003 Level</td>
<td>32,760</td>
<td>28,397 $</td>
<td>0.56</td>
<td>1.55</td>
</tr>
<tr>
<td>93-03 Growth (%)</td>
<td>0.23</td>
<td>0.53</td>
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</tr>
</tbody>
</table>
Key Findings from:

- Thirty years ago, Colorado’s border region had a population about 60 percent greater than Kansas’ border region. Colorado has managed to retain that population, and grow it slightly. Kansas’ border region, on the other hand, has experienced an average annual decline of –0.55 percent.

- Over the past 30 years, the number of wage-and-salary workers in Colorado’s border region have grown at an average annual rate of 1.13 percent compared with a rate of 0.47 percent in Kansas’ border region. Those growth rates increased during the 1990s, with Kansas demonstrating proportionately faster growth.

- Thirty years ago, per-worker wage compensation levels in Kansas exceeded those in Colorado. That situation has reversed, largely as a result of superior productivity growth in Colorado, particularly over the past decade. The exhibits below split regional output growth into its labor and productivity components. From 1969 to 2003, although Colorado grew more overall, Kansas had a slightly higher share of growth related to productivity, 58 percent versus 52 percent. However, in the past decade, Colorado’s share of growth related to productivity grew to 62 percent while Kansas’ shrunk to 41 percent.

### Exhibit A: Components of Regional Growth, 1969-2003

<table>
<thead>
<tr>
<th>Region</th>
<th>Production Growth (%)</th>
<th>Employment Growth (%)</th>
<th>Productivity Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado Border</td>
<td>159</td>
<td>76</td>
<td>83</td>
</tr>
<tr>
<td>Kansas Border</td>
<td>70</td>
<td>29</td>
<td>41</td>
</tr>
</tbody>
</table>

### Exhibit B: Components of Regional Growth, 1993-2003

<table>
<thead>
<tr>
<th>Region</th>
<th>Production Growth (%)</th>
<th>Employment Growth (%)</th>
<th>Productivity Growth (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado Border</td>
<td>45</td>
<td>17</td>
<td>28</td>
</tr>
<tr>
<td>Kansas Border</td>
<td>24</td>
<td>14</td>
<td>10</td>
</tr>
</tbody>
</table>

- Overall, people on the Kansas side of the border seem relatively more likely to start a business. Over the past 30 years, relative to alternative employment opportunities, Kansas generated non-farm businesses at a rate of 2.6-to-1 versus the Colorado rate of 0.99-to-1. However, over the past decade, the rate at which Colorado’s border region generated non-farm businesses accelerated relative to the rate in Kansas.

- Colorado’s faster growth of non-farm businesses during the 1990s was accompanied by superior per-proprietor income growth on the Colorado side of the border. Kansas experienced declining per-proprietor incomes throughout the 1990s.

- Consistent with national and regional trends, the number of farm proprietorships has steadily declined along both side of Kansas’ Colorado border over the past three decades. However, Colorado has demonstrated an upward trend in the past decade.
## A Snapshot of the Kansas-Colorado Border Counties: Population and W&S Compensation

<table>
<thead>
<tr>
<th>County</th>
<th>2003 Level</th>
<th>93-03 Growth (%)</th>
<th>73-03 Growth (%)</th>
<th>W&amp;S 2003 Level</th>
<th>93-03 Growth (%)</th>
<th>73-03 Growth (%)</th>
<th>W&amp;S 2003 Level</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kansas</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yuma</td>
<td>9,833</td>
<td>0.75</td>
<td>0.55</td>
<td>30,202</td>
<td>2.67</td>
<td>1.63</td>
<td></td>
</tr>
<tr>
<td>Cheyenne</td>
<td>2,991</td>
<td>-0.61</td>
<td>-1.02</td>
<td>24,751</td>
<td>1.61</td>
<td>0.58</td>
<td></td>
</tr>
<tr>
<td>Kit Carson</td>
<td>7,846</td>
<td>0.61</td>
<td>0.18</td>
<td>27,326</td>
<td>2.07</td>
<td>1.17</td>
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<tr>
<td>Sherman</td>
<td>6,324</td>
<td>-0.89</td>
<td>-0.75</td>
<td>23,695</td>
<td>0.14</td>
<td>0.26</td>
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<tr>
<td>Wallace</td>
<td>1,616</td>
<td>-1.21</td>
<td>-1.31</td>
<td>29,381</td>
<td>2.43</td>
<td>1.89</td>
<td></td>
</tr>
<tr>
<td>Greeley</td>
<td>1,463</td>
<td>-1.49</td>
<td>-0.97</td>
<td>31,563</td>
<td>1.89</td>
<td>1.10</td>
<td></td>
</tr>
<tr>
<td>Prowers</td>
<td>14,137</td>
<td>-1.09</td>
<td>-0.03</td>
<td>30,890</td>
<td>1.36</td>
<td>0.38</td>
<td></td>
</tr>
<tr>
<td>Hamilton</td>
<td>2,690</td>
<td>-1.15</td>
<td>0.11</td>
<td>27,105</td>
<td>2.38</td>
<td>1.27</td>
<td></td>
</tr>
<tr>
<td>Baca</td>
<td>4,164</td>
<td>-0.60</td>
<td>-1.01</td>
<td>23,194</td>
<td>1.60</td>
<td>0.63</td>
<td></td>
</tr>
<tr>
<td>Morton</td>
<td>3,346</td>
<td>-0.22</td>
<td>-0.03</td>
<td>34,812</td>
<td>1.89</td>
<td>1.35</td>
<td></td>
</tr>
</tbody>
</table>

| **Colorado** | | | | | | | |
| Yuma | 9,833 | 0.75 | 0.55 | 30,202 | 2.67 | 1.63 | |
| Cheyenne | 2,991 | -0.61 | -1.02 | 24,751 | 1.61 | 0.58 | |
| Kit Carson | 7,846 | 0.61 | 0.18 | 27,326 | 2.07 | 1.17 | |
| Sherman | 6,324 | -0.89 | -0.75 | 23,695 | 0.14 | 0.26 | |
| Wallace | 1,616 | -1.21 | -1.31 | 29,381 | 2.43 | 1.89 | |
| Greeley | 1,463 | -1.49 | -0.97 | 31,563 | 1.89 | 1.10 | |
| Prowers | 14,137 | -1.09 | -0.03 | 30,890 | 1.36 | 0.38 | |
| Hamilton | 2,690 | -1.15 | 0.11 | 27,105 | 2.38 | 1.27 | |
| Baca | 4,164 | -0.60 | -1.01 | 23,194 | 1.60 | 0.63 | |
| Morton | 3,346 | -0.22 | -0.03 | 34,812 | 1.89 | 1.35 | |
KANSAS, INC.

Created by the 1986 Legislature, Kansas, Inc. is an independent, objective, and non-partisan agency designed to conduct economic development research and analysis with a goal of crafting policies and recommendations to insure the state’s ongoing competitiveness for economic growth. This is achieved through these primary activities: 1) developing and implementing a proactive and aggressive research agenda; 2) identifying and promoting strategies and policies from the research; 3) conducting evaluation reviews and oversight of programs; and, 4) collaboration with economic development entities and outreach to potential partners. Kansas, Inc. is designed to be a public private partnership with expectations that state investments are leveraged with other funds to maintain a strong research portfolio.

A 17-member Board of Directors co-chaired by the Governor and a private sector representative governs Kansas, Inc. Nine Board members are representatives from identified industries in the private sector and other members are: the Secretary of Commerce, Legislative leadership, the Kansas Board of Regents, and a representative from labor.

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