



Appendix E

The Economic Impacts on the Central Louisiana Economy of the England Economic and Industrial Development District

E.1 INTRODUCTION

In 1992, the Alexandria, Louisiana region was faced with a dire economic prospect. Under Base Relocation and Closure guidelines, the Air Force was closing the England Airbase---a source of at least 3,000 direct jobs to the community. The author of this report conducted an impact analysis suggesting that if nothing was done, the Alexandria MSA would lose a decade of employment growth in the year of the closure.

Fortunately, as seen in **Figure E-1**, the MSA not only did not lose a decade worth of growth, its employment growth rate actually accelerated. What happened?

Business leaders and elected officials in the community organized an effort to successfully secure control of the assets at the base. The community ultimately formed the England Economic and Industrial Development District (EEIDD) with the goal of turning this economic lemon into economic lemonade.

E.1.1 The Impact Region – CENLA

The purpose of this report is to document the economic impact of the EEIDD from its inception in 1992 through the year 2007. We will address the economic impact of the EEIDD on an eight-parish region that we will refer to as CENLA---Central Louisiana Region. CENLA is made up of the following parishes: Avoyelles, Grant, Rapides, Allen, Evangeline, LaSalle, Vernon, and Winn.

E.1.2 Data Collection

In order to determine the economic impact of EEIDD on the CENLA region, we begin with the question: “How much new money has been attracted to the CENLA region because of the formation and existence of the EEIDD?” An economic survey was taken of all present and some former entities that established business connections with the EEIDD since closure of the facility in December of 1992.

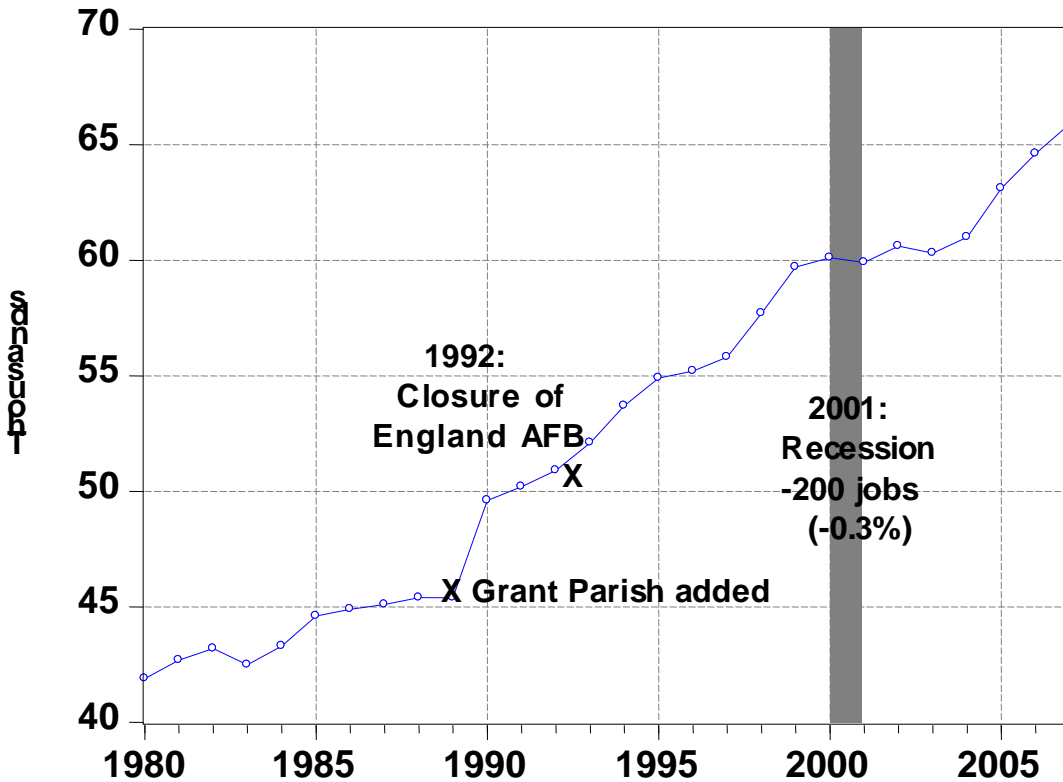


Figure E-1
Alexandria MSA Non-Farm Employment (1980–2007)

E.1.3 The Clients

The EEIDD attracted new dollars to the region in a number of ways. The most obvious was by attracting new businesses to the base site (hereafter, the campus) to use the existing facilities on the campus. For example, the numerous individual homes were converted into a retirement community now known as England Oaks. The hospital, golf course, elementary school, day care center and bowling facility on the campus were refurbished and now are operational again. Other buildings were converted to new uses such as the IPC manufacturing center, U.S. Army ISB, and JM Test Center.

Most importantly, the Alexandria Regional Airport function was moved to the campus and now, with a first-class airport, CENLA has Northwest Airlines, Continental Airlines, Atlantic Southeast Airlines and American Eagle Airlines serving the area. Increased service and a new commercial terminal resulted in the doubling of enplaned air passengers from 1996 to 2007.



The renewed airport fostered car rental companies (Hertz, National, Budget, Avis), airport food service companies, air fueling companies, a hotel, and TSA personnel on campus. Plus, the EEIDD used its funding capability to secure approximately \$124.3 million in federal and state funding for new capital investments on the campus---a huge new injection of monies into the region.

The upgraded airport attracted fixed base operator Million Air of Alexandria and its predecessors Pride Flight and England Jet Center. The U.S. Marshall's Service chose to remain in Central Louisiana at England Airpark rather than move its operations to Oklahoma City. Because of the existence of this revitalized facility, the U.S. Army chose the campus over facilities in Lake Charles and Bossier City to use as the staging base for the Joint Readiness Training Command, and a power projection platform for deployable units. The excellent facilities at the Airpark enabled CENLA to land a significant unit of the Louisiana Air National Guard to perform air traffic control functions.

One of the biggest pluses for the region due to the presence and efforts of the EEIDD was the attraction of the Union Tank Car Corporation to the campus. The site was chosen over a site in Texas and one in Monroe, Louisiana. One of the largest minority-owned manufacturing firms--Integrated Packaging Corporation was also enticed to the campus, along with a call center (CDG Management). JM Test, a metrology lab is also located on the campus.

In a few cases, firms were attracted to the region but not the EEIDD campus because the EEIDD helped with funding packages, bonding authority, construction of off-site rail spurs, etc. (Plastipak, Calvary Industries, Boise Cascade) We attributed a small percentage of these firms' operations to the presence of the EEIDD.

Since its foundation in the early 1990's the EEIDD has also attracted some firms that have come and then have left, including J.B. Hunt Trucking, McKesson Pharmaceuticals, Time Trend Computers, Pride International, Cleco Midstream and Cleco Services. We gave credit to the EEIDD for the impact of these firms in the years they were in operation.

E.1.4 Outline of Report

Our estimates of the impact of EEIDD activities on the CENLA economy will proceed as follows. In Section II we will describe the **methodology** we used in generating our impact estimates. Section III will address the economic impact since 1992 of **capital expenditures** made by all the entities on the regional economy. Section IV will deal with estimating the impact of **on-going operations** of the various entities on the CENLA region. In Section V, we will present the impacts on local government revenues of the activities of the EEIDD. Finally, Section VI will contain a summary and conclusions.



E.2 METHODOLOGY

It is a well established principle that business investment decisions have both direct and indirect (multiplier) impacts on the economy. The direct impact of a particular firm or establishment on income and employment can be measured by its revenue and payroll. However, these direct impacts would significantly understate the role of the firm in the economy. The reason is that the firm also buys from, and sells to, many other firms in the economy. The interactions caused by these purchases and expenditures are magnified by the spending of employees who earn income from the firm and the affected businesses. Thus, any change in the activity of a particular firm **indirectly** affects these buyers and sellers, which in turn affects firms that buy from and sell to these buyers and sellers, etc. For example, when a decision is made by a firm that creates a new job, a chain-reaction is started which works its way throughout the economy. This chain-reaction (multiplier effect) causes even more jobs to be created. The analogy is of a rock being tossed into a pond. Not only is there an initial splash, but ripples are created that spread throughout the pond.

A major difficulty lies in attempting to quantify these indirect impacts. Fortunately, a technique has been developed for precisely this purpose---an **input-output (I/O) table**. An I/O table is a matrix of numbers that describes the interactions between all industries in a geographical area. The I/O table provides a complete picture of the flows of products and services in an economy for a given year, illustrating the relationship between producers and consumers and the interdependencies of industries in a region.

An I/O table for the 8-parish CENLA region has been constructed by the Bureau of Economic Analysis (BEA), U.S. Department of Commerce. The BEA is the government agency responsible for measuring the nation's gross domestic product each quarter. This model is referred to as the RIMS II model, and is similar to IMPLAN or the REMI models. Essentially, data from the entities (attracted by EEIDD efforts) on their construction and operating costs are plugged into the RIMS II model to estimate separately three impacts within region caused by the construction and the operation of the entities: (1) *new sales* for firms in the region; (2) *new household earnings* for residents in the region; and finally; (3) *new jobs* in the region.

In **Table E-1** we present a historical overview of the direct impacts of the EEIDD since its inception in 1992. **Without question, there has been a substantial growth in the size and associated impacts on the area's economy from the investment and operations of the entities connected with the EEIDD.**

The EEIDD appears to have experienced a rather significant spurt in activity beginning in 1996 when the number of firms operating at the Airpark expanded from 4 to 15. The potential impact on the economy of the CENLA region can be seen in the growth of both total investment spending and the total sales revenues earned by EEIDD connected entities. Between 1992 and 2007, investment spending has steadily trended upward, while total sales increased from \$996,000 to a little over \$453 million (a 453% increase).



Since EEIDD’s inception in 1992, the **cumulative investment by entities has amounted to about \$502.9 million**, and there has been a cumulative total of about **\$2.8 billion in sales revenues**. Also note the substantial increase in the total direct employment ---increasing from 12 employees in 1992 to over **2,000** in 2007. Obviously, the injection of this level of investment and sales revenues has had a substantial impact on the economies of the eight parishes surrounding EEIDD.

The trends in the indicators of importance of EEIDD on the local economies are clearly revealed in **Figures E-2 through E-5**. In the sections to follow, we provide estimates of the *direct* and *indirect* impacts on business sales, household earnings and jobs in the CENLA region.

Table E-1
Historical Overview of Investment Expenditures, Revenues
And Employment at EEIDD connected entities

Year	Total Investment Spending	Total Revenues	Total Employment	Number of Establishments
1992	\$675,269	\$996,402	12	2
1993	\$2,593,404	\$4,786,897	31	4
1994	\$4,496,928	\$16,183,595	60	5
1995	\$1,036,973	\$16,364,094	55	4
1996	\$43,699,506	\$58,118,598	344	15
1997	\$30,169,273	\$80,999,525	471	17
1998	\$3,603,721	\$111,606,200	552	18
1999	\$11,328,897	\$174,326,902	751	20
2000	\$7,630,860	\$190,004,653	860	20
2001	\$12,287,669	\$184,432,032	889	21
2002	\$20,917,515	\$199,609,844	940	21
2003	\$61,272,799	\$198,404,098	1,025	23
2004	\$82,621,022	\$278,654,301	1,018	25
2005	\$81,848,532	\$385,064,131	1,187	27
2006	\$93,093,965	\$452,121,351	1,828	29
2007	\$45,576,771	\$453,298,153	2,161	28
Total	\$502,853,104	\$2,804,970,777	---	---

Source: Survey responses of EEIDD connected entities.

Figure E-2
Historical Overview of Investment Expenditures at EEIDD connected entities

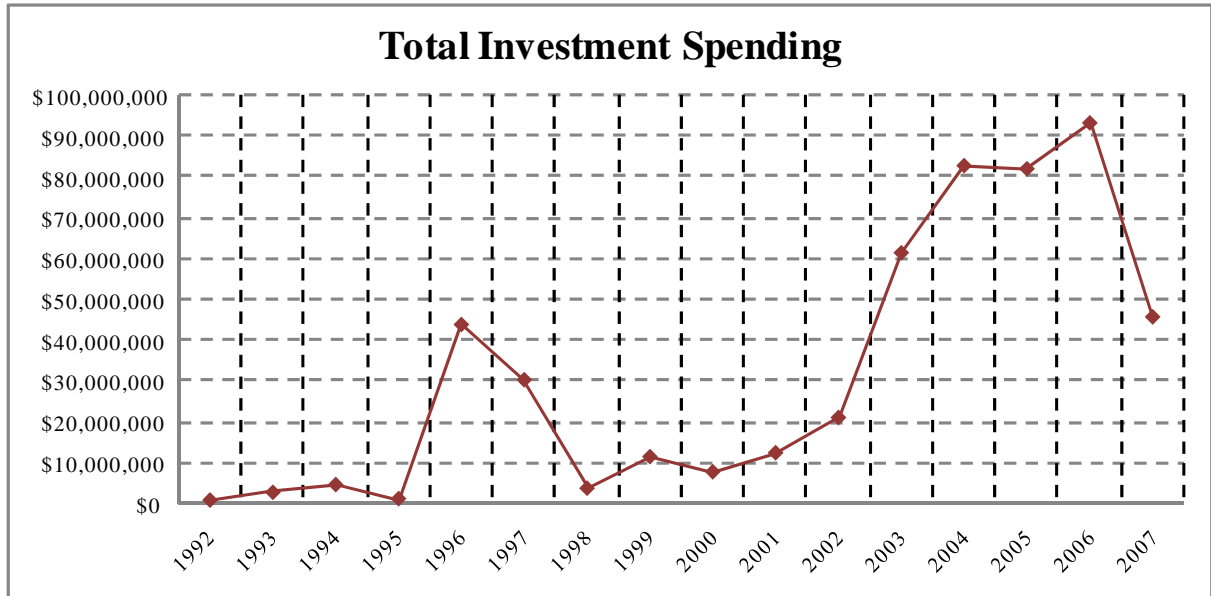


Figure E-3
Historical Overview of Revenues at EEIDD connected entities

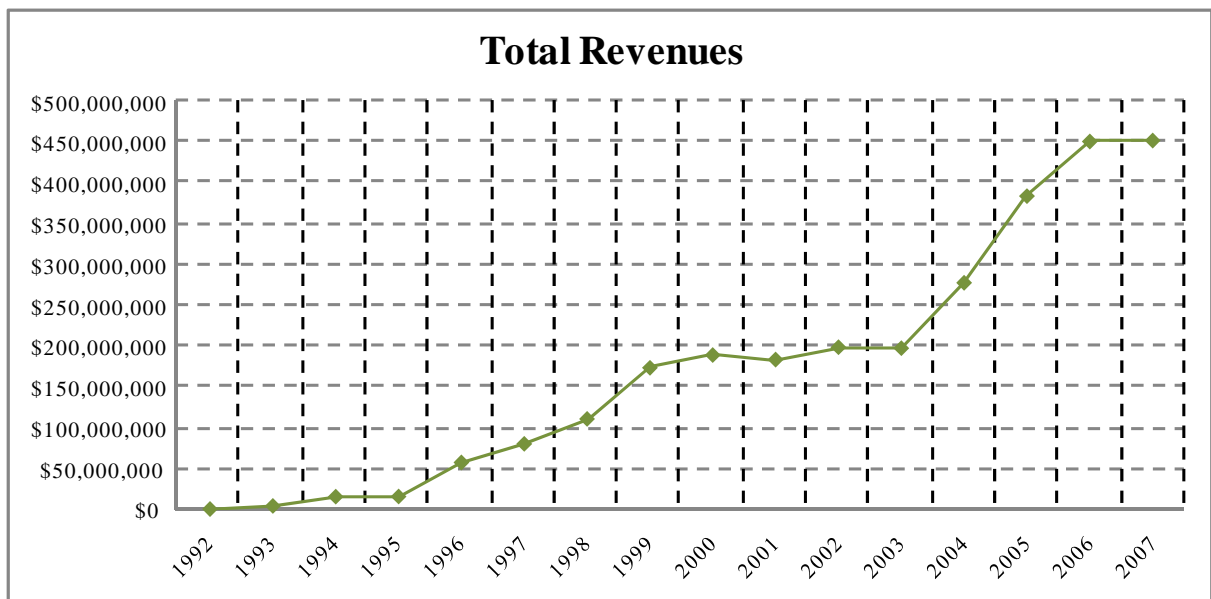


Figure E-4
Historical Overview of Employment at EEIDD entities

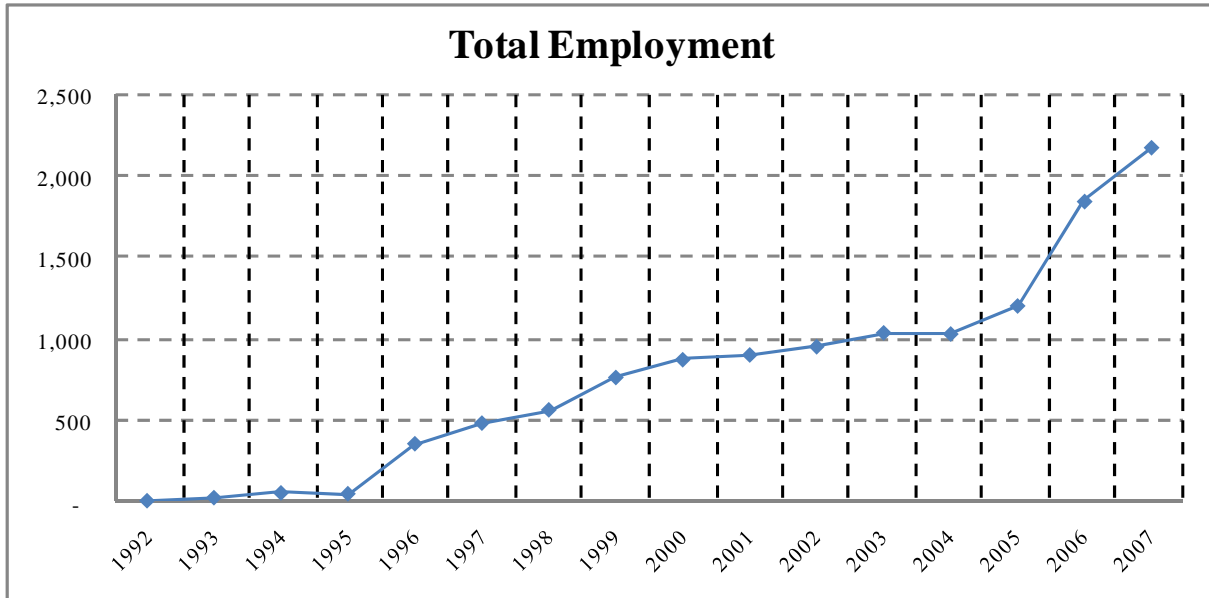
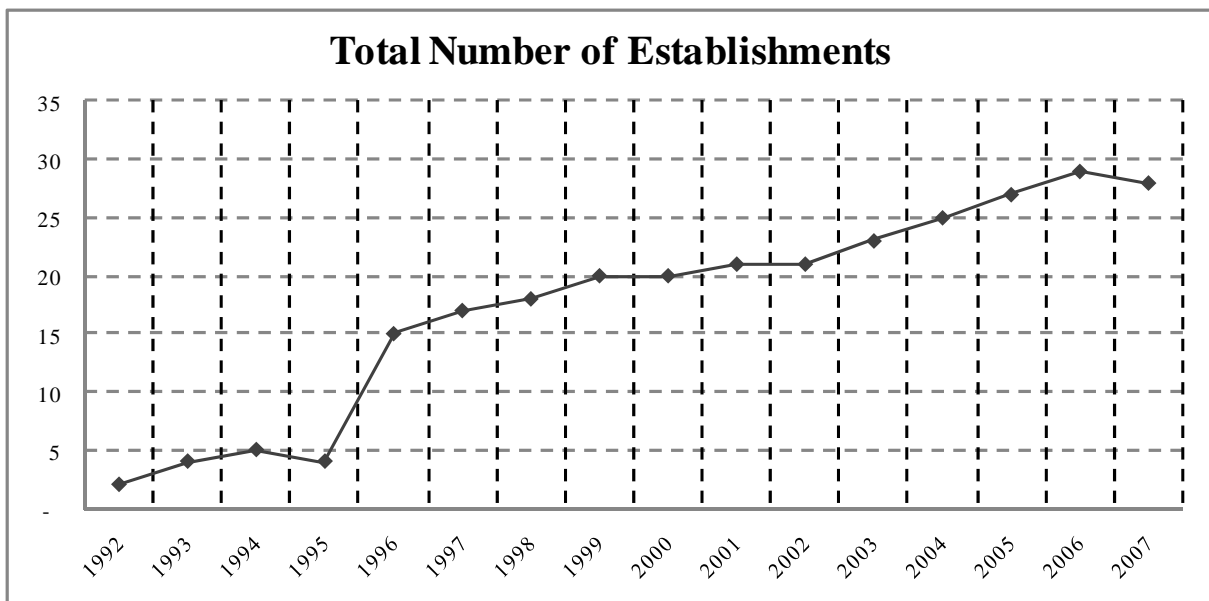
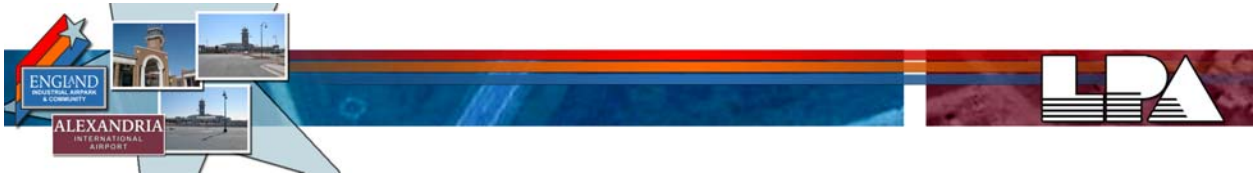


Figure E-5
Historical Overview of Business Establishments at EEIDD facilities





E.3 IMPACT ON THE CENLA ECONOMY OF INVESTMENT SPENDING AT EEIDD

In the first year, EEIDD entities invested a total of \$675,269 on capital facilities. Over time, as EEIDD entities increased in number, investment spending has trended upward. Total investment spending increased dramatically in 2003, rising from about \$43.2 million to over \$127.5 million. Total investment spending by EEIDD entities reached a peak in 2006 of \$183.7 million. **Since 1992, cumulative investment spending by entities connected with EEIDD has amounted to over \$502.8 million.** Below we present the economic impacts of these investment expenditures on new business sales, household earnings and temporary jobs within the CENLA regional economy.

E.3.1 Impact of Investment Spending on Business Sales in CENLA

Table E-2 presents a historical overview of the estimated economic impacts on the CENLA economy generated by total investment spending by EEIDD entities. Our estimates reveal that during EEIDD's first year, the \$675,200 in investment spending created a total of \$1.4 million in new business sales in the CENLA regional economy. Investment spending was at its highest historical level in 2006. In that year total investment spending of approximately \$93.1 million generated a total of \$183.7 million in new business sales throughout the CENLA regional economy. **Our estimates suggest that from 1992 through 2007, EEIDD entities investment spending of \$502.8 million has generated a cumulative total of \$1.1 billion in new business sales within the CENLA region.**

E.3.2 Impact of Investment Spending on Household Earnings in CENLA

New business sales generated by these investment expenditures obviously led to significant increases in new earnings for residents of CENLA. The additional household earnings estimates are shown in column three of **Table E-2**. In 1992, residents of CENLA earned an additional \$472,686 in household earnings due to total investment spending by EEIDD entities. Over time, as investment spending tended to trend upward, household earnings followed suit. During the peak year of investment spending (2006), household earnings for residents of CENLA rose by approximately \$58.5 million. Our estimates reveal that over the period from 1992 through 2007, **cumulative investment spending by EEIDD entities has generated a total of about \$293.6 million in additional household earnings** for residents within the CENLA region.



Table E-2
Historical Overview of Economic Impacts from Investment Expenditures
By EEIDD entities

Year	New Business Sales	New Household Earnings	New Temporary Jobs	Number of Establishments Investing
1992	\$1,368,201	\$472,686	27	2
1993	\$5,192,080	\$1,656,089	90	4
1994	\$9,004,090	\$2,871,231	150	4
1995	\$2,080,975	\$679,948	34	3
1996	\$99,336,452	\$25,652,012	1,101	15
1997	\$72,250,720	\$17,068,095	662	13
1998	\$7,445,494	\$2,196,891	97	14
1999	\$25,423,272	\$6,434,529	244	16
2000	\$16,166,434	\$4,413,884	171	16
2001	\$24,630,011	\$7,593,499	328	15
2002	\$43,227,560	\$12,873,386	535	17
2003	\$127,592,825	\$30,456,209	997	18
2004	\$173,557,495	\$45,846,292	1,450	19
2005	\$165,800,955	\$51,035,155	1,702	20
2006	\$183,717,014	\$58,513,414	1,782	21
2007	\$99,330,417	\$25,810,501	821	21
Total	\$1,056,123,995	\$293,573,822	---	---

Source: Author's calculations derived from US BEA Input-Output tables using Survey Responses

E.3.3 Impact of Investment Spending on Employment in CENLA

Using the CENLA I/O tables, we can estimate the impact that investment spending by EEIDD entities has had on jobs in the CENLA region (see the last column of **Table E-2**). These new temporary jobs will be composed of workers employed directly during the investment phase *and* those jobs created via the multiplier effects as investment spending ripples through the CENLA economy. Obviously, the number of temporary jobs created by investment spending by EEIDD entities has fluctuated from year-to-year due to the year-to-year fluctuation in total investment spending. Nevertheless, EEIDD's investment spending during this sixteen-year period has had a significant effect on new jobs within the CENLA regional economy. **Our estimates reveal that over the entire period, investment spending has on average supported a total of about 637 new temporary jobs per year in the CENLA economy.**



E.4 IMPACTS ON CENLA OF OPERATIONS BY EEIDD CONNECTED ENTITIES

In Section III we addressed the impacts of EEIDD entities investment spending. It is important to note that the benefits from those capital expenditures were *one-time benefits*. For example, the benefits or impacts generated from capital spending do not extend beyond that period, unless additional investment outlays are made in subsequent periods. This is not the case, however, with on-going operational expenditures of EEIDD connected entities. These benefits are **recurring**, and as such, they will continue to accrue to residents other firms in the CENLA region.

Using the CENLA I/O tables and the operational revenues from firms located at the EEIDD facility, we can estimate the operations impacts on new business sales, household earnings and *permanent* jobs. Recall from **Table E-1** total revenues of EEIDD entities rose from \$996,402 in 1992 to about \$452.3 million in 2007. Over the entire period, EEIDD entities earned about \$2.8 billion in revenues. As shown below, the operational impacts on CENLA resulting from sales revenues have been substantial. The economic impacts from operations activity are reported in **Table E-3**.

E.4.1 Operations Impact on Business Sales in CENLA

The impacts on the CENLA economy of this high level of economic activity by EEIDD entities are shown in **Table E-3**. The second column shows the impacts on new annual business sales within CENLA created by the on-going operations of these entities. Since 1992, new business sales in the CENLA region supported by the ongoing operations of EEIDD entities has increased from about \$2.0 million to a little over \$1.0 billion in 2007 (a 495% increase). **Over the entire period, new business sales in the CENLA region have increased by a total of almost \$6.3 billion as a result of the economic activity of EEIDD entities.**

E.4.2 Operations Impact on Household Earnings in CENLA

Again, the new business sales shown in column two of **Table E-3** will obviously lead to new household earnings for residents in CENLA. Estimates of the additional household earnings are shown in the third column of **Table E-3**. Our estimates reveal that between 1992 and 2007, new annual household earnings supported by the economic activity by EEIDD connected entities rose from \$742,717 to a little over \$245.3 million (a 330% increase). Over this same period, **operational revenues for EEIDD connected entities have generated a total of about \$1.6 billion in new household earnings for residents in CENLA.** This includes both the direct earnings for workers and the indirect earnings for CENLA households created via the multiplier effects.



E.4.3 Operations Impact on Employment in CENLA

Again, using the CENLA I/O tables and the total revenues from EEIDD connected entities, we can estimate the operational impacts on new permanent jobs in the CENLA region. The fourth column of **Table E-3** presents the number of new jobs (both direct and indirect) that have been created by the on-going operations by EEIDD connected entities. In the first year EEIDD connected entities, a total of 43 new jobs were created within CENLA. However, as the number of EEIDD entities increased along with the associated increase in sales by firms located there, **the number of new permanent jobs within the CENLA region that are supported by these firms has risen to approximately 6,616**. This includes the 2,161 workers employed directly by EEIDD connected entities and a total of 4,455 indirect jobs created via the multiplier effects.

Table E-3
Historical Overview of Economic Impacts from Operations of
EEIDD connected entities

Year	New Business Sales	New Household Earnings	Permanent New Jobs	Number of Establishments
1992	\$2,034,542	\$742,717	43	2
1993	\$9,628,798	\$3,148,165	173	4
1994	\$32,258,082	\$11,240,309	505	5
1995	\$32,611,212	\$11,390,679	497	4
1996	\$113,045,528	\$32,263,459	1,213	15
1997	\$165,040,913	\$45,171,920	1,678	17
1998	\$242,262,774	\$63,302,879	2,369	18
1999	\$387,333,765	\$97,875,774	3,549	20
2000	\$423,230,704	\$106,663,056	3,767	20
2001	\$410,900,958	\$103,873,475	3,580	21
2002	\$446,727,115	\$112,589,840	3,821	21
2003	\$442,151,595	\$111,677,778	3,713	23
2004	\$635,703,335	\$155,866,009	5,008	25
2005	\$875,120,632	\$207,930,248	6,172	27
2006	\$1,024,667,630	\$244,362,558	6,952	29
2007	\$1,009,117,378	\$245,323,548	6,616	28
Total	\$6,251,834,962	\$1,553,422,413	---	---

Source: Author's calculations derived from US BEA Input-Output tables using Survey Responses



E.5 TOTAL IMPACTS ON CENLA OF OPERATIONS AND INVESTMENT SPENDING BY EEIDD CONNECTED ENTITIES

In the analysis above, we separated the economic impacts from investment spending and operations. In most cases, when estimating the economic impacts of a single firm, investment spending usually occurs up-front or prior to the commencement of operations. However, in this case, investment spending has occurred throughout the history of EEIDD as new firms continue to open operations at the facility, resulting in a continuous flow of capital spending. Thus, to estimate the total impacts on business sales, household earnings and jobs within the CENLA region, we must combine estimates in **Tables E-2** and **E-3**. The estimates of the total impacts are reported in **Table E-4**.

Table E-4
Historical Overview of Economic Impacts from Both Investment and Operations of EEIDD Connected Entities

Year	New Business Sales	New Household Earnings	Temporary and Permanent Jobs	Number of Establishments
1992	\$3,402,743	\$1,215,402	70	2
1993	\$14,820,878	\$4,804,254	263	4
1994	\$41,262,172	\$14,111,540	655	5
1995	\$34,692,188	\$12,070,627	531	4
1996	\$212,381,980	\$57,915,471	2,314	15
1997	\$237,291,632	\$62,240,015	2,340	17
1998	\$249,708,268	\$65,499,769	2,466	18
1999	\$412,757,037	\$104,310,303	3,793	20
2000	\$439,397,138	\$111,076,940	3,938	20
2001	\$435,530,969	\$111,466,974	3,908	21
2002	\$489,954,675	\$125,463,227	4,356	21
2003	\$569,744,421	\$142,133,987	4,710	23
2004	\$809,260,830	\$201,712,301	6,458	25
2005	\$1,040,921,587	\$258,965,403	7,874	27
2006	\$1,208,384,644	\$302,875,972	8,734	29
2007	\$1,108,447,795	\$271,134,049	7,437	28
Total	\$7,307,958,957	\$1,846,996,235	---	---

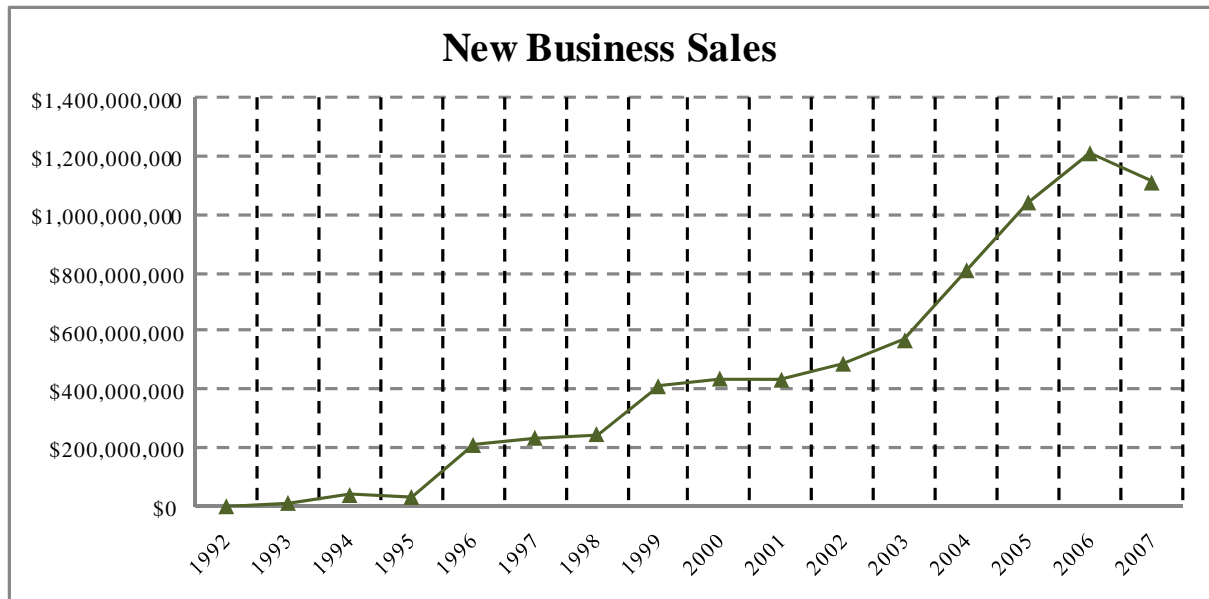
Source: Author's calculations derived from US BEA Input-Output tables using Survey Responses



E.5.1 Operations and Investment Spending Impacts on Business Sales in CENLA

As revealed in the second column of **Table E-4**, the combined effects on new business sales in CENLA resulting from both the operations of and investment spending by EEIDD connected entities has been substantial. Due to the total economic activity of EEIDD connected entities, new annual business sales in the CENLA region have risen from \$3.4 million in 1992 to a little over \$1.1 billion in 2007. Over this entire period, **the increased business sales in this region amounted to more than \$7.3 billion**. The impacts on new business sales in the CENLA region that have resulted from the operations and investment spending EEIDD entities are clearly shown in **Figure E-6**.

Figure E-6
Historical Overview of the Impacts on New Business Sales from the Operations and Investment Activities of EEIDD Connected Entities



E.5.2 Operations and Investment Spending Impacts on Household Earnings in CENLA

In the third column of **Table E-4** we report the combined effects on new household earnings for residents in CENLA resulting from both the operations of and investment spending by EEIDD connected entities. Due to the total economic activity of the entities, new household earnings for CENLA residents rose from \$1.2 million in 1992 to over \$271.1 million in 2007 (a 223% increase). Over this entire period, **the increase in household earnings for residents in the CENLA region amounted to more than \$1.8 billion**. The impacts on new household earnings for residents in the CENLA region that have resulted from the operations and investment spending EEIDD connected entities are clearly shown in **Figure E-7**.



Figure E-7
Historical Overview of the Impacts on Household Earnings from the Operations and Investment Activities of EEIDD Connected Entities

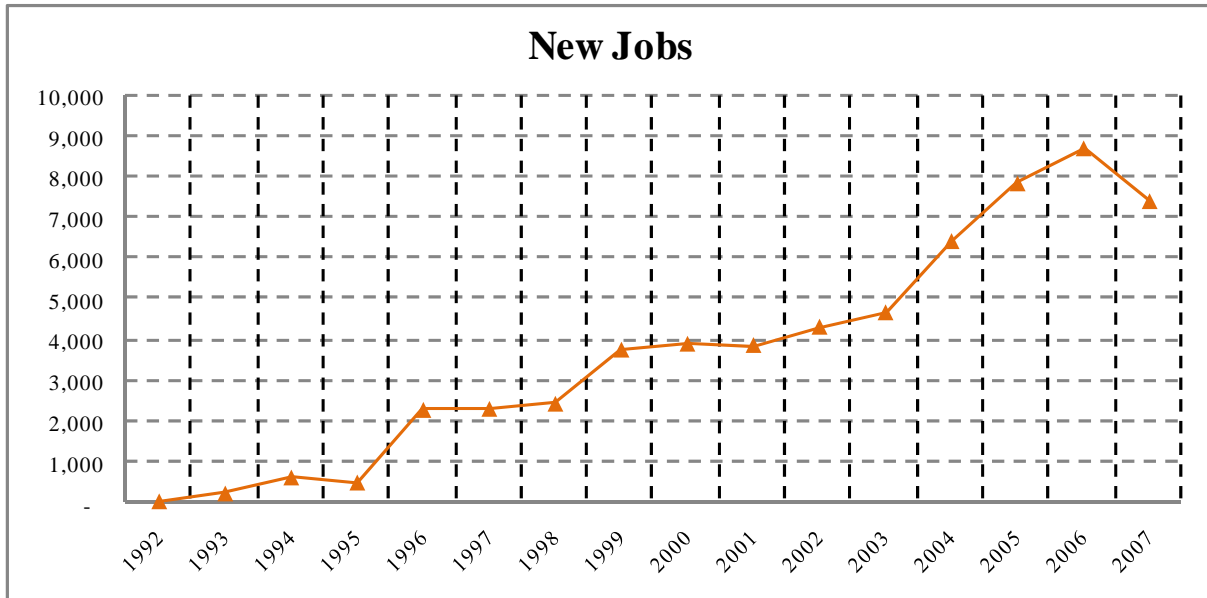


E.5.3 Operations and Investment Spending Impacts on Employment in CENLA

In the fourth column of **Table E-4** we report estimates of the total number of temporary and permanent jobs that have been created by the economic activity by EEIDD connected entities. Again, these include both the total number of workers employed by the entities and the total number of *indirect* jobs created in the region as a result of the multiplier effects. Due to the total economic activity by EEIDD connected entities, **the total number of regional jobs supported (both temporary and permanent) rose from 70 in 1992 to about 7,437 in 2007.** Finally, it is worth noting that these new jobs are fairly high-paying jobs, with average annual earnings per job of about \$36,457. The impact on new jobs in the CENLA region that have resulted from the operations and investment spending at EEIDD is clearly shown in **Figure E-8.**



**Figure E-8
Historical Overview of the Impacts on New Jobs from the Operations and Investment
Activities of Entities Connected with EEIDD**



E.6 IMPACT ON LOCAL TAX REVENUES IN CENLA

In the sections above we concentrated our analysis on estimating the impact of the EEIDD on business sales, household earnings, and jobs in the CENLA region. There is an additional and important contribution to the CENLA region made by economic activity by the EEIDD connected entities. The multiplier effects also work to increase tax revenues to each parish in CENLA. We refer to these as the indirect effect on taxes. In this section we report our estimates of the additional sales tax collections generated by the activities of EEIDD connected entities.

In **Table E-4** we reported estimates of the new household earnings that have been created in the CENLA region as a result of both the operations and investment spending by EEIDD connected entities. Recall, over the period from 1992 and 2007 total new household earnings created by EEIDD connected entities amounted to over \$1.8 billion.

New household earnings led to additional consumption expenditures by households, which in turn generated additional sales tax revenues for the eight parishes in the CENLA region. In **Table E-5** we present our estimates of the additional sales tax collections generated by the economic activities of the EEIDD connected entities. In the first year the \$1.2 million dollars in additional household earnings created in the CENLA region, an additional \$24,308 in local sales tax revenues were collected within the region. By 2007, additional sales tax collections attributable to the economic activities by EEIDD connected entities amounted to \$5.42 million. **Over sixteen years of business activity by EEIDD connected entities local sales tax**



collections for parishes in the CENLA were augmented by about \$36.94 million---a sizable injection of money into the local government coffers.

Table E-5
Sales Tax Revenues Collected in CENLA via EEIDD Connected Entities

Year	New Household Earnings	Indirect Sales Tax Collections
1992	\$1,215,402	\$24,308
1993	\$4,804,254	\$96,085
1994	\$14,111,540	\$282,231
1995	\$12,070,627	\$241,413
1996	\$57,915,471	\$1,158,309
1997	\$62,240,015	\$1,244,800
1998	\$65,499,769	\$1,309,995
1999	\$104,310,303	\$2,086,206
2000	\$111,076,940	\$2,221,539
2001	\$111,466,974	\$2,229,339
2002	\$125,463,227	\$2,509,265
2003	\$142,133,987	\$2,842,680
2004	\$201,712,301	\$4,034,246
2005	\$258,965,403	\$5,179,308
2006	\$302,875,972	\$6,057,519
2007	\$271,134,049	\$5,422,681
Total	\$1,846,996,235	\$36,939,925



E.7 SUMMARY AND CONCLUSIONS

In 1992, the Alexandria, Louisiana region was faced with a dire economic prospect. Under Base Relocation and Closure guidelines, the Department of Defense was closing the England Air Force Base---a source of at least 3,000 direct jobs to the community. Faced with the possibility of losing significant number of jobs in the local economy, business leaders in the community organized an effort to successfully secure control of the assets at the base. The community ultimately formed the England Economic and Industrial Development District (EEIDD) with the goal of turning this economic lemon into economic lemonade.

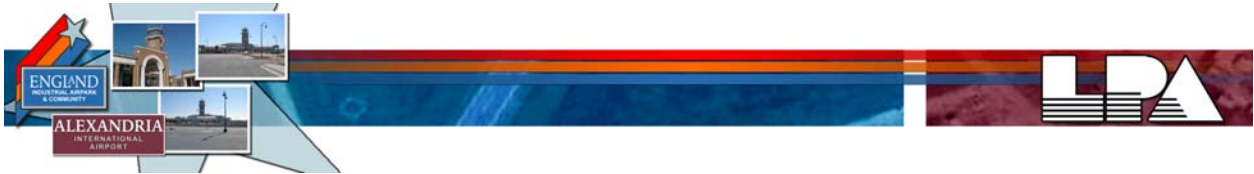
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The importance of the work of the EEIDD to the local economies in the region can be seen in the following operational components of the facility:

- In the sixteen years of operation, entities connected with the EEIDD have made investments totaling over \$502.8 million.
- In the same period, EEIDD connected entities have earned sales revenues of over \$2.8 billion.
- As of the end of 2007, the EEIDD connected entities employ over 2,000 workers.

The investment impacts on CENLA originating from the operations of the EEIDD entities can be summarized as follows:

- Between 1992 and 2007, total investment spending by EEIDD entities of \$502.8 million has created a total of about \$1.1 billion dollars in additional business sales within the CENLA region.
- Those investment expenditures have also created approximately \$293.6 million in additional household earnings for residents in the region.
- On average, investment spending by EEIDD entities has created about 637 temporary jobs per year within the CENLA regional economy.



The operational impacts on CENLA originating from the operations of entities connected with the EEIDD can be summarized as follows:

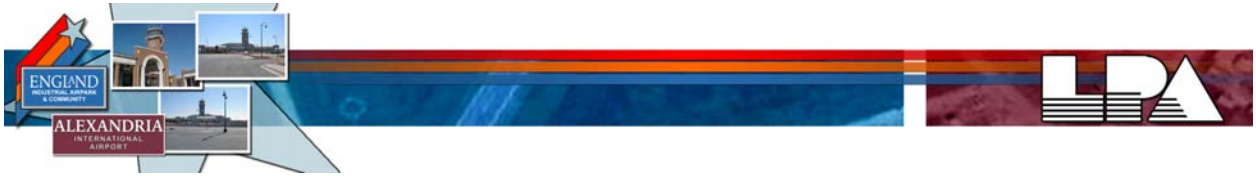
- Between 1992 and 2007, operational activities of EEIDD connected entities have generated a little over \$6.2 billion in additional new business sales within the CENLA region.
- The operational activities of these firms have also created approximately \$1.6 billion in additional household earnings for residents in the region.
- At the present time there are 6,616 permanent jobs within the CENLA region that are supported by the EEIDD connected entities. This includes the 2,161 workers employed directly and a total of 4,455 indirect jobs created via the multiplier effects.

The combined impacts from both investment spending and the on-going operations of EEIDD connected entities can be summarized as follows:

- Over the period from 1992 through 2007 total investment and operational revenues by EEIDD connected entities have generated over \$7.3 billion in additional business sales within the CENLA economy.
- During this period the combined effects of investment spending and operational activities of EEIDD connected entities have also contributed to producing over \$1.8 billion in additional household earnings for residents within the CENLA region.
- As of 2007 the EEIDD connected entities support about 7,437 permanent and temporary jobs within the seven parishes in the region.
- It is worth noting that these new jobs are fairly high-paying jobs, with *average* annual earnings per job of about \$36,457.

Finally, the multiplier effects from both investment spending and operational activities for the EEIDD connected entities also work to increase tax revenues for each parish in CENLA. New household earnings lead to additional consumption expenditures by households, which in turn generate additional sales tax revenues for the eight parishes in the CENLA region. The indirect tax effects created can be summarized as follows:

- In the first year the \$1.2 million dollars in additional household earnings created in the CENLA region, an additional \$24,308 in local sales tax revenues were collected within the region.
- By 2007 annual additional sales tax collections attributable to the economic activities by EEIDD connected entities amounted to \$5.42 million.



- Over sixteen years of business activity by EEIDD, local sales tax collections for parishes in the CENLA were augmented by about \$36.94 million---a sizable injection of money into the local government coffers.

By virtually any measure, the injection of new monies caused by the operational activities and investment spending by the redevelopment of England Airpark and the work of the EEIDD have been a significant sales/earnings/jobs/tax generator for the parishes in the CENLA region.