



Chapter 5

Sustainable Development

One of the fundamental elements of the England Airpark vision is the promotion of a sustainable system of Airpark development. Sustainable development can take many forms; it is characteristically defined by its careful use of scarce resources, including water, energy and land. In conjunction with the Authority’s vision, a Strategic Land Use Framework was developed to provide a template for sustainable land use. Development recommended within the Strategic Land Use Framework encouraged quality living, working and retail choices in a compact, readily accessible, walkable environment while also promoting the re-use of existing infrastructure and previously disturbed land.

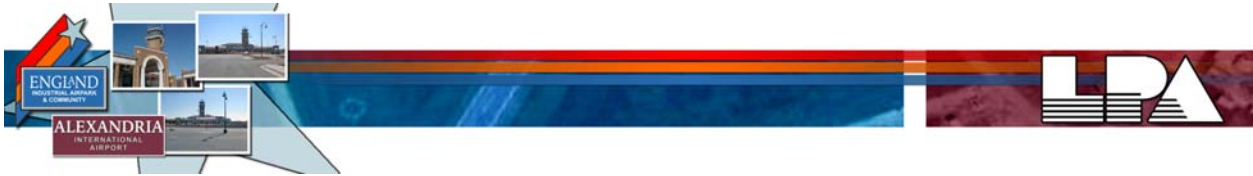
Individual builders/developers can also contribute to Airpark sustainability by exploring Leadership in Energy and Environmental Design (LEED) building and development practices. LEED certified practices emphasize performance in site planning, water and energy management, material use and indoor environmental air quality. It has been recommended, where feasible, that the England Authority encourage a four or five star gold LEED certification for new commercial and residential facilities.

The principles of sustainability can stimulate technological innovation, advance competitiveness and improve quality of life. Potential benefits of “green” development are illustrated in **Table 1-7**.

TABLE 1-7 BENEFITS OF GREEN BUILDING	
Environmental Benefits	Enhance and protect ecosystems and biodiversity
	Improve air and water quality
	Reduce solid waste
	Conserve natural resources
Economic Benefits	Reduce operating costs
	Enhance asset value and profits
	Improve employee productivity and satisfaction
	Optimize life-cycle economic performance
Health and Community Benefits	Improve air, thermal, and acoustic environments
	Enhance occupant comfort and health
	Minimize strain on local infrastructure
	Contribute to overall quality of life

Source: EDAW, 2009

In an effort to obtain a better understanding of the relationship between economic impacts and past and proposed development at the Airpark, potential industries/markets were evaluated which could impact the Airpark’s future growth. Two initiatives: the *Target Industry*



Analysis (Appendix D) and *Economic Impact Analysis (Appendix E)* were analyzed to provide the Consultant Team and decision makers tools needed to provide informed decisions on future Airpark development.

The Economic Impact Analysis focused on the historical (15-years) economic impact of AEX/England Airpark on the eight (8) parish region. The complete historic economic impact report, **Appendix E**, *Economic Impact Analysis*, summarizes past economic impacts. This data was used to analyze potential target industries.

In an effort to maximize resources pursuant to the record of decision (ROD), the Target Industry Analysis, **Appendix D**, recommended a set of target industries. The analysis also provided an opportunity to evaluate the strengths and weaknesses of the Airpark and the Alexandria area, including facilities, proximity to the Gulf of Mexico, available labor force, skilled labor, etc. from a professional site selector. Both the economic impact analysis and identified target markets were invaluable in the development of landside and airside options associated with this Airport Master Plan Update.

5.1 THE ECONOMIC IMPACTS ON THE CENTRAL LOUISIANA ECONOMY OF THE ENGLAND ECONOMIC AND INDUSTRIAL DEVELOPMENT DISTRICT

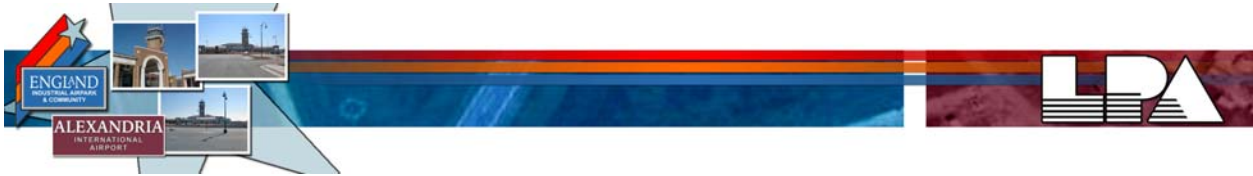
In 1992, the Alexandria, Louisiana region was faced with a dire economic prospect. Under Base Relocation and Closure guidelines, the Department of Defense was closing the England Air Force Base---a source of at least 3,000 direct jobs to the community. Faced with the possibility of losing significant number of jobs in the local economy, business leaders 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.

The purpose of this component of this Master Plan Update is to document the economic impact of the EEIDD from its inception in 1992 through 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, LaSalle, Evangeline, Vernon, and Winn.

5.1.1 Direct Operational Components

The importance of EEIDD to the local economies in the region can be seen in the following direct 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, entities connected with the EEIDD have earned sales revenues of over \$2.8 billion.
- As of the end of 2007, the EEIDD connected firms employ over 2,000 workers.



5.1.2 Investment Impacts

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

- Between 1992 and 2007, total investment spending at EEIDD connected 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 connected entities has created about 637 temporary jobs per year within the CENLA regional economy.

5.1.3 Operational Impacts

The operational impacts on CENLA originating from the 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 entities 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 entities connected with the EEIDD. This includes the 2,161 workers employed directly and a total of 4,455 indirect jobs created via the multiplier effects.

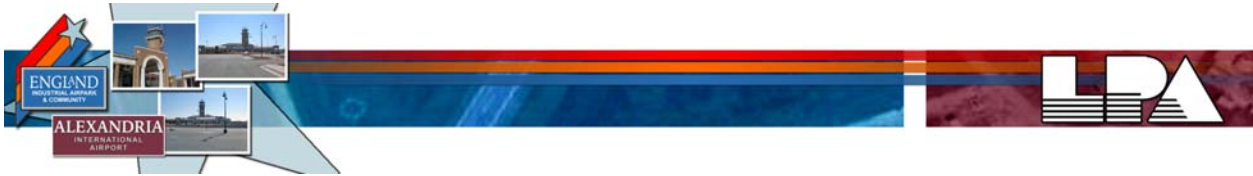
5.1.4 Combined Impacts

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

- Over the period from 1992 through 2007 total investment and operational revenues at 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 eight 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.

5.1.5 Sales Tax Revenues

Finally, the multiplier effects from both investment spending and operational activities at 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 by EEIDD 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 at EEIDD 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.

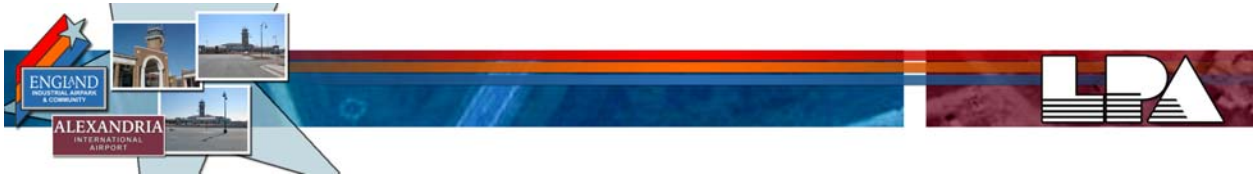
5.2 TARGET INDUSTRY ANALYSIS

The purpose of the target industry analysis is to review, verify and recommend industry targets for company relocation and expansion. This target industry analysis is intended to provide England Airpark with a framework to focus its resources on those areas that will hold the most return on time and marketing dollars invested in expansion and attraction efforts. However, the decision to focus on a select few target industry groups or functions does not preclude improvement and possibilities in other areas. Rather, the priority targets are, or have the potential to become, drivers that take capital from outside the Airpark and initiate activity that produces income and value for the Airpark. Setting target priorities is important in driving strategic action. Conscious choices can proactively shape the future of the Airpark.

The key to recommending industry targets is to match feasibility (strengths and assets) with desirability. The Team's recommendations are based on a tour of the community, interviews with local businesses, SWOT Analysis, previous reports, available inventory, future development plans, the Airport Profile and the Team's collective experience. All of these elements were used to determine the feasibility of industry targets for the Airpark. A detailed methodology follows the recommended industries.

5.2.1 OVERALL TARGETING RECOMMENDATIONS

In addition to the specific target industries outlined below, we have several general targeting recommendations for the Airpark regardless of target industry. Alexandria International Airport currently has commercial aviation connections to Atlanta, GA, Memphis, TN, Dallas-Ft. Worth, TX, and Houston, TX. When targeting companies, priority should be give to businesses with multiple locations that have one or more locations in Louisiana and additional locations in one of the four metropolitan regions with direct air connections. Firms with experience in Louisiana will be more comfortable with the state as a place to do business.



And whether it is a branch operation (production facility, regional distribution center) or regional customer contact center, companies typically express a strong preference for single-connection locations. This allows for efficient management and travel, and this factor is often heavily weighted in their decision models. Alexandria's targeting efforts will benefit from the strong roster of companies with headquarters in the direct-connection locations.

While the labor market in south Louisiana is very constrained, Central Louisiana and Alexandria have a more acceptable labor market. However, it is still recommended that England Airpark target businesses whose expansion needs would not put a huge strain on the region's labor market as existing employers have reported some challenges in filling positions. Thus, we suggest targeting businesses looking to expand into the Airpark whose labor requirements are fewer than 100 employees as the best opportunities for success in the near- and mid-term. It is important to clarify that EAP and Alexandria can certainly compete for large projects; however, an on-going target marketing program would be most effective with primary targets having an employment range of approximately 100 employees.

5.2.2 TARGET INDUSTRY RECOMMENDATIONS

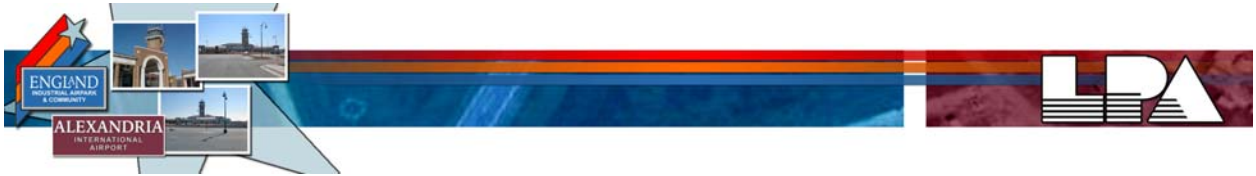
Based on our observations and experience, we recommend the following industry targets:

- Aviation
- Corporate Training and Shared Services
- Rail Car-Related Cluster
- Plastics Manufacturing
- Regional Distribution
- Homeland Security and National Defense

Aviation

When deciding the appropriate industry targets for England Airpark, it is obvious that a significant amount of time and resources should be devoted to targeting various sectors within the Aviation industry. For many communities, the Aviation industry is a very attractive target. It is a wealth creating industry that attracts employers that typically offer higher wage jobs. The Aviation industry also compliments other recommended targets by offering higher paying jobs and increased technology demands relative to the other targets. Targeting companies within this industry may also benefit the Corporate Training and Shared Services target by potentially creating demand for aviation training. Increased demand for training may convince the state of Louisiana to further invest in training resources. The Airpark is well positioned to take advantage of training facilities looking to locate on EAP property.

The Airpark offers several assets for Aviation companies. EAP provides excellent air facilities including the new commercial, Million Air general aviation and military processing terminals. Alexandria International Airport offers a 24 hour manned tower and 9,500 feet of runway. For companies requiring runway access, there are several available facilities that offer runway access. If a company is looking to build, there is available land on the south ramp. There is relatively uncluttered air space within the region which may be attractive for



test flights. The Airpark offers a facility with a “Hush House” that would be ideal for engine testing. EAP may also be able to take advantage of the growing presence of aircraft maintenance operations in region. Operations located close by include: ASA in Baton Rouge; a paint shop and helicopter maintenance facility in New Iberia; Grumman and FedEx in Monroe; Continental in Shreveport; and Michaud in New Orleans. With EAP’s central location, excellent airport facilities and uncluttered airspace, there may be opportunities for aircraft maintenance operations to locate within the Airpark.

One of the challenges to recruiting this industry is that companies within this industry typically require employees with skills in specialized areas such as aerospace engineering, aircraft mechanics and service, as well as mechanical and electrical engineering. Currently, the availability of this labor in the area is somewhat constrained. Thus, companies locating in the Airpark may have to recruit from outside the region. However, in order to meet demand, EAP may want to consider developing training programs to assist Aviation related companies locating to the Airpark. In fact, with the assets currently available, EAP may be an ideal location for a flight and/or aircraft maintenance school. Such a school or schools could further make EAP an ideal location for Aviation related businesses, thus, insuring the future growth of the Aviation industry in Central Louisiana.

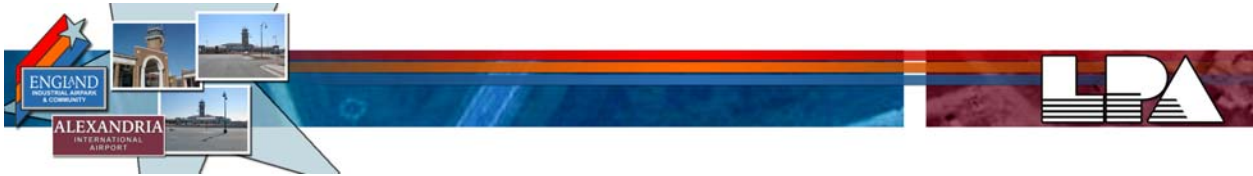
Based on EAP’s current assets and our experience, we recommend that EAP focus on the following sectors within the Aviation industry:

- Aviation maintenance, repair and overhaul
- Aviation opportunities related to Homeland Security and National Defense
- Aviation related training (flight and/or maintenance schools)
- Aviation related distribution, including freight transportation arrangement, miscellaneous airport operations, and miscellaneous support activities for air transportation

Please note that many of these sectors are also part of additional industry targets including Regional Distribution, Homeland Security and National Defense, and Corporate Training and Shared Services.

Corporate Training and Shared Services

While corporate training and shared services are two different audiences for the Airpark, the types of companies we recommend targeting are very similar. The corporate training target is centered primarily on office-related companies that may have a need for a centralized training or meeting location within Louisiana and the southern region of the US. Shared services refers to the transactional processing, customer support operations, and other various call center activities for companies within the financial, insurance, and computer-related services industries. Thus, our recommendation for both audiences is to target companies within these industries. However, it is recommended that separate marketing messages be created when communicating with companies for each audience.



Corporate training is an ideal target for the Airpark. The Airpark is centrally located within Louisiana. The Alexandria International Airport has direct connections to four major, commercial air transportation hubs including Atlanta, GA, Memphis, TN, Dallas-Ft. Worth, TX, and Houston, TX. Companies that have multiple locations, especially in any of those four markets and Louisiana will find the Airpark to be a convenient location for corporate training. Also, the Airpark boasts several assets that may be attractive to corporate executives and employees arriving at the Airpark. These include, but are not limited to, the Oak Wing Golf Club, the new Million Air Terminal as well as the attractive main passenger terminal, the Bistro on the Bayou, and the Parc England Boutique Hotel. Employees and executives flying into the Airpark will have access to food, lodging and entertainment without having to leave the Airpark. In addition, the Learning Center for Rapides Parish is located within the Airpark and offers several educational and training programs for employers at the Airpark.

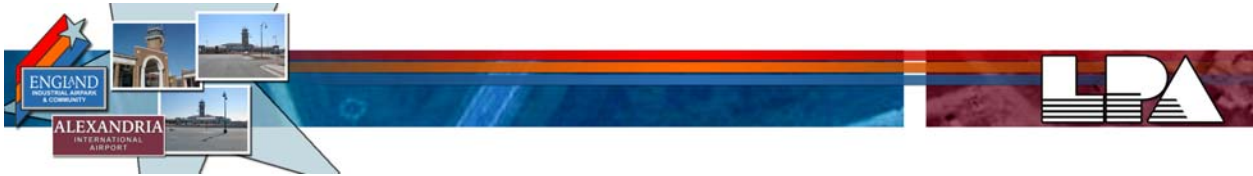
Training in general, and corporate/executive training in particular, is a growing part of many company budgets. Technology changes, dynamic market changes, assimilation issues resulting from merger and acquisition activity, and the competition for talent, all lead to increased training budgets. While EAP will face competition from casinos, the Airpark could position itself for higher-end, executive-focused, fly-in/fly-out professional training, rather than the convention or large-meeting focus of the casinos.

In addition to the strengths and assets described above, companies looking to locate shared services operations within the Airpark will be able to benefit from the strong infrastructure present, including dual power feeds and access to fiber. The Airpark and Alexandria are also located far enough away from the Gulf of Mexico that hurricane risk is minimal, ensuring that a business can operate 24/7. However, it is likely that hurricane perception issues will need to be overcome when marketing to these companies.

As shown in **Exhibit 5-1**, the Airpark has several available facilities that would be a good fit for companies within this target. In particular, Building 1720 would be a great location for a shared services operation.

This facility was previously used in a similar capacity as a utility concern's trading office and, thus is already wired for heavy communications and internet usage. Secondly, Building 610 could be used by an office user that requires close access to the passenger terminal and Million Air facility. Its proximity to the terminals also allows for an opportunity to have corporate signage visible to anyone visiting the terminals. There are also several other available facilities with a variety of space for any company needed to set up operations as quickly as possible. The area of Site #11 would also be a compatible location for such activity if a new building was desired.

According to recent employment trends within Rapides Parish, there has been moderate employment growth within the Professional and Business Services sector indicating that corporate training and shared services may be an emerging sector within the Parish.



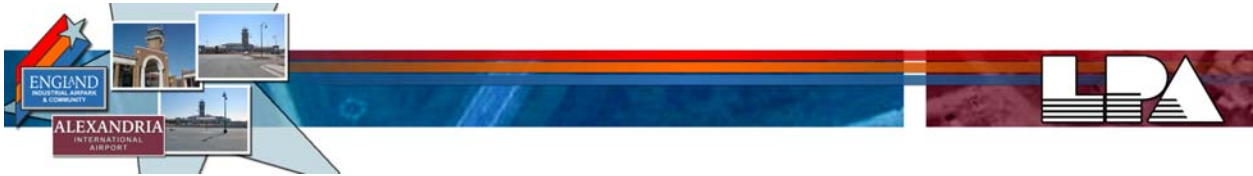
Rail Car-Related Cluster

This target represents an opportunity that will likely be unique to the Airpark. The recent location of Union Tank Car (UTC) represents a unique opportunity to build a cluster of related businesses that would benefit both UTC and the prospective businesses due to close proximity to one another. These businesses include supplier industries to rail car manufacturing. In general, these are businesses that manufacture various metal and electrical components such as brakes and various fittings that make up rail car production. In the industry overview section, we have included several NAICS codes that represent businesses likely to be suppliers to this industry. However, we also strongly encourage Airpark representatives to work with UTC to develop a specific supplier list. Airpark personnel can then create very specific and targeted messages to UTC's suppliers to encourage expansion within the Airpark.

There are several reasons as to why the Airpark is a good location for rail car related businesses. There are several available sites within the Airpark, including the property in the Northern Industrial Cluster near UTC (Airpark sites 19, 20, 21 and 23) as well as an area southwest of UTC which offers the potential for a rail served site. If immediate proximity to UTC is not necessary, the proposed New Town area west of the Airport offers approximately 1,000 acres. There is relatively little union activity in the area, and the overall labor costs are indicated by most employers as acceptable or favorable. This may prove to be a clear advantage for the Airpark when recruiting rail car-related businesses from traditionally union active regions such as the Upper Midwest (Michigan, Ohio, Illinois, Pennsylvania, etc.). Also, any company locating within the Airpark will be very close to the petrochemical industry present in Louisiana. This may be important not only for businesses that wish to be close to UTC, but also those whose location requirements require close proximity to potential tank car customers. Overall, the labor requirements for this industry are a good fit for the labor within the region. However, as noted earlier, the labor market has some constraints so it



Exhibit 5-1
Airpark Site



may be necessary for businesses within this cluster to recruit some labor from outside the region.

Overall, this industry is mature, and as such it is unlikely that there will be significant expansion across the U.S. But, the presence of UTC, the region's low union activity, relatively low operating costs, and the Airpark's proximity to the petrochemical industry all make the Airpark an attractive location for rail car-related businesses.

Plastics Related Manufacturing

This is a strong manufacturing target for the Airpark. Users within this industry require industrial sites with reliable electricity. As such, the Airpark offers a dual power feed to any manufacturers locating within the Airpark. The new CLECO power plant will also further improve electrical reliability in the near future. The availability of rail in the Airpark will also benefit companies operating within this industry. In fact, the overall transportation infrastructure of the Airpark and surrounding region is fairly strong with excellent north-south highway access from I-49. East-west highway access is not quite as strong, but improving; it is possible to reach Shreveport and Lafayette and I-20 and I-10, respectively, via I-49. Further, all modes of transportation are potentially available to any manufacturer locating within the Airpark. In addition to road and rail, air transportation is very strong within the Airpark and there is river access available nearby.

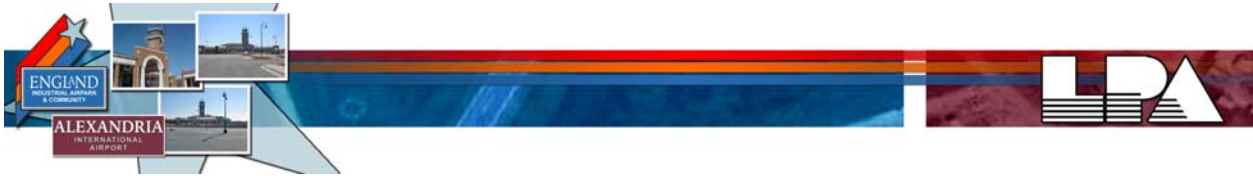
The Airpark's close proximity to the Gulf of Mexico and various petrochemical manufacturers may prove to be an advantage for any manufacturer whose locational requirements include close access to necessary petrochemicals.

There are several available sites within the Airpark that may be attractive to plastics manufacturers. These include the Northern Industrial Cluster near Union Tank Car (Airpark sites 19, 20, 21 and 23), an area southwest of UTC which offers the potential of a rail served site, and the New Town area of the Airpark which is west of the airport. These sites offer anywhere from 5 acres to potentially 1,000 acres. If a plastics manufacturer required an immediate facility to expand into, there is the possibility of expansion into Building 806 which offers approximately 25,000 sq. ft. of manufacturing space.

As with the rail car-related cluster, the labor situation is similar. The labor market will present some challenges for an expanding manufacturer to find the necessary workforce initially. Outside recruitment and workforce training will most likely be required. However, the low union activity, relatively low labor costs and overall lower cost of living are very attractive to plastic manufacturers and could offset the labor concerns.

Regional Distribution

The Airpark's location within Central Louisiana suggests that it may be an ideal location for distribution-related businesses. The Airpark is within close proximity to Shreveport to the north and Lafayette to the south. However, while the north-south transportation corridor is very strong, the east-west transportation corridor is relatively weak in comparison. It is



possible to transport goods to the east and west of Alexandria; but the best east-west routes are to first head north or south on I-49 and then east-west on I-20 in Shreveport or I-10 in Lafayette. LA 28, and the improvements to US 165 and US 167, present an improving east-west transportation situation. This should be noted in marketing EAP to this industry. The Airpark does offer several amenities that may serve to overcome the perception of a weak east-west corridor. These include the other available transportation modes in the Airpark, including rail and air transportation. River access through the Alexandria Regional Port Authority is also a possibility, although container shipping is not as strong. The Airpark's central location within Louisiana may also be a strength for companies looking to distribute products primary within the state. Another advantage within the Airpark is its very close proximity and very easy access to I-49.

The area southwest of the Union Tank Car facility and Site #20 would be ideal locations for a distribution facility. However, in order to not interfere with other activities within the Airpark, we recommend road improvements that would connect these sites to Route 1. As any distribution activity would bring a lot of truck traffic, a "back door" into the distribution site would keep the truck activity away from other areas in the park that may have corporate and other office users. This would ensure that a distribution operation would not interfere with the non industrial areas of the Airpark.

Another area of interest for distribution centers would be the New Town or west side of the Airpark. This area offers open sites and easy access to I-49 without having to cross through the primary area of the Airpark. In addition, this area would allow EAP to compete for a very large distribution project (e.g., the 1 to 1.5 million square foot DCs for major retailers) which due to size and truck traffic would not fit in the east side of the Airpark.

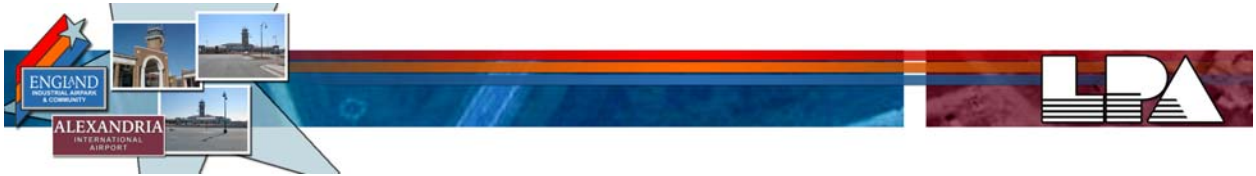
While distribution-related activities will not likely bring high wages to the Airpark, these activities are a good fit for the labor present within the region, requiring good work ethic and basic skills enhanced with some basic training.

It should also be noted that companies within this industry are part of the Trade, Transportation, and Utilities economic sector. This sector has seen significant employment growth in Rapides Parish over the past few years which indicates that it is a growing sector within the region.

Based on the regional nature of the distribution opportunity, we recommend targeting distribution operations that would require no more than 250,000 to 300,000 square feet. Also, based on the results of the Airport Profile, we've outlined specific distribution targets in the industry overview.

Homeland Security and National Defense

Homeland Security and National Defense is a broad target that focuses on defense related industries including Unmanned Aerial Vehicles (UAV), Radio Frequency Identification (RFID), software, and security focused products and services. The Airpark's proximity to



Fort Polk, a military processing terminal, and other overall assets make this a strong target for this industry.

As with the Corporate Training and Shared Services target, companies within this industry may be a good fit for the available properties within the Airpark. Building 2107 which offers approximately 14,000 sq. ft. of space, is on the flight line and thus would allow Homeland Security businesses runway access. Many aviation-related businesses would find this attractive. Homeland Security-related businesses designing software or with high-end communications needs would also find properties such as Building 1720 to be appealing. Building 1720 is already pre-wired for extensive internet usage.

The Airpark's proximity to Fort Polk and an extensive airport infrastructure are strong assets for Homeland Security-related businesses since they would benefit from access to a runway and a major military installation. In addition, the Airpark's proximity to the Gulf Coast without being in a major hurricane zone makes it an ideal location to stage disaster relief efforts for the region. The Airpark may very well serve as an ideal place to test disaster recovery-related procedures and products, both for disaster relief and Homeland Security applications.

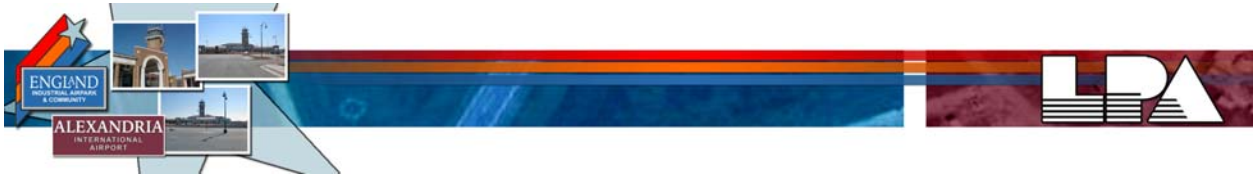
The challenge in recruiting businesses within this industry is the constrained availability of skilled labor. Any Homeland Security-related business considering a location within the Airpark would likely have to recruit some of its talent from outside the region. Thus, in order to fully capture the opportunities in this target industry, the development and implementation of appropriate training programs is important.

5.2.3 METHODOLOGY

Tour and Interviews

The project began with business interviews and a tour of the Airpark in May 2008. The Team met with Airpark Staff and business leaders through focus groups and one-on-one interviews. The purpose of these meetings and interviews was to determine firsthand the strengths and assets of the Airpark, economic development objectives desired by staff, and the types of companies that would be a "best fit" for expansion into the Airpark.

In general, we heard similar comments from the business executives we interviewed. The business climate of the area is healthy with steady annual growth. The region's workforce was described as very loyal and hardworking. Most were pleased with the infrastructure within the Airpark, including water, power, and rail. However, a comment mentioned to us most is the tight labor market. Many employers are having difficulty finding skilled employees. There is a lot of competition in the workplace with many employees job hopping to find higher paying jobs.



Review of Locational Assessment for Central Louisiana

As part of selecting target industries for the Airpark, we reviewed the *Locational Assessment for Central Louisiana* written by the WADLEY-DONOVAN GROUP.

Any businesses that locate within the Airpark will be drawing employees from throughout Alexandria and the Central Louisiana Region which is why it is imperative to understand the current labor situation. The locational assessment of the Central Louisiana region covers eight-parishes including the location of the Airpark, in Rapides Parish. Survey responses from regional businesses in the assessment list several challenges and assets that will impact the selection of the target industries as well as overall company recruitment.

Some of the challenges that will impact company recruitment to the Airpark include:

- Labor market conditions – according to the assessment the region’s employment increased 7.2% between 2000 and 2006 while unemployment decreased. This will be a challenge in recruiting businesses to the Airpark as companies will have to compete for the available labor which may increase labor costs.
- Difficulties in recruiting professional and other talent from outside the region – due to the labor market conditions, it may be necessary to recruit professional talent from outside the region. However, according to the assessment there are limited opportunities for “trailing” spouses which is a challenge when recruiting talent.
- Some employers report that their training needs are not being met locally – while this is a current challenge, it also represents an opportunity for the Airpark. The location of the Learning Center presents an opportunity for the Airpark to work with the Learning Center to create training programs for employers within the region. **By doing so, the Airpark could become a central destination within the region for job training.**

However, there are several key assets within the region that will impact company recruitment:

- Employers report satisfactory work ethic and productivity among their current employees – although the current labor market is tight, the strong work ethic and productivity of the workforce with the region will be a key asset for businesses looking to expand within the Airpark.
- The region has a cooperative labor relations environment – this will be important when recruiting businesses from the Northeast and Upper Midwest. While some unions are present in the region, the cooperative environment may prove to be very attractive to businesses currently in heavily unionized areas.
- Relatively low to moderate labor costs and the region’s moderate cost of living – while the labor market conditions may increase labor costs for some positions, these costs should be thought of as relative as the overall cost of doing business in the Airpark will be significantly less than other regions of the country. Also, the region’s moderate cost of living will be an attractive asset when recruiting businesses and talent to the Airpark.



- Post-secondary educational opportunities – the programs available at the six campuses of Louisiana Technical College, Louisiana State University at Alexandria, Louisiana College and Northwestern State University should be very attractive to employees considering relocating to the region. In addition, the Learning Center of Rapides Parish is on site at the Airpark.

Source: *Locational Assessment for Central Louisiana*, the WADLEY-DONOVAN GROUP and GARNET Consulting Services, Inc., October 2007.

Economic Base of Rapides Parish

In order to identify trends that may impact the selection of target industries for the Airpark, we analyzed data gathered by the Bureau of Labor Services Quarterly Census of Employment and Wages to look at current and recent employment and business changes within Rapides Parish. We also compared Rapides Parish with the State of Louisiana and the U.S. The results are listed below.

Overall, the economy of Rapides Parish appears to be healthy with moderate annual employment and business growth. For the most part, Rapides Parish has similar percentages of employment with key industries to the State of Louisiana and the U.S. Interestingly though, the Parish has a much higher share of Health and Education employment. This coupled with employment growth within the Professional and Business Services sector indicate that office users may be an emerging target for the Airpark.

Rapides Parish Businesses by NAICS Super Sector - 2004 to 2006

Rapides Parish has seen steady business growth between 2004 and 2006. There has been moderate business growth amongst Construction; Trade, Transportation, and Utilities; Financial Activities; Education and Health Services; and Leisure and Hospitality.

TABLE 5-2 RAPIDES PARISH BUSINESSES by NAICS SECTOR			
NAICS Sector	2004 Businesses	2005 Businesses	2006 Businesses
Natural Resources and Mining	89	93	90
Construction	275	293	311
Manufacturing	95	105	102
Trade, Transportation, and Utilities	871	872	895
Information	51	47	45
Financial Activities	384	421	429
Professional and Business Services	437	451	480
Education and Health Services	465	484	483
Leisure and Hospitality	231	238	247
Other Services	305	303	309
Unclassified	19	16	20

Source: BLS Quarterly Census of Employment and Wages



Rapides Parish Employment by NAICS Super Sector - 2004-2006

Between 2004 and 2006, most sectors experienced steady to moderate business growth. These sectors include: Natural Resources and Mining; Construction; Manufacturing; Trade, Transportation, and Utilities; Professional and Business Services; Education and Health Services; and Leisure and Hospitality. A few sectors experienced growth declines. These include: Information; Financial Activities; and Other Services.

NAICS Sector	2004 Employees	2005 Employees	2006 Employees
Natural Resources and Mining	763	875	875
Construction	3,939	4,033	4,093
Manufacturing	3,204	3,445	3,772
Trade, Transportation, and Utilities	10,699	10,853	11,013
Information	956	960	880
Financial Activities	2,596	2,443	2,463
Professional and Business Services	4,639	5,139	5,547
Education and Health Services	10,391	11,199	11,265
Leisure and Hospitality	4,714	5,000	5,023
Other Services	1,420	1,412	1,375
Unclassified	49	41	44

Source: BLS Quarterly Census of Employment and Wages

Total Employment – U.S., Louisiana, and Rapides Parish

The majority of Rapides Parish's employment is in the Trade, Transportation, and Utilities; and Education and Health Services Sectors.

Industry	U.S. Total	Louisiana Statewide	Rapides Parish Louisiana
Base Industry: Total, all industries	112,718,858	1,474,800	46,349
Natural Resources and Mining	1,776,777	56,549	875
Construction	7,602,148	130,424	4,093
Manufacturing	14,110,663	152,076	3,772
Trade, Transportation, and Utilities	26,006,269	369,758	11,013
Information	3,040,577	27,012	880
Financial Activities	8,162,063	91,285	2,463
Professional and Business Services	17,469,679	194,141	5,547
Education and Health Services	16,916,228	220,252	11,265
Leisure and Hospitality	13,024,615	184,162	5,023
Other Services	4,364,889	46,441	1,375
Unclassified	244,951	2,700	44

Note: Data based on 2006 Quarterly Census of Employment and Wages Data (most current available) Employment numbers represent private employment



Percentage of Employment – U.S., Louisiana, and Rapides Parish

Compared to the U.S. and Louisiana, Rapides Parish has a much higher percentage of Education and Health Services employment. Rapides Parish has a slightly lower percentage of Manufacturing and Professional and Business Services employment. Otherwise Rapides Parish is very similar to the State of Louisiana and the U.S.

Industry	U.S. TOTAL	Louisiana Statewide	Rapides Parish Louisiana
Base Industry: Total, all industries	100.00%	100.00%	100.00%
Natural Resources and Mining	1.58%	3.83%	1.89%
Construction	6.74%	8.84%	8.83%
Manufacturing	12.52%	10.31%	8.14%
Trade, Transportation, and Utilities	23.07%	25.07%	23.76%
Information	2.70%	1.83%	1.90%
Financial Activities	7.24%	6.19%	5.31%
Professional and Business Services	15.50%	13.16%	11.97%
Education and Health Services	15.01%	14.93%	24.30%
Leisure and Hospitality	11.55%	12.49%	10.84%
Other Services	3.87%	3.15%	2.97%
Unclassified	0.22%	0.18%	0.09%

*Note: Data based on 2006 Quarterly Census of Employment and Wages Data
Employment numbers represent private employment*

Location Quotient – Comparison of Louisiana & Rapides Parish (U.S. as base)

As compared to the U.S. and Louisiana, Rapides Parish has a much higher share of Education and Health Services employment. By contrast, Rapides Parish has a much lower share of Natural Resources and Mining employment.

Industry	Louisiana Statewide	Rapides Parish Louisiana
Base Industry: Total, all industries	1	1
Natural Resources and Mining	2.43	1.20
Construction	1.31	1.31
Manufacturing	0.82	0.65
Trade, Transportation, and Utilities	1.09	1.03
Information	0.68	0.70
Financial Activities	0.85	0.73
Professional and Business Services	0.85	0.77
Education and Health Services	1.00	1.62
Leisure and Hospitality	1.08	0.94
Other Services	0.81	0.77
Unclassified	0.84	0.44

Note: Data based on 2006 Quarterly Census of Employment and Wages Data/ US as base



Significant Existing Building Review

The Team also analyzed existing facilities and development plans for the Airpark. Currently, the Airpark has a large inventory of office and general manufacturing space available for lease. Available properties range from approximately 2,000 square feet to 35,000 square feet. As many expanding businesses are on a tight schedule, they often cannot afford to wait for the construction of a new facility. Thus, it is important to take into consideration the available facilities within the Airpark when recommending industry targets.

Many of the properties within the Airpark would be ideal for office-related usages including corporate training and shared services and homeland security operations. Building 610 in particular may be ideal for an office user that would like to be as close to the new terminal as possible, as well as a user that would like to have corporate signage visible to everyone visiting the terminal. Building 610 has multiple individual offices as well as large rooms that could be divided or used for conference rooms, making this ideal training space.

Building 806 which was previously used as a computer assembly facility, may be attractive to many manufacturers, including those manufacturing homeland security related products, smaller plastics operations, and companies within the rail car-related segment.

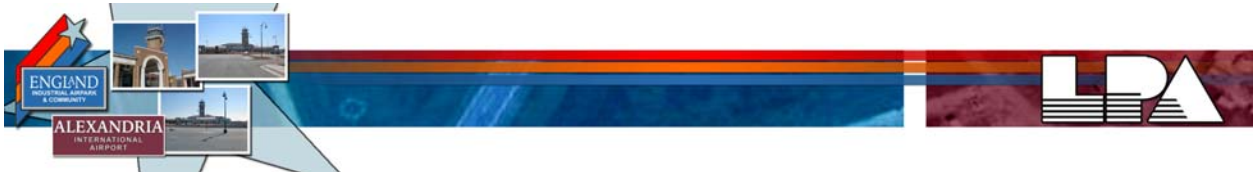
Building 1720 would be a great location for a number of office users, especially those requiring an extensive communications infrastructure. Corporate training and shared services users as well as homeland security-related businesses are potential users of this space.

Building 2107 which offers approximately 14,000 sq. ft. of space, is on the flight line, and thus would allow a Homeland Security businesses runway access. Many aviation-related businesses would find this attractive.

5.3 STRENGTHS AND WEAKNESSES ASSESSMENT

The England Airpark (EAP) is located in Alexandria, LA in central Louisiana a regional hub city for central Louisiana. The Airpark has developed upon the reduction in mission of England Air Force Base. The Airpark has been successful in development of many of its assets, including industrial recruitment, air services enhancement, housing, and hotel and restaurant development. As part of the Alexandria International Airport/England Airpark Master Plan Update, a strengths and weaknesses assessment and target industry analysis was conducted to prepare England Airpark for its future growth.

During the site selection process, most expanding companies will consider a host of factors, many custom to their needs. However, certain factors are common to most location decisions. These are best grouped as Physical Factors, Operating Factors, and Living Factors.



5.3.1 PHYSICAL FACTORS

Sites

One of the most fundamental elements of any location decision is the availability of sites. Ultimately, projects go to a specific piece of property and unless a community has a healthy portfolio of available properties, it will not compete effectively for recruitment of outside investment and employment, or even existing industry expansion.

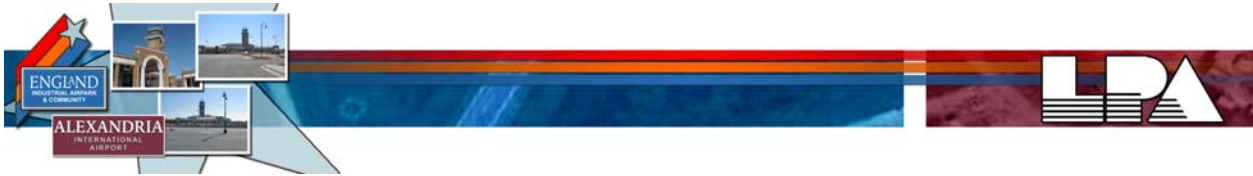
England Airpark has advantageous strengths with regard to sites. First and foremost, it is the premier industrial park in the region. Central Louisiana has a host of available industrial properties across the region. (McCallum Sweeney Consulting toured 14 such parks and sites in seven parishes in the region.) Like much of Louisiana, many of the sites lend themselves to large single users, or are closer to raw property than developed parks. However, the region has two strong industrial parks: the Ward One Park in Evangeline Parish and the England Airpark in Rapides Parish. Ward One offers a rural setting with minimal amenities, while EAP stands out as the region's most attractive industrial park. Since location decisions typically focus on regional assessments, EAP is well positioned to successfully compete with other properties in the central Louisiana region.

From a wider perspective, England Airpark is well positioned to compete with similar parks across the southern US. Parks such as Alliance/Ft. Worth TX and Huntsville AL have more available land, but EAP has open land on the west side to meet most opportunities that will arise. Some Parks such as Donaldson/Greenville SC and Alliance/Ft. Worth TX have a longer roster of well known tenants, but the presence of Union Tank Car at EAP is significant and provides strong evidence of the manufacturing opportunities at England.

As noted earlier, England Airpark is physically attractive and presents a diverse set of sites and related assets that position it for recruitment of a wide range of activities, from aviation, to manufacturing and distribution, to various office uses. This is a significant, distinguishing advantage for EAP over numerous airports that are seeking to increase development such as Jackson MS, Smyrna TN, and Columbia SC. In fact, compared to other regional airports in the region, EAP is well positioned to build a future cluster of aviation related businesses and activities including aviation and aerospace research and manufacturing, fixed base operations, aviation-related training, and homeland security and national defense research and manufacturing.

Following is an overview of the strengths and weaknesses of Airparks and airport related properties against which England Airpark will compete.

Ellington Field; Houston, Texas. There are 370 acres remaining at EFD. The longest runway is 9000 feet. It is about 12 miles to the Port of Houston and about 2 miles to I-45. The strengths at EFD include close proximity to NASA and related contractors, strong aerospace community, and sites that can be rail-served. There is good access to



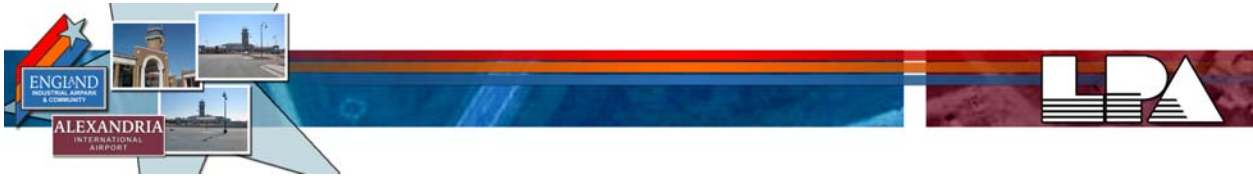
the port of Houston – although it is not ideal for oversized components. A major disadvantage at EFD is that Houston is non-attainment for key criteria pollutants making permitting a paint hanger difficult (costly and timely) although not impossible.

Cecil Field; Jacksonville, Florida. Cecil Field has 235 acres fully-served with access to the runway. There are 700 additional acres on the east side of the runway, which are not currently served by utilities, but can be developed. In addition, there are about 350 acres available without direct access to the runway. The airport has 4 runways with the longest being 12,500. The site is located about 6 miles from I-10. The site can be rail served – but it is costly. The closest rail siding is 5 miles away and the port of Jacksonville is 20 miles away. The advantages at Cecil Field include good sites that have been completely master planned and some have been pre-permitted; a lot of room for future development; good runway length. The disadvantages at Cecil Field include rail service feasibility; distance to the port; some sites are owned by the Aviation Authority and some by the City of Jacksonville (and they don't always cooperate effectively in recruiting new industry).

Trent Lott Aviation and Technology Park; Pascagoula, Mississippi. Runway is 6500 feet with plans to extend to 8,000. There are approximately 290 acres for development, but only parts have been master planned. There is a significant portion of the park that has already received its wetlands 404 permit. Site is fully served by utilities. Site is rail served by a short-line providing direct access to the Port of Pascagoula. The major advantage at Lott is the master-planned area that includes wetlands permits. The major disadvantage at Lott is that its sites with access to the runway are small size.

Stennis International Airport; Bay St. Louis, Mississippi. Stennis markets itself as having 300 to 400 developable acres; however, many of those acres are in floodplain. Hancock County flood plain is being completely re-drawn due to Katrina and the flood plain elevations are expected to be higher not lower. Some of those acres are in the buffer zone of Stennis Space Center and therefore are only available for long-term lease. Rail access is 10 miles away and a rail extension would be costly. Runway length is 8,500 feet with FAA approval to go to 9,500 feet. The site is located 3 miles from I-10. The major advantages at Stennis include isolated sites with minimal traffic, and proximity to NASA and related-contractors. The major disadvantages at Stennis include developability hampered by flood plain issues and no feasible rail service.

Jetplex Aviation Center; Huntsville, Alabama. The Huntsville Jetplex has nearly 1,400 acres available for development. Most of this acreage will have direct runway access after the completion of the new taxiway. The park is completely master-planned and all areas of the Jetplex have access to utilities. Huntsville International Airport has two runways – 10,000 feet and 12,500 feet. The site has river port access on the Tennessee River with federally-maintained channels of 9 feet. The site is 4 miles to I-565 and 8 miles to I-65. The major advantages for Huntsville include the



fact that Huntsville is a significant aerospace and military community with access to every major company in the business, good runways, and good sites. The disadvantages for Huntsville include no access to an open water port, and runways that are shared with a commercial service airport, which is typically viewed as a risk to aerospace companies that need access to runway.

Alliance; Fort Worth, Texas. The Alliance Development has 17,000 acres master-planned and under development (not all of these acres have runway access or are intended for industrial development). Hillwood Development has nearly 3 million square feet of industrial and distribution spec space available. The industrial segments of the Alliance are in close proximity to BNSF's intermodal facility. Alliance has two runways (8,200 feet and 9,600 feet) with an 11000 foot expansion currently underway. The advantages at Alliance include sites, master-planned development, available buildings, good runways. The major disadvantages at Alliance include cost (expensive property) and lack of port access.

EAP's current site portfolio is attractive for many potential uses, but currently has limited amounts of property for major new industrial users. The successful recruitment of Union Tank Car (UTC) in 2006 provides a strong anchor for future industrial recruitment. The property near Union Tank Car – the Northern Industrial Cluster (Airpark sites 19, 20, 21 and 23) – offers various opportunities for development for small users (5 acres to 25 acres). In addition, an area southwest of UTC offers the potential for a rail served site, and Site #20 lends itself well to further development of a distribution cluster associated with current activities already on Site #19. However, some challenges exist in this area. First, the rail user who may consider locating here will need to be comfortable with the immediate proximity and likely shared rail spur with UTC. In addition, road access improvements will be necessary for this Northern Industrial Cluster to be effective; direct access to Route 1 without having to use Air Base Road would be ideal. A “cross park connector” of sorts could be built but would have to navigate the existing tank farm and may negatively impact the potential of the new rail site. In addition, it is very important to develop this industrial road access such that truck traffic is kept apart from other Airpark traffic, and, ideally, to avoid having trucks and employee traffic from having to cross rail (since this would be crossing a limited use spur, this may be not be a major issue). This is important to the industrial users who will be concerned about access and safety, and to maintain the high visual quality and aesthetic appeal of the rest of the park, much of which is non-industrial.

An additional industrial development area would leverage the most obvious asset of EAP – the airfield, tarmac and hanger area (Sites #11, #8 and potentially #9). Site #11 should be developed with sensitivity as it is a highly visible location near the terminal. However, sites #8 and #9 would lend themselves to an assortment of aerospace related activities, both services and small production. Road ingress and egress for this southern area should also be sensitive to other uses, but given the likely size and nature of the industrial development in this area, it would not be expected to generate a lot of truck traffic.



The great opportunity for EAP in industrial development lies west of the airport – the New Town area. This area has the potential to position EAP as the premier industrial location in central Louisiana for many years. However, some important actions must be taken to realize this potential. First, while current EAP New Town property amounts to considerable acreage (approximately 1,000 acres), its irregular shape and access are limiting factors. It is strongly recommended that EAP consider securing control of two significant parcels.

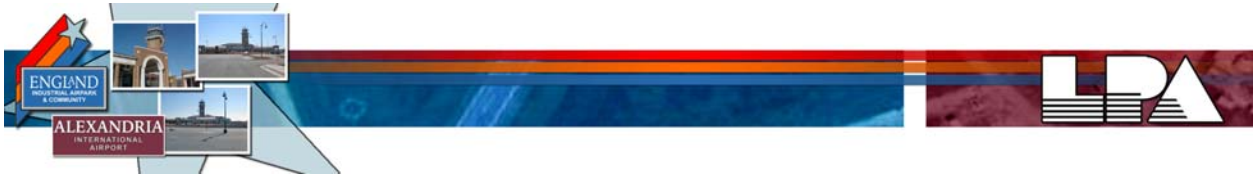
1. On the southwest end of New Town, the property from the west side of the New Town border to North Bayou Rapides Road (State 1202). This is necessary to i) provide more a much more viably-shaped site for large industrial users, and ii) to ensure such users that incompatible uses (e.g., residential) will not arise between their site and the road. In addition, there are a couple of in-fill parcels that should be included in this effort. Together, this would result in an attractive 800+ acre parcel that will allow EAP to compete for large project opportunities. **This property action is critical to the viability of the west side property**, which in turn is critical to the overall development plans and targeting efforts of EAP, and should be considered an immediate need.
2. From a longer time frame, there is the potential to greatly increase the amount of property on the west side. On the northwest end of New Town, the property west of Jimmy Brown Road (bordered by Jimmy Brown Road on the east, State 1202 on the south, Rapides Station Road to the west, and Moss Point Drive to the north). This parcel would be beneficial in positioning EAP with a full portfolio of industrial sites, including the ability to compete for potential mega-projects (which would bring large capital investments and high numbers of, and high quality, jobs). While beneficial, this parcel does not carry the urgency of the parcel noted above. In addition, should a mega-project opportunity arise, the recruitment effort would include extensive state and local support, and property control issues could be addressed as the need arises.

In association with these property acquisitions, EAP needs to plan for enhanced road access. Fortunately, a potential solution exists which would provide excellent access and keep all future industrial traffic from this area out of the “Old Town” area of the base itself. Improvements to State 1202 (N Bayou Rapides Road) at State 406 to Rapides Parish Road and Rapides Parish Road north to the intersection with I49 at Exit 94. This represents potentially outstanding access, and will provide EAP with the flexibility of locating large and/or heavy industrial users in this expanded New Town area instead of the Northern Industrial Cluster area where site sizes are limited and traffic issues are of a greater concern.

Infrastructure

Transportation

The Alexandria area provides excellent access to the entire US Gulf Coast. The region is well served by I-49, which runs North-South. The region currently lacks strong East-West roads, but improvements have already begun to mitigate this disadvantage. First, it should be noted



that I-49 gives reasonably good access to I-20 in Shreveport (about 120 miles) and I-10 in Lafayette (about 90 miles). The region is also benefiting from the widening projects on US 165, and US 167 from Alexandria to Arkansas border, and the continuing improvement of LA 28 (from Alexandria to Hwy 171) to a 4 lane roadway. This creates an effective, multi-state east-west corridor from Texas, through Alexandria Louisiana, to Alabama. This project may have its greatest impact in greatly enhancing intra-regional transportation and commuting as truck travel is currently challenging in parts of the region. This project is set to be completed by 2010.

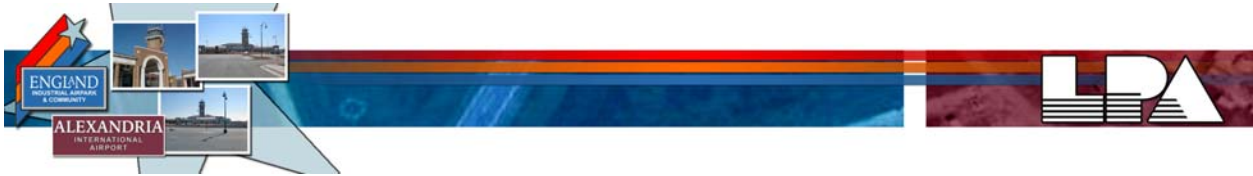
All modes of transportation are present at EAP, which is a great benefit. Rail is well served on site and throughout the region, although it does not appear to be feasible to provide rail to the New Town area. The Alexandria Regional Port Authority provides river access at a recently upgraded port; however container shipping can still be difficult. The Alexandria airport recently completed a major modernization and renovation, so the facility is a real strength. Having all modes of transportation allows for greater flexibility in the dynamic world of global supply chains that now exists. Since the different modes of transportation are already available, even if a company has no present use for all of them they can easily upgrade to use any. Companies find this flexibility very attractive when making location decisions.

Utilities

Utility considerations are an important part of most site selection decisions. Whether there is a focus on one particular item such as electricity, or for all energy and public utilities, new facilities need adequate infrastructure in place, and to be able to use it at reasonable cost. Many communities have created and maintained a competitive advantage with their commitment to infrastructure. For example, Jonesboro AR is a small town in northeast Arkansas that has had great success in recruiting companies, many food-related (Nestle, Frito-Lay, Butterball, Kraft-Post, and most recently Nordex (wind power equipment), because of their on-going commitment to stay ahead of infrastructure needs.

Infrastructure is mostly in place on the majority of England Airpark with a few exceptions. (Infrastructure development will be necessary as part of the New Town development, and can be planned for potential heavy utility users.) From the perspective of regional competition, electric reliability at EAP appears better than for other sites across the region. Water resources at EAP will be adequate for most targeted prospects, although there may be difficulties in immediately serving a very heavy user. In addition, there is a dual power feed to the site and fiber access throughout the park. This is important to all users, including potential high end office and technical center development. The development of the multi-fuel generating facility with a third generator at Rodemacher should improve short term and long term electric reliability for the entire region. There is some concern regarding electric rates, but there is strong evidence that industrial electric rates are rising in many parts of the country.

Another often overlooked asset of EAP is the on-site presence of police, fire and rescue. For projects in general, this is a real plus in getting comfort that such services are adequate and in



close proximity. For aerospace related prospects, the aviation fire and rescue capabilities are outstanding and a very strong competitive advantage for EAP, and may create an opportunity to develop into a training service business.

It is important to note the development of key aviation assets at the park. These can be seen as “infrastructure” assets from the perspective of outside prospects, and are significant businesses in their own right. These are the new general aviation terminal being built for Million Air, and the new military processing facility that is completed. The Million Air facility will greatly enhance the appeal of the aviation capabilities at the Airpark, and will be an important asset for a wide range of potential prospects for whom easy general aviation access is critical.

5.3.2 OPERATING FACTORS

Labor

The labor market for the Alexandria region presents a mixed picture. Existing industries generally report great satisfaction with their existing workforce, while at the same time noting some challenges with the quality of the overall labor market when they seek new hires.

As a result, labor is the most significant challenge facing England Airpark. This is particularly challenging for EAP as it is an issue not directly controlled by EAP. The skilled labor availability is constrained in the area. This relatively small pool of skilled labor drives the cost up for skilled employees and also creates competition for the hires and, for some employers, a turnover rate that is higher due to local competition for existing employees. This lack of skilled labor creates fairly low unemployment among skilled laborers, which new prospects will find a concern.

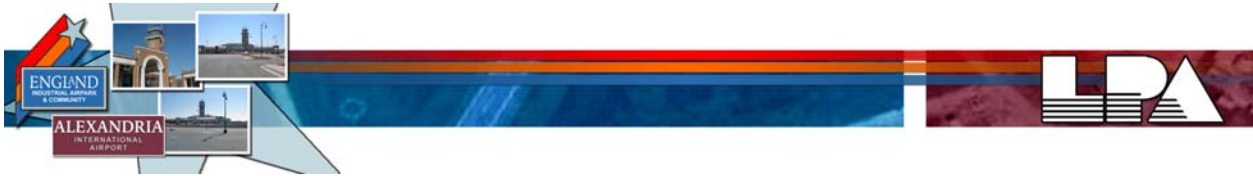
While some local employers indicated a high turnover rate of employees, the most common response on this issue was that once hired and trained, employees become loyal and have a very good work ethic. Most references to labor other than when addressing hiring issues indicates they are very good employees.

There is a common perception among existing employers that a contributing factor to the labor market challenges is the school system. Labor training resources are inadequate, especially in high end technical areas at either the high school or community college level. The regional community colleges is reported to offer little to no vocational training. This is a significant weakness for the region that extends to the Airpark.

There is relatively little union activity and overall labor operating costs are reported as generally acceptable or favorable. This is a strength of the region that extends to EAP.

Taxes and Incentives

Taxes rates in Louisiana are a challenge, but the state’s apportionment formula helps by reducing the tax base. State income tax rates are near 8% and high. The major incentive is



the Quality Jobs Program which rebates a portion of the personal income tax of new employees back to the project. This has the potential to be a high impact incentive for prospective new companies. Sales tax rates are also relatively high. High impact tax exemptions are available under Quality Jobs and include those for construction costs, the purchase of machinery and equipment, and tangible property used in the process. Property tax incentives include a potential ten year abatement program.

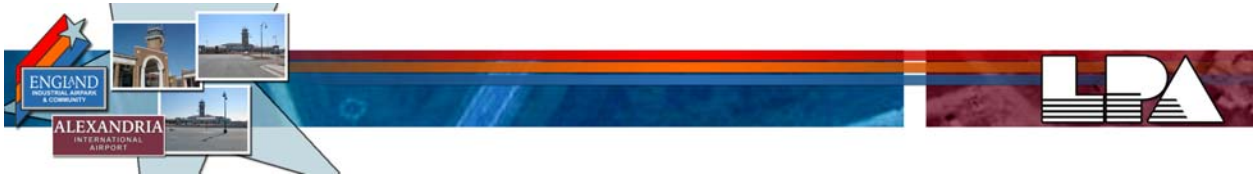
EAP is controlled and managed by the England Economic and Industrial Development District. This gives EAP some remarkable control over local property and incentive negotiations. The track record at EAP shows great flexibility in crafting competitive real estate agreements. In addition, EAP provides a “One-Stop” for real estate management and site development and permitting issues; this is a distinct advantage for EAP as schedule risk and interruption risk are concerns of every prospect. So overall, real estate is a distinct competitive advantage for EAP.

5.3.3 LIVING FACTORS

Quality of Life

From a regional perspective, community living in the area appears pleasant with an optimistic outlook for the future from community leaders. (Actual economic data shows the Alexandria region with slow but relatively steady growth.) The area offers small town living with a good quality of life, especially conducive to family living, and the cost of living is relatively low. Outdoor recreational opportunities are abundant and a strength of the region. Cultural opportunities exist in Alexandria, but the size of the community limits the extent of these assets. As noted earlier, the public school system is perceived as having significant room for improvement; it is important to note that a number of significant community efforts are underway to address and improve the local schools. Another factor that may influence EAP’s competitive position for new prospects is that there is very small presence of an international community. In the short- and mid-term, this will be an issue as much of the current and expected investment opportunity is being sourced from Europe and Asia; most of these prospects are more comfortable when others from their country are already present. While the overall number of hotel rooms in the area of the Airpark is acceptable (and growing), employer interviews indicate that there is a shortage of higher end quality lodging or meeting space., often exacerbating the problem of training of employees that have been recruited from outside the area.

For the Airpark itself, the “quality of life” amenities are a major strength. The curb appeal of the Airpark is very strong and will be even stronger as the new Master Plan is developed and implemented. High quality employers rarely look for isolated Greenfield locations; rather they look for high quality parks with great visual appeal and a host of amenities that add to the quality of work life. EAP has all that with attractive roads (curb and gutter in most parts of the park), attractive and consistent signage, and attractive and very well maintained landscaping. Most of the buildings are in good condition from a roadside curb appeal perspective, even those that may have limited future viability. The Airpark management team



has done a very good job of maintaining these buildings. EAP is greatly positioned as the premier industrial park site in Central Louisiana, and is a location that can compete with locations across the Sun Belt.

The on-site presence of an award winning and upscale inn and restaurant is a strong asset of the Airpark. The Oak Wing golf course provides not only immediate recreation but also a very pleasing green space throughout much of the Airpark. The course is part of the Louisiana Audubon Trail of golf courses, and so has marketing efforts behind it that will help attract visitors and prospects. The golf clubhouse is another asset for meetings and casual dining on site.

As the Master Plan is implemented it is expected that two areas of potential improvement will be addressed. An enhanced walking trail system throughout the Airpark will match an amenity that is now common in new upscale industrial parks. Additional on-site commercial development will support, and in turn be supported by, additional office and industrial development.

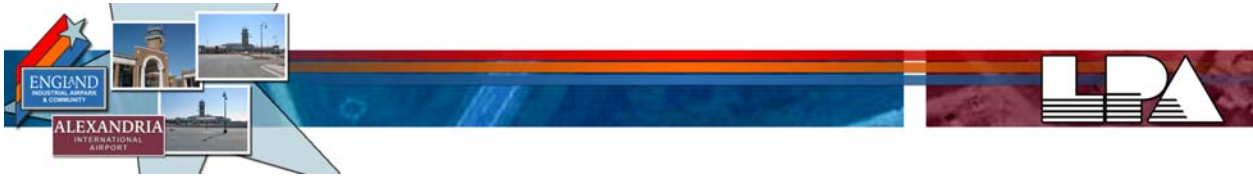
Housing is typically a regional issue, and often part of the location decision of new companies, particularly those looking at locations that are not major metropolitan areas. EAP has a number of current and potential future housing assets and area on site. While most new companies would not expect their employees to come from these neighborhoods or move there en masse, the presence of the housing, senior living areas, and private school on site are all positive attributes. (This is yet another reason for expanding the west side properties in New Town as heavy users will be concerned about having such housing and education assets as immediate neighbors, and at the same time the residents would be concerned about such heavy users in the east side of the Airpark.) The development of the New Town side of the campus will allow EAP to competitively recruit such high impact users to the campus while maintaining the attractive diverse mix of activities on the “Old Town” side.

EAP also houses an on-site daycare center. This is an amenity that many top-end parks around the country strive to offer, but it is still not common and so another competitive asset for EAP, particular in relation to its regional competition.

5.3.4 AIRPORT PROFILE FOR ENGLAND AIRPARK

In order to help identify and prioritize industry targets for EAP, we analyzed the types of business that typically locate near an airport. The results of this profile will help the England Airpark and Applied Marketing focus on the best targets for expansion within the Airpark. As part of this process, we also specifically looked at Aviation related businesses. We analyzed businesses that are located within 2 ½ miles* of each of the following airports:

- Anchorage International Airport - Anchorage, AK
- Columbia Metropolitan Airport - Columbia, SC
- Dallas-Ft. Worth International Airport - Dallas, TX



- Huntsville-Madison County International Airport - Huntsville, AL
- Jacksonville International Airport - Jacksonville, FL
- McGhee-Tyson Airport - Knoxville, TN
- Nashville Metropolitan Airport - Nashville, TN
- Portland International Airport - Portland, OR
- Airborne Airpark - Wilmington, OH

*Due to size, for Dallas-Ft. Worth International Airport, we analyzed businesses within 4 miles of the airport

Tables showing the types of businesses by industry type for each airport are located at the end in **Appendix D, Target Industry Analysis**, of this report. For analysis purposes, we also combined all of the airport data together. We then analyzed the businesses by specific industry type including all manufacturing businesses; transportation and warehousing businesses; and wholesale businesses. Highlights of this research are listed below. The full tables are listed at the end of this appendix.

5.3.5 RECOMMENDATIONS

The results of this analysis were useful in determining industry targets for attraction efforts, particularly within the distribution and aviation related sectors.

Based on the results of the analysis as well as data uncovered elsewhere within **Appendix D** of this report, we recommend that the Airpark focus on the following specific NAICS codes. These NAICS codes are part of the recommended target industries:

Corporate Training and Shared Services

524210 – Insurance Agencies and Brokerages

Rail Car Cluster

332312 – Fabricated Structural Metal

Regional Distribution

488510 – Freight Transportation Arrangement Operations (Aviation Related)

484110 – Local Trucking Operations

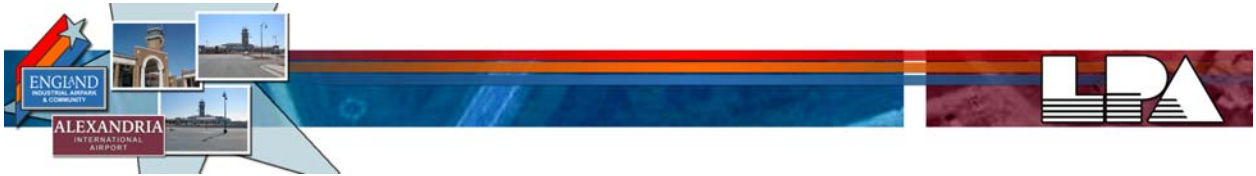
488119 – Miscellaneous Airport Operations (Aviation Related)

484121 – Long Distance Trucking Operations

488999 – Miscellaneous Support Activities for Transportation

488190 – Miscellaneous Support Activities for Air Transportation (Aviation Related)

In addition to targeting companies by the recommended 6-digit NAICS codes, we will look at the individual companies to determine common characteristics such as size, number of locations, and specific product and service descriptions to focus on the best opportunities location near the England Airpark and Alexandria Airport.



All Businesses Located Near Airports

We analyzed all businesses located near the nine airports together regardless of industry. Many of the businesses include:

- 561499 - Miscellaneous business support services such as address coding and bar coding services
- 813110 - Churches
- 488510 - Freight transportation arrangement operations
- 722110, 722211, and 721110 - Restaurants and hotels
- 62111 and 531210 - Professional services such as doctors and real estate agents
- 484110 - Local trucking operations
- 481111 and 488119 - Airport related operations such as airlines and a variety of airport support services such as maintenance, hangar, and airport cargo handling operations

Table 5-7 lists all industries with at least 70 businesses.

Manufacturing Businesses Located Near Airports

We also analyzed manufacturing businesses located near the nine airports. This will allow us to determine the manufacturers that may need distribution support. The top manufacturing industries include:

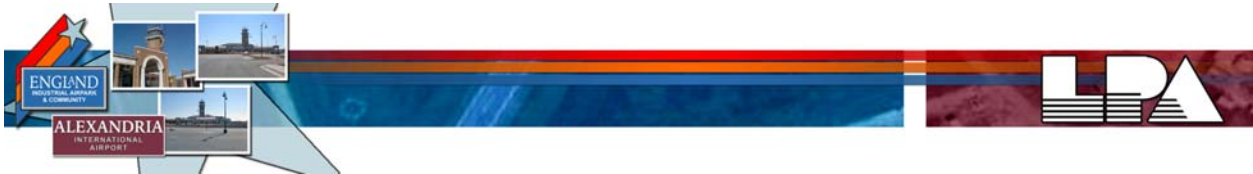
- 339999 - Miscellaneous manufacturing - this is a wide ranging category including everything from beach umbrellas to Christmas trees to slot machines to wigs
- 323110 - Commercial lithographic printing
- 339950 - Sign manufacturing
- 323119 - Miscellaneous commercial printing including business directories, greeting cards, trade magazines, and yearbooks
- 332312 - Fabricated structural metal
- 332710 - Machine shops
- 311811 - Retail bakeries

Table 5-8 lists all manufacturing industries with at least 5 businesses.

Transportation and Warehousing Businesses Located Near Airports

Next, we grouped all transportation and warehousing businesses located near the nine airports. The top industries include:

- 488510 - Freight transportation arrangement operations
- 484110 - Local trucking operations
- 481111 - Scheduled passenger air transportation (airlines)
- 488119 - Miscellaneous airport operations including airport maintenance, hangar and airport cargo handling operations
- 484121 - Long distance trucking operations



- 488999 - Miscellaneous support activities for transportation including car pools and pipeline terminal facilities
- 488190 - Miscellaneous support activities for air transportation including aircraft inspection, aircraft maintenance, and aircraft fueling
- 481112 - Scheduled air freight
- 488111 - Air traffic control

Table 5-9 lists all transportation and warehousing industries with at least 5 businesses.

Wholesale Trade Businesses Located Near Airports

We analyzed all wholesale trade businesses located near the nine airports. Wholesalers often have warehousing and transportation needs. The top industries include:

- 423830 - Industrial machinery and equipment
- 424990 - Miscellaneous nondurable goods - this is a wide ranging category including everything from candles to felt to pet supplies to industrial yarns
- 423610 - Electrical apparatus and equipment, wiring supplies, and related equipment
- 423690 - Miscellaneous electronic parts and equipment – this is a wide ranging category including everything from antennas to diodes to printed circuit boards to blank video tapes
- 423990 - Miscellaneous durable goods – this is a wide ranging category including everything from fire extinguishers to musical instruments to signs
- 423840 - Industrial supplies
- 423120 - Motor vehicle supplies and new parts
- 423850 - Service establishment equipment and supplies
- 423310 - Lumber, plywood, millwork and wood panel
- 423430 - Computer and computer peripheral equipment and software

Table 5-10 lists all wholesale trade industries with at least 5 businesses.

Professional Services Related Businesses Located Near Airports

We analyzed all Professional Services businesses located near the nine airports. The top industries include:

- 561499 - All Other Business Support Services
- 524210 - Insurance Agencies and Brokerages
- 531210 - Offices of Real Estate Agents and Brokers
- 541618 - Other Management Consulting Services
- 541611 - Administrative Management and General Management Consulting Services
- 531110 - Lessors of Residential Buildings and Dwellings
- 541330 - Engineering Services
- 541512 - Computer Systems Design Services

Table 5-11 lists all wholesale trade industries with at least 5 businesses.

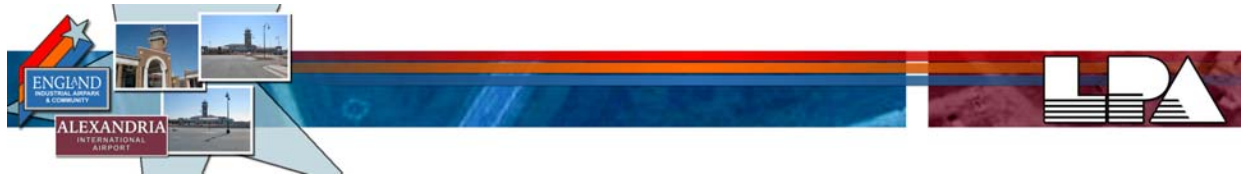


Table 5-7 All Businesses Located Near Airports (70 or more businesses).

NAICS Code	Description	Number of Businesses	Average Sales	Average Employment at Location
561499	All Other Business Support Services	540	\$108,424.2	2
722110	Full-Service Restaurants	295	\$2,662,640.6	23
813110	Religious Organizations	248	\$420,944.1	5
488510	Freight Transportation Arrangement	216	\$2,635,139.2	16
524210	Insurance Agencies and Brokerages	195	\$3,661,356.5	13
236115	New Single-Family Housing Construction (except Operative Builders)	186	\$255,894.8	2
561720	Janitorial Services	160	\$5,128,337.6	8
722211	Limited-Service Restaurants	157	\$467,416.7	16
721110	Hotels (except Casino Hotels) and Motels	155	\$1,468,188.4	37
621111	Offices of Physicians (except Mental Health Specialists)	146	\$597,291.7	7
531210	Offices of Real Estate Agents and Brokers	141	\$230,029.0	3
541618	Other Management Consulting Services	138	\$279,840.6	4
541611	Administrative Management and General Management Consulting Services	131	\$11,299,458.9	6
812990	All Other Personal Services	130	\$91,054.3	3
238220	Plumbing, Heating, and Air-Conditioning Contractors	122	\$988,432.8	12
453220	Gift, Novelty, and Souvenir Stores	122	\$195,308.3	5
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	118	\$306,531.0	3
541990	All Other Professional, Scientific, and Technical Services	112	\$156,473.2	3
812112	Beauty Salons	112	\$44,063.6	3
484110	General Freight Trucking, Local	101	\$500,426.8	7
531110	Lessors of Residential Buildings and Dwellings	101	\$267,223.0	5
541330	Engineering Services	96	\$1,187,255.5	10
532111	Passenger Car Rental	90	\$2,226,763.1	30
541512	Computer Systems Design Services	86	\$2,351,264.1	15
238210	Electrical Contractors	85	\$2,009,385.3	18
624410	Child Day Care Services	84	\$109,395.1	8
811111	General Automotive Repair	79	\$156,500.0	3



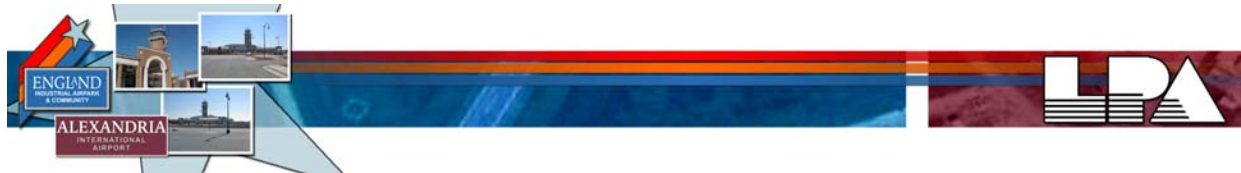
NAICS Code	Description	Number of Businesses	Average Sales	Average Employment at Location
481111	Scheduled Passenger Air Transportation	78	\$29,947,492.0	91
541110	Offices of Lawyers	78	\$227,218.3	4
531120	Lessors of Nonresidential Buildings (except Miniwarehouses)	75	\$488,422.5	3
423830	Industrial Machinery and Equipment Merchant Wholesalers	73	\$2,419,578.9	12
445110	Supermarkets and Other Grocery (except Convenience) Stores	73	\$1,322,126.8	15
561320	Temporary Help Services	72	\$7,385,947.3	16
561730	Landscaping Services	71	\$125,424.8	4
488119	Other Airport Operations	70	\$31,227,663.2	88

Source: Applied Marketing Sciences and Dun and Bradstreet



Table 5-8 Manufacturing Businesses Located Near Airports (5 or More Businesses)

NAICS Codes	NAICS Description	Number of Businesses	Average Sales	Average Employment at Location
339999	All Other Miscellaneous Manufacturing	35	\$322,942.9	5
323110	Commercial Lithographic Printing	30	\$860,731.6	9
339950	Sign Manufacturing	25	\$760,280.0	16
323119	Other Commercial Printing	19	\$2,963,517.3	23
332312	Fabricated Structural Metal Manufacturing	17	\$2,889,492.9	24
332710	Machine Shops	17	\$1,109,587.9	11
311811	Retail Bakeries	16	\$136,500.0	5
326199	All Other Plastics Product Manufacturing	14	\$8,050,865.8	88
323114	Quick Printing	10	\$942,862.6	12
334413	Semiconductor and Related Device Manufacturing	10	\$11,171,125.0	20
321918	Other Millwork (including Flooring)	9	\$464,875.0	5
334210	Telephone Apparatus Manufacturing	9	\$10,282,332.5	81
336411	Aircraft Manufacturing	9	\$25,071,000.0	380
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing	9	\$51,561,111.1	659
339920	Sporting and Athletic Goods Manufacturing	9	\$1,158,555.6	3
321920	Wood Container and Pallet Manufacturing	8	\$213,333.3	4
327320	Ready-Mix Concrete Manufacturing	8	\$36,900,000.0	59
333999	All Other Miscellaneous General Purpose Machinery Manufacturing	8	\$3,944,504.6	35
325910	Printing Ink Manufacturing	7	\$5,188,424.4	8
327390	Other Concrete Product Manufacturing	7	\$5,501,428.6	57
334290	Other Communications Equipment Manufacturing	7	\$2,437,235.9	9
334310	Audio and Video Equipment Manufacturing	7	\$30,494,664.0	14
334419	Other Electronic Component Manufacturing	7	\$7,142,857.1	41
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	7	\$781,428.6	10
336399	All Other Motor Vehicle Parts Manufacturing	7	\$40,902,857.1	22
336612	Boat Building	7	\$1,511,857.1	2
327215	Glass Product Manufacturing Made of Purchased Glass	6	\$1,383,333.3	1
332813	Electroplating, Plating, Polishing, Anodizing, and Coloring	6	\$2,166,166.7	7



NAICS Codes	NAICS Description	Number of Businesses	Average Sales	Average Employment at Location
333319	Other Commercial and Service Industry Machinery Manufacturing	6	\$470,000.0	6
333514	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing	6	\$965,000.0	15
334412	Bare Printed Circuit Board Manufacturing	6	\$1,411,333.3	25
339992	Musical Instrument Manufacturing	6	\$2,289,833.3	75
312130	Wineries	5	\$620,000.0	6
313311	Broadwoven Fabric Finishing Mills	5	\$187,834.0	4
325412	Pharmaceutical Preparation Manufacturing	5	\$1,816,000.0	22
332322	Sheet Metal Work Manufacturing	5	\$18,856,000.0	244
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	5	\$2,632,800.0	29
334119	Other Computer Peripheral Equipment Manufacturing	5	\$2,007,265.3	7
334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	5	\$2,850,000.0	38
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	5	\$321,600.0	4
334515	Instrument Manufacturing for Measuring and Testing Electricity and Electrical Signals	5	\$622,400.0	9
334612	Prerecorded Compact Disc (except Software), Tape, and Record Reproducing	5	\$2,939,000.0	4
336412	Aircraft Engine and Engine Parts Manufacturing	5	\$1,103,800.0	11
336991	Motorcycle, Bicycle, and Parts Manufacturing	5	\$356,000.0	6
337110	Wood Kitchen Cabinet and Countertop Manufacturing	5	\$194,800.0	3
339113	Surgical Appliance and Supplies Manufacturing	5	\$21,347,500.0	208
339932	Game, Toy, and Children's Vehicle Manufacturing	5	\$32,800.0	1

Source: Applied Marketing Sciences and Dun and Bradstreet

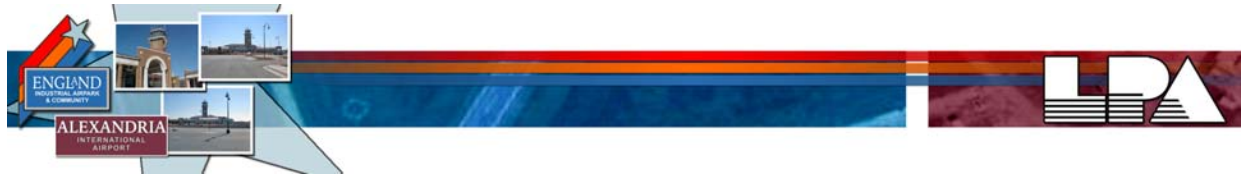


Table 5-9 Transportation and Warehousing Businesses Located Near Airports (5 or More Businesses)

NAICS Code	NAICS Description	Number of Businesses	Average Sales	Average Employment at Location
488510	Freight Transportation Arrangement	216	\$2,635,139.2	16
484110	General Freight Trucking, Local	101	\$500,426.8	7
481111	Scheduled Passenger Air Transportation	78	\$29,947,492.0	91
488119	Other Airport Operations	70	\$31,227,663.2	88
484121	General Freight Trucking, Long-Distance, Truckload	67	\$1,430,846.4	15
488999	All Other Support Activities for Transportation	47	\$159,869.6	3
488190	Other Support Activities for Air Transportation	33	\$118,885,666.7	38
481112	Scheduled Freight Air Transportation	24	\$12,768,596.8	109
488111	Air Traffic Control	24	\$2,706,000.0	62
485999	All Other Transit and Ground Passenger Transportation	16	\$1,015,800.0	38
488410	Motor Vehicle Towing	16	\$329,187.5	7
481219	Other Nonscheduled Air Transportation	12	\$2,535,833.3	25
485310	Taxi Service	11	\$5,428,512.3	9
485320	Limousine Service	10	\$236,250.0	10
488210	Support Activities for Rail Transportation	10	\$820,600.0	10
481211	Nonscheduled Chartered Passenger Air Transportation	8	\$3,906,813.0	17
482111	Line-Haul Railroads	6	\$249,000.0	3
484220	Specialized Freight (except Used Goods) Trucking, Local	6	\$2,963,666.7	22
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	6	\$417,666.7	6
481212	Nonscheduled Chartered Freight Air Transportation	5	\$3,568,000.0	33
484210	Used Household and Office Goods Moving	5	\$915,395.0	9
485119	Other Urban Transit Systems	5	\$80,000.0	2
488490	Other Support Activities for Road Transportation	5	\$3,616,250.0	73
488991	Packing and Crating	5	\$579,000.0	10

Source: Applied Marketing Sciences and Dun and Bradstreet

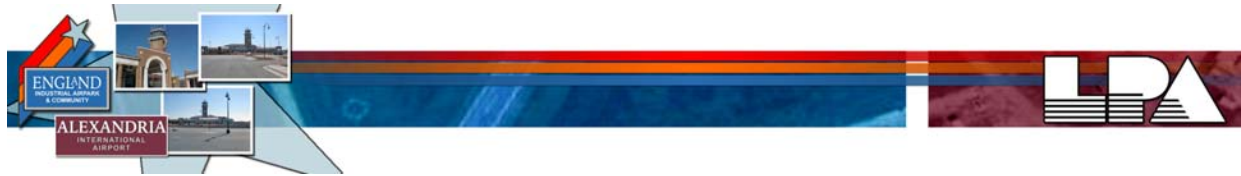


Table 5-10 Wholesale Trade Businesses Located Near Airports (5 or More Businesses)

NAICS Code	NAICS Description	Number of Businesses	Average Sales	Average Employment at Location
423830	Industrial Machinery and Equipment Merchant Wholesalers	73	\$2,419,578.9	12
424990	Other Miscellaneous Nondurable Goods Merchant Wholesalers	50	\$363,591.4	3
423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	43	\$6,018,561.4	23
423690	Other Electronic Parts and Equipment Merchant Wholesalers	40	\$3,337,366.7	20
423990	Other Miscellaneous Durable Goods Merchant Wholesalers	38	\$734,571.4	6
423840	Industrial Supplies Merchant Wholesalers	37	\$6,043,731.9	19
423120	Motor Vehicle Supplies and New Parts Merchant Wholesalers	35	\$1,523,665.7	12
423850	Service Establishment Equipment and Supplies Merchant Wholesalers	29	\$2,575,965.5	7
423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	26	\$3,934,877.0	21
423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	22	\$9,951,658.7	28
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	19	\$3,831,052.6	25
423510	Metal Service Centers and Other Metal Merchant Wholesalers	19	\$3,336,397.5	12
423810	Construction and Mining (except Oil Well) Machinery and Equipment Merchant Wholesalers	19	\$11,910,462.0	24
423420	Office Equipment Merchant Wholesalers	17	\$2,031,771.5	23
424410	General Line Grocery Merchant Wholesalers	17	\$3,746,764.7	15
424490	Other Grocery and Related Products Merchant Wholesalers	16	\$7,246,875.0	38
424210	Drugs and Druggists' Sundries Merchant Wholesalers	15	\$3,007,857.1	15
423210	Furniture Merchant Wholesalers	14	\$3,293,372.6	5
423220	Home Furnishing Merchant Wholesalers	14	\$1,171,428.6	9
423730	Warm Air Heating and Air-Conditioning Equipment and Supplies Merchant Wholesalers	14	\$5,582,142.9	8
423860	Transportation Equipment and Supplies (except Motor Vehicle) Merchant Wholesalers	14	\$8,849,328.4	20
423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	13	\$1,316,923.1	7
423710	Hardware Merchant Wholesalers	13	\$1,432,623.6	9
424120	Stationery and Office Supplies Merchant Wholesalers	13	\$2,540,000.0	17
423720	Plumbing and Heating Equipment and Supplies (Hydronics) Merchant Wholesalers	12	\$3,368,000.0	16
424130	Industrial and Personal Service Paper Merchant Wholesalers	12	\$2,456,383.9	10
423620	Electrical and Electronic Appliance, Television, and Radio Set Merchant Wholesalers	11	\$4,499,000.0	20



NAICS Code	NAICS Description	Number of Businesses	Average Sales	Average Employment at Location
423910	Sporting and Recreational Goods and Supplies Merchant Wholesalers	11	\$1,250,363.6	5
424720	Petroleum and Petroleum Products Merchant Wholesalers (except Bulk Stations and Terminals)	11	\$10,970,740.4	48
424920	Book, Periodical, and Newspaper Merchant Wholesalers	11	\$1,558,272.7	12
423440	Other Commercial Equipment Merchant Wholesalers	10	\$1,241,000.0	10
423110	Automobile and Other Motor Vehicle Merchant Wholesalers	9	\$7,023,333.3	30
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	9	\$2,305,444.4	11
423920	Toy and Hobby Goods and Supplies Merchant Wholesalers	9	\$2,361,333.3	22
423930	Recyclable Material Merchant Wholesalers	9	\$5,759,666.7	14
423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	9	\$12,518,333.3	32
424690	Other Chemical and Allied Products Merchant Wholesalers	9	\$983,449.0	6
424470	Meat and Meat Product Merchant Wholesalers	8	\$26,515,000.0	21
424610	Plastics Materials and Basic Forms and Shapes Merchant Wholesalers	8	\$4,202,932.4	5
424340	Footwear Merchant Wholesalers	7	\$1,248,142.9	5
424460	Fish and Seafood Merchant Wholesalers	7	\$1,964,285.7	10
423130	Tire and Tube Merchant Wholesalers	6	\$1,268,333.3	9
423490	Other Professional Equipment and Supplies Merchant Wholesalers	6	\$2,681,666.7	21
424910	Farm Supplies Merchant Wholesalers	6	\$25,420,948.0	16
423140	Motor Vehicle Parts (Used) Merchant Wholesalers	5	\$455,041.6	4
423330	Roofing, Siding, and Insulation Material Merchant Wholesalers	5	\$5,270,000.0	27
424110	Printing and Writing Paper Merchant Wholesalers	5	\$47,556,000.0	43
424420	Packaged Frozen Food Merchant Wholesalers	5	\$2,798,000.0	11
424450	Confectionery Merchant Wholesalers	5	\$4,391,778.0	20
424480	Fresh Fruit and Vegetable Merchant Wholesalers	5	\$34,068,345.4	70

Source: Applied Marketing Sciences and Dun and Bradstreet

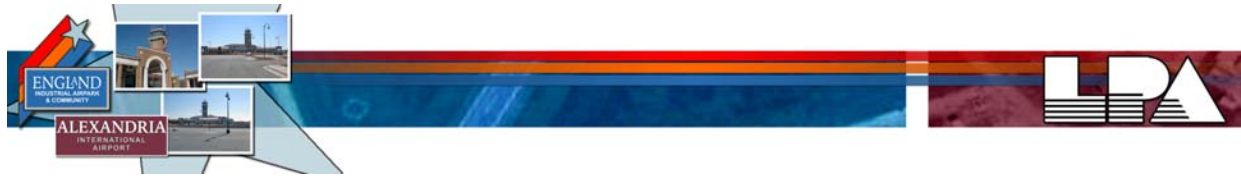
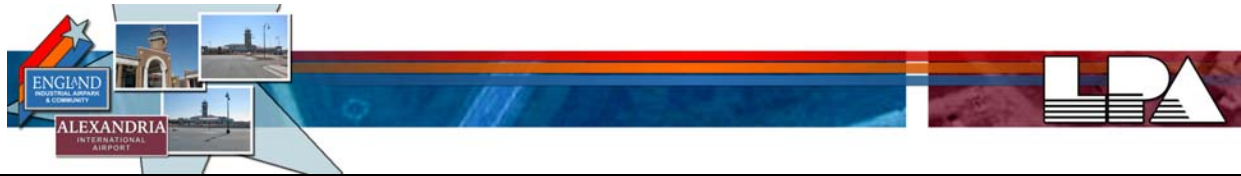


Table 5-11 Professional Services Businesses Located Near Airports (5 or More Businesses)

NAICS Code	NAICS Description	Number of Businesses	Average Sales	Average Employment at Location
561499	All Other Business Support Services	540	\$108,424.2	2
524210	Insurance Agencies and Brokerages	195	\$3,661,356.5	13
531210	Offices of Real Estate Agents and Brokers	141	\$230,029.0	3
541618	Other Management Consulting Services	138	\$279,840.6	4
541611	Administrative Management and General Management Consulting Services	131	\$11,299,458.9	6
531110	Lessors of Residential Buildings and Dwellings	101	\$267,223.0	5
541330	Engineering Services	96	\$1,187,255.5	10
541512	Computer Systems Design Services	86	\$2,351,264.1	15
541110	Offices of Lawyers	78	\$227,218.3	4
531120	Lessors of Nonresidential Buildings (except Miniwarehouses)	75	\$488,422.5	3
561320	Temporary Help Services	72	\$7,385,947.3	16
522310	Mortgage and Nonmortgage Loan Brokers	67	\$374,524.6	5
541511	Custom Computer Programming Services	60	\$2,069,201.8	20
561510	Travel Agencies	58	\$9,452,857.1	21
541219	Other Accounting Services	57	\$470,178.6	5
523999	Miscellaneous Financial Investment Activities	54	\$192,396.2	2
541690	Other Scientific and Technical Consulting Services	53	\$617,640.5	6
522110	Commercial Banking	52	\$5,085,025.6	28
523910	Miscellaneous Intermediation	48	\$208,297.9	2
561110	Office Administrative Services	47	\$54,138,531.4	23
518210	Data Processing, Hosting, and Related Services	44	\$2,788,886.4	21
541810	Advertising Agencies	40	\$6,039,852.9	19
541320	Landscape Architectural Services	39	\$84,686.4	2
541613	Marketing Consulting Services	37	\$977,189.2	11
561310	Employment Placement Agencies	35	\$1,004,647.1	9
541410	Interior Design Services	34	\$80,515.2	2
541430	Graphic Design Services	32	\$178,093.8	3



NAICS Code	NAICS Description	Number of Businesses	Average Sales	Average Employment at Location
541211	Offices of Certified Public Accountants	31	\$172,790.8	4
541612	Human Resources and Executive Search Consulting Services	30	\$726,758.6	8
518111	Internet Service Providers	29	\$4,332,878.4	27
551112	Offices of Other Holding Companies	29	\$127,724.1	3
522390	Other Activities Related to Credit Intermediation	28	\$270,111.1	4
541310	Architectural Services	25	\$140,041.7	2
523930	Investment Advice	24	\$224,441.3	4
522291	Consumer Lending	22	\$1,939,263.2	24
522298	All Other Nondepository Credit Intermediation	22	\$570,947.4	4
523120	Securities Brokerage	22	\$352,763.9	4
524126	Direct Property and Casualty Insurance Carriers	22	\$15,799,047.6	66
531190	Lessors of Other Real Estate Property	22	\$132,772.7	3
541820	Public Relations Agencies	21	\$1,113,783.6	18
541910	Marketing Research and Public Opinion Polling	19	\$6,035,176.5	19
541213	Tax Preparation Services	18	\$64,352.9	3
541860	Direct Mail Advertising	18	\$640,444.4	10
522292	Real Estate Credit	16	\$32,921,382.6	177
524113	Direct Life Insurance Carriers	15	\$52,073,392.3	62
522130	Credit Unions	14	\$2,397,828.5	18
541710	Research and Development in the Physical, Engineering, and Life Sciences	14	\$1,015,360.6	17
561599	All Other Travel Arrangement and Reservation Services	14	\$3,774,853.8	19
541191	Title Abstract and Settlement Offices	13	\$858,461.5	6
561421	Telephone Answering Services	13	\$546,615.4	4
523991	Trust, Fiduciary, and Custody Activities	12	\$140,083.3	2
531130	Lessors of Miniwarehouses and Self-Storage Units	12	\$856,583.3	17
541890	Other Services Related to Advertising	12	\$623,833.3	7
522120	Savings Institutions	10	\$29,793,083.1	31
524291	Claims Adjusting	10	\$1,341,400.0	6
531320	Offices of Real Estate Appraisers	10	\$154,800.0	3



NAICS Code	NAICS Description	Number of Businesses	Average Sales	Average Employment at Location
561520	Tour Operators	10	\$333,000.0	2
524298	All Other Insurance Related Activities	9	\$369,285.7	4
541380	Testing Laboratories	9	\$310,351.0	4
541620	Environmental Consulting Services	9	\$289,111.1	8
541840	Media Representatives	9	\$2,258,333.3	9
524114	Direct Health and Medical Insurance Carriers	8	\$696,250.0	5
541370	Surveying and Mapping (except Geophysical) Services	8	\$438,204.3	10
561440	Collection Agencies	8	\$343,750.0	11
522220	Sales Financing	7	\$804,285.7	8
522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities	7	\$1,915,166.7	56
525930	Real Estate Investment Trusts	7	\$1,650,000.0	17
541350	Building Inspection Services	7	\$79,714.3	1
561611	Investigation Services	7	\$201,714.3	14
519190	All Other Information Services	6	\$93,200.0	3
541214	Payroll Services	6	\$757,166.7	15
541614	Process, Physical Distribution, and Logistics Consulting Services	6	\$84,333.3	4
561210	Facilities Support Services	6	\$917,500.0	6
561410	Document Preparation Services	6	\$55,666.7	2
561450	Credit Bureaus	6	\$105,000.0	2
523920	Portfolio Management	5	\$183,333.3	2
541720	Research and Development in the Social Sciences and Humanities	5	\$181,000.0	5
561422	Telemarketing Bureaus	5	\$15,066,200.0	45
561492	Court Reporting and Stenotype Services	5	\$191,250.0	6

Source: *Applied Marketing Sciences and Dun and Bradstreet*

