

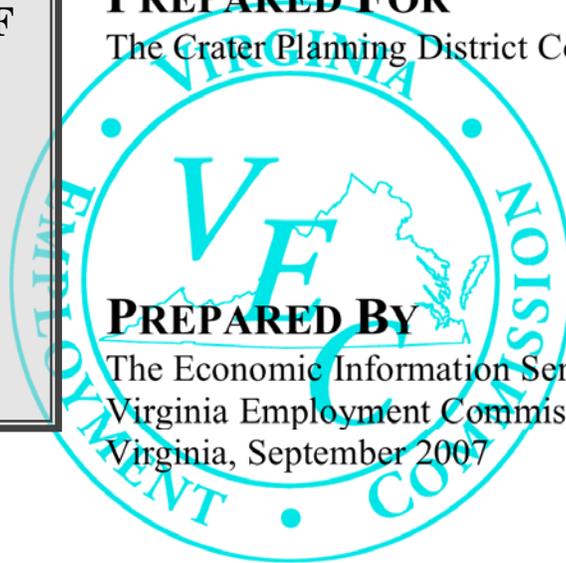
**AN  
ECONOMIC  
IMPACT  
ANALYSIS OF  
*FORT  
LEE*  
2006 - 2013**

**PREPARED FOR**

The Crater Planning District Commission

**PREPARED BY**

The Economic Information Services Division of the  
Virginia Employment Commission Richmond  
Virginia, September 2007



**AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013**

**Viewing the Impacts of Expenditures in  
2006, and the Ramifications of the 2005  
Base Realignment and Closure  
Commission Actions on the Local  
Community**

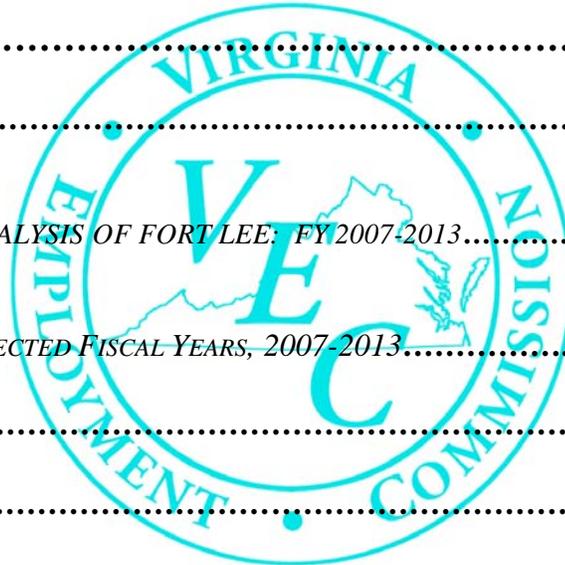


**THE CRATER PLANNING DISTRICT COMMISSION**

**SEPTEMBER 2007**

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## INTRODUCTION

Late August 2005 brought the end of a long awaited period of uncertainty as the Base Realignment and Closure Commission (BRAC) voted on a number of closure and realignment recommendations from the Secretary of Defense. Fort Lee is slated to be a net receiver of seven military functions from five states (including Virginia) over the next several years. A summary of the section of the BRAC report pertaining to Fort Lee that was sent to President George W. Bush in September 2005 can be found in Appendix A.

The economic benefits to the area from Fort Lee's 2006 expenditures and the unprecedented military and civilian growth are assessed in this study. Spending by Fort Lee for operations, construction, maintenance and payroll from 2006 through 2013 are measured in terms of output [value of goods and services produced and sold in the area], employee compensation, and employment in the local area. While this study is comprehensive in its data development and assessment, it does not attempt to calculate a net value of Fort Lee's contribution to the economy. This study does not capture costs of new infrastructure, schools and roads that will no doubt be costs borne by the area's economy.

The impact analysis was conducted by the Economic Operations Research (EOR) section of the Economic Information Services (EIS) Division at the Virginia Employment Commission (VEC) on behalf of Mr. Dennis Morris, Executive Director of the Crater Planning District Commission. Mr. Morris coordinated the data gathering process between the VEC and Fort Lee and served as the lead person on this project. The VEC and Fort Lee are extremely grateful for Mr. Morris's leadership and consultation. The study was conducted using expenditure data submitted by the BRAC Synchronization Office at Fort Lee.

## AREA OF IMPACT

In preparing an economic impact, one needs to consider the geographical area that is impacted. The study area is determined by analyzing the geographic area in which the economic activity occurs, taking into account the immediate impact area and the surrounding area for consideration of the forward and backward linkages. An area that is too large can produce unrealistic results, while micro regions such as a single county or city can miss the true dynamics of an economy. We use the concept of a Functional Economic Area (FEA). A FEA is a semi-self sufficient economic unit and is simply where people live, shop, and work. This analysis estimates the economic impact from the expenditures made in 2006 by Fort Lee and staff on the economies that comprise a portion of the Crater Planning District, and those expenditures that are estimated to occur as a result of the BRAC actions from 2007 to 2013. These localities are: Chesterfield, Dinwiddie, and Prince George Counties; and the Cities of Colonial Heights, Hopewell and Petersburg. Additionally, for the purpose of this study, the City of Richmond was included so that an economically sound model could be prepared.

## METHODOLOGY

VEC economists used IMPLAN (Impact Analysis for Planning) to estimate the impact of expenditures on jobs and salaries and wages on the defined Crater Planning District and City of Richmond area economies. IMPLAN is a regional economic impact modeling system that provides estimates of the effects on output, employment, and salaries and wages from changes in economic activity. The IMPLAN model measures the economic impact in terms of direct, indirect, and induced effects.

As an example, consider the increase in demand for computer parts. An increase in demand would cause the manufacturer of computer parts to increase production in order to meet that demand (**Direct Effect**). Consequently, the manufacturer would need additional production inputs, such as electronics and wire from those respective suppliers, generating an increase in production from the industries that supply the inputs (**Indirect Effect**). Finally, the increase in final demand would initiate an increase in household income (direct and indirect effects) generating an increase in income and employment in those industries that are recipients of household spending (**Induced Effect**).

It should be noted that this economic impact analysis includes BRAC recommendations and other stationing actions that were announced prior to the end of calendar year 2006. Any Department of Defense initiative impacting Fort Lee after that date is not included in this analysis.

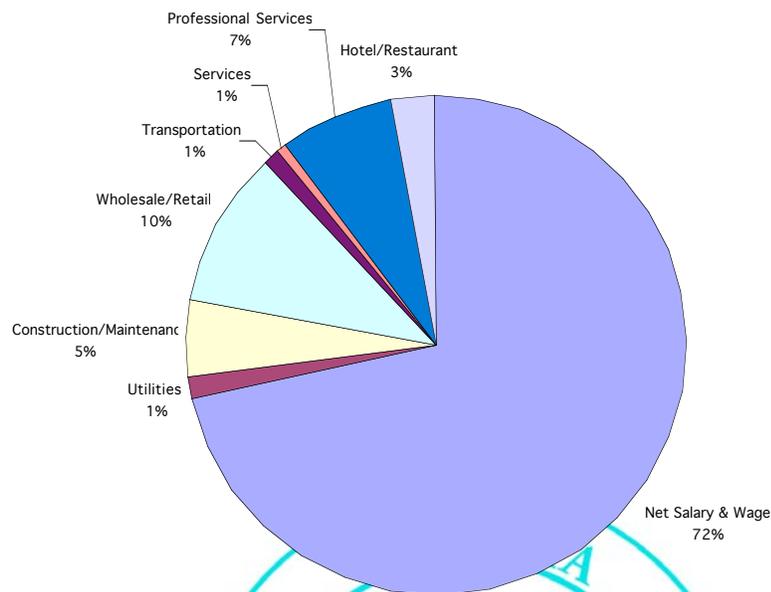
## SUMMARY PROFILE 2006

Fort Lee's employment level in Fiscal Year (FY) 2006 was 8,400 of which 3,970 were military, 4,440 civilian. The civilian population consisted of: Appropriated Funds (AF) 2,440; Non-Appropriated Funds (NAF) 390; Army Air Force Exchange Service (AAFES) 300; Commissary employees 100; and Contractor Employees 1,210<sup>1</sup>. The total cost of operating Fort Lee, including salary and wages, in 2006 totaled \$739.4 million. Salary and wage expenditures of \$527.4 million accounted for approximately 72 percent of the total. The remaining \$212 million was spent on an array of operation and building expenditures such as construction, operations supplies, furniture and computer supplies, educational services, equipment, utilities, and consulting services. The chart below illustrates the aggregated distribution of expenditures. Professional Services and Trade are the largest categories of expenditures after employee compensation.

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<sup>1</sup> Totals vary due to rounding.

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013



It is important to recognize that the direct expenditures shown in tables 1 and 2 are less than the total expenditure data supplied by Fort Lee. This is due to natural leakages of money from the study area within the production stream, along with adjustments for wholesale and retail margins and consumption outside of the area – it is in a real sense, the economy at work. These factors reduce the *accounting base* impact to what is estimated to have remained in the area. We estimate that in 2006, that leakage was \$196.6 million. Table 1 summarizes the employment and expenditures impact from the remaining \$542.8 million. In FY 2006, Fort Lee supported 15,880 full-time equivalent jobs (FTE) in the area, which includes 8,400 Fort Lee staff. The total impact on the area’s economy from Fort Lee’s expenditures amounted to \$803.1 million dollars.

**Table 1: Summary of the Economic Impact of Fort Lee FY 2006**  
(\$Millions)

	Initial	Multiplier Effects	Total
Employment	8,400	7,480	15,880
Expenditures	\$542.8	\$260.3	\$803.1

Source: Virginia Employment Commission, August 2007.

## IMPACT ANALYSIS

This study revealed that in FY 2006, through the expenditures of Fort Lee, \$803.1 million dollars were circulated in the Crater Planning District and City of Richmond area economies. Table 1 shows the estimated economic impact of \$803.1 million in total output (value of all goods and services produced) supported approximately 7,480 additional jobs, with an associated \$251.5 million in employee compensation. (These jobs were in addition to the 8,400 staff employed by Fort Lee).

Table 2 reveals more detail of the impact from Fort Lee. The direct effects associated with these expenditures after accounting for leakages and margins were an estimated \$542.8 million in output and 5,020 additional jobs to carry out the Fort operations, with \$167.9 million in additional employee compensation. The direct spending generated added economic activity, that is, indirect and induced spending on other goods and services in the economy. The indirect effects from local inter-industry purchases were \$123.6 million in output and 1,070 jobs, with \$40.7 million in employee compensation. The induced effects that stem from the increased household income from the direct and indirect effects were \$136.7 million in output and 1,390 jobs, with \$42.9 million in employee compensation. The value added portion of this impact, which includes employee compensation, proprietary income, and incomes from rents, royalties, and dividends, along with indirect business taxes amounted to \$481.5 million.

**Table 2: Economic Component Analysis of Fort Lee FY 2006**  
(Millions)

Effects	Total Output	Value Added	Employee Comp.	Employment
Direct	\$542.8	\$322.2	\$527.4*+ \$167.9	8,400*+ 5,020
Indirect	\$123.6	\$73.4	\$40.7	1,070
Induced	\$136.7	\$85.9	\$42.9	1,390
<b>Total</b>	<b>\$803.1</b>	<b>\$481.5</b>	<b>\$778.9</b>	<b>15,880</b>

Source: Virginia Employment Commission, August 2007. Totals may not sum correctly due to rounding.

\* Fort Lee Salary and Wages, and Employment

The North American Industry Classification System (NAICS) is an industry classification system that groups establishments into industries based on the activities in which they are primarily engaged. It is a comprehensive system covering the entire field of economic activities, producing and non-producing. There are 20 sectors in NAICS and 1,179 industries in NAICS United States.

Table 3 is an aggregate representation of the industrial impact for 2006. It clearly shows that Retail Trade, Health & Social Services and the Accommodation & Food Services industries had significant employment and corresponding compensation impacts stemming from personal consumption. Other industries whose impacts are more institutionally oriented are the Wholesale Trade, Finance & Insurance, and Professional - Scientific & Technical industries. These industries have relatively high values in total output – the gross dollar value of goods produced and sold in the area.

**Table 3: Aggregate Industry Analysis of Fort Lee FY 2006**  
(*\$MILLIONS*)

Source: Virginia Employment Commission, August 2007.

Industry	Employment	Employee Compensation	Output
Ag, Forestry, Fish & Hunt.	15	\$109,840	\$514,430
Mining	0	4,900	18,620
Utilities	35	3,666,490	22,12,420
Construction	440	16,996,600	40,284,790
Manufacturing	130	6,871,150	38,148,363
Wholesale Trade	495	31,525,900	75,150,820
Transportation & Whsing	200	9,033,560	23,840,210
Retail Trade	1,440	35,148,120	79,171,290
Information	80	4,764,940	21,807,160
Finance & Insurance	310	17,113,630	54,977,460
Real Estate & Rental	190	3,718,450	36,534,450
Professional/Scientific/Tech.	500	20,125,710	65,950,680
Management of Companies	40	3,821,880	7,833,80
Admin. & Waste Serv.	330	8,070,700	16,917,770
Educational Serv.	80	2,168,330	3,777,890
Health & Social Services	1,150	47,620,840	97,876,910
Arts/Entertain. & Recreation	175	2,153,070	5,879,680
Accommodation/Food Serv	1,170	19,236,670	58,157,340
Other Services	650	16,335,120	38,696,660
Government & Non NAICs	60	2,932,900	79,474,620
Fort Lee	<b>8400</b>	<b>527,426,600</b>	
<b>Total</b>	<b>15,880</b>	<b>\$778,845,400</b>	<b>\$803,101,530</b>

## TAX ANALYSIS

The calculation of the tax receipts by the State of Virginia and the respective local governments is an essential part of this economic impact analysis.

It is estimated that total State and Local taxes collected were \$52,503,600 in FY 2006 as a result of the operations of Fort Lee and the associated industries. The tax table below is divided into 3 categories: Corporate, Indirect, and Personal taxes. As seen in the indirect business category, the greatest tax amount both in absolute value and percentage of total tax collected is property tax; the second largest is sales tax.

Further analysis revealed that in the division of total taxes between the State of Virginia and the local area, the State received approximately \$32,799,600 and the area tax collections amounted to approximately \$19,704,000.

**Table 4: Tax Impact of Fort Lee on the State and the Local Area, by Category of Tax, FY 2006.**

	Tax Amount	Percent of Category	Percent of Total
<b>Corporations</b>			
Corporate Profits	\$5,777,400	64.73	11.00
Dividends	\$3,147,440	35.27	6.00
<i>Total</i>	\$8,924,840		17.00
<b>Indirect Business Taxes</b>			
Motor Vehicle License	\$427,540	1.21	0.81
Property Tax	\$16,890,820	47.72	32.17
State/Local Non-Tax	\$1,980,960	5.60	3.77
Sales Tax	\$12,417,770	35.08	23.65
Severance Tax	\$4,170	0.01	0.01
Other Tax	\$3,673,675	10.38	7.00
<i>Total</i>	\$35,394,850		67.41
<b>Personal Taxes</b>			
Income Tax	\$7,251,725	88.17	13.74
Motor Vehicle License	\$278,590	3.40	0.53
Non-taxes	\$521,435	6.37	0.99
Property Tax	\$53,690	.66	0.10
Other Tax	\$114,474	1.40	0.22
<b>Total</b>	\$8,183,910		15.49
<b>Total Taxes</b>	\$52,503,600		

Source: Virginia Employment Commission, August 2007.

## IMPACT ANALYSIS

### AGGREGATE INDUSTRY ANALYSIS OF FORT LEE: FY 2007-2013

Table 5 presents a cumulative total of the aggregate industry analysis of Fort Lee for fiscal years 2007-2013. This table clearly reflects the positive accelerated impacts that BRAC actions will have upon the region. The most striking impact, albeit short-term, is that of construction employment. Construction employment, compensation and output will greatly benefit from the Fort Lee expansion projects through 2013. By 2008, construction employment directly related to the BRAC expansion could exceed 5,600, up from approximately 450 in 2006.

While the construction employment impact will, at some point, recede to a more normal level, those industries mentioned earlier, along with all of the benefit from sustained spending by Fort Lee, will also have corresponding levels of growth.

Detailed aggregate industry analyses (with summary profiles) of Fort Lee for each year are presented in Appendix B.

**Table 5: Aggregate Industry Analysis of Fort Lee FY 2007-2013**

	Employment	Employment Compensation	Output
Agriculture, Forestry, Fish & Hunting	150	\$1,191,730	\$5,800,400
Mining	0	74,910	274,754
Utilities	350	42,053,000	253,570,752
Construction	19,210	786,086,130	1,816,166,732
Manufacturing	1,540	86,938,320	465,355,050
Wholesale Trade	4,460	313,122,460	746,415,170
Retail Trade	11,310	101,822,570	259,967,510
Transportation & Warehousing	5,420	405,473,870	916,099,570
Information	790	53,177,050	243,600,480
Finance & Insurance	3,170	195,502,450	625,142,480
Real Estate & Rental	1,950	42,995,220	417,327,020
Professional-Scientific & Technical Services	5,650	249,586,170	767,864,450
Management of Companies	380	46,940,000	96,205,070
Administrative & Waste Services	3,590	97,042,990	199,834,460
Educational Services	780	24,668,900	43,488,830
Health & Social Services	11,260	538,470,200	1,104,057,280
Arts, Entertainment, Recreation	1,760	23,558,650	64,448,800
Accommodations & Food Services	10,710	192,979,860	585,867,390
Other Services	6,520	179,581,440	426,478,184
Government & Non NAICs	560	33,638,170	832,226,590
Institutions			343,626,060
<b>TOTAL</b>	<b>89,570</b>	<b>\$3,414,904,000</b>	<b>\$10,213,817,020</b>

Source: Virginia Employment Commission, August 2007.

## IMPACT ANALYSIS

### TOTAL EXPENDITURES: PROJECTED FISCAL YEARS, 2007-2013

Table 6 summarizes the estimated total economic impact of the projected expenditures by Fort Lee for FYs 2007-2013. While major troop increases do not begin until 2009, the preparation for their arrival will begin in earnest in 2007 as construction increases from \$32 million to \$220 million (nearly 600 percent). The value of total output is driven by this growth and will increase by 40 percent to more than \$1.2 billion in 2007. The following year could be another banner year as construction more than doubles from 2007 (\$507.7 million – 130 percent), pushing output growth by another 40 percent to \$1.7 billion in 2008. Fort Lee induced employment in 2007 and 2008 will grow by 42 percent each year driven largely by the construction expenditures.

The year 2008 will be a high mark relative to economic growth as construction represents 40 percent of total expenditures (72 percent excluding compensation). However, with the significant expansion in 2009 and 2010, construction will continue to be one of the two dominant drivers of Fort Lee's economic impact on the area. This period will also witness the ratcheting-up of base employment as personnel arrive at Fort Lee. Fort Lee's personnel level should plateau at approximately 11,700 in 2011 through 2013. In 2012 and 2013 construction will once more be a major economic influence as expenditures average \$275 million annually, which in turn will increase the workforce impact by 40 percent.

Certainly, the largest and most consistent driver of economic influence are the salaries and wages paid to Fort Lee personnel, and those who derive their livelihood directly or indirectly from operations at Fort Lee\* (see Impacts). Total compensation throughout the impacted area in 2006 was estimated to have been \$778.9 million stemming from Fort Lee operations. For 2007, an increase to more than \$930 million is estimated. Beginning in 2008, total employment compensation should average \$1.2 billion per year through 2011. As Table 6 illustrates, 2012 and 2013 will see total compensation average more than \$1.4 billion as the construction impacts and Fort Lee staff reach their peak.

**Table 6: Total Impacts of Projected Fort Lee Expenditures for Fiscal Years 2007-2013**  
(\$millions)

Impacts	2007	2008	2009	2010	2011	2012	2013
Direct Output	\$754,109,580	\$1,055,710,180	\$914,402,100	\$929,456,900	\$834,279,800	\$1,101,536,100	\$1,133,861,700
Total Output	\$1,149,007,630	\$1,647,726,780	\$1,390,186,800	\$1,396,923,300	\$1,230,423,000	\$1,674,340,400	\$1,725,209,200
Value Added	\$676,085,000	\$954,774,060	\$818,729,500	\$829,130,400	\$739,282,200	\$988,251,000	\$1,108,429,800

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

<i>Table 6: Cont'd</i>							
<b>Compensation</b>							
<i>Fort Lee</i>	\$543,249,400	\$559,546,890	\$703,555,600	\$807,433,400	\$849,441,400	\$874,924,600	\$901,172,300
<i>Impacts*</i>	<u>\$386,913,400</u>	<u>\$583,726,040</u>	<u>\$465,410,900</u>	<u>\$456,092,600</u>	<u>\$385,265,500</u>	<u>\$559,822,400</u>	<u>\$577,673,200</u>
<b>TOTAL</b>	<b>\$930,162,800</b>	<b>\$1,143,272,930</b>	<b>\$1,168,966,500</b>	<b>\$1,263,526,000</b>	<b>\$1,234,706,900</b>	<b>\$1,434,747,000</b>	<b>\$1,478,845,500</b>
<b>Employment</b>							
<i>Fort Lee</i>	8,400	8,400	10,300	11,490	11,730	11,730	11,730
<i>Impacts*</i>	<u>10,910</u>	<u>15,830</u>	<u>12,550</u>	<u>12,070</u>	<u>10,040</u>	<u>14,030</u>	<u>14,140</u>
<b>TOTAL</b>	<b>19,310</b>	<b>24,230</b>	<b>22,850</b>	<b>23,560</b>	<b>21,770</b>	<b>25,760</b>	<b>25,870</b>
<b>Taxes</b>							
<i>State</i>	\$42,869,860	\$57,223,600	\$51,252,630	\$52,765,100	\$48,102,180	\$60,643,100	\$62,035,700
<i>Local</i>	<u>\$23,439,640</u>	<u>\$28,483,660</u>	<u>\$27,782,500</u>	<u>\$29,367,300</u>	<u>\$28,088,350</u>	<u>\$32,364,400</u>	<u>\$32,863,840</u>
<b>TOTAL</b>	<b>\$66,309,500</b>	<b>\$85,707,260</b>	<b>\$79,035,130</b>	<b>\$82,132,400</b>	<b>\$76,190,530</b>	<b>\$93,007,500</b>	<b>\$94,899,550</b>

Source: Virginia Employment Commission, August 2007.

## SUMMARY OF FINDINGS

- ❑ The total cost of operating Fort Lee, including salary and wages, in 2006 totaled \$739.4 million. Salary and wage expenditures of \$527.4 million accounted for approximately 72 percent of the total. The remaining \$211.9 million was spent on an array of operation and building expenditures such as construction, operations supplies, educational services, equipment, utilities, and consulting services.
- ❑ All economies have naturally occurring leakages of monies from the area. Because of this, the direct effects, or initial expenditures that remain in the area amounted to \$542.8 million after accounting for \$196.6 millions in leakages.
- ❑ The total impact on the area's economy, after accounting for leakages and margins, from Fort Lee's expenditures amounted to \$803.1 million dollars in 2006.
- ❑ In 2006, Fort Lee's operations supported 15,880 full-time equivalent jobs (FTE) in the area, which includes 8,400 Fort Lee staff.
- ❑ Total compensation paid to all affected workers throughout the impacted area in 2006, was estimated to have been \$778.9 million stemming from Fort Lee's operations.
- ❑ While major troop increases do not begin until 2009, the preparation for their arrival will begin in earnest in 2007 as construction increases from \$32 million in 2006 to \$220.3 million (nearly 600 percent).

- ❑ The value of total output<sup>2</sup> is driven by this growth and will increase by 43 percent to more than \$1.1 billion in 2007.
- ❑ The following year could be another banner year as construction more than doubles from 2007 (\$507.7 million – 130 percent), pushing output growth by another 45 percent to \$1.6 billion in 2008.
- ❑ Fort Lee induced employment in 2007 and 2008 will grow by roughly 46 percent each year driven largely by the construction expenditures.
- ❑ The year 2008 will be a high mark relative to economic growth as construction represents 40 percent of total expenditures.
- ❑ However, with the significant expansion in 2009 and 2010, construction will continue to be one of the two dominant drivers of Fort Lee’s economic impact on the area.
- ❑ This period will also witness the ratcheting-up of base employment as personnel arrive at Fort Lee. Current projections indicate that Fort Lee’s staff level may plateau at approximately 11,700 in 2011 through 2013.
- ❑ In 2012 and 2013 construction will once more be a major economic influence as expenditures average \$275 million annually, which in turn will increase the workforce impact by 40 percent.
- ❑ Certainly, the largest and most consistent drivers of economic influence are the salaries and wages that are paid to Fort Lee personnel, and those who derive their livelihood directly or indirectly from operations at Fort Lee.
- ❑ Total compensation in 2006 was estimated to have been \$779 million stemming from Fort Lee functions. For 2007, an increase to \$930 million is estimated.
- ❑ Beginning in 2008, total employment compensation should average \$1.2 billion per year through 2011.
- ❑ As Table 6 illustrates, 2012 and 2013 will see total compensation average more than \$1.4 billion as the construction impacts and Fort Lee staff reach their peak.
- ❑ The third dynamic to consider in this analysis is tax revenue generated as Fort Lee functions and expands. Prior to BRAC 05 influences, Fort Lee operations in 2006 generated a total of approximately \$53 million dollars in state and local taxes. In the years 2007 through 2013, total taxes could approach \$580 million, with \$200 million of that amount in local revenue.

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<sup>2</sup> Total output is the value of all goods and services produced in the area, including salaries and wages.

**CONCLUSION**

The economic impact of Fort Lee has been analyzed for more than a decade. This current report, coming at the beginning of a new era of military presence in the local area, finds the impact to be growing exponentially. This report demonstrates that Fort Lee's presence is an essential source of economic strength to the labor force, businesses, residents and local governments in the Crater Planning District, and will continue to be so for years to come. Therefore, Fort Lee's distinction as being the region's economic engine will continue to expand in the Crater District.





## APPENDIX A

### BRAC RECOMMENDATIONS

On September 8, 2005, the Defense Base Realignment and Closure Commission (BRAC Commission) recommended that certain realignment actions occur at Fort Lee, Virginia. These recommendations were approved by the President on September 15, 2005, and forwarded to Congress. Upon expiration of the statutory period for Congress to enact a joint resolution of disapproval on November 9, 2005, the BRAC Commission's recommendations became law. The BRAC Commission recommendations must now be implemented as provided for in the Defense Base Realignment and Closure Act of 1990 (Public Law 101-510), as amended.

The BRAC Commission's recommendations realign Fort Lee by relocating specified organizations and activities to the post. The BRAC Commission made six recommendations concerning Fort Lee. To enable implementation of the recommendations, the Army proposes to provide necessary facilities at Fort Lee to support the relocations. The BRAC Commission found the capacity of Fort Lee sufficient to meet the new training requirements, except for insufficient land and space available to conduct major field training exercises (FTX), to include the Warrior Training FTX. The Army proposes to use Fort A.P. Hill to conduct FTX and Explosive Ordnance Disposal (EOD) training, on the basis of its proximity to Fort Lee, its suitable lands, and its schedule availability.

The BRAC Commission made six recommendations concerning Fort Lee, which would be implemented under the proposed action as follows.<sup>1</sup>

- Establish a Sustainment Center of Excellence (SCOE) at Fort Lee. Activities that would relocate to Fort Lee and be incorporated into the SCOE are portions of the Transportation Center and School from Fort Eustis, Virginia; the Ordnance Maintenance Mechanical School of the Ordnance Center and School from Aberdeen Proving Ground, Maryland; and the Ordnance Munitions and Electronics Maintenance School (OMEMS) of the Missile and Munitions Center from Redstone Arsenal, Alabama. The Transportation Center and School and the Ordnance Center and School would be consolidated with the Quartermaster Center & School, the Army Logistics Management College, and the Combined Arms Support Command to form the SCOE.

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<sup>1</sup> Complete text of the BRAC Commission's recommendations is available on the Army's Web site at <http://www.hqda.army.mil/acsimweb/brac/braco.htm>.

- Establish a Joint Center for Consolidated Transportation Management Training. Transportation Management Training from Lackland Air Force Base, Texas, would relocate to Fort Lee, Virginia, to accomplish this.
- Establish a Joint Center of Excellence for Culinary Training. Culinary Training from Lackland Air Force Base, Texas and USN Great Lakes Training Center, Illinois, would relocate to Fort Lee.
- Co-locate Miscellaneous Department of Defense Agency, and Field Activity Leased Locations. Close Metro Park III and IV, a leased installation in Alexandria, Virginia, by relocating the Defense Contract Management Agency (DCMA) Headquarters to Fort Lee, Virginia.
- Relocate all components of the Defense Commissary Agency (DeCA) to Fort Lee. Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell, Virginia, Offices would be consolidated at Fort Lee. Leased facilities in San Antonio, Texas; Hopewell, Virginia; and Virginia Beach, Virginia, would be closed

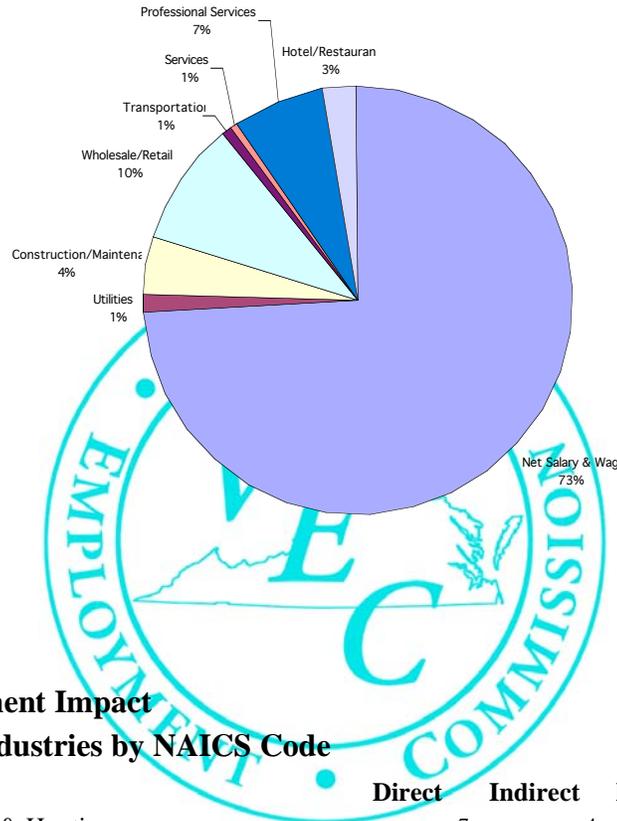
In addition to the five actions above, through which Fort Lee would gain functions, facilities, and personnel, the BRAC Commission recommended the creation of a Joint Mobilization Site that would result in a loss at Fort Lee. Under this recommendation, all mobilization processing functions at Fort Lee, Virginia; Fort Eustis, Virginia; and Fort Jackson, South Carolina would be relocated to Fort Bragg, North Carolina, and Fort Bragg would be designated Joint Pre-Deployment/Mobilization Site Bragg/Pope.

Fort Lee's military and civilian population consists of two major categories of personnel: student soldiers attending professional schools and permanent party personnel. Following implementation of the proposed action, Fort Lee's average daily population would nearly double.

**APPENDIX B**

**ANNUAL SUMMARY PROFILES: FY 2006-2013**

**2006 Summary**



**2006 Employment Impact  
Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	7	4	3	15
21 Mining	0	0	0	0
22 Utilities	25	4	4	34
23 Construction	402	31	8	441
31-33 Manufacturing	46	57	28	131
42 Wholesale Trade	421	37	37	495
48-49 Transportation & Warehousing	91	80	31	201
44-45 Retail trade	1,051	69	322	1,442
51 Information	30	32	15	77
52 Finance & insurance	144	98	67	310
53 Real estate & rental	62	80	45	188
54 Professional- scientific & tech svcs	272	176	56	504
55 Management of companies	0	29	7	37
56 Administrative & waste services	57	224	47	329
61 Educational svcs	46	2	29	76
62 Health & social services	867	4	278	1,149
71 Arts- entertainment & recreation	101	25	47	173

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

72 Accomodation & food services	918	61	187	1,166
81 Other services	445	44	158	647
92 Government & non NAICs	31	11	14	56
	<b>5,016</b>	<b>1,068</b>	<b>1,385</b>	<b>7,469</b>

**2006 Employment Compensation Impact  
Aggregated Industries by NAICS Code**

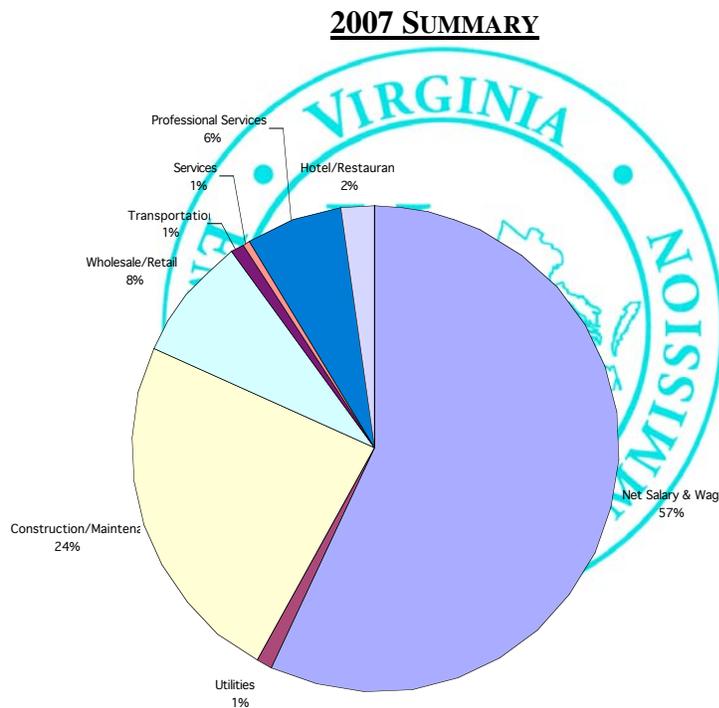
	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	53,485	30,954	25,402	109,841
21 Mining	0	4,027	870	4,897
22 Utilities	2,594,794	552,511	519,181	3,666,485
23 Construction	15,501,120	1,185,448	310,035	16,996,602
31-33 Manufacturing	2,401,619	2,947,425	1,522,103	6,871,147
42 Wholesale Trade	26,792,788	2,357,766	2,375,351	31,525,906
48-49 Transportation & Warehousing	3,812,849	3,832,328	1,388,379	9,033,557
44-45 Retail trade	25,331,186	1,733,290	8,083,844	35,148,320
51 Information	1,889,600	1,938,290	937,044	4,764,935
52 Finance & insurance	8,028,499	5,313,998	3,771,130	17,113,628
53 Real estate & rental	1,268,272	1,571,725	878,448	3,718,445
54 Professional- scientific & tech svcs	10,897,540	7,083,532	2,144,641	20,125,714
55 Management of companies	0	3,061,585	760,300	3,821,884
56 Administrative & waste services	1,206,263	5,687,876	1,176,563	8,070,702
61 Educational svcs	1,328,105	51,231	788,990	2,168,326
62 Health & social services	37,218,896	126,655	10,275,290	47,620,844
71 Arts- entertainment & recreation	1,334,108	218,150	600,815	2,153,072
72 Accomodation & food services	15,375,381	972,113	2,889,175	19,236,668
81 Other services	11,204,314	1,411,994	3,718,808	16,335,117
92 Government & non NAICs	1,644,281	568,521	720,105	2,932,907
	<b>\$167,883,099</b>	<b>\$40,649,416</b>	<b>\$42,886,474</b>	<b>\$251,418,995</b>

**2006 Output Impact  
Aggregated Industries by NAICS Code**

	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	229,738	168,554	116,133	514,425
21 Mining	0	15,286	3,334	18,619
22 Utilities	15,644,689	3,332,861	3,134,868	22,112,418
23 Construction	36,097,072	3,300,342	887,378	40,284,792
31-33 Manufacturing	15,943,177	13,407,072	8,798,114	38,148,364
42 Wholesale Trade	63,868,116	5,620,397	5,662,316	75,150,824
48-49 Transportation & Warehousing	13,189,360	7,666,252	2,984,600	23,840,212
44-45 Retail trade	56,716,128	3,965,901	18,489,260	79,171,288
51 Information	9,457,789	7,880,136	4,469,235	21,807,160
52 Finance & insurance	28,323,880	14,671,269	11,982,310	54,977,460
53 Real estate & rental	11,187,165	16,687,237	8,660,049	36,534,452
54 Professional- scientific & tech svcs	40,309,492	19,679,060	5,962,128	65,950,680

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

55 Management of companies	0	6,274,819	1,558,259	7,833,079
56 Administrative & waste services	3,393,991	11,072,248	2,451,527	16,917,766
61 Educational svcs	2,167,764	108,899	1,501,229	3,777,891
62 Health & social services	76,109,424	451,937	21,315,548	97,876,912
71 Arts- entertainment & recreation	3,695,587	573,629	1,628,461	5,897,677
72 Accomodation & food services	46,233,936	2,974,944	8,948,458	58,157,340
81 Other services	26,309,644	3,838,578	8,548,436	38,696,656
92 Government & non NAICs	57,968,796	1,917,172	19,588,646	79,474,624
Institutions	35,958,892	0	0	35,958,892
	<b>542,804,640</b>	<b>123,606,591</b>	<b>136,690,287</b>	<b>803,101,531</b>



**2007 Employment Impact  
Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	7	5	5	17
21 Mining	0	0	0	0
22 Utilities	28	5	6	40
23 Construction	2,506	35	12	2,554
31-33 Manufacturing	46	95	43	184
42 Wholesale Trade	423	60	57	541

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

48-49 Transportation & Warehousing	92	106	47	245
44-45 Retail trade	1,054	194	493	1,742
51 Information	31	39	23	93
52 Finance & insurance	145	121	103	369
53 Real estate & rental	63	97	69	229
54 Professional- scientific & tech svcs	274	332	86	692
55 Management of companies	0	34	11	45
56 Administrative & waste services	65	289	72	425
61 Educational svcs	46	2	44	92
62 Health & social services	895	4	426	1,325
71 Arts- entertainment & recreation	102	28	72	202
72 Accomodation & food services	942	72	286	1,301
81 Other services	451	59	241	751
92 Government & non NAICs	31	13	21	66
	<b>7,202</b>	<b>1,591</b>	<b>2,119</b>	<b>10,912</b>

**2007 Employment Compensation Impact**  
**Aggregated Industries by NAICS Code**

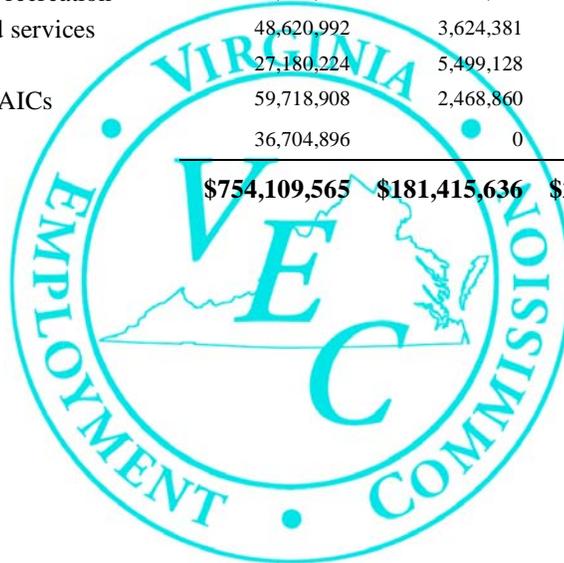
	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	55,089	35,706	39,355	130,150
21 Mining	0	6,727	1,382	8,109
22 Utilities	2,934,739	712,848	813,880	4,461,467
23 Construction	98,185,592	1,393,360	482,073	100,061,024
31-33 Manufacturing	2,473,787	4,775,640	2,383,074	9,632,500
42 Wholesale Trade	27,596,572	3,908,565	3,719,945	35,225,080
48-49 Transportation & Warehousing	3,927,302	5,208,091	2,169,476	11,304,868
44-45 Retail trade	26,155,742	5,011,902	12,732,530	43,900,172
51 Information	1,971,208	2,408,048	1,463,757	5,843,013
52 Finance & insurance	8,260,192	6,784,654	5,919,708	20,964,554
53 Real estate & rental	1,306,321	2,009,380	1,377,010	4,692,710
54 Professional- scientific & tech svcs	11,224,527	13,776,385	3,371,362	28,372,272
55 Management of companies	0	3,667,388	1,211,595	4,878,983
56 Administrative & waste services	1,379,022	7,512,583	1,842,990	10,734,595
61 Educational svcs	1,367,948	62,280	1,237,453	2,667,681
62 Health & social services	40,233,784	133,921	16,278,797	56,646,500
71 Arts- entertainment & recreation	1,374,138	256,779	934,268	2,565,184
72 Accomodation & food services	16,169,717	1,186,258	4,523,739	21,879,714
81 Other services	11,580,475	1,987,699	5,806,709	19,374,882
92 Government & non NAICs	1,698,304	733,257	1,138,378	3,569,938
	<b>\$257,894,457</b>	<b>\$61,571,468</b>	<b>\$67,447,481</b>	<b>\$386,913,396</b>

**2007 Output Impact**  
**Aggregated Industries by NAICS Code**

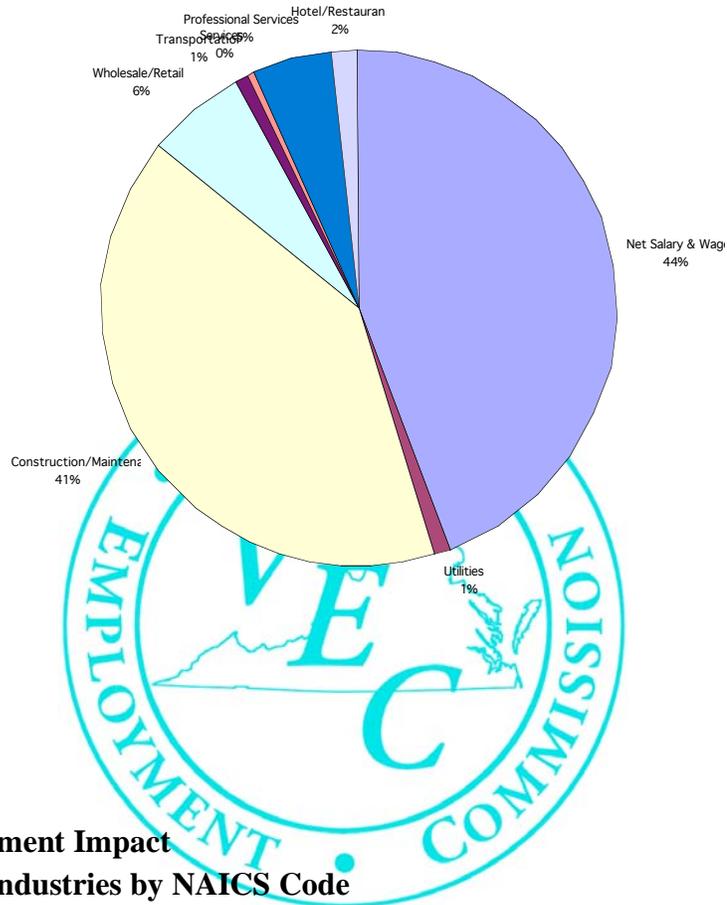
	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	236,619	218,929	180,001	635,549
21 Mining	0	24,200	5,303	29,504

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

22 Utilities	17,691,136	4,299,940	4,913,796	26,904,872
23 Construction	225,567,936	3,856,014	1,379,765	230,803,712
31-33 Manufacturing	16,422,189	21,184,176	13,734,318	51,340,684
42 Wholesale Trade	65,784,160	9,317,160	8,867,532	83,968,856
48-49 Transportation & Warehousing	13,585,159	10,779,838	4,658,109	29,023,106
44-45 Retail trade	58,545,660	11,467,614	29,121,672	99,134,944
51 Information	9,909,940	9,857,734	6,976,295	26,743,970
52 Finance & insurance	29,151,136	19,058,930	18,799,528	67,009,596
53 Real estate & rental	11,522,780	20,288,334	13,568,540	45,379,656
54 Professional- scientific & tech svcs	41,518,920	36,361,820	9,366,646	87,247,392
55 Management of companies	0	7,516,433	2,483,204	9,999,637
56 Administrative & waste services	3,892,507	14,310,619	3,834,412	22,037,538
61 Educational svcs	2,232,797	130,886	2,354,557	4,718,240
62 Health & social services	82,017,136	477,795	33,749,976	116,244,912
71 Arts- entertainment & recreation	3,806,470	672,847	2,532,231	7,011,548
72 Accomodation & food services	48,620,992	3,624,381	14,010,317	66,255,688
81 Other services	27,180,224	5,499,128	13,358,954	46,038,308
92 Government & non NAICs	59,718,908	2,468,860	29,587,252	91,775,024
Insitutions	36,704,896	0	0	36,704,896
	<b>\$754,109,565</b>	<b>\$181,415,636</b>	<b>\$213,482,407</b>	<b>\$1,149,007,631</b>



**2008 SUMMARY**



**2008 Employment Impact  
Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	7	5	8	20
21 Mining	0	0	0	0
22 Utilities	28	7	9	44
23 Construction	5,619	42	18	5,679
31-33 Manufacturing	47	149	65	260
42 Wholesale Trade	426	93	85	605
48-49 Transportation & Warehousing	92	143	71	306
44-45 Retail trade	1,054	377	737	2,169
51 Information	31	47	35	113
52 Finance & insurance	145	155	154	454
53 Real estate & rental	63	120	103	286
54 Professional- scientific & tech svcs	276	561	128	966
55 Management of companies	0	40	17	57
56 Administrative & waste services	64	379	107	551
61 Educational svcs	46	3	66	114
62 Health & social services	886	4	637	1,526

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

71 Arts- entertainment & recreation	104	32	107	243
72 Accomodation & food services	943	88	427	1,458
81 Other services	455	80	361	896
92 Government & non NAICs	31	17	31	80
	<b>10,317</b>	<b>2,342</b>	<b>3,167</b>	<b>15,827</b>

**2008 Employment Compensation Impact  
Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	56,740	41,350	59,569	157,659
21 Mining	0	10,795	2,147	12,942
22 Utilities	2,976,235	940,974	1,246,423	5,163,632
23 Construction	223,695,344	1,664,879	732,303	226,092,512
31-33 Manufacturing	2,548,128	7,478,114	3,645,186	13,671,427
42 Wholesale Trade	28,424,468	6,210,387	5,691,374	40,326,224
48-49 Transportation & Warehousing	4,045,192	7,159,087	3,312,092	14,516,370
44-45 Retail trade	26,923,448	10,020,084	19,592,324	56,535,856
51 Information	2,023,450	3,062,821	2,233,908	7,320,179
52 Finance & insurance	8,498,712	8,902,089	9,078,807	26,479,608
53 Real estate & rental	1,345,510	2,630,118	2,108,765	6,084,392
54 Professional- scientific & tech svcs	11,561,323	23,857,250	5,177,727	40,596,300
55 Management of companies	0	4,510,884	1,886,260	6,397,145
56 Administrative & waste services	1,396,032	10,131,864	2,820,449	14,348,345
61 Educational svcs	1,408,987	77,345	1,896,216	3,382,547
62 Health & social services	41,102,336	137,275	25,197,616	66,437,224
71 Arts- entertainment & recreation	1,415,369	307,413	1,419,347	3,142,129
72 Accomodation & food services	16,575,991	1,478,446	6,919,956	24,974,394
81 Other services	11,920,751	2,827,805	8,858,366	23,606,922
92 Government & non NAICs	1,753,839	968,221	1,758,168	4,480,228
	<b>\$387,671,854</b>	<b>\$92,417,200</b>	<b>\$103,637,000</b>	<b>\$583,726,033</b>

**2008 Output Impact  
Aggregated Industries by NAICS Code**

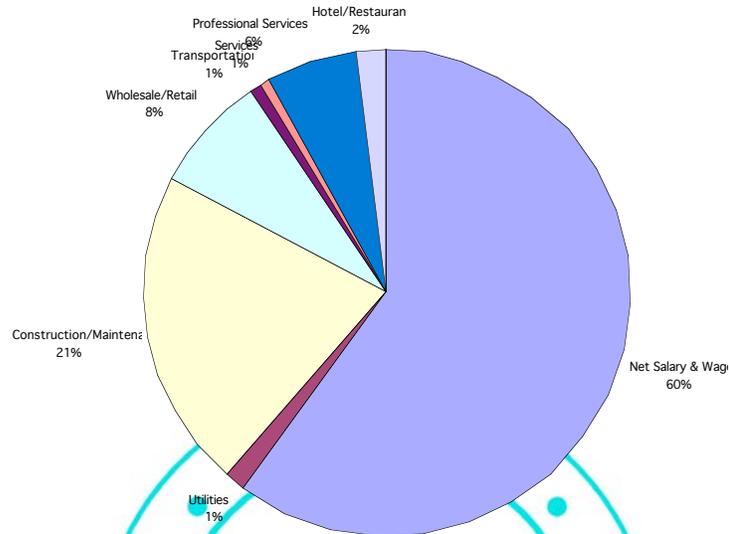
	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	243,707	290,448	272,571	806,726
21 Mining	0	37,601	8,242	45,844
22 Utilities	17,941,750	5,675,642	7,524,497	31,141,892
23 Construction	512,990,176	4,585,590	2,095,948	519,671,712
31-33 Manufacturing	16,915,616	32,670,570	20,948,042	70,534,224
42 Wholesale Trade	67,757,688	14,804,197	13,566,984	96,128,864
48-49 Transportation & Warehousing	13,992,839	15,198,571	7,102,831	36,294,240
44-45 Retail trade	60,268,408	22,926,716	44,811,300	128,006,424
51 Information	10,161,874	12,618,285	10,639,142	33,419,302
52 Finance & insurance	30,002,902	25,392,294	28,817,278	84,212,472

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

53 Real estate & rental	11,868,463	25,257,524	20,768,564	57,894,552
54 Professional- scientific & tech svcs	42,764,636	61,416,080	14,376,439	118,557,152
55 Management of companies	0	9,245,206	3,865,953	13,111,159
56 Administrative & waste services	3,938,528	18,923,402	5,859,342	28,721,272
61 Educational svcs	2,299,781	160,655	3,608,039	6,068,474
62 Health & social services	83,831,432	489,648	52,210,552	136,531,632
71 Arts- entertainment & recreation	3,920,680	802,393	3,846,951	8,570,024
72 Accomodation & food services	49,840,688	4,509,089	21,430,366	75,780,144
81 Other services	27,981,136	7,933,578	20,396,490	56,311,204
92 Government & non NAICs	61,521,200	3,255,256	43,674,320	108,450,776
Insitutions	37,468,672	0	0	37,468,672
	<b>\$1,055,710,175</b>	<b>\$266,192,745</b>	<b>\$325,823,849</b>	<b>\$1,647,726,760</b>



**2009 SUMMARY**



**2009 Employment Impact  
Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	9	6	6	21
21 Mining	0	0	0	0
22 Utilities	34	6	7	48
23 Construction	2,709	42	14	2,765
31-33 Manufacturing	58	108	50	216
42 Wholesale Trade	474	69	65	608
48-49 Transportation & Warehousing	1,265	217	564	2,046
44-45 Retail trade	108	123	54	285
51 Information	38	45	27	110
52 Finance & insurance	178	145	118	441
53 Real estate & rental	77	115	79	271
54 Professional- scientific & tech svcs	308	376	98	782
55 Management of companies	0	40	13	53
56 Administrative & waste services	80	333	82	496
61 Educational svcs	56	3	50	109
62 Health & social services	1,083	5	487	1,574
71 Arts- entertainment & recreation	128	33	82	244
72 Accommodation & food services	1,089	85	327	1,501
81 Other services	556	70	276	902
92 Government & non NAICs	38	16	24	78

8,289 1,836 2,424 12,549

**2009 Employment Compensation Impact  
Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	71,342	44,374	46,156	161,872
21 Mining	0	8,371	1,707	10,078
22 Utilities	3,787,675	872,702	977,012	5,637,389
23 Construction	109,582,128	1,725,035	569,442	111,876,608
31-33 Manufacturing	3,204,096	5,774,531	2,854,079	11,832,706
42 Wholesale Trade	32,346,008	4,682,878	4,457,172	41,486,056
48-49 Transportation & Warehousing	4,853,515	6,303,919	2,588,543	13,745,976
44-45 Retail trade	33,311,576	5,934,369	15,432,282	54,678,228
51 Information	2,523,111	2,919,025	1,745,172	7,187,308
52 Finance & insurance	10,674,510	8,549,019	7,128,014	26,351,544
53 Real estate & rental	1,680,608	2,475,307	1,652,960	5,808,875
54 Professional- scientific & tech svcs	13,147,945	16,401,113	4,070,543	33,619,604
55 Management of companies	0	4,701,135	1,503,165	6,204,300
56 Administrative & waste services	1,778,907	9,084,098	2,209,548	13,072,554
61 Educational svcs	1,771,242	77,697	1,487,691	3,336,629
62 Health & social services	52,008,644	171,780	19,966,794	72,147,224
71 Arts- entertainment & recreation	1,779,646	312,152	1,103,867	3,195,665
72 Accomodation & food services	19,445,180	1,453,372	5,418,807	26,317,362
81 Other services	14,849,167	2,457,821	6,918,327	24,225,314
92 Government & non NAICS	2,208,740	916,898	1,389,996	4,515,635
	<b>\$309,024,040</b>	<b>\$74,865,596</b>	<b>\$81,521,276</b>	<b>\$465,410,927</b>

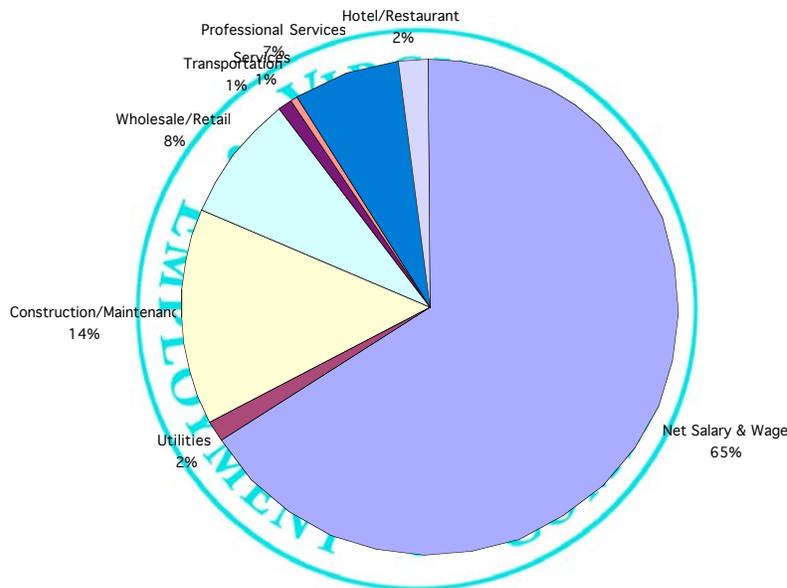
**2009 Output Impact  
Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	306,415	270,923	211,287	788,625
21 Mining	0	30,306	6,558	36,864
22 Utilities	22,832,836	5,263,579	5,897,489	33,993,904
23 Construction	251,873,728	4,820,738	1,629,830	258,324,288
31-33 Manufacturing	21,270,122	25,672,070	16,355,454	63,297,644
42 Wholesale Trade	77,105,776	11,162,952	10,624,918	98,893,648
48-49 Transportation & Warehousing	16,389,456	13,015,834	5,544,410	34,949,700
44-45 Retail trade	74,701,832	13,578,289	35,296,508	123,576,624
51 Information	12,722,019	11,923,903	8,305,626	32,951,548
52 Finance & insurance	37,696,480	23,968,916	22,613,664	84,279,064
53 Real estate & rental	14,881,677	25,220,532	16,270,374	56,372,584
54 Professional- scientific & tech svcs	48,241,160	43,401,824	11,295,357	102,938,344
55 Management of companies	0	9,635,131	3,080,785	12,715,916
56 Administrative & waste services	5,020,682	17,309,668	4,583,446	26,913,796
61 Educational svcs	2,890,694	163,876	2,830,692	5,885,262
62 Health & social services	106,032,976	612,854	41,347,956	147,993,792

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

71 Arts- entertainment & recreation	4,929,753	819,367	2,991,879	8,740,999
72 Accommodation & food services	58,646,248	4,439,956	16,780,514	79,866,720
81 Other services	34,803,900	6,766,084	15,942,667	57,512,648
92 Government & non NAICs	77,362,104	3,083,571	33,014,894	113,460,568
Insitutions	46,694,280	0	0	46,694,280
	<b>\$914,402,137</b>	<b>\$221,160,371</b>	<b>\$254,624,307</b>	<b>\$1,390,186,818</b>

**2010 SUMMARY**



**2010 Employment Impact**

**Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	10	6	6	22
21 Mining	0	0	0	0
22 Utilities	39	7	7	52
23 Construction	1,808	45	13	1,866
31-33 Manufacturing	65	100	47	212
42 Wholesale Trade	532	64	62	657
48-49 Transportation & Warehousing	1,411	172	534	2,117
44-45 Retail trade	121	123	51	295
51 Information	43	47	25	115

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

52 Finance & insurance	199	151	112	461
53 Real estate & rental	86	120	75	281
54 Professional- scientific & tech svcs	346	331	93	770
55 Management of companies	0	42	12	54
56 Administrative & waste services	92	338	78	508
61 Educational svcs	63	3	48	113
62 Health & social services	1,206	5	461	1,672
71 Arts- entertainment & recreation	145	36	78	258
72 Accomodation & food services	1,176	89	310	1,575
81 Other services	626	70	262	957
92 Government & non NAICs	43	16	23	82
	<b>8,009</b>	<b>1,764</b>	<b>2,296</b>	<b>12,069</b>

**2010 Employment Compensation Impact**  
**Aggregated Industries by NAICS Code**

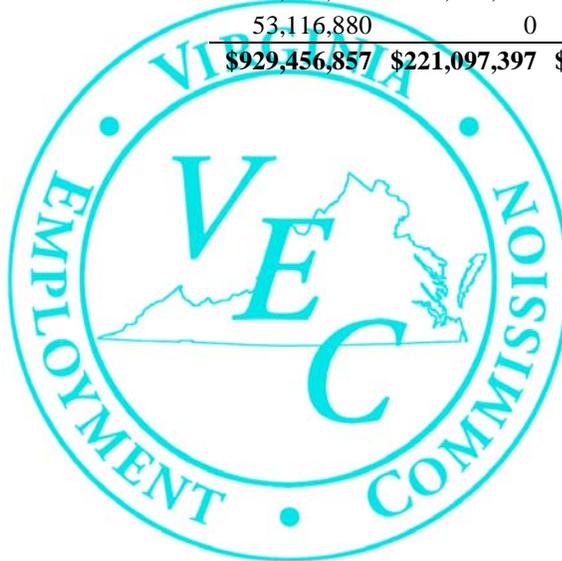
	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	81,874	48,376	44,269	174,519
21 Mining	0	8,145	1,680	9,825
22 Utilities	4,383,371	908,453	947,993	6,239,816
23 Construction	74,319,552	1,868,498	548,105	76,736,152
31-33 Manufacturing	3,677,367	5,549,551	2,766,311	11,993,229
42 Wholesale Trade	37,159,860	4,454,054	4,320,785	45,934,696
48-49 Transportation & Warehousing	5,572,841	6,454,765	2,504,307	14,531,913
44-45 Retail trade	38,236,204	4,838,826	15,046,389	58,121,420
51 Information	2,895,555	3,092,481	1,687,675	7,675,712
52 Finance & insurance	12,237,600	9,092,557	6,927,571	28,257,728
53 Real estate & rental	1,928,917	2,607,096	1,603,876	6,139,889
54 Professional- scientific & tech svcs	15,104,865	14,837,848	3,961,262	33,903,972
55 Management of companies	0	5,190,791	1,482,765	6,673,557
56 Administrative & waste services	2,060,428	9,434,116	2,142,674	13,637,218
61 Educational svcs	2,032,764	83,766	1,444,676	3,561,207
62 Health & social services	59,950,028	196,672	19,585,986	79,732,688
71 Arts- entertainment & recreation	2,042,416	334,723	1,062,659	3,439,799
72 Accommodation & food services	21,399,706	1,554,832	5,252,400	28,206,936
81 Other services	17,048,778	2,513,843	6,688,161	26,250,780
92 Government & non NAICs	2,541,932	969,294	1,360,301	4,871,526
	<b>\$302,674,057</b>	<b>\$74,038,686</b>	<b>\$79,379,842</b>	<b>\$456,092,579</b>

**2010 Output Impact**  
**Aggregated Industries by NAICS Code**

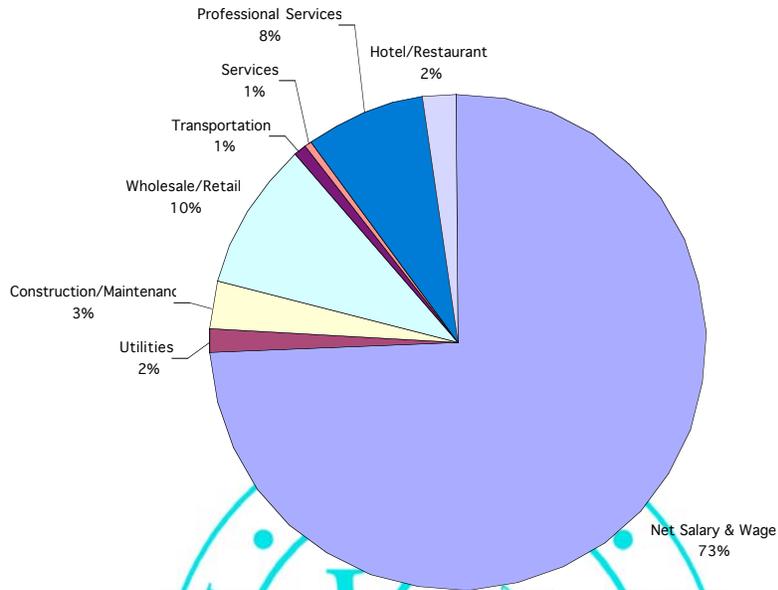
	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	351,639	281,258	202,738	835,635
21 Mining	0	30,067	6,459	36,526
22 Utilities	26,423,350	5,478,936	5,721,729	37,624,016
23 Construction	171,273,472	5,261,568	1,568,767	178,103,808
31-33 Manufacturing	24,411,764	24,877,592	15,809,119	65,098,476

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

42 Wholesale Trade	88,580,944	10,617,485	10,299,801	109,498,224
48-49 Transportation & Warehousing	18,823,008	13,156,917	5,357,428	37,337,356
44-45 Retail trade	85,743,832	11,071,602	34,413,896	131,229,336
51 Information	14,600,198	12,589,031	8,026,300	35,215,528
52 Finance & insurance	43,230,448	25,334,974	21,966,502	90,531,928
53 Real estate & rental	17,079,476	27,109,512	15,778,500	59,967,488
54 Professional- scientific & tech svcs	55,426,056	39,913,624	10,985,437	106,325,112
55 Management of companies	0	10,638,698	3,038,977	13,677,675
56 Administrative & waste services	5,816,791	18,102,454	4,438,146	28,357,392
61 Educational svcs	3,317,507	177,673	2,748,835	6,244,014
62 Health & social services	122,189,544	701,682	40,535,624	163,426,848
71 Arts- entertainment & recreation	5,657,639	880,354	2,880,179	9,418,172
72 Accomodation & food services	64,654,908	4,752,301	16,264,275	85,671,480
81 Other services	39,958,232	6,862,666	15,425,008	62,245,904
92 Government & non NAICs	88,801,168	3,259,005	30,901,350	122,961,520
Insitutions	53,116,880	0	0	53,116,880
	<b>\$929,456,857</b>	<b>\$221,097,397</b>	<b>\$246,369,067</b>	<b>\$1,396,923,318</b>



**2011 SUMMARY**



**2011 Employment Impact  
Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	10	6	5	21
21 Mining	0	0	0	0
22 Utilities	40	6	6	51
23 Construction	373	44	11	427
31-33 Manufacturing	67	77	38	182
42 Wholesale Trade	546	50	50	646
48-49 Transportation & Warehousing	1,442	90	432	1,964
44-45 Retail trade	125	108	41	275
51 Information	44	44	20	109
52 Finance & insurance	204	141	90	435
53 Real estate & rental	89	113	61	262
54 Professional- scientific & tech svcs	356	232	75	663
55 Management of companies	0	41	10	50
56 Administrative & waste services	96	306	63	464
61 Educational svcs	65	3	38	106
62 Health & social services	1,231	5	373	1,609
71 Arts- entertainment & recreation	150	35	63	247
72 Accomodation & food services	1,200	84	250	1,535
81 Other services	645	63	212	920

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

92 Government & non NAICs

44	15	18	77
<b>6,726</b>	<b>1,462</b>	<b>1,856</b>	<b>10,044</b>

**2011 Employment Compensation Impact  
Aggregated Industries by NAICS Code**

	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	86,132	48,130	36,248	170,510
21 Mining	0	6,720	1,412	8,132
22 Utilities	4,654,590	847,419	785,252	6,287,261
23 Construction	15,568,174	1,840,915	450,388	17,859,478
31-33 Manufacturing	3,868,900	4,524,461	2,289,063	10,682,424
42 Wholesale Trade	39,068,532	3,565,120	3,575,777	46,209,432
48-49 Transportation & Warehousing	5,861,203	5,855,107	2,068,482	13,784,792
44-45 Retail trade	40,222,520	2,622,250	12,523,951	55,368,724
51 Information	3,046,005	2,946,822	1,393,350	7,386,177
52 Finance & insurance	12,860,857	8,679,825	5,748,090	27,288,770
53 Real estate & rental	2,029,191	2,460,437	1,328,570	5,818,198
54 Professional- scientific & tech svcs	15,880,740	10,691,187	3,291,015	29,862,942
55 Management of companies	0	5,194,760	1,248,656	6,443,416
56 Administrative & waste services	2,189,985	8,709,560	1,773,895	12,673,440
61 Educational svcs	2,138,519	81,497	1,197,717	3,417,733
62 Health & social services	63,379,996	206,436	16,402,964	79,989,392
71 Arts- entertainment & recreation	2,148,687	326,764	873,347	3,348,798
72 Accomodation & food services	22,351,162	1,500,657	4,346,343	28,198,162
81 Other services	17,941,260	2,268,897	5,519,994	25,730,150
92 Government & non NAICs	2,681,773	919,291	1,136,505	4,737,568
	<b>\$255,978,226</b>	<b>\$63,296,254</b>	<b>\$65,991,016</b>	<b>\$385,265,498</b>

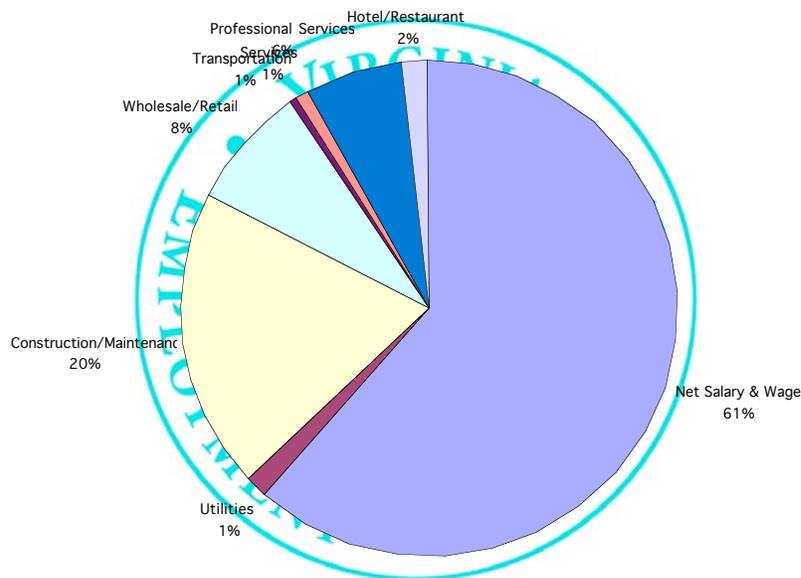
**2011 Output Impact  
Aggregated Industries by NAICS Code**

	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	369,917	260,407	166,079	796,402
21 Mining	0	25,640	5,431	31,071
22 Utilities	28,057,762	5,110,586	4,738,987	37,907,332
23 Construction	36,805,216	5,230,726	1,289,093	43,325,036
31-33 Manufacturing	25,683,100	20,586,642	13,046,793	59,316,532
42 Wholesale Trade	93,130,800	8,498,462	8,523,866	110,153,128
48-49 Transportation & Warehousing	19,793,766	11,707,601	4,419,641	35,921,008
44-45 Retail trade	90,198,832	5,999,910	28,644,614	124,843,360
51 Information	15,360,487	11,938,701	6,621,889	33,921,076
52 Finance & insurance	45,446,656	23,975,912	18,217,172	87,639,744
53 Real estate & rental	17,967,764	26,336,910	13,062,651	57,367,320
54 Professional- scientific & tech svcs	58,269,800	29,790,182	9,121,181	97,181,160
55 Management of companies	0	10,646,831	2,559,162	13,205,993
56 Administrative & waste services	6,184,377	16,911,620	3,668,857	26,764,856

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

61 Educational svcs	3,490,098	174,138	2,278,921	5,943,157
62 Health & social services	129,140,384	736,538	33,928,016	163,804,944
71 Arts- entertainment & recreation	5,952,011	861,310	2,367,070	9,180,391
72 Accomodation & food services	67,550,048	4,590,225	13,457,861	85,598,144
81 Other services	42,047,584	6,110,792	12,741,369	60,899,744
92 Government & non NAICs	93,439,272	3,090,699	24,700,656	121,230,624
Insitutions	55,391,948	0	0	55,391,948
	<b>\$834,279,822</b>	<b>\$192,583,830</b>	<b>\$203,559,306</b>	<b>\$1,230,422,970</b>

**2012 SUMMARY**



**2012 Employment Impact**

**Aggregated Industries by NAICS Code**

	Direct	Indirect	Induced	Total
11 Ag, Forestry, Fish & Hunting	11	7	7	24
21 Mining	0	0	0	0
22 Utilities	40	7	8	55
23 Construction	2,876	49	16	2,941
31-33 Manufacturing	67	121	55	244
42 Wholesale Trade	550	77	73	699
48-49 Transportation & Warehousing	1,442	238	630	2,310
44-45 Retail trade	126	139	60	325
51 Information	45	51	30	125

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

52 Finance & insurance	204	169	131	504
53 Real estate & rental	89	131	88	309
54 Professional- scientific & tech svcs	358	417	110	885
55 Management of companies	0	46	14	60
56 Administrative & waste services	97	380	92	568
61 Educational svcs	65	3	56	124
62 Health & social services	1,227	5	544	1,776
71 Arts- entertainment & recreation	152	38	92	281
72 Accomodation & food services	1,205	96	365	1,667
81 Other services	651	81	308	1,040
92 Government & non NAICs	44	18	27	88
	<b>9,248</b>	<b>2,073</b>	<b>2,705</b>	<b>14,027</b>

**2012 Employment Compensation Impact**  
**Aggregated Industries by NAICS Code**

	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	88,715	53,716	53,491	195,922
21 Mining	0	10,482	2,138	12,620
22 Utilities	4,794,496	1,057,490	1,172,469	7,024,455
23 Construction	122,095,808	2,097,452	667,017	124,860,280
31-33 Manufacturing	3,985,194	6,935,426	3,414,351	14,334,970
42 Wholesale Trade	40,240,584	5,615,180	5,333,684	51,189,448
48-49 Transportation & Warehousing	6,037,163	7,604,975	3,079,395	16,721,532
44-45 Retail trade	41,420,036	7,111,202	18,788,262	67,319,496
51 Information	3,133,389	3,548,175	2,073,476	8,755,041
52 Finance & insurance	13,233,082	10,699,108	8,596,066	32,528,256
53 Real estate & rental	2,090,067	3,037,501	1,983,728	7,111,296
54 Professional- scientific & tech svcs	16,357,263	19,639,684	4,928,043	40,924,992
55 Management of companies	0	6,085,326	1,895,237	7,980,562
56 Administrative & waste services	2,255,671	11,123,010	2,646,914	16,025,596
61 Educational svcs	2,202,675	95,888	1,789,232	4,087,796
62 Health & social services	65,281,396	212,291	24,760,508	90,254,200
71 Arts- entertainment & recreation	2,213,159	373,411	1,293,520	3,880,089
72 Accomodation & food services	22,988,718	1,775,621	6,481,932	31,246,272
81 Other services	18,479,498	3,050,854	8,210,538	29,740,890
92 Government & non NAICs	2,770,218	1,147,080	1,711,418	5,628,716
	<b>\$369,667,130</b>	<b>\$91,273,870</b>	<b>\$98,881,417</b>	<b>\$559,822,428</b>

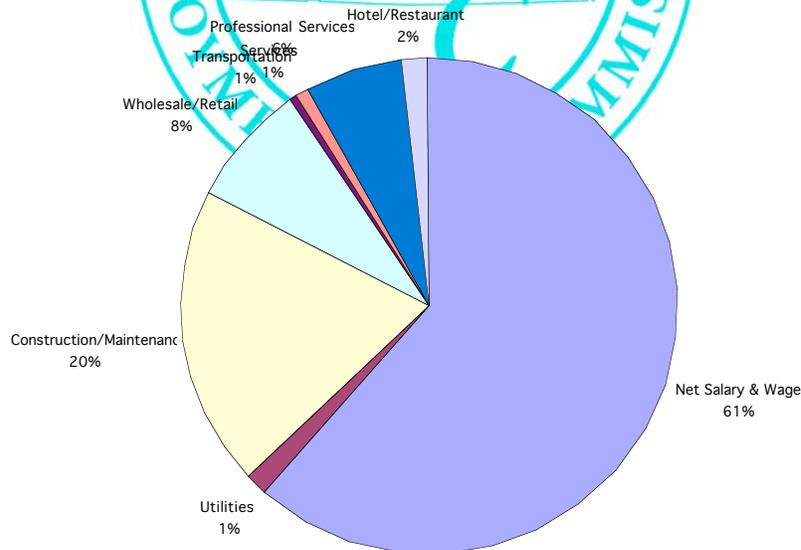
**2012 Output Impact**  
**Aggregated Industries by NAICS Code**

	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	380,997	328,997	245,207	955,201
21 Mining	0	38,166	8,230	46,396
22 Utilities	28,901,048	6,377,053	7,075,090	42,353,192
23 Construction	280,789,696	5,936,604	1,909,106	288,635,424

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

31-33 Manufacturing	26,454,950	30,840,968	19,410,756	76,706,672
42 Wholesale Trade	95,924,712	13,385,354	12,714,330	122,024,400
48-49 Transportation & Warehousing	20,387,796	15,637,023	6,571,518	42,596,336
44-45 Retail trade	92,886,648	16,270,971	42,972,260	152,129,872
51 Information	15,795,851	14,459,783	9,847,139	40,102,776
52 Finance & insurance	46,776,692	29,983,166	27,229,090	103,988,944
53 Real estate & rental	18,506,796	31,065,866	19,494,156	69,066,816
54 Professional- scientific & tech svcs	60,018,136	52,066,816	13,650,015	125,734,968
55 Management of companies	0	12,472,077	3,884,350	16,356,426
56 Administrative & waste services	6,369,877	21,158,058	5,466,336	32,994,272
61 Educational svcs	3,594,802	202,840	3,404,445	7,202,087
62 Health & social services	133,014,600	757,308	51,184,596	184,956,512
71 Arts- entertainment & recreation	6,130,598	980,951	3,505,844	10,617,393
72 Accomodation & food services	69,473,688	5,422,737	20,069,286	94,965,704
81 Other services	43,309,008	8,365,991	18,967,492	70,642,488
92 Government & non NAICs Insitutions	96,261,576 56,558,584	3,851,205 0	35,593,120 0	135,705,904 56,558,584
	<b>\$1,101,536,054</b>	<b>\$269,601,934</b>	<b>\$303,202,364</b>	<b>\$1,674,340,366</b>

**2013 SUMMARY**



**2013 Employment Impact  
Aggregated Industries by NAICS Code**

	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	11	7	7	24
21 Mining	0	0	0	0
22 Utilities	40	7	8	56
23 Construction	2,916	50	16	2,982
31-33 Manufacturing	68	122	56	246
42 Wholesale Trade	554	78	73	705
48-49 Transportation & Warehousing	1,445	242	635	2,321
44-45 Retail trade	127	140	61	328
51 Information	45	52	30	126
52 Finance & insurance	205	171	133	509
53 Real estate & rental	90	133	89	312
54 Professional- scientific & tech svcs	361	422	111	894
55 Management of companies	0	46	14	61
56 Administrative & waste services	98	384	92	574
61 Educational svcs	65	3	57	125
62 Health & social services	1,225	5	548	1,778
71 Arts- entertainment & recreation	154	38	93	284
72 Accomodation & food services	1,212	97	368	1,676
81 Other services	657	82	311	1,050
92 Government & non NAICS	44	18	27	89
	<b>9,316</b>	<b>2,097</b>	<b>2,727</b>	<b>14,141</b>

**2013 Employment Compensation Impact  
Aggregated Industries by NAICS Code**

	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	91,374	55,126	54,596	201,097
21 Mining	0	10,966	2,235	13,201
22 Utilities	4,938,599	1,090,532	1,209,851	7,238,982
23 Construction	125,758,688	2,158,284	683,105	128,600,080
31-33 Manufacturing	4,104,979	7,166,217	3,519,864	14,791,059
42 Wholesale Trade	41,447,800	5,804,811	5,498,915	52,751,524
48-49 Transportation & Warehousing	6,218,402	7,829,667	3,169,054	17,217,122
44-45 Retail trade	42,653,468	7,423,778	19,472,726	69,549,976
51 Information	3,223,436	3,653,185	2,133,000	9,009,621
52 Finance & insurance	13,617,382	11,131,011	8,883,598	33,631,992
53 Real estate & rental	2,152,769	3,140,084	2,047,010	7,339,862
54 Professional- scientific & tech svcs	16,848,082	20,359,100	5,098,912	42,306,092
55 Management of companies	0	6,377,201	1,984,831	8,362,032
56 Administrative & waste services	2,323,328	11,498,075	2,729,841	16,551,244
61 Educational svcs	2,268,755	99,033	1,847,515	4,215,303
62 Health & social services	67,239,832	217,946	25,805,198	93,262,976
71 Arts- entertainment & recreation	2,279,564	382,537	1,324,881	3,986,982

AN ECONOMIC ASSESSMENT OF FORT LEE  
2006 THROUGH 2013

72 Accommodation & food services	23,645,396	1,829,691	6,681,938	32,157,024
81 Other services	19,033,882	3,175,392	8,443,224	30,652,500
92 Government & non NAICs	2,860,914	1,193,852	1,779,796	5,834,562
Insitutions	<b>\$380,706,649</b>	<b>\$94,596,486</b>	<b>\$102,370,088</b>	<b>\$577,673,230</b>

**2013 Output Impact**  
**Aggregated Industries by NAICS Code**

	<b>Direct</b>	<b>Indirect</b>	<b>Induced</b>	<b>Total</b>
11 Ag, Forestry, Fish & Hunting	392,410	339,473	250,384	982,267
21 Mining	0	39,943	8,607	48,550
22 Utilities	29,769,634	6,575,951	7,299,961	43,645,544
23 Construction	289,213,408	6,134,185	1,955,152	297,302,752
31-33 Manufacturing	27,249,972	31,849,196	19,961,652	79,060,816
42 Wholesale Trade	98,802,456	13,837,393	13,108,205	125,748,048
48-49 Transportation & Warehousing	20,999,646	16,091,027	6,755,093	43,845,764
44-45 Retail trade	95,655,080	16,986,168	44,537,756	157,179,008
51 Information	16,244,409	14,878,744	10,123,126	41,246,280
52 Finance & insurance	48,148,860	31,205,272	28,126,598	107,480,728
53 Real estate & rental	19,062,004	32,110,772	20,105,830	71,278,608
54 Professional- scientific & tech svcs	61,818,920	53,945,924	14,115,479	129,880,320
55 Management of companies	0	13,070,284	4,067,976	17,138,260
56 Administrative & waste services	6,560,944	21,854,548	5,629,845	34,045,336
61 Educational svcs	3,702,645	209,606	3,515,342	7,427,593
62 Health & social services	137,005,040	777,449	53,316,164	191,098,640
71 Arts- entertainment & recreation	6,314,541	1,004,912	3,590,821	10,910,274
72 Accommodation & food services	71,455,008	5,587,059	20,687,450	97,729,512
81 Other services	44,608,280	8,699,499	19,520,110	72,827,888
92 Government & non NAICs	99,167,720	4,006,097	35,468,360	138,642,176
Insitutions	57,690,796	0	0	57,690,796
	<b>\$1,133,861,772</b>	<b>\$279,203,502</b>	<b>\$312,143,910</b>	<b>\$1,725,209,159</b>