

Livingston Parish, Louisiana Economic Base Analysis



Tamerica Management Company

2001

Introduction

The economy of Livingston Parish is likely to become more complex in the future. The evolution of the global economy, the rapid growth of the Internet economy, the shift of labor intensive operations like garment assembly to offshore sites, and the increased importance of a skilled workforce are trends that will dictate local economic development. As Livingston Parish evaluates its economic situation and looks at potential employers to attract, it is important to first study the past and present state of the economy. The future is always built on the past.

The Consulting Team has prepared this brief economic base study to describe the current economy. This will become the foundation for the assessment of the Parish and the industries that it should target. Information has been obtained from local, state and federal sources.

Demographics

Livingston Parish is the fastest growing Parish in the Baton Rouge MSA. The City of Denham Springs is the largest city in the parish. Seven other incorporated communities (Walker, Livingston, French Settlement, Killian, Springfield, Port Vincent, & Albany) ranging between 700 to 5,000 population are located within the Parish. Roughly eighty percent of the population lives in unincorporated areas of the parish.

The Parish had an estimated population of 91,182 on July 1, 1999, an increase of 21,000 since the 1990 census.¹ Livingston has been the second fastest growing parish in Louisiana since 1990 with an overall growth of 29.3 percent, slightly higher than neighboring Acension Parish and slightly lower than St. Tammany Parish. In comparison, the Baton Rouge metro area has grown by 9.6 percent during the period, and Tangipahoa Parish to the east by 14.7 percent. The growth rate for the State of Louisiana was virtually nil during the 1990's. Around 40 percent of the total population growth in the Baton Rouge MSA between 1990-99 occurred in Livingston Parish. The Parish's growth rate was triple the national and metro growth rates during the period.

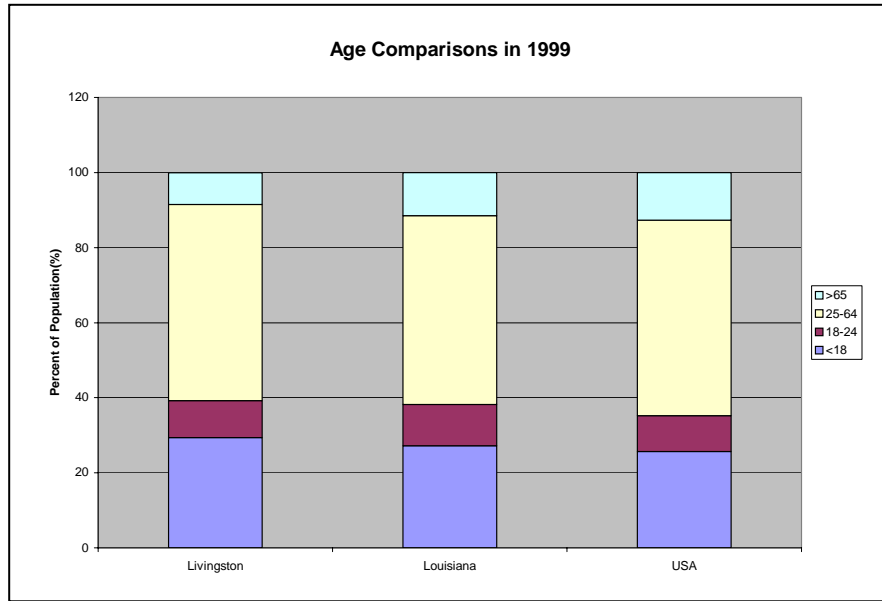
Besides having a rapid growth rate, Livingston is different from Louisiana in its age structure (See figure on next page). Livingston has far fewer persons of retirement age (65+) than the state of Louisiana (8.4 and 11.5 percent respectively). Livingston's average age is lower than the statewide average owing to a significantly higher proportion of its population under age 18 (29.4 % versus the statewide average of 27.2 percent). Overall the parish has significantly more population of working age (25-64)

¹ US Census Bureau estimate

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than the State of Louisiana (52.3% versus the statewide average of 50.3%). The Parish has also seen its working age population grow at rates triple the national rates over the last decade.

It can be concluded that Livingston Parish has a larger



proportion of its population in the active labor market than the state or nation, a larger proportion expected to require employment over the next decade, and a much smaller proportion of retirees than either the state or the nation.

Income

Livingston Parish's per capita income was \$20,194 in 1998, 17 percent below the figure for the Baton Rouge metro and 10 percent below the statewide average (See Table 1 below). Livingston has closed the income gap significantly between the nation over the last decade, increasing from 67% of the nation in 1990 to 74% in 1998. The parish's per capita income level has also increased by more than the State of Louisiana since 1990.

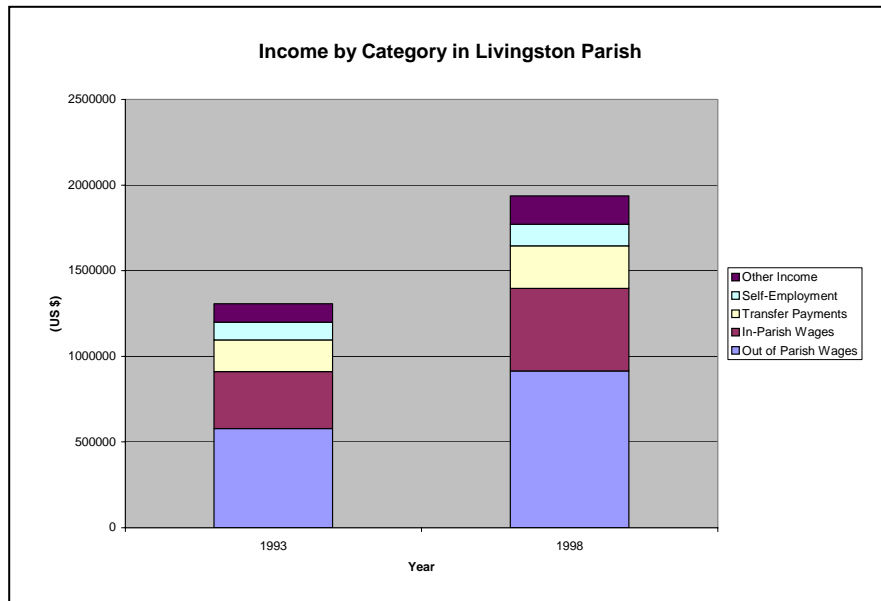
	1990	1995	1996	1997	1998	Absolute Change
Livingston Parish	\$13,049	\$17,298	\$18,057	\$18,979	\$20,194	\$7,145
Baton Rouge MSA	\$17,007	\$21,599	\$22,415	\$23,107	\$24,403	\$7,396
Louisiana	\$15,223	\$19,541	\$20,254	\$21,254	\$22,206	\$6,983
USA	\$19,476	\$22,495	\$24,736	\$25,999	\$27,289	\$7,813
Livingston as % USA	67%	73%	73%	73%	74%	

On the other hand, Livingston Parish's per capita income level is below that of the rest of the Baton Rouge MSA and it is not growing by as much.

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The closing income gap is an indicator of economic health in the Livingston economy, but the local economy is still playing catch-up with the MSA, the state and the nation.

The sources of income are significant indicators of economic health. Transfer payments (federal assistance to individuals for social security, medicare, medicaid, and welfare) are about 18 percent of total income in Livingston Parish versus 25 percent for Louisiana.



While the dollar amount of transfer payments has grown in the last 5 years, the proportion of parish income from federal transfers has dropped sharply from 22 percent in 1994 (See figure above for a comparison). While wages from jobs located within the parish have grown dramatically since the mid-1990's, the majority of the new income in Livingston Parish stems from employment growth in other parts of the Baton Rouge MSA. This "Bedroom Factor" accounts for approximately two-thirds of the personal income in Livingston Parish.

Self-employment provides a significant part of the income within Livingston Parish. However, earnings from self-employment have lagged significantly behind the growth in other sectors of the Livingston economy, growing just 19 percent during an era where earnings from wages and salaries grew by over 40 percent.

Wage Rates

Jobs in Livingston Parish pay lower wages than those in other areas of Baton Rouge and Louisiana (See table below) but the differential has declined substantially over the last 10

Area	1990	1994	1998	Growth(%)
Livingston	\$14,105	\$16,592	\$19,773	40.2%
Baton Rouge	\$20,895	\$23,661	\$27,543	31.8%
Louisiana	\$20,009	\$22,538	\$26,161	30.7%
% Louisiana	70.5%	73.6%	75.6%	

years. Workers in Livingston now earn over 75 percent of the average annual wage in Louisiana. Much of the differential in wages stems from the mix of jobs in Livingston

Parish. Blue collar jobs pay lower wages, on average, than white collar, executive, and professional positions, which are not a large portion of the wage base in the parish.

Labor Force

The proportion of population in the labor force in Livingston Parish is growing dramatically. Participation in the labor force has grown from 46 percent of population in 1990 to 48.3 percent in 1999. The aggregate number of unemployed workers has remained about the same since 1990 but the number of employed workers grew by 39 percent during those nine years. The increase in employment locally is triple the rate for the State of Louisiana and is double the growth rate for the Baton Rouge MSA. Residents of Livingston Parish are finding more local job opportunities too. The proportion of the Livingston labor force working outside the parish has declined from 67 percent in 1990 to under 62 percent today, an indicator of the dramatic increase in local job opportunities over the last decade.

Despite the healthy growth indicators in jobs and workforce, Livingston continues to lag the region in unemployment rates. Over the last 2 years, the unemployment rate in Livingston Parish has remained about 1 percentage point higher than the rate for the Baton Rouge MSA and around a half percent above the rate for the State of Louisiana. The most recent report from the Louisiana Department of Labor(November 2000) shows a larger divergence, with the statewide rate at 5.4 percent, Baton Rouge at 4.9 percent and Livingston Parish at 6.3 percent. These trends suggest that Livingston Parish has a favorable labor situation for the recruitment of new employers.

More and more of the employment created in the United States is in technical fields. The latest figures on employment by occupation for Livingston Parish are from the 1990 census (See Table 2 below).

Table 2 Occupational Breakdown	East			
	Louisiana	Livingston	Baton R	Ascension
Managerial & Professional	25%	19%	33%	18%
Technical, Sales & Admin.	32%	30%	37%	32%
Services	15%	12%	14%	12%
Skilled Blue Collar	13%	22%	11%	21%
Unskilled Blue Collar	15%	18%	5%	18%

Source: 1990 Census Reports

Livingston Parish has a concentration of blue collar workers, both skilled and unskilled. The parish has a much smaller proportion of its workers in managerial, professional and technical occupations, particularly when contrasted to East Baton Rouge Parish.

An educated workforce is an important location factor for the growing number of high tech businesses in the USA. Livingston Parish lags the state and metro area in the educational attainment of its residents. The parish has a smaller proportion of workers with high school or college degrees than either the State of Louisiana or East Baton Rouge Parish, which has the best educated workforce of any metro area in Louisiana (See

Table 3
Educational Attainment in
1990

Level	Ascension	East BR	Livingston	Baton Rouge	Louisiana
Less than High School	31.5%	19.5%	33.3%	22.7%	31.4%
High School Graduate	68.5%	80.5%	66.7%	77.3%	68.6%
Associate Degree	2.7%	3.2%	2.4%	3.0%	3.3%
Bachelor's Degree	9.3%	27.5%	8.7%	22.9%	16.2%
Professional or Graduate Degree	3.3%	9.8%	2.7%	8.1%	5.6%

Table 3

Table 3). Since most of the parish's residents lived elsewhere in 1990 the situation could be significantly different today but the updates from the 2000 census will not be available until 2002 at the earliest.

Employment Base

Total jobs within Livingston Parish have grown by 150 percent over the last 9 years. Manufacturing jobs grew by over 165 percent while that sector declined nationally and statewide during the period (See Table 4 for the breakdown by industry). A substantial proportion of the jobs added in manufacturing resulted from the relocation of metal fabrication businesses

Table 4 Job Growth in Livingston Parish by Industry

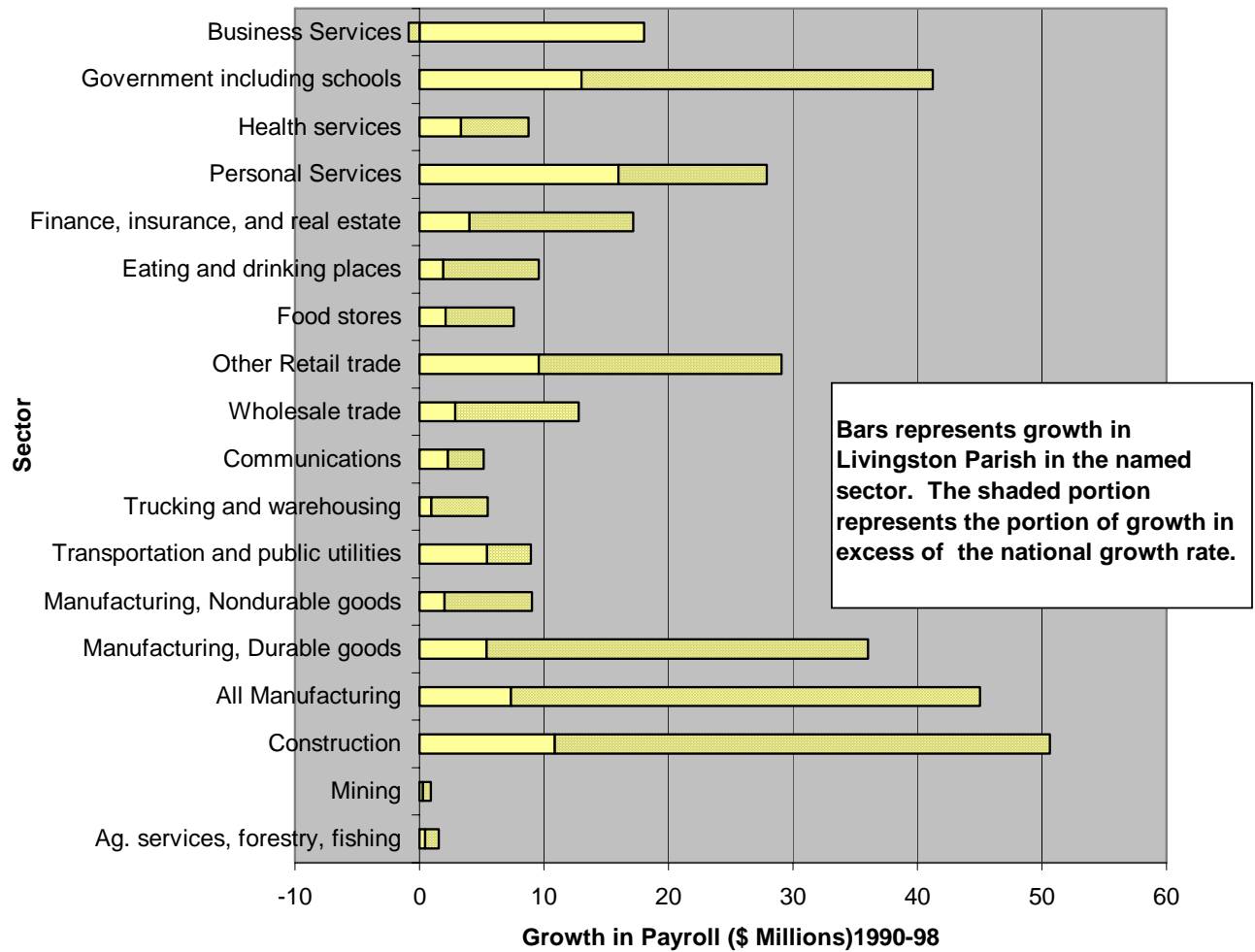
SIC	Industry	Jobs		Change
		1990	1999	
	TOTAL	5,932	14,834	150%
07--	Agriculture	20	74	270%
10--	Mining	42	44	5%
15--	Construction	553	1,362	146%
1500	General Contractors	89	365	310%
1600	Heavy Construction	51	278	445%
1700	Special Trades Construct	413	719	74%
20--	Manufacturing	643	1,732	169%
2400	Wood Products	192	284	48%
40--	Transporation & Public U	471	591	25%
50--	Wholesale Trade	246	732	198%
52--	Retailing	2,307	3,782	64%
60--	Finance, Insurance & RE	279	422	51%
70--	Services	1,325	2,188	65%
7300	Business Services	100	133	33%
8000	Health Services	223	705	216%

Source: County Business Patterns and ES 202 Reports

from East Baton Rouge Parish. The increase in agriculture stems from the addition of jobs in timber management and logging while the construction growth is due in part to the growth in residential homebuilding in the area but also stems from the growth in construction in the petrochemical sector along the Mississippi River.

The Parish's economic growth is broad and much faster than expected, based on national payroll trends (See the figure on the next page). One sector that lagged the national trends is business services, the statistical category that includes call centers, data centers, info-tech and software development. While much of the growth in Livingston in services, government, finance-insurance-real estate and construction stems from rapid population growth (at four times the national growth rate), the parish has broadened its economic base considerably by attracting new manufacturers, retailers and wholesalers during the 1990's.

Livingston Parish Growth Rates 1990-98



Largest Employers

A review of the largest employers show that a significant number were located in Livingston Parish within the last decade(See Table 5). The largest employer by far is the school system.

Employer	Employees	Type of Business
Livingston Parish Schools	1,723	Education
Wal Mart*	971	Retail
Shaw Group*	433	Pipe Fabrication
Ferrera Fire Apparatus*	330	Fire Trucks
Waste Management*	220	Waste collection
East Jordan Iron Works	180	Iron Products
*Established since 1990		

Industrial Clusters

Communities have begun to look at their industrial structure in terms of clusters. A cluster is a group of interrelated industries that supply a national, international or regional market. Industries within the cluster might exist to supply components or services to other industries creating the end product yet all depend on the competitive advantage of the cluster for their own success. The petrochemical cluster is the largest employment cluster in the Baton Rouge metro area and this cluster provides the market for most of the industrial goods and services produced within Livingston Parish.

Livingston Parish has 4 clusters in metal fabrication, construction materials and services, fire equipment, and lumber products (See Figure on page 11). The employment in a cluster is represented by the size of the circle on the figure. The concentration of a cluster within Livingston Parish is an indicator of that cluster's comparative advantage in national and global markets. This measure is shown on the figure as a percent of the employment concentration expected based on national employment in that industry. The final measure on the chart is the growth in employment forecast for the industry at the national level over the next 10 years.

The Metal Fabricator Cluster is quite strong in Livingston, having a concentration over 50 times what is expected based on Livingston's proportion of the national population.

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Much of the demand in this sector stems from the petrochemical sector in Louisiana. Refineries and petrochemical plants drive much of the economy in the Baton Rouge area. The Input-Output table for Louisiana suggests that the petrochemical sector creates 8.47 jobs “outside-the-gate” for every job within the plant.²

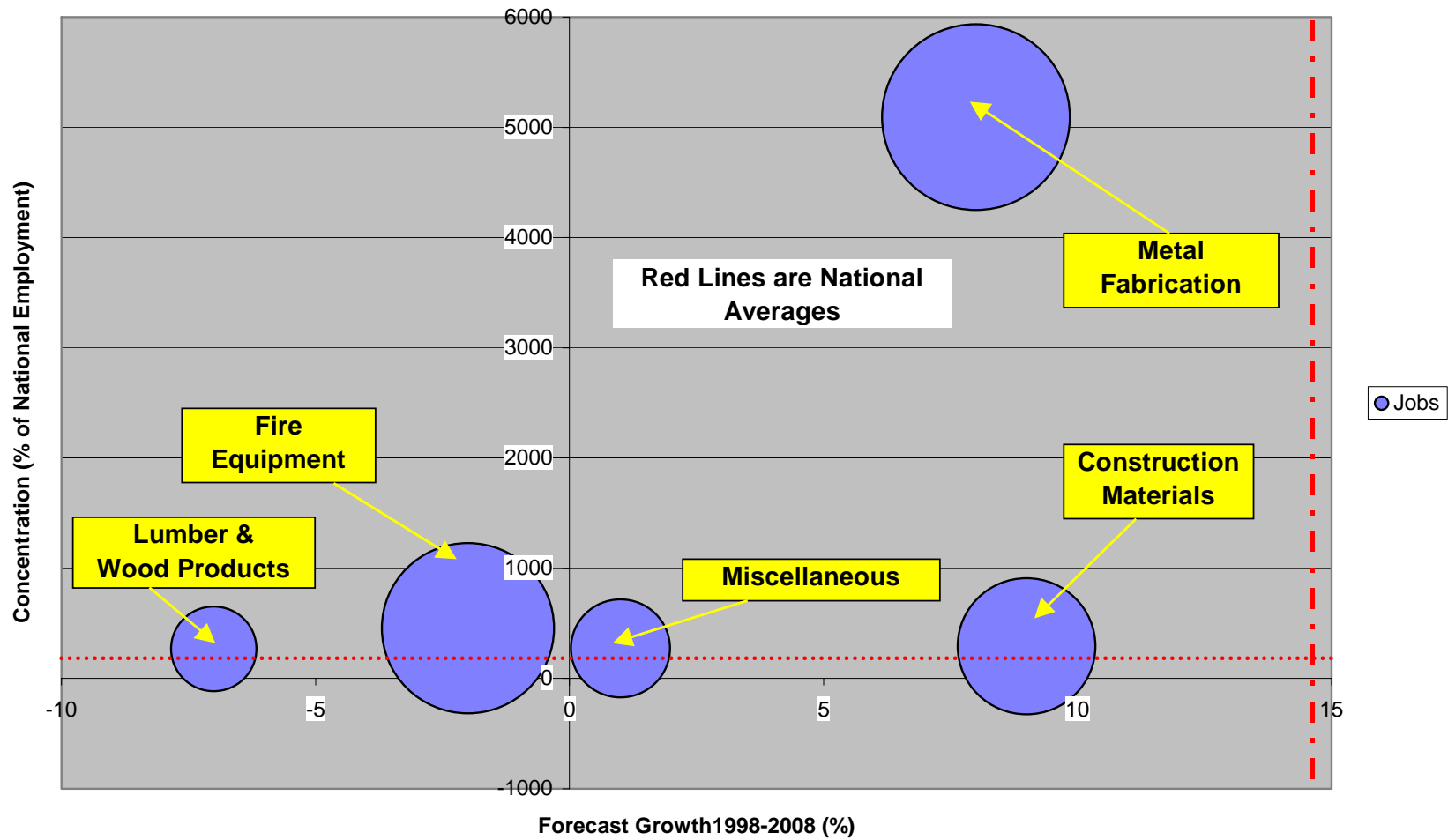
The next strongest cluster in Livingston Parish is in Fire Equipment, which has 4.5 times the national employment concentration. Although this cluster is anchored by 1 major manufacturer of fire trucks, a total of 10 companies are involved in selling fire equipment, including 9 in the wholesale category.

The balance of the clusters have concentration between 2.5 and 3.0 times the national average.

All 5 of Livingston’s industrial clusters are forecast to grow slower than the national average. The implication is that Livingston must look at attracting other target industries if it expects to maintain job growth at the national rate of 15 percent over the next 10 years.

² Loren Scott and Associates report to Mid-Continent Oil and Gas Association, December 1996

Livingston Parish Employment Clusters 1999



Retail Trade Activity

Livingston Parish has seen its retail trade activity grow since the 1992 Census of Retailing but at a slower rate than the Baton Rouge MSA (See Table 6). Per capita retail sales in Livingston are less than 45 percent of the average for the metro area and just half of the average for Ascension Parish. Since retail sales are a major component of taxable revenues in Louisiana, this gap is an issue for operation and maintenance of government and schools. If Livingston were to match the per capita figure in Ascension, the parish would see an additional \$350 million /year of retail sales, which would generate an additional \$17.5 million of revenue to local government.

A direct comparison to Ascension Parish is complicated because that Parish has a major concentration of petrochemical plants in their retail tax base. The Ascension Sales Tax Authority estimates that 40 percent of parish sales result from retail purchases by petrochemical companies, which report their sales tax directly to the authority. Ascension Parish also has an outlet mall at Gonzales that generates as much as \$75 million/ year of additional retail sales.

Retail sales in Livingston Parish have grown significantly since 1997 with the completion of two Wal-Mart superstores. Figures supplied by the school board show that retail sales increased by 20 percent between 1997-2000, significantly closing the retail gap that existed in 1997.

Table 6			
Per Capita Retail Sales (\$/Year)			
Area	1992	1997	Growth(%)
Baton Rouge MSA	\$7,463	\$9,718	30%
Ascension Parish	\$6,847	\$8,261	21%
Livingston Parish	\$3,717	\$4,313	16%

Source: Geographic area reports from 1997 and 1992 Census of Retailing

Table 7					
Per Capita Retail Sales by Category 1997(\$/Year)					
	Vehicles/ Parts	Building Materials	Food	Gasoline	All Others
Louisiana	\$2,198	\$753	\$1,317	\$ 841	\$3,120
Baton Rouge	\$2,807	\$850	\$1,395	\$1,078	\$3,588
Ascension	\$1,925	\$957	\$1,460	\$1,246	\$2,672
Livingston	\$ 756	\$231	\$1,020	\$ 907	\$1,400

Source: Geographic area reports for 1997 Census of Retailing

Livingston retail sales are much lower than those for Louisiana, the Baton Rouge MSA and for neighboring Ascension Parish in all major retail categories(See Table 7). The differential is particularly wide in vehicles, building materials and All Other goods. But even food sales, the category that deviates the least from the other areas, is still 30 percent lower per capita than Louisiana, Baton Rouge or Ascension Parish. Much of the retail trade dollar of Livingston Parish is spent in other jurisdictions but the pattern has changed substantially since 1997.

Business Formations

Much of the dynamism in America comes from a process called “creative destruction” where new businesses with innovative products and services replace older businesses³. David Birch analyzed this phenomena in the 1970’s and concluded that small businesses were responsible for 80 percent of the job creation in America. Birch’s later work identified “gazelles”, small businesses that grow by over 20 percent per year, as the drivers of most small business growth. Gazelles, however, comprise just 4 percent of all small businesses yet they create virtually all of the net new jobs in the US economy. Most small businesses do not grow in employment after their first year of life. Communities with a host of gazelle businesses, like San Jose, California, are much more vibrant than communities that lack a dynamic small business sector.

How does Livingston Parish measure as an incubator for new business? Livingston has about the same proportion of employment from firms started less than 5 years ago than the nation and state (See Table 8).

Livingston, and it neighbor Ascension Parish, each have a larger proportion of their employment in businesses formed in the last 5 years than either the State of Louisiana or the Baton Rouge MSA. The employment distribution in these communities is more akin to the pattern in America’s most dynamic communities, except that Livingston and Ascension have fewer companies started in the last 3 years (See Figure on following page).

³ A Process first described by Joseph Schumpeter in the early 1900’s

Table 8
Employment by Age of Business

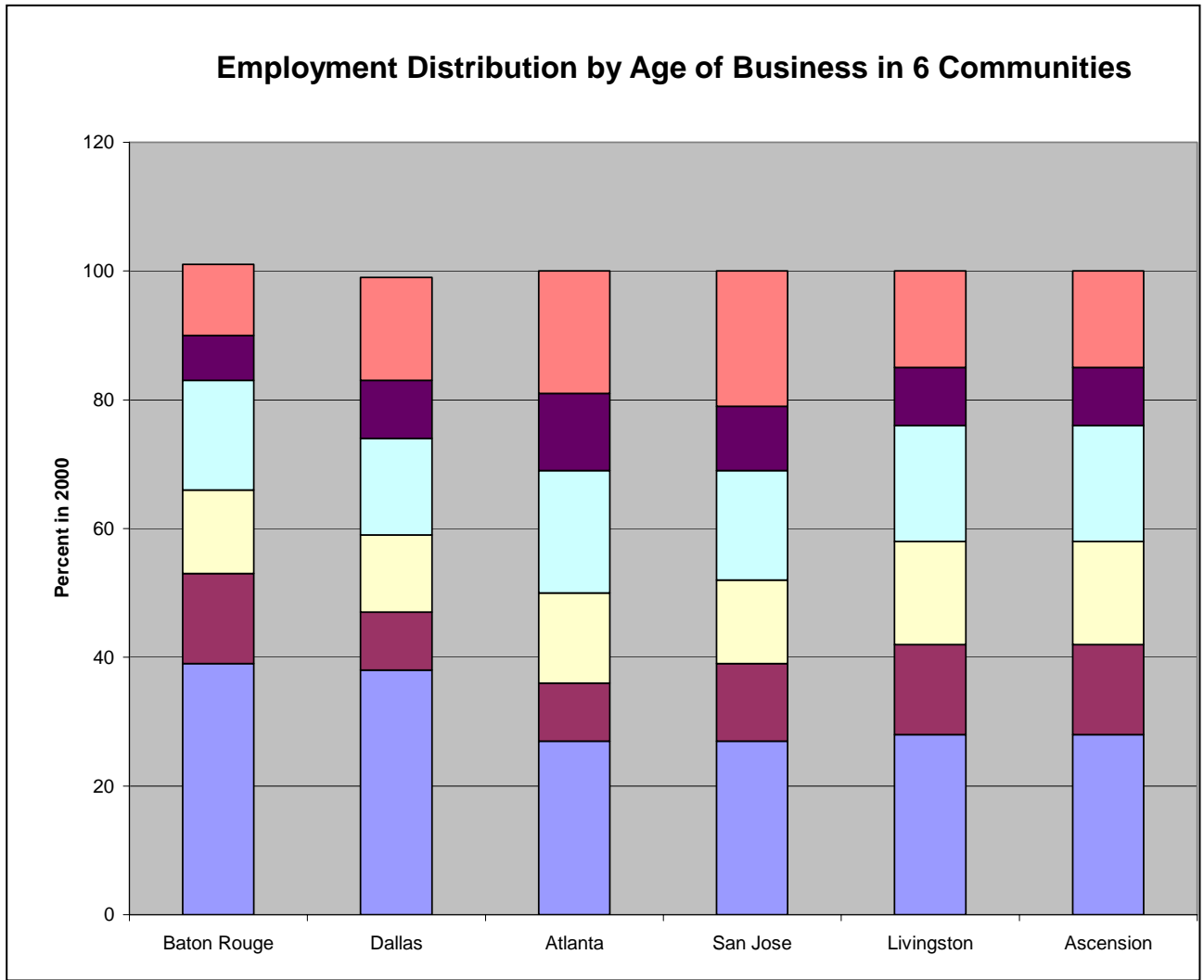
Area	> 21 years	16-20 years	11-15 years	6 to 10 years	4-5 years	<3 years
USA	38%	11%	14%	15%	8%	14%
Louisiana	41%	11%	12%	16%	8%	11%
Baton Rouge MSA	39%	14%	13%	17%	7%	11%
Ascension Parish	28%	14%	16%	18%	9%	15%
Livingston Parish	28%	12%	16%	22%	7%	14%

Source: Marketplace CD-ROM of 11 million US businesses

Retailing, Business Services, and Engineering/Accounting/R&D have all been more dynamic sectors in Livingston recently than in the USA. Half of the total jobs created in the last 5 years in Livingston Parish have been in the following 5 sectors:

Jobs in Companies formed in the last 5 Years

Sector	--Livingston-----		USA %
	Jobs	%	
Heavy Construction	377	38%	21%
Retailing	498	27%	27%
Business Services	122	69%	30%
Health Services	69	30%	15%
Engineering/Accounting & R&D	126	72%	27%



Although the overall pattern in retailing matches the national rate, two categories of retailing in Livingston have been quite dynamic over the last 5 years: Food stores (+29 percent) and Auto Dealers and Auto Parts (+23%). Growth in retailing, business services, and health services is explained by the rapid growth in parish population but the pattern for Heavy Construction, Business Services, and Engineering/Accounting/R&D must be linked to expansions in the economic base of the parish. The LIGO project alone explains the jump in Engineering and R&D employment.

Technology Growth in the Baton Rouge MSA

The high-technology component of the US economy was responsible for two-thirds of economic growth nationally in 1997, even though it comprised just 3.4 percent of jobs in the USA.⁴ Statistics are not available to provide meaningful analysis of technology trends for individual parishes. Yet an analysis of technology trends for the Baton Rouge MSA are meaningful in our analysis of the economic base of Livingston Parish because Livingston is a significant portion of the workforce and economy of the metro area.

The Baton Rouge MSA has a major concentration of architectural and engineering services, most of which are focused on process and design engineering for the petrochemical cluster along the Mississippi River. The concentration of employment in this sector is nearly 2.25 times the national average (see Table 9 on next page). The area has a paucity of information technology, software, and scientific R&D, however. Various components of the IT sector in Baton Rouge have employment ratios that are between a fourth and a half of what would be expected based on its share of the national workforce.

The presence of a major research university (classified as educational, rather than R&D in the Census Bureau statistics analyzed in Table 9) and the presence of a major concentration of state workers in Baton Rouge(classified as government) skews these numbers. Employment figures by occupation capture the totality of workers with IT and scientific skills regardless of whether employed by governments, universities, non-profits or private companies. Baton Rouge had a total of 3,750 workers in IT occupations in 1998, roughly 83 percent of the national average. The concentration of IT workers in Baton Rouge is nearly twice the concentration in New Orleans and nearly 50 percent higher than in Lafayette. Baton Rouge has the best developed IT workforce of any area in Louisiana but it pales in comparison to metro areas like Dallas, Houston, Atlanta, Phoenix, or San Francisco (See figure at end of this section).

Baton Rouge leads the state in the number and the concentration of engineers and scientists. The 6700 engineers in the Baton Rouge workforce is 35 percent above what is expected based on Baton Rouge's population. Even though Baton Rouge is the star performer in the Louisiana economy in this respect, its concentration of engineers is a

⁴ computations by Tamerica Management Company compiled from ES-202 reports and from unpublished research by the Milken Institute

fraction of those in work class technology regions like San Jose California and Huntsville, Alabama (See figure at the end of this section).

Baton Rouge has over 1000 scientists in its labor force which gives it a concentration index 50 percent above the national average. Baton Rouge is among the top 50 metro areas in the US in terms of scientists/ per capita but, again, its concentration is far below those of the nation's leading centers of science (See Figure at end of this section). The intensity of scientific workforce does not seem as strong a predictor of technology potential, however, as the concentration of engineers in a workforce.

Another method of measuring technology potential, still in its infancy, is comparing the number of patents per 100,000 population in metro areas. Patents are the best measure available of a region's ability to translate ideas into commercially viable products. San Jose, California leads all metro areas in the USA in this measure, followed by Boise, Idaho, Rochester, Minnesota, and Boulder, Colorado so this index clearly measures, to a high degree, the high tech production potential within the nation's metro areas (See the Figure at the end of this section).

Baton Rouge had an average of 25.94 patents/ 100,000 population between 1997-99, an index that places it in the top third of US metro areas and in roughly the same league as Atlanta. The majority of patents produced in Baton Rouge are concentrated within a few major R&D companies along the petrochemical corridor. Only one Livingston company, Delta Environmental, is among the top patent holders in the Baton Rouge area.

While the amount of patents granted to Baton Rouge inventors stands out against all other metro areas in Louisiana, the activity level is about a tenth of what occurs in technology centers like Austin, San Jose, Boise, and Boulder. The Baton Rouge metro area clearly needs a quantum leap in technology activity to become a leading center for technology development. The troubling trend in our analysis is that Patents/ 100,000 population in Baton Rouge dropped by a third between 1990 and 1999. Only 5 US metro areas saw such a dramatic drop during the period.

An above average concentration of scientific and engineering talent, together with a stream of patented inventions, suggests that Baton Rouge has some potential for development of technology based industry. Whether the region has enough mass to compete with established technology centers like Silicon Valley or Austin for technology investments is a question that must be probed further before a targeting strategy can be developed.

Table 9
Comparison of IT & R&D Employment and Payroll in US, LA & Baton Rouges MSA

NAICS Code	Sector	Payroll(\$000)			Jobs			Location Quotient*	
		US	Louisiana	B Rouge	US	Louisiana	B Rouge	B Rouge	Louisiana
5112	Software publishers	\$ 18,386,784	\$ 15,608	\$ -	266,380	412	-		10%
5133	telecommunications	\$ 47,459,520	\$ 504,595	\$ -	1,010,389	11,122	-		68%
5141	Info Services	\$ 3,477,977	\$ 22,526	\$ 752	87,267	346	45	24%	24%
5142	Data processing services	\$ 9,773,857	\$ 27,358	\$ 7,314	262,250	1,028	273	48%	24%
5413	Architectural & Engineering Services	\$ 46,942,816	\$ 786,825	\$ 240,095	1,038,317	18,437	4,954	220%	109%
5415	Computer systems design & related	\$ 42,150,658	\$ 115,718	\$ 35,743	764,659	3,040	790	48%	24%
5417	Scientific R&D Private Sector	\$ 8,820,582	\$ 14,301	\$ 2,412	161,304	392	76	22%	15%
5417	Scientific R&D Non-Profit Sector	\$ 5,226,070	\$ 6,639	\$ 1,531	125,149	204	58	21%	10%
	TOTAL OF ABOVE SECTORS	182,238,264	1,493,570	287,847	3,715,715	34,981	6,196		
* Concentration expressed as a percent of the national average concentration									
Source: Compiled from Geographic and Subject reports from 1997 Census of Business									

Conclusion

Livingston Parish has seen a substantial population and economic growth over the last decade at rates that are double or triple those for Louisiana and the USA. The parish's success at building its residential base gives it a younger workforce that will require a growing number of entry level jobs in the future. The income and wage gap in Livingston, relative to the state and nation, has closed substantially over the last decade although wages must still grow by 18 percent to reach the average for the Baton Rouge MSA. The attraction of white collar and professional jobs is an effective strategy to increase wage levels in the parish.

The economic base of Livingston Parish has more than doubled since 1990 with particularly strong growth in manufacturing (especially metal fabrication and fire equipment) as well as in retailing, construction, and R&D functions. Although retail employment has grown significantly over the last 10 years, per capita retail sales are merely half of those for Ascension Parish. The dynamics of the parish's economic base are partly explained by the LEDC's attraction of so many new employers during the 1990's but the parish also has seen a growing employment from the formation of new businesses. Over a fifth of the jobs in Livingston Parish are in companies started within the last 5 years. This rate of job formation by young companies is above the average for Baton Rouge and Louisiana and mirrors the rate in Dallas, Texas, one of America's most dynamic communities.

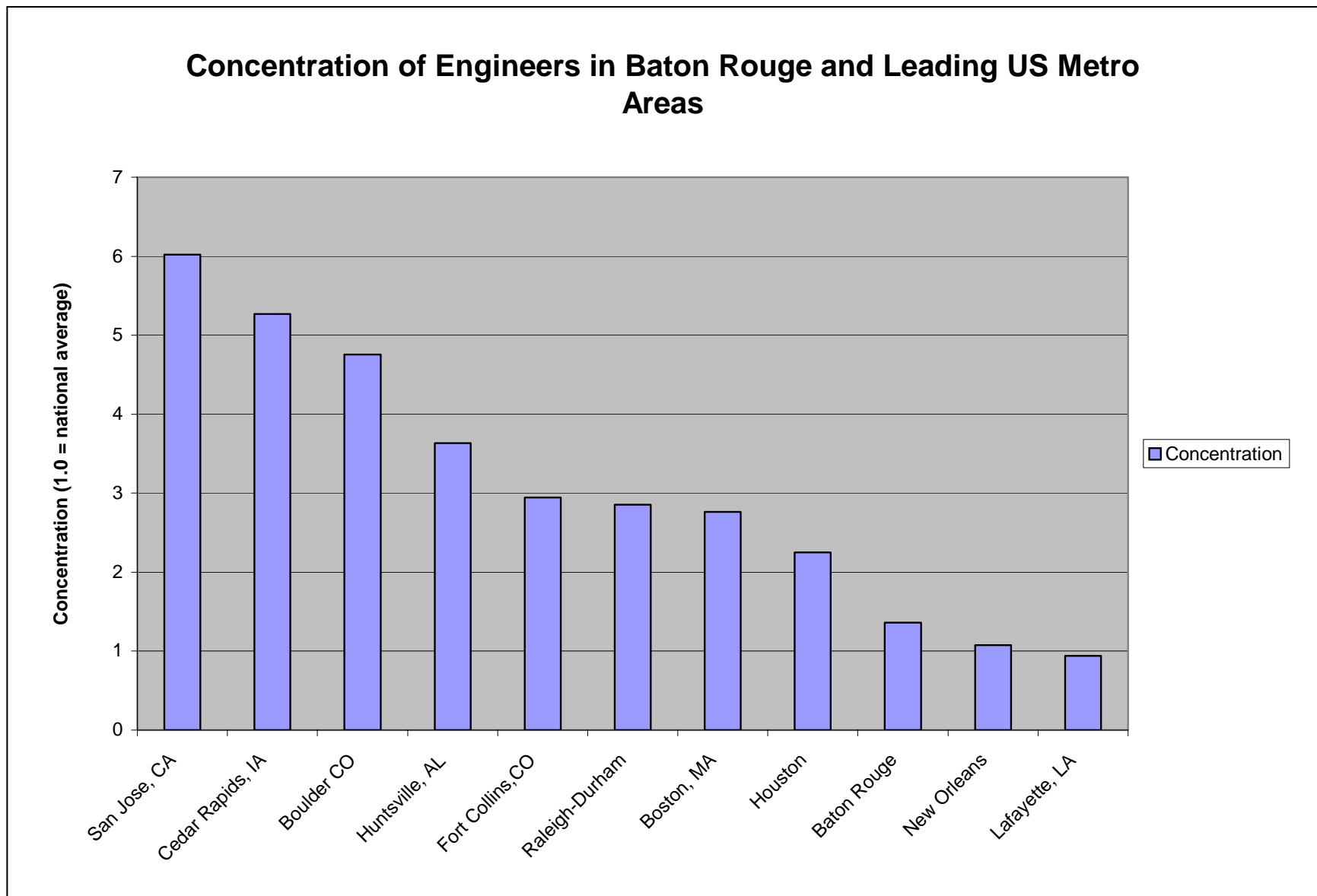
Despite its success at fostering economic growth, Livingston Parish must accelerate its growth rate if it aspires to close the wage and income gaps with the Baton Rouge metro area. The consulting team made projections from 1990-98 trends and determined that a steady state program of economic development will result in the following economic picture in 2011 (See Table below).

Forecast of Economic Trends in Livingston Parish					
			(As Percent of)		
	1998	2011	Metro Area	State	Nation
Per Capita Income(\$)	\$20,195	\$34,855	91%	98%	84%
Wages(\$)	\$19,773	\$30,153	78%	88%	NA
Employment in parish (# Jobs)	14,834	41,072	NA	NA	NA
Source: computed by The Consulting Team					

If this picture is not acceptable to the leadership of Livingston Parish, further resources and refined programs must be implemented to accelerate the parish's economic growth. Even if parish leadership opts to maintain its growth at historic levels, our forecast suggests that the parish must plan to accommodate a significantly larger base of

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commercial and industrial companies and face more dynamic changes in land use than it has seen in the last decade.



Concentration of Scientists in Baton Rouge and Leading Metro Areas

