



HIGHLIGHTS

1. Opportunities, Inc. employs over 210 people in northwest Oklahoma. An additional 360 jobs are supported in the local economy from the operations of the non-profit organization and the household demands placed upon the local economy from its employees.
2. Between 2007 and 2017, total economic activity supported through the operations and employment of Opportunities, Inc. is estimated to be nearly \$450 million.
3. Between 2007 and 2017, total disposable income supported by the non-profit's operations is estimated to be almost \$157 million.

Opportunities, Inc. employs over 210 people in northwest Oklahoma and primarily serves thirteen counties in northwest Oklahoma, which are comprised of Alfalfa, Beaver, Blaine, Cimarron, Custer, Dewey, Ellis, Harper, Kingfisher, Major, Texas, Woods and Woodward counties. However, depending upon the program activity, Opportunities, Inc. will serve additional counties including Beckham, Caddo, Canadian, Garfield, Grant, Oklahoma and Washita counties.

The people employed at Opportunities, Inc. provide valuable services to the residents of northwest Oklahoma through the various poverty relief, community development, housing, and child education/care activities. In addition to the services directly provided by Opportunities, Inc., the non-profit organization also has economic impacts that can be measured in terms of employment, output, disposable income and tax impacts generated in the regional and state economy.

It is important to note that Opportunities, Inc., as well as all other community action agencies, provide many valuable services to the regional economy that cannot be appropriately accounted for in an economic impact model. For example, this would include the retired and senior volunteer program, which, in addition to other activities, these volunteers assist

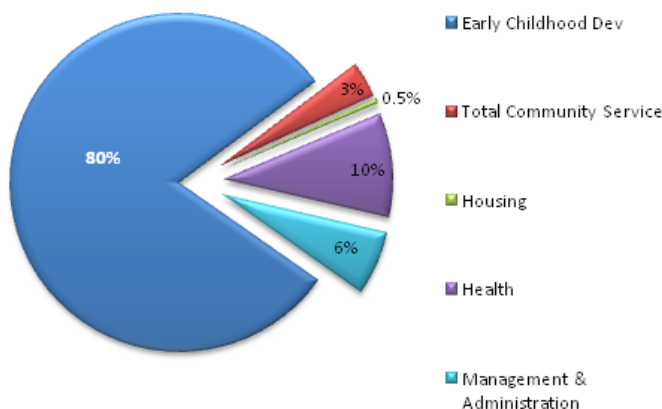
with literacy programs. Improving literacy in the regional economy improves educational attainment and employment opportunities.

For the purposes of the economic impacts, the activities performed by Opportunities, Inc. have been grouped into one of five categories. Those activities are: Administration, Early Childhood Education, Community Services, Health, and Housing activities. Employment and payroll associated with each of these categories served as inputs into the economic impact simulation. The relative size of the employment and payroll associated with each of the five categories are depicted in the pie charts below.

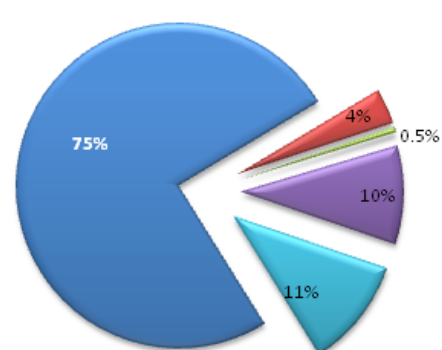
In addition to the five categories of activities performed by Opportunities, Inc., other variables were included in the model: stimulus spending, tax assistance and the labor force made available to the economy as a result of child care services provided by Opportunities, Inc. These supplemental inputs were included to account for variables that are either temporary or cannot be measured in terms of employment or wages. One example of a supplemental variable is the higher participation rates in the labor force that are associated with providing child care/daycare in the regional economy.

EXHIBIT 1: EMPLOYMENT AND PAYROLL INPUTS GROUPED BY MAJOR ACTIVITY (OPPORTUNITIES, INC.)

Opportunities 2009 EMP Breakdown



Opportunities 2009 Payroll Breakdown



OUTPUT IMPACTS (NORTHWEST OKLAHOMA)

Economic activity may be measured by the value of output produced in the region, which includes the value of all intermediate goods purchased and the value-added activities performed within the region. For the purposes of this study, the economic impacts, including the output impacts, may be delineated into two geographies:

1. The regional economy. Most of the economic activity associated with Opportunities, Inc. occurs in northwest Oklahoma. Some of the programs extend beyond the primary service area, and likewise, some of the impacts would be expected to do so as well.
2. The statewide economy. The economic impacts are not isolated to the regional economy, and due to leakages in the regional economy, some of the impacts are captured by the rest of the state.

In the regional economy, Opportunities, Inc. operations are estimated to support approximately \$34.9 million in economic activity in 2007. This increases to \$37.7 million in 2009, and in 2011 output is projected to increase to \$40.6 million. By 2017, regional output impacts are projected to be \$46.4 million. From 2007 to 2017, regional economic impacts are projected to almost \$449 million.

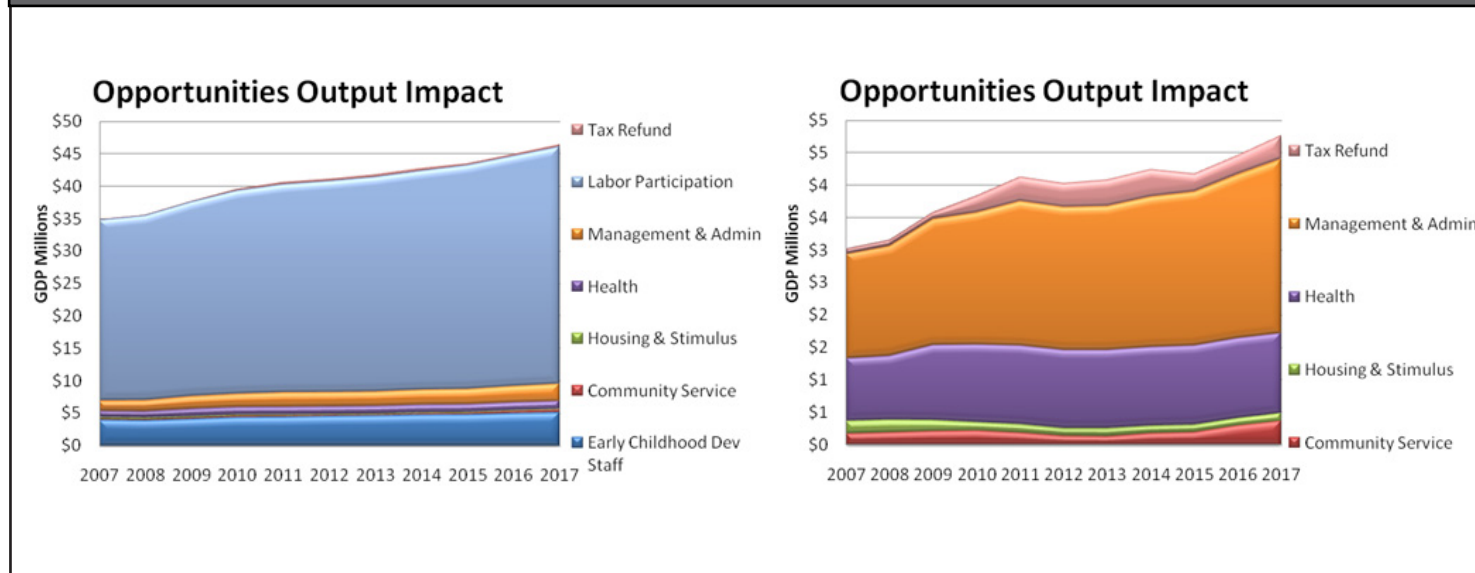
At the statewide level, the Opportunities, Inc. output impacts increase from \$35 million in 2007 to over \$45 million in 2017. Over the entire period between 2007 and 2017, approximately \$451 million in economic activity is estimated

to be generated as a result of the community action agency's operations. Since the regional impacts were projected to be \$449 million over this time frame, this means that just under \$2 million of output impacts occur in the rest of Oklahoma.

There are two graphs presented in Exhibit 2 below. The first graph relates all of the economic impacts over time. However, because the labor force participation and early childhood impacts are so large in relation to the other activities, the second graph removes those impacts and relates the remaining impacts. As evidenced in the graphs, each of the programs has varying levels of impact. In the regional economy, the amount of economic activity generated over the 2007-17 time period ranges from \$1.5 million in the Health program to over \$350 million from higher labor participation due to child care/early education programs.

The varying impacts discussed in the previous paragraph do not indicate that programs with lower economic impacts are less valuable to the regional and statewide economy. Nor does it reflect importance of the agency's mission of poverty relief, community development, housing, food, health programs and economic development. Rather, the programs provided by Opportunities, Inc. are complementary and each program supports the nonprofit's mission. As an example, it is plausible that the organization would be less effective in its community development efforts if potential workers had fewer child care options leading to more parents staying at home rather than going into the labor force.

EXHIBIT 2: OPPORTUNITIES, INC. OUTPUT IMPACTS (NORTHWEST OKLAHOMA)



EMPLOYMENT IMPACTS (NORTHWEST OKLAHOMA)

Opportunities, Inc. employs over 210 people in northwest Oklahoma. In addition to the impacts that the non-profit has within the regional economy, the individuals employed by Opportunities, Inc. also have an impact upon the regional economy from the wages that they earn at the non-profit. The total employment impact, which includes the people directly employed by the non-profit, is estimated to be 570 jobs in the regional economy in 2011.

As may be seen from the graphs in Exhibit 3, Opportunities, Inc. has a fairly stable employment impact. Projecting into the future, if the community action agency's level of activity remains relatively stable through 2017, it is forecasted that the total impact of the organization would also remain relatively stable in the regional economy with a slight increase from 547 jobs in 2007 to 564 jobs in 2017.

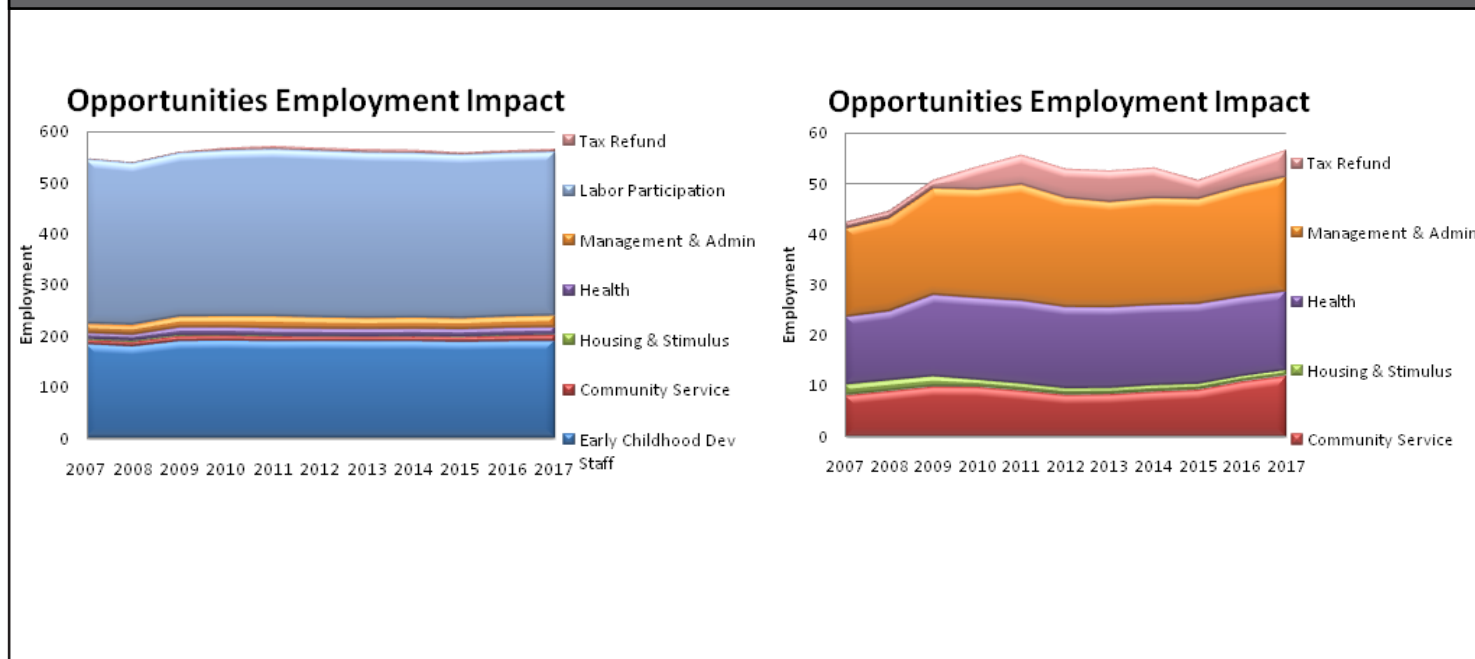
As may be seen from Exhibit 3, the labor force participation activities account for the largest employment impact. These impacts are as a result of the presence of the Head Start/Child Care activities performed by Opportunities, Inc. in northwest Oklahoma. It is assumed that the presence of affordable childcare opportunities in the regional economy will increase the participation rate in the local labor force, which ultimately means more people in the region are able to seek employment and be employed in the regional economy. That is, with affordable daycare options, a fraction of the

families sending their children to daycare are assumed to enter the labor force and seek employment opportunities to earn an income for their families. Ultimately, geographic regions that have more childcare workers and options for childcare also have higher participation rates in the labor force.

Because the labor force participation impacts are so large and make it difficult to see the other impacts, the second exhibit in the employment series relates the economic impacts of all other activities of the community action agency. The stimulus impacts are temporary and relatively small in the larger picture, but the tax assistance provided by the community action agency represents income, spending and saving that occurs in the local economy that otherwise would not have occurred without the tax assistance. Although they provide a valuable community service, the societal impacts of volunteers are neither captured by the model nor depicted in the economic impact graphs below.

The employment impacts attributable to Opportunities, Inc. are not confined to the regional economy, and some impacts are expected to occur outside the regional economy. These impacts would be attributable to business linkages and income spent outside the regional economy, which is especially the case. By 2017 the statewide employment impact is projected to be 577 jobs with 13 jobs supported outside the local economy.

EXHIBIT 3: OPPORTUNITIES, INC. EMPLOYMENT IMPACTS (NORTHWEST OKLAHOMA)



DISPOSABLE INCOME IMPACTS (NORTHWEST OKLAHOMA)

Disposable income represents the earned income that is available for spending or saving by workers and their families after paying taxes. The impacts from the agency's operations are not confined to the counties within which it operates. Much like employment and output impacts, there are also disposable income impacts that occur outside the counties where Opportunities, Inc. operates. Exhibit 4 relates disposable income impacts supported by Opportunities, Inc.

In 2011, Opportunities, Inc. is projected to support \$13.8 million in disposable income in the region. Between 2007 and 2017, disposable income supported by Opportunities, Inc. is estimated to increase from approximately \$10 million to almost \$19 million. Over the entire 2007-17 time period, Opportunities, Inc. is projected to support close to \$157 million in disposable income in the regional economy.

At the statewide level in 2011, Opportunities, Inc. is projected to support over \$15 million in disposable income impacts. Between 2007 and 2017, disposable income supported by Opportunities, Inc. is estimated to increase from \$10.3 million to \$22.7 million. Over \$166 million in disposable income is supported by the agency during the time period 2007-17, with \$9 million supported outside northwest Oklahoma.

Comparative to real disposable income, total personal income represents income before taxes; this is estimated to equal \$12.3 million in 2007 and is projected to increase to \$26.6 million by 2017. Over the entire time frame of 2007-2017,

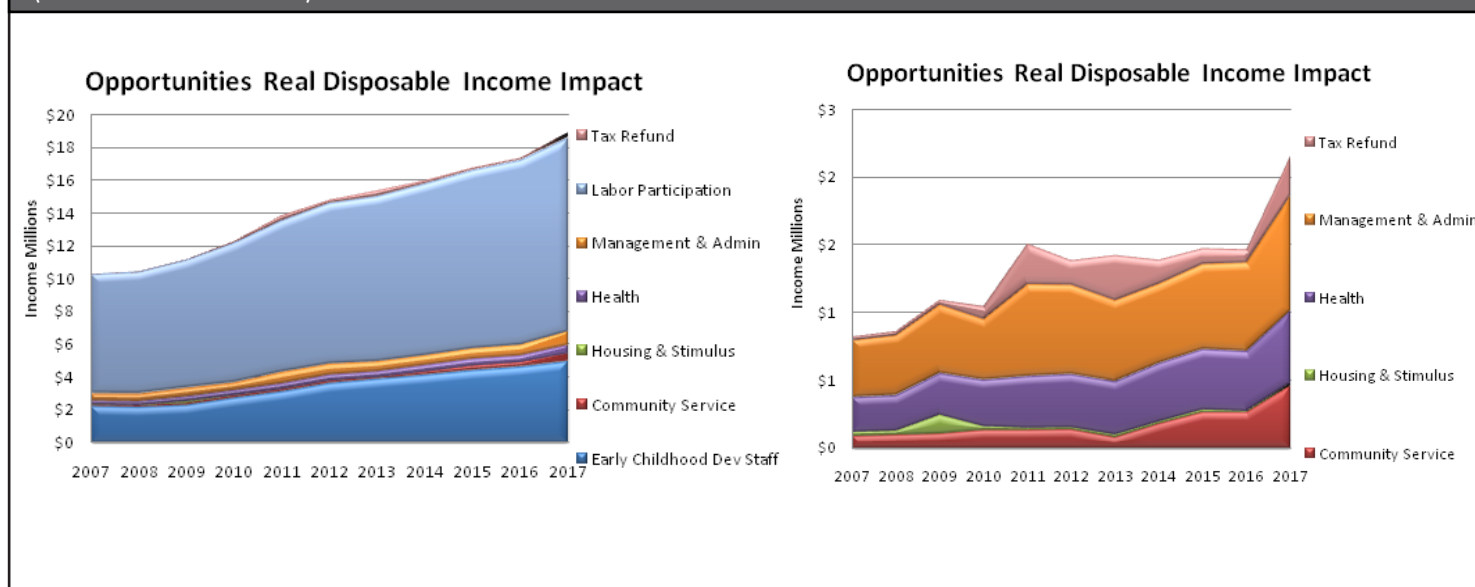
the community agency's operations are projected to support approximately \$200 million in personal income impacts for the regional economy. In 2011, \$17.3 million in personal income impacts is projected to be supported by Opportunities, Inc. At the statewide level, Opportunities, Inc. is projected to support over \$216 million in total personal income during the time period 2007-2017.

If total personal income supported by the community action agency's operations is divided by the jobs supported by the non-profit's operations, then the per job personal income is estimated to be \$22,500/job in 2007 and \$30,400/job in 2011. Likewise, the per job disposable income is estimated to be \$18,800 per job in 2007 and \$24,300/job in 2011.

Additionally, statewide per job personal income is estimated to be \$23,500/job in 2007 and \$31,800/job in 2011, which are higher figures than the local estimate. Likewise, the per job disposable income is estimated to be higher than the regional estimates, with \$18,900/job in 2007 and \$26,100/job in 2011.

It must be noted that these per job income measures are not the same variable as per capita income reported by the Bureau of Economic Analysis (BEA). BEA's per capita income measure divides total personal income earned in the region by the region's total population; conversely, per job figures discussed herein divide total personal income by the number of jobs supported by Opportunities, Inc.

EXHIBIT 4: OPPORTUNITIES, INC. DISPOSABLE INCOME IMPACTS (NORTHWEST OKLAHOMA)



ESTIMATED TAX IMPACTS (NORTHWEST OKLAHOMA)

The estimated tax impacts discussed in this section relate the total state and local tax impacts supported by the agency's operations in northwest Oklahoma. Federal taxes are not included in these impacts. Exhibit 5 relates total state and local tax impacts projected to be supported by Opportunities, Inc. between 2007 and 2017, and as may be seen from the graph, sales taxes, income taxes and other taxes are displayed.

It should be noted that the sales tax impacts do not indicate sales taxes paid by Opportunities, Inc. Rather, this category relates sales taxes (state, city & county) paid by people who are employed by Opportunities, Inc. as well as the sales taxes paid by organizations and people who support the non-profit's operations. Likewise, the income taxes depicted in Exhibit 5 do not relate income taxes paid by Opportunities, Inc. Rather, this category relates individual and corporate income taxes paid by the people who are employed by Opportunities, Inc. as well as income taxes from the organizations and people that support the non-profit's operations in the region. The 'other taxes' category includes professional and business license impacts, insurance trust fund taxes, fees and fines.

Estimated sales tax impacts increased from \$303,000 in 2007 to \$329,000 in 2009. Sales tax impacts are projected to increase to \$402,000 by 2011, and by 2017 sales tax impacts are projected to increase to \$558,000. Over the entire 2007-2017 time frame, sales tax impacts are estimated to total \$4.6 million in the regional economy.

At the statewide level, a similar trend is expected with marginally higher impacts. Sales tax impacts are estimated to increase from

\$320,000 in 2007 to over \$348,000 in 2009. By 2017, sales tax impacts are projected to increase to almost \$670,000. Over the entire 2007-2017 time frame, statewide sales tax impacts resulting from the agency's operations are estimated to total \$5 million.

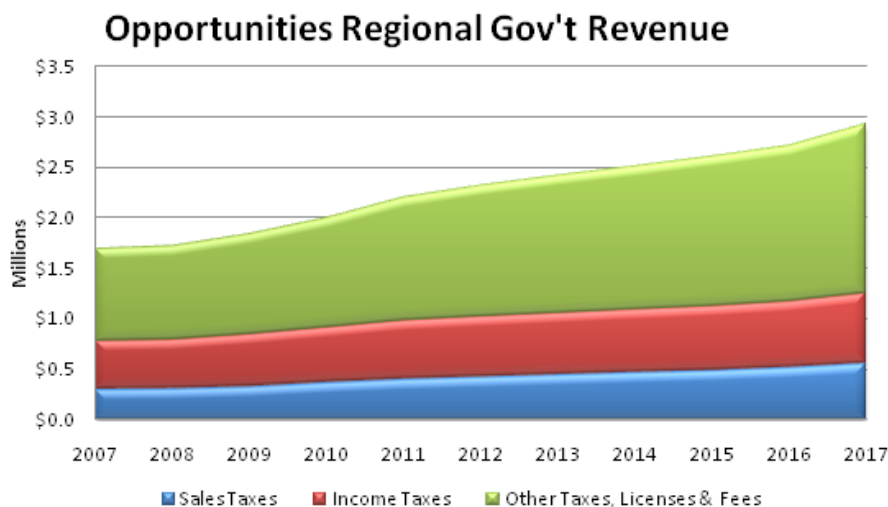
As for income tax impacts in northwest Oklahoma, the community action agency's operations are estimated to equal \$479,000 in 2007 and increase to \$518,000 in 2009. In 2011, income taxes are projected to increase to \$582,000 and by 2017, income tax impacts are projected to increase to over \$690,000. During the entire 2007-2017 time frame, income tax impacts resulting from the non-profit's operations are estimated to total \$6.4 million in northwest Oklahoma.

Statewide income tax impacts from the agency's operations are estimated to be \$510,000 in 2007 and increase to \$553,000 in 2009. By 2017, statewide income tax impacts are expected to reach \$846,000. Over the entire 2007-17 time frame, income tax impacts from Opportunities' operations are estimated to be \$7.1 million.

Combining all sources of tax revenue in the regional economy, total state and local taxes estimated to result from Opportunities' operations equal approximately \$25 million over the entire 2007-2017 time period.

Statewide, the total state and local taxes generated from Opportunities' operation are approximately \$27.8 million over the entire 2007-17 time period.

EXHIBIT 5: OPPORTUNITIES, INC. ESTIMATED TAX IMPACTS (NORTHWEST OKLAHOMA)



Project Coordinator:

Wanda & Byron DeBruler
DeBruler, Inc.

Economic Impact Analysts:

Jon Chiappe and Aldwyn Sappleton
Oklahoma Department of Commerce

Economic Impact Software:

REMI Policy Insight+ version 1.2.2,
Regional Economic Modeling, Inc.