Economic Contributions of the Power Generation Sector in New England

Prepared for the New England Power Generators Association

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UMassAmherst | Donahue Institute
Economic and
Public Policy Research

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Furthermore, we are grateful to the many people who agreed to interviews for this study. Interviewees included generating companies representing every fuel type and state. The interviewees' time and expertise were crucial to our ability to provide the qualitative data in this report.

Executive Summary

The power generation sector in New England is a cornerstone of the region's economy and infrastructure, underpinning modern life and enabling progress toward climate, economic, and technological goals. This report quantifies the sector's economic contributions and highlights the challenges and opportunities facing the power generation sector as the region transitions to a cleaner, more electrified future.

Key Findings

- **Economic Scale**: In 2023, the sector generated **$10.14 billion in direct revenue**, supporting **29,200 jobs** and contributing **$16.65 billion in total economic output** across New England.

- **Broad Impacts**: Each direct job in power generation supports nearly **3 additional jobs** in the broader economy, with an average compensation of **$163,600/year**.

- **Tax Contributions**: The economic activity attributable to generators supported **$2.6 billion in taxes**, with over half going to state and local governments—often making them the largest taxpayers in their host communities.

Interview Insights

- **Electrification & Demand Growth**: The electrification of heating and transportation, combined with the development of data centers, is driving up electricity demand. Some forecasts suggest demand could **double by 2050**, requiring massive investment in generation and transmission.

- **Workforce Challenges**: The sector faces an aging workforce, long training cycles, and difficulty recruiting skilled trades. Coordinated regional training efforts are needed to build a sustainable talent pipeline.

- **Policy Misalignment**: Legacy assets—especially flexible fossil and existing clean energy sources—are undervalued in current market structures, despite their critical role in reliability, price stability, and emissions reduction.

- **Permitting & Investment Barriers**: Long development timelines, frozen interconnection queues, regulatory complexity, and community opposition hinder investment in new generation, including renewables and storage.

- **Public Understanding**: Confusion between utilities and generators contributes to misinformed public discourse. Improved education and outreach are essential for informed policy support.

New England's power generation sector is at a pivotal moment. The industry is looking for policymakers to use this opportunity to align market signals, regulatory frameworks, and workforce strategies to ensure the region's energy system remains reliable, affordable, and environmentally sustainable.

Introduction

This economic impact study focuses on a snapshot of the power generation industry as an employer and producer within New England though the sector is much more than that. It is difficult to fully describe, let alone measure, the true contribution of the power generation industry. It wholly underpins and enables modernity. Without electricity, no aspects of modern life would be possible. The sector is also critical to societal economic and environmental goals, many of which explicitly or implicitly rely on clean, abundant, affordable, and reliable electricity. The power generation sector is undergoing significant change that continues the transformation that it has undergone over the past two decades. Driven by environmental policy, market dynamics, and technological innovation, the region is transitioning from fossil fuel dependence toward a cleaner energy mix, bringing with it both challenges and opportunities.

The past couple of decades have been characterized by a decisive move away from coal and oil, with natural gas becoming the dominant fuel source. In 2000, coal and oil accounted for about a quarter of production, about the same as natural gas. Today nearly all coal and oil production has been replaced by natural gas, which is now approximately 50% of electricity generation. Oil plants still represent about a fifth of capacity but are largely limited to providing power during peak demand periods, meanwhile New England's last coal plant shut down in September 2025.[1, 2]

Since 2013, nearly 8,000 MW of coal, oil, and nuclear capacity have retired or were scheduled for retirement. These retirements were driven by aging infrastructure, environmental regulations, and economic pressures. Today natural gas remains the primary source, but renewables—especially solar and wind—are rapidly expanding.[3] Electrification of heating and transportation is driving modest growth in electricity demand now though their contribution to growth is expected to markedly increase as policy drives more electrification in these sectors of the economy.

Looking toward the future, most New England states aim for 80 to 100 percent emissions reductions by 2050, with some targeting net-zero electricity as early as 2040. Reaching this goal requires changing the generation mix while also electrifying as much of the economy as possible. Together these two factors mean the power generation industry will need enormous investments to replace emitting generation while simultaneously providing adequate supply for future demand, which some analysts predict could double by 2050.[4] As existing generation capacity is pushed toward retirement and new capacity is expected to come primarily from intermittent renewables, the grid becomes more vulnerable to weather, demand shocks, and other disruptions. With power plants retiring faster than they are being replaced, there are risks that dispatchable power capacity could fall short of that needed to reliably support the increasing electrification of heating and transportation and the broader electrification of homes and industry.

[1] New England's last coal plant has stopped operating, according to its owners, New Hampshire Public Radio
[2] ISO New England, New England Power Grid 2024-2025 Profile
[3] New England State Profiles
[4] Building to 2050: Clean energy infrastructure to power New England's communities – Clean Air Task Force

Taken together, retirement of emitting generation, electrification of today's economy, and the potentially huge energy demands of tomorrow's economy create the need for large, consistent, and ongoing investments in the power generation sector. However, the urgency is countered by permitting delays, political shifts, and economic volatility. New England's power generation sector is at a pivotal moment. The region has made substantial progress in reducing emissions and integrating renewables, but the path to full decarbonization will require bold investments, policy alignment, technological innovation, and consideration of existing generation resources. The coming decades will test the resilience and adaptability of the grid as it evolves to meet the demands of a carbon-free future.

Economic Contributions

Economic contributions originate from the revenues of power generators and create additional economic activity through ripple effects and linkages in the economy. The total impacts include direct, indirect, and induced effects depending on their source. Direct impacts are the initial changes in the economy caused by an investment or activity in the power industry. Indirect effects are business-to-business transactions that are caused by the chain of purchaser-supplier relationships. The induced effects are caused by workers spending their income on goods and services. An example of an indirect impact is the gains at a plant's vendors and suppliers. An example of an induced impact is a generation worker or a supplier's employee purchasing a meal at a restaurant. These direct, indirect, and induced effects will be seen repeatedly in the sections that follow.

I think all the local businesses benefit from our high paying jobs. [Our Company] gives bonuses and I did hear that people in the community are aware of that. If they own a small business, they say something like "Yeah, we get a little uptick", because people might buy furniture after that bonus, or make a larger purchase. So I think we are a[n economic] driver… we are a fairly large fish in a fairly small pond. – NEPGA Member

Using data from the US Bureau of Labor Statistics, the research team analyzed the power generation sector in New England (see **Appendix: Economic Contributions Methodology** for more information on the data source). This data provides employment and wages by state by generation sector. Total employment in 2023 was over 7,500 with revenues topping $10 billion per year, putting the sector on par with other high-productivity manufacturing sectors like computer equipment manufacturing, forging and stamping, and machinery manufacturing.

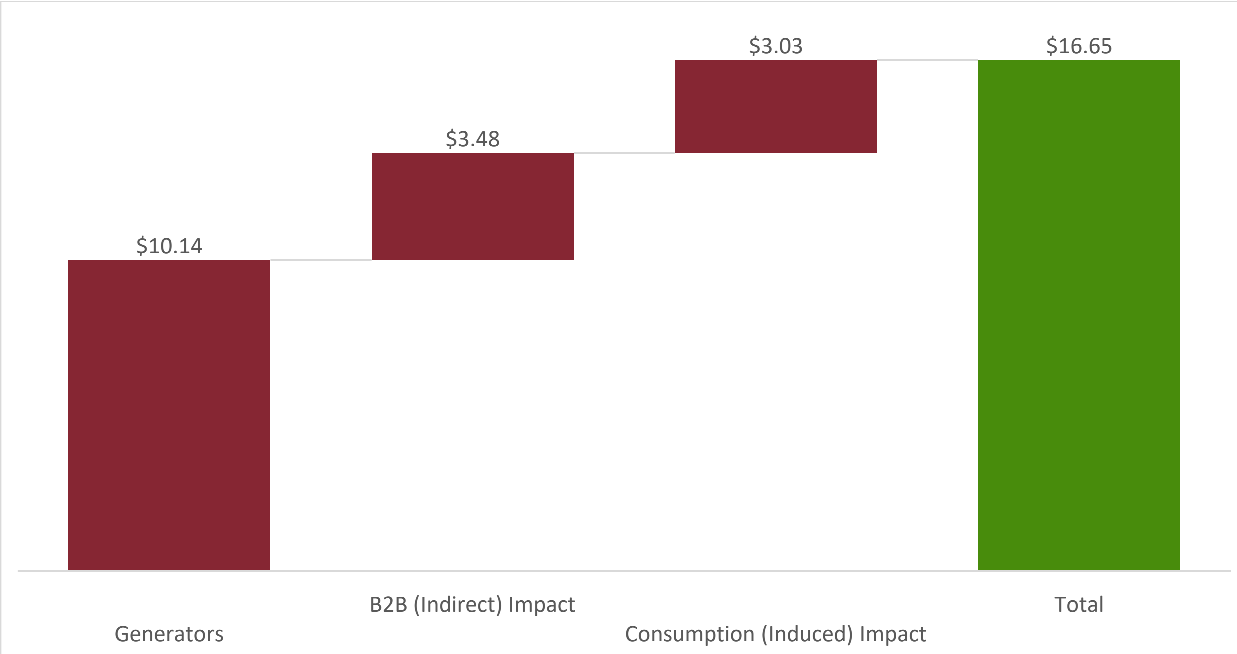
Table 1: Power Generation Jobs and Revenues by State, 2023

State	Employment	Revenues
Connecticut	1,250	$1.26
Maine	450	$0.41
Massachusetts	4,650	$7.16
New Hampshire	800	$0.75
Rhode Island	200	$0.40
Vermont	200	$0.17
Grand Total	**7,550**	**$10.14 Billion**

Source: BLS, IMPLAN, UMDI calculations
Note: Jobs rounded to nearest 50 and dollars in billions.

The total economic contributions of the power generation sector start with its revenues. After accounting for economic ripple effects, the generators' $10.1 billion of 2023 revenues created or supported $16.7 billion of new business revenues per year across New England. For every $10 of revenue in the generation sector, other businesses receive an additional $6.40. Of the total economic activity, $9.7 billion or 58 percent is net new, i.e., value added or gross regional product.

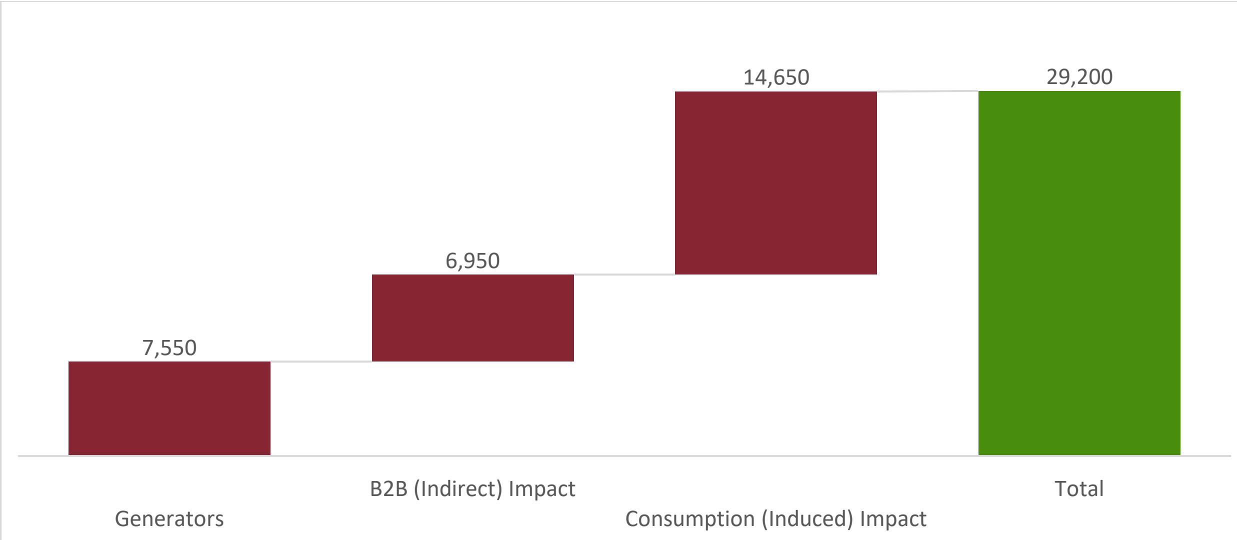
Figure 1: Revenue Contributions of Power Generation Sector, 2023, $B



Source: BLS, IMPLAN, UMDI calculations

Workers are needed to produce any economic activity. New England power generation employment in 2023 was 7,550 jobs. An additional 21,600 jobs are supported by jobs in the supply chain and through consumption for a total contribution of 29,200 jobs per year. Every 10 generation jobs create nearly 30 other jobs elsewhere in the economy. This multiplier is much higher than usual primarily because of the productivity and high wages of power generation workers. High productivity means each worker produces more dollars of revenue than the typical worker while high wages mean those workers take more money back into their communities. Compared to manufacturing, which is another other high-productivity, high-wage sector, the jobs multiplier of power generation stands out. Every 10 manufacturing jobs creates about 15 other jobs, or about half the impact of the power generation sector.

Figure 2: Employment Contributions of Power Generation Sector, 2023



Source: BLS, IMPLAN, UMDI calculations
Note: Jobs rounded to nearest 50

Each worker in **Figure 2** earns a paycheck adding new income to the economy. In 2023, the 29,200 total new workers were paid $4.77 billion per year, of which $2.51 billion is attributable to power generators. These results imply that the average compensation for the new jobs is approximately $163,600 per year.

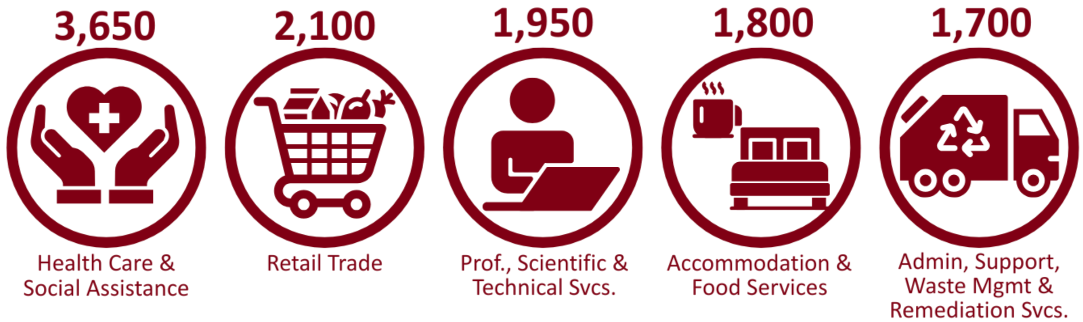
Table 2: Economic Contributions by Impact Type, New England, 2023

Impact	Employment	Labor Income	Value Added	Revenues
Generators	7,550	$2.51	$5.82	$10.14
B2B (Indirect) Impact	6,950	$1.12	$1.83	$3.48
Consumption (Induced) Impact	14,650	$1.15	$2.01	$3.03
Total	**29,200**	**$4.77**	**$9.66**	**$16.65**

Source: BLS, IMPLAN, UMDI calculations
Note: Jobs rounded to nearest 50 and dollars in billions.

Three of every four jobs created or supported by the power generation sector are in businesses in other sectors. In this way, businesses and occupations throughout the economy benefit from the economic contributions of the power generation sector. As described earlier, the two avenues for additional impacts are the supply chain and consumption. **Figure 3** shows the top five major industry sectors by employment, excluding the power generation sectors that were the inputs to the analysis (a detailed table is in the appendix). The figure also helps highlight the ways economic contributions ripple through the economy. For example, health care and social assistance (mainly outpatient and hospital services) is the top sector by employment and it is primarily supported by consumption effects. Health care spending is a large portion of household consumption so as more people have jobs, health insurance, and greater income, more money can be spent on health care. Other examples of consumption-based sectors are retail and accommodation and food services. Professional, scientific, and technical services and administrative and support services appear because they are supported by supply chain transactions among businesses.

Figure 3: Top Five Sectors by Employment, Excluding Power Generation



Source: BLS, IMPLAN, UMDI calculations

Unlike other major employers, e.g., hospital systems, universities, and government, power generators are not tax exempt. In fact, often the generators are the largest taxpayers in their host communities.

[In our host community] we are 85% of their tax base... So in most of the communities we operate in, our facilities are a significant portion of the property tax base. Property tax is a huge issue for not just the hydro industry, but the energy industry as a whole… I think the companies, for the most part, across the industry, recognize that we're an important part of the property tax base. – NEPGA Member

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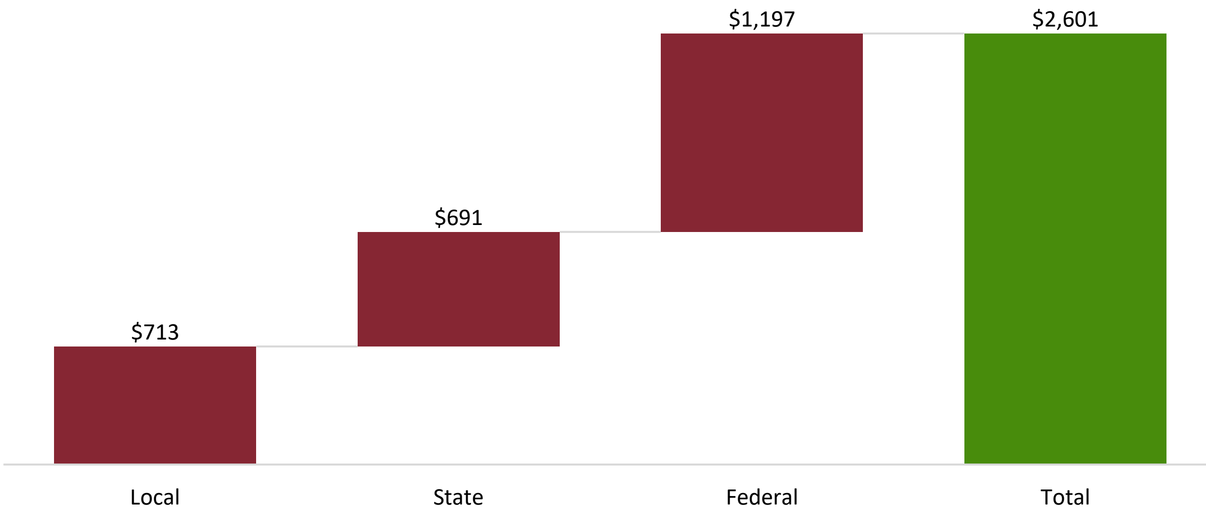
Based on 2023 revenue levels, generators paid nearly $1.7 billion in taxes, with about three-fifths going to local and state governments and the remainder going to the federal government. After accounting for additional impacts, total annual taxes attributable to the economic activity created or supported by power generation is $2.6 billion, with just over half going to the local and state governments. See **Table 6** for more detailed taxes.

Figure 4: Total Tax Contributions by Level of Government, 2023, $M

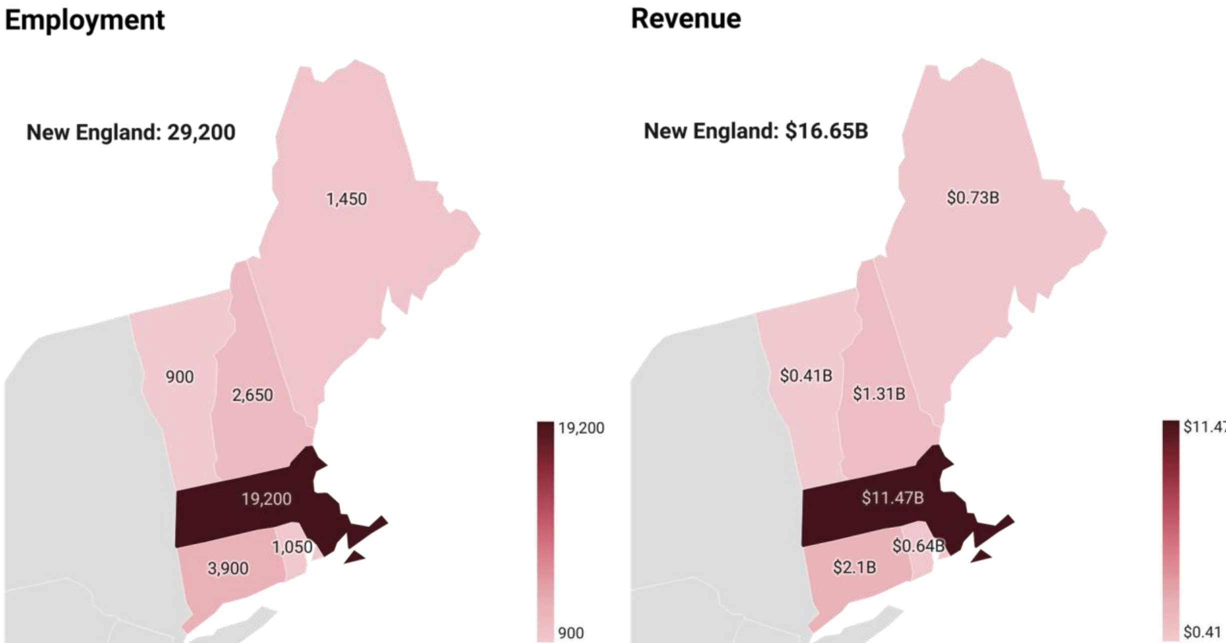


Source: BLS, IMPLAN, UMDI calculations

A full table of state-level economic impacts is in the **appendix**. The variation of results among the states mainly comes down to two things: the number of jobs in the generation sector and each state's mix of generation types. For example, power generator employment is almost 25 times higher in Massachusetts than in Vermont, which explains why the total job numbers are also far apart. However, the multipliers (**Table 5**) show that each power generation job in Vermont actually creates a larger total impact than each generation job in Massachusetts: 4.79 total jobs per generation job in Vermont compared to 4.11 in Massachusetts.

The primary reason that a power generation job creates a different number of total jobs across the states is the mix of generation fuel types in each state. Fossil fuel, solar, wind, hydro, biomass, etc. all require different inputs and employment mixes. This variation results in state-by-state differences in local versus imported supply chains and consumption-based economic activity. To better illustrate this difference, Massachusetts and Vermont are again helpful. Based on the BLS data, most of the power generation employment in Massachusetts is at fossil fuel generators. Whereas in Vermont, employment is concentrated in renewables (hydro, solar, wind, and biomass). Since neither state produces oil, gas, or coal, there is little local supply chain for fossil fuels whereas water, sun, and wind are freely available, and Vermont has rich forest resources for biomass. On the other hand, Massachusetts creates proportionally more consumption-based jobs reflecting higher incomes for workers in that state. A similar dynamic of fuel type, employment mix, supply chains, and worker incomes is also taking place within each New England state.

Figure 5: Employment and Revenue Impacts of Power Generation, by State, 2023



Source: BLS, IMPLAN, UMDI calculations, Created with Datawrapper
Note: Jobs rounded to nearest 50 and dollars in billions.

Table 3: Total Tax Contributions by State, $M, 2023

State	Local	State	Federal	Total
Connecticut	$160	$136	$160	$456
Maine	$53	$52	$38	$143
Massachusetts	$333	$368	$867	$1,569
New Hampshire	$120	$57	$80	$256
Rhode Island	$37	$36	$33	$105
Vermont	$10	$42	$20	$72
New England	**$713**	**$691**	**$1,197**	**$2,601**

Source: BLS, IMPLAN, UMDI calculations

Qualitative Takeaways

This chapter summarizes findings from seven in-depth interviews with representatives from diverse energy generation organizations across New England. These include hydroelectric, nuclear, fossil fuel, and offshore wind generators in addition to NEPGA. The insights reveal the themes critical to the generation industry that are shaping the region's energy landscape, workforce dynamics, community relationships, and policy challenges.

Industry Overview and Market Structure

The New England power generation sector has undergone significant transformation over the past 25 years. Following industry restructuring, generation assets were divested from utilities and sold to independent power producers operating in competitive wholesale markets. Today, NEPGA members represent approximately 95 percent of the region's generating capacity, representing nearly all privately-owned generation.

Total electricity demand in New England in 2024 was sourced from a mix of natural gas (≈50%), nuclear (≈20%), renewables (≈10–15%), imports (≈10%), and coal and oil (<0.5%). The sector is at an inflection point, with aging assets, uncertain market signals, and increasing demand driven by electrification and decarbonization goals.

Workforce Dynamics and Career Pathways

Across organizations, workforce stability is marked by low turnover and long tenures, particularly in operations roles. However, succession planning is a growing concern due to an aging workforce and the long ramp-up time required for new hires due to the specialized, site-specific knowledge required—particularly in fossil, hydro and nuclear facilities, which require extensive training and, in the case of nuclear, federal certification. To summarize, operational practices vary widely by generation type:

- Fossil fuel facilities require workers to supervise and maintain plants that are increasingly automated and/or are in a constant state of readiness to ramp up to meet peak demand periods.
- Hydroelectric facilities rely on site-specific equipment and artisanal maintenance, often supported by remote monitoring and mobile teams.
- Nuclear operations require rigorous training, NRC licensing, and long asset lifespans, demanding sustained investment and planning.
- Offshore wind introduces unique logistical challenges, including marine-based construction, specialized vessels, and cable infrastructure, with ports serving as operational hubs.

Career pathways are diverse, spanning technical, policy, finance, market trading, and environmental compliance roles. Recruitment efforts often rely on partnerships with maritime academies and community colleges, especially for offshore wind, which demands marine-specific training and early workforce development. Entry-level roles often require technical aptitude, willingness to learn, and trade certifications (e.g., electrical, welding, millwright). In all cases, workers must be willing to work at facilities that are open every hour of every day.

Once we get people in at the operations level, there's a high likelilhood that they stay for their career. So [the job] pays well, job's good, job's challenging. It does take a while to get in and and learn everything. …Every part and piece in the plant they need to understand and know what our issues are and how to help out so we can get ahead on spare parts, on upgrades, things of that nature. I think that the biggest hurdle is that it takes time, years really, just to get the exposure to the different equipment and different parts and pieces - NEPGA Member

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Despite some partnerships developed by individual generators, the industry has difficulty building a talent pipeline and ensuring adequate recruitment. Long tenures mean low annual demand for new workers for individual operators and therefore make setting up programs and curricula on a pairwise basis between an operator and a school infeasible. At a macro level, the industry is seeking many of the same skilled trades that are in high demand and already in short supply across the economy. The industry would benefit from coordinated efforts to build up a training infrastructure that prepares workers for a common labor pool available to draw on by generators across the region.

Community Engagement and Fiscal Impact

Power generation facilities are often among the largest property taxpayers in their host communities, contributing significantly to local economies.

When we first came in, when we were new, I think people saw the impact on their tax bill like, wow! Property taxes in [our host community] are quite a bit less, because we're paying maybe like a third of the town's budget from our property taxes. But then you forget about it. Right? So, it's just you're used to those low prices. -NEPGA Member

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Community engagement takes various forms, including infrastructure investments, charitable grants, and formal agreements.

We try to give back to the community as much as we can. And then, aside from that, we sponsor, probably, 50 organizations through smaller grants, and we reach out to the community to say that we have a charitable foundation. That is [we say], please apply if you have a nonprofit that could benefit from our support…-NEPGA Member

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Interviews highlighted that these contributions were often shaped by the type of generation and siting of the plant. For example, a hydro power project may contribute to local investments in river recreation or safety. Offshore wind and hydroelectric projects require extensive stakeholder engagement, particularly with fisheries, tribal nations, and environmental groups. Hydro operators also manage shoreline access, recreation, and land use, often owning large tracts of land with complex community relationships while offshore wind faces national-level scrutiny and opposition, underscoring the importance of maintaining transparent and inclusive outreach in that field. Power generators work actively to support and connect with their host communities.

Fossil fuel generators also balance many of the same issues as other generators while also engaging with the community on air quality. The region's pipeline capacity constraints continue to be of concern, especially during peak usage periods during the winter and some summer heat waves.

Policy and Market Challenges

Stakeholders expressed concern over market misalignment. Aging assets face low capacity payments and high maintenance costs. Flexible assets (e.g., peakers) are undervalued despite their critical role in maintaining grid reliability. In both instances, the economic viability of these plants is declining.

At the same time, ISO New England is undergoing a major redesign of the capacity market, shifting from forward to prompt auctions, which adds to market uncertainty.[5] Stakeholders are concerned about investment signals, reliability risks, and the undervaluation of legacy assets.

It is not just fossil fuel generation that faces regulatory risk. Available non-emitting resources–like existing nuclear, hydro, wind, and solar generation–often do not receive the same levels of support as new or planned renewable projects. That said, siting new generation is increasingly difficult due to community opposition and regulatory hurdles, which create significant barriers to investments that have decade-long development timelines and high upfront costs. For example, offshore wind faces multi-layered permitting across federal, state, and local levels. Hydroelectric projects, whether dams or pumped storage, continue to face pressure from environmental, agricultural, and community stakeholders.

In balancing these various issues, policymakers must also reconcile climate goals with grid reliability and affordability. Intermittent renewables (wind and solar) are not one-to-one replacements for legacy baseload plants and cannot provide on-demand power during peak usage periods. Current climate policy goals envision notable cuts to greenhouse gas emissions by 2030 and again by 2050, necessitating the replacement of much of the current power generation capacity. Because independent power producers do not have captive ratepayers, they put capital at risk with no guaranteed return on investment. The expected revenues of the plant must justify the upfront capital and the ongoing operating, administrative, and general expenses over its life. The research team’s assessment of the sentiment among the interviewees is that there is currently considerable uncertainty about making new investments.

[5] Capacity Auction Reforms Key Project

Public Perception and Education

A recurring theme is the public's limited understanding of energy generation and competitive markets. Many consumers conflate investor-owned transmission and distribution utilities with generators, leading to misplaced blame—such as attributing rate increases to offshore wind projects that are not yet operational. This highlights the need for improved public education and communication strategies to bridge narrative gaps and foster informed dialogue.

Appendix: Economic Contributions Methodology

Glossary of Terms

To fully appreciate the economic impact, it is helpful to understand the terms that describe the results discussed in this report.

Employment: Employment is a count of jobs, not people, by place of work. It counts all jobs with the same weight regardless of whether the position is full-time or part-time or the labor of a self-employed proprietor. Additionally, jobs are counted as job-years, which are equivalent to one job lasting for one year. This is a similar concept to "person-hours." Jobs often carry over from year to year, so therefore the jobs in one year include many of the same jobs as in the previous year. For example, if a new business opens with 10 employees, then the host community of that business will have 10 more jobs than it would have had in every future year that the company maintains its workforce. Over five years, the business will have created 50 job-years (10 jobs at the company x five years = 50 job-years), though it is possible that it is not the same 10 people who are working there over time. When reviewing changes in employment across multiple years, knowledge of the concept of job-years is vital to proper interpretation. As shown in the example above, 50 job- years is not equivalent to 50 people with jobs or even 50 job slots.

Output: Output is the total economic value of production or sales, sometimes called business revenues, whether final (i.e., purchased by the end user) or intermediate (i.e., used by another business to produce its own output). It includes the value of inputs to production, wages paid to employees, capital expenses, taxes, and profits. It is useful as an indicator of business activity, but it should not be construed as net new economic activity.

Labor Income: Labor income is income and benefits from all sources (e.g., wages and salaries, government transfers, property income, etc.) earned by all people in an area. It excludes the income earned by non-resident workers who commute into an area, but it includes the income of residents who commute out.

Value Added: Value added is the value of all final goods and services created in an economy. It represents new economic activity and is also known as gross product or net new economic impact. It differs from output by the value of inputs to production. Value added provides a useful summary of the economy, which is why all nations and U.S. states report their economic growth in this way, calling it either gross domestic product or gross state product as appropriate. Its usefulness derives from the elimination of the double-counting inherent in output, which stems from the inclusion of inputs. An example of the double- counting of inputs can be found and simplified in the process of making and selling a loaf of bread. A farmer sells wheat to a mill, which then sells flour to a baker, who then sells bread to the final customer. The sale price of the bread includes the cost of all necessary inputs, including growing the wheat, milling the flour, and baking the bread. Value added counts only the sale price of the bread to the final consumer, which is the net new value created in the economy. On the other hand, output counts the revenues earned by every business in the supply chain, which means that the value of the wheat and flour are counted more than once.

Bureau of Labor Statistics Data

The research team used data from the Quarterly Census of Employment and Wages (QCEW) from the Bureau of Labor Statistics (BLS). This source is the industry standard for employment data by industry and region. The dataset used is the 2023 annual data by state and detailed industry.

The IMPLAN model requires input data to be by industry sector. Though our focus in this analysis was an evaluation of the power generation industry as a whole, in IMPLAN the industry is divided into subsectors by fuel type, which required the model's inputs to be at that level as well. The QCEW provided most of the needed data by state except for instances where there are only a few generators in a given subsector. Due to federal requirements to maintain the privacy of companies and individuals, in these instances certain data points are suppressed, meaning they are replaced by symbols indicating a non-zero blank. If there is truly no activity in a certain sector, then a zero will appear because there is no data to suppress.

The data suppression methodology is specifically designed to resist reverse engineering of the true values so any effort will only provide estimates of the underlying values. In order to estimate values for the suppressed data points, the research team took total employment and wages for the power generation sector, which are not suppressed, and subtracted the employment and wages of the known subsectors, with the result providing the total employment and wages for the suppressed subsectors. This amount was then divided proportionally among the subsectors by number of establishments in each subsector, again a value that is not suppressed. This allocation method does not account for variations in size among the suppressed plants or differences in employment mix among generation types. Nevertheless, it does provide useful inputs to the model, and all values for employment and wages sum to the known totals for the power generation sector.

IMPLAN

UMDI used the widely used IMPLAN input-output model to estimate the economic contributions of the power generation sector. IMPLAN is a platform that combines a set of extensive databases, economic factors, multipliers, and demographic statistics with a highly refined modeling system that is fully customizable. Together, software and data can help gain insights into an industry's contributions to a region, quantify the impact of a shock to an economy, examine the effects of a new or existing business, model the impacts of expected growth or changes, or study any other event specific to the economy of a particular region.

The model identifies direct impacts by sector, then develops a set of indirect and induced impacts by sector.

- Direct Effects: Direct effects are the immediate result of direct spending. Applying these initial changes to the multipliers in an IMPLAN model will then display how the region will respond economically to these purchases.
- Indirect Effects: Indirect impacts stem from local industries' purchases of inputs (goods and services) from other local industries. These purchases are also known as intermediate expenditures.

- Induced Effects: Induced effects are caused by household spending on consumption.

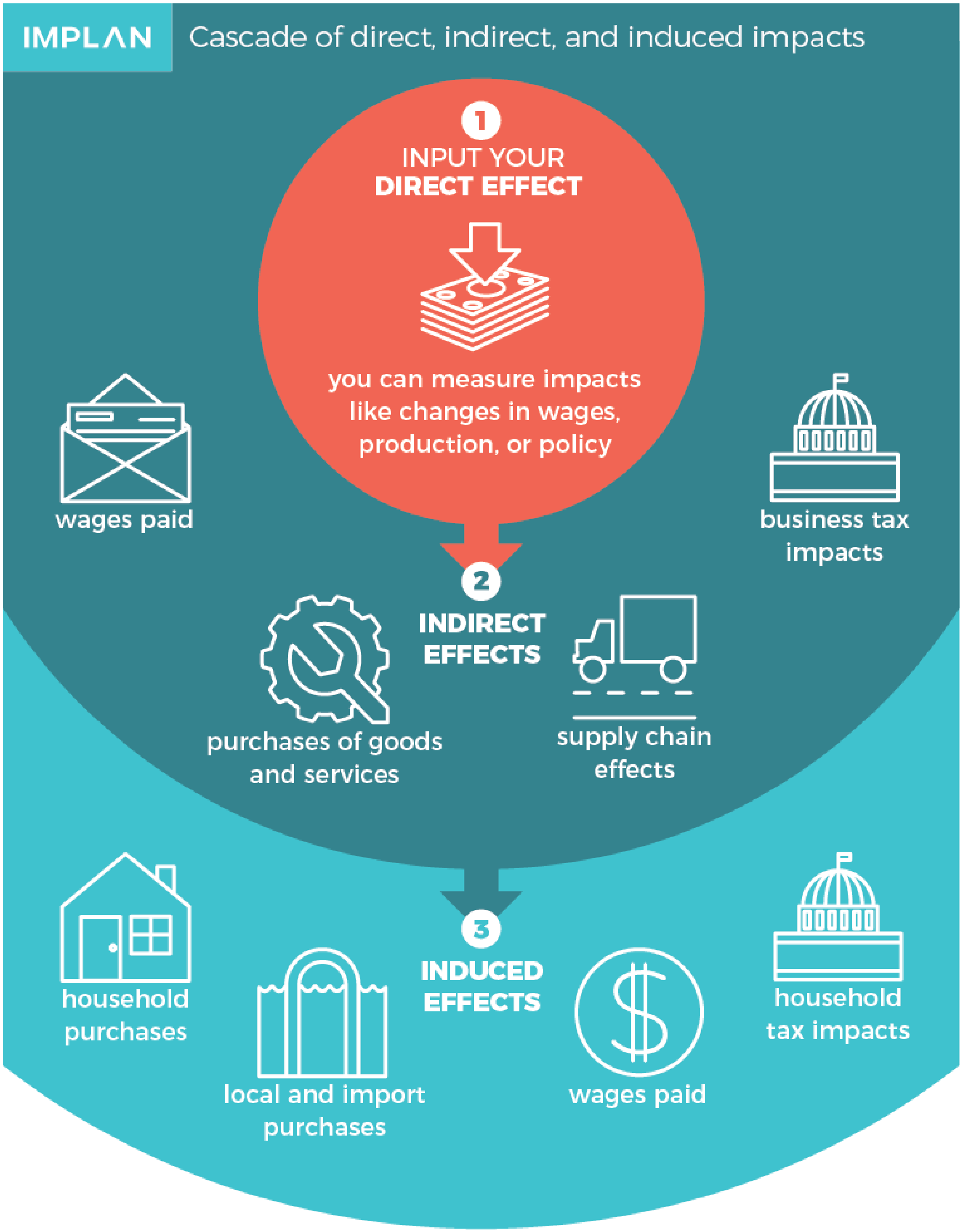
For example, one of the direct impacts of the power generation sector is output from the natural gas generation sector. This direct effect would then create indirect effects among the businesses that provide goods and services to the plant, such as suppliers of gas and generation equipment or service providers like law firms and engineering consultants. In turn, these purchases spur the vendor or supplier to purchase or produce more of its own goods and services, which form part of the second round of indirect effects. This cycle of spending continues to work its way backward through the supply chain, with each round of impacts getting smaller, until all money leaks from the local economy by way of imports, taxes, and profits, which do not generate additional impacts locally.

IMPLAN does not assume that all input purchases are made from local businesses. The proportion of local vs. non-local purchases varies by commodity and is built into the IMPLAN system.

The IMPLAN models account for commuting patterns. Therefore, induced impacts will only reflect the spending of wages from residents. IMPLAN removes payroll taxes, personal taxes, and savings before allowing the remainder to be spent on goods and services. IMPLAN also accounts for imports and does not assume that all purchases of goods and services are made within the study area.

Figure 6 on page **23** depicts how the IMPLAN model works.

Figure 6: Depiction of IMPLAN Model



Source: IMPLAN

Appendix: Detailed Tables

Table 4: Economic Contributions by Impact Type and State

	Impact	Employment	Labor Income	Value Added	Output
Connecticut	Direct	1,250	$0.31	$0.84	$1.26
	Indirect	950	$0.14	$0.28	$0.49
	Induced	1,700	$0.13	$0.23	$0.35
	Total	3,900	$0.58	$1.35	$2.10
Maine	**Impact**	**Employment**	**Labor Income**	**Value Added**	**Output**
	Direct	450	$0.06	$0.21	$0.41
	Indirect	550	$0.04	$0.10	$0.22
	Induced	500	$0.03	$0.06	$0.09
	Total	1,450	$0.13	$0.37	$0.73
Massachusetts	**Impact**	**Employment**	**Labor Income**	**Value Added**	**Output**
	Direct	4,650	$1.95	$4.03	$7.16
	Indirect	3,750	$0.78	$1.12	$2.05
	Induced	10,750	$0.87	$1.50	$2.26
	Total	19,200	$3.60	$6.66	$11.47
New Hampshire	**Impact**	**Employment**	**Labor Income**	**Value Added**	**Output**
	Direct	800	$0.12	$0.42	$0.75
	Indirect	900	$0.09	$0.18	$0.36
	Induced	1,000	$0.07	$0.13	$0.19
	Total	2,650	$0.28	$0.73	$1.31
Rhode Island	**Impact**	**Employment**	**Labor Income**	**Value Added**	**Output**
	Direct	200	$0.04	$0.24	$0.40
	Indirect	350	$0.03	$0.08	$0.16
	Induced	450	$0.03	$0.05	$0.08
	Total	1,050	$0.10	$0.37	$0.64
Vermont	**Impact**	**Employment**	**Labor Income**	**Value Added**	**Output**
	Direct	200	$0.02	$0.08	$0.17
	Indirect	450	$0.04	$0.07	$0.20
	Induced	300	$0.02	$0.03	$0.05
	Total	900	$0.08	$0.18	$0.41

Source: BLS, IMPLAN, UMDI calculations
Note: Jobs rounded to nearest 50 and dollars in billions.

Table 5: Multipliers by State, 2023

State	Employment	Labor Income	Value Added	Revenues
Connecticut	3.09	1.87	1.62	1.67
Maine	3.33	2.30	1.73	1.77
Massachusetts	4.11	1.85	1.65	1.60
New Hampshire	3.38	2.32	1.72	1.74
Rhode Island	4.78	2.41	1.55	1.61
Vermont	4.79	3.36	2.35	2.49
New England	**3.86**	**1.91**	**1.66**	**1.64**

Source: BLS, IMPLAN, UMDI calculations

Table 6: Tax Contributions by Impact Type, New England, $M, 2023

Impact	Local	State	Federal	Total
Direct	$538	$480	$654	$1,672
Indirect	$95	$112	$263	$470
Induced	$80	$99	$280	$459
Total	**$713**	**$691**	**$1,197**	**$2,601**

Source: BLS, IMPLAN, UMDI calculations

Table 7: Top 10 Sectors Impacted by the Power Generation Sector

Major Sector	Primary Impact	Employment	Revenues
Health Care and Social Assistance	Induced	3,650	$545
Retail Trade	Induced	2,100	$252
Professional, Scientific, and Technical Services	Indirect	1,950	$516
Accommodation and Food Services	Induced	1,800	$209
Administrative and Support and Waste Management and Remediation Services	Indirect	1,700	$238
Finance and Insurance	Induced	1,600	$543
Other Services (except Public Administration)	Induced	1,250	$137
Transportation and Warehousing	Indirect	1,200	$204
Real Estate and Rental and Leasing	Indirect	1,050	$671
Educational Services	Induced	750	$79

Source: BLS, IMPLAN, UMDI calculations
Note: Table sorted by Employment. Jobs rounded to nearest 50 and dollars in millions.