

The 2012 Fresno County Employment Study



Fresno Regional
Workforce
Investment Board

The background features a large, light green silhouette of a person walking, with a circular head. Below the figure is a bar chart with several vertical bars of varying heights. The entire scene is set against a green background with faint, overlapping line graphs.

Acknowledgements

The Fresno Regional Workforce Investment Board would like to thank all of the individuals who participated in the 2012 Fresno County Employment Study, and a special thank you to the 1,211 plus employers throughout the County who gave their valuable time and knowledge to provide the data used for this report.

We look forward to the communities' participation in our next Fresno County Employment Study!

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Message from the Executive Director

For our 2012 Employment Study, we surveyed 1,211 businesses across seven sectors and two occupational groups. The study indicates that we are beginning to realize some improvement across our employment landscape. Employers surveyed are forecasting adding 10,206 new jobs in Year One - 2013 and 18,953 new jobs within the next three years - 2015. This is an improvement in economic and business confidence compared to the 2010 study.

However, more businesses identified barriers compared to the last employment study, showing there are significant opportunities to further improve the business climate. The most pressing issues businesses reported are: cost of doing business, market conditions, labor availability, regulatory constraints, competition, and access to capital.

There are some significant changes in many of the sectors. The Agribusiness industry shows significant growth projections, in part due to larger water allocations, water conservation technologies, and drought tolerant farming. The Trades industry is still showing minimal recovery. The Healthcare industry also shows changes from the prior study. Most significant is that there is lesser demand for Registered Nurses. Due to a recent uptick in consumer spending, the retail and service industries appear to be expanding. Overall, the largest areas of occupational growth are in the areas of Farm Workers, Retail Sales, Customer Service, Construction Laborers, Home Health Aides, Industrial Truck Drivers, Truck Drivers, Packers, and Security Guards.

Many ask, why does the Fresno Regional Workforce Investment Board (FRWIB) survey only certain sectors? The FRWIB is committed to assisting our Fresno residents in finding high wage/high growth career opportunities. The sectors that the FRWIB surveys are those that we believe offer the best opportunity for high wages so that our job seekers have an opportunity for a better quality of life for themselves and their families. If we can see where there are good jobs, then job seekers can make informed decisions of their job and career choices and we can work together to ensure there is training available for those jobs. Conversely, if we can identify the key issues that businesses face in retaining and growing jobs, we can better assist them and help them grow so Fresno residents have greater access to employment opportunities.

With our 14.9 percent unemployment rate in Fresno as of May 2012, there are, at minimum, 67,300 Fresno residents that do not have a job and are struggling to keep food on their table and a roof over their heads. It is our belief that we can make a difference by focusing our limited resources in areas that provide our job seekers the best opportunity for stable, high-wage careers.

Blake Konczal

Executive Director



Executive Summary



...Over 1,200 Fresno County employers completed the survey process...

Over the last six years, the FRWIB has conducted three employment study surveys. As with our three prior studies, the 2012 Fresno County Employment Study has provided valuable information that will assist us as we work with community partners and agencies to construct specific regional strategies; thereby helping reduce workforce shortages. Beginning in 2008, the economic downturn created a rise in unemployment as more valley jobs simply disappeared. This resulted in an influx of job seekers and caused many businesses to close their doors.

The 2012 survey now indicates some minor improvement in total employment. However, there are significant shifts in the types of occupations compared to the pre-recession period. Due to the housing crash, employment growth for high-paying new construction jobs and mid-level trades jobs has significantly reduced. There is uncertainty in the healthcare industry as to the changes in service delivery models after healthcare reform implementation, which may be impacting the hiring of traditionally high-growth occupations, such as Registered Nurses. On a positive note, Mother Nature assisted the valley with one very wet winter and deep snowpack that allowed for more water allocations, assisting Agribusiness's growth. Other industries that are highly integrated with Agribusiness, such as manufacturing and logistics, are also improving. However, the large majority of occupational growth in these industries is for lower entry-level occupations.

These surveys provide us an excellent perspective of key trends across and within our targeted high-growth, high-wage industries. This data assists us in identifying the current and future employment needs of these industries, determining their economic health, and identifying possible retention and expansion barriers these industries face during ongoing economic turbulence.

The data tells us: business models have changed in order for companies and industries to maintain cost competitiveness; confidence levels are low due to the uncertainty of maintaining long-term stability; there is unease with regulatory changes and there is concern surrounding the possible fiscal impact of healthcare reform. All of these issues make an impact on the outcomes of our survey and future employment projections. The economic impact of the recession is still hitting businesses hard and the reality is that without thriving businesses, there are no jobs.

Methodology

The 2012 Fresno County Employment Study survey was conducted over a three month period between March and May 2012. During this period, 4,937 Fresno County employers within seven industry and two occupational clusters were contacted to participate in the survey. A total of 1,211 businesses completed the survey, in which 568 occupations were identified (some of which are in multiple sectors). Stringent security protocols and precautions were established and followed in order to maintain participant confidentiality and survey validity.

Nine clusters—seven industry and two occupational—were chosen to gauge the region's economic potential and job growth. These industry clusters included small (5 to 9 employees), medium (10 to 49 employees) and large (50 or more employees) employers. The seven industry clusters included:

- Agribusiness
- Automotive Technology
- Construction/Trades
- Healthcare
- Logistics/Distribution
- Manufacturing
- Renewable Energy

The two occupational clusters, Information Technology and Professional/Technical services, included small (5 to 9 employees), medium (10 to 49 employees) and large (50 or more employees) employers in Fresno County that were **not** included in the industry clusters above. It should be noted that the occupational clusters are not specific to a given industry, but instead, employers were asked about the related occupations for that cluster across industries.

In terms of data collection, the total number of employers surveyed and the targeted industries differed from 2010 to 2012. For example, in 2010, data was collected from 1,418 employers across a total of ten industry and occupational clusters compared to 1,112 employers across a total of nine industry and occupational clusters for 2012.





A stratified random sampling technique was used to select small, medium and large businesses from each of the nine clusters. The overall extrapolation for industry and occupational cluster employment was completed by measuring the relational growth in employment between the sample of small, medium and large employers for each industry and occupational cluster in comparison to the universe of employers that existed in Fresno County, along with an estimate of firms that have gone out of business (OOB) by industry and employer size. The OOB estimate was incorporated into the overall estimate of the universe size for each of the nine industry clusters by employment size to provide a more accurate estimate of current industry cluster employment.

Margin of Error

Assuming a 90 percent level of confidence, below is the margin of error associated with the overall industry extrapolations.

- Agribusiness +/- 6.90%
- Automotive Technology +/- 7.16%
- Construction/Trades +/- 5.81%
- Healthcare +/- 4.82%
- Logistics/Distribution +/- 8.16%
- Manufacturing +/- 6.02%
- Renewable Energy +/- 13.76%

The margin of error associated with specific occupational extrapolations varies by the number of employers that provided information in relation to the total number of employers in the County that hire for that specific occupation.

Business Feedback

Even though these 2012 employment projections indicate a slight improvement compared to the 2010 survey, overall, the economy is still struggling. This is reflected by the large increase of respondent businesses who indicated they are facing business barriers. Overall, there was a 61 percent increase of barriers identified by our local employers. Local employers were asked two economic questions to help us better understand their current and future needs in order to determine the best ways to assist them. The questions and their responses were as follows: What are the major obstacles facing your business today? If you plan to expand, what barriers do you expect in the process?



	Current Obstacle			Expansion Barriers		
	2010	2012	% Change	2010	2012	% Change
Access to capital	97	116	20%	41	45	10%
Available local infrastructure	0	39		0	15	
Community image	9	29	222%	2	8	300%
Competition	0	164		0	16	
Cost of doing business	114	274	140%	28	35	25%
Import/Export barriers	0	14		0	0	
Keeping up with the changing technology	15	49	227%	9	9	0%
Labor (availability, cost, skill level)	112	300	168%	46	104	126%
Lack of infrastructure	14	0		6	0	
Litigation environment	0	51		0	2	
Local competition	56	0		14	0	
Local permitting fees, process	26	54	108%	16	18	13%
Market conditions	353	408	16%	90	56	-38%
Regulatory constraints	64	181	183%	23	29	26%
State and federal regulations	168	0		54	0	
Utilities (access to, cost)	15	34	127%	5	1	-80%

GREEN indicates the question was either not asked in 2010, or the response rate was not significant.

PEACH indicates the question was either not asked in 2012, or the response rate was not significant.



Obstacles Identified

1,713 responses were received from local employers identifying the most significant current obstacles they face as:

1) Market Conditions– 408 responses or 24%

- Overall bad economy creating heightened sense of concern among consumers
- Demand, and therefore sales, have slowed
- Customers do not have disposable income for non-necessities
- Customers are being denied financing
- Payment cycle shortening while clients' revenue takes longer to collect
- Impending water issues

2) Labor Availability and Cost– 300 responses or 18%

- Lack of qualified workers for technical and high-skill positions
- High turnover
- Cost of labor – taxes, liability insurance, workers compensation insurance, health insurance, etc.
- Uncertainty about impact of healthcare reform on costs of benefits
- Employee drug use
- Job seekers/employees are unwilling to accept entry-level jobs
- Job seekers lack personal responsibility and accountability
- Job seekers' poor skills and lack of training
- Job seekers' basic comprehension – cannot read or follow instructions

3) Cost of Doing Business– 274 responses or 16%

- Shrinking profit margins due to growing costs
- Cost of compliance forces focus away from sustainability and growth
- Highly litigious job seekers and employees drives up insurance costs
- High state and federal taxes, cost of employees, worker compensation, payroll taxes, healthcare
- High cost of materials, utilities and labor
- No capital to buy new equipment or automate

4) Regulatory Constraints/State and Federal Regulations– 181 responses or 11%

- The regulatory and permitting process impede business operations and growth
- Regulations continuing to change with no efficient way to stay informed or be proactive
- Standards are high with excessive fees; limited technical assistance provided
- Permitting process is difficult to maneuver and not business-friendly
- Rigid certification requirements
- Air standards extremely difficult to meet
- New emissions standards
- Licensing
- New oversight boards and large fees

5) Competition– 164 responses or 9.6%

- Undercutting of bids
- Competition with low-cost businesses that skirt regulatory issues to cut costs
- Overseas competition
- Competitors in neighboring states can operate for less and charge less

6) Access to Capital– 116 responses or 6.8%

- Resistance to lending
- Can not accurately forecast sales to support loans





2012 Employment Study Summary by Sector

An increase in job projections from the 2007 to the 2012 Employment Survey overall reflects:

	2007/08	2012	Difference
Year 1	8,006	10,206	2,200
Year 3	13,605	18,953	5,348

Fresno Regional Workforce Investment Board 2012 Employment Survey	Number of Employers Surveyed	Current Employment	2012 Projected Increase/Decrease to Year One	2010 Projected Increase/Decrease to Year One	2007 Projected Increase/Decrease to Year One	2012 Projected Increase/Decrease to Year Three	2010 Projected Increase/Decrease to Year Three	2007 Projected Increase/Decrease to Year Three
Information Technology ¹	170	4,797	485	144	394	930	550	157
Renewable Energy	28	2,217	85	170	3	162	2	309
Automotive	102	6,507	449	349	1,254	908	2,063	525
Logistics/Distribution	76	10,244	792	531	481	1,680	885	810
Manufacturing	138	18,882	1,467	614	137	2,554	285	759
Agribusiness	109	15,799	2,044	753	2,662	3,124	5,821	1,480
Professional Technical Occupations ¹	212	18,900	1,983	832	N-A	3,749	N-A	1,317
Healthcare ²	222	35,714	1,853	853	2,351	3,675	2,794	1,290
Trades	154	10,672	1,048	1,664	724	2,171	1,205	3,384
TOTAL	1,211	123,732	10,206	5,910	8,006	18,953	13,605	10,031

¹ Information Technology & Professional Technology survey span multiple sectors and focus on specific occupations

² Employment figures are based on Healthcare occupations that were examined

Overview of Results

The overall occupational and economic changes that occurred in the seven industry and two occupational sector survey groups were:

- **Information Technology**
Three-year demand in this sector forecasts an additional 930 new jobs in the next three years. The highest growth is for Network and Computer User Support Specialists.
- **Renewable Energy**
An increase in employment is expected for this industry particularly due to the conservation efforts being undertaken. Employers forecast adding 162 workers over the next three years.
- **Automotive Technology**
The three-year job demand increased with employers forecasting the need for an additional 908 new employees over the next three years. Significant demand is for Automotive Mechanics and Technicians.
- **Logistics and Distribution**
The three-year demand is higher in this industry with employers anticipating hiring an additional 1,680 workers in the next three years. The largest job growth is for Truck Drivers and Industrial Truck Drivers.
- **Manufacturing**
Manufacturing shows an improvement of an additional 2,554 jobs forecast by our employers within the next three years.
- **Agribusiness**
Employers anticipate hiring an additional 3,124 employees over the next three years. Much of the increase in Manufacturing and Logistics industries is in support of this industry.
- **Professional/Technical**
Employers project an increase in this employment arena and forecasted the need for an additional 3,749 new employees over the next three years. Occupational growth is projected in Accounting, Finance, Legal Administration and Marketing.





- **Healthcare**

Employers anticipate an increase in employment demand of 3,675 over the next three years. The occupational employment forecasts growth in: Psychiatric Technicians, Nursing Assistants, Medical Assistants, Dental Assistants, Home Health Aides, and Registered Nurses. However, the demand for Registered Nurses is significantly lower than the 2010 survey.

- **Construction/Trades**

This industry is anticipating a need for an additional 2,171 workers, specifically Construction Laborers, in the next three years.

Key Trends Emerge

The results of this study provided us an excellent perceptive of key trends across and within our targeted high growth, high-wage industries, as follows:

The ratio of employment to the number of businesses declined within six industry clusters. Also, the net/birth rate of businesses in Fresno County saw an increase in each industry except for Manufacturing and Automotive Technology.

The FRWIB accessed the National Establishment Time Series (NETS) data for Fresno, which captures the total number of businesses by sector in a region. It measures both business birth and death rates and provides a measure of which industries are decreasing or increasing over multiple years. The NETS analysis provides data between the most recent Fresno County Employment Survey in 2010 to June 2012.

NETS Analysis

The NETS database was created by Walls & Associates using Dun & Bradstreet's (D&B) archival establishment data. The database pulls together all of D&B's historical business establishment data going as far back as 1990, and then updating it annually to reflect the latest changes in the national economy.¹ The NETS data that was used for this analysis includes all business establishments in Fresno County from 2007 through June, 2010.

¹ Source: National Establishment Time-Series (NETS) Database Description, Walls & Associates.

Results of the NETS Analysis

The NETS data allow us to compare the change in overall industry employment and the number of employers in six of the seven industry clusters. Renewable energy is not easily defined by SIC (Standard Industrial Classification) or NAICS (North American Industry Classification System), so it is not included in this analysis. Also, the two cross-industry occupational areas of Professional and Technical Services and Information Technology are not evaluated in this NETS data.

Overall employment in each of the seven industry clusters for which we have NETS data declined from 2007 to 2012, except for Healthcare, which saw a total employment increase from 2007 to 2011 by a total of 2,695 employees. The largest decline in overall industry employment both in terms of the number of workers (3,061) and the percentage of the industry workforce from 2007 to 2011 (-13.0 percent) was found in Manufacturing. Agribusiness saw the second largest decline in total employment (1,697) from 2007 to 2011 and the Automotive cluster saw the second largest proportional decline (-11.3 percent) over the same time period.

The overall industry cluster employment trends in Fresno County improved from 2010 to 2011. Overall industry cluster employment increased by as little as 1.8 percent for Healthcare from 2010 to 2011, to as much as 6.9 percent in that same time period for Logistics. It is also worth noting that Construction/Trades saw an increase of 1,160 jobs between 2010 and 2011, which equated to 6.8 percent employment growth for the industry cluster over the same time period.

Given the one year uptick in employment and total businesses in Fresno County, it is important to understand the relatively small recovery in employment from 2010 to 2011 compared to the more significant decline from 2008 to 2011. 2008 represents the highest level of employment for each industry cluster. From that zenith, 2011 industry cluster employment is still anywhere from ten to sixteen percent below the 2008 employment levels, even with the small uptick from 2010 to 2011. It is also important to note that the number of businesses, and even the growth in the number of businesses, does not necessarily reflect an increase in employment for a given industry cluster, but can instead represent a change in the size and composition of industry cluster employers. From 2007 to 2011 industry clusters like Construction/Trades and Logistics/Distribution have seen a net increase in the total number of businesses, yet total employment has declined, and the average size of employees per business has dropped considerably, from 19 percent for Trades to 24 percent for Logistics.



Figure 1. Overall Industry Employment changes

The graph reflects the job availability in the targeted sectors based on changes in business NETS.

Figure 1. Overall Industry Employment changes

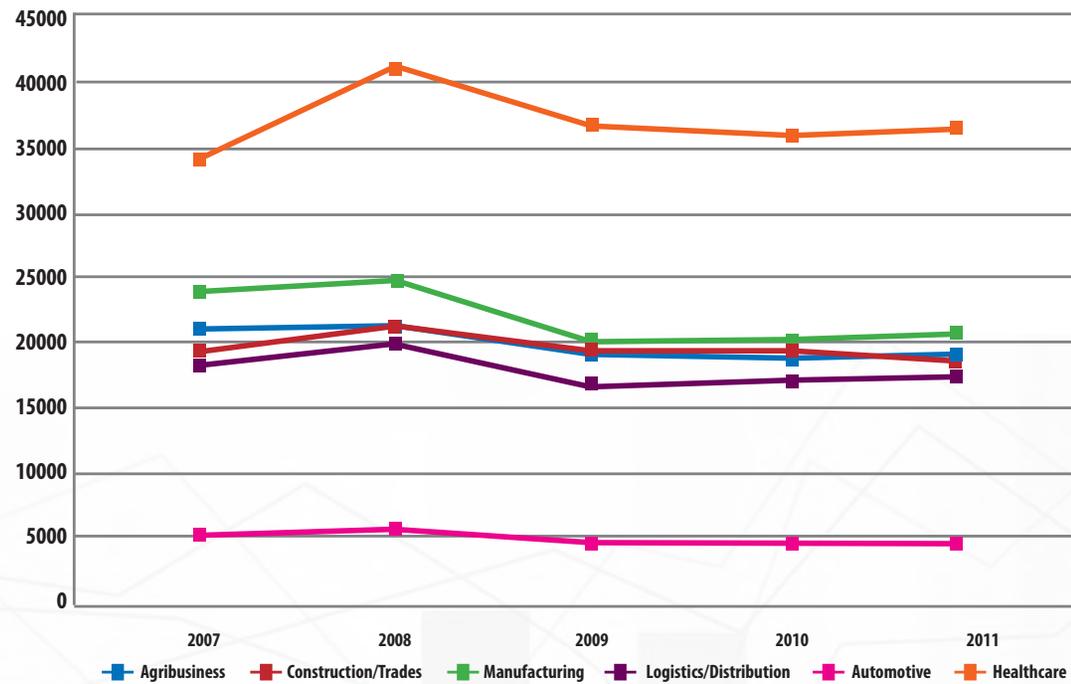


Table 1. Change in Overall Employment by Industry

The chart reflects the increase or decrease in job growth in the targeted sectors based on changes in business NETS.

Table 1. Change in Overall Employment by Industry

	2007	2008	2009	2010	2011	2007 to 2010
Agribusiness	20,615	20,941	19,745	18,288	18,918	(1,697)
Construction/Trades	19,186	20,976	19,312	17,178	18,338	(848)
Manufacturing	23,502	24,266	20,319	19,860	20,441	(3,061)
Logistics/Distribution	17,902	19,573	16,427	15,304	16,355	(1,547)
Automotive	4,770	5,021	4,383	4,078	4,230	(540)
Healthcare	34,452	41,527	37,094	36,502	37,147	2,695
Total Change (+ -)						(4,998)

Figure 2. Business Count by Industry

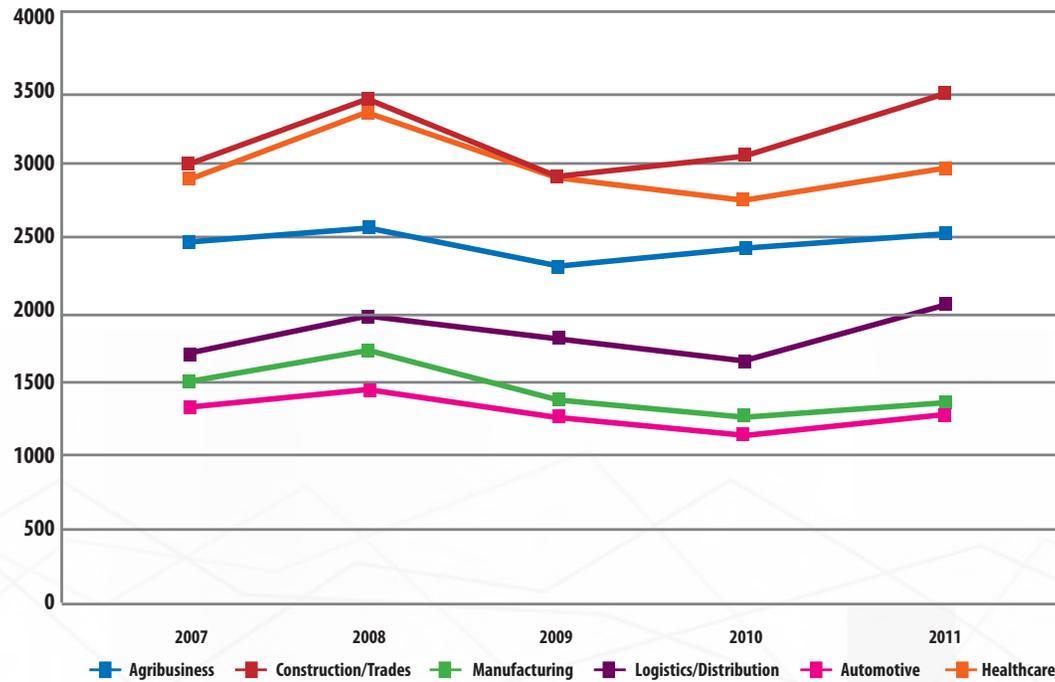


Table 2. Change in the Number of Businesses by Industry

	Number of Businesses					2007-2010
	2007	2008	2009	2010	2011	
Agribusiness	2,496	2,650	2,281	2,443	2,556	60
Construction/Trades	3,021	3,490	2,905	3,099	3,563	542
Manufacturing	1,591	1,763	1,414	1,301	1,349	(242)
Logistics/Distribution	1,731	2,028	1,776	1,667	2,081	350
Automotive	1,335	1,475	1,245	1,110	1,239	(96)
Healthcare	2,882	3,393	2,894	2,797	3,017	135
Total Businesses Decline						749

Figure 2. Business Count by Industry

The graph reflects the increase or decrease of businesses based on NETS data.

The net birth/death rate of businesses in Fresno County was a key objective in examining the results of the NETS/ Econovue database. As the figures reveal, all of the industry clusters increased their total number of businesses from 2007 to 2011, except for Manufacturing and Automotive, which saw decreases over the same time period. The Manufacturing industry saw the largest drop in the number of businesses from 2007 to 2011 (-242 businesses), as well as the largest decline in the proportion of businesses (-15.2 percent) in Fresno County. Trades saw the largest increase in the number of businesses (542) and Logistics saw the largest increase in the proportion of businesses (20.2 percent) in Fresno.

Table 2. Change in the Number of Businesses by Industry

The chart reflects the number of businesses that increased or decreased from 2007 to 2011 based on NETS data.



Table 3. Ratio of Employment to Businesses by Industry

This chart reflects the average number of employees within each industry.

The ratio of employment to the number of businesses provides a valuable barometer in understanding the employment structure of different industries. Over the time period of the analysis, 2007 to 2011, each of the industry clusters except for Manufacturing and Healthcare lowered the average number of employees at each business and Logistics, Trades, and Agribusiness saw a pretty significant decline in the average size of a business from 2007 to 2011.

Table 3. Ratio of Employment to Businesses by Industry

	Number of Businesses					2007 -2010
	2007	2008	2009	2010	2011	
Agribusiness	8.3	7.9	8.7	7.5	7.4	-10%
Construction/Trades	6.4	6.0	6.7	5.5	5.2	-19%
Manufacturing	14.8	13.8	14.4	15.3	15.2	3%
Logistics/Distribution	10.3	9.7	9.3	9.2	7.9	-24%
Automotive	3.6	3.4	3.5	3.7	3.4	-4%
Healthcare	12.0	12.2	12.8	13.1	12.3	3%

From 2008 to 2011, all of Fresno's industry clusters saw a decrease in overall employment and only Trades and Logistics/Distribution saw an increase in the total number of businesses. It is important to note that an overall positive birth rate for businesses does not necessarily correlate with an increase in employment. In fact, the two industry clusters that saw a positive business birth rate from 2008 to 2011 saw considerable employment declines over the same period. However, the positive net business birth rate combined with the negative job birth rate does indicate a change in the composition of employment in each industry cluster, meaning businesses are getting smaller and new businesses are being created by people moving from employment to entrepreneurship and starting their own business.

Table 4. Change in the Number of Businesses by Industry

Birth Rate Analysis from 2008 to 2011				
	Change in Employment	Change in Business	Net Job Birth Rate (2008 to 2011)	Net Business Birth Rate (2008 to 2011)
Agribusiness	(2,023)	(94)	-9.7%	-3.5%
Construction/Trades	(2,638)	73	-12.6%	2.1%
Manufacturing	(3,825)	(414)	-15.8%	-23.5%
Logistics/Distribution	(3,218)	53	-16.4%	2.6%
Automotive	(791)	(236)	-15.8%	-16.0%
Healthcare	(4,380)	(376)	-10.5%	-11.1%

From 2010 to 2011, each cluster saw an increase in overall employment and an increase in the total number of businesses. Logistics/Distribution and Construction/Trades saw the largest increase in employment and the largest net birth rate of the industry clusters from 2010 to 2011. All of the industry clusters from 2010 to 2011 saw a positive net birth rate between 3.7 percent and 24.8 percent.

Table 5. Change in the Number of Businesses by Industry

Birth Rate Analysis from 2010 to 2011				
	Change in Employment	Change in Business	Net Job Birth Rate (2010 to 2011)	Net Business Birth Rate (2010 to 2011)
Agribusiness	630	113	3.4%	4.6%
Construction/Trades	1,160	464	6.8%	15.0%
Manufacturing	581	48	2.9%	3.7%
Logistics/Distribution	1,051	414	6.9%	24.8%
Automotive	152	129	3.7%	11.6%
Healthcare	645	220	1.8%	7.9%

Table 4. Industry Changes from 2008 to 2011 Including Net Birth Rates

The chart reflects a decrease in overall employment as well as an increase in total number of businesses from 2008 to 2011.

Table 5. Industry Changes from 2010 to 2011 Including Net Birth Rates

The chart reflects an increase in overall employment and total number of businesses from 2010 to 2011.

Guide to Reading the Occupational Data Charts

Occupation	Current Number Needed	Projected Number (based on population)	Projected Number (based on population)	Drug Testing Required	Background Check Required	Physical Exam Required	High School Diploma Required	Certification Required	Salary Estimate (low, high)
Accountants and Auditors	4	39	11	44%	67%	25%	78%	75%	25%
Administrative Services Managers	5	17	0	14%	16%	16%	16%	16%	16%
Administrative Services Managers	0	0	0	67%	16%	16%	16%	16%	16%
Administrative Services Managers	4	0	0	16%	16%	16%	16%	16%	16%

Total number of Employers = 1,211

1. Occupation
Occupations identified by employers surveyed
2. Current Number of Positions Needed
Number of positions employers identified as currently open
3. Projected Number of Positions – Year 1
Projected number of positions needed in 2013 (based on projected population of Fresno County)
4. Projected Number of Positions – Year 3
Projected number of positions needed in 2015 (based on projected population of Fresno County)
5. Drug Testing Required
Percentage of employers requiring testing as a condition of employment
6. Background Check Required
Percentage of employers requiring a background check as a condition of employment
7. Physical Exam Required
Percentage of employers requiring a physical exam as a condition of employment
8. High School Diploma Required
Percentage of employers requiring a high school diploma as a condition of employment
9. Certification Required
Percentage of employers requiring certification as a condition of employment
10. Salary Estimate (low, high)
Salary estimates are reflective of the Fresno County area

Occupation	Current Number of Positions Needed	Projected Number of Positions - Yr. 1 (based on the sample size surveyed in each industry)	Projected Number of Positions - Yr. 3 (based on the sample size surveyed in each industry)	Drug Testing Required (percentage of companies surveyed)	Background Check Required (percentage of companies surveyed)	DMV Report Required (percentage of companies surveyed)	Physical Exam Required (percentage of companies surveyed)	High School Diploma Required (percentage of companies surveyed)	Certification Required (percentage of companies surveyed)	Salary Estimate (low)	Salary Estimate (high)
Accountants	1	-7	113	43.75%	68.75%	34.38%	12.50%	100.00%	100.00%	\$20.09	\$29.02
Accountants and Auditors	1	2	15	52.08%	50.00%	27.08%	18.75%	54.17%	16.67%	\$17.19	\$29.06
Administrative Services Managers	6	61	147	56.25%	72.92%	35.42%	41.67%	70.83%	35.42%	\$23.14	\$33.79
Advertising Sales Agents	2	7	7	0.00%	25.00%	25.00%	0.00%	100.00%	0.00%	\$12.21	\$22.83
Agricultural Equipment Operators	1	57	75	38.46%	15.38%	7.69%	7.69%	0.00%	23.08%	\$8.79	\$15.73
Agricultural Technicians	1	3	3	25.00%	25.00%	25.00%	0.00%	100.00%	25.00%	\$12.69	\$26.19
Amusement and Recreation Attendants	0	0	30	0.00%	100.00%	100.00%	100.00%	100.00%	0.00%	\$8.00	\$11.00
Anesthesiologists	0	0	0	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%	\$50.00	\$80.00
Animal Control Workers	2	7	7	0.00%	100.00%	100.00%	100.00%	100.00%	0.00%	\$15.08	\$30.25
Archeologists	0	0	3	50.00%	100.00%	50.00%	50.00%	100.00%	100.00%	\$16.95	\$26.30
Architects, Except Landscape and Naval	0	15	27	11.11%	33.33%	22.22%	22.22%	66.67%	11.11%	\$51.40	\$92.20
Architectural and Engineering Managers	0	0	0	100.00%	100.00%	0.00%	25.00%	100.00%	100.00%	\$30.00	\$50.00
Architectural Drafters	2	38	82	16.67%	25.00%	33.33%	16.67%	75.00%	16.67%	\$13.33	\$21.60
Assemblers and Fabricators, All Other	8	38	79	62.50%	31.25%	31.25%	18.75%	50.00%	25.00%	\$11.68	\$17.56
Automotive Body and Related Repairers	0	3	33	23.08%	30.77%	69.23%	23.08%	30.77%	53.85%	\$15.92	\$23.70
Automotive Glass Installers and Repairers	0	7	13	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	\$12.00	\$26.00
Automotive Master Mechanics	0	18	43	56.25%	56.25%	62.50%	25.00%	43.75%	43.75%	\$17.04	\$22.51
Automotive Service Technicians and Mechanics	14	94	190	46.43%	51.79%	58.93%	21.43%	35.71%	51.79%	\$13.47	\$20.45
Automotive Specialty Technicians	5	17	17	100.00%	66.67%	66.67%	0.00%	0.00%	33.33%	\$11.25	\$15.00
Bill and Account Collectors	1	13	16	46.67%	53.33%	13.33%	33.33%	66.67%	20.00%	\$14.63	\$18.07
Billing, Cost, and Rate Clerks	12	63	147	39.13%	50.00%	28.26%	32.61%	82.61%	32.61%	\$12.66	\$19.44
Biological Technicians	1	3	3	100.00%	100.00%	0.00%	50.00%	100.00%	0.00%	\$13.35	\$28.31
Bookkeeping, Accounting, and Auditing Clerks	7	36	61	46.79%	50.46%	33.94%	17.43%	48.62%	11.01%	\$14.40	\$19.50
Brickmasons and Blockmasons	0	0	0	0.00%	0.00%	100.00%	0.00%	0.00%	100.00%	\$15.17	\$42.12
Bus and Truck Mechanics and Diesel Engine Specialists	1	22	49	79.17%	62.50%	45.83%	54.17%	37.50%	29.17%	\$14.04	\$33.14
Bus Drivers, Transit and Intercity	5	10	16	100.00%	100.00%	100.00%	100.00%	80.00%	100.00%	\$13.14	\$19.15
Business Intelligence Analysts	1	3	3	75.00%	100.00%	50.00%	25.00%	75.00%	50.00%	\$27.86	\$44.41
Cardiovascular Technologists and Technicians	0	0	0	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%	\$18.99	\$27.70

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Career/Technical Education Teachers, Secondary School	0	76	80	0.00%	100.00%	100.00%	0.00%	100.00%	50.00%	\$9.00	\$37.00
Carpenters	0	83	109	58.33%	25.00%	66.67%	0.00%	25.00%	33.33%	\$18.93	\$29.82
Cashiers	17	33	50	53.33%	80.00%	20.00%	0.00%	26.67%	6.67%	\$8.54	\$12.00
Cement Masons and Concrete Finishers	0	3	39	71.43%	14.29%	42.86%	28.57%	28.57%	14.29%	\$17.22	\$28.80
Chefs and Head Cooks	1	6	6	50.00%	100.00%	50.00%	0.00%	0.00%	50.00%	\$8.00	\$15.00
Chemical Technicians	0	6	6	100.00%	100.00%	33.33%	0.00%	100.00%	33.00%	\$10.00	\$15.00
Chemists	2	19	57	100.00%	100.00%	50.00%	0.00%	100.00%	100.00%	\$18.50	\$26.11
Chief Executives	0	-32	-19	41.67%	41.11%	35.56%	25.00%	42.78%	19.44%	\$35.30	\$60.01
Child, Family, and School Social Workers	1	19	22	33.33%	33.33%	66.67%	66.67%	100.00%	66.67%	\$19.42	\$38.00
Childcare Workers	8	171	171	100.00%	100.00%	100.00%	50.00%	100.00%	0.00%	\$10.38	\$13.20
Civil Engineers	3	45	79	42.11%	63.16%	57.89%	26.32%	94.74%	78.95%	\$31.86	\$47.53
Cleaners of Vehicles and Equipment	0	7	10	62.50%	62.50%	87.50%	0.00%	25.00%	37.50%	\$8.92	\$10.40
Cleaning, Washing, and Metal Pickling Equipment Operators and Tenders	0	24	21	82.35%	58.82%	23.53%	41.18%	47.06%	5.88%	\$11.04	\$14.84
Clinical Nurse Specialists	0	3	3	50.00%	100.00%	50.00%	50.00%	50.00%	50.00%	\$29.29	\$32.42
Clinical Psychologists	1	3	9	40.00%	100.00%	80.00%	50.00%	100.00%	100.00%	\$20.35	\$56.30
Clinical Research Coordinators	1	3	3	71.43%	42.86%	14.29%	42.86%	71.43%	42.86%	\$17.25	\$30.00
Coil Winders, Tapers, and Finishers	0	35	69	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$8.00	\$12.00
Combined Food Preparation and Serving Workers, Including Fast Food	1	79	142	0.00%	50.00%	25.00%	0.00%	0.00%	75.00%	\$8.30	\$11.88
Commercial and Industrial Designers	0	-12	-6	50.00%	100.00%	100.00%	100.00%	100.00%	50.00%	\$16.00	\$28.50
Commercial Pilots	0	21	48	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%	\$15.58	\$31.73
Compliance Managers	0	3	3	100.00%	50.00%	0.00%	0.00%	100.00%	0.00%	\$24.52	\$34.13
Computer and Information Systems Managers	1	16	48	35.71%	57.14%	28.57%	17.86%	71.43%	39.29%	\$22.44	\$46.34
Computer Network Architects	0	0	6	50.00%	100.00%	50.00%	0.00%	100.00%	100.00%	\$23.22	\$34.23
Computer Network Support Specialists	1	16	101	25.00%	100.00%	37.50%	25.00%	87.50%	87.50%	\$19.81	\$30.78
Computer Programmers	3	29	42	41.18%	58.82%	41.18%	17.65%	52.94%	35.29%	\$21.03	\$31.96
Computer Systems Analysts	9	21	41	41.38%	79.31%	51.72%	27.59%	82.76%	34.48%	\$19.97	\$28.91

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Computer User Support Specialists	2	69	107	54.05%	67.57%	54.05%	27.03%	78.38%	35.14%	\$23.44	\$33.04
Computer-Controlled Machine Tool Operators, Metal and Plastic	0	13	17	83.33%	33.33%	16.67%	16.67%	66.67%	0.00%	\$10.88	\$20.17
Concierges	0	3	3	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	\$9.25	\$10.25
Construction and Building Inspectors	0	31	31	75.00%	75.00%	100.00%	75.00%	50.00%	50.00%	\$16.10	\$23.22
Construction Laborers	6	201	293	46.67%	36.67%	73.33%	26.67%	16.67%	30.00%	\$14.10	\$20.95
Construction Managers	3	14	17	70.59%	58.82%	58.82%	23.53%	47.06%	11.76%	\$37.12	\$79.26
Cooks, Institution and Cafeteria	6	16	14	58.33%	91.67%	25.00%	58.33%	50.00%	41.67%	\$9.72	\$14.19
Cooling and Freezing Equipment Operators and Tenders	0	35	35	71.43%	57.14%	42.86%	57.14%	14.29%	14.29%	\$11.32	\$16.02
Cost Estimators	2	31	43	48.84%	34.88%	62.79%	18.60%	30.23%	27.91%	\$20.52	\$33.17
Counselors, All Other	7	0	18	50.00%	50.00%	100.00%	50.00%	50.00%	75.00%	\$17.12	\$21.60
Credit Analysts	0	3	3	100.00%	100.00%	50.00%	0.00%	100.00%	50.00%	\$14.99	\$25.69
Customer Service Representatives	7	98	294	55.07%	68.12%	26.09%	18.84%	65.22%	13.04%	\$12.23	\$17.90
Customs Brokers	0	3	3	33.33%	100.00%	33.33%	33.33%	66.67%	66.67%	\$10.00	\$15.00
Cutters and Trimmers, Hand	0	2	2	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	\$8.50	\$16.53
Cutting and Slicing Machine Setters, Operators, and Tenders	0	0	15	33.33%	0.00%	0.00%	0.00%	0.00%	0.00%	\$9.59	\$21.22
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	0	18	18	60.00%	40.00%	20.00%	20.00%	40.00%	0.00%	\$11.80	\$15.67
Data Entry Keyers	1	31	50	50.00%	68.75%	18.75%	25.00%	75.00%	18.75%	\$10.73	\$15.10
Dental Assistants	2	9	76	20.83%	45.83%	25.00%	29.17%	91.67%	95.83%	\$14.05	\$20.58
Dental Hygienists	0	0	9	26.67%	46.67%	20.00%	26.67%	86.67%	80.00%	\$26.14	\$47.67
Dentists, General	0	6	15	28.57%	42.86%	21.43%	42.86%	100.00%	100.00%	\$48.85	\$85.38
Dermatologists	1	0	6	0.00%	50.00%	0.00%	0.00%	100.00%	50.00%	\$31.67	\$80.00
Dietetic Technicians	5	14	14	76.47%	94.12%	29.41%	100.00%	64.71%	29.41%	\$11.46	\$13.87
Dietitians and Nutritionists	0	16	16	76.92%	92.31%	38.46%	61.54%	76.92%	76.92%	\$21.60	\$38.96
Dispatchers, Except Police, Fire, and Ambulance	1	117	245	69.23%	82.05%	56.41%	28.21%	61.54%	7.69%	\$13.13	\$18.81
Drilling and Boring Machine Tool Setters, Operators, and Tenders, Metal and Plastic	0	7	18	100.00%	0.00%	100.00%	0.00%	0.00%	0.00%	\$14.00	\$20.00
Driver/Sales Workers	1	20	45	100.00%	80.00%	100.00%	60.00%	60.00%	40.00%	\$11.00	\$16.00

OCCUPATIONAL DATA CHARTS

Occupation	Current Number of Positions Needed	Projected Number of Positions - Yr. 1 (based on the sample size surveyed in each industry)	Projected Number of Positions - Yr. 3 (based on the sample size surveyed in each industry)	Drug Testing Required (percentage of companies surveyed)	Background Check Required (percentage of companies surveyed)	DMV Report Required (percentage of companies surveyed)	Physical Exam Required (percentage of companies surveyed)	High School Diploma Required (percentage of companies surveyed)	Certification Required (percentage of companies surveyed)	Salary Estimate (low)	Salary Estimate (high)
Drywall and Ceiling Tile Installers	0	33	118	75.00%	25.00%	50.00%	25.00%	75.00%	50.00%	\$12.75	\$21.00
Earth Drillers, Except Oil and Gas	1	5	26	100.00%	33.33%	66.67%	33.33%	16.67%	66.67%	\$18.16	\$30.04
Electrical and Electronic Equipment Assemblers	0	11	11	80.00%	20.00%	20.00%	20.00%	80.00%	0.00%	\$9.05	\$17.00
Electrical and Electronics Installers and Repairers, Transportation Equipment	2	7	23	75.00%	50.00%	100.00%	75.00%	100.00%	50.00%	\$13.15	\$21.53
Electrical and Electronics Repairers, Commercial and Industrial Equipment	0	6	12	0.00%	0.00%	100.00%	0.00%	100.00%	0.00%	\$8.00	\$21.00
Electrical Engineering Technicians	1	3	3	75.00%	50.00%	25.00%	25.00%	75.00%	0.00%	\$17.00	\$30.62
Electrical Engineers	1	7	32	66.67%	50.00%	25.00%	25.00%	66.67%	16.67%	\$21.18	\$37.82
Electricians	0	26	91	61.54%	46.15%	53.85%	46.15%	23.08%	46.15%	\$18.08	\$27.10
Electronics Engineering Technicians	4	23	40	71.43%	85.71%	57.14%	42.86%	71.43%	57.14%	\$18.06	\$28.20
Emergency Medical Technicians and Paramedics	0	6	32	100.00%	100.00%	50.00%	100.00%	100.00%	100.00%	\$12.28	\$15.47
Environmental Restoration Planners	2	6	12	0.00%	0.00%	100.00%	0.00%	100.00%	100.00%	\$30.70	\$31.88
Environmental Scientists and Specialists, Including Health	0	13	21	57.14%	85.71%	42.86%	85.71%	71.43%	57.14%	\$23.76	\$30.99
Executive Secretaries and Executive Administrative Assistants	1	3	9	58.06%	61.29%	29.03%	22.58%	58.06%	9.68%	\$13.80	\$23.48
Extruding and Forming Machine Setters, Operators, and Tenders, Synthetic and Glass Fibers	1	4	14	100.00%	100.00%	0.00%	100.00%	0.00%	0.00%	\$10.00	\$15.00
Farm Equipment Mechanics and Service Technicians	0	3	3	37.50%	37.50%	12.50%	12.50%	12.50%	12.50%	\$12.43	\$16.70
Farmers, Ranchers, and Other Agricultural Managers	1	7	10	12.50%	37.50%	37.50%	0.00%	50.00%	37.50%	\$16.16	\$30.50
Farmworkers and Laborers, Crop	106	550	1196	42.31%	19.23%	26.92%	15.38%	15.38%	7.69%	\$9.38	\$15.14
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	0	685	688	26.32%	15.79%	26.32%	10.53%	15.79%	10.53%	\$8.55	\$11.42
Fence Erectors	3	15	24	66.67%	33.33%	100.00%	66.67%	33.33%	0.00%	\$10.00	\$28.00
Film and Video Editors	0	7	7	50.00%	50.00%	50.00%	0.00%	50.00%	50.00%	\$13.00	\$17.00
Financial Analysts	1	3	6	50.00%	75.00%	50.00%	50.00%	62.50%	12.50%	\$16.32	\$29.42
Financial Managers, Branch or Department	3	25	35	51.85%	81.48%	51.85%	33.33%	77.78%	18.52%	\$24.81	\$33.69
First-Line Supervisors of Agricultural Crop and Horticultural Workers	1	10	24	48.15%	25.93%	55.56%	11.11%	33.33%	22.22%	\$15.53	\$21.90
First-Line Supervisors of Construction Trades and Extraction Workers	3	29	50	56.67%	40.00%	80.00%	23.33%	46.67%	30.00%	\$21.17	\$29.54

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First-Line Supervisors of Food Preparation and Serving Workers	0	23	23	12.50%	50.00%	37.50%	12.50%	37.50%	50.00%	\$19.90	\$22.29
First-Line Supervisors of Mechanics, Installers, and Repairers	4	35	48	62.30%	72.13%	57.38%	32.79%	47.54%	24.59%	\$19.93	\$28.92
First-Line Supervisors of Office and Administrative Support Workers	0	14	29	41.95%	51.22%	40.49%	21.95%	54.63%	15.61%	\$16.87	\$22.89
First-Line Supervisors of Production and Operating Workers	4	36	91	65.52%	57.76%	33.62%	32.76%	55.17%	19.83%	\$20.68	\$29.27
First-Line Supervisors of Retail Sales Workers	1	33	58	72.09%	74.42%	41.86%	20.93%	46.51%	2.33%	\$17.49	\$23.48
First-Line Supervisors of Transportation and Material-Moving Machine and Vehicle Operators	2	9	15	50.00%	50.00%	50.00%	0.00%	50.00%	25.00%	\$16.47	\$34.38
Fitness Trainers and Aerobics Instructors	0	6	16	50.00%	0.00%	0.00%	0.00%	100.00%	50.00%	\$10.50	\$15.00
Food Science Technicians	0	2	2	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	\$10.35	\$19.07
Food Service Managers	0	23	23	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$16.95	\$28.30
Forest and Conservation Technicians	5	18	18	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	\$17.24	\$24.45
Forest Firefighters	11	39	109	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	\$12.48	\$22.36
General and Operations Managers	32	17	52	52.02%	57.58%	39.90%	25.76%	55.05%	15.15%	\$27.62	\$37.25
Geoscientists, Except Hydrologists and Geographers	1	6	31	50.00%	50.00%	50.00%	100.00%	100.00%	100.00%	\$20.80	\$49.07
Graders and Sorters, Agricultural Products	0	14	21	33.33%	16.67%	0.00%	0.00%	16.67%	0.00%	\$8.80	\$10.90
Graphic Designers	0	16	64	35.29%	52.94%	23.53%	17.65%	76.47%	11.76%	\$12.84	\$23.01
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	0	4	4	50.00%	25.00%	50.00%	50.00%	25.00%	0.00%	\$10.44	\$14.33
Grounds Maintenance Workers, All Other	1	6	6	50.00%	50.00%	0.00%	50.00%	50.00%	0.00%	\$8.00	\$10.00
Hazardous Materials Removal Workers	0	0	-19	33.33%	66.67%	33.33%	66.67%	33.33%	100.00%	\$13.50	\$17.00
Health Educators	1	3	16	75.00%	62.50%	50.00%	75.00%	100.00%	62.50%	\$23.72	\$24.93
Health Technologists and Technicians, All Other	1	6	6	100.00%	100.00%	0.00%	22.00%	100.00%	100.00%	\$18.00	\$24.00
Healthcare Practitioners and Technical Workers, All Other	2	0	5	100.00%	100.00%	66.67%	100.00%	100.00%	0.00%	\$28.93	\$31.71
Healthcare Social Workers	2	55	81	75.00%	91.67%	50.00%	83.33%	91.67%	50.00%	\$22.61	\$29.64
Healthcare Support Workers, All Other	1	3	6	0.00%	50.00%	50.00%	0.00%	50.00%	75.00%	\$16.53	\$20.09
Heating and Air Conditioning Mechanics and Installers	5	53	105	83.33%	66.67%	100.00%	0.00%	66.67%	83.33%	\$14.05	\$19.79
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2	14	14	66.67%	100.00%	100.00%	66.67%	33.33%	66.67%	\$13.67	\$23.00

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Heavy and Tractor-Trailer Truck Drivers	56	353	646	92.00%	67.00%	100.00%	62.00%	32.00%	48.00%	\$13.75	\$18.16
Helpers--Extraction Workers	0	9	9	0.00%	0.00%	50.00%	0.00%	0.00%	0.00%	\$10.00	\$14.50
Helpers--Installation, Maintenance, and Repair Workers	0	11	18	80.00%	80.00%	100.00%	40.00%	20.00%	20.00%	\$12.97	\$19.83
Helpers--Painters, Paperhangers, Plasterers, and Stucco Masons	0	21	38	40.00%	60.00%	60.00%	20.00%	40.00%	40.00%	\$13.00	\$19.25
Helpers--Production Workers	46	157	496	67.27%	61.82%	23.64%	29.09%	40.00%	16.36%	\$10.90	\$15.32
Helpers--Roofers	0	0	17	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	\$6.97	\$20.43
Histotechnologists and Histologic Technicians	2	6	10	100.00%	100.00%	50.00%	50.00%	100.00%	0.00%	\$18.00	\$23.00
Home Health Aides	6	97	429	47.37%	94.74%	57.89%	94.74%	52.63%	42.11%	\$11.43	\$13.78
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	0	9	9	20.00%	60.00%	0.00%	0.00%	20.00%	60.00%	\$9.43	\$12.51
Hotel, Motel, and Resort Desk Clerks	0	3	3	25.00%	100.00%	0.00%	0.00%	25.00%	25.00%	\$8.44	\$10.06
Human Resources Managers	0	0	0	61.36%	75.00%	38.64%	27.27%	63.64%	15.91%	\$23.04	\$31.32
Human Resources Specialists	2	0	6	71.88%	71.88%	21.88%	40.63%	68.75%	18.75%	\$16.79	\$25.50
Industrial Engineering Technicians	0	4	4	50.00%	50.00%	50.00%	0.00%	50.00%	50.00%	\$23.05	\$27.83
Industrial Machinery Mechanics	0	8	21	72.73%	45.45%	54.55%	36.36%	54.55%	18.18%	\$14.96	\$22.23
Industrial Production Managers	0	15	31	79.37%	60.32%	34.92%	42.86%	52.38%	9.52%	\$28.45	\$48.50
Industrial Truck and Tractor Operators	1	293	352	71.43%	57.14%	31.43%	28.57%	31.43%	31.43%	\$10.74	\$14.89
Information Technology Project Managers	1	6	6	28.57%	100.00%	57.14%	0.00%	71.43%	28.57%	\$15.68	\$27.00
Inspectors, Testers, Sorters, Samplers, and Weighers	0	27	30	71.43%	71.43%	28.57%	42.86%	57.14%	28.57%	\$10.80	\$11.77
Installation, Maintenance, and Repair Workers, All Other	4	80	189	89.47%	57.89%	78.95%	42.11%	26.32%	26.32%	\$11.43	\$19.14
Insulation Workers, Floor, Ceiling, and Wall	0	15	33	50.00%	50.00%	50.00%	0.00%	0.00%	0.00%	\$11.75	\$30.90
Insurance Appraisers, Auto Damage	0	3	3	0.00%	50.00%	50.00%	0.00%	50.00%	50.00%	\$22.00	\$25.00
Internists, General	11	49	126	100.00%	51.35%	16.22%	100.00%	83.78%	100.00%	\$50.00	\$88.24
Interviewers, Except Eligibility and Loan	0	3	6	62.50%	62.50%	37.50%	50.00%	75.00%	12.50%	\$15.41	\$21.11
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	0	3	6	69.57%	73.91%	26.09%	47.83%	60.87%	0.00%	\$9.00	\$15.87
Labor Relations Specialists	0	3	3	55.56%	77.78%	44.44%	22.22%	100.00%	11.11%	\$17.50	\$27.37
Laborers and Freight, Stock, and Material Movers, Hand	16	159	282	68.75%	59.38%	34.38%	37.50%	21.88%	0.00%	\$8.00	\$13.33
Landscaping and Groundskeeping Workers	0	17	50	40.00%	20.00%	40.00%	40.00%	20.00%	25.00%	\$8.00	\$18.50
Lawyers	3	29	70	25.00%	25.00%	0.00%	0.00%	100.00%	75.00%	\$36.78	\$86.06

Occupation	Current Number of Positions Needed	Projected Number of Positions - Yr. 1 (based on the sample size surveyed in each industry)	Projected Number of Positions - Yr. 3 (based on the sample size surveyed in each industry)	Drug Testing Required (percentage of companies surveyed)	Background Check Required (percentage of companies surveyed)	DMV Report Required (percentage of companies surveyed)	Physical Exam Required (percentage of companies surveyed)	High School Diploma Required (percentage of companies surveyed)	Certification Required (percentage of companies surveyed)	Salary Estimate (low)	Salary Estimate (high)
Legal Secretaries	0	9	16	33.33%	33.33%	0.00%	0.00%	66.67%	33.33%	\$13.50	\$31.16
Librarians	0	-3	-3	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	\$20.15	\$39.88
Licensed Practical and Licensed Vocational Nurses	38	57	49	100.00%	97.37%	26.32%	100.00%	81.58%	100.00%	\$18.55	\$23.84
Light Truck or Delivery Services Drivers	1	14	67	71.15%	75.00%	90.38%	25.00%	30.77%	100.00%	\$11.16	\$14.52
Loan Interviewers and Clerks	0	0	10	0.00%	100.00%	0.00%	0.00%	0.00%	50.00%	\$15.00	\$22.00
Loan Officers	0	15	48	0.00%	66.67%	0.00%	0.00%	0.00%	66.67%	\$15.00	\$42.00
Logistics Managers	1	-1	11	30.00%	60.00%	10.00%	20.00%	50.00%	10.00%	\$25.90	\$51.55
Machinists	8	39	85	63.64%	45.45%	22.73%	22.73%	18.18%	18.18%	\$11.85	\$18.41
Maids and Housekeeping Cleaners	4	10	27	42.86%	85.71%	23.81%	52.38%	42.86%	23.81%	\$8.00	\$11.46
Mail Clerks and Mail Machine Operators, Except Postal Service	0	-3	-3	33.33%	100.00%	33.33%	33.33%	100.00%	0.00%	\$9.38	\$20.20
Maintenance and Repair Workers, General	8	30	70	68.97%	87.93%	43.10%	51.72%	48.28%	17.24%	\$8.00	\$18.77
Maintenance Workers, Machinery	1	2	2	80.00%	80.00%	40.00%	46.67%	80.00%	13.33%	\$10.69	\$21.90
Manufacturing Engineers	0	0	4	83.33%	50.00%	16.67%	33.33%	33.33%	50.00%	\$16.88	\$31.20
Manufacturing Production Technicians	2	11	30	50.00%	50.00%	90.00%	50.00%	50.00%	0.00%	\$8.00	\$24.33
Market Research Analysts and Marketing Specialists	10	54	93	65.22%	39.13%	30.43%	13.04%	78.26%	13.04%	\$14.18	\$26.69
Marketing Managers	0	0	0	58.82%	58.82%	29.41%	29.41%	64.71%	5.88%	\$26.60	\$34.33
Material Moving Workers, All Other	0	3	3	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	\$17.31	\$23.08
Materials Engineers	1	3	3	100.00%	100.00%	0.00%	50.00%	100.00%	0.00%	\$33.65	\$40.87
Mechanical Door Repairers	0	14	83	50.00%	50.00%	100.00%	0.00%	0.00%	0.00%	\$14.00	\$30.00
Mechanical Drafters	1	13	26	30.00%	20.00%	20.00%	10.00%	60.00%	10.00%	\$16.07	\$21.81
Mechanical Engineering Technicians	0	7	7	50.00%	50.00%	0.00%	0.00%	100.00%	100.00%	\$10.00	\$28.64
Mechanical Engineers	0	6	13	61.54%	23.08%	23.08%	7.69%	69.23%	23.08%	\$20.17	\$33.72
Medical and Clinical Laboratory Technicians	0	0	0	50.00%	71.43%	28.57%	55.56%	85.71%	100.00%	\$15.62	\$21.61
Medical and Clinical Laboratory Technologists	4	15	15	75.00%	71.43%	0.00%	62.50%	87.50%	100.00%	\$21.72	\$29.25
Medical and Health Services Managers	5	60	63	59.09%	86.36%	34.85%	60.61%	83.33%	46.97%	\$26.07	\$35.97
Medical Assistants	4	79	181	100.00%	58.18%	21.82%	100.00%	81.82%	100.00%	\$10.37	\$16.54
Medical Equipment Repairers	5	13	13	100.00%	60.00%	0.00%	60.00%	75.00%	50.00%	\$14.69	\$29.67
Medical Records and Health Information Technicians	6	18	152	51.11%	64.44%	35.56%	44.44%	75.56%	100.00%	\$12.09	\$17.05

OCCUPATIONAL DATA CHARTS

Occupation	Current Number of Positions Needed	Projected Number of Positions - Yr. 1 (based on the sample size surveyed in each industry)	Projected Number of Positions - Yr. 3 (based on the sample size surveyed in each industry)	Drug Testing Required (percentage of companies surveyed)	Background Check Required (percentage of companies surveyed)	DMV Report Required (percentage of companies surveyed)	Physical Exam Required (percentage of companies surveyed)	High School Diploma Required (percentage of companies surveyed)	Certification Required (percentage of companies surveyed)	Salary Estimate (low)	Salary Estimate (high)
Medical Secretaries	2	28	79	100.00%	100.00%	22.22%	100.00%	72.22%	22.22%	\$10.77	\$17.36
Medical Transcriptionists	5	23	39	37.50%	50.00%	0.00%	37.50%	75.00%	50.00%	\$16.11	\$33.10
Meeting, Convention, and Event Planners	0	6	12	42.86%	85.71%	85.71%	14.29%	85.71%	14.29%	\$12.25	\$22.50
Mental Health Counselors	5	0	13	80.00%	100.00%	66.67%	100.00%	100.00%	100.00%	\$20.56	\$23.44
Merchandise Displayers and Window Trimmers	0	7	11	66.67%	0.00%	50.00%	0.00%	66.67%	0.00%	\$8.63	\$10.88
Milling and Planing Machine Setters, Operators, and Tenders, Metal and Plastic	2	7	17	33.33%	0.00%	33.33%	33.33%	33.33%	0.00%	\$14.67	\$24.67
Motorcycle Mechanics	0	0	7	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$10.00	\$26.00
Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	0	43	51	82.61%	47.83%	13.04%	30.43%	65.22%	17.39%	\$11.98	\$19.09
Municipal Clerks	2	11	11	50.00%	50.00%	50.00%	33.33%	100.00%	16.67%	\$16.11	\$20.68
Municipal Firefighters	0	0	7	100.00%	100.00%	100.00%	100.00%	100.00%	66.67%	\$16.77	\$22.33
Network and Computer Systems Administrators	3	19	25	22.22%	66.67%	38.89%	0.00%	66.67%	50.00%	\$22.30	\$34.09
Neurologists	0	0	3	0.00%	0.00%	0.00%	0.00%	100.00%	100.00%	\$31.67	\$80.00
Nonfarm Animal Caretakers	3	56	89	30.00%	40.00%	20.00%	10.00%	40.00%	10.00%	\$9.48	\$12.36
Nurse Practitioners	6	9	21	100.00%	60.87%	13.04%	100.00%	100.00%	100.00%	\$42.04	\$61.08
Nursery Workers	0	17	50	40.00%	0.00%	20.00%	0.00%	40.00%	0.00%	\$8.50	\$12.50
Nursing Assistants	21	157	204	75.00%	100.00%	15.00%	100.00%	55.00%	100.00%	\$10.31	\$13.39
Occupational Therapists	7	-10	-0	66.67%	100.00%	41.67%	83.33%	91.67%	100.00%	\$33.15	\$51.27
Occupational Therapy Aides	0	6	6	33.33%	100.00%	33.33%	33.33%	100.00%	0.00%	\$17.00	\$26.00
Occupational Therapy Assistants	0	3	3	0.00%	100.00%	25.00%	33.33%	100.00%	100.00%	\$32.00	\$55.00
Office and Administrative Support Workers, All Other	2	7	14	22.22%	55.56%	50.00%	33.33%	66.67%	11.11%	\$8.81	\$24.04
Office Clerks, General	36	157	343	49.76%	52.66%	34.78%	24.64%	51.21%	14.49%	\$8.00	\$17.52
Office Machine Operators, Except Computer	0	4	11	50.00%	75.00%	25.00%	25.00%	75.00%	50.00%	\$8.00	\$21.17
Operating Engineers and Other Construction Equipment Operators	5	60	63	75.00%	56.25%	87.50%	62.50%	37.50%	62.50%	\$19.97	\$32.41
Operations Research Analysts	3	0	8	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	\$21.94	\$36.06
Ophthalmic Laboratory Technicians	0	34	34	50.00%	50.00%	0.00%	0.00%	100.00%	50.00%	\$8.50	\$13.00
Order Clerks	0	-2	-2	0.00%	33.33%	33.33%	33.33%	50.00%	33.33%	\$9.00	\$18.25

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Orthotists and Prosthetists	0	0	0	100.00%	100.00%	0.00%	0.00%	100.00%	100.00%	\$31.67	\$216.00
Packaging and Filling Machine Operators and Tenders	0	2	2	75.00%	40.00%	40.00%	20.00%	40.00%	20.00%	\$10.68	\$16.52
Packers and Packers, Hand	5	183	512	44.44%	33.33%	5.56%	11.11%	11.11%	11.11%	\$8.60	\$10.84
Painters, Construction and Maintenance	3	44	47	40.00%	40.00%	80.00%	0.00%	60.00%	40.00%	\$8.00	\$21.80
Painters, Transportation Equipment	0	7	10	0.00%	33.33%	50.00%	0.00%	33.33%	50.00%	\$9.33	\$22.29
Paralegals and Legal Assistants	0	3	7	16.67%	16.67%	0.00%	0.00%	100.00%	50.00%	\$17.75	\$21.00
Parts Salespersons	1	29	65	63.33%	53.33%	70.00%	30.00%	46.67%	6.67%	\$8.00	\$21.43
Pathologists	0	0	3	100.00%	100.00%	0.00%	100.00%	100.00%	0.00%	\$31.67	\$80.00
Patient Representatives	1	-6	-12	63.64%	81.82%	45.45%	72.73%	81.82%	36.36%	\$11.64	\$16.14
Patternmakers, Metal and Plastic	0	0	3	33.33%	33.33%	33.33%	33.33%	0.00%	0.00%	\$18.00	\$26.00
Personal Care Aides	1	57	86	62.50%	83.33%	25.00%	0.00%	62.50%	50.00%	\$8.75	\$16.61
Pest Control Workers	0	27	77	62.50%	75.00%	87.50%	50.00%	62.50%	62.50%	\$11.76	\$17.23
Pharmacists	2	18	37	100.00%	100.00%	12.90%	16.13%	77.42%	100.00%	\$48.09	\$75.93
Pharmacy Aides	1	6	6	100.00%	100.00%	16.67%	0.00%	50.00%	16.67%	\$11.50	\$12.33
Pharmacy Technicians	1	44	130	100.00%	100.00%	14.29%	14.29%	75.00%	100.00%	\$13.23	\$20.61
Physical Therapist Aides	0	6	23	42.86%	28.57%	0.00%	14.29%	57.14%	83.33%	\$8.88	\$12.47
Physical Therapist Assistants	0	6	12	50.00%	50.00%	0.00%	33.33%	66.67%	83.33%	\$10.00	\$13.00
Physical Therapists	6	36	65	100.00%	100.00%	34.78%	100.00%	86.96%	100.00%	\$21.31	\$51.90
Physician Assistants	2	38	44	40.00%	60.00%	30.00%	40.00%	90.00%	100.00%	\$33.00	\$49.31
Plumbers	0	41	88	71.43%	50.00%	85.71%	14.29%	14.29%	85.71%	\$14.08	\$34.20
Plumbers, Pipefitters, and Steamfitters	0	7	13	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$10.00	\$34.20
Preschool Teachers, Except Special Education	0	7	10	0.00%	100.00%	0.00%	0.00%	0.00%	100.00%	\$9.87	\$21.00
Print Binding and Finishing Workers	0	0	13	20.00%	60.00%	0.00%	20.00%	40.00%	20.00%	\$11.25	\$18.69
Printing Press Operators	1	10	30	14.29%	57.14%	14.29%	14.29%	42.86%	28.57%	\$12.29	\$19.17
Procurement Clerks	0	7	7	40.00%	60.00%	60.00%	20.00%	60.00%	0.00%	\$10.50	\$25.75
Producers	0	7	7	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	\$18.00	\$30.00
Production Workers, All Other	14	575	589	80.95%	57.14%	19.05%	42.86%	47.62%	9.52%	\$8.00	\$16.93
Production, Planning, and Expediting Clerks	0	6	12	73.91%	69.57%	30.43%	30.43%	73.91%	17.39%	\$8.00	\$20.63

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Program Directors	2	35	93	45.95%	70.27%	43.24%	27.03%	75.68%	40.54%	\$20.49	\$29.28
Property, Real Estate, and Community Association Managers	0	12	12	75.00%	50.00%	25.00%	25.00%	25.00%	0.00%	\$26.03	\$45.38
Psychiatric Technicians	29	0	75	100.00%	100.00%	75.00%	100.00%	100.00%	100.00%	\$15.47	\$28.36
Psychiatrists	6	0	15	0.00%	100.00%	0.00%	0.00%	100.00%	100.00%	\$58.91	\$129.23
Public Relations and Fundraising Managers	0	0	3	0.00%	50.00%	0.00%	0.00%	100.00%	0.00%	\$27.08	\$66.72
Public Relations Specialists	2	0	5	50.00%	50.00%	50.00%	50.00%	75.00%	25.00%	\$24.55	\$33.46
Purchasing Agents, Except Wholesale, Retail, and Farm Products	1	3	3	81.82%	63.64%	27.27%	45.45%	50.00%	4.55%	\$14.91	\$27.37
Quality Control Analysts	0	0	7	89.47%	73.68%	0.00%	42.11%	68.42%	5.26%	\$12.08	\$18.22
Radiologic Technicians	0	3	6	61.54%	92.31%	15.38%	30.77%	84.62%	92.31%	\$20.13	\$25.10
Real Estate Sales Agents	0	336	336	20.00%	60.00%	60.00%	0.00%	60.00%	40.00%	\$24.18	\$29.20
Receptionists and Information Clerks	2	24	96	42.86%	56.19%	26.67%	21.90%	64.76%	23.81%	\$10.73	\$15.07
Recreational Therapists	0	15	28	50.00%	100.00%	50.00%	50.00%	100.00%	100.00%	\$17.64	\$32.50
Refrigeration Mechanics and Installers	0	0	14	0.00%	0.00%	0.00%	0.00%	33.33%	66.67%	\$11.20	\$19.60
Refuse and Recyclable Material Collectors	0	0	2	100.00%	50.00%	50.00%	50.00%	50.00%	66.67%	\$10.06	\$26.79
Registered Nurses	41	282	347	100.00%	100.00%	25.40%	100.00%	82.54%	100.00%	\$15.00	\$37.34
Respiratory Therapists	0	0	0	100.00%	100.00%	40.00%	100.00%	100.00%	100.00%	\$15.00	\$33.37
Retail Salespersons	32	347	569	54.40%	62.40%	44.80%	18.40%	42.40%	5.60%	\$8.00	\$21.48
Roofers	0	47	76	33.33%	33.33%	100.00%	0.00%	0.00%	33.33%	\$10.67	\$19.93
Rough Carpenters	0	30	60	0.00%	0.00%	50.00%	0.00%	50.00%	50.00%	\$12.25	\$22.00
Sales Agents, Financial Services	0	21	21	66.67%	100.00%	0.00%	0.00%	66.67%	0.00%	\$10.59	\$30.27
Sales and Related Workers, All Other	0	3	7	60.00%	60.00%	40.00%	20.00%	20.00%	0.00%	\$8.00	\$17.33
Sales Managers	2	20	73	64.63%	75.61%	36.59%	14.63%	50.00%	15.85%	\$10.20	\$31.80
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1	20	41	65.00%	65.00%	35.00%	15.00%	30.00%	0.00%	\$8.50	\$39.24
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	10	98	226	66.25%	51.25%	56.25%	26.25%	45.00%	6.25%	\$9.00	\$30.58
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	40	257	301	38.97%	57.35%	34.56%	17.65%	48.53%	10.29%	\$8.00	\$23.99
Security and Fire Alarm Systems Installers	0	0	25	0.00%	100.00%	100.00%	0.00%	0.00%	0.00%	\$14.40	\$25.96

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Security Guards	3	240	622	81.82%	100.00%	72.73%	36.36%	72.73%	100.00%	\$8.61	\$14.20
Security Managers	0	0	3	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	\$20.00	\$71.42
Sheet Metal Workers	0	0	0	50.00%	50.00%	50.00%	0.00%	0.00%	50.00%	\$8.00	\$20.00
Shipping, Receiving, and Traffic Clerks	0	47	126	75.00%	58.33%	36.11%	30.56%	41.67%	8.33%	\$8.00	\$15.26
Social and Community Service Managers	0	61	61	66.67%	100.00%	46.67%	66.67%	60.00%	20.00%	\$17.57	\$55.21
Social and Human Service Assistants	2	19	25	63.64%	90.91%	40.91%	72.73%	72.73%	50.00%	\$10.11	\$25.50
Soil and Plant Scientists	0	6	6	50.00%	50.00%	50.00%	0.00%	100.00%	50.00%	\$12.00	\$42.00
Special Education Teachers, All Other	0	9	15	50.00%	100.00%	50.00%	0.00%	100.00%	100.00%	\$19.33	\$35.05
Special Education Teachers, Secondary School	2	0	6	0.00%	100.00%	50.00%	0.00%	100.00%	100.00%	\$19.33	\$35.05
Speech-Language Pathologists	4	6	6	54.55%	100.00%	63.64%	72.73%	100.00%	100.00%	\$38.17	\$53.88
Speech-Language Pathology Assistants	1	3	3	50.00%	100.00%	50.00%	50.00%	100.00%	100.00%	\$11.60	\$19.97
Stock Clerks, Stockroom, Warehouse, or Storage Yard	12	81	130	68.25%	65.08%	42.86%	36.51%	38.10%	11.11%	\$8.00	\$14.20
Stock Clerks, Sales Floor	16	3	3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$8.50	\$14.20
Storage and Distribution Managers	0	14	14	67.74%	54.84%	41.94%	32.26%	54.84%	12.90%	\$16.49	\$51.55
Structural Iron and Steel Workers	0	7	14	66.67%	33.33%	33.33%	66.67%	33.33%	33.33%	\$14.00	\$33.00
Structural Metal Fabricators and Fitters	0	7	28	50.00%	25.00%	25.00%	0.00%	25.00%	0.00%	\$11.00	\$15.25
Substance Abuse and Behavioral Disorder Counselors	11	19	106	57.14%	78.57%	71.43%	71.43%	100.00%	100.00%	\$19.38	\$28.19
Surgical Assistants	0	12	12	33.33%	33.33%	0.00%	33.33%	100.00%	66.67%	\$13.00	\$23.50
Surgical Technologists	2	18	18	66.67%	66.67%	0.00%	50.00%	100.00%	100.00%	\$14.03	\$24.13
Surveyors	1	12	19	33.33%	33.33%	100.00%	33.33%	66.67%	66.67%	\$17.50	\$40.00
Tax Preparers	0	10	44	25.00%	50.00%	25.00%	0.00%	25.00%	75.00%	\$10.67	\$20.42
Teacher Assistants	0	3	10	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	\$8.00	\$20.00
Telecommunications Line Installers and Repairers	0	32	70	75.00%	100.00%	75.00%	25.00%	50.00%	50.00%	\$15.00	\$40.00
Tellers	0	0	3	100.00%	100.00%	0.00%	0.00%	100.00%	0.00%	\$9.00	\$16.00
Tile and Marble Setters	0	3	51	50.00%	75.00%	100.00%	50.00%	25.00%	25.00%	\$12.00	\$20.25
Tire Repairers and Changers	1	50	109	69.23%	76.92%	53.85%	7.69%	30.77%	23.08%	\$8.00	\$17.10
Title Examiners, Abstractors, and Searchers	0	24	52	66.67%	100.00%	66.67%	0.00%	66.67%	33.33%	\$16.67	\$41.67
Tool and Die Makers	1	4	7	50.00%	50.00%	0.00%	0.00%	50.00%	0.00%	\$15.37	\$27.82

OCCUPATIONAL DATA CHARTS

Occupation	Current Number of Positions Needed	Projected Number of Positions - Yr. 1 (based on the sample size surveyed in each industry)	Projected Number of Positions - Yr. 3 (based on the sample size surveyed in each industry)	Drug Testing Required (percentage of companies surveyed)	Background Check Required (percentage of companies surveyed)	DMV Report Required (percentage of companies surveyed)	Physical Exam Required (percentage of companies surveyed)	High School Diploma Required (percentage of companies surveyed)	Certification Required (percentage of companies surveyed)	Salary Estimate (low)	Salary Estimate (high)
Training and Development Managers	0	3	3	50.00%	85.71%	35.71%	57.14%	71.43%	28.57%	\$15.27	\$21.18
Training and Development Specialists	0	0	12	66.67%	66.67%	66.67%	33.33%	33.33%	33.33%	\$17.07	\$29.28
Transportation Managers	3	17	50	57.14%	85.71%	57.14%	57.14%	28.57%	14.29%	\$17.78	\$23.66
Transportation, Storage, and Distribution Managers	5	17	21	85.71%	85.71%	71.43%	85.71%	71.43%	28.57%	\$8.25	\$11.00
Travel Agents	0	0	3	50.00%	50.00%	0.00%	0.00%	50.00%	0.00%	\$9.75	\$15.88
Treasurers and Controllers	0	3	3	58.73%	53.97%	41.27%	20.63%	58.73%	19.05%	\$30.60	\$39.97
Tree Trimmers and Pruners	18	101	203	25.00%	40.00%	40.00%	0.00%	25.00%	0.00%	\$8.00	\$19.36
Tutors	2	26	64	0.00%	100.00%	50.00%	50.00%	100.00%	100.00%	\$10.50	\$14.50
Upholsterers	1	7	32	0.00%	33.33%	33.33%	33.33%	66.67%	0.00%	\$8.00	\$15.67
Urban and Regional Planners	0	6	12	33.33%	66.67%	33.33%	0.00%	66.67%	66.67%	\$27.82	\$39.07
Validation Engineers	1	3	3	0.00%	50.00%	0.00%	50.00%	100.00%	50.00%	\$26.92	\$60.57
Veterinarians	0	0	7	22.22%	44.44%	11.11%	0.00%	66.67%	88.89%	\$38.56	\$54.52
Veterinary Assistants and Laboratory Animal Caretakers	0	27	53	14.29%	57.14%	0.00%	0.00%	42.86%	42.86%	\$8.00	\$16.75
Veterinary Technologists and Technicians	0	10	33	12.50%	25.00%	0.00%	0.00%	75.00%	75.00%	\$11.00	\$22.00
Vocational Education Teachers, Postsecondary	0	0	13	66.67%	66.67%	66.67%	0.00%	100.00%	66.67%	\$10.00	\$35.16
Water and Wastewater Treatment Plant and System Operators	0	0	0	75.00%	69.23%	50.00%	75.00%	75.00%	75.00%	\$20.94	\$33.91
Water Resource Specialists	0	0	6	50.00%	66.67%	83.33%	33.33%	50.00%	66.67%	\$21.82	\$40.62
Weatherization Installers and Technicians	0	-40	-53	66.67%	66.67%	100.00%	33.33%	66.67%	100.00%	\$9.59	\$28.84
Web Developers	1	3	7	0.00%	25.00%	50.00%	0.00%	75.00%	25.00%	\$14.74	\$40.00
Welders, Cutters, and Welder Fitters	13	134	230	69.70%	30.30%	24.24%	24.24%	36.36%	27.27%	\$12.54	\$18.41
Welders, Cutters, Solderers, and Brazers	0	15	15	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	\$14.00	\$22.00
Wind Energy Project Managers	0	4	4	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	\$29.56	\$71.40
Word Processors and Typists	0	3	13	50.00%	25.00%	0.00%	25.00%	50.00%	0.00%	\$8.00	\$15.86

Next Steps

The 2012 Employment study has provided us valuable insight into the condition of our local economy and industries. Based on the information provided, it is clear that we must find better ways to support our local businesses. Creative solutions are needed to help our struggling businesses reduce costs, improve efficiency and quality, and in the process become more competitive.

The FRWIB will continue to focus our efforts to support our local businesses by:

- 1) Communicating our local business barriers to business-serving organizations and legislators;
- 2) Facilitating additional technical assistance to help businesses address barriers;
- 3) Providing access to additional business resources through the FRWIB Business Services Center and Website;
- 4) Providing more layoff aversion assistance;
- 5) Communicating workforce training and skills requirements to our post-secondary training providers;
- 6) Funding and promoting the FRWIB's Blue Tech Strategy;
- 7) Supporting new businesses by funding entrepreneur training and new business incubation;
- 8) Supporting funding for training that is not available for high-wage jobs.

Conclusion

Although the 2012 study shows some improvement in employment demand when compared to the 2010 study, local businesses have nonetheless identified more business barriers than ever. Simply put, if businesses fail, there will not be jobs for our residents. We must deploy all available resources to help alleviate the barriers faced by businesses in Fresno. In this way, we can both retain and grow more employment opportunities for our residents.

Access the Fresno County Employment Study Report on our web site at: www.workforce-connection.com and utilize the Occupational Data Comparison feature. This feature provides the convenience of selecting various occupations of interest and comparing wages, requirements and projections all on the same page.





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Business Services Center
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Center Locations:**

Manchester Center Mall
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