

Issues Identified by Staff

Types of Proposals that are Difficult to Fund Due to Statutory and Board Restrictions

- **Non-profits that cannot show public partners for infrastructure funding.** This has included project efforts such as Embry Riddle for aeronautical education in Okaloosa County, and the Gulf Specimen Marine Lab in Wakulla County for marine biology and related education. The perspective of the Board thus far has been that the Legislature placed specific restrictions on infrastructure awards by limiting infrastructure award recipients to public entities. Non-profits are not public entities. Our legal team has held that there must be a substantive public participation in a given project, whether by ownership or leasehold, for the statutory requirement of “public” infrastructure to be met. Several private sector applicants or potential applicants have not been able to develop such a partnership with a public entity that would be an eligible award recipient.
- **The public infrastructure restriction** has presented challenges on pursuing more traditional economic development investments that would normally be undertaken by communities. A key example has been Venture Crossings Industrial Park, located at the Northwest Florida Beaches International Airport in Panama City. Because the industrial park is owned by a private sector entity, Bay County and Triumph have been limited in the types of capital expenditures that can be undertaken on sites at that location.
- Triumph must be careful to ensure that we are **not creating an unfair advantage for one private business over another.** This has arisen in an attempt to provide broadband service to rural areas. If it were to be provided by a private sector vendor such as Starlink, then alternative private sector providers such as the local cable services vendor would be disadvantaged. This creates a problematic paradox in which a cable company says, “we can’t provide needed cable and broadband service in rural community x because there aren’t sufficient potential customers to support the needed capital investment,” while that same cable company would oppose any funding from Triumph to support a public infrastructure initiative to provide such services because “Triumph would be supplanting private sector participants.”
- **Small projects can sometimes be just as expensive (sometimes more expensive) as large projects to administer.** This is because proposal development and interactions with applicants during the approval process can be just as labor intensive as with a larger project. Also, during implementation, review by the CPA team of cost documentation and eligibility for reimbursement may be just as time-consuming for smaller expenditures as for larger ones. This has led to a staff preference for project amendments for Phase II activities rather than brand new projects. However, this is to some extent offset by the fact that proposals with lots of moving parts and components are particularly difficult for staff to get into a posture to go before the Board.
- **The cost of Triumph’s grant administration and compliance continues to be an issue.** Triumph has had to expend funds for our accounting team to address cost reporting and requests for reimbursement by our applicants. The Triumph Gulf Coast Business Continuity Committee met on November 17, 2020 and May 12, 2021 to consider ways to allow applicants to offset the costs of our contractors for compliance

reviews associated with their individual agreements. The Board had discussions at the May 19, 2021 and June 1, 2021 Triumph Board Meetings.

- The initial position of the Board was to require all applications of \$1,000,000 or more to include a 2% set aside for offsetting compliance expenses. **There were some legal and accounting issues raised by our attorneys and CPA about how such a compliance fee could be paid since Triumph could not be in the position to pay itself a fee.** After some discussion, the Board suggested that for future applications of \$1,000,000 or more, a compliance staff person could be added to the applicants' budgets at the beginning of the application process. Since mid 2021, this option has been offered to applicants that will require ongoing compliance review for larger proposals. While some have taken us up on the offer, several have chosen not to. When such an approach has been suggested by Triumph staff to applicants, it has met with some resistance for the following reasons:
 - The increased project cost then causes increases in the required performance metrics (jobs or certs)
 - One-time (or minimal) payouts based on real estate purchases or reimbursement for invoiced jobs (such as construction projects) are straight-forward and don't require a lot of compliance review
 - Some applicants have in-house grants departments that already handle this function
 - The increased project cost requires applicant to recruit additional match dollars, given that TGC has traditionally required more match dollars for more award dollars
 - Some applicants prefer to use all their personnel expense as matching funds because that staff expense is already being paid for by another funding source, such as the Florida Education Finance Funding (FEFP) per-student allocation.
 - Some applicants view the process of recording actual hours worked on Triumph activities as new and burdensome (almost none of Triumph's grantees are set up to record "billable hours" to be charged to various project accounts)
 - Some applicants don't want to embark upon the hiring process at their organizations for personnel or contract employees that would be required to recruit personnel with expertise in financial reporting. They may also only be accustomed to hiring permanent employees, rather than someone for the duration of the Triumph program. They would rather assign someone without the specific skills required and let the Triumph accounting team get that person up to speed, thus increasing Triumph outlays for accounting services.
- A solution to require applicants that accept Triumph funding to hire new staff with accounting expertise to be employed by the applicant over the period of the Triumph grant that can track and oversee applicant financial communications with the Triumph accounting team has been suggested. This would presumably pay for itself, at least partially, by lessening the Triumph team time required to spend coaching award recipients through appropriate reporting processes.
- One **positive outcome of adding the new administrative professional** position to Triumph staff has been a direct correlation in the reduction of time spent by our CPA firm in handling "upfront" compliance review issues with our grantees. We have been able to direct staff to reach out to grantees when their requests for funding or required compliance reporting documentation is submitted with incomplete information to resolve

that problem before the accountants do their final reviews. This has saved time and money for the organization.

- The prior board implemented a somewhat **arbitrary requirement that a proposal include “dollar for dollar match” or better**. This presents difficulties particularly for the smaller counties. Since we can’t give money to private companies the statute language is moot, and **there is no stated board priority to require that level of match**. While the Board clearly wants the applicant to have the right amount of “skin in the game,” are we doing a good job of striking the right balance between Triumph funding and matching funding?

Issues That Have Created Problems in Moving Proposals Forward

Education

- **Educational institutions have argued they do not possess sufficient budget flexibility to allocate dollars from their base budgets to match Triumph award dollars**, and that even if they could cobble together match dollars, they couldn’t accept the financial risk of having to pay back all the grant money as clawback in the event of underperformance during the project period. [Recall that initial Triumph contracts required repayment of the full amount of the grant if the project fell short, even if only be a modest amount, on the performance metrics.] The Triumph Board response was to switch to a proportional clawback rather than a complete clawback in the event of underperformance.
- The initial Triumph Board took a firm stance against paying any overhead costs incurred by project recipients. Nor would the applicants be able to count the value of contributed space as match dollars (e.g., classrooms already owned by the school district, or the college, or the university). The view of the Board was that the State of Florida had already paid for staffing in schools, colleges, and universities, and for the construction and maintenance of buildings, so why should Triumph pay for them a second time? The practical resolution to this has been for Triumph to allow applicants to count things such as FEFP (Florida Education Funding Program, which is the base per-student annual funding) for instructional and administrative expenses that directly support the Triumph education program.
- For colleges, universities, and other applicants with the ability to recruit outside dollars over time in support of Triumph project objectives, the Board has approved match elements that consist of future “above baseline revenues.” In the UWF, FSU ABSI, and IHMC proposals, as well as several proposals that are currently in development, this prospective match has taken the form of research contract / grant / appropriation dollars that are received and spent in the local area.

Public Infrastructure

- A challenge for Triumph has been the **philosophical struggle over “if we build it, they will come” v. “bird in the hand.”** While urban counties have the infrastructure and labor pool to support needs of new business activities, rural areas often do not. Few

businesses might want to go to a rural county because of lack of infrastructure and labor pool. When Triumph insists that there must exist a viable private sector tenant that would locate here before it will invest in an asset that would support the needs of such a tenant, this becomes a self-perpetuating disadvantage for rural counties. *Triumph staff supports the idea that there could be a speculative building investment program in our future. Spec building across the region could help close that asset gap.*

- The same “unfair advantage” and “if we build it, they will come” arguments also apply to what is perhaps the most common inquiry to Triumph in recent months. Board members and staff alike are asked **“What can Triumph do about affordable housing – our community can’t keep its teachers, first responders, and healthcare workers because they can’t afford to live here?”**
- Triumph staff suggests that we will not be able to administer an affordable housing program because we are mandated to have a small staff and couldn’t afford to manage such a program, and because such a program would necessarily favor some home builders at the expense of others, and some housing purchasers at the expense of others. **However, if an affordable housing program were established within a county or across multiple Triumph counties, then there could perhaps be scope for Triumph to make an award to the associated affordable housing trust fund which could then be used for land purchase, or site preparations.** This could be seen as increasing the business competitiveness of our counties at a time when rising housing prices in Florida, fueled by national factors (scarcity of homes, rising input costs), and by local factors (inbound migration to Florida continues to be very strong), are threatening our competitive advantages.
- Looking towards the future, Triumph staff follows labor statistics trends presented by various forecasters. **Our professional team is always looking for new and innovative ideas to prepare our workforce for competitive opportunities in emerging markets.**

What is an Allowable Project?

The Board has established processes that bring new jobs and higher wages to the region while operating within the parameters of our governing statute. As Mr. Remington noted in his 11/2/2022 presentation, current Florida law (FS 288.8017(2)) requires that Triumph “shall establish an application procedure for awards and a scoring process for the selection of projects and programs that have the potential to generate increased economic activity in the disproportionately affected counties, giving priority to projects and programs that:

- (a) Generate maximum estimated economic benefits, based on tools and models not generally employed by economic input-output analyses, including cost-benefit, return-on-investment, or dynamic scoring techniques to determine how the long-term economic growth potential of the disproportionately affected counties may be enhanced by the investment.
- (b) Increase household income in the disproportionately affected counties above national average household income.
- (c) Leverage or further enhance key regional assets, including educational institutions, research facilities, and military bases.
- (d) Partner with local governments to provide funds, infrastructure, land, or other assistance for the project.
- (e) Benefit the environment, in addition to the economy. (f) Provide outcome measures.

(g) Partner with k-20 educational institutions or school districts located within the disproportionately affected counties as of January 1, 2017.

(h) Are recommended by the board of county commissioners of the county in which the project or program will be located.

(i) Partner with convention and visitor bureaus, tourist development councils, or chambers of commerce located within the disproportionately affected counties.”

The statute states further in FS 288.8017(3) that Triumph “may make awards as applications are received or may establish application periods for selection. Awards may not be used to finance 100 percent of any project or program. Triumph Gulf Coast, Inc., may require a one-to-one private-sector match or higher for an award, if applicable and deemed prudent by the board of directors. An awardee may not receive all the funds available in any given year. An award may supplement but may not supplant existing funding sources.”

Board discretionary priorities (i.e., not mandated by statute) to date have included projects that:

- Are considered transformational for the future of the Northwest Florida region.
- May be consummated quickly and efficiently.
- Promote net-new jobs in the private sector with an income above regional average.
- Align with Northwest Florida FORWARD
- Create net-new jobs in targeted industries to include aerospace and defense, financial services/shared services, water transportation, artificial intelligence, cybersecurity, information technology, manufacturing, and robotics.
- Promote industry cluster impact for unique targeted industries.
- Create net-new jobs with wages above national average wage.
- Are located in Rural Area of Opportunity as defined by the State of Florida (DEO).
- Provide a wider regional impact versus solely local impact.
- Align with other similar programs across the regions for greater regional impact.
- Enhance research and innovative technologies in the region.
- Enhance a targeted industry cluster or create a Center of Excellence unique to NW Florida.
- Create a unique asset that can be leveraged for regional growth of targeted industries.
- Demonstrate long-term financial sustainability following Triumph Gulf Coast, Inc. funding.
- Leverage funding from other government and private entity sources.
- Provide local investment and spending.
- Are supported by more than one governmental entity and/or private sector companies.
- Provide clear performance metrics over duration of project or program.
- Include deliverables-based payment system dependent upon performance metrics.
- Provide capacity building support for regional economic growth.
- Are environmentally conscious and business focused.
- Include Applicant and selected partners/vendors located in Northwest Florida.

Occupation and Earnings Triumph Gulf Coast Labor Market

The tables below describe occupations and earnings in the 8-County TGC labor market. The first thing to note is that a relatively large number of the total job openings expected in our market are for activities that do not call for higher levels of educational attainment. As can be seen in Table 1, some 391 of the total of 627 occupations active in our region either require no formal educational credential or else require a high school diploma or the GED (tests of general education development). Looking at projected annual openings, 51,154 of the total projected openings of 71,866, or 71 percent, of openings are in the lower educational attainment occupations.

Much of this has to do with industry structure and tends to lead to lower wages. For example, Table 2 shows that the top job growth category for the 8-county region is Waiter or Waitress, with projected annual job openings of 3,194 over the coming decade. This is 4.4 percent of all annual job openings in the region. Note that the LQ (location quotient) is very high at 2.1 (the national average is set to 1, so if a county had the same percentage of employment in tourism as the nation does overall, the LQ would be 1. If a county had an employment density in the sector that was 20 percent greater than the national average, the LQ would be 1.2. The fact that waiter/waitress has an LQ of 2.1 means that our region has an employment density of slightly more than double the national average.) This high LQ is due to the prevalence of leisure and hospitality employment in Florida relative to the national average.

In Table 2 and subsequent tables, the first column shows the number of jobs in that occupation in 2022, while the second column shows the projected number of jobs in 2032, the third column shows the percent growth over that period, the fourth column shows the average annual job openings in that occupation (note that it is much larger than the average change in total employment in occupation due to job turnover), the fifth column shows the location quotient and the sixth column shows the average annual wage in that occupation. These data are from Economic Modeling Specialists International (EMSI) and the most current available.

Table 1

Projected Job Growth for TGC Counties, 2022 - 2032 by Occupation and Typical Educational Credential

	# of Occupations	Total Openings
No formal educational credential	101	25,649
High school diploma or equivalent	290	25,505
Postsecondary nondegree award	47	4,672
Some college, no degree	6	1,179
Associate's degree	44	1,167
Bachelor's degree	71	12,130
Master's degree	33	814
Doctoral or professional degree	35	770
Total =	627	71,866

Table 2

Top 40 Occupations Typically Requiring No Educational Credential

	2022	2032	Growth	Annual LQ	Ann Wage
Waiters and Waitresses	12,258	16,646	36%	3,194 2.1	\$28,144
Fast Food and Counter Workers	11,432	14,066	23%	2,846 1.2	\$23,068
Retail Salespersons	16,668	17,345	4%	2,455 1.3	\$30,885
Cashiers	11,633	11,407	(2%)	2,116 1.2	\$24,357
Cooks, Restaurant	7,115	11,514	62%	1,756 1.7	\$29,935
Janitors and Cleaners, Except Maids and Housekeepir	8,987	10,010	11%	1,359 1.1	\$37,902
Maids and Housekeeping Cleaners	7,195	8,986	25%	1,265 1.3	\$33,341
Landscaping and Groundskeeping Workers	4,682	5,512	18%	744 1.1	\$34,526
Hosts and Hostesses, Restaurant, Lounge, and Coffee	2,248	3,156	40%	706 2.1	\$24,521
Food Preparation Workers	3,279	4,081	24%	703 1.3	\$27,275
Laborers and Freight, Stock, and Material Movers, Ha	4,397	5,026	14%	685 0.5	\$33,426
Bartenders	2,616	3,980	52%	675 1.6	\$29,821
Construction Laborers	5,416	6,154	14%	639 1.0	\$41,433
Cooks, Fast Food	3,253	3,457	6%	505 1.4	\$23,036
Dishwashers	2,102	2,931	39%	478 1.7	\$24,132
Taxi Drivers	2,749	3,740	36%	477 0.7	\$29,957
Dining Room and Cafeteria Attendants and Bartender	1,690	2,524	49%	442 1.6	\$23,505
Amusement and Recreation Attendants	1,324	1,837	39%	380 1.5	\$24,348
Door-to-Door Sales Workers, News and Street Vendo	2,241	2,023	(10%)	276 1.0	\$50,846
Cleaners of Vehicles and Equipment	1,446	1,723	19%	247 1.1	\$30,719
Counter and Rental Clerks	1,813	2,068	14%	245 1.5	\$32,929
Cooks, Institution and Cafeteria	1,224	1,546	26%	231 1.0	\$28,915
Laundry and Dry-Cleaning Workers	1,041	1,408	35%	199 1.8	\$27,793
Painters, Construction and Maintenance	1,811	2,045	13%	192 1.0	\$47,215
Fishing and Hunting Workers	925	1,072	16%	161 2.9	\$57,566
Roofers	1,188	1,325	11%	138 2.1	\$38,424
Food Servers, Nonrestaurant	585	830	42%	135 0.8	\$25,352
Packers and Packagers, Hand	884	922	4%	132 0.5	\$25,506
Musicians and Singers	982	960	(2%)	121 0.9	\$77,981
Industrial Truck and Tractor Operators	863	986	14%	112 0.4	\$38,529
Farmworkers and Laborers, Crop, Nursery, and Greer	539	692	28%	112 0.3	\$28,147
Lifeguards, Ski Patrol, and Other Recreational Protect	323	464	44%	110 0.9	\$27,267
Shuttle Drivers and Chauffeurs	722	826	14%	105 0.7	\$29,364
Parts Salespersons	783	846	8%	103 1.0	\$32,881
Cooks, Short Order	535	676	26%	101 1.3	\$25,579
Bus Drivers, School	830	823	(1%)	98 0.7	\$35,376
Refuse and Recyclable Material Collectors	576	681	18%	95 1.3	\$38,005
Bakers	465	571	23%	78 0.7	\$29,758
Food Preparation and Serving Related Workers, All Ot	303	444	46%	78 1.1	\$28,219
Parking Attendants	377	485	29%	77 1.2	\$26,619

Table 3

Top 40 Occupations Typically Requiring High School Degree or GED

Stockers and Order Fillers	7,757	8,330	7%	1,306	1.1	\$29,914
Real Estate Sales Agents	12,235	12,714	4%	1,131	1.2	\$101,625
Office Clerks, General	9,428	9,711	3%	1,127	1.1	\$36,544
Customer Service Representatives	8,414	8,517	1%	1,096	1.0	\$36,142
First-Line Supervisors of Food Preparation and Serving	4,842	6,430	33%	982	1.4	\$37,971
Maintenance and Repair Workers, General	6,580	7,727	17%	789	1.3	\$39,162
First-Line Supervisors of Retail Sales Workers	6,566	6,604	1%	713	1.2	\$46,011
Home Health and Personal Care Aides	4,658	5,493	18%	707	0.4	\$27,880
Secretaries and Administrative Assistants, Except Leg	6,182	6,067	(2%)	667	0.9	\$38,058
Childcare Workers	3,890	3,850	(1%)	550	0.9	\$29,649
Property, Real Estate, and Community Association Ma	5,946	6,344	7%	507	1.3	\$97,609
First-Line Supervisors of Office and Administrative Sup	4,583	4,879	6%	496	1.0	\$55,994
Receptionists and Information Clerks	3,520	3,837	9%	493	1.1	\$30,100
Sales Representatives of Services, Except Advertising	3,179	3,560	12%	421	0.9	\$63,120
Carpenters	3,788	4,173	10%	408	0.9	\$49,892
Hotel, Motel, and Resort Desk Clerks	1,415	2,418	71%	407	1.9	\$27,370
Security Guards	2,738	3,000	10%	398	0.8	\$32,127
Animal Caretakers	2,375	2,403	1%	390	1.0	\$40,514
Light Truck Drivers	2,624	2,994	14%	347	0.7	\$42,236
Sales Representatives, Wholesale and Manufacturing,	2,865	3,282	15%	342	0.6	\$63,605
Real Estate Brokers	3,550	3,689	4%	328	1.2	\$134,823
Insurance Sales Agents	3,135	3,164	1%	298	1.0	\$88,276
Electricians	2,598	2,750	6%	297	1.1	\$50,041
First-Line Supervisors of Construction Trades and Extr	2,866	2,943	3%	290	1.1	\$61,361
Driver/Sales Workers	1,876	2,404	28%	285	1.2	\$26,960
Food Service Managers	1,827	2,319	27%	276	1.2	\$53,049
Police and Sheriff's Patrol Officers	3,068	3,341	9%	275	1.5	\$53,570
First-Line Supervisors of Housekeeping and Janitorial	1,761	2,225	26%	268	1.6	\$53,707
Farmers, Ranchers, and Other Agricultural Managers	2,388	2,575	8%	258	0.5	\$48,967
Medical Secretaries and Administrative Assistants	2,081	2,284	10%	255	1.1	\$33,531
Couriers and Messengers	1,545	2,228	44%	249	0.7	\$46,260
Self-Enrichment Teachers	1,628	2,021	24%	246	0.7	\$58,687
Exercise Trainers and Group Fitness Instructors	1,034	1,423	38%	227	0.9	\$49,702
First-Line Supervisors of Mechanics, Installers, and Re	2,169	2,385	10%	223	1.3	\$64,572
Sales and Related Workers, All Other	1,626	1,654	2%	215	1.4	\$41,248
Plumbers, Pipefitters, and Steamfitters	1,724	1,956	13%	211	1.0	\$49,934
Correctional Officers and Jailers	2,103	1,905	(9%)	184	1.9	\$39,307
Chefs and Head Cooks	898	1,310	46%	181	1.4	\$51,930
Tellers	1,628	1,573	(3%)	178	1.5	\$35,366
Photographers	1,839	1,880	2%	178	0.7	\$69,870

Table 4

Top 40 Occupations Typically Requiring Associate's Degree

Preschool Teachers, Except Special Education	1,614	1,828	13%	194	1.1	\$30,561
Paralegals and Legal Assistants	1,125	1,339	19%	153	1.0	\$49,906
Electrical and Electronic Engineering Technologists and Technicians	717	729	2%	70	2.2	\$66,846
Physical Therapist Assistants	412	516	25%	66	1.4	\$61,510
Veterinary Technologists and Technicians	570	667	17%	54	1.5	\$34,307
Radiologic Technologists and Technicians	635	693	9%	52	1.0	\$56,803
Dental Hygienists	633	693	9%	47	1.0	\$68,845
Avionics Technicians	517	570	10%	45	4.6	\$67,973
Engineering Technologists and Technicians, Except Drafters	402	403	0%	39	1.7	\$74,445
Architectural and Civil Drafters	351	345	(2%)	36	1.1	\$53,039
Computer Network Support Specialists	412	442	7%	34	0.7	\$62,343
Air Traffic Controllers	302	317	5%	32	3.5	\$97,636
Human Resources Assistants, Except Payroll and Timekeeping	287	296	3%	31	0.9	\$40,325
Medical Equipment Repairers	231	254	10%	28	1.3	\$49,663
Respiratory Therapists	353	435	23%	27	0.9	\$58,959
Diagnostic Medical Sonographers	257	301	17%	24	1.0	\$70,694
Civil Engineering Technologists and Technicians	201	222	10%	22	1.0	\$52,588
Life, Physical, and Social Science Technicians, All Other	136	153	12%	19	0.6	\$60,186
Occupational Therapy Assistants	109	139	27%	19	0.9	\$64,691
Environmental Science and Protection Technicians, Including Health	143	151	6%	19	1.2	\$44,071
Mechanical Drafters	171	157	(8%)	16	1.1	\$56,043
Cardiovascular Technologists and Technicians	184	201	9%	15	1.1	\$58,054
Forest and Conservation Technicians	112	115	3%	15	1.1	\$40,381
Magnetic Resonance Imaging Technologists	156	166	6%	12	1.3	\$67,415
Chemical Technicians	91	94	3%	11	0.5	\$45,641
Legal Support Workers, All Other	103	102	(1%)	11	0.5	\$60,415
Hydrologic Technicians	81	85	5%	11	5.7	\$58,033
Morticians, Undertakers, and Funeral Arrangers	76	85	11%	10	0.7	\$58,677
Aerospace Engineering and Operations Technologists and Technicians	82	81	(1%)	8	2.3	\$78,353
Broadcast Technicians	68	74	9%	8	0.7	\$46,933
Industrial Engineering Technologists and Technicians	68	73	8%	7	0.4	\$48,577
Radio, Cellular, and Tower Equipment Installers and Repairers	50	54	9%	7	0.9	\$62,202
Electrical and Electronics Drafters	48	52	9%	5	0.6	\$49,659
Drafters, All Other	37	38	4%	4	0.7	\$46,516
Desktop Publishers	28	29	2%	3	0.7	\$66,077
Geological Technicians, Except Hydrologic Technicians	19	22	15%	3	0.6	\$47,061
Radiation Therapists	37	43	16%	3	0.8	\$78,415
Mechanical Engineering Technologists and Technicians	14	20	44%	2	0.1	\$63,047
Environmental Engineering Technologists and Technicians	14	16	20%	2	0.3	\$54,590
Agricultural Technicians	<10	11	Insf. Data	2	0.1	Insf. Data

Table 5

Top 40 Occupations Typically Requiring Bachelor's Degree

General and Operations Managers	8,203	9,638	17%	881	0.9	\$86,650
Registered Nurses	8,797	9,577	9%	557	1.0	\$67,581
Management Analysts	4,485	5,180	15%	507	1.0	\$108,821
Managers, All Other	5,558	6,264	13%	498	0.9	\$80,313
Personal Financial Advisors	4,404	5,271	20%	435	0.8	\$144,130
Accountants and Auditors	3,896	4,319	11%	407	0.8	\$75,237
Business Operations Specialists, All Other	4,795	5,113	7%	391	1.4	\$72,273
Human Resources Specialists	2,710	3,099	14%	315	1.1	\$60,156
Elementary School Teachers, Except Special Educatio	4,047	4,010	(1%)	295	1.0	\$59,764
Securities, Commodities, and Financial Services Sales	2,865	3,048	6%	280	1.0	\$80,143
Software Developers	2,221	2,931	32%	258	0.5	\$100,001
Market Research Analysts and Marketing Specialists	1,772	2,317	31%	253	0.6	\$70,189
Project Management Specialists	2,526	2,752	9%	218	1.0	\$86,785
Construction Managers	1,996	2,521	26%	213	0.9	\$88,993
Financial Managers	2,102	2,520	20%	207	0.7	\$117,663
Secondary School Teachers, Except Special and Care	2,892	2,880	(0%)	201	1.0	\$61,470
Loan Officers	1,900	2,124	12%	180	1.7	\$64,220
Middle School Teachers, Except Special and Career/T	2,430	2,407	(1%)	178	1.4	\$59,479
Property Appraisers and Assessors	1,907	2,176	14%	177	1.4	\$83,892
Teachers and Instructors, All Other	1,325	1,447	9%	170	1.5	\$64,453
Clergy	1,504	1,597	6%	168	1.5	\$51,011
Buyers and Purchasing Agents	1,653	1,620	(2%)	164	1.1	\$67,913
Medical and Health Services Managers	1,374	1,716	25%	152	0.9	\$96,606
Substitute Teachers, Short-Term	1,181	1,234	5%	143	1.0	\$37,044
Training and Development Specialists	1,302	1,460	12%	142	1.2	\$63,131
Chief Executives	1,658	1,800	9%	134	1.0	\$165,056
Computer Occupations, All Other	1,478	1,666	13%	134	1.1	\$87,854
Logisticians	1,197	1,388	16%	132	1.8	\$80,664
Financial and Investment Analysts	1,232	1,516	23%	131	0.7	\$109,725
Airline Pilots, Copilots, and Flight Engineers	948	1,067	13%	123	2.3	\$211,470
Computer Systems Analysts	1,490	1,626	9%	123	0.9	\$96,167
Sales Managers	1,055	1,273	21%	118	0.6	\$106,757
Coaches and Scouts	685	827	21%	118	0.7	\$52,169
Meeting, Convention, and Event Planners	704	899	28%	102	0.9	\$69,087
Substance Abuse, Behavioral Disorder, and Mental He	818	972	19%	98	0.7	\$50,786
Civil Engineers	1,099	1,171	7%	95	1.1	\$93,120
Network and Computer Systems Administrators	1,263	1,332	5%	91	1.3	\$73,702
Public Relations Specialists	804	914	14%	90	0.9	\$63,528
Engineers, All Other	1,292	1,342	4%	89	2.1	\$112,384
Tutors	654	748	14%	89	0.7	\$49,136