

# TOWN OF SAHUARITA WORKFORCE SURVEY MAY 2007

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# Town of Sahuarita Workforce Assessment Survey

April 2007

## I. INTRODUCTION

According to population projections made by the Town of Sahuarita Planning and Zoning Department, Sahuarita's population now stands at 20,393. This represents 529% growth since Census 2000. Given this rapid change, detailed information from Census 2000 on workforce and community characteristics is no longer applicable. The purpose of this survey is to profile Sahuarita's workforce and to provide economic development professionals with current information on important characteristics of the workforce for business recruitment and strategic planning.

In April, 2006, the Sahuarita Economic Development Commission completed its first workforce assessment survey. However, in the past year, it is estimated that Sahuarita's population has grown by 12.1% and the number of households by 25%. Given this additional growth, this year's survey is intended to update and build on the information gained from last year's survey, and to further explore workforce issues suggested by the results of that survey.

## II. NEW IN THIS YEAR'S SURVEY

Last year's survey polled employed workers on employment status, type of occupation, computer skills, educational attainment, job location, commute miles, future job aspirations and training/educational needs, and whether they operated a business from home. In this year's survey we extended our coverage to solicit information, not only from those residents currently employed, but also from residents not currently in the traditional labor force, such as homemakers, retirees and unemployed workers, and to include questions to further explore characteristics of the "potential" workforce in Sahuarita.

It has been noted that, when establishing a presence in a community, a new company will hire on average only 10% of its employees from the ranks of the unemployed labor force (Pathfinders, 2002). Thus, the majority of new employees are hired away from other organizations or are workers drawn back into the labor force. This labor pool which can be referred to as the "latent" labor force consists of not only those actively seeking another job (unemployed) but also those who might be induced to change jobs for higher pay or better benefits or for other reasons given the right opportunity. These other reasons include part-time workers who would prefer to work full-time, self-employed persons who would prefer to work for an organization, homemakers who would be drawn back into the labor pool for the right job and flexibility, and workers who don't feel their current job is an optimal fit for their skills and training (Colgan, 2003).

A significant portion of Sahuarita's residents reside in age-restricted communities and these communities are experiencing rapid growth. It is also of interest to know what proportion of retired and semi-retired individuals have an interest in returning to the workforce either full- or part-time. Questions aimed specifically at the work ambitions of retired individuals are also new in this year's survey.

Also new this year, respondent occupations are identified by standard occupational categories (BLS) to allow for comparison of the distribution of Sahuarita workers across occupations with that of Pima County as a whole. This allows for identification of occupational categories where Sahuarita workers are concentrated. Data for Pima County is obtained from the American Community Survey (ACS) data for 2005. Respondents also identify their employment by standard industrial classification, again allowing for comparisons with Pima County overall (appendix ii contains the occupational and appendix iii industrial classification codes).

### **III. RESEARCH DESIGN**

The survey was mailed to 7805 households with the February 2007 edition of the *Town of Sahuarita News*. The *Town of Sahuarita News* mailing list is considered to be an exhaustive list of the households in the community. The cover article for the newsletter announced the survey and included a discussion of the reasons for completing the questionnaire. The survey was a double-sided single page. A postage paid return envelope was included and responses were requested by March 15 (survey questionnaire, appendix i).

Last year's survey specifically asked for information on employed household members. This year's survey targeted a different population soliciting responses from residents over 18 and who are either currently working in a job full- or part-time, a homemaker, retired or unemployed. The survey allowed for 3 respondents per household and was comprised of 16 questions, some with multiple sections.

Questions pertained to employment status, occupation, industry, educational attainment, computer skills, business ownership, location of employment, and length of commute. Employed respondents were asked if their current job matched their primary skills and training and if they received benefits from their employer. Part-time workers were asked if they would prefer full-time employment. Homemakers, retired individuals, and the unemployed were asked about circumstances which might draw them into the traditional labor force.

Respondents were also asked to rate access to childcare, after school programs and shortened commute times in terms of their importance in making employment decisions. Finally, respondents were asked for their comments on what types of businesses they would like to see locate in Sahuarita, jobs, training opportunities, and other. In all cases, it appeared that one person in the household completed the survey for all respondents in that household.

A total of 846 households returned completed surveys representing 1609 respondents. The overall household response rate was 10.8%. It should be noted that throughout this study only the population residing in households is considered. Estimates exclude individuals residing in group quarters<sup>1</sup>. This limitation, however, allows for comparisons with American Community Survey 2005 (ACS) data for Pima County and Arizona, as ACS data is currently only collected for the household population.

During the data analysis for last year's survey investigators came to suspect the presence of unequal response rates across areas of the town. This year's sample was stratified geographically and indeed there is a divergence in response rates. This year's study data have been weighted to correct for unequal response rates across areas, and thus, results presented in this report can be considered to provide representative estimates of the target population.

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<sup>1</sup>Data are limited to the household population and exclude the population living in institutions, college dormitories, and other group quarters.

## IV. REPORT ORGANIZATION

First results pertaining to the entire population of respondents are analyzed. Then results are examined separately for employed workers, unemployed, homemakers, retired, and unemployed. Finally, the comments made by households are summarized.

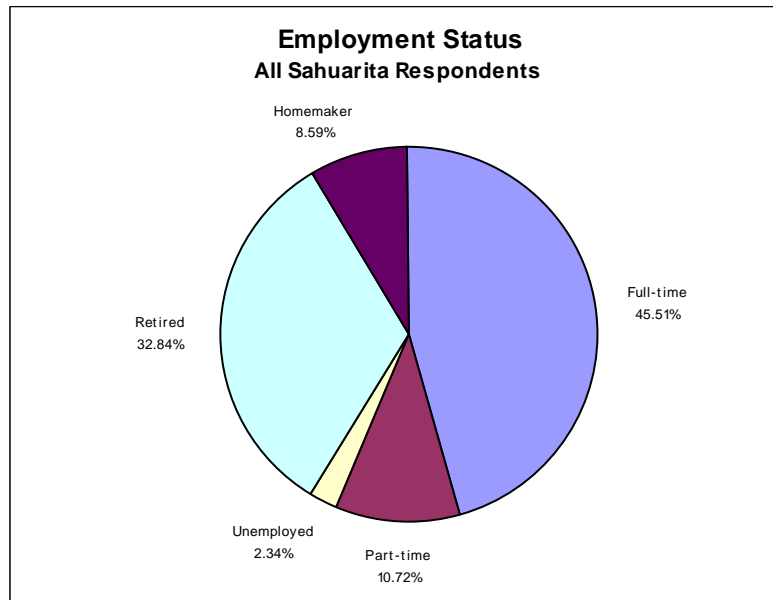
## V. EMPLOYMENT STATUS

Question 1 queried residents on their employment status. 1572 respondents identified themselves according to employment status:

- Full-time 45.5% (715)
- Part-time 10.7% (169)
- Unemployed 2.34% (37)
- Homemaker 8.59% (135)
- Retired 32.84% (516)

The survey requested responses from each household member over 18. It should be noted that some respondents identified themselves as retired and also working part-time, homemaker and also working part-time, student and also working part-time. These respondents were all classified as part-time. Those who identified themselves as retired and homemaker were classified as retired. These responses suggest important areas for further study, but beyond the scope of this current report. Figure 1 illustrates the distribution of respondents by employment status.

Figure 1:



Questions 2 and 3 asked respondents to identify their occupation and the industry in which they work. If they are unemployed, a homemaker, or retired they were asked to identify the most recent occupation and industry in which they worked, if applicable. These results are discussed in detail in subsequent sections.

## VI. EDUCATIONAL ATTAINMENT

Question 4 asked respondents to identify their highest level of educational attainment:

- Some high school 1.7% (26)
- High school grad 19.7% (306)
- Associate's degree 14.1% (219)
- Some college 18.3% (284)
- Bachelor's degree 26.9% (418)
- Master's degree 14.6% (226)
- Doctoral degree 3.3% (52)
- Other\_\_\_\_\_ 1.4% (22)

1553 residents responded to this question. Figure 2 illustrates the distribution of responses. Those who chose the "other" category identified various technical/ professional certifications. This is an area for further investigation. Figure 3 compares the distribution of educational attainment for Sahuarita respondents with that of the Pima County population over 18 and Arizona overall (percentages differ slightly as respondents in the "other" category were not included in graph totals). The Sahuarita over 18 population demonstrates significantly higher concentrations in associate's, bachelor's and graduate/professional degrees than the county as a whole, or the state.

Figure 2:

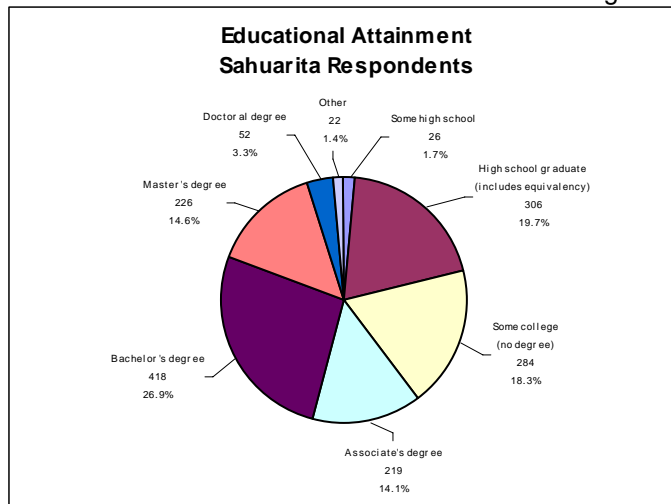
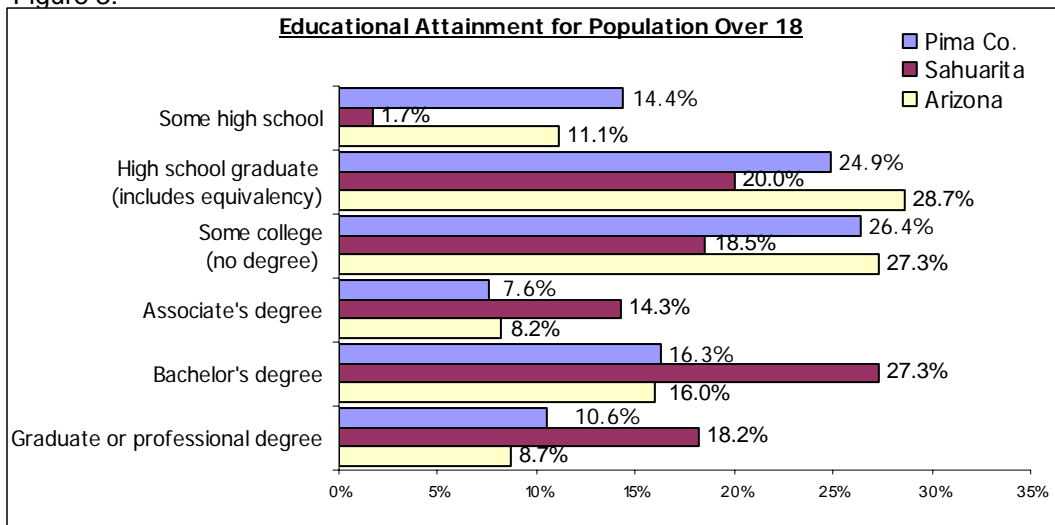


Figure 3:



## VII. AGE DISTRIBUTION

Question 5 asked residents to identify their age group. 1559 residents responded to this question:

- 18 to 24
- 25 to 44
- 45 to 59
- 60+ years

The age distribution for Sahuarita respondents is weighted more heavily in the older age categories than the county overall (Figure 4). This result was expected given the presence of substantial age restricted communities in the town. However, when only employed workers are considered, the age distribution for employed Sahuarita workers much more closely resembles the distribution for employed workers in Pima County as a whole (Figure 5).

Figure 4:

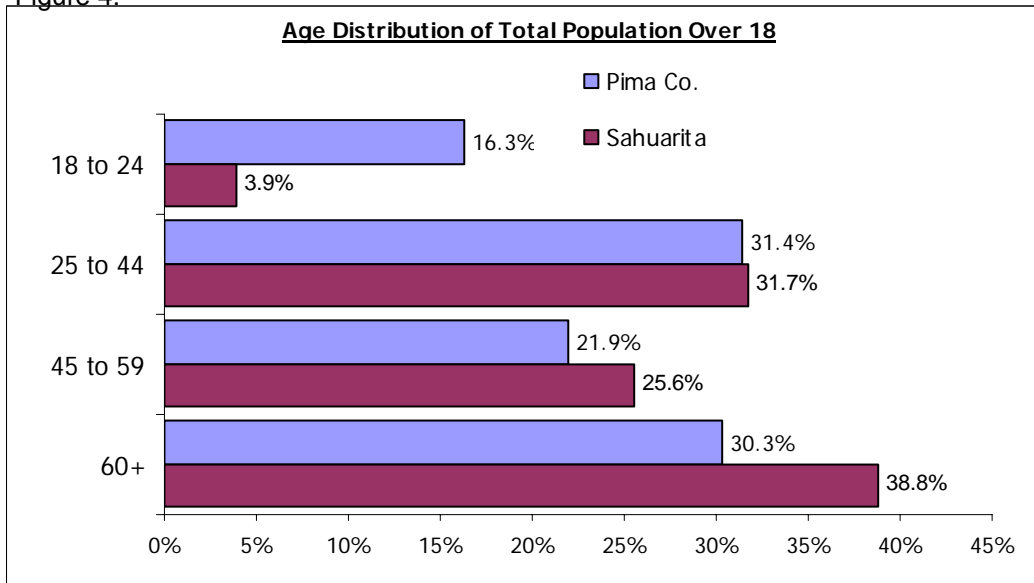
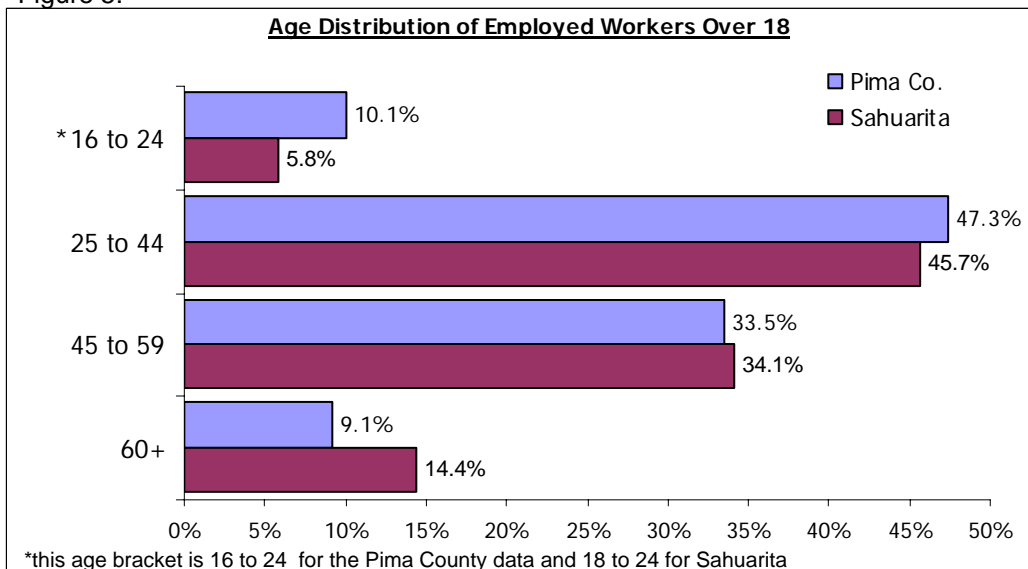


Figure 5:





## VIII. COMPUTER SKILLS

Question 6 inquired about computer skills. Residents were asked if they possess computer skills and if yes, to please specify their skill level:

Basic: word processing, spreadsheet

Intermediate: applications and troubleshooting

Advanced: programming skills and/or use of design aided programs

1541 responded to this question, 89% responded that they do in fact have computer skills. The results are similar to last year's result with basic: 42.0%, intermediate: 38.8%, advanced: 19.2%.

## IX. HOME BUSINESS

Question 7 asked residents if they operated a business from home and if yes, did they plan on moving it to a location outside of their home. 1549 answered the question, 7.7% (119) reported operating a business out of their home. Of the 119 operating businesses out of their homes, 30.5% (36) would like to eventually locate the business outside their home. These results again are similar to last year's.

## X. FULL-TIME AND PART-TIME WORKERS

### 1. OCCUPATIONAL CLASSIFICATION AND BENEFITS

In questions 2 and 3 respondents were asked to identify their occupation and the industry in which they are employed; homemakers, retired individuals and the unemployed were asked to identify their most recent occupation and industry in which they were employed if applicable. Occupational responses were then sorted into the 23 major Standard Occupational Categories (2 digit level, appendix ii) as determined by the U.S. Department of Labor Bureau of Labor Statistics<sup>2</sup>.

Of the 884 respondents identified as being employed either full- or part-time, 796 respondents identified their occupations. Table 1 presents the distribution of respondents across occupational categories and compares this distribution to Pima County estimates from the 2005 American Community Survey. Figure 5 visually illustrates the similarities and differences between Sahuarita and Pima County as a whole.

Clearly, Sahuarita's employed labor force has concentrations significantly greater than those of Pima County as a whole in several important categories:

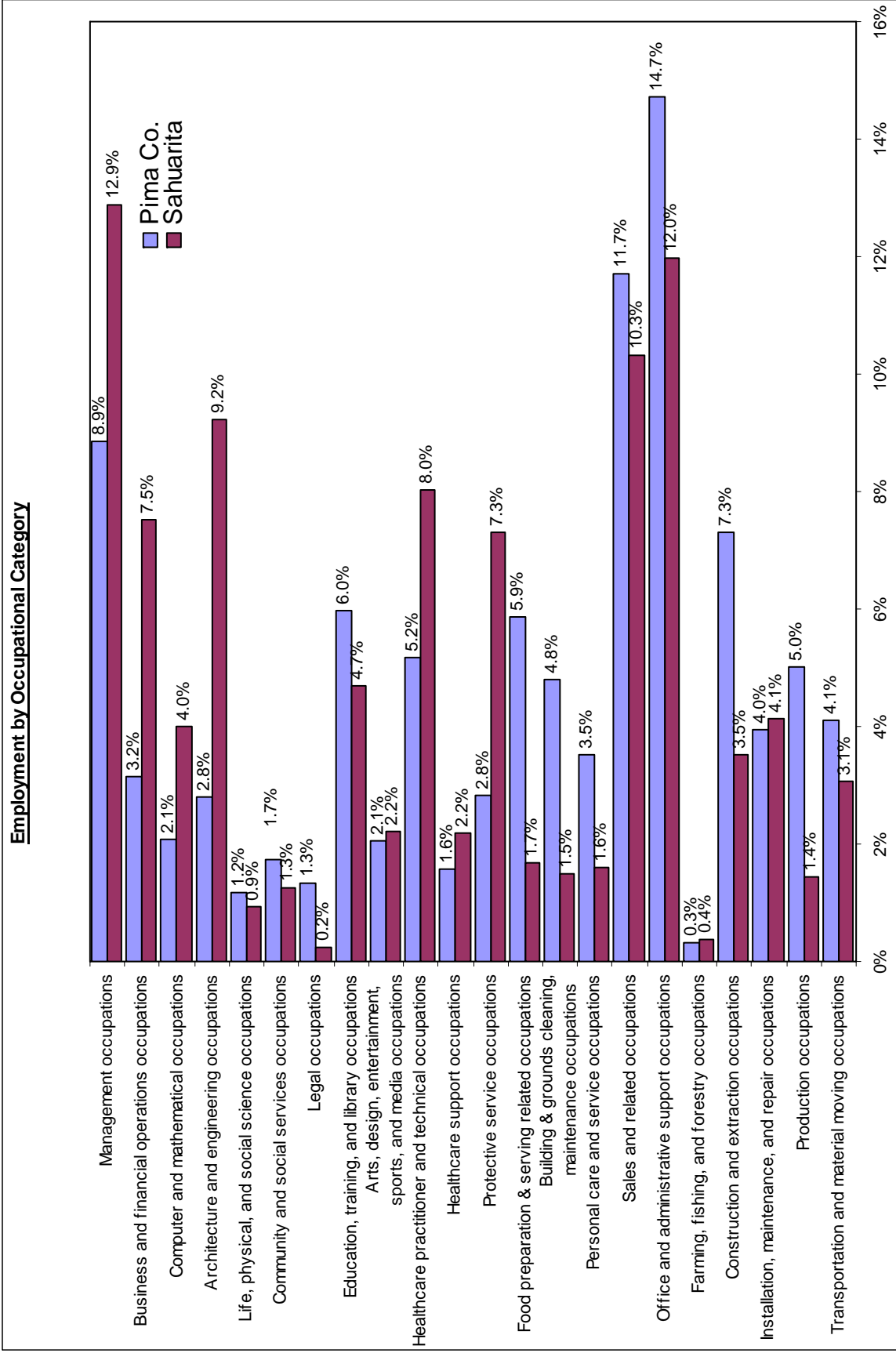
- Management occupations
- Business and financial operations occupations
- Computer and mathematical occupations
- Architecture and engineering occupations
- Healthcare practitioner and technical occupations
- Protective service occupations

The percent of Sahuarita workers engaged in the architecture and engineering occupations is more than 3 times greater than the estimate for Pima County as a whole. Concentrations in

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<sup>2</sup>The 2000 Standard Occupational Classification (SOC) system is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. All workers are classified into one of over 820 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 23 major groups, 96 minor groups, and 449 broad occupations. Each broad occupation includes detailed occupation(s) requiring similar job duties, skills, education, or experience. General questions concerning the SOC may be sent by [email](mailto:) or faxed to 202-691-6444. <http://www.bls.gov/soc/socguide.htm#LINK2>

Figure 6:



computer and mathematical occupations, business and financial operations occupations, and protective services occupations are all greater by a factor of 2 or more, and the healthcare practitioner occupational category exceeds the Pima estimate by almost 40%. At a 90% level of confidence all margins of error for the Sahuarita estimates are less than 2.5%. Table 1 lists the occupational distribution for Sahuarita respondents and for Pima County as a whole along with the median earning estimates for these categories.

The occupational distribution presented in the ACS data is reported for civilian workers. However, when we compute the ratio of those employed in military specific occupations to the employed labor force including armed forces, the ratio for Pima and Sahuarita is very close, 1.4% and 1.1% respectively.

In a recent study, the Bureau of Labor Statistics identified some 46 four-digit NAICS industries as being "high-tech," based on employment of technology-oriented workers. Technology-oriented occupations included computer and mathematical scientists; engineers; drafters, engineering and mapping technicians; life scientists; physical scientists; life, physical and social science technicians; computer and information systems managers; engineering managers; and natural science managers (Hecker, 2005). While Sahuarita's workforce does not have an advantage in life and physical scientists, it does have concentrations in computer and mathematical scientists and engineering occupational categories.

When these 23 occupational categories are ranked by Pima County median income estimates for males, 4 of the occupational categories in which Sahuarita exceeds the County as a whole are ranked in the top 5 categories for earnings, with computer and mathematical occupations coming in 6<sup>th</sup> and protective services 9<sup>th</sup>. When ranked according to median income for females, again 4 of these categories appear in the top five, but this time with business and financial operations occupations coming in 7<sup>th</sup> and protective services 8<sup>th</sup>. Management occupations, which contains the largest percentage of Sahuarita workers of any category, has the 3<sup>rd</sup> highest earnings. It is an important result that employed workers in the sample are concentrated in occupations which are among the top categories for earnings. (See table 2.)

Question 9 asked employed workers if they received benefits from their employers. With 845 employed workers responding to this question, the majority of employed workers, 54.7%, receive both health and retirement benefits, 13.5% receive only health benefits and 26.7% receive no benefits. (See figure 7.)

Sahuarita's employed workers, both full- and part-time, receive health benefits from their employers at a rate well exceeding that of workers nationwide. (See table 3.)

## 2. EMPLOYMENT BY INDUSTRY

Question 3 asked respondents to identify the industry in which they work. Industry responses were sorted according to the North American Industry Classification System at the 2-digit level for 20 categories, and were further broken down into 2 important 3-digit level categories, computer and electronics manufacturing and aerospace manufacturing, for a total of 22 categories<sup>3</sup> (appendix iii).

Figure 8 presents the distribution of workers across industries and compares Sahuarita responses with Pima county estimates. As expected, because of the history of the town and proximity to the mines, Sahuarita residents are employed in the mining industry at a rate far exceeding the county as a whole. Sahuarita workers are also employed in the Aerospace

Table 1: Distribution of employed workers by standard occupational category

Title	Sahuarita		Pima		Pima County Median Income Estimates	
	percent	Margin of Error	percent	difference	Male	Female
Management occupations	13.3%	2.0%	8.9%	4.4%	60,136	42,040
Business and financial operations occupations	7.6%	1.5%	3.2%	4.4%	50,414	36,214
Computer and mathematical occupations	3.9%	1.1%	2.1%	1.8%	50,385	43,013
Architecture and engineering occupations	9.4%	1.7%	2.8%	6.6%	66,663	52,446
Life, physical, and social science occupations	1.0%	0.6%	1.2%	-0.2%	24,858	25,945
Community and social services occupations	1.2%	0.6%	1.7%	-0.5%	31,847	30,898
Legal occupations	0.2%	0.3%	1.3%	-1.1%	93,615	42,226
Education, training, and library occupations	4.8%	1.2%	6.0%	-1.2%	38,031	28,115
Arts, design, entertainment, sports, and media occupations	2.2%	0.9%	2.1%	0.1%	37,166	18,782
Healthcare practitioner and technical occupations	8.3%	1.6%	5.2%	3.1%	57,001	43,090
Healthcare support occupations	2.1%	0.8%	1.6%	0.6%	12,226	19,021
Protective service occupations	7.3%	1.5%	2.8%	4.5%	33,340	31,704
Food preparation and serving related occupations	1.4%	0.7%	5.9%	-4.4%	12,002	8,695
Building and grounds cleaning and maintenance occupations	1.5%	0.7%	4.8%	-3.2%	15,048	13,613
Personal care and service occupations	1.4%	0.7%	3.5%	-2.1%	16,505	12,821
Sales and related occupations	10.0%	1.8%	11.7%	-1.7%	30,770	15,419
Office and administrative support occupations	11.9%	1.9%	14.7%	-2.9%	25,069	22,689
Farming, fishing, and forestry occupations	0.4%	0.4%	0.3%	0.1%	30,344	13,877
Construction and extraction occupations	3.5%	1.1%	7.3%	-3.8%	26,717	25,845
Installation, maintenance, and repair occupations	4.1%	1.2%	4.0%	0.2%	33,011	37,423
Production occupations	1.5%	0.7%	5.0%	-3.5%	27,357	15,788
Transportation and material moving occupations	2.8%	1.0%	4.1%	-1.3%	25,923	6,753

Table 2: Top ten occupational categories ranked by median earnings

<b>Standard Occupational Categories</b>	<b>Median earnings (males)</b>
Legal occupations	93,615
Architecture and engineering occupations	66,663
Management occupations	60,136
Healthcare practitioner and technical occupations	57,001
Business and financial operations occupations	50,414
Computer and mathematical occupations	50,385
Education, training, and library occupations	38,031
Arts, design, entertainment, sports, and media occupations	37,166
Protective service occupations	33,340
Installation, maintenance, and repair occupations	33,011
	<b>Median earnings (females)</b>
Architecture and engineering occupations	66,663
Healthcare practitioner and technical occupations	57,001
Computer and mathematical occupations	50,385
Legal occupations	93,615
Management occupations	60,136
Installation, maintenance, and repair occupations	33,011
Business and financial operations occupations	50,414
Community and social services occupations	33,340
Protective service occupations	31,847
Education, training, and library occupations	38,031

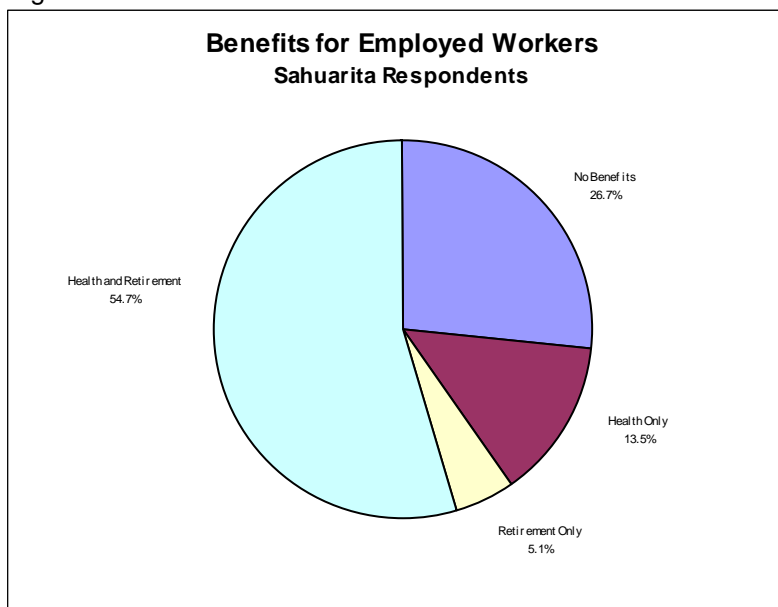
Source: U.S. Census Bureau, 2005 American Community Survey

Table 3: Percent of employed workers participating in health care benefit plans

	<b>Sahuarita</b>	<b>U.S.</b>
total	68%	53%
full-time	79%	66%
part-time	20%	12%

Source: U.S. Bureau of Labor Statistics, *National Compensation Survey: Employee Benefits in Private Industry, March 2005*.

Figure 7:



Manufacturing industry at a rate more than twice that of workers in the County overall. Aerospace Manufacturing is considered to be a “Level 1 High-Tech” industry due to employment of extremely high concentrations of technology oriented workers (DeVol, 2004). Sahuarita workers are also employed in the Public Administration (government) sector at a rate more than twice that of the County. This can be accounted for in part by the concentration of protective services workers associated with Border Patrol activities. (See figure 8.)

### 3. AGE DISTRIBUTION FULL- AND PART-TIME WORKERS

The age distribution of Sahuarita workers is older than that of Pima County as a whole this was referred to earlier in this report in Figure 5. This result is not surprising given the presence of substantial age restricted communities. However, part of this difference can be also be accounted for by the fact that the Pima County age grouping is 16 to 24 and survey responses were requested only from those over 18 years old. In future surveys it might be helpful to specifically solicit responses from student and teen workers to better understand the characteristics of this demographic. Part of the difference can also be explained when we examine the age distribution of full-time workers separately from part-time workers (figures 9 and 10). The part-time is weighted much more heavily in the older age brackets and this is affecting the overall distribution. The full-time worker distribution (figure 9) is weighted more heavily in the younger categories.

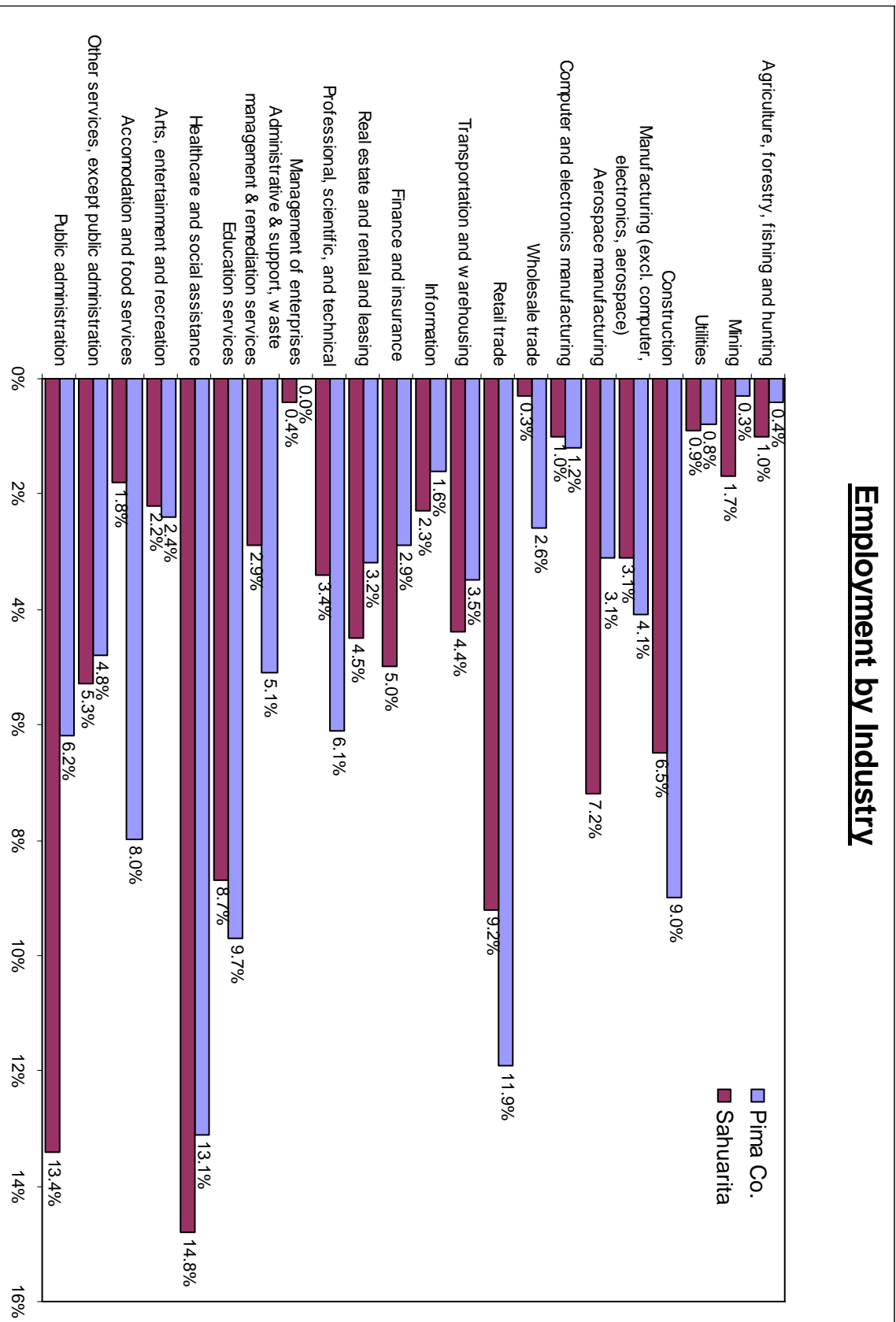
### 4. EDUCATIONAL ATTAINMENT

Level of educational attainment for employed workers are similar to those of the over 18 population in general. And again displays higher concentration in Associate’s, Bachelor’s, and graduate degrees than in the County or State as a whole.

Table 4: Educational distribution of employed workers

educational level	percent
some high school	1.67%
high school grad	18.40%
associates degree	16.13%
some college	18.40%
bachelors degree	28.79%
masters degree	13.26%
doctoral degree	3.35%

Figure 8:



\* In Pima County the NAICS manufacturing subsector 336, Transportation Equipment Manufacturing, is comprised almost entirely of Aerospace Manufacturing. NAICS 3364. Thus, in this graph, the Transportation Equipment Manufacturing subsector is referred to as Aerospace Manufacturing.

Figure 9:

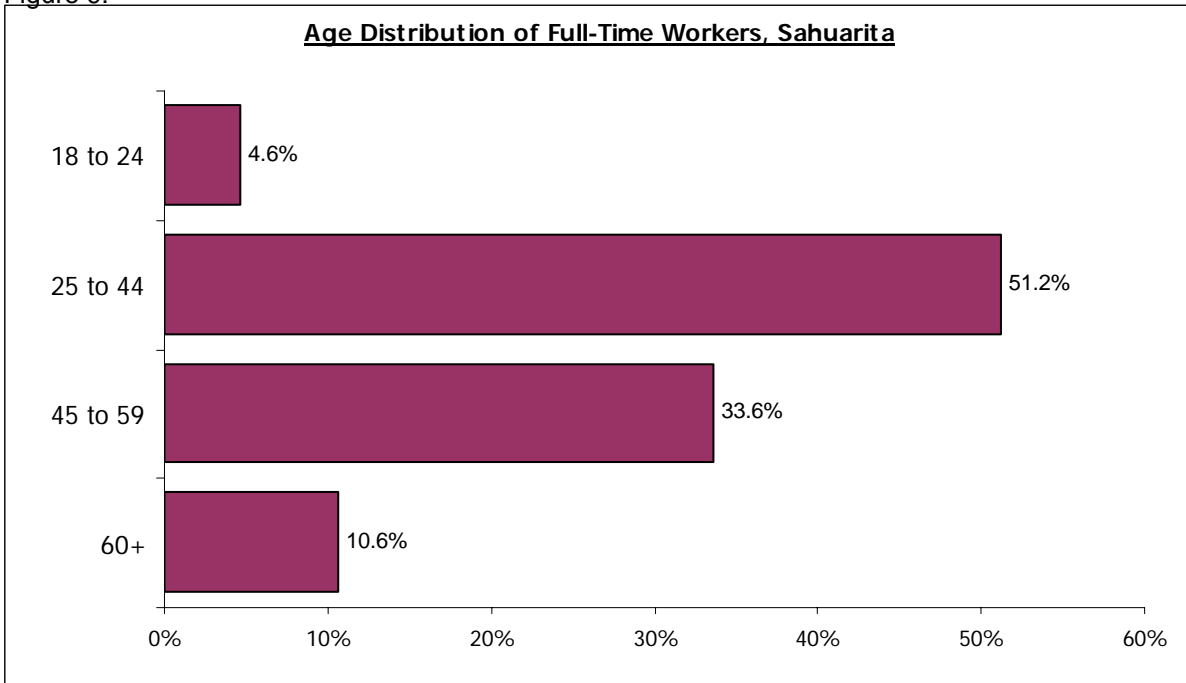
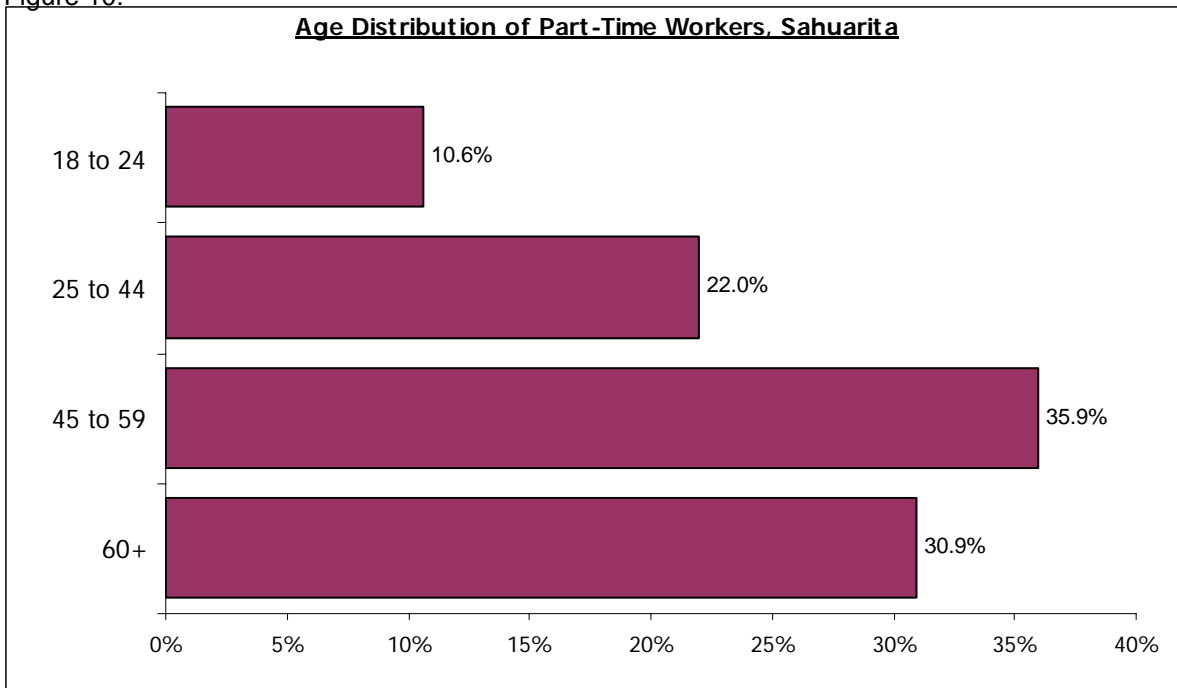


Figure 10:



## 5. JOB MATCHES PRIMARY SKILLS AND TRAINING

Question 8 asked employed workers (employed either full- or part-time) if their current job matches their primary skills and training. The results for full- or part-time workers are presented separately. Workers reporting that they are not working in an occupation which matches their primary skills and training are concentrated in the sales and related occupations and the office and administrative support occupations.



Table 5: Current occupation matches primary skills and training

	Full-time		Part-time	
<b>NO</b>	94	14.10%	73	46.50%
<b>YES</b>	574	85.90%	84	53.50%
<b>total</b>	668		157	

Question 10 asked workers if their job requires computer skills. Of 841 employed workers responding to this question, 84.3% hold jobs which require computer use.

## 6. EMPLOYMENT LOCATION AND COMMUTE TIME

Question 11 asked workers to identify the location of current employment. The choices were:

- Sahuarita
- Green Valley
- Tucson
- Other\_\_\_\_\_

The majority of respondents work in Tucson, with a larger proportion of full-time workers working in Tucson and a higher proportion of part-time workers working in Sahuarita. The results are presented by employment status in table 6 and for all respondents in figure 9. Cities and locations which were written in under the other category included: Rio Rico, Nogales, Tubac, Marana, Oro Valley, Chandler, Los Angeles, work at varying locations throughout the region, and commute to work locations nationally.

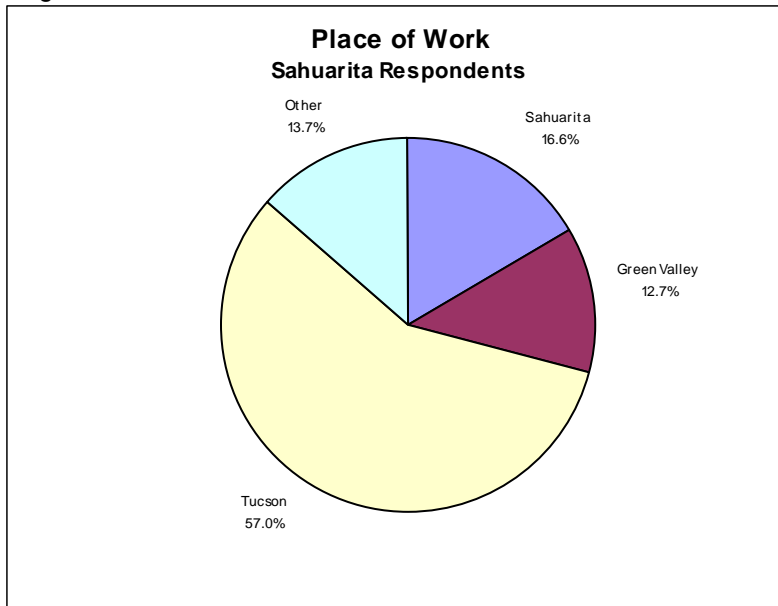
Table 6: Place of work by employment status

	all		full-time		part-time	
	count	percent	count	percent	count	percent
Sahuarita	138	16.5%	79	11.6%	59	37.6%
Green Valley	106	12.6%	74	10.9%	32	20.4%
Tucson	480	57.3%	437	64.2%	43	27.4%
Other	114	13.6%	58	8.5%	23	14.6%
total	838		681		157	

Question 12 asked employed workers for their average daily round-trip commute time in minutes. 786 workers responded. The average commute time is 42 minutes with a 95% confidence interval +/- 2 minutes, the median is 40 minutes. The maximum commute time reported is 240 minutes, 5.3% (42) of the respondents work at home and reported a zero commute time. Respondents traveling outside the region were excluded from the computation.

Employed workers expressed the view that a shortened commute time was important when making employment decisions. Question 16C asked respondents to rate the importance of a shortened commute time when making employment decisions on a scale of 1 to 5, where 1 is not important and 5 is extremely important. 743 employed workers responded with an average score of 3.7 with a 95% confidence interval of +/- 0.1, a median score of 4.

Figure 11:



## 7. PART-TIME WORKERS PREFERRING FULL TIME EMPLOYMENT

Question 13 asked part-time workers if they would prefer to work fulltime. 20.9% (32) of the 153 part-time workers responding to this question expressed a desire to work full-time. When asked for the most important factor affecting this decision 28 of these 32 respondents indicated various concerns. (This is too small a group to consider statistically, but the results indicate areas for further investigation.)

Table 7: Part-time workers preferring full-time employment concern count

concern	count
Availability/location	9
Extra income	5
Health concerns	1
Childcare issues	6
Other	7
total	28

## XI. HOMEMAKERS

Of the 1572 respondents, 8.6% (135) identified themselves as homemakers. Question 14 asked homemakers if they had a desire to return to the workforce, and if so, full-time or part-time, and what important factors affected this decision. 127 responded to this question and, of these, 54.5% (66) would like to seek employment outside the home. Of those seeking outside employment, 23.5% would like to work full-time, 69.1% part-time, and 7.4% either full-or part-time. 40 respondents indicated important issues affecting their decision to seek employment: 13 cited childcare issues and 13 the need for a job with flexible hours (these 2 issues clearly overlapped), 2 mentioned commute times, 3 mentioned availability of jobs in their skill set and work environment, 5 mentioned needing the income and/or health insurance and benefits. Again this grouping is too small to discuss from a statistical point of view, but does indicate issues important to this segment of the potential workforce.

## XII. RETIRED

Of those responding to this year’s survey, 32.8% (516) identified themselves as retired, 38.8% of respondents are in the 60+ age category and 14.4% of employed workers responding to the survey are in the 60+ age group.

Question 14 asked retirees if they had a desire to return to the workforce, and if so, full-time or part-time, and what important factors affect this decision. 492 retirees responded to this question and 20.3% (100) did indeed express a desire to seek employment. Of these 100, 7 expressed an interest in full-time employment, 88 in part-time, and 5 would be satisfied with either.

57 respondents cited important factors affecting their decision to seek employment: 19 cited a need for additional income; 14 a desire for fulfillment, something social, giving to the community; 15 availability, location and type of job; 7 flexible schedule and time for travel; 2 concerned with health issues. Again this grouping is too small to discuss from a statistical point of view, but does indicate issues important to this segment of the potential workforce.

## XIV. RESPONDENT COMMENTS

Of the 846 households returning completed surveys, 455 households filled out the comments section at the end of the survey. The final question was very broad and asked for:

**Comments:** *what types of businesses/industries you would like to see locate in our town? Jobs? Training opportunities? Assistance in growing your own business in Sahuarita? Other?*

Household responses were quite varied, but fell into several major categories: comments about the types of stores and restaurant residents would like to see locate in Sahuarita, types of industry/jobs they would like to see locate in the area, educational and training programs and campuses, access to healthcare facilities, recreational and entertainment opportunities, quality of life issues, and concerns about the pace and quality of growth. Table 8 lists the frequency for comments which could be easily categorized. The table first displays the types of business and amenities respondents would like to see locate in Sahuarita, the second half of the table lists the types of jobs/industry residents would like to see locate in the town. Table 9 then lists comments which were more involved and did not fit easily into these categories.

Table 8: Household comments by category

<b>Types of Businesses and Amenities</b>		<b>Types of Industry/Jobs</b>	
Sit down restaurants	161	High tech jobs/industry	42
Retail/department stores	150	More jobs	24
Specialty grocery	90	Small businesses	15
Home/hardware	69	Manufacturing	14
Gas station	60	Clean industry	10
Hospital/urgent care/doctors/dentists	57	Agricultural jobs	3
Recreation	36		
University/college campus	33		
Other training	26		
Childcare	17		
Car wash	17		
Afterschool programs	10		
Library	6		

Table 9: Household Comments

* Better look at Nogales highway and Sahuarita Road.	* Public transportation.
* Public lecture series, musicals , monthly pancake breakfasts, swim center for public, taxi and bus service for folks who can't drive.	* Tax help, Assistance in growing own business.
* Growing too fast and too big.	* Office space for private practices in health care/ mental health outpatient care.
* Taxi.	* Salon.
* Preserve our clean environment.	* Computer classes, Wireless networking.
* Don't want major development, don't want 4 grocery stores in a 2 mile area.	* Phone company, high-class thrift store.
* Businesses that keep taxes low and maintain desert ecology.	* More schools.
* Theater, performing arts.	* No more growth!
* Issues with persons here illegally.	* Stop growing.
* More businesses that are willing to hire the elderly and not discriminate against those who do not speak a foreign language here in America!	* Cell phone coverage that works.
* Entrada Estates needs police patrol due to speeders.	* Airport.
* East side of Tracks needs a band.	* Things for kids and teens to do, senior care, better bus system.
* Computer classes, small business loans, call centers.	* Dance classes, skating rink, more activities for teens and families
* Light rail from Nogales to Phoenix.	* Tanning, nails, assistance in growing a business.
* Wi-fi/home improvement - more volunteerism.	* Closer access to airport and to the 19.
* New roads, take care of roads, developers should pay for new roads.	* Commercial business opportunities (i.e.. Commercial property purchases) more accessible to small business owners that live locally.
* Stop growth. Too many city people bringing crime.	* Small airport for small aircrafts and flight training.
* Make Sahuarita, charming, upscale and rural.	* Christian school, churches.
* Metaphysical store.	* Art gallery and art supplies.
* Support for growing old with limited resources.	* Lower lease rates for smaller companies.
* We need a better service industry. Businesses that care about providing excellent service.	* Warehouse space to rent - The current retail space is too expensive to operate my business from. I teach cheer classes to children, and need a space to operate from that would allow me to keep enrollment reasonable
* Tourism.	* Small business assistance.
* Wireless internet.	* Affordable living & home improvements.
* None of the town of Sahuarita's business do what we do.	* Sahuarita Procurement Dept.
* A wide variety so our community can continue to grow.	* Training opportunities so I can survive in today's work environment. Need job skills to return to workforce.
* Slow down growth.	* Anything to improve community and to provide resources to students and education.
* Assistance in growing business, more retail space, want to locate business outside home but need space for it.	* None. Enough already. Seems like the Sahuarita town government has not met a developer they don't love.
* Business network groups, business fairs.	* Natural resource conservation, nature tourism, solar power manufacturing, tax preparation agency.
* Dry cleaners, Pharmacy.	* More small businesses, controlled development in line with resident's wishes
* Indoor wave pool, spa resort.	* None. The town is growing too fast and bringing with it traffic and shopping crowd problems. Granted I'm retired and biased toward small town ways.

## **XIV. FINAL QUESTIONS**

Finally all respondents were asked if were interested in changing careers and if so what would be their future career and what type of training would be required. 1319 residents responded to this question and 22.3% (294) responded that they did indeed have an interest changing careers. The following is a list of the occupational categories for the jobs respondents would chose:

### **Occupations:**

Architecture and Engineering Occupations – 2.3%  
Arts, Design, Entertainment, Sports, and Media – 4.5%  
Building and Grounds Cleaning and Maintenance – 0.9%  
Business and Financial Operations -9.0%  
Community and Social Services – 0.9%  
Computer and Mathematical -4.1%  
Construction and Extraction – 0.9%  
Education, Training, and Library -7.2%  
Food Preparation and Serving Related -1.4%  
Healthcare Practitioners and Technical-10.0%  
Healthcare Support Occupations -4.5%  
Installation, Maintenance, and Repair Occupations – 0.9%  
Legal Occupations -0.5%  
Life, Physical, and Social Science Occupations-1.4%  
Management Occupations -5.4%  
Office and Administrative Support Occupations –7.7%  
Personal Care and Service Occupations -3.2%  
Protective Service Occupations -4.5%  
Sales and Related Occupations -5.9%  
Transportation and Material Moving Occupations –1.4%  
Self-employed – 9.0%  
Don't know and other -13.6%

## **XV. CONCLUSIONS**

Sahuarita's workforce displays higher levels of educational attainment overall than the County as a whole or the State. The employed workforce has concentrations in higher paying occupational categories and in important "high-tech" occupations. The employed workforce receives employer benefits far exceeding the national average. Household comments also display a desire for increased educational and training opportunities to further upgrade workforce skills. Recent research from the Milken Institute shows Arizona to be a "second tier" state for "high-tech" industries with a ranking of 17 among all states, they note that "the new engine of regional economic prosperity is based on how successful a given location is in attracting and expanding technology and science assets and leveraging them for economic development." Given the quality of Sahuarita's workforce, the town's workforce could be well positioned to participate in a regional "high-tech" strategy.

A substantial proportion of Sahuarita's part-time workers would prefer to work full-time given the opportunity. Significant portions of the retired population and homemakers also have a desire to enter the workforce given flexible job opportunities close to home. This indicates an untapped potential workforce in Sahuarita waiting for the right opportunities.

Sahuarita residents also express a desire to enhance quality of life, increase amenities, but at the same time to preserve the pleasant character of the community.

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**APPENDIX I: SURVEY INSTRUMENT—SEE FOLLOWING TWO PAGES**

### Town of Sahuarita Workforce Assessment Survey

**Directions:** Please answer the following questions for each member of your household over 18. If you are currently working in a job, self-employed, a homemaker, retired, or unemployed we need your input!! Information about our current and potential workforce will help us attract the jobs and services to our area which will make life and work in Sahuarita more rewarding. *All information obtained from this survey is completely anonymous and confidential.*

		Resident #1		Resident #2		Resident #3	
1.	Please describe your employment status.	Full-time Part-time Unemployed Retired Home-maker	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Full-time Part-time Unemployed Retired Home-maker	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Full-time Part-time Unemployed Retired Home-maker	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
2.	What is your occupation? (If you are retired or unemployed, what was your most recent occupation?) <i>Examples: cashier, retail sales person, software engineer, admin assistant, doctor, self-employed, mine worker, etc.</i>						
3.	What industry do you work in? (If retired or unemployed, what was the last industry you worked in?) <i>Examples: retail, healthcare, mining, farming, construction, education, etc.</i>						
4.	What is your highest level of education? Please circle one.	Some high school High school grad Associates degree Some College Bachelors degree Masters degree Doctoral degree Other:_____		Some high school High school grad Associates degree Some College Bachelors degree Masters degree Doctoral degree Other:_____		Some high school High school grad Associates degree Some College Bachelors degree Masters degree Doctoral degree Other:_____	
5.	Please specify your age group.	18 to 25 years 25 to 44 years 45 to 59 years 60+ years	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	18 to 25 years 25 to 44 years 45 to 59 years 60+ years	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	18 to 25 years 25 to 44 years 45 to 59 years 60+ years	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6.	Do you have computer skills?	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
	If <b>yes</b> , please specify your skill level: <b>Basic:</b> word processing, spreadsheet <b>Intermediate:</b> applications, troubleshooting <b>Advanced:</b> programming skills or use of computer aided design programs	Basic__ Intermediate__ Advanced__		Basic__ Intermediate__ Advanced__		Basic__ Intermediate__ Advanced__	
7.	Do you own a business which you operate from your home?	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	
	If <b>yes</b> , do you plan to eventually locate this business outside your home in a commercial area?	Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>		Yes <input type="checkbox"/> No <input type="checkbox"/>	



<i>If you are currently employed (either full- or part-time), please answer questions 8 to 12. Otherwise go to 14.</i>				
8.	Are you working in a job which matches your primary training and skills?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
9.	Do you receive benefits from your employer? Please check all those that apply.	No <input type="checkbox"/> Yes, health <input type="checkbox"/> Yes, retirement <input type="checkbox"/>	No <input type="checkbox"/> Yes, health <input type="checkbox"/> Yes, retirement <input type="checkbox"/>	No <input type="checkbox"/> Yes, health <input type="checkbox"/> Yes, retirement <input type="checkbox"/>
10.	Does your job require computer skills?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
11.	Where are you currently employed?	Sahuarita Green Valley Tucson Other: _____	Sahuarita Green Valley Tucson Other: _____	Sahuarita Green Valley Tucson Other: _____
12.	How many minutes is your daily roundtrip commute?			
<i>If you are currently employed part-time, please answer question 13.</i>				
13.	If you are currently working part-time, would you prefer to work full-time?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
	If <b>yes</b> , what is the most important factor affecting this decision?			
<i>If you are retired, a homemaker or unemployed, please answer question 14.</i>				
14.	Are you interested in returning to the workforce?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
	If <b>yes</b> , working full-time or part-time?	FT <input type="checkbox"/> PT <input type="checkbox"/>	FT <input type="checkbox"/> PT <input type="checkbox"/>	FT <input type="checkbox"/> PT <input type="checkbox"/>
	If <b>yes</b> , would you require health benefits?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
	If <b>yes</b> , what is the most important factor affecting this decision?			
<i>In the following questions we would like to know about your future career aspirations (everyone please answer question 15, and answer question 16 if you feel it applies to you):</i>				
15.	Are you interested in changing your occupation/career?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
	If <b>yes</b> , what would be your new occupation/career?			
	If <b>yes</b> , what types of further training/education or certifications are required to achieve this goal?			
16.	When making employment decisions, how do you rate the following? The scale is 1 to 5, where 1 is not important and 5 is extremely important. Circle one.			
	Access to childcare near your home	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
	Access to after school programs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
	Shortened commute time	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
<b>Comments:</b> what types of businesses/industries you would like to see locate in our town? Jobs? Training opportunities? Assistance in growing your own business in Sahuarita? Other?				

Thank you! The Town sincerely appreciates your time in filling out this survey!

## APPENDIX II: STANDARD OCCUPATIONAL CATEGORIES

Standard Occupational Categories: <http://www.bls.gov/soc/socguide.htm>

11-0000	Management Occupations
13-0000	Business and Financial Operations Occupations
15-0000	Computer and Mathematical Occupations
17-0000	Architecture and Engineering Occupations
19-0000	Life, Physical, and Social Science Occupations
21-0000	Community and Social Services Occupations
23-0000	Legal Occupations
25-0000	Education, Training, and Library Occupations
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations
29-0000	Healthcare Practitioners and Technical Occupations
31-0000	Healthcare Support Occupations
33-0000	Protective Service Occupations
35-0000	Food Preparation and Serving Related Occupations
37-0000	Building and Grounds Cleaning and Maintenance Occupations
39-0000	Personal Care and Service Occupations
41-0000	Sales and Related Occupations
43-0000	Office and Administrative Support Occupations
45-0000	Farming, Fishing, and Forestry Occupations
47-0000	Construction and Extraction Occupations
49-0000	Installation, Maintenance, and Repair Occupations
51-0000	Production Occupations
53-0000	Transportation and Material Moving Occupations
55-0000	Military Specific Occupations

## APPENDIX III: NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM

### BLS Standard for Sector Aggregation Titles for the North American Industrial Classification System (NAICS)

[http://www.bls.gov/bls/naics\\_aggregation.htm](http://www.bls.gov/bls/naics_aggregation.htm)

<i>Sector 11</i>	Agriculture forestry fishing and hunting
<i>Sector 21</i>	Mining
<i>Sector 23</i>	Construction
<i>Sector 31-33</i>	Manufacturing
<i>Sector 336</i>	Aerospace Manufacturing
<i>Sector 334</i>	Computer and Electronics Manufacturing
<i>Sector 42</i>	Wholesale trade
<i>Sector 44-45</i>	Retail trade
<i>Sector 48-49</i>	Transportation and warehousing
<i>Sector 22</i>	Utilities
<i>Sector 51</i>	Information
<i>Sector 52</i>	Finance and insurance
<i>Sector 53</i>	Real estate and rental and leasing
<i>Sector 54</i>	Professional scientific and technical services
<i>Sector 55</i>	Management of companies and enterprises
<i>Sector 56</i>	Administrative and support and waste management and remediation services
<i>Sector 61</i>	Education services
<i>Sector 62</i>	Health care and social assistance
<i>Sector 71</i>	Arts entertainment and recreation
<i>Sector 72</i>	Accommodation and food services
<i>Sector 81</i>	Other services except public administration
<i>Sector 92</i>	Public administration