

# TOWN OF SAHUARITA WORKFORCE ASSESSMENT SURVEY AUGUST 2008

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# Town of Sahuarita Workforce Assessment Survey

August 2008

## I. INTRODUCTION

According to population projections made by the Town of Sahuarita Planning and Zoning Department and Pima Association of Governments, Sahuarita's population stands at 23,409 as of July 1, 2008. This represents 622% growth since Census 2000, and a projected 14.78% increase from last year's official estimate. Given this rapid change, detailed information from Census 2000 on workforce and community characteristics is no longer applicable. It is essential for economic development officials to have current information on the skill sets and availability of the town's workforce for strategic planning, business recruitment and workforce development.

*Town of Sahuarita Workforce Assessment Survey 2007* provided detailed information on occupational concentrations and educational levels for Sahuarita residents over 18, as well as, data on employment status, entrepreneurship, computer skills, training needs, and the potential employment aspirations of retirees and homemakers not currently in the workforce.

This 2008 study updates and expands the information and analysis provided by *Town of Sahuarita Workforce Assessment Survey 2007* by developing a data set indicating the number of full-time and part-time workers from Sahuarita who are potentially available to work in a given occupation at a given salary rate. Consequently, if a company is interested in locating in Sahuarita it can be determined approximately how many Sahuarita residents in a given occupational group may be available to work at a particular wage rate.

The 2007 study also indicated the existence of a large number of home-based businesses many of which expressed an interest in moving out of the home and into commercial spaces. This study gathered in-depth information regarding the development needs of these entrepreneurs.

The information collected by this study should be useful in discussing the quality, cost, and availability of the local workforce with potential businesses which are considering locating in Sahuarita. This information should also be helpful to planners in determining target industries for recruitment that match the skill-base of the local workforce. The success of these efforts will bring jobs and higher wages to Sahuarita residents.

Data collected by this study on the needs of local entrepreneurs can be used to determine the types of commercial/industrial sites, business assistance programs, and other training and development needs. This information can be used to develop business assistance and training programs appropriate to Sahuarita and to encourage developers to provide business infrastructure. This effort will assist in the expansion and retention of emerging business in the Town.

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<sup>1</sup>Sahuarita population estimate/projection for July1, 2008 was based on single family permits issues in November 2007.

To summarize:

*Study Objectives:*

- Given the rapid growth of Sahuarita, to update and expand on socio-economic data on the information collected in last year's survey such as: employment, unemployment, size of the labor force, educational levels, age, and occupational distribution.
- Determine the willingness of employed residents to change jobs in order to work closer to home in Sahuarita should an opportunity matching their skills and training arise in the community. This study attempts to determine the percent increase in wage required to induce workers to change jobs to work at a firm in Sahuarita. Or to determine if some workers would accept a pay decrease in order to work closer to home.
- Determine the number of respondents own/operate businesses from their homes and explore the infrastructure and services that would foster the development of these business and retain them in the town.

Bullets 2 and 3 are new in this year's survey.

## **II. RESEARCH DESIGN**

The survey was mailed to 9,765 Sahuarita area addresses with the May 2008 edition the *Town of Sahuarita News*. The *Town of Sahuarita News* mailing list provides coverage for all the diverse "neighborhoods" in Sahuarita, long-time Sahuarita residences, the newer developments, age restricted communities and Sahuarita addresses on Green Valley postal routes, as well. This mailing list covers Sahuarita proper and some other rural addresses and addresses on postal routes very close to Sahuarita. We consider that the labor pool in Sahuarita and very near to Sahuarita, this study's target population, is uniformly covered by the newsletter mailing. The cover article for the newsletter announced the survey and included a discussion of the reasons for completing the questionnaire. The survey this year was longer than previous years: two pages, double-sided. A postage paid return envelope was included and responses were requested by June 10, 2008.

This year's survey was divided into 3 sections:

- Section A, household survey
- Section B, workforce survey
- Section C, home business survey

All households were asked to fill out Section A, the household survey. This section asks for the number persons living in each household, the number of persons over 18, number of full-time workers, number of part-time workers and those actively seeking employment, but currently unemployed. These questions allow for estimation of the area's population, over 18 population, labor force, employment and unemployment rates.

In last year's workforce survey, information was not only solicited from employed individuals, but also from other household members over 18 including homemakers and retired individuals not currently in the workforce, and the unemployed. It was found that significant portions of the retired and homemakers would like to enter or re-enter the workforce at least part-time if opportunities existed closer to home.

However, this year's workforce survey, Section B, focuses only on employed workers, both full- and part-time. Because respondents are asked questions regarding willingness to change jobs, it was felt that employed workers would give more realistic answers to this question. Employed respondents were asked what increase in pay, if any would be required to induce them to change jobs and work in Sahuarita should an opportunity arise that fit their skills, or of indeed they would accept a pay decrease in order to work closer to home. Also, it has been noted that, when establishing a presence in a community, a new company will hire on average only 10% of its employees (Pathfinders, 5) from the ranks of the unemployed labor force. 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" or "potential" 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 shortened commute times 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, and workers who don't feel their current job is an optimal fit for their skills and training.

In addition to the questions regarding willingness to change jobs, respondents in section B are queried about their employment status (full- or part-time), occupation, educational attainment, tenure with current employer, benefits, self-employed, and daily commute times. Part-time workers were asked if they would prefer full-time employment.

Respondent occupations are identified by standard occupational categories (Bureau of Labor Statistics) to allow for comparison of the distribution of Sahuarita workers across occupations with that of Pima County as a whole, Arizona and the U.S. This allows for identification of occupational categories where Sahuarita workers are concentrated. Data for Pima County is obtained from the U.s. Census Bureau's American Community Survey (ACS) data for 2006. (appendix ii contains the BLS standard occupational codes).

Those who own and operate businesses from their homes were asked to fill out section C of the survey. In the previous workforce surveys, between 8 and 10% of respondents answered that they do indeed operate businesses out of their homes and about a third again of those indicated that they would eventually like to move these businesses out of their homes and into the Town. This section investigates the anticipated time frame for moving for these entrepreneurs and some of their infrastructure and other requirements.

### **III. THE SAMPLE**

Of the 9,765 surveys mailed out with the newsletter, a total of 969 households (includes apartment and townhouse addresses) returned surveys, yielding an overall household response rate of 9.9%. It should also be noted that throughout this study only the population residing in households is considered. Estimates exclude individuals residing group quarters<sup>2</sup>, the most recent estimate for number of persons living in group quarters in Sahuarita is 83 persons. This estimate is from 2005 and represents mainly individuals living in assisted living houses<sup>3</sup>.

Because of the diverse nature of the different neighborhoods and developments that comprise Sahuarita, investigators suspected the presence of unequal response rates across areas of the

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<sup>2</sup>Data are limited to the household population and exclude the population living in institutions, college dormitories, and other group quarters, such as nursing home and assisted living. The Town of Sahuarita estimates that there are 83 persons living in group quarters in the town (2005 estimate).

<sup>3</sup>Conversations with Kathy Ward, Town of Sahuarita and David Taylor, Pima Association of Governments, August 4, 2008.

town. As a result, last year’s sample was stratified geographically and indeed again this year there is a divergence in response rates across areas. This year’s data have again weighted to correct for unequal response rates across areas, thus making the sample statistics more representative of the of the target population, the Sahuarita area as a whole.

To further determine the validity of the sample it is useful to compare some of the primary household statistics from the survey sample with current Labor Force and American Community Survey (ACS) statistics for Pima County, Arizona and the U.S.

**Table 1: Comparisons of survey sample measures with county, state and national measures.**

Measure	Sample	Pima County	Arizona	U.S.
<b>Average # persons per household</b>	2.59	2.51	2.72	2.61
<b>Civilian labor force / population</b>	46.5%	48.2%	47.6%	50.4%
<b>Persons over 18/population</b>	70.7%	75.84%	73.6%	75.3%
<b>Civilian labor force / pop&gt;18</b>	67.1%	62.9%	65.6%	67.45%
<b>Full-time workers/pop &gt;18</b>	49.0%	N/A	41.6%	54.9%
<b>Full-time workers/employed</b>	78.2%	N/A	67.6%	~80.3%
<b>Unemployment rate*</b>	7.4%	4.3%	4.4%	5.5%

\* The sample unemployment rate of 7.4% is much higher than that for Pima County, Arizona or the U.S. as a whole. It is unclear why there is such a divergence in this measure. Last year’s survey, which was administered in the same fashion as this survey in February of 2007 via the Town Newsletter, yielded an unemployment rate of 3.9% which was commensurate with the unemployment rate in Pima County in February of 2007 of 3.5%. This high rate is perhaps an artifact of how the question was posed this year, which was somewhat different from last year. In last year’s survey respondents were asked to identify themselves as employed full-time, part-time, homemaker, retired, or unemployed. This year respondents were just asked to report the number of those “employed full-time “in their household, “part-time,” or “actively seeking employment , but unemployed.” It seems that in this year’s survey many of those who are retired but would like to work and may have identified themselves as unemployed since there was no box for retired, this may have also been true for some homemakers.

U.S. Unemployment Rate: U.S. Dept. of Labor, Employment Situation and Wall Street Journal, 1st Monday of May 2008; Arizona and Pima unemployment rates: Arizona Department of Economic Security, Local Area Unemployment Rate determined by monthly household surveys in the LAUS program

~ U.S. ratio of fulltime workers/employed: Bureau of Labor Statistics: work experience of the population during the year by sex and extent of employment, 2005-06

All other figures are from the American Community Survey 2006

Clearly, most of these measures are in line with the county, state and national percentages. The sample “average # persons for per household” falls between the Pima and Arizona numbers and is directly in line with the national number. The important ratio “civilian labor force to population” for the sample aligns with the Pima and Arizona numbers almost exactly. The ratio “persons over 18 to the total population” for the sample is 5% lower than the Pima County estimate. This divergence mainly results from the characteristics of the largest community represented in the sample. This community has a higher “average # persons for per household” estimate than other communities in the sample and has a significantly lower percentage of people over 18. This result is expected as it is generally known that this is a “young community” with many families with children. “Full-time workers to population over 18” falls between the Arizona and US numbers and the ratio “full-time workers to employed,” while higher than the Arizona number is directly in line with the national average.

The sample unemployment rate of 7.4% is much higher than that for Pima County, Arizona or the U.S. as a whole. We do not have confidence in this particular estimate. The divergence in this measure is perhaps an artifact of how the question was posed this year, which was some-



what different from last year. Last year's survey, which was administered in the same fashion as this survey in February of 2007 via the Town Newsletter, yielded an unemployment rate of 3.9% which was commensurate with the unemployment rate in Pima County in February of 2007 of 3.5%. In last year's survey respondents were asked to identify themselves as employed full-time, part-time, homemaker, retired, or unemployed. This year respondents were just asked to report the number of those employed full-time in their household, part-time, or actively seeking employment, but unemployed. It seems that in this year's survey many of those who are retired but would like to work and may have identified themselves as unemployed since there was no box for retired, this may have also been true for some homemakers.

However, this discrepancy in the unemployment rate does not affect the estimates referring to the employed population which are the focus of this study and, as mentioned before, align with county, state and national numbers, and also with the ratios regarding the employed from last year's survey (**Table 2**). Also, Section B of this survey asks specifically for responses only from those employed either full- or part-time and these figures for full-time as a percent of the employed population and full-time employees as a percent of the over 18 population correspond to the figures obtained from Section A. We are confident that, this sample is indeed representative of the target population of the year's survey, which is Sahuarita's employed population.

**Table 2: Comparisons of 2008 survey sample measures with 2007 workforce survey.**

Measure	May 2008 survey	Feb 2007 survey	Pima County	Arizona	U.S.
Full-time workers/pop >18	49.0%	45.5%	N/A	41.6%	54.9%
Full-time workers/employed	78.2%	80.9%	N/A	67.6%	~80.3%

~ U.S. ratio of fulltime workers/employed: Bureau of Labor Statistics: work experience of the population during the year by sex and extent of employment, 2005-06

All other figures are from the American Community Survey 2006, or the indicated Town of Sahuarita Workforce Assessment Survey

#### IV. SAHUARITA'S POPULATION

Because of Sahuarita's rapid growth since Census 2000, beginning in 2001 the Town of Sahuarita has made population estimates and projections generated using a variety of data sources, including the Town of Sahuarita and Pima Association of Governments. This population forecast was last updated in Jan 2008 (see Table 3). The July 2007 estimate has been reconciled with Pima Association of Governments and Arizona Department of Economic Security and is a final number. The current estimate provided by the Pima Association of Governments for July 1, 2008 is 23,409 persons and 8,401 occupied residences is still under consideration and will be finalized in December of 2008.

When we multiply the average number of households from our sample by the number of households of in the greater Sahuarita area covered (9,765) we obtain a population estimate for the area of 25,291 (+/- 911 at a 95% level of confidence). This range is larger than the current estimate for Sahuarita's population which is 23,409. We assume this is result of the fact that we are covering slightly more households than Sahuarita proper. Since we are considering those living in the Sahuarita or very close by who would be willing to work in Sahuarita should

**Table 3: Town of Sahuarita Population Estimates 1990 to 2008**

Year	Population July 1	Growth Rate	Population Increase
<b>1990 (Census)</b>	1,622		
<b>1995 (Census)</b>	2,159	33.10%	537
<b>2000 (Census)</b>	3,242	50.20%	1,083
<b>2001</b>	4,615	42.40%	1,373
<b>2002</b>	5,455	18.20%	840
<b>2003</b>	7,425	36.10%	1,970
<b>2004</b>	10,153	36.70%	2,728
<b>2005</b>	13,990	37.80%	3,837
<b>2006</b>	18,199	30.10%	4,209
<b>2007</b>	21,110	15.99%	2,911
<b>2008*</b>	23, 409	14.78%	3,016

Source: Population estimates/projections for years beginning in 2001 were generated using a variety of data sources, including the Town of Sahuarita and Pima Association of Governments.

\* Population estimate by Pima Association of Governments for July 1, 2008 will be finalized December 2008.

the opportunity arise, we see this over-coverage as valid considering the focus of the study. However, when estimates are made on the absolute size of the labor force and other measures in this study, we will be conservative and scale these numbers back to be consistent with the population estimate for 2008 of 23,409.

## V. REPORT ORGANIZATION

First results pertaining to the entire population from the household survey, Section A., are summarized. Second, results of the workforce survey, Section B. are analyzed. These results only pertain to the employed population and discuss employment status, occupation and willingness to change jobs. Third, results from Section C. are presented. This section focuses on home based businesses in Sahuarita and the desire of these entrepreneurs to move their businesses into commercial space in the town and the types of support and infrastructure that would be helpful in retaining them in Sahuarita.

## VI. SECTION A: HOUSEHOLD SURVEY

The household survey is intended to average number of persons per household, percent of the population over 18, size of the labor force, full-time vs. part-time employment, employment and unemployment rate. Several of these results were presented in the previous section discussing the sample.

To summarize, 969 households completed the household survey. This represents an overall household response rate of 9.9% with an average number of people per household of 2.59. From this we impute a population estimate for 2008 for the Town of 25,572 persons, with

18,079 over 18 years old. When we add persons employed full-time, employed part-time and the unemployed and then subtract military personnel, the civilian labor force is estimated to be 11,890 persons, 9,297 of whom are working full-time. For Pima County, the ratio of military personnel to the civilian employed population is 1.07% (ACS, 2006), in the survey sample the ratio is 2.3% implying 26 persons employed by the military residing in Sahuarita. This higher ratio is expected given the proximity to Davis-Monthan Air Force Base.

**Table 4: Summary of Household Survey Results**

Measure	Sample estimate	% of population
Average # persons /household	2.59	
Sahuarita July 1, 2008 estimated population	23, 409 (official estimate)	
Persons over 18	16, 550	70.7%
Full-time workers	8,068	34.6%
Part-time workers	2,200	9.4%

## VII. SECTION B: WORKFORCE SURVEY

This section of the survey elicited responses only from those persons employed either full- or part-time. 1122 residents responded to this section of the survey, although each respondent did not necessarily answer all the questions. As mentioned above in the section on research design, because respondents are asked questions regarding willingness to change jobs, it was felt that employed workers would give more realistic answers to these questions. Thus, this section asked for responses only from the employed. Respondents are asked again to identify themselves as employed either full or part-time. The results of this question match the results already reported in Section A.

### A. AGE DISTRIBUTION OF FULL AND PART TIME WORKERS

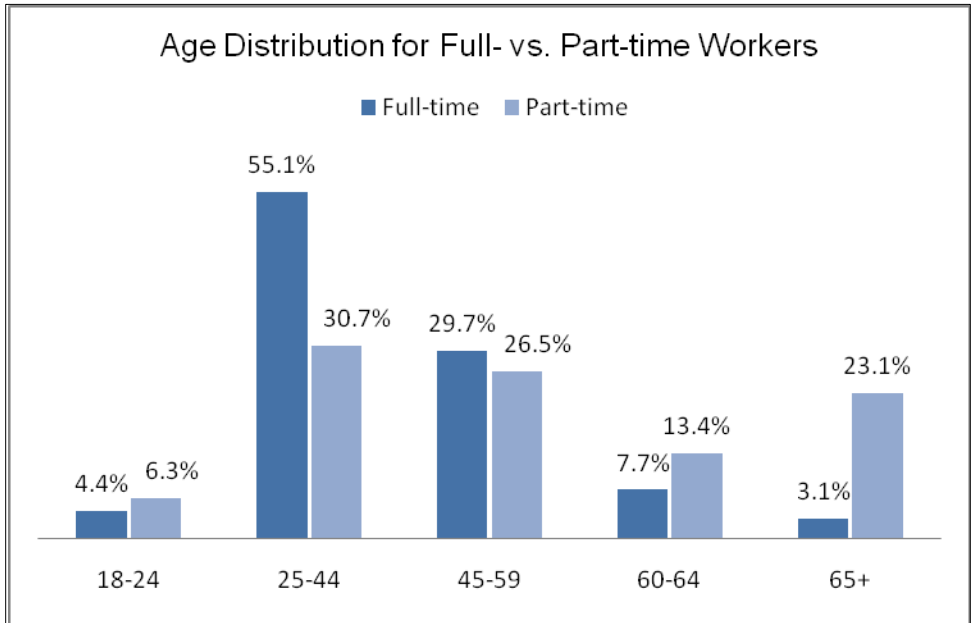
The age distribution of employed workers for Pima County is somewhat younger than that for Sahuarita. This is most likely due to the presence of age restricted communities. However, when the age distribution for Sahuarita is categorized by full- vs. part-time workers, the distribution is much younger with 55.15 of the full-time workers in the 25 to 44 age bracket, see Figure 1. The distribution below implies an estimate of 10,318 employed workers, 8,114 of whom are full-time, with 4,045 of these full-time workers in the 25-44 year old range.

**Table 5: Age distribution for employed workers**

Age range	Sample	Pima Co.	U.S.
18-24	4.78%	15.46%	14.05%
25-44	49.86%	44.29%	45.43%
45-59	29.04%	31.14%	32.13%
60+	8.93%	5.36%	4.72%

Source: Pima and U.S. numbers from the U.S. Census Bureau, 2006 American Community Survey

**Figure 1: Age distribution full-vs. part-time workers**



**B. EDUCATIONAL ATTAINMENT**

974 employed respondents fell between the ages of 25 and 64 years old. When we consider the employed population in this age group, we see that Sahuarita’s employed workforce has a significantly greater proportion having completed a Bachelor’s degree or higher than in Pima County overall or the U.S., Table 6.

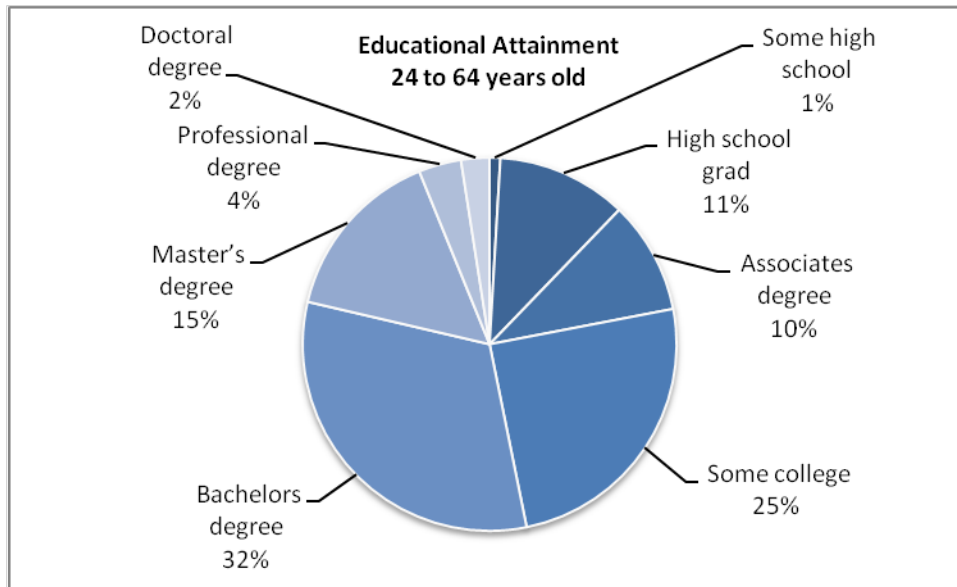
The detailed presentation of educational attainment for the employed over 25 to 64 years old population in Sahuarita displays high percentage of doctoral, professional and master’s degrees.

**Table 6: Educational attainment for employed workforce 25 to 64 years**

Educational attainment	Sahuarita	Pima Co.	U.S.
Some high school	0.92%	9.47%	9.96%
High school grad (includes equivalency)	11.29%	23.97%	27.88%
Some college or Associates degree	34.60%	33.30%	29.65%
Bachelors degree or higher	53.18%	33.26%	32.51%

Source: Pima, Arizona, and U.S. numbers from the U.S. Census Bureau, 2006 American Community Survey

**Figure 2: Educational attainment employed workers, 25 to 64**



### C. OCCUPATIONAL DISTRIBUTION, MEDIAN WAGES AND BENEFITS

1060 respondents identified themselves by standard occupational category. **Table 7** presents this distribution of respondents across occupational categories and compares it with Pima County estimates from the American Community Survey 2006. **Figure 3** visually illustrates the similarities and differences between Sahuarita and Pima County as a whole. Clearly, as in last year's survey, Sahuarita's employed labor force has concentrations significantly greater than those of Pima County as a whole in several important categories (**Table 7**).

- 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 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 61.5%. **Table 8** lists the occupational distribution for Sahuarita respondents and for Pima County as a whole along with the median earnings estimates for these categories.

The Bureau of Labor Statistics identified some 46 four-digit NAICS industries, based on employment of technology-oriented workers. Included are occupations such as 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 with the life and physical sci-

**Table 7: Distribution of employed workers by standard occupational category and median income for Sahuarita and Pima County**

Title	Sahuarita		Pima		Pima County Median Income Estimates		
	percent	Margin of Error*	percent	difference	all	male	female
Management occupations:	10.09%	1.52%	8.71%	1.38%	52,162	61,114	42,347
Business and financial operations occupations:	7.55%	1.33%	3.53%	4.02%	41,823	56,805	35,132
Computer and mathematical occupations:	5.57%	1.16%	2.59%	2.97%	50,237	51,733	45,677
Architecture and engineering occupations:	9.25%	1.46%	2.92%	6.32%	65,168	70,647	44,337
Life, physical, and social science occupations:	0.38%	0.31%	1.05%	-0.68%	41,480	57,782	39,198
Community and social services occupations:	2.26%	0.75%	1.68%	0.59%	31,630	27,127	33,691
Legal occupations:	1.60%	0.63%	1.05%	0.56%	60,277	90,225	47,462
Education, training, and library occupations:	6.51%	1.25%	6.11%	0.40%	25,574	33,653	22,001
Arts, design, entertainment, sports, and media occupations	2.83%	0.84%	1.90%	0.93%	27,944	37,175	21,978
Healthcare practitioner and technical occupations:	8.30%	1.39%	5.14%	3.16%	46,246	65,534	42,095
Healthcare support occupations:	3.77%	0.96%	1.94%	1.84%	19,484	19,214	19,665
Protective service occupations:	6.70%	1.26%	2.84%	3.85%	41,267	42,252	35,265
Food preparation and serving related occupations:	1.98%	0.70%	6.04%	-4.06%	11,032	11,737	9,944
Building and grounds cleaning and maintenance occupations	0.94%	0.49%	4.83%	-3.89%	16,096	17,432	12,276
Personal care and service occupations:	2.36%	0.77%	3.55%	-1.19%	16,095	19,886	15,355
Sales and related occupations:	8.68%	1.42%	11.31%	-2.63%	21,717	31,922	15,992
Office and administrative support occupations:	9.06%	1.45%	14.65%	-5.60%	22,861	25,218	22,286
Farming, fishing, and forestry occupations:	10.09%	1.52%	0.19%	-0.10%	24,335	23,085	65,833
Construction and extraction occupations:	7.55%	1.33%	8.04%	-5.87%	25,825	26,089	11,932
Installation, maintenance, and repair occupations:	5.57%	1.16%	3.60%	0.27%	37,664	37,364	40,548
Production occupations:	9.25%	1.46%	3.80%	-1.82%	26,114	28,629	19,786
Transportation and material moving occupations:	0.38%	0.31%	4.52%	-0.46%	22,471	23,531	14,865

entists, it have concentrations in the “high tech” occupational categories of computer and mathematical scientists and architecture and engineering .

When these 23 occupational categories are ranked by Pima County median income estimates for males, 3 of the occupational categories in which Sahuarita exceeds the County as a whole are ranked in the top 5 categories for earnings. When ranked according to median income for females, 4 of these categories appear in the top five. Management occupations, which contains the largest percentage of Sahuarita workers of any category, is the number 1 highest

**Table 8: Top ten occupational categories ranked by median earnings (in 2006 inflation adjusted dollars)**

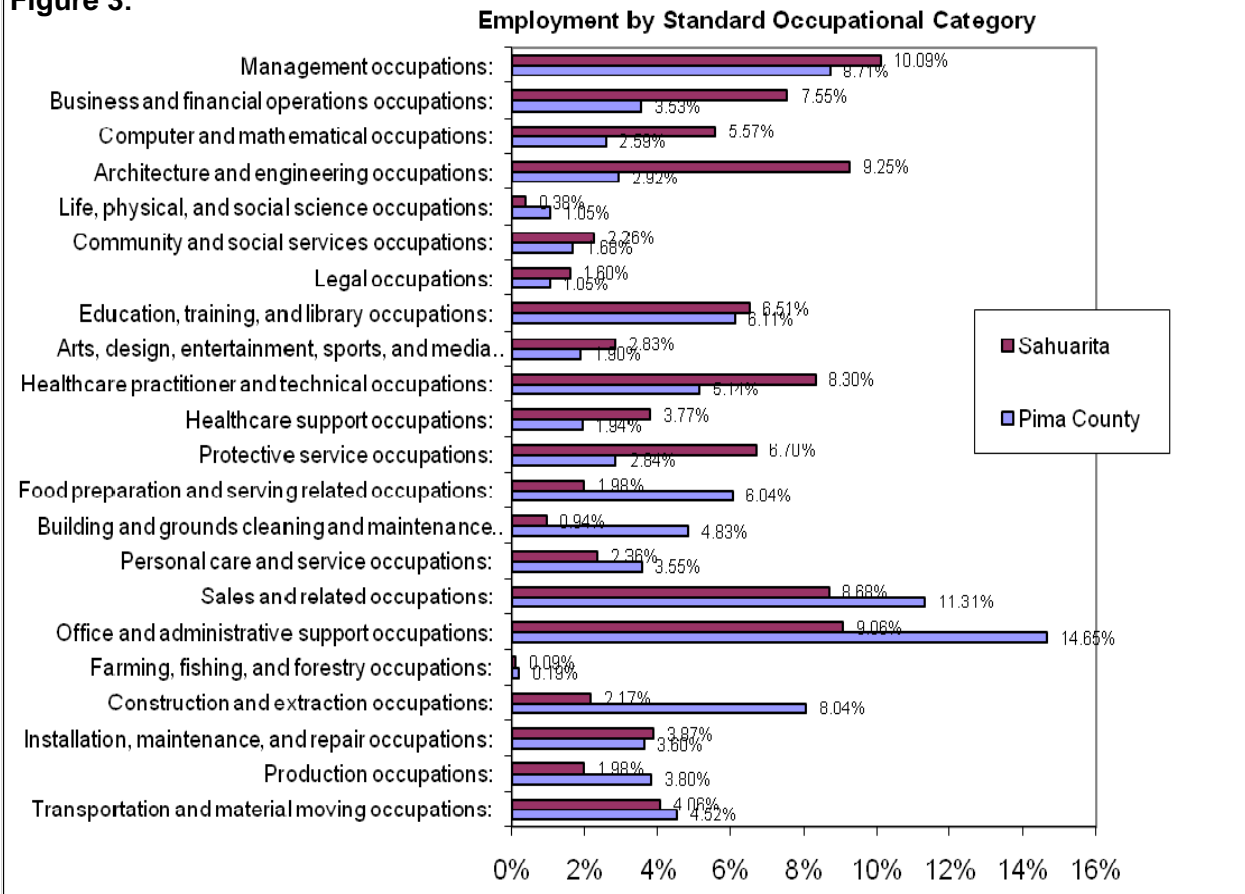
<b>Standard Occupational Categories</b>	<b>Median earnings (males)</b>
Legal occupations	90,225
Architecture and engineering occupations	70,647
Healthcare practitioner and technical occupations:	65,534
Management occupations	61,114
Life, physical, and social science occupations	57,782
Business and financial operations occupations	56,805
Computer and mathematical occupations	51,733
Protective service occupations:	42,252
Installation, maintenance, and repair occupations	37,364
Arts, design, entertainment, sports, and media occupations	37,175
	<b>Median earnings (females)</b>
Management occupations	42,347
Business and financial operations occupations	35,132
Computer and mathematical occupations	45,677
Architecture and engineering occupations	44,337
Life, physical, and social science occupations	39,198
Community and social services occupations	33,691
Legal occupations	47,462
Education, training, and library occupations	22,001
Arts, design, entertainment, sports, and media occupations	21,978
Healthcare practitioner and technical occupations:	42,095
	<b>Median earnings (all)</b>
Architecture and engineering occupations	65,168
Legal occupations	60,277
Management occupations	52,162
Computer and mathematical occupations	50,237
Healthcare practitioner and technical occupations:	46,246
Business and financial operations occupations	41,823
Life, physical, and social science occupations	41,480
Protective service occupations:	41,267
Installation, maintenance, and repair occupations	37,664
Community and social services occupations	31,630

Source: U.S. Census Bureau, 2006 American Community Survey

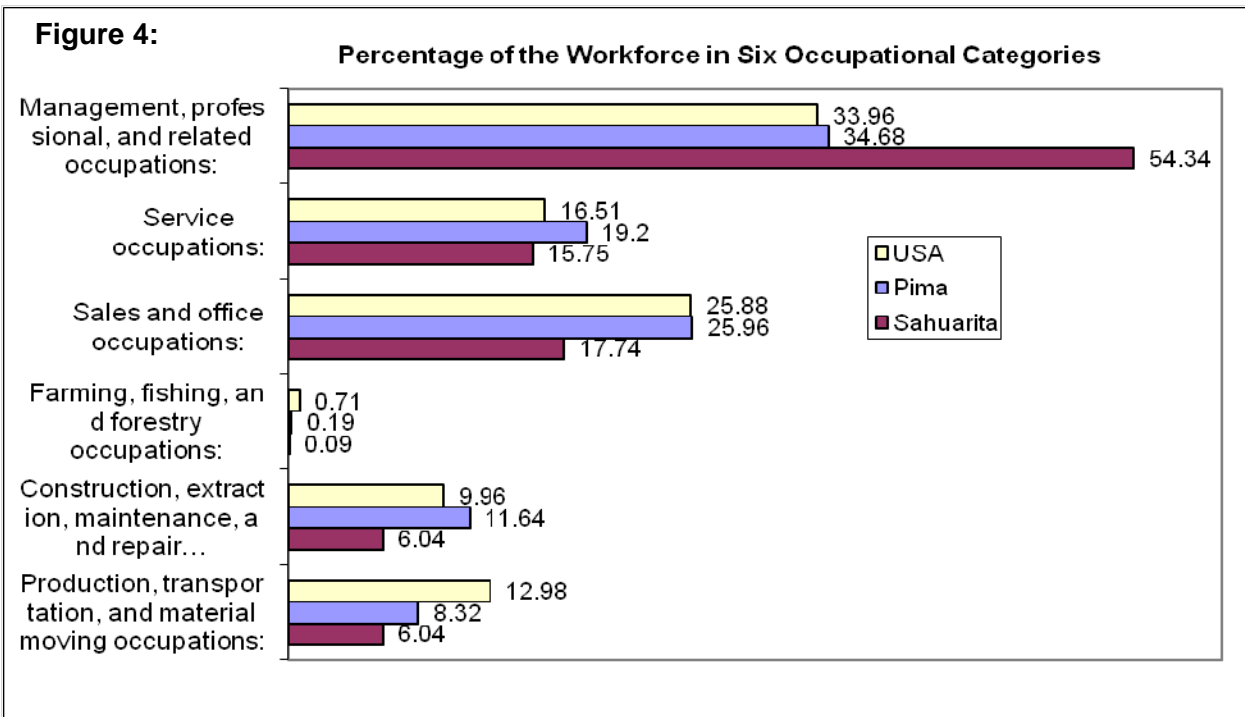
paying group for women and the 4<sup>th</sup> highest for men, and has the 3<sup>rd</sup> highest earnings when men and women are combined, **Table 8**. It is an important result that employed workers in the sample are concentrated in occupations which are among the top categories for earnings.

When respondents are aggregated according to the standard 2 digit NAICS codes into super categories, we see that Sahuarita’s employed population is concentrated significantly in the “management, professional, and related occupations” category (**Figure 4**) with 54.34% of employed workers falling into this category compared to the US proportion of 33.96% and Pima County with 33.68%. This implies 5,606 workers in Sahuarita in this occupational category.

**Figure 3:**



**Figure 4:**



Source: Pima and U.S. numbers from the U.S. Census Bureau, 2006 American Community Survey



**Table 9: Distribution of employed workers by aggregated standard occupational category and median income for Sahuarita and Pima County**

Title	Sahuarita		Pima		Pima County Median Income Estimates
	percent	Margin of Error*	percent	difference	all
Management, professional, and related occupations:	54.34%	2.52%	34.68%	19.66%	41,877
Service occupations:	15.75%	1.84%	19.20%	-3.45%	16,230
Sales and office occupations:	17.74%	1.93%	25.96%	-8.23%	22,408
Farming, fishing, and forestry occupations	0.09%	0.16%	0.19%	-0.10%	24,335
Construction, extraction, maintenance, and repair occupations:	6.04%	1.20%	11.64%	-5.60%	28,391
Production, transportation, and material moving occupations:	6.04%	1.20%	8.32%	-2.28%	23,943

\*Margin of error estimates based on a 90% level of confidence for the estimate  
 Source: Pima County estimates from the U.S. Census Bureau, 2006 American Community Survey

### Benefits

Employed workers were asked if they received benefits from their employers. With 1104 employed workers responding to this question, the majority of employed workers, 52.4%, receive both health and retirement benefits, 11.88% receive only health benefits, 7.25% receive only retirement, and 28.47% receive no benefits.

When we compare Sahuarita workers receiving health benefits with employed persons nationally, we see that Sahuarita workers receive benefits at a rate well above the national rate. However, we can also see that this advantage is enjoyed by entirely the full-time workforce (**table 10**).

Of full-time employees, 7.18% report that they are self-employed and 23.33% of part-time workers. These workers were removed from the above statistics as they refer to those employed in industry.

**Table 10: Percent of employed workers participating in health care benefit plans**

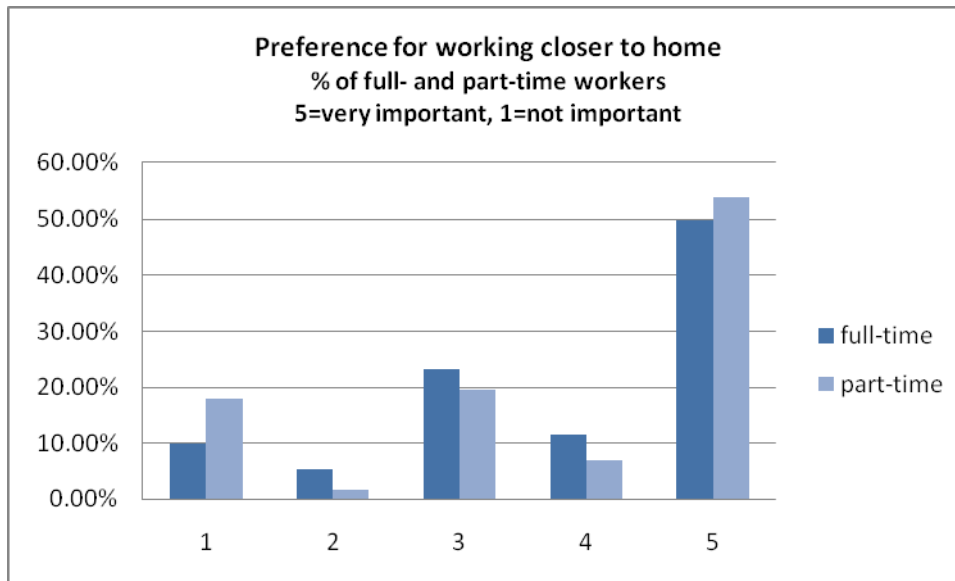
	Sahuarita	U.S.
total	65%	52%
full-time	78%	64%
part-time	12%	13%

Source: U.S. Bureau of Labor Statistics, *National Compensation Survey: Employee Benefits in Private Industry, March, 2006*.

## D. COMMUTE TIMES

Full-time workers report an average one-way commute of 27.3 minutes and part-time workers 18.5 minutes, overall average is 25.5 minutes one-way. Respondents were then asked to rate in terms of importance the statement "I would prefer to work closer to home." on a scale of 1 to 5, where 5 means very important and 1 means not important. **Figure 5** demonstrates that the majority of both full- and part-time workers would strongly prefer to work closer to home.

**Figure 5: Preference for working closer to home**



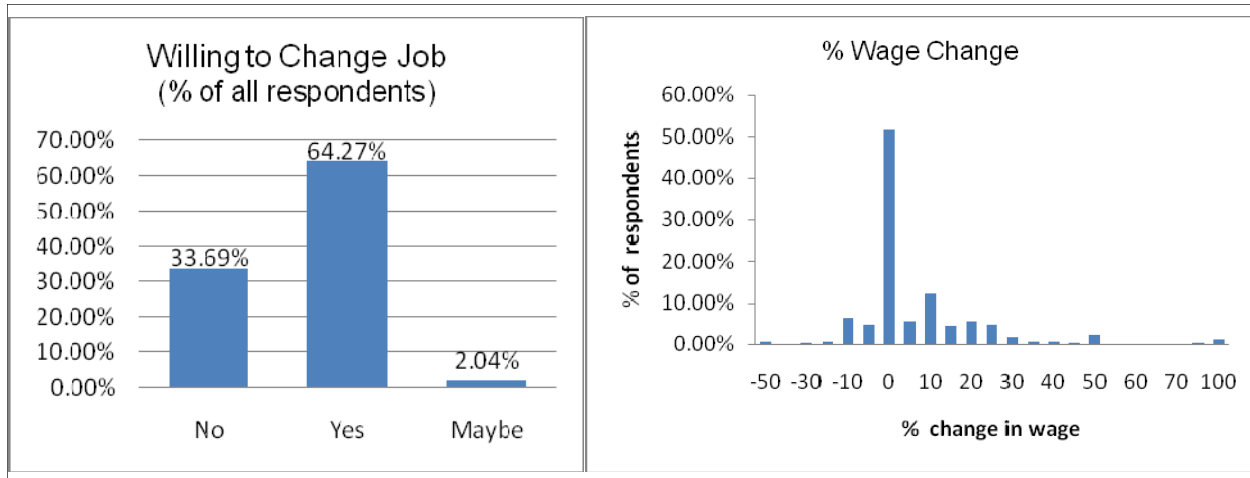
## E. “POTENTIAL” LABOR FORCE

As mentioned in the introduction, when a new establishment locates in a region the majority of employees are hired from the currently employed labor force. In last year’s survey, it was determined that there is a significant desire for quality full- and part-time employment near home on the part of the unemployed, homemakers and the retired. In this year’s survey we estimate the willingness of the employed workforce to change jobs and work at a firm located in Sahuarita given the job matched their skills and training.

1030 employed individuals answered the question: “If a job matching your skills and training came to Sahuarita, would you be willing to change jobs?” 662 answered yes (64.27%) and 21 maybe (2.04%), this implies approximately 6,631 employed workers potentially willing to change jobs. This result of approximately two-thirds willing to change to one-third unwilling appears to be a very robust result even when the respondents are categorized according to occupational group. 6 persons said “yes,” but only with commensurate benefits to what they currently enjoy, 2 said “no” because U of A and IBM benefits are unbeatable. Clearly, the affect of benefits on job changing behavior merits further investigation and it should be noted that the majority of Sahuarita’s full-time workers do receive benefits. 22.45% of part-time workers reported that they would prefer to work full-time, this implies 494 part-time workers who would prefer to work full-time should the opportunity arise.

Those willing to change jobs were then asked what percent increase in pay would be required to induce them to change or in fact would they accept a pay decrease in order to work in Sahuarita closer to home. Of the 673 persons who responded yes or maybe, the average change in wage required is 5.74% increase. However, the distribution of the changes is of more interest as 11.73% of the respondents willing to change jobs to work in Sahuarita would accept a pay decrease and 51.47% would change with no change in pay, Figure 6. This result

**Figure 6: willingness to change jobs, all respondents**



is also robust when the respondents are separated according to occupational category. From these results we can describe labor supply from the employed workforce:

**Table 11: estimated supply of workers given % change in wage all employed workers**

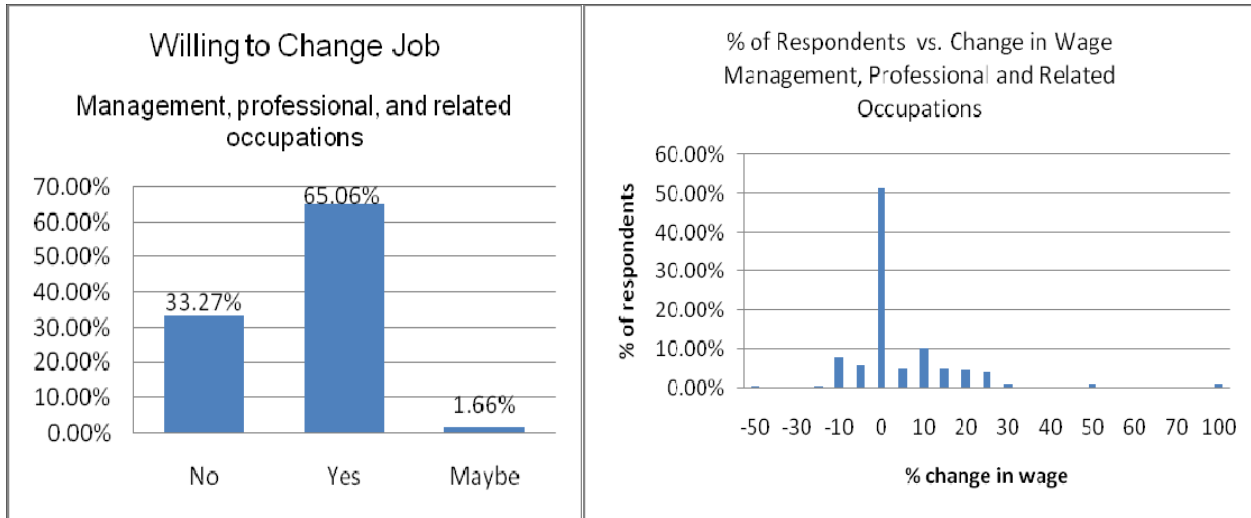
% change in wage	% of respondents (willing to change)	Estimated supply of workers
% decrease	11.73%	778
0% or less	63.20%	4,190
5% or less	68.63%	4,550
10% or less	80.51%	5,337
20% or less	90.19%	5,979

Our estimate for employed persons is 10,317, and 64.27%, or 6,630 of these said that they would indeed be willing to change jobs (figure 7). Combining these figures with the percent change in wage (required increase/acceptable decrease) we can describe the labor supply from the employed workforce. Now we can use the same procedure to describe labor supply for largest occupational group: “Management, Professional, and Related Services.

**Table 12: estimated supply of workers given % change in wage for “management, professional and related professions”**

% change in wage	% of respondents (willing to change)	Estimated supply of workers
% decrease	14.9%	543
0% or less	66.5%	2,424
5% or less	71.7%	2,614
10% or less	82.0%	2,989
20% or less	92.2%	3,361

**Figure 6: Willingness to change jobs “management, professional and related”**



Our estimate for employed persons is 10,318, and 54.34% of these fall into the “management, professional and related professions” which implies 5,606 persons and 65.06% of these said they would be willing to change jobs, 3,646 persons.

Clearly, a significant proportion of the employed workforce is expressing a willingness to the option of changing jobs should an opportunity matching their skills and training come to town.

### VIII. SECTION C: HOME BUSINESS SURVEY

Of the 969 households returning surveys, 96, or 9.9%, report that they do indeed operate a business from their home and completed Section C. of the survey. From this we can impute 831 home businesses in the town based on the Pima Association of Governments # of household estimate of 8,401. Of these business owners, 25.8% (23) said they plan to eventually locate their business outside the home in a commercial space, implies a possible 214 businesses considering relocation to a site outside of their home. These results are similar to those of the previous 2 surveys: the 2007 survey reported that 7.7% of respondents operated a home business and that of those 30.5% would like to eventually move that business outside of their homes into commercial space, and the 2006 survey reported 9.7% of respondents with home businesses, 21.1% of whom would like to move the business outside the home.

These business owners when asked to describe their home business, because they are operating from home in most cases as individuals, it is more natural to classify them according to occupation rather than industry. Here is the breakdown according to occupation:

The largest groups include “business and financial operations”, this group includes financial consultant and consultants in a variety of industries, “Sales and related” group includes realtors as well as product sales and marketing, the “personal care and service” includes beauticians and personal trainers and athletic trainers. “Arts and design includes photographers, designer and artists. These entrepreneurs are working an average of 28.4 per week at their businesses and for 72 of them do not have another job in addition to their business.

Of these 96 businesses, 23 expressed the desire to move their businesses outside of their

**Table 13: home businesses grouped by occupational category**

occupational category	% of respondents	# of respondents
Management	3.26%	3
Business and financial operations	19.57%	18
Architecture and engineering	6.52%	6
Community and social services	1.09%	1
Education, training and Library	4.35%	4
Arts, design, entertainment, sports, media	8.70%	8
Healthcare practitioners	1.09%	1
Healthcare support	2.17%	2
Food preparation	1.09%	1
Building, grounds cleaning and maintenance	2.17%	2
Personal care and service	11.96%	11
Sales and related	29.35%	27
construction and extraction	3.26%	3
Installation, maintenance and repair	4.35%	4
Transportation and materials moving	1.09%	1

homes into space in Sahuarita. Of these 23, 16 were interested in commercial/office space, 4 in warehouse space, and 5 in light industrial, Table ???. The average time anticipated for these businesses to move was within 1.6 years, with 1 year the minimum and 2 years the maximum, 12 respondents answered this

**Table 14: Types of spaces and services desired**

Move Business?	Commercial Space	Warehouse Space	Industrial Space	Shared Use Space	Shared Business Services	Affordable Business and Prof. services	Business Resource Centers
<b>No</b>				7	12	19	16
<b>Yes</b>	15	3	5	13	9	9	10
<b>Maybe</b>	1	1		2	1		
<b>Total</b>	<b>16</b>	<b>4</b>	<b>5</b>	<b>22</b>	<b>22</b>	<b>28</b>	<b>26</b>

question.

When asked what types of business spaces and services would be helpful for business development, it should be noted that even the business owners who expressed no desired to move the business out of their home still expressed interest in shared use spaces, shared business

**Table15: Requirement sorted by type of occupation/business**

Business type	Commercial Space	Warehouse Space	Industrial Space	Shared Use Space	Shared Business Services	Affordable Business and Prof. services	Business Resource Centers
Management	1		1	4	4	6	5
Business..	1				1	1	1
Architecture..	1			1	1	2	1
Community..	1			1	1		1
Education..					1	1	1
Arts..	2	1	1	4	3	3	2
Healthcare..							
Healthcare suppt..							
Food prep..							
Bldg.,grounds.			1	1			
Personal care	4	1	1	5	3	5	5
Sales...	5	1		5	8	7	8
Construction..						1	
Instal, maint.	1		1	1		1	1
Transp...							
Art+Personal..		1				1	1
<b>Grand Total</b>	<b>16</b>	<b>4</b>	<b>5</b>	<b>22</b>	<b>22</b>	<b>28</b>	<b>26</b>

services, affordable business and professional services and business resource centers.  
 Other comments regarding business needs:

- Good quality labor for fabrication (natural stone)
- artist studio spaces
- Pima College Center/Classes
- Small Business Association Meetings in Sahuarita Town Hall
- Web Site mentoring for Small Businesses
- Business networking opportunities
- small business incubator, loan officers
- Affordable rent for sales/ service business on main road (high traffic and visibility)
- Dedicated spaces as in office mall with dedicated entrance

Other comments regarding infrastructure requirements beyond electricity, power, water, and phone:

- Industrial building with yard-parking
- High speed internet and telecommunications x 5 comments

## IX. CONCLUSIONS

- Just as in the last 2 surveys, Sahuarita’s employed workforce displays higher levels of educational attainment overall than Pima County as a whole or Arizona or the nation.
- The employed workforce has concentrations in higher paying occupational categories and in important “high-tech” occupations.
- The full-time employed workforce receives employer health benefits far exceeding the national average.
- The employed population expresses a strong desired to work closer to home and re-

duce commute times.

- A significant proportion of the employed workforce expressed interest in changing jobs to work closer to home in Sahuarita should the opportunity arise that matches their skills and training. A significant portion, 22.45% of employed part-time workers would prefer to work full-time.
- There are potentially 214 home business that would like to eventually locate outside the home in Sahuarita within the next 2 years. These businesses express a variety of infrastructure and support needs. There is opportunity to foster these businesses as they develop and expand and retain them in the community.

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. Last year’s survey indicated that significant portions of the retired population and homemakers also have a desire to enter the workforce given flexible job opportunities close to home. Clearly, in this year’s study the employed workforce indicates a substantial willingness to consider employment closer to home should the opportunity arise. Sahuarita area presents a quality, highly educated potential workforce to prospective employers looking to locate in the area.

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## APPENDIX I: 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

## Town of Sahuarita Workforce Assessment Survey

*Thank you for agreeing to complete this survey. We have designed the survey to take approximately 10 minutes of your time to complete. The responses you provide will help the Town of Sahuarita to better serve the community.*

**Directions:** We ask that **all** households please answer the questions in **Section A**. If you are employed full- or part-time, please fill out **Section B**. If you own and operate a business from your home, please fill out **Section C**.

**Section A:** All households please fill out this section

1.	number of persons living your household _____
2.	number of persons 18 years and older living in your household _____
3.	number of persons 18 years and older living in your household who are employed <b>full-time</b> _____
4.	number of persons 18 years and older living in your household who are employed <b>part-time</b> _____
5.	number of persons 18 years and older living in your household who are actively seeking employment, but are currently <b>unemployed</b> _____

**Section B:** If you are employed either full- or part-time, please fill out this section.

Due to limited space, we can only collect information from up to 3 employed individuals per household.

		<b>employee #1</b>	<b>employee #2</b>	<b>employee #3</b>
6.	Please describe your employment status.	<input type="checkbox"/> Full-time <input type="checkbox"/> Part-time	<input type="checkbox"/> Full-time <input type="checkbox"/> Part-time	<input type="checkbox"/> Full-time <input type="checkbox"/> Part-time
	Please specify your age group.	<input type="checkbox"/> 18 to 24 years <input type="checkbox"/> 25 to 44 years <input type="checkbox"/> 45 to 59 years <input type="checkbox"/> 60 to 64 years <input type="checkbox"/> 65+ years	<input type="checkbox"/> 18 to 24 years <input type="checkbox"/> 25 to 44 years <input type="checkbox"/> 45 to 59 years <input type="checkbox"/> 60 to 64 years <input type="checkbox"/> 65+ years	<input type="checkbox"/> 18 to 24 years <input type="checkbox"/> 25 to 44 years <input type="checkbox"/> 45 to 59 years <input type="checkbox"/> 60 to 64 years <input type="checkbox"/> 65+ years
7.	What is your highest level of education? Please check one.	<input type="checkbox"/> Some high school <input type="checkbox"/> High school grad (includes equivalency) <input type="checkbox"/> Associate's degree <input type="checkbox"/> Some College <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> Master's degree <input type="checkbox"/> Professional degree <input type="checkbox"/> Doctoral degree	<input type="checkbox"/> Some high school <input type="checkbox"/> High school grad (includes equivalency) <input type="checkbox"/> Associate's degree <input type="checkbox"/> Some College <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> Master's degree <input type="checkbox"/> Professional degree <input type="checkbox"/> Doctoral degree	<input type="checkbox"/> Some high school <input type="checkbox"/> High school grad (includes equivalency) <input type="checkbox"/> Associate's degree <input type="checkbox"/> Some College <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> Master's degree <input type="checkbox"/> Professional degree <input type="checkbox"/> Doctoral degree
8.	Are you self-employed (primary job)?	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.	How long have you been working for your current employer?			
10.	Do you receive benefits from your employer? Check all those that apply.	<input type="checkbox"/> No <input type="checkbox"/> Yes, health <input type="checkbox"/> Yes, retirement	<input type="checkbox"/> No <input type="checkbox"/> Yes, retirement <input type="checkbox"/>	<input type="checkbox"/> No <input type="checkbox"/> Yes, health <input type="checkbox"/> Yes, retirement
11.	How many days per week do you typically work from home?			

		employee #1	employee #2	employee #3
	How many minutes is your daily one-way commute?			
12.	If you are currently working <b>part-time</b> , would you prefer to work <b>full-time</b> ?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
13.	Please rate the statement: "I would prefer to work closer to home." (where 5 means "strongly agree" and 1 means "strongly disagree")	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
14.	If a job matching your skills and training came to Sahuarita, would you be willing to change jobs?	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>	Yes <input type="checkbox"/> No <input type="checkbox"/>
15.	If <b>yes</b> , what percentage increase in pay would be required for you to change jobs and work in Sahuarita?			
16.	If <b>yes</b> , what percent decrease in pay would you be willing to accept in order to work in Sahuarita?			
17.	What is your current occupation? Please enter the letter of the occupational category (see list below) which best corresponds your current occupation.			
	<b>A.</b> Architecture and Engineering Occupations	<div style="border: 1px solid black; padding: 5px;"> <p>If you are unsure about which category your job/occupation falls into, please take a look at the back page of the survey for examples from each category. If you are still unsure, please just make your best guess.</p> </div>		
	<b>B.</b> Arts, Design, Entertainment, Sports, and Media			
	<b>C.</b> Building and Grounds Cleaning and Maintenance			
	<b>D.</b> Business and Financial Operations Occupations			
	<b>E.</b> Community and Social Services Occupations			
	<b>F.</b> Computer and Mathematical Occupations			
	<b>G.</b> Construction and Extraction Occupations			
	<b>H.</b> Education, Training, and Library			
	<b>I.</b> Farming, Fishing, and Forestry Occupations			
	<b>J.</b> Food Preparation and Serving Related Occupations			
	<b>K.</b> Healthcare Practitioners and Technical Occupations			
	<b>L.</b> Healthcare Support Occupations			
	<b>M.</b> Installation, Maintenance, and Repair Occupations			
	<b>N.</b> Legal Occupations			
	<b>O.</b> Life, Physical, and Social Science Occupations			
	<b>P.</b> Management Occupations			
	<b>Q.</b> Military Specific Occupations			
	<b>R.</b> Office and Administrative Support Occupations			
	<b>S.</b> Personal Care and Service Occupations			
	<b>T.</b> Production Occupations			
	<b>U.</b> Protective Service Occupations			
	<b>V.</b> Sales and Related Occupations			
	<b>W.</b> Transportation and Material Moving Occupations			

**Section C: If you own and operate a business from your home, please fill out this section**

18.	Do you own and operate a business from your home?		Yes <input type="checkbox"/> No <input type="checkbox"/>	
19.	How many hours per week do you work in your business?			
20.	Do you have another job in addition to your business?		Yes <input type="checkbox"/> No <input type="checkbox"/>	
21.	Please describe the type of business you operate.			
22.	How many employees do you have besides yourself? _____			
23.	Do you eventually want move your business outside of your home?		Yes <input type="checkbox"/> No <input type="checkbox"/>	
	If yes:	Do you want to locate your business in Sahuarita?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
		What type of space would be required?	<input type="checkbox"/> Commercial/office <input type="checkbox"/> Warehouse <input type="checkbox"/> Light industrial facilities <input type="checkbox"/> Other: _____	
		What is the time frame for your move?		
		Do you have any specialized infrastructure requirements (telecommunications, power, water, rail, etc)?		
		Do you or your employees need access to public transportation?	Yes <input type="checkbox"/> No <input type="checkbox"/>	
24.	Check which of the following would be helpful to your business development and operations?			
	<input type="checkbox"/>	Shared use space (office, warehouse, light industrial)		
	<input type="checkbox"/>	Shared business services (receptionist, phone, fax, photo-copying, high-speed internet, storage, etc)		
	<input type="checkbox"/>	Access to affordable business and professional services (marketing, planning, tax consulting, finance, legal, accounting, etc).		
	<input type="checkbox"/>	Business resource centers (Library, One Stop Center, Pima College center/classes, Access to Arizona job training grants)		
	<input type="checkbox"/>	Other, please describe:		

Thank you! We sincerely appreciate your time in filling out this survey!

## Occupational Categories Examples:

- A. Architecture and Engineering Occupations:** Architects, Surveyors, Cartographers, Drafters, Engineering and Mapping Technicians, Engineers
- B. Arts, Design, Entertainment, Sports, and Media:** Art and Design Workers, Entertainers and Performers, Sports and Related Workers, Media and Communication Equipment Workers, Media and Communication Workers
- C. Building and Grounds Cleaning and Maintenance:** maids, janitors, housekeepers, Building Cleaning and Pest Control Workers, Grounds Maintenance Workers, Supervisors of Build. and Grounds Cleaning and Maintenance Workers
- D. Business and Financial Operations:** Agents and Business Managers of Artists, Buyers and purchasing Agents, Claims Adjusters, Appraisers, Examiners, and Investigators, Compliance Officers (Except Agriculture & Construct), Cost Estimators, Emergency Management Specialists, Human Res., Training, and Labor Relations Spec, Logisticians, Management Analysts, Meeting and Convention Planners; **Financial Specialists:** Accountants and Auditors, Appraisers and Assessors of Real Estate, Budget Analysts, Financial Analysts and Advisors, Financial Examiners, Loan Counselors and Officers, Miscellaneous Financial Specialists, Tax Examiners, Collectors, Preparers
- E. Community and Social Services:** Counselors, Social Workers, and Other Miscellaneous Counselors, Social, & Religious Workers
- F. Computer and Mathematical:** **Computer Specialists:** Computer and Information Scientists, Research, Computer Programmers, Computer Software Engineers, Computer Support Specialists, Computer Systems Analysts, Database Administrators, Miscellaneous Computer Specialists, Network and Computer Systems Administrators, Network Systems and Data Communications Analysts; **Mathematical Scientists:** Actuaries, Mathematicians, Operations Research Analysts
- G. Construction and Extraction:** Construction Trades Workers, Extraction Workers, Supervisors of Construction & Extraction Workers
- H. Education, Training, and Library:** Librarians, Curators, and Archivists; Other Education, Training, and Library Occupations; Postsecondary Teachers, Primary, Secondary, and Spec. Ed. School Teachers
- I. Farming, Fishing, and Forestry:** Agricultural Workers; Fishing and Hunting Workers; Forest, Conservation, and Logging Workers; Supervisors, Farming, Fishing, and Forestry Workers
- J. Food Preparation and Serving Related:** Cooks, Food Preparation Workers; Food and Beverage Serving Workers; Other Food Preparation and Serving Related Workers; Supervisors of such
- K. Healthcare Practitioners and Technical:** Health Diagnosing and Treating Practitioners: Chiropractors, Dentists, Dietitians and Nutritionists, Pharmacists, Optometrists, Physician Assistants, Physicians and Surgeons, Podiatrists, Registered Nurses, Therapists, Veterinarians; Health Technologists and Technicians
- L. Healthcare Support Occupations:** Nursing, Psychiatric, and Home Health Aides; Occupational and Phys. Therapist Assnts and Aides; Other Healthcare Support Occupations
- M. Installation, Maintenance, and Repair Occupations** (note: electricians & plumbers are in Construction category) Electrical and Electronic Equipment Mechanics, Ins; Other Installation, Maintenance, and Repair Occ; Supvsrs of Installation, Maint., and Repair Wks; Vehicle and Mobile Equipment Mechanics, Installers
- N. Legal Occupations:** Lawyers, Judges, Magistrates, and Other Judicial Worker, Legal Support
- O. Life, Physical, and Social Science Occupations:** Life Scientists; Life, Physical, and Social Science Technicians; Physical Scientists; Social Scientists and Related Workers;
- P. Management Occupations:** Advertising, Marketing, Promotns, Public Relatns Managers; Operations Specialties Managers; Other Management Occupation; Top Executives
- Q. Military Specific Occupation:** First-Line Enlisted Military Supervisor/Managers; Military Enlisted Tactical Operations and Air/Weap; Military Officer Spec and Tactical Ops Leaders
- R. Office and Administrative Support Occupations:** Communications Equipment Operator; Financial Clerks; Information and Record Clerks; Material Recording, Sched., Disp. and Dist. Wkr; Other Office and Administrative Support Workers; Secretaries and Administrative Assistants; Supervisors, Office and Administrative Support Workers
- S. Personal Care and Service Occupations:** Animal Care and Service Workers; Entertainment Attendants and Related Workers; Funeral Service Workers; Personal Appearance Workers; Supervisors, Personal Care and Service Workers; Transportation, Tourism, and Lodging Attendants;
- T. Production Occupations:** Assemblers and Fabricators; Food Processing Workers; Metal Workers and Plastic Workers; Other Production Occupations; Plant and System Operators; Printing Workers; Supervisors, Production Workers; Textile, Apparel, and Furnishings Workers; Woodworkers
- U. Protective Service Occupations:** ire Fighting and Prevention Workers; First-Line Supvsrs/Mngrs, Protective Services; Law Enforcement Workers; Other Protective Service Workers
- V. Sales and Related Occupations:** Other Sales and Related Workers; Retail Sales Workers; Sales Representatives, Services; Sales Representatives, Wholesale and Manufacturing; Supervisors of sales works; Real estate brokers
- W. Transportation and Material Moving Occupations:** Air Transportation Workers; Material Moving Workers; Motor Vehicle Operators; Other Transportation Workers; Rail Transportation Workers; Supervisors, Transpo. and Material Moving Wkrs; Water Transportation Workers