

**MEETING OF THE BOARD OF DIRECTORS  
OF THE  
ARLINGTON ECONOMIC DEVELOPMENT CORPORATION**

**Agenda  
September 19, 2023 AT 4:30 p.m.**

**ARLINGTON CITY HALL  
COUNCIL BRIEFING ROOM  
3<sup>RD</sup> FLOOR  
101 W. ABRAM STREET  
ARLINGTON, TX 76010**

Members of the public who wish to speak on a listed agenda item for action will be asked for their comments at the appropriate time.

- I. Call to Order
- II. Consideration of Minutes
  - A. August 15, 2023 Meeting
- III. Financial Report
- IV. Real Estate Report
- V. Industry Spotlight Report
- VI. Executive Director's Report
  - A. New Staff Introductions
  - B. First Rate Event Recap
  - C. October EDC Board Officer Elections
  - D. Bell/City of Arlington Vendor Day
- VII. Project Update – Town North Shopping Center
- VIII. Founders Arena - TaxStatus Presentation
- IX. Executive Session  
Discussion of matters permitted by the following sections of V.T.C.A, Government Code, Chapter 551:
  - A. Section 551.087, Deliberation Regarding Economic Development Negotiations
    - Offers of Incentives to Business Prospects
  - B. Section 551.072, Deliberation Regarding Real Property
    - Discussion regarding the possible purchase, exchange, lease, or value of real property for eligible projects of the Arlington Economic Development Corporation.
- X. Future Agenda Items
- XI. Adjourn

**MEETING OF THE BOARD OF DIRECTORS  
OF THE  
ARLINGTON ECONOMIC DEVELOPMENT CORPORATION**

**MINUTES OF THE  
ARLINGTON ECONOMIC DEVELOPMENT CORPORATION  
BOARD OF DIRECTORS  
August 15, 2023**

The Board of Directors of the Arlington Economic Development Corporation convened in Regular Session on August 15, 2023, at 4:30 p.m., in Arlington City Hall, 3<sup>rd</sup> Floor, 101 W. Abram Street, Arlington, Texas, with the meeting being open to the public and notice of said meeting, giving the date, place and subject thereof, having been posted as prescribed by V.T.C.A., Government Code, Chapter 551, with the following members present, to-wit:

Board Members:

Michael Jacobson	§	President
Mojoy Haddad	§	Vice President
Jollyn Mwisongo	§	Secretary
John Whiteley	§	Treasurer
Kate Miller	§	Board Member
Carmenza Moreno	§	Board Member

Absent:

Gerald Alley	§	Board Member
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And

Trey Yelverton	City Manager
Broderick Green	Executive Director
Molly Shortall	City Attorney
Jonathan Moss	Senior Attorney
Bruce Payne	Director of Economic Development
Erin Clark	Public Funds Administrator
Stephanie Dimas	Senior Public Funds Analyst
Jasmine Amo	Economic Development Corporation Specialist
Alex Fitzgerald	Economic Development Corporation Specialist
Lyndsay Mitchell	Strategic Initiatives Officer
Alison Pope	Economic Development Specialist
Marcus Young	Economic Development Specialist
Kevin McGlaun	Real Estate Consultant
Erica Yingling	Economic Development Corporation Coordinator

I. Call to Order

President M. Jacobson called the meeting to order at 4:32 p.m.

II. Consideration of Minutes

A. July 18, 2023 Meeting

Vice President M. Haddad made a motion to approve the minutes of the July 18, 2023 Board meeting. Seconded by Treasurer J. Whiteley, the motion carried with 6 ayes and 0 nays.

APPROVED

III. Financial Report

No questions or comments were stated.

IV. Real Estate Report

No questions or comments were stated.

V. Industry Spotlight Report

No questions or comments were stated.

VI. Item For Action:

A. Resolution

A resolution adopting FY24 Budget for the Arlington Economic Development Corporation.

Broderick Green, Executive Director, presented the resolution for consideration.

Vice President M. Haddad made a motion to approve the resolution. Seconded by Secretary Jollyn Mwisongo, the motion carried with 6 ayes and 0 nays.

AEDC RESOLUTION NO. 23-014

VII. Executive Session

At 5:07 p.m., President M. Jacobson announced that the Board would convene in Executive Session.

Discussion of matters permitted by the following sections of V.T.C.A, Government Code, Chapter 551:

- A. Section 551.087, Deliberation Regarding Economic Development Negotiations
  - 1. Offers of Incentives to Business Prospects

At 5:17 p.m., President M. Jacobson announced the Executive Session was adjourned, and the Board immediately reconvened in Open Session.

#### VIII. Future Agenda Items

Request for an update on Town North Project.

#### IX. Adjourn

There being no further business, the meeting was adjourned at 5:19 p.m.

**COA Expenditures by Cost Center**

Budget Structure Non-Operating Budget  
 Amount Type Activity  
 Period FY23 - Jul  
 Cost Center Hierarchy Economic Development Corporation  
 From Budget Date 10/1/2022  
 To Budget Date 9/30/2023  
 Percent of year complete 83.33%

Cost Center	Budget Appropriation	Current Monthly Expenditures	Expenditures to Date	Encumbrances	Actuals + Encumbrances	Unexpended Balance	%Exp
<b>CC973005 Economic Development Corporation Projects</b>	<b>20,099,653</b>	<b>-</b>	<b>7,345,034</b>	<b>-</b>	<b>7,345,034</b>	<b>12,754,619</b>	<b>36.54%</b>
61000:Purchase/Contract	20,099,653	-	7,345,034	-	7,345,034	12,754,619	36.54%
<b>CC973010 Economic Development Corporation Operations</b>	<b>2,463,835</b>	<b>64,820</b>	<b>997,231</b>	<b>486,131</b>	<b>1,483,362</b>	<b>980,473</b>	<b>60.21%</b>
50000:Salaries and Wages	734,902	32,989	360,145	-	360,145	374,757	49.01%
55000:Benefits	193,432	8,613	93,326	-	93,326	100,106	48.25%
60000:Supplies	120,000	297	2,215	687	2,901	117,099	2.42%
61000:Purchase/Contract	516,502	26,463	409,072	462,007	871,080	(354,578)	168.65%
62000:Utilities	20,000	-	-	-	-	20,000	0.00%
63000:Maintenance and Repair	450,000	1,860	19,199	8,438	27,637	422,363	6.14%
65000:Miscellaneous Expense	305,000	(7,477)	61,429	7,500	68,929	236,071	22.60%
66000:Travel and Training	118,000	2,059	50,654	7,500	58,154	59,846	49.28%
67000:Interdepartmental Expense	6,000	15	1,191	-	1,191	4,809	19.85%

**REVENUES**

TOTAL	19,703,198	Sales Month	Revenue Received
	1,820,707	October 2022	December 2022
	1,903,338	November 2022	January 2023
	2,375,933	December 2022	February 2023
	1,660,636	January 2023	March 2023
	1,603,818	February 2023	April 2023
	2,339,212	March 2023	May 2023
	1,886,750	April 2023	June 2023
	1,986,490	May 2023	July 2023
	2,183,843	June 2023*	August 2023
	1,942,471	July 2023*	September 2023
		August 2023	October 2023
		September 2023	November 2023

\* June 2023 reflects a large audit adjustment from the State Comptroller's Office; it was added back in July, and will be deducted incrementally over a 5-year period beginning in October 2023 (FY24).

COA Expenditures by Cost Center

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Cost Center	Budget Appropriation	Current Monthly Expenditures	Expenditures to Date	Encumbrances	Actuals + Encumbrances	Unexpended Balance	%Exp
<b>CC973005 Economic Development Corporation Projects</b>	<b>20,099,653</b>	<b>-</b>	<b>7,345,034</b>	<b>-</b>	<b>7,345,034</b>	<b>12,754,619</b>	<b>36.54%</b>
61000:Purchase/Contract	20,099,653	-	7,345,034	-	7,345,034	12,754,619	36.54%
SC0533 - Special Services	20,099,653	-	7,345,034	-	7,345,034	12,754,619	36.54%
SC0574 - Professional Services	-	-	-	-	-	-	0.00%
<b>CC973010 Economic Development Corporation Operations</b>	<b>2,463,835</b>	<b>64,820</b>	<b>997,231</b>	<b>486,131</b>	<b>1,483,362</b>	<b>980,473</b>	<b>60.21%</b>
50000:Salaries and Wages	734,902	32,989	360,145	-	360,145	374,757	49.01%
SC50002 - Salaries: Operations	734,902	32,989	360,145	-	360,145	374,757	49.01%
55000:Benefits	193,432	8,613	93,326	-	93,326	100,106	48.25%
SC50004 - Benefits: Longevity/Stability	-	-	42	-	42	(42)	0.00%
SC55000 - Benefits : Worker's Comp	1,102	49	516	-	516	586	46.84%
SC55001 - Benefits : Employee Retirement	73,876	3,327	36,472	-	36,472	37,404	49.37%
SC55002 - Benefits : Disability Income Plan	1,617	61	633	-	633	984	39.15%
SC55003 - Benefits : Employee Insurance	64,018	3,095	32,314	-	32,314	31,704	50.48%
SC55005 - Benefits : Medicare	10,656	239	4,035	-	4,035	6,621	37.86%
SC55008 - Benefits : Thrift Plan	34,571	1,395	14,629	-	14,629	19,941	42.32%
SC55009 - Benefits : Car Allowance	5,200	400	4,200	-	4,200	1,000	80.77%
SC55010 - Benefits : Phone Allowance	2,392	46	485	-	485	1,907	20.26%
60000:Supplies	120,000	297	2,215	687	2,901	117,099	2.42%
SC0500 - Office Supplies less than \$5,000	10,000	297	1,212	687	1,899	8,101	18.99%
SC0514 - Other Supplies	3,000	-	-	-	-	3,000	0.00%
SC0516 - Supplies/Computer Hardware	22,000	-	1,002	-	1,002	20,998	4.56%
SC0517 - Office Furniture less than \$5,000	60,000	-	-	-	-	60,000	0.00%
SC0521 - Cost Of Food & Beverage	25,000	-	-	-	-	25,000	0.00%
61000:Purchase/Contract	516,502	26,463	409,072	462,007	871,080	(354,578)	168.65%
SC0533 - Special Services	466,502	25,011	373,885	2,139	376,025	90,477	80.61%
SC0566 - Securing Of Properties	-	-	489	-	489	(489)	0.00%
SC0574 - Professional Services	50,000	1,453	34,698	459,868	494,566	(444,566)	989.13%
62000:Utilities	20,000	-	-	-	-	20,000	0.00%
SC0578 - Electric Service	20,000	-	-	-	-	20,000	0.00%
63000:Maintenance and Repair	450,000	1,860	19,199	8,438	27,637	422,363	6.14%
SC0583 - Maintenance of Buildings	450,000	1,860	19,199	8,438	27,637	422,363	6.14%
65000:Miscellaneous Expense	305,000	(7,477)	61,429	7,500	68,929	236,071	22.60%
SC0658 - Advertising	300,000	(7,477)	60,477	7,500	67,977	232,023	22.66%
SC0735 - Employee Reimbursement - non travel/training	5,000	-	952	-	952	4,048	19.03%
66000:Travel and Training	118,000	2,059	50,654	7,500	58,154	59,846	49.28%
SC0668 - Membership	21,000	-	13,125	-	13,125	7,875	62.50%
SC0669 - Training	6,000	-	4,032	-	4,032	1,968	67.21%
SC0670 - Registration	-	-	4,113	-	4,113	(4,113)	0.00%
SC0671 - Travel	91,000	2,059	29,384	7,500	36,884	54,116	40.53%
67000:Interdepartmental Expense	6,000	15	1,191	-	1,191	4,809	19.85%
SC0500 - Office Supplies less than \$5,000	-	-	132	-	132	(132)	0.00%
SC0633 - General Services Charges	6,000	15	1,059	-	1,059	4,941	17.65%

**FD8050 Arlington Economic Development Corporation  
 CC973005 Economic Development Corporation Projects  
 FY23 EDC Project Expenditures Detail by Month**

**NOTE: There were no project related expenditures in October, November, December, January, April, and July**

**FEBRUARY**

Amount	Transaction Date	Payee	Purpose
903,090.98	2/8/2023	LAWYERS TITLE COMPANY	Center Street Gateway Project: 1407 N Center St (earnest money)
3,263.04	2/9/2023	LAWYERS TITLE COMPANY	Center Street Gateway Project: 1413 N Center St (earnest money)
2,818.40	2/9/2023	LAWYERS TITLE COMPANY	Center Street Gateway Project: 1409 N Center St (earnest money)
28,347.82	2/9/2023	LAWYERS TITLE COMPANY	Center Street Gateway Project: 1311, 1403, 1404, 1406, 1412, 1414, and 1416 N Center St (earnest money)
5,160.00	2/9/2023	Alamo Title Company	Center Street Gateway Project: 1407 N Center St (earnest money)
3,263.04	2/10/2023	Stewart Title Company Escrow Account	Center Street Gateway Project: 1408 N Center St (earnest money)
5,000.00	2/10/2023	Stewart Title Company Escrow Account	Center Street Gateway Project: 1411 and 1413 Altman (earnest money)
1,736.96	2/13/2023	Stewart Title Company Escrow Account	Center Street Gateway Project: 1408 N Center St (earnest money)
<b>952,680.24</b>			

**MARCH**

Amount	Transaction Date	Payee	Purpose
1,000,000.00	3/6/2023	Miscellaneous Payee: Bell Textron, Inc.	Bell Textron AEDC Performance Agreement grant #1
518,389.75	3/15/2023	Alamo Title Company	Center Street Gateway Project: 1407 N Center St
325,508.94	3/15/2023	LAWYERS TITLE COMPANY	Center Street Gateway Project: 1413 N Center St
280,896.33	3/15/2023	LAWYERS TITLE COMPANY	Center Street Gateway Project: 1409 N Center St
318,581.85	3/15/2023	Stewart Title Company Escrow Account	Center Street Gateway Project: 1408 N Center St
637,007.69	3/15/2023	Stewart Title Company Escrow Account	Center Street Gateway Project: 1411 and 1413 Altman Dr
(650.00)	3/21/2023	Ad hoc bank transaction	
<b>3,079,734.56</b>			

**MAY**

Amount	Transaction Date	Payee	Purpose
2,812,619.30	5/4/2023	Miscellaneous Payee: Alamo Title Company	Center Street Gateway Project: 1311, 1403, 1404, 1406, 1412, 1414, and 1416 N Center St
<b>2,812,619.30</b>			

**JUNE**

Amount	Transaction Date	Payee	Purpose
500,000.00	6/28/2023	First Rate, Inc.	Incubator incentive agreement
<b>500,000.00</b>			

**7,345,034.10 Total**

**Summary by Project**

5,845,034	Center Street Gateway Project
1,000,000	Bell Textron
500,000	First Rate, Inc.
<b>7,345,034</b>	<b>Total</b>



## Industry Spotlight

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# Transportation and Warehousing

Dallas-Fort Worth-Arlington, TX MSA

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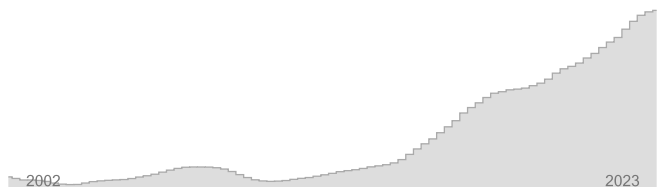
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# Spotlight Summary

Transportation and Warehousing  
Dallas-Fort Worth-Arlington, TX MSA – 2023Q1

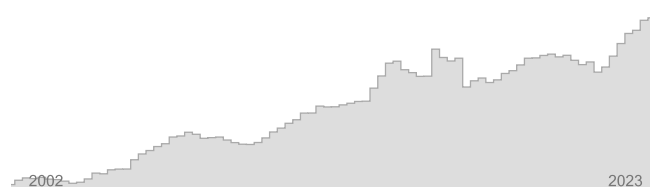
## EMPLOYMENT



**288,087**

Regional employment / **8,053,097** in the nation

## WAGES



**\$64,599**

Avg Wages per Worker / **\$60,984** in the nation

**5.8%** ↑

Avg Ann % Change Last 10 Years / **+3.6%** in the U.S.



**6.9%**

% of Total Employment / **5.0%** in the U.S.



**1.9%** ↑

Avg Ann % Change Last 10 Years / **+2.1%** in the U.S.



## TOP OCCUPATION GROUPS



## TOP INDUSTRIES

Avg Ann % Change in Employment, Last 10 Years

**16.4%** ↑



Warehousing and Storage

**2.4%** ↑



Truck Transportation

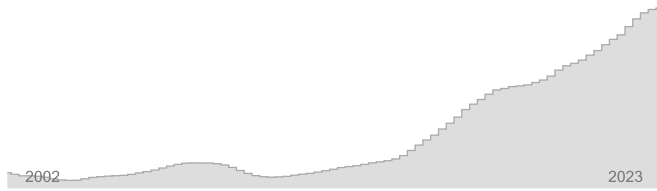
**2.7%** ↑



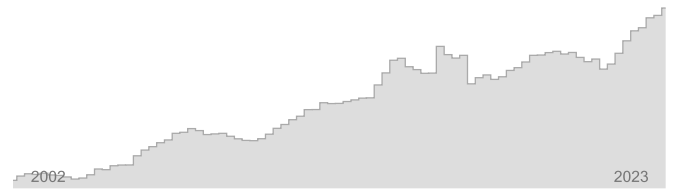
Air Transportation

# Industry Snapshot


## EMPLOYMENT



## WAGES



3-Digit Industry	Empl	Avg Ann Wages	LQ	5yr History	Annual Demand	Forecast Ann Growth
Warehousing and Storage	82,370	\$46,451	1.67		12,500	1.9%
Truck Transportation	54,536	\$70,278	1.24		7,017	1.2%
Air Transportation	43,226	\$155,636	3.18		5,975	1.7%
Couriers and Messengers	41,817	\$41,498	1.37		6,096	2.3%
Support Activities for Transportation	31,474	\$77,511	1.37		4,105	1.7%
Transit and Ground Passenger Transportation	16,684	\$37,199	0.68		2,460	1.4%
Postal Service	13,296	\$71,925	0.84		1,249	0.6%
Rail Transportation	3,991	\$98,964	1.03		450	1.6%
Pipeline Transportation	550	\$222,058	0.41		62	1.4%
Scenic and Sightseeing Transportation	96	\$37,733	0.11		17	4.7%
Remaining Component Industries	47	\$112,199	0.03		6	2.1%
<b>Transportation and Warehousing</b>	<b>288,087</b>	<b>\$64,599</b>	<b>1.38</b>		<b>39,596</b>	<b>1.7%</b>


 Employment is one of the broadest and most timely measures of a region's economy. Fluctuations in the number of jobs shed light on the health of an industry. A growing employment base creates more opportunities for regional residents and helps a region grow its population.

 Since wages and salaries generally compose the majority of a household's income, the annual average wages of a region affect its average household income, housing market, quality of life, and other socioeconomic indicators.

# Staffing Pattern



6-digit Occupation	Empl	Avg Ann Wages	Annual Demand
Heavy and Tractor-Trailer Truck Drivers	43,891	\$53,600	6,110
Laborers and Freight, Stock, and Material Movers, Hand	36,472	\$39,200	6,166
Industrial Truck and Tractor Operators	21,898	\$45,400	3,071
Light Truck Drivers	18,109	\$54,400	2,778
Stockers and Order Fillers	18,081	\$39,500	3,597
Reservation and Transportation Ticket Agents and Travel Clerks	9,803	\$53,800	1,341
Flight Attendants	8,908	\$66,400	1,605
Postal Service Mail Carriers	8,100	\$59,000	709
First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	7,721	\$63,000	1,107
Shipping, Receiving, and Inventory Clerks	6,256	\$41,400	749
Remaining Component Occupations	108,835	\$64,800	14,508
<b>Total</b>	<b>288,074</b>		

 The mix of occupations points to the ability of a region to support an industry and its flexibility to adapt to future demand. Industry wages are a component of the cost of labor for regional employers.

# Employment Distribution by Type

The table below shows the employment mix by ownership type for Transportation and Warehousing for the Dallas-Fort Worth-Arlington, TX MSA. Four of these ownership types — federal, state, and local government and the private sector — together constitute “Covered Employment” (employment covered by the Unemployment Insurance programs of the United States and reported via the Quarterly Census of Employment and Wages).

“Self-Employment” refers to unincorporated self-employment and represents workers whose primary job is self-employment (that is, these data do not include workers whose primary job is a wage-and-salary position that is supplemented with self-employment).



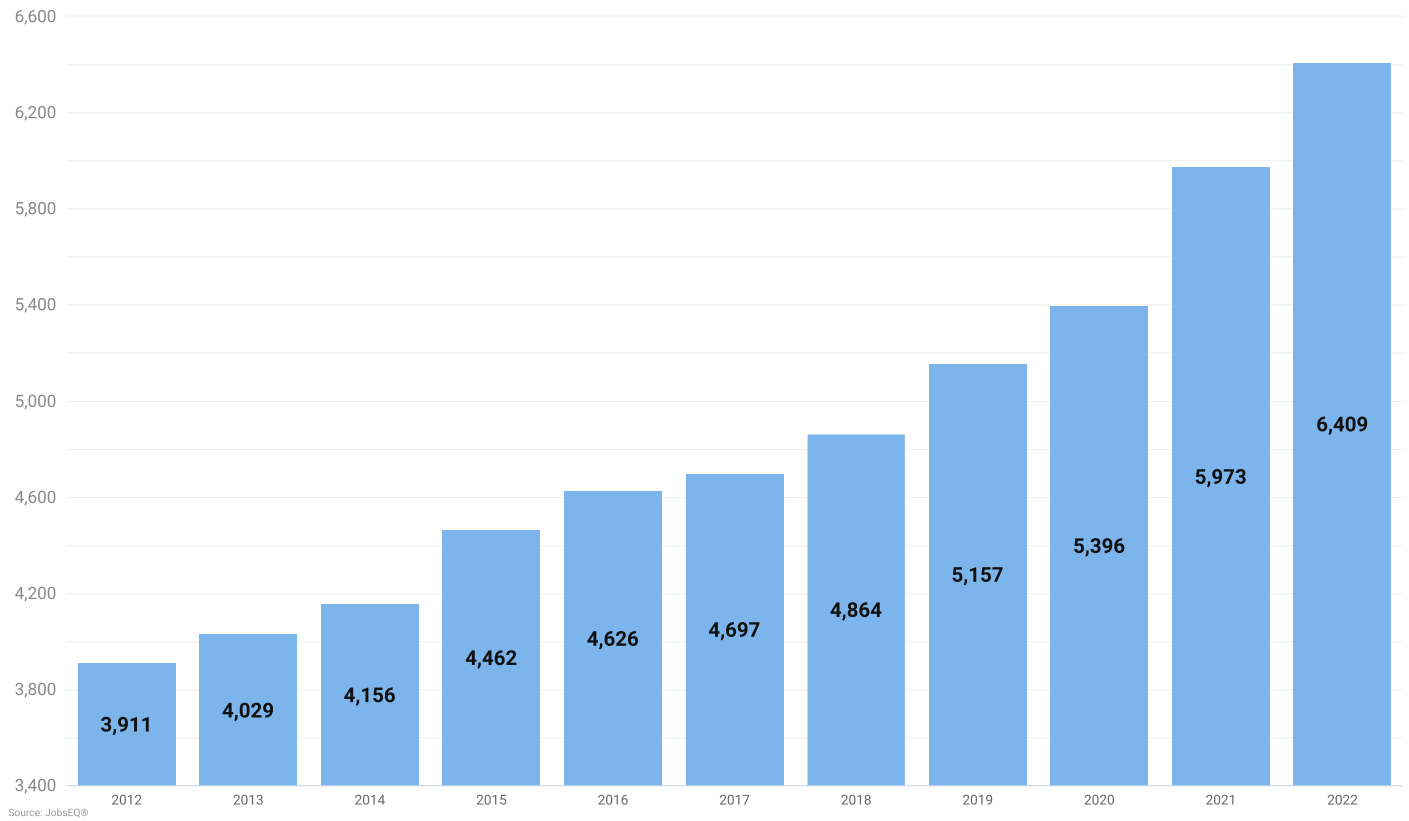
	Empl	%
Private	247,049	85.8%
Self-Employment	15,637	5.4%
Local Government	7,334	2.5%
Federal Government	14,081	4.9%
Other Non-Covered	3,988	1.4%


Source: JobsEQ®

 Strong entrepreneurial activity is indicative of growing industries. Using self-employment as a proxy for entrepreneurs, a higher share of self-employed individuals within a regional industry points to future growth.

# Establishments

In 2022, there were 6,409 Transportation and Warehousing establishments in the Dallas-Fort Worth-Arlington, TX MSA (per covered employment establishment counts), an increase from 3,911 establishments ten years earlier in 2012.

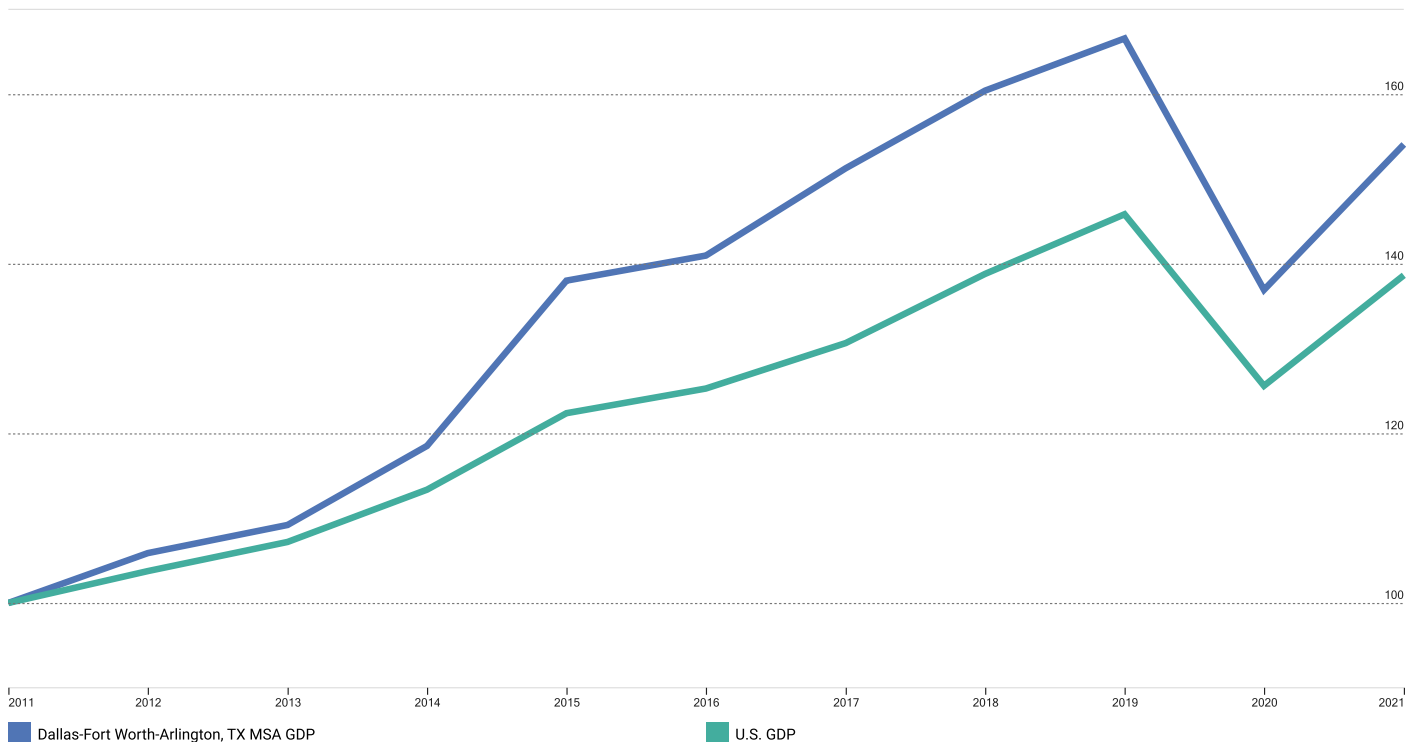


 New business formations are an important source of job creation in a regional economy, spurring innovation and competition, and driving productivity growth. Establishment data can provide an indicator of growth in businesses by counting each single location (such as a factory or a store) where business activity takes place, and with at least one employee.

# GDP & Productivity

In 2021, Transportation and Warehousing produced \$25 billion in GDP for the Dallas-Fort Worth-Arlington, TX MSA.

GDP: Indexed 2011 = 100



## 4.0 %

Industry Share of Total GDP /  
3.3 % in the nation



## 4.4 % ↑

Avg Ann % Change Last 10 Yrs /  
3.3 % in the nation



## \$215k

Output per Worker /  
\$210k in the nation



💡 Gross domestic product (GDP) is the most comprehensive measure of regional economic activity, and an industry's contribution to GDP is an important indicator of regional industry strength. It is a measure of total value-added to a regional economy in the form of labor income, proprietor's income, and business profits, among others. GDP values shown on this page are nominal GDP data.

💡 Growth in productivity (output per worker) leads to increases in wealth and higher average standards of living in a region.

# Supply Chain: Top Suppliers

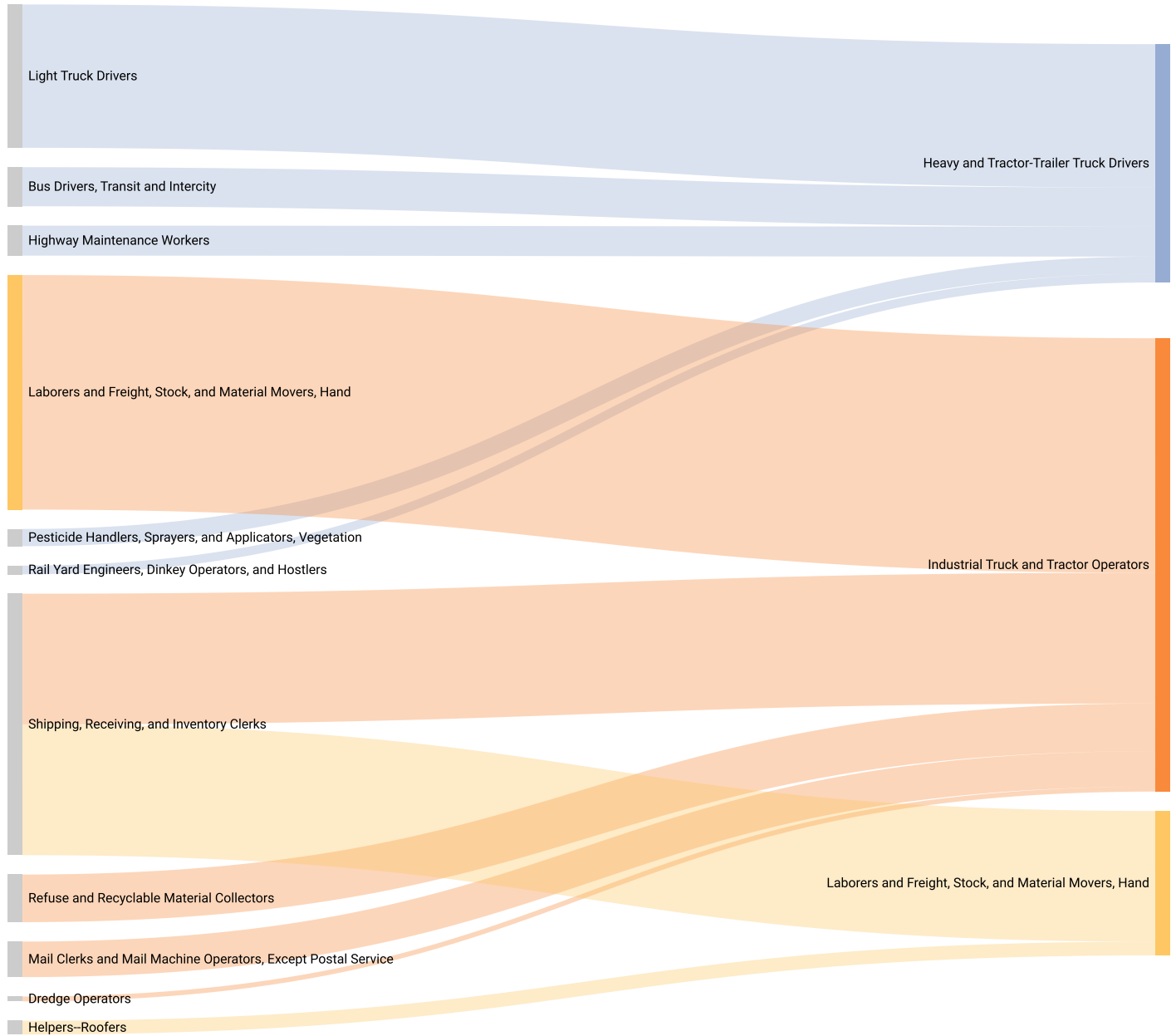
As of 2023Q1, Transportation and Warehousing in the Dallas-Fort Worth-Arlington, TX MSA are estimated to make \$31.9 billion in annual purchases from suppliers in the United States with about 53% or \$16.8 billion of these purchases being made from businesses located in the Dallas-Fort Worth-Arlington, TX MSA.


<b>3-digit Supplier Industries</b>	<b>Purchases from In-Region (\$B)</b>	<b>Purchases from Out-of-Region (\$B)</b>
Support Activities for Transportation	\$1.8	\$1.2
Administrative and Support Services	\$1.6	\$0.7
Petroleum and Coal Products Manufacturing	\$0.2	\$1.8
Professional, Scientific, and Technical Services	\$1.1	\$0.9
Real Estate	\$1.1	\$0.8
Remaining Supplier Industries	\$11.2	\$9.6
<b>Total</b>	<b>\$16.8</b>	<b>\$15.0</b>

 Supplier-buyer networks can indicate local linkages between industries, regional capacity to support growth in an industry, and potential leakage of sales out of the region.



# Sector Strategy Pathways





 The graphics on this page illustrate relationships and potential movement (from left to right) between occupations that share similar skill sets. Developing career pathways as a strategy promotes industry employment growth and workforce engagement.

# Postsecondary Programs Linked to Transportation and Warehousing

Program	Awards
<b>Aviation Institute of Maintenance-Dallas</b>	
Aircraft Powerplant Technology/Technician	24
Airframe Mechanics and Aircraft Maintenance Technology/Technician	135
<b>Lincoln College of Technology-Grand Prairie</b>	
Medium/Heavy Vehicle and Truck Technology/Technician	153
<b>M T Training Center</b>	
Truck and Bus Driver/Commercial Vehicle Operator and Instructor	169
<b>Tarrant County College District</b>	
Aircraft Powerplant Technology/Technician	45
Airframe Mechanics and Aircraft Maintenance Technology/Technician	48
Airline/Commercial/Professional Pilot and Flight Crew	41
<b>Universal Technical Institute-Dallas Fort Worth</b>	
Automobile/Automotive Mechanics Technology/Technician	495
Diesel Mechanics Technology/Technician	134
<b>University of North Texas</b>	
Logistics, Materials, and Supply Chain Management	113

Source: JobsEQ®

-  The number of graduates from postsecondary programs in the region identifies the pipeline of future workers as well as the training capacity to support industry demand.
-  Among postsecondary programs at schools located in the Dallas-Fort Worth-Arlington, TX MSA, the sampling above identifies those most linked to occupations relevant to Transportation and Warehousing. For a complete list see JobsEQ®, <http://www.chmuraecon.com/jobseq>

# Data Notes

- Industry employment and wages (including total regional employment and wages) are as of 2023Q1 and are based upon BLS QCEW data, imputed by Chmura where necessary, and supplemented by additional sources including Census ZBP data. Employment forecasts are modeled by Chmura and are consistent with BLS national-level 10-year forecasts.
- Occupation employment is as of 2023Q1 and is based on industry employment and local staffing patterns calculated by Chmura and utilizing BLS OEWS data. Wages by occupation are as of 2023, utilizing BLS OEWS data and imputed by Chmura.
- GDP is derived from BEA data and imputations by Chmura. Productivity (output per worker) is calculated by Chmura using industry employment and wages as well as GDP and BLS output data. Supply chain modeling including purchases by industry are developed by Chmura.
- Postsecondary awards are per the NCES and are for the 2020-2021 academic year.
- Establishment counts are per the BLS QCEW data.
- Figures may not sum due to rounding.

# Region Definition

**Dallas-Fort Worth-Arlington, TX MSA is defined as the following counties:**

Collin County, Texas

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Dallas County, Texas

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Denton County, Texas

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Ellis County, Texas

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Hunt County, Texas

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Johnson County, Texas

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Kaufman County, Texas

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Parker County, Texas

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Rockwall County, Texas

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Tarrant County, Texas

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Wise County, Texas

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# FAQ

## **What is (LQ) location quotient?**

Location quotient is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

## **What is annual demand?**

Annual demand is a of the sum of the annual projected growth demand and separation demand. Separation demand is the number of jobs required due to separations—labor force exits (including retirements) and turnover resulting from workers moving from one occupation into another. Note that separation demand does not include all turnover—it does not include when workers stay in the same occupation but switch employers. Growth demand is the increase or decrease of jobs expected due to expansion or contraction of the overall number of jobs.

## **What is the difference between industry wages and occupation wages?**

Industry wages and occupation wages are estimated via separate data sets, often the time periods being reported do not align, and wages are defined slightly differently in the two systems (for example, certain bonuses are included in the industry wages but not the occupation wages). It is therefore common that estimates of the average industry wages and average occupation wages in a region do not match exactly.