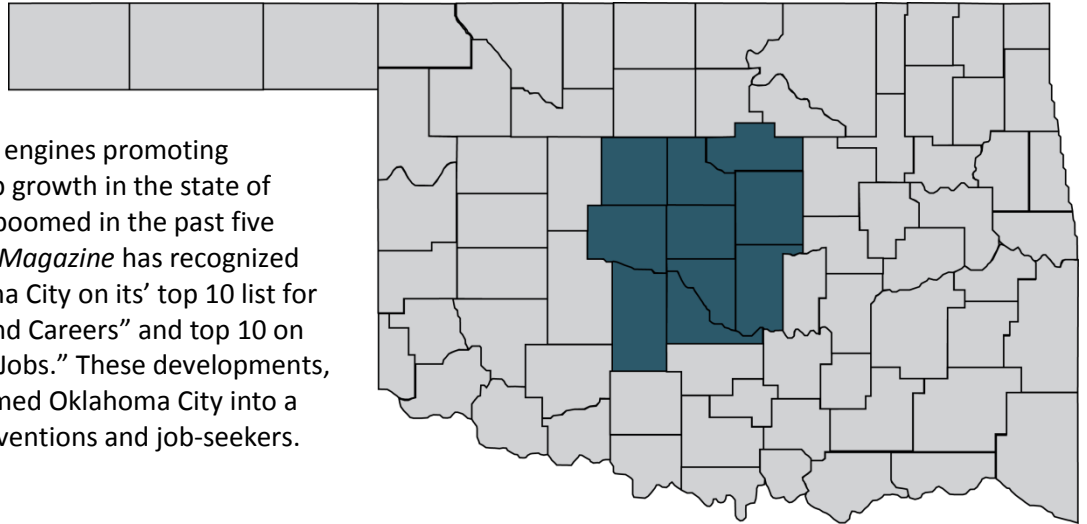


Central Oklahoma Workforce Briefing

April 2014

Overview

The Central Oklahoma Region, in this briefing, is comprised of the following counties: Canadian, Cleveland, Grady, Kingfisher, Lincoln, Logan, McClain, Oklahoma, Payne and Pottawatomie.



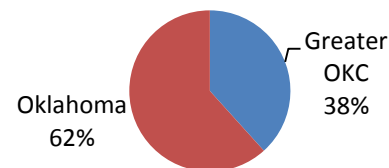
Central Oklahoma is one of the engines promoting economic development and job growth in the state of Oklahoma. Oklahoma City has boomed in the past five years. So much so, that *Forbes Magazine* has recognized this growth by placing Oklahoma City on its' top 10 list for the "Best Places for Business and Careers" and top 10 on its' list of "Best Cities for Good Jobs." These developments, amongst others, have transformed Oklahoma City into a nationwide destination for conventions and job-seekers.

Demographics of Central Oklahoma

The Central Oklahoma Region is made up of ten counties and has a total population of 1,460,729 according to 2012 Census estimate. This accounts for 38.3% of the total state population, which is 3,815,780 as of the 2012 Census population estimate.

Central Oklahoma as a Percentage of Total State Population

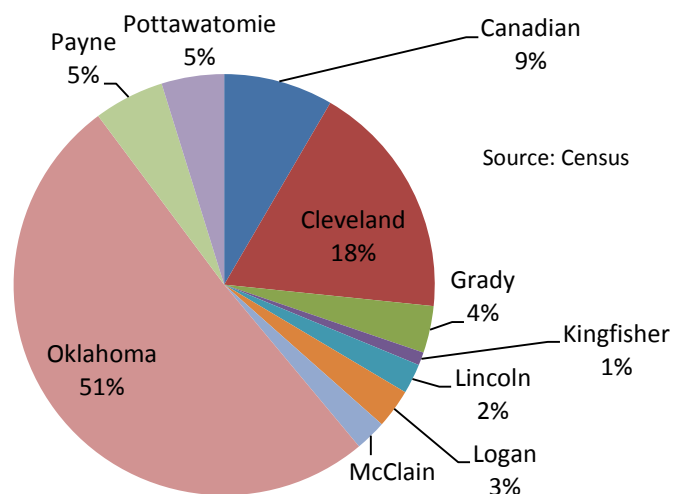
Source: Census



- Oklahoma is the most populated county in the region with a 2012 Census estimated population of 741,781.
- Some of the more significant cities in Oklahoma County include: Oklahoma City(580,003), Edmond(84,885) and Midwest City(56,080).
- Cleveland is the second most populated county in the region with a 2012 Census estimated population of 265,638. The cities of Norman(110,925) and Moore(55,081) account for the majority of the population in Cleveland County.
- Kingfisher, a mostly rural area, is the least populated county in the region with a 2012 Census estimated population of 15,005.
- Canadian is the third county in the region with a population greater than 100,000 people, with a 2012 Census estimate of 122,560. Canadian County is home to a few of the more prominent western Oklahoma City suburbs; Yukon, Mustang, Piedmont and El Reno.

Central Oklahoma Percentage of Population by County

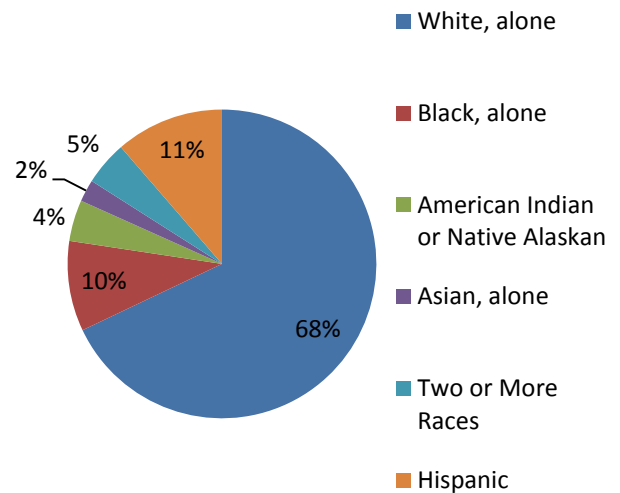
Source: Census



Population Breakdown by Race/Ethnicity

- The Central Oklahoma Region has a predominantly, “White, alone,” population. Accounting for 67.6% of the population in the Region. In raw numbers this amounts to 987,748 people. As a point of reference the, “White, alone,” population statewide accounts for 67.8% of the population.
- “Black, alone,” is the second most populated race in the Central Oklahoma Region. Accounting for 9.4% of the population in the Region. Statewide, “Black, alone,” accounts for 7.1% of the total population.
- Of note, the, “American Indian or Alaskan Native,” racial group accounts for 4.3% of the population in the Central Oklahoma Region. Statewide they account for 7.0% of total population. The reason this racial group may have less population in the Central Oklahoma Region could be attributed to the fact that there is not a tribe headquartered in the region.
- Hispanics, which are classified as an ethnic group, account for 11.3% of the total population in the Central Oklahoma Region. Due to their classification as an ethnicity more data is available about their impact on population in the region below.

Central Oklahoma Region Percentage of Population by Race/Ethnicity

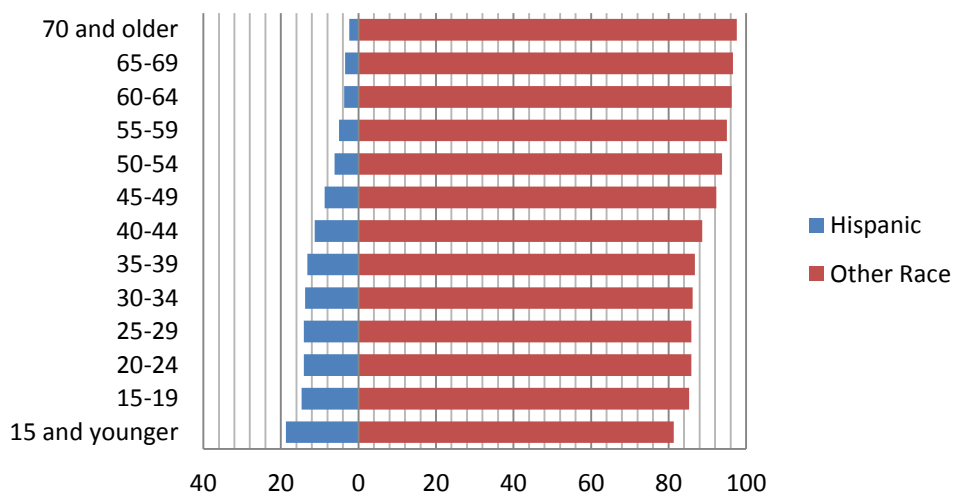


Source: Census

Hispanics in the Central Oklahoma Region

- Statewide Hispanics account for 9.3% of the total population. This ethnic group can be made up of individuals that also claim White, Black, Asian, American Indian and/or any other type of racial heritage. As noted above, Hispanics in the Central Oklahoma Region account for 11.3% of the population.
- All age groups younger than 30 in the region have a Hispanic percentage of the total population greater than 14%.
- The Hispanic population of the Central Oklahoma Region does not drop below state average until after the age of 45.
- This type of Hispanic outlay indicates that Career Techs and Universities in the region will have the opportunity to specifically engage with younger Hispanics as they develop into members of the workforce.

Hispanics as a Percentage of Total Population by Age in Central Oklahoma

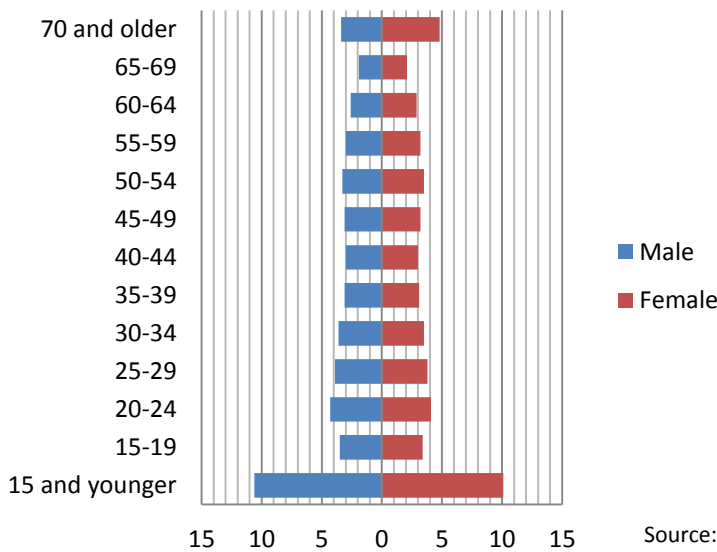


Source: EMSI

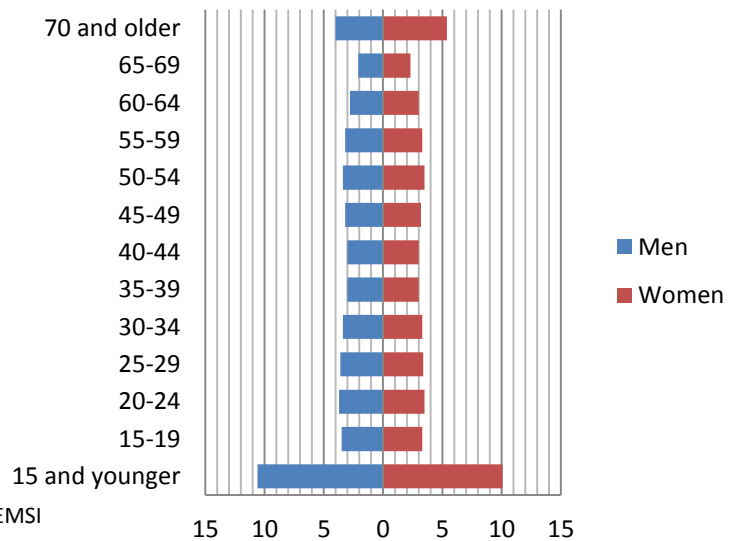
Age and Sex Data for the Central Oklahoma Region

- According to EMSI, as of the end of 2013, total population for the Region was 1,462,192. 722,155 are men and 740,037 are women. By percentage that means men represent 49.4% with women making up 50.6% of the region’s population.
- The Central Oklahoma Region matches the statewide age/sex percentage breakdown quite closely with men making up 49.6% of the statewide population and women making up 50.4%. The raw numbers break down to 1,898,335 men and 1,932,539 women.

Central Oklahoma Region Age/Sex Data by Percentage of the Population



State of Oklahoma Age/Sex Data by Percentage of the Population

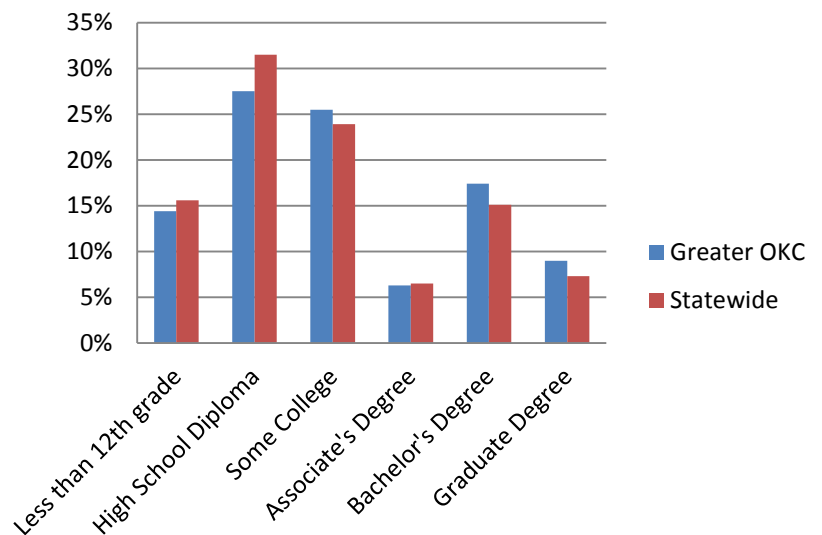


Source: EMSI

Educational Attainment in the Central Oklahoma Region

- Over 85% of people that live in the Central Oklahoma Region have at least a High School Diploma. Statewide, 84.3% of the population has achieved this level of educational attainment.
- Central Oklahoma’s Bachelor’s and Graduate degree attainment is higher than their respective state averages. This is a testament to the presence and strength of Colleges and Universities in the region.
- Governor Fallin’s emphasis on post-secondary education and Career Techs in the Region increases the opportunity for students to take advantage of the educational opportunities that exist in the Central Oklahoma Region in both the short and long-term future.

Educational Attainment in the Central Oklahoma Region and Statewide



Source: EMSI

Central Oklahoma Region Educational Assets

Career Techs, colleges and universities in Central Oklahoma are instrumental to develop the workforce. They are assets that allow the Region and the rest of the state to supply the organizations and companies in Central Oklahoma with the labor and skills necessary to keep them operational and competitive in a global economy. Listed below are the Career Techs, Colleges and Universities in Central Oklahoma.

<u>Career Techs</u>	
Name	Location(s)
Canadian Valley Technology Center	Chickasha, El Reno, Yukon
Eastern Oklahoma County Technology Center	Choctaw
Francis Tuttle Technology Center	Oklahoma City
Gordon Cooper Technology Center	Shawnee
Meridian Technology Center	Stillwater
Metro Technology Centers	Oklahoma City
Mid-American Technology Center	Wayne
Mid-Del Technology Center	Midwest City
<u>Universities/Colleges</u>	
Name	Location(s)
DeVry University	Oklahoma City
Langston University	Langston, Oklahoma City
Hillsdale Free Will Baptist College	Moore
Mid-American Christian University	Oklahoma City
Oklahoma Baptist University	Shawnee
Oklahoma Christian University	Oklahoma City
Oklahoma City Community College	Oklahoma City
Oklahoma City Downtown College	Oklahoma City
Oklahoma City University	Oklahoma City
Oklahoma State University	Oklahoma City, Stillwater
Redlands Community College	El Reno
Rose State College	Midwest City
Southern Nazarene University	Bethany
Southwestern College	Midwest City
St. Gregory's University	Shawnee
University of Central Oklahoma	Edmond
University of Oklahoma	Norman
University of Oklahoma Health Sciences Center	Oklahoma City
University of Phoenix	Oklahoma City
University of Science & Arts of Oklahoma	Chickasha

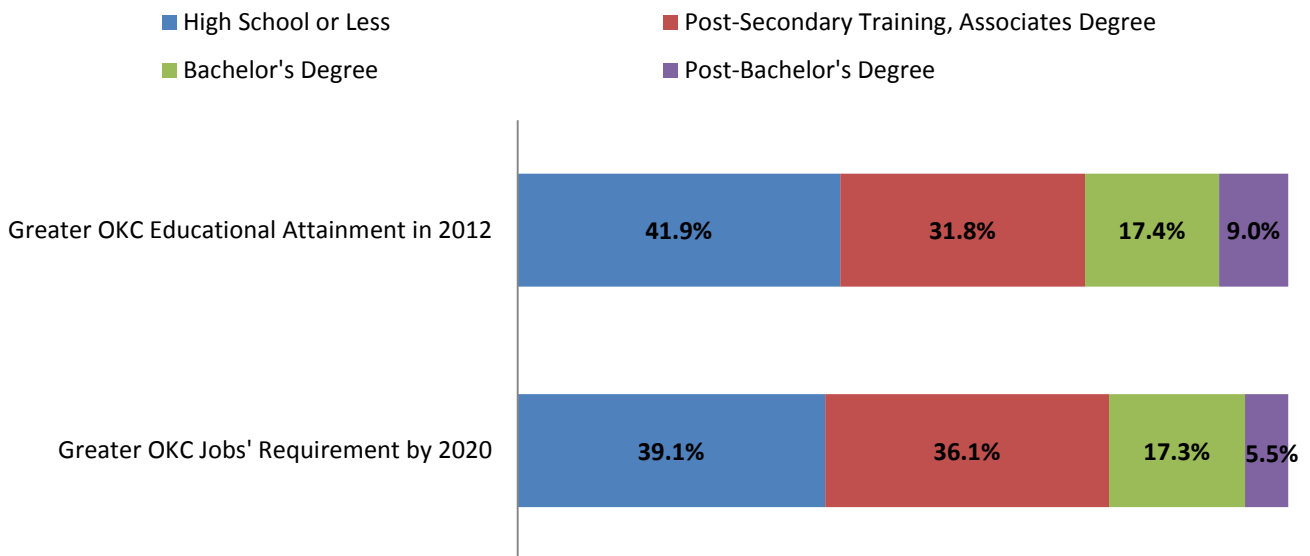
Source: Oklahoma State Regents for Higher Education

Trend: In 2012-2013 there were 4,322 Associate’s degrees and Certificates awarded at the universities/colleges in the region. During the same time period, 13,249 Bachelor’s degrees or higher level degrees were awarded across the universities/colleges in the region. These totals are made up of the universities and colleges, which include both public and private, that are tracked by the Oklahoma State Regents for Higher Education.

Central Oklahoma’s Role in Filling the Educational Gap in the State

- 85.7% of the population in the Central Oklahoma Region has attained at least a High School Diploma.
- Based on projected demand the Central Oklahoma Region is well positioned to have a trained and ready workforce to meet whatever needs may arise for businesses in the region.
- Opportunity does present itself for Career Techs and post-secondary institutions to promote further education for high school students as a means to both complete their diploma and to go on to achieve a post-secondary certificate and/or degree.
- Values in the graph are calculated by the total number of each occupation’s educational requirement, divided by the total number of occupations.

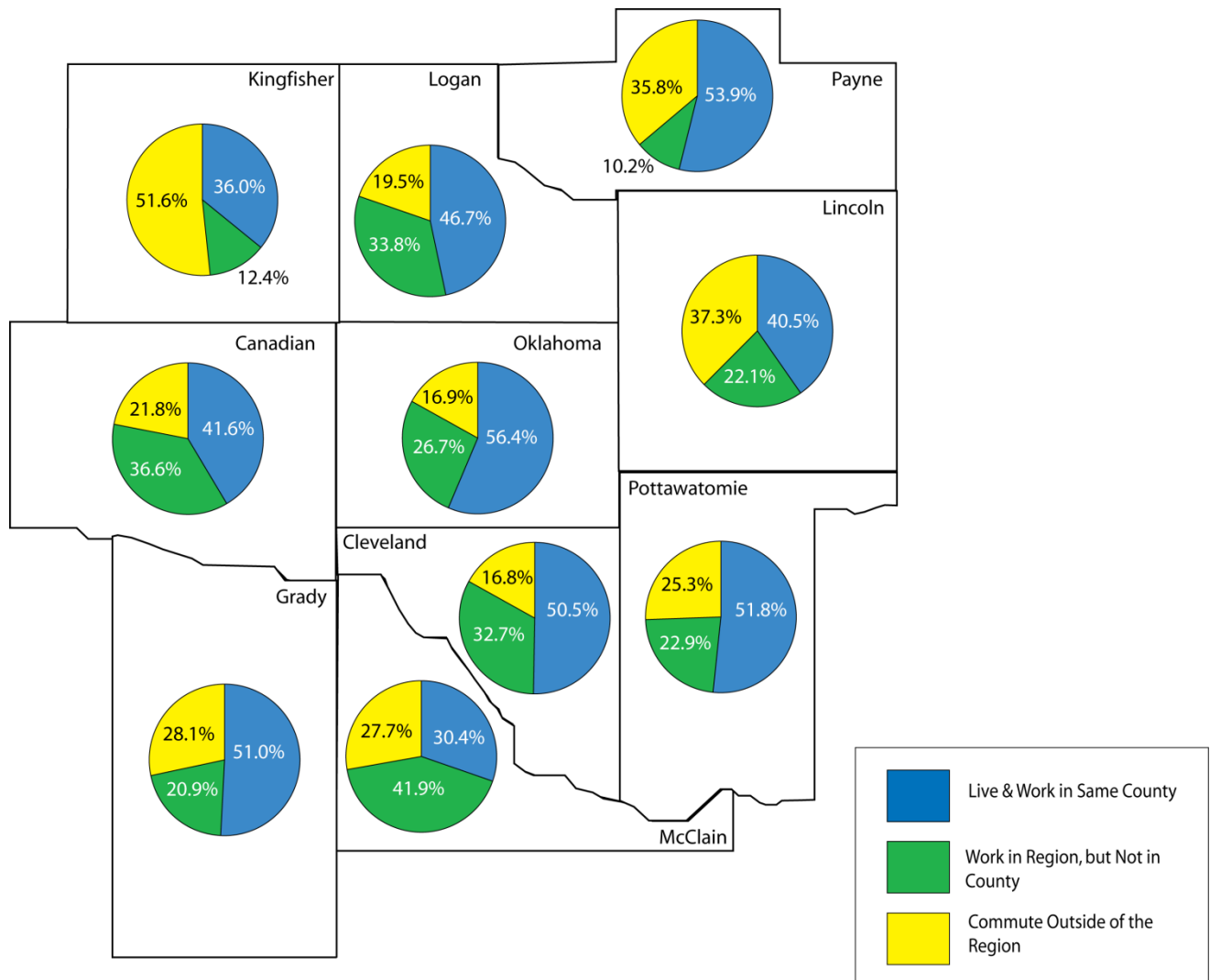
Central Oklahoma Educational Gap for Jobs



Source: 2008-2012 ACS, EMSI 2013.4

Commuter Data

- The Central Oklahoma Region is unique when it comes to commuting patterns, while on the whole most residents stay within the region to work, in many counties less than half of residents work in the same county that they live in.
- Five of the ten counties have less than 47% of residents commuting to a job within the county. Seven of the ten counties have greater than 70% of residents remaining in region when commuting to work.
- The main hub for commerce in the region is Oklahoma City, and by extension Oklahoma County, nine of the ten counties residents in the region commute most often or second most often to Oklahoma County. The one county that does not commute most often or second most often to Oklahoma County is Kingfisher County.



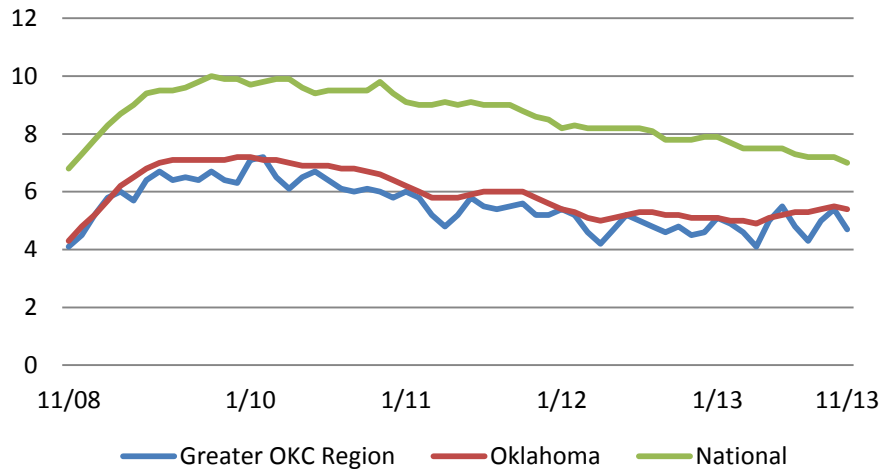
Economic Data

The Central Oklahoma Region’s unemployment numbers peaked in 2010 and have declined since, like most parts of the country. Interestingly, the state of Oklahoma and the Central Oklahoma Region virtually mirror each other’s unemployment numbers throughout the course of the past five years.

Unemployment Rate

- Compared to the national average, the unemployment rate in the Central Oklahoma Region has stayed anywhere from three to four percentage points lower throughout the five year period.
- In terms of trending, Central Oklahoma and the state have had similar peaks and troughs throughout the recession. For both the state and region, the general lowering of unemployment rates that has been in place since 2011 appears to be continuing, though at a more gradual pace now.

5 Year Unemployment Rate Trend



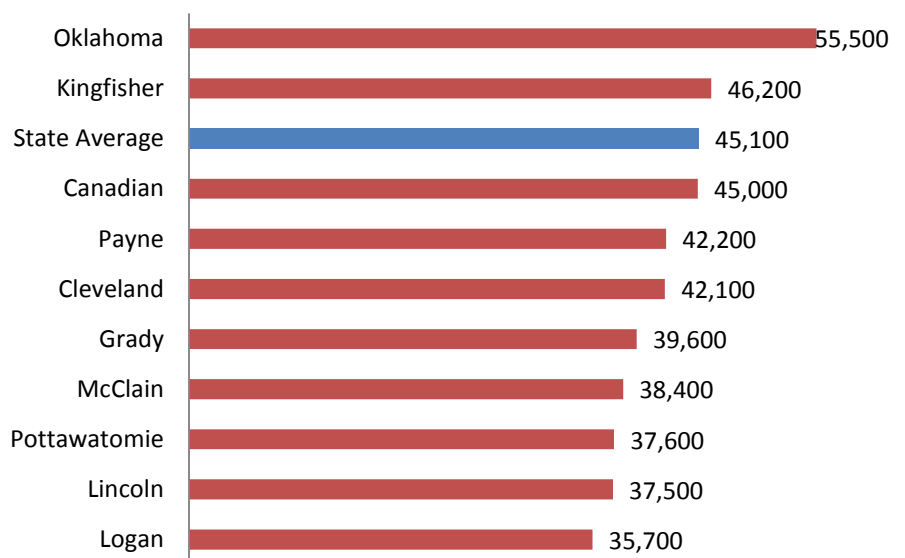
Source: BLS

- In many ways, given the amount of population in the Central Oklahoma Region the unemployment rate serves as a bellwether of sorts for the rest of the state. Thus, strong commerce and a well-educated workforce are critical to ensuring low unemployment rates both at the Regional and state levels.
- As of November 2013 Oklahoma had the 13th lowest unemployment rate in the country, at 5.4%.

Wages by County

- Across all counties, the average annual earnings in the Central Oklahoma Region are \$50,900 in 2013.
- This is approximately \$5,800 more than the state average for annual earnings of \$45,100.
- Oklahoma County has the highest average earnings of any county in the Region at \$55,500. This is \$9,000 more than the second highest earning county in the region, Kingfisher.
- Five of the counties in the region all have yearly earnings below \$40,000. Grady, McClain, Pottawatomie, Lincoln and Logan.

County-by-County Earnings

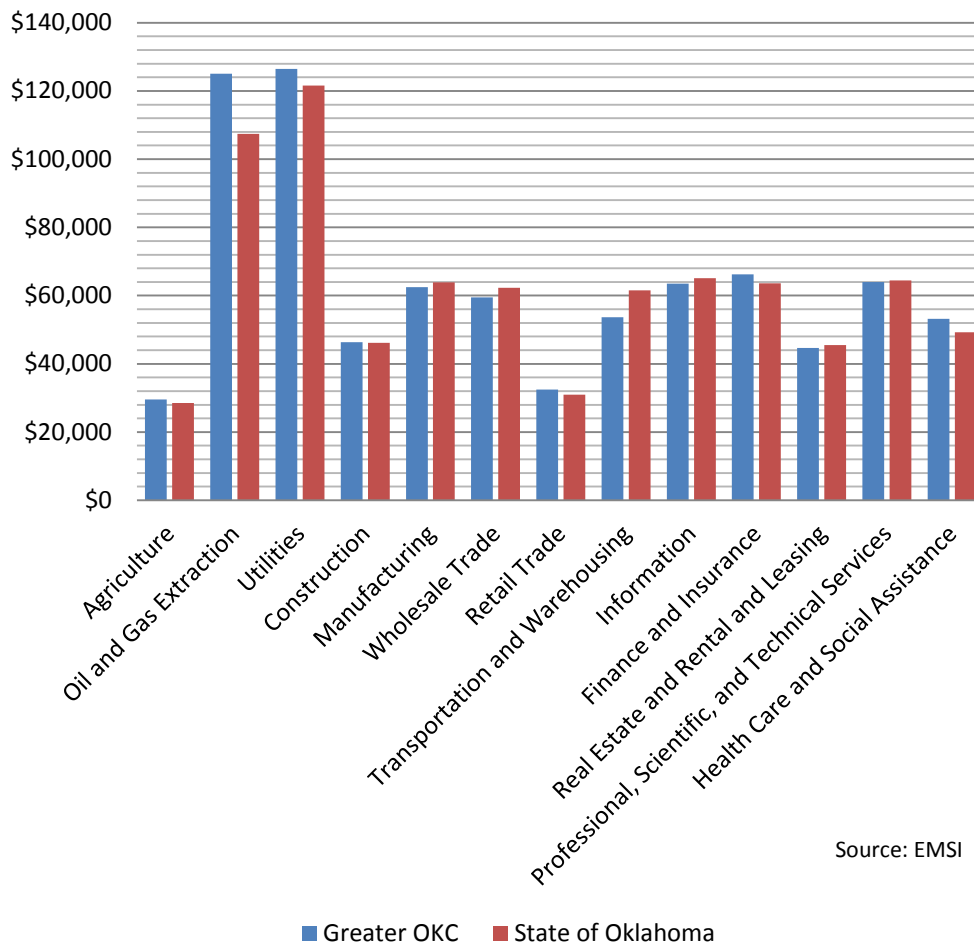


Source: EMSI

Wages by Industry

- Central Oklahoma’s industries have higher annual earnings in seven of the thirteen profiled. Oil and Gas Extraction along with Utilities perform the best, by average earnings, compared to other industries in the region.
- Transportation and Warehousing is the industry that lags the furthest behind the average earnings statewide. In the region, Transportation and Warehousing’s average earnings are \$53,626, statewide the average annual earnings are \$61,529.
- Of the thirteen industries listed eleven of them provide annual earnings that top the state average for annual earnings.
- Given that Oklahoma City, Edmond, Norman and Midwest City are all in this region it should come as no surprise that there are high-paying positions available to those within the workforce that meet educational and work experience requirements.

Industry Average Earnings in Central Oklahoma and Statewide



Ecosystems Impact in the Central Oklahoma Region on Occupations and Salaries

The Oklahoma Department of Commerce identified five ecosystems in Oklahoma important to the economy to generate wealth, have employment growth potential, or where the state has a competitive advantage. In each ecosystem, there are critical occupations necessary for future growth and advancement. In addition to the five statewide ecosystems, there are ecosystems at the regional level important for regional economies.

Given the diverse nature of employers in the Central Oklahoma Region there are significant places of employment that fall outside the guidelines of the five ecosystems. A few of these places of employment are listed below:

Name of Company	Location	Employees
Oklahoma State University	Stillwater	5000-7500
The University of Oklahoma	Norman	5000-7500
Sonic Restaurants	Oklahoma City(HQ), Multiple locations in the state	2000-2500
University of Central Oklahoma	Edmond	1250-1500
Oklahoma City University	Oklahoma City	750-1000
Premier Attractions Management	Oklahoma City	500-750
Chickasaw Enterprises	Norman	500-750
Oklahoma Baptist University	Shawnee	250-500

Source: OneSource/Lexis

Aerospace & Defense

Due to the significant size of the largest employers in the Central Oklahoma Region major employers will be broken down by ecosystem. Listed below are some of the largest Aerospace & Defense ecosystem companies, as measured by number of employees. Given the nature of some of the companies, in some cases, there may be crossover to other ecosystems.

Name of Company	Location	Employees
Tinker Air Force Base	Tinker AFB	20000-30000
FAA	Oklahoma City	3500-5000
The Boeing Company	Tinker AFB	1000-1250
AAR Aircraft Services	Oklahoma City	500-750
Southwest Airlines	Oklahoma City	500-750
Northrop Grumman	Oklahoma City	250-500
SAIC Energy, Environment & Infrastructure	Oklahoma City	250-500
ASCO	Stillwater	250-500
CNI Aviation	Oklahoma City	250-500
L-3 Communications	Oklahoma City	250-500

**Some employment overlap may exist between companies located at Tinker AFB and the Tinker AFB total employment number
Source: OneSource/Lexis

As of the end of 2013 there were 28,322 jobs in the Aerospace & Defense Ecosystem in the Central Oklahoma Region with average earnings of \$62,800.

As a projection of demand, by 2020 total employment in the Aerospace and Defense ecosystem will grow to 29,557 jobs in the Central Oklahoma Region.

The list below encompasses some of the critical occupations for the Aerospace and Defense ecosystem in the Central Oklahoma Region. However, these occupations are not solely intended to serve the Aerospace and Defense ecosystem,

they are driven by demand and individuals with these work backgrounds will have transferable skills to other ecosystems.

SOC	Description	Median Hourly Earnings	Education Level
49-3011	Aircraft Mechanics and Service Technicians	\$24.73	Postsecondary non-degree award
15-1132	Software Developers	\$34.90	Bachelor's degree
15-1131	Computer Programmers	\$26.86	Bachelor's degree
17-2051	Civil Engineers	\$34.88	Bachelor's degree
17-2141	Mechanical Engineers	\$38.40	Bachelor's degree
51-4041	Machinists	\$18.85	Long-term on-the-job training
17-2011	Aerospace Engineers	\$45.85	Bachelor's degree
17-3011	Architectural and Civil Drafters	\$23.54	Associate's degree
51-2092	Team Assemblers	\$12.94	Moderate-term on-the-job training
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	\$19.57	Moderate-term on-the-job training
17-2071	Electrical Engineers	\$35.25	Bachelor's degree
51-2022	Electrical and Electronic Equipment Assemblers	\$13.81	Short-term on-the-job training
49-2091	Avionics Technicians	\$24.77	Postsecondary non-degree award
51-4121	Welders, Cutters, Solderers, and Brazers	\$16.75	Postsecondary non-degree award
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	\$16.06	Postsecondary non-degree award

Source: EMSI 2013.4

As previously mentioned, the critical occupations above are necessary for the Aerospace & Defense ecosystem to thrive. Just as important, these critical occupations are necessary for other industries as well. Other industries that demand these occupations include Engineering Services, Crude Petroleum & Natural Gas Extraction, and Oil & Gas Field Machinery Manufacturers among others in the Central Oklahoma Region.

Agriculture & Bioscience

Listed below are some of the largest Agriculture & Bioscience ecosystem companies in Central Oklahoma, as measured by number of employees. Given the nature of some of the companies, in some cases, there may be crossover to other ecosystems.

Name of Company	Location	Employees
Sodexo Operations	Oklahoma City	1500-2000
Oklahoma Zoological Trust	Oklahoma City	250-500
Nestle Purina Petcare Company	Edmond	250-500
Oklahoma Medical Research Foundation	Oklahoma City	250-500
Shawnee Milling Company	Shawnee	250-500
Hitachi Computer Products	Norman	250-500
Vaughan Foods	Moore	250-500
Lopez Foods	Oklahoma City	250-500
WHB Cattle	Tuttle	250-500

Source: OneSource/Lexis

As of the end of 2013 there were 25,391 jobs in the Agriculture & Bioscience ecosystem in the Central Oklahoma Region with average earnings of \$56,800.

As a projection of demand, by 2020 total employment in the Agriculture and Bioscience ecosystem will grow to 26,835 jobs in the Central Oklahoma Region.

The list below encompasses some of the critical occupations for the Agriculture and Bioscience ecosystem in the Central Oklahoma Region. However, these occupations are not solely intended to serve the Agriculture and Bioscience ecosystem, they are driven by demand and individuals with these work backgrounds will have transferable skills to other ecosystems.

SOC	Description	Median Hourly Salary	Education Level
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	\$10.00	Short-term on-the-job training
19-2041	Environmental Scientists and Specialists, Including Health	\$22.55	Bachelor's degree
19-1021	Biochemists and Biophysicists	\$25.08	Doctoral degree
51-4041	Machinists	\$18.85	Long-term on-the-job training
19-2031	Chemists	\$24.20	Bachelor's degree
17-2072	Electronics Engineers, Except Computer	\$43.20	Bachelor's degree
17-2112	Industrial Engineers	\$35.11	Bachelor's degree
17-2141	Mechanical Engineers	\$38.40	Bachelor's degree
11-1021	General and Operations Managers	\$38.20	Bachelor's or higher degree, plus work experience
49-3041	Farm Equipment Mechanics and Service Technicians	\$14.33	Long-term on-the-job training
49-9043	Maintenance Workers, Machinery	\$15.62	Moderate-term on-the-job training
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	\$9.16	Short-term on-the-job training
45-2091	Agricultural Equipment Operators	\$10.40	Short-term on-the-job training
11-9013	Farmers, Ranchers, and Other Agricultural Managers	\$11.57	Work experience in a related occupation
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	\$25.79	Work experience in a related occupation

Source: EMSI 2013.4

As previously mentioned, these occupations are necessary for the Agriculture & Bioscience ecosystem to thrive. Just as important, they are necessary for other industries as well. Other industries that demand these occupations include General Freight Trucking, Nitrogenous Fertilizer Manufacturing, and Grain Merchant Wholesalers among others in the Central Oklahoma Region.

Energy

Listed below are some of the largest Energy ecosystem companies in Central Oklahoma, as measured by number of employees. Given the nature of some of the companies, in some cases, there may be crossover to other ecosystems.

Name of Company	Location	Employees
Chesapeake Energy	Oklahoma City	4500-5000
Devon Energy	Oklahoma City	2000-2500
Oklahoma Gas & Electric	Oklahoma City	1500-2000

SandRidge Operating Company	Oklahoma City	1000-1500
Balon Corporation	Oklahoma City	750-1000
Cactus Drilling Company LLC	Oklahoma City	750-1000
Nomac Drilling	Oklahoma City	750-1000
Baker Hughes	Oklahoma City	500-750
Kimray Inc.	Oklahoma City	500-750
Chaparral Energy	Oklahoma City	500-750
GE Oil & Gas	Oklahoma City	250-500

Source: OneSource/Lexis

As of the end of 2013 there were 41,345 jobs in the Energy Ecosystem in the Central Oklahoma Region with average earnings of \$106,300.

As a projection of demand, by 2020 total employment in the Energy ecosystem will grow to 49,014 jobs in the Central Oklahoma Region.

The list below encompasses some of the critical occupations for the Energy ecosystem in the Central Oklahoma Region. However, these occupations are not solely intended to serve the Energy ecosystem, they are driven by demand and individuals with these work backgrounds will have transferable skills to other ecosystems.

SOC	Description	Median Hourly Earnings	Education Level
17-2171	Petroleum Engineers	\$83.70	Associate's degree
47-5071	Roustabouts, Oil and Gas	\$16.84	Moderate-term on-the-job training
47-5012	Rotary Drill Operators, Oil and Gas	\$22.74	Moderate-term on-the-job training
47-5011	Derrick Operators, Oil and Gas	\$17.24	Short-term on-the-job training
19-2031	Inspectors, Testers, Sorters, Samplers, and Weighers	\$11.94	Moderate-term on-the-job training
11-1021	General and Operations Managers	\$38.20	Bachelor's or higher degree, plus work experience
53-7073	Wellhead Pumpers	\$22.70	Moderate-term on-the-job training
19-2042	Geoscientists, Except Hydrologists and Geographers	\$79.60	Bachelor's degree
53-7072	Pump Operators, Except Wellhead Pumpers	\$23.71	Moderate-term on-the-job training
19-4041	Geological and Petroleum Technicians	\$32.00	Associate's degree
51-9041	Heavy and Tractor-Trailer Truck Drivers	\$17.24	Short-term on-the-job training
51-4121	Welders, Cutters, Solderers, and Brazers	\$18.53	Postsecondary non-degree award
49-9071	Maintenance and Repair Workers, General	\$14.97	Moderate-term on-the-job training
47-2111	Electricians	\$19.45	Long-term on-the-job training
47-2152	Plumbers, Pipefitters, and Steamfitters	\$19.22	Long-term on-the-job training

Source: EMSI 2013.4

As previously mentioned, these occupations are necessary for the Energy ecosystem to thrive. Just as important, they are necessary for other industries as well. Other industries that demand these occupations include General Freight Trucking and Commercial & Industrial Equipment Maintenance among others in the Central Oklahoma Region.

Information & Financial Services

Listed below are the some of the largest Information & Financial Services ecosystem companies in Central Oklahoma, as measured by number of employees. Given the nature of some of the companies, in some cases, there may be crossover to other ecosystems.

Name of Company	Location	Employees
Midfirst Bank	Oklahoma City	2000-2500
Arvest Bank Operations	Oklahoma City	1500-2000
BancFirst	Oklahoma City	1500-2000
AT&T	Oklahoma City	1000-1500
Farmers Ins. Exchange Underwriting Association	Oklahoma City	1000-1500
Southwestern Bell Telephone Company	Oklahoma City	1000-1500
American Fidelity Assurance Company	Oklahoma City	750-1000
Xerox Commercial Solutions LP	Yukon	750-1000
Dell USA LP	Oklahoma City	750-1000
Sprint	Oklahoma City	750-1000

Source: OneSource/Lexis

As of the end of 2013 there were 46,944 jobs in the Information & Financial Services ecosystem in the Central Oklahoma Region with average wages of \$72,500.

As a projection of demand, by 2020 total employment in the Information and Financial Services ecosystem will grow to 49,472 jobs in the Central Oklahoma Region.

The list below encompasses some of the critical occupations for the Information and Financial Services ecosystem in the Central Oklahoma Region. However, these occupations are not solely intended to serve the Information and Financial Services ecosystem, they are driven by demand and individuals with these work backgrounds will have transferable skills to other ecosystems.

SOC	Description	Median Hourly Earnings	Education Level
13-2011	Accountants and Auditors	\$26.03	Bachelor's degree
13-1051	Cost Estimators	\$26.27	Bachelor's degree
15-1131	Computer Programmers	\$26.86	Bachelor's degree
15-1142	Network and Computer Systems Administrators	\$27.96	Bachelor's degree
15-1121	Computer Systems Analysts	\$28.54	Bachelor's degree
15-1134	Web Developers	\$21.51	Bachelor's degree
15-1133	Software Developers, Systems Software	\$33.05	Bachelor's degree
13-2051	Financial Analysts	\$30.19	Bachelor's degree
15-1141	Database Administrators	\$29.71	Bachelor's degree
15-1143	Computer Network Architects	\$38.88	Bachelor's degree
15-1122	Information Security Analysts	\$29.56	Bachelor's degree
11-1021	General and Operations Managers	\$38.20	Bachelor's or higher degree, plus work experience
13-1111	Management Analysts	\$30.96	Bachelor's or higher degree, plus work experience
43-3031	Bookkeeping, Accounting, and Auditing Clerks	\$14.46	Moderate-term on-the-job training

Source: EMSI 2013.4

As previously mentioned, these occupations are necessary for the Information & Financial Services ecosystem to thrive. Just as important, they are necessary for other industries as well. Other industries that demand these occupations include Computer Systems Design, Engineering Services and Wholesale Trade among others in the Central Oklahoma Region.

Transportation & Distribution

Listed below are some of the largest Transportation & Distribution ecosystem companies in Central Oklahoma, as measured by number of employees. Given the nature of some of the companies, in some cases, there may be crossover to other ecosystems.

Name of Company	Location	Employees
Hobby Lobby Store Inc.	Oklahoma City	2500-5000
Love's Travel Stops and Country Store	Oklahoma City	1500-2000
Great Plains Coca-Cola Bottling Co.	Oklahoma City	1000-1500
ATC Drivetrain LLC	Oklahoma City	750-1000
U.S. Foodservice	Oklahoma City	500-750
Anheuser Busch LLC	Norman	500-750
OnCue Express	Stillwater	500-750
Trinity Tank Car LLC	Oklahoma City	250-500
Ben E Keith Co.	Edmond	250-500
Sysco USA	Norman	250-500

Source: OneSource/Lexis

As of the end of 2013 there were 14,174 jobs in the Transportation & Distribution ecosystem in the Central Oklahoma Region with average earnings of \$58,500.

As a projection of demand, by 2020 total employment in the Transportation and Distribution ecosystem will grow to 43,994 in the Central Oklahoma Region.

The list below encompasses some of the critical occupations for the Transportation and Distribution ecosystem in the Central Oklahoma Region. However, these occupations are not solely intended to serve the Transportation and Distribution ecosystem, they are driven by demand and individuals with these work backgrounds will have transferable skills to other ecosystems.

SOC	Description	Median Hourly Earnings	Education Level
53-3032	Heavy and Tractor-Trailer Truck Drivers	\$17.24	Short-term on-the-job training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	\$23.38	Moderate-term on-the-job training
15-1131	Computer Programmers	\$26.92	Bachelor's degree
11-1021	General and Operations Managers	\$38.20	Bachelor's or higher degree, plus work experience
43-5071	Shipping, Receiving, and Traffic Clerks	\$13.55	Short-term on-the-job training
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	\$19.57	Moderate-term on-the-job training
49-2091	Avionics Technicians	\$24.77	Postsecondary non-degree award
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	\$16.57	Moderate-term on-the-job training
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	\$17.26	Postsecondary non-degree award
49-3011	Aircraft Mechanics and Service Technicians	\$24.73	Postsecondary non-degree award

13-1081	Logisticians	\$33.87	Bachelor's degree
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Source: EMSI 2013.4

As previously mentioned, these occupations are necessary for the Transportation & Distribution ecosystem to thrive. Just as important, they are necessary for other industries as well. Other industries that demand these occupations include Support Activities for Oil & Gas Operations and Oil & Gas Machinery Manufacturing among others in the Central Oklahoma Region.

Construction(Regional Complementary)

Listed below are the some of the largest Construction ecosystem companies in Central Oklahoma, as measured by number of employees. Given the nature of some of the companies, in some cases, there may be crossover to other ecosystems.

Name of Company	Location	Employees
Benham Companies	Oklahoma City	750-1000
Dolese Bro's	Oklahoma City	750-1000
Oklahoma Electric Supply Co.	Oklahoma City	250-500
Warren Power & Machinery	Oklahoma City	250-500
Kirby-Smith Machinery	Oklahoma City	250-500
Duit Construction	Edmond	150-250
Wittwer Construction	Stillwater	150-250
Martin Marietta Materials Inc.	Davis	150-250
United Mechanical	Oklahoma City	150-250
Engineering Services & Testing	Norman	100-150

Source: OneSource/Lexis

As of the end of 2013 there were 40,424 jobs in the Construction ecosystem in the Central Oklahoma Region with average earnings of \$46,400.

As a projection of demand, by 2020 total employment in the Construction ecosystem will grow to 43,167 jobs in the Central Oklahoma Region.

The list below encompasses some of the critical occupations for the Construction ecosystem in the Central Oklahoma Region. However, these occupations are not solely intended to serve the Construction ecosystem, they are driven by demand and individuals with these work backgrounds will have transferable skills to other ecosystems.

SOC	Description	Median Hourly Earnings	Education Level
17-3013	Mechanical Drafters	\$23.14	Associate's degree
11-9021	Construction Managers	\$26.06	Bachelor's degree
17-2141	Mechanical Engineers	\$38.40	Bachelor's degree
17-2051	Civil Engineers	\$34.88	Bachelor's degree
11-1021	General and Operations Managers	\$38.20	Bachelor's or higher degree, plus work experience
47-2031	Carpenters	\$15.84	Long-term on-the-job training
49-9041	Industrial Machinery Mechanics	\$22.40	Long-term on-the-job training
47-2111	Electricians	\$19.45	Long-term on-the-job training
47-2211	Sheet Metal Workers	\$24.65	Long-term on-the-job training

47-2141	Painters, Construction and Maintenance	\$17.85	Moderate-term on-the-job training
47-2073	Operating Engineers and Other Construction Equipment Operators	\$16.89	Moderate-term on-the-job training
51-2041	Structural Metal Fabricators and Fitters	\$16.92	Moderate-term on-the-job training
41-2071	Paving, Surfacing, and Tamping Equipment Operators	\$14.18	Moderate-term on-the-job training
47-2151	Pipelayers	\$15.51	Short-term on-the-job training
51-4121	Welders, Cutters, Solderers, and Brazers	\$16.75	Postsecondary non-degree award

Source: EMSI 2013.4

As previously mentioned, these occupations are necessary for the Construction ecosystem to thrive. Just as important, they are necessary for other industries as well. Other industries that demand these occupations include Support Activities for Wholesale Trade, Machine Shops and Energy sector related Construction among others in the Central Oklahoma Region.

Health Care(Regional Complementary)

Listed below are the some of the largest Health Care ecosystem companies in Central Oklahoma, as measured by number of employees. Given the nature of some of the companies, in some cases, there may be crossover to other ecosystems.

Name of Company	Location	Employees
Integrus Health, Inc.	Oklahoma City	7500-10000
Health Sciences Center, University of Oklahoma	Oklahoma City	5000-7500
HCA Health Services of Oklahoma Inc.	Oklahoma City	2500-5000
St. Anthony Hospital	Oklahoma City	2500-5000
Norman Regional Hospital	Norman	2500-5000
Healthcare Innovations Private	Oklahoma City	2000-2500
Mercy Health Center	Oklahoma City	2000-2500
Oklahoma Heart Hospital	Oklahoma City	1000-1500
Stillwater Medical Center	Stillwater	1000-1500
Deaconess Holdings Inc.	Oklahoma City	750-1000

Source: OneSource/Lexis

As of the end of 2013 there were 79,412 jobs in the Healthcare ecosystem in the Central Oklahoma Region with average wages of \$53,200.

As a projection of demand, by 2020 total employment in the Health Care ecosystem will grow to 95,549 jobs in the Central Oklahoma Region.

The list below encompasses some of the critical occupations for the Health Care ecosystem in the Central Oklahoma Region. However, these occupations are not solely intended to serve the Health Care ecosystem, they are driven by demand and individuals with these work backgrounds will have transferable skills to other ecosystems.

SOC	Description	Median Hourly Earnings	Education Level
29-2011	Medical and Clinical Laboratory Technologists	\$23.90	Bachelor's degree
29-1141	Registered Nurses	\$27.67	Bachelor's degree

29-2021	Dentists, General	\$65.81	First professional degree
11-1021	General and Operations Managers	\$32.85	Bachelor's or higher degree, plus work experience
13-1111	Management Analysts	\$30.96	Bachelor's or higher degree, plus work experience
29-1069	Surgeons	\$95.44	First professional degree
29-1051	Pharmacists	\$51.76	First professional degree
31-9092	Medical Assistants	\$12.08	Moderate-term on-the-job training
29-2052	Pharmacy Technicians	\$12.74	Moderate-term on-the-job training
49-9043	Family and General Practitioners	\$91.11	Moderate-term on-the-job training
31-1014	Nursing Assistants	\$ten.61	Postsecondary non-degree award
29-2061	Licensed Practical and Licensed Vocational Nurses	\$18.26	Postsecondary non-degree award
29-2041	Emergency Medical Technicians and Paramedics	\$16.70	Postsecondary non-degree award
29-2071	Medical Records and Health Information Technicians	\$13.72	Postsecondary non-degree award
31-1011	Home Health Aides	\$ten.84	Short-term on-the-job training

Source: EMSI 2013.4

As previously mentioned, these occupations are necessary for the Health Care ecosystem to thrive. Just as important, they are necessary for other industries as well. Other industries that demand these occupations include Scientific Research and Development Services and Pharmaceutical and Medicine Manufacturing among others in the Central Oklahoma Region.