

12-1-2007

Base Realignment and Closure Impact on Industry in El Paso, TX and Doña Ana, NM: Workforce Growth, Training Needs and Access to Federal Government Contracts

Carlos Olmedo

University of Texas at El Paso, colmedo@utep.edu

Dennis L. Soden

University of Texas at El Paso, desoden@utep.edu

Daniel J. Quiñones

University of Texas at El Paso, djquinones@utep.edu

Elizabeth K. Gibson

University of Texas at El Paso, ekgibson@miners.utep.edu

Dannette de Leon

University of Texas at El Paso, dde5@miners.utep.edu

Follow this and additional works at: http://digitalcommons.utep.edu/iped_techrep



Next page for additional authors.

Part of the [Business Commons](#), and the [Economics Commons](#)

Comments:

IPED Technical Report: 2008-1

Recommended Citation

Olmedo, Carlos; Soden, Dennis L.; Quiñones, Daniel J.; Gibson, Elizabeth K.; de Leon, Dannette; and Vargas, Michael F., "Base Realignment and Closure Impact on Industry in El Paso, TX and Doña Ana, NM: Workforce Growth, Training Needs and Access to Federal Government Contracts" (2007). *IPED Technical Reports*. Paper 72.

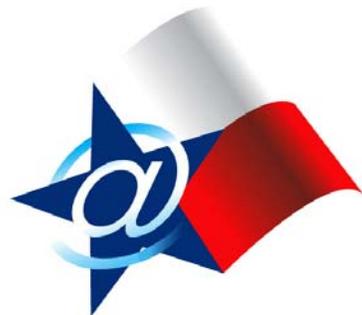
http://digitalcommons.utep.edu/iped_techrep/72

Authors

Carlos Olmedo, Dennis L. Soden, Daniel J. Quiñones, Elizabeth K. Gibson, Dannette de Leon, and Michael F. Vargas

Base Realignment and Closure Impact on Industry in El Paso, TX and Doña Ana, NM

Workforce Growth, Training Needs and Access to Federal Government Contracts



Workforce Solutions For Tomorrow's Jobs

**Upper
Rio Grande
at Work**

Brewster
Culberson
El Paso
Hudspeth
Jeff Davis
Presidio

Upper Rio Grande
Workforce Development Board

Carlos Olmedo, M.S.
Dennis L. Soden, Ph.D.
Daniel J. Quiñones, M.P.A.
Elizabeth K. Gibson, B.A.
with
Dannette de León
Michael F. Vargas

**Technical Report No. 2008-01
December 2007**

Prepared by



The University of Texas at El Paso

Base Realignment and Closure Impact on Industry in El Paso, TX and Doña Ana, NM

Workforce Growth, Training Needs and Access to Federal Government Contracts

Introduction

Few opportunities develop for a community to have a major infusion of people and capital at a level as high as that created by the Base Realignment and Closure (BRAC) process. In May 2005, the Department of Defense BRAC Commission recommended to transform Fort Bliss, Texas into a heavy armor training post, a transition that would relocate thousands of additional troops into the region. The current influx of additional troops nearly triples the size of the Fort Bliss population by relocating an estimated 21,000 troops to the post, and includes about 1,700 support personnel and 28,000 family members. In total, an estimated 51,000 soldiers, federal civilian personnel and family members are expected to be deployed to the El Paso area by 2013.¹ Thought of in another way, the El Paso population will grow by seven percent, an additional population the size greater than that of Roswell, NM. Including White Sands Missile Range and Holloman Air Force Base, regional military installations have always been economic assets to the region. The realignment taking place now places the region itself as a primary U.S. military asset.

While the growth from this Congressionally mandated process opens the community up to many new economic opportunities, it also requires the community to actively develop and implement strategies that will blend the incoming soldiers and families into the economic and social fabric of the region. Previous base closures in the 1990s led to many stories about economic redevelopment as local communities became the new owners of closed military installations and used them to generate new economic

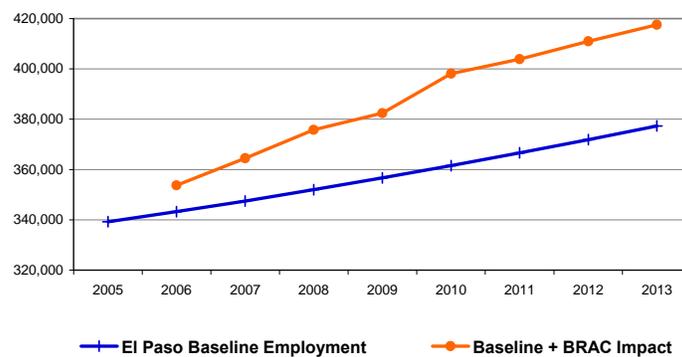
¹ Through the Grow the Army Initiative recently announced (late December, 2007), the Army will establish six new Brigade Combat Teams. Fort Bliss will add two Infantry Brigade Combat Teams, each of which will be comprised of approximately 3,400 soldiers. The additional 6,800 new troops plus an estimated 9,000 family dependents brings the total Fort Bliss expansion to approximately 67,000, an increase of El Paso's current population of over nine percent. Consequently, the impacts captured at the time of this report will underestimate the true impacts as a result of this recent announcement.

opportunities. Base closures in San Antonio, TX and Roswell, NM are two cases that exemplify how economic diversification was accomplished in the wake of base closures.

By contrast to these previous closures, the sheer magnitude of the shift or increase in forces to Ft. Bliss is among the largest in U.S. military history. Growth, not retraction or retention, highlights the Ft. Bliss decision. It brings with it a required investment in base-related infrastructure ranging from housing to operations facilities, from roads to utilities. Beyond the confines of the post the local scene will change. Expenditures of the BRAC influx of soldiers and families, construction, and other related military spending will highly impact the region’s industrial base, as the demand for housing, schools, medical and professional services, retail sales, and local manufacturing, among others, is dramatically increased. Handling this significant growth will be an enormous task, requiring growth management planning to meet the needs for this expanding population.²

The addition of over 40,000 jobs to the baseline forecast as shown in Figure 1 draws a dramatic picture of the projected growth. This unprecedented growth creates many additional needs related to planning for the community’s future. Among these, is the development of strategies to enhance the region’s workforce and the many enterprises, both small and large that will service this emerging demand. Regional employers must not only respond to additional demands for goods and services, ranging from increased consumer purchases to services and capital goods that support the armed forces, but they must also prepare the workforce that will meet these demands.

Figure 1. El Paso BRAC impacts on employment 2006 to 2013

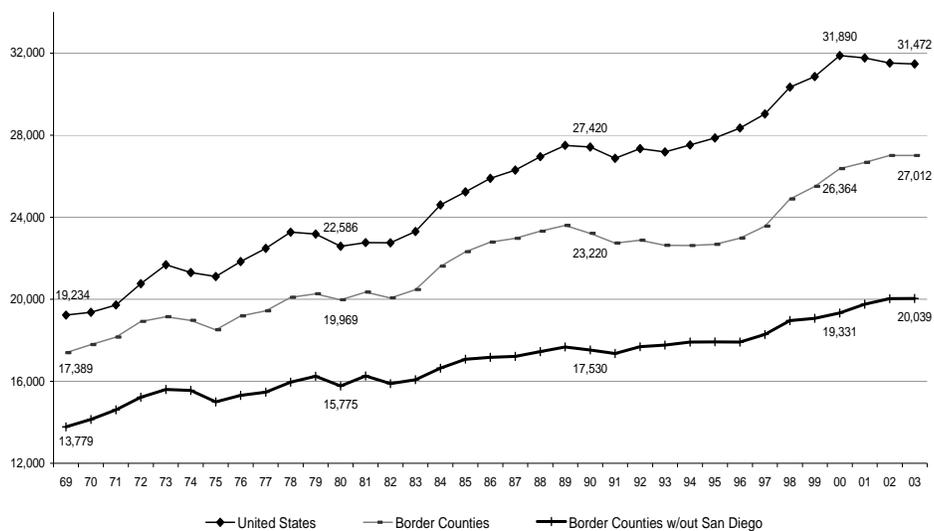


As a consequence it becomes important to examine and assess the needs of the business community as they relate to creating the workforce that will support this BRAC generated growth. This is, however, a

² Soden, Dennis L., David Schauer and Brent McCune, “The Impact of Base Expansion and Contraction Scenarios for Fort Bliss, Texas on the Regional Economy,” Institute for Policy and Economic Development, Technical Report 2003-03, March 2003; Soden, Dennis L., David Schauer and Janet S. Conary, “Military Installations in regional Economies: The Impacts of the Three Bases in the Paso Del Norte Region,” Applied Research in Economic Development, v2, n2, Winter 2005/2006.

multi-faceted problem in that growth is associated not only with the need to hire additional employees, but may also require, among others, training beyond current capabilities, recruiting employees from outside the region, and having the financial wherewithal to invest in workforce development in a timely fashion. These all become considerations to insure that the BRAC effects will not disrupt or overload local abilities to meet new demands, the failure of which could cause a shift outside the region for military purchases. While the magnitude of the physical assets that will support the “new” Fort Bliss is being planned, the human capital component is less well-known. Is the local business community capable of meeting the needs of more than 50,000 new consumers of which many will also require quality jobs? Is the workforce simply going to grow in numbers or will it require adaption and changes, including new jobs that previously have not been in the local economy? Can the workforce be “ratcheted-up” with higher skill positions that will bring higher per capita income to a region that has lagged the nation in salaries and wages for several decades? Can the BRAC process aid to close the income “gap,” and in particular the wage and salary disparity, between the region and the nation as illustrated in Figure 2.³ In this regard, the additional federal jobs, and the direct, indirect and induced employment impacts resulting from this process, in collaboration with proper worker (re)training and growth management planning to include improved educational attainment levels, can do much to reverse the widening differential in standard of living in a relatively short period of time.

Figure 2. Widening differential in per capita personal income (2003 dollars)



Supporting workforce and business development thus underscores this study. The Institute for Policy and Economic Development (IPED) at the University of Texas at El Paso, under contract with the Upper Rio Grande Workforce Development Board (URGWDB), has undertaken a study to examine business-related

³ Olmedo, Carlos, 2006. “Income,” in Dennis L. Soden et al. *At the Cross Roads: US/Mexico Border Counties in Transition*, US/Mexico Border Counties Coalition: Washington DC, 4.1-4.22.

questions and concerns pertaining to workforce development with respect to BRAC. The URGWDB views BRAC as a key initiative that can be serviced by its portfolio of programs meeting regional development needs. Matching the URGWDB portfolio and the needs of the business community is one of the many steps in a community-wide process to limit and reduce potential problems from this major influx of troops, families and support personnel. The findings presented indicate several key factors about the state-of-the-business community as it begins to accelerate efforts to absorb the growth at Ft. Bliss. It also clearly indicates the continued community-wide effort to make BRAC a win-win opportunity for the nation's military establishment and the Paso del Norte region.

Key Survey Findings

- ✓ Local firms already feel the impact of Fort Bliss expansion and/or are planning for additional growth.
 - Seventy-two percent of the enterprises that have experienced or expect an increase in business indicated a slight or moderate growth (25 percent or less), while 27 percent of firms stated a high or very high growth (26 percent or more).
 - In construction, 59 percent indicated a slight or moderate growth and 41 percent a high or very high growth; in health care and social assistance, 79 percent stated a slight or moderate growth and 18 percent a high or very high growth.
- ✓ Fort Bliss expansion provides opportunities across a broad range of industries.
 - The greatest need for employees is in technical areas such as electricians/plumbers in construction, dental/medical assistants in health care, and mechanics in auto repair.
 - In non-technical areas the greatest needs are in customer service (sales, "soft" marketing and general skills), office clerical (including computer literacy), and basic skills (math, writing and communication).
- ✓ Investment in training will lead to increases in wages as a direct association is found between entry level wages and training employees receive.
- ✓ Complexity of the bidding process, size of the contract, acquiring information or access to resources about bids or how to become a vendor, and dealing with the government as a customer are the greatest barriers regional firms face for bidding on military and federal contracts.
- ✓ Capital access is not a significant issue among local businesses who are prepared in most cases for financing growth opportunities.
 - However, one-third said that they would be more willing to bid if a line of credit was directly linked to government contracts and many would be willing to partner to compete.
- ✓ Two-thirds of firm respondents were small enterprises, half of which are minority owned.

Key Focus Group and Personal Interview Findings

- ✓ Many firms cite a shortage of qualified labor in El Paso, influenced by higher wages elsewhere. This is a critical barrier in construction where qualified tradesmen are in high demand.
 - Support collaborations with businesses to expand internship programs for students. Establishing networks to employers for students early in their careers is likely to persuade them to stay in the region, effectively reducing a major barrier to business development.
- ✓ Effectively promote trade occupations as viable career options.
 - Work with area school districts to inform students of the wage scale and opportunities in the construction trades, as well as of the incentives offered by current apprenticeship programs.
- ✓ Expand and create apprenticeship programs within the region.
 - Limited funding is often a problem for apprenticeship programs so many candidates are placed on a waiting list. By securing additional funding for apprenticeship programs, organizations would be better able to expand and graduate a larger class.
- ✓ Improving basic skills – in math, writing and English proficiency – is critical, and steps should be taken to produce better prepared graduates at the high school levels.
- ✓ Alliances and joint ventures should be encouraged among local, smaller firms when pursuing Fort Bliss contracts, a task for all regional business support services.
- ✓ Various firms indicated the complexity of the federal government contracting process, of becoming a vendor, and of acquiring information about announced projects. By contrast, the consensus with business support service providers is that many firms are not undertaking the initiative to research or ask for assistance. There is a disconnect between the supply of and demand for information.
- ✓ Mechanics as well as avionics technicians will be important for the maintenance and reset of military vehicles accompanying various brigades moving into El Paso. This is a prime opportunity to support programs which train mechanics to work with military vehicles.
- ✓ The formation of future combat systems will require high skilled people, particularly engineers. Also, integration of legacy systems and new systems will require other high tech people such as telecomm experts and software engineers.
- ✓ Engineering technicians or construction testing technicians are in great shortage. There is not a training program in El Paso for these types of occupations but an engineering technician program would be feasible to create.
- ✓ Manufacturing of various technologies will be based in El Paso. This will create jobs for metal benders, painters, skilled machine operators, assemblers, etc.
- ✓ All construction trades are expected to be in high demand. Some mentioned include electricians, iron workers, masonry, and brick layers.
- ✓ Occupations across the medical and education (teachers and substitutes) fields will be in high demand to service the current and projected increase in population.

Methodology

As a starting point, IPED conducted an economic impact analysis for the region to determine which private industries would be most impacted by the troop expansion at Fort Bliss as a result of BRAC. The analysis included yearly impacts from 2007 to 2013 based on the estimated influx of troops and federal civilian employees, as well as on expenditures from construction and other related military spending. Employment and value added from the impact analysis, alongside growth rates and average wages from internal databases, were then analyzed, in collaboration with URG staff and economic agents from the city, and a final industry target list was selected. This target list became the “population” of industries to be surveyed about Fort Bliss and BRAC-related opportunities (see Appendix A).

Based on the unique NAICS (North American Industry Classification System) 6-digit code assigned to each industry, a contact information list for all firms (approximately 3,900 in El Paso, TX and 1,300 in Doña Ana, NM) within these targeted industries was purchased from a leading national sampling firm, with the list pre-tested for fax machines and disconnects. Firms were surveyed with the goal that results will assist regional BRAC planning efforts, such as additional training to overcome skills shortages identified by employers, as well as assist with efforts to increase the competitiveness and ability to acquire financing by regional firms.

The survey instrument (see Appendix B) was developed by IPED, also in collaboration with URG staff and economic agents from the city, in both English and Spanish and was subjected to several rounds of revision. The survey (in both languages) was also converted to electronic format for online responses and use by (bilingual) interviewers in the IPED Survey Research Center. The electronic version of the survey was pre-tested and verified with regard to data integrity and accuracy.

Surveys were conducted in El Paso and Doña Ana counties between the weeks of October 22 and December 7, 2007. The surveys were first mailed and firms were provided with two options to best accommodate their ability to respond. These included 1) complete the survey and return it in an attached postage-paid envelope; or 2) complete the survey online. In mid-November, a telephone wave was implemented to increase the response rate by contacting non-respondents of the mail survey. In order to ensure that valid responses were obtained from the perspective of the business management and not opinions of random employees, callers asked for the owner, general manager or someone with decision making authority. If respondents did not have time to complete the survey by phone, they were given the option to complete the survey online or complete the survey in writing and return the results via fax.

A final sample size of 572 surveys completed by mail, telephone and online was achieved. At the 95 percent confidence level, with a population of approximately 5,200 firms region-wide, sample findings

provided an accuracy level of plus or minus 4 percent. The final sample of firm respondents is diverse and representative of the targeted industry list as seen in Table 1. Frequencies for survey responses are provided in Appendix C.

Table 1. Response comparison to targeted list

Industry Sector	Sample Valid %	Target List %
Construction	20.5	18.4
Manufacturing & Wholesale	8.3	11.0
Transportation & Warehousing	10.9	7.6
Telecommunications	0.3	0.5
Finance, Insurance & Real Estate	12.6	11.4
Professional, Scientific & Technical Services	11.4	13.1
Administrative & Support Services	3.9	3.1
Educational Services	1.6	1.9
Health Care & Social Assistance	20.4	23.4
Accommodation	1.9	1.7
Auto Repair & Maintenance	8.0	7.7
Total	100.0	100.0

Survey Findings

Firm Impact from Growth at Fort Bliss

In this section businesses were asked how the expected growth at Fort Bliss would impact both their specific industry as well as their firm operations relative to increases in business activity, job creation, occupational skills, and training. These results are aimed primarily at identifying skills shortages and training opportunities for the URGWDB and the available regional training providers.

Sixty-one percent of firms surveyed believe that their *industry* will be slightly or moderately impacted in a positive manner (Figure 3), while another 27 percent think the impact will be greater (high or very high). When asked about the impact on their own *firm*, over half (53 percent) stated that their firm has experienced or expects an increase in business from the Fort Bliss expansion (Figure 4). Of the 53 percent that indicated that their firm has undergone or will undergo an increase in sales, 72 percent mentioned a slight or moderate growth while 27 percent indicated a high or very high growth (Figure 4).

Figure 3. Q1a. What do you think the increase in business will be to your *industry*?

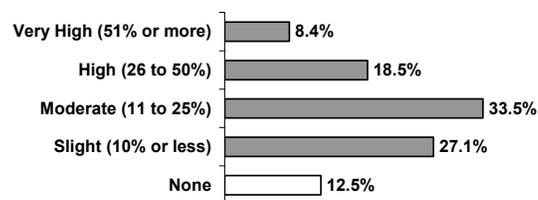
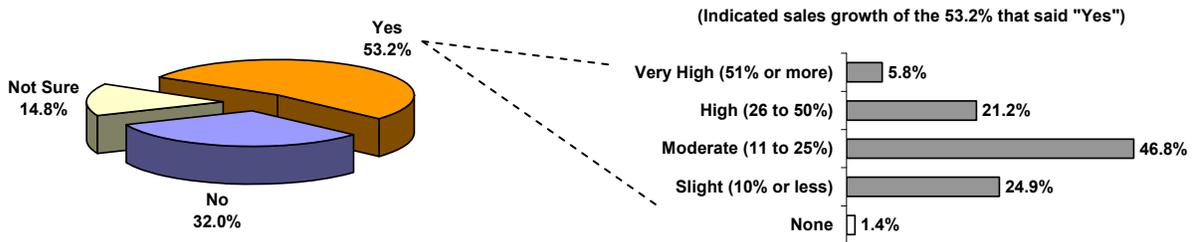


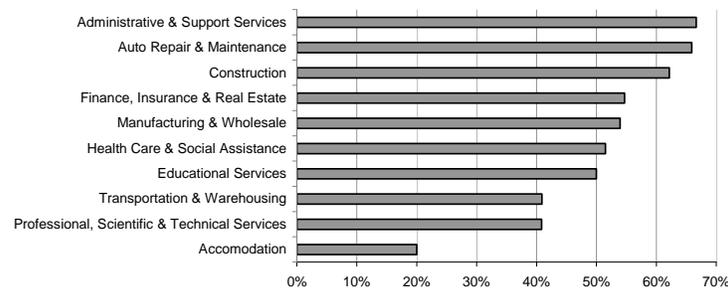
Figure 4. Q1b and Q1c. Has your firm experienced or do you expect an increase in business?



Crosstabulations are a simple but effective means of analyzing relationships within the data that are not easily apparent when analyzing total responses from the entire sample. Examining the sub-groups in Figure 5 correlates industry sectors to their answers about whether or not (Yes, No or Not Sure) they have experienced or will experience growth from the expansion underway at Fort Bliss.⁴ In general:

- Over 60 percent of firms surveyed in administrative and support services, in auto repair and maintenance, and in construction responded “Yes”;
- Over 50 percent of firms surveyed in finance, insurance and real estate (FIRE), in wholesale trade, in health, and in education services also indicated “Yes”.

Figure 5. Crosstabulation: Q1b. Percent of firms experiencing/expecting an increase in business

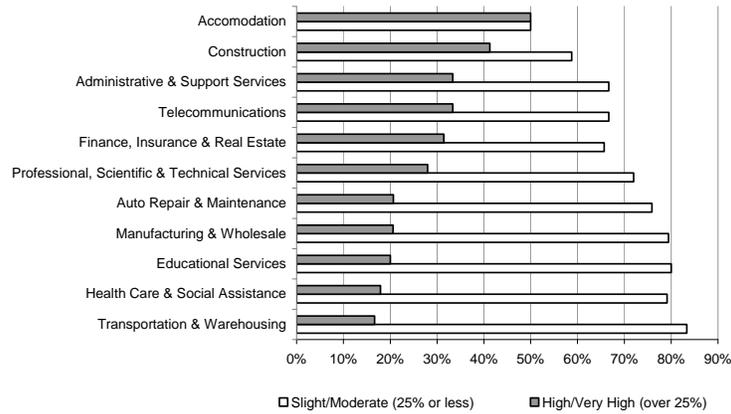


Results in Figure 6 show the type of increase (slight, moderate, high, or very high) in business that the firms that answered “Yes” in Figure 5 are currently undergoing or project to experience. In general:

- Half in accommodation and 41 percent in construction said the increase is/will be high or very high;
- One-third of firms in administrative and support services, in telecommunications, and in FIRE also indicated a high or very high growth in business;
- High paying service sectors in accounting, bookkeeping, architecture, and engineering are also benefiting from BRAC, with 28 percent indicating a high or very high growth.

⁴ The telecommunications sector showed 100 percent of firms experiencing or will experience an increase in business. However, only three firms (out of 18 total) answered the survey so it was left out due to few firms.

Figure 6. Crosstabulation: Q1c. Level of increase in business firms are experiencing/expecting



Firms that indicated that they have experienced or project an increase in business were also asked whether their *current* personnel required training to deal with the increase. Twenty percent responded “Yes” (Figure 7). These “Yes” respondents were further asked what kinds of training they required for current personnel (Figure 8). Technical training including in construction (e.g., electrical, plumbing, auto mechanics, fork lift operators) was mentioned the most, followed by professional training (e.g., management, education, staffing), and training for licensing, certification and safety. Medical related training for current employees included CPR and first aid training, child development training to be NAEYC certified to qualify for the military daycare program, and continuing nursing education.

Figure 7. Q2a. Do your *current* employees require training to deal with the increase in business? (of those that answered “Yes” in Figure 4)

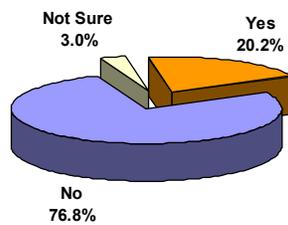
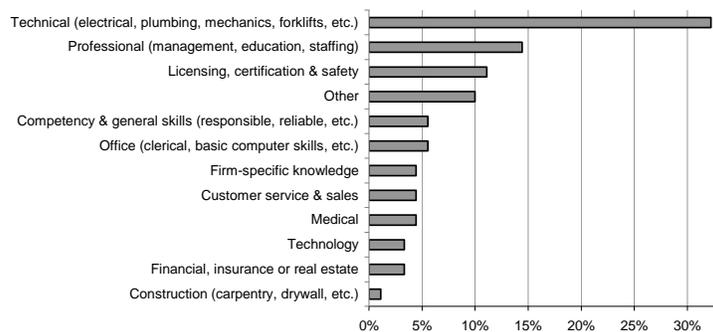


Figure 8. Q2b. What kinds of training would you require for *current* employees? (of those that answered “Yes” in Figure 7)



Following questions aimed at detecting impact on current employees, firms that are experiencing or project growth in business were asked whether they have added or expect to add *new* employees as a result of the increase in business. Fifty-one percent indicated that the increase in business has resulted in job creation (Figure 9). These “Yes” respondents in Figure 9 were then asked which kinds of occupations have been or will be filled from the increase in business. Their answers are provided in Table 2 and give a snapshot of the BRAC-led occupational employment increase. Many of these job descriptions are clear targets for training to meet projected labor demand.

Figure 9. Q3a. Have you added or expect to add *new* employees from the increase in business? (of those that answered “Yes” in Figure 4)

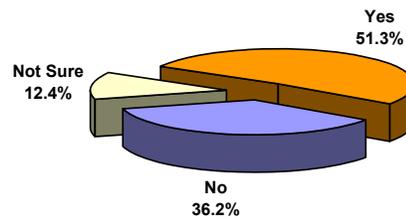


Table 2. Q3b. Top occupation types filled or expected to be filled (of those that answered “Yes” in Figure 9)

Construction

- Asbestos trained equipment handlers & truck drivers HAZMAT certified
- Secretarial, public relations and sales
- Carpentry, painting and dry wall
- Cement finishers
- Concrete finishers, sheet metal workers, painters, and plumbers
- Construction laborers
- Construction supervision, development and coordination
- Customer service
- Data entry
- Duct work and HVAC skills
- Electrician, project manager and foreman
- Electricians
- Electricians, HVAC techs, project managers, HVAC sales
- Estimators and laborers
- Estimators, project managers and more office staff
- Experienced electricians
- Field superintendent
- Foremen, administrative assistants
- Glaziers and carpenters
- Heavy equipment operators
- High voltage electricians
- HVAC TCI assistant
- Irrigators and equipment operators
- Journeymen and electricians
- Laborers, painters, plumbers, and electricians
- Laborers, supervisors and drivers
- Manager and engineers
- Master plumber and journeyman plumber
- Mid management and construction trades
- Carpentry, laborers and office assistants
- Plumbers and plumber helpers
- Plumber's apprentice
- Plumber and plumber's apprentice
- Project engineers and quality control engineers
- Project managers, field techs & copper fiber optic admin. staff
- Service technician and sheet metal installers
- Skilled craftsmen, interior finishers and construction laborers
- Superintendent and laborers
- Superintendents and quality control
- Technicians
- Technicians and mechanics

Health Care & Social Assistance

- Caregivers
- Caregiver positions and drivers
- Caregivers
- Caregivers
- Child care providers, drivers and cooks
- Child care workers
- Dental assistants
- Dentist, office manager, dental hygienist and dental assistant
- Healthcare provider
- Healthcare provider
- Medical assistant and clerk
- Medical assistant and file clerk
- Medical pulmonary
- Technicians, radiologist techs and billers
- Physical therapist, physical therapist assistant, occupational therapist, and occupational therapist assistant
- Preschool teachers and teachers aide
- Registered nurses and pharmacists
- Therapists and mental health techs

Manufacturing and Wholesale

- Administrative
- Concrete labor
- Counter sales and warehouse driver
- Customer service and delivery
- Customer service reps and drivers
- Electrical engineers
- Estimators and general labor
- Mechanic for industrial pumps
- Mechanics
- Technicians
- Order processing.
- Sales associates
- Sales reps to handle the GPS and technical data
- Sales staff and warehousing
- Service department
- Service mechanics estimators
- Service technician
- Sales construction
- Warehouse and inside sales
- Warehouse manager

Finance, Insurance, and Real Estate

- Collections
- Engineers
- Financial advisers
- Insurance reps
- Insurance specialists
- Licensed producer insurance
- Loan officer
- Loan officers, supervisory staff and clerical staff
- Member service reps and tellers
- Mortgage loan officer
- Sales
- Sales and service
- Technician
- Tellers, call center personnel and loan officers
- Tellers, new accounts and customer service
- Tellers, loan officers and managers

Repair and Maintenance

- Estimator and body managers
- Supervisor assistant and group leader
- Autobody technicians
- Automotive technicians and public relations
- Body techs and advisors
- Sales and customer service
- Lube technician
- Mechanical and receptionists
- Mechanical tech and auto repair body tech for collision repair
- More painters
- Preparers
- Service technicians and light line mechanics
- Technician
- Professional sales w/ 5 years experience in radiators

Educational Services

- Instructional staff
- Instructors
- Teachers and office staff

Professional, Scientific, and Technical Services

- Accountants and bookkeepers
- Assistant w/ business college degree
- AutoCAD personnel
- CADD technician and structural engineer
- Civil, electrical, mechanical, & structural engineers & architects
- Data entry
- Design engineers in land development
- Engineers and computer scientists
- Engineers (environmental)
- Engineering technicians and general construction
- Engineers
- More tax preparers
- Officers and escrow assistants
- Safety specialist and payroll clerk
- Superintendent, construction managers and engineers
- Tax preparer and manager

Administrative and Support Services

- Billers
- Engineers, IT and computer specialists
- General labor for construction
- IT, QC & project manager, high level admins. & financial personnel
- Labor for call centers, warehouse work and medical positions

Transportation

- CDL drivers
- Truck drivers
- Truck drivers
- Date entry clerks
- Dispatch
- Sales rep for Fort Blis contracts
- Professional relocation personnel

Telecommunications

- Sales and IT support

Accommodation

- Maids, phone desk and maintenance

Eighty-three percent of employers that have created or will create new jobs as a result of BRAC indicated that the skills sets of *additional* employees will not change from their current employees (Figure 10). However, two-fifths also mentioned that these additional workers require some sort of training (Figure 11). This indicates that the training requirements are more likely to be in areas where the region will expand existing skills rather than develop new ones. Similar to required training for current employees, many firms are asking for assistance with technical (including in construction related fields) and professional training as well as with licensing and certification (Figure 12). On the other hand, firms anticipate more customer service and FIRE related training for new employees versus current ones.

Figure 10. Q3c. Do the *additional* employees require different skills than your current employees? (of those that answered “Yes” in Figure 9)

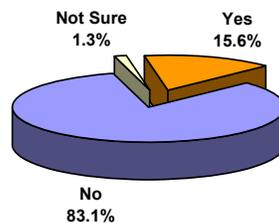


Figure 11. Q3d. Do the *additional* employees require any training from the increase in business? (of those that answered “Yes” in Figure 9)

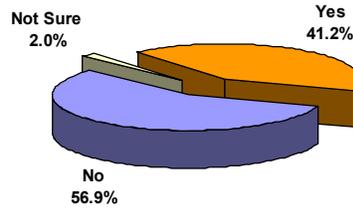
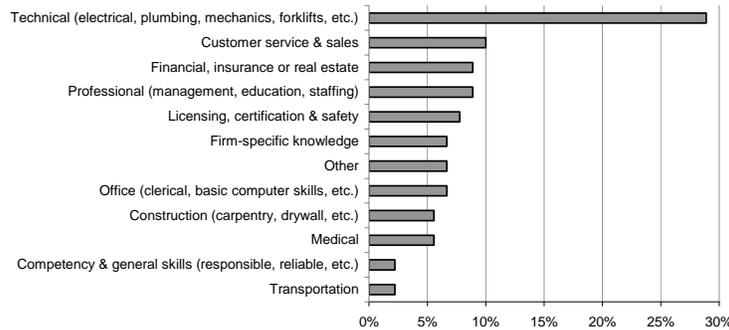
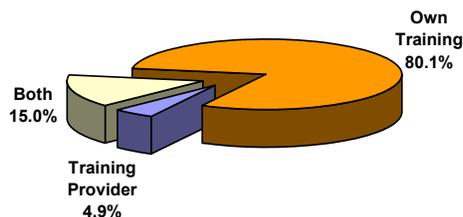


Figure 12. Q3e. What kinds of training would you require for *additional* employees? (of those that answered “Yes” in Figure 11)



Some of the questions above were limited only to those companies that answered that they have experienced or expect an increase in business related to BRAC (see the survey in Appendix B for clarification). Whether or not they answered “Yes” or “No” to current or projected growth from BRAC, all firms were asked about general training, skills and wages. Figure 13 shows the results about whether firms use training providers to train new employees. Four out of five firms surveyed said that they do their own training without any assistance of local training providers, while 20 percent said that they use the services of training providers.

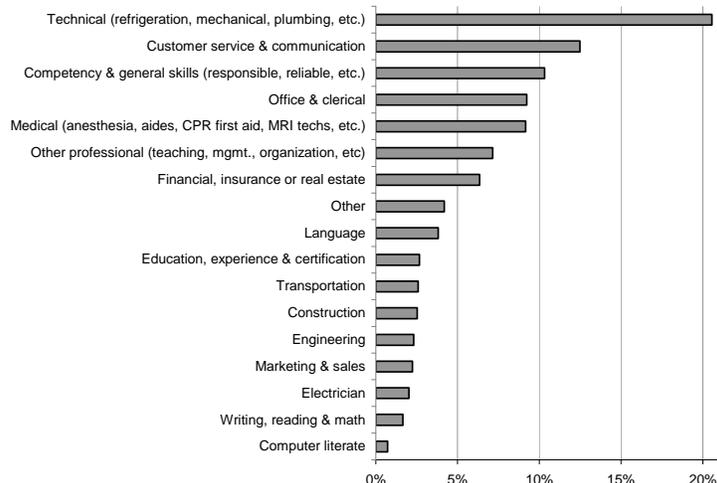
Figure 13. Q4a. Do you provide training for new employees or use local training providers?



Firms were asked to list the top three skills required of their employees (Figure 14). The top two skills sets – technical and customer service – correspond to the top two training requirements employers mentioned new employees need in their respective fields in Figure 12. Competency and worker

reliability, closely tied to productivity, as well as office clerical and medical knowledge also scored high in the skills firms mentioned as important.

Figure 14. Q4b. What are the top 3 skills required by your firm?



Crosstabulation results reveal the association between industry sector and skills requirements by firms. Table 3 below shows that technical backgrounds are most important across the economy, followed by basic and transferable skills such as in customer service and competency around the work place (see Appendix D for complete results). In sum:

- The largest number of firms targeted for the survey, based on the impact analysis performed, was from the health and construction fields. Consequently, they provided the most feedback about skills;
 - Construction – Technical requirements within the field, such as for electricians, refrigeration and plumbing, are most important; more general construction abilities including management and customer service also scored high;
 - Health – Medical related skills within the field are most important, particularly in dental assistant/hygienist and in medical assistant/terminology, followed by competence, office clerical and customer service proficiency;
- Professional, Scientific and Technical Services – Indicate a need for persons with finance and accounting backgrounds, as well as engineers and workers with clerical and general office skills;
- FIRE – Indicates the need for workers with clerical and general office competencies, followed by professionals within their fields;
- Manufacturing & Wholesale Trade – Requires technical abilities followed by customer service;
- Repair and Maintenance – Need technical skills such as mechanics and body technicians;
- Transportation and Warehousing – Need drivers and technical expertise such as mechanics;
- Not surprisingly, Education firms need teaching and organization skills, while Accommodation and Administration firms need customer service, communication, clerical, and competency skills.

Table 3. Crosstabulation: Q4b. Top 3 skills required by firms

Skill	Industry	Construction	Manufacturing & Wholesale	Transportation	Warehousing & Storage	Telecommunications	Finance, Insurance & Real Estate	Professional, Scientific & Technical Services	Admin. & Support Services	Educational Services	Health Care & Social Assistance	Accommodation	Repair & Maintenance	Total
Electrician		18	8	0	0	0	0	0	0	1	1	0	0	28
Engineering		6	1	0	1	0	0	24	0	0	0	0	0	32
Medical		4	3	0	0	0	0	0	3	0	116	0	1	127
Finance, insurance & real estate		3	0	3	1	0	32	41	1	0	5	1	1	88
Customer service & communication		17	16	10	2	0	39	18	8	3	33	9	18	173
Office/clerical		4	12	8	2	1	18	35	8	1	34	4	1	128
Technical (refrigeration, mechanical, plumbing, etc.)		91	51	18	6	5	8	8	5	0	24	1	68	285
Construction		28	1	1	0	0	1	2	2	0	0	0	0	35
Competency & general skills (responsible, reliable, etc.)		15	10	5	0	0	27	22	7	3	41	3	10	143
Computer literate		2	1	1	0	0	1	1	1	0	2	0	1	10
Other professional (teaching, mgmt, organization, etc)		20	8	2	2	3	10	19	5	9	17	3	1	99
Marketing & sales		4	11	1	2	0	10	0	0	0	0	2	1	31
Transportation		3	6	23	0	0	0	0	0	0	1	0	3	36
Language		7	8	6	0	0	5	10	1	0	14	2	0	53
Writing, reading & math		2	1	5	1	0	2	8	2	0	1	1	0	23
Education, experience & certification		7	5	3	0	0	5	4	1	2	8	0	2	37
Other		3	4	10	1	0	4	5	0	4	22	2	3	58
Total		234	146	96	18	9	162	197	44	23	319	28	110	1,386

Firms are divided almost evenly between those who have had difficulty finding trained and/or qualified staff in the past 12 months and those who have not been successful in fulfilling their employee needs (Figure 15). The crosstabulation in Figure 16 shows that firms across the economy have had difficulty finding trained and/or qualified staff. Fifty-seven and 46 percent of the two largest segments surveyed, construction and health related firms, respectively, mentioned trouble with the training or quality of the labor force. Table 4 reports the skills employers mentioned are lacking from persons they hired or interviewed.

Figure 15. Q4c. Have you had difficulty finding trained or qualified staff in the last 12 months?

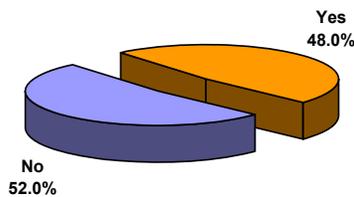


Figure 16. Crosstabulation: Q4c. Percent of firms with difficulty finding trained or qualified staff

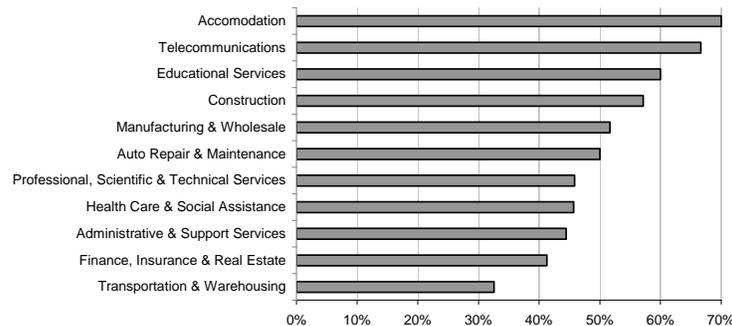


Table 4. Q4c. Skills missing from individuals hired or interviewed (of those that answered “Yes” in Figure 15)

Construction

- Drywall
- Electrical
- Common sense
- Interpersonal skills, capentry & project management
- Ability to talk to customers
- Actual hands on experience and specific tendencies to be fast and quality
- Common sense, clean driving record and experience.
- Construction related experience
- Customer service
- Truck drivers and equipment operators
- Experience and qualified workers in eletrcian and refrigeration
- Experience
- Experience and work ethic
- Experience and degreed people (certified)
- Knowledge of plumbing terminology and experienced plumbers
- Good work ethic, desire to learn the trade and integrity
- Experience and interest in the business
- Training or experience

Health Care & Social Assistance

- Communication skills, knowledge and solid previous work experient
- Handson experience
- Basic technical skills
- Bilingual
- Clinical skills for dental office
- Customer service and certifications
- Customer service and education
- Customer service skills
- Customer service skills, moral values better care about our patients
- Dental hygenist
- Dependability
- Desire
- Education at least an associates in early childhood
- Experience in teaching
- Experience with my business
- Education, medical training, professionalism & work ethic
- Genuine desire to serve the elderly
- Well trained individuals

Construction

Language skills
 Language skills, intelligence, follow directions & construction skills
 People willing to be trained
 Job experience
 Onhands work experience not just classroom training
 Plumbing skills
 Must pass state license
 Experience and attendance
 Overall general knowledge of telecommunication industry
 Good work ethic and dependable.
 People skills and self motivation
 Plumbing skills as either plumbers apprentice or plumbers helper
 Work ethic and general knowledge
 Work ethics, attendance and interest in learning
 Progamming
 Project managers, project engineers, superintendent, & safety engineers
 Experience
 Read and write english, basic mathematic skills & work ethic
 Reliability, motivation and communication skills
 Skilled labor and skilled mechanics
 Desire to work, all they are worried about is what they will be paid
 Electricians do not have experience in commercial projects
 Well trained electricians not just being licensed electricians
 Skilled workers
 Utility electrical training
 Work ethic, personal skills (leadership, teamwork, etc.)

Finance, Insurance, and Real Estate

Analytical skills
 Bilingual in english/spanish
 Communication skills
 Drive and ability to arrive at conclusions from information
 Financial knowledge, math skills, ambition, and work ethic
 Structural engineer
 Insurance background
 Independent thinkers and conscientious employees
 Licensed
 Education, financial/accounting/management skills and leadership
 Training and experience skills
 Experience
 PC liscense and good sales skills
 People skills
 People skills and personal appearance
 Bank experience and verbal/written communication
 Proper training, timeliness and professionalism
 Responsibility
 Schedules of employees
 Self motivation to sell products and insurance/financial knowledge
 Short of required skills
 The ability to reason
 Writing, computer and communication skills

Repair and Maintenance

work ethic, honesty and following instructions
 Auto mechanic repair, body repair and paint
 Bodyman skills
 Common sense and auto mechanic skills
 Education they received not to par, lacking hands on experience
 Electronics
 Resbonsibility and enthusiasm
 Honest, Intergrity and technical skills
 Import experience
 Motivation, common sense
 Work ethic
 Experience
 Experience and training
 People skills, communication and computer skills
 Sewing and upholstery
 Technical skills and mechanics
 lcard certification and work ethic
 Training and certification

Health Care & Social Assistance

Good work ethic
 Gramar and writing skills
 Caregivers
 High school diplomas and child care development
 Knowledge
 Knowledge of child care industry and speaking english
 Experience
 Experience, job knowledge and motivation
 Knowledge of medical skills
 Licensed chemical dependency counselors
 Licensed RNs
 Medical experience, medical training and employment longevity
 Motivated, intelligent, hardworking and pleasant individuals
 Experience
 Work ethic and english language skills
 Experience and education
 Patience
 Computer, internet skills & people interaction skills & medical billing
 Phlebotomy, data entry accuracy and injection administration
 Poor high school education; fair post high school education
 Writing skills and limited transportation
 Qualified individuals
 Professionalism
 Responsibility and commitment
 Technical
 Work ethic
 Writing skills

Manufacturing and Wholesale

Attitude
 Basic computer skills and experience in field
 Commitment
 Common sense and technical skills
 Computer training
 Design skills relating to residential lighting
 Education and honesty
 Education focused on renewable energy, specifically photovoltaics
 Good work ethic
 How to sell to the government
 Results oriented persons, trying not good enough
 Knowledge of equipment, mechanic sales experience
 Work ethic
 Machinery
 Math and english
 Mechanical Skills.
 On-hand experience
 Reliability
 People skills and interview skills
 Production machine operator with experience for grinding machine, milling machine, wire EDM
 Pump knowledge
 Truck/forklift driving skills
 Sales orientation, ability to understand product and motivation
 Work ethic
 Work ethic
 Writing

Transportation

Computer knowledge and experience
 Computer skills, communication skills and problem solving
 Construction knowledge, responsibility and attitude for job
 Drivers license and english proficient
 Education and driving experience
 Experience and a clean driving record
 Experience
 Integrity and honesty
 Interaction skills
 Experience in moving industry
 Education
 Over the road drivers
 Persons that want to learn

Professional, Scientific, and Technical Services

- Work experience and specific skills training
- Ability to spell, grammar
- Accounting knowledge and experience
- Basic fluency in English and CAD skills
- Bookkeeping skills
- Ability to think on their own
- Character
- Civil design and CAD techs
- Computer skills and common sense
- Engineers
- Experience in electrical system design not just training
- Engineers, land development skills & drainage grading in auto CAD
- Experience in law office
- Experience in tax field
- Formal education on auto CAD
- Hard to find people who already know industry
- Integrity, customer service skills and math
- Department of defense skills
- Experience and work ethic
- Language barrier
- Legal oriented and bilingual
- People skills and work ethic
- Skills tenacity
- Technical competence
- Typing and good telephonecommunication skills
- Valued experience

Telecommunications

- Extensive hands on training and initiative
- IT industry certifications

Administrative and Support Services

- Proficient in excel and word for call centers, experienced medical assistants and experienced forklift operators
- Coding and personality
- Local therapist
- Communication skills, work ethic and computer skills
- Professionalism, appearance and basic math and reading skills

Accommodation

- Responsibility
- Customer Service and maintenance
- Manners, organization, language, and math
- Customer service experience, motivation and enthusiasm
- HR experience
- Good handwriting and customer service
- Reliability or willingness to work

Educational Services

- Math skills and reading comprehension
- Need teachers who can work only parttime
- Not so much the skills but the licensing requirements are lacking
- Passing the teachers examination, bilingual & special ed experienc
- Quakified teachers willing to work for less than the public schools
- Time management, communication and professionalism

Wages in El Paso are skewed for entry level employees, with 61 percent paid below \$10 per hour (Figure 17). As one would expect, the distribution starts to normalize with experience. There is a direct relationship between pay and employee experience, such that fewer people earn below \$10 and move towards the median and average wage levels in El Paso (approximately \$14 per hour) and at the same time more persons earn above \$20 as number of years on the job increases. Over half of businesses further indicated in Figure 18 that there is a positive association between entry level wages and training employees receive, either from them or from someone else.

Figure 17. Q6. Average hourly wages:

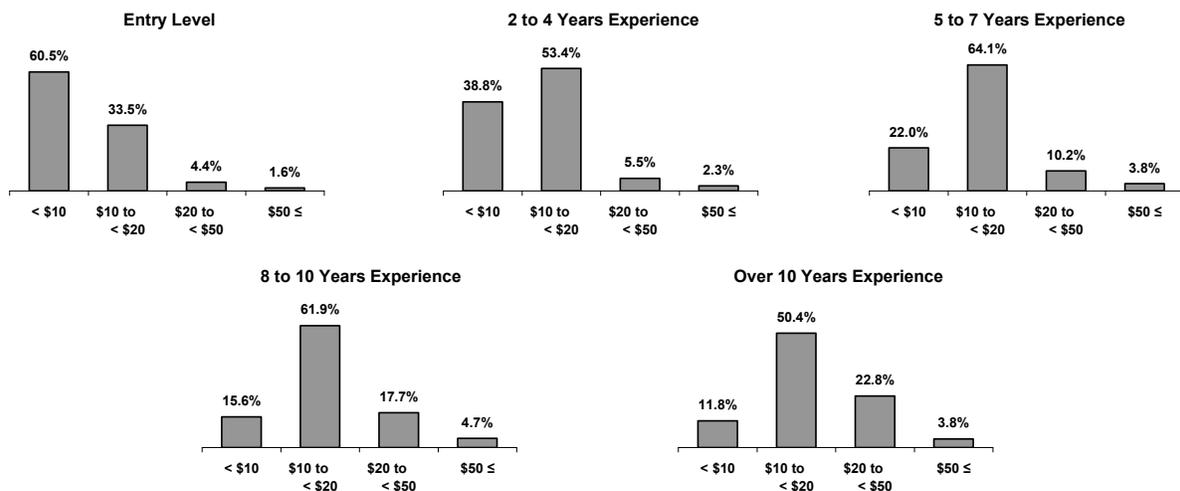
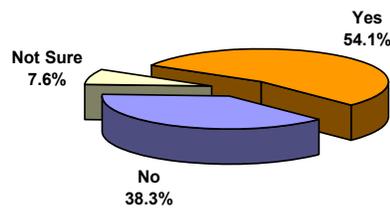
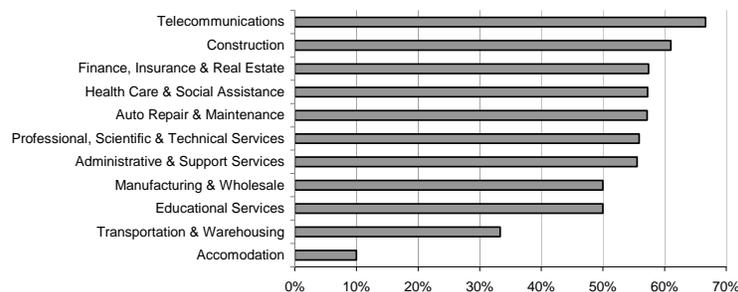


Figure 18. Q7a. Does training make a difference in the entry level wages you pay?



Crosstabulations in Figure 19 show that firms in the accommodation and transportation sectors associate the weakest link between entry pay and training. Lastly, with regards to wages, almost nine out of 10 firms believe that their pay scale is competitive with other similar firms in the area, and one out of five firms report that they lose employees due to higher wages outside of El Paso. Firms in the administration, education, and professional and technical fields have the highest percentage of respondents (38 percent, 30 percent and 31 percent, respectively) that mentioned losing employees to other regions because of wage differentials.

Figure 19. Crosstabulation: Q7a. Percent of firms linking entry level pay with training received



Vendor Information, Support and Barriers

This section examines potential barriers that firms face with regards to contracting with the federal government. Answers may assist regional planners increase the competitiveness of regional firms. Over one-third of firms surveyed in Figure 20 indicated that they have been or are currently a qualified vendor (supplier of goods and services) with regional military installations (Fort Bliss, Holloman Air Force Base, White Sands Missile Range, or the McGregor Range). Figure 21 shows that the majority of these products and services vendors have supplied the military are technical (construction and non-construction) in nature. Two-thirds of these firm sales to the military constitute 10 percent or less of the firms' total sales during the past five years, while another 20 percent represent between 11 and 25 percent of the firms' total sales (Figure 22). Furthermore, one-third of firms that have been or are qualified vendors indicated that they expect to expand or add product lines as a military vendor (Figure

23). Crosstabulations show that firms in wholesale trade, auto repair/maintenance, transportation, FIRE, and construction are more likely to be preparing for product expansion the most.

Figure 20. Q8a. Have you been or are you a qualified vendor with regional military installations?

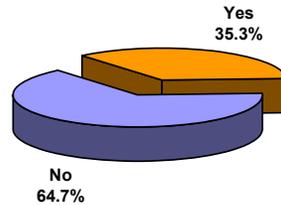


Figure 21. Q8b. What kinds of products or services do you supply regional military installations? (of those who answered “Yes” in Figure 20)

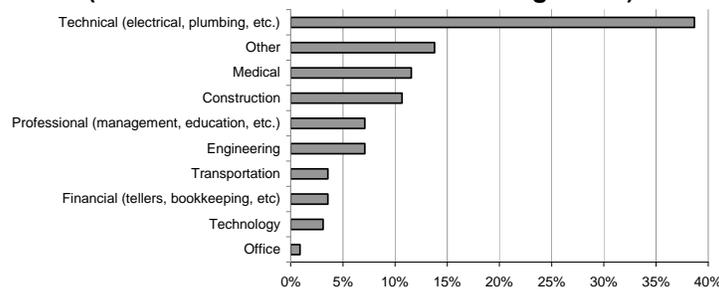


Figure 22. Q8c. What percent of your sales are from military purchases during the past 5 years? (of those who answered “Yes” in Figure 20)

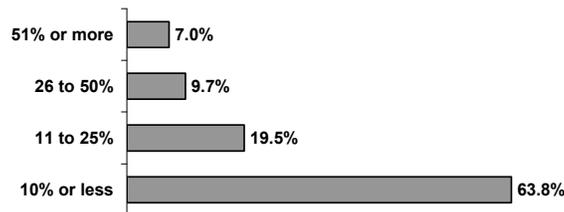
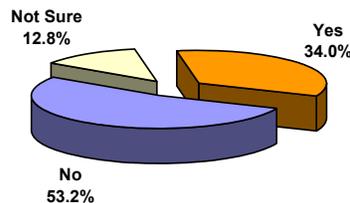


Figure 23. Q8d. Do you expect to expand or add product lines as a vendor? (of those who answered “Yes” in Figure 20)



A second goal in examining firm opinions is to ascertain what types of obstacles are faced by regional firms in obtaining military or federal contracts. Firms that answered “No” in Figure 20 to whether they

have been or are currently a military vendor were asked if in the past they have tried being a vendor but were unsuccessful or discouraged. Only nine percent in Figure 24 replied “Yes.” “No” or “Not Sure” respondents were asked in Figure 25 if they have considered being a vendor or think there are opportunities of being a vendor to military installations; 25 percent answered “Yes.” Firms that have been vendors in the past, are current vendors, have tried to be vendors, or have considered being a vendor were then questioned, using a Likert 5-point scale, on several possible barriers to obtaining or bidding for military or federal contracts.

Figure 24. Q9a. In the past have you tried being a vendor but were unsuccessful or discouraged? (of those who answered “No” in Figure 20)

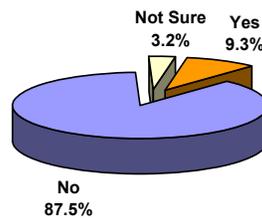


Figure 25. Q9b. Have you considered or think there are opportunities of being a vendor? (of those who answered “No” in Figure 24)

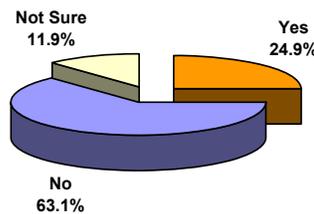


Table 5. Q10. Rankings for possible barriers to obtain or bid for military or federal contracts

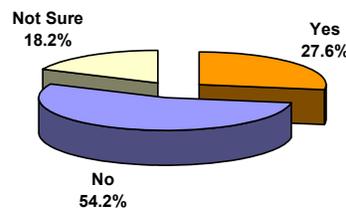
	% Not a Barrier & Slight Barrier	% Moderate Barrier & Serious Barrier	Index	Rank
Complexity of the military or government contracting process	46.4	43.8	2.5	1
Size of the announced project or contract is too large for my business	44.5	42.0	2.6	2
Acquiring information about bids	47.3	42.1	5.1	3
Access to resources that explain or assist in the bidding process	53.6	37.0	16.7	4
Understanding how to become a vendor	58.8	33.3	25.4	5
Dealing with the military or government as a customer	62.5	29.2	33.2	6
Different procedures for different dollar bid amounts	57.4	22.4	34.9	7
Time to respond to military or government advertisements	60.9	25.4	35.5	8
Bonding requirements	60.4	23.3	37.1	9
Meeting specifications based on current business capabilities	64.2	22.9	41.3	10
Credit line or financing available to undertake the contract	65.4	23.9	41.5	11
Documentation requirements	67.6	22.1	45.6	12
Insurance requirements	69.0	23.0	46.0	13
Employees with adequate skills to perform contract	74.5	18.2	56.2	14

Table 5 examines what many would hypothesize as the key potential barriers that regional firms face when competing for military or federal contracts. An index score on the above firm respondents is reported, calculated as the percent difference between “% Not a Barrier & Slight Barrier” and “%

Moderate Barrier & Serious Barrier.” Overall, there were three choices where firms were split between whether the issue is a “moderate or serious barrier” or “no or slight barrier.” Coming in first in the index ranking is “Complexity of the military or government contracting process,” followed by “Size of the announced project or contract is too large for my business” and “Acquiring information about bids.” Looking at the next three barriers ranked four through six, we see that the greatest challenge firms appear to be facing is related to information about the bidding process and experience with the federal government as a customer. Several resources exist to aid businesses with the bidding process, a topic discussed in the personal interviews section. Less than one-fourth of firms indicated that financing or access to credit is a moderate or serious barrier.

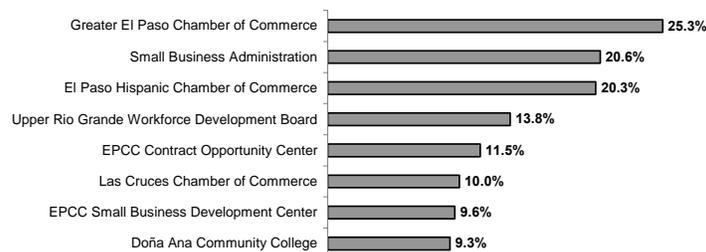
One in four of the firms that provided feedback about potential barriers to the bidding process also said that they would be interested in assistance or training to become a qualified vendor (Figure 26). When asked what kind of assistance or training they would require, 32 percent require help with the process, procedures, regulations, and policies. Another eight percent need help with understanding opportunities available, with the remaining respondents providing only general responses about assistance. Some firms mentioned that not being a minority business prevented them from competing.

Figure 26. Q11a. Would your firm require assistance or training to become a qualified vendor?



All firms surveyed were provided a list of business support services and asked to indicate which ones they have used over the past five years. One in four firms have used The Greater El Paso Chamber of Commerce while one in five firms has used either the Small Business Administration or the El Paso Hispanic Chamber of Commerce (Figure 27). The URGWDB and EPCC training centers were also reported as a main source of support services over the past five years.

Figure 27. Q.12. Top business support services firms have used over the past 5 years.



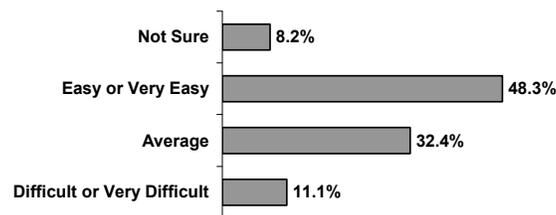
Capital Access

This section gauges the extent to which regional firms are at a disadvantage with regards to capital access, which may lead to difficulties with federal contracts and related business financing. Companies were first asked to provide what kind of financial/accounting system they utilize and whether they had revolving credit with a financial institution. The rationale is that there is a positive correlation between an adequate financial/accounting system and access to lines of credit provided by the banking community. Results showed that:

- Over three-quarters of firms (77.7 percent) have some system to generate year-end financial statements and taxes, and the remaining ones only maintain basic records or receipts/documents for year-end taxes;
- Three-fifths of firms (59.5 percent) have a line of credit or revolving credit with a financial institution.

This was followed by questions regarding specifically whether access to capital were preventing businesses from expanding or working with the federal government. Only one in ten companies indicated that financing was a barrier (Figure 28). By comparison, almost half of firms indicated that access to capital was an easy or very easy process while another third said that it was an average process.

Figure 28. Q15a. Firms’ ability to acquire financing (access to capital)?

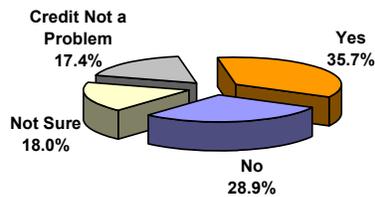


A series of yes and no questions were asked about whether access to capital may be limiting their business. A similar composite score to the one above was compiled and questions ranked to see which area of financing may be limiting business most. Table 6 shows that few firms believe that access to capital is a serious problem for their operations – only 15 percent said that capital access is keeping them from expanding sales, versus 76 percent responding that it is not keeping them from expanding sales. Interestingly, while most firms have indicated that access to capital is not a serious issue in their operations, when asked whether there was a credit line specifically tied to government contracts, more than one-third said that they would be more willing to bid for a contract (Figure 29). Nineteen percent went on to say that they would require assistance on capital access to compete for government contracts.

Table 6. Q15. Access to capital as a barrier to businesses?

	% No	% Yes	Index	Rank
Is access to capital:				
Keeping you from expanding sales, including as a vendor?	76.3	15.4	60.9	1
Keeping you from adding employees?	84.2	12.9	71.3	2
A problem for your business?	81.1	9.7	71.4	3
Keeping you from providing training to your employees?	88.2	7.5	80.7	4

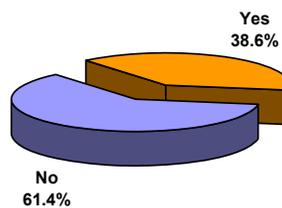
Figure 29. Q17a. If you had a line of credit linked to government contracts, including regional military installations, would you be more willing to bid for a contract?



Lastly under this section, thirty-nine percent of all firms mentioned that they have competed or thought about competing for a government contract (Figure 30). Of these who have competed or considered competing for a government contract:

- 30 percent have partnered with other businesses to compete for a government contract;
- 41 percent have not partnered but would partner with other businesses in the future;
 - Of those who would partner in the future, 29 percent would have to partner with a larger firm, five percent with a smaller firm, and for 66 percent size of a partnering firm is not an issue.

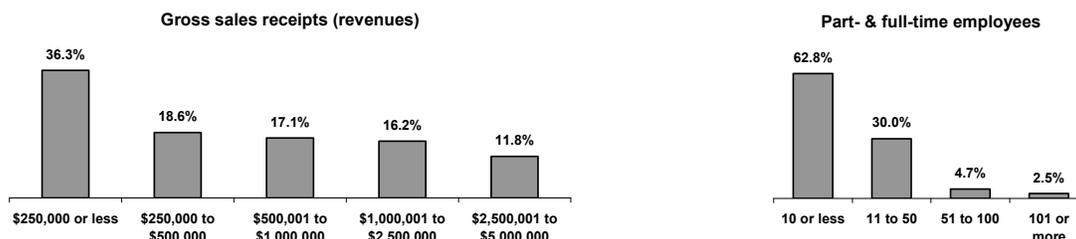
Figure 30. Q16a. Have you competed or thought about competing for a government contract?



Firm Characteristics

Below is a brief summary of the characteristics of firm participants.

Figure 31. Q19 and Q20. Firm Size



- The majority of firms are small enterprises;
- Only 12.1percent are ISO certified;
- Half (51.2 percent) are minority businesses, and of these, the majority are Hispanic-owned (82.7 percent);
- 57 percent are firms with males owning 50 percent or more of the firm, 19 percent are firms with females owning 50 percent or more of the firm, and the remaining (24 percent) are businesses with no individual owning 50 percent or more of the firm;
- 12.5 percent of the firms export products outside of the United States, almost exclusively to Mexico;
- 10.5 percent have expansion plans into Mexico.
- When asked whether their firm purchases from outside the region:
 - 33.2 percent do not;
 - 48.4 percent do but their purchases cannot be supplied locally;
 - 18.4 percent do even though their purchases can be supplied locally; price/cost was noted as the biggest reason for non-local purchases.

Recommendations from Focus Groups and Personal Interviews

IPED conducted personal and focus group interviews with companies, professional staff that provide supporting services, and labor unions. This was part of the qualitative input from experts in industry and with BRAC expansion to complement the survey findings. These recommendations should also complement the strategic cross-cutting and cluster specific recommendations from focus groups in the

Industry Cluster Analysis IPED performed for the URGWDB in early 2006.⁵ The latter can serve as a benchmark to measure progress made from previous similar recommendations made by industry leaders and presented to the URGWDB and to other regional support service organizations.

Collaborative efforts to retain and attract qualified labor:

Nearly all firms interviewed, regardless of industry, cited the shortage of qualified labor in El Paso as a major barrier to growth. This seems to support survey results where almost half of respondents had difficulty finding trained and/or qualified staff in the last 12 months. Personal responses cited that many qualified people, from electricians to engineers, are leaving the area in favor of higher wages elsewhere. Not surprisingly then, engineering technicians and project managers were mentioned as occupations that local firms recruit from outside the region; although low wages make it difficult to hire from out of town. Most agreed that they hire local personnel, even if it is sometimes difficult to find applicants that are properly trained. It should be noted that 70 percent of firms claimed through the survey that they did not lose employees to higher wages outside of El Paso. Crosstabulations show that employers in fields such as in educational, administrative/support, professional/technical, and construction had the highest confirmation about losing employees. Even so, the qualitative analysis showed that several firms interviewed acknowledged that they had lost employees to firms outside the region offering higher wages.

- For example, the El Paso Electricians Joint Apprenticeship Training Committee (JATC) loses about half its graduating class every year. They pointed out that an electrician in New Mexico will make twice that of an electrician in El Paso. There were also several examples of small, local firms who have lost employees to larger nationwide firms with branches in the region.

In order to retain these skilled workers, the URG should support collaborations with small businesses to expand internship programs for university, community college and trade school students. Establishing connections and networks to employers for these students early in their careers is likely to persuade them to stay in the region. BRAC is not only increasing the demand for labor in already established industries, but is also creating unique opportunities as it brings in new, high tech industries, such as future combat systems. Local businesses involved in these industries undoubtedly have much to offer students in the way of experience, and by creating part-time opportunities for them, retention of graduates is likely to improve, effectively reducing a major barrier to business development.

- For example, some interviewees expressed interest in developing relationships with engineering students at NMSU, as well as UTEP. They conveyed that working with students prior to graduation

⁵ McElroy, Mathew and Carlos Olmedo, with Ed Feser and Ken Poole. "Upper Rio Grande Workforce Development Board Industry Cluster Analysis," Institute for Policy and Economic Development, Technical Report 2006-01.

would be a long term investment in the future success of the firm, as it is often extremely difficult to find and retain high skilled people in an economically depressed region.

Support efforts to expand apprenticeship programs and construction trades:

The expansion at Fort Bliss has had a profound effect on the construction industry within El Paso. As military and civilian personnel continue to move into the area, demand for construction services as well as those trades associated with this industry, will remain high. Several firms interviewed expressed great difficulty in finding qualified tradesmen and identified the labor shortage as a serious barrier to business development. The URG should work to expand and create apprenticeship programs within the region as well as generate local interest in those programs.

The URG should work closely with area high schools to inform students of all career opportunities, including those opportunities in the trades. Representatives from the El Paso Electricians Joint Apprenticeship Training Committee (JATC) believe that school districts in the region are not effectively promoting their trades as viable career options. Rather, schools focus almost wholly on getting their students into college, effectively creating the illusion that college is the only option. Increasing student knowledge of trade occupations, including the wage scale and opportunities for advancement, as well as various incentives offered by current apprenticeship programs is likely to heighten interest and enrollment in trade programs. Some construction trades are highly specialized, pay very well and require training and internship experience. These are viable life-long professions that produce self-employment and will assist regional economic growth, so informing students about opportunities in these trades at the middle and high school levels is a sound investment.

- Limited funding is often a problem for apprenticeship programs. Currently, the JATC cannot accommodate all of its selected applicants due to inadequate funding; as a result many candidates are placed on a waiting list. By securing additional funding for apprenticeship programs, organizations like the JATC would be better able to expand and graduate a larger class.
- Many of the construction firms interviewed, as well as others, noted that experience is extremely desirable when selecting new employees. Some trade programs focus solely on classroom education, and do not incorporate real-life experience into the curriculum. Supporting trade programs to ensure that students are working outside of the classroom in some capacity is recommended.
- Several construction firms attributed the shortage of tradesmen to misconceptions and stigmas this type of work has acquired. For example, many prefer college because they associate higher paying jobs with a college degree. However, electricians just out of trade school earn nearly the same wage as recent college graduates. Additionally, women are typically underrepresented in the trades. Given

the fact that labor participation rates along border regions, including El Paso, are often lower for females, efforts to increase their participation are also a viable option.

Improve basic skills sets:

Deficiency in basic skills, such as mathematical and literacy abilities were cited as barriers to finding qualified employees. Some firms interviewed have taken it upon themselves to teach potential employees the skills they should have learned in high school (the JATC for example is using limited funds on tutoring programs for apprentices who have difficulty doing multiplication and long division without a calculator). Improving on this situation is critical, and steps to alleviate this “under-education” and produce better prepared graduates at the high school levels can go a long way to improving the economic situation of border residents.

- “Tutoring” programs can be developed to aide in the re-education of high school graduates or provide financial assistance to those needing to attend classes aimed at improving basic skills.
- A few also cited the inability to communicate in English as a barrier to finding qualified employees. A trucking/hauling company noted that at least some knowledge of English is a requirement for their drivers to work at Fort Bliss. Programs that teach workplace English is one option. JATC representatives suggested a program that taught English terms for electrical terminology would be helpful to many of their candidates.

Partnering to compete for Fort Bliss contracts:

Many firms, although all agreed that BRAC overall is beneficial to El Paso, expressed concern that the expansion is not affecting the local economy as much as it should. Contracts at Fort Bliss are usually too large for the scope of local firms. Thus, large out of town prime contractors almost always win the contracts. Unfortunately, rather than hiring local subcontractors, these out of town primes also use out of town subcontractors, with whom they have previously worked. Furthermore, primes and subs coming from outside the region for the most part buy materials from suppliers also located outside the region, which again, they have previously worked with. Thus, much of the money directly generated by expansion at Fort Bliss is flowing out of the region’s economy. None of the firms interviewed have been prime contractors for Fort Bliss. Many have worked as subcontractors, however. All businesses interviewed who considered or have bid on a contract with the government agreed that the contracts were too large to be taken on by themselves.

- Alliances and joint ventures should be encouraged among local, smaller firms when pursuing Fort Bliss contracts, a task for all regional business support services. Local firms are probably more likely

to subcontract locally as well as buy materials locally. Most firms interviewed expressed willingness to team up with other local firms in an effort to win government contracts.

- For example, six local IT firms that meet regularly to discuss various issues relating to expansion of their businesses as well as ways to make their presence known. They feel it is important that the city become more aware of its local firms and encourage the federal government to use local contractors rather than nationwide contractors.
- Additionally, bonding requirements are often too high for local firms, however, if they collaborate, individual risk could be reduced.
- Furthermore, because local businesses may be too small to handle contracts as primes, it may be best to focus on becoming subcontractors to the larger nationwide primes. REDCO, a recruiter of industry, has stated that there is a lot of opportunity for subcontracting as a result of BRAC.

Facilitating the bidding process for military and federal government contracts:

While most firms interviewed agreed that it was relatively easy to learn about contracting opportunities, (whether through the Chamber of Commerce, the Federal Business Opportunities website, etc.) fewer agreed on the relative ease of becoming a vendor. Several found the 8A certification process daunting and extremely difficult, while others did not. Some local, small firms do not qualify for the 8A and as a result, feel that Fort Bliss expansion has nothing to offer them directly, although indirectly they are experiencing an increase in business.

- Many local firms are unhappy with the bidding process. Several explained that the government always wants the lowest bid, something which the firms interviewed are not able or will not offer. Most cited reputation for quality work as a reason why they were not willing to bid as low as other larger firms; these firms expressed the fact that they were not willing to sacrifice the quality of their work in return for a government contract.

Small business support services:

Small business outreach and procurement services are heavily centered on BRAC given the opportunities it presents. Support service agencies include the Greater El Paso Chamber of Commerce, Hispanic Chamber of Commerce, Small Business Administration, Small Business Development Center, EPCC Contract Opportunities Center, etc. Their goal is to make companies eligible, capable and put them in a position to take advantage of contracts. Participants of this focus group provided some valuable feedback about services rendered and about the vendor process:

- With the exception of maybe one or two, local firms should only go after subcontracts; those are the real contracts in El Paso since they may be the only options. Even then, focusing on subcontracts is not an easy task since prime contractors, when they submit their subcontracting plan for a federal contract, do not even have to come to the region and can work with their own non-local subcontractors. This is a point of frustration with regional vendors interviewed. Furthermore, the lowest bidder is not always the winner, rather, best value or past experience is given preference.
- Members of support service organizations note that every contract is announced, notices are everywhere, and that each contract is publicized in the Federal Business Opportunities website (<http://fbo.gov/>). “Industry day” – an outreach program through the Corps of Engineers that brings in prime contractors to discuss what kinds of subcontractors and suppliers are needed – is also announced through the local newspaper.
- Firms should pre-register as a vendor to take full advantage of opportunities. For example, interested firms should be CCR registered (Central Contracting Registration – the primary registrant database for the federal government and is tied in with the IRS). All vendors must be CCR registered in order to get paid.

Based on differences in feedback from service support agencies and industry, a disconnect appears between the supply of and demand for information. As noted above in both survey results and in personal interviews, various firms have indicated the complexity of the federal government contracting process, of becoming a vendor, and difficulty of acquiring information about announced projects. By contrast, the consensus with business support service providers is that firms are not undertaking the initiative to research. The key is for the firms to ask for assistance, and regardless what agency they call, they will be funneled to the appropriate person for assistance. They mentioned that while the process can be daunting, much of the paperwork is meaningless and if contacted, firms can be easily guided and the SBA can certify them.

However, if everyone is in agreement that promoting small business opportunities is beneficial for the regional economy, regardless of who takes the initiative, this “information gap” needs to be addressed. On one hand firms find the process difficult, and on the other hand, support service agencies have the expertise to facilitate this barrier. Proper marketing needs to be implemented to reach more persons via various mediums. For example, an online video that explains the chronological steps to becoming a vendor, from A to Z, can be very useful and can be researched by employers at their leisure.

Insight about areas of growth:

The firms interviewed gave some insight as to which industries, occupations and practices may experience the most growth as a result of BRAC.

- Becoming a Tricare provider, a federal healthcare program, has shown positive results for various medical practices that accept Tricare. Because of current increase in business and anticipated future increase due to BRAC, expansion to new locations is the next step and appears to be a pattern among those practices that have added Tricare.
- Mechanics as well as avionics technicians will be important for the maintenance and reset of military vehicles accompanying various brigades moving into El Paso. This is a prime opportunity for the URG to support programs which train mechanics to work with military vehicles.
- The formation of future combat systems will require high skilled people, particularly engineers. Also, integration of legacy systems and new systems will require other high tech people such as telecomm experts and software engineers. This should help raise the retention rate of UTEP graduates.
- Engineering technicians or construction testing technicians are in great shortage. This occupation is relatively high paying and does not require an associate's degree. However, there is not a training program in El Paso for these types of occupations. Two certifications are required for this occupation: nuclear gauge certification and American Concrete Institute certification. In addition, OSHA general health and safety certification is desirable. The interviewee who suggested creation of an engineering technician program believes that such a program would, at the most, take four months.
- Manufacturing of various technologies will be based in El Paso. This will create jobs for metal benders, painters, skilled machine operators, assemblers, etc.
- All construction trades are expected to be in high demand – some mentioned include electricians, iron workers, masonry, and brick layers. Construction will include projects on base as well as support projects, such as the new hospital on the eastside, 62,000 units in the Northeast, 4,000 in the Northwest, and at least 19 new schools.
- Project managers and field superintendents will be needed. It is often difficult to find these people in El Paso. However, it is also difficult to recruit them from out of town because of El Paso wages.
- Occupations across the medical and education (teachers and substitutes) fields will be in high demand to service the current and projected increase in population.
- Daycare staff will also be in demand to handle the current youth of our regional population and the younger age cohorts expected to also relocate. Currently, it is very difficult to retain daycare workers as these positions are very low paying. Interviews with daycares emphasized the importance of marketing oneself, and believed that if they could reach capacity, they could afford to pay their employees a slightly higher wage.

Other points of interest:

- Generally, financing was not a barrier for the firms interviewed. This is consistent with survey findings regarding capital access. However, most agreed that securing financing is more difficult if a firm is not yet established.

- Only a few firms interviewed participate in doing business across the border. Those who do not, feel expanding across the border is too complicated and that doing so would not bring in much additional profit. A transportation company agreed that doing business across the border could be more efficient; bridge times and security checks often cause delays. A staffing agency is a special case in that they have several offices throughout Mexico, and so technically do not “export” their product.
- Every firm interviewed, except one, agreed that business had increased as a result of BRAC. Some felt that increase directly, while others felt it indirectly. Most agreed the increase in business began about a year to a year and a half ago. In addition, most firms interviewed agreed that they expected to feel the impact of BRAC more heavily in the future.
- Those firms who buy materials outside of El Paso usually cited two reasons: first, there are no suppliers of the material in the city and second, the materials can be bought cheaper non-locally.

Appendix A

Target Industry List

IMPLAN Sector	NAICS 6-digit	Description
33	236115	New residential 1-unit structures, all
		New Single-Family Housing Construction
34	236116	New multifamily housing structures, nonfarm
		New Multifamily Housing Construction (exc. Operative Builders)
35	236118	New residential additions & alterations, nonfarm
		Residential Remodelers
37	236210	Manufacturing & industrial buildings
		Industrial Building Construction
38	236220	Commercial & institutional buildings
		Commercial & Institutional Building Construction
42, 43		Maintenance & repair of farm & nonfarm residential structures
		Maintenance & repair of nonresidential buildings
		Residential Electrical Contractors
		Nonresidential Electrical Contractors
		Residential Plumbing, Heating, & Air-Conditioning Contractors
177	326199	Nonresidential Plumbing, Heating, & Air-Conditioning Contractors
		Plastics plumbing fixtures & all other plastics
390		All Other Plastics Product Manufacturing
		Wholesale trade
		Lumber, Plywood, Millwork, & Wood Panel
		Brick, Stone, & Related Construction Material
		Roofing, Siding, & Insulation Material
		Other Construction Material
		Computer & Computer Peripheral Equip. & Software
		Other Commercial Equipment
		Medical, Dental, & Hospital Equipment & Supplies
		Ophthalmic Goods
		Electrical Apparatus & Equip., Wiring Supplies, & Related Equip.
		Plumbing & Heating Equipment & Supplies (Hydronics)
		Warm Air Heating & Air-Conditioning Equip. & Supplies
		Refrigeration Equipment & Supplies
		Construction & Mining (exc. Oil Well) Machinery & Equip.
		Industrial Machinery & Equipment
		Industrial Supplies
		Plastics Materials & Basic Forms & Shapes
		Other Chemical & Allied Products
		394
General Freight Trucking, Local		
General Freight Trucking, Long-Distance, Truckload		
General Freight Trucking, Long-Distance, Less Than Truckload		
Used Household & Office Goods Moving		
Specialized Freight (exc. Used Goods) Trucking, Local		
395	485410	Specialized Freight (exc. Used Goods) Trucking, Long-Distance
		Transit & ground passenger transportation
397	488510	Bus & Other Motor Vehicle Transit Systems
		School & Employee Bus Transportation
400	493110	Scenic & sightseeing transportation & support
		Freight Transportation Arrangement
422	517510	Warehousing & storage
		General Warehousing & Storage
		Telecommunications
425	522290	Wired Telecommunications Carriers
		Cable & Other Program Distribution
		Nondepository credit intermediation & related
		Sales Financing
		Consumer Lending
426	522310	Real Estate Credit
		All Other Nondepository Credit Intermediation
		Mortgage & Nonmortgage Loan Brokers
		Securities, commodity contracts & investments
		Investment Banking & Securities Dealing
		Securities Brokerage
		Commodity Contracts Dealing
		Miscellaneous Intermediation
Portfolio Management		
523990	523991	Investment Advice
		Trust, Fiduciary, & Custody Activities
		Miscellaneous Financial Investment Activities

IMPLAN Sector	NAICS 6-digit	Description
427		Insurance carriers
	524113	Direct Life Insurance Carriers
	524114	Direct Health & Medical Insurance Carriers
	524126	Direct Property & Casualty Insurance Carriers
428	524127	Direct Title Insurance Carriers
		Insurance agencies, brokerages & related
	524210	Insurance Agencies & Brokerages
	524291	Claims Adjusting
430	524292	Third Party Administration of Insurance & Pension Funds
	524298	All Other Insurance Related Activities
		Monetary authorities & depository credit interne
	522110	Commercial Banking
431	522120	Savings Institutions
	522130	Credit Unions
		Real estate
437	531311	Residential Property Managers
	531312	Nonresidential Property Managers
		Legal services
438	541110	Offices of Lawyers
	541191	Title Abstract & Settlement Offices
	541199	All Other Legal Services
		Accounting & bookkeeping services
439	541211	Offices of Certified Public Accountants
	541213	Tax Preparation Services
	541214	Payroll Services
	541219	Other Accounting Services
452		Architectural & engineering services
	541330	Engineering Services
	541380	Testing Laboratories
454		Office administrative services
	561110	Office Administrative Services
		Employment services
455	561310	Employment Placement Agencies
	561320	Temporary Help Services
	561330	Professional Employer Organizations
		Business support services
461	561410	Document Preparation Services
	561422	Telemarketing Bureaus
	561439	Other Business Service Centers (inc. Copy Shops)
	561492	Court Reporting & Stenotype Services
	561499	All Other Business Support Services
463		Elementary & secondary schools
	611110	Elementary & Secondary Schools
464		Other educational services
	611513	Apprenticeship Training
465		Home health care services
	621610	Home Health Care Services
466		Offices of physicians, dentists & other health
	621111	Offices of Physicians (exc. Mental Health Specialists)
	621112	Offices of Physicians, Mental Health Specialists
	621210	Offices of Dentists
	621910	Ambulance Services
	621991	Blood & Organ Banks
	621999	All Other Miscellaneous Ambulatory Health Care Services
467		Other ambulatory health care services
	621410	Family Planning Centers
	621420	Outpatient Mental Health & Substance Abuse Centers
	621491	HMO Medical Centers
	621492	Kidney Dialysis Centers
	621493	Freest&ing Ambulatory Surgical & Emergency Centers
468	621498	All Other Outpatient Care Centers
		Hospitals
	622110	General Medical & Surgical Hospitals
		Nursing & residential care facilities
	623110	Nursing Care Facilities
469	623311	Continuing Care Retirement Communities
	623312	Homes for the Elderly
		Child day care services
479	624410	Child day care services
		Hotels & motels (inc. casino hotels)
483	721110	Hotels (except Casino Hotels) & Motels
		Automotive repair & maintenance (exc. car wash)
	811111	General Automotive Repair
	811112	Automotive Exhaust System Repair
	811113	Automotive Transmission Repair
	811118	Other Automotive Mechanical & Electrical Repair & Maintenance
	811121	Automotive Body, Paint, & Interior Repair & Maintenance
	811122	Automotive Glass Replacement Shops
	811191	Automotive Oil Change & Lubrication Shops
	811198	All Other Automotive Repair & Maintenance

Appendix B

BRAC Impact on Industry Survey

4. a. Do you do your own training for new employees or do you get assistance from local training providers?
___ Own Training (1) ___ Training Provider (2) ___ Both (3)

b. What are the top 3 skills required by your firm?
1) _____
2) _____
3) _____

c. Have you had difficulty finding trained and/or qualified staff in the last 12 months?
___ Yes (1) ___ No (2) **Go to Question 5**

d. What kind of skills do you believe are missing from the individuals that you either hired or interviewed?

5. a. Do you recruit new employees from out of town?
___ Yes (1) ___ No (2) **Go to Question 6**

b. What percentage of your employees comes from out of town? _____

6. a. What is your average hourly entry wage? \$ _____
b. What is your average hourly wage for someone with 2 to 4 years experience? \$ _____
c. What is your average hourly wage for someone with 5 to 7 years experience? \$ _____
d. What is your average hourly wage for someone with 8 to 10 years experience? \$ _____
e. What is your average hourly wage for someone with more than 10 years experience? \$ _____

7. a. Does the training that employees receive, either from your firm or someone else, make a difference in the entry level wages you pay?
___ Yes (1) ___ No (2) ___ Not Sure (3)

b. Do you feel the salaries and wages you pay are competitive with other similar businesses in the area?
___ Yes (1) ___ No (2) ___ Not Sure (3)

c. Do you lose employees due to higher wages outside of El Paso?
___ Yes (1) ___ No (2) ___ Not Sure (3)

SECTION II: VENDOR INFORMATION, SUPPORT, AND BARRIERS

8. a. Have you been or are you currently qualified to be a vendor (supplier of goods and services) with Fort Bliss, Holloman Air Force Base, White Sands Missile Range, or McGregor Range (regional military installations)?

___ Yes (1) ___ No (2) **Go to Question 9**

b. What kinds of products or services have you been contracted to supply regional military installations?

c. On average, what percent of your total firm sales are from military installation purchases during the past 5 years?

___ 10% or Less (1) ___ 11 to 25 % (2) ___ 26 to 50 % (3) ___ More than 50% (4)

d. Do you expect to expand or add product lines as a vendor?

___ Yes (1) **Go to Question 10** ___ No (2) **Go to Question 10** ___ Not Sure (3) **Go to Question 10**

9. a. In the past have you tried being a vendor to regional military installations but were unsuccessful or discouraged?

___ Yes (1) **Go to Question 10** ___ No (2) ___ Not Sure (3)

b. Have you considered being a vendor or think there are opportunities of being a vendor to military installations?

___ Yes (1) ___ No (2) **Go to Question 12** ___ Not Sure (3) **Go to Question 12**

10. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues:

1 = Not a Barrier 2 = Slight Barrier 3 = Moderate Barrier 4 = Serious Barrier 5 = Not Sure

- ___ a. Understanding how to become a vendor
- ___ b. Access to resources that explain or assist in the bidding process
- ___ c. Dealing with the military or government as a customer
- ___ d. Complexity of the military or government contracting process
- ___ e. Acquiring information about bids
- ___ f. Size of the announced project or contract is too large for my business
- ___ g. Time to respond to military or government advertisements
- ___ h. Insurance requirements
- ___ i. Bonding requirements
- ___ j. Documentation requirements
- ___ k. Different procedures for different dollar bid amounts
- ___ l. Meeting specifications based on current business capabilities
- ___ m. Employees with adequate skills to perform contract
- ___ n. Credit line or financing available to undertake the contract
- ___ o. Other (Specify) _____

11. a. Would your business require assistance or training to become a qualified vendor to regional military installations?
___ Yes (1) ___ No (2) **Go to Question 12** ___ Not Sure (3) **Go to Question 12**

b. What kind of assistance or training would your firm require to become a qualified vendor?

12. Concerning the following business support services, indicate all of those your firm has used over the past 5 years:

- ___ a. El Paso Black Chamber of Commerce
- ___ b. El Paso Hispanic Chamber of Commerce
- ___ c. Greater El Paso Chamber of Commerce
- ___ d. Doña Ana Community College
- ___ e. El Paso Community College's Contract Opportunities Center
- ___ f. El Paso Community College's Small Business Development Center
- ___ g. Las Cruces Chamber of Commerce
- ___ h. New Mexico State University
- ___ i. New Mexico Workforce Solutions
- ___ j. Service Corps of Retired Executives (SCORE)
- ___ k. Small Business Administration (SBA)
- ___ l. Upper Rio Grande Workforce Development Board (URGWDB)
- ___ m. UTEP's Center for Hispanic Entrepreneurship
- ___ n. UTEP's Franchise Center
- ___ o. Other (Specify) _____

SECTION III: CAPITAL ACCESS

13. What kind of financial/accounting system does your firm utilize? (Choose one)

- ___ Save expense and revenue receipts/documents for year-end taxes (1)
- ___ Maintain records to generate income statement, balance sheet and year-end taxes (2)
- ___ Have system which generates quarterly and year-end financial statements and taxes (3)
- ___ Have system which generates monthly, quarterly and year-end financial statements and taxes (4)

14. a. Do you have some sort of *Line of Credit* or *Revolving Credit* with a financial institution?

___ Yes (1) ___ No (2) **Go to Question 15**

b. List types of credit lines and the respective financial institutions that provide them:

15. a. How would you describe your ability to acquire financing (access capital)?
___ Very Difficult (1) ___ Difficult (2) ___ Average (3) ___ Easy (4) ___ Very Easy (5) ___ Not Sure (6)
- b. Is understanding how to access capital a problem for your business?
___ Yes (1) ___ No (2) ___ Not Sure (3)
- c. Is access to capital keeping you from expanding your business sales, including as a vendor to military installations?
___ Yes (1) ___ No (2) ___ Not Sure (3)
- d. Is access to capital keeping you from providing training to your employees?
___ Yes (1) ___ No (2) ___ Not Sure (3)
- e. Is access to capital keeping you from adding employees?
___ Yes (1) ___ No (2) ___ Not Sure (3)
16. a. Have you ever competed or thought about competing for a government contract?
___ Yes (1) ___ No (2) **Go to Question 17**
- b. Have you ever partnered with other businesses to compete for a government contract?
___ Yes (1) **Go to Question 17** ___ No (2) ___ Not Sure (3)
- c. Would you partner with other businesses to bid on a government contract?
___ Yes (1) ___ No (2) **Go to Question 17** ___ Not Sure (3) **Go to Question 17**
- d. Would you have to partner with a larger or smaller firm to bid on a government contract?
___ Larger (1) ___ Smaller (2) ___ Size Not an Issue (3)
17. a. If you had a line of credit linked to government contracts, including regional military installations, would you be more willing to bid for a contract?
___ Yes (1) ___ No (2) ___ Not Sure (3) ___ Line of Credit is Not a Problem (4)
- b. Would your business require assistance on capital access to compete for a government contract?
___ Yes (1) ___ No (2) **Go to Question 18** ___ Not Sure (3) **Go to Question 18**
- c. What kind of capital access assistance would your firm require to compete for a government contract?

SECTION IV: FIRM CHARACTERISTICS

18. Is your business ISO (International Standards Organization) certified?

Yes (1) No (2) Not Sure (3)

19. Estimate your firm's *Gross Sales Receipts (Revenues)* for 2006 or the most recent fiscal year.

\$25,000 or Less (1) \$250,001 to \$500,000 (5) \$2,500,001 to \$5,000,000 (9)
 \$25,001 to \$50,000 (2) \$500,001 to \$750,000 (6) \$5,000,001 to \$7,500,000 (10)
 \$50,001 to \$100,000 (3) \$750,001 to \$1,000,000 (7) \$7,500,001 to \$10,000,000 (11)
 \$100,001 to \$250,000 (4) \$1,000,001 to \$2,500,000 (8) More than \$10,000,000 (12)

20. How many paid part- and full-time employees (20 hours or more per week) does your business have?

10 or Less (1) 31 to 50 (4) 101 to 150 (7) 501 to 750 (10)
 11 to 20 (2) 51 to 75 (5) 151 to 250 (8) 751 to 1,000 (11)
 21 to 30 (3) 76 to 100 (6) 251 to 500 (9) 1,000 or more (12)

21. How long has this business served the El Paso region, including any previous and current owners?

Less than 1 Year (0) 1 Year or More (Enter number of years)

22. a. Considering the ownership of this firm, would it be classified as a *minority* business?

Yes (1) No (2) **Go to Question 23**

b. What is the main minority ownership category for your firm?

Hispanic (1) African American (3) Other (5 – Specify)
 Native American (2) Asian/Pacific Islander (4) _____

23. Is there one individual owning 50 percent or more of this firm?

Yes (1) No (2) Not Sure (3)

24. Is the majority owner of the firm:

Male (1) Female (2)

25. a. Does your firm export any products outside the United States?

Yes (1) No (2) **Go to Question 26**

b. What percentage of your firm sales are outside the United States?

10% or Less (1) 11 to 25 % (2) 26 to 50 % (3) More than 50% (4)

c. What percentage of your firm sales are to Mexico?

10% or Less (1) 11 to 25 % (2) 26 to 50 % (3) More than 50% (4)

26. a. Does your firm have any expansion plans into Mexico, including an increase in business?

Yes (1) No (2) Not Sure (3)

27. a. Does your firm make purchases from outside El Paso?

Yes (1) No (2) **End of Survey**

b. Can these purchases your firm makes from outside El Paso be supplied locally?

Yes (1) No (2) **End of Survey** Not Sure (3)

c. What reasons cause your firm to purchase from outside El Paso if it can purchase supplies locally?

Thank you for your time. Your responses will assist regional BRAC planning efforts and help policy makers understand what the El Paso business community needs to improve their competitiveness and access to capital.

Appendix C

BRAC Impact on Industry Survey Frequencies

Q1a. What do you think the impact or increase in business will be to your industry as a result of the announced

		Frequency	Valid Percent	Cumulative Percent
Valid	None	70	12.5	12.5
	Slight (10% or less)	152	27.1	39.6
	Moderate (11 to 25%)	188	33.5	73.1
	High (26 to 50%)	104	18.5	91.6
	Very High (More than 50%)	47	8.4	100.0
	Total	561	100.0	

Q1b. Has your firm experienced or do you expect an increase in business from the expected growth at Fort Bliss?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	299	53.2	53.2
	No	180	32.0	85.2
	Not Sure	83	14.8	100.0
	Total	562	100.0	

Q2a. Do your current employees require any training to deal with the increase in business?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	60	20.2	20.2
	No	228	76.8	97.0
	Not Sure	9	3.0	100.0
	Total	297	100.0	

Q2b. What type of training would you require for current employees?

		Frequency	Valid Percent	Cumulative Percent
Valid	Construction	1	1.1	1.1
	Medical	4	4.4	5.6
	Professional (Management, education, staffing)	13	14.4	20.0
	Technical (Electrical, plumbing, etc.)	29	32.2	52.2
	Financial/Insurance/Real Estate)	3	3.3	55.6
	Technology	3	3.3	58.9
	Office (Clerical, basic computer skills, etc.)	5	5.6	64.4
	Other	9	10.0	74.4
	Customer Service/Sales	4	4.4	78.9
	Competency/general skills (responsible, reliable, etc.)	5	5.6	84.4
	Licensing/Certification/Safety	10	11.1	95.6
	Firm-Specific Knowledge	4	4.4	100.0
	Total	90	100.0	

Q3a. Have you added or do you expect to add new employees as a result of an increase in business?

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	153	51.3	51.3
No	108	36.2	87.6
Not Sure	37	12.4	100.0
Total	298	100.0	

Q3b. What are the most important occupations you have filled or expect to fill from the increase in business?

	Frequency	Valid Percent	Cumulative Percent
Valid Medical	18	7.5	7.5
Engineering	22	9.2	16.7
Professional (Management, education, staffing)	30	12.5	29.2
Technical (Electrical, plumbing, etc.)	66	27.5	56.7
Financial/Insurance/Real Estate)	18	7.5	64.2
Transportation	10	4.2	68.3
Construction	19	7.9	76.3
Technology	4	1.7	77.9
Office (Clerical, basic computer skills, etc.)	17	7.1	85.0
Other	14	5.8	90.8
Customer Service/Sales	19	7.9	98.8
Licensing/Certification/Safety	3	1.3	100.0
Total	240	100.0	

Q3c. Do the additional employees require different skills than your current employees?

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	24	15.6	15.6
No	128	83.1	98.7
Not Sure	2	1.3	100.0
Total	154	100.0	

Q3d. Do the additional employees require any training as a result of an increase in business?

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	63	41.2	41.2
No	87	56.9	98.0
Not Sure	3	2.0	100.0
Total	153	100.0	

Q3e. What kinds of training would you require for additional employees?

		Frequency	Valid Percent	Cumulative Percent
Valid	Medical	5	5.6	5.6
	Professional (Management, education, staffing)	8	8.9	14.4
	Technical (Electrical, plumbing, etc.)	26	28.9	43.3
	Financial/Insurance/Real Estate)	7	7.8	51.1
	Construction	6	6.7	57.8
	Office (Clerical, basic computer skills, etc.)	5	5.6	63.3
	Other	7	7.8	71.1
	Customer Service/Sales	9	10.0	81.1
	Competency/general skills (responsible, reliable, etc.)	2	2.2	83.3
	Licensing/Certification/Safety	7	7.8	91.1
	Firm-Specific Knowledge	6	6.7	97.8
	Transportation	2	2.2	100.0
	Total	90	100.0	

Q4a. Do you do your own training for new employees or do you get assistance from local training providers?

		Frequency	Valid Percent	Cumulative Percent
Valid	Own Training	443	80.1	80.1
	Training Provider	27	4.9	85.0
	Both	83	15.0	100.0
	Total	553	100.0	

Q4b. What are the top 3 skills required by your firm?

		Frequency	Valid Percent	Cumulative Percent
Valid	Electrician	28	2.0	2.0
	Engineering	32	2.3	4.3
	Medical	127	9.2	13.5
	Finance/insurance/real estate	88	6.3	19.8
	Customer service/communication	173	12.5	32.3
	Office/clerical	128	9.2	41.6
	Technical (refrigeration, mechanical, plumbing, etc.)	285	20.6	62.1
	Construction	35	2.5	64.6
	Competency/general skills (responsible, reliable, etc.)	143	10.3	75.0
	Computer literate	10	.7	75.7
	Other professional (teaching, management, organization, etc)	99	7.1	82.8
	Marketing/sales	31	2.2	85.1
	Transportation	36	2.6	87.7
	Language	53	3.8	91.5
	Writing/reading/math	23	1.7	93.1
	Education/experience/certification	37	2.7	95.8
	Other	58	4.2	100.0
	Total	1386	100.0	

Q4c. Have you had difficulty finding trained and/or qualified staff in the last 12 months?

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	262	48.0	48.0
No	284	52.0	100.0
Total	546	100.0	

Q4d. What kind of skills do you believe are missing from the individuals that you either hired or interviewed?

	Frequency	Valid Percent	Cumulative Percent
Valid Medical	12	3.6	3.6
Engineering	9	2.7	6.3
Professional	11	3.3	9.6
Technical	41	12.3	21.9
Financial	8	2.4	24.3
Transportation	9	2.7	26.9
Construction	7	2.1	29.0
Technology	7	2.1	31.1
Office	10	3.0	34.1
Miscellaneous	13	3.9	38.0
Work ethic/personal skills (leadership, teamwork, etc.)	108	32.3	70.4
Reading/writing/math/language	34	10.2	80.5
Experience/unqualified	65	19.5	100.0
Total	334	100.0	

Q5a. Do you recruit new employees from out of town?

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	112	20.3	20.3
No	439	79.7	100.0
Total	551	100.0	

Q5b. What percentage of your employees comes from out of town?

	Frequency	Valid Percent	Cumulative Percent
Valid 10% or less	64	61.5	61.5
11 to 25%	22	21.2	82.7
26 to 50%	10	9.6	92.3
More than 50%	8	7.7	100.0
Total	104	100.0	

Q6a. What is your average hourly entry wage?

	Frequency	Valid Percent	Cumulative Percent
Valid Less than \$10	273	60.5	60.5
\$10-less than \$20	151	33.5	94.0
\$20-less than \$50	20	4.4	98.4
\$50-less than \$75	1	.2	98.7
\$75-less than \$100	1	.2	98.9
More than \$100	5	1.1	100.0
Total	451	100.0	

Q6b. What is your average hourly wage for someone with 2 to 4 years experience?

		Frequency	Valid Percent	Cumulative Percent
Valid	Less than \$10	155	38.8	38.8
	\$10-less than \$20	213	53.4	92.2
	\$20-less than \$50	22	5.5	97.7
	\$75-less than \$100	1	.3	98.0
	More than \$100	8	2.0	100.0
	Total	399	100.0	

Q6c. What is your average hourly wage for someone with 5 to 7 years experience?

		Frequency	Valid Percent	Cumulative Percent
Valid	Less than \$10	82	22.0	22.0
	\$10-less than \$20	239	64.1	86.1
	\$20-less than \$50	38	10.2	96.2
	\$50-less than \$75	3	.8	97.1
	\$75-less than \$100	1	.3	97.3
	More than \$100	10	2.7	100.0
	Total	373	100.0	

Q6d. What is your average hourly wage for someone with 8 to 10 years experience?

		Frequency	Valid Percent	Cumulative Percent
Valid	Less than \$10	53	15.6	15.6
	\$10-less than \$20	210	61.9	77.6
	\$20-less than \$50	60	17.7	95.3
	\$50-less than \$75	3	.9	96.2
	More than \$100	13	3.8	100.0
	Total	339	100.0	

Q6e. What is your average hourly wage for someone with more than 10 years experience?

		Frequency	Valid Percent	Cumulative Percent
Valid	Less than \$10	44	13.3	13.3
	\$10-less than \$20	188	56.8	70.1
	\$20-less than \$50	85	25.7	95.8
	\$50-less than \$75	3	.9	96.7
	More than \$100	11	3.3	100.0
	Total	331	100.0	

Q7a. Does the training that employees receive, either from your firm or someone else, make a difference in the entry level wages you pay?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	292	54.1	54.1
	No	207	38.3	92.4
	Not Sure	41	7.6	100.0
	Total	540	100.0	

Q7b. Do you feel the salaries and wages you pay are competitive with other similar businesses in the area?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	480	88.2	88.2
	No	37	6.8	95.0
	Not Sure	27	5.0	100.0
	Total	544	100.0	

Q7c. Do you lose employees due to higher wages outside of El Paso?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	101	18.7	18.7
	No	377	69.7	88.4
	Not Sure	63	11.6	100.0
	Total	541	100.0	

Q8a. Have you been or are you currently qualified to be a vendor (supplier of goods and services) with Fort Bliss, Holloman Air Force Base, White Sands Missile Range, or McGregor Range (regional military installations)?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	193	35.3	35.3
	No	353	64.7	100.0
	Total	546	100.0	

Q8b. What kinds of products or services have you been contracted to supply regional military installations?

		Frequency	Valid Percent	Cumulative Percent
Valid	Medical	26	11.6	11.6
	Engineering	16	7.1	18.7
	Professional (Management, education)	16	7.1	25.8
	Technical (Electrical, plumbing)	87	38.7	64.4
	Financial (Tellers, bookkeeping, etc)	8	3.6	68.0
	Transportation	8	3.6	71.6
	Construction	24	10.7	82.2
	Technology	7	3.1	85.3
	Office	2	.9	86.2
	Other	31	13.8	100.0
	Total	225	100.0	

Q8c. On average, what percent of your total firm sales are from military installation purchases during the past 5 years?

		Frequency	Valid Percent	Cumulative Percent
Valid	10% or less	118	63.8	63.8
	11 to 25%	36	19.5	83.2
	26 to 50%	18	9.7	93.0
	More than 50%	13	7.0	100.0
	Total	185	100.0	

Q8d. Do you expect to expand or add product lines as a vendor?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	64	34.0	34.0
	No	100	53.2	87.2
	Not Sure	24	12.8	100.0
	Total	188	100.0	

Q9a. In the past have you tried being a vendor to regional military installations but were unsuccessful or discouraged?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	32	9.3	9.3
	No	301	87.5	96.8
	Not Sure	11	3.2	100.0
	Total	344	100.0	

Q9b. Have you considered being a vendor or think there are opportunities of being a vendor to military installations?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	73	24.9	24.9
	No	185	63.1	88.1
	Not Sure	35	11.9	100.0
	Total	293	100.0	

Q10a. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Understanding how to become a vendor

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	116	41.6	41.6
	Slight Barrier	48	17.2	58.8
	Moderate Barrier	61	21.9	80.6
	Serious Barrier	32	11.5	92.1
	Not Sure	22	7.9	100.0
	Total	279	100.0	

Q10b. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Access to resources that explain or assist in the bidding process

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	88	31.9	31.9
	Slight Barrier	60	21.7	53.6
	Moderate Barrier	60	21.7	75.4
	Serious Barrier	42	15.2	90.6
	Not Sure	26	9.4	100.0
	Total	276	100.0	

Q10c. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Dealing with the military or government as a customer

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	126	45.5	45.5
	Slight Barrier	47	17.0	62.5
	Moderate Barrier	51	18.4	80.9
	Serious Barrier	30	10.8	91.7
	Not Sure	23	8.3	100.0
	Total	277	100.0	

Q10d. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Complexity of the military or government contracting process

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	70	25.4	25.4
	Slight Barrier	58	21.0	46.4
	Moderate Barrier	62	22.5	68.8
	Serious Barrier	59	21.4	90.2
	Not Sure	27	9.8	100.0
	Total	276	100.0	

Q10e. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Acquiring information about bids

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	71	26.0	26.0
	Slight Barrier	58	21.2	47.3
	Moderate Barrier	59	21.6	68.9
	Serious Barrier	56	20.5	89.4
	Not Sure	29	10.6	100.0
	Total	273	100.0	

Q10f. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Size of the announced project or contract is too large for my busin

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	90	32.8	32.8
	Slight Barrier	32	11.7	44.5
	Moderate Barrier	59	21.5	66.1
	Serious Barrier	56	20.4	86.5
	Not Sure	37	13.5	100.0
	Total	274	100.0	

Q10g. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Time to respond to military or government advertisements

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	111	40.2	40.2
	Slight Barrier	57	20.7	60.9
	Moderate Barrier	50	18.1	79.0
	Serious Barrier	20	7.2	86.2
	Not Sure	38	13.8	100.0
	Total	276	100.0	

Q10h. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Insurance requirements

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	159	58.0	58.0
	Slight Barrier	30	10.9	69.0
	Moderate Barrier	43	15.7	84.7
	Serious Barrier	20	7.3	92.0
	Not Sure	22	8.0	100.0
	Total	274	100.0	

Q10i. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Bonding requirements

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	135	49.1	49.1
	Slight Barrier	31	11.3	60.4
	Moderate Barrier	35	12.7	73.1
	Serious Barrier	29	10.5	83.6
	Not Sure	45	16.4	100.0
	Total	275	100.0	

Q10j. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Documentation requirements

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	139	51.1	51.1
	Slight Barrier	45	16.5	67.6
	Moderate Barrier	33	12.1	79.8
	Serious Barrier	27	9.9	89.7
	Not Sure	28	10.3	100.0
	Total	272	100.0	

Q10k. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Different procedures for different dollar bid amounts

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	103	37.9	37.9
	Slight Barrier	53	19.5	57.4
	Moderate Barrier	45	16.5	73.9
	Serious Barrier	16	5.9	79.8
	Not Sure	55	20.2	100.0
	Total	272	100.0	

Q10l. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Meeting specifications based on current business capabilities

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	127	46.9	46.9
	Slight Barrier	47	17.3	64.2
	Moderate Barrier	50	18.5	82.7
	Serious Barrier	12	4.4	87.1
	Not Sure	35	12.9	100.0
	Total	271	100.0	

Q10m. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Employees with adequate skills to perform contract

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	160	58.4	58.4
	Slight Barrier	44	16.1	74.5
	Moderate Barrier	38	13.9	88.3
	Serious Barrier	12	4.4	92.7
	Not Sure	20	7.3	100.0
	Total	274	100.0	

Q10n. The factors below are possible barriers to obtaining or bidding for military or federal contracts. Given your experience, use the 5-point scale below to rate each of these issues: Credit line or financing available to undertake the contract

		Frequency	Valid Percent	Cumulative Percent
Valid	Not a Barrier	146	53.7	53.7
	Slight Barrier	32	11.8	65.4
	Moderate Barrier	33	12.1	77.6
	Serious Barrier	32	11.8	89.3
	Not Sure	29	10.7	100.0
	Total	272	100.0	

Q11a. Would your business require assistance or training to become a qualified vendor to regional military installations?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	85	27.6	27.6
	No	167	54.2	81.8
	Not Sure	56	18.2	100.0
	Total	308	100.0	

Q11b. What kind of assistance or training would your firm require to become a qualified vendor?

		Frequency	Valid Percent	Cumulative Percent
Valid	Assistance	15	17.4	17.4
	Process/procedures	25	29.1	46.5
	Regulations/policies	7	8.1	54.7
	Other	31	36.0	90.7
	Learning about opportunities	8	9.3	100.0
	Total	86	100.0	

Q12a. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: El Paso Black Chamber of Commerce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	4.5	100.0	100.0

Q12b. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: El Paso Hispanic Chamber of Commerce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	116	20.3	100.0	100.0

Q12c. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: Greater El Paso Chamber of Commerce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	145	25.3	100.0	100.0

Q12d. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: Dona Ana Community College

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	53	9.3	100.0	100.0

Q12e. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: El Paso Community College's Contract Opportunities Center

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	66	11.5	100.0	100.0

Q12f. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: El Paso Community College's Small Business Development Center

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	55	9.6	100.0	100.0

Q12g. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: Las Cruces Chamber of Commerce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	57	10.0	100.0	100.0

Q12h. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: New Mexico State University

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	81	14.2	100.0	100.0

Q12i. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: New Mexico Workforce Solutions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	5.1	100.0	100.0

Q12j. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: Service Corps of Retired Executive (SCORE)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	2.4	100.0	100.0

Q12k. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: Small Business Administration (SBA)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	118	20.6	100.0	100.0

Q12l. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: Upper Rio Grande Workforce Development Board (URGWDB)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	79	13.8	100.0	100.0

Q12m. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: UTEP's Center for Hispanic Entrepreneurship

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	12	2.1	100.0	100.0

Q12n. Concerning the following business support services, indicate all of those your firm has used over the past 5 years: UTEP's Franchise Center

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	15	2.6	100.0	100.0

Q13. What kind of financial/accounting system does your firm utilize?

	Frequency	Valid Percent	Cumulative Percent
Valid Save expense and revenue receipts/documents for year-end taxes	47	9.3	9.3
Maintain records to generate income statement, balance sheet and year-end taxes	66	13.0	22.2
Have system which generates quarterly and year-end financial statements and taxes	49	9.6	31.9
Have system which generates monthly, quarterly and year-end financial statements and taxes	346	68.1	100.0
Total	508	100.0	

Q14a. Do you have some sort of Line of Credit or Revolving Credit with a financial institution?

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	311	59.5	59.5
No	212	40.5	100.0
Total	523	100.0	

Q14b. List types of credit lines and the respective financial institutions that provide them:

		Frequency	Valid Percent	Cumulative Percent
Valid	Wells Fargo	47	19.1	19.1
	State National Bank	19	7.6	26.8
	Chase	32	13.0	39.8
	First National Bank	5	2.0	41.9
	Citizens Bank	4	1.6	43.5
	Bank of America	17	6.9	50.4
	Bank of the West	21	8.5	58.9
	Pioneer Bank	3	1.2	60.2
	International Bank	3	1.2	61.4
	Citibank	7	2.8	64.2
	Wachovia	5	2.0	66.3
	First Savings Bank	1	.4	66.7
	American Express	4	1.6	68.3
	First Light Credit Union	2	.8	69.1
	State Farm	1	.4	69.5
	Other	75	30.5	100.0
	Total	211	100.0	

Q14b. List types of credit lines and the respective financial institutions that provide them:

		Frequency	Valid Percent	Cumulative Percent
Valid	Revolving Line of Credit (incl. credit card)	35	15.4	15.4
	Savings/Checking	3	1.3	16.7
	Loans	17	7.5	24.1
	Other	111	48.7	72.8
	Line of credit (type not specified)	62	27.2	100.0
	Total	228	100.0	

Q15a. How would you describe your ability to acquire financing (access capital)?

		Frequency	Valid Percent	Cumulative Percent
Valid	Very Difficult	14	2.7	2.7
	Difficult	44	8.4	11.1
	Average	169	32.4	43.5
	Easy	118	22.6	66.1
	Very Easy	134	25.7	91.8
	Not Sure	43	8.2	100.0
	Total	522	100.0	

Q15b. Is understanding how to access capital a problem for your business?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	50	9.7	9.7
	No	420	81.1	90.7
	Not Sure	48	9.3	100.0
	Total	518	100.0	

Q15c. Is access to capital keeping you from expanding your business sales, including as a vendor to military installations?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	80	15.4	15.4
	No	395	76.3	91.7
	Not Sure	43	8.3	100.0
	Total	518	100.0	

Q15d. Is access to capital keeping you from providing training to your employees?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	39	7.5	7.5
	No	458	88.2	95.8
	Not Sure	22	4.2	100.0
	Total	519	100.0	

Q15e. Is access to capital keeping you from adding employees?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	67	12.9	12.9
	No	437	84.2	97.1
	Not Sure	15	2.9	100.0
	Total	519	100.0	

Q16a. Have you ever competed or thought about competing for a government contract?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	204	38.6	38.6
	No	325	61.4	100.0
	Total	529	100.0	

Q16b. Have you ever partnered with other businesses to compete for a government contract?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	61	30.0	30.0
	No	138	68.0	98.0
	Not Sure	4	2.0	100.0
	Total	203	100.0	

Q16c. Would you partner with other businesses to bid on a government contract?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	84	59.2	59.2
	No	32	22.5	81.7
	Not Sure	26	18.3	100.0
	Total	142	100.0	

Q16d. Would you have to partner with a larger or smaller firm to bid on a government contract?

		Frequency	Valid Percent	Cumulative Percent
Valid	Larger	24	29.3	29.3
	Smaller	4	4.9	34.1
	Size Not an Issue	54	65.9	100.0
	Total	82	100.0	

Q17a. If you had a line of credit linked to government contracts, including regional military installations, would you be more willing to bid for a contract?

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	184	35.7	35.7
No	149	28.9	64.5
Not Sure	93	18.0	82.6
Line of Credit is Not a Problem	90	17.4	100.0
Total	516	100.0	

Q17b. Would your business require assistance on capital access to compete for a government contract?

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	95	18.7	18.7
No	288	56.7	75.4
Not Sure	125	24.6	100.0
Total	508	100.0	

Q17c. What kind of capital access assistance would your firm require to compete for a government contract?

	Frequency	Valid Percent	Cumulative Percent
Valid Loans	6	8.8	8.8
Line of Credit	9	13.2	22.1
Bonding	3	4.4	26.5
Banking	8	11.8	38.2
Grants	1	1.5	39.7
Other	37	54.4	94.1
Not Sure	4	5.9	100.0
Total	68	100.0	

Q18. Is your business ISO (International Standards Organization) certified?

	Frequency	Valid Percent	Cumulative Percent
Valid Yes	51	9.7	9.7
No	372	70.7	80.4
Not Sure	103	19.6	100.0
Total	526	100.0	

Q19. Estimate your firm's Gross Sales Receipts (Revenues) for 2006 or the most recent fiscal year.

	Frequency	Valid Percent	Cumulative Percent
Valid \$25,000 or Less	86	18.8	18.8
\$25,001 to \$50,000	9	2.0	20.8
\$50,001 to \$100,000	15	3.3	24.1
\$100,001 to \$250,000	56	12.3	36.3
\$250,000 to \$500,000	85	18.6	54.9
\$500,001 to \$750,000	40	8.8	63.7
\$750,001 to \$1,000,000	38	8.3	72.0
\$1,000,001 to \$2,500,000	74	16.2	88.2
\$2,500,001 to \$5,000,000	54	11.8	100.0
Total	457	100.0	

Q20. How many paid part- and full-time employees (20 hours or more per week) does your business have?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 or Less	333	58.2	62.8	62.8
	11 to 20	84	14.7	15.8	78.7
	21 to 30	41	7.2	7.7	86.4
	31 to 50	34	5.9	6.4	92.8
	51 to 75	16	2.8	3.0	95.8
	76 to 100	9	1.6	1.7	97.5
	101 to 150	4	.7	.8	98.3
	151 to 250	5	.9	.9	99.2
	251 to 500	4	.7	.8	100.0
	Total	530	92.7	100.0	
Missing System		42	7.3		
Total		572	100.0		

Q21. How long has this business served the El Paso region, including any previous and current owners?

		Frequency	Valid Percent	Cumulative Percent
Valid	Less than 1 year	47	9.0	9.0
	1-Less than 5 years	51	9.8	18.7
	5-Less than 10 years	65	12.4	31.2
	10-Less than 20 years	119	22.8	53.9
	20-Less than 50 years	209	40.0	93.9
	50 years or more	32	6.1	100.0
	Total	523	100.0	

Q22a. Considering the ownership of this firm, would it be classified as a minority business?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	272	51.2	51.2
	No	259	48.8	100.0
	Total	531	100.0	

Q22b. What is the main minority ownership category for your firm?

		Frequency	Valid Percent	Cumulative Percent
Valid	Hispanic	224	82.7	82.7
	Native American	2	.7	83.4
	African American	3	1.1	84.5
	Asian/Pacific Islander	6	2.2	86.7
	Other (Specify)	36	13.3	100.0
	Total	271	100.0	

Q23. Is there one individual owning 50 percent or more of this firm?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	389	73.3	73.3
	No	123	23.2	96.4
	Not Sure	19	3.6	100.0
	Total	531	100.0	

Q24. Is the majority owner of the firm:

		Frequency	Valid Percent	Cumulative Percent
Valid	Male	291	75.2	75.2
	Female	96	24.8	100.0
	Total	387	100.0	

Q25a. Does your firm export any products outside the United States?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	66	12.5	12.5
	No	461	87.5	100.0
	Total	527	100.0	

Q25b. What percentage of your firm sales are outside the United States?

		Frequency	Valid Percent	Cumulative Percent
Valid	10% or Less	28	43.1	43.1
	11 to 25%	15	23.1	66.2
	26 to 50%	11	16.9	83.1
	More than 50%	11	16.9	100.0
	Total	65	100.0	

Q25c. What percentage of your firm sales are to Mexico?

		Frequency	Valid Percent	Cumulative Percent
Valid	10% or Less	25	39.7	39.7
	11 to 25%	15	23.8	63.5
	26 to 50%	12	19.0	82.5
	More than 50%	11	17.5	100.0
	Total	63	100.0	

Q26. Does your firm have any expansion plans into Mexico, including an increase in business?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	55	10.5	10.5
	No	439	83.8	94.3
	Not Sure	30	5.7	100.0
	Total	524	100.0	

Q27a. Does your firm make purchases from outside El Paso?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	352	66.8	66.8
	No	175	33.2	100.0
	Total	527	100.0	

Q27b. Can these purchases your firm makes from outside El Paso be supplied locally?

		Frequency	Valid Percent	Cumulative Percent
Valid	Yes	97	28.0	28.0
	No	213	61.6	89.6
	Not Sure	36	10.4	100.0
	Total	346	100.0	

Q27c. What reasons cause your firm to purchase from outside El Paso if it can purchase supplies locally?

		Frequency	Valid Percent	Cumulative Percent
Valid	Price/Cost	67	50	50.0
	Availability	30	22.4	72.4
	Quality	4	3.0	75.4
	Convenience	6	4.5	79.9
	Service	6	4.5	84.3
	Accounts	3	2.2	86.6
	Other	18	13.4	100.0
	Total	134	100.0	

Appendix D

Top 3 Skills Required by Firms (Sorted by Industry Sector)

Skill 1	Skill 2	Skill 3
Accommodation		
Public communication	Clerical	Management
Good people skills	Hospitality management	Phone skills
Customer service	Flexible in training	Bilingual
Customer service (friendly and hospitable)	Some knowledge of computers	
Language-bilingual	Organized	Good with numbers
Customer service	Computer knowledge	Ability to handle cash
Computer skills	Be professional	People skills
Customer service	Maintenance	Room cleaning
Sales	Accounting	Marketing
Customer service	Hospitality	
Administrative and Support Services		
Coding	Efficiency on the keyboard	Personality
Appearance and demeanor	Knowledge of position	Attitude
Attitude	Personality	Common sense
Proficient in Excel, Word for call centers	Medical administrative	Forklift operator
Computer skills	Math	Grammar
Customer service	Polite	Friendly
Accounting	Office administration	Human resources
Carpentry	Cement workers	
Technical	contact with customer base	
Computer skills	Technology video skills	
Technical	Math	
Physical therapy	Occupational therapy	
Computer skills	Customer service	Thinking skills
Punctuality	Typing	Customer service
Communication skills	Computer knowledge	Human resources
Clerical work	Knowledge in the legal field	Able to follow instructions
Warehouse experience		
Construction		
Correct pricing and selection of equipment	Able to deal with customers	Attention to detail
Carpentry	Masonry	Project management
Doctor's license	Nurse's license	Medical experience
Health care	PC skills	CRS skills
Sales	Customer service	Bilingual
Communication	Organization	Mastery of positional skills
Basic construction	Basic safety	Construction math
Construction trades	Construction management	
Teamwork	Ability to transfer knowledge from one situation to another	Ownership of applications
Irrigation	Landscape	
Managerial skills	Public relations	Financial skills
Customer service skills	Organizational skills	Project management
Knowledge of construction	Communication	Organization
Carpenters	Concrete	
Health and safety awareness	Trench safety	HAZMAT work
Experience	Insurance	
Management skills	Organized	New home construction
Very organized	Social skills	Leadership
Communication in two languages	Ability to read and understand drawings	Working knowledge of safety in workplace
Drywall work	Carpentry	Painting
Carpentry		
Construction	Supervision	Management/financial
Cement finisher	Lay out forms	Cement skills
Refrigeration and air conditioning	Bilingual	Physical abilities
Welding	Prefitting	Structural ironwork
Management	Engineering	Safety
Construction knowledge in residential construction	Time management	Project management
Construction		
Able to operate different types of equipment	English speaking	Read plans
Engineers	Managers	Estimators
Carpentry	General construction	
Job experience/competence	Customer service	English language
Managerial	Heavy and light equipment operators	Various skilled jobs
Concrete finishers	Field workers	Drywall
Electrical knowledge	Be able to read a plan	Know codes for El Paso
Construction experience		
Experience	Writing and reading	
Electrical		

Skill 1	Skill 2	Skill 3
Construction		
Journeyman electricians	Qualified laborers	Installation of VFDs
Installation of conduit	Installation of thermostats	
Paperwork	Data entry	Drug-free
Have a TX electrician's license	English-speaking	
Telecommunications terminator	Telecommunications/cable	Inventory control/materials management
Electricians	Project manager	
Scales	Carpentry	Sales/project management
Electrical	HVAC	Electricians
Painting	Plumbers	Drug-free
Have a TX electrician's license	English-speaking	Tankless water heater installation
Plumbing	HVAC	Responsible
License	Experience	Customer service
Knowledge	Work with coworkers	Plumbing
Work with hand tools	Plan reading	Sheet metal fabricators
Service technician	Sheet metal installers	Know how to use required tools
Have knowledge of the work that is required	Experience	Bilingual
Plumbing knowledge	Plumbing license	
Master plumbing		
SM machine experience	Read submittal	Plan reading
Licensed plumber	Safety	Sales
Painting	Plastering	Carpentry
Drywall	Trim	Paint
RV manufacturing	Diesel mechanic	Construction
Carpentry	Concrete	Demolition
Experience	Knowledge of engineering blueprints	Outgoing, communication
People skills	Computer skills	Reading/comprehension
Equipment operators	Truck drivers	Asbestos removal technicians
Enough common sense	No back talk	Punctual
Construction knowledge	Finish work	Wiring, electrical, plumbing
Drywall	Trim/cabinets	Tile
Electrical knowledge	Construction	Plumbing
Electrical training		
Basic knowledge of electrical		
Knowledge of plumbing	Plumber's license	Clean driving record
Refrigeration degree	Electrical	
Being an electrician	Good work ethic	
Tech skills	Computer skills	Programming
Iron worker	Carpentry	Plumbing
Engineering	Chemistry	Biology
Business skills	Entrepreneurial skills	Customer relations
Carpentry	Painting	Concrete
Hard work	Responsible	
Plumbing	Pipe-fitting	Outside utilities
HVAC tech	Sheet metal	Welders
Plumbing		
Licensed in plumbing	Apprenticeship through owner	
Driving	People skills	Good recommendations
High-voltage electrician	Electrician	Equipment operator
Customer service	Computer literacy	Phone usage
Journeyman sheetmetal employee	Journeyman gas-fitter employee	Journeyman refrigeration repairman
Communication	Ability to learn trade	Work ethic
Common sense	Basic electrical knowledge	Complete knowledge of tools
Educational Services		
Early childhood education	Degree	
Teaching experience	Security clearance	Computer skills
Electrical	Instructional	Managerial
Communication	Hospitality	Organization
Teachers		
World view	Knowledge of content	Passion for teaching
Have a professional license	Competence	
Public relations	Communication	Problem solving
Teaching	Communication	Time management
Finance, Insurance, and Real Estate		
Communication (verbal)	Cash handling, preferably bank experience	Sales
Common sense	People skills	Math/language
Computer skills	Number sense	Communication
People skills	Computer skills	Ability to multitask in a stressful environment
Customer service	Money handling experience preferred	Basic computer program
Telephone skills	Customer service	
Accounting, loans and bill collecting	Income tax preparation	Notary public and translation and immigration
Sales	Credit	Advertisement
Computer literacy	Customer service	Phone etiquette
Clerical	Loan processing	Accounting
Relationship acquisition and development	Analytical task management	Knowledge of basic real estate
Mortgage loan processing	Basic title company literate	People skills
Organization skills	Detail oriented	Sense of urgency
Sales	Customer service	Collections
Clerical management	Loan processing	Secretarial
Originate loans	Loan processing	Customer service
Underwriting guidelines	Product knowledge	Computer skills
Marketing	Timeliness	Professionalism
Loan officer	Processing	Finance

Skill 1
Finance, Insurance, and Real Estate

Integrity
Intellect
MBA for consulting company
Knowledge of hand title
Ethics
Self-motivated
People skills
Customer service
Computer literate
Knowledgeable
Strong sales orientation
Knowledgeable
Honesty
Patience
Plumbing
Listen
Building maintenance
Quality assurance
Spanish
Good communication
Basic computer knowledge
Bilingual
Computer knowledge
Ability to communicate with people
Computer skills
Product knowledge
Surveillance
People friendly
Degree
Sales
Computer skills
Willing to train
Sales
Insurance-specific education
Computer skills
Marketing
Computer skills
Receptionist-multitasking

Health Care & Social Assistance

Fluent in English & Spanish
Patient care skills
Billing
Ability to communicate in English and Spanish
Medical terminology
Medical experience
ICD coding
Medical knowledge
Medical terminology proficiency
Customer service
Assist the physician
Vital signs
Medical receptionist
X-ray techs
Credentialed anesthesia care providers
Customer service
People skills
Self-starter
Teamwork
Friendly
Medical assistant
Medical knowledge
Graduated from an approved, accredited institution
Computer assistance
Anesthesia care
Customer service
Tech
Bilingual
Anesthesia
Computer literate
Computer literacy
Computer
Dental clinical assistant
Certified dental assistant
Dental hygienist
Certification
Dental assistant
Dental assistant
Very good with patience
Dental office experience
Patient communication
TX license
Dental chairside assisting/hygiene
Experience in orthodontic procedures

Skill 2

Drive
Quality
Management and business knowledge
Knowing how to search title records
Responsiveness
Common sense/people skills
Insurance knowledge
Insurance knowledge
Friendly
Good people skills
Property and casualty licensed
Analytical
Bilingual
Communication with people
Carpentry
Comprehend
People skills
Sales skills
over IP years
Simple math
Customer service
Cashier
Client relations
Problem solving
Knowledge of insurance
CSR skills
Investigative
Multitasker
Typing
Good communication
Customer service

Organization
Polite and articulate communication with customers
Financial skills
Math/financial
Communication
Pleasant manner in dealing with public

EEG
Medical assistant certification
Medical tech
Knowledge of medical terminology
Compassion/patience
Multitasking
Medical assistant
Medical skills
Basic medical
Technical
Be certified to do some medical procedures
People skills/communication
Medical assistant/nursing
Billers, quoters

Medical assistant
Medical
Communication
Medical knowledge eye disease diagnosis/treatment
Bilingual
Receptionist
Technical training
Must maintain current competency in skills required
Medical assistant
Anesthesia care
People skills
Clerical
Medical terminology
Critical care
Bilingual
Bilingual
Dental assistant
Dental hygienist

Dental assistant
Communication
Dental hygienist
Specialty office
Knowledge on what they are doing
Licensure for assistants and hygienists
Work efficiency
Education with degree
Receptionist/secretary
Communication

Skill 3

Intelligence
Patience
Financial & accounting proficiency; sales & marketing
Some understanding of law on real estate
Industry knowledge
Intellect
Financial service knowledge
Computer skills
Customer service

Life and health licensed

Accounting
Common sense
Painting
Language skills
Administrative
Pressman

Work under pressure

PC literate
Filing
Computer skills

Communication

Computer/financial
Good memory or notetaking
PC license
Leasing

Customer service
Multitask in a fast-paced environment
Communication
Relationship management
Ability to think/problem solve
Ability to handle stress calmly

Interpersonal
Receptionist
Typing/filing
Attentive
Social
Insurance billing
Medical procedures
Bilingual
Clinical skills
Be familiar with medical field
Spanish
Accounts receivable
MRI techs

Financial
Empathy
Proper operation equipment

X-ray and lab tech
Screening
Proof of training in all regulatory agency requirements
House care
Anesthesia care
Confidentiality
Caring/billing

Trauma
Independent thinkers
General clerical skills
Ability to take x-rays
Clerical

Office
Compassion
Basic office staff
Skills
Teamwork
Bilingual
CE course training yearly

Business assistant
Ability to work well with others

Skill 1	Skill 2	Skill 3
Health Care & Social Assistance		
Receptionist	Dental hygiene degree	Dental assistant degree
Dental assisting	Dental x-rays	Miscellaneous
Dental assisting	Orthodontic assisting	Customer service
Certified x-ray	Customer service	Dental assistant degree
Nursing	Counseling	Physicals
Patient care	Hands-on training	Assessment
Medical terminology	Multitasking	Professional
Accounting	Assisting	Billing
Bachelor's degree in nursing	Bilingual	Communication
Licensure in employee discipline	Ability to pass a background check	Experience in employee discipline
Nursing	Therapist	
Bilingual	Homemaker	Patience, we work with the elderly
Degree in nursing	Minimum 1-year experience in their field	Ethical conduct; values
Lifting	Transferring patient	Compassion
Skilled nursing	Home health aide services	Home, physical, occupational, & speech therapy
Clinical health care	Managerial	Financial
Nurse proficiency	Nurse aide proficiency	Medication aide proficiency
Clinical competence nursing areas	Communication	Service attitude
Assistance elderly	Patience	
Love children	Classroom management	Early childhood development
Understanding children	Communicate with children/parents	Ability to teach children
Early childhood development	Higher education	First aid/CPR training
Patience	Child development	Professionalism
H.S. diploma	Some type of experience working with children	First aid/CPR training
Caring for children	Safety	Lesson planning
First aid/CPR	Criminal background check	High school diploma or GED
High school diploma/GED	CPR	Various childcare training
Work ethics	Patience	First aid/CPR training
Communication	Teaching	Professionalism
Business (data entry)	CPR	
High school diploma/GED	CPR first aid	Food handlers
Optical mic technician	Office receptionist	
Computer skills	Medical office	Bilingual
Medical services	Computer skills	Medical billing
Skills	Efficiency	Promptness/attendance
Computer skills	Customer resource management	Reliability
Customer service	Computer skills	Office skills
Medical terminology	Computer skills	Some form of medical training
Bilingual	Technical	Efficiency
Clerical		
Medical training	Bilingual	Computer
Medical experience	Bilingual	Customer service
Dental assisting	Answer phones	Filing
Communication	Dental assisting graduate	
Dental assisting	Radiographs	Management
Reception	Dental assisting	Hygienist
Radiology certification	Business/communication	Assisting skills
Dental hygienist	Dental assisting	
People skills	Spanish language	Detail-oriented
Communication	Caring	Compassion
Registered nurses	Physical therapists	Certified nurse's aides
Rherapeutic skills, appropriate license	Compassionate caregiver	Ability to document accurately
Working with children	The skill of working with other adults team	Working with families
Gymnastics teachers	Swim teachers	Water aerobics teachers
To tolerate uncontrollable children	Have lots of patience	First aid/CPR training
Love kids		
Child development	First aid/CPR certification	Food Handler's card
First aid CPR certification	Skills w/children	Good work ethic
Certification	CPR/food handlers	2 years plus with experience with children
Patience	Responsibility	
Patient-oriented	Dental work	Performance
Medical education		
Customer service	Clerical skills	Organizational
Dental hygienist	Dental assistant	Office manager
Electrical	Dental assistant	
Computer skills	Bilingual	Medical office experience
Dental assistant	Receptionist	
Reliability	Ability to follow directions	Empathy
Health skills/knowledge	Insurance experience	Customer service
Clinical skills in dental assisting	Office managerial (dental office)	Interpersonal skills required for dental office
Dentistry		
Customer service	Computers	
Manufacturing and Wholesale		
Cow count	Not color blind	Fast with hands
Work ethic	Driving bobcats	Truck driving
Electronics	Sales	Mechanical abilities
Customer service	Bilingual	Positive attitude, loves to work with people
Sales	Customer service	Computer literate
Machine operations	Phone skills	
Electrical knowledge	Datacom	Security knowledge
Decorative lighting sales	Inventory management	Journeyman electrician
People skills	Negotiation skills	Computer skills
Knowledge of electronics		

Skill 1	Skill 2	Skill 3
Manufacturing and Wholesale		
CDL	Previous warehouse experience	Customer service
Knowledge of software	High school education	Bilingual
Computer knowledge	Phone skills	
Clerical	Truck driver	Warehouse
Speaking English	Writing English	Reading English
Salemanship	Honesty	
Know refrigeration, air conditioner system & processes	Sales knowledge/experience	Computer skills
Sales machinery		
Computer	Oral communication	Writing
Spanish	Sales and maintenance	Production machine operation
Bilingual	Customer service	Industrial
Blueprint reading	Machine systems	Computer knowledge
Computer skills	Bilingual	experience
People skills	Marketing knowledge	Computer
Positive attitude	Basic mechanic skills	Discipline
Technical knowledge	Sales	Administrative
Experience	Experience	experience
Pump knowledge	Pump repair	Pump installation
Administrative office	Warehouse work	Truck driving
Knowledge of industrial parts	Industrial pump repair	Knowledge of different kinds of pumps
Motivated	Able to drive	Equipment operation
Manual labor		
Common sense	Measuring	Labor
Welder	Carpentry	Sandblaster
Driving		
Punctuality		
Driving		
Competence	Punctuality	Technical
Communication		
Knowledge	Technical	Safety
Customer service	Knowledge of our products	Computer skills
Repair knowledge	Mechanical knowledge	Communication
Customer service oriented	Quick learner	Willing to take on challenges
Electrical	Work ethic	Security clearance
Training specific to renewable energy	Electrical wiring experience	Commitment to sustainability
Sales background	Warehouse knowledge	
Customer service	Fitting	Sales
Electrical	Mechanical	Verbal communication
Expertise in teaching, reading	Expertise in working with education	Training teachers
Medical billing	Medical equipment knowledge	
System understanding	Mechanical ability	Data crunching
Mechanic		
Electrical background	Mechanical background	Computer programming
Working with electronics		
Construction	Driving	Computer skills
Hydraulic repair/services	Small local repair and warranty station	Bearing/hardware sales
Computers	Respiratory therapists	CDL
Professional, Scientific and Technical Services		
Typing proficiency	Communication/personality	Speak Spanish
Computer	Legal	Personal
Communication	Knowledge of computer software	Reading/writing
Clerical	Client relations	Tenacity
Typing/computer	Organizational skills	Interact well with problems
Communication	Clerical record keeping, files, etc	Light computer skills
Read and write in English	Word processing	Ability to think clearly under stress
Bilingual	Legal-oriented	Computer literate
Business environment knowledge/experience	Internet	Writing
Office management	Bookkeeping	Collections
Real estate contracts	Banking practices	Computer technology
College education	Analytical	Work ethic
Taxation	Computers	Accounting
Technical ability	Communication	Work ethic
Accounting	Income tax	Interpersonal relationships
Accounting	Computer	
Accounting degree	Bilingual	Computer literacy
Math		
Bookkeeping	Tax preparation	Payroll reporting
Math	Communication	People skills
Computer skills	Bilingual	Office skills
Accounting	Knowledge of taxation	Basic computer skills
Accounting	Computer skills	Writing
Accounting	Computer skills	Tax preparation
Accounting	Communication	Computer literacy
Taxes	Accounting and depositing	General business
Computer work	CPAs	Accounting
Accounting degree	Tax preparation	Communication
Accounting degree	Computer literate	Ethical
Bilingual	Computer literate	
Knowledge of tax code	People skills	Computer literacy
Accounting	Tax law	Customer service
College graduates	Computer skills	Bilingual
Bookkeeping	Accounting	General office skills
Computer	Phone	Customer service

Skill 1 Professional, Scientific and Technical Services	Skill 2	Skill 3
Accounting AutoCAD Engineering degree and experience Structural engineers Electrical engineering Technical job skills AutoCAD Computer literate Construction experience Electronics knowledge Organizational skills Character Civil engineering degree Intelligence Computer Accurate typist People skills Typing Clerical proficiency Empathy Engineering Civil engineering degree Engineering Engineering certified AutoCAD Accounting Technical expertise PC skills Math Bilingual Engineering Knowledge of tax laws Tax prep Experience	Bookkeeping Math Architectural degree and experience AutoCAD AutoCAD Grading drainage AutoCAD Estimating Computer programming People skills Computer/data entry AutoCAD/associate's degree Consciousness Independent work Researcher Punctuality Good telephone technique Accounting Ego drive Computer science Geologist Drafting Know numbers Communication Adequate education and licensing Common work Writing Personality Computer services People skills friendly, outgoing Bookkeeping Correct background	Tax preparation Visualization AutoCAD Field techs Designer Engineering Reading/writing Project management Systems design Writing General construction English speaking Integrity Bilingual Efficiency Database management Computer literacy Product demonstration IT type degree Material technicians Project management Engineering Common sense/reasoning Ability to get along with clients Legal terms People skills Likeable Environmental Honesty Business consulting Positive attitude
Repair and Maintenance Troubleshoot General mechanic (heavy and light duty) CDL Trailer repair technician Courtesy Automotive repair General mechanics Diesel mechanic Mechanic Tech Experience Medical terminology Wheel alignment ASE certified Product knowledge Body work on cars Customer service Autobody Computer data entry Primer application habilidades Painting Car certified Quick learner Mechanic Computer and diagnostics Customer service Customer service Tire repairs Computer Diagnostic Customer service Self-motivation Honesty Customer service I-Car certified Communication Auto mechanical repair RV repair 5 years experience Alignment tech	Diagnose Specialized diagnostics 25 years or older Welding Listening skills Diagnostics State inspections Welding Customer service Mechanic Attitude Brake work Knowledge of position, especially customer service Painting on cars Shop techs Auto painting Sewing Body work Painting Preparer Frames Follow instructions Sales experience Knowledge on quality parts Repair Help installations People skills Mechanical Technical Common sense Integrity Sales People skills Body repair A/C certified Brake tech	Repair Specialized emission repair Satisfactory driving record Communication Communication Alignments Knowledge on repairs Oil changer CSR skills Chassis steering repair Able to work with shop equipment & tools Framework Bookkeeping Estimating Upholstery Auto painting Auto mechanic Body men Welding Time management Customer attention Manners Knowledge of cars Wheel knowledge Communication Customer oriented Labor CDL, clean driving record Technical knowledge Inventory control Honesty Painting Tire tech
Telecommunications Cabling IT maintenance support Knowledge of Windows-based operating systems	Telephone programming IT server support Knowledge of local and wide area networks	Voice testing CNESE certification Knowledge of computer hardware

Skill 1
Transportation and Warehousing

Licenses
 Computer skills
 Over-the-road driving
 Good driving record
 Driving of a semitruck
 Driver experience
 Phone skills
 CDL
 Driving
 Truck driving
 Trucking
 Driving
 Computer knowledge/skills
 CDL
 Drive
 Clean driver's license/CDL
 Physical strength
 Installations
 CDL
 Sales
 Clean driving record
 Computer knowledge
 Problem solving
 Accounting
 Forklift training
 Dispatching, dealing with drivers, sense of direction
 Familiar with customer brokers regulations
 Computer skills
 Computer skills
 Proper military procedures paperwork
 Clean background
 Lack of criminal record
 Literacy
 Driving
 Transportation knowledge and experience
 Lack of criminal record
 Computer
 Computer skills
 Communication
 Sales
 Computer skills
 Business mangament
 Sales

Skill 2

Safety
 Transportation experience
 Clean driving record
 Communication with customers
 Minimum mechanical knowledge
 Dispatch experience
 Computer skills
 No citations
 Communication
 Know the city

 Organizational
 Knowledge of the industry
 Associate's in accounting
 Back in up 18 wheelers
 HHGS packing experience
 Driver's license
 CDL

 Construction knowledge
 28 years old
 Personality
 Quick thinking
 Communication
 Stocking appropriately
 Able to do calculations
 Familiar with regulations
 Communication
 Customer service
 Packing of personal belongings
 Physical capabilities
 Clean driving record
 Class A CDL
 Communication

 Clean driving record
 Managerial/supervising
 Small machinery handling
 Data entry
 Logistics
 Communication skills on the phone
 Familiar with operating facilities
 Engineering

Skill 3

Punctual
 Bilingual

 Common sense
 Paperwork, log book, bill of lading
 Accounting

 Drug-free
 Writing
 Speak english

 Follow Directions
 Relations
 Customer communication
 Courtesy
 HHGS loading/unloading
 Speak, read and write English

 Computer skills
 3 years of driving experience
 Experience
 Computer skills
 Ability to do detailed work
 Bilingual
 Communication and negotiation

 Transportation dispatch skills
 Bilingual
 Moving of personal belongings
 People skills
 Reading
 HAZMAT endorsements
 Computer skills

 Reading
 Bilingual
 Inventory/math
 Accuracy
 Manufacturing
 Let customers feel products are safe & in the right plac
 Bookkeeping
 Administrative