

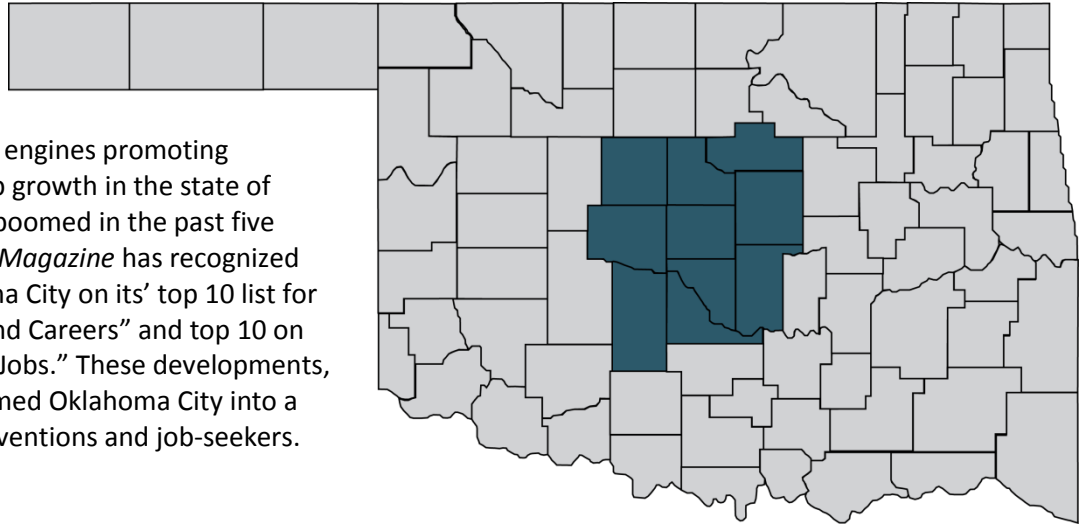
Central Oklahoma Workforce Briefing

April 2014

Overview

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

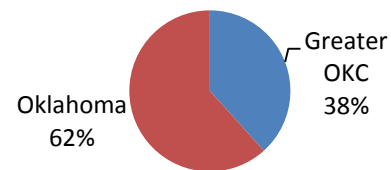
Central Oklahoma is one of the engines promoting economic development and job growth in the state of Oklahoma. Oklahoma City has boomed in the past five years. So much so, that *Forbes Magazine* has recognized this growth by placing Oklahoma City on its' top 10 list for the "Best Places for Business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



Central Oklahoma as a Percentage of Total State Population

Demographics of Central Oklahoma

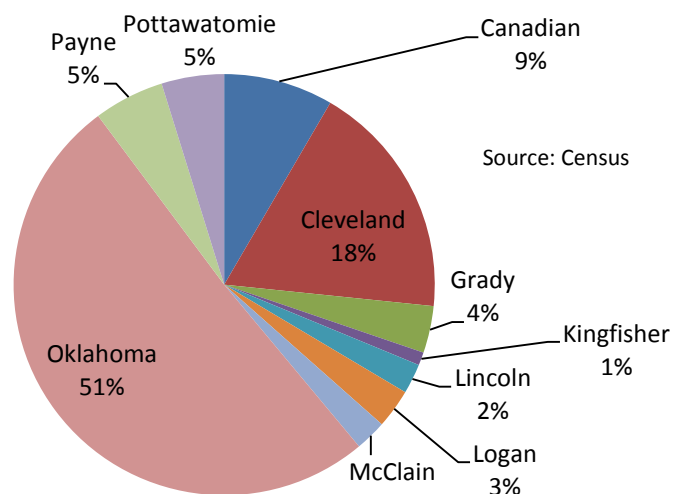
The Central Oklahoma Region is made up of ten counties and has a total population of 1,460,729 according to 2012 Census estimate. This accounts for 38.3% of the total state population, which is 3,815,780 as of the 2012 Census population estimate.



Source: Census Quick Facts

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

Central Oklahoma Percentage of Population by County

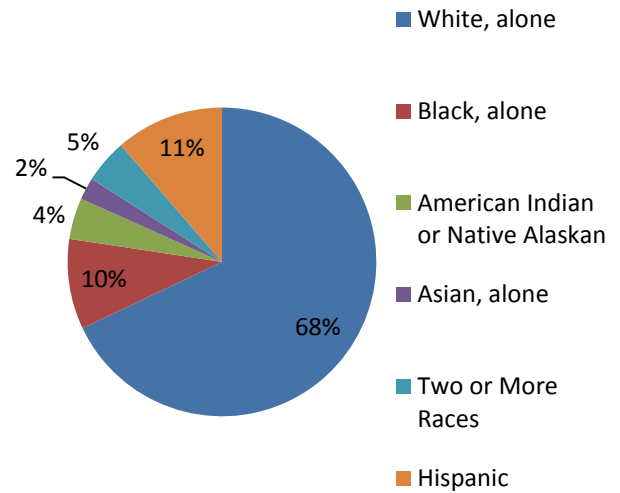


Source: Census

Population Breakdown by Race/Ethnicity

- The Central Oklahoma Region has a predominantly, “White, alone,” population. Accounting for 67.6% of the population in the Region. In raw numbers this amounts to 987,748 people. As a point of reference the, “White, alone,” population statewide accounts for 67.8% of the population.
- “Black, alone,” is the second most populated race in the Central Oklahoma Region. Accounting for 9.4% of the population in the Region. Statewide, “Black, alone,” accounts for 7.1% of the total population.
- Of note, the, “American Indian or Alaskan Native,” racial group accounts for 4.3% of the total population in the Central Oklahoma Region. Statewide they account for 7.0% of total population. The following Tribes/Nation are located in the region: Cheyenne and Arapaho Tribes, Absentee Shawnee Tribe, Iowa Tribe of Oklahoma and Citizen Potawatomi Nation.
- Hispanics, which are classified as an ethnic group, account for 11.3% of the total population in the Central Oklahoma Region. Due to their classification as an ethnicity more data is available about their impact on population in the region below.

Central Oklahoma Region Percentage of Population by Race/Ethnicity

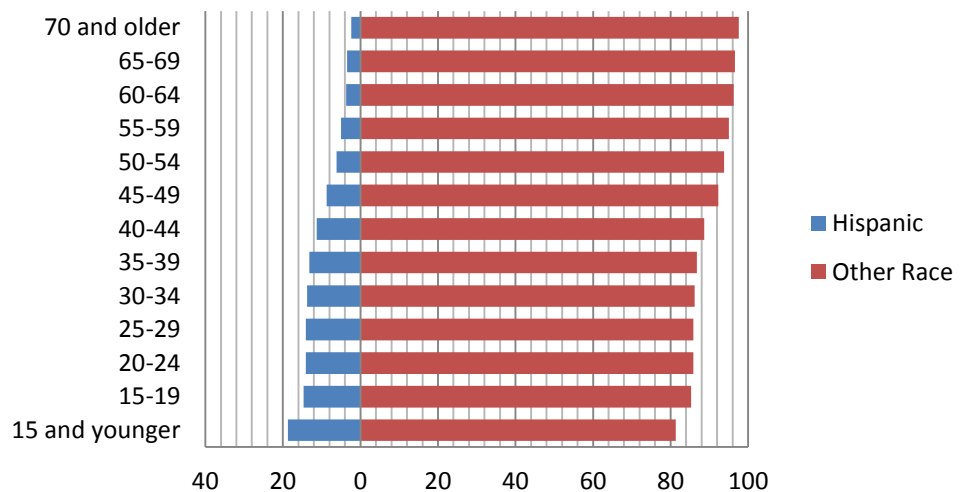


Source: Census

Hispanics in the Central Oklahoma Region

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

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

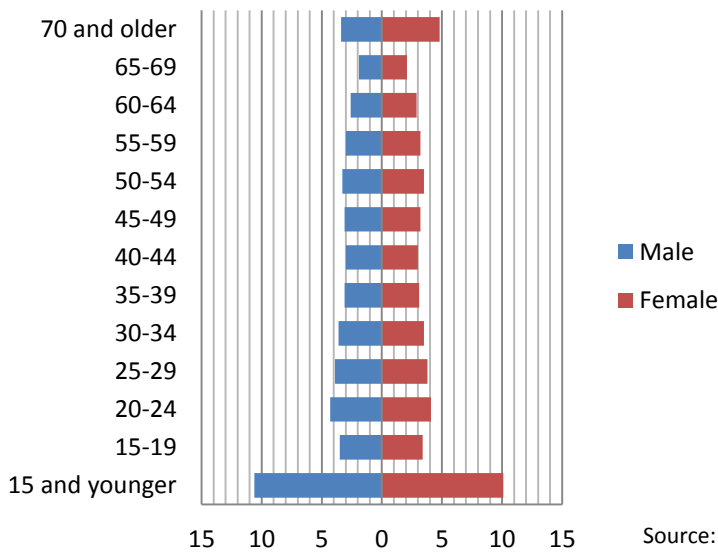


Source: EMSI 2014.1

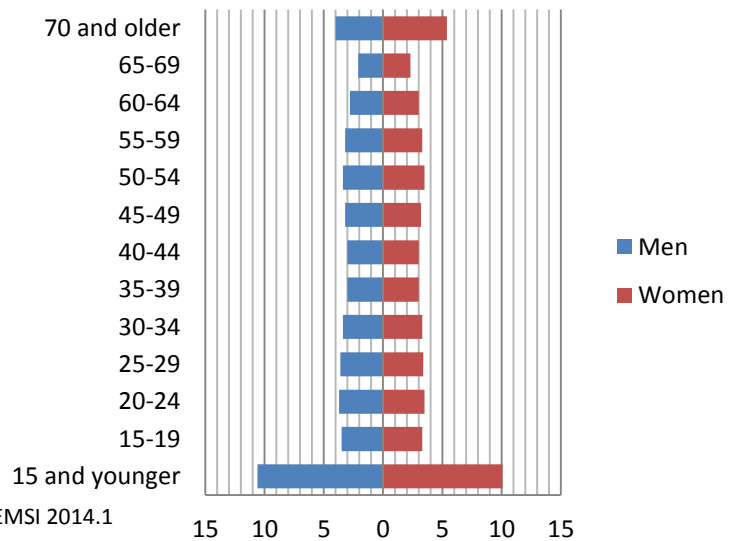
Age and Sex Data for the Central Oklahoma Region

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

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



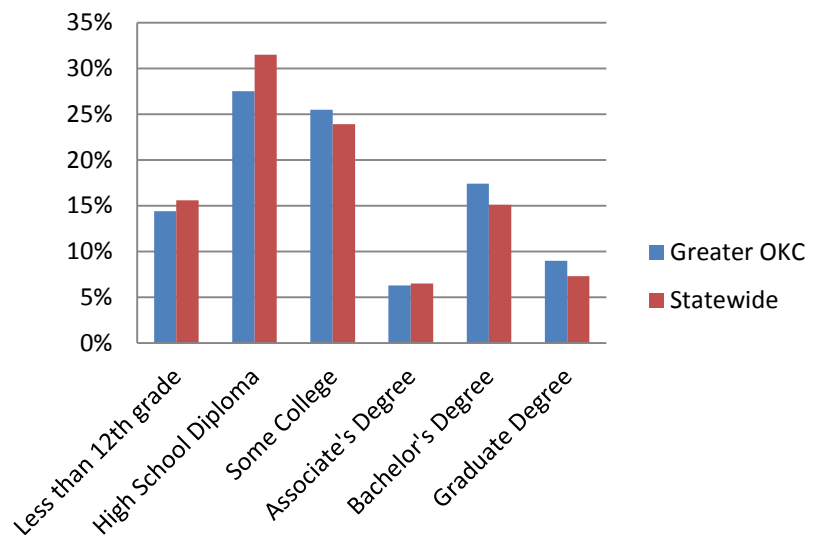
State of Oklahoma Age/Sex Data by Percentage of the Population



Educational Attainment in the Central Oklahoma Region

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

Educational Attainment in the Central Oklahoma Region and Statewide



Source: EMSI 2014.1

Central Oklahoma Region Educational Assets

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

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

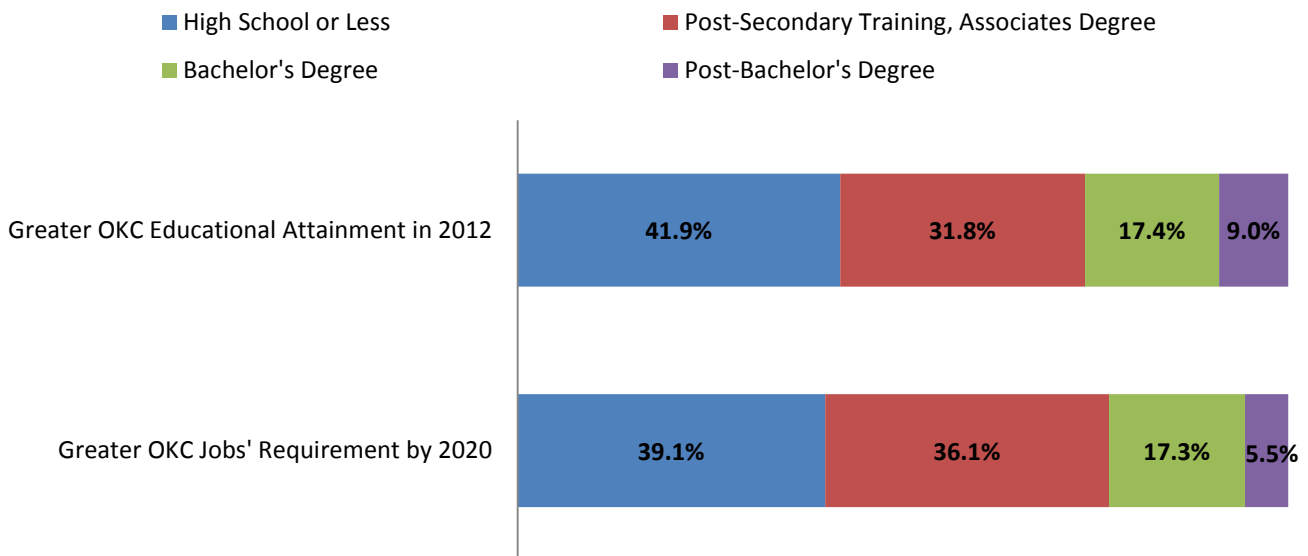
Source: Oklahoma State Regents for Higher Education

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

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

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

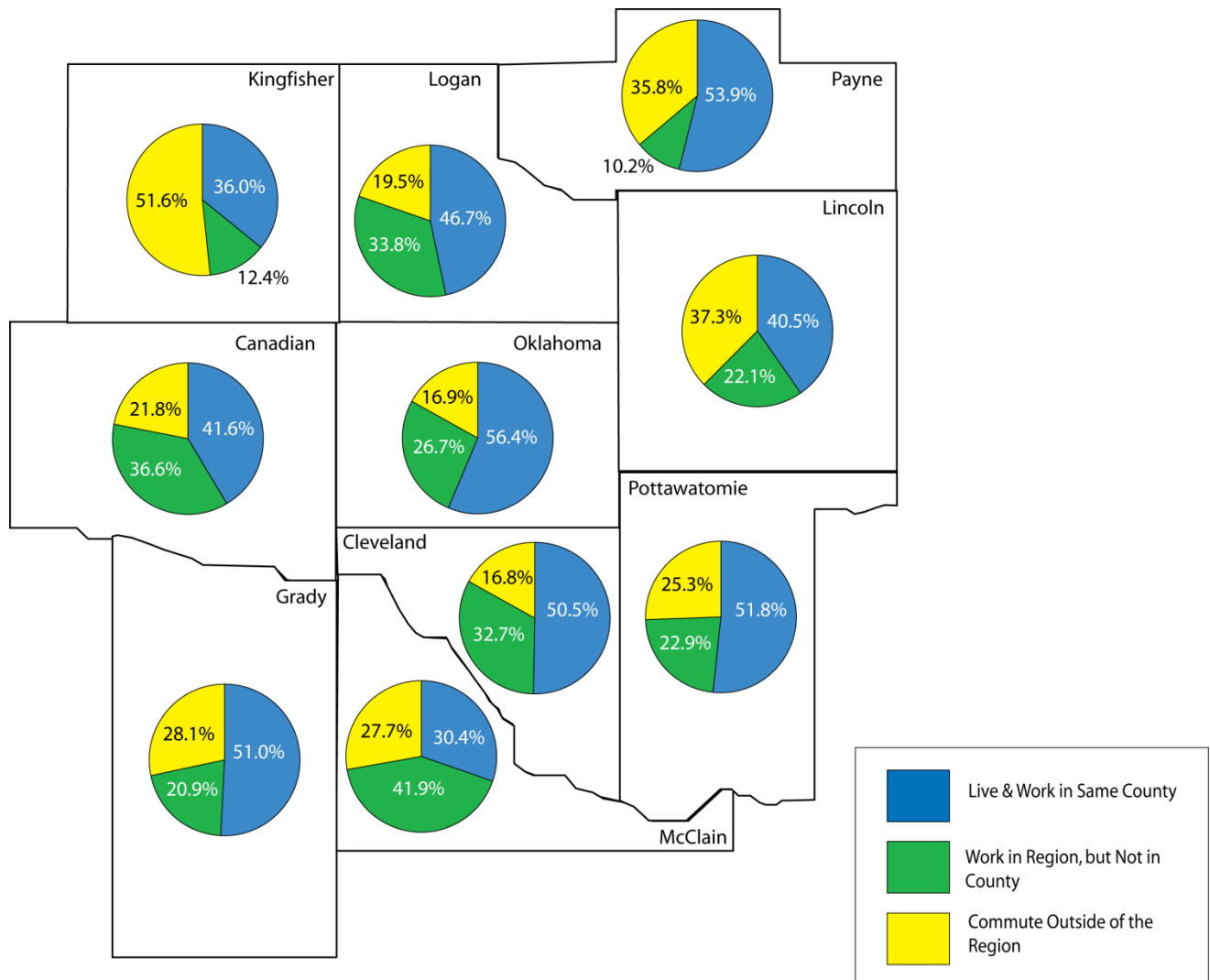
Central Oklahoma Educational Gap for Jobs



Source: 2008-2012 ACS, EMSI 2013.4

Commuter Data

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



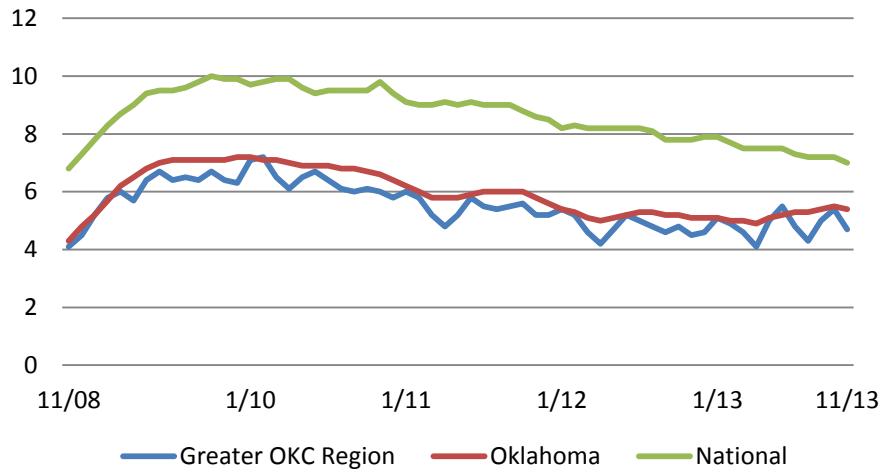
Economic Data

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

Unemployment Rate

- Compared to the national average, the unemployment rate in the Central Oklahoma Region has stayed anywhere from three to four percentage points lower throughout the five year period.
- In terms of trending, Central Oklahoma and the state have had similar peaks and troughs throughout the recession. For both the state and region, the general lowering of unemployment rates that has been in place since 2011 appears to be continuing, though at a more gradual pace now.
- In many ways, given the amount of population in the Central Oklahoma Region the unemployment rate serves as a bellwether of sorts for the rest of the state. Thus, strong commerce and a well-educated workforce are critical to ensuring low unemployment rates both at the Regional and state levels.
- As of November 2013 Oklahoma had the 13th lowest unemployment rate in the country, at 5.4%.

5 Year Unemployment Rate Trend

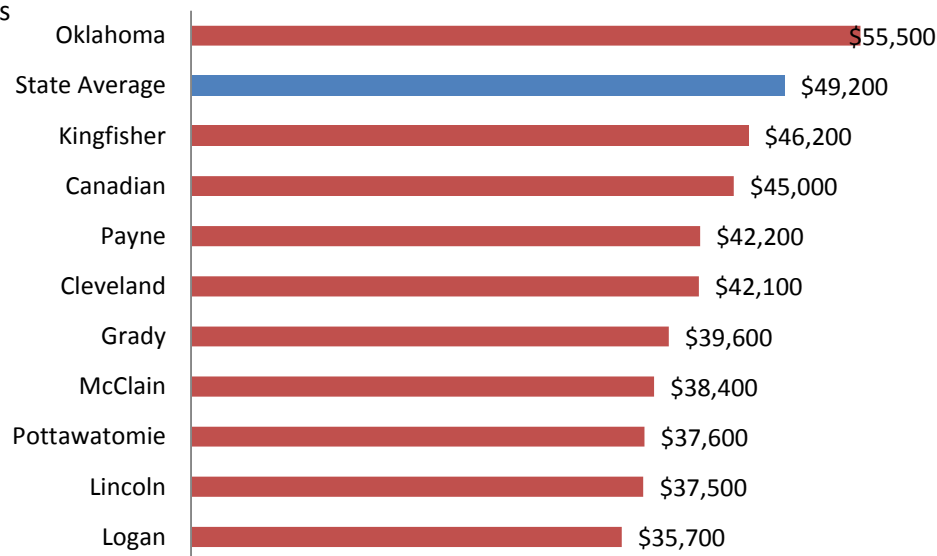


Source: BLS, Local Area Unemployment Statistics

Wages by County

- Across all counties, the average annual earnings in the Central Oklahoma region is \$50,900.
- This is approximately \$1,700 more than the state’s average annual earnings of \$49,200.
- Oklahoma County has the highest average earnings of any county in the Region at \$55,500. This is \$9,000 more than the second highest earning county in the region, Kingfisher.
- Five of the counties in the region all have yearly earnings below \$40,000. Grady, McClain, Pottawatomie, Lincoln and Logan.

County-by-County Earnings

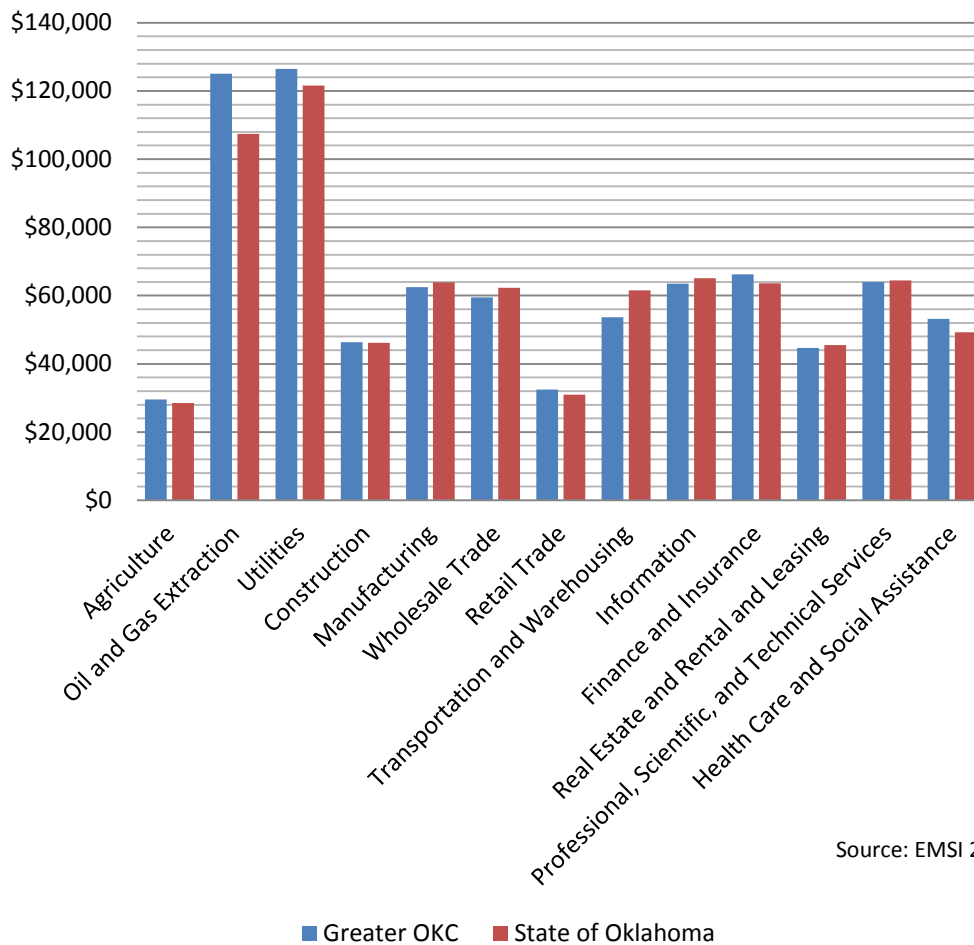


Source: EMSI 2014.1

Wages by Industry

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

Industry Average Earnings in Central Oklahoma and Statewide



Source: EMSI 2014.1

Ecosystems Impact in the Central Oklahoma Region on Occupations and Salaries

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

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

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

Source: OneSource/Lexis

Aerospace & Defense

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

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

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

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

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

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

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

Source: EMSI 2013.4

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

Agriculture & Bioscience

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

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

Source: OneSource/Lexis

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

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

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

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

Source: EMSI 2013.4

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

Energy

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

| Name of Company | Location | Employees |
|-------------------|---------------|-----------|
| Chesapeake Energy | Oklahoma City | 4500-5000 |

| | | |
|-----------------------------|---------------|-----------|
| Devon Energy | Oklahoma City | 2000-2500 |
| Oklahoma Gas & Electric | Oklahoma City | 1500-2000 |
| SandRidge Operating Company | Oklahoma City | 1000-1500 |
| Balon Corporation | Oklahoma City | 750-1000 |
| Cactus Drilling Company LLC | Oklahoma City | 750-1000 |
| Nomac Drilling | Oklahoma City | 750-1000 |
| Baker Hughes | Oklahoma City | 500-750 |
| Kimray Inc. | Oklahoma City | 500-750 |
| Chaparral Energy | Oklahoma City | 500-750 |
| GE Oil & Gas | Oklahoma City | 250-500 |

Source: OneSource/Lexis

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

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

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

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

Source: EMSI 2013.4

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

Information & Financial Services

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

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

Source: OneSource/Lexis

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

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

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

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

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

Transportation & Distribution

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

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

Source: OneSource/Lexis

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

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

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

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

| | | | |
|---------|---|---------|--------------------------------|
| 49-3031 | Bus and Truck Mechanics and Diesel Engine Specialists | \$17.26 | Postsecondary non-degree award |
| 49-3011 | Aircraft Mechanics and Service Technicians | \$24.73 | Postsecondary non-degree award |
| 13-1081 | Logisticians | \$33.87 | Bachelor's degree |

Source: EMSI 2013.4

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

Construction(Regional Complementary)

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

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

Source: OneSource/Lexis

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

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

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

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

| | | | |
|---------|--|---------|-----------------------------------|
| 47-2111 | Electricians | \$19.45 | Long-term on-the-job training |
| 47-2211 | Sheet Metal Workers | \$24.65 | Long-term on-the-job training |
| 47-2141 | Painters, Construction and Maintenance | \$17.85 | Moderate-term on-the-job training |
| 47-2073 | Operating Engineers and Other Construction Equipment Operators | \$16.89 | Moderate-term on-the-job training |
| 51-2041 | Structural Metal Fabricators and Fitters | \$16.92 | Moderate-term on-the-job training |
| 41-2071 | Paving, Surfacing, and Tamping Equipment Operators | \$14.18 | Moderate-term on-the-job training |
| 47-2151 | Pipelayers | \$15.51 | Short-term on-the-job training |
| 51-4121 | Welders, Cutters, Solderers, and Brazers | \$16.75 | Postsecondary non-degree award |

Source: EMSI 2013.4

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

Health Care(Regional Complementary)

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

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

Source: OneSource/Lexis

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

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

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

| SOC | Description | Median Hourly Earnings | Education Level |
|---------|---------------------------------|------------------------|-------------------|
| 29-2011 | Medical and Clinical Laboratory | \$23.90 | Bachelor's degree |

| Technologists | | | |
|---------------|--|----------|---|
| 29-1141 | Registered Nurses | \$27.67 | Bachelor's degree |
| 29-2021 | Dentists, General | \$65.81 | First professional degree |
| 11-1021 | General and Operations Managers | \$32.85 | Bachelor's or higher degree, plus work experience |
| 13-1111 | Management Analysts | \$30.96 | Bachelor's or higher degree, plus work experience |
| 29-1069 | Surgeons | \$95.44 | First professional degree |
| 29-1051 | Pharmacists | \$51.76 | First professional degree |
| 31-9092 | Medical Assistants | \$12.08 | Moderate-term on-the-job training |
| 29-2052 | Pharmacy Technicians | \$12.74 | Moderate-term on-the-job training |
| 49-9043 | Family and General Practitioners | \$91.11 | Moderate-term on-the-job training |
| 31-1014 | Nursing Assistants | \$ten.61 | Postsecondary non-degree award |
| 29-2061 | Licensed Practical and Licensed Vocational Nurses | \$18.26 | Postsecondary non-degree award |
| 29-2041 | Emergency Medical Technicians and Paramedics | \$16.70 | Postsecondary non-degree award |
| 29-2071 | Medical Records and Health Information Technicians | \$13.72 | Postsecondary non-degree award |
| 31-1011 | Home Health Aides | \$ten.84 | Short-term on-the-job training |

Source: EMSI 2013.4

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