



PREPARED FOR

# Grundy Livingston Kankakee Workforce Board



5/29/2024

# Labor Shed Market Analysis

Livingston County

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# 1. Executive Summary

The Livingston County Labor Shed Market Analysis, prepared for the Grundy Livingston Kankakee Workforce Board, offers an in-depth look at the labor market dynamics in and around Livingston County, Illinois. This analysis is crucial for understanding the current labor supply, workforce characteristics, underemployment patterns, commuting trends, and skills gaps in the region.

## An Ample Supply of Skilled Workers Is Available in Proximity to Key Site in the County

Site: 1300 4H Park Road, Pontiac IL



**Population:** Within a 30-minute drivetime of the site, the population is 43,110 with a labor force of 21,476.



**Educational Attainment:** The region's educational attainment is broadly in line with job demand, with 69.2% of the population aged 25-64 possessing an associate's degree or less and about 73% of jobs typically requiring that level of education.



**Manufacturing Labor Supply:** There is ample labor supply for an expansion up to 60 jobs in the manufacturing industry. There are at least 40 potential candidates for every opening in key occupations such as team assemblers and first-line supervisors of production.

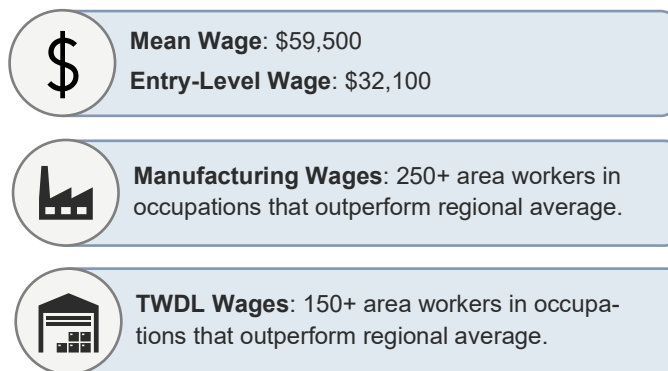


**Transportation & Warehousing Labor Supply:** There is ample labor supply for an expansion up to 60 jobs in the transportation, warehousing, distribution, and logistics (TWDL) industry. There are at least 32 potential candidates for every opening in key occupations such as heavy and tractor-trailer truck drivers and laborers and freight stock and material movers hand workers.

## Competitive Wages Differ by Target Industry

Wage structures at the major site in Livingston County—1300 4H Park Road, Pontiac IL—reflect the economic incentives available to potential workers and the competitiveness of this area for attracting skilled labor. Higher wages in specialized sectors such as manufacturing and transportation, warehousing, distribution, and logistics (TWDL) highlight the potential for this site to draw a high-quality workforce. This analysis provides a detailed look into the wage differences across various occupations at the site, offering valuable insights for businesses considering establishing operations in this area.



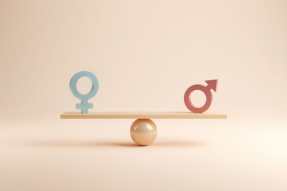
### 1300 4H Park Road, Pontiac IL Site



## Regional Workforce Data Display Experienced, Diverse, and Educated Labor Supply

Livingston County's workforce is a strategic asset for potential new and expanding businesses, presenting demographic diversity and a strong educational foundation. The workforce predominantly comprises a prime-aged workforce, which typically translates to a high degree of professional experience and reliability and is particularly advantageous for businesses seeking a stable, experienced labor force committed to crucial occupations. Additionally, the workforce's racial composition is predominantly White, but also includes representation

in the Black or African American and Asian communities, providing a culturally diverse supply of workforce talent. Specific highlights include:

 <p><b>Most Prominent Age Group</b></p> <p><b>35 to 44 years</b> - suggests a workforce with years of professional experience and industry knowledge but not yet approaching retirement within both regions</p>	 <p><b>Racial Diversity</b></p> <p><b>Predominantly White</b> but also has strong representation from Black or African American and Asian workers.</p>	 <p><b>Advanced Education</b></p> <p><b>Meets Regional Demand for Target Industries</b> - for specialized positions requiring advanced knowledge, 19.4% of adults aged 25-64 in the county hold a bachelor's degree or higher.</p>	 <p><b>Gender Split</b></p> <p><b>Balanced Gender Ratio (52% male to 48% female)</b> - Manufacturing occupations within the county are 72% male, and TWDL occupations also show a significant male dominance of 76%. The local gender ratio is in line with national averages but suggests potential for fostering gender diversity.</p>
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### Underemployed Workers Represent Potential Latent Talent Pool

The analysis of underemployment within Livingston County reveals a significant portion of the workforce that is overqualified for their current positions, particularly in sales, office, and administrative support roles. This underutilization of skills presents a unique opportunity for new businesses to harness this latent talent pool. Employing these individuals in roles that match their qualifications can lead to improved job satisfaction, higher productivity, and a more dynamic workplace environment.

- Within the general workforce, **over 150 individuals are underemployed in office and administrative support roles and similar numbers in management and sales roles**, indicating significant potential for higher productivity and job satisfaction if appropriately utilized. In both the manufacturing and TWDL industries, a significant number of workers are currently well positioned to advance into higher supervisory roles should such opportunities arise.

### Commuting Patterns Show Livingston Residents Mostly Stay Within County for Work. Region has an Opportunity to Capture Net Out-Commuter Losses with Shorter Commutes.

Livingston County's commuting patterns reveal a deeply interconnected workforce with strong local and regional ties. A significant majority of the workforce lives and works within the county, indicating a stable local employment base, while a notable portion commutes from neighboring counties such as McLean, Cook, and LaSalle. This mix enhances the local labor pool with diverse skills and offers businesses both the stability of a local workforce and the dynamism of regional economic integration.

- Chmura estimates that **3,749 workers living outside Livingston County commute into the region for work**. Another 11,312 residents both live and work in the county, and 4,469 residents commute outside the region for work.
- **75.1% of Livingston County's workforce resides and works within the county**, which helps in maintaining a stable local workforce. Additionally, 4.3% commute from LaSalle County, 3.3% from McLean County, and 2.2% from Cook County, expanding the local labor pool with diverse skills from neighboring regions. The existing commuting infrastructure supports a well-connected labor market, making Livingston County an attractive location for businesses seeking a strategic logistical advantage within the region.

### Skills Gaps Analysis Indicates an Abundance of Manufacturing Skills and CDL-A Drivers

The skills analysis for Livingston County underscores both the strengths and gaps within the local workforce. Notable skill surpluses in specific areas suggest areas where the workforce is well-prepared, while significant deficits in other skills highlight opportunities for targeted training and recruitment to meet business needs. This balance of surplus and deficit provides a roadmap for aligning local talent development with the actual demands of the economy.

- The **manufacturing workforce has a surplus of workers** with skills such as operating forklifts, personal computers, generators, mowers, and boilers. Supporting the TWDL cluster, the region shows a surplus of workers with Class A Commercial Driver's Licenses (CDL-A), inventory control, operating forklifts, and lift trucks. These skill surpluses can support expanding firms. Gaps in the clusters include operating lathes, power tools, and MIG welding in manufacturing, as well as the ability to lift 51-100 lbs. and operate tractor-trailer trucks and fork trucks in TWDL. Gaps in both sectors present potential opportunities for workforce training.



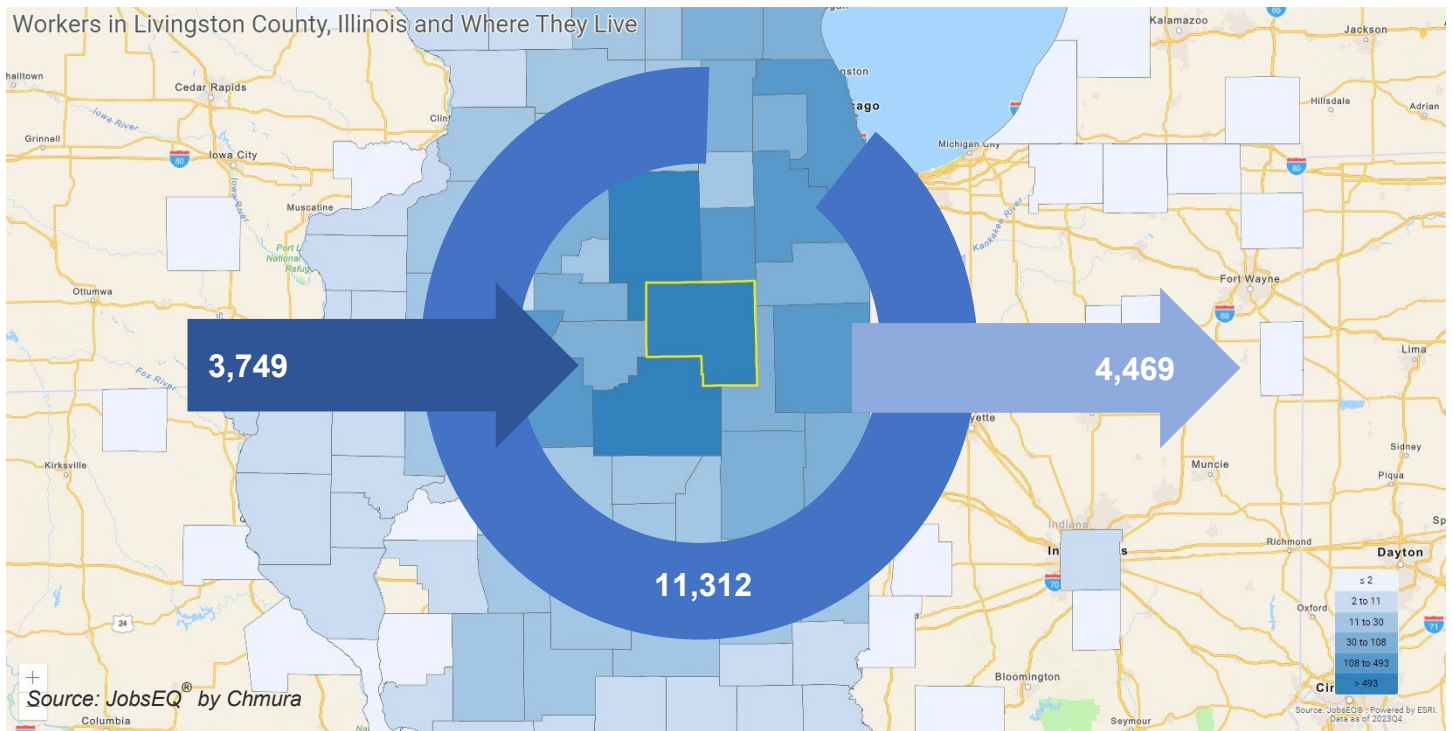
## 2. County Commuting Patterns

TABLE 2.1: Workers of Livingston County, Illinois and Where They Live

Location	Count	Share
Livingston County, Illinois	11,312	75.1%
LaSalle County, Illinois	654	4.3%
McLean County, Illinois	493	3.3%
Cook County, Illinois	326	2.2%
All Other Locations	2,276	15.1%

Source: Chmura's JobsEQ®

Figure 2.1: 11,312 Residents Both Live and Work in Livingston County



Chmura estimates that 3,749 workers living outside Livingston County commute into the region for work.<sup>1</sup> As shown in Figure 2.1, another 11,312 residents both live and work in the county, and 4,469 residents commute outside the region for work. 4.3% of the county's workers commute from LaSalle County and 3.3% from McLean County. Additionally, Cook County provides 2.2% of Livingston County's workers. The remaining 15.1% of workers reside in various other locations, indicating that a considerable number of Livingston County's workforce is willing to travel beyond their immediate county for employment. However, over three-quarters of Livingston County's workforce (75.1%) lives within the county itself, reflecting a community where the majority have the opportunity to work close to where they reside. This distribution shows that Livingston County is a community with strong local employment, as well as home to many workers that are integrally connected to the broader regional economy.

<sup>1</sup> Chmura used an internal commuting model, which uses a combination of data from LODES and the ACS survey provided by the U.S. Census Bureau, to calculate commuting patterns for the region.

### 3. Skills Analysis

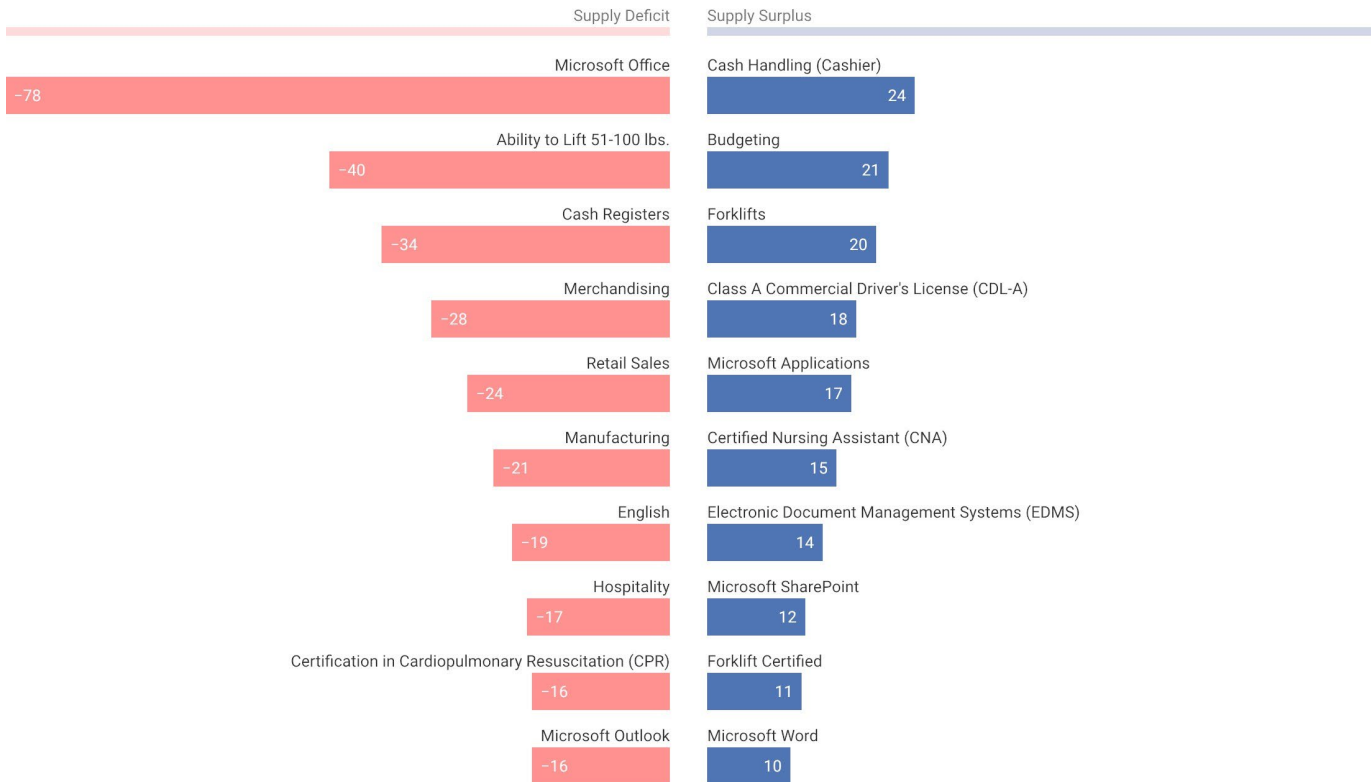
Chmura defines a skill gap as the difference between the supply and demand for a skill. This can be measured by percentage or a job count (where the job count is relative to occupation demand). Positive gaps are surpluses of a skill, while negative gaps represent a shortage of a skill. Skill supply (candidates) is collected from resume data; demand (openings) is collected from job ads with JobsEQ (RTI). The results of the analysis may indicate a mismatch between the skills workers possess and those that employers are seeking. Efforts to address these gaps may include targeted training programs, recruitment strategies, or educational initiatives to equip the workforce with skills that are in high demand, thereby creating a more balanced job market. The results also may demonstrate an abundance of qualified workers who are capable of filling positions for new or expanding firms in the region.

#### All Occupations

A skill gap analysis for Livingston County across all occupations shows a surplus of some skills in the job market. The most substantial surplus is in cash handling skills, with 24 more workers with that skill than advertised needs. Other areas with notable surpluses include budgeting (+21), proficiency with forklifts (+20), and possessing a Class A Commercial Driver's License (CDL-A) (+18). Skills such as using various Microsoft applications (including file storage systems and web-based applications), being a certified nursing assistant (CNA), operating electronic document management systems, and being forklift certified show smaller surpluses ranging from +10 to +17. The analysis also indicates that there is a significant supply deficit in several skills, most notably with a shortage of individuals proficient in Microsoft Office showing the largest gap at -78, followed by the ability to lift 51-100 lbs. at -40. Cash register and merchandising skills are also in deficit by -34 and -28, respectively. Skills with retail sales, manufacturing, English, hospitality, CPR, and Microsoft Outlook are in lesser but still short supply.

**Figure 3.1: Cash Register and Microsoft Office Skills Are in High Demand in Livingston County**

Skill Gaps  
Total - All Occupations, Livingston County, Illinois



Source: JobsEQ®  
Data as of 2023Q4; openings and candidate sample compiled in July 2022

## Manufacturing

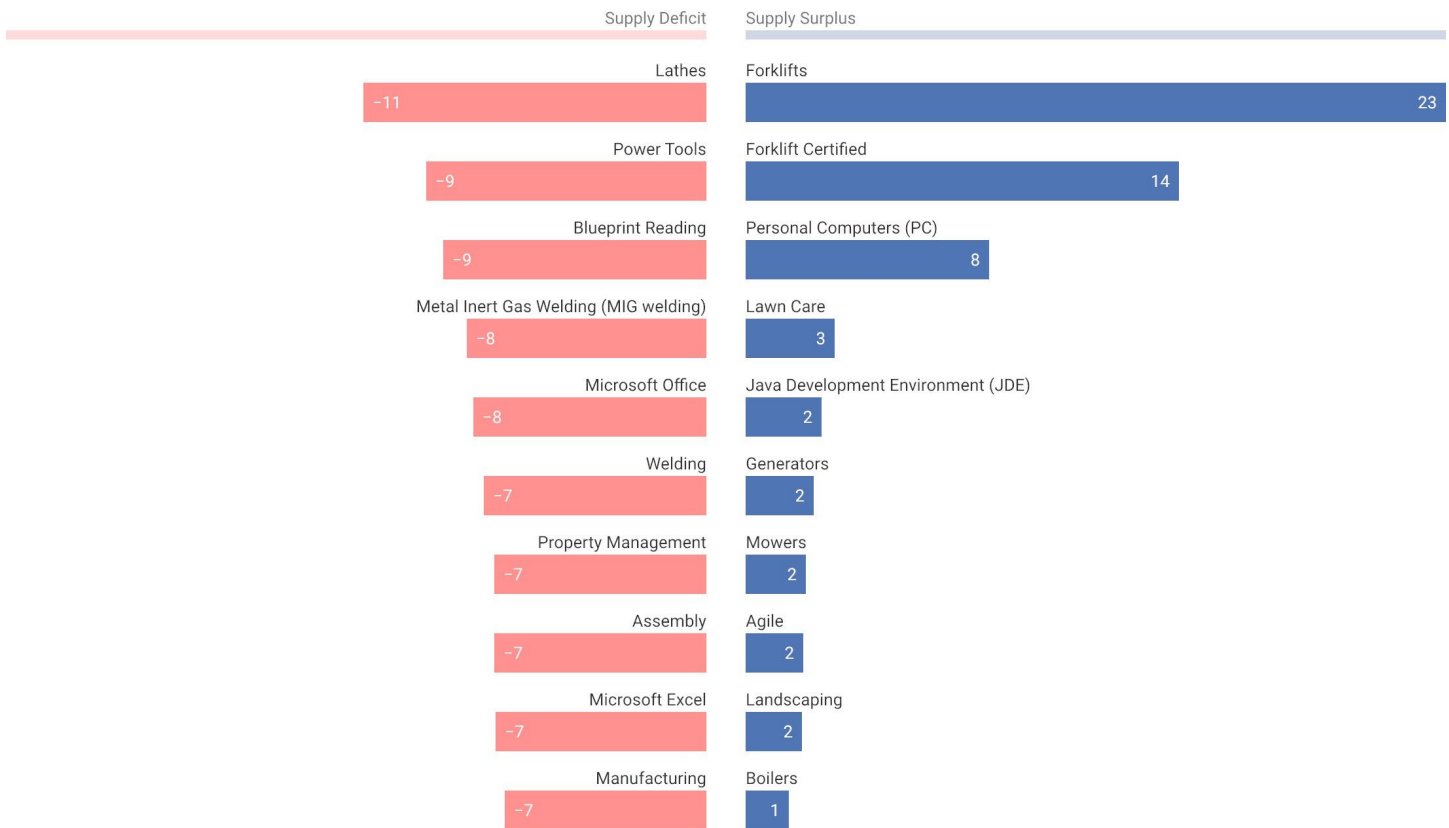
Within manufacturing occupations, the most substantial skill deficit is related to proficiency with lathes, with a shortfall of 11. There is also a notable deficit in power tool skills and blueprint reading, with a gap of -9 each. Metal inert gas (MIG) welding and Microsoft Office skills are both lacking by -8. Additionally, there is a gap of -7 for skills in general welding, property management, assembly, Microsoft Excel, and general manufacturing each.

Conversely, the manufacturing sector in Livingston County appears to have an ample supply to support expansion in several areas. General forklift skills and forklift certified workers show a surplus of 23 and 14, respectively – indicating there are more candidates with this skill than there are roles currently requiring it. There is a surplus of 8 in skills related to personal computers. Skills in lawn care, Java Development Environment (JDE), generators, mowers, Agile, landscaping, and boilers show smaller surpluses, ranging from +1 to +3.

**Figure 3.2: Skills Related to Lathes, Power Tools, and Blueprint Reading Are in High Demand in Manufacturing Occupations**

### Skill Gaps

Manufacturing (CTE Cluster), Livingston County, Illinois



Source: JobsEQ®  
Data as of 2023Q4; openings and candidate sample compiled in July 2022



## Transportation, Warehousing, Distribution, and Logistics

The transportation, distribution, and logistics (TWDL) sector in Livingston County is experiencing significant skill gaps in several areas, the largest being in the physical capability to lift 51-100 lbs., with a deficit of -21. While job applicants may be unlikely to list that as a skill on a resume, there is also a notable gap of -13 in using hand trucks and workers who possess a Commercial Driver's License (CDL). The gap extends to general manufacturing skills, with a shortfall of -7, and a shortfall of -7 for operating tractor-trailer trucks. Skills related to possessing a driver's license, operating fork trucks, wheelchair lifts, stand-up forklifts, and forklift certifications are closer in alignment but still in short supply.

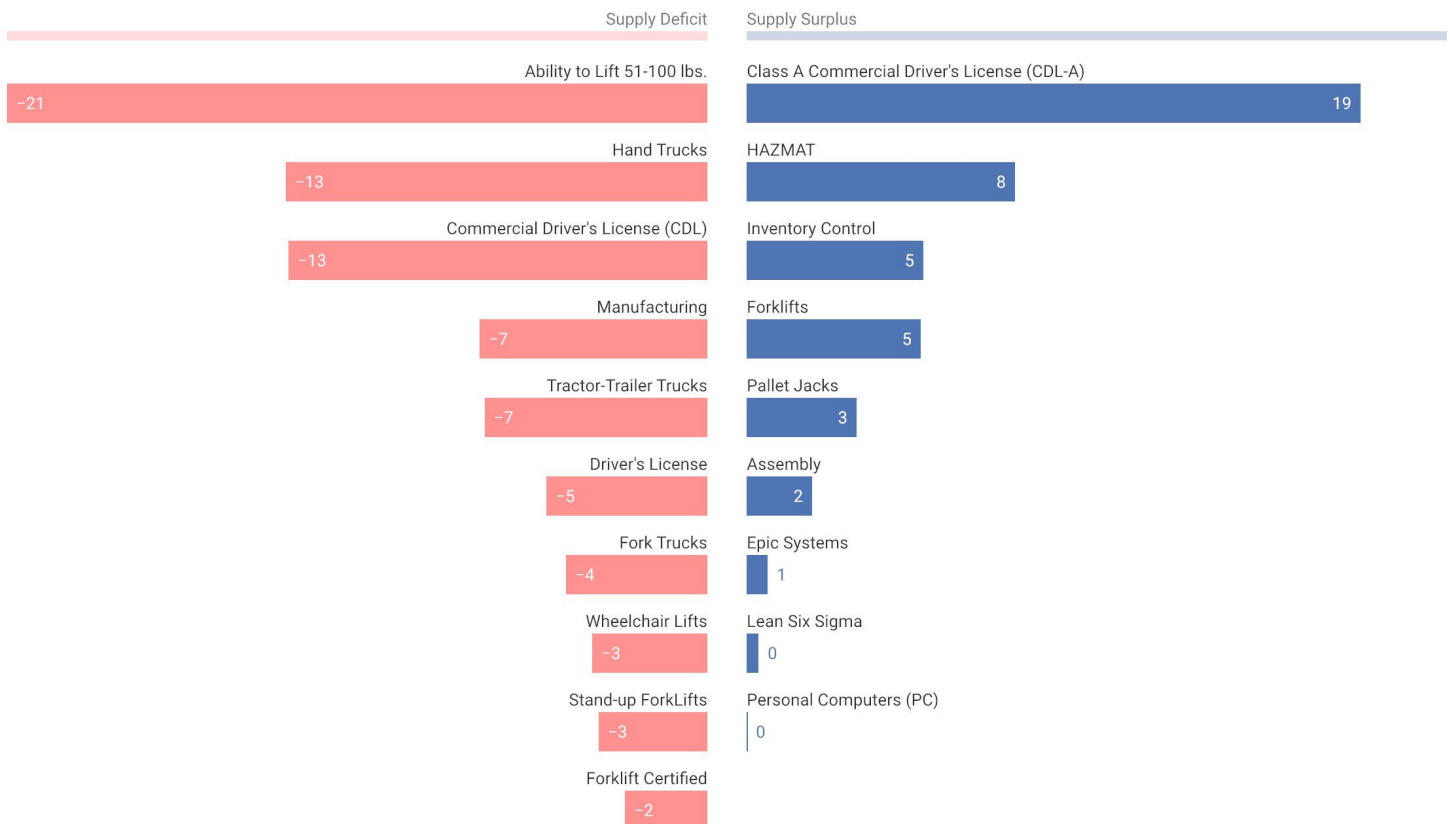
Conversely, there is a surplus of workers with a Class A Commercial Driver's License (CDL-A), exceeding demand by 19. This is often a difficult-to-find skill for truck drivers and would be attractive to TWDL firms. Other areas with skill surpluses include HAZMAT, inventory control, operating forklifts and pallet jacks, assembly, and using Epic Systems each with a surplus ranging from +1 to +8.

The data indicates a demand for physically capable workers and those skilled in operating specific machinery and systems which currently outstrips supply. On the other hand, there is an abundance of candidates with certain technical skills and qualifications that surpass employer needs, suggesting that new firm expansions or opportunities for retraining or upskilling within existing firms in the region could help realign the workforce with market demands.

**Figure 3.3: Ability to Lift Heavy Weights and Operate Hand Trucks Are in High Demand in TWDL Occupations**

### Skill Gaps

Transportation, Distribution & Logistics (CTE Cluster), Livingston County, Illinois



Source: JobsEQ®  
Data as of 2023Q4; openings and candidate sample compiled in July 2022

## 4. Underemployment

Underemployed workers<sup>2</sup> represent a potential supply of college-educated workers for skilled jobs needed in business expansions. The concentration of workers not making full use of their degrees, however, also represents a misalignment between educational supply and typical education and training needs for jobs in the region.

### Livingston County, Illinois

#### All Occupations

A large number of workers in sales and related occupations are underemployed in Livingston County, meaning workers with a college degree are employed in these occupations. Over 150 people in office and administrative support positions and over 100 people in management positions are potential candidates to fill jobs which they are more qualified for. If an expansion occurred that created positions which required the use of their degrees, they represent a pool of potential candidates to help fill jobs. Compared to the national makeup, Livingston County has a similar representation of the occupations that employ the most underemployed workers – although the national ratios are higher. In the United States, 27.1% of workers in office and administrative support occupations are underemployed compared to 10.5% of workers in these positions in Livingston County. Similarly, 16.5% of workers in management occupations on the national level are underemployed compared to 7.0% in Livingston County. This lower share of unemployment in the county compared to the nation indicates a closer match between workers' skills and job opportunities than the national average.

TABLE 4.1: Underemployed Workers in All Occupations for Livingston County, Illinois

SOC	Occupation	Underemployed	Total Empl	Avg Ann Wages	Forecast Ann Empl Growth <sup>3</sup>	Unempl Rate
43-0000	Office and Administrative Support Occupations	159	1,511	\$46,100	-1.7%	3.5%
11-0000	Management Occupations	101	1,450	\$102,800	-0.8%	1.7%
41-0000	Sales and Related Occupations	99	1,231	\$46,300	-1.3%	5.3%
33-0000	Protective Service Occupations	79	619	\$66,000	-1.0%	2.5%
53-0000	Transportation and Material Moving Occupations	59	1,752	\$45,500	-0.3%	6.9%
51-0000	Production Occupations	58	1,697	\$50,200	-1.5%	4.6%
13-0000	Business and Financial Operations Occupations	45	628	\$78,200	-0.5%	2.8%
35-0000	Food Preparation and Serving Related Occupations	40	851	\$33,700	-0.7%	6.3%
29-0000	Healthcare Practitioners and Technical Occupations	35	693	\$81,400	-0.5%	1.5%
39-0000	Personal Care and Service Occupations	26	257	\$35,400	-0.3%	4.4%
31-0000	Healthcare Support Occupations	25	506	\$38,300	-0.2%	3.8%
25-0000	Educational Instruction and Library Occupations	22	929	\$54,900	-0.4%	2.7%
49-0000	Installation, Maintenance, and Repair Occupations	21	653	\$57,100	-0.2%	2.6%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	19	141	\$56,000	-0.7%	3.9%
47-0000	Construction and Extraction Occupations	17	605	\$66,600	-0.5%	5.4%
15-0000	Computer and Mathematical Occupations	16	197	\$89,700	0.0%	2.4%

<sup>2</sup> Chmura adopts the New York Fed methodology of counting as underemployed only those who have acquired at least a Bachelor's degree and yet are working in an occupation that does not typically require a Bachelor's degree. The only occupations shown in the Underemployment table are "non-college jobs", as designated by the New York Fed. Per the New York Fed, "a job is classified as a college job if 50 percent or more of the people working in that job indicate that at least a bachelor's degree is necessary; otherwise, the job is classified as a non-college job".

<sup>3</sup> The forecast average annual employment growth rate.

TABLE 4.1: Underemployed Workers in All Occupations for Livingston County, Illinois

SOC	Occupation	Underemployed	Total Empl	Avg Ann Wages	Forecast Ann Empl Growth <sup>3</sup>	Unempl Rate
37-0000	Building and Grounds Cleaning and Maintenance Occupations	12	373	\$39,400	-0.6%	5.7%
45-0000	Farming, Fishing, and Forestry Occupations	8	232	\$46,200	-1.0%	6.5%
17-0000	Architecture and Engineering Occupations	7	277	\$91,300	-0.4%	2.6%
23-0000	Legal Occupations	5	71	\$99,000	-0.2%	1.0%
19-0000	Life, Physical, and Social Science Occupations	1	86	\$79,800	-0.3%	2.3%
00-0000	Total - All Occupations	856	15,071	\$58,500	-0.8%	4.2%

Source: Chmura's JobsEQ®. Data as of 2023Q4.

### Manufacturing

Within the manufacturing industry, there are employees who have the necessary academic credentials for positions that demand a bachelor's degree or other advanced degrees, even though their current roles do not utilize this level of education. The largest number of underemployed workers include first-line supervisors of production and operating occupations (in addition to team assemblers and inspectors, testers, sorters, samplers, and weighers). Individuals currently employed as first-line supervisors who possess a bachelor's degree – but are in roles that do not require such qualifications – may be well-positioned to advance into higher supervisory roles should such opportunities arise. Compared to the national makeup, Livingston County has a similar representation of the manufacturing occupations that employ the most underemployed workers – although the national ratios are higher. In the United States, 18.7% of first-line supervisors of production and operating workers are underemployed compared to 7.2% of workers in these positions in Livingston County. Similarly, 9.0% of team assemblers on the national level are underemployed compared to 2.9% in Livingston County. This lower share of unemployment in the county compared to the nation indicates a closer match between workers' skills and job opportunities than the national average.

TABLE 4.2: Underemployed Workers in Manufacturing Occupations for Livingston County, Illinois

SOC	Occupation	Underemployed	Total Empl	Avg Ann Wages	Forecast Ann Empl Growth	Unempl Rate
51-1011	First-Line Supervisors of Production and Operating Workers	9	126	\$69,900	-1.0%	2.4%
51-2092	Team Assemblers	9	314	\$45,100	-2.0%	5.1%
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	9	121	\$50,000	-2.0%	3.9%
49-9071	Maintenance and Repair Workers, General	6	173	\$51,600	-0.6%	4.0%
43-5061	Production, Planning, and Expediting Clerks	5	29	\$55,400	-0.6%	2.1%
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	3	54	\$76,500	-0.5%	1.2%
51-9161	Computer Numerically Controlled Tool Operators	3	76	\$57,300	-1.9%	3.9%
51-4041	Machinists	2	128	\$50,400	-0.9%	1.8%
17-3026	Industrial Engineering Technologists and Technicians	2	22	\$79,700	-1.0%	3.2%
51-4121	Welders, Cutters, Solderers, and Brazers	1	118	\$53,600	-0.7%	5.0%
51-2099	Assemblers and Fabricators, All Other	1	45	\$45,000	-1.9%	4.9%
49-9041	Industrial Machinery Mechanics	1	38	\$67,100	0.5%	1.5%
51-9196	Paper Goods Machine Setters, Operators, and Tenders	1	39	\$50,600	-1.6%	14.9%

TABLE 4.2: Underemployed Workers in Manufacturing Occupations for Livingston County, Illinois

SOC	Occupation	Underemployed	Total Empl	Avg Ann Wages	Forecast Ann Empl Growth	Unempl Rate
49-9081	Wind Turbine Service Technicians	1	27	\$62,300	4.6%	7.1%
51-9199	Production Workers, All Other	1	31	\$44,100	-1.0%	6.2%
51-2028	Electrical, Electronic, and Electromechanical Equipment Assemblers, Except Coil Winders, Tapers, and Finishers	1	34	\$39,300	-1.2%	5.8%
17-3013	Mechanical Drafters	1	8	\$62,100	-1.7%	5.3%
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	1	36	\$40,100	-1.5%	5.4%
51-2031	Engine and Other Machine Assemblers	1	35	\$44,600	-2.4%	3.9%
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1	64	\$47,100	-2.4%	3.5%

Source: Chmura's JobsEQ®. Data as of 2023Q4.

### Transportation, Warehousing, Distribution, Logistics

In the transportation, warehousing, distribution, and logistics (TWDL) industry, the largest number of underemployed workers are laborers and freight, stock, and material movers, hand workers and heavy and tractor-trailer truck drivers. In the event of an expansion, many of these workers would be well-positioned for career advancement into positions that best utilize their educational background. Additionally, individuals currently employed as first-line supervisors in the TWDL industry who possess a bachelor's degree – but are in roles that do not require such qualifications – are well-positioned to advance into more supervisory roles should such opportunities arise. Compared to the national makeup, Livingston County has a similar representation of the TWDL occupations that employ the most underemployed workers – although the national ratios are higher. In the United States, 9.5% of laborers and freight, stock, and material movers, hand are underemployed compared to 2.7% of workers in these positions in Livingston County. Similarly, 9.2% of heavy and tractor-trailer truck drivers on the national level are underemployed compared to 3.0% in Livingston County. This lower share of unemployment in the county compared to the nation indicates a closer match between workers' skills and job opportunities than the national average.

TABLE 4.3: Underemployed Workers in Transportation, Warehousing, Distribution, and Logistics Occupations for Livingston County, Illinois

SOC	Occupation	Underemployed	Total Empl	Avg Ann Wages	Forecast Ann Empl Growth	Unempl Rate
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	14	520	\$41,100	-0.2%	8.6%
53-3032	Heavy and Tractor-Trailer Truck Drivers	8	257	\$57,600	-0.4%	4.8%
53-3051	Bus Drivers, School	5	102	\$49,200	-0.5%	3.4%
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	4	58	\$61,700	-0.2%	2.2%
53-7064	Packers and Packagers, Hand	3	97	\$38,300	-0.9%	10.5%
53-7051	Industrial Truck and Tractor Operators	3	149	\$46,100	-0.4%	6.4%
53-3033	Light Truck Drivers	2	73	\$48,500	-0.5%	4.7%
49-3023	Automotive Service Technicians and Mechanics	2	108	\$51,400	-0.6%	2.0%
43-5032	Dispatchers, Except Police, Fire, and Ambulance	1	18	\$52,600	-1.0%	2.8%
53-3053	Shuttle Drivers and Chauffeurs	1	13	\$32,900	-0.4%	5.3%

TABLE 4.3: Underemployed Workers in Transportation, Warehousing, Distribution, and Logistics Occupations for Livingston County, Illinois

SOC	Occupation	Underemployed	Total Empl	Avg Ann Wages	Forecast Ann Empl Growth	Unempl Rate
43-5011	Cargo and Freight Agents	1	6	\$52,200	0.2%	3.3%
43-5021	Couriers and Messengers	1	9	\$37,500	-0.6%	7.2%
53-7061	Cleaners of Vehicles and Equipment	1	27	\$36,800	-0.6%	6.8%
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	0	29	\$57,600	-0.8%	0.4%
53-7072	Pump Operators, Except Wellhead Pumpers	0	8	\$65,200	-0.4%	3.1%
53-3052	Bus Drivers, Transit and Intercity	0	9	\$43,000	-0.4%	5.7%
49-3093	Tire Repairers and Changers	0	10	\$38,600	-0.8%	2.5%
53-6031	Automotive and Watercraft Service Attendants	0	10	\$34,600	-1.0%	5.2%
53-3054	Taxi Drivers	0	2	\$31,700	1.3%	3.0%
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	0	12	\$61,100	-0.4%	1.2%

Source: Chmura's JobsEQ®. Data as of 2023Q4.

## 5. Labor Supply Overview

1300 4H Park Road, Pontiac, IL Site

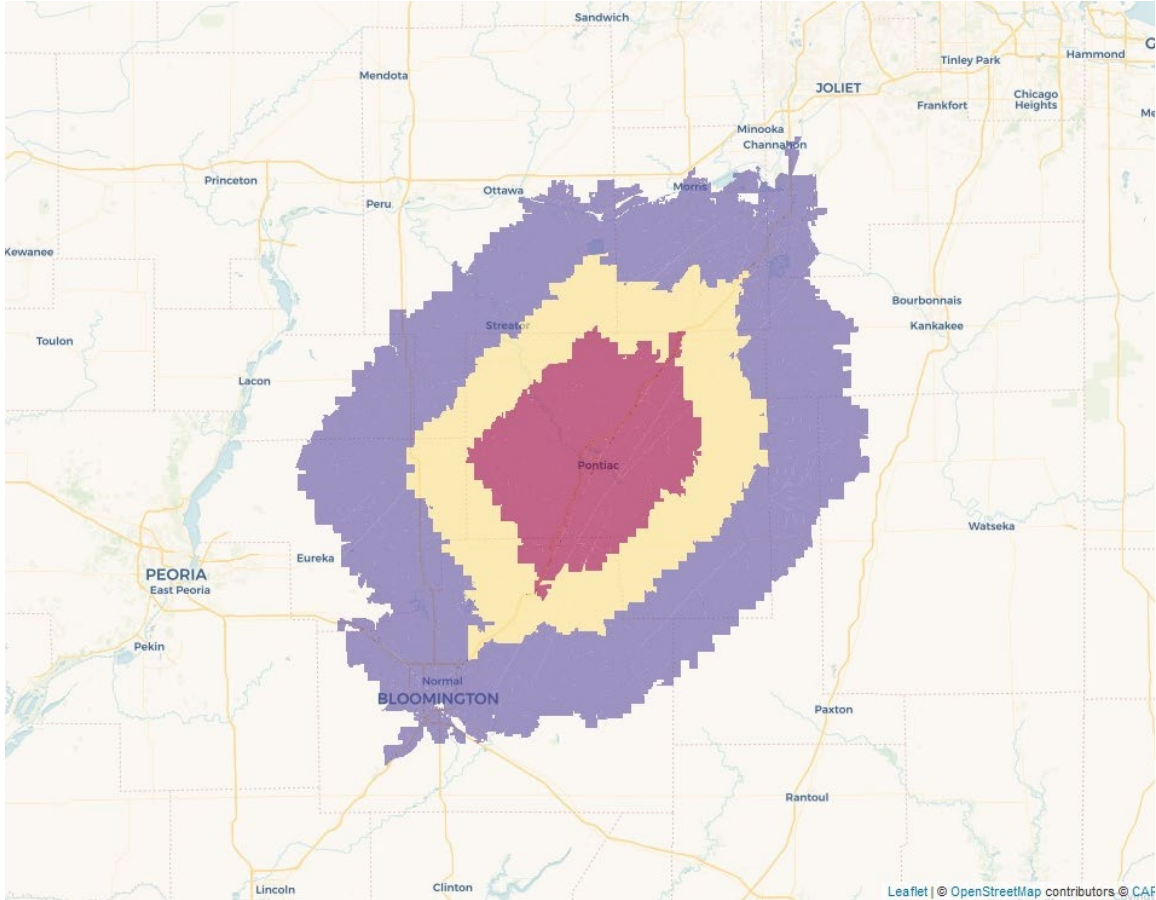


TABLE 5.1: Demographic Overview of Site – 1300 4H Park Road

	20 Minute Drivetime	30 Minute Drivetime	45 Minute Drivetime
<b>Labor Supply</b>			
Population <sup>1</sup>	20,066	43,110	272,312
Labor Force <sup>1</sup>	9,781	21,476	139,723
Employed <sup>2</sup>	8,603	16,263	134,349
Unemployed <sup>2</sup>	438	955	6,411
<b>Educational Attainment (Ages 25-64)</b>			
High School Graduate <sup>1</sup>	36.6%	35.0%	26.8%
Some College or Associate's Degree <sup>1</sup>	32.1%	34.2%	31.7%
Bachelor's Degree or Higher <sup>1</sup>	21.1%	22.7%	36.0%

Source: Chmura's JobsEQ®

1. Data from American Community Survey, 2018-22.

2. Data by SOC, 4Q Moving Average, ending 2023Q4.



### Manufacturing Expansion

Specific to the 30-minute drive time from the location of the site, at an expansion of a manufacturing firm of up to 60 workers, ample labor supply remains available for the majority of the top 10 occupations by new employer demand. While packaging and filling machine operators and tenders fall just under the “ample supply” threshold, the occupation has a strong “extended employment” supply of over 1,250 workers – indicating a robust source of worker who may be willing and able to fill open positions with minimal training. At a firm size of 100, some of the potential labor supply begins to slightly decline (showing less than 50 candidates per opening), but still remains strong. The top 10 occupations account for 30% of total hiring for a 60-worker expansion. Several other occupations may require only one worker and are unlikely to face hiring difficulty. Among occupations with new employer demand of at least one worker, 86% have ample labor supply at a 60-worker expansion. These additional occupations include industrial truck and tractor operators and computer numerically controlled tool operators – both of which show a potential labor supply of at least 100 candidates per opening.

TABLE 5.2: Top 10 Occupations by New Employer Demand in a Manufacturing Expansion of 60 Jobs for 1300 4H Park Road Site

SOC	Title	New Employer Demand	Empl	Unempl	Regional Avg Wage	National Avg Wage	Empl Extended†	Unempl Extended	Potential Candidates per Opening§
51-2092	Team Assemblers	4	366	19	\$48,200	\$43,300	55	4	87
51-1011	First-Line Supervisors of Production and Operating Workers	2	156	4	\$72,000	\$73,900	93	4	68
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2	636	65	\$40,500	\$40,400	0	0	377
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	2	139	6	\$50,400	\$50,900	354	28	83
51-9111	Packaging and Filling Machine Operators and Tenders	1	54	4	\$43,000	\$41,800	1,254	99	42
51-4121	Welders, Cutters, Solderers, and Brazers	1	115	6	\$51,800	\$54,100	919	50	87
51-4041	Machinists	1	136	3	\$50,400	\$55,000	151	7	110
11-1021	General and Operations Managers	1	482	12	\$105,400	\$129,000	547	13	412
51-2028	Electrical, Electronic, and Electromechanical Equipment Assemblers, Except Coil Winders, Tapers, and Finishers	1	43	3	\$42,900	\$44,700	1	0	40
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1	174	3	\$72,000	\$81,700	7	0	155

Source: Chmura’s JobsEQ®, data as of 2023Q4.

\* The estimated number of employees needed by occupation for the incoming firm, based on the expected staffing pattern. Default staffing patterns for industries are developed by Chmura.

† Workers by Place of Residence who meet the following three criteria: are currently employed; have similar skills to the specified occupation (though may need additional training and/or certification to meet the specified occupation's requirements); and current wages are no more than 10% higher than average wages of the specified occupation. (“Unemployed Extended” is the same as Employment Extended except these workers are currently unemployed.)

§ The ratio of potential candidates (“Current Employed” plus “Current Unemployed”) to openings (“New Employer Demand”). The red-orange-yellow-green color scale represents varying ratio levels, moving from a short labor supply (red) to an ample labor supply (green). (The threshold for an “ample” supply varies industry to industry and occupation to occupation, but a general threshold of “50” is used in JobsEQ to denote the green level of generally ample supply.)

Transportation, Warehousing, Distribution, and Logistics Expansion

Specific to the 30-minute drive time from the location of the site, at an expansion of a transportation, warehousing, distribution, and logistics firm with a size of up to 60 workers, ample labor supply remains available for the majority of the top 10 occupations by new employer demand. While light truck drivers and management analysts indicate a slightly lower labor supply in a 60-worker expansion, the occupations each have strong extended employment supply of over 175 workers – indicating a robust source of workers that may be willing and able to fill the required jobs with minimal training at the average wage level. For a firm size of 100 workers, some of the potential labor supply begins to slightly fall below ample supply (showing less than 50 candidates per opening), but still remains strong. The top 10 occupations account for 52% of total hiring for a 60-worker expansion. Several other occupations may require only one worker and are unlikely to face hiring difficulty. Among occupations with new employer demand of at least one worker, 71% have ample labor supply at a 60-worker expansion. Additional in-demand occupations include first-line supervisors of office and administrative support workers, packers and packagers (hand), and office clerks, all of which show a potential labor supply of at least 175 candidates per opening.

TABLE 5.3: Top 10 Occupations by New Employer Demand in a TWDL Expansion of 60 Jobs for 1300 4H Park Road Site

SOC	Title	New Employer Demand <sup>†</sup>	Empl	Unempl	Regional Avg Wage	National Avg Wage	Empl Extended <sup>†</sup>	Unempl Extended	Potential Candidates per Opening <sup>§</sup>
53-3032	Heavy and Tractor-Trailer Truck Drivers	8	389	23	\$58,800	\$57,300	198	12	50
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	6	636	65	\$40,500	\$40,400	0	0	108
53-3033	Light Truck Drivers	4	139	8	\$48,600	\$48,800	192	14	39
53-7065	Stockers and Order Fillers	3	421	46	\$40,500	\$38,200	1,996	166	169
53-7051	Industrial Truck and Tractor Operators	2	170	12	\$46,600	\$46,600	924	80	78
13-1111	Management Analysts	2	71	2	\$108,200	\$109,200	224	8	32
11-1021	General and Operations Managers	2	482	12	\$105,400	\$129,000	547	13	284
53-1047	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	1	92	2	\$62,000	\$64,700	722	23	75
43-4051	Customer Service Representatives	1	315	19	\$44,000	\$44,200	276	16	293
11-9199	Managers, All Other	1	94	2	\$112,200	\$142,200	109	3	88

Source: Chmura's JobsEQ®, data as of 2023Q4.

\* The estimated number of employees needed by occupation for the incoming firm, based on the expected staffing pattern. Default staffing patterns for industries are developed by Chmura.

† Workers by Place of Residence who meet the following three criteria: are currently employed; have similar skills to the specified occupation (though may need additional training and/or certification to meet the specified occupation's requirements); and current wages are no more than 10% higher than average wages of the specified occupation. ("Unemployed Extended" is the same as Employment Extended except these workers are currently unemployed.)

§ The ratio of potential candidates ("Current Employed" plus "Current Unemployed") to openings ("New Employer Demand"). The red-orange-yellow-green color scale represents varying ratio levels, moving from a short labor supply (red) to an ample labor supply (green). (The threshold for an "ample" supply varies industry to industry and occupation to occupation, but a general threshold of "50" is used in JobsEQ to denote the green level of generally ample supply.)

## 6. Workforce Characteristics

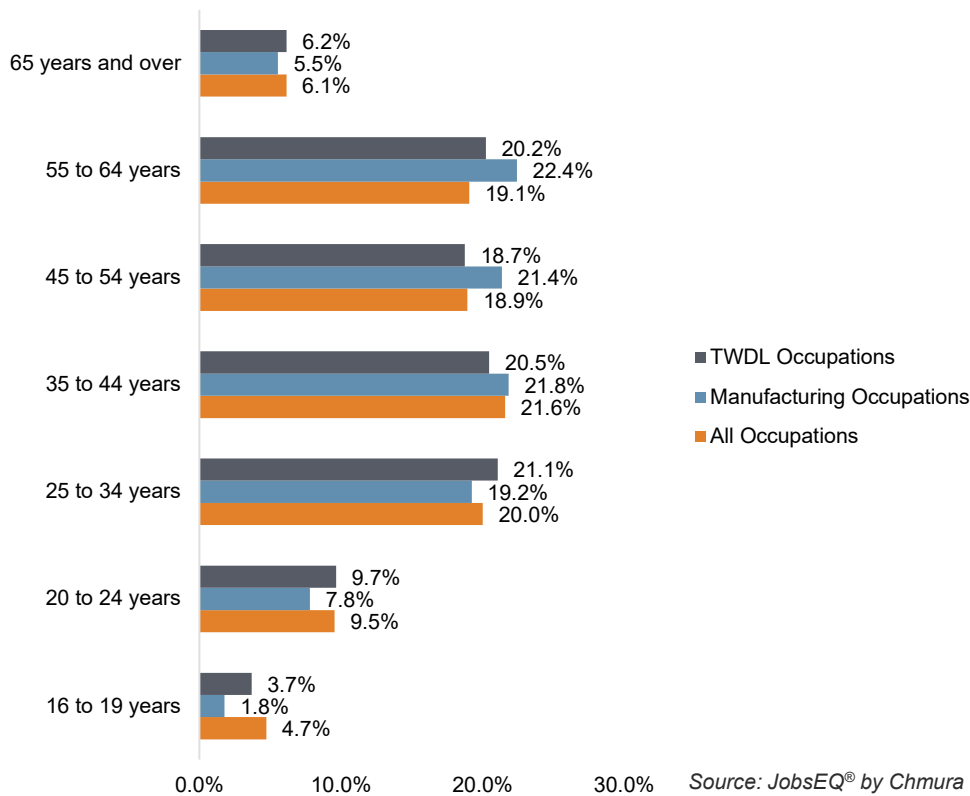
The workforce characteristics/data in this section are representative of the ZCTAs within a 30-minute drivetime of Livingston County, Illinois. This results in a slightly larger reach than the block level data featured in the 30-minute drivetime above.

### 1300 4H Park Road, Pontiac, IL Site

The region around the site in Livingston County, Illinois exhibits a strong labor force, with a significant number of workers falling within the prime working age range. Overall, the prime age (25 to 54) labor force participation rate is 84.0%, slightly lower than the 84.7% rate in the state and higher than the 82.8% rate in the nation. The largest percentage of prime age workers falls between 35 to 44 years, making up 20.5% of all workers in TWDL occupations, 21.8% of all workers in manufacturing occupations, and 21.6% of all occupations. The data indicate the lowest representation at the entry-level (16 to 19 years) stage, with workers in this age range only making up 3.7% of TWDL occupations, 1.8% of manufacturing jobs, and 4.7% of all occupations. The percentage of workers in the 65 years and over age range that make up the manufacturing occupations, TWDL occupations, and all occupations are fairly similar – hovering between 5.5 to 6.2%. This distribution suggests a workforce that is heavily concentrated in the mid-career stages across sectors, with less representation at the entry-level and retirement stages.

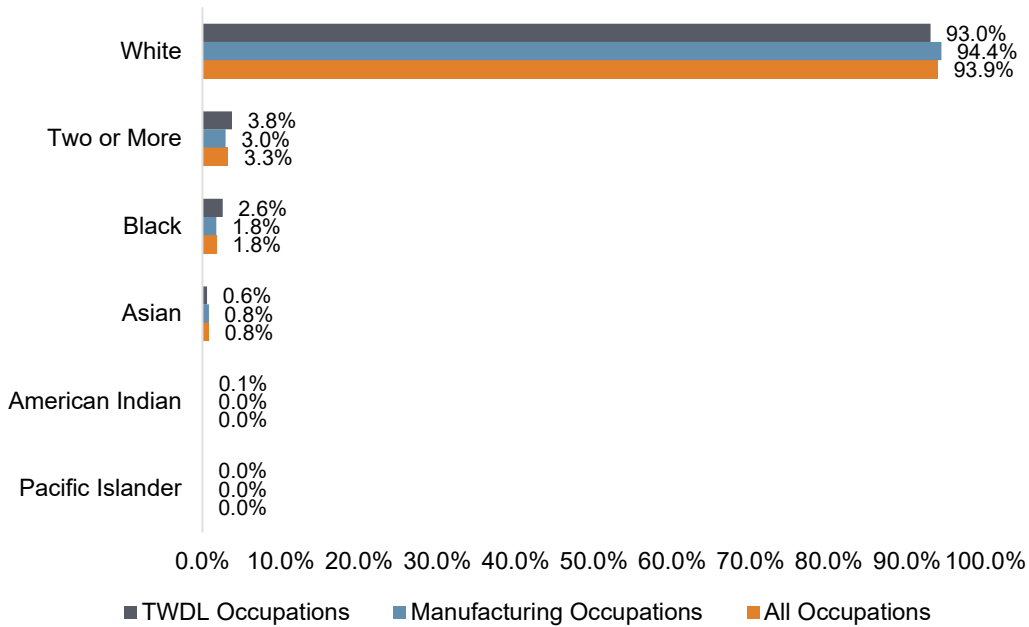
Notably, manufacturing occupations have a much larger representation of workers in the 55-to-64-year age range, at or nearing retirement. Workers aged 55 to 64 make up 22.4% of all manufacturing occupations in the region, compared to 20.2% makeup in TWDL occupations and 19.1% in all occupations. This may make the manufacturing industry in Livingston County more susceptible to labor shortages as older workers approach retirement and if training is not passed on to younger workers in the pipeline.

Figure 6.1: Majority of Workers are in the Prime Work Force Age Range



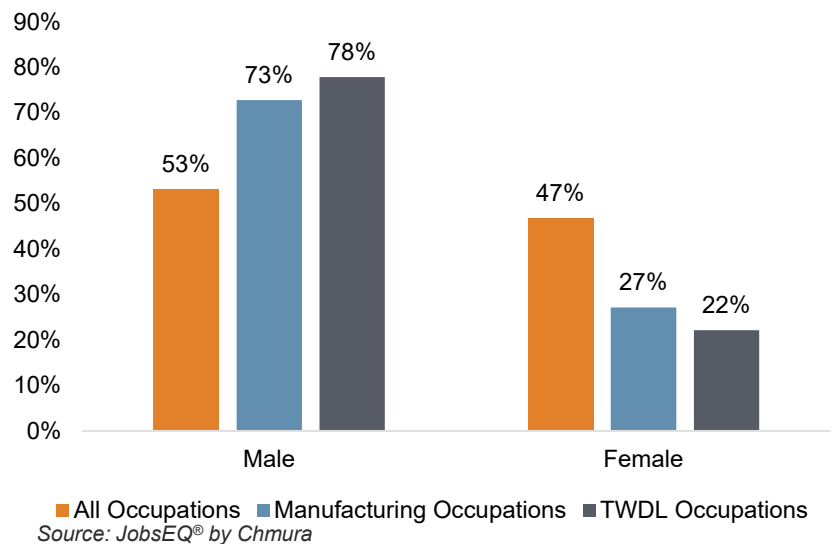
A majority of workers in the region identified as White across all employment categories, with the highest percentage in manufacturing occupations at 94.4% of workers, followed by all occupations at 93.9%, and TWDL occupations at 93.0%. Workers who identify with two or more races make up the next largest group, with 3.8% in TWDL, 3.0% in manufacturing, and 3.3% in all occupations. Black or African American workers represent 2.6% of workers in TWDL, 1.8% in manufacturing, and 1.8% in all occupations. The workforce percentages for Asians are 0.6% in TWDL, 0.8% in manufacturing, and 0.8% in all occupations. The workforce percentages for American Indian and Pacific Islander are 0.1% and 0.0% respectively in TWDL, 0.0% in manufacturing, and 0.0% in all occupations.

Figure 6.2: In All Occupations and Both Industries, Workers are Predominately White



Opportunities exist to increase labor supply by developing pathways for female workers in traditionally male-dominated industries. Male workers significantly outnumber women in both TWDL and manufacturing occupations. Specifically, males constitute 78% of TWDL occupations and 73% of manufacturing occupations. In contrast, females make up 27% of the workforce in manufacturing occupations and are further underrepresented in TWDL occupations, accounting for only 22%. The discrepancy is less pronounced within the broader category of all occupations, although males still lead with 53% representation compared to 47% for females. These figures are similar to what is seen on a national and statewide level: males constitute 53% (nationwide) and 52% (statewide) of all occupations, 75% and 74% of manufacturing occupations, and 80% and 78% of TWDL jobs.

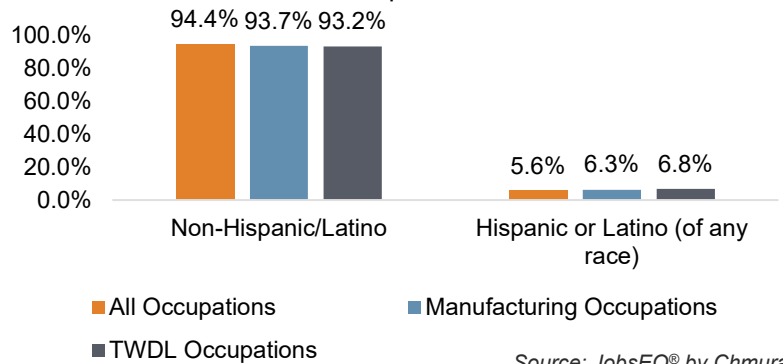
Figure 6.3: Male Workers Significantly Outnumber Females in Manufacturing and TWDL Occupations



Workers of Hispanic/Latino ethnicity vary within the region's occupational categories but have a slightly stronger presence in manufacturing and TWDL occupations compared to all occupations. Specifically, Hispanic or Latino workers account for 6.8% in TWDL occupations and 6.3% in manufacturing occupations, higher than the 5.6% representation in all occupational categories. This concentration of Hispanic/Latino workers in target labor sectors in Livingston County suggests a potential need for English language learning opportunities and other support services in these areas.

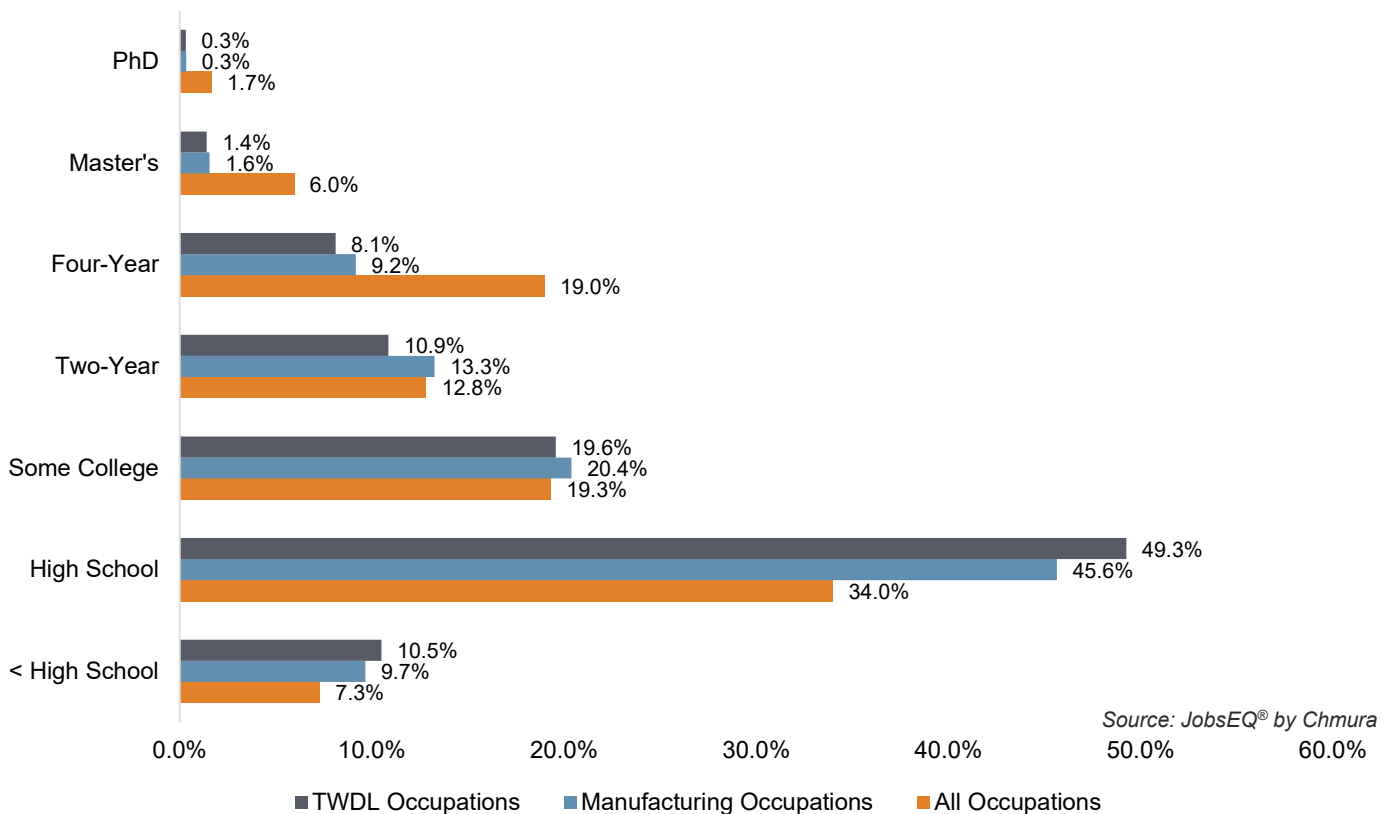
In terms of educational attainment, nearly a quarter of the region's overall workforce holds a four-year college degree (19.0%), while those with a high school diploma represent 34.0% of the workforce, indicating a workforce broadly in alignment with job openings and the target industries. Just below 6% have attained a master's degree, whereas 12.8% have completed a two-year degree and 19.3% have some college experience without a degree. The most common level of education in TWDL occupations is a high school diploma, representing 49.3% of the workforce, followed by those with some college (no degree) at 19.6%, and those with a two-year college degree at 10.9%. In manufacturing occupations, the trend is similar, with the highest percentage having a high school education at 45.6%, then some college at 20.4%, and a two-year degree at 13.3%. The data indicate that workers in TWDL and manufacturing tend to have a lower proportion of college-educated workers than the overall workforce population, likely indicating fewer barriers to entry for potential new workers in the event of an expansion in these industries.

Figure 6.4: Workers with Hispanic/Latino Ethnicity are More Prevalent in Manufacturing & TWDL Occupations



Source: JobsEQ® by Chmura

Figure 6.5: Manufacturing and TWDL Industries Typically Require Less Education Than Average Occupations

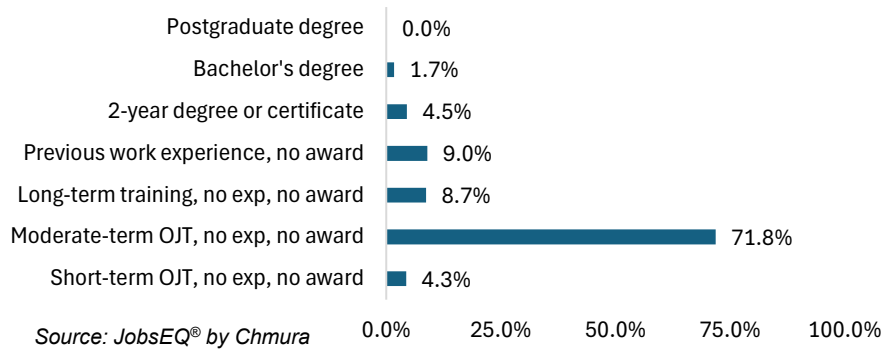


Source: JobsEQ® by Chmura

The educational attainment demographics of workers in the manufacturing and TWDL industries in the region are well matched with the education and training requirements for the occupations that make up these industries.

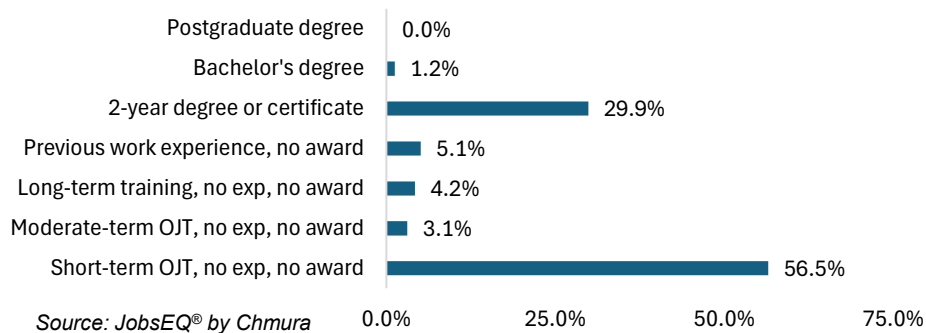
A significant portion of the region’s manufacturing occupations are accessible without extensive training or education, as reflected by the 71.8% of occupations that require moderate-term on-the-job training (OJT), without needing prior experience or an educational award. A smaller yet notable percentage of the occupations, 9.0%, are positions that require previous work experience but still no formal award. Long-term training without the need for previous experience or an award is required for 8.7% of occupations. Positions that are attainable with short-term OJT and no experience or award needed comprise 4.3% of the occupations. The necessity for formal education is minimal, with only 1.7% of occupations requiring a bachelor’s degree and none requiring a postgraduate degree. Those with a 2-year degree or certificate requirement make up 4.5% of the workforce. This data indicates that the manufacturing sector primarily favors hands-on, on-the-job training over formal education, creating a workforce with accessible entry points for individuals without higher education. This can be advantageous for attracting a broad pool of applicants to the industry. The lower barriers to entry may prove helpful in recruiting employees for new or existing companies that present opportunities for quick employment and competitive pay.

Figure 6.6: Manufacturing Occupations Typically Require No Awards and Moderate-term On-the-Job Training



For TWDL (Transportation, Warehousing, and Distribution Logistics) occupations, the sector is also accessible for individuals without advanced degrees. The largest proportion of the occupations, 56.5%, are positions that require short-term on-the-job training (OJT) with no prior experience or educational award. A significant portion, 29.9%, are occupations that require a 2-year degree or certificate. There are a smaller number of roles, 5.1%, that call for previous work experience in the absence of an educational award. Long-term training without prior experience or an award is needed for 4.2% of positions, while moderate-term OJT is required for 3.1% of positions. There is minimal representation of bachelor’s degrees at 1.2%, and no positions are noted that require a postgraduate degree. This distribution suggests that TWDL occupations predominantly offer opportunities that do not necessitate extensive education or training, which could be beneficial in rapidly assembling the necessary workforce and providing swift pathways to employment within the industry.

Figure 6.7: TWDL Occupations Typically Require No Awards and Short-term On-the-Job Training





## Wage Analysis

### All Occupations

For all occupations in the region around the site in Livingston County, workers earn a mean wage of \$59,500. Workers in transportation and material moving occupations make a mean wage of \$45,600, and workers in production occupations make a mean wage of \$50,500. While both of these occupation groups earn less than the average of all workers in Livingston County, the entry level wages for transportation and material moving occupations (\$31,500) are similar to the entry-level average for all occupations (\$32,100), while entry level wages are higher than average for production occupations (\$34,500). This may make entry-level jobs from expanding firms attractive to workers in the region.

TABLE 6.1: Occupation Wages and Employment for All Occupations for 1300 4H Park Road Site

SOC	Occupation	Employed	Unemployed	Entry Level Wages	Median Wages	Mean Wages
<b>53-0000</b>	<b>Transportation and Material Moving Occupations</b>	<b>1,864</b>	<b>191</b>	<b>\$31,500</b>	<b>\$42,000</b>	<b>\$45,600</b>
43-0000	Office and Administrative Support Occupations	1,681	92	\$32,300	\$42,700	\$46,200
11-0000	Management Occupations	1,509	30	\$58,100	\$92,700	\$106,900
<b>51-0000</b>	<b>Production Occupations</b>	<b>1,450</b>	<b>107</b>	<b>\$34,500</b>	<b>\$47,100</b>	<b>\$50,500</b>
41-0000	Sales and Related Occupations	1,428	105	\$28,800	\$34,500	\$47,400
35-0000	Food Preparation and Serving Related Occupations	1,166	114	\$28,100	\$30,700	\$33,500
25-0000	Educational Instruction and Library Occupations	1,150	31	\$32,800	\$51,200	\$55,300
29-0000	Healthcare Practitioners and Technical Occupations	742	15	\$43,600	\$68,200	\$81,900
49-0000	Installation, Maintenance, and Repair Occupations	708	29	\$36,900	\$54,100	\$57,500
47-0000	Construction and Extraction Occupations	662	62	\$40,500	\$64,500	\$67,600
13-0000	Business and Financial Operations Occupations	650	21	\$45,800	\$70,800	\$79,100
33-0000	Protective Service Occupations	650	19	\$40,700	\$65,100	\$65,600
31-0000	Healthcare Support Occupations	556	31	\$30,600	\$37,000	\$38,100
37-0000	Building and Grounds Cleaning and Maintenance Occupations	425	41	\$29,300	\$35,000	\$39,100
21-0000	Community and Social Service Occupations	343	7	\$37,600	\$53,200	\$57,000
39-0000	Personal Care and Service Occupations	275	20	\$28,300	\$31,100	\$35,500
17-0000	Architecture and Engineering Occupations	241	6	\$61,300	\$87,800	\$91,300
45-0000	Farming, Fishing, and Forestry Occupations	228	17	\$30,400	\$41,200	\$44,800
15-0000	Computer and Mathematical Occupations	206	6	\$52,200	\$86,800	\$91,800
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	159	5	\$32,000	\$49,400	\$57,800
19-0000	Life, Physical, and Social Science Occupations	90	3	\$48,300	\$75,300	\$80,200
23-0000	Legal Occupations	79	1	\$44,300	\$75,000	\$101,000
<b>00-0000</b>	<b>Total - All Occupations</b>	<b>16,263</b>	<b>955</b>	<b>\$32,100</b>	<b>\$48,400</b>	<b>\$59,500</b>

Source: Chmura's JobsEQ®. Data as of 2023Q3.

Manufacturing

The manufacturing industry in the region around the site in Livingston County employs a variety of workers in occupations that have significantly higher mean wages than the regional average of \$59,500. Within the region, first-line supervisors of production and operating workers earn mean wages of \$72,000; first-line supervisors of mechanics, installers, and repairers earn mean wages of \$77,300; industrial machinery mechanics earn mean wages of \$67,400; purchasing agents, except wholesale, retail, and farm products earn mean wages of \$76,900; and wind turbine service technicians earn mean wages of \$62,300. In total, five of the top twenty manufacturing occupations by employment within the region account for over 250 workers in positions that outperform the regional occupational wage average (shown in green in the table below).

TABLE 6.2: Occupation Wages and Employment for Manufacturing Occupations for 1300 4H Park Road Site

SOC	Occupation	Employed	Unemployed	Entry Level Wages	Median Wages	Mean Wages
51-2092	Team Assemblers	264	19	\$33,100	\$45,200	\$48,200
49-9071	Maintenance and Repair Workers, General	181	11	\$34,400	\$50,800	\$51,400
51-4041	Machinists	118	3	\$35,700	\$48,800	\$50,400
<b>51-1011</b>	<b>First-Line Supervisors of Production and Operating Workers</b>	<b>106</b>	<b>4</b>	<b>\$48,500</b>	<b>\$70,900</b>	<b>\$72,000</b>
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	99	6	\$36,000	\$49,700	\$50,400
51-9161	Computer Numerically Controlled Tool Operators	67	3	\$40,100	\$56,200	\$56,300
51-4121	Welders, Cutters, Solderers, and Brazers	61	6	\$36,300	\$51,100	\$51,800
<b>49-1011</b>	<b>First-Line Supervisors of Mechanics, Installers, and Repairers</b>	<b>60</b>	<b>1</b>	<b>\$49,500</b>	<b>\$72,200</b>	<b>\$77,300</b>
51-9196	Paper Goods Machine Setters, Operators, and Tenders	45	9	\$37,700	\$50,000	\$49,800
<b>49-9041</b>	<b>Industrial Machinery Mechanics</b>	<b>43</b>	<b>1</b>	<b>\$45,100</b>	<b>\$67,000</b>	<b>\$67,400</b>
51-2099	Assemblers and Fabricators, All Other	39	3	\$33,000	\$44,900	\$47,700
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	39	2	\$34,700	\$42,900	\$45,300
<b>13-1023</b>	<b>Purchasing Agents, Except Wholesale, Retail, and Farm Products</b>	<b>33</b>	<b>1</b>	<b>\$51,200</b>	<b>\$71,700</b>	<b>\$76,900</b>
51-9111	Packaging and Filling Machine Operators and Tenders	30	4	\$35,300	\$39,900	\$43,000
51-6031	Sewing Machine Operators	29	1	\$30,500	\$33,200	\$34,800
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	28	0	\$40,800	\$51,700	\$49,500
51-2031	Engine and Other Machine Assemblers	27	1	\$34,600	\$42,900	\$44,600
51-9199	Production Workers, All Other	27	4	\$35,200	\$40,700	\$43,500
<b>49-9081</b>	<b>Wind Turbine Service Technicians</b>	<b>27</b>	<b>1</b>	<b>\$49,100</b>	<b>\$60,200</b>	<b>\$62,300</b>
43-5061	Production, Planning, and Expediting Clerks	27	1	\$39,400	\$55,200	\$57,700

Source: Chmura's JobsEQ®. Data as of 2023Q4.

Transportation, Warehousing, Distribution, and Logistics

The TWDL industry in the region around the site in Livingston County employs a variety of workers in occupations that have significantly higher mean wages than the regional average of \$59,500. Within the region, first-line supervisors of transportation and material moving workers, except aircraft cargo handling supervisors earn mean wages of \$62,000; bus and truck mechanics and diesel engine specialists earn mean wages of \$60,100; transportation, storage, and distribution managers earn mean wages of \$98,700; logisticians earn mean wages of \$74,600; and mobile heavy equipment mechanics, except engines earn mean wages of \$60,500. In total, five of the top twenty TWDL occupations by employment within the region account for over 150 workers in positions that outperform the regional occupational wage average (shown in green in the table below).

TABLE 6.3: Occupation Wages and Employment for TWDL Occupations for 1300 4H Park Road Site

SOC	Occupation	Employed	Unemployed	Entry Level Wages	Median Wages	Mean Wages
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	515	65	\$31,200	\$39,600	\$40,500
53-3032	Heavy and Tractor-Trailer Truck Drivers	363	23	\$39,900	\$57,400	\$58,800
53-7051	Industrial Truck and Tractor Operators	139	12	\$38,600	\$44,900	\$46,600
49-3023	Automotive Service Technicians and Mechanics	122	4	\$34,900	\$48,400	\$51,600
53-7064	Packers and Packagers, Hand	94	16	\$29,100	\$37,000	\$37,500
53-3033	Light Truck Drivers	89	8	\$30,000	\$44,100	\$48,600
53-3051	Bus Drivers, School	74	4	\$32,000	\$43,300	\$48,600
<b>53-1047</b>	<b>First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors</b>	<b>63</b>	<b>2</b>	<b>\$41,400</b>	<b>\$62,000</b>	<b>\$62,000</b>
<b>49-3031</b>	<b>Bus and Truck Mechanics and Diesel Engine Specialists</b>	<b>35</b>	<b>0</b>	<b>\$45,000</b>	<b>\$57,700</b>	<b>\$60,100</b>
53-7061	Cleaners of Vehicles and Equipment	29	4	\$29,200	\$32,600	\$36,400
<b>11-3071</b>	<b>Transportation, Storage, and Distribution Managers</b>	<b>27</b>	<b>1</b>	<b>\$56,600</b>	<b>\$90,400</b>	<b>\$98,700</b>
<b>13-1081</b>	<b>Logisticians</b>	<b>23</b>	<b>0</b>	<b>\$48,800</b>	<b>\$70,500</b>	<b>\$74,600</b>
43-5032	Dispatchers, Except Police, Fire, and Ambulance	23	1	\$36,600	\$51,700	\$54,700
49-3021	Automotive Body and Related Repairers	21	0	\$33,900	\$53,200	\$52,000
<b>49-3042</b>	<b>Mobile Heavy Equipment Mechanics, Except Engines</b>	<b>14</b>	<b>0</b>	<b>\$41,600</b>	<b>\$57,200</b>	<b>\$60,500</b>
53-3053	Shuttle Drivers and Chauffeurs	13	2	\$28,200	\$31,600	\$32,600
49-3093	Tire Repairers and Changers	12	1	\$32,500	\$38,600	\$38,300
53-6031	Automotive and Watercraft Service Attendants	12	1	\$29,600	\$33,700	\$34,900
53-3052	Bus Drivers, Transit and Intercity	10	1	\$38,500	\$42,700	\$47,100
43-5021	Couriers and Messengers	9	2	\$30,200	\$35,300	\$37,000

Source: Chmura's JobsEQ®. Data as of 2023Q4.